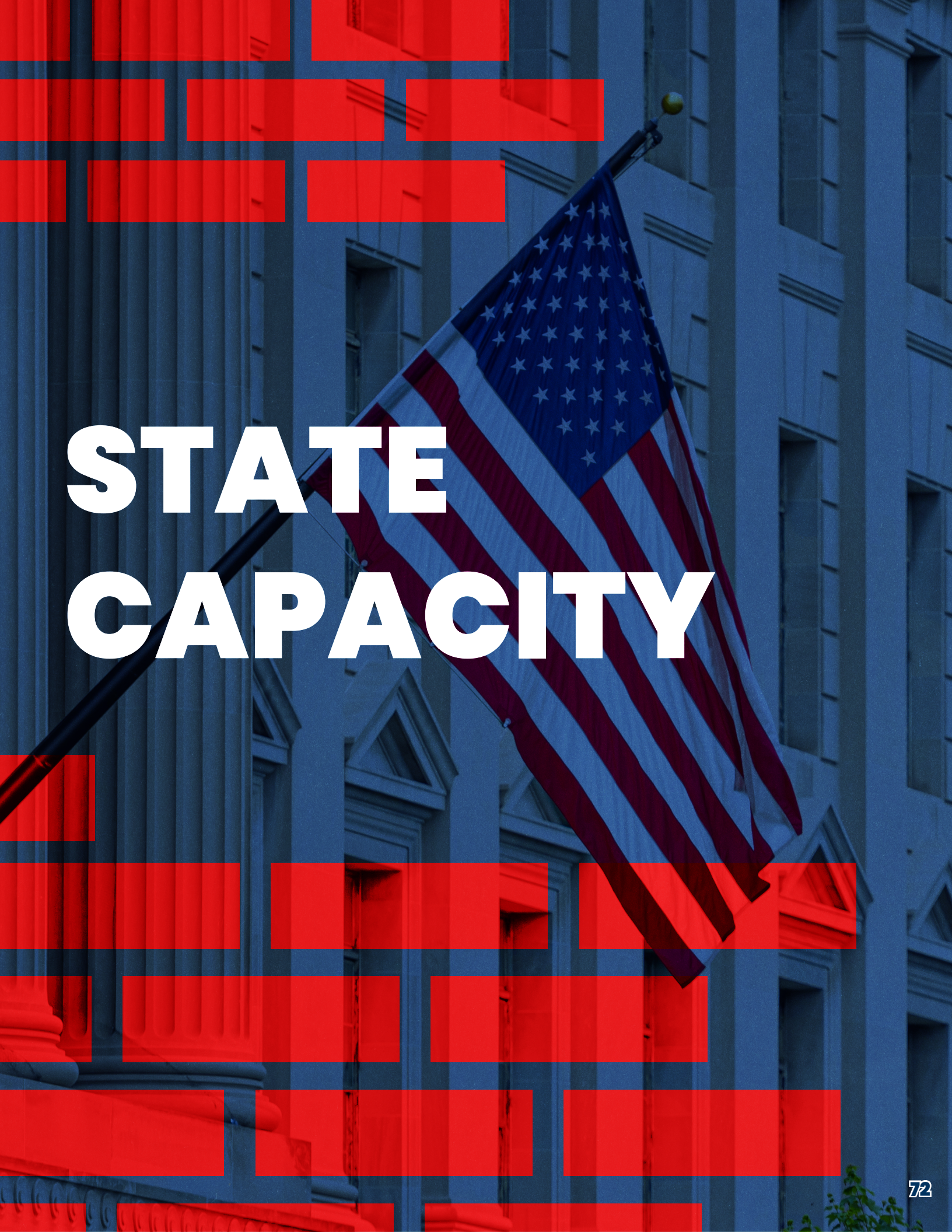




STATE CAPACITY

GOVERNMENT THAT WORKS

A MODERNIZED WORKFORCE

BETTER TECHNOLOGY

LESS RED TAPE

Government should be capable of turning policy into results that deliver for the American people. That requires having the right people and systems in place to process permits, administer grants and contracts, launch new programs, and provide services to the public.

But today, outdated hiring and pay systems make it harder to bring the best people into the federal government and keep them there. Unnecessary procedural requirements consume time and staff resources, and aging technology makes basic government services slower and more expensive than they need to be. Left unaddressed, these challenges will undermine the most ambitious initiatives Congress passes, whether in housing, energy, healthcare, workforce, infrastructure, or innovation.

That's why **our plan is to give the federal government the tools it needs to get things done**. That means modernizing the civil service, eliminating unnecessary bureaucracy, and giving federal workers the technology they need to improve government services.

