SEMIANNUAL REPORT

JANUARY - JUNE 2021

U.S. House of Representatives
CAO
CHIEF ADMINISTRATIVE OFFICER

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"...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)

117th Congress

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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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Executive Summary

Catherine L. Szpindor
Chief Administrative Officer

In January, the start of a new Congress brought 59 new Members to the House, as well as a new Chief Administrative Officer. Speaker Nancy Pelosi nominated, and Members of the House elected, Catherine L. Szpindor as Chief Administrative Officer for the U.S. House of Representatives. Ms. Szpindor is the first woman to serve as Chief Administrative Officer (CAO).

As CAO, Ms. Szpindor has four priorities: improved communications with Members and staff; rigorous planning, prioritization, and execution of projects; enhanced support of the well-being of House employees; and a commitment to CAO employees.

To improve communications with Members and staff, the CAO is instituting outreach efforts through education, new formal and informal communications with Member offices and Chiefs of Staff, and dedicated outreach to Member and Committee offices to better understand the types of services they need. Additionally, the CAO's Communications and Marketing team has enhanced its efforts to educate House offices about service available to them. Between January and June 2021, services highlighted included a new e-signature platform launched across the House; new and re-opened food services on the House campus; Member office-specific training opportunities; and technology support services. Finally, the CAO developed and prepared to launch its new Coach Program, a component of the Congressional Staff Academy, which will be staffed by former employees of Member D.C. and district offices and provide training, consultations, and a wide array of resources to help staff navigate the unique workplace environment on Capitol Hill.

The CAO is also instituting rigorous planning, prioritization, and execution of projects. During the first quarter of 2021, CAO business units identified and reported on all projects and initiatives currently underway or planned. The full list of projects was reviewed and analyzed, and projects have been prioritized based on their value and impact to Members and staff. As these projects progress, they undergo regular reviews to ensure they are following project and change management best practices and to ensure risks are mitigated. These reviews also ensure projects are delivered on time and within budget.

In support of the well-being of House employees, the CAO is enhancing and continuing its critical mental, emotional, and physical well-being services. The CAO's Office of Employee Assistance, House Center for Well-Being, Office of Employee Advocacy, and House of Representatives Child Care Center provide necessary and invaluable support for the House community. One high-profile example of the CAO's commitment to the well-being of House employees was the Well-Being Fair, a monthlong event hosted by the House Center for Well-Being that provided Members and staff with resources and events to focus on and improve their personal wellness.

The CAO is also committed to its employees. In May, more than 500 CAO employees participated in a survey to provide their opinions about telework. Survey results indicate that telework is appropriate for many of the CAO's teams to continue, based on work requirements and the need to maintain mandatory and requested services to the House community. Additionally, the CAO is recognizing individual employees twice each year for going above and beyond the expectations of their job. These employees are eligible, along with other nominated employees, to receive the annual CAO Employee of the Year Award. Finally, the CAO's Career Compass project was formally introduced to CAO staff to provide clear, valuable professional development tools for career advancement. Resources provided through the Career Compass include competency models that help employees identify the knowledge, skills, and abilities required to succeed and excel in jobs across the CAO, as well as the options to advance their careers.

Between January and June 2021, the Office of the Chief Administrative Officer continued its dedicated service to the U.S. House of Representatives amid an extraordinary set of challenges: the ongoing COVID-19 pandemic and the January 6 attack on the Capitol.

In the wake of the January 6 attack on the Capitol, the Office of Employee Assistance provided invaluable support for Members, staff, and family members coping with trauma and stress. During the first six months of 2021, the Office of Employee Assistance had approximately 7,500 interactions with employees, managers, and family members, far surpassing its historic utilization rate across its range of support services.

The Office of Cybersecurity played a critical role in protecting the House network and data in the wake of the January 6 attack on the Capitol, working swiftly to lock down the House network and isolate any potentially compromised House equipment.

Staff from the Customer Experience Center's Capitol Service Center provided first aid to injured U.S. Capitol Police officers as they defended the Lower West Terrace door of the Capitol and coordinated with Capitol office suites affected by the attack to replace and repair damaged furniture. The Service Contract Management team also acted quickly after the campus lockdown was lifted on January 6 to open House food service locations, so Members and staff could get a meal after a harrowing day.

In the following days, Logistics and Support's Furnishings team played in an instrumental role in the setup of the Lying in Honor ceremony for fallen U.S. Capitol Police Officer Brian Sicknick. The Drapery shop installed and dressed the Rotunda passageways for the Lying in Honor ceremony, as well as upholstering the ceremonial box containing the remains of Officer Sicknick.

The CAO also continued its critical support for the House community related to the COVID-19 pandemic. Logistics and Support's Asset Management team provided a total of 491 boxes of personal protective equipment to district offices between January and June 2021. The CAO Safety team and Office Design and Move Services conducted 38 workspace safety consultations to provide guidance on social distancing and safety measures based on recommendations from the Office of Attending Physician, including signage and protective equipment.

Additionally, CAO offices developed and launched new tools to help facilitate everyday tasks for House offices from a remote work environment. In March, House Information Resources rolled out Quill, a new e-signature platform developed by the Senate. Quill allows House staff to easily create, share, sign, and track Congressional letters and eliminates the need for staff to walk the halls of House office buildings to physically collect signatures. By June, 400 Member offices enrolled to use the application.

In January, the Office of Payroll and Benefits, in partnership with Enterprise Applications, launched My PayLinks for Members, providing Members with around-the-clock access to view their paychecks, update tax withholdings, view and modify direct deposit information, review benefits details, and more. Between January and June, the Office of Financial Counseling continued processing vouchers in less than three days on average and processed a total of 60,882 vouchers representing more than 153,059 transactions.

During the first half of 2021, the CAO continued its facilitation and support of the critical infrastructure and resources to ensure that Member offices, Committees, and House Leadership could continue to perform their Constitutional duties. Offices from across the CAO completed the work required for a successful 117th Congressional Transition, ensuring new Member offices were up and running on day one.

Amid unprecedented conditions, the staff of the Office of the Chief Administrative Officer remained dedicated and steadfast in their commitment to serve the U.S. House of Representatives. This semiannual report, covering the period between January and June 2021, highlights the CAO's key programs and initiatives to serve the House.

Catherine L. Szpindor
Chief Administrative Officer

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Timeline

JANUARY

- The Office of Payroll and Benefits successfully onboards CAO Transition Aides to advise and assist new Members during the 117th Congressional Transition.
- The Office of Payroll and Benefits and House Information Resources uploads new Member and appointed staff information into the CAO's Identity HUB to provide timely support and services on day one of the 117th Congress.
- Member Services and the Office of Financial Counseling promotes awareness of the House Finance Card Program and encourages new Member participation.
- The District Office Telecommunications team begins its efforts to provide daily support to over 900 district offices and connect 105 new Member office suites to the House district office VoIP platform.
- Member Services launches the new My PayLinks for Members platform.
- House Creative Services provides multimedia support for several high-profile events, including the Presidential Inauguration.
- The House Recording Studio successfully broadcasts the Electoral College proceedings in its entirety amidst the January 6 attack on the Capitol.
- The Office of Employee Assistance provides numerous resources, services, and trainings to help House staff cope with aftermath of the January 6 attack on the Capitol.
- Service Contracts Management opens campus eateries to Members and staff sheltering in place during the January 6 attack on the Capitol and expands hours of operations to support deployed National Guard troops.
- Mailing Services completes an upgrade to the District Mail Reporting software system to simplify navigation and reporting capabilities for district office mail operations.
- The Gold Star Family Fellowship Program's first Fellow joins the program.
- The Congressional Staff Academy begins the process of developing new curricula in alignment with feedback from the All-House Training Needs Assessment.
- House Creative Services launches an internal initiative to capture authentic B-roll footage and House-generated stock imagery of the Capitol Hill campus to support multimedia requests from House offices.

FEBRUARY

- The Office of Payroll and Benefits implements and communicates new regulations issued for the House's Student Loan Repayment Program.
- The House Wellness Center launches its Wellness Champions program to cultivate a culture of well-being within the House community.
- The Customer Experience Center launches its Business Development Program pilot to support CAO service providers.

MARCH

- Human Resources launches the CAO Career Compass and establishes the foundation of its "Leading the Way" Cohort-Based Learning Journey to facilitate employee engagement, growth, and professional development.
- The House Wellness Center officially changes its name to the House Center for Well-Being and opens its storefront in the Longworth House Office Building.
- Asset Management collaborates with the Customer Advocates and Communications and Marketing to create a user-friendly digital Office Supply Store form to streamline the process for purchasing and acquiring office equipment.
- House Creative Services launches a two-month pilot program for the House Creative Services Premier subscription-based service.

APRIL

- The House Recording Studio broadcasts President Biden's first Address to a Joint Session of Congress.
- The Office of Employee Assistance surpasses its historical utilization rate in addressing post-traumatic stress stemming from the January 6 and April 2 attacks on the Capitol.
- Financial Counseling works alongside Enterprise Applications to prepare and implement a major update to the Budget and Planning Tool.

MAY

- The Office of Payroll and Benefits conducts an outreach campaign on the 2021 Student Loan Budget increases approved by the Committee on House Administration.
- The House Center for Well-Being launches its first-ever, House-wide well-being Step Challenge.
- The House Recording Studio installs a new control room within the Capitol Visitor Center.
- Employee Advocacy receives public recognition for advocating on behalf of staff suffering workplace retaliation.
- The 2021 Workplace Rights and Responsibilities Education Program officially launches.
- Phase one of the Primary Data Center Migration Project is successfully completed.
- House Information Resources teams up with Communications and Marketing and the Customer Experience Center to develop and launch a successful outreach campaign on the Quill platform.

JUNE

- The House Center for Well-Being launches its annual month-long Well-Being Fair.
- Employee Advocacy hosts two webinars and participates in the House Modernization Committee panel to increase awareness of its services and resources for House employees.
- Human Resources offers the Voluntary Separation Incentive Payment to CAO employees.
- The Office of Budget, Planning, and Analysis kicks off its FY2023 CAO budget formulation to facilitate funding for the CARES Act.
- The Office of Payroll and Benefits processes 805 House paid intern appointments in the June 2021 monthly payroll period.
- Mailing Services upgrades the Quarterly Mass Mail Reporting system for House offices to accurately record postage and automate manual accounting processes.
- The new Office Supply Store website launches.

House Information Resources

House Information Resources (HIR) is responsible for designing, securing, advancing, and supporting the vast array of data available on the House network.

ENTERPRISE APPLICATIONS

MyServiceRequests

Enterprise Application deployed three significant custom applications in MyServiceRequests to improve customer experience with services involving office communications and workspace design. The new Mailing Services (Franking) District Office Reporting console automates the import of U.S. Postal Service reports and merges those reports with Member office-generated reports. The aggregated information is then consolidated into the financial mailing reports that Member offices are required to submit to Mailing Services and the Office of Finance on a monthly and quarterly basis.

House offices and Committees can also now easily submit and manage mass communication requests online by submitting a Mass Communications MyServiceRequest. Now staff can not only view the full lifecycle of a request, including its original submission, any updates, and certification, but can also easily download the Advisory Opinion after approval from the Communications Standards Commission.

With the new Antique and Unique Furniture console, House staff can peruse through a catalog of antique and unique furniture offered through the Office of Design and Move Services, complete with high-quality images and multiple viewing angles to assist House staff in finding the right furniture for their office needs. The console also offers new features that allow a Member office to select multiple furniture offerings as a collective order, to then be reserved and delivered for a Member office's workspace design project.

My PayLinks for Members

In collaboration with the Office of Finance and the Communications and Marketing team, Enterprise Applications implemented a new My PayLinks self-service platform for Members of Congress. The new My PayLinks offers Members self-service capabilities through a modern and intuitive CAO-branded user interface. Members can use My PayLinks to view their paychecks, update tax withholdings, view and modify direct deposit information, review benefits details, and more.

Retirement Management Tool

As part of the CAO's Strategic Plan to modernize and streamline services, Enterprise Applications continued its efforts to roll out new

tools to accommodate the needs of the House community. Enterprise Applications deployed a new Retirement Management Tool to assist Office of Payroll and Benefits Retirement Counselors in documenting, processing, and managing staff retirement paperwork. The automated tool is a one-stop shop to input and manage retirement case data, as well as connect retirement case data to payroll system data. The tool enables retirement counselors to search for and analyze retirement case data, visualize trends, and calculate workload metrics in real time.

