

# SEMIANNUAL REPORT

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JULY - DECEMBER 2020



*U.S. House of Representatives*

**CAO**

CHIEF ADMINISTRATIVE OFFICER

**CAO.HOUSE.GOV**

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

*House Rule II 4(b)*

*116th Congress*

# CAO Mission

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

# CAO Vision

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





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# Executive Summary

**During the latter half of 2020, the Office of the Chief Administrative Officer (CAO) continued to meet the extraordinary challenges presented during an unprecedented year. From facilitating the transition to the 117th Congress, to supporting the House community through the COVID-19 pandemic, to managing the technical and logistical components of a virtual meeting of world leaders, the CAO realized its vision of being an essential resource to every Member of the People's House.**

Staff from across the CAO worked in the challenging environment created by the COVID-19 pandemic to ensure a smooth and orderly transition to the 117th Congress. The CAO worked together with its partner organizations to officially welcome 59 new Members to the United States House of Representatives. Over the course of the Congressional Transition, the CAO coordinated and executed 161 office moves for the House community.

In addition to the enormous effort of facilitating the Congressional Transition, the CAO continued its critical support of House operations during the COVID-19 pandemic, leveraging existing continuity of operations planning and infrastructure to ensure that Member offices, Committees, and House Leadership could seamlessly continue to perform their Constitutional duties. Throughout the pandemic, the House averaged nearly 6,000 remote users daily, ensuring they were able to work securely and safely, often from home. Using tools like Microsoft Teams, Cisco Webex, and Zoom, Members and staff conducted more than 128,000 meetings, over 120,000 calls, and sent nearly 9.7 million chat messages from July through December. Additionally, the CAO continued to provide direct support for virtual Committee proceedings that have been attended by remote Members and witnesses and viewed live by millions of Americans.

The CAO also continued to partner with the Office of Attending Physician and the Sergeant at Arms to ensure the House workplace remains safe for those Members and staff who must continue to work on site, both in Washington, D.C. and district offices. The CAO distributed hundreds of thousands of masks, bottles of hand sanitizer, and plexiglass shields throughout the House campus and to hundreds of district offices. The CAO also provided safety consultations to Members to ensure their individual offices were safe for some employees to return to the workplace and helped contract for 12,000 rapid COVID-19 tests.

In executing its mission to protect the House, the CAO's Office of Cybersecurity blocked an average of 8 million penetration attempts against House.gov and 15,500 phishing attempts against House staff each quarter. Each month, an average of 2.8 billion scans and probes against the House network are blocked by our firewall. In response to the COVID-19 pandemic, Cybersecurity also adapted to identify and monitor COVID-19-related cybersecurity threats to better protect the House and to raise Member and staff awareness of these threats. Efforts included monitoring identified scams and phishing attempts, as well as the publication and dissemination of information and teleworking guides.

In the CAO's ongoing efforts to make the House a better place to work and in response to the unique challenges presented by the COVID-19 pandemic, the House Wellness Center continued to expand its offerings for House staff, enabling them to better focus on their well-being. The Wellness Center offered a variety of webinars focused on topics like mindfulness and resiliency. The team also launched a new service to help employees secure low-cost emergency backup and elder care and access free student tutoring through a virtual academic resource center. To help staff navigate their health insurance options during Open Season, the Wellness Center partnered with the Office of Payroll and Benefits to roll out a benefits navigation and transparency tool to help foster employee health literacy.

The Office of Employee Assistance continued to offer its confidential counseling and support services for Members and staff. The Office of Employee Assistance also facilitated customized virtual staff retreats for Member offices, primarily held in district offices, to help Members and staff with important strategy and team building activities. During the COVID-19 pandemic, the caseload for the Office of Employee Assistance more than doubled, and the team continued to serve and meet the needs of the House community.

In July and September, Logistics and Support's Furnishings team supported the lying-in-state ceremonies of Congressman John Lewis and Supreme Court Justice Ruth Bader Ginsburg. A rolling catafalque, created by the Upholstery shop and adorned with black drapery from the Drapery shop, was used in both socially distanced public viewing services.

Following a closure due to the COVID-19 pandemic, the House of Representatives Child Care Center reopened in July. After reopening, the Child Care Center provided care and developmentally appropriate learning experiences to nearly 120 children and their families across 17 classrooms in the O'Neill East and West facilities.

Demonstrating the CAO's commitment to stewardship of taxpayer dollars and compliance with all government accounting standards and regulations, the House received its 22nd consecutive unmodified audit opinion with zero significant deficiencies for fiscal year 2019.

In September of 2020, the Speaker of the House hosted a virtual meeting of world leaders from the Group of Seven (G7). Participants included the Speaker's counterparts from G7 nations: Canada, France, Germany, Italy, Japan, and the United Kingdom, as well as the European Union.

The event was originally scheduled to occur in person but was shifted to an entirely virtual format because of COVID-19 restrictions. CAO business units successfully managed technical and logistical requirements and were praised by House Leadership for their execution of this historic event. The event proceedings were facilitated through a video conferencing platform based on the success of the House in using the platform in support of Committee hearings and markups. The CAO also provided a solution that integrated directly into the platform to allow for real-time translation into all languages spoken by G7 countries. Exhaustive coordination and testing, as well as the creation of a Technology Monitoring Center, ensured the event was a success.

