

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

My name is Norman Enger and I am the OPM e-Government Program Director for the five OPM e-Government initiatives.

It has been a privilege and a pleasure to work with OPM Director Kay Coles James. Her leadership has let the Office of Personnel Management become a leader in e-Government. The OPM e-Government initiatives are using information technology (IT) to provide enterprise Human Capital solutions for the Federal Government. I would like to provide more detail to the five critically important Presidential e-Government initiatives which Director James has discussed.

E-Gov, in total, provides the framework and methodologies to consolidate disparate resources and processes into a modern, trusted Federal Human Capital enterprise architecture. Our goal is to deliver an e-government that supports the modernization of human resources management systems and the development of human capital across the Federal government.

As Director James stated, the vision of the Office of Personnel Management is for these initiatives, when combined with OPM's Retirement Systems Modernization initiative, to provide an interlocking enterprise system based on the employee lifecycle. These interrelated initiatives streamline and improve processes for moving Federal employees through the employment lifecycle. Collectively, these initiatives help make

government more citizen-centered and results oriented in line with the President's Management Agenda.

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 and capabilities. Based upon current site use, 54 million Americans will visit this site each year. Over 700,000 new resumes will be created on this site each year. With the new USAJOBS website, job seekers enjoy a new user friendly site with a look and feel that is clean, bright and easy-to-navigate. A new full text job search is available as well as a new streamlined resume builder. Human Resources specialists benefit from the addition of new tools for managing job postings, candidate communications, and candidate sourcing.

Recruitment One Stop improves service delivery to job seekers and enhances the Government's position as a competitor for talented personnel. Newly formatted job announcements will be attractively displayed, easy to read, and communicate to applicants the benefits and rewards offered by a career in public service. Agency hiring managers will be able to search resumes contained in the database to source potential candidates. Job applicants are offered more intuitive and flexible job searching capabilities that allow them to more easily identify jobs that best match their interest and skills. They will also be able to check the status of their job applications.

OPM Director Kay Coles James is committed to fixing the Federal hiring process. The Recruitment One-Stop initiative and the new USAJOBS web site are key

components in making this goal a reality. This initiative is reducing the complexity in Federal hiring and making it easier to hire qualified applicants. It will decrease the cost per hire and reduce the time needed to fill vacancies.

Our new **e-Clearance initiative** will not only save time and taxpayer money, it is a vital new necessity for a post 9/11 government committed to vigilance and security. Today, backgrounds can be checked faster because the forms can be completed and submitted faster. There will be a reduced wait time for clearances and more reciprocity and sharing of clearance information among agencies. Authorized personnel will have quicker access to clearance information and there will be a reduction in duplicative investigations. This initiative benefits all applicants, employees, and contractors to the Federal Government.

Now, when a person completes the Standard Form 86, the Part 1 data (after the first time) -- addresses, employment, education and so forth -- will be automatically populated thereby eliminating their need to re-enter the information with an estimated time savings of one hour per person.

This represents a significant time and cost savings for both the government and private industry. Investigations will be less expensive and can be scheduled faster because the SF 86 data will be transmitted and processed as an electronic record.

The second component 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.

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

These components provide performance improvements and cost savings. Locating the investigative and clearance records of persons moving between the government and the private sector or between agencies has been simplified. In the future, persons will not have to undergo unnecessary investigations because a previous, valid record could not be located or quickly accessed.

Our **e-Training initiative** with its golearn.gov website will provide executives, managers, and human resources personnel with the information and tools needed to more easily identify career paths and competencies; track, measure, and report on agency performance in key areas; and identify and assess learning needs. Over 1 million civilian and military personnel use this site each year to receive on-line training. There are currently over 100,000 registered users and 60,000 courses have been completed.

In concert with the widely acknowledged benefits for distance learning, the e-Training initiative and its on-line training will provide targeted instructional programs based on the needs of both the individual and the organization. The Agency competency assessment, development, and management capabilities from e-Training will keep the streamlined Federal workforce operating at maximum efficiency. The customized learning environment made possible by this initiative allows agencies to focus training efforts on their own specific business needs, thereby more effectively

using their scarce training dollars to improve workforce performance. There are cost savings from tuition cost avoidance, compressed learning time, and travel cost avoidance.