ENTERPRISE INFRASTRUCTURE AND TELECOMMUNICATIONS

District Office Telecommunications

During the first half of 2021, the District Office Telecommunications team provided daily support to over 900 district offices and connected 105 new Member office suites to the House district office Voice over Internet Protocol (VoIP) platform, now in use by more than 3,500 staffers in over 420 district offices. Additionally, 746 new staff users were added, 299 of which required technical dispatches. By implementing a new strategic outreach and support campaign, the District Office Telecommunications team was able to increase customer satisfaction by 19 percent compared to previous Transition periods and provided telecommunications service to 75 percent of new Member's district offices within ten days of the new Congress.

105 New Member district office suites connected to VoIP

19% Increase in customer satisfaction over last Transition

Telecommunications Operations and Engineering

The Telecommunications Operations team provided daily support to the nearly 12,000 users of House services while assisting in the coordination and programming phases of over 3,000 telephone moves in House office buildings. The team ordered and coordinated the configuration of nearly 2,000 wireless devices, with an average of 225 new devices being acquired every month and completed over 6,500 service requests.

The Telecommunications Engineering team provided support to the Operations team during this period while also providing support and assistance to the U.S. Capitol Police, Business Continuity and Disaster Recovery, and the Architect of the Capitol. Several system upgrades were completed, positioning the House to leverage upcoming advanced technologies, such as Session Initiation Protocol trunking, mobile applications, and 5G. The Telecommunications Engineering team also successfully moved and reconfigured over 3,000 telephones in D.C. offices, upgraded and virtualized several telecom systems inherently critical to VoIP service, and managed internal mobile wireless antennas upgrades as well as installations in the Cannon Renewal renovation areas.

January – June 2021

6,500+
MyServiceRequests completed

3,000
D.C. office telephones reconfigured

ENTERPRISE MESSAGING AND MOBILITY

Mobility

In early 2021, HIR's Mobility team completed an upgrade of the House's integrated digital workspace platform to securely deliver and manage mobile devices apps. The upgraded service platform provides mobile device management capabilities to customers that require the synchronization of House e-mail accounts, calendar entries, and address books on House-issued mobile devices, while also providing mobile application management capabilities to customers that require access to enterprise applications from their mobile devices.

The Mobility team also successfully expanded its mobile management and House device distribution web-based portal to include additional mobile service vendors. The portal enabled HIR to reduce the traditional mobile device deployment process from several hours to just thirty minutes. The portal deployment has significantly improved experiences for Congressional staff teleworking during the COVID-19 pandemic, enabling them to have devices delivered directly to their homes.

Data Center Migration Project

Enterprise Messaging and Mobility staff broadly supported the Data Center Migration Project, successfully migrating all services to a new data center. In addition to the migration, the team completed a lifecycle replacement at two data centers.

Enterprise Messaging and Mobility also established new monitoring capabilities for electronic fax services and is currently strategizing a plan for a future fax system evolution. The Email Security team improved email monitoring and filtering by incorporating recommendations from the new applied threat intelligence service and provisioned new segmented bulk sending paths to support a new CMS vendor. Enterprise Messaging also collaborated with CAO Cybersecurity to consolidate all data-processing functions, including data input, indexing, and search management, enabling greater human and technical resource efficiencies.

ENTERPRISE OPERATIONS AND FACILITIES

Data Storage and Protection

HIR Data Storage and Protection teams exceeded the industry standard of a 90 percent backup and protection success rate by eight percent, processing approximately 30 billion files during the first six months of 2021. The Data Storage team successfully migrated the House Cloud File Storage platform from the legacy storage environment to modern all-flash storage arrays. Approximately 550 file shares were migrated over the course of two months without any Member office disruption.

As part of the Storage Modernization initiative, the Data Storage team also successfully migrated nearly three petabytes of data to the new storage infrastructure without any disruption to operations.

Server Infrastructure

The Server Infrastructure team manages over 3,000 virtual and physical servers across multiple data center locations. Over 1,500 servers successfully migrated to the new data center location without any disruption during the first six months of 2021. Over 250 new servers were built, with over 200,000 patches and updates applied without disruption. The Server Infrastructure team continues to engage in multiple modernization efforts, including container deployments with advanced networking, private container registry, lifecycle management solutions, storage gateway and elasticity solutions, single sign-on and virtual desktop infrastructure scaling, and IT dashboards.

January – June 2021

1,500

Servers successfully migrated to the new data center

Data Center Operations and Facilities

Phase one of the Primary Data Center Migration Project was successfully completed in early May. Phase two is on schedule for a deployment slated between June and September of this year. This effort entails migrating all critical HIR and vendor systems from an existing data center to a new data center. To date, 11 migration events were completed as part of phase one. Over 800 pieces of hardware and 78 racks were installed, and more than 5,000 square feet of critical office and continuity spaces were successfully expanded.

Identity Governance and Administration

In order to improve the security posture of the House and reduce costs, Identity Governance and Administration implemented a standards-based, two-tiered Public Key Infrastructure based on Active Directory-integrated Certificate Services. The Public Key Infrastructure will provide the foundation for replacing internal-facing website certificates with internally issued certificates. Additional use cases are currently being evaluated.

In early 2021, the CAO Server team coordinated with IT Customer Solutions to complete the House Staff Fitness Center access software upgrade which includes a new virtual server and updated workstation software. The new system enables the House Staff Fitness Center to manage key fob access for its members.

ENTERPRISE ARCHITECTURE

Robotic Process Automation

The Enterprise Architecture team is in the final phase of completing its Robotic Process Automation Pilot Program. The pilot entails building three robots to automate labor intensive business processes across Finance, Administrative Counsel, and Acquisitions Management. These three robots, two of which have been fully operationalized, will save the CAO valuable time in manually inputting data and will help create a quicker, more accurate automation process. Should the pilot become a formalized program, Enterprise Architecture will be able to address additional potential robotic opportunities across the CAO.

Quill

In early 2021, House Information Resources collaborated with the U.S. Senate Sergeant at Arms to officially launch a House-based iteration of Quill - an e-signature solution for Members and Committees to share official letters and capture co-sponsoring Member signatures. HIR teamed up with Communications and Marketing and House Creative Services to develop and launch a successful outreach campaign to adopt usage across the House and provide educational trainings and support resources in May. The campaign garnered nearly 400 enrollment requests and since its deployment, over 100 letters have been created with the system, including the inaugural letter signed by Members of the Committee on House Administration.

January – June 2021

400
Quill enrollment requests

100
Quill-generated letters

NETWORKING ENGINEERING AND OPERATIONS

HIR's Wide Area Network team is currently enacting an equipment lifecycle replacement for network devices in district offices. The new equipment offers enhanced data throughput and new security features for increased internet performance and security. The new network routers come equipped with integrated 4G LTE radios that offer a backup solution during primary circuit outages, enabling district offices to utilize LTE backup in the near future.

The Wide Area Network team will continue to evaluate the success of the 4G LTE solution with assistance of the pilot program's district office test users. Results from the pilot program will be analyzed to determine if the LTE backup solution will aid in minimizing downtime for House staff during provider outages. To date, the Wide Area Network team has deployed and implemented 50 of these devices throughout several district office spaces.

50
4G LTE radios installed in district offices
January – June 2021

Campus Data Network

The Wide Area Network team continued its lifecycle replacement project on the House campus involving new workgroup switches for Member offices in D.C. The new switches offer increased resiliency and enhanced network security capabilities. To date, 169 of the 1,200 workgroup switches have been replaced.

January – June 2021

169
Network workgroup switches replaced

House Public Wi-Fi

In the spring, Networking Engineering and Operations completed the lifecycle replacement of access points in Member, Leadership, and Committee office spaces. These access points are currently connected to the controllers found in the new wireless subsystem with its own dedicated firewalls and internet access.

Networking Engineering and Operations is currently working with the House's wireless vendor to perform Wi-Fi propagation surveys of each House office building. Data collected from the Rayburn House Office Building is currently being evaluated to determine if service can be improved further. Networking Engineering and Operations continues to coordinate with the Architect of the Capitol in the installation of directional antennas in all hearing rooms.

Virtual Private Network

In 2020, Virtual Private Network (VPN) performance enhancements were implemented to support the maximum telework posture the House assumed as a result of the COVID-19 pandemic. In 2021, VPN continues to be a critically important service as House offices return to on-campus operations.

Data Center Network

The Network team completed the installation and configuration of the new data center's Committee network. Select House Committees and Committee support hardware have been moved to the site. They are currently fully supported by the new data center's Committee network infrastructure. To date, 152 connections have been made to support this effort. Additional Committees and Committee support hardware will be moved in future migrations.

House-Wide Computer Operating System Upgrade

The Technology Solutions Engineering team managed the successful push of the latest approved version of the Windows 10 branch update to House Windows computers. These updates have helped further protect the House community against cybersecurity risks.

TECHNOLOGY OPERATIONS

Vendor Management

Correspondence Management System

HIR continues to work on the development of recommended solutions to transform the way correspondence management systems serve the House community. In 2019, HIR partnered with an independent consulting firm to assess the efficacy of the multi-vendor correspondence management system landscape utilized by the House. The three-pronged assessment collected comprehensive and constructive feedback from House staff on the products authorized for use by Member offices, evaluated leading market solutions that address opportunities to improve the existing House marketplace, and developed a modernization roadmap. After reviewing the assessment's results, the CAO began developing a House offering for Member, Committee, and Leadership use.

Cloud Service Reviews

In support of the HISPOL 17 Cloud Approval Process, HIR facilitated 16 cloud services through the review process required for final authorization from the Committee on House Administration.

January – June 2021

16

New cloud products launched

HOUSE WEB SERVICES

Communicating with Congress Operations

To provide an efficient system for advocacy groups to send mass communications to Members, the Web Services team developed Communicating with Congress. Web Services continued to optimize the technology platform in 2021, emphasizing continuous improvement and supportability. The platform allows House staff to reply to email campaigns with one response, expediting their work processes. Between January and June, the Communicating with Congress platform processed over 13 million messages, supporting increased email campaigns due to the COVID-19 pandemic and other timely topics.

January – June 2021

13M+

Communicating with Congress messages processed

Digital Privacy Release Form

In 2019, House Web Services introduced a digital signature capability for submitting casework and privacy release forms on Member websites, thereby reducing processing requirements for offices and streamlining the constituent experience. The Digital Privacy Release Form is one of the most widely used forms by Member offices. In 2021, House Web Services updated the IRS's Digital Privacy Release Form to include a new section for businesses to enter their information for IRS inquiries, along with other essential updates such as requests for tax years, additional IRS forms, and whether another elected official was contacted.

Accessibility and 508 Compliance

House Web Services continued to improve its Web Accessibility Program for House websites, ensuring compliance with official web content accessibility guidelines. The team remediated 508 Accessibility violations for the new Drupal 9 Member platform and themes, as well as 56 freshmen Member websites to achieve a compliance score of 92 percent or above. Web Services also enabled continuous monitoring for 78 House-managed Member, Committee, and Leadership websites and 17 vendor-designed websites via the House's third-party accessibility checker. Additionally, a team was formed to establish 508 Accessibility best practices and standards. Training opportunities for Member, Committee, and Leadership content editors were also offered through the Congressional Staff Academy.

Appropriations Submissions

House Web Services supported the completion of the FY2022 submission period for the Appropriations Committee. The team is also in the first phase of re-developing the Appropriations Submission Application to offer a vastly improved user experience to the House in the FY2023 submissions cycle.

INFORMATION SECURITY

Cybersecurity Architecture and Innovation

Cybersecurity Innovation and Architecture focused primarily on House cloud initiatives and the implementation of privileged access management for servers and cloud services. Cybersecurity Innovation and Architecture expanded its operations with the addition of a new data analyst and data architect, cyber forensics, and dedicated project management support. The new additions have vastly improved

Cybersecurity Innovation and Architecture support capabilities by producing extensive and informative metrics while increasing momentum in cloud initiatives and projects.

Cybersecurity Innovation and Architecture continued to directly support cloud and privileged access management initiatives by developing and providing architecture. Both privileged access management for cloud and servers have comprehensive project plans to expedite the onboarding and creation of new HIR departments. Cyber Forensics provided instrumental support in various incident responses to major events in 2021. Cyber Forensics performed digital forensic services for the House while also restructuring its evidence storage system. The team developed a House Risk Scorecard, as well as enhanced reporting methods for metrics that showcase Cyber Forensics' efforts.

