

**STATEMENT OF
THE HONORABLE KAY COLES JAMES, DIRECTOR
U.S. OFFICE OF PERSONNEL MANAGEMENT**

before the

**SUBCOMMITTEE ON TECHNOLOGY, INFORMATION
POLICY,
INTERGOVERNMENTAL RELATIONS, AND THE
CENSUS
COMMITTEE ON GOVERNMENT REFORM
U.S. HOUSE OF REPRESENTATIVES**

on

**ACHIEVING E-GOVERNMENT EFFICIENCIES AT THE
OFFICE OF PERSONNEL MANAGEMENT**

SEPTEMBER 23, 2003

Thank you Mr. Chairman. I would like to request that my full testimony be entered into the record.

Good morning and thank you for this opportunity to report on our agency's e-Government initiatives which will eventually yield \$2.7 billion dollars in tax savings over the life of the initiatives and produce unprecedented increases in efficiency and effectiveness of the management of the government's human capital resources.

I will be discussing today five of the e-Government initiatives outlined in the President's Management Agenda, President Bush's strategy for making the federal government more focused on citizens and results.

We are going to save a lot of money and make life a lot easier for the Federal workforce and the American people they serve.

These e-government programs provide a powerful way for Federal agencies to consolidate information into a single, trusted framework that will support government workers throughout their entire life cycle. From hire to retire.

The Office of Personnel Management is the Managing Partner for five Presidential e-Government initiatives:

- Recruitment One Stop
- e-Clearance
- e-Training
- e-Payroll, and
- Enterprise Human Resource Integration (EHRI).

The goal of the **Recruitment One-Stop initiative** is to improve the process of locating and applying for Federal jobs. We are delivering to both job seekers and Federal agency recruiters a wealth of exciting new features.

As part of this initiative, our new USAJOBS website shakedown-cruise was launched last month in a real-time trial-run which allowed us to ask-for and respond-to customers' requests and comments. The site now has a new look and a feel that is clean, bright and easy-to-navigate. A new full text job search function was introduced as well as a streamlined resume builder.

Since the launch there have been four and a half million unique visitors to the new site. That's an increase of more than 400% from the month before the new site was launched.

We launched the site on August 4 – in the seven weeks since then, there have been over 101 million page views, more than 9 million visits and 7,928,814 unique visitors.



There are approximately 15,000 new resumes created each week on the site. Job seekers who put their resumes on our website are able to search for jobs automatically and receive notice of these postings on a daily basis. They are able to sign up for automatic e-mail notification when the type of job they are looking for opens up.

The automatic response allows government workers the freedom to concentrate on other tasks and saves the taxpayer money.

Since launch we have received more than 15,000 email communications from job seekers and we are responding on average in less than 24 hours.

In addition to the impressive numbers, recent OPM updates to USAJOBS include a revision that allows job seekers to search entire departments and agencies within the drop-down list, thus making it easier for job seekers to broaden or narrow their search requirements according to their interests

In responding to feedback from our customers, we have made the site easier to navigate by introducing three new features:

- a relocated “Veterans” link,
- updated agency and department search instructions and
- a new “Frequently-Asked-Questions” section that is updated daily.

The revamped website features a quicker job- search engine, sorting capacities, and accessibility for disabled users. Other new features include storage for up to five online resumes, a personal career management home, an option to make resumes searchable by agency recruiters, and an opportunity to create and save application letters.

We revised the new website to reposition the interactive prompt for veterans and we are encouraging Veteran Service Organizations to provide even more feedback to make the site user friendly for America's veterans.

It is imperative that we make this information available to our veterans. These men and women are some of the most qualified candidates in terms of skills, talents and their commitment to our nation. They have sacrificed to secure the freedom of this great nation. As our President continues to make veterans' preference a top priority, we will do everything we can ensure their tireless sense of service is rewarded.

In a future round of enhancements, we expect that the USAJOBS website will be fully integrated with automated candidate assessment systems running across the Federal Government.

With integration, job seekers will have access to completely redesigned and improved job postings. We are providing what is called a “create once, submit many” application process, and real-time updates regarding the status of applications filed.

Our Recruitment One-Stop initiative is projected to save the taxpayer \$365 million over the next ten years.

e-Clearance

The frustrations with delays in the national security application and update process since 9/11 has been felt by the Department of Homeland Security, the Administration and in Congress.

The OPM e-Clearance initiative will improve and speed the processing of investigations for security clearances.

There are several components to our E-Clearance improvement process. The most visible will be the Electronic Questionnaire for Investigations Processing -- e-QIP. This is an automated online version of the SF-86 paper-based security clearance application.

