



# Semiannual Report

JANUARY - JUNE 2022



*U.S. House of Representatives*

**CAO**

CHIEF ADMINISTRATIVE OFFICER



*"...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*



# 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

I am pleased to provide the CAO's Semiannual Report for the January to June 2022 period. Our teams of talented engineers, accountants, craftspeople, workspace coordinators, web designers, communication experts, teachers, coaches, and TV production experts worked together as "One CAO" to serve the House as thousands of House staff came back to campus and operations returned to normal following relaxed COVID-19 restrictions.

I am tremendously proud of our employees who work each day towards our "Member Focused, Service Driven" promise to provide Members the services they require so they can focus on their Constitutional duties. Since January 2022, we've launched many new projects and programs to help modernize the House and assist the House community. Our teams have worked collaboratively as One CAO and with our partners on the House Select Committee on Modernization to streamline and improve products and services, including the CAO Coach program and the digital House Resume Bank, as well as launch new offerings such as My Expenses, House Digital Services, and the Human Resources Hub.

I am particularly excited about the new cloud-based travel and expense reimbursement tool, "MyExpenses," which will help Members and staff more easily and effectively pay official expenses and request reimbursement. The rollout of this new tool required collaboration across many CAO business units and outreach to the House community. The successful pilot points to excellent team leadership, project management, testing, communications and marketing, training of new users, and collaboration amongst our One CAO teams.



Catherine L. Szpindor, Chief Administrative Officer

Established during the first quarter of 2022, the new House Digital Service team is working proactively to identify and quickly resolve technology issues as well as implement new solutions for the needs of Members and Committees.

The CAO Coach program, in collaboration with the Congressional Staff Academy and Customer Advocates, are finding innovative new ways to train and connect with staff. The first ever bipartisan orientation program for new staff was launched in February, and the Customer Advocates and CAO Coaches developed the 2022 District Office Conference Program, providing specialty training to meet the needs of over 800 district office staff.

The House Human Resources Hub has grown in popularity as an essential resource for managing office operations. Hundreds of staff are visiting the site and downloading best practice resources for their offices, creating common office standards and added efficiency to those employing offices. Similarly, the House Resume Bank is providing offices an easier and quicker way to find job candidates. Thousands of job seekers created profiles and submitted resumes within weeks of the site's launch earlier this year.

While we worked closely with our institutional partners and oversight organizations to produce these new tools and services, we also turned to our customers for feedback - House staff - who often serve on focus groups and as pilot program participants. With their feedback, we are able to not only improve CAO systems and productivity but also overall customer experience and satisfaction.

Our agile CAO teams from the House Recording Studio, Logistics and Support, House Information Resources, and House Creative Services have quickly responded to support large special events, such as the televised hearings by the Select Committee to Investigate the January 6 Attack on the Capitol, two Lying in State ceremonies, the State of the Union address, a Joint Meeting Address from the Prime Minister of the Hellenic Republic Kyriakos Mitsotakis, and an unprecedented live, war-time video Address to Congress by Ukrainian President Volodymyr Zelenskyy.

The CAO continued to play an important role in protecting the integrity of the House. Our Finance team worked diligently to embrace the CAO value of stewardship while securing its 24th consecutive unmodified audit opinion. The opinion came with zero significant deficiencies, further underscoring the CAO's commitment to all government accounting standards and applicable laws and regulations.

Our Logistics and Support staff embodied the CAO's commitment to sustainability and demonstrated stewardship of the House of Representatives through its programs geared toward inventorying assets, restoring and refurbishing historical furniture, and creating productive



workspaces. Logistics and Support has saved the House more than \$150,000 through these programs.

The CAO's responsibility to help keep the House cyber secure extends beyond securing websites, constituent management systems, and important digital tools, and also includes protecting data on end-of-life equipment through initiatives like Asset Management's shredding and degaussing program.

In the face of supply chain issues, Asset Management and the Office Supply Store were able to provide Members and their staff with a steady inventory of computer hardware through the CAO's in-House purchasing program. Despite nationwide shortages, Asset Management and the CAO's Business Continuity/Disaster Recovery team were able to secure and distribute more than 25,000 COVID-19 test kits.

To ensure the CAO's efforts continue to meet the needs of the House, we've increased oversight of CAO projects by adopting project management best practices and leadership from the Business Transformation Office. High-priority projects are closely monitored and project execution is regularly shared with the Committee on House Administration.

The CAO is also committed to helping the House invest in its workforce by providing programs that support staff well-being. We believe an emotionally healthy workforce is a more productive workforce. With the lingering impact of the January 6 violence and the continuing stress of COVID-19, counselors in the Office of Employee Assistance continue to see a strong demand for their services. Counselors interacted with thousands of staff during individual sessions, virtual and in-person staff retreats, and trainings. Similarly, there was strong demand for services from the House Center for Well-Being. During the first part of the year, the Center for Well-Being launched new meditation, mindfulness, and resilience-based programs and held a month-long, hybrid Well-Being Fair for House staff.

Internally, the CAO is working to be more productive and strategic. In June, our organization launched a revised Strategic Plan which underscores the importance behind our "One CAO, One Mission" motto and refreshes our vision to be "Member Focused, Service Driven." Under this new plan, I recommitted the organization to fulfill our vision to become an essential resource for every Member of the People's House. The new Strategic Plan builds upon our many accomplishments with refocused goals and objectives, and highlights our promise to each other that we will work as one team to achieve the CAO vision.

As part of that promise, the CAO has taken several steps towards creating an inclusive environment where all employees feel valued and able to contribute from day one. To ensure new employees have the resources they need to become fully integrated into the CAO workforce and culture, Human Resources launched an enhanced orientation and onboarding program. Our Diversity



Working Group has also developed initiatives focused on diversity and inclusion. These initiatives demonstrate our belief that each employee is integral to our operations and that a diverse workforce contributes to great innovation and teamwork.

We can see the impact of these efforts just by examining the response rate from our workforce engagement survey. Over 80 percent of employees completed the survey and shared their feedback. We credit our supervisors and teams for the results, which show a workforce that cares deeply about our mission to serve the House.

Finally, and personally, I'm pleased to have introduced the Women as Leaders Program, open to all women from House support offices and geared towards enabling networking and learning experiences.

The next six months of 2022 will provide challenges for which we are prepared. Staff from all CAO business units are gearing up for the 118th Congressional Transition by updating policies and procedures, tracking redistricting, awarding contracts, and preparing staff for the huge workload that always accompanies a Transition. The CAO is also looking at new ways to make its services even easier for House staff to access. During the third quarter of 2022, the House Information Resources team will unveil the Tech SOS Desk. This physical space will complement other technology services and provide staff with immediate in-person tech, software, and hardware support.

As we prepare for the 118th Congress, the staff in the Office of the Chief Administrative Officer will remain engaged and driven to fulfill our promise to all House staff. We are One CAO, always striving to be Member Focused and Service Driven.

A handwritten signature in black ink, reading "Catherine L. Szpindor". The signature is fluid and cursive, with the first name "Catherine" and last name "Szpindor" clearly legible.

Catherine L. Szpindor  
Chief Administrative Officer

# 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

In collaboration with the Office of Finance, **Enterprise Applications** continued its phased rollout of the My Expenses pilot program, the new travel and expense tool. This innovative, cloud-enabled tool replaces the current eVoucher system and streamlines the process for how staff are reimbursed for expenses and how vendors are paid. Offices can submit and approve expense reports, vendor reimbursements, and credit card transactions using their mobile devices and office desktops. The first successful My Expenses pilot phase enrolled over 60 House offices to capture expenses and scan receipts using a mobile device and approve expense reports in one step on a mobile device, desktop, or within an email. By the end of June, over 180 Member offices, Committees, and support offices are now using My Expenses. Working in conjunction with the Office of Finance, as well as the Financial Systems and Remedy groups, Enterprise Applications will continue to phase My Expenses into remaining and freshmen Member offices.

Additionally, Enterprise Applications collaborated with the FinMart, PeopleSoft, Accounting, and Internal Controls teams to develop the FinMart Revolving Report, which provides an analysis of monthly cash activity against each one of the revolving funds. Over the next few months, training sessions will be provided for all revolving fund owners, and an acknowledgment report will be generated.

The team also implemented the new Mobile Disposals application, a transformative tool that improves the disposal process of mobile devices by streamlining critical Asset Management operations, eliminating manual intervention, and providing a high degree of auditability. Mobile Disposals is delivered within the PeopleSoft web architecture and is combined with state-of-the-art handheld mobile computers, which allow users a high degree of flexibility while adhering to the highest security standards mandated by the House. Since the solution is built entirely within PeopleSoft, Mobile Disposals can be maintained in House without the need for a native app and eliminates the need for costly outside vendor support.

To assist Human Resources with its modernization initiatives, Enterprise Applications provided critical support to revamp the House Resume Bank, allowing Member offices to connect to a diverse talent pool of job candidates.

## ENTERPRISE INFRASTRUCTURE AND TELECOMMUNICATIONS

During the first half of 2022, the **Telecommunications Operations team** provided daily support to over 12,000 House telecommunications service users. The team completed over 1,500 programming requests and facilitated the relocation and reprogramming of phones for numerous office moves, while upgrading many from legacy digital sets to IP sets. The team ordered and coordinated the configuration of more than 2,000 mobile phones and processed requests for almost 600 wireless feature changes.

The **District Office Telecommunications team** provided daily support to over 900 district offices while continuing to migrate offices onto the House Voice Over Internet Protocol (VoIP) system. To date, nearly half of all district offices are now on the House VoIP platform. To enhance security, over 40 critical infrastructure upgrades,

changes, and security patching activities were completed to the VoIP platform. In alignment with the CAO's commitment to the House, the team completed the General Services Administration Telecom Transition project, moving Member offices onto either the House's VoIP platform or to local service providers. Additionally, the team is currently testing the ability to use wireless features for House VoIP locations and researching the viability of implementing a wireless service as a future VoIP option to provide voice services.

The **Telecommunications Engineering team** completed the installation of new circuits and equipment, as well as a six month project to replace the House's aging voice mail system with a new state-of-the-art messaging system. The new voice mail system provides important security improvements and positions the House to deploy improved voice mail services to the House community next year.

## ENTERPRISE MESSAGING AND MOBILITY

The Secure Email Routing Gateway and Fax team completed upgrades to the retroactive mail threat detection system and the on-premises outbound electronic fax system. The team also deployed additional URL defenses for webform mail and other bulk mail sent to House e-mail addresses, created a new filtering rule set based on threat intelligence, and updated safe listings for certain critical e-mail alerts sent to the entire House community. Adjustments were made to the Bulk Mail Invalid Recipient Handling system to accommodate new external mail server responses. The cloud-based electronic fax project is also well underway. Potential vendors were

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12,000

House staff received telecommunications support



1,500

Programming requests completed



2,000

New activation orders processed for wireless users

identified and acquisition is in progress. Significant support was provided to cloud-based communications management system e-mail activities as well, resulting in a substantial increase in deliverability.