Security Operations Center

The Security Operations Center wrapped up its incident response process from the SolarWinds supply chain compromise. The Security Operations Center identified devices running the SolarWinds Orion product, notified appropriate system owners, and blocked devices from communicating with the internet and House network. The Security Operations Center performed a full system review and analyzed host and network logs for the SolarWinds devices found in the House network for suspicious activity and known indicators of compromise.

Information Assurance

Information Assurance continued to play a vital role in the identification and protection of House data. Through various programs and initiatives, Information Assurance worked with stakeholders to strengthen the security of the House environment and foster collaborative security partnerships across the CAO.

Information Assurance also continued to lead efforts in establishing the creation of technical security standards and associated compliance activities to keep House assets secure. Information Assurance embraces the utilization and adoption of cloud and non-House technical products and continues to research additional solutions to keep pace with emerging technology.

Risk Management Framework

The Risk Management Framework Program continued to maintain an audit-ready posture. The CAO signed an updated Risk Management Framework Policy aligning the existing program with current guidance from the National Institute for Standards and Technology. During the first half of the year, the team facilitated authorizations for several CAO systems as they migrated to cloud environments, as well as the reauthorizations for existing on-premise applications. Information Assurance's Cloud Risk Team continues to work with existing and potential external vendors to maintain House compliance requirements. The team reviewed approximately 30 cloud-based solutions for House use and continues to track high-use and high-risk cloud products in the ongoing sponsorship of the FedRAMP-authorized "Voice as a Service Communication" application.

Information Assurance's focus on promoting risk ownership is evident in the expansion of the Continuous Monitoring Program's vulnerability reporting efforts. In the last six months, the Program increased reporting distribution to the Office of the Clerk, Office of

Attending Physician, and other House partners. Information Assurance has tightened process integration with Cyber Threat Intel to accurately determine the risk level of known threat monitors and facilitate the closure of critical threats to the House environment.

CYBERSECURITY

The Communications, Awareness, and Policy team produced a variety of evergreen products to help educate House network users about information security, House policies, and procedures for addressing cybersecurity threats. Most notably, the team developed animated resources to help the House workforce better understand cyber policies and how those procedures help protect their data and the House at large. The Communications, Awareness, and Policy team is currently finalizing its first continuous learning animation, which covers protection of sensitive information at the House. In the coming months, the animation will be released and the production of a second animation on password protection will begin.

Cybersecurity Information Series and Publication

The Office of Cybersecurity collaborated with the Congressional Staff Academy to create the "Cybersecurity at the House" monthly information series. The new series covers specific cybersecurity topics, such as remote workspace security, phishing, and ransomware threats.

Each informational session supports Cybersecurity's mission to educate House network users about cybersecurity realities and threats, while emphasizing their shared responsibility in protecting the House and their data.

Cloud Security Training Module

The Communications, Awareness, and Policy team continued its work with the Cloud Team to develop a Cloud Security Training Module to complement the House's Cybersecurity Awareness Training and encourage awareness and adoption of cybersecurity best practices. The team also published an updated version of HISPOL 17 - Protecting House Data in Cloud and Non-House Technology Solutions, as well as consolidated HISPOLs 11 and 5 into one telework policy to centralize protocols on remote access and telework.

Special Events

The Cyber Exercise Team prepared the Legislative Branch's "Joint Task Force" to participate in the Department of Defense's Cyber Flag 21-2 exercise in June. The team coordinated across stakeholders from other Legislative Branch agencies and "5P" foreign parliamentarian partners to designate roles and responsibilities. Cyber Flag includes multiple tabletop exercises to help participants validate organizational incident response plans and procedures.

Cybersecurity Awareness and Systems Administrator Training

The Communications, Awareness, and Policy team successfully released HTML5 versions of both the 2021 Cybersecurity Awareness Training and the 2021 Systems Administrator Training, hosted on the Congressional Staff Academy website. To date, approximately 76 percent of House staff have completed their 2021 Cybersecurity Awareness Training.

Solutions Support and Continuity of Operations

In early 2021, the Business Continuity and Disaster Recovery team transitioned from Human Information Resources to fall under the oversight of the newly formed Office of Solutions Support and Continuity of Operations. Between January and June 2021, the team monitored and responded to natural disasters affecting district office operations, including two tropical storms, severe storms in the South, and wildfires in western states. In coordination with other CAO and House organizations, Business Continuity and Disaster Recovery conducted outreach and deployed contingency technical resources to impacted offices.

Business Continuity and Disaster Recovery also led the development of CAO operation plans and the coordination of efforts with House partners to synchronize CAO and House preparedness activities for Presidential Inaugurations and Presidential Addresses to Joint Sessions of Congress. Business Continuity and Disaster Recovery monitored the events from the Capitol campus and remote locations, provided situational awareness reports to CAO leadership, and facilitated any CAO response activities as directed by CAO leadership.

In late 2020, Business Continuity and Disaster Recovery initiated its Business Process Analysis and Business Impact Analysis Project, which reviews all CAO functions for continuity capabilities, requirements, and other functional interdependencies. The team has since completed 20 kickoff and summary presentations, 39 data gathering meetings, and 35 data validation meetings across CAO organizations.

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 wipes, destroys, and recycles discarded House assets through its degaussing and shredding program.

Between January and June 2021, the Office of Logistics and Support continued to meet and often exceed customer service expectations while more than 50 percent of its workforce simultaneously leveraged telework capabilities due to the COVID-19 pandemic.

The Office of Logistics and Support underwent a significant organizational restructure to maximize its existing talent and to open opportunities for continued upward mobility for its workforce. This effort included the establishment of two new directorates: Operations and Quality Assurance and the Furniture Program. The former will provide operational, project, process improvement, and quality assurance support and resource management assistance for all directorates. The Operations and Quality Assurance team will lead special projects and efforts related to technology improvements as well as budget processes and administrative functions, while also overseeing financial data analysis, complex business processes, system functionality, policies, regulations, and laws related to all Logistics and Support activities.

The Furniture Program will primarily focus on managing, inventorying, and restoring historic furniture located throughout the Capitol Hill campus and providing new furniture offerings for Member offices.

ASSET MANAGEMENT

In addition to ensuring the accountability of all House equipment assets through its regular inventory assessment program, Asset Management continued its efforts to protect the House infrastructure. To safeguard House data, Asset Management secured onsite equipment to effectively wipe, destroy, and recycle discarded House assets through its degaussing and shredding program. To date, a total of 4,037 House-issued hard drives have been securely disposed of and shredded, saving the House $13,061 in external, offsite recycling costs. Asset Management also continued to provide a steady supply of personal protective equipment during the pandemic to enable safe working conditions in Member offices in Washington, D.C. and district offices.

In October 2020, Asset Management developed and launched the House TV Program in support of Member office moves during the Congressional Transition period. The program centralizes both the purchasing and installation of new TVs across the House campus. These upgraded TVs are in accordance with House equipment standards and can withstand challenging relocation and installation conditions involved in office moves. During the first phase of this program, a total of 76 Member office suites were upgraded with TVs from Asset Management. Over the course of the next several years, the House TV Program is expected to save the House approximately $1.3 million.

Under the Equipment Modernization Program, Asset Management has been able to successfully provide Member, Committee, and Leadership offices with a steady and large inventory of computers, monitors, and laptops to select from when standing up their offices. New equipment offerings are continuously being evaluated to ensure House technical standards are met and CAO internal workflow processes and procedures are streamlined. Since equipment is provided by the House and purchases can be made directly through the Office Supply Store Equipment website, this program has enabled offices to buy in bulk, getting what they need, when they need it. As of June 2021, the Office Supply Store Equipment website has generated over $1.5 million in sales. Asset Management continues to improve on its strategic initiatives by utilizing metrics and data analytics to inform strategic decisions, enhance process efficiency, and help balance the increased workload and responsibilities for ordering, delivering, tagging, and properly inventorying equipment.

January - June 2021

533
Laptops and tablets purchased and tagged

260
Boxes of PPE provided to district offices

284
Equipment removals

4,037
Hard drives shredded

3,960
Equipment items disposed by GSA

76
Member office suites upgraded with TVs

259
Congressional Artwork submissions returned to district offices

$1.5M
Sales generated through the Office Supply Store Equipment website

FURNISHINGS

The Furnishings team resumed its socially distanced work in support of major House events and projects. In January and April 2021, the Furnishings team provided support for two presidential events: the Presidential Inauguration and President Biden's Address to a Joint Session of Congress. The Drapery team and Carpet shop installed bunting and carpet for the Inauguration platform, and pipe and drape for the Capitol during the Address to a Joint Session of Congress. Ceremonial Speaker Chairs were also prepared for the latter event and the dais and benches on the House Floor received touch-ups.

The Furnishings team also played an instrumental role in the successful setup of additional events, including the electoral vote count, the Lying in Honor ceremony for U.S. Capitol Police Officer Brian Sicknick, and the

Senate impeachment trial. The Framing shop prepared 20 official tally sheets for counting the electoral votes for President and Vice President, and the Drapery shop installed and dressed the Rotunda passageways for the Lying in Honor ceremony, as well as upholstering the ceremonial box containing the remains of fallen Officer Sicknick. For the Senate impeachment trial, the Cabinet and Drapery shops delivered two drapery-clad boxes to mount TVs for the oral arguments.

Last year, the Furnishings team collaborated with the Architect of the Capitol to execute designs for major renovations of the Committee on Foreign Affairs hearing room. The Furnishings team turned its attention towards finishing its renovation work, including the completion of the Committee's new two-seat dais. Furnishings also successfully completed its renovation work for the second phase of the Cannon Renewal Project, and most notably, the Cannon Caucus Room. Smaller renovation projects also included replacing carpet in the Longworth Cafeteria.

Furnishings continued to roll out new operational enhancements and incorporate various new tools, technologies, and resources to enhance and deliver exceptional products and services. The Engraving and Locksmith room was outfitted to accommodate the upcoming installation of a new laser engraving machine to improve turnaround times for enhanced customer service. Furnishings secured a $3,000 credit to replace the shop's 10-year-old mat cutter model with cutting edge technology. The Framing shop can now cut mats faster and with cleaner precision, while simultaneously reducing the amount of scrap material for recycling. New LED lights were installed in the Cabinet shop to reduce energy consumption and the Furnishing shops updated their fire prevention safety procedures and workplace hazard assessments. The Furnishings team is also evaluating a new 10-year carpet contract to enable cost and quality stability over the next decade.

LOGISTICS

At the start of the 117th Congressional Transition, the Logistics team analyzed the optimization of its facilities and re-organized its internal furniture storage locations to easily access popular furniture items in storage. This effort utilized a new barcode system to easily track and identify inventory and freed up additional space on the House campus for use in other Logistics-supported projects. The Logistics team will continue to strategize new ways to reduce the House's offsite storage footprint to reduce costs and improve operational efficiency.

In addition to reducing the House's storage footprint, the Logistics team also supported efforts to reduce the House's environmental footprint. In 2020, Logistics partnered with an outside vendor to assist with House furniture refurbishment. The program continues to demonstrate a positive effect on the efficiency of operations. Logistics reused an additional 1,031 items of furniture during the first six months of 2021, reducing the need to purchase new furniture for the House and enabling Logistics to save the House over $448,224 while still providing sustainable, quality products to Member offices.

January – June 2021

$448,224

Refurbishment program savings

3,082

Work orders completed

1,031

Furniture items refurbished

After the commencement of the first phase of the 117th Congressional Transition, Logistics played an instrumental role in facilitating office moves and providing support for House needs related to Capitol security and safety during the pandemic. Logistics created a scheduling system to facilitate up to three office moves per week with work scheduled to accommodate painting requests, modular furniture reconfigurations, furniture deliveries and pickups, and more, while practicing social distancing. Approximately 3,082 requests for work orders were submitted, with 5,190 associated tasks completed by the Logistics team.

The Logistics team also provided support for Business Continuity and Disaster Recovery exercises in addition to efforts to safely transform meeting and events spaces during the pandemic in accordance with recommendations from the Office of Attending Physician. After the January 6 attack on the Capitol, the Logistics team also supplied furniture to outfit training exercise spaces for and to temporarily house National Guard troops.

OFFICE DESIGN AND MOVE SERVICES

The Office Design and Move Services team provides House offices with interior design and reconfiguration services, as well as historical furniture consultations. The team also assists with Congressional Transition moves, new office setups, office restorations, and specialized systems furnishings. Between January and June 2021, Design and Move Services has completed a total of 345 projects, consisting of interior design consultations, office renovations, reconfigurations, move services, and installation services.