In December, Human Resources completed its second mentoring class. Fifty employees from across the CAO received formalized training opportunities, participated in one-on-one meetings and coaching discussions, and obtained insights from key stakeholders, including CAO leadership, the Committee on House Administration, and the House Parliamentarian.

In continuing to meet the unprecedented challenges of a global pandemic, the staff of the Office of the Chief Administrative Officer did not miss a beat. Whenever possible, the office's workforce of more than 700 dedicated employees continued to operate via a remote work environment, and the CAO continued to fulfill its duties. When their responsibilities required an on-campus presence, the health and safety of CAO staff was a primary concern. Every effort was made to ensure they had access to protective resources as social distancing was enforced, and office workspaces were adapted. Nevertheless, we would be remiss if we did not express our gratitude to those individuals and departments. Their essential functions were critical in keeping the House operating.

This semiannual report, covering the period between July and December 2020, highlights the CAO's key programs and initiatives to serve the House during an unprecedented pandemic and to facilitate the transition to the 117th Congress.





# Timeline

- JULY**
- House Child Care Center facilities re-open to support the childcare needs of House staff and their families.
  - First Call officially launches its virtual call center and Special Event Room database to safely support the ongoing needs of the House community.
  - Finance and partnering CAO business units support the financial setup of the House Select Subcommittee on the Coronavirus Crisis.
  - The Customer Advocate program coordinates with HIR and the House Recording Studio to support remote Committee proceedings.
  - HIR completes the House's routed infrastructure lifecycle hardware upgrades, further aiding CAO sustainability efforts.
  - Furnishings supports the lying-in-state ceremony for Congressman John Lewis.
  - Logistics and Support begins executing the designs for the major renovation of two Committee hearing rooms.
  - House Creative Services produces informational videos to support New Member Orientation.

- AUGUST**
- Payroll and Benefits conducts outreach to Member offices to provide guidance regarding the potential overspending of MRA funds.
  - Congressional Staff Academy launches its Adjunct Faculty Program.
  - The Customer Experience Management team launches its Customer Service Library project to improve user experience with CAO services.
  - Congressional Staff Academy hosts its virtual 2020 Writing Workshop.
  - Furnishings conducts an on-site survey for the design of a new spray paint booth for the refurbishment of House furniture.
- SEPTEMBER**
- The Customer Advocate program launches its bi-weekly newsletter to provide timely and relevant information about available CAO services and updates.
  - Furnishings supports the lying-in-state ceremony for Supreme Court Justice Ruth Bader Ginsburg.
  - Human Resources launches phase two of its Human Capitol Project.
  - The Office of Employee Advocacy launches its website.
  - The CAO assists in facilitating the Speaker's G7 Conference.

## OCTOBER

- The newly rebranded My PayLinks goes live for the House community.
- The House Recording Studio launches its application to assist with live recorded coverage of Committee proceedings.
- The Gold Star Family Fellowship Program begins actively recruiting Fellows.
- The Congressional Staff Academy launches its new monthly course digest emails.
- Human Resources launches an Americans with Disabilities Act training module for CAO staff.
- Asset Management launches the House TV program and the Equipment Modernization program.
- Cybersecurity hosts a virtual Cybersecurity Awareness Month event for the House community.

## NOVEMBER

- Payroll and Benefits conducts a virtual fair for Federal Benefits Open Season.
- HIR supports remote electronic voting for House Caucus elections.
- The Diversity Working Group hosts a virtual Veterans Day event for CAO staff.
- The House Wellness Center launches a health benefits tool, as well as two family care services to provide backup care and educational assistance for House staff and their families.
- House Web Services launches a suite of websites to support 117th Congressional Transition activities, including new Member websites.

## DECEMBER

- The CAO launches its Transition Aide program to support Members-elect during New Member Orientation.
- CAO business units partner with the Architect of the Capitol to facilitate safe office moves for departing, returning, and new Members during Transition.
- HIR installs a new, secure wide area network connection to facilitate offsite New Member Orientation activities.
- The House Gift Shop kicks off its annual holiday sale.
- HIR virtual database servers at the new data center are leveraged to support and upgrade the Budget and Planning Tool.
- First Call collaborates with Enterprise Applications to streamline access to Notary and Passport services on MyServiceRequests.
- HIR installs networking to support Member office moves during the Transition.
- The House Recording Studio completes the audio-visual reconfiguration of a total of 16 Committee hearing rooms.
- HIR collaborates with the Congressional Staff Academy to provide a course in 508 web accessibility.
- The House Gift Shop expands online public access to merchandise through the Capitol Visitor Center Gift Shop website.
- The House Recording Studio provides broadcast graphics for Committee proceedings.

# 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.**

## SOLUTIONS SUPPORT AND CONTINUITY OF OPERATIONS

### Business Continuity/Disaster Recovery

#### District Office Support

Since early March, the Business Continuity/Disaster Recovery team actively responded to the COVID-19 pandemic and continued to coordinate modified continuity of operations functions alongside the Office of the Clerk and the Sergeant at Arms.

Between July and December 2020, Business Continuity/Disaster Recovery tracked 31 tropical storms and hurricanes in the Atlantic, as well as the Midwest derecho and hundreds of wildfires across California and other western states. In coordination with other CAO business units and House organizations, the team conducted outreach to impacted district offices and deployed contingency technical resources for dozens of natural disasters. Business Continuity/Disaster Recovery contingency assets were sent to 16 district offices during the latter half of 2020. Some of these assets included new self-sufficient power capabilities that allow district office staff to charge devices using solar panels.