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95M

Potential spam, phishing,  
and malware emails blocked

The **Mobility team** deployed Apple content caching server systems for House macOS users to help increase Apple software download and iCloud data speeds by saving content that local Apple devices have already downloaded. The saved content is stored on a server and is available for other devices to retrieve without going through the internet.

Microsoft Teams, the House's messaging platform, continues to successfully support the House's hybrid work posture and collaboration amongst offices. Approximately 12,750 House employees use this platform to conduct official business.

## NETWORK ENGINEERING AND OPERATIONS

The **Network Engineering and Operations team** acquired new services to support the House network and enhance the dense wavelength division multiplexing ring connectivity between the House campus and its data centers and internet services located outside of the Capital Beltway area. The new vendor increased the

CAO's network resiliency by providing geographically redundant fiber paths to House data centers. The vendor's reduced-cost services will also enable the CAO to save about \$2 million.

The reduced-cost  
network services will  
enable the CAO to  
save about \$2 million

Since 2019, Network Engineering and Operations has been exploring enterprise Wi-Fi offerings that could be deployed in the main district office of each Member. After multiple vendor evaluations and a pilot with four offices, an enterprise offering was selected based on performance, scalability, remote management capabilities, and cost. The Network Engineering and Operations team will continue to deploy this offering during the 118th Congressional Transition.

## ENTERPRISE TECHNOLOGY SYSTEMS

The **Server Infrastructure team** manages over 3,000 virtual and physical servers across multiple geographically diverse data centers. The team successfully completed phase three of the Primary Data Center Migration project in May 2022. The effort included migrating over 14 web and constituent management systems vendors, House websites, over 300 servers, and 23 critical House applications, including our ticketing system and the House Financial system. The systems and services were migrated to the new data center



location without any disruption to operations. The team also successfully completed over 100 new server builds and applied over 200,000 patches and updates without disruption.

JAN - JUN 2022

5,000

**Appropriations  
Submissions  
users supported**

2.1 B

**Files processed  
and protected**

The Server Infrastructure and **Storage and Data Protection teams** successfully deployed Containers, a virtualization technology that increases portability, simplifies deployments, and improves security. The new Appropriations Submissions application was deployed using the containerization technology. The application supported up to 5,000 concurrent users, in addition to 83,000 total submissions, and 102,558 files uploaded for the submission cycle ending at the end of April.

The Storage and Data Protection team exceeded standards for monthly backup and data protection rates. Approximately 2.1 billion files were processed and protected.

The **Facilities and Data Center Operations teams** completed the buildout of a new command and control center that supports mission critical House business continuity and disaster recovery operations. The team also supported the completion of phase three of the Primary Data Center Migration project, which included validating and testing over 50 mission critical House IT resiliency plans.

## ENTERPRISE ARCHITECTURE

Several modernization initiatives were deployed between January and June 2022 to better serve the House.

The **Enterprise Architecture team** launched the Architecture Review Board in early 2022 to provide a formal review process for validating and recommending architecture for the future state of HIR solutions and services. The Architecture Review Board will mitigate risks and impacts to the CAO through due diligence and more informed technology decision-making processes; optimize and control costs through informed decision making, technology reuse, and consolidation; and establish enterprise architecture and technology compliance to manage complexity in the enterprise. The establishment of this review board is the next step in evolving the CAO's foundational processes and other collaboration forums.

The team continued its efforts to expand the CAO's web capabilities, such as enabling the House to work with its web service vendor to provide a secure, private communication path directly from the House data centers. These efforts continue to lay the foundation for future deployments of secure enterprise cloud services within the House.

The **House Digital Service team** was announced in January to identify, develop, and incubate products and services that solve the unique technology challenges faced in Member and Committee offices. This new team will employ user-centered design, product management, and agile development practices to accelerate the delivery of new services to the House community.

The Robotic Process Automation Program was established after a successful pilot in 2021. Under the new program, the **Robotic Process Automation team** will automate manual and time-intensive tasks to enable CAO staff to provide additional support to the House community. The team collaborated with House Information Resources, the Customer Experience Center, and Human Resources to deploy automations throughout the first six months of 2022, as well as recently built a backlog of automation work in service of all CAO business units that will be prioritized for future development and deployment.

The Quill digital signing platform continues to serve as an essential tool for the House community and has eliminated the need for staff to walk door-to-door to capture Member signatures on group support letters. Usership has steadily grown since the application was updated and launched in 2021, and the Quill team has supported usership with comprehensive educational resources and staff training. Nearly every Member of Congress is enrolled to sign letters and over 300 offices have used the system to author or lead a letter. The system reached a new peak of usage during the FY2023 Appropriations cycle with over 2,000 new letters created.

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2,000

Quill letters created

## HOUSE WEB SERVICES

The **Communicating with Congress team** continued its work to ensure the platform operated without interruption in a hybrid remote posture. The team is also currently collaborating with advocacy vendors and other key stakeholders to strengthen how the platform can best deliver value to Members, constituents, and the advocacy community.

In April, the Appropriations Submissions application went live for the FY2023 Appropriations cycle. The modernized application included an updated interface for Members to submit their requests and enhanced administrative capabilities used by the Appropriations Committee to manage the process. Additionally, the new application was launched on the House's containerized environment, providing improved system performance and scalability. The CAO's containerized application and infrastructure was able to seamlessly support demand since its launch date. At the end of April, more than 82,000 requests were successfully submitted.

The **House Web Services team** continued to modernize House websites with a focus on web accessibility. By the end of June 2022, 59 Member websites received a compliance score above 90 percent, bringing the total number of compliant sites to 143. To help ensure modernized sites remain compliant, Web Services has also performed continuous monitoring of over 200 House websites using the House's third-party accessibility checker.

The House Web Services Team also continued its work with the Digital Privacy Release Form initiative to address issues reported by users and implement form updates and usability enhancements. The team engages regularly with vendors and offices to ensure that the application supports the critical need for constituents to contact their Representatives for support. The application has received 76,029 submissions between January and June 2022.

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143

**Member websites achieved accessibility compliance**



9M+

**Messages processed by the Communicating with Congress platform**



82K+

**Appropriations Submissions application requests supported**

## CYBERSECURITY

The **Cybersecurity Communications, Awareness, and Policy team** continued to conduct its monthly informational sessions to educate House users about cybersecurity best practices and the shared responsibility in protecting House and employee data. Informational sessions included topics such as cloud security, operational security, and cybersecurity travel best practices.

The **Outreach and Training team** worked to revamp and customize content for the 2022 Cybersecurity Security Awareness training for House staff and System Administrators. The team conducted Member office briefings on cybersecurity awareness and participated in the 2022 District Office Conference Program to spread awareness about cybersecurity resources.

The **Cybersecurity Architecture and Innovation team** adopted the security-first framework for architecting processes and controls into new and existing technologies throughout the House, with a continued focus on phasing in privileged access management for cloud-based and on-premises servers. Over 35 sensitive accounts were vaulted, and the Cloud Management Platform is now successfully utilizing the privileged access management mechanism.

The **Identity Governance and Administration team** continued its work to deploy internal Transport Layer Security certificates to over 400 internal web servers and network devices at the House. The team is also undergoing an evaluation of an overarching solution for automating enrollment and renewal of private and commercial certificates for all web servers at the House.

The team mapped network user accounts against the House payroll system and successfully reconciled accounts to ensure the integrity of the House network. The team is working with the Sergeant at Arms' ID Services Office to continue identifying Committees and Member offices to participate in the online House ID badge request process. The MyServiceRequest for House ID badges and associated consoles has been updated in support of a House-wide rollout. The

initial pilot phase enrolled over 70 Member and support offices. The team has also successfully reclaimed 4,489 unused licenses through the automated Office 365 license management process.

The **Active Directory team** completed the Active Directory Federation Services upgrade. The team continues to expand deployment of the advanced authentication client. This application is used for desktop multi-factor authentication and for domain administration. At the end of June 2022, over 50,000 authentications were completed using the new client. The **Security Operations Center** implemented new processes and tools and generated 56 new vulnerability and detection methods monthly from January to June 2022, an increase of 100 percent compared to the year previous.

The **Risk Management Framework team** worked towards ensuring an audit-ready posture and upgrading the Archer GRC tool. The team also completed the Q&A portion of the National Institute of Standards and Technology Special Publication 800-53, Revision 5, and is currently working to upload it to the RSA Archer test environment. The team is preparing to transition the security and privacy controls beginning in September on a rolling basis, and is working with Logistics and Support to complete the new supply chain controls for security and privacy as well.

The Security Operations Center continued to maintain a high level of defense against an ever-evolving and advanced threat landscape. The team's completed review and assessment of internal toolsets, as well as its efforts to modernize the Endpoint Detection and Response tool,

resulting in fewer false positives that require analyst action. The Security Operations Center team has invested its efforts in growing the Continuous Monitoring and Incident Response Programs and has incorporated new tools and regular cyber exercises to proactively protect the House, including realistic cyberattack simulations.

The **Information Security Engineer team** upgraded network detection tools and a new artificial intelligence system to monitor for adversary behaviors. These new measures are designed to provide real-time situation awareness of the House's security risks, threats, and vulnerabilities. An improved Threat and Vulnerability Management Program established a website vulnerability scanning program, which will be expanded to all websites, and a new Container Vulnerability and Security Program was established to actively scan container images.

The **Cyber Threat Intelligence team** worked with Legislative Branch partners to improve the House's information sharing capabilities and block malicious domains and other indicators of compromise. The team also implemented a new Automated Threat Simulation tool to validate rules and detections currently in place to detect threats posed from cyber criminals and bad actors.

## IT CUSTOMER SOLUTIONS

Efforts are currently underway to design and build the Tech SOS Desk, a permanent, in-person help station for immediate tech support. Standard services will include network and system access, software and hardware support, and quick access to equipment, software, and new service demos. The soft launch is scheduled for September 2022.



# 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.

## OPERATIONS AND QUALITY ASSURANCE

Between January and June 2022, **Operations and Quality** completed its submission of the FY2024 Logistics and Support budget formulation, having provided budget planning, analysis, and formulation support to all business unit directorates. The budget formulation continued using zero-based budgeting practices, as it has accomplished in prior fiscal years.

The team is currently coordinating with other Logistics and Support departments to help lead several initiatives aimed at improving the equipment purchasing process, developing a new database for furniture inventory management, and establishing a new inventory management process tracker to provide enhanced visibility and timely services for the House community.

## FURNITURE AND INVENTORY

Between January and June 2022, the **Inventory team** continued its joint efforts with House Information Resources to enhance the Antique and Unique Furniture database, update the current Furniture Catalog, and educate move coordinators on policies and procedures, as well as current furniture inventory information, in preparation for the 118th Congressional Transition.

The **Furniture team** expanded its staff to assist with an increased demand for Finish Schedule requests, historic furniture consultations, and other special projects. Between January and June, the Furniture team received several Finish Schedule requests, varying from special-order furniture to custom carpet, upholstery, and drapery treatments for Leadership offices, as well as for the hearing room renovations for the Committee on Veterans' Affairs and the Committee on Oversight and Reform.

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100

Requests for historic furniture consultations completed



New furniture offerings for Member suites.