For staff returning to work during the COVID-19 pandemic, Office Design and Move Services continued its vital work to conduct office safety workspace consultations in concert with CAO Safety. The team conducted 38 workspace safety consultations between January and June, providing guidance based on recommendations from the Office of Attending Physician on social distancing, safety measures such as signage and protective equipment, and more.

Office Design and Move Services also completed 119 modular office furniture renovations for the 117th Congressional Transition. The team produced various sample Member office design layouts for all House office buildings, as well as designs for support staff workspaces and event and meeting spaces. During phase two of Transition, 163 Member offices requested design and renovation support. However, due to restrictions imposed by the pandemic, 27 offices narrowed the scope of their renovation projects or delayed renovation altogether. To date, 59 requests have been completely fulfilled, with remaining renovations scheduled in the months ahead.

Office Design and Move Services also continued its work related to phase three of the Cannon Renewal Project. A risk management assessment is currently in progress as the team undergoes efforts to clear out approximately 231 workspaces slated for renovation. Once the assessment's findings have been reviewed, Office Design and Move Services will map out the management of allocated funds and the logistical and technical planning involved in completing phase three.

Finance

The CAO's Office of Finance provides accounting, budget, and payroll and benefits services to the House community.

ACCOUNTING

Between January and June 2021, Accounting processed 53,099 payments to vendors via electronic funds transfer, which represented 82 percent of the transaction volume, and 93 percent of the dollar amount of payments made to vendors during this period. Disbursing funds electronically instead of by check continues to be the best way to pay both vendors and employees as funds are deposited directly to bank accounts within two business days, thereby eliminating the risk of late, lost, or stolen checks.

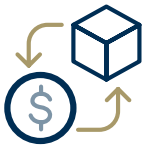
Accounting added 4,572 new vendors and updated information on another 5,752 existing vendors, including 822 actions on lease vendors for the 117th Congressional Transition. By adding vendors within the target metric of less than two days, payments were processed more efficiently in accordance with established metrics. Modifying vendor records in a timely fashion also enabled Accounting to maintain the most current contact and banking information, thus reducing the risk of incorrect payments.

Accounting also issued approximately 985 copies of 1099 tax form before the January 31 deadline, in accordance with IRS regulations.

January – June 2021

53,099

Payments to vendors processed via electronic funds transfer



January – June 2021

4,572

Vendors cataloged

BUDGET, PLANNING, AND ANALYSIS

The Office of Budget, Planning, and Analysis manages budget formulation and execution activities for the entire House community. In early 2021, the office successfully submitted the House's $1.7 billon FY2022 Budget Request; enhanced the process, guidance, and office involvement in zero-based budgeting; and compiled, printed, and provided the FY2022 House Budget Justification to the Subcommittee on Legislative Branch Appropriations. The Office of Budget, Planning, and Analysis also submitted to the Office of Management and Budget's MAX system the FY2020, FY2021, and FY2022 budget data and appropriation language to be included with the FY2022 President's Budget and facilitated its documentation and preparation for the Subcommittee hearing.

The Office of Budget, Planning, and Analysis loaded the LY2021 Members' authorized budgets, thus enabling Member offices to maximize resources available to execute their Constitutional duties. The office also loaded the LY2021 Committee, Leadership, and Member Intern Allowance-authorized budgets, enabling the continuity of their operational requirements. The Office of Budget, Planning, and Analysis successfully monitored monthly projection updates for all House accounts and reported on execution of those projections to CAO leadership and House stakeholders.

In early June, the team kicked off the FY2023 CAO budget formulation and coordinated with CAO and House Leadership to facilitate proper allocation of funding for the CARES Act for various accounts.

The Office of Budget, Planning, and Analysis continued to provide budget planning, analysis, execution, and formulation support to the House Members, Committees, Leadership, Officers, and offices. In the first six months of 2021, the office completed 132 unique budget journals, completed 80 budget overrides, surplused canceled funds back to the U.S. Department of Treasury, and actively participated in a project prioritization initiative which will be used to establish a structured decision-making process to ensure new projects support the CAO's strategic direction.

January – June 2021

132

Unique budget journals completed

FINANCIAL COUNSELING

Between January and June, Financial Counseling continued processing vouchers in less than three days on average. During this period, Financial Counseling processed 60,882 vouchers, representing more than 169,000 transactions.

In the spring, Financial Counseling worked alongside Enterprise Applications to prepare and implement a major update to the Budget and Planning Tool, allowing for an enhanced user experience. Additional changes involved including advanced functionality to improve an office's ability to budget and forecast spending, as well as easily prepare Personnel Action Forms for submission.

Monthly webinar labs continued to provide House offices with assistance in navigating the Financial Systems Portal, including the updated Budget and Planning Tool, Statement of Disbursement training, and the procedures involved to simplify reimbursement processing for Financial Administrators.

At the start of the 117th Congressional Transition, the Office of Financial Counseling teamed up with Member Services to promote increased participation in the House Finance Card Program. As a result of strategic communications and consultations, over 80 percent of new Members participated in the program.

The Office of Financial Counseling also coordinated with Administrative Counsel in setting up and managing the monthly payments for over 861 Member district office leases, automobile leases, and other leases. To date, 828 leases were finalized for Member district offices.

January - June 2021

60,882

Vouchers processed representing more than 169,000 transactions

January - June 2021

<3

Average number of days for voucher processing

PAYROLL AND BENEFITS

Ensuring proper stewardship of resources and facilitating efficient use of the Members' Representational Allowance (MRA) is a top priority of the Office of Payroll and Benefits. The Office of Payroll and Benefits works closely with the Office of Financial Counseling in the beginning of August each year to identify Member offices that are in danger of potentially overspending their legislative year budgets. Once identified, the Office of Finance proactively engages those offices to notify them of potential overspending and provide solutions to ensure they successfully manage their financial stewardship. In closing out LY2020 budgets, the Payroll and Benefits team ensured that not one single Member office overspent their allocated MRA.

CAO Transition Aide Program and New Member Orientation

The Office of Payroll and Benefits worked closely with CAO Human Resources on the new Member-elect CAO Transition Aide Program in January to provide each Member-elect with a CAO-paid staffer to assist with logistics and operations in preparation of 117th Congress. The Office of Payroll and Benefits on-boarded 50 CAO Transition Aides for the 61 new Members-elect who agreed to participate in the program. During New Member Orientation, the Office of Finance hosted two House Financial Curriculum trainings for CAO Transition Aides and Designated Aides. This training ensured aides could assist the prospective Members-elect staff in completing their appointment packages for submission to the Office of Payroll and Benefits at the start of the 117th Congressional session.

These efforts proved to be extremely beneficial as the Office of Payroll and Benefits received 630 new Member-elect appointment packages by December 30, 2020, and 850 appointment packages by February 1, 2021. All appointments were populated into the Identity HUB prior to January 3, enabling the Sergeant at Arms' House ID office and offices within the CAO to provide timely services on the first day of the 117th Congress.

January - June 2021

50

CAO Transition Aides onboarded

39,369

Payroll and Benefits transactions processed

65,557

Payroll disbursements processed

My PayLinks for Members

In collaboration with the Enterprise Applications team, the Office of Payroll and Benefits and Members Services launched My PayLinks for Members in January 2021. The new platform enables Members to quickly and easily access electronic earning statements, review accuracy of deductions and withholdings, report issues, and access W-2 and 1095-C tax statements.

Cost of Living Adjustment

The Cost-of-Living Adjustment (COLA) was approved to start effective January 1, 2021, for all Officer staff. The Office of Payroll and Benefits processed the 2021 COLA and distributed paychecks to qualified staff in the January 2021 regular monthly payroll.

Tax Statement

All 2020 W-2 tax statements were mailed to the home addresses of Members and House staff by January 29, 2021, and loaded into the My PayLinks platform in order for House staff to print if desired prior to receiving a hard copy in the mail. This year marked the first time Members could access these digital statements through My PayLinks for Members.

1095-C forms were also printed and mailed to House staff on January 29 and loaded into My PayLinks on the same day, ensuring staff could access them at any time.

House Student Loan Repayment Program

The CARES Act had implications for the U.S. House of Representatives' Student Loan Repayment Program. As a result of a change in the Internal Revenue Code, any Student Loan Repayment Program payments made by the U.S. House of Representatives on an employee's behalf to a lender between April 1 and December 31, 2020, were non-taxable up to $5,250. This change was extended until December 31, 2025, by the Consolidated Appropriations Act of 2021 (P.L. 116-260).

The CARES Act directed federal student loan providers not to charge interest or require payments through September 30, 2020, and this change was extended to September 30, 2021. As a result, loan providers automatically changed the status of their borrower's federal loans from active repayment to administrative forbearance.

In February 2021, new regulations were issued for House's Student Loan Repayment Program, increasing the lifetime limit from $60,000 to $80,000. The Office of Payroll and Benefits implemented and communicated these changes to all employing authorities and former participants that hit the previous lifetime limit of $60,000. More than 50 percent of the 191 active staff that reached the former limit of $60,000 re-enrolled within two months of the changes being communicated.

2021 Student Loan Budget increases were approved by the Committee on House Administration on May 18 and communicated out to all offices immediately, so the increases could be applied to the June student loan cycle.

House Paid Internship Program

In the first half of 2021, approximately 2,213 House paid interns have been appointed and participated in the House Paid Internship Program, with over 84 percent of Member offices and over 85 percent of Leadership offices participating in the program. Approximately 805 House paid intern appointments were processed in the June 2021 monthly payroll period.

FINANCE QUALITY ASSURANCE

During the first half of 2021, the Office of Finance Quality Assurance made tremendous progress in maturing the business unit's comprehensive quality management system. This system supports continuous improvement of processes performed in delivering financial services to Members and the larger House community, in accordance with the CAO quality policy and strategic goals. Quality assurance services include weekly quality assurance reviews of representative samples of paid eVouchers. Monthly presentations on the overall performance of eVoucher processing are also delivered to the Office of Financial Counseling and CAO leadership.

Finance Quality Assurance also now conducts reviews of other key business unit processes and work products. The team actively develops, collects, analyzes, and reports business unit performance, compliance, and quality metrics. Finance Quality Assurance manages business unit knowledge assets and repositories and delivers annual quality training to Finance staff. They conduct monthly reviews and quarterly management reviews with CAO leadership to evaluate the health of the quality management system and discuss process improvement at both levels. Finance Quality Assurance now also tracks corrective action and process improvement items generated from these reviews with the goal of facilitating expeditious action.

Finance Quality Assurance continues to support development of CAO-wide quality capabilities that benefit service delivery across all business units. To maximize the quality management system while much of the workforce is in a teleworking posture, the Office of Finance Quality Assurance established a centralized site for internal and external collaboration and storage documentation. A centralized backlog of corrective action and process improvement items was also created and reviewed weekly to facilitate work planning and closure of corrective actions and process improvements.

Customer Experience Center

The Customer Experience Center connects the CAO's technical, administrative, and operational experts with their House customers in order to simplify access to CAO services and improve customer experience.

CAPITOL SERVICE CENTER

The Capitol Service Center provided vital support throughout the first six months of 2021, particularly during and immediately after the January 6 attack on the Capitol. Capitol Service Center staff rendered first aid to injured U.S. Capitol Police officers as they defended the Lower West Terrace door of the Capitol and coordinated with Capitol office suites affected by the attack to replace and repair damaged furniture. The Capitol Service Center supported the National Guard's continued presence on the Capitol complex by coordinating appropriate equipment and furniture setup and phone support.

January – June 2021

248
Requests completed

150
Event-related requests

69
Requests for Leadership and Committee office renovation support

Capitol Service Center staff also maximized its daily physical presence when the House was in session to facilitate Capitol and Committee office moves and renovations, and again for high-profile event support for the Presidential Inauguration, the Lying in Honor ceremonies for fallen U.S. Capitol Police Officers, Joint Sessions of Congress, and visits by heads of state.

CONGRESSIONAL STAFF ACADEMY

2021 marks the third year since the launch of the Congressional Staff Academy. During the first half of 2021, the Congressional Staff Academy expanded its initiatives and operations to meet the changing learning and professional development needs of House staff. To that end, and in light of the Select Committee on Modernization's directive to improve learning opportunities, the Staff Academy developed the new CAO Coach Program aimed at providing the intimate, tactical advice Congressional staff need to successfully navigate their jobs and the complexities of the House infrastructure.