The team also updated its district office location database, revising 982 addresses.

Business Continuity/Disaster Recovery also facilitated over 50 tabletop exercises for House IT Systems to ensure information system contingency plans were up to date and in accordance with industry standards. Additionally, Business Continuity/Disaster Recovery partnered with other HIR directorates to failover multiple vendor systems for protection in an alternate data center, further enhancing the House's disaster recovery posture.

Business Continuity/Disaster Recovery initiated a comprehensive Business Process and Impact Analysis project across the CAO in 2020. The project reviews all CAO functions through a continuity lens and other functional interdependencies. Upon completion, the CAO will have a detailed list of the essential functions provided by each business unit for further enhancement of its Risk Management program.



**15,000+**

**Windows computer upgrades**

July – Dec 2020



**982**

**District office addresses updated**

July – Dec 2020

## Technology Innovated Solutions

### House-Wide Computer Updates

The newly established Technology Innovated Solutions team managed the successful push of version updates containing new features, as well as security and application enhancements, to over 15,000 House Windows computers. These updates have helped further protect the House community against cybersecurity risks.

## ENTERPRISE APPLICATIONS

### FinMart Upgrade

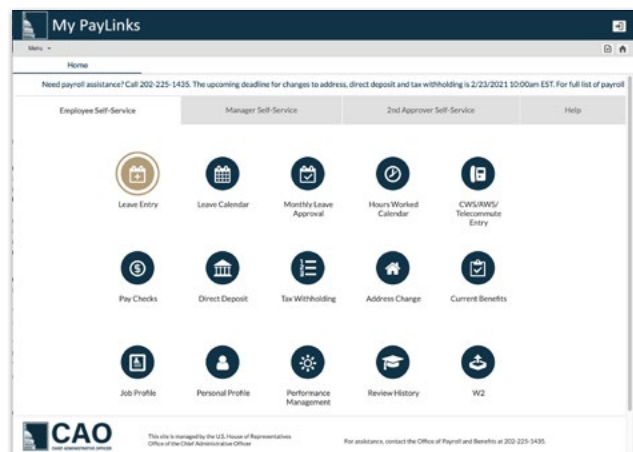
For the first time, House Information Resources' virtual database servers at the new data center were successfully leveraged to support the recent upgrade of FinMart. As a result of the upgrade, original vendor support remained intact and users benefited from performance improvements, greater availability, and enhanced Business Continuity/Disaster Recovery capabilities.

### Customer Relationship Management System

To support and manage interactions conducted through the Customer Advocate program, HIR collaborated with the Customer Experience Center to implement the use of a customer relationship management system. HIR's Support Systems team worked with the Customer Advocates to customize data entries to better accommodate the Advocates' needs in documenting Member office interactions. Support Systems was also able to create a custom meeting tool to facilitate the Advocates' quarterly scheduled interactions as well as build enhanced business workflows to streamline work processes.

### My PayLinks

The My PayLinks platform, available for all House staff, was revamped during the latter half of 2020. The new platform features a modernized user interface, new CAO branding, streamlined navigation tools, and additional scroll bar features containing important financial information and payroll deadlines.



The revamped My PayLinks website.

## ENTERPRISE INFRASTRUCTURE AND TELECOMMUNICATIONS

The Enterprise Infrastructure team and Telecommunications team managed and coordinated the deinstallation and reinstallation of approximately 3,000 telephones between July and December 2020 and ordered over 900 wireless devices. The Telecommunications team completed over 6,000 requests and completed over 1,000 call-forwarding requests for remote staff.

Engineers completed an upgrade to the House Meeting Exchange conferencing servers used for hosting conference calls, adding capacity for an additional 500 users. During the July to December period, the Meeting Exchange platform hosted 6,041 conferences with 33,672 participants.



**900**

**Wireless devices distributed**

July – Dec 2020



**6,041**

**Conferences held on  
the House Meeting  
Exchange platform**

July – Dec 2020



**6,000**

**MyServiceRequests  
completed**

July – Dec 2020

## ENTERPRISE MESSAGING AND MOBILITY

### Office 365

Leveraging the Office 365 suite available across all House offices, HIR was able to ensure the seamless

continuity of House operations. HIR supported the House telework posture by providing continuous access to, and management of, House email, storage, and collaboration capabilities. Microsoft Teams continued to see an increase in usage throughout the COVID-19 pandemic, with House staff conducting more than 128,000 Teams meetings, over 120,000 calls, and sending nearly 9.7 million chat messages during the July to December 2020 period.

HIR expanded a Common Office Drive service to serve as the shared storage solution for Members-elect. The Common Office Drive service provides a comprehensive file sharing space for new Members and is accessible through their office workstations, laptops, and mobile devices.

**128,000+**

**Meetings conducted  
through teams**

July – Dec 2020

**120,000+**

**Calls made through Teams**

July – Dec 2020

**9.7 MILLION**

**Chat messages in Teams**

July – Dec 2020



## Email Security

HIR's Messaging team deployed an automated tool that discovers and removes malicious emails after delivery to House mailboxes. Mail filtering and protection systems were enhanced by introducing new hardware with greater performance and lifespan and a new applied email threat intelligence service was enabled to recommend configuration updates and other changes based on modern cybersecurity threats.

