



U.S. House of Representatives

CAO

CHIEF ADMINISTRATIVE OFFICER

SEMIANNUAL REPORT

July – December 2019

“...the Chief Administrative Officer shall report to the Committee on House Administration not later than 45 days following the close of each semiannual period ending on June 30 or December 31 on the financial and operational status of each function under the jurisdiction of the Chief Administrative Officer. Each report shall include financial statements and a description or explanation of current operations, the implementation of new policies and procedures, and future plans for each function.”

House Rule II 4(b)

116th Congress

CAO Mission

We serve the House community by providing administrative, technical, and operational solutions so Members can perform their Constitutional duties.

CAO Vision

To be an essential resource for every Member of the People's House through outstanding customer experiences delivered by exceptional employees.

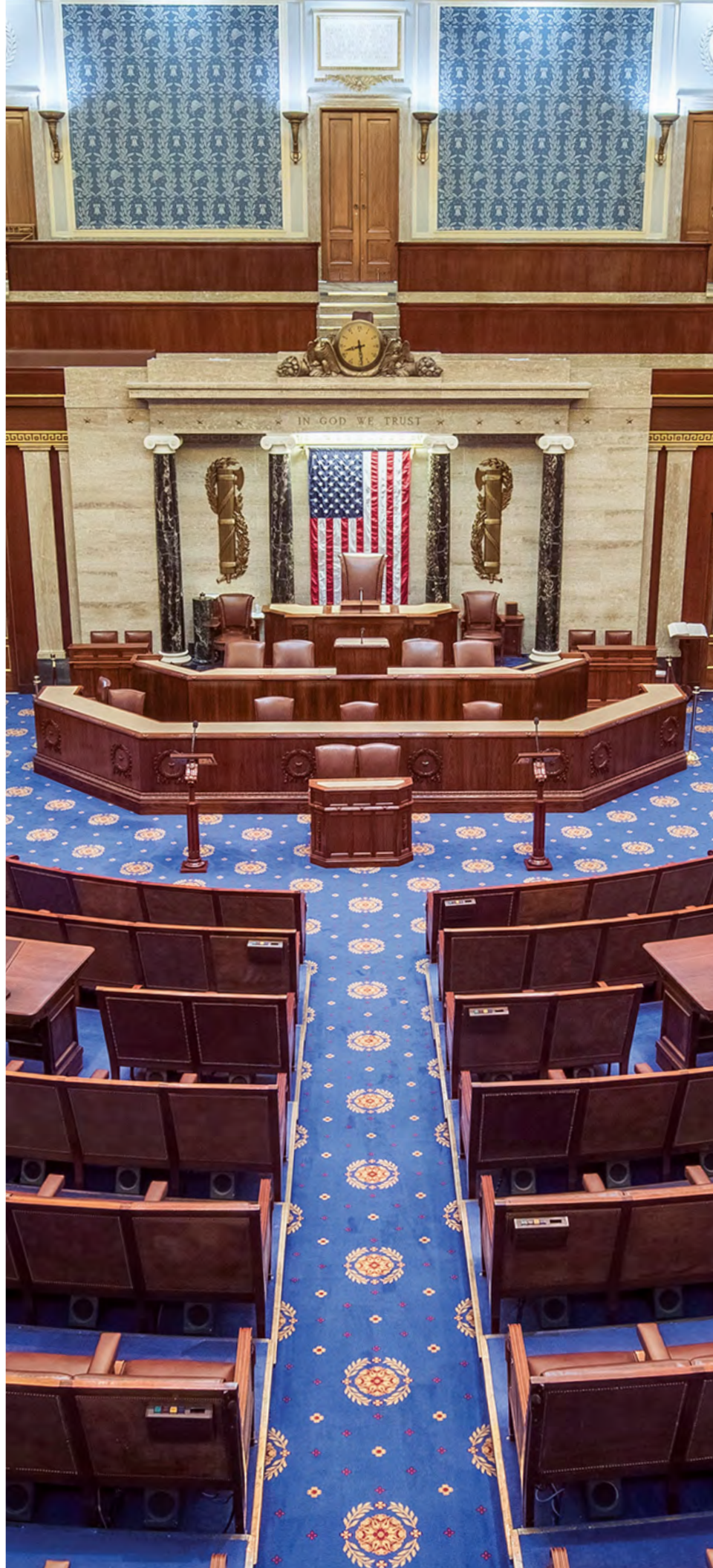


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Philip G. Kiko
Chief Administrative Officer

From the **CAO**

The Office of the Chief Administrative Officer (CAO) continues its focus on serving the Members and staff of the U.S. House of Representatives. Guided by its five-year Strategic Plan, between July and December 2019, the CAO focused on expanding and enhancing the administrative, technical, and operational services it provides to Members and their staff so that Members can perform their Constitutional duties.

The CAO's new motto "Member Focused. Service Driven." was developed and communicated across the organization. As a "Member Focused. Service Driven." organization, the CAO ensures that its services and products align to Member and staff needs. The CAO has actively gathered feedback from Members and staff through surveys and one-on-one meetings in order to integrate their perspectives into the way we provide our services.

Our Customer Advocates – employees assigned to each Member, Delegate, Resident Commissioner, and Committee office who facilitate and troubleshoot CAO services in D.C. and in districts across the nation – are vital to identify and capture Member and staff needs. The Advocates continued their regular visits with district office staff across the country to inform and educate staff about relevant CAO services. Between July and December 2019, the Advocates visited 84 Congressional districts spanning 12 states. Also, in December, the Customer Advocates collaborated with the Office of the House Sergeant at Arms to establish the first joint District Office Services Conference, for staff from ten different district offices.

Responding directly to the needs of House staff for diverse and affordable food options, the CAO opened two more branded food options on the House campus. In early September, Jamba opened in the Longworth building, and Steak 'n Shake opened in the Rayburn building.

The organization also focused on modernizing and transforming the services provided by the CAO to improve their relevance, consistency, and accuracy and ensure they best meet the needs of the House community. By the end of August 2019, all House offices were migrated to the cloud-based Office 365 suite. Approximately 14,000 House users are now on the Office 365 suite. The migration to Office 365 gives House staffers the ability to access their Microsoft Office applications from anywhere at any time through their mobile devices. The rollout also included the introduction of Microsoft Teams to the House community. Teams can improve communications within offices – and between district and D.C. offices – and allows for real-time, remote collaboration on documents and files.

To modernize and simplify the registration process for mandatory trainings and professional development courses, the Congressional Staff Academy partnered with House Information Resources to implement a cloud-based learning management system. Launched over the summer, the new system replaced three disparate platforms and created a one-stop shop where employees can register for in-person courses, take online courses, and track their course completion status. House staff can now learn directly from subject matter

experts in a classroom environment, through webinars, or web-based training, allowing students to access content as their own schedule allows.

In December, the Staff Academy also completed a state-of-the-art renovation of its classrooms. These learning spaces were redesigned to increase engagement, expand capacity, and increase course registration. The classrooms were also redesigned with enhanced interactive webinar platforms accessible from any device, providing district office staff the opportunity to participate alongside their Washington, D.C., colleagues.

In collaboration with the Office of House Employment Counsel and Committee on House Administration, the CAO implemented major changes for the 2019 Workplace Rights and Responsibilities Education program to include separate curricula tailored to non-supervisors, supervisors, and Members. These trainings are designed to ensure a safe and respectful workplace for everyone. Trainings began in June and ran through August with more than 15,400 individuals trained in a total of 618 sessions.

The Office of Cybersecurity ensured the safety of the House network and data. Between July and December 2019, the Cybersecurity team blocked an estimated 9.6 billion unauthorized scans, probes, and connections aimed at the House. Cybersecurity also contained 151 million questionable emails, including spam, to thwart phishing attacks from reaching intended targets.

