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February 18, 2021

President Joseph R. Biden
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Dear Mr. President,

Congratulations on your election to the presidency of the United States. On behalf of the National Active and Retired Federal Employees Association (NARFE), I write to reintroduce our association to you and request that your administration take a set of actions to honor, promote and improve public service on behalf of this nation.

Background on NARFE

NARFE is a nonprofit, nonpartisan membership association. Our 170,000 members live in every congressional district across the country and consist of both retired and current federal workers from all branches and levels of the federal government, including the U.S. Postal Service. Federal benefits and retirement plans are unique, complex and subject to change. NARFE provides federal workers and retirees with the clear, reliable and accessible counsel they need to make critical decisions regarding their benefits.

Since NARFE's founding in 1921, the association's mission has been to defend and advance the earned pay and benefits of America's civil servants. Federal workers dedicate their careers to the betterment of our country, and in return they ask their government to hold up its end of the bargain – keeping the promises made when they were hired, including their compensation package. NARFE is here to honor the service of federal employees and ensure that they have a secure future.

NARFE's Requests of President Biden's Administration

On behalf of the federal workers and retirees represented by NARFE, I respectfully urge the Biden administration to do the following:

1. **Protect federal retirement and health benefits.** In budget requests to Congress, explicitly affirm President Biden's pledge[1] to honor commitments made to federal employees and retirees regarding their earned benefits, and veto any legislation that fails to honor those commitments.

2. **Revitalize the federal workforce.**

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[1] Response to NARFE Presidential Candidate Questionnaire by President (then-candidate) Biden, available at www.narfe.org/pdf/NARFE_1020_questionnaire.pdf.

i. **Make federal human capital management a top priority.**
    i. Continue to place appointees with human capital experience in leadership positions at the Office of Personnel Management (OPM).
    ii. Elevate the director of OPM to the Cabinet.

ii. **Provide market rate federal pay increases.** In the president's budget request to Congress, support an average increase to federal pay rates each year at parity with the president's proposed military pay raise and based on the relevant change in the Employment Cost Index measure of private-sector wages. Ensure implementation of this average increase by supporting its inclusion in appropriations bills and by including the increase in the president's alternative pay plan. For 2022, provide at least a 2.2 percent across-the-board increase, plus a 0.5 percent increase in locality pay.

iii. **Develop a human capital scorecard.**[2] Better assess the state of federal human capital management and investments across agencies.

iv. **Form a U.S. Talent Service.** Develop and implement innovative solutions to pressing challenges.

v. **Develop a modern telework policy.** Take advantage of new technologies and keep up with emerging workplace trends to increase productivity, maximize flexibility and reduce costs.

3. **Support repeal and/or reform of the Windfall Elimination Provision (WEP) and the Government Pension Offset (GPO).** In President Biden's budget requests to Congress, explicitly affirm President Biden's pledge[3] to support repeal of the WEP and GPO. If there is inadequate congressional support for repeal, express support for reform bills as possible alternatives.

4. **Support more accurate COLAs for federal retirees.** Affirm President Biden's pledge[4] to support using the Consumer Price Index for the Elderly (CPI-E) to determine annual cost-of-living adjustments (COLAs) for Social Security benefits and clarify that adoption of the CPI-E should also apply to COLAs for federal and military retirement benefits.

5. **Protect postal retiree health benefits**. Oppose any legislative proposals that would eliminate the choice postal retirees have regarding whether or not to add Medicare to their existing retiree health benefits coverage.

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[2] Transforming the Governance of Human Capital Management, Recommended Action 1.2, p. 58. Transforming-HCM-Recommendations-08-17-2020.pdf (center4oe.com).
[3] Response to NARFE Presidential Candidate Questionnaire by President (then-candidate) Biden, available at: www.narfe.org/pdf/NARFE_1020_questionnaire.pdf.
[4] *Ibid*.

6. **Support COVID-19 relief for the federal community.**

   i. **Apply relief equitably to the federal community.** For example, any expansion of health care coverage or additional flexibility should apply to the Federal Employees Health Benefits (FEHB) program and FSAFEDS.

   ii. **Continue support for emergency paid leave for federal workers.** While the Families First Coronavirus Response Act (FFCRA) provided emergency paid sick and family leave to Americans across the country, the leave provisions applicable to federal and postal workers expired at the end of 2020, and its family leave provisions never applied to most federal workers in the first place. NARFE supports President Biden's proposal to expand emergency paid leave to federal workers.

   iii. **Support legislation to expand eligibility for the Paycheck Protection Program to 501(c)(5) nonprofits.** 501(c)(5)s like NARFE are no more immune to the challenges posed by the COVID-19 pandemic than other nonprofits and, therefore, should receive the same financial aid that has been provided to other nonprofits.

