UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

STATEMENT OF GUY CAVALLO
Chief Information Officer
U.S. Office of Personnel Management

BEFORE THE

Subcommittee on Government Operations
Committee on Oversight and Reform
U.S. House of Representatives

HEARING ON

"Federal Information Technology Acquisition Reform Act (FITARA) Scorecard 13.0"

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Chairman Connolly, Ranking Member Hice, and Members of the Subcommittee, thank you for the invitation to discuss the Federal Information Technology Acquisition Reform Act (FITARA) and how it has helped our modernization efforts at the Office of Personnel Management (OPM). Over the past year, we have made significant progress utilizing the FITARA scorecard to prioritize and guide our IT modernization initiatives and improve the customer experience for federal employees, retirees, and their families, along with other federal agencies and our citizens. I would like to thank you for your leadership and commitment to ensuring that, through FITARA, OPM and our agency partners have the necessary guidance and measures to better shape our IT investments.

I am honored to serve as OPM's Chief Information Officer (CIO), having begun this role on July 25, 2021, after our former CIO, Clare Martorana, departed to become the Federal CIO. In my career, I spent more than four decades in the business of technology – in both the public and private sectors. I look forward to working with Members of this Committee to continue to lead OPM's IT modernization journey and to leverage the FITARA scorecard. Today, I will share with you the progress that we made over the past fiscal year and the steps taken to improve OPM's FITARA score. The goal of our modernization efforts is to improve the customer experience by enhancing the delivery of OPM's services to other federal agencies, and to retired, current, and prospective federal employees.

Staffing

Staffing plays a major role in any IT modernization effort, and we have made significant progress in staffing the OPM OCIO executive team. We built an executive team that has the skills to meet the technical challenges we face today, while also leading our innovative solutions in the future.

In FY 2021, we established several new executive positions to further strengthen OCIO's executive leadership team. These positions include a Chief Technology Officer (CTO), an Enterprise Architect, a Cloud and Cybersecurity Senior Advisor, a Digital Services Lead, an Associate CIO for IT Strategy and Policy, and a Site Reliability Engineering Senior Advisor. We also reclassified our Chief Information Security Officer from a Senior Technical Lead to a Senior Executive Service (SES) position. We have already hired the Deputy CIO, the Chief Technology Officer, and the Cloud and Cybersecurity Senior Advisor.

In addition to these critical executive hires, we made significant investments in hiring, talent development, and staff retention of the CIO organization. With that prioritization, in FY 2021 we were able to reduce the overall OCIO staff vacancy rate by 20%.

We not only have brought on new, talented staff, but we are also investing in our existing staff, including providing unlimited access to online technical training courses and, specifically, investing in training courses related to cloud technologies, agile development, and cybersecurity. Our goal is to build a comprehensive workforce that is trained and certified in today's skills to help OPM take advantage of the latest advancements in technology and cybersecurity to better meet 21st century customer expectations.

Modernizing the Customer Experience

The recently published President's Management Agenda (PMA) defines Government-wide management priorities to improve how Government operates and performs. One of the priorities in the PMA is "*Strengthening and Empowering the Federal Workforce*." This means *"ensuring that every Federal employee's job is a good job with the tools, work environment, and resources they need to succeed."* To best support that empowerment, we are working to ensure that we understand the total life "journey map" of a federal employee – from applying for their first federal job, to being hired, to moving to a different agency or different role, to potentially leaving federal service and returning to an agency, and to eventually becoming a retired federal employee.

Moreover, to further support the development of customer-centric solutions, we created an OPM Digital Services team, which includes Customer Experience Specialists. With these resources onboard, we are committed to designing and delivering solutions aligned to that federal career

journey map.

IT Modernization and Cloud Center of Excellence

I am a strong believer in the advantages of federal agencies leveraging the capabilities of the cloud to improve the delivery of citizen services. I successfully implemented the enterprise cloud at two other federal agencies, and I'm proud to have now done it at OPM.

To support OPM's move to the cloud, we created a Cloud Center of Excellence (CCOE) to lead our cloud journey by providing architectural and cybersecurity oversight--and I am pleased to report that earlier this month the CCOE successfully launched OPM's enterprise cloud. We are currently developing applications in the cloud, while simultaneously evaluating legacy applications for transitioning to the cloud.