## Mobility

The Mobility team deployed a new web-based portal to manage and distribute House devices. The portal allowed HIR to enable automated mobile device enrollment and streamline the device deployment process from over three hours to just thirty minutes. During the House's extended telework posture, this new solution to manage devices provided HIR with a unique opportunity to improve customer experience for teleworking staff by enabling customers to opt for direct home delivery of their new mobile devices. To further expand the House's remote capabilities, Mobility engineers also assisted with the deployment of a mobile scanning solution for Asset Management as well as the deployment of two new secure mobile apps for remote voting.

The Mobility team enabled the use of global server load balancing services to deliver an "active-active high availability" posture for the House's bulk email system. New features for application load-balancing, which support applications including PeopleSoft and FinMart, were also successfully deployed. Load balancers are now also being leveraged to make other critical services, such as the MyServiceRequests system, more readily accessible.

## ENTERPRISE OPERATIONS AND FACILITIES

### Data Storage

The Data Storage team successfully installed a new enterprise storage solution in all data center locations during the latter half of 2020. This all-flash array solution delivers a modern data experience for critical workloads and can meet the high-performance requirements of all HIR applications and data growth needs. The new platform also offers data transfer rates of 200,000 operations per second, with speeds of 150 millionths of a second.

### Virtualization and Servers

The Virtual Server team successfully deployed a new virtual infrastructure, replacing legacy infrastructure at the House's primary and alternate data centers. The new installation enables a non-disruptive migration of the virtual enterprise servers between data centers while also significantly improving enterprise computing performance.

### New Offsite Data Center Facility

Phase one of the new data center migration project remained on schedule and is slated for completion in May 2021. The project will entail migrating all critical HIR and vendor systems to the new data center. To date, the team has successfully migrated nearly one petabyte of data, migrated over 250 servers, and recently went live with production capabilities. The budget planning and reporting system, FinMart, went live in December 2020 and is the first HIR application to run out of the new facility.

## IT Failover Validation

The Enterprise Operations and Facilities team completed the failovers of entire correspondence management systems and web vendor environments (consisting of over 200 virtual and physical servers) between the primary and alternate data centers. These failovers validated and optimized the House's enterprise disaster recovery capabilities. A total of 14 vendors also validated their disaster recovery plans. All vendor infrastructure is fully redundant with the ability to support operations at both locations.

## NETWORK ENGINEERING AND OPERATIONS

### Transition Support

In collaboration with Architect of the Capitol and partnering CAO business units, the Network Engineering and Operations teams initiated support efforts for Member office moves during the 117th Congressional Transition in early December. The team installed 219 networks supporting Member office moves across the House. This effort included testing network connectivity for over 5,300 network jacks, replacing 87 workgroup switches, installing 10,600 CAT6 patch cables, and activating 1,500 DNS and NMS updates.

The Wide Area Network team also played a significant role in the 117th Congressional Transition. In early September 2020, the team coordinated with departing Member district

offices to return House-issued routers. These devices were shipped back to Washington, D.C. to be reconfigured and repurposed for new Members. The Wide Area Network team also supported the 68 briefings conducted during New Member Orientation to help Members-elect set up high-speed internet service in their district offices. The Wide Area Network team also set up a secure connection that allowed the House network to extend to New Member Orientation event locations. The off-site extension enabled improved support for Members-elect throughout the orientation process.

### House Public Wi-Fi Lifecycle Hardware

HIR continued its efforts to upgrade Committee hearing room Wi-Fi infrastructure, replacing existing access points with new directional antenna access to support increased traffic loads and better facilitate media coverage capabilities. Pending coordination with the Architect of the Capitol, the House cabling provider, Committee system administrators, and HIR engineering and infrastructure teams, a permanent installation will be implemented to provide optimal wireless service for an increased number of users.

Due to the COVID-19 pandemic, HIR upgraded many Committee hearing rooms in House office buildings. A new dedicated 10 gigabyte wireless infrastructure was built to provide wireless clients with dedicated internet access. This solution will not be impeded by House network traffic, nor will it impede any House network traffic. A new wireless controller was also installed within the new infrastructure to provide seamless access point connectivity and failover. Since the House wireless network will no longer share resources with other network traffic, the new infrastructure will better serve House needs when operations return to normal.



## Virtual Private Network (VPN)

VPN performance enhancements were implemented to support the maximum telework posture the House assumed as a result of the COVID-19 pandemic, enabling a daily increase of VPN users by over 1,000 percent.

## Network Upgrades and Improvements

During the latter half of 2020, lifecycle hardware replacements of House-routed infrastructure were completed. The new hardware requires less power, bolstering the CAO's sustainability efforts to reduce energy consumption. This modernization effort resulted in the replacement of 14 distribution switches and 32 aggregation switches.

The campus switching infrastructure is currently undergoing a lifecycle replacement of network devices in Member offices. These new switches will offer increased resiliency and enhanced network security. To date, 116 of the 1,200 workgroup switches have been replaced.

## Cannon Renewal Project

Although impeded by COVID-19 construction schedules, the HIR Network team installed data infrastructure, VoIP phone service, and Wi-Fi in all 32 new Member offices before office moves began in phase two of the Cannon Renewal Project. Network designs were also completed for non-Member spaces and will be implemented as soon as the rooms are turned over.