Too often, big bipartisan ideas for improving the country fall short because the federal government isn't able to implement them. Modernizing our government can help turn laws passed in Washington into results Americans feel in their everyday lives.

1

MODERNIZE THE FEDERAL WORKFORCE

REFORM FEDERAL JOB
CLASSIFICATION AND PAY
CATEGORIES

SELECT THE BEST
CANDIDATES

2

REDUCE RED TAPE

RIGHTSIZE THE PAPERWORK
REDUCTION ACT

3

MAKE GOVERNMENT TECHNOLOGY DELIVER

ESTABLISH AI INTEGRATION
TEAMS

IMPROVE FEDERAL DIGITAL
SERVICES

1

MODERNIZE THE FEDERAL WORKFORCE

The federal government is the country's largest employer, but the systems it uses to attract, hire, develop, and retain talent haven't kept pace with the modern economy. Hiring is slow and difficult to navigate, pay often fails to reflect demand for specialized skills, and rigid personnel rules make it harder for agencies to move talented people to where they are needed most. That leaves agencies unprepared to respond quickly to the country's most pressing challenges, fill critical gaps, and make the best use of their workforce. Agencies need flexibility to quickly bring talent to priority missions, and Congress needs to modernize the civil service system itself.

REFORM FEDERAL JOB CLASSIFICATION AND PAY CATEGORIES

The federal government still classifies and pays most federal jobs based on a framework that was first adopted in 1949. But that system has struggled to keep up with our modern economy. Workers in roles that require specialized skills can make the same amount as workers in jobs that are easier to fill, technical experts might have to become managers just to get a raise, and agencies struggle to hire talented workers whose skills don't fit neatly into outdated job categories. Modernizing classification and pay would give agencies more flexibility to compete for talent and build the workforce they need to carry out their increasingly complex missions.

77

years since the
federal jobs
framework was
adopted

OUR SOLUTION

Modernize the federal job classification system and let agencies hire the talent they need.

SELECT THE BEST CANDIDATES

When the federal government posts a job opening, nearly half the time, it closes without anyone being hired. Part of the reason is that **job postings are poorly advertised, remain open for just a few days, and use standardized descriptions that do a poor job of communicating what the job actually is.** As a result, the most qualified candidates often don't apply for the job. But even when they do apply, for about 60% of roles, HR specialists without subject-matter expertise evaluate the candidates based only on their self-reported assessment of their skills rather than any demonstrated ability to do the job.

This means that **the best candidates for the job can get screened out before they ever meet a hiring manager** because they didn't check the right boxes on the application. Agencies are already transitioning to skills-based hiring, but they need additional support to get there faster.

VAGUE FEDERAL JOB TITLES DETER OUTSIDE TALENT



OUR SOLUTION

Fully implement skills-based hiring for federal roles and simplify the federal job application process.

2 REDUCE RED TAPE

Federal agencies have to comply with thousands of procedural requirements meant to promote accountability, transparency, and good government. But combined, these well-intentioned rules can force agencies to spend countless hours documenting, reviewing, and seeking approval for routine actions, often without meaningfully improving either the outcome or the public's participation in the process. By rightsizing these rules – starting with reforming the Paperwork Reduction Act – we can preserve important safeguards while eliminating unnecessary process. That will give agencies more time and flexibility to focus on delivering results for the American people.

RIGHTSIZE THE PAPERWORK REDUCTION ACT

The Paperwork Reduction Act (PRA) is meant to reduce the paperwork burden that the federal government imposes on the public. But to do that, the law creates a massive paperwork burden on the federal government itself. Even a simple survey asking users how to improve a government service can require agencies to manage two separate public comment periods to ask the public about whether and how to collect that feedback and respond to any public comments received. **The process can take over six months, consuming time and resources agencies don't have.** And after all that, agencies often don't receive any feedback that meaningfully changes their survey.

91%

of PRA collections
receive no public
comment

OUR SOLUTION

Stop applying the PRA to voluntary surveys and reduce comment periods and approval timelines.

3 MAKE GOVERNMENT TECHNOLOGY DELIVER

Widespread adoption of information technology has transformed how private firms operate, driving lower prices and better services for Americans. But the federal government, the country's largest service provider, hasn't kept pace.

The federal government spends about \$80 billion a year to operate and maintain its existing technology, much of which is outdated. Modernizing these systems would save billions, but rigid funding and procurement rules, combined with a shortage of in-house technical expertise, make that difficult. As the country enters a new wave of AI-driven modernization, addressing the funding and talent constraints that make federal modernization so slow and so costly will be critical to the federal government's ability to effectively deliver for the American people.

