

SEMIANNUAL REPORT

JULY - DECEMBER 2017



OFFICE OF THE
CHIEF ADMINISTRATIVE OFFICER



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.

"...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)

115th Congress

Cover photo by Kristie Boyd.

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From the CAO



Philip G. Kiko
Chief Administrative Officer

The second half of 2017 was transformative for the CAO as implementation of the organization's Strategic Plan kicked into high gear. Hyper-focused on customer service, the CAO made significant modifications to its service delivery model and will continue to evaluate and improve the services it provides to the House community and their related processes and policies. The CAO was also focused on the paramount charge of ensuring the continuity of House operations through the maintenance of a robust cybersecurity program aimed at protecting House data and the infrastructure that supports it.

The Strategic Plan was developed over the past year by staff from all levels and across all departments, informed in part by the input of House staff from Member, Committee, Leadership, and support offices. The Strategic Plan focuses on improving CAO customer services provided to the House community through comprehensive assessments, resource realignment, process improvements, and satisfaction metrics.

The Strategic Plan consolidates and realigns CAO services to better serve the needs of the House, providing support how and where Members and staff need it. One major change to the CAO service delivery model prompted by the implementation of the Strategic Plan was the creation of a new business unit, the Customer Experience Center (CEC). The CEC is comprised of existing, revamped, and new capabilities with a focus on simplifying access to complex, often hard-to-navigate services.

One new customer service capability created within the CEC is the Customer Advocate program. Customer Advocates are assigned to several Member offices and work with office staff to identify and fulfill the needs of their office. The program, which is in its first phase, is currently staffed by two Customer Advocates. Their portfolios of Member offices quickly grew from 70 offices to approximately 100 offices in less than three months. Further expansion of the program is planned for 2018.

The Graphics and Photography units, formerly under Logistics and Support, are now consolidated under a new unit within the Customer Experience Center called Digital Media Services. When finalized, Digital Media Services will provide a one-stop-shop for House offices in need of graphic design, photography, and videography services. This centralized office is designed to provide a single point of contact to order, schedule, and coordinate digital media requests. Also, the CEC is transforming the professional development and wellness offerings provided to Member, Committee, and Leadership offices.

To paint a clear picture of customer satisfaction with the services we provide and further identify areas for improvement, the CAO rolled out point-of-service surveys. As of December 2017, we are gathering direct feedback on 33 individual transactional services with an outstanding average response rate of 40 percent. Already, point-of-service surveys to gauge customer satisfaction are showing positive results. Customers who have negative experiences or who did not have their needs met can offer feedback that CAO staff can receive and follow up to remedy the issue. In some cases, these surveys have led to improvements in business processes.

To meet the Strategic Plan's goal to increase use of CAO services by 10 percent annually, the CAO is developing a comprehensive branding and marketing effort. Preliminary activity to develop this program

kicked off with the Communications & Marketing team working to properly identify and brand our services as understood by our customers. The team identified 150 different services offered by the CAO. Without eliminating services, the list was consolidated to 31 primary services with a focus on our customer and their voice. These 31 services will be rebranded and marketed by names House staff are either already most familiar with or that will be more effectively marketed.

To better position the organization to make needed changes to its workforce, the CAO offered a Voluntary Separation Incentive Payment (VSIP) Program to eligible employees. Twenty-two employees applied and were approved for the VSIP Program. Human Resources (HR) worked with each department to identify the best way to align the workforce and fill positions in order to maximize the CAO's ability to provide excellent customer service.

Also, to support the many changes within the CAO needed to implement the Strategic Plan and to advance the Strategic Plan's employee goal, the organization's HR team underwent an internal reorganization to provide enhanced assistance for staff. Additionally, HR successfully implemented a new performance management system for employees and provided training for all employees on the new system. The HR team also conducted mandatory training for managers on writing and presenting evaluations to their employees.

HR's training program for managers continued with the *HR Empower Hour*, a series of seminars to equip managers to lead their staff effectively. Between July and December, 136 supervisors registered and attended *HR Empower Hour* sessions.

In support of the Strategic Plan's stewardship goal,

the Office of Finance is undergoing an operational realignment based on the conclusions and recommendations of an independent, comprehensive assessment. The realignment includes reorganization of its business structure, quality assurance initiatives, and enhancing its knowledge base program to add to existing policies and procedures. For example, the Office of Financial Counseling recently overhauled its organizational structure and is adding contractual services to assist with daily deliverables, process improvements, data analysis, and documenting desk procedures. Financial Counseling is also partnering with HIR to gain technology efficiencies. This is all done to align its focus with customer needs and to streamline activities to provide rapid response times.

Working with the Enterprise Applications team, the Office of Finance also introduced the new House Budget and Planning Tool that makes it easier for offices to analyze their budgets and make informed decisions on office expenditures with detailed projections. Behind the scenes, the teams also implemented a major update to the House's financial system, PeopleSoft, used to view budgets, submit vouchers and purchase orders, and perform other financial transactions.

The Office of Finance is saving the House money and paper now that all staff receive electronic earning statements by default instead of paper copies sent through the postal system. Staff now have 24-hour online access to earnings statements that provide greater detail than their paper predecessors. This change provides the CAO cost savings of more than \$80,000 a year on postage and printing costs. Additionally, without the administrative burden of printing statements and stuffing envelopes, staff from the Office of Payroll & Benefits can concentrate on providing direct customer support.

Asset Management is poised to broaden its scope after another successful annual inventory of CAO assets. The inventory scored a 99 percent accuracy rate for the 2017 fiscal year, attributed in part to process improvements that include digital network discovery tools to locate and count electronic equipment connected to the House network. This efficient method of tracking equipment is easier on both Asset Management and the staff to whom the equipment is assigned. Looking ahead, Asset Management is finalizing and moving forward with plans for a comprehensive inventory of all 62,000 trackable items across all House offices with the assistance of an outside firm. The program aligns the House Asset Management program with industry standards and provides oversight to meet customer expectations for equipment management.