Phase three of the Cannon Renewal Project began with the removal of cabling and network equipment that supports the 49 Member offices included in the next phase. With Members moving out of the phase three area, the construction of ten additional alternate Member



# 539

**Committee hearings  
supported by the CAO**

July – Dec 2020

suites were supported in the Longworth and Rayburn buildings. Each suite was cabled with new copper jacks and fiber, new network switches were installed to support data needs and VoIP services, and access points were installed to support House Wi-Fi.

## TECHNOLOGY OPERATIONS

### Committee and Electronic Voting Support

HIR continued to support remote Committee hearing proceedings. For the first time in House history, two Caucuses were able to conduct remote electronic voting for key Caucus elections during the 117th Congressional Transition. HIR further increased the capabilities of the House to operate remotely by deploying an additional web conferencing platform for offices to conduct official House business. During the period of July through December 2020, a total of 539 hearings were supported by CAO staff.

### Vendor Management

#### Technology Services Contract and Master Web Services Agreement

In order to provide the House community with a choice for system administration, system maintenance, correspondence management systems, and web services, ten vendors were awarded contracts under the new Technology Services Contract and two new vendors were added under the Master Web Services Agreement.

Computer hardware services through the Technology Services Contract were performed in support of the 117th Congressional Transition for a total of 260 departing Member office deinstalls, new Member office stand-ups, and returning Member office moves. In support of House office operations, HIR Vendor Management continues to provide effective management and oversight of these contracts.



**260**

**Computer hardware services performed**

July – Dec 2020

### Cloud Service Reviews

HIR is actively working to improve the transparency of the review process for new cloud assessments and to increase awareness across the House community. Since July, ten new cloud products have been authorized for House use, expanding the availability of choices for the usage of secure cloud services. The CAO continues to dedicate its efforts to decrease the time required for product reviews and to improve transparency and communications to the House community on the overall review process as well as products authorized for use.



**10**

**New cloud products launched**

July – Dec 2020

### House Web Services

#### E-Privacy Release Form Capability

In 2019, House Web Services introduced a digital signature capability for the submission of casework and privacy release forms on Member websites, thereby reducing processing requirements for offices and streamlining the constituent experience. Since that initial release, the service has matured with additional new features. To encourage adoption of this tool, House Web Services collaborated with the Customer Advocates to conduct additional outreach. As a result of their outreach, 190 Member offices are currently using the tool on their official website.



**190**

**Member offices using the E-Privacy Release Form**

July – Dec 2020



**11+ MILLION**

**Communicating with Congress messages processed**

July – Dec 2020

#### Communicating with Congress Operations and Rewrite

To provide an efficient system for advocacy groups to send mass communications to Members, the Web Services team developed Communicating with Congress. Between July and December, the Communicating with Congress platform processed more than 11 million messages, supporting increased email campaigns due to COVID-19.

## Accessibility and 508 Compliance

House Web Services continued to improve its Web Accessibility program focused on improving the accessibility of House websites and ensuring compliance with official web content accessibility guidelines. Web Services successfully remediated compliance issues with the House's public-facing website, House.gov. Additionally, Web Services developed websites for the freshman Members of the 117th Congress on a new platform with key accessibility features and functionalities. The team also partnered with an independent consulting firm to validate compliance of House websites.

Web Services and its consultative partners also collaborated with the Congressional Staff Academy to develop the first in a series of training courses that will assist House offices with understanding the importance of 508 compliance. In the year ahead, Web Services will shift its focus to the critical task of improving 508 compliance for remaining House office websites.



1,300

**Web Services requests completed**

July – Dec 2020



90

**Website design requests**

July – Dec 2020

## Transition Support

Web Services launched a suite of sites to support 117th Congressional Transition activities, including sites for 2020 election candidates, departing Members, returning Members, Members-elect, and new Members. The team conducted extensive outreach while also preparing to launch the official websites for new Members. Web Services also hosted consultations with returning Member, Committee, and Leadership offices to assist with website upgrades for the 117th Congress. Between July and December 2020, the Web Assistance and Web Design teams completed nearly 1,300 customer service requests, including approximately 90 website design customization requests.

## INFORMATION SECURITY

### Cybersecurity Architecture and Innovation

Cybersecurity Architecture and Innovation launched several new cloud initiatives. New assessments, strategies, and checklists were provided to highlight various initiatives, including log management and infrastructure security.

### Information Assurance

#### Risk Management

During the latter half of 2020, Information Assurance supported several CAO initiatives emphasizing proactive security risk management and compliance practices.

The Security Audit and Compliance team actively worked to enhance House security standards and compliance requirements to keep pace with new technologies. The team was particularly integral to the review process involving the new



website templates for the 117th Congress. The Continuous Monitoring Program team worked closely with Information Security to determine the security impact to several identified critical security vulnerabilities. The program continues to provide vulnerability reports, expanding monthly reporting to include reports for the Office of the Clerk and HIR leadership.

Information Assurance also played an integral role in providing security risk analysis for several highly visible efforts. Cloud analysts reviewed 42 cloud and mobile technologies. The team also worked diligently with Information Security and its security partner to assess an electronic remote-voting application used by House Caucuses. Additionally, the Cloud Risk team reviewed security of a device used by the Office of Attending Physician related to the pandemic response. Information Assurance re-evaluated a total of 36 cloud products authorized for use during the 116th Congress. The program continues to monitor House cloud usage of authorized and unauthorized products.