In addition to the Staff Academy's work to bolster staff training opportunities and the transformational work of the CAO Coach Program, the Staff Academy also provisioned its classrooms as break areas for the National Guard during its deployment to the Capitol and then worked to return the rooms to normal operations for resumed training during the second half of 2021.

The Congressional Staff Academy continued to expand its efforts to meet the evolving needs of House staff through the improvement of accessible technology, the addition of relevant courses, and the continued execution of an adjunct faculty program that enables House staff to access learning content on demand or learn directly from subject matter experts from House offices in real-time. The Staff Academy also enhanced its methodology and resources for gathering analytics on course registration and attendance, as well as popular courses, and implemented several updates to streamline website user navigation and enhance staff learning experiences.

The CAO Coach Program will be staffed by four experienced House staffers – two District Directors and two Chiefs of Staff.

CAO Coach Program

In June, four experienced House staffers – two District Directors and two Chiefs of Staff - were hired to the CAO Coach Program. This program, which will formally launch in July 2021, will provide best practice guides, tip sheets, office management templates, relatable guidance, panel discussions, events, and one-on-one coaching sessions. Additionally, the CAO Coaches will advise on the operations and development of other Staff Academy courses to ensure the content and training methods used in Staff Academy courses are relevant, accessible, and effective.

Professional Development and Training Standardization

The Congressional Staff Academy continues to provide professional development for staff in Member, Committee, and Leadership offices. The Staff Academy continued its work to implement professional training and development in order to improve the standardization of training for House-specific job roles and aid in talent retention by providing training for career advancement within the House.

In 2020, the Staff Academy developed and began piloting a new model for delivering training by leveraging subject matter experts within the House community to serve as "faculty." This effort continued through 2021 and now the Staff Academy uses 22 staff from Member offices who serve as adjunct faculty.

Professional development has always been at the forefront of the Staff Academy's mission. All Staff Academy courses were and continue to be developed using survey data, customer feedback, and Chief of Staff and Director input. Courses are designed to improve leadership and management skills, identify best practices for building the skillset of each individual staffer, and provide valuable tools for new managers. As of June 2021, there have been a total of 430 staff that have attended livestreamed courses offered for leadership and management development.

The Staff Academy continued its Leadership Series by offering a total of eight sessions during the first half of 2021. Each session is supplemented with an additional learning opportunity to enhance utilization of new skills or resources. This additional education session, called the Leadership Power Hour, enables staff to dive deeper into the tools from the previous

session and build upon those skills with their team and in their individual workplace. More than 300 staffers attended the first five sessions.

The Staff Academy also continued to offer its Management Series, composed of six sessions and taught by CAO staff, to empower House staff currently in management-level positions and those aspiring to take on managerial responsibilities or improve managerial skills. The 2021 Leadership Series and Management Series will be made available to all staff as on-demand resources.

Educational Partnerships

The Staff Academy continues to expand its partnerships to coordinate and host a multitude of learning partners from other support offices, including the U.S. Government Accountability Office and the Office of Attending Physician. An ongoing series provided by the Congressional Staff Academy specifically for Caseworkers proved to be the most popular offering with House staff.

LinkedIn Learning

The Staff Academy continued leveraging its enterprise subscription for all House staff to the online learning platform, LinkedIn Learning. The Leadership and Management series were supplemented with LinkedIn Learning courses, along with all courses taught by adjunct faculty. Monthly live tutorial sessions were added to provide staff with an overview of the platform's resources and learning opportunities as well as assist them in navigating tools and features.

The Staff Academy collaborated with Communications and Marketing to highlight and promote curated education collections to help House staff adjust to telework. As a result of these marketing efforts, LinkedIn Learning account activations increased by over 30 percent.

Additional education collections for Diversity, Equity, and Inclusion were also created, along with tailored content for groups across the House. The Staff Academy continues to expand its initiatives on tailoring content offered to staff to increase awareness of and engagement with the learning platform.

The Congressional Staff Academy offers both virtual and in-person courses for all House staff.

Curriculum Development and Expanded Learning Opportunities

Throughout the first half of 2021, the Staff Academy continued to expand its reach and support to district offices through the continuation of the Agency Information Session for Caseworkers. This series includes three of the top five best-attended sessions in the history of the Staff Academy's offerings. Agencies presenting during the first half of 2021 included the Small Business Administration, Veterans Affairs, the Internal Revenue Service, the Office of Disability Employment Policy, the Social Security Administration, the Center for Medicare and Medicaid Services, and Washington Passport and Special Issuance Agencies.

Three new instructor-led courses were also introduced in early 2021: Mail Program Best Practices (in collaboration with the Modernization Staff Association), Legislative Counsel 201: Working with Legislative Text, and Systems Admin 201: Net IQ DRA.

Determinations for course development for the 117th Congress have been driven largely by the All-House Training Needs Assessment concluded in January 2021. Courses currently under development and slated to be released in the second half of the year include the following topics: Legislative Assistant Best Practices, Social Media Strategies for Member Offices, Writing Workshops featuring Memo Writing, Speech, and Talking Points, Self-Advocacy in the Workplace, Managing Interns, and Cultivating Inter-Office Relationships Between D.C. and the District.

January – June 2021

33,210 Staff Academy website users

1M+ Staff Academy website views

22 Adjunct faculty members certified

300 Leadership and Management series attendees

396 Instructor-led trainings offered

CUSTOMER ADVOCATES

Throughout the first six months of 2021, the Customer Advocates provided vital administrative, technical, and operational support to Member offices, logging 3,741 customer interactions and hosting a total of 529 meetings.

Office Outreach: CAO Services Meetings

Customer Advocates continued to engage their offices, conducting meetings to provide an overview of CAO services and resources, and gathering invaluable customer feedback. Meetings with House staff in both D.C. and district offices were conducted primarily through virtual platforms from February through April 2021. As many House offices transition out of telework in the coming months, the Customer Advocates will continue to explore additional opportunities to provide support for House staff on campus and in districts across the nation, including virtual district office conferencing programs.

117th Congressional Transition Support

Since January, the Customer Advocates have worked in collaboration with the Office of the Clerk to provide orientation and onboarding support for new Members of Congress after three special elections. The Advocates also ensured a cohesive transition for departing and incoming staff. The Advocates conduct new Member briefings for Members-elect and their designated staff in conjunction with the Office of the Clerk, the House Sergeant at Arms, and the Committee on House Administration. These briefings focus on helping new Member offices identify and execute critical priorities to successfully stand up a Congressional office, including setting up payroll and benefits, reviewing and managing inherited inventory,

drafting district office leases, and procuring vital operational equipment. After swearing-in, the Advocate becomes the primary CAO point of contact and offers support for initial setup of the Members' D.C. and district offices.

Committee and Leadership Outreach

In February 2021, the Customer Advocate program extended its outreach to include support for Committee and Leadership offices. A designated Customer Advocate was assigned to assist with a variety of technical, administrative, and event-related services. This new Committee-assigned Advocate conducted 71 introductory meetings with Committee and Leadership offices. Support was provided for 805 Committee and commission events, including the Democratic District Director Conference hosted by the Speaker and Assistant Speaker, and the standing up of the new Select Committee on Economic Disparity and Fairness in Growth. Of those events, 560 were conducted remotely, with 242 conducted with a hybrid approach with in-person and virtual support.

January – June 2021

805
Events supported

560
Events supported virtually

242
Events supported with a hybrid approach

604
Hearings requiring support

Business Development Program

As part of a coordinated effort with the Business Transformation Office, the Business Development Program pilot was designed and launched in February 2021 to test the Customer Experience Center's ability to support service owners within the CAO and increase customer engagement. Three services were identified to be included in this pilot: LinkedIn Learning (provided by the Congressional Staff Academy), LifeCare (provided by the House Center for Well-Being), and Member portraits (provided by House Creative Services). Through the Customer Advocates' partnership with service providers and Communications and Marketing, the pilot program set out to increase usage of LinkedIn Learning and LifeCare services by at least 10 percent. LinkedIn Learning engagement increased by 24 percent, while engagement for LifeCare services increased by 15 percent. Freshmen Members also took advantage of the Member portrait promotion.

Quill

In collaboration with HIR and the Communications and Marketing team, the Customer Advocates encouraged Member and Committee offices to create and utilize an office account for Quill, the e-signature application for group letters. Coupled with other direct marketing efforts, the Advocates' continued outreach to new users focused on educating staff of the available tools and features and facilitated an increased level of comfort in navigating the Quill platform. Since its rollout in May, nearly 400 Member offices have signed up for Quill.

Office Supply Store

Customer Advocates collaborated with Asset Management and Communications and Marketing to create a user-friendly digital Office Supply Store form in order to streamline the process of purchasing and acquiring necessary office equipment. This form enables House staff to authorize office equipment purchases with just one single submission of their Member's signature. The Advocates conducted outreach to all returning Members to promote the new form and facilitate the authorization and completion of the new form.

CUSTOMER EXPERIENCE MANAGEMENT

The Customer Experience Management Program establishes and leads key efforts to expand and implement the customer experience vision of the CAO, create standards, and craft a roadmap for the governance and improvement of all CAO services.

Throughout the first half of 2021, the Customer Experience Management Program coordinated with CAO partners to maintain experience standards and ensure appropriate service content for online systems. These efforts included oversight of the MyServiceRequests platform, management of customer survey escalations for feedback related to CAO services supporting staff in D.C. and the districts, and the development of the Customer Experience Training project.

The Customer Experience Management Program continued its pilot phase for the "Customer Experience as a Service" concept to enforce standards and improve CAO online platforms, such as the new Office Supply Store Equipment website, the new Office Supply Store website, the new House Center for Well-Being website, and the forthcoming MyExpenses application. New standards for CAO domain names were created, presented, and approved by the CAO Governance Board.

New House Office Supply and Center for Well-Being websites.

The program also continued its business ownership and oversight of all new or modified House office-facing MyServiceRequests. All existing platform service requests were reviewed for suitability to participate in the Point of Service Survey Program. As a result, over 40 Member, Committee, and Leadership-facing services were activated for survey participation and all new service groups were trained in the process.

To manage the Customer Point of Service Survey Escalations Program, Customer Experience Management worked with service providers to analyze and address service delivery feedback, as well as collected and reported lessons learned for future service improvement initiatives.

Under the direction of the Customer Experience Center, a new customer experience training contract was acquired to develop curricula for Customer Experience Management staff. Working with an external training partner, curriculum was developed to include three new interactive Customer Experience Training

courses for CAO staff. These courses encourage CAO staff to learn more about House customer needs as well as understand how to implement modern customer experience standards tailored to the House environment. The curricula and supplementary training video scripts have been approved by CAO stakeholders and video production is currently underway.

January - June 2021

19,286

Customer feedback surveys deployed

3,337

Customer feedback surveys responses

CUSTOMER SERVICES

First Call

In order to adapt to changing operational realities within the CAO and across the House campus, First Call increased support for its in-person services and virtual call center between January and June 2021. The office extended its hours of operation, serving as a centralized resource for staff inquiries, COVID-19 office support, assistance with office moves, campus security measures, and more.

First Call also served as the offsite service provider and emergency coordinator for the Presidential Inauguration, the 117th Congressional Swearing-In ceremony, and the President's Address to a Joint Session of Congress. In support of 117th Congressional Transition office moves, First Call assisted Asset Management with the retrieval of departing Member and Transitional Aide equipment.

Alongside the Capitol Service Center, First Call staff provided help and shelter to Members of Congress and House staff escaping from the January 6 attack on the Capitol. In support of the National Guard operation, First Call swiftly transformed several special event room spaces into areas for resting and conducting counseling sessions for both National Guardsmen and House staff. This transformation involved a coordinated effort with Logistics and Support to secure rooms and provide adequate furniture as well as video and audio equipment. First Call also identified appropriate event rooms and provided socially distanced room set-up support for several Committee and Leadership events throughout the first six months of 2021.

First Call also continued its efforts alongside Logistics and Support to ensure district offices received office equipment and important information related to the acquisition of personal protective equipment. Part of this effort involved coordinating with Asset Management and the Office Supply Store to provide House offices with funding obligation support through the newly created Letter of Intent process in which staff can authorize future office equipment purchases on behalf of their Member. First Call successfully accepted and processed over 200 Letters of Intent.

Throughout the pandemic, First Call served as a critical resource to Members and staff by providing in-person notary and passport services. With the launch of last year's Notary Services MyServiceRequest, House staff have successfully been able to submit documents

electronically for printing and notarization. In March, First Call coordinated with the Communications and Marketing team to launch a passport services campaign to encourage new and returning Members to submit passport applications ahead of the busy season and market First Call assistance with facilitating tourist passports for Members, staff, and their immediate family members.

