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Chairman Comer, Ranking Member Raskin, and Members of the Committee, thank you for the opportunity to update you on the work being done by the Office of Personnel Management (OPM) in support of the federal workforce and the American people.

I would like to begin by acknowledging former Director Kiran Ahuja for championing OPM and the federal workforce. Former Director Ahuja and I share a deep commitment to OPM, the federal workforce, and public service. A little over a year ago, I was privileged to become the Deputy Director of OPM, and I am proud to now serve this agency as Acting Director as OPM works every day to support federal agencies, employees, retirees, their families, and the American public.

OPM serves as the champion of our nation’s federal workforce—the 2.3 million federal employees who serve the American public, over 85 percent of whom work outside the National Capital Region. They work in your communities; they are tradespeople and laborers, public safety officers, research and medical professionals, information technology and cybersecurity specialists, and more. Career civil servants are the backbone of the federal government. Their commitment to service, experience, and expertise are invaluable to our democracy.

The federal government is better able to serve the American people because OPM has focused on positioning the federal government as a model employer. OPM has responded to urgent workforce policy and operational needs across government by taking an increasingly data-driven, customer-focused, proactive approach to workforce management. Our products and tools enable agency leaders to make decisions that support hiring and retaining a well-qualified workforce. OPM is also continuing to modernize and digitize services to federal employees, annuitants, and their eligible family members, while improving the benefits that will further position the federal government as a model employer. This includes the launch of a new health benefits program for postal employees, annuitants, and their families. The successes we have had in these efforts show the value that a strong and vibrant OPM brings to our nation, and we will need the support of Congress to continue building on these successes.

I am very proud to share some of our accomplishments and plans for the future with you today.

Building the Workforce of the Future

In fulfilling OPM's role as champions of talent for the federal workforce, we work closely with agencies across the federal government, the Chief Human Capital Officers (CHCO) Council, and the Office of Management and Budget (OMB) to develop a vision for the future of the federal workforce—a workforce that is inclusive, agile, and engaged, with the right skills to enable mission delivery. This includes equipping our agency partners with the tools they need to improve federal personnel practices and policies, compete for top talent, and strengthen the existing workforce—all to create a more effective and efficient federal government. OPM's partnership with the CHCO Council has been particularly critical in allowing us to work directly with agency CHCOs to advance and support personnel policies across the federal workforce that meet the needs of the federal government.

OPM has delivered a number of legislative proposals to Congress aimed at improving OPM's ability to deliver services to agencies and employees, establishing processes to enable agencies to better recruit and retain a highly skilled workforce, enhancing benefits delivery, and improving efficiency and effectiveness of OPM operations. I will reference some of these proposals throughout my testimony. We look forward to working with Congress to advance these proposals.

Critical to this effort to support the federal workforce is ensuring we continue to protect and elevate the professional, nonpartisan, merit-based, career civil service that has been a hallmark of American government for over 140 years. The civil service was established with the recognition that the federal government benefits from a workforce with the expertise and institutional knowledge necessary to ensure that the federal government serves the American public, even as presidential administrations change. Since then, Congress has enacted various statutes to govern the civil service and make sure that decisions to hire and fire are based on merit, not political loyalty. OPM is proud to continue to preserve this longstanding bipartisan practice that allows the federal government to recruit and retain career professionals with our recently published rule to clarify and reinforce these long-standing civil service protections and merit systems principles.

In addition, OPM continues to help agencies recruit and retain a highly qualified and diverse talent pool to meet the mission of the federal government. Offering a competitive compensation and benefits package and other workforce flexibilities better enables agencies to hire top talent to meet their missions. To that end, OPM is proud to have supported the President in implementing an average pay increase of 5.2 percent for most federal employees this year.

And OPM is proud of its work to advance pay equity throughout federal pay systems. In January 2024, OPM released a final regulation that prohibits the use of previous non-federal salary history in setting pay for federal employment offers, which can exacerbate preexisting inequality and disproportionately impact women and workers of color. Under the final regulation, federal agencies will no longer be able to set pay based on non-federal salary history for those who are joining the federal government for the first time or are returning after a break in federal service. Agencies will also not be permitted to consider the salary in a candidate's competing job offer when setting pay. Finally, agencies will be required to have policies regarding setting pay based on a previous federal salary for employees who have previous civilian service in the federal

government. This regulation further positions the federal government as a model employer, by helping to close gender and racial pay gaps, thus helping to attract and retain a qualified, effective workforce drawn from the full diversity of America.

