

**STATEMENT OF CONGRESSMAN DANNY K. DAVIS AT  
COMMITTEE ON GOVERNMENT REFORM  
HEARING  
ON THE HUMAN CAPITAL CHALLENGE: OFFERING  
SOLUTIONS AND DELIVERING RESULTS**

**Tuesday, April 8, 2003**

Chairwoman JoAnn Davis, Chairman Voinovich and Ranking Member Durbin, it is a pleasure to be here today, at a joint hearing to consider civil service reform and the General Accounting Office's designation of the federal government's human capital as high-risk.

Over the last several years, the Senate Subcommittee on the Federal Workforce has held numerous hearings on civil service reform and I am pleased that, this session, the House Civil Service Subcommittee will be equally vigorous in examining civil service reform issues.

What is emerging from these hearings on civil service reform proposals is that the “devil is indeed in the details.”

To *effectively* reform federal operations and the workforce you must first understand the logic and reasoning behind the outdated and outmoded rules and regulations. If not, we are destined to reform everything and improve nothing.

For example, if the current system is to be reformed to give managers more flexibility, how can we ensure that a new system will be fair and equitable and free from political influence?

Efforts to reform the civil service that are based on the need for more flexibility may indeed be valid, but

offering more flexibility without *accountability* is simply something we cannot afford to do.

Legislation that offers flexibility without accountability should not be considered unless it specifies how decision-makers in the government will be held accountable for their actions and the decisions they make.

I look forward to working with my counterparts in the Senate, federal employee unions, research organizations, and others, as we work together to improve the efficiency and effectiveness of the federal government and to place a higher premium on civil servants.

Thank you.