Protecting the House network and data from cyberthreats continues to be a top priority for the CAO's House Information Resources (HIR) Office of Cybersecurity as attacks on House systems continue at a relentless pace. From July through December, the Office of Cybersecurity prevented 1.5 million attacks against House.gov websites and blocked over 9.4 billion attacks against the House network. With more than 15,000 desktops, laptops, notebooks, and mobile devices connected to the House network at any given time, the cybersecurity awareness training provided by the CAO remains a critical component to safeguarding House data. Understanding the importance of maintaining a robust cybersecurity program in the House, the CAO has initiated new training offerings and campaigns, including a House-wide phishing campaign, individual and Member office seminars, briefings, and an annual security fair.

These are just a few highlights of the CAO's efforts to improve and build upon the critical services it provides to House offices each day. These initiatives, along with many others highlighted in this report are delivered by a diverse workforce proud to serve the House community. From building and fixing furniture, to purchasing and tracking House assets, to assisting Members and staff with benefits and payroll actions, to designing and maintaining House websites and enterprise software systems, CAO employees constantly strive to support the People's House.

During the latter half of 2017, more than 650 CAO staffers work with renewed purpose to meet the growing and evolving needs of Members and staff and to improve the organization's customer services. Our wide variety of services touch everyone who works at the House, and each day, we seek to be an increasingly essential resource for every Member and staffer through outstanding customer experiences delivered by exceptional employees.



Philip G. Kiko
Chief Administrative Officer

Timeline of Events

July

- Upgrade of the House-wide financial application PeopleSoft, used by House offices to view budgets, submit vouchers and purchase orders, and perform other financial transactions
- Human Resources hosts *Empower Hour* course, *Managing Difficult Performance Conversations*, for CAO supervisors



- Human Resources launches new, improved performance management system for CAO employees and supervisors
- Payroll & Benefits and the Professional Administrative Managers group host first monthly retirement seminar for office managers
- CAO Safety launches online defensive driving training for 97 employees who drive government vehicles

August

- All House staff default to receive and access their monthly earning statements online
- A new digital sound system replaces a 20-year old speaker system on the House Floor
- Six new cameras on the House Floor replace cameras more than a decade old
- The CAO, in conjunction with the Senate Office of Education and Training, offers *Sharpen Your Writing Skills* workshop for House and Senate staff



Photo by Phi Nguyen.

- CAO offers qualified staff a Voluntary Separation Incentive Payment (VSIP) to reorganize the workforce
- Business Continuity/Disaster Recovery provides direct support to district offices impacted by Hurricane Harvey
- House Technology Task Force holds fourth meeting

September

- Business Continuity/Disaster Recovery provides direct support to district offices impacted by Hurricane Irma
- Asset Management completes inventory of CAO equipment and items with a 99% accuracy rate
- The Office of Cybersecurity, in conjunction with the Senate's cybersecurity office, hosts the Congressional Cybersecurity Awareness Fair
- Use of new House Budget and Planning tool expands to Member offices
- Novitex, the House mail services vendor, installs new mail sorter to speed up outbound mail and provide cost savings for Member offices
- Independent firm completes its assessment of the Office of Finance
- The CAO presents Employee Excellence Award and Team Player Award at the House Employee Recognition ceremony
- Dozens of CAO staff attend a Washington Nationals game
- Customer Experience Center launches Phase I of the Customer Advocate program

October

- Branding, Access, and Awareness Program kicks off with the identification of almost 150 CAO services consolidated and identified as 31 primary services utilized by Member, Committee, and Leadership offices
- U.S. House Speaker Paul Ryan addresses CAO employees as part of the CAO Speaker Series
- Human Resources hosts *Empower Hour* course, *Motivating and Engaging Employees: Reigniting the Spark*, for CAO supervisors
- All public-facing websites under the House.gov domain convert to “SSL” encryption to improve cybersecurity posture of all House.gov domains
- House Staff Fitness Center installs upgraded equipment as part of lifecycle replacements, completed at no cost to taxpayers
- The CAO launches a new business unit focused on customer-facing services, the Customer Experience Center

November

- The Office of Payroll & Benefits hosts the Health and Benefits Fair to educate House staff about 2018 benefit programs



Photos by Kristie Boyd.

December

- Office of Financial Counseling reorganizes its operations to streamline activities and provide more rapid response times for Members and staff
- An independent firm kicks off efforts to strengthen the CAO's Asset Management program
- House Wounded Warrior program employs largest number of fellows in its almost ten-year history
- Customer Advocates expand their support services to cover nearly 100 Member offices
- CAO Human Resources hosts *Empower Hour* course, *Effective Management Communication: Flexing Your Style*, for CAO supervisors

CAO Strategic Plan

In the latter half of 2017, the CAO organization began implementation of its Strategic Plan with a focus on customer service and service enhancements for the House community. The plan contains four strategic goals developed to guide the CAO to realize its vision “to be an essential resource for every Member of the People’s House through outstanding customer experiences delivered by exceptional employees.” The four goals are based on four components: Customer, Process, Stewardship, and Employee.

CUSTOMER

Deliver an increase in annual customer satisfaction that drives **positive customer experiences**

PROCESS

Increase, **use, consistency, and accuracy** of our services

STEWARDSHIP

Increase the optimization, utilization, and safeguarding of resources to best **anticipate and support House operations**

EMPLOYEE

Develop and implement a system to foster a **professional and engaged CAO workforce**

Teams of staff from all levels began work around each of the goals. A new CAO service delivery strategy was developed in July, which led to the creation of a new business unit in October, the Customer Experience Center (CEC). The CEC is an integral component of

the CAO’s strategy to deliver outstanding customer experiences. The new business unit serves an important role in connecting technical, administrative, and operational experts with their customers and provides direct services to the House community. Part of the CEC implementation included the creation of the Customer Advocates—staff who help offices navigate CAO services, track and triage requests, and market services to the House community—to a pool of early adopter offices. In less than three months, these Customer Advocates expanded from a collective portfolio of approximately 70 offices to nearly 100 offices.

To improve the recognition, awareness, and utilization of the CAO services available to House staff, a full-scale Branding, Awareness, and Access project launched in the fall of 2017. The development of a comprehensive branding and marketing program began with a complete analysis of all the services provided by the CAO as seen through the customers’ eyes. The program team identified nearly 150 individual services and narrowed them down to a core list of 31 primary services to be branded and marketed to the House community to drive increased awareness and utilization.