We also began utilizing the cloud's native cybersecurity capabilities to protect OPM's on-premises and cloud-based applications. Our cloud initiative forms the foundation for building IT services and applications that are responsive, proactive, adaptive, and resilient—helping us to advance OPM's ambitious mission to support and empower a federal civilian workforce of 2.1 million.

Retirement Services Contact Center Solution

In partnership with Retirement Services (RS), we recently replaced our on-premises call center with a flexible, expandable cloud-based contact center to handle a high volume of inbound telephone calls and emails. We deployed the cloud-based contact center in just 60 days, and it has already improved the contact center's performance and provided us with the ability to expand call lines as necessary.

While we have made significant progress, we know that we still face challenges and that there is more work to do to improve the Retirement Services Contact Center, including increasing staffing to meet the contact center volume.

Enterprise Productivity and Collaboration Tools

Today, the OCIO team continues to provide technical and back-end support for over 8,000 OPM and the Defense Counterintelligence and Security Agency (DCSA) employees. To improve cross-organization collaboration, in FY 2021, we standardized the workforce on an enterprise collaboration solution, allowing us to communicate internally and externally at the enterprise level. Implementing an enterprise solution allowed us to reduce duplicative software costs by consolidating six different collaboration tools into an enterprise solution, making the best use of the taxpayers' dollars. OPM is also a leading participant in the Federal CIO Council's Interagency Collaboration initiative to enable the federal workforce to collaborate across the federal enterprise.

Another enterprise platform implemented in FY 2021, Microsoft Power BI, a business intelligence solution, is a component of our Office 365 suite. As with the rollout of our enterprise collaboration solution, OPM already owned Power BI and we are using it now to deliver enterprise data analysis, visualization, and reporting. It is now widely used throughout OPM to improve decision-making, to gain data insights, and to increase transparency.

We are also committed to deploying enterprise-wide applications so that we can provide the best training and support to our employees and benefit from cost-savings. Further, in support of President Biden's recent Executive Order 14058, *Transforming Federal Customer Experience and Service Delivery To Rebuild Trust in Government*, we established an OCIO Organizational

Change Management strategy to ensure that we are implementing technologies with the customer in mind. We will continue our efforts to utilize federal employee and retiree customer journey maps, and customer research to lead every modernization initiative.

Investment Review Board/OCIO Strategic Plan

To increase transparency and risk management oversight of our IT investments, in FY 2021, we relaunched the OPM Investment Review Board (IRB). The IRB gives us critical insights into our agency's IT investments and allows us to consolidate multiple efforts on enterprise tools. The IRB also increases transparency and enterprise risk management and decision making.

We are also excited about implementing our FY 2022 - 2025 IT Strategic Plan, which will highlight our strategic direction on IT modernization and maximizing customer experiences. The FY 2022 component of the IT Strategic Plan aligns to the agency's strategic plan in the following areas:

- Leading OPM's IT modernization efforts by establishing an enterprise-wide approach to technology, eliminating fragmentation, and aligning IT investments with core mission requirements

- Enhancing the Retirement Services (RS) customer experience through IT modernization

- Improving OPM's program efficacy through comprehensive risk management and contract monitoring

- Creating a personalized experience on USAJOBS to help applicants find the right federal opportunity and to improve the applicant's experience

- Transforming OPM's websites to provide a user-friendly experience

- Increasing employee satisfaction scores for IT development, modernization, and enhancements

A number of these initiatives are multi-year efforts, but we have started many of them already and are excited to make more progress in FY 2022.

Get Current -- Stay Current

In the area of cybersecurity (related to the Federal Information Security Modernization (FISMA) Act of 2014) as communicated to the Committee in previous testimony, OPM was running a number of enterprise applications on operating systems and databases that were no longer supported by their vendors. We launched a priority upgrade campaign called "Get Current – Stay Current" to provide direct support for my team to remediate these systems as fast as possible. Our "Get Current-Stay Current" effort resulted in over 19 major system upgrades being completed in FY 2021, including 12 of OPM's high-value assets (HVA) and FISMA-critical systems. By the end of FY 2022, we project that 98% of OPM's HVA systems will operate on current versions of the platform, database, and application.

Additionally, this initiative also applies to hardware devices, which led to the successful replacement of any network infrastructure hardware that was at end-of-life, or near its end-of-life.