The House also received its 21st consecutive unmodified audit opinion with zero significant deficiencies, demonstrating the CAO's commitment to stewardship of taxpayer dollars and compliance with all government accounting standards and regulations.

Behind the vital services and products provided by the CAO are its talented and diverse employees. The organization continues to foster and engage its workforce. Building upon the competency and leadership models developed during the first half of 2019, the Human Resources team began implementation across the organization, with the models fully implemented in the Office of Finance and other departments and business units well underway.

In December, Human Resources completed its first-ever mentoring class. Forty employees from across the CAO received formalized training opportunities, participated in one-on-one meetings and coaching discussions, and obtained insights from key stakeholders, including the CAO Immediate Office, the CAO Budget Office, and the Committee on House Administration.

This semiannual report, covering July through December 2019, highlights the CAO's key programs and initiatives to achieve its vision to be an essential resource for every Member of the People's House through outstanding customer experiences delivered by exceptional employees.



Philip G. Kiko
Chief Administrative Officer

Timeline

- JULY**
 - HIR rolls out the Point of Contact Role Console to enhance Member offices communications by displaying Identity Hub contact information, as well as eVoucher and Appointment Payroll Authorization roles.
 - CAO partners with the Sergeant at Arms to pilot a House ID request service through MyServiceRequests.
 - Small Purchasing Group and Customer Advocates arrange end-of-year purchasing briefings with Member offices to inform House staff of policy and procedures.
- AUGUST**
 - Exchange Online migration and deployment of Office 365 ProPlus, OneDrive, and Microsoft apps is completed.
 - The Customer Experience Management program is created.
 - The Voluntary Separation Incentive Program is launched.
 - "Was this content helpful?" feedback tool launched across HouseNet.
 - Workplace Rights and Responsibilities Education training wraps up with more than 15,400 individuals trained in a total of 618 sessions.
- SEPTEMBER**
 - Jamba opens in the Longworth building.
 - Steak 'n Shake opens in the Rayburn building.
 - The House public Wi-Fi infrastructure is upgraded to increase the bandwidth from 1 to 10 gigabytes.
 - The fourth House Child Care Center preschool classroom opens.
- OCTOBER**
 - Office of Cybersecurity provides guidance on cybersecurity best practices through its pop-up events.
 - Communications and Marketing deploys a survey to HouseNet users to collect feedback on how the CAO can improve the House intranet.
 - The Members' Dining Room opens to staff and the general public.
 - The House dry cleaning vendor renovates its storefront.
 - FY 2021 House budget formulation kicks off.
- NOVEMBER**
 - Office of Cybersecurity hosts the 116th Congressional Cybersecurity Fair.
 - HIR completes the active directory upgrade, increasing House security features and infrastructure.

- House Productivity Fair features resources and tools to optimize Member office efficiency.
- The Office of Payroll and Benefits hosts its annual Federal Health Benefits Fair.
- House passes resolution to authorize the creation of the Gold Star Family Fellowship Program.
- House Gift Shop holds two days of sales, providing 20 percent off items throughout the store.
- **DECEMBER** HIR deploys and completes the pilot phase for one-time password authentication.
- The Customer Advocates collaborate with the Sergeant at Arms to host the first joint District Office Services Conference.
- Human Resources completes career competency models for the Office of Finance.
- Human Resources completes its first-ever mentoring program.
- The House Wellness Center launches a new stress management service and resilience-building platform.
- The Wounded Warrior Fellowship Program reaches a record high of hired Fellows.
- The Congressional Staff Academy completes a state-of-the-art renovation of its classrooms.

House Information Resources

House Information Resources (HIR) is comprised of eight departments dedicated to designing, securing, advancing, and supporting the vast array of data available on the House network so that Members may effectively perform their Constitutional duties and House staff are provided with the necessary resources to assist in the fulfillment and execution of those duties.

CYBERSECURITY

The Cybersecurity policy team, working in conjunction with key partners across HIR, finalized and obtained approval from the Committee on House Administration for two House Information Security Policies (HISPOL). HISPOL 8 provides governance on the configuration and use of House-issued mobile devices across the enterprise, and HISPOL 19 governs all information resources, including systems, applications, equipment, and devices that access the House network utilizing active directory.

In October 2019, the Office of Cybersecurity significantly enhanced cybersecurity capabilities at the House by acquiring and initiating the implementation of cybersecurity tools.

The implementation of these tools is expected to increase security on devices and user identities on the House network. More than 10 other enterprise-level security applications were reviewed for potential use, spanning across multiple security domains to keep up with the changing internet landscape.

In recognition of Cybersecurity Awareness Month, the Office of Cybersecurity hosted a series of pop-up events in October. The series provided guidance on best practices for social media use, international travel, and phishing awareness for over 800 House Members and staff. In that same month, the Office of Cybersecurity also conducted instructional briefings at the CAO Productivity Fair to educate and inform House staff about cyber threats both in and out of the office.

In November, the Office of Cybersecurity hosted the 116th Congress Cybersecurity Fair. The event featured cybersecurity officials from the CAO and other national cybersecurity experts from the public and private sectors, including Microsoft, Facebook, Instagram, FireEye, McAfee, Uber, the National Cybersecurity Alliance, Washington Cyber Roundtable, and the Fourth Amendment Advisory Committee.



The 116th Congress Cybersecurity Fair. Photo by Kristie Boyd.

To improve communication processes and procedures across Legislative Branch organizations, the Cybersecurity team participated in a Legislative Branch Cyber Tabletop Exercise in November. The Office of Cybersecurity's monitoring database was also integrated with the Senate's database in order to identify collective data on cyber threats and enhance information-sharing activities.

IDENTITY GOVERNANCE AND ADMINISTRATION

Identity and Access Management is a critical, multi-year program designed to improve how the House community uses identity-related information to access various House resources.

NetIQ Advanced Authentication Framework Multi-Factor Desktop Logon

As a complimentary security feature to the new password complexity and age policy, the Identity Governance and Administration team implemented software to allow use of a variety of authentication methods such as one-time passwords in lieu of entering an active directory password. In December, the pilot deployment phase was successfully completed with both CAO and non-CAO participants. Campus-wide rollout of this feature in the new year will allow House staff to select their preferred methods to access House resources from the available options during enrollment.

NetIQ Directory and Resource Administrator Upgrade

NetIQ Directory and Resource Administrator provides offices with a delegated rights administration solution to manage network accounts. The upgrade to Version 9.2, completed in July with additional features implemented in November, provides feature enhancements for the NetIQ Directory and Resource Administrator product and augmented integration with Microsoft O365.



9.6 BILLION
unauthorized scans, probes, and connections aimed at the House blocked

July – Dec 2019



252,000
patches deployed

July – Dec 2019



41,000
malicious URLs blocked

July – Dec 2019



151 MILLION
questionable emails, including spam, contained

July – Dec 2019

HOUSE INFORMATION RESOURCES

Identity Hub Point of Contact Role Console

In July, the Identity Governance and Administration team deployed the Point of Contact Role Console to display contact information, as well as eVoucher and Appointment Payroll Authorization form roles. After applying further updates in December, the console has helped the CAO enhance and facilitate communications with designated points of contact in Member offices.

Identity Hub Online Badge Request

In partnership with the Sergeant at Arms, CAO Safety and Personnel Security, and Enterprise Applications, HIR piloted a new feature in July that allows users the ability to order a House ID through MyServiceRequests. This new functionality reduces time spent on manual actions, resulting in a more efficient process with higher quality data to better serve CAO customers. HIR is currently working on rolling out the feature for use in the Office of the Sergeant at Arms and Office of the Clerk.

NETWORKING AND OPERATIONS

Lifecycle Hardware

In order to support House modernization and sustainability efforts, the routed infrastructure across the House campus is currently undergoing a lifecycle hardware replacement. Once complete, the core of the network will be upgraded from 10 to 40 gigabytes. The new distribution routers are smaller, thereby utilizing substantially less power and providing longer run times for uninterrupted power supply.