The final quarter of the year also saw the development and implementation of a new performance management system for all CAO staff. The new system clearly links employee roles and performance with the goals, objectives, and values identified in the Strategic Plan. Employees and their managers will use the new system in their performance reviews for the 2017-2018 performance period. CAO Human Resources also rolled out training sessions for managers to give them the resources and information they need to conduct effective and meaningful performance reviews and to foster a professional, high-quality workforce.

In support of the Strategic Plan's stewardship goal, the Office of Finance underwent a comprehensive assessment conducted by an independent firm. The assessment, which concluded in September, resulted in the implementation of recommendations made by the firm, outlined later in this report in the Office of Finance section. Additional efforts to achieve the Strategic Plan's stewardship goal include support from the independent firm in Asset Management's efforts to expand its program to all House offices. These efforts are outlined in further detail in the Asset Management section of this report.

In September, the CAO identified and assigned program sponsors and leads to work towards meeting each of the 12 objectives identified in the Strategic Plan. During the final quarter of 2017, the program sponsors and leads worked to develop roadmaps for each program, with completion of all program roadmaps expected by the end of January 2018. These program roadmaps will serve as the foundation and will guide the implementation of each program to meet the CAO's objectives, goals, and ultimately the CAO Vision Statement.



Staff from every level and across all business units were involved in the development of the CAO's Strategic Plan. Photo by Fred Schilling.

Cybersecurity

The threats are constant, evolving, and come from around the globe. Between July and December alone, the Office of Cybersecurity scanned House-maintained devices for millions of threat intelligence indicators each month. To thwart malicious actors and threats, Cybersecurity deployed 323,724 unique

patches, countered 3.1 million vulnerabilities, and scanned for more than 16 million threat intelligence indicators across more than 15,000 House devices. This aggressive proactive approach blocked billions of scans, probes, and unauthorized attempted connections against the House network.



Cyber attacks against the House average 300 to 500 million each month.

OUTREACH AND AWARENESS

Keeping House staff aware of information security vulnerabilities and best practices while working on the House network is vital to ensuring that the House network and data are secure. In addition to required annual cybersecurity training, House offices and staff are offered a variety of opportunities to strengthen their cybersecurity posture, including office briefings and a Congressional Cybersecurity Awareness Fair.

Between July and December, Cybersecurity held group briefings on cybersecurity threats and general information security awareness for groups of chiefs of staff, schedulers, and district office and front office staff. Cybersecurity also conducted multiple Member office cyberthreat and awareness briefings. Outreach efforts included direct communication with more than 800 individual users outlining their role in keeping the House network and data secure.

In September, the Cybersecurity team hosted a Congressional Cybersecurity Awareness Fair in conjunction with the Senate's cybersecurity office. More than 500 Capitol Hill staffers visited the fair to learn how to secure their data and to learn more about security on social networks.

The House also maintains an ongoing email phishing campaign. If a staffer opens one of Cybersecurity's phishing emails, they are provided with a list of best practices to avoid being duped by real and malicious phishing attempts. The phased campaign increases in sophistication over time, making the emails more difficult to identify as the campaign progresses.

INFORMATION ASSURANCE

The Office of Cybersecurity's Information Assurance division is responsible for auditing House systems and servers such as websites, financial systems, and the Active Directory to ensure they comply with best practices to operate on the House network. The division continues to bolster the CAO's security risk management processes through its Risk Management Program, which has made steady progress towards the full authorization for nearly 30 CAO systems.

The program has expanded its footprint to include risk management analyses of third-party vendors, such as correspondence management system vendors. The Information Assurance division actively collaborates with the CAO's Vendor Management team to assist House vendors in identifying and managing security vulnerabilities throughout the system development lifecycle.

The team completed eight cloud reviews for proposed cloud technologies for use by Members and staff.



9.4 Billion

unauthorized scans, probes and
connections blocked
July - December 2017



16 Million

scanned threat indicators
July - December 2017

EMPLOYEE EXCELLENCE AWARDS

ANGIE SARNOWSKI AWARDED FOR EMPLOYEE EXCELLENCE

Senior Human Resources Generalist Angie Sarnowski is known across the CAO for her exuberance and enthusiasm in working with her peers, managers, and senior leaders. It is her talent for being a resource to all CAO staff, developing relationships, building a rapport with employees across the organization, and her understanding of group dynamics that has earned her this year's CAO Employee Excellence Award.

According to her nomination letter, Angie was chosen for "her ability to listen with empathy and concern" to everyone she works with to provide developmental

opportunities and solutions for issues that arise.

Angie says, "there is a fine balance in being an effective HR professional; you need a strong ability to think holistically with every conversation you have or recommendation you make to stay objective, and to consistently act with integrity."

When asked what she finds the most rewarding in her job, Angie says it's the opportunity "to see people change and grow as they learn lessons from their experiences, and ultimately succeed in both big and small ways."

But Angie is the first to say she couldn't do the work she does without the support of the



HR Generalist Angie Sarnowski and CAO Philip G. Kiko. Sarnowski was awarded the 2017 Employee Excellence Award. Photo by Phi Nguyen.

"passionate and collaborative HR team that truly cares about the employees they serve."



House Sergeant at Arms Paul Irving and Senior Communications Specialist Tim Wright. Wright was awarded the 2017 Team Player Award. Photo by Phi Nguyen.

TIM WRIGHT AWARDED FOR TEAM PLAYER

On the Hill, Tim Wright's passion is bringing teams together to ensure the safety of Members, staff, and visitors. As Senior Communications Specialist in BC/DR, Tim works with staff from across the Hill, including the offices of the Sergeant at Arms, Architect of the Capitol, Capitol Police, and Senate.

In Tim's nomination letter for the Team Player Award, he is noted for his leadership, diligence,

and teamwork during a three-year project to unify emergency communications across the Hill, resulting in the new House Alert system unveiled this summer.

Tim is no stranger to working with a team to produce results. He grew up playing guitar and has played in bands, as well as solo. Tim even built a studio in Buffalo, New York, to help artists record their music.

Last year, Tim released an album. He still performs at clubs, restaurants, and wineries.