7. **Support improved integration of Medicare with the FEHB program.** Expand FEHB options providing reimbursement for Part B premiums.

I elaborate on each of these requests and share additional views below.

1. Protect federal retirement and health benefits.

First, I urge the Biden administration to explicitly affirm President Biden's pledge to honor commitments made to federal employees and retirees regarding their earned benefits in the president's budget requests to Congress and veto any legislation that fails to honor those commitments.

In exchange for years of hard work, federal employees and retirees were promised retirement annuities and retiree health benefits. These benefits were paid for, earned fairly, and are essential to federal employees' and retirees' financial and health security. Yet, budget proposals from the Trump administration – such as those reducing or eliminating cost-of-living adjustments for federal annuities – took aim at already-earned benefits for those in and approaching retirement. NARFE implores this administration to resoundingly reject those proposals.

NARFE recognizes, however, that it is natural to assess every aspect of federal hiring, recruiting and retention efforts, including how the federal government compensates its employees. NARFE welcomes continual conversation on this topic. But to the extent that this administration considers changes to federal benefits, I ask it to abide by the following principles:

   i. **Only apply changes prospectively to future hires.**

Changing benefits retroactively for those who have already earned them through their past public service fails to honor the commitments made to millions of employees, retirees and their surviving spouses. To the extent that changes to current benefits are considered, if each individual employee is offered a choice between his or her existing package and a new one, any change in his or her benefits packages would need to be mutually agreed upon.

ii.   Maintain overall compensation at an equivalent (or greater) value.

Benefit changes should not be a guise for overall compensation cuts. Federal retirement and health benefits often make up for the fact that federal employees receive significantly lower pay than their private-sector counterparts and forego the prospect of substantial financial gain. Diminishing overall federal employee compensation will only make it more difficult to recruit and retain the new generation of public servants necessary to meet mission-critical skills gaps. Even with the threat of benefit changes, we are already experiencing a brain drain, as about 60 percent of federal employees hired in recent years left their jobs within two years.

iii.   Preserve income and health security for public servants in retirement.

Current federal retirement and health benefits provide public servants with both income and health security in retirement. The Federal Employees Retirement System (FERS) provides a balance of guaranteed income through Social Security benefits and a FERS annuity. Additionally, employees can save for retirement through the Thrift Savings Plan (TSP), which is comparable to large private-sector 401(k) plans. More than 90 percent of federal employees and more than 98 percent of retirees report that their health benefits through FEHB are extremely important or important, despite also having the alternative of often cheaper options through Medicare and supplemental plans.[5]

Even though federal retirement benefits compare favorably to private-sector benefits, there is growing recognition[6] that a retirement security crisis exists in America – private-sector benefits and private savings are not meeting individual needs. A report from the National Institute on Retirement Security paints a grim picture of private-sector retirement preparation, finding the following:

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[5] Office of Personnel Management, "2016 Federal Annuitants Benefits Survey Report," March 2017, www.opm.gov/policy-data-oversight/data-analysis-documentation/employee-surveys/federal-annuitant-benefits-survey-results-summary.pdf, p. 11; Office of Personnel Management, "2019 Federal Employee Benefits Survey Report," April 2020, www.opm.gov/policy-data-oversight/data-analysis-documentation/employee-surveys/2019-federal-employee-benefits-survey-report.pdf, p. 9.

[6] *See, e.g.*: PBS News Hour, "The Numbers You Need to Know About the Retirement Crisis," June 13, 2018, www.pbs.org/newshour/economy/making-sense/the-numbers-you-need-to-know-about-the-retirement-crisis; Holmes, Frank. "The Retirement Crisis is Much Worse Than You Think." *Forbes*, March 20, 2019, www.forbes.com/sites/greatspeculations/2019/03/20/the-retirement-crisis-is-much-worse-than-you-think/#656f26e73949.