OPM is also working with agencies to provide critical skills and retention incentives. OPM has put forth several pay-related legislative proposals, such as a repeal of the limit on aggregate pay—a challenge for agencies trying to compete for top talent—and a government-wide critical skills incentive authority that would create a new incentive to help agencies fill mission critical occupations such as skilled cyber and STEM professionals, including AI professionals. We have also proposed improving existing incentive awards and the student loan repayment program. We look forward to engaging with this Committee to advance these important proposals. Finally, we are working to better streamline the usage of certain incentives through regulatory action, where possible. For example, in November 2023 OPM published a proposed rule to enhance agency use of recruitment and relocation incentives. Together, these actions are poised to better position the federal government to attract and retain top talent.

OPM is focused on building efficiency into the hiring process. OPM has launched six multi-agency recruitment portals on USAJOBS (the Federal Internship Portal, Federal Tech Portal, STEM Jobs Portal, National Security and Foreign Jobs Portal, Talent Sourcing for America, and Senior Level Scientific and Professional Job Portal) to support government-wide recruitment and hiring initiatives. OPM also established a new Hiring Experience (HX) group to drive innovations in hiring and improve the hiring experience for applicants, hiring managers, and HR practitioners. This newly established HX group is already seeing progress in its efforts to expand pooled hiring, where we are maximizing the input of subject matter experts to identify, assess, and hire for common job requirements across agencies, thereby leveraging the impact of one hiring action into multiple, quality hires.

For example, with our agency partners, OPM pioneered new techniques to support hiring efforts related to the Bipartisan Infrastructure Law (Infrastructure Investment and Jobs Act, 2021). OPM built a tiger team of experts to help agencies quickly and effectively fill more than 6,000 positions across multiple occupations and agencies.

More recently, OPM was able to gather stakeholders to successfully pilot shared certificates for hiring. By identifying clusters of agencies with similar talent needs and providing those agencies with consultative support, we were able to scale cross-agency hiring. This effort resulted in 24 hiring actions that yielded 492 hires in 2023. We continue to build on this success.

As we work towards building a diverse, qualified workforce, we also recognize the importance of hiring candidates based on the skills they possess, rather than where they developed those skills. The federal government should be a leader in promoting skills-based hiring. Degrees can too often become a proxy for skills in the hiring process. That is changing. OPM has been focused on implementing merit-based federal hiring reforms to expand the use of competency-based assessments to help hire the individuals with the right skills to execute agency missions. Improving competitive hiring opens the doors to a wider array of skilled candidates.

OPM has issued important guidance to advance this shift to skills-based hiring. With new assessments like SMEQA (Subject Matter Expert Qualification Assessments), we are bringing the people who know the work right into the hiring process. USA Hire, OPM's online assessment platform was designed to facilitate delivery of skills-based assessments and provides agencies with extensive assessment options to implement skills-based hiring practices. Agencies have expanded their use of USA Hire assessments exponentially. In FY 2023, OPM observed record volume for its USA Hire online assessment platform, with over 18,700 jobs using USA Hire as part of the hiring process and 672,274 assessment batteries completed. Since the program's inception, the number of jobs using USA Hire assessments has gone from 18 (in 2011) to over 18,000 in 2023. As we work to further expand the use of rigorous assessments into federal sector hiring, we also recognize that this is an involved process that requires appropriate resources and implementation time for agencies. OPM looks forward to working with Congress on our shared interest of expanding skills-based hiring in a way that considers these challenges.

This is only a sample of OPM's work to position the federal government as a model employer. We are also working to support agencies' need to fill specific mission critical occupations, partnering with them to appropriately and strategically utilize the workforce tools available to them, such as direct hire authority, special pay rates, or certain types of recruitment or retention incentives. I am committed to ensuring the OPM team is ready to help any agency that needs our expertise and assistance in meeting their workforce needs.

Additionally, as OPM looks to further build and sustain the federal workforce, there are specific, critical areas that OPM is prioritizing.