Between January and June 2022, approximately 100 requests for historic furniture consultations were received from Member, Leadership, and Committee offices interested in furnishing their spaces with antique or unique furniture. After an initial customer consultation, the Furniture team worked closely with the **Cabinet and Finishing shops** to refurbish furniture pieces, such as conference tables, the Bakelite desks, and Wannamaker bookcases.

After introducing new Member office furniture styles in 2021, the Furniture team received an increase in demand for two styles of sit-to-stand executive desks. The team's new upholstery fabric line for personalized furniture requests has also been well-received by Members looking to add a personal touch to their offices. These fabrics are comprised of high-quality, sustainable materials specifically chosen to increase furniture longevity. The Furniture team conducted site visits to various furniture manufacturers this year and will continue to explore additional opportunities to establish relationships with American-made upholstery vendors.

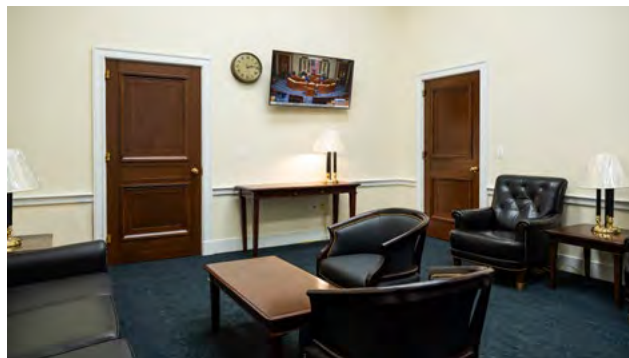
## ASSET MANAGEMENT

**Asset Management** continued its efforts to better safeguard House data and ease the burden on departing offices and retiring Members through its Curbside Pickup Equipment Removal Program. Asset Management conducted 655 removals and secured approximately 3,324 items and effectively wiped, destroyed, and recycled those discarded House assets through its degaussing and shredding program. The Asset Management team saved over \$10,000 in external shredding fees by shredding 2,860 computer hard drives with newly acquired shredding and degaussing equipment.

Under the Equipment Modernization Program, Asset Management continued to collaborate with the Office Supply Store to provide House offices with a steady and varied inventory of computers, monitors, laptops, printers, and more. Since the program's inception, Asset Management has procured 4,580 pieces of equipment for approximately \$4.85 million. Despite ongoing supply chain shortages, Asset Management has continued to meet the needs of House staff while

leveraging the bulk purchasing power of the House to maximize the taxpayer dollar.

Asset Management also continued to provide approximately 1,798 shipments of personal protective equipment between January and June 2022 to enable safe working conditions in Washington, D.C. and district offices.



The House TV Program outfits Member offices with new TVs to aid with transition.

Under phase two of the House TV Program, Asset Management completed outfitting 160 suites to date since the program's inception. This cost-saving program centralizes the purchase and installation of new TVs across the House campus that are compliant with House equipment standards and streamlines the move process for Asset Management and House stakeholders, specifically during Transition.

Since its debut in Fall 2021, the Asset Management Professional Educational Development Training has continued to provide additional opportunities for Asset Management staff to enhance their professional development skills and prepare for larger-scope projects, such as the 118th Congressional Transition.

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As a result of the CAO's commitment to stewardship of taxpayer dollars, Asset Management received an unmodified, clean audit opinion under the property and equipment section of the annual audit of the House's Financial Statements for the fiscal year ending in September 2021.

## FURNISHINGS

The **Furnishings team** continued its work in support of major House events and projects, including the State of the Union Address, the Lying in State Ceremonies for former Senator Harry Reid and Representative Don Young, and a Gold Medal Ceremony for WWII Merchant Mariners.

The Furnishings team also continued its partnership with the House Recording Studio and the Architect of the Capitol to plan and execute designs for the renovation of several Committee hearing rooms, including the House Judiciary Committee, the House Committee on Oversight and Reform, the House Committee on Foreign Affairs, and the House Committee on Veterans' Affairs.

In March and June 2022, the Furnishing team collaborated with the Customer Experience Center to provide Member and Committee office staff with a rare opportunity to tour the CAO's historic furniture workshops. The tours enabled the House community to see the CAO's skilled craftspeople work to maintain the historical integrity of the House and how they can help support office needs.

Throughout the first six months of 2022, the team continued to invest in its modernization program. The Furnishings team procured a new carpet cleaner and binder for the Carpet shop, a wide-belt sander and updated duct system for the Furnishing shops, and an electric van as part of the CAO's sustainability initiative. To improve campus accessibility, two podiums compliant with the Americans with Disabilities Act were built, one for the Canon Caucus room and another to support congressional events.

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677

Furniture refurbishments



1,114

Cabinet and finishing requests



953

Carpet requests



342

Drapery and upholstery requests



222

Locksmith and engraving requests



717

Frames delivered



In March, CAO Safety and Logistics and Support shops participated in the Office of Congressional Workplace Rights' audit, and underwent yearly health exams for hearing, asbestos, and respiratory health. A myriad of training opportunities were also provided to help Furnishings staff improve their skill sets. Temporary labor resources and refurbishment contracts were also issued to support labor and furniture refinishing requirements.



Skilled CAO craftsman provide Members and House staff with a behind-the-scenes look at the CAO's furniture workshops.

## LOGISTICS

As part of the CAO's commitment to reducing the House's storage footprint, the **Logistics team** used its barcode system to track and identify inventory and free up space across the House campus for use in other Logistics-supported projects. The team also incorporated rack and rail storage systems to ensure furniture is accessible on-site and available for delivery, and assisted the Furnishings team in identifying and photographing future for use in the Furniture Catalog.

During the first six months of 2022, Logistics reused an additional 194 items of furniture under the House Furniture Refurbishment Program, including desks, tables, mirrors, and credenzas. The program has saved the House \$166,456 in furniture replacement costs while still providing sustainable, quality products to House offices. A new refurbishment contract was also awarded to three companies that will enable the House to continue to satisfy customer needs. A total of 641 furniture items have been restored by these outside vendors.

JAN - JUN 2022



194

Furniture items  
refurbished

641

Furniture items  
restored

Logistics continued to play an instrumental role in providing support for special events, such as the Select Committee to Investigate the January 6 Attack on the Capitol hearings and House continuity exercises conducted in Washington, D.C. and elsewhere.

JAN - JUN 2022

\$166,456

Refurbishment program savings

## OFFICE DESIGN AND MOVE SERVICES

Between January and June, **Office Design and Move Services** completed a total of 330 projects, consisting of interior design consultations, office renovations, reconfigurations, move services, and installation services.

Most notably, the Office Design and Move Services team implemented a new Modular Sustainment Lifecycle Program and identified ten Member offices, including the Office of the House Speaker, that were due for a modular furniture upgrade. The team was also instrumental in the move and setup of the Select Committee to Investigate the January 6 Attack on the Capitol offices and the new Diversity and Inclusion department within a short time frame.

The team inspected the current conditions and floorplan accuracy of 153 out of 191 modular-equipped Member offices, updated phone booths across campus to ensure privacy, and produced various office design sample layouts for support staff workspaces and event and meeting spaces. With the new Customer Service Outreach survey, Office Design and Move Services has been able to ensure House offices needs are met and exceptional services are provided.



Rep. Bob Latta previews design layouts for House offices and updated phone booth setups during a behind-the-scenes Logistics and Support tour for Members.

JAN - JUN 2022

**330** Projects completed

**153** Offices inspected to improve workspace conditions

**1,904** Modular and core furniture deliveries

# Finance

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

## ACCOUNTING

The House received its 24th consecutive unmodified audit opinion. For the fourth consecutive year, the opinion came with zero significant deficiencies, further underscoring the CAO's commitment to stewardship of taxpayer dollars and financial compliancy with all government accounting standards and applicable laws and regulations.



U.S. House of Representatives Financial Report.

### Accounting

processed 59,065 payments to vendors via electronic funds transfer, which represented 83 percent of the transaction volume and 94 percent of the dollar amount of payments made to vendors during the period. Accounting added 4,826 new vendors and updated information on another 6,209 existing vendors. By adding vendors within our target metric of less than two days, payments are processed more efficiently in

JAN - JUN 2022



# 59,065

**Payments to vendors processed via electronic funds transfer**

accordance with Finance quality assurance standards.

In accordance with IRS regulations, Accounting also issued 1,000 copies of the 1099 tax form before the January 31 deadline.

The **Office of Budget, Planning, and Analysis** successfully completed the submission of the House's \$1.8 billion FY2023 Budget Request. This included compiling, printing, and providing the FY2023 House Budget Justification to the Subcommittee on Legislative Branch Appropriations; submitting the FY2021, FY2022, and FY2023 budget data and appropriation language to the Office of Management and Budget to be included with the FY2023 President's Budget; and facilitating the documentation and preparation for the Subcommittee's hearing. The Office of Budget, Planning, and Analysis also utilized an actuarial contractor to assist in forecasting the Government Contributions account. As a result, personnel benefits are now calculated in a model based on historical benefits data.

The Office of Budget, Planning, and Analysis loaded the LY2022 Members' authorized budgets, thus allowing Member offices to maximize resources available to execute their Constitutional duties. The LY2022 Committee, Leadership, and Intern Allowance budgets were also loaded, enabling the continuity of their operational requirements. The Office of Budget, Planning, and Analysis also successfully monitored monthly projections for all House accounts and reported on execution against those projections to CAO leadership and House stakeholders.

The Office of Budget, Planning, and Analysis continued to provide budget planning, analysis, execution and formulation support to House Members, Committees, Leadership, Officers, and offices. In the first six months of the year, the Office of Budget, Planning, and Analysis completed 158 unique budget journals with over 5,032 lines of data in addition to 170 budget overrides, and returned canceled funds back to the Department of Treasury. The Office of Budget, Planning, and Analysis also partnered with the CAO Business Transformation Office to implement the Project Prioritization Program, a structured decision-making process to fund projects that support the CAO's strategic plan.

In June, the Office of Budget, Planning, and Analysis kicked off the CAO FY2024 budget formulation, as well as developed and distributed a new newsletter to keep budget points of contact apprised of important budget-related matters.

## FINANCIAL COUNSELING

Between January and June, **Financial Counseling** continued processing vouchers in less than four days on average. During this period, Financial Counseling processed 61,054 vouchers, representing more than 180,444 transactions.

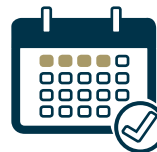
Financial Counseling partnered with Enterprise Applications to begin the official phased rollout of the new travel and expense tool, My Expenses, to Member offices. As of June 30, over 1,000 users in 179 Member offices are now successfully using the new tool. Initial feedback has already demonstrated how invaluable the My Expenses tool is to Member office staff. The majority of participating staff indicated that the tool makes their job easier and would recommend the tool to a colleague. The tool will continue to be rolled out to remaining Member offices throughout the summer period.