- "The typical working American has no retirement savings. When all working age individuals are included – not just individuals with retirement accounts – the median retirement account balance is $0 among all working individuals. Even among workers who have accumulated savings in retirement accounts, the typical worker had a modest account balance of $40,000. Furthermore, 68.3 percent of individuals age 55 to 64 have retirement savings equal to less than one times their annual income, which is far below what they will need to maintain their standard of living over their expected years in retirement."[7]

- "Even after counting an individual's entire net worth – a generous measure of retirement savings – three-fourths (76.7 percent) of Americans fall short of conservative retirement savings targets for their age and income based on working until age 67."[8]

It is no surprise that public sentiment matches this financial reality, as "three-fourths of Americans say the nation faces a retirement crisis."[9] Moreover, "70 percent say the average worker cannot save enough on their own to guarantee a secure retirement," and "65 percent say it's likely they will have to work past retirement age to have enough money to retire."[10] Furthermore, 76 percent of Americans say "all American workers should have a pension plan in order to be self-reliant and independent in retirement."[11] This retirement crisis could not be more apparent.

None of this precludes changes to federal retirement benefits. But changes to federal retirement benefits should not exacerbate the nation's larger retirement crisis. If the Biden administration aims to improve retirement security through support for Social Security, it should not simultaneously advance policies that undermine it for our nation's public servants.

To the extent this administration seeks to offer a different retirement benefit to some or all employees to offset the cost of improved benefits in other areas and/or to increase portability, I suggest, at a minimum, that it consider maintaining the FERS annuity coverage on a certain amount of salary/pay, such as up to the average federal salary, or at the median household income in the United States. This would ensure a degree of income security in retirement for all federal employees, while allowing higher paid federal employees – presumably those in the most difficult-to-fill occupations – the flexibility to choose a plan with a greater portable value.

iv. Reduce employee contributions towards retirement.

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[7] Brown, Jennifer Erin, Joelle Saad-Lessler and Diane Oakley. "Retirement in America: Out of Reach for Working Americans?" *National Institute on Retirement Security*, September 2018, www.nirsonline.org/wp-content/uploads/2018/09/SavingsCrisis_Final.pdf, p. 1.

[8] *Ibid.*

[9] Oakley, Diane and Kelly Kenneally. "Retirement Insecurity 2019: Americans' Views on the Retirement Crisis." *National Institute on Retirement Security*, March 2019, www.nirsonline.org/wp-content/uploads/2019/02/OpinionResearch_final-1.pdf, p. 2.

[10] *Ibid.*

[11] *Ibid.* at p. 17.

Today, newly hired federal employees pay 4.4 percent of their salary towards their FERS annuity. Those hired prior to 2013 pay 0.8 percent, and those hired in 2013 pay 3.1 percent. For employees who leave service midcareer, the value of their future pension is eroded by inflation and may be lower than their contributions if they do not serve at least 20 years.[12] This is especially true for those paying 4.4 percent. The Biden administration should support lowering the employee contribution towards FERS annuities.

It is worth noting that the Obama administration's early budgets supported a 1.2 percent *increase* in retirement contributions for current employees. In essence, this was support for a pay cut for federal workers, as it did not result in greater benefits. It also would have altered retirement benefits for those already vested. The Obama administration's support for this policy weakened the bargaining position of congressional Democrats. Consequently, Democrats conceded to increases in contributions for new hires in larger budget and economic stimulus deals. As noted above, these increases have greatly eroded the value of the FERS pension for many federal employees, weakening its utility in recruitment and retention. In NARFE's view, the Obama administration's support for increases in retirement contributions was a mistake, both in terms of policy and politics.

2. Revitalize the federal workforce.

An increasingly interconnected world, facing rapid technological, environmental and economic change, presents the federal workforce with new challenges – like responding to a global pandemic – but also many new opportunities. Yet, the last major reform to personnel and performance management laws was 42 years ago. It's unsurprising that there's widespread recognition[13] that federal human capital management is in need of modernization.

Our nation's federal workers take pride in their service to their country. We should honor their dedication and patriotism by empowering them with the 21st century technology and organizational practices necessary to leverage their efforts to the greatest extent possible. We cannot let the energy and purpose of our public servants go to waste.