January - June 2021

11,184
Phone requests fielded

1,914
Email inquiries fielded

99
Notarial stamps provided

530
Passport applications processed

HOUSE CREATIVE SERVICES

Throughout the pandemic, House Creative Services remained open and available to the House community for printing, multimedia, and photography needs. After supporting the 117th Congressional Transition, House Creative Services provided photography support for additional high-profile events, including the 117th Congressional Swearing-In ceremony, the 2021 Inauguration, the electoral vote count, the House Impeachment Trial, Lying in Honor and Celebration of Life ceremonies, Congressional Moments of Silence for COVID-19 victims, and more. House Creative Services coordinated with House community partners to share and disseminate imagery captured from the events to Members of Congress, the Senate, the Architect of the Capitol, and the Supreme Court.

House Creative Services continued its work to expand its service offerings and enhance customer experience. In March, House Creative Services developed and executed a pilot program for a subscription-based service. The pilot, consisting of twelve Member offices, offered services free-of-charge in order to test the operational impact of an "all-inclusive" membership-style service structure. While the results of the program indicated that House Creative Services is currently unable to handle more than 25 subscribers at a time and would likely struggle to meet demands of non-subscribing Members, the pilot program did provide invaluable insight into the current communication trends and needs of Member offices. House Creatives Services will continue to explore the expansion of its capabilities to provide future support for such a program.

House Creative Services also launched an internal initiative in January to capture authentic B-roll footage and House-generated stock imagery of the Capitol Hill campus. By capturing photographs and video footage of Hill staff, as well as iconic places and landmarks across the House office buildings, House Creative Services will be able to produce official, yet relatable content that will reflect the unique environment of the House.

January - June 2021

754
Design materials for Transition activities

55
New Member Orienation videos produced

424
Photography appointments conducted

24,585
Photos, designs, and multimedia uploaded to the Media Browser

SERVICE CONTRACT MANAGEMENT

Food Service

House food service operations adapted to the protocols and guidance set forth by the Centers for Disease Control and the Office of Attending Physician as the country continued to grapple with the COVID-19 pandemic. House food service operations were increased to ensure all House staff and essential workers had continued access to food services throughout the pandemic in order to support the operations of Congress.

Following the January 6 attack on the Capitol, House food service operations coordinated to open eateries for Members of Congress, U.S. Capitol Police, and staff as the counting of electoral votes commenced through the evening. With the deployment of the National Guard to the U.S. Capitol the following day, House food service operations supported the entirety of the operation by providing coffee and donuts for the National Guard. Over 40,000 donuts and over 2,500 gallons of coffee were provided for the National Guard from January 7 through May 20. A pizza party was also organized for the National Guard and U.S. Capitol Police as a small token of appreciation from the House community. During that same period, hours of operations for all food service locations were extended and House convenience stores were converted into an around-the-clock operation.

House food service operations supported the National Guard's deployment to the Capitol campus, providing coffee and donuts for guardsmen.

40,000+
Donuts distributed to National Guardsmen
January - June 2021

2,500+
Gallons of coffee provided for National Guardsmen
January - June 2021

By the end of June, all food service units were re-opened. Service Contract Management continues to regularly assess and implement recommended guidelines to improve safety measures and overall customer experience until the pandemic has been completely contained.

Convenience Services

All House concessionaire and service contracts re-opened with limited or no restrictions in place by the end of June in order to provide seamless support of House operations during the COVID-19 pandemic. Each operation incorporated new sanitation and health procedures to ensure sustained business and safety for customers moving forward into the second half of 2021. Expanded services, including the House Staff Fitness Center's virtual platform, will also continue to accommodate House staff working remotely or in district offices. As of May, a total of 1,234 House staffers signed up for a House Staff Fitness Center membership.

Mailing Services

Mailing Services continued to provide support in-person and remotely, including mail list processing and postage accountability services to the House community. Offices that remained in a telework posture have continued access to mailboxes in the Longworth House Office Building, as well as an option to forward mail to staff home addresses.

In January, Mailing Services completed a vital upgrade to the District Mail Reporting software system, and in June, successfully implemented an upgrade to the Quarterly Mass Mail Reporting system. These upgrades enabled district offices to more accurately record postage costs and automate an otherwise manual accounting process.

By the end of June, Mailing Services processed more than 15 million records for the Committee on Small Business as part of their oversight involving the matching of paycheck protection program loans to Congressional districts. The House's Mailing Services vendor was awarded an extended two-year contract to resume processing and distributing official House mail.

January – June 2021

15M **Records processed for Small Business Committee for oversight of Small Business Administration loans**

1,113 **House Barbershop haircut appointments**

7,712 **Garments laundered by the House Dry Cleaner**

1,234 **House Staff Fitness Center memberships**

WORKPLACE RIGHTS AND RESPONSIBILITIES EDUCATION

The Workplace Rights and Responsibilities Education Program for 2021 officially launched on May 17. By the end of June, the program team trained approximately 5,310 House personnel (including Members, Officers, fellows, staff, paid and unpaid interns, regardless of tenure) via live virtual instructor-led webinars using the Zoom for Government platform.

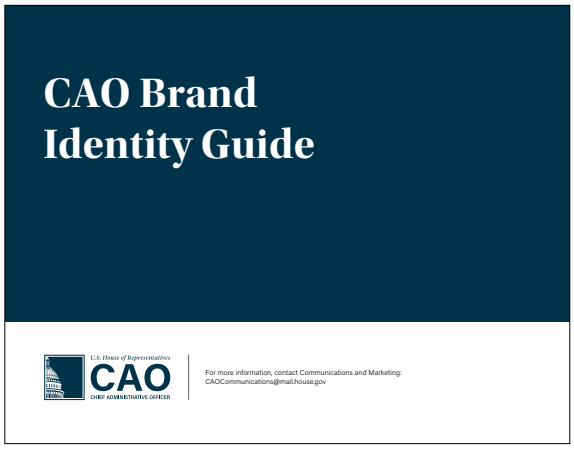
New intern guidelines were implemented at the request of the Committee on House Administration, which required interns and fellows to complete training within 30 days of their onboarding. To date, roughly 700 interns and fellows are currently in compliance with this requirement.

The Workplace Rights and Responsibilities Program continued to coordinate with the Congressional Staff Academy to adapt its programing in order to address new and changing legislation and adjust its workplace scenarios accordingly to best reflect the current realities of working in a Congressional office. Scenarios directly related to workplace safety during the COVID-19 pandemic were incorporated, as were additional tools to help conduct difficult conversations and address psychological safety, and new breakout sessions and interactive polls were added to help facilitate staff discussions. These virtual training sessions, accessible through the Congressional Staff Academy website, included separate modules for Members, new employees, and refresher curricula for supervisors and non-supervisors.

While the program's primary focus continues to be the rights and responsibilities of House personnel as related to harassment and discrimination in the workplace, it has also incorporated a seven-minute video educating staff about the valuable resources available to them: the Office of Employee Assistance, Office of Employee Advocacy, Office of Congressional Workplace Rights, Office of House Employment Counsel, CAO Office of Safety, Office of Attending Physician, and the newly established Office of Diversity and Inclusion.

Communications and Marketing

In January, Communications and Marketing transitioned from the Customer Experience Center to directly report to the CAO Immediate Office. Communications and Marketing serves as the hub of all service provider communications and marketing campaigns and provides consultation services to meet the communications needs of all CAO business units.



The CAO's Brand Identity Guide, developed by the Communications and Marketing team.

Branding and Marketing

The Communications and Marketing department continued to expand its capacity to more effectively market CAO services to Member, Committee, and Leadership offices. Communications and Marketing also continued its work with key, customer-facing business units to overhaul CAO-branded newsletters and direct emails, as well as implement new marketing strategies, including direct email campaigns, promotional and instructional videos, digital monitor signage, social media campaigns, infographics, newsletters, and more. Most notably, the team was an instrumental collaborative partner in promoting awareness of Office of Employee Assistance services after the January 6 attack on the Capitol, launching the new Quill platform and rebranded websites for the My PayLinks for Members platform, the House Center for Well-Being website, and Office Supply Store. The Communications and Marketing team also collaborated with HIR to create comprehensive emails lists of Congressional office roles to improve targeted outreach efforts and disseminate important information to appropriate staffer roles. The Communications and Marketing team has created a library containing all of the CAO's most up-to-date marketing and branded materials to improve the standardization of branding across all CAO services and easily connect CAO departments to the resources they need to supplement their services.

The HouseNet homepage.

HouseNet

During the first half of 2021, the HouseNet team continued to build upon previous efforts to improve HouseNet content accuracy, ease of use, and comprehensiveness. Between January and July, there were over 1.1 million page views on HouseNet. Approximately 90.58 percent of those views were from returning users, indicating that HouseNet continues to be a reliable source of information for the House community.

The HouseNet team managed 487 requests for HouseNet updates during this time period. In order to support the 117th Congressional Transition, the HouseNet team also manually updated over 500 Support Counselor assignments to new offices.

HouseNet users have the ability to provide real-time feedback and directly report if HouseNet content is inaccurate, confusing, or incomplete. From January to July, the Communications and Marketing team made 94 updates, changes, or corrections to HouseNet content based on direct user feedback from this reporting tool.

January - June 2021

1.1M
HouseNet page views

487
HouseNet content requests completed

500+
Support Counselor assignment updates added for Transition

94
Updates made based on user feedback

House Recording Studio

As a result of the restrictions imposed by the COVID-19 pandemic, the House Recording Studio ensured and facilitated the continuity of House operations by providing quick solutions to meet legislative needs with audio and video support for virtual and hybrid Committee hearings and business meetings. The Recording Studio also conducted multiple in-studio recordings for Members and assisted with audio-visual setups for special events across the House campus. Most notably, the House Recording Studio provided uninterrupted support for the successful broadcasting of the Electoral College proceedings in its entirety amidst the January 6 attack on the Capitol. Shortly thereafter, on February 3 and April 13, the Recording Studio both broadcasted and webcasted the Lying in Honor of U.S. Capitol Police Officers Brian Sicknick and William Evans. On April 28, the Recording Studio captured President Joe Biden's first address to a Joint Session of Congress.

Throughout the first six months of 2021, the Recording Studio proceeded with upgrading its audio and video systems to incorporate remote participation capabilities. Nineteen Committee hearing rooms were configured with new equipment, including encoders, laptops, and additional broadcasting tools. Member offices were provided with the necessary tools, resources, and training to facilitate individual Member and witness participation both on and off the House campus. The Recording Studio continued to evaluate the efficacy of several virtual conference software products while also facilitating numerous Committee hearing rehearsals and business meetings as required by new House rules. Most Committee Hearing rooms are now capable of allowing remote participation

Designs for the major renovation of three Committee hearing rooms – the Committee on Oversight and Reform, the Committee on Foreign Affairs, and the Committee on House Rules – are also currently in progress. The Committee on Rules hearing room was recently upgraded with high-definition cameras to conduct hybrid hearings, and the construction and installation of audio and video equipment in the Cannon Caucus Room is expected to be completed later this summer. The room will have a dais, multiple cameras, and a large video projector to serve as a dual space for meetings and receptions, while also being fully capable of hosting Committee hearings and other events as needed.

Recording Studio Engineers also installed a new control room in the Capitol Visitor Center facility in May to support affiliated events. Upgrades were made to both engineering and control room monitors in the Capitol Visitor Center and House Floor coverage facility with a complete overhaul of five camera operator stations, including monitors, multi-viewers, and video routers.

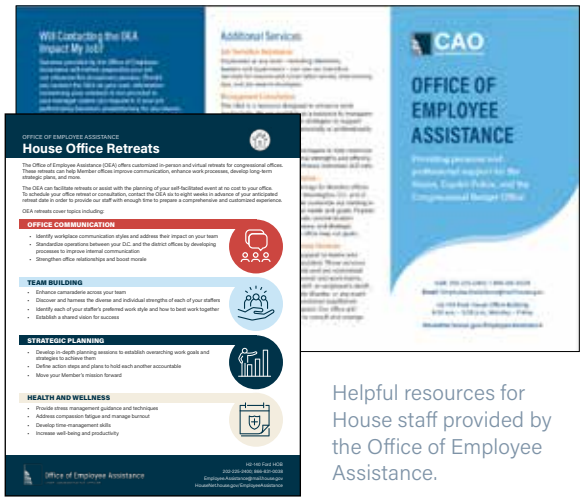
Human Resources

During the first six months of 2021, Human Resources continued providing strategic and operational services to implement the CAO's talent framework to recruit, develop, secure, and retain talent. These services focused on enhancing career development opportunities for CAO employees, responding to the January 6 attack on the Capitol, providing ongoing COVID-19 safety consultations for Members, Committees, and Leadership, and facilitating learning and development offerings for the House community. Human Resources also began laying the groundwork for the creation of a centralized Human Resources office for the entire House community.