Organizational Reports

In addition to the aforementioned initiatives, the CAO organization continued to provide its usual administrative and operational services critical to House operations.

From IT services to payroll and benefits to building furniture, CAO staffers work each day to ensure Members and their staff have the resources they need to do their jobs.

Office of Finance

The Office of Finance is implementing organizational recommendations that enable the office to build a sustainable business model with the necessary agility to adapt to the evolving role of finance as the office strives to meet and exceed customer expectations. The implementation of these recommendations bolsters the efforts of the Office of Finance to achieve the Strategic Plan's stewardship goal.

The reorganization is the culmination of a comprehensive assessment of the office by an independent firm that began in 2016. The assessment examined all aspects of the Office of Finance, including its business structure, policies, processes, procedures, and quality assurance initiatives.

Within Finance, the office of Financial Counseling reorganized in December. The team eliminated and streamlined activities to provide more rapid response times for Member and staff reimbursements. Under the reorganization, all Purchase and Travel Card services are now consolidated under the Financial Analysis team, providing shorter cycle times.

The new House Budgeting and Planning Tool now gives House offices the ability to easily make financial projections and forecasting when developing and executing their budgets. The tool helps by allowing each office to create scenarios to determine the impact of expenditures.

EARNING STATEMENTS

In August, the CAO began to provide online earning statements to all House staff by default, providing House staff with secure 24-hour access to their earning statements. The electronic earning statements provide greater detail, such as government contributions to

employee's benefits that are not available in the paper copy. Also, the change provides staff with a centralized resource that provides all earning statements for every payment they have received from the House, along with access to their W-2 tax forms.

The default to electronic earning statements also streamlines activities within the Office of Payroll & Benefits by relieving staff of the administrative burden of mailing paper statements each month, allowing them to instead focus on customer priorities. In addition to saving almost \$80,000 a year, the electronic earning statements have eliminated the waste of paper, envelopes, and postage each month.



62,658

vouchers processed
July -December 2017



32,657

payroll disbursements processed
by Office of Payroll & Benefits
July -December 2017



28,424

consolidated billing
payments processed
July -December 2017

OPEN SEASON

Open Season is the one time each year when Members and staff can change, update, or re-enroll in health and benefit plans. In 2017, 10 percent of FEHB-eligible staff made Open Season health enrollment changes.

Open Season began for all Federal employees on November 13 and ran through December 11. The Office of Payroll & Benefits hosted a Health and Benefits Fair to provide staffers with the opportunity to learn directly from providers about 2018 coverage. Hundreds of staffers took advantage of the opportunity to meet with providers.

The commitment by Payroll & Benefits employees to help House staff negotiate often confusing choices extends beyond Open Season. The team hosts monthly benefits classes for new employees, including “101” courses that provide an introduction to federal benefits such as health insurance, supplemental dental and vision insurance, flexible spending accounts, and life insurance.

The Office of Payroll & Benefits also co-hosted retirement seminars for office managers in Member offices. Working with the Professional Administrative Managers group, these seminars provide managers with information about changes in federal retirement benefits. Held in July and August, the seminars

provided an overview of retirement eligibility requirements, retirement counselor contacts for one-on-one consultations, detailed options for Thrift Savings Plan accounts in retirement, and the process for applying for long term care insurance.

Three briefings for the offices of departing Member were held to assist staff in career transitions when their Member leaves Congress. Payroll & Benefits joined with the Office of Employee Assistance to provide important information to staff regarding their benefits, pay, retirement, unemployment, and health insurance options. The briefing also covers the transition process and what steps staff need to take as their employment ends with the House. These in-person seminars are also offered via teleconference to district office staff.

Looking ahead, Payroll & Benefits counselors will attend trainings to enhance their current knowledge and to provide additional customer service tools. The department is working to implement several initiatives to modernize system processes, including an effort in conjunction with the Enterprise Applications team to develop a process for e-signatures that would simplify the submission processes for certain documents by eliminating the requirements for wet signatures and providing the alternative option to use e-signatures.



Open Season Health Benefits Fair. Photo by Eric Connolly.

Logistics and Support

ASSET MANAGEMENT

Asset Management is responsible for tracking the lifecycle of an asset: when it was received, who is responsible for it, and when and how it is discarded. Currently, the Asset Management team is working to strengthen its processes, procedures, and customer service for tracking CAO assets.

The Asset Management team is developing a plan to expand asset management practices to all House offices, including district offices, in a convenient and effective manner that is consistent with Generally Accepted Accounting Principles (GAAP). An independent firm is assisting Asset Management to ensure the expansion is launched successfully. The plan aligns current and expanded House asset management practices with industry standards and provides the necessary program management and oversight to meet customer expectations and reduce risk associated with office equipment management across the House community.

The Asset Management team is also creating efficiencies and improving its ability to track assets by leveraging network discovery tools for physical assets, like iPads and laptops, connected to the House network. Instead of requiring staff to bring their devices to the office, staff can simply log onto the House network with the device, and it is automatically discovered and accounted for. The network discovery

tool and improved processes allowed Asset Management to conduct an inventory all CAO assets with a 99 percent accuracy rate for the 2017 fiscal year.

Throughout 2017, the team continued to improve its processes for maintaining secure data storage and the destruction of hard drives in compliance with the House IT security policies.

HOUSE OFFICE BUILDING SUPPORT & CANNON RENEWAL

The skilled workers in Logistics & Support build, refurbish, move, and deliver furniture throughout the House campus. Requests range from basic furniture deliveries and removals to the facilitation of complete office relocations, renovations, reconfigurations, and rearrangements.

From July to December, the team facilitated more than 150 office renovations. Logistics & Support staff conducted consultations and provided services for House offices including requests for paint, carpet, drapes, furniture, equipment relocation, and office reconfigurations.