In order to revitalize the federal workforce, we suggest President Biden support the following policies:

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[12] Congressional Budget Office, "Options for Changing the Retirement System for Federal Civilian Workers," August 2017, www.cbo.gov/system/files/115th-congress-2017-2018/reports/53003-federalretirement_1.pdf, pp.16-17 (see Figure 3).
[13] See, e.g., National Academy of Public Administration "No Time to Wait, Part 2: Building a Public Service for the 21st Century," September 2018, , https://www.napawash.org/studies/academy-studies/no-time-to-wait-part-2-building-a-public-service-for-the-21st-century; "Transforming the Governance of Federal Human Capital Management: Creating the Capacity to Enable Effective Change," Summer 2020, https://cdn.ymaws.com/seniorexecs.org/resource/resmgr/Transforming_HCM_Recommendat.pdf; "Inspired to Serve, The Final Report of the National Commission on Military, National and Public Service," March 2020, https://inspire2serve.gov/reports.

i.   Make federal human capital management a top priority.

It may not be a headline-catching or vote-driving issue on its face, but there's a human element behind every government success and failure. If our system for recruiting, developing, motivating and retaining people is at risk of failure, so is every government program – potentially depriving taxpayers of vital services. Civil service modernization may not be an attention-grabbing subject, but a failed levee, a botched hurricane relief effort, a sclerotic response to global pandemic, or a crashed website for a signature initiative can sidetrack any administration's agenda. If the Biden administration chooses to ignore a root cause of government failures, it will do so at its own peril.

But even barring a major failure, the potential reward for improved federal government management and the resulting improvements in mission-fulfillment and cost savings for taxpayers are enormous. Amidst increasing partisanship and substantial and impactful policy disagreements, the range of disagreements on discretionary spending levels remains modest compared to those for overall discretionary spending. As politics and policy views weigh heavily on the 5 percent of the federal budget that may change from year to year, every administration has an opportunity to focus on improving the efficiency of the 95 percent of federal spending that remains the same from one year to the next. There's a golden opportunity to do so by bringing federal human capital management into the 21st century.

Where there is a will, there is a way. If President Biden makes this a top priority, the potential to transform the federal government to work better on behalf of the American people is immense. I suggest two simple steps to do so: (i) continue to place appointees with human capital management expertise in the Office of Personnel Management; and (ii) elevate the director of OPM position to the Cabinet. Success will require more than these actions; it will require continuous attention. But the outcome will be worth it, both for the failures it may prevent and the opportunities it will unveil.

ii.   Provide market-rate federal pay increases.

I urge President Biden to include in his president's budget request to Congress support for an average increase to federal pay rates each year that is at parity with the president's proposed military pay raise and that is based on the relevant change in the Employment Cost Index (ECI) measure of private-sector wages and salaries. Ensure implementation of this average increase by supporting its inclusion in appropriations bills and by including the increase in the president's alternative pay plan. For 2022, I respectfully request at least a 2.2 percent across-the-board increase, plus a 0.5 percent increase in locality pay.

NARFE recognizes it is past time to bring the federal service pay system up to speed with its modern workforce, retooling it so that the system is occupation specific and market sensitive. To the extent the Biden administration pursues a substantial overhaul, it should not reduce overall compensation, and changes should be phased in with guardrails against reductions in pay for current employees.

Absent a significant overhaul of the pay system, federal pay rates must be adjusted annually for the government to maintain the competitive pay required to recruit and retain a well-qualified and high-performing workforce. The doctors and nurses who care for our veterans, the cybersecurity professionals protecting critical infrastructure, the NASA engineers, NIH scientists, federal law enforcement and intelligence officers, prosecutors and judges, and many more who comprise our federal workforce all require adequate compensation or else we risk losing their talents.

The Federal Salary Council analyzes federal pay in comparison to wages in the private sector and recommends changes to federal pay rates. In October 2020, it once again found a substantial disparity between federal and private-sector pay rates, estimating that private-sector rates outpace federal rates for similar jobs by 23.11 percent. In other words, federal employees are paid 23 percent less than their private-sector counterparts. We understand fully implementing the Federal Salary Council's locality pay rate recommendations (which would close that gap to 5 percent) in any single year pursuant to the Federal Employees Pay Comparability Act (FEPCA) is fiscally and politically unrealistic. But the current disparity should not be exacerbated by below-market pay increases.

Therefore, absent a complete reworking of the federal pay structure (which should only be done carefully and deliberatively), NARFE recommends providing annual across-the-board increases to pay rates based on 5 U.S.C. 5303(a), which calls for an increase equal to the most recent annual increase (prior to budget submission) in the ECI for wages of private-sector workers, minus a half a percentage point. Further, we recommend increasing locality pay rates by 0.5 percent, on average, annually to ensure that the average pay increase is on par with both the recent private-sector pay increase and the baseline for the annual military pay increase. This also provides flexibility to adjust local pay rates in response to changing geographic labor markets. For 2022, this would dictate a 2.2 percent across-the-board increase, plus a 0.5 percent increase in locality pay.

