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WASHINGTON, D.C. 20503

**Statement of the Honorable Clay Johnson III  
Deputy Director for Management  
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**before the**

**Subcommittee on Government Management,  
the Federal Workforce, and the District of Columbia**

**of the**

**Senate Committee on Homeland Security and Government Affairs**

**May 22, 2008**

Thank you for inviting me to testify again on the efforts to reform the security clearance process.

On February 5, President Bush confirmed his desire for reform and issued a memorandum directing the Department of Defense, Office of Management and Budget, Office of Personnel Management, National Security Council, Office of the Director of National Intelligence to submit an initial reform proposal by April 30, 2008. In response, our reform team submitted the first of several reports to the President (attached) regarding how the clearance process will be reformed. Our report indicated that we should:

- Align the suitability and security clearance processes for hiring and clearing individuals:
  - Both are relevant to bringing people on board.
  - Ensure that we avoid duplicating work.
- Use electronic data-gathering techniques more at the beginning of the investigative process, wherever possible, and focus the subsequent investigation. Not all investigations are alike, and each should be focused on the most relevant issues.
- Continuously evaluate instead of periodically reinvestigate. We should work to actively manage risk, rather than attempt to avoid it altogether.
- Modify the governance structure to ensure reforms are implemented as approved and agencies are held accountable for performing as mutually agreed to.

Currently, security clearance determinations take 112 days, on average, down from 162 days in 2005. We project that determinations will be made in 60 days or less, with these and subsequent reforms, and the continued expansion of agencies' capacity to make these determinations.

By the end of this year, we expect to identify all specific reforms expected within the overall approach presented in the April 30 report to the President, and estimate the dates by which they will be implemented.