Improving OPM's FITARA Score

The FITARA scorecard serves as an important measure of our IT modernization progress. We are proud of the continuous improvement that we have made: in June 2019, we received a D+; by July 2021, we improved our score to a C+; and, now, our December 2021 score is a B+. This progress would not have been possible without the hard work of so many, and we will continue

utilizing the FITARA scorecard to enhance the quality and delivery of IT services provided to OPM employees, the federal workforce, and retirees.

Agency CIO Authority Enhancements

As required under the CIO Authorities, I report directly to OPM Director Kiran Ahuja. I inherited an organization that was already extensively practicing agile development, as mentioned earlier, and we expanded those efforts by creating and hiring an OPM Digital Services Team. That team is now enhancing our agile development approach by moving to the Scaled Agile Framework (SAFe).

Modernizing Government Technology Act

OPM planning to establish a Modernizing Government Technology (MGT) Act IT Working Capital Fund (ITWCF) and in collaboration with the Office of the Chief Financial Officer (OCFO), my team has developed a draft charter to manage and oversee the ITWCF. As CIO, I will serve as the Chair of OPM's ITWCF Governance Committee. It is our goal to implement our ITWCF in time for the FY 2023 budget.

Additionally, we submitted multiple requests for funding through the Technology Modernization Fund (TMF) to advance OPM's IT modernization projects. One of the proposals, to implement Zero Trust Networking, was approved for funding in late September 2021. To lead this project, we established a cross-functional Zero Trust Governance Team and leveraged our organizational change management team to initiate key messaging on the impact to our end users.

Data Center Optimization Initiative (DCOI)

The other "A" that OPM received on the July 2021 scorecard was for our DCOI performance. We will continue to move out of physical data centers to the cloud. Once we meet our planned

cloud modernization and transformation goals, with only two data centers left, we expect to be down to one by the end of FY 2023.

Enhanced Transparency and Improved Risk Management

With the relaunching of OPM's IRB, we have reevaluated and updated the criteria for major IT investments. With those new requirements, the IRB recently voted to identify additional investments as major IT investments. These additional major IT investments will be assessed using the CIO's ratings criteria and will provide improved transparency, oversight, and risk management.

Transition off Networx

OPM awarded a new Enterprise Infrastructure Services (EIS) contract on April 18, 2021 to transition off Networx. The late contract award negatively impacted our FITARA score for multiple scorecards. While we acknowledge our current low score, I am confident that we will complete this migration within the General Services Administration's (GSA) target completion date. Replacing older technology phone systems with virtual phones is a key component of our Networx transition. We are piloting this solution with multiple stakeholder groups and plan to deploy it to the entire enterprise in FY 2022.

Cyber

Now that we have launched OPM's official government cloud, we are implementing the additional cloud native cybersecurity protections to enhance the cybersecurity protections of both our on-premises and cloud-based environments. I led a similar cloud cybersecurity effort at the SBA, working closely with the Cybersecurity and Infrastructure Security Agency (CISA), the GSA, and the Office of Management and Budget (OMB). That pilot implemented cloud versions

of the Trusted Internet Connection (TIC) and the Continuous Diagnostics and Mitigation Program (CDM) and we plan to leverage those experiences at OPM.

Conclusion

At OPM, we made great strides on our IT modernization journey since we last testified on FITARA on August 3, 2020. The work that I highlighted here today is only a small subset of what we already completed. This is just the beginning, and IT modernization will increasingly play a critical role as we work to carry out the recent Executive Order on *Transforming Federal Customer Experience and Service Delivery To Rebuild Trust in Government*.

At OPM, we will continue to utilize the FITARA framework and enhance the IT modernization of our agency by establishing an enterprise-wide approach, eliminating silos and fragmentation, and aligning IT investments with our core mission. All modernization efforts will continue to focus on delivering an improved customer experience.

Further, we will continue to build the OCIO Executive Leadership team and our workforce, while providing enterprise training on today's cloud and technologies for the existing staff. On a personal note, I am excited to be a key leader in OPM's transformation and believe we are well on our journey to better leverage technology to support and deliver OPM's mission.

Again, thank you for the opportunity to testify on this important matter, and for the Committee's leadership in support of federal IT security and modernization.