Port Security

HIR's Networking team is currently engaged in an 802.1x proof of concept, in which the security posture of the House will be enhanced. This concept will allow only House-owned and approved devices access to the wired campus data network. The first iteration of this effort will verify whether workstations are either part of active directory or an approved VOIP phone or printer. Future iterations will involve enhanced features such as device certificates. These certificates will improve the identification and profiling of any equipment plugged into the House network.

House Public Wi-Fi

The House public wi-fi infrastructure underwent a substantial upgrade in 2019. The upgrade, implemented in September, increased the capacity of the House public infrastructure bandwidth from 1 to 10 gigabytes and included a new access point controller supporting up to 64,000 customers on a single platform. In addition, the Capitol Press Gallery, House Chamber, and hearing rooms for the Committees on Appropriations, Ways and Means, and the Judiciary received substantially upgraded wi-fi systems to support increased users during high-profile hearings and to cover House floor activity during the State of the Union.

District Office Internet Bandwidth and Speed Enhancements

After migrating to broadband technology, the CAO completed enhancements to the House network for 112 district offices located in the south-central United States. By creating a new point of presence, district offices are now able to access cloud services, as well as the internet, locally and at a faster bandwidth speed.

TELECOMMUNICATIONS

Data Cabling Infrastructure

The Telecommunications team is responsible for installing data and voice cabling under an HIR minor construction wiring program to support moves, add, changes, and deletions (MACD). This was enabled in order to respond quickly to Member, Committee, and Leadership requests for cabling in support of re-configuring campus office and workspaces. MACD support involves the installation, deletion, and moving of outlets in office spaces. HIR also responds to MACD requests for work in House buildings from other Legislative Branch agencies. As of December 2019, over 9,600 MACD requests have been processed. Upcoming projects include voice, data, and CATV cabling for three phases of the Cannon Renewal Project, additional Member suite build-outs in support of Cannon Renewal phase 3, phase 2 of the House Child Care Center expansion in the O'Neill building, fiber and copper connectivity to Committee hearing rooms, and the Rayburn garage renovation.

Voice Infrastructure and VoIP

HIR combined efforts with the Customer Advocates to educate Member offices on the House's unlimited voicemail and mail transcription service. Currently, 202 offices utilize this service with over 700,000 messages processed between July and December. In addition, 40 automated attendants were created to assist Member offices with inbound call processing. A pilot phase to introduce eight new streams of music to be played to constituents on hold was launched and will be completed by the end of January 2020.

Between July and December, approximately 130 additional district offices were added to the House's VoIP platform.

CLOUD SERVICES

One of the largest modernization efforts underway is the migration of cloud-based applications. HIR continuously researches, vets, and deploys innovative cloud solutions to the House. With the uptick in cloud services, the CAO is actively working on a recapitalization plan for the House to scale down resources at existing data centers as appropriate.

HOUSE INFORMATION RESOURCES

Office 365 and Windows Upgrade

The Exchange Online migration and deployment of Office 365 and OneDrive was completed at the end of August. Approximately 14,000 House users are now actively using the Office 365 suite. During the fall of 2019, Microsoft Teams and Microsoft Planner, new applications aimed at fostering and organizing staff collaboration, were launched for House offices. HIR collaborated with the Customer Experience Center to provide House staff with ongoing interactive trainings and tutorials.

Coinciding with the Exchange Online migration was the upgrade to Windows 10. HIR successfully updated over 18,000 computers to the latest version of Windows, providing greater security and functionality to the House network.

Congressional Staff Academy Partnership

To improve the registration experience for employee training and enhance the House's tracking capabilities, the CAO collaborated with its stakeholders to implement a cloud-based learning management system for the Congressional Staff Academy. The new system replaces three platforms to create a single website where employees can register for in-person courses, take online courses, and track their course completion status.

To supplement the content added to the Staff Academy's new website, HIR collaborated with the Staff Academy to create a system administration training course for new office administrators in Member offices to include NetIQ Directory and Resource Administrator training and other useful resources that will help improve office operations.

BUSINESS CONTINUITY/DISASTER RECOVERY

The Business Continuity/Disaster Recovery team provided a range of recovery support services to district offices impacted by severe weather. Support was provided to offices impacted by Hurricanes Barry and Dorian, as well as several wildfires in California. Recovery services included, but were not limited to, assisting offices with laptop and printer kits, providing satellite phone services, and reestablishing network and cell connectivity.

WEB SERVICES

The House Web Services team, which develops and maintains two-thirds of House.gov websites, migrated 112 Member websites to the cloud between July and December 2019. The migration to the cloud provides the House an opportunity for improved continuity and security for its web presence and an enhanced user experience for content editors in Member offices. The migration of all CAO-hosted sites is estimated to be completed by the middle of 2020.



112

**Member websites
migrated to the cloud**

July – Dec 2019

Franking Website

In order to support the Committee on House Administration's vision to provide increased transparency on Franking information to the public, HIR has redesigned the current Franking website portal for public release in January 2020.

Digital Signatures

HIR introduced a new electronic casework and privacy feature for offices using a specific correspondence management system. Adding digital signatures to Member website forms will now help reduce processing requirements for offices and streamline the constituent experience. There are currently 20 offices using the system. HIR is actively marketing to additional offices and is also working on requested form enhancements that will allow for a more tailored experience for specific federal agency forms. All correspondence management system vendors are expected to have this capability integrated with their products and made available to their offices in 2020.

Communicating with Congress Operations and Rewrite

To provide an efficient system for advocacy groups to send mass communications to Members of the House, the Web Services team developed the Communicating with Congress system. The system uses an established secure delivery path and a strict XML standard that advocacy groups must adhere to. This makes messages sent through the system easily identifiable. Between July and December, the system processed 8,960,785 messages.

The Web Services Team significantly rewrote the legacy code for the platform to a modern code base that makes updating the platform easier and provides stability to a critical system that processes over 18 million messages per year between Member offices and their constituents.



8,960,785

**messages to Member
offices processed**

July – Dec 2019

VENDOR MANAGEMENT

Correspondence Management System Modernization Survey

HIR partnered with an independent consulting firm to assess the efficacy of the multi-vendor correspondence management system ecosystem utilized by the House. The assessment collected comprehensive and constructive feedback from House staff on the correspondence management system products authorized for use by Member offices, evaluated leading market solutions that address the shortcomings of the existing House correspondence management system marketplace, and developed a correspondence management system modernization roadmap. In early 2020, HIR will recommend solutions for transforming the way these systems serve the House community.

Technology Services Contract and Master Web Services Agreement

In order to provide the House community with alternative options for system administration, system maintenance, correspondence management systems, and web services, five new vendors were awarded contracts under the Technology Services Contract and Master Web Services Agreement. HIR continues to provide effective management and oversight of these contracts.

IT CUSTOMER SOLUTIONS

With a renewed focus on providing all systems administration support to Member offices, the Technical Support Representatives were rebranded as Technology Partners. Between July and December 2019, four House offices opted in to use the Technology Partner program, bringing the total participating offices up to 55 offices.



55

**offices participating
in the Technology
Partner program**

ENTERPRISE APPLICATIONS

Enterprise Applications developed and deployed a new Financial and Payroll and Benefits Application for the Office of Finance to manage access to financial and payroll systems and data. The new application provides the capability to send automated alerts and notifications to Member offices to include paid intern balances and the Statement of Disbursements. In addition, Enterprise Applications partnered with Identity Governance and Administration to develop a new console in the Identity Hub to make the point of contact list available to appropriate Office of Finance staff.

Enterprise Applications, in partnership with Human Resources, implemented and deployed a new recruiting application for the CAO that provides end-to-end automation of the hiring process for applicants, hiring managers, and Human Resources.

