

**Statement of Senator Susan M. Collins**  
**Subcommittee on Oversight of Government Management**  
**“Alternative Personnel Systems: Assessing Progress in the Federal Government”**  
**September 27, 2005**

Senator Voinovich, let me first take a moment to thank you for your continued leadership in ensuring our federal government has the ability to recruit, retain, and reward the high-quality workforce needed to accomplish its many missions. Your December 2000 report to the President, “The Crisis in Human Capital,” highlighted the critical importance of addressing the government’s human capital challenges and helped the Committee focus on the need for more flexible federal personnel management systems.

This hearing provides a valuable opportunity for the Committee to evaluate the success of the federal government’s existing alternative personnel systems. The hearing is timely given the reforms underway at the Departments of Defense and Homeland Security, as well as the ongoing debate about whether and when to proceed with more comprehensive personnel reform.

I look forward to learning more about the practical and cultural challenges associated with the development and implementation of the federal government’s existing alternative personnel systems. I am particularly interested in learning how the agencies have worked with their employees to ensure they had a clear understanding of the new systems as they were brought forward. Today’s dialogue will provide constructive guidance as we ensure our civil service system continues to meet our government’s current and future workforce needs.