Early Career Talent

Early career talent is the future of any organization and a vital component of workforce planning. The federal government must continuously bring new talent, perspectives, and ideas into its workforce. OPM recently issued a final rule on the Pathways Programs designed to significantly expand opportunities for early career talent in the federal government. This is one of the most significant actions the federal government has taken since the program's inception 14 years ago. Updates include expanding skills-based hiring through qualifying career programs, raising the ceiling for starting salaries for recent graduates, and easing the path for interns to be converted into permanent positions, including lowering the number of hours required to convert and expanding the time given to agencies to complete such a conversion, as well as enabling conversion at other agencies for government-wide programs like the U.S. Digital Corps.

OPM is also partnering with agencies so that internships, fellowships, apprenticeships, and other programs are an integrated part of agency strategic planning. Strategic use of early career talent supports workforce planning, as well as helping to build a more inclusive and diverse federal workforce talent pipeline reflecting the nation. These final regulations build on a series of actions we have taken to help federal agencies recruit early career talent, including issuing interim regulations to provide new hiring authorities for certain post-secondary students and recent graduates, launching an intern portal on the USAJobs platform for agencies to post internship opportunities centrally, creating a centralized Intern Experience program, and developing

resources and training sessions for hiring managers and supervisors to enhance interns' experiences.

Cyber Workforce

Demand for cyber talent in government is growing. Cyber and information technology professionals are the bulwark against the cyber threats agencies face every day. Agencies have expressed their need for greater flexibility for hiring and retaining this talent to better compete with the private sector.

In response, OPM is collaborating closely with OMB, the Office of the National Cyber Director (ONCD), and agencies across the federal government to help the government bring in the critical skills needed to secure and protect our nation's infrastructure. OPM is focused on giving all agencies a greater ability to recruit, hire, retain, and advance the cyber talent they need. Not only have we provided resources to support agencies, such as direct hire authority and issuing special hiring and workforce flexibility guidance, but we have also made improvements to USA Staffing to facilitate subject matter expert resume reviews. This summer, in partnership with OMB and the United States Digital Service, OPM will be launching a pilot training for Human Resources professionals. OPM also supports the Tech to Gov initiative to let tech sector workers know that their government wants to recruit them and is helping to connect aspiring tech talent with federal employment opportunities to bolster agency cyber and emerging tech programs.

Our strategic approach to supporting the emerging cyber workforce also extends to the legislation that OPM delivered to Congress with the purpose of leveling the playing field for all agencies. In many ways, this legislation mirrors the flexibilities that the Departments of Defense, Homeland Security, and Veterans Affairs already have on key issues such as skills-based hiring to determine qualifications based on cyber-specific assessments and performance-based advancement. We welcome the opportunity to work with this Committee and Congress on advancing this cyber workforce legislation.

Artificial Intelligence (AI) and AI-Enabling Talent

As part of the AI Talent Surge, OPM is working hard to support agencies as they seek to harness the power of AI responsibly, consistent with the AI in Government Act and Executive Order (EO) 14110 on Safe, Secure, and Trustworthy Use of Artificial Intelligence. Those actions include establishing an interagency working group, authorizing direct hire authority for AI-related positions, providing agencies guidance on incentives for recruiting and retaining this talent, issuing guidance on the use of generative AI-tools for the federal workforce, and developing a competency model (including one specific to civil engineering) and skills-based hiring guidance for AI positions. OPM is also helping agencies find, engage with, and hire professionals with critical AI-related skills. With these actions, OPM is fulfilling its mission to serve as a strategic partner with agencies in pursuing AI and AI-enabling talent.

This is an area of growth that will require support from Congress and we look to expand OPM's ability to field automation to support agencies use of talent pools; support pooled hiring actions to drive a Tech Talent surge in AI, AI-enabling roles, cyber, data, and other technology and

associated enabling roles; and further promote the robust sharing of certificates and cross-agency coordination on hiring.

Human Resource (HR) Workforce

The HR workforce is a critical enabler of efforts to improve strategic workforce management across the federal government and is regularly cited as a critical success factor for all government missions and operations. OPM recognizes the importance of investing in this workforce. Following the successful precedent set to address skills gaps in the federal acquisition workforce, as part of the OPM's FY 2025 Congressional Budget Justification we are developing a legislative proposal to Congress seeking specific statutory authority to carry out government-wide, coordinated activities to build the capacity and capabilities of the federal HR workforce. Reenergizing and empowering the federal government's HR workforce with additional capacity and resources should be a shared priority for OPM, agencies, and Congress.