JAN - JUN 2022



**61,054**

**Vouchers processed  
representing more than  
180,444 transactions**



**<4**

**Average number of days  
for voucher processing**



**1,000**

**My Expenses users in  
179 Member offices**



## PAYROLL AND BENEFITS

The **Office of Payroll and Benefits** mailed all 2021 W2 tax statements to the home addresses of Members and staff by January 19, 2022, a record feat, and loaded them into the My PayLinks platform so House staff could print prior to receiving a mailed hard copy. This date also marked the second anniversary of the My PayLinks platform for Members. On January 20, all House staff were notified that their 2021 W2 tax statements had been mailed. 1095C forms were also printed and mailed to House staff on January 25 and loaded into My PayLinks the same day, ensuring staff could access them at any time.

In April 2022, the Committee on House Administration adopted Committee Resolution 117-19, permitting Committees to participate in the House Paid Internship Program and increasing Member personnel office budgets to \$35,000. Each Committee office was allocated a budget, separate from the Committee budget and authorized positions, to pay paid interns in their offices through the program. The Office of Payroll and Benefits designed a specific Payroll Authorization Form for the House Paid Internship Program to appoint, adjust annual salary, and terminate paid interns for Member, Committee, and Leadership offices.

The Consolidated Appropriations Act of 2022 changed the House Paid Internship Program budgets from a calendar year to a legislative year budget for Member, Committee, and Leadership offices. The Office of Payroll and Benefits revised the House Paid Internship Program budget report to notify designated points of contact each month of their expenditures and year-to-date disbursements for the program. This monthly

reporting provided Member, Committee, and Leadership offices with the opportunity to monitor the efficient use of their allocated budget to employ paid interns in their Washington, D.C. and district offices. The Office of Payroll and Benefits continues to coordinate with Members' personal offices nearing their budget, along with Leadership and Committee offices, to avoid overspending.

Since the House Paid Internship Program was implemented in April 2019, approximately 11,020 House Paid Interns have been appointed with no employing authority exceeding their annual budget for the program and no office exceeding the paid intern position time limit of 120 days.

In the first six months of 2022, approximately 3,005 paid interns were appointed in the House Paid Internship Program with over 95 percent of Member offices, 100 percent of Leadership offices, and 74 percent of Committees participating.

In May 2022, the maximum annual salary permitted for Congressional staff was increased from \$199,300 to \$203,700. The Office of Payroll and Benefits processed the Speakers' Pay Order change with the May 2022 monthly regular payroll. Officer staff had a new House Schedule approved by the Committee on House Administration, made effective June 1, to adjust the rates of pay for staff that are subject to the House Employees Position Classification Act. The Payroll Authorization Form was updated to incorporate the new maximum rate of pay to allow an annual salary of up to \$203,700.

The Committee on House Administration increased the Student Loan Repayment Program budget for the June 2022 student loan cycle and



amended the regulations for the Student Loan Repayment Program on June 17 to exclude student loan payments from the Speakers' Pay Order monthly maximum. This modest revision is consistent with other recent initiatives to ensure that the House can recruit and retain a talented workforce.

Following the Committee's amendment, the Office of Payroll and Benefits released a special edition newsletter, informing House staff of the updated program regulations and ensuring newly eligible staff could apply for participation in the program or increase their monthly benefit by the July 7 student loan cycle deadline.

As part of the CAO's efforts to modernize House operations, the Office of Payroll and Benefits undertook several initiatives to modernize system processes, including the deployment of electronic signatures through the e-Form platform, a sustainable long-term solution for the Identity Management system and the electronic movement and storage of payroll and benefit documents. The low code application is a newer technology that integrates the platform with the payroll system to provide customers with real-time information on their staff to make informed decisions for payroll and benefit transactions.

The system is being developed to ensure Member, Committee, and Leadership offices have the ability to electronically prepare, approve, and submit payroll transactions for staff in their office that have been validated against House rules and regulations. Currently, all payroll transactions must be manually prepared utilizing several Payroll Authorization Forms before they are authorized and approved. This new initiative will improve security, as only designated and

authorized points of contact can prepare a Payroll Authorization Form or approve such transactions. Additionally, this new system will reduce paper stock and costs for employing offices, enable users to post-populate electronically submitted transactions into the payroll system with increased accuracy, and provide more overall flexibility to customers.

The e-Form platform is expected to launch in August 2022, with additional modules and functionalities implemented after the 118th Congressional transition.

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JAN - JUN 2022



**68,907**

**Payroll disbursements  
processed**



**45,464**

**Payroll and Benefits  
transactions processed**

## FINANCE QUALITY ASSURANCE

The **Office of Finance Quality Assurance** team completed 35 quality reviews of Office of Finance key work products, including eVoucher/My Expenses payments, payroll adjustments, purchase order referencing voucher payments, and Statements of Disbursement. The team conducted monthly collection, analysis, and reporting of the Office of Finance's key performance indicators for business unit leadership. It also collected and provided monthly statistics and quarterly management reviews to Finance leadership on staffing level status, activity, and compliance with mandatory House and CAO training requirements.

As the custodian of Office of Finance policies, procedures, and training videos, the team managed review confirmations and updates to 114 documents in the business unit knowledge repository and reported performance against annual review requirements. The Office of Finance Quality Assurance also provided an overview of its organization, services, shared insights, and guidance to Committee on House Administration staff, as well as CAO leadership during its monthly oversight meetings.

# 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** maximized its daily physical presence when the House was in session to facilitate the return of on-site services and events. Capitol Service Center staff continued to support Capitol and Committee office events, moves, and renovations, including the Canon Caucus Room renovation and hearings for the Select Committee to Investigate the January 6 Attack on the Capitol. In coordination with Logistics and Support, the Capitol Service Center team worked to replace aged and worn furniture throughout the Capitol building. The team also

completed building out its policies and procedures to improve communications and provide timely support for service requests related to Capitol office suite furnishings.

## CONGRESSIONAL STAFF ACADEMY

During the first half of 2022, the **Congressional Staff Academy** continued expanding its efforts to meet the evolving needs of House staff. Through the Staff Academy's Adjunct Faculty Program, a total of 22 subject matter experts within the House community have helped expand and strengthen the Staff Academy's offerings. In particular, support for House Officers has expanded to include new training consultations, curriculum curation, and operational support.

Through the new **CAO Coach Program**, House staff are provided with additional job-specific training, tools, and resources, as well as relevant, timely guidance to successfully navigate the ins and outs of working in a Congressional office. Between January and June, the program expanded its services to include two new Coaches dedicated to supporting legislative staff. The CAO Coaches developed new content and programming to assist staff with major administrative operations, such as legislative tracking, casework, responding to constituent outreach, and establishing an effective internship program.

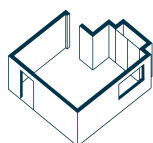
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JAN - JUN 2022



598

Speaker and Minority  
Leader-controlled  
room events



92

Requests for House Officer,  
Leadership, and Committee  
office renovation support



New Staff Orientation hosted by the Customer Advocates and CAO Coach Program.

In February, CAO Coach collaborated with the Customer Advocates to provide the House's first ever bipartisan orientation program for new staff, introducing 231 staff across all job roles to the workplace culture and operations of the House and the varied CAO resources and available House benefits. In March, CAO Coach and the Customer Advocates launched the CAO's 2022 District Office Conference Program to support district office training. Comprehensive and tailored programming with Congressional and federal agency experts was developed to meet the needs of District Directors, Caseworkers, and Field Representatives through a series of conferences. CAO Coach also provided support for district and Washington, D.C.-based staff retreats, House caucus presentations, and monthly working groups focused on federal grants.

CAO Coach hosted approximately 20 in-person and virtual courses attended by over 2,600 House staffers and provided one-on-one consultations to

236 staff in Washington, D.C. and the districts. In May, CAO Coach unveiled its newly revamped website, featuring job-specific programming and resources, on-demand videos and staff role tutorials, best practice documents, templates and more. In the first 6 weeks after its rollout, over 1,000 staff visited the CAO Coach website.

JAN - JUN 2022

20	<b>Virtual Panel webinars with 2,600 attendees</b>
231	<b>New Staff Orientation attendees</b>
236	<b>One-on-one Coach consultations</b>
1,000+	<b>Unique website visitors</b>
125	<b>Website training videos</b>

Between January and June, staff engagement with Congressional Staff Academy offerings increased by nearly 20 percent as a result of several strategic initiatives to improve staff professional development. The Staff Academy utilized data collection and trend analysis related to staff engagement, attendance, and evaluations to provide insight on the delivery and substance of training and courses, with a focus on improving content quality and delivery. This data was actively used in course scheduling, course revision prioritization, customer service staffing, customer service process refinement, administrative automations, and more. The Staff Academy also refined the ability to factor staff positions, length of service, and senior staff status into analysis, allowing for more precise interest tracking and better informed content development plans to meet staff where they are and provide them with options to grow in their careers. The Staff Academy also added webinar recordings to its library and updated reporting capabilities for staff to track attendance and completion of mandatory trainings.

The Staff Academy continues to expand its partnerships with other CAO business units and House support offices to provide training specific to House staff needs. The Staff Academy partnered with the Government Accountability Office to deliver timely courses that cover research in various policy areas, providing staff the opportunity to learn about and stay abreast of current and emerging technologies. These sessions, which were also made available for on-demand viewing, proved to be very popular, with 1,448 staff registered across eight sessions. The Staff Academy also supported course development for the Office of Finance's My

Expenses micro-learning videos, the House Child Care Center's staff orientation, the Office of the Whistleblower Ombuds' intake procedures, the Sergeant at Arms' on-demand emergency training and customer service staff training, House Information Resources' Quill micro-learning videos, and the Office of the Clerk's e-Hopper platform.

In February, the Staff Academy provided a new opportunity for House staff to virtually meet with each Officer of the House to learn more about the organizations they lead and how they support Members of Congress and their staff. 587 staffers met with the Sergeant at Arms, Chief Administrative Officer, Clerk, Librarian of Congress, and the House Chaplain. The Staff Academy intends to bring this series back next year.



Officers of the House Speaker Series, hosted by the Congressional Staff Academy.

Leveraging its LinkedIn Learning enterprise subscription, the Staff Academy implemented new marketing initiatives to increase engagement. This included quarterly live demonstrations on LinkedIn Learning offerings to enhance staff awareness of the platform and its resources, tailored content and one-on-one consultations for



House offices to provide asynchronous training and development to meet staff needs, a monthly recurring email campaign highlighting topics of interest based on staff learning transcripts, and a repository of LinkedIn Learning courses matching the current Staff Academy catalog, complete with mapped content on well-being, diversity and inclusion, and leadership and management. These customized recommendations and course collections were guided by issues faced across the House environment. Supplemental LinkedIn Learning courses were also provided alongside current Staff Academy course offerings to increase overall topical knowledge. To date, 882 additional LinkedIn Learning accounts were activated in 2022, accounting for over 500 continuing education credits.

The annual Workplace Rights and Responsibilities Education Program concluded at the end of May. The program team trained 11,824 House personnel via live instructor-led webinars and an additional 533 new staff onboarded in June. To accommodate the unique tenures of interns, intern guidelines from the Committee on House Administration were adjusted from a 30-day deadline to 45 days.

Between January and June, House staff visited the Staff Academy website approximately 1.4 million times, an increase of more than 40 percent compared to the same period in 2021. The Staff Academy initiated an ongoing evaluation to inform the redesign of their course registration process and improve user experience based on user data and feedback. Changes are currently being tested for implementation in the second half of the year.