Additionally, Logistics & Support provides support of the Cannon Renewal Project, which is well into its first phase. The Logistics & Support team, in conjunction with Acquisitions Management, built a showroom and held focus groups with House staff to select



850

asset inventories conducted
July -December 2017

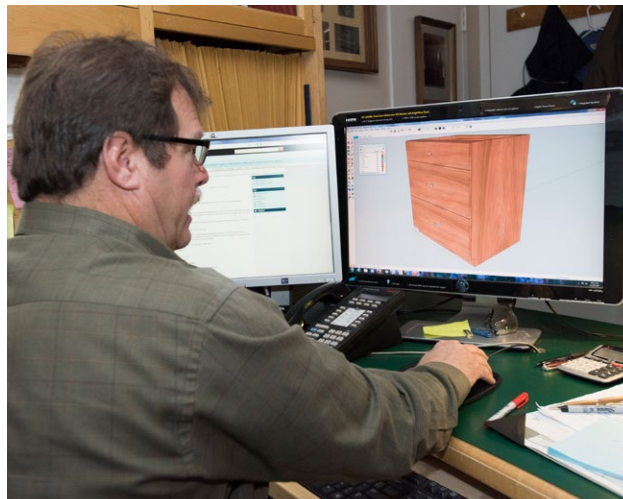


17,227

furniture items were delivered,
transferred or removed
July -December 2017

the furniture for the new Cannon offices. The seven-year contract to supply furniture was signed with a significant discount that will save an estimated \$2.9 million over its term. The team is now reaching out to the first offices that will move back into Cannon House Office Building to discuss their furniture layout requirements and preferences.

The Logistics & Support team is also laying the groundwork to provide high-quality customer service for the transition to the 116th Congress. Logistics & Support staff are reviewing, updating, and implementing transition procedures to make moves in and out of House offices as easy as possible.



CABINET SHOP

The Cabinet Shop introduced a new hands-free, computer-controlled routing machine. The Computer Numerical Control router streamlines design and production of the most common cabinet requests and enhances safety protocols in the cabinet shop. Material is loaded on the machine, held in place with a vacuum and all cutting and routing is executed. The router's design program will cut production time and material expenses for the CAO.

The Computer Numerical Control router improves shop safety and streamlines production of common cabinet requests in the cabinet shop. Photo by Eric Connolly.

Human Resources

During the six-month period from July to December, the Human Resources team continued to implement the organization's new performance management process and system, which is a key to the employee objective of the CAO's Strategic Plan. This included the design and delivery of mandatory performance management training for all managers in June and July.

Human Resources also held three open houses for staff to learn about the new system and process in July. As a final set of activities, the HR team held a series of office hours in August to provide managers with one-on-one assistance on important topics including, writing evaluations, delivering feedback, and writing performance goals.

In addition to the performance management activities, the Human Resources team continued designing and delivering training through the *HR Empower Hour* program, which started in early 2017. During July and August, the team held three sessions for managers, entitled *Managing Difficult Performance Conversations*. In October and November, the team held five *Empower Hour* sessions on motivating and engaging employees.

During 2017, more than 300 supervisors attended the manager training offerings, including the mandatory performance management training and *Empower Hour* sessions.

In August 2017, the Human Resources team began formalizing the organization's strategic objective of optimizing the CAO workforce. As a first step in these efforts, the CAO offered a Voluntary Separation Incentive Payment (VSIP) Program to all employees. Twenty-two employees participated in the program, allowing the CAO to begin to reshape its workforce. In early October, after the VSIP process was completed, representatives from Human Resources facilitated

conversations with business unit chiefs to establish a centralized planning process to determine how funded and vacant positions will be filled across the organization.

SAFETY AND PERSONNEL SECURITY

This year, CAO Safety launched an online safety orientation training for all staff. The orientation training provides basic safety information, including employee requirements, common office safety concerns, and a general overview of the CAO Safety program. The training also provides information on how to report hazards, near misses, and incidents. The training program aims to provide staff with the knowledge they need to contribute to a safe workplace environment.

In July, CAO Safety launched an online defensive driving training, required for all employees who drive a government vehicle in the performance of their job.

During a routine safety inspection, CAO Safety noted an unsafe storage room. The storage room contained a large mezzanine, designed to hold both materials and the weight of an individual. Concerned the mezzanine was not constructed properly, CAO Safety instructed management to keep staff off the mezzanine until it was inspected for structural soundness. The CAO partnered with the Architect of the Capitol (AOC), which inspected the areas and agreed it was not structurally sound. CAO will remove all items from the mezzanine and placed them in storage until a proper mezzanine can be constructed.

WOUNDED WARRIOR PROGRAM

The Wounded Warrior Program (WWP), administered by the CAO, provides two-year paid fellowships for veterans with service-related disabilities to work for Members of Congress. In the last six months, the WWP employed as many as 53 fellows, marking the highest total in the program's history. Since the program's inception in February 2008, the CAO has hired more than 200 veterans into fellowships, with more than 30 fellows transitioning to full-time employment with Member offices.

The program was recently approved to employ up to 85 fellows. This expansion will help to meet the demand from Member offices and will help to narrow down the current Member office waitlist that consists of more than 100 offices. Additionally, fellowships are being offered to the House officers for inclusion in the program.

During the last six months of 2017, the program set a goal to elicit more diversity among its participants and worked to improve program awareness among various House caucuses representing constituencies of diversity. To date, program administrators met with representatives of the Congressional Black Caucus, Congressional Hispanic Caucus, Congressional Asian Pacific American Caucus, Congressional Caucus for Women's Issues, and the Congressional Native American Caucus.

An expanded orientation program for new fellows continues to receive outstanding feedback from participants and Member offices alike. The three-day orientation takes place on Capitol Hill where fellows meet with the CAO and the Member and staff of the office in which they will work. Recognizing the inherent value of the program, it will be expanded to a fourth full day of training in 2018.

HOUSE SERVICE MILESTONES

Congratulations to our fellow CAO staff for their many years of service to the House community.

35 YEARS: John Carter Jr., Steven Janifer, Lewis Maiden III, Thomas McGarry

30 YEARS: Harold Blakney, Clarence Butler, Darren Dahlstrom, Scott Derrick, Kelda Dunklin, Toni Freeman, Kevin Kelley, Maggie Mitchell, Sandra Pilkerton, Kimberly von Harders, Sandra Watkins, Richard Wright

25 YEARS: Lisa Alvey, William Crudup III, Sharon Ellis-Gregg, John Hodges, Derek Johann, Bill Michalek, Louis Miller Jr., Michael Modica, Chris Naughton, Todd Redlin, Ronald Simmons, Louis Williams Jr.