Failing to do so only widens the existing gap between private-sector and federal pay for comparable jobs and weakens the federal government's ability to maintain a highly qualified and effective workforce.

iii. Develop a human capital scorecard to assess the state of federal human capital management, and measure progress on human capital investments and goals.

We lack adequate data to measure the effectiveness of workforce policies, practices and spending and their impact on mission fulfillment. Without this data, we cannot properly identify the scope of problems and prioritize efforts to fix them. Tracking and publishing workforce data and analysis for federal government leaders, Congress and the public will provide the information needed to make improvements to human capital management and ensure accountability.

iv. Form a U.S. Talent Service (USTS) to develop and implement innovative solutions to our most pressing human capital challenges.

Drawing on the success of the US Digital Service in modernizing federal government informational technology, the US Talent Service would implement that same model, recruiting the best and brightest experts from federal agencies, businesses and NGOs to address our most significant management and talent challenges. This U.S. Talent Service could develop and implement pilot programs, assess their efficacy and expand successful efforts government-wide.

v. Develop a modern telework policy.

Modern technologies have improved the ability and efficacy of telework. Organizations have adapted to take precautions in response to the COVID-19 pandemic, accelerating the use of telework and paving the way for expanded use in the future. The federal government should develop a modern telework policy that utilizes new technological capabilities and emerging workplace trends to improve productivity, maximize flexibility, and reduce costs. Of course, the government must remain cognizant of security concerns and other risks and limitations of telework, including the possible consequences of reduced interpersonal interaction on the comradery and morale necessary for organizational success.

3. Support repeal or reform of the Windfall Elimination Provision (WEP) and the Government Pension Offset (GPO).[14]

NARFE implores this administration to explicitly affirm President Biden's pledge to support repeal of the WEP and GPO via his budget requests to Congress. If there is inadequate congressional support for repeal, we urge his support for reform bills as possible alternatives.

The WEP and GPO affect federal retirees who are covered by the Civil Service Retirement System (CSRS) and receive Social Security or Social Security widow(er)'s benefits derived from private-sector employment. These laws also affect state and municipal employees, such as teachers, firefighters, police officers and others who receive a pension based on work not covered by Social Security.

The WEP unfairly reduces the Social Security benefit a federal retiree receives based on his or her Social Security-covered employment (e.g., private-sector employment before or after federal service). The Social Security benefit is reduced simply because the federal retiree is receiving a retirement annuity through CSRS. In 2021, the WEP could reduce a retiree's monthly Social Security benefit by as much as $498.

The GPO pertains to federal retirees who apply for Social Security benefits for which they are eligible as a spouse. Under the GPO, spousal and survivor Social Security

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[14] For more on NARFE's views. visit https://new.narfe.org/wp-content/uploads/2021/01/Issue-Brief_117th-WEP-and-GPO.pdf.

benefits are offset by two-thirds of the retiree's government annuity payment. This often results in a retiree receiving no Social Security spousal or widow(er)'s benefit at all.

NARFE's ultimate goal is to completely repeal these two provisions, which inequitably target those who worked in public service. However, to the extent full repeal is unfeasible, NARFE is supportive of efforts to provide some relief to those affected by the GPO and the WEP, as it would represent an improvement over the current status quo.

4. Support more accurate COLAs (CPI-E) for federal retirees.[15]

I urge this administration to explicitly affirm President Biden's pledge to support using the Consumer Price Index for the Elderly (CPI-E) to determine annual cost-of-living adjustments (COLAs) for Social Security benefits and for federal and military retirement benefits.

NARFE welcomes President Biden's support of this policy for Social Security, but we also ask him to make clear that he supports using the CPI-E to adjust COLAs to federal and military retirement annuities as well. Federal retirees rely on COLAs to ensure their annuities keep up with inflation just as Social Security beneficiaries do. Furthermore, federal retirees under CSRS may rely solely on their federal annuity as their source of retirement income, as they did not earn any work credits toward Social Security while covered by CSRS.