The office also worked with the Congressional Staff Academy to implement and support a soft launch of a modern learning management system that replaces multiple legacy systems and integrates with LinkedIn Learning for access to a robust library of learning content, as well as a webinar capability to enable remote collaboration and training.



The new Congressional Staff Academy website.

Customer Experience Center

The Customer Experience Center connects the CAO's technical, administrative, and operational experts with their House customers. The Customer Experience Center's primary focus is on simplifying access to CAO services and making the processes better, faster, and less expensive. The Customer Experience Center directly provides services through its departments: Capitol Service Center, Communications and Marketing, Congressional Staff Academy, Customer Advocates, First Call, and House Creative Services.

CUSTOMER ADVOCATES

Five Customer Advocates serve all 441 Member, Delegate, and Resident Commissioner offices. In late 2019, a sixth Customer Advocate joined the team to support Committee offices. The Advocates gather feedback, maintain reliable customer data, and report on trends. The Customer Advocates provide valuable outreach and business intelligence on all CAO services, providing vital administrative, technical, and operational support to their assigned offices. Between July and December 2019, the Advocates logged 2,008 interactions, including requests and escalated resolutions, with Member and Committee offices.

6

Customer Advocates serve all Member, Delegate, Resident Commissioner, and Committee offices at the House

Marketing Campaigns

Each quarter, Customer Advocates collaborate with CAO business units to connect with Member, Committee, and Leadership offices to showcase and provide guidance on relevant and timely CAO service topics. In August, the Advocates were tasked with promoting enhanced voicemail and LifeCare services. Utilization of both services improved as a result of their outreach: Usage of enhanced voicemail services increased by 47 percent and usage of LifeCare services saw a spike of 60 percent.

Customer Advocates served as an additional marketing agent in raising awareness and demonstrating the use of Office 365 and its mobile apps. Collaborating with HIR for the Office 365 rollout, the Customer Advocates informed House staff of pending changes and ways to ensure email continuity. The Advocates also championed use of the web-based portal to allow mobile scheduling. In July, the Small Purchasing Group worked with the Customer Advocates to arrange end-of-year purchasing briefings with Member offices to ensure staff were informed on the policy and procedures.

Correspondence Management System Modernization

The Customer Advocates participated in a Correspondence Management System Modernization Study, an initiative to understand how Member offices utilize the functionality of a correspondence management system. Advocates assisted by providing feedback, arranging in-office demos, and inviting Congressional staff to participate in focus groups.

District Office Outreach

The Advocates regularly and proactively engage with district office staff by conducting visits across the country to educate staff on relevant CAO services. Since July, they have visited 84 Congressional districts spanning 12 states (California, Florida, Michigan, Mississippi, New York, North Carolina, Ohio, Oregon, Pennsylvania, Tennessee, Washington, and Wisconsin). Their agenda for district visits highlights CAO business units. The Advocates have also assisted with the Workplace Rights and Responsibilities Education training, visiting district locations to observe trainings and help offices achieve full compliance.

In December, the Customer Advocates collaborated with the Sergeant at Arms to establish the first joint District Office Services conference pilot, which hosted eighteen employees from 10 different Congressional district offices. This conference program, geared specifically towards surveying, improving, and promoting awareness of CAO services to district office staff, will continue to be deployed in various states throughout the country to ensure staff receive the support they need.

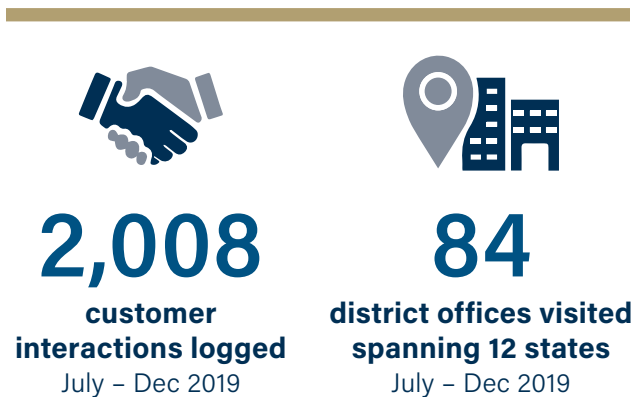
COMMUNICATIONS AND MARKETING

The CAO Communications and Marketing team works directly with key customer-facing business units and stakeholders to provide communications support for each CAO service provided to House offices, including the development and execution of communications plans and marketing materials. To enhance awareness of and engagement with CAO services, new marketing strategies have been implemented. Specifically, digital monitors advertising events and services have been installed in prominent areas with heavy foot traffic on the House campus. Pop-up events held during the latter half of 2019 allowed business units to showcase their products and services in a format that maximizes visibility and attendance.

HouseNet

In October, Communications and Marketing conducted a second survey of HouseNet users to collect feedback on how the CAO can improve the House intranet site, resulting in 353 responses (for a year-end total of 994). Feedback collected from this survey will be incorporated in the planning and implementation of future updates to HouseNet.

The ability for users to provide real-time feedback was also added to HouseNet. Through the new feature, users can now directly report if content on HouseNet is inaccurate, confusing, or incomplete. Since implementation in August, the Communications and Marketing staff made approximately 80 updates, changes, or corrections to content based on feedback from the new tool.



Communications and Marketing also completed its merger of HouseNet content management into a single point of contact to ensure consistency in messaging and compliance with HouseNet style standards. This transition has direct, positive implications for ongoing efforts to improve the HouseNet search function. The single content manager model ensures that search-relevant information is integrated consistently with an emphasis on maximizing search results.

CUSTOMER EXPERIENCE MANAGEMENT

The Customer Experience Management program was created in August to establish and lead efforts that not only expand, but also implement the customer experience vision of the CAO, create organizational standards, and craft a roadmap to governance and improvements for all CAO services. Foundational work has included the implementation of two cross-functional working groups designed to complete initial work important to the mission of the program.

Since August, the CAO Services working group has re-baselined the taxonomy of CAO services and primary service groups along with their alignment to the CAO strategic mission areas. This classification system will be integral for upcoming projects, such as the creation of a “library” containing information about all of the services provided by the CAO and the redevelopment and integration of our customer-facing service access points. The re-baselined services will also ensure that consistent terminology is used in CAO marketing and promotional efforts and by CAO staff when conducting customer support.

The Customer Experience Online Standards and Improvements working group has defined and classified online customer touchpoints by type and has drafted corresponding customer experience online standards. Additionally, the working group began collecting a comprehensive inventory of touchpoints and proposed improvements for each CAO service. The team has inventoried 32 of the CAO’s 88 customer-facing services and documented hundreds of customer touchpoints.



600+

outdated content items removed from HouseNet

July – Dec 2019



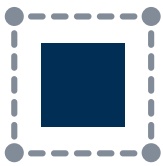
300+

HouseNet content requests completed

July – Dec 2019

HOUSE CREATIVE SERVICES

At the start of the 116th Congress, House Creative Services launched its online media browser. The new platform is now fully operational, enabling Members, Committees, and House Officers full access to their digital assets with the option to share, upload, and store their own files in a personalized digital archive and order prints online. The platform has also been expanded to include animations and social media visuals, including video and short clips.



1,054
**designs, layouts,
 and edits produced**
 July – Dec 2019



12,994
**photos
 disseminated to the
 House community**
 July – Dec 2019



838
photo shoots
 July – Dec 2019



136
video shoots
 July – Dec 2019

CONGRESSIONAL STAFF ACADEMY

The Congressional Staff Academy provides House staff with professional development and training specifically tailored for the unique job roles of House offices. The Academy also hosts and facilitates mandatory technical and compliance trainings for House staff.

The Academy continues to expand its efforts to meet the needs of House staff through the improvement of technology, the addition of relevant courses, and a centralized location for training. The Academy also conducted a leadership needs assessment to identify relevant courses and has developed both a Leadership and Management series that will begin in January.