CAO staff who reached milestones of 25, 30, or 35 years of House service in 2017. Photo by Phi Nguyen.



House Information Resources

The responsibilities of the engineers, designers, coders, and project managers are vast, encompassing the security of the data on the House network, designing and supporting hundreds of House websites, and designing enterprise applications focused on efficiency and security, approving secure cloud applications, and managing contractors and vendors who provide information systems to the House.

HOUSE TECHNOLOGY TASK FORCE

The House Technology Task Force, created at the direction of the Legislative Branch Appropriations Subcommittee, is comprised of senior staff from the offices of each House Officer, as well as other stakeholders. The Task Force brings offices and organizations from across the House together to actively share information and work collaboratively to provide new systems and processes to benefit the House. Through its work, the Task Force explores opportunities to enhance the coordination of House IT efforts related to IT architecture, network security, shared services to improve IT effectiveness and provide cost savings, and more.

Major initiatives underway stemming from the Task Force include the Identity and Access Management Program, the House-wide implementation of the cloud-based Office 365 suite, the migration of data from the Ford Data Center to the new Redstone-Turner Data Center, seat management, and enterprise license agreements for specific software to reduce costs and duplicative efforts.

WEB SYSTEMS

To ensure the security of users visiting House websites, the Web Systems team converted all public facing websites under the House.gov domain to "SSL"

encryption to improve the cybersecurity posture of all House.gov domains. Also, the House.gov website was upgraded to provide a more consistent mobile-friendly experience for users.

DATA CENTER OPERATIONS

Work to consolidate data center operations at the new Redstone -Turner Data Center continued as operations at the Ford Data Center wound down. The Networking and Facilities team moved 27 more customers to the new data center in anticipation of the March 2018 closing of the Ford Data Center.

IDENTITY GOVERNANCE & ADMINISTRATION

Controlling access to through identity management leads to stronger security of the House network. House Information Resources is creating a new organizational structure to manage and formalize identity management. The new directorate, Identity Governance and Administration, will report directly to the HIR immediate Office and will enhance access management and the security of the House network. It will also save money by using existing applications.

BUSINESS CONTINUITY/DISASTER RECOVERY

District offices often are a critical link for constituents to gain access to recovery resources during natural disasters. The CAO Business Continuity/Disaster Recovery team led a coordinated effort to deploy four Mobile Office Kits, one 4G router, and seven satellite phones to many district offices impacted by hurricanes to help them resume operations and assist the people in their district.

OFFICE 365

The Office 365 suite is now utilized by approximately 3,500 House employees, enabling them to use the newest version of Microsoft Office, OneDrive, and SharePoint. The current focus of moving the House onto a single version of the Office suite enhances security and bolsters the CAO's ability to support the software. It also enables future offerings like Exchange Online. Office 365 is delivering greater accessibility, easier collaboration, more storage, and the ability to view and edit files on-the-go with mobile productivity apps. The project team has completed the rollout of Office 365 Mobile Services to HIR and the general rollout to all House offices is planned for 2018.

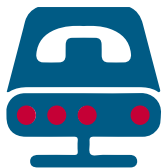
DISTRICT OFFICE CONNECTIVITY

Broadband/VPN

The CAO's House Information Resources team deployed VPN/Broadband to district offices to equip staff with the latest, most efficient, and cost-effective technology. Currently, 416 offices—95 percent of Member offices—are taking part in the broadband program.

Voice over Internet Protocol

Beginning with the 2017 Congressional Transition, Voice Over Internet Protocol (VoIP) services, if available, were installed in new Members' flagship (or primary) district offices as part of standard setup procedures. VoIP offers compatible features of traditional phone systems and provides average cost savings of 40 percent.



59

Member offices are on the VoIP platform, with 37 more in progress
As of November 2017

VOICE MESSAGING SYSTEM

HIR is making improvements to the House's voice messaging system using an Enhanced Voice Messaging (EVM) to better handle call volumes and to allow office staff to manage, transfer, store and respond to constituent messages. EVM takes voice messages and sends them to the intended recipient as an attachment to an email and immediately deletes it from the voicemail system. The advantage is two-fold: It allows the office staff to manage, transfer, store and delete messages from a PC thereby increasing staff efficiency, and it ensures that the office main line voicemail is never full. Callers entering the voicemail system on these main lines will never hear a message informing them the mailbox is full.

TECHNOLOGY SUPPORT

The Technology Service Desk (TSD) provides a single, centralized resource for House staff who need technical support for their computer, mobile device, website, and applications. To further improve the user experience with the TSD, the Technology Support team is planning to add support services for additional HIR organizations and is planning expanded use of the online tool MyServiceRequests to enable users to enter technology support request tickets online.

The group is also working to improve existing services by establishing a quality assurance program. It will improve operations processes and assist customer facing teams by equipping them with the latest knowledge, skills and abilities through mentoring and coaching. The quality assurance program is committed to increasing customer satisfaction by 10 percent. Trends will be tracked through the deployment of point-of-service customer satisfaction surveys.

Acquisitions

FOOD SERVICE

Thousands of people are served each day at the House cafeterias. House dining services are operated by Sodexo USA, and the company is working with the CAO to improve the food and service at its restaurants.

In March, a Quality Assurance Surveillance Program was developed to improve the quality and consistency of food services on the House campus provided by food vendor Sodexo. Since its deployment, the quality assurance program has vastly improved vendor compliance and continues to make strides in improving variety and quality of food service. Additionally, the program has prompted the vendor to change on-site management and adopt a renewed focus on customer service and satisfaction, consistent recipes, and management oversight.

