

Congress of the United States
House of Representatives

COMMITTEE ON OVERSIGHT AND REFORM

2157 RAYBURN HOUSE OFFICE BUILDING

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MEMORANDUM

November 26, 2021

To: Members of the Subcommittee on Government Operations
Fr: Committee Staff
Re: Hearing on “The Future of Federal Work”

On **Wednesday, December 1, 2021, at 10:15 a.m. ET**, the Subcommittee on Government Operations will hold a hearing in **room 2154 of the Rayburn House Office Building and remotely on the Zoom video platform**.

I. HEARING PURPOSE

The federal government is failing to recruit and retain early career talent that can serve the nation and grow into future federal leaders and managers. The lack of early-career talent is particularly glaring in occupations where the federal government has consistently struggled to fill mission-critical skills gaps, including cybersecurity professionals, health care providers within the Veterans Health Administration, and human resources experts across the enterprise of government. In a March 2021 report, the Government Accountability Office found:

Mission-critical skills gaps both within federal agencies and across the federal workforce impede the government from effectively serving the public and achieving results. Skills gaps caused by insufficient number of staff, inadequate workforce planning, and a lack of training in critical skills are contributing to our designating 22 of the 35 other areas as high risk.¹

This hearing will examine the necessary actions to recruit and retain top talent in the federal government and to rebuild, strengthen, and transform the federal workforce to meet the needs of the country in the 21st century.

¹ Government Accountability Office, *High-Risk Series: Dedicated Leadership Needed to Address Limited Progress in Most High-Risk Areas* (Mar. 2021) (GAO-21-119SP) (online at <https://files.gao.gov/reports/GAO-21-119SP/index.html>).

II. WITNESSES

Ms. Mika J. Cross
Federal Workplace Expert

Mr. Kenneth J. Thomas
National President
National Active and Retired Federal Employees Association

Ms. Michelle Amante
Vice President, Federal Workforce Programs
Partnership for Public Service

Ms. Meredith M. Lozar
Executive Director, Programs and Events
Hiring Our Heroes, U.S. Chamber of Commerce Foundation

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