OFFICE OF EMPLOYEE ASSISTANCE

With its diverse team of culturally competent, professionally trained clinicians, the Office of Employee Assistance worked steadfastly to meet the needs of all House employees by providing a wide range of services and resources to address personal, mental health related, and professional concerns.

The Office of Employee Assistance's leadership and support during the ongoing COVID-19 pandemic and the U.S. Capitol attacks on January 6 and April 2 proved invaluable to the House, Congressional Budget Office, and the U.S. Capitol Police communities. With a total of almost 7,500 interactions with employees, managers, and family members in the first half of 2021, the Office of Employee Assistance far surpassed its historic utilization rate across its range of support services as it helped address the traumatic stress employees faced related to those significant events.



Helpful resources for House staff provided by the Office of Employee Assistance.

The first six months of 2021 focused on critical incident stress response on a massive scale, involving an all-hands approach from Office of Employee Assistance staff, in addition to up to seven contracted counselors during peak demand. Employee Assistance launched a secure online video counseling option to offer employees across the U.S. and territories the ability to meet face-to-face virtually. This new service and a series of district-focused webinars were rigorously promoted to district offices across the country in the spring.

The Office of Employee Assistance also continued to provide its standard counseling sessions and consultations, trainings, and retreats upon request. The team also created extensive resources on trauma and resilience, self-care, healthy teleworking, and productive management of employees. Since the previous six-month period, new client consultations jumped from 269 up to 432, with total Employee Assistance consultations jumping from 527 to 668.

January – June 2021

40 **Trauma/critical incident briefings for House and USCP staff impacted by the Capitol attacks**

2,700 **Counseling sessions**

14 **Virtual Member office retreats**

54 **Facilitated virtual training sessions**

1,500 **Virtual training session attendees**

23 **Member or Committee staff workgroup virtual training sessions**

HOUSE CENTER FOR WELL-BEING

In March, the House Wellness Center officially changed its name to the House Center for Well-Being and opened the doors to its storefront location in the Longworth House Office Building. The highly visible and accessible location is a welcoming, quiet space that encourages House staff to re-energize while learning about how the Center can support their overall well-being.

The House Center for Well-Being's Longworth office.

During the extended telework posture due to the COVID-19 pandemic, the House Center for Well-Being offered 20 webinars with over 800 staff in attendance. A majority of these webinars were offered as part of the Center's annual Well-Being Fair in June, which provides House staff with the opportunity to explore all dimensions of their total well-being with special presentations from campus partners, vendors, and industry experts. This year, the Center for Well-Being added in-person events to its month-long awareness campaign, including a sustainable plant-based cooking demonstration and food sampling, an opportunity to de-stress with service dogs-in-training, and a free plant pick-up offered in collaboration with the U.S. Botanic Garden.

The House Center for Well-Being also encouraged staff to proactively enhance their overall well-being through its Wellness

Champions Program launched in February. The program consists of a network of health and wellness enthusiasts who volunteer as representatives from their office to help foster a culture of well-being by raising awareness of available well-being resources and services. To date, almost 110 House staff have volunteered as Wellness Champions.

January - June 2021

20
Well-Being webinars

800
Webinar attendees

110
Wellness Champions Registered

500
Step Challenge participants

120
Well Coach sessions

Additional efforts to foster a culture of well-being, office camaraderie, and employee productivity involved the facilitation of numerous well-being challenges for Member and House Officer offices. In May, the Center for Well-Being organized its first-ever House-wide well-being Step Challenge, attracting more than 500 staff in the month-long campaign. The House Center for Well-Being also conducted more than 120 Well Coaching sessions, providing personalized guidance to employees in their journey to improved health and well-being.

The House Center for Well-Being also created its first annual well-being calendar filled with important health reminders and resources, published two seasonal newsletters, and produced a variety of well-being infographics to educate the House community. 950 staff subscribed to the Center's multiple mobile wellness platforms, with their website generating over 9,000 visits.

CAO Safety

CAO Safety continued to provide COVID-19 consultations aligned with the latest guidance from the Office of Attending Physician and in partnership with Office Design and Move Services. During the first six months of 2021, 61 consultations were provided for district offices as well as Member and Committee offices in Washington, D.C. Since the program's inception in June 2020, approximately 234 consultations requests have been completed.

To ensure all current and new employees stayed informed about correct safety precautions, CAO Safety refreshed its online safety orientation presentation. CAO Safety also closed out all prior open inspection findings, including those from the 116th Congress, from the Office of Congressional Workplace Rights.

CAO Safety also coordinated with the Architect of the Capitol to conduct a training session on designing offices that comply with the Americans with Disability Act. This training included staff from the Architect of the Capitol, Sergeant at Arms, the CAO, and the Office of House Employment Counsel.

Personnel Security

Personnel Security is responsible for fingerprinting and adjudicating the results for staff and contractors for the CAO and shared employees who support Member offices. More than 760 individuals have been fingerprinted and results adjudicated since January 2021.

CAO Human Capitol Project's Career Compass

In March 2021, Human Resources launched the CAO Career Compass to facilitate employee engagement, growth, and professional development. The on-demand portal contains tools developed through the CAO Human Capital Project, including general, leadership, and technical competencies; a dynamic career path representing growth opportunities across positions; learning and development resources; the CAO Mentoring Program; and additional resources such as the Individual Development Roadmap, Employee and Manager Guides, and FAQs. In total, the Career Compass has over 300 dynamic and interactive career paths for all positions across the CAO organization. In the spring, the CAO Human Resources team held over 30 Career Compass orientation sessions, engaging with over 70 percent of CAO staff.

Human Resources' Career Compass.

Building on the Career Compass rollout and associated suite of tools, the CAO also developed a new cohort learning experience for its leaders rooted in the CAO leadership competencies called "Leading the Way: A Cohort-Based Learning Journey." Marketing for the new program began in June 2021 with its kickoff slated for September 2021, during which time, participants will engage each month in self-paced learning activities, a classroom session, and online discussion boards – each rooted in Human Resources' leadership competencies. The program will run until February 2022.

Human Resources Hub

In March 2021, CAO Human Resources also began working on the mandates outlined in H. Res. 756 Moving our Democracy and Congressional Operations Towards Modernization. Section I of the resolution requires the CAO to establish and operate a centralized human resource program to assist Member, Committee, and Leadership office staff. Human Resources has begun this important effort with its design and deployment of a central hub containing best practices to help Congressional offices recruit, develop, and retain staff.

Voluntary Separation Incentive Payment

In June, qualified CAO employees were offered a Voluntary Separation Incentive Payment as an additional benefit. The Voluntary Separation Incentive Payment program is an important tool designed through legislation to help organizations reshape their workforce. The CAO has utilized this flexibility three times in

the past four years to support the organization's comprehensive workforce optimization initiative, outlined as an objective under the Employee Goal in the CAO's strategic plan. Through the Voluntary Separation Incentive Payment program, eligible employees may apply to voluntarily retire or resign with an incentive payment, calculated using a formula established by law up to a maximum pre-tax amount of $25,000.

WOUNDED WARRIOR AND GOLD STAR FAMILY FELLOWSHIP PROGRAMS

The Wounded Warrior and Gold Star Fellowship Programs maintained steady operations throughout the COVID-19 pandemic.

From January to June, departures of Fellows slightly outpaced new hires by a count of 34 to 30. Approximately 40 percent of the departing Fellows distinguished themselves with their work to earn continued employment with the House of Representatives. As of June 30, there were 70 Fellows active in the program with 133 Members on a waiting list to host a Wounded Warrior Fellow.

The Gold Star Family Fellowship Program began operations with 40 one-year paid fellowships for Gold Star family members to serve Congress. The Program's first Fellow joined in January 2021. To date, there are seven active Fellows in the Program with 106 Members on a waiting list to host a Gold Star Fellow.

Travel restrictions associated with the COVID-19 pandemic affected the Program's ability to conduct a robust orientation program in Washington, D.C. The program adapted to the virtual environment and offered remote orientation sessions to Fellows in Member offices across the country and in our nation's territories. The program will once again host Fellows in Washington, D.C. for its orientation in the fall.

January – June 2021

40 **Percentage of Fellows offered permanent employment in a House office**

40 **Active Wounded Warrior Fellows**

7 **Gold Star Family Fellows**

CAO Diversity and Inclusion Program

In recognition of the importance of diversity within the CAO organization, the CAO Diversity and Inclusion Program Office was moved to the CAO's Immediate Office and will continue the crucial work of promoting diversity across the organization in collaboration and coordination with Human Resources and the House Office of Diversity and Inclusion. This work includes the implementation and continuation of three successful programs: the CAO Executive Potential Program, the Diversity Working Group, and the CAO Mentoring Program.

Executive Potential Program

The Executive Potential Program was created in 2021 to support the professional development of CAO leaders and future CAO leaders. Participants are provided with an opportunity to grow their leadership competencies through an executive-level project in which staff undergo a formal education program under a CAO business unit Chief. Intended as one-year annual program, participating CAO staff will become empowered leaders within their business unit and within the overall organization.

Diversity Working Group

The CAO Diversity and Inclusion Program's goal is to foster a spirit of inclusiveness where talents and differences of all employees are respected, valued, and honored for their personal and organizational success. This is exhibited through its work within the Diversity Working Group. Comprised of representatives from each CAO business unit, the working group conducts regular outreach with Member offices to acquire direct feedback from Members of Congress on key activities and special events focused on expanding awareness of diverse, national observances including: Black History Month, Women's History Month, Asian American Pacific Islander Heritage Month, LGBTQ+ Pride Month, National Disability Employment Awareness Month, and more. Additional observances include Public Service Recognition Week and celebratory events such as Veterans Day to recognize the contributions of CAO employees and those who served in the military.

Kickoff of the annual CAO Mentoring Program.

Mentoring Program

The annual, nine-month-long Mentoring Program provides internal training, coaching, and engaging professional developmental opportunities for CAO staff. Interested mentees are offered the opportunity to build a greater understanding of House functions and the CAO organization at large, foster lasting relationships, and identify practices that will better serve the House community. Over the last three years, this CAO-wide program has enrolled 165 employees from across all business units. The third cohort officially launched in April with eight mentees and seven mentors. This year's program will include guest speakers from the Clerk of the House, the Committee on House Administration, and most notably, the first-ever female Chief Administrative Officer.

Acquisitions

Acquisitions continued to conduct 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.

Contract Management

Over the past six months, the Acquisitions Contract Management team continued to process equipment purchases and secure contractor support services. The team processed 2,263 contracts and purchase orders valued at over $52 million. Approximately 277 awards over the small purchase threshold of $70,000 and totaling $42,300,842 were executed through the end of June. Contracts acquired to facilitate and improve House operations included COVID-19 testing and contact tracing; support for foreign translation services; Capitol and House security infrastructure assessments; cybersecurity and critical incident response capabilities; career development and learning initiatives; on-demand and onsite technology support; and contract renewal support improvements.

2,263
Contract and purchase orders
January – June 2021

House Gift Shop

After collaborating with the Capitol Visitor Center in December 2020 to include select House merchandise on its public-facing website, the House Gift Shop was able to provide direct access to online ordering and shipping of merchandise to customers across the nation throughout the COVID-19 pandemic. From January to June 2021, the Gift Shop continued to generate sales, totaling approximately $1,149,230.

Office Supply Store

The Office Supply Store continued to serve as a critical resource for supporting and maintaining daily House office operations and providing incoming freshmen Members with office setup packages to successfully navigate the start of the 117th Congress.

In June 2021, the Office Supply Store collaborated with HIR and the Customer Experience Center to create a new House Office Supply website for ordering and procuring office supplies. This revamped website matches the look and user experience of the recently created House Office Equipment site. Now House offices can easily find and order supplies and equipment directly from the Office Supply Store inventory complete with desktops, monitors, laptops, tablets, and

more. The website will be continuously updated with new offerings and products to meet the needs of House offices.

Throughout the pandemic, the Office Supply Store also continued to provide Member offices in Washington, D.C. and the districts with additional allotments of personal protective equipment, hand sanitizer, and cleaning wipes.