Recent Initiatives introduced by Sodexo include:

- Value meals in all cafés for both breakfast and lunch
- Organic and gluten-free snacks in the C-Stores
- Redesigned menus to increase the number of healthy options throughout all cafés
- Online and Kiosk ordering at the "Craft It" station in the Longworth Cafeteria
- New promotional programs that include Heritage Meals, which showcases foods that are served in various cultures or on specific holidays
- Seasonal menus to increase variety

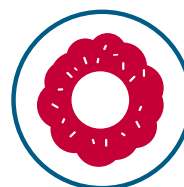
Additionally, two new stations launched in the Longworth Café: Pacific Traders and My Dish. In the Capitol Market, Sodexo now offers pizza, and at the Action Station in the Rayburn Café, there has been an increased emphasis on variety through the

creation of new, creative food options. Many of these improvements are the result of a series of meetings between the CAO and Sodexo's corporate executive staff to ensure buy-in and commitment from the on-site team.



177,013

cups of coffee sold
July-December 2017



42,755

donuts sold from
Dunkin' Donuts
July-December 2017



32,659

slices of pizza sold
July-December 2017



35,491

cups of soup sold
July-December 2017

PURCHASES

The Office of Acquisitions Management Small Purchase Team is directly helping Member offices save big money. As a newly-instituted standard operating procedure, the team collects and provides competitive quotes for purchase requests made by Member offices. This can translate into savings such as the 20 percent—or \$1,400—savings for one Member office. In only a three-month period starting in October, the team saved more than \$8,000 on 31 orders.

HOUSE STAFF FITNESS CENTER

At no cost to taxpayers, House staff have an on-site center to focus on their personal fitness and wellbeing. The self-sustaining fitness center is funded by staff who pay for memberships. During the past six months, House Staff Fitness Center modified its contract to allow the workers from the Architect of the Capitol to use its facilities leading to an increase of 50 additional paying staff.

In October, two new replacement Arc Trainers were added to the facility which completes the upgrade of all cardio machines. The next lifecycle replacement for cardio equipment will take place in 2021. Also, a heavy punching bag was installed in the group exercise room and has been incorporated in group kickboxing and self-defense classes.

MAIL OPERATIONS

Enrollment in House Digital Mail Program continues to grow. To date, 358, or nearly 80 percent of House offices, receive digital mail. The system scans physical mail and delivers electronic images directly to each Member's correspondence management system, resulting in faster delivery to Member offices and improving the safety of mail handling.

A new high-speed outbound mail sorter was installed in the mail facility in September. This new piece of equipment ensures that the House is compliant with United States Postal Service mail standards which results in additional cost-savings on mass mailings.



The new high-speed outbound mail sorter provides additional cost savings for House offices sending mass mailing.

Customer Experience Center

The CAO's vision statement focuses the organization "To be an essential resource for every Member of the People's House through outstanding customer experiences delivered by exceptional employees." This focus prompted the development of the Customer Experience Center. Detailed in the CAO's Strategic Plan, the Customer Experience Center (CEC) consolidates many of the CAO's customer-facing activities.

The CEC launched on October 1, 2017, with the mission to ensure exceptional customer experiences for all CAO services delivered to the House community. The CEC serves an important role in connecting CAO technical, administrative, and operational experts with their customers. In addition, it directly provides services through its five component departments: Communications & Marketing, Customer Advocates, First Call, Digital Media Services, and the Congressional Staff Academy.

COMMUNICATIONS & MARKETING

Communications & Marketing provides communications support for each CAO service provided to Member, Committee, and Leadership offices, including the development and execution of communications plans and marketing materials.

Communications & Marketing is working to achieve the Strategic Plan's Branding, Awareness, and Access Objective to "increase the use of CAO service by 10 percent annually by branding, advertising, and simplifying access to services." To meet this objective, Communications & Marketing is creating a comprehensive branding and marketing program across the CAO.

One of the major components of this objective is identifying and properly branding the primary

services we provide as utilized and understood by our customers—mainly Member, Committee, and Leadership offices. To establish this list of primary CAO services, Communications and Marketing identified almost 150 different CAO services. Each was examined with how our customers think of the services we provide. With that, the team identified and developed a draft list of 31 primary services provided by the CAO. This list will provide the foundation for the comprehensive branding and marketing program to be implemented across the CAO's suite of services.

CUSTOMER ADVOCATES

This fall, the CAO introduced its first two Customer Advocates. The Customer Advocates help facilitate and triage CAO services for our customers. Additionally, the Customer Advocates assist with service development and marketing efforts and promote our services to their assigned House offices. The team was created by balancing the skills of a veteran customer service representative with those of a veteran scheduler and office manager from a Member office. The Customer Advocates attended 50 briefings in two weeks to gain in-depth knowledge of all the House's services from information technology, to logistics, to legal, to payroll and benefits, to the services of the Architect of the Capitol.

**"Just wanted to say thank you for this!
Its sooo helpful having you in our
corner to help when we need things."**

— Member Office Scheduler

After this intensive orientation, the advocates began outreach to the first 70 early adopter offices to build relationships with CAO customers. The number of offices quickly grew to almost 100. The Advocates have been working with the CAO strategy office to develop procedures and processes for capturing data and to identify problems to help the CAO prioritize issues that have direct impact on the customer's experience with CAO services.

DIGITAL MEDIA SERVICES

Digital Media Services, combined under the CEC, provides photography and graphic design support for House offices. Photographers take official photos of Members, including the official class portrait at the start of each Congress, and document ceremonies and events across the House campus. Graphic designers create, edit, and print materials for Members, including for use on the House Floor, in mailings, and in online communications. Digital Media Services began taking steps merge the photography and graphics team and began planning for a combined office with combined services.



1,603

graphic design projects produced which is a **45% increase** over the same time frame in 2016
July - December 2017



8,566

photographic prints produced which is a **22% increase** over the same time frame in 2016
July - December 2017

The official House photo for the 115th Congress.
Photo by Jeff Blakley.



FIRST CALL

First Call employees serve as the frontline CAO service representatives for the House community. First Call staff respond to general questions and provide information and support, including notary services, passport applications, removal and reissue of used equipment and furniture, purchasing of new equipment and furniture, and assistance in scheduling and coordinating rooms for special events.

First Call's Mailing Services saves Member offices millions of dollars by providing valuable services to improve efficiency and effectiveness of official mailings. This includes mail list services, newsletters on best practices, and advice on mail design and processing to ensure successful delivery of official mail at the best possible rate. In the second half of 2017, First Call Mailing Services took an increased role in contract oversight of the House's mail service vendor, and initiated a number of projects to make the mail process more simple and transparent for Member offices. These efforts include the development of online labels to allow tracking for packages and simplified statements for better tracking of costs. The CAO hopes to roll these improvements out in 2018.