The CPI-E better accounts for the inflation of goods and services retirees most often purchase by measuring the spending habits of seniors, especially on medicine, health care, shelter and other related costs. Using the CPI-E to determine COLAs for federal annuitants and Social Security beneficiaries would increase COLAs by an estimated 0.27 percentage points per year.[16] Because this difference would compound over the years, it would result in significant increases in COLAs over time and greatly improve retirement income security for Americans.

5. Protect postal retiree health benefits.

NARFE urges the Biden administration to oppose any legislative proposals that would eliminate the choice postal retirees have regarding whether to add Medicare to their existing retiree health benefit coverage. Past efforts to reform the U.S. Postal Service (USPS) would have required current and future postal retirees to enroll in Medicare Part B or else lose their federal health insurance benefits altogether. Postal retirees should retain the choice to add Medicare to their existing retiree health benefit coverage. Eliminating that choice, as proposed in previous postal bills, breaks a basic promise to avoid altering retiree benefits for those in retirement and heaps significant additional costs on aging retirees. NARFE's primary goal is to ensure that postal reform bills in the 117th Congress include protections for current postal

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[15] For more on NARFE's views, see: www.narfe.org/pdf/Issue%20Brief%20-%20Fair%20COLAs%20for%20Seniors.pdf.
[16] This is based on the average annual difference in the COLA, from 1984 to 2018, that would have occurred using the CPI-E instead of the standard COLA measurement calculated using the CPI-W.

retirees. We are also in favor of eliminating USPS' requirement to prefund future retiree's health benefits through passage of the USPS Fairness Act, H.R. 695/S. 145. The unnecessary and unprecedented burden the mandate imposes on the Postal Service's balance sheet has paved the way for severe cost-cutting strategies, limited capital investments and legislative proposals threatening workers' benefits.

6. **Support COVID-19 relief for the federal community.**

First, NARFE supports ensuring that any COVID-19 relief bills provide equitable treatment to federal employees and retirees. For example, any expansion of health care coverage or flexibility should apply to FEHB plans. Second, NARFE supports renewal of the leave provisions provided by the Families First Coronavirus Response Act (FFCRA) and its expansion to cover all federal workers. The provisions ensure employees are able to isolate or quarantine in response to COVID-19 infection or exposure without loss of pay or personal leave. It also allows workers to care for loved ones infected by COVID-19 without substantial financial loss. Third, NARFE supports expanding eligibility for the Paycheck Protection Program to 501(c)(5) nonprofit organizations, such as NARFE, that provide valuable information to their members. Notably, NARFE provides both federal workers and retirees with clear, reliable and accessible counsel to navigate the unique and complex issues related to their benefits. 501(c)(5)s like NARFE are no more immune to the challenges posed by the COVID-19 pandemic than other nonprofits and, therefore, should receive equitable relief. NARFE urges the Biden administration to support these policies.

7. **Support improved integration of Medicare with the FEHB program.**

While NARFE opposes forced enrollment in Medicare Part B, increasing Medicare Part B enrollment among FEHB participants would help reduce costs—to the government and to enrollees—because FEHB becomes the secondary payer to Medicare. Two examples of incentivizing enrollment are expanding reimbursement for Part B premiums, as some FEHB plans currently do, and waiving Part B late enrollment fees for individuals covered by FEHB — similar to the policy for individuals who work past age 65 and are covered by an employer plan. NARFE asks for the Biden administration's support on these policies.

Conclusion

While the general public may view the federal government as an abstract entity, the reality is that Americans rely greatly on the work of federal employees every day. Our citizens depend on civilian defense employees to support and equip our military, doctors and nurses to care for veterans returning home from war, cybersecurity professionals to protect critical infrastructure and respond to emerging threats, scientists and researchers to develop new cures for cancers and disease, federal law enforcement and intelligence officers to protect us from foreign and domestic threats to our physical security, prosecutors and judges to uphold the laws, postal workers to keep our communities connected and our economy churning, revenue agents to ensure we have the funds to carry out these missions, and much more.

Public perception of civil service is not static. Even if the prospect of changing it appears daunting, it is unacceptable to continue allowing public service to be denigrated, disrespected and undervalued. While Americans will continue to disagree on the proper scope of government, as they always have, we ask that the Biden administration join us in our call for unity when it comes to ensuring that the work of the federal government is done well.

Thank you for the consideration of our views. If you have any questions or concerns, please contact NARFE's Staff Vice President for Policy and Programs Jessica Klement at jklement@narfe.org.

Sincerely,

Ken Thomas
NARFE National President