Congressional Staff Academy Website

The Staff Academy launched its new website that streamlines the capability to browse courses, register, and confirm registration for House staff, and improves the ability for the CAO and individual House offices to track staff attendance in mandatory trainings, as well as support their professional development. The new website features custom learning paths based on the roles and responsibilities of Member, Committee, and Leadership staff. House staff now have the opportunity to learn directly from subject matter experts in a classroom environment or through webinars and web-based training, allowing students to access content as their own schedule allows.

CUSTOMER EXPERIENCE CENTER



The Congressional Staff Academy's newly renovated, state-of-the-art classroom in the Longworth building. Photo by Ike Hayman.

As part of the new website capabilities, the Staff Academy introduced a new webinar tool to enable distance learning capabilities. This tool is especially useful for district office staff. The Staff Academy is assisting all instructors in maximizing the use of their webinar tool by converting courses into a multifaceted training available from just about anywhere.

Expanded Learning Opportunities

The Staff Academy continues to increase its presence in the House by leveraging partnerships to create and highlight training offered by House Officers and other offices. The Academy hosted its third annual bicameral writing workshop with over 200 registrants. A day-long workshop in collaboration with the Office of the Clerk was also launched to train new and existing Committee Clerks transitioning from the minority to the majority. Additional course offerings were added to the Academy curriculum to include two writing workshops on floor remarks and constituent correspondence, as well as five web-based ethics trainings.

In tandem with the website, the Staff Academy also hosts the e-learning platform, LinkedIn Learning, which is available to all House staff. LinkedIn Learning has been integral to facilitating the integration of Office 365, which is one of the most popular course topics viewed on the platform. The content includes a variety of certification preparation courses and continuing professional education certified courses. Approximately 15,000 LinkedIn Learning courses have been completed by House Staff.

Classroom Renovations

The Congressional Staff Academy improved the overall learning experience for House staff with state-of-the-art renovation of its classrooms. The original space was reconfigured to address accessibility requirements under the Americans with Disabilities Act and to improve lighting and audio/visual equipment. The Academy classrooms also offer enhanced teleconference capabilities to host courses for district office staff. All four Staff Academy classrooms also now accommodate enhanced distance learning capabilities.

SERVICE CONTRACT MANAGEMENT

Vendors awarded House contracts work with Service Contract Management. Contracted services include food and dining services, dry cleaners, shoe shine, and the House Staff Fitness Center.

Food Service

In response to the 2018 House-wide survey regarding the variety of food options on campus, the CAO continued to add more branded concepts to the current lineup on the House campus. In early

September, the CAO worked with the Architect of the Capitol to bring Jamba to the Longworth building and Steak 'n Shake to the Rayburn building. Also, the "Pop-Up" food program was expanded to include food vendors in the O'Neill building.

Positive customer feedback has encouraged the CAO to continue its efforts to expand the variety of food options by surveying the House on preferences for additional branded concepts versus traditional cafeteria-style options in the Ford building.

In October, at the request of the Committee on House Administration, the Members' Dining Room was opened to staff and the general public. The CAO procured a popular reservation platform to facilitate reservations. From its opening to the end of 2019, there were 331 reservations and 977 diners at the Member's Dining Room.



Steak 'n Shake in the Rayburn building Photo by Phi Nguyen.



Jamba in the Longworth building. Photo by Kristie Boyd.

Dry Cleaners

In January 2019, a contract was awarded for dry cleaning services at the House. The pricing for services averages 13 percent less than those provided under the previous vendor. Transition to the new service provider was seamless without disruption to customers and has been well received by House staff since completion of its renovated storefront in October. Services have also been expanded to provide complimentary next-day delivery, text and email notifications to patrons, and in-House tailoring.



48,000

garments processed

July - Dec 2019

House Staff Fitness Center

The House Staff Fitness Center provides the House community with a safe and encouraging environment to exercise and engage in wellness practices. The Fitness Center continues to upgrade its facilities, incorporate new class offerings, and has also recently expanded its membership eligibility to include paid interns and fellows, as well as other Legislative Branch agencies. As a result, membership has reached a record high.



1,431

active House Staff Fitness Center members

CUSTOMER SERVICES

First Call staff are the frontline responders to general House questions and inquiries. First Call provides a broad range of support, such as special event room reservations and setups, notary services, passport applications, and mail services.

In order to enhance the quality of its services, First Call established a Customer Service Representative training curriculum through the Congressional Staff Academy's LinkedIn Learning portal. First Call also implemented a call monitoring system to provide assurance and quality control for incoming call handling. The system's results are used to identify opportunities to improve First Call customer experience and helps staff reinforce CAO customer experience standards. First Call also transitioned to VoIP telephone technology to facilitate call monitoring features and enhance reporting metrics. The new system increases operational flexibility in response to emergency and contingency events, making First Call fully capable of sustaining remote and virtual operational support.



21,148

**phone calls received
by First Call**

July - Dec 2019



3,635

service requests completed

July - Dec 2019



7,000

**special event room
reservations made**

July - Dec 2019



450

notarial services provided

July - Dec 2019



1,076

**passport applications
processed**

July - Dec 2019

MAILING SERVICES

The Mailing Services team, housed in First Call, oversees the stringent screening and processing of campus mail and helps Member offices navigate Franking rules and save money on postage and production costs. A year-long process to recompetethe Secure Mail Services contract resulted in two companies submitting final bids to perform duties to the House, Library of Congress, and the Architect of the Capitol. CAO Mail Services led the team in an evaluation process to award the new two-year contract with four two-year options.

Between July and December 2019, Mailing Services reviewed more than 108 million addresses for House offices and made corrections to nearly 22 million records, saving offices \$6.1 million in postage and \$6.6 million in production costs.

CAPITOL SERVICE CENTER

The Capitol Service Center is charged with attending to the administrative and operational needs of offices located in the Capitol. Working in coordination with the Architect of the Capitol and Sergeant at Arms, the Center manages and facilitates the use of rooms for special events, major moves and renovations, and assists with the ordering of furnishings and furniture repairs for Leadership offices. In the latter half of 2019, the Center coordinated with the Speaker's office and Minority Leader office to modify the room reservation process, increasing communication and improving logistical accuracy. The Center has also integrated the use of an internal digital monitor used to monitor the schedule of special events in the Capitol, monitor the team's workload, and ensure customer service satisfaction.

WORKPLACE RIGHTS AND RESPONSIBILITIES EDUCATION

The CAO worked in conjunction with the Committee on House Administration and Office of House Employment Counsel to implement major changes for the 2019 Workplace Rights and Responsibilities Education program. The 2019 program was revised to include separate curricula tailored to non-supervisors, supervisors, and Members. Additionally, the CAO implemented a new registration system to improve the experience for users to find, register, and track completion of their training. Courses were offered from June 3 through August 14 and included 488 live and virtual instructor-led sessions with 30 live sessions held in district locations. During the First Session of the 116th Congress, the CAO trained more than 15,404 individuals in a total of 618 sessions.

108.8
MILLION

addresses reviewed
July - Dec 2019

21+
MILLION

addresses corrected
July - Dec 2019

\$6.1
MILLION

savings in postage
July - Dec 2019

\$6.6
MILLION

savings in production
July - Dec 2019

Finance

The CAO's Office of Finance provides accounting, budget, and payroll and benefits services to the House community. The House recently received its 21st consecutive unmodified audit opinion with zero significant deficiencies, demonstrating the CAO's commitment to stewardship of taxpayer dollars and compliance with all government accounting standards and regulations.

FINANCIAL COUNSELING

Between July and December 2019, Financial Counseling processed over 107,000 vouchers inclusive of nearly 200,000 transactions and maintained an average processing time of less than five days.