The Risk Management program worked with various stakeholders to ensure security audit preparedness. The team launched automated risk management processes, migrating from paper to digital records for all authorized CAO boundaries. The program continues to provide advisory risk management services to the Office of the Clerk and the Sergeant at Arms to strengthen the House-wide risk management posture.



42

**Cloud and mobile  
technologies reviewed**

July – Dec 2020

## CYBERSECURITY

The Cybersecurity team remained steadfast in its efforts to address the critical and immediate needs of uninterrupted House communications and operations during COVID-19. Cybersecurity's partnership with Communications and Marketing and the House Recording Studio in developing and disseminating these resources has allowed HIR to implement various measures to ensure an uninterrupted transition to a continued House-wide telework posture.

Cybersecurity continued implementation of its Cybersecurity Awareness Training in a virtual platform and remained vigilant in keeping security policies up to date. This effort included collaborating with the Committee on House Administration to update the House's Information Security Policy (HISPOL) for Telecommuting.

### House Cybersecurity Policy

Cybersecurity created a revision history template to be included with each policy starting in 2021 and completed revisions on HISPOL 8, which covers mobile and portable devices. Additional templates were also created to support the Project Management Office Development Initiative, standards of operations procedures, status reports, and touchpoints including project planning templates. The policy team also reviewed HISPOL 2.0 and is currently performing an annual review of all implemented HISPOLs. To address the increasing usage of newer House smartphone models, the team also updated its smartphone policies on HouseNet to further protect the House's cybersecurity posture.



**8 MILLION**

**House.gov penetration attempts blocked**

July – Dec 2020



**2.8 BILLION**

**Scans and probes blocked**

July – Dec 2020



**15,500**

**Phishing attempts blocked**

July – Dec 2020

### Cybersecurity Awareness Outreach

In May, the Office of Cybersecurity team transitioned the House cybersecurity training system to a new system accessible through the Congressional Staff Academy website. The Staff Academy's website now has the capability to auto-enroll paid House staff according to the House payroll system. This capability has helped streamline the training registration process and improve compliance with mandated House trainings.

Cybersecurity also collaborated with the Congressional Staff Academy to begin developing the 2021 Cybersecurity Awareness Training, with an emphasis on internet security and employee responsibility. Cybersecurity will conduct a comprehensive evaluation of the 2020 training curriculum and overall staff compliance to inform future training strategies.

Cybersecurity continued its collaborative partnership with Communications and Marketing to expand its outreach efforts. In October, Cybersecurity hosted a virtual event for Cybersecurity Awareness Month, providing an opportunity for House staff to meet and engage

with the CAO's Chief Information Security Officer. Staff could also attend a Cyber 101 briefing and tour the new House Cybersecurity Virtual Museum. The virtual museum is an effective education resource, particularly in the onboarding of new House staff.

### Special Events

Cybersecurity supported several special events, including the House Speaker's G7 meeting in September and New Member Orientation in November. Cybersecurity aided planning and facilitating the Speaker's G7 Conference, assisting in the creation of a solution that allowed G7 parliamentarians to meet remotely with real-time translation capabilities for all parties. Coordination was required with each of the G7 countries as well as the U.S. State Department, high-profile participants, and various third-party technology vendors.

Additional support was also provided to help facilitate New Member Orientation virtual activities, including briefing new Members on Cybersecurity services and resources.

Cybersecurity is currently conducting its internal planning for the U.S. Cyber Command's Cyber Flag exercise and coordinating with other Legislative Branch entities and "5P" foreign parliamentarian partners to develop courses of action in response to the ongoing pandemic.



Members and Cybersecurity staff at the G7 Conference.

# Logistics and Support

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

## ASSET MANAGEMENT

Between July and December 2020, Asset Management proactively ensured the accountability of all House equipment assets by conducting regular and thorough inventory assessments of all purchases, transfers, and disposals in 2020. The team also provided critical support in response to the COVID-19 pandemic, providing a steady supply of personal protective equipment and a stocked inventory of telework equipment to support Member offices both in Washington, D.C. and in district offices.

As part of Asset Management's continuing efforts to evaluate and enhance its processes, the

2,018

Boxes of PPE provided to district office

July – Dec 2020

team established two new programs in support of the House modernization initiative in October: the House TV program and the Equipment Modernization program. In coordination with the Architect of the Capitol and the Committee on House Administration, Asset Management developed the House TV program to support the

Member office moves process that occurs during each Congressional Transition.

Anticipated to save the House approximately \$1.3 million over the next several years, the program will lead to an

improved Member office experience through the centralized purchase and installation of new TVs across the House campus. Upgraded TVs provided to Member offices in the program meet House equipment standard and will withstand challenging relocation and installation conditions involved in office moves.

Similarly, the Equipment Modernization program for new Members will transform the process for providing equipment to new Member offices. The program aligns with the CAO's Customer, Process, and Stewardship goals outlined in its Strategic Plan to provide a streamlined method for acquiring, deploying, tracking, maintaining, and upgrading computer equipment assets for new Members to ensure their offices are fully operational after being sworn in.



Logistics and Support staff transport TVs for the House TV Program.

Providing new Members with CAO-approved and imaged standard equipment improves the House's cybersecurity posture and ensures that equipment meets House technical standards. The program also simultaneously improves customer experience while also simplifying CAO internal workflow processes and procedures.