PURCHASING

Between January and June 2021, the Small Purchasing Group conducted approximately 54 new Member equipment briefings. With many offices still operating in a telework posture, the Small Purchasing Group successfully continued to acquire timely, essential office equipment items for Member offices, processing 1,617 purchase orders and 383 Letter of Intent purchases orders, thereby saving the House a combined total of $10,308 with its cost-comparison services.

January – June 2021

1,617 Purchase orders fulfilled

$10,308+ Cost savings

54 New Member equipment briefing

January - June 2021

126
New Member office setup packages

454
Personal protective equipment allotments distributed

305
Headsets and earphones purchased for teleworking

47,654
U.S. flags sold

Child Care Center

Since its reopening in July 2020, the House Child Care Center has carried out its comprehensive plan of modified COVID-19 policy and procedural changes in order to provide exceptional quality care and developmentally appropriate learning experiences to nearly 120 children and their families across 16 infant, toddler, and preschool classrooms.

The Child Care Center worked closely with the Office of Attending Physician and followed recommendations from the Centers for Disease Control and the D.C. Guidance for Child Care Providers and Families to ensure a near normal status for Child Care Center staff, House employees, and their families. The Child Care Center diligently prepared its classrooms for safe day-to-day learning, extensively trained its staff, and expanded its hours to accommodate changes in parental care schedules.

House Child Care Center graduation.

Over the last six months, the Child Care Center enrolled 26 new children across all age groups, providing care to additional families and further supporting the House workforce. Additionally, 12 new employees ranging from directors to teachers and teacher aides were onboarded to meet the demand for increased quality care. The expansion of Child Care Center faculty has allowed for better implementation of COVID-19-related policies and procedures, the extension of operational hours to meet family needs, and opportunities for increased enrollment.

Employee Advocacy

Employee Advocacy

Throughout the first six months of 2021, the Office of Employee Advocacy continued to provide quality legal counsel, as well as advice and representation to promote a productive Congressional workplace by upholding employee rights, minimizing distractions from personnel issues, and creating an environment free of harassment, discrimination, and retaliation throughout the challenges posed by the COVID-19 pandemic.

Employee Advocacy expanded its staff to include a new Senior Counsel to serve its ever-growing client base. Throughout the remainder of 2021, Employee Advocacy will continue its mission to advance employee rights, both to assist employees in navigating the difficulties of COVID-19 and to assist employees generally in matters that affect the workplace under the Congressional Accountability Act.

Advice and Representation Services

As the House and the nation continued to encounter challenges related to the COVID-19 pandemic, the Office of Employee Advocacy shouldered a heavy caseload of COVID-19-related leave issues as a result of the expiration of the Families First Coronavirus Response Act in December 2020 and subsequent vaccine-related questions. With the expiration of the Families First Coronavirus Response Act and its provisions under the Family and Medical Leave Act (FMLA), many employees had no paid leave options. Employee Advocacy assisted employees with leave matters related to their personal and family health conditions; leave matters related to school, daycare, and camp unavailability; questions related to quarantine requirements; and issues stemming from vaccine limitations for children and immunocompromised individuals, employee vaccine status, and employer vaccine requirements.

The Office of Employee Advocacy also conducted one-on-one discussions with Members and Committees about ways to reinstitute some of FFCRA's benefits, including guidance for employers engaged in a formal telework option with eligibility criteria similar to that of Families First Coronavirus Response's FMLA leave. Employee Advocacy also collaborated with the Office of House Employment Counsel to identify solutions beneficial to both employees and employers to address COVID-19-related matters in ways that promoted the advancement of the House's mission during the pandemic. Employee Advocacy guided employees toward resolutions that ensured continued work productivity, while also ensuring the health and safety of those employees and their families, administrative offices, Members and staff, and constituents.

During this same timeframe, the Office of Employee Advocacy represented House staff in Occupational Safety and Health Act workplace safety matters that addressed social distancing and face coverings at internal and external security checkpoints and in common areas of House buildings and facilities. Through requests for inspections submitted on behalf of House employees to the Office of Congressional Workplace Rights, the Office of Employee Advocacy achieved recommendations to improve health and safety. In May, Employee Advocacy received public recognition for its work in advocating strongly on behalf of a House employee who suffered retaliation for raising COVID-19-related safety concerns.

House Partnerships

Employee Advocacy continued to serve as a resource and consultant for the House Office of Diversity and Inclusion to clarify the rights and resources available to House employees in matters involving diversity. In March 2021, Employee Advocacy collaborated with the Office of Diversity and Inclusion to conduct an informational session which facilitated the Office of Diversity and Inclusion's referral of House employees to Employee Advocacy as needed and appropriate. This effort also maximized employee access to assistance with Congressional Accountability Act workplace matters. In turn, Employee Advocacy has also referred select employee clients to the Office of Diversity and Inclusion as an option in resolving workplace concerns.

Employee Advocacy also continued its partnership with CAO Human Resources to advance the House Modernization Committee's Human Resources Hub initiative. After launching in July, the Hub will assist Member and Committee offices with workplace administrative matters, including family and medical leave and health-related accommodations covered under the Congressional Accountability Act of 1995.

Employee Advocacy Outreach

Through May and June 2021, the Office of Employee Advocacy again partnered with the Office of Diversity and Inclusion to produce webinars that highlight the Office of Diversity and Inclusion's extensive and multi-faceted reach in connecting with underserved personnel in the House community. With a strategic and thoughtful communications campaign, Employee Advocacy attracted House employees who might not have otherwise realized the full scope of the office's services and resources. Two well-attended interactive webinar sessions were offered to both non-management employees and management employees.

In June, the Office of Employee Advocacy participated in a panel hosted by the Select Committee on Modernization to discuss disability issues alongside representatives from Office of Congressional Workplace Rights and the Education and Labor Committee. Employee Advocacy described employees' accommodation, leave and job protection rights and how to go about securing those rights.

Employee Advocacy also provided representatives for an upcoming workshop hosted by the Congressional Jewish Staff Association and slated to begin in July. As part of the staff association's mentorship program, the workshop will feature representatives from the Office of Employee Advocacy and the Office of Employee Assistance and will advise employees on how to have difficult conversations in the workplace.

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Business Transformation Office

The Business Transformation Office strengthened its collaboration with CAO leadership and staff to continue supporting business units in building new capabilities and improving existing operations during the COVID-19 pandemic. In 2021, a new portfolio management service was launched to ensure the CAO implements strategic projects and operational activities at opportune times with a rigorous approach to project management. This initiative is in addition to the Business Transformation Office's day-to-day activities of providing services such as strategy execution, program and project management, process improvement, change management, and enterprise governance.

The Business Transformation Office worked with each business unit to create and maintain an enterprise project list that captures pre-project initiation activities and active projects, including joint efforts between the CAO and the Architect of the Capitol, and which also designates each project's priority level within the CAO. A high-level framework incorporating lean processes related to project prioritization and budget alignment was developed and supported jointly between the CAO Budget Office and the Business Transformation Office. As a result, a project review and engagement model for high-priority projects is a continuous process improvement endeavor that includes CAO Immediate Office oversight and support. Regular engagement with the Committee on House Administration on the project list and a continued focus on high-priority projects impacting the House community has been implemented and continues to evolve.

Moving forward, the Business Transformation Office will develop portfolios aligned to the CAO Strategic Plan and individual business unit's projects, programs, and activities. The portfolios will also help enhance qualitative and quantitative project data collection, support the adoption of an enterprise project management software platform, and assess program performance.

Process Improvement Services

The Business Transformation Office finalized its engagement with service owners from the CAO's 104 branded services through its service collection workshops. During these workshops, the Business Transformation Office documented processes and inventoried organizational process assets that support them, including standard operating procedures, desk procedures, process maps, and more. The final service collection workshop was completed with Passport and Notary Services.

Since its inception, the Business Transformation Office has provided 146 recommendations to service owners. In partnership with House Information Resources, the office completed the House Office of Diversity and Inclusion consultation to design job seeker screening and placement processes. An implementation plan was also created to support its operations. In the future, process improvement will be integrated into portfolio management to manage and track critical operational activities, from sources such as the Voice of the Customer reports and the Improvement Register.

January - June 2021

17

High priority external projects

6

High priority CAO and Architect of the Capitol-coordinated projects

16

Conceptualized efforts in support of projects

Budget and Staffing Charts

FISCAL YEAR 2020 BUDGET TO ACTUAL REPORT (DATA AS OF 6/30/2021)

	Adjusted 2020 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Office of the Chief Administrative Officer				
Annual Funds				
Personnel	$72,154,394.16	$72,126,535.07	$27,859.09	0.04%
Non-Personnel	$73,226,948.86	$72,774,078.98	$452,869.88	0.62%
Total Annual Funds	**$145,381,343.02**	**$144,900,614.05**	**$480,728.97**	**0.33%**
No Year Funds				
Non-Personnel	$11,639,000.00	$8,471,436.86	$3,167,563.14	27.22%
Total No Year Funds	**$11,639,000.00**	**$8,471,436.86**	**$3,167,563.14**	**27.22%**
Multi-Year Funds				
Non-Personnel	$10,875,741.00	$9,741,891.36	$1,133,849.64	10.43%
Total Multi-Year Funds	**$10,875,741.00**	**$9,741,891.36**	**$1,133,849.64**	**10.43%**
Total CAO Budget	**$167,896,084.02**	**$163,113,942.27**	**$4,782,141.75**	**2.85%**
BC/DR				
Personal	$1,658,000.00	$1,657,803.43	$196.57	0.01%
Non-Personal	$11,010,000.00	$10,998,885.87	$11,114.13	0.10%
Total Annual Funds	**$12,668,000.00**	**$12,656,689.30**	**$11,310.70**	**0.09%**
Total No Year Funds	**$5,000,000.00**	**$4,048,929.89**	**$951,070.11**	**19.02%**
Total BC/DR Budget	**$17,668,000.00**	**$16,705,619.19**	**$962,380.81**	**5.45%**

Notes:
1. FY 2020 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2020 per P.L. 116-94, CARES Act per P.L. 116-136 and any IPACs received as of 6.30.21..
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 6.30.21.

FISCAL YEAR 2021 BUDGET TO ACTUAL REPORT (DATA AS OF 6/30/2021)

	Adjusted 2021 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Office of the Chief Administrative Officer				
Annual Funds				
Personnel	$62,186,818.35	$56,992,791.13	$5,194,027.22	8.35%
Non-Personnel	$91,778,803.05	$37,639,758.03	$54,139,045.02	58.99%
Total Annual Funds	**$153,965,621.40**	**$94,632,549.16**	**$59,333,072.24**	**38.54%**
No Year Funds				
Total No Year Funds	**$27,552,364.81**	**$5,380,200.63**	**$22,172,164.18**	**80.47%**
Total CAO Budget	**$181,517,986.21**	**$100,012,749.79**	**$81,505,236.42**	**44.90%**
BC/DR				
Personnel	$1,719,000.00	$1,253,203.01	$465,796.99	27.10%
Non-Personnel	$10,789,000.00	$5,554,167.96	$5,234,832.04	48.52%
Total Annual Funds	**$12,508,000.00**	**$6,807,370.97**	**$5,700,629.03**	**45.58%**
Total No Year Funds	**$9,902,021.50**	**$519,219.44**	**$9,382,802.06**	**94.76%**
Total BC/DR Budget	**$22,410,021.50**	**$7,326,590.41**	**$15,083,431.09**	**67.31%**

Notes:
1. FY 2021 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2021 per P.L. 116-260 and any IPACs received as of 6.30.21.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 6.30.21.
3. FY21 Adjusted BCDR No Year includes FY18 Canceled Funds (unobligated and unexpended balances) that were transferred per P.L. 115-141, Sec. 119.

CAO AND BC/DR STAFFING AS OF 12/31/20

	Current FTEs	Total Vacancies	Total FTEs
CAO Positions			
Acquisitions	29	0	29
CAO IO and Galleries	58	7	65
Customer Experience Center	47	6	53
Finance	89	9	98
HIR (not including BC/DR)	276	23	299
House Recording Studio	45	3	48
Human Resources	29	9	38
Office of Risk Management	3	4	7
Logistics and Support	125	7	132
Total CAO Positions	**701**	**68**	**769**
BC/DR Positions	**12**	**4**	**16**
Total Positions	**713**	**72**	**785**

Notes:

1. Personnel Data is as of June 30, 2021.

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