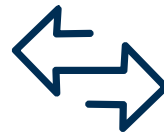
Financial Counseling collaborated with Payroll and Benefits and Enterprise Applications to modernize the point of contact directory and transition it to a secure repository. As a result, the new repository features enhancements to the safeguarding of system accessibility, increased data accuracy, and the elimination of repetitive data entry.

To enhance customer outreach efforts, in October, the Office of Financial Counseling newsletter was relaunched, and Financial Counseling staff hosted an open house for Congressional staff. To improve operational effectiveness, Financial Counseling implemented MyServiceRequests to provide House staff with the opportunity to request and obtain Financial Counseling services, such as House finance card credit limit increases in a quick and easy manner.



107,000

vouchers processed
July – Dec 2019



NEARLY
200,000

transactions
July – Dec 2019



<5 DAYS

average voucher processing time
July – Dec 2019

PAYROLL AND BENEFITS

The 2020 Federal Benefits Open Season ran from November 11 through December 9. To ensure more than 10,000 House employees had ample opportunity to navigate through their multiple options and make informed decisions, the Office of Payroll and Benefits hosted the annual Federal Health Benefits Fair in November where staff could speak directly with representatives from providers under D.C. Health Link or the Federal Employees Health Benefits Program about coverage options.

The Office of Payroll and Benefits developed a House Paid Internship Program budget report to notify designated points of contact on a monthly basis of their expenditures and year-to-date disbursements. This monthly reporting enables Member offices to monitor their \$20,000 Paid Intern Program budget to ensure efficient use of funding to employ the optimal number of interns. To optimize customer service and strengthen stewardship of resources, the Office of Payroll and Benefits coordinated with Member offices nearing the \$20,000 limit to avoid overspending the budget.

ACCOUNTING

Accounting and Financial Counseling worked with Enterprise Applications to implement new processes that significantly reduced the number of duplicate payments in the six-month reporting period from July through December, with the goal of eliminating all duplicate payments beginning in 2020. These new processes reduced duplicate payments by 65 percent, with only four duplicate payments identified from October through December. Enterprise Applications also assisted Accounting with implementing a new process whereby employee information can now be automatically transferred from the House payroll system to a vendor database, thereby eliminating the need to enter the information manually.

Accounting also processed 71,263 electronic funds transfer payments which represents 84 percent of all payments made during the period. Disbursing funds electronically is a more efficient way to pay vendors and employees as funds are usually received in less than two days and the risk of late, lost, or stolen



66,576

**payroll disbursements
processed by Payroll
and Benefits**

checks is eliminated. Using electronic funds transfer also demonstrates both a commitment to customer and process by using available technology to improve routine tasks.

Accounting added 4,444 new vendors and modified 2,970 existing vendors. These tasks allow vouchers to be processed in a timely manner and for vendors and employees to receive payment as quickly as possible.

BUDGET, PLANNING, AND ANALYSIS

The Office of Budget, Planning, and Analysis managed the execution of the CAO's FY 2019 budget and achieved a 99 percent execution rate. The office leveraged the information provided by the monthly House-wide projection reports to effectively identify and reprogram funding to mitigate a \$16 million shortfall in government contributions, an account that provides for the benefits of all House staff.

The office also managed FY 2020 budget execution activities under two Continuing Resolutions until December 2019, when the FY 2020 Appropriations Act was passed and the House's funding could be fully loaded, enabling House operations to continue at the planned rate. FY 2021 House budget formulation began in October.

Logistics and Support

The Office of Logistics and Support is responsible for building, repairing, setting up and breaking down furniture, facilitating office moves, and managing all accountable equipment assets within the House.

ASSET MANAGEMENT

The CAO's Asset Management team continued its efforts to streamline its customer experience approach and strengthen its operational processes, policies, and procedures. Earlier in the year, Asset Management partnered with the Office Supply Store to provide readily accessible computer equipment at a reduced cost. This program has provided the House community with a reliable and convenient service alternative to outside vendors.

Asset Management collaborated with Enterprise Applications to develop daily Accountable Equipment Reports for all House offices that includes the last logon date and details the users' information for computer and laptops. A new portal that summarizes an office's equipment inventory with daily updates was also launched for immediate use.

In December, the Committee on House Administration approved new House accountable equipment policies that incorporate an operational business risk-based approach, supports the current House modernization program, and aligns asset management policies with those of other federal agencies. As such, physical inventories will be performed by Asset Management staff at least every four years, and additional inventories will be conducted based on specific at-risk criteria.

Book-to-physical inventory reconciliation time parameters have changed, and the new purchased threshold for accountable equipment and district office furniture is \$1,000. The threshold for newly purchased "high-risk" accountable equipment categories include all computer equipment, including iPads and tablets, and office security equipment. An annual assessment of all accountable equipment categories will also be conducted.

Between July and December 2019, Asset Management processed nearly 4,000 incident tickets between receiving, tagging, transferring, and removing House office equipment.

FURNISHINGS

The Furnishings team builds and repairs furniture and installs carpet and drapery in House offices. The team has implemented several initiatives to improve overall customer service, shop processes and procedures, and coordinated efforts.

The Furnishings team contributed to several special projects throughout the latter half of 2019. The team supported an unveiling of the Nebraska state statue of Chief Standing Bear in Statuary Hall as well as two Lying-in-State ceremonies, showcased its services to the Canadian House of Commons, and installed House camera boxes within the House chamber.

To support Cannon Renewal Project efforts, the Drapery shop redesigned and installed office suite window treatments to complement the new modular furniture. New services from the Locksmith,



900

**pieces of furniture
refurbished**

July – Dec 2019



1,974

**tickets submitted and
completed**

July – Dec 2019



607

frames completed

July – Dec 2019

Engraving, and Framing shops were also launched directly on the MyServiceRequests platform for Member, Committee, and Leadership offices to submit requests.

Additional modernization efforts have been made and are underway to improve sustainability in the House. New hazardous waste procedures were created after a CAO Safety inspection for hazardous waste inspection, and a volatile organic compound tracking program has been installed to meet environmental regulations, reduce volatile organic compounds by 50 percent, and reduce operational maintenance.

OFFICE DESIGN AND MOVE SERVICES

Formerly referred to as the Modular Furniture and Transition Office, the rebranded Office Design and Move Services team provides Member, Committee, and Leadership offices with interior design and reconfiguration services, as well as Historic Furniture consultations. The team also coordinates Transition office moves and setups in addition to new office setups. The team conducts oversight of the sustainment, installation, and servicing of specialized furniture. The team is also closely involved in the Cannon Renewal Project and oversees the logistical and technical planning of the renovated Cannon suites.

LOGISTICS

During the latter half of 2019, the Logistics team fulfilled 2,936 requests for furniture and equipment deliveries, moves, pick-ups, and resets.

The team enhanced customer interaction with the Antique and Unique Furniture Program by upgrading its online catalog functionality to include 360-degree views of each item of furniture. By using an outside vendor to assist with House furniture refurbishment, Logistics repurposed 399 furniture items, thereby helping to reduce required new furniture purchases by nearly \$480,000.

The Logistics team also implemented daily production meetings with representatives from Workflow Management, Logistics and Support, Warehousing, and the Office Design and Move Services team.

Human Resources

The CAO's Human Resources department provides an array of support services dedicated to the House community, including safety, personnel security and privacy, wellness, change management and diversity, counseling, workplace rights, and transition and career placement services.

Career Development

From January to June 2019, Human Resources created a general and leadership competency model to outline the knowledge, skills, and abilities necessary for all CAO employees. The general competency model includes soft skills pertaining to: accountability, adaptability, collaboration, communication, customer orientation, priority management, and problem resolution. The leadership model includes skills necessary for senior-level staff focused on: coalition building, decision making, leading people, results orientation, and strategic planning. The CAO has now implemented those models within the entire organization.

In addition, Human Resources is also designing technical competency models for each business unit to outline specific knowledge, skills, and abilities necessary for performing the duties and roles within each department. As of December, the technical competency model for the Office of Finance has been completed, and models for Acquisitions, Customer Experience Center, Human Resources, and Logistics and Support are under development.