Coordinating with HIR, Asset Management will provide 10 mobile work solutions (including laptops, docking stations, monitors, keyboards, and more) to outfit each new Member office in Washington, D.C. Additionally, freshman Members will also be able purchase items from the House Office Equipment website using their newly allocated Freshman Office Equipment Allowance.

As a result of the CAO's commitment to stewardship, Asset Management received a clean annual audit of the House of Representatives' Financial Statements for the fiscal year ending in September 2019.

## FURNISHINGS

Throughout the latter half of 2020, the Furnishings team resumed its socially distanced work in support of the House and rolled out new operational enhancements. In July and once again in September, the Furnishings team provided support for the lying-in-state ceremonies of Congressman John Lewis and Supreme Court Justice Ruth Bader Ginsburg. A rolling catafalque, created by the Upholstery shop and adorned with black drapery from the Drapery shop, was used in both socially distanced public viewing services.



Lying-in-state ceremony of Congressman John Lewis. Photo by Kristie Baxter.



**925**

**Monitors sold**  
July – Dec 2020



**1,365**

**Laptops and tablets sold**  
July – Dec 2020



**368**

**New equipment requests**  
July – Dec 2020



**2,923**

**Equipment items disposed by GSA**  
July – Dec 2020

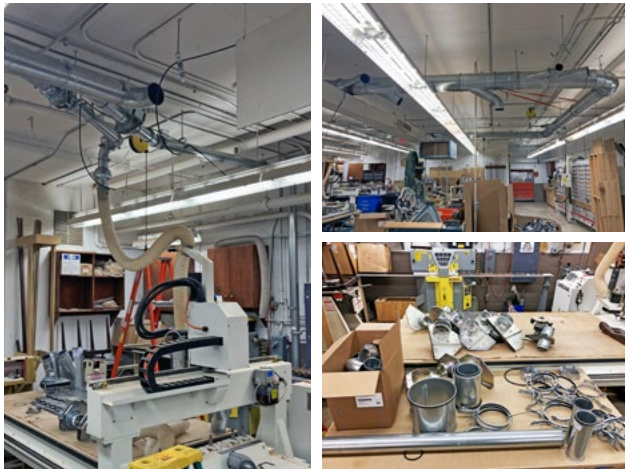
In July, the Furnishings team collaborated with the Architect of the Capitol to begin executing the designs for the major renovation of two Committee hearing rooms – the Committee on Oversight and Reform and the Committee on Foreign Affairs– and is wrapping up its renovation work for phase two of the Cannon Renewal Project, having re-stained Cannon Caucus Room furniture and provided carpet and drapes for 32 rooms throughout the Cannon building.

In support of the CAO Strategic Plan's Process Goal, the Furnishings team incorporated various new tools, technologies, and resources to enhance and deliver exceptional products and



services. The team partnered with an outside engineering company in August to conduct an on-site survey for the design and development of a new spray booth. A laser engraving machine was purchased to expand the Finishing shop's engraving capabilities and the Framing shop collaborated with HIR to implement a new invoice processing system to streamline Member office framing and engraving orders and to optimize billing and auditing processes.

The Cabinet shop installed a new duct system to increase process efficiency, reduce House energy consumption, eliminate fire hazards, and improve working conditions for Furnishings employees. The Finishing team also received two certifications for its completion of the GSA Authorized Safe and Vault Inspector and GSA Authorized Safe and Vault Technician training programs.



New duct system installed by the Cabinet shop.

## LOGISTICS

In support of the CAO Strategic Plan's Employee Goal, the Logistics and Warehouse team attended a customer service and furniture-oriented training program in September 2020. In preparation for the 117th Congressional Transition, the Logistics and Support team

continued to analyze the optimization of its facilities and re-organized its internal furniture storage locations to access popular furniture items in inventory more easily.

In the beginning of 2020, Logistics partnered with an outside vendor to assist with House furniture refurbishment.

Since its implementation, the new furniture program has refurbished 1,031 items of furniture, enabling Logistics to save the House over \$306,569 while still providing sustainable, quality products to Member offices.

At the start of Transition, Logistics played an instrumental role in facilitating office moves. Working alongside HIR, Logistics created a scheduling system to account for the temporary workforce influx while practicing social distancing. An evening shift team was also created to minimize the number of people in House office buildings during the day. Coordinating with the Office Design and Move Services team, Logistics supported the shipment of departing Member archives and office furniture, including Member desks and chairs from 12 departing Member offices.

**1,031**

Furniture pieces  
refurbished in 2020

July - Dec 2020



**\$306,569**

Refurbishment  
program savings

July - Dec 2020



**308**

Furniture pieces  
refurbished

July - Dec 2020



During Transition, Logistics successfully moved 161 returning Member offices and completed the setup of 59 new Member offices.

## OFFICE DESIGN AND MOVE SERVICES

The Office Design and Move Services team completed a total of 270 projects consisting of interior design consultations, office renovations, reconfigurations, move services, and installation services.

For staff returning to work during the COVID-19 pandemic, Office Design and Move Services continued its vital work to implement new safety measures and provide recommended occupancy guidelines to help manage and mitigate the spread of the COVID-19 virus. The team received an additional 212 requests between July and December to conduct workspace safety consultations providing guidance on the deployment of barriers, re-positioning of furniture, and recommended socially distanced floor plans. The team produced various sample Member office design layouts for all House office buildings, as well as designs for support staff workspaces, event and meeting spaces, alternate Committee hearing rooms, and special events rooms for New Member Orientation.