Enhancing Workforce Data and Analytics

OPM is focused on enhancing data and analytics to better inform federal workforce policies and further support agencies' evidence-based workforce decisions. The release of OPM's Human Capital Data Strategy, FY 2023-2026 demonstrates our commitment to use data and analytics to drive informed decision making in all aspects of workforce strategy. In the short time since the publication of our Data Strategy, OPM has established data standards to set the foundation for data interoperability among agencies and established the OPM Data Governance Board to facilitate an enterprise-wide approach to data governance at OPM. We have also developed a Human Capital Data Analytics Community of practice across government that has been and will continue to be invaluable as we work towards implementing our data strategy and vision. Finally, we have already had success in building and launching OPM enterprise dashboards (such as our time to hire, cyber workforce, and FEVS dashboards) to provide data to inform agency workforce decisions. OPM looks forward to continuing to build out the infrastructure to achieve this vision.

Through all of this work and more, OPM is committed to building a workforce of the future. We appreciate Congress' support of these efforts and look forward to working with you to continue to advance them.

Delivering Benefits to the Federal Workforce and Their Families

OPM is focused on delivering benefits to federal employees, annuitants, and their eligible family members. OPM takes this responsibility very seriously – from working to protect the integrity of the programs to ongoing efforts to improve customer service and modernize benefit programs. OPM needs continued support and strong partnership from Congress to accomplish these goals. I look forward to sharing our vision and plans for several of our key benefit programs with you today.

Retirement Services (RS)

OPM administers federal retirement benefits for more than 2.7 million annuitants, survivors, and family members. This effort represents the federal government's commitment to ensuring that federal employees, who have devoted their careers to public service, can retire with dignity.

Each year, OPM's RS office processes more than 100,000 retirement applications and issues more than \$90 billion in defined benefit payments to retirees, survivors, representative payees, and families. OPM maintains retirement records and service credit accounts prior to retirement; makes initial eligibility determinations at retirement; and adjudicates annuity benefits based on age and service, disability, or death under applicable statutes and regulations.

All federal retirees deserve to have their retirement cases processed in a timely manner, to receive timely and useful communications about their cases, and to receive the benefits they are eligible for. To that end, OPM has focused on improving retirement case processing, and over the past two years, we have made significant progress in processing initial retirement claims – although there is more to do. In April 2022, the pending retirement inventory was 34,939 cases, with monthly processing times at 80 days and year-to-date (YTD) processing times at 87 days. In April 2024, our pending inventory was 16,077 cases (a 54 percent reduction compared to April 2022), with a monthly processing time of 61 days (a 24 percent reduction) and a YTD processing time of 61 days (a 30 percent reduction). I recognize that some retirees' benefits applications take longer than average to process, and OPM is focused on further addressing processing times and other issues, such as improving communication with retirees.

We have taken a data-driven focus on strengthening our customer service capabilities and fostering a customer-centric culture within our agency. I meet regularly with RS leadership to review customer metrics, discuss challenges, and collaborate on potential solutions—both near and longer term. Our efforts have included:

- Hiring staff for critical customer facing functions, increasing our call center answer rate, adding more case processing staff, and creating project teams in key operational units to reduce wait times for customers seeking answers to their questions and improve case processing.
- Developing strategies based on industry-recognized leading practices to effectively manage workload surges.
- Establishing project-focused teams to accomplish critical tasks such as handling high inventory volume during surge season.
- Conducting widespread training to both improve overall operations and improve individual employee abilities and knowledge.
- Leveraging personnel support from federal agencies during the traditional retirement surge months of January through May.
- Improving communications to our customers, including developing a Retirement Quick Guide to help customers prepare for their retirement journey in direct response to customer research and feedback.
- Developing advanced training courses for RS personnel to expand their technical knowledge and improve their ability to process cases and assist retirees and their families.

- Improving the website for annuitants seeking information and accepting electronic signatures for many retirement forms.
- Actively working with agencies across the federal government to train on best practices for retirement applications and improve communication with retiring employees.

I was pleased to recently approve a proposed realignment of RS staff and leadership. This effort goes hand in hand with our goal of maintaining and enhancing the recent customer service and inventory successes we have seen. By updating our RS leadership structure and teams, we are confident we can continue to see improved efficiencies with processing times, reduced error rates, customer responses, and a better overall customer experience. This realignment will better position us to progress towards one of OPM's most critical goals – modernizing the current paper-based RS system.