Additional technical competency models for the remaining business units will be designed in 2020.

These models have served as the foundation for Human Resources' career development framework, allowing for the creation of individual development roadmaps for managers and employees and the enhancement of the CAO's hiring process.

Applicant Tracking

Human Resources designed a cloud-based applicant tracking system to streamline and enhance the organization's hiring process. The new system, launched in the fall of 2019, enhances the CAO's ability to provide ongoing communication with job seekers and hiring managers, streamlining processes, and improving Human Resources' ability to access key recruiting data and hiring trends.

To expand diversity and inclusion recruitment efforts, Human Resources continues to strengthen its relationships with local colleges, universities, and trade schools. Specifically, a reference catalogue was developed to contain an individual point of contact, identified career fairs, and a listing of job posting resources with several local educational institutions including those designated as Historically Black Colleges and Universities and Hispanic Association of Colleges and Universities. These resources, which will be updated regularly, will allow the organization to participate in new hiring events and ultimately expand the diversity of the CAO's applicant pool.



CAO Phil Kiko addresses employees at the organization's staff appreciation event. Photo by Ike Hayman.

Mentoring

In December, Human Resources wrapped up its first mentoring class. The inaugural class, consisting of 40 CAO employees – divided equally amongst mentors and mentees – from all business units across the CAO, received formalized training opportunities, participated in one-on-one meetings and coaching discussions, and obtained insights from key stakeholders, including the CAO Immediate Office, the CAO Budget Office, and the Committee on House Administration.

Diversity and Inclusion Program

Human Resources established an organization-wide diversity working group to foster a spirit of inclusiveness for CAO staff. This group, with representation from all business units, planned and hosted several events in 2019, including a CAO staff appreciation event in August and a Veterans Day event in November to recognize CAO staff who served in the military.

Workforce Optimization

In support of the CAO Strategic Plan's Workforce Optimization objective, Human Resources continued to work in close collaboration with each business unit chief to design and deploy strategies to prioritize the organization's recruiting and hiring activities and to retain talented staff. Human Resources, in partnership with the Office of Payroll and Benefits, launched a Voluntary Separation Incentive Program (VSIP) in August to help reshape the CAO workforce. Eleven CAO employees opted to participate in the VSIP, which allowed Human Resources and business unit chiefs to realign the vacant positions to meet strategic priorities. In addition, Human Resources continued to mature its workforce optimization efforts by filling vacant positions based on the overall risk to the organization as opposed to the needs of each individual business unit.

HUMAN RESOURCES

OFFICE OF EMPLOYEE ASSISTANCE

The Office of Employee Assistance continues to provide a safe place for employees and Members to discuss personal and professional issues and challenges in a private, confidential environment. Over the course of the year, the Office of Employee Assistance saw an increased interest in management retreats from Member Offices. From July to December alone, the team facilitated 27 customized staff retreats and an additional 12 training sessions were offered to Member offices. These retreats, primarily held in Congressional districts, help Members and Congressional staff with important strategy and team building activities that can improve the efficiency and effectiveness of constituent services provided within the offices. In addition, the Office of Employee Assistance conducted 43 trainings on a variety of topics for audiences throughout the House community.

HOUSE WELLNESS CENTER

The House Wellness Center provides in-person and online courses for Washington, D.C. and district staff, as well as individual and consultative services on topics such as mindfulness, nutrition, fitness, general health, and stress management. To increase awareness of its comprehensive offerings, the House Wellness Center partnered with CAO Communications and Marketing to release a newsletter to subscribers, design content for digital signs, and promote educational seminars and workshops as well as well-being challenges across the House campus.

In December, the Wellness Center launched a new stress management service and resilience-building platform to help employees understand the root causes of stress and provide the tools needed to live with and manage stress in everyday life. In the months ahead, the Wellness Center will launch new services and seminars to help boost House employee productivity and well-being.



27

customized staff retreats

July – Dec 2019



43

**trainings offered by
OEA to House staff**

July – Dec 2019

WOUNDED WARRIOR FELLOWSHIP

The Wounded Warrior Fellowship Program, administered by the CAO, provides two-year paid fellowships for wounded and disabled veterans to work for Congress.

As part of the CAO's expansion efforts to generate greater awareness of the Fellowship Program and its benefits to Member offices, program staff increased their direct outreach to Members and staff with 15 visits to Washington, D.C., offices and 12 trips to district offices across the country. These outreach efforts helped not only foster productive relationships with offices currently hosting a Wounded Warrior Fellow, but also helped encourage other Members to participate.

In December, the program achieved a new record of 88 active Fellows: 52 more participants than at the end of 2018. To ensure the Fellows receive appropriate training at the beginning of their tenure, the program office also expanded the orientation session to a full week of learning and development activities.

In November, the House passed a resolution to authorize the creation of a Gold Star Family Fellowship Program. The CAO is currently taking steps to implement the new program.



Wounded Warrior Fellowship Program Fellows meet with CAO Philip G. Kiko. Photo by Kristie Baxter.

88

**Fellows employed by
the Wounded Warrior
Fellowship Program**

27

**House office
visits**

Acquisitions

The Acquisitions Management team is comprised of three groups: Purchasing, Contracts, and the Office Supply Store and Gift Shop. Collaborating with the CAO and House offices, Acquisitions conducts comprehensive research and procurement bids to identify the best value for requested goods and services pertaining to office equipment and technology, training initiatives, and food services.

PURCHASING

The Small Purchasing Group regularly visits Member offices to provide condensed trainings on the small purchase business process. These trainings cover topics such as services provided, navigating the Equipment Requisition Form, the two-year repayment plan, the Letter of Intent process, and an overview of available equipment. From July to December 2019, the Purchasing Group completed 38 Member office visits and processed over 4,563 orders, thereby saving the House a total of \$35,630.14.

\$35,630

savings achieved

July – Dec 2019

4,563

orders processed

July – Dec 2019

OFFICE SUPPLY STORE AND HOUSE GIFT SHOP

The Office Supply Store provides an on-campus resource for House offices to replenish and outfit staff with supplies necessary for daily operations. In April, the Office Supply Store launched a new service for Member and Committee offices to purchase House-approved computer equipment for either same-day pickup or fast delivery. Between July and December 2019, the Office Supply Store has provided 100 computers and bundle packages to Member offices.

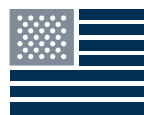
In November, the House Gift Shop held a sale on two days, providing 20 percent off items throughout the store. Sales from both days totaled \$75,370.



269,122

Office Supply Store items sold

July – Dec 2019



38,277

flags purchased

July – Dec 2019



100

computers sold through the new computer purchase program

July – Dec 2019

Business Transformation Office

The Business Transformation Office was established to manage enterprise-wide transformative change initiatives focused on improving CAO services and operational efficiency. The office acts as an internal consulting group by providing consultative services to CAO business units relating to strategy execution, program and project management, continuous process improvement, business analysis, enterprise governance, and organizational change management. These consultation services are integral in building business unit capabilities, CAO standardization, and industry best practices. The office is also responsible for planning and designing the CAO culture transformation model that will support ongoing and sustainable change throughout the CAO.

In September, the office released the Strategy Execution Tracking Tool in order to support the CAO's strategy execution management. The tool tracks the scope, project and program documentation, allotment of resources, and milestones of each strategic objective, thereby providing dashboard transparency to CAO leadership and stakeholders. To supplement the new tool, the office also developed a monthly automated health report in December complete with objective summaries, 90-day trend analyses, and an overview of implemented objectives.

The Business Transformation Office also developed a self-service model platform to support CAO project, program, and operational managers and provide them with necessary templates, tools, and techniques. The office encourages current and aspiring program managers to further develop their skills by providing access to a Project Management Institute-endorsed Project Management Professional Exam Prep course.