JAN – JUN 2022



1.4 MILLION

Staff Academy  
website views

11,824

Workplace Rights  
webinars completed

882

New LinkedIn  
Learning accounts

1,103

LinkedIn Learning  
courses completed

## CUSTOMER ADVOCATES

During the first six months of 2022, the **Customer Advocates** provided vital administrative, technical, and operational support to House offices, hosting a total of 560 meetings. The Customer Advocates also resumed district office travel, visiting 19 Congressional district offices in five states.

The Customer Advocates continued to engage their offices, conducting meetings both virtually and in person to provide an overview of CAO services and resources and gather invaluable customer feedback. As part of their spring check-in during the first quarter, the Advocates visited 488 Member and Committee offices in Washington, D.C.

The Customer Advocates also continued their efforts to support Committee activities. Between January and June, the Advocates supported 681 committee events, including 551 hearings and 76 markups. Of that total, 204 were conducted virtually, 460 were conducted with a hybrid approach, and 10 events were held in person.

In collaboration with the Business Transformation Office, the Customer Advocates developed a monthly Voice of the Customer Report used to debrief every business unit Chief and the Chief Administrative Officer. This report provides valuable insights directly from the Advocates' customer interactions, identifies potential service improvements which are reviewed by the service owner and the Immediate Office and then added to a Continuous Improvement Register for

tracking and prioritizing improvements. In the first half of the year, the Customer Advocates and their business unit partners identified 19 service improvements, 10 of which were completed.

At the start of 2022, the Customer Experience Center resumed its efforts to connect with district office staff in person through its district office conference initiative. The Customer Advocates joined the CAO Coach Program in January to identify district staff interest in conference styles, topics, and locations. Based on survey feedback, the Customer Experience Center created the 2022 District Office Conference Program, which included three role-specific, bipartisan conferences for District Directors, Caseworkers, and Field Representatives in Washington, D.C. and Chicago.



District Office Conference in Washington, DC.

## 99 to 100 percent of surveyed staff found the conference program to be a valuable resource

The conferences were a large and complex collaboration across CAO departments, House Officer staff, and House Leadership, and featured dynamic panels with Members of Congress, veteran Congressional staff, and representatives from federal agencies. Participating attendees learned about job-related and CAO-related resources, as well as best practices through a mix of presentations, resource fairs, and intimate, interactive breakout sessions. Conference attendees networked with and learned from their peers as well as subject matter experts, and had an opportunity to connect, ask questions, and access conference materials through a dedicated chat platform. Approximately 139 district office staff attended the District Director Conference in late March, and a combined total of 827 district office attended the hybrid Caseworker and Field Representative conferences in June. For Caseworker and Field Representative conference offerings in July, 204 district office staff registered to attend the Chicago-based events. Comprehensive surveying revealed that between 99 to 100 percent of surveyed staff found the conference program to be a valuable resource for navigating their roles and managing day-to-day House operations.

Customer Advocates continued to play a key role in setting up the offices of new Members. The Customer Advocates worked with their partners in House Information Resources, Finance, and Asset Management to help coordinate with incoming Members of Congress who are sworn-in following a special election. The Customer Advocates met with new Members and their senior staff on the Swearing-In Day and followed up with a series of meetings to ensure a smooth transition. The Customer Advocates have supported four new Members through special election so far this year.

JAN – JUN 2022



**681**

**Committee events supported**



**560**

**Advocate meetings conducted**



**966**

**District Office Conference attendees**

The Customer Advocates have also been a key partner in preparing for Transition and redistricting. A Customer Advocate was assigned to the Transition team, providing insight and technical assistance to create maps and analyze data relating to the reapportionment of districts within and between states.

## CUSTOMER EXPERIENCE MANAGEMENT

In 2021, the **Customer Experience Management team** kicked off the Customer Relationship Management Study, to identify a customer relationship management system to be used by all CAO staff. This major initiative partnered with service providers and key stakeholders to conduct extensive interviews, compile needs assessment, and view market research demos from the top customer relationship management providers. The final deliverable, a future state roadmap, will be implemented nearing the completion of this study. The new roadmap will leverage and consolidate customer data and communications from existing disparate sources, fill in service and customer data gaps, facilitate workflows, increase access to customer insights, and improve survey and feedback collection capabilities. The new tool will also support and enable future service improvement efforts and provide leaders and service owners with more information.

Customer Experience Management also continued to expand and communicate its Customer Experience as a Service standards via several operational activities and initiatives. In addition to overseeing the customer-facing MyServiceRequests platform, a new live agent chat and experimental chat bot pilot commenced and are currently underway. Several CAO service platforms have also undergone consultations to ensure customer experience standards and best practices are built into user interfaces like My Expenses and the e-Form project. The team is also partnering on efforts to rebrand and re-envision technology support and redevelop the CAOnline website.

Customer Experience Management partnered with the Business Transformation Office and Customer Advocates in 2021 to mature and evolve current customer feedback collection mechanisms into a new Service Improvement Opportunities Register and Tracking Program. Between January and June, 126 improvement opportunities were identified from survey feedback for inclusion in the program.

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JAN – JUN 2022

**32,211** Customer feedback surveys deployed

**5,762** Customer feedback survey responses

**126** Customer feedback continuous improvement opportunities identified

## CUSTOMER SERVICES

As business returned to almost pre-pandemic levels, the **First Call team** leveraged its hybrid telework posture to serve as a reliable, centralized resource for staff inquiries and logistical support, with a dropped call rate of under three percent. Between January and June 2022, First Call supported an increased demand for services across every operational area, including room reservations, passports, notaries, and service requests.

As such, First Call incorporated a new service for in-House, on-site passport photos, making the First Call office a one-stop shop for all passport needs. With the assistance of House Creative Services, a pilot passport photo station was set

up for several weeks before its full operational launch in May.

Since its launch in October 2021, the new Room Scheduler application on HouseNet continued to be an essential resource for House staff. Throughout the first half of 2022, the First Call team analyzed use-cases of the platform to identify continuous improvement opportunities for reliability and user experience. At the end of this study, First Call determined that these improvements could not be supported due to the nature of the application's platform. First Call then conducted a requirements-gathering study over the next several months, interviewing a broad cross-section of users, and identified a roadmap to develop and implement a new, more functional and user-friendly application for the 118th Congress.

## MAILING SERVICES

**Mailing Services** continued to provide support in person and remotely, including mail list processing and postage accountability services. Mailing Services processed more than 80 million records for Member offices, saving an estimated \$9 million in postage and production costs. Since the Digital Mail Program's launch in 2020, approximately 418 offices enrolled to have their mail scanned and delivered electronically to the Washington, D.C. office. This service delivers mail one business day earlier than physical mail and is imported directly into the Member office's correspondence management system, eliminating the need for manual data entry.

**House Postal Operations** presorted more than 2.5 million pieces of out-bound mail, saving House offices an estimated \$5 million in postage costs. House Postal Operations also tested and processed more than 1.1 million in-bound letters and 13,000 packages, ensuring all mail items were safely delivered to offices on campus.

JAN - JUN 2022



13,581

Phone requests fielded



229

Email inquiries fielded



181

Notarial stamps provided



1,280

Passport applications processed



923

Room reservations booked

JAN - JUN 2022

80M

Mailing records processed

2.5M

Out-bound mail pre-sorted

\$9M

Estimated savings in production and postage costs

1.1M

In-bound mail delivered to House offices



## HOUSE CREATIVE SERVICES

Between January and June, **House Creative Services** continued to work with current customers and service partners while engaging new and potential customers within the House. House Creative Services worked with the Customer Advocates, Communications and Marketing, and other CAO business units to print signage and other conference materials for the 2022 District Office Conference Program.

House Creative Services also provided photography coverage for several high-profile events, including the State of the Union, the Virtual Address to Congress from Ukrainian President Volodymyr Zelenskyy, the Joint Meeting Address from the Prime Minister of the Hellenic Republic Kyriakos Mitsotakis, and others. In May, House Creative Services provided photographic coverage and production services for the World



Merchant Mariners Gold Metal Display.

War II Merchant Mariners event, which included two large print displays of the Merchant Mariners Gold Metal.

The House Creative Services' new website and Media Browser continued to be an essential resource for House offices to access photos and multimedia content, find inspiration, and request services. 321 Member offices downloaded over 17,000 images and 1,005 new images were uploaded by Member offices within the last six months.

JAN - JUN 2022

972

Design work  
orders fulfilled

99

Multimedia projects  
and video shoots  
completed

662

Photography  
appointments  
conducted

25,592

In-Photos, designs,  
and multimedia  
uploaded to the  
Media Browse



Videographers, David Banks and Leah Herman, in the field preparing for a shoot.

## SERVICE CONTRACT MANAGEMENT

In 2022, **House Food Services** operations returned to pre-pandemic levels of service, operating at 100 percent capacity. With the influx of House staff and campus visitors, House Food Services experienced a progressive 57 percent growth in month-to-month sales.

Between January and June, the team collaborated with popular local vendors to introduce multiple pop-up offerings in the Longworth and Rayburn cafeterias, including Mission BBQ, Peruvian Brothers, Greek on the Street, and a made-to-order sushi station. The House Food Services team also coordinated with the House's food service vendor to expand offerings that reflect the wide range and diverse tastes and needs of the House community. This included the addition of rotating branded pop-ups such as Planta, Kalamata, and Arepas to the My Dish station in the Longworth Cafeteria. A new soft-serve ice cream machine was also installed in the Subway restaurant in Rayburn.

To provide continuous support of House operations, all House concessionaire and service contracts were fully re-opened. In January, the newly renovated House Barber Shop was unveiled to provide Members and staff with a



Newly renovated House Barber Shop.

more inviting and modern space for getting a haircut, trim, or shave. In February, the CAO procured a new House dry cleaner. In tandem with the **Vendor Management team**, the new vendor, a designated GreenEarth cleaner, expanded its service offerings to provide on-site alternation services. In June, the House Staff Fitness Center successfully recompleted its contract. After a thorough evaluation process to determine the best value and service for the House, the evaluation committee selected an award-winning, national health and fitness management company that provides fitness and health engagement solutions. With the new vendor, House Staff Fitness Center members have access to health management programs and tools, health risk assessments and biometric screenings, on-site wellness specialists, individual and group fitness classes, and more. The Vendor Management team is currently working with the new vendor to draft plans for maintenance and improvements to the House Staff Fitness Center's layout, equipment, and service offerings.

JAN - JUN 2022



61,863

Coffee beverages sold



27,504

Donuts sold



13,253

Mobile app orders



1,111

Barber Shop appointments

# House Recording Studio

Throughout the first six months of 2022, the **House Recording Studio** continued upgrading its audio and video systems to facilitate remote Committee hearing and participation capabilities. Encoders, laptops, and other associated equipment were added to enable Member and witness participation in virtual and hybrid settings. The majority of Committee hearing rooms on campus have now been configured with new equipment, including video codecs and video teleconferencing software. This year, the team converted five Committee on Appropriations hearing rooms to support hybrid hearings, allowing greater flexibility for the Committee to schedule their hearings and host remote participants. Recording Studio engineers also reconfigured the mobile broadcast carts for hybrid usage, enabling additional hearing rooms to be utilized for hybrid meetings.