\$13.5 Million

saved in combined postage and production cost
by First Call's mailing services
July – December 2017



19,508

incoming calls to First Call
averaging 11 seconds each
July – December 2017



1,312

passport applications processed
which is a **17% increase** over
the same time frame in 2016
July – December 2017

CONGRESSIONAL STAFF ACADEMY

The Congressional Staff Academy (CSA) will provide House staff with professional development and training specifically designed for the unique job roles of congressional DC, district, and committee offices. The CSA will also host mandatory technical and compliance training for Member and Committee staff with the goal of streamlined access and delivery.

The CSA concept was developed through consideration of multiple sources of independent analysis and through market experimentation during 2017. For example, the CAO hit on the popular desire for professional development training on subject matter specific to congressional job roles. A second trial series on Appropriations Law presented by the Government Accountability Office (GAO) was offered in July. Within days, course registration was at capacity with a waitlist, and 90 percent of attendees stated they were "very satisfied," and 10 percent stated they were "satisfied". Through the end of 2017, the CAO received inquiries for the next available class. Additionally, the CAO established a partnership with the GAO to offer regular classes conveniently on the Hill for House staff. This partnership kicks off in 2018.

In another trial run, the CAO also hosted a joint workshop with the Senate Office of Education and Training. The first ever "Sharpen Your Writing Skills" workshop on August 31 consisted of four 90-minute breakout sessions and an afternoon of individual writing coaching. The five sessions drew an attendance of more than 130 House and Senate staff.

CAPITOL SERVICE CENTER

The Capitol Service Center is the CAO's primary customer service operation for the United States Capitol Building. The Center provides administrative and operational service to the offices located in the Capitol. This includes coordination and facilitation of rooms for special events in the Capitol. Additionally, the Capitol Service Center assists in the ordering of furnishings for Capitol offices including historic and non-standard items, as well as office moves, renovations, and furniture repairs.

House Recording Studio

In August of 2017 two long-term projects on the House Chamber were completed. Six cameras in service since 2003 were replaced along with the corresponding pan-and-tilt heads and remote operator controls. The entire sound system, including hundreds of speakers throughout the House Chamber, was also replaced with a new digital system including operator boards for the Clerk's Office and House Recording Studio broadcast facility. The sound system had been in use since the early 2000s.

CAO SPEAKER SERIES

In October, House Speaker Paul Ryan addressed CAO staff at the third offering of the CAO Speaker Series. Speaker Ryan reminded the audience that as Speaker of the "whole House" he includes that to mean Members on both sides of the aisle and support staff like the CAO. Mr. Ryan talked about his early years as a Hill staffer where he supplemented his income by working at the restaurant Tortilla Coast.

Speaker Ryan thanked CAO employees for their hard work and commitment saying, "We are appreciative of what you do."

"I believe greatly in this institution," Speaker Ryan said, "at the end of the day, we are just human beings working in the greatest institution in the world. This is the place that shows the world how it should be done. We need your help, your prayers, and your dedication."



528

Committee Hearings
broadcast/webcast
July 2017 to present



House Speaker Paul Ryan addresses CAO staff at the third CAO Speaker Series. Photo by Franmarie Metzler.

Charts

FY 2018 staffing chart (as of 12/31/17)

	Current FTEs	Vacancies	Total FTEs
Acquisitions	24	8	32
CAO Immediate Office and Galleries	41	2	43
Customer Experience Center	33	5	38
Finance	85	14	99
House Information Resources	271	22	293
House Recording Studio	42	20	62
Human Resources	19	9	28
Logistics and Support	105	14	119
TOTAL	620	94	714

Notes:

1. Personnel Data is as of December 31, 2017.

Charts

FY 2018 Budget to Actual Report (as of 12/31/17)

	Adjusted FY 2017 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Chief Administrative Officer				
Single Year Funds				
Personnel	\$ 20,608,500	\$ 15,342,218	\$ 5,266,282	25.6%
Non-Personnel	\$ 14,740,363	\$ 7,233,772	\$ 7,506,591	50.9%
Total Single Year Funds	\$ 35,348,863	\$ 22,575,990	\$ 12,772,874	36.1%
No Year Funds	\$ 3,299,528	\$ -	\$ 3,299,528	100.0%
Total CAO Budget	\$ 38,648,391	\$ 22,575,990	\$ 16,072,402	41.6%
BC/DR				
Single Year Funds	\$ 3,387,393	\$ 1,016,531	\$ 2,370,862	70.0%
No Year Funds	\$ 1,510,265	\$ -	\$ 1,510,265	100.0%
Total BC/DR Budget	\$ 4,897,658	\$ 1,016,531	\$ 3,881,127	79.2%

Notes:

1. FY 2018 Adjusted Budget includes funding provided under the Continuing Appropriations Act, 2018 per P.L. 115-96 and any IPACs received as of 12.31.17.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 12.31.17.

FY 2017 Budget to Actual Report (as of 12/31/17)

	Adjusted FY 2017 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Chief Administrative Officer				
Single Year Funds				
Personnel	\$ 62,619,635	\$ 62,554,463	\$ 65,172	0.1%
Non-Personnel	\$ 55,959,322	\$ 55,340,086	\$ 619,235	1.1%
Total Single Year Funds	\$ 118,578,957	\$ 117,894,550	\$ 684,407	0.6%
No Year Funds	\$ 3,126,603	\$ 968,653	\$ 2,157,950	69.0%
Total CAO Budget	\$ 121,705,560	\$ 118,863,203	\$ 2,842,357	2.3%
BC/DR				
Single Year Funds	\$ 11,217,000	\$ 11,142,096	\$ 74,904	0.7%
No Year Funds	\$ 5,000,000	\$ -	\$ 5,000,000	100.0%
Total BC/DR Budget	\$ 16,217,000	\$ 11,142,096	\$ 5,074,904	31.3%

Notes:

1. FY 2017 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2017 per P.L. 115-31 and any IPACs received as of 12.31.17.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 12.31.17.



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