Current research in government and commercial sectors suggests that employees are more likely to stay with organizations that provide training opportunities that are aligned with career development. The e-Training initiative seeks to achieve this alignment, providing tools, such as the Competency Management Center, that allow human resource specialists and employees to more easily plan professional and individual development and map it to courses and services.

. The Gov Online Learning Center which Director James discussed provides a wide array of e-training products and services for free and for fee. Free access is provided for nearly 40 e-training courses such as Computer Security, Ethics, and Sexual Harassment.

The on-line Federal student will also have access to e-Books, a Search & Select feature, and Resource Center links. Many additional services and e-courseware materials can be purchased by government agencies through the Gov Online Learning Center, including libraries of thousands of e-training courses ranging from information technology to management and leadership to communication skills, and assistance with the determination of needs and implementation of learning management systems.

Mr. Chairman, the initiative with the most serious sounding name is the program that is going to eliminate a serious amount of paperwork, backlog and never-ending paper trails. As Director James explained, our **Enterprise Human Resources**

Integration initiative is the beginning of the end of those tons of paper personnel folders.

As hard-pressed Federal HR managers can attest, conducting workforce planning and analysis on a large scale is difficult today because personnel data is stored on paper in personnel folders, and a subset of that data is stored in a jumble of legacy systems of varied levels of functionality and integration.

The goals of EHRI are clear,

- Provide the capability for comprehensive knowledge management and workforce analysis, forecasting, and reporting to enhance further strategic management of human capital across the Executive Branch. This includes a data repository for data query and analysis, knowledge management and workforce planning. This repository is becoming operational on September 30, 2003.
- Enable expanded electronic exchange of standardized human resources data within and across agencies, producing tangible benefits and cost savings. This includes the electronic exchange of personnel data for inter- and intra-agency transfer, data extraction for OPM's analytical needs, and the ability to create an electronic Official Employee Record.
- Finally, provide unification and consistency in HR data across the Executive Branch. This includes the development of a Government-wide HR business model and the development of a source repository for managing human resource and payroll information.

The **e-Payroll initiative** advances the e-Government agenda by creating greater efficiencies in Federal payroll processing. We are reducing 22 Federal payroll systems to 2 partnerships that provide payroll processing services. The current 22 systems that pay 1.8 million civilian employees employ a variety of paper and electronic processing; records are not easily shared between agencies as federal employees change jobs in the federal system; and records are manually retired upon employees' retirement and resignation.

We want e-payroll to be a simple, easy to use, cost effective, standardized, integrated Human Resource and Payroll service to support the mission and employees of the Federal Government.

As the managing partner, OPM established and led a working group to analyze Federal civilian payroll service delivery from a Government-wide perspective in order to identify options for the modernization and improvement of payroll systems and processes. The working group, which consisted of OPM, the Office of Management and Budget and payroll providers, determined that consolidation of payroll service delivery and standardization of payroll processes were the first steps in achieving integrated Human Resource and Payroll services.

Payroll consolidation will provide Federal employees more efficient and effective service. They will have better information, consistent net pay, on-line enrollments, and electronic access to information. Service delivery will be improved through standardized systems.

Mr. Chairman, e-Gov initiatives are not simply providing a technology tool to federal government stakeholders, nor providing a new application using existing technologies. OPM e-Government is using digital technologies to transform government operations in order to improve effectiveness, efficiency, and service delivery.

OPM e-Government is taking advantage of existing information technologies to create the framework for improved management and use of Federal HR resources and information. The Program Management Office for e-Government at OPM has the vision that seeks an order of magnitude improvement in the Federal government's responsiveness and value to the citizen.

Mr. Chairman, these five initiatives of President Bush's administration represent a giant stride in the technological evolution of a government that is rapidly accelerating toward improved operating efficiency on the much heralded information superhighway. These five initiatives improve the way the government works and they have required a lot of work by a lot of dedicated people. They also provide direction for the continuing work that remains to be done.

These dynamic innovations we have discussed this morning are solid evidence that e-government is transforming the way our government operates today.

Thank you and I would be happy to answer any questions.