The Committee Hearing Room Renovation program continues to plan important upgrades. A technical refresh of the Committee on Agriculture hearing room is scheduled to enable updated technology for the Committee's work on the Farm Bill in 2023. Additionally, the team completed the renovation of HVC-200 and HVC-201, which greatly modernized the technology capabilities in these event rooms.

Between January and June, the team assisted with the broadcast of two Gold Medal Ceremonies. One ceremony was fully virtual and required production staff to compile and edit video footage to be broadcasted. House Recording Studio staff also assisted with a Bicameral Meeting of Congress in the in the Congressional Auditorium for Ukrainian President Volodymyr Zelenskyy's virtual address. House Recording Studio staff assisted in testing and providing a solution to allow Members of Congress to hear a translated speech in real time. The team also broadcasted the Select Committee to Investigate the January 6 Attack on the Capitol hearings in the recently renovated Cannon Caucus Room. These hearings required hours of setup and rehearsal time with the Committee and technical staff.

During the first half of 2022, the House Floor coverage control room was upgraded to include a new video router, which will support newer video standards. This new system keeps the continuous operation of House Floor coverage updated and ready to support future system upgrades.

The House Recording Studio also supported the broadcasts, webcasts, and archiving of House Floor and Committee proceedings, with additional equipment and broadcast procedures to allow for remote Member participation and voting ability.



House Recording Studio staff assist with the Bicameral Meeting of Congress in the Congressional Auditorium for Ukrainian President Volodymyr Zelenskyy's virtual address and the select Committee to Investigate the January 6 Attack on the Capitol hearings.

The Recording Studio also assisted with audio-visual setups for special events across the House campus and conducted multiple in-studio recordings for Members. More than 600 Committee hearings and markups were broadcast, webcast, and archived in virtual, hybrid, or in-person formats. Approximately 12 of these events included field hearings.

The Recording Studio continues to support virtual conferencing requests by assisting with issuing of licenses and technical advice.

JAN - JUN 2022

426

Hybrid Committee  
hearings and  
markups supported

355

Hours of House Floor  
footage broadcasted  
and archived

186

Virtual Committee  
hearings and  
markups supported

435

Requests for in-  
studio services  
fulfilled

5

Traditional hearings  
supported

287

AV requests  
fulfilled

12

Field hearings  
supported

26

Meetings,  
roundtables,  
briefings, and  
forums supported



# Human Resources

During the first half of 2022, the House Human Resources Hub continued to serve as a valuable resource for Member offices. From January to June, the Hub experienced over 4,500 total site visits from over 630 visitors. During that time, over 50 percent of the unique site visitors downloaded the HR Hub's best practice resources for their offices. Over the next several months, the HR Hub will continue to add content and information, including career path information for Member office jobs.

JAN - JUN 2022

## House HR Hub

CAO | U.S. HOUSE OF REPRESENTATIVES



630

Site visitors



4,500

Site visits



1,750

Resource  
downloads

Additionally, as a result of the mandate outlined in H. Res. 756, Moving our Democracy and Congressional Operations Towards Modernization, the **Human Resources team** also launched an enhanced House Resume Bank in April. The revamped Resume Bank replaces a

manual submission process with automated features and modernized functionalities. This new service now provides job seekers with the opportunity to create profiles, upload and update resumes, and obtain information on 14 common House jobs. The centralized Resume Bank also provides resumes for House offices seeking to fulfill hiring needs in Washington, D.C. and district offices.

Within two months of its launch, the House Resume Bank received over 3,100 resumes from individuals and more than 50 requests from Member offices with over 250 resumes provided.

Launching the House Resume Bank was a collective effort with support from various CAO organizations, including House Information Resources, Communications and Marketing, CAO Coach, and House Creative Services.

JAN - JUN 2022



3,100

House Resume Bank  
resumes submitted



50

Member office  
resume requests



In April, Human Resources launched an enhanced orientation and onboarding program for new CAO employees. The relaunched orientation and onboarding program, which aligns with the CAO's Employee goal, creates a welcoming, informative, and inclusive environment for all new hires.

As a supplement to these activities,

### Internal Communications

launched its new publication, the New Hire Wire, which introduces each new hire to CAO staff. This new, monthly communication and the weekly Staffchat newsletter is read, on average, by roughly two-thirds of the CAO workforce and have proven to be essential resource for CAO employees.



New Hire Wire newsletters featuring new CAO staff.

Over the past several months, Human Resources also designed and deployed two competency-based training programs for leaders and staff through its CAO Career Compass portal. Approximately 32 participants completed the Leading the Way cohort-based leadership development program for CAO leaders in February 2022. The cohort experience allowed participants to learn and lean on their peers while empowering leaders with additional tools and tips for success in their roles. These programs were designed to support the CAO's employee goal

and ultimately provide CAO employees with opportunities to enhance their skills and embody these leadership competencies to help shape the CAO's culture.

Additionally, the CAO piloted the general competency training curriculum, Building Blocks for Success. The learning experience also aligns with the CAO's employee goal and ties in six general CAO competencies: adaptability, priority management, accountability, problem resolution, collaboration, and communication. Over 120 attendees participated in the April, May, and June pilot offerings.

To further engage CAO staff and gather insights and perspectives from the CAO workforce, Human Resources also launched its Employee Engagement survey in May 2022. The results from the survey will enable CAO leadership to strengthen its commitment to our employees. Approximately 82 percent of CAO staff participated in the survey, an eight percent increase from the 2020 survey. The survey results will be analyzed and incorporated into a dashboard to support communications and planning efforts.

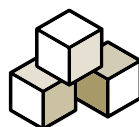
JAN - JUN 2022



**50**  
Career path updates



**32**  
Leading the Way  
program participants



**120**  
Building Blocks for Success  
program participants

## OFFICE OF EMPLOYEE ASSISTANCE

During the first six months of 2022, the **Office of Employee Assistance** conducted 3,319 interactions with employees, managers, and family members across their individual and group services. In the spring of 2022, the team resumed in-person and virtual staff retreats, trainings, and other events to meet the heightened demand for in-person support following two years of COVID-19-related restrictions. Approximately 21 of retreats were provided to both Washington, D.C.-based and district office staff, and 60 training sessions on a variety of topics related to mental health, well-being, work productivity, and job transition. The team also launched InsideOut Coaching, a new vendor-based training for managers and organizational leaders. This training will continue to be offered through the remainder of this year and into the 118th Congress.

JAN – JUN 2022



621

Total client cases



331

New client cases

208

Online mental health screenings

2,845

Counseling sessions

21

Member office retreats

60

Employee Assistance-facilitated training sessions

## HOUSE CENTER FOR WELL-BEING

In January, the **House Center for Well-Being** launched new meditation, mindfulness, and resilience-based programs and resources to support employees dealing with distress and anxiety, while helping to build resilience and reduce the impacts of trauma. In the first half of 2022, over 310 staff accessed the meditation, mindfulness, and resilience-based programs.



Staff pet a Warrior Canine Connection dog at the Well-Being Center's annual Well-Being Fair.

Additionally, over 1,500 staffers attended the nearly 30 wellness-related webinars, briefings, and in-person events offered by the House Center for Well-Being. The House Center for Well-Being's pre-existing web-based and mobile applications that support employees in both their personal and professional lives continued to be popular as well, with almost 1,900 new user accounts created in the last six months, a 34 percent increase from the end of 2021. In March and April, two new web-based and mobile applications were launched to support employee nutrition and financial wellness.

The House Center for Well-Being also hosted several events for the House community, including those for National Nutrition Month in March, Financial Literacy Month in April, and two well-being challenges in February and May focused on physical fitness and cardiovascular health. In June, the Center for Well-Being hosted several virtual and in-person events as part of its annual, month-long Well-Being Fair.

The House Center for Well-Being staff conducted 80 Well Coaching sessions, providing personalized guidance to employees in their well-being journey, while the Wellness Champion network grew to 140 staffers who volunteer their time advocating for individual and institutional well-being.

In conjunction with the Office of Employee Assistance, the House Center for Well-Being also participated in 17 Transition briefings for departing Member offices, providing guidance on issues ranging from benefits to resume assistance.

## FELLOWSHIP PROGRAMS

In the spring of 2022, the Wounded Warrior and the Gold Star Family Fellowship programs were rebranded as the **Green and Gold Congressional Aide Program** for veterans and Gold Star family members.

The Green Congressional Aide Program is the former Wounded Warrior Program. It is administered by the CAO and provides 120 two-year paid employment opportunities for veterans to work for Congress. As of June, there were 70 Green Congressional Aide Program Aides in the program. Additionally, there were 131 Members in the waiting list to host an Aide.

The Gold Congressional Aide Program, formerly known as the Gold Star Family Fellowship Program, also operates under the auspices of the CAO. The Gold Congressional Aide Program provides 40 employment opportunities for Gold Star family members to work for Congress. Like the Green CAP, the Gold CAP Aides are paid by the CAO and serve for two years working directly for Members of Congress in various capacities. As of June, there were 23 Gold Congressional Aide Program Aides in the program and 142 Members on the waitlist to host an Aide.

JAN - JUN 2022

26

Well-being webinars  
and briefings hosted

80

Well Coaching  
sessions

312

Meditation and  
resilience-based  
programming  
participants

782

Total Well-  
Being Challenge  
participants

140

Wellness Champions

1,893

New well-being  
app user accounts  
registered

JAN - JUN 2022



70

Active Green  
CAP Aides

23

Active Gold  
CAP Aides

# CAO Diversity and Inclusion Program

The **CAO Diversity and Inclusion Program Office** manages three successful programs organization in collaboration and coordination with Human Resources and the House Office of Diversity and Inclusion: the CAO Executive Potential Program, the Diversity Working Group, and the CAO Mentoring Program.

During the first six months of 2022, the second cohort of the Executive Potential Program was launched. Three individuals were selected to grow their leadership competencies while undergoing a formal education program under a CAO business unit Chief. These individuals harnessed their talents and skills to help lead multiple new and key customer-facing initiatives, including the House Resume Bank, technology support modernizations, and the e-Forms project. Although intended as a one-year, annual program, participating CAO staff utilize their experience from the program to become empowered leaders within their business unit and serve as ambassadors for the Executive Potential Program.

The Diversity Working Group continued to conduct regular outreach with CAO business unit Chiefs and staff, as well as acquire direct feedback on activities and events focused on expanding awareness of diverse national observances, such as Black History Month,

Women's History Month, Asian American Pacific Islander Heritage Month, LGBTQ+ Pride Month, and more.

In March 2022, the Women as Leaders program was established to inspire, celebrate, and recognize every woman's contribution to the House. The program kicked off with its first all-House Officers meeting in May, providing participants with the opportunity to network and learn from fellow female colleagues.



The Honorable Cheryl L. Johnson signs in for the first Women As Leaders meeting.



Attendees at the Women As Leaders meeting.