ESTABLISH AI INTEGRATION TEAMS

Private firms are racing to integrate AI, but the federal government – limited by a shortage of technical talent and bureaucratic constraints – has been slow to follow. Too often, technology implementation falls to career staff without technical expertise, or is outsourced to contractors, creating vendor lock-in and costly implementation failures. By contrast, successful AI integration requires teams that have technical expertise, in-depth knowledge of government procedures, and the ability to continually improve a product. Building these teams would bring AI to government faster and help avoid the types of costly IT failures that have plagued government over the last several decades.

\$1B

spent by the Air Force on software modernization without any new military capability delivered

OUR SOLUTION

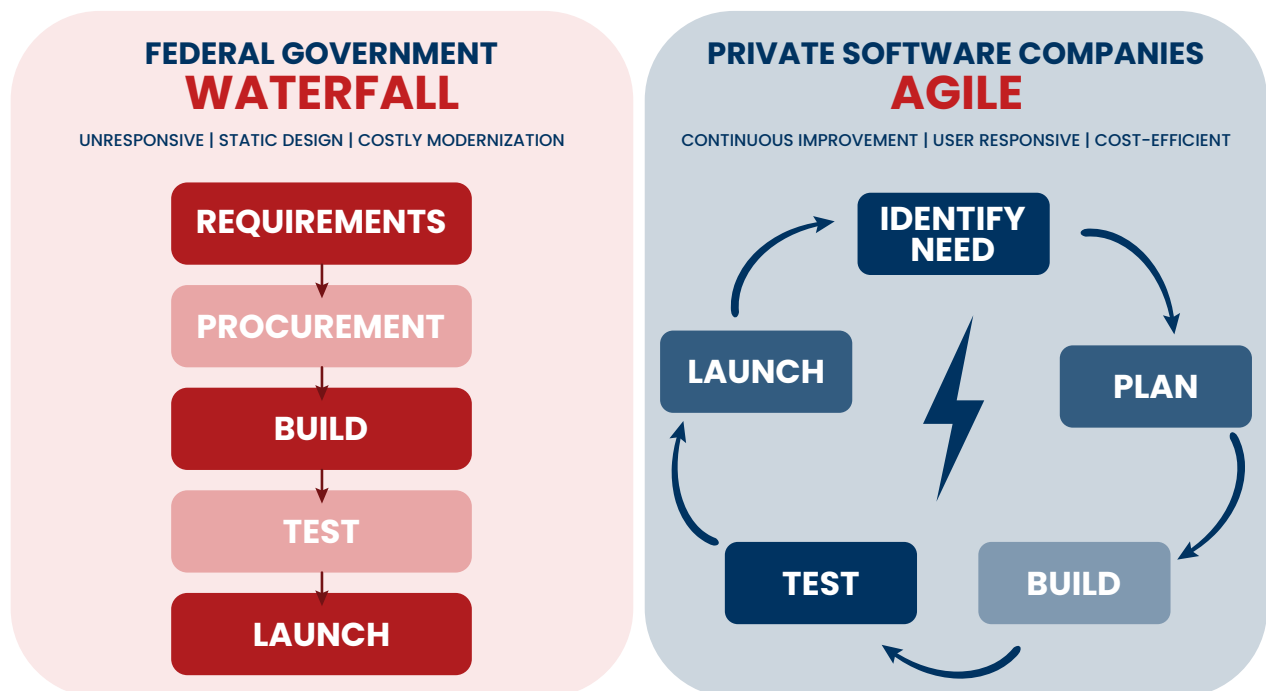
Establish joint teams of technologists and career civil servants at each agency to integrate AI.

IMPROVE FEDERAL DIGITAL SERVICES

Large public IT projects are six times more likely to run over budget than comparable private-sector projects. One reason is that federal software is built to a predefined scope and set of technical requirements, with little budget or authority to change those requirements during development or improve the product after release.

By contrast, private software companies operate more flexibly, developing a minimum viable product first, and then improving the product for years after release, based on user feedback and evolving needs, through a process known as agile development. This flexibility enables private companies to develop products that can be continuously improved and avoid the costly emergency modernization projects that plague government. Agile development can work in government. The Technology Modernization Fund, which offers continuous flexible IT modernization funding outside the traditional appropriations cycle, is already positioned to save the government more than \$1 billion in IT costs.

BUILD SOFTWARE LIKE THE PRIVATE SECTOR



OUR SOLUTION

Expand flexible and continuous technology funding vehicles.