With e-QIP, the application, delivery, and processing of this clearance application will change from a paper-based to an electronic environment. This electronic form became available for use on a government-wide basis in July 2003.

e-QIP is also accessible remotely -- the security clearance applicant can fill out the form from other computers where appropriate. You don't always have that telephone number from seven years ago in your desk drawer at work.

An important feature of the e-Clearance initiative is development and implementation of a cross-agency Clearance Verification System -- CVS. The CVS initiative captures the concept of providing access for all agency authorized users to the personnel security investigation and clearance records of the government.

e-Clearance will also allow agencies to image investigative records held by the myriad investigative agencies and make them available, among all authorized federal users, electronically. By doing so, e-Clearance will facilitate the exchange of previous investigative results thereby maximizing cost avoidance by eliminating redundancy.

With the recent connection of the Department of Defense and OPM clearance databases, more than 98% of all government security clearances are now available for searching in one virtual data base.

e-Clearance will begin recouping investment costs in its third year of existence and it is estimated that e-Clearance will save over \$258 million in its first ten years

The vision of the **e-Training initiative** is the creation of a premier Government wide environment that supports the career development of the Federal workforce. It focuses on unifying, simplifying, and increasing access to high quality e-Training products and services.

Federal agency leaders can use e-training to sustain a learning environment that drives continuous improvement in individual and Agency performance. By providing agencies with on-demand e-learning services, the e-Training initiative will enhance the ability of the Federal Government to attract, retain, manage, and continuously educate the highly skilled professionals needed for a flexible and high performing government workforce.

Managers can not link competencies and reward excellence without providing their employees with the tools for professional growth. Our online e-training program provides those tools.

Since the launch on July 23, 2002, the Gov Online Learning Center has had

- 1 million unique visits, and has had
- over 50,000 courses completed by 86,000 registered users around the world.

You want to talk about “build it and they will come” – this is it!

Mr. Chairman, over 50% of the e-training participants are at the Department of Defense. There are soldiers in Iraq and Afghanistan today using our e-training programs to continue their education as they defend freedom on the other side of the world.

On September 17th, we launched e-Training's Module 3 which includes the IT Workforce Development Roadmap that allows Federal IT personnel to complete skill gap analysis, create individual development plans, and access additional resources.

This will provide OPM the ability to identify IT mission critical skill gaps across Government and work with agencies to develop strategies to address them.

The third module also implements enhanced standardized report mechanisms, which facilitate agencies' management of e-learning data. e-Training is projected to save the taxpayer \$784 million over the course of the next ten years.

Mr. Chairman, the future management of Federal human capital is an opportunity I embrace wholeheartedly. It is not a crisis – it is a big job. We can succeed at anything for which we have unlimited enthusiasm – which is my view of our current transformation of the human resource functions of the Federal workforce.

Enterprise Human Resources Integration is a term you can expect to hear a lot more of in the years ahead. EHRI will be a system that supports human resources management across the Federal government at all levels from the employee to senior management.

Once developed, the result will be a comprehensive electronic personnel record-keeping and analysis system covering the entire life cycle of Federal employees from hire to retirement. EHRI, which includes a data warehouse, will replace the current personnel folder with an electronic record for all 1.8 million Executive Branch employees.

We've been to the moon. We should be able to eliminate those mountains of folders. And we are. Today.

Employees will be able to view their Official personnel Record on line, at home or at work to get information or verify its accuracy. Records will be more accurate and transfer faster as employees transfer from one agency to another.

EHRI will enable managers to forecast employee movements -- such as promotions and retirements -- and ensure qualified personnel are in place. It will take minutes, not days, for agencies to examine the official electronic records of employees transferring into their organizations.

EHRI will help provide critical monitoring for increased transparency into HR practices. We can view trends for better insight into what is really happening in our Federal workforce. We can more effectively forecast outcomes and the potential impact of our human resource management actions, based upon the past, present information, and future planned activities.

EHRI is estimated to save the taxpayer \$235 million over the next ten years. We save taxpayers' money, your money, and my money, while enhancing the capability of strategic management of human capital.

Speaking of money, we are consolidating and streamlining the federal payroll process through e-payroll. The **e-Payroll initiative** consolidates 22 separate Federal payroll systems to two systems which will simplify and standardize Federal payroll. E-Payroll will save taxpayers \$1.1 billion over the next 10 years

Mr. Chairman, President Bush has requested results. e-gov is producing results today. Results in tax dollars saved, government efficiency enhanced and the American citizen better served by their government.

We are quickly moving toward a true "e-government." Science fiction writers once imagined a world where information and services moved at the speed of light – the Office of Personnel Management is creating it.

For those of us who started as students of wars in distant lands and could never have imagined a world where the war could be brought to our country, this is a time of new vigilance and security.

A government that embraces technological advancement available today is a necessity. With e-gov, we are doing precisely that.

Thank You. I would be happy to answer any questions.