RS IT Modernization

OPM is embarking on an ambitious effort to modernize the retirement experience. Federal annuitants have spent their careers serving the American people, and they deserve a modern, user-friendly, accessible, and secure customer experience when applying for and managing their retirement benefits.

To achieve this goal, OPM has developed an IT modernization strategy that charts a path to digitize what has long been a paper-centric retirement application process. The expected outcomes include faster processing times, increased self-service options, higher customer satisfaction, and less time needed from annuitants, agencies, and OPM staff to complete a case.

This strategy is a multi-year effort that will require significant and sustained investment and partnership from Congress to succeed. While OPM works to build and implement new systems, we will need to rely on our legacy systems to ensure that services to annuitants and their families continue. The next few years will be critical for OPM as we begin execution of the digital strategy and develop several key new systems. We are already working on three core pieces of our strategy – the Janus retirement calculator, the Online Retirement Application, and the Digital File System.

- The Janus application is a new annuity calculator to replace our current, decades-old retirement calculator. Janus is designed to have a more intuitive user interface and will be easier to update in response to new regulations or legislation.
- The Online Retirement Application (ORA) is a portal that will allow retirees, agencies, and payroll providers to submit retirement applications online. Once completed, the ORA will improve the quality of retirement applications by catching omissions or errors before they are submitted to OPM, resulting in accelerated processing times.
- The ORA will feed into a new Digital File System (DFS) that, when completed, will result in an end-to-end platform for accepting, storing, and managing digital retirement applications.

These electronic case management capabilities are foundational to a modern retirement system and will enable RS to digitally manage cases over the span of the annuitant's career journey and

will reduce OPM processing time, reduce our reliance on paper files, and improve the accuracy of retirees' applications and annuities.

In FY24, OPM successfully developed and launched a small-scale pilot of the Online Retirement Application, and began prototype development of the JANUS and Digital Filing Systems. Our current strategy estimates that a fully modernized retirement system would likely require a significant investment of more than \$300 million over several years, subject to change due to new technology needs and other factors. OPM has used its limited existing resources to begin this work, but would like to work with Congress to ensure a successful modernization effort. A modernized system is necessary to meet the needs of our retirees, who deserve a modern and efficient system.

Implementation of the Postal Service Health Benefits Program

The Postal Service Reform Act (PSRA), signed into law on April 6, 2022, requires OPM to establish the Postal Service Health Benefits Program (PSHBP) within the Federal Employees Health Benefits Program (FEHBP). The PSHBP will provide separate health benefits plans for over 1.9 million United States Postal Service (USPS) employees, annuitants, and their eligible family members. OPM is responsible for establishing the PSHBP for the plan year beginning January 1, 2025. OPM continues to diligently work to implement this program to be ready for Open Season in November of 2024.

This work cuts across the whole of OPM, and we are working in close collaboration with USPS, Social Security Administration, Centers for Medicare and Medicaid Services (CMS), Department of Veterans Affairs, Indian Health Services, and the Department of Labor to ensure postal employees, postal annuitants, and their families are effectively served. While OPM has made significant progress in establishing the PSHBP, the two largest challenges we continue to face are a condensed timeline to stand up the program and the need for consistent funding to support continued development and ongoing program operations.

We appreciate Congress' support of this program as part of our FY 2024 budget and hope to have the full support of Congress on this critical effort so OPM can deliver the health benefits program postal workers, annuitants and their families deserve. OPM has requested \$52 million to continue further implementation and operations of the PSHBP for FY 2025.

The PSHBP is a newly established program at OPM and, as such, will require ongoing support from Congress through appropriations to complete implementation of the program and provide funds for ongoing operational costs that come with any program of this size.

Federal Employees Health Benefits Program

The FEHBP is the largest employer-sponsored group health insurance program in the country, covering more than 8 million federal employees, retirees, their eligible family members, and other eligible persons. We are committed to providing strong employee benefits to recruit and retain federal employees. According to the 2023 Federal Employee Benefits Survey, 94 percent of FEHB enrollees report FEHB meets their needs to a great or moderate extent and 78 percent

of employees say the availability of the FEHB program influences their decision to remain in a job with the federal government to a great or moderate extent. In the last two years, some key initiatives we have advanced include:

- **Fertility Benefits:** For the first time, OPM required FEHB carriers to cover artificial insemination. OPM also required plans cover a base level of the medicine needed for in vitro fertilization. Carriers are encouraged to offer benefits above the base level and offer more robust benefits. OPM will continue to work with carriers to expand these offerings.
- **Coordination with Medicare:** Carriers are encouraged to maximize value to individuals enrolled in FEHB and Medicare. In recent years, a growing number of Carriers have offered Employer Group Waiver Plan (EGWP) Medicare Part D (drug) benefits to enrollees who are eligible for Medicare. Continued coordination between FEHB plans and Part D EGWPs will enable FEHB annuitants to take advantage of the Inflation Reduction Act's redesigned Medicare Part D Benefit, including a \$35 cost-sharing cap for a month's supply of insulin.
- **Maternal Health Care:** OPM has enhanced maternity care, including recommendations from the Administration's Maternal Health Blueprint released in 2022.
- **Obesity prevention and treatment:** OPM has incorporated the latest professional society recommendations on the use of obesity-reducing drugs, including for youth, and supports the recommendations of the White House's National Strategy for Hunger, Nutrition, and Health.
- **Mental Health:** OPM placed continued emphasis on benefits for mental health and substance use disorder, especially for youth, delivered in person and by telehealth.

In addition to these efforts, OPM remains committed to promoting the integrity of the FEHB program.

Current FEHB eligibility determination and enrollment is highly decentralized and requires nearly 100 employing offices across the federal government to determine eligibility when enrolling more than 8 million members. OPM has a modernization plan with a long-term goal of building a central enrollment capability for the FEHB program. Once implemented, this approach will both improve customer experience and address many of the root causes of ineligible enrollments with tools such as monitoring and eligibility determination mechanisms.

We have already begun this process by investing in a central enrollment system for the new PSHBP. The PSHBP accounts for more than 20 percent of current FEHB enrollees. However, we cannot scale this approach to the rest of the FEHB without Congress's support. As part of our FY 2025 Congressional Budget Justification, OPM has included a legislative proposal that would allow OPM to access a total of \$474 million over a ten-year period from the Employee Health Benefits Fund to develop and maintain eligibility and enrollment systems for the FEHBP and PSHBP. This would allow OPM access to consistent, stable funding to achieve this goal.

At the same time, OPM is working within the existing system and resources to outline new requirements for federal agencies and carriers to strengthen programmatic controls and monitoring of FEHB enrollments.

In April 2024, OPM released a Benefits Administration Letter directing agencies to confirm employees' relationships to spouses and family members when an enrollment change is made during Open Season. Specifically, the guidance requires that agencies verify a meaningful sample of family members included in Open Season elections from the prior year to confirm that they are eligible to receive coverage and, if any ineligible individuals are identified during the sample, take steps to promptly remove them. The guidance also indicated that federal employees will be required to provide eligibility documentation for all new family member enrollments during Open Season in subsequent years. This directive builds on several other actions, rolled out in recent years, that collectively require agencies to verify eligibility documentation provided during each of the key periods when an employee might make a change to enrollments.

Additionally, OPM developed tools that will help crack down on possible bad actors. OPM worked with all carriers in the FEHBP and has recently completed development of a FEHB Master Enrollment Index (MEI). The MEI is a dataset of all FEHB enrolled federal employees, annuitants, and family members that functions as an authoritative source for enrollment information. The MEI will be increasingly important as we use it to conduct queries that can spot certain enrollment irregularities and flag for agencies to take further action as appropriate. OPM currently requires all agencies to notify enrollees of the consequences of improper enrollments, including fines and imprisonment.

We are proud of these initiatives as we continually seek to enhance the PSHBP and FEHB Programs and provide postal beneficiaries, federal employees, and annuitants with high-quality healthcare.

Conclusion

I want to again thank Chairman Comer, Ranking Member Raskin, and all the Members of the Committee for holding this important hearing.

I am proud of what OPM has accomplished since we were last before this Committee over 14 months ago. We have shown the benefit OPM brings to the federal enterprise by making tangible progress in ensuring agencies can hire and retain the best possible workforce. I am excited to keep this momentum going as champions of the federal workforce. I want to again thank you for supporting OPM's work on the PSHBP as part of our FY 2024 appropriation. We will need continued support and investment from Congress to continue transforming how we deliver services and benefits – from RS modernization to FEHB enrollment and verification systems.

I look forward to working with the Members of this Committee on the critical topics discussed during this hearing and hope today's discussion showcases OPM's dedication to these efforts.