A service library was introduced to centralize and standardize Member service delivery process mapping, provide modernization and continuous improvement project prioritization, and give service providers a collaborative area for strategic service improvement. The service library encompasses over 150 requirements to date.

Employee Advocacy

The Office of Employee Advocacy provides House employees with quality legal counsel, advice, and representation in matters covered by the Congressional Accountability Act to promote a productive Congressional workplace by upholding employee rights, minimizing distractions from personnel issues, and creating an environment free of harassment and discrimination.

In late 2019, the House introduced additional reforms through the proposed Congressional Accountability Act Enhancement Act. Employee Advocacy analyzed the proposed bill in December and has provided input to legislators. In 2020, the Office of Employee Advocacy will continue to contribute to proposed changes in the Congressional Accountability Act and House measures to improve employee access to resources and remedies concerning workplace rights issues.

An important component of the Office of Employee Advocacy is awareness of available services to staff. The office has enhanced its communications and marketing efforts to ensure House Members and staff are knowledgeable about available legal resources at their disposal. In July, the Office of Employee Advocacy showcased its services in a District Director Resource Fair, and in August, participated in a Chiefs of Staff panel alongside its partners, the Office of Congressional Workplace Rights, the Office of House Employment Counsel, and the CAO's Office of Employee Assistance. Due to its positive feedback, the Office of Employee Advocacy is working to provide such panels on a recurring basis to other management and employee audiences.

During the latter half of 2019, the Office of Employee Advocacy analyzed the manner in which House employees have utilized its services and how matters were resolved for a report to the Government Accountability Office. The data collection enabled the Office of Employee Advocacy to identify its services that are most in demand, learn about which available legal services the Office of Employee Advocacy can seek to increase employee awareness, and assess the value that employees and employers are deriving from various resolution outcomes.

The Office of Employee Advocacy also provided substantive input and advice on the mandated Climate Survey at the House. Employee Advocacy staff also assisted in updating the Workplace Rights and Responsibilities Education training curricula in accordance with the Congressional Accountability Act Reform Act. Revisions included a new focus on addressing workplace culture rather than the legal and procedural focus of the initial iterations of the training.

Child Care Center

The recent expansion of the House Child Care Center facilities provided the Center with an opportunity to build upon its success as a program accredited by the National Association for the Education of Young Children. Between July and December, 48 new children enrolled in the Center.

In September, the fourth preschool classroom opened. The September enrollment period saw offers made to all families on the waitlist for preschool and toddler classrooms.



48

new children enrolled at the House Child Care Center

July – Dec 2019



The newly renovated playground at the House Child Care Center. Photo by Dana Barciniak.

House Recording Studio

The House Recording Studio provides Members with a reliable channel to communicate consistently and transparently with constituents.

In addition to providing Committee and House floor broadcasts, television and radio programs, and audio and visual room setups, the House Recording Studio officially launched a new program at the direction of the Committee on House Administration to improve coverage of Committee field hearings. Since its pilot program stages, CAO staff traveled to 12 states to webcast and archive a total of 16 field hearings. Enhanced stewardship of these collected archives led to the procurement of a new digital-based video-archiving system which has modernized the House Recording Studio's archiving procedures and helped streamline video requests.



575

**committee broadcasts,
webcasts, archived
recordings, and
special events**

July – Dec 2019



518

**special event
audio-visual
requests fulfilled**

July – Dec 2019



643

**in-studio service
requests fulfilled**

July – Dec 2019



350

**hours of House
Floor coverage
broadcasted
and archived**

July – Dec 2019

Budget and Staffing Charts

FISCAL YEAR 2019 Budget to Actual Report (as of 12/31/2019)

	Adjusted 2019 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Office of the Chief Administrative Officer				
Annual Funds				
Personnel	\$69,871,691.49	\$69,815,587.31	\$56,104.18	0.08%
Non-Personnel	\$68,317,341.53	\$67,909,492.57	\$407,848.96	0.60%
Total Annual Funds	\$138,189,033.02	\$137,725,079.88	\$463,953.14	0.34%
No Year Funds	\$11,631,000.00	\$8,635,750.32	\$2,995,249.68	25.75%
Total CAO Budget	\$149,820,033.02	\$146,360,830.20	\$3,459,202.82	2.31%
BC/DR				
Total Annual Funds	\$11,086,000.00	\$11,012,380.45	\$73,619.55	0.66%
Total No Year Funds	\$5,000,000.00	\$1,597,125.84	\$3,402,874.16	68.06%
Total BC/DR Budget	\$16,086,000.00	\$12,609,506.29	\$3,476,493.71	21.61%

Notes:

1. FY 2019 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2019 per P.L. 115-244 and any IPACs received as of 12/31/19.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 12/31/19.

FISCAL YEAR 2020 Budget to Actual Report (as of 12/31/2019)

	Adjusted 2020 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Office of the Chief Administrative Officer				
Annual Funds				
Personnel	\$38,263,961.00	\$17,624,802.16	\$20,639,158.84	53.94%
Non-Personnel	\$104,850,245.93	\$9,548,281.40	\$95,301,964.53	90.89%
Total Annual Funds	\$143,114,206.93	\$27,173,083.56	\$115,941,123.37	81.01%
No Year Funds	\$11,639,000.00	\$529,044.59	\$11,109,955.41	95.45%
Total CAO Budget	\$154,753,206.93	\$27,702,128.15	\$127,051,078.78	82.10%
BC/DR				
Annual Funds	\$12,668,000.00	\$1,739,424.76	\$10,928,575.24	86.27%
No Year Funds	\$5,000,000.00	\$203,027.40	\$4,796,972.60	95.94%
Total BC/DR Budget	\$17,668,000.00	\$1,942,452.16	\$15,725,547.84	89.01%

Notes:

1. FY 2020 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2020 per P.L. 116-94 and any IPACs received as of 12/31/19.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 12/31/19.

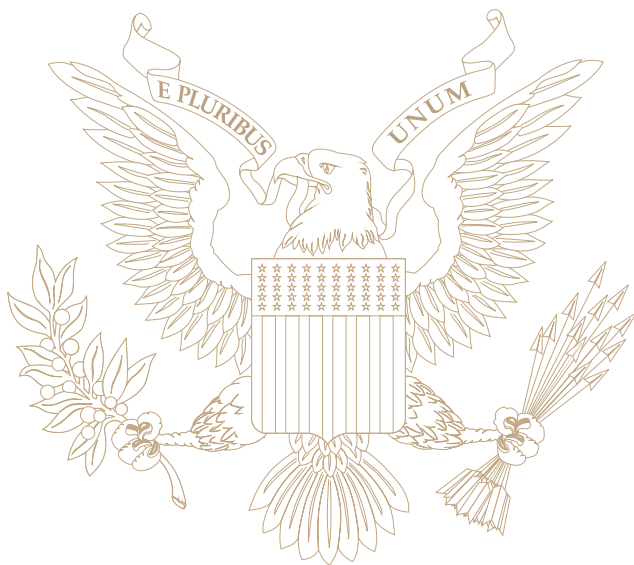
BUDGET AND STAFFING CHARTS

CAO Staffing as of 12/31/19

	Current FTEs	Total Vacancies	Total FTEs
Acquisitions	28	1	29
CAO IO and Galleries	48	3	51
Customer Experience Center	46	3	49
Finance	78	17	95
HIR	269	13	282
House Recording Studio	43	4	47
Human Resources	29	1	30
Office of Risk Management	2	3	5
Logistics and Support	115	4	119
Total CAO Positions	658	49	707
BC/DR Positions	12	0	12
Total Positions	670	49	719

Notes:

1. Personnel Data is as of 12/31/19.





U.S. House of Representatives

CAO
CHIEF ADMINISTRATIVE OFFICER



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