# Acquisitions

## CONTRACT MANAGEMENT

From January to June 2022, the **Contracts Management team** continued to process equipment purchases and secure contractor support services. The team processed 2,495 contracts and purchase orders valued at over \$65 million. Contracts were acquired and purchases were awarded to facilitate and improve House operations as well as Transition-related activities, including mobile voice, communications, and broadcast systems in support of the Business Continuity Disaster Recovery Mobile Assets Program; 118th Transition equipment for new Members; furniture restoration and upholstery services; and Emergency Call Center and Family Assistance Center services.

## OFFICE SUPPLY STORE

The **Office Supply Store** continued to serve as a critical resource for supporting and maintaining daily House office operations and providing the House community with additional allotments of personal protective equipment, hand sanitizer, protective gloves, and cleaning wipes, as well as general office supplies. In January 2022, the Office Supply Store began distributing COVID-19 test kits as part of the House COVID-19 allotment program and selling kits to offices interested in supplementing their allotments. At the start of 2022, the Office Supply Store also coordinated

with the Architect of the Capitol to repair store damage and improve lighting to enhance customer experience.

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JAN – JUN 2022



1,084

**Personal protective  
equipment allotments  
distributed**



2,099

**COVID-19 test kit  
allotments distributed**

## SMALL PURCHASING GROUP

Between January and June 2022, the **Small Purchasing Group** successfully continued to acquire timely, essential office equipment items for Member offices, processing more than 1,500 purchase orders and saving the House \$4,073 with its cost-comparison services.

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JAN – JUN 2022

1,500

**Purchase orders fulfilled,  
thereby saving the House**

**\$4,073**

**in cost savings**



# Child Care Center

**The House of Representatives Child Care Center provides full-day, year-round, quality childcare for children of the House Members and staff.**

The **House Child Care Center** continued to execute its comprehensive plan of modified COVID-19 policy and procedural changes in accordance with the most up-to-date public health guidance, in order to provide exceptional quality care and developmentally appropriate learning experiences to nearly 160 children and their families across 14 infant, toddler, and preschool classrooms in the O'Neill child care facility. In March, the Child Care Center instituted a Test-to-Stay Program, which further reduced care disruption due to COVID-19 exposure. In May, the Child Care Center resumed its full operating hours for the first time since 2020.

Over the last six months, the Child Care Center continued to reinstitute its in-person events and opportunities, including its open door policy for families, neighborhood walks, and field trips.

The Child Care Center was able to deliver services to additional House families, enrolling 26 new children across all age groups. Two new employees were onboarded to meet the demand for increased quality care and effectively implement COVID-19-related policies and procedures, as well as opportunities for increased enrollment.



Student artwork displayed on the Child Care Center's windows.

In April, the Child Care Center partnered with a children's development consulting group to offer additional support and resources to children, families, and faculty. The partnership kicked off with a faculty training focused on identifying developmental red flags and supporting young children during a pandemic, and provided a parent-based "lunch and learn" session for the consulting group to introduce its team and services.

In May, the Child Care Center developed a new initiative to support the House's sustainability efforts and contribute to long-term cost savings. This initiative involved transitioning from disposable to reusable dishware for morning snack and lunch periods. During that time, the Child Care Center achieved a new, five-year term of accreditation from the National Association for the Education of Young Children, valid through October 1, 2027. Accreditation demonstrates the Child Care Center's commitment to quality and continuous improvement.

# Employee Advocacy

During the first six months of 2022, the **Office of Employee Advocacy** provided quality legal services to House employees in employment-related issues covered by the Congressional Accountability Act of 1995 and its 2018 Reform Act. Employee Advocacy provided legal advice, representation, and consultation in accordance with its mission of promoting a productive Congressional workplace by upholding employee rights, minimizing distractions from personnel issues, and creating an environment free of harassment, discrimination, and retaliation. In light of heightened interest in workforce organization and collective bargaining among House staff and the ultimate passage of H. Res. 1096, which approved additional unionization regulations, Employee Advocacy's services and initiatives in the first half of 2022 included substantial assistance to House employees to address inquiries related to collective bargaining rights and processes.

From January through June, Employee Advocacy assisted a high volume of House employees with workplace discrimination, harassment, retaliation, accommodation, leave, and safety concerns. Counseling, advice, and representation to House employees on workplace issues under the 14 laws made applicable to the House by the Congressional Accountability Act were provided during this time. The issues included

discrimination based on age, military status, race, color, religion, national origin, disability and sex (including gender, sexual orientation, and gender identity); harassment and hostile work environment; retaliation based on protected activity; safety concerns under the Occupational Safety and Health Act; equitable compensation; labor issues related to collective bargaining rights and processes; assistance with securing health and disability-related leave; violations of the family medical leave statutes; accommodation of health conditions; and ethics complaints that are covered by the Congressional Accountability Act.

In February, the Congressional community received extensive media attention regarding workplace conditions. As a result, Employee Advocacy accepted a Member's request to speak about addressing staff issues and working conditions. Employee Advocacy offered a Congressional Accountability Act-covered employee rights perspective in providing requested proposals covering options for staffers seeking assistance regarding supervisors, data on staff wages, intern pay, and measures to address concerns with management practices.

From March through June, Employee Advocacy took several steps to increase awareness of the office as a resource for answering staff questions and addressing inquiries related to unions and collective bargaining. Employee Advocacy

updated its online and printed materials to include frequently asked questions on union topics and will continue to add more robust updates within the coming months. Employee Advocacy also hosted a webinar on these issues for over 180 registered House staff and co-hosted a panel with the Office of Congressional Workplace Rights. Employee Advocacy expanded its communications outreach through platforms like the Customer Advocate newsletters, campus digital signage, periodic e-Dear Colleague letters, HouseNet, and regular Employee Advocacy webinars.

Employee Advocacy also took additional measures to modernize its operations. In June, Employee Advocacy purchased an e-discovery software to help facilitate the office's review and processing of documents collected and produced to secure clients' Congressional Accountability Act-covered rights. Employee Advocacy's also completed customization work with its case management software vendor. The customized software allows Employee Advocacy to better serve the House community through tracking trends in employees' workplace issues, thus permitting Employee Advocacy to focus resources and training on high incidence issues. Employee Advocacy also worked with House Information Resources to ensure heightened security of the case management software and other data repositories to ensure the privacy and confidentiality of House employees.

Throughout the first half of 2022, Employee Advocacy worked to strengthen its partnerships with other CAO departments and House offices. As part of the House Task Force for a Diverse and Talented Workforce, Employee Advocacy studied

issues related to the House workforce and contributed its employee rights perspective on initiatives, including the collection of demographic and compensation data; increased intern benefits, training and coordination; and improved training for senior staff. The office also served as an ongoing contributor to the HR Hub, providing guidance on content that assists offices with workplace matters, including performance improvement measures, position description templates, family and medical leave, and health-related accommodations covered under the Congressional Accountability Act of 1995.

Employee Advocacy also provided invaluable feedback regarding the Office of Congressional Workplace Rights' regulations under the Fair Labor Standards Act, and recommended the office's reconsideration of exemptions applied to House employees such as childcare staff. Employee Advocacy provided input to Member offices on a Congressional Accountability Act Enhancement Act Bill. As a result, changes were made to enhance the protections and options available to House employees who have concerns under the Congressional Accountability Act, including broadening Employee Advocacy's jurisdiction to enable the office to represent House employees in federal district court in a similar manner as the House's management counsel, increasing leadership accountability for Congressional Accountability Act violations, and giving employees a greater ability to ensure the viability of their Congressional Accountability Act claims filed with the Office of Congressional Workplace Rights. Members introduced the bill in the House in mid-April.

The Workplace Rights and Responsibilities Education Program invited Employee Advocacy to provide feedback on its 2022 training in order to maximize employees' knowledge of their workplace rights and resources under the Congressional Accountability Act. At the request of the Committee on House Administration, Employee Advocacy participated in a briefing alongside its House partners to inform Majority Chiefs of Staff of the resources available to managers and their employees. Employee Advocacy partnered with the Office of Diversity and Inclusion to host two initiatives: a webinar on reasonable accommodation rights and two separate presentations for staff and managers highlighting its litigation services and alternative resolution-based services.

Employee Advocacy's also participated in the District Director Flyout and the 2022 District Office Conference Program. The office fielded many questions and distributed materials for attendees to understand fully how Employee Advocacy's services can contribute to civil and professional Congressional workspaces. Employee Advocacy also joined the Workplace Advocacy Steward for the Senate's Congressional Staff Association to conduct an informational interview about services provided.

During the latter half of 2022, Employee Advocacy will continue to assist employees in Congressional Accountability Act-covered matters that affect the workplace and implement additional measures to inform House staff about union rights.

# Solutions Support and Continuity of Operations

## BUSINESS CONTINUITY/ DISASTER RECOVERY

Just shy of the start of the Second Session of 117th Congress, a time during which COVID-19 tests were in shortage, **Business Continuity/Disaster Recovery** was tasked with orchestrating the procurement of test kits in preparation for the impending COVID-19 variant surge. In a coordinated effort with other CAO business units, Business Continuity/Disaster Recovery sourced 25,200 test kits and devised a House-wide distribution plan. In early January 2022, Business Continuity/Disaster Recovery launched a COVID-19 Test Kit Distribution Center, distributing 120,000 test kits to House staff.

The team continued to monitor and respond to events affecting district office operations, including hurricanes, tropical storms, tornados, and wildfires. Between January and June, Business Continuity/Disaster Recovery tracked dozens of incidents and conducted outreach to 30 potentially impacted district offices.

The team coordinated contingency activities to ensure the CAO can support the House with essential services throughout all operating environments. Business Continuity/Disaster Recovery worked with the House and Legislative Branch partners to pre-stage contingency assets and personnel to provide event monitoring support for the State of the Union Address, as



COVID-19 Rapid Test Distribution Center.

well as the Joint Meeting Address from the Prime Minister of the Hellenic Republic Kyriakos Mitsotakis. Business Continuity/Disaster Recovery also supported House Recording Studio to support the quick transformation of the Capitol Visitor Center's Auditorium in support of the first ever virtual Address to Congress from a foreign leader.

The team coordinated with colleagues from the House and Legislative Branch partners to conduct three continuity exercises. These exercises tested the full setups of contingency and continuity capabilities, as well as the coordination between CAO and Legislative Branch organizations.

Business Continuity/Disaster Recovery partnered with House Information Resources in the significant migration of over 160 House servers to the new primary data center. Several business impact analyses were performed across all House Information Resources systems, while ensuring all of 54 information system contingency plans were updated and exercised for this fiscal year.



# Communications and Marketing

**Communications and Marketing** continued its work with key, customer-facing business units to overhaul CAO-branded newsletters and direct emails, as well as implement a variety of marketing strategies, including QR codes, direct email and position-specific newsletter campaigns, promotional and instructional videos, digital monitor signage, social media campaigns, infographics, and more.

The team provided instrumental support for several high-level initiatives, including the new CAO Strategic Plan, the FY2021 House Financial Statement, and the Workplace Rights and Responsibilities Education Program.

Communications and Marketing was also an integral, collaborative partner in spreading awareness of CAO services and building out resources. Most notably, the team supported the communications and marketing for the CAO



CAO materials developed and designed by the Communications and Marketing team.

Coach Program and initiated an ongoing campaign to market awareness of new Congressional Staff Academy courses and offerings, including the Officers of the House series.

The Communications and Marketing team worked extensively with the Customer Advocates to support the marketing campaign of, and resources for, the 2022 District Office Conference Program, and collaborated with Human Resources to promote the new House HR Hub resources as well as its new quarterly newsletter for House office managers. The team also supported the rollout of the revamped House Resume Bank for hiring Member offices and prospective job candidates, the House Center for Well-Being's annual Well-Being Fair, and the Office of Employee Assistance's new InsideOut Coaching program for managers.



District Office Conference branding displayed at a presentation in the Capitol Visitor Center auditorium.

The team collaborated with the Customer Experience Center's Vendor Management team to extensively market new food services and dry cleaning offerings. Another major awareness initiative included the creation and distribution of campus resources, including campus service signage and key House phone number directories to help House staff easily identify CAO-related and other popular services across the House campus.

Additionally, the Communications and Marketing team acquired a new, House-secure QR code platform to improve the accessibility of marketed services and products as well as track and analyze engagement. This new platform allows the team to more effectively identify where, how, and when House staff learn about CAO offerings.

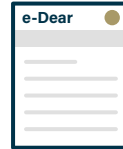
During the first half of 2022, the **HouseNet team** continued to build upon previous efforts to improve HouseNet content accuracy, ease of use, and comprehensiveness. Between January and June, HouseNet received over 1.2 million page views. Approximately 91 percent of those page views were from returning users, indicating that HouseNet continues to be a relied upon source of information for the House community. The HouseNet team also managed nearly 400 individual HouseNet requests during this time period, which translated to a total of 733 updates to HouseNet.

JAN - JUN 2022



**350+**

**Digital communications distributed to House staff**



**93**

**e-Dear Colleagues on CAO services and offerings**



**150+**

**Design requests**



**1.2M+**

**HouseNet page views**



**733**

**HouseNet content updates completed**

# Business Transformation Office

The **Business Transformation Office** expanded its oversight to include management of the Architect of the Capitol CAO Client Project Portfolio and the CAO's sustainability initiatives. The office continues to collaborate with CAO leadership and staff in support of building new capabilities and improving existing operations.

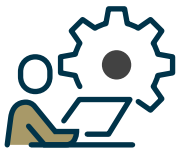
The Business Transformation Office has continued to evolve its enterprise project list, which captures pre-project initiation activities and active projects, including joint projects between the CAO and the Architect of the Capitol. In addition to regular engagement with staff to support project execution, the Business Transformation Office enhanced project portfolio management processes and reporting. Ongoing engagement with the Committee on House Administration on the enterprise project list has been operationalized to provide regular briefings on high-priority projects impacting the House community.

Partnering with the CAO's Office of Budget, Planning, and Analysis, the Business Transformation Office also supported budget formulation and the creation of the CAO Emerging Projects Investment Fund. Workflows associated with the investment fund are managed in the Business Transformation Office's enterprise tool for task and project management, which has improved operational efficiency and leadership reporting.

During the first six months of 2022, the Business Transformation Office continued to provide recommendations to CAO leadership and staff while tracking those recommendations in the enterprise improvement log, also known as the Continuous Improvement Register. Through its collaboration with Customer Experience Center, the Business Transformation Office worked to ensure the Voice of the Customer Report is customer-centric and specifically evaluates trend data and tailors recommendations for those items that are considered highly important or need visibility within the CAO Immediate Office.

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JAN - JUN 2022



11

Active high-priority,  
external projects



23

Completed high-  
priority CAO projects

# CAO Strategy Office

The **CAO Strategy Office** works closely with all organizational units and leaders to ensure that all parts of the organization are working towards the common vision to become an essential resource for every Member of the People's House.

However, the new strategy includes an external promise to the House community that the CAO is Member Focused, Service Driven, as well as an internal promise to the CAO workforce that the organization works as One CAO team. Shared CAO values of teamwork, service, innovation, integrity, and respect, along with the CAO's leadership practices and four goals with nine underlying objectives, are all integral to ensuring the CAO achieves its vision.

The Strategy Office brought together a Strategic Communications team with members from Internal Communications, Communications and Marketing, House Creative Services, the House Recording Studio, Human Resources, and the CAO Immediate Office to launch the strategy. The Strategy Office led the team to produce a one-page strategy poster for staff that defines the One CAO campaign and

highlights the mission, vision, and values of the strategy; a document providing details on each component of the new plan; and testimonial-style videos highlighting the CAO teams and leaders that live and embody our organization's values and leadership practices.

After formulating the new 2022-2027 CAO Strategic Plan during the latter half of 2021, the CAO Strategy Office began the process of communicating and executing the plan. The success of the 2017 plan led the CAO to retain its mission, vision, and values of the organization.



2022-2027 CAO Strategic Plan.



In spring 2022, the Strategy Office facilitated a CAO executive leadership meeting and an all-staff meeting in June to discuss the new plan's components, structure, and the newly developed leadership practices. These practices will be communicated to staff and demonstrated by CAO leaders in their day-to-day work. This includes embracing change and innovation, adapting to the needs of the House community, cooperating and collaborating with other CAO teams and House support offices, and keeping promises when planning and executing all facets of the CAO's work.

In the coming months, the Strategy Office will work to begin delivering on the goals and objectives in the strategic plan with a newly developed governance and execution structure. The Strategy Office will coordinate efforts of the Strategic Communications team to help bolster the organization's efforts to work as One CAO towards our vision. This team will also focus on ensuring each CAO employee will know how their work, in concert with their colleagues, contributes to the success of the CAO's strategy and mission.



# Budget and Staffing Charts

## FISCAL YEAR 2021 BUDGET TO ACTUAL REPORT (DATA AS OF 6/30/2022)

	Adjusted FY 2021 Budget	YTD Actuals	Available Balance	% of Budget Remaining
<b>Office of the Chief Administrative Officer</b>				
<b>Annual Funds</b>				
Personnel	\$77,170,758.55	\$77,125,081.32	\$45,677.23	0.06%
Non-Personnel	\$76,399,630.27	\$75,904,756.93	\$494,873.34	0.65%
<b>Total Annual Funds</b>	<b>\$153,570,388.82</b>	<b>\$153,029,838.25</b>	<b>\$540,550.57</b>	<b>0.35%</b>
<b>No Year Funds</b>				
<b>Total No Year Funds</b>	<b>\$27,790,471.19</b>	<b>\$18,043,757.31</b>	<b>\$9,746,713.88</b>	<b>35.07%</b>
<b>Multi-Year Funds</b>				
<b>Total Multi-Year Funds</b>	<b>\$7,285,593.00</b>	<b>\$4,725,508.13</b>	<b>\$2,560,084.87</b>	<b>35.14%</b>
<b>Total CAO Budget</b>	<b>\$188,646,453.01</b>	<b>\$175,799,103.69</b>	<b>\$12,847,349.32</b>	<b>6.81%</b>
<b>BC/DR</b>				
<b>Annual Funds</b>				
Personnel	\$1,682,150.00	\$1,682,149.31	\$0.69	0.00%
Non-Personal	\$10,669,000.00	\$10,403,277.54	\$265,722.46	2.49%
<b>Total Annual Funds</b>	<b>\$12,351,150.00</b>	<b>\$12,085,426.85</b>	<b>\$265,723.15</b>	<b>2.15%</b>
<b>No Year Funds</b>				
<b>Total No Year Funds</b>	<b>\$9,902,021.50</b>	<b>\$5,613,469.65</b>	<b>\$4,288,551.85</b>	<b>43.31%</b>
<b>Multi-Year Funds</b>				
<b>Total Multi-Year Fund</b>	<b>\$1,976,339.00</b>	<b>\$1,966,022.00</b>	<b>\$10,317.00</b>	<b>0.52%</b>
<b>Total BC/DR Budget</b>	<b>\$24,229,510.50</b>	<b>\$19,664,918.50</b>	<b>\$4,564,592.00</b>	<b>18.84%</b>

### Notes:

1. FY21 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2021 per P.L. 116-260, Emergency Security Supplemental Appropriations Act, 2021 per P.L. 117-31, and any IPACs received as of 06/30/22.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 06/30/22.

## FISCAL YEAR 2022 BUDGET TO ACTUAL REPORT (DATA AS OF 6/30/2022)

	Adjusted FY 2022 Budget	YTD Actuals	Available Balance	% of Budget Remaining
<b>Office of the Chief Administrative Officer</b>				
<b>Annual Funds</b>				
Personnel	\$85,830,783.81	\$59,653,111.19	\$26,177,672.62	30.50%
Non-Personnel	\$80,239,758.72	\$42,896,956.39	\$37,342,802.33	46.54%
<b>Total Annual Funds</b>	<b>\$166,070,542.53</b>	<b>\$102,550,067.58</b>	<b>\$63,520,474.95</b>	<b>38.25%</b>
<b>No Year Funds</b>				
<b>Total No Year Funds</b>	<b>\$30,128,350.00</b>	<b>\$2,050,406.70</b>	<b>\$28,077,943.30</b>	<b>93.19%</b>
<b>Total CAO Budget</b>	<b>\$196,198,892.53</b>	<b>\$104,600,474.28</b>	<b>\$91,598,418.25</b>	<b>46.69%</b>
<b>BC/DR</b>				
<b>Annual Funds</b>				
Personnel	\$2,304,000.00	\$1,625,224.86	\$678,775.14	29.46%
Non-Personnel	\$15,508,861.00	\$9,877,444.31	\$5,631,416.69	36.31%
<b>Total Annual Funds</b>	<b>\$17,812,861.00</b>	<b>\$11,502,669.17</b>	<b>\$6,310,191.83</b>	<b>35.42%</b>
<b>No Year Funds</b>				
<b>Total No Year Funds</b>	<b>\$11,135,770.31</b>	<b>\$383,314.98</b>	<b>\$10,752,455.33</b>	<b>96.56%</b>
<b>Total BC/DR Budget</b>	<b>\$28,948,631.31</b>	<b>\$11,885,984.15</b>	<b>\$17,062,647.16</b>	<b>58.94%</b>

## Notes:

1. FY22 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2022 per P.L. 117-103 and any IPACs received as of 06/30/2022.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 6/30/22.

## CAO AND BC/DR STAFFING AS OF 6/30/22

	Current FTEs	Total Vacancies	Total FTEs
<b>CAO Positions</b>			
Acquisitions	28	2	30
CAO IO and Galleries	67	10	77
Customer Experience Center	49	6	55
Finance	88	9	97
HIR (not including BC/DR)	268	32	300
House Recording Studio	45	3	48
Human Resources	34	6	40
Office of Risk Management	3	4	7
Logistics and Support	120	12	132
<b>Total CAO Positions</b>	<b>702</b>	<b>84</b>	<b>786</b>
<b>BC/DR Positions</b>	<b>16</b>	<b>4</b>	<b>20</b>
<b>Total Positions</b>	<b>718</b>	<b>88</b>	<b>806</b>

Notes:

1. Personnel Data is as of June 30, 2022.





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