In support of the 117th Congressional Transition, Design and Move Services partnered with the Architect of the Capitol to develop and implement new COVID-19-safe operations and procedures for returning and departing Member moves, as well as New Member Orientation. An efficient and socially distanced relocation schedule was created in collaboration with the CAO's Transition team to manage and expedite moves for returning Member offices and 61 departing Member offices. Design and

Move Services designed and constructed two new Departing Member Centers in addition to the New Member Center. Design and Move Services also collaborated with the Architect of the Capitol to conduct a virtual room lottery process for the selection of new Member office suites, as well as virtual floorplan consultations. In total, Design and Move Services facilitated 219 floorplan consultations resulting in 219 Member office relocations and new Member setups, as well as outfitting ten additional new Member suites.

Office Design and Move Services also continued its work related to phase two of the Cannon Renewal Project. Three virtual briefings were conducted to prepare for and facilitate the relocation of 200 Committee and House support staff to make way for the development of the new Member office suites in Cannon. New office designs were delivered, and 32 Member office furnishings were procured and installed with support from the Logistics team under tight construction deadlines and delays.

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125

**Requests for Office  
Design floor plan  
consultations**

July – Dec 2020

212

**COVID-19 office  
consultations  
conducted**

July – Dec 2020

200

**Committee and  
House support  
office relocations**

July – Dec 2020

219

**Member office  
relocations and new  
Member setups**

July – Dec 2020

32

**Member office  
furnishings installed**

July – Dec 2020

61

**Departing Member  
move-outs facilitated**

July – Dec 2020

# Finance

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

Throughout 2020, the Office of Finance worked to establish a Quality Assurance team. During the latter half of the year, the team launched its Quality Assurance Plan to guide and facilitate continuous process improvement of general and Member-facing financial services provided to the House community.

The team collaborated with the CAO's Business Transformation Office to design and implement the new quality policy and framework. The policy and framework were then reinforced with Finance staff across all directorates through training sessions. These training sessions touched on new performance measurement and analysis techniques necessary to meet quality objectives.

Finance's Quality Assurance team began the collection and reporting of 19 quality framework key performance indicator metrics in each of the four framework goal areas of Customer, Employee, Process, and Stewardship. New data collection tools and dashboards were created to provide the organization with a quick status update, including current results and monthly trends.

To quickly address and resolve instances of improper payment identification, Quality Assurance undertook ownership of the paid eVoucher quality reviews and transitioned analysis from a monthly sampling to that of a weekly sampling. As a result, Quality Assurance was able to objectively evaluate adherence of eVoucher payment processing to House policies, documentation standards, and budget object classification procedures. To increase efficiency of the reviews while maintaining high confidence in a fair representation of eVouchers processed, additional statistical sampling techniques were introduced. Findings from the reviews were regularly shared with Financial Counseling management for validation and remediation and were collectively discussed with Finance leadership.

## ACCOUNTING

The House received its 22nd consecutive unmodified, clean audit opinion, further demonstrating the CAO's commitment to stewardship of taxpayer dollars and House financial operational compliance with government accounting standards and regulations.

Between July and December 2020, Accounting processed 47,721 payments to vendors via electronic funds transfer, which represented

79 percent of the transaction volume and 92 percent of the dollar amount of payments made to vendors during that period. Disbursing funds electronically instead of by check continues to be the best way to pay both vendors and employees, as the funds are usually deposited directly to bank accounts within two business days and the risk of late, lost, or stolen checks is eliminated. In 2021, Accounting will continue its efforts in alignment with the CAO's Strategic Plan to educate House staff about the cost-effective benefits of using electronic funds transfer as the preferred method of payment.



**47,721**

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

July – Dec 2020

Accounting also added 2,268 new vendors and updated information for another 4,899 existing vendors. By adding vendors within Finance's target metric of less than two days, payments were processed more efficiently and in accordance with established metrics. Modifying vendor records in a timely fashion also allowed Accounting to maintain the most up-to-date contact and banking information, mitigating the risk of incorrect payments.

## **BUDGET, PLANNING, AND ANALYSIS**

The Office of Budget, Planning, and Analysis managed the execution of the CAO's FY 2020 budget and achieved a 99.4 percent execution rate. The office reprogrammed \$7 million in House resources to mitigate a critical shortfall in Government Contributions, the account that provides for the benefits of all House staff.

Additionally, the Office of Budget, Planning, and Analysis facilitated funding for the House's COVID-19 testing contract.

The Office of Budget, Planning, and Analysis also managed FY 2021 budget execution activities under five Continuing Resolutions, ensuring House offices had sufficient funding for critical operational activities until December 2020, during which the FY 2021 Appropriations Act passed, and the House's funding became fully available. Management of these budget execution activities enabled House operations to continue at the planned rate. FY 2022 House budget formulation is moving at a rapid pace to ensure Congress is able to consider the House's requirements for the first session of the 117th Congress.

## **FINANCIAL COUNSELING**

Between July and December 2020, the Office of Financial Counseling continued implementing its continuity of operations plan to ensure all payments and reimbursements were made in a timely manner during the COVID-19 pandemic. During this period, Financial Counseling processed 60,882 vouchers representing more than 132,968 transactions with an average processing time of fewer than five days.

Financial Counseling continued to offer its monthly labs for offices navigating the House financial systems, such as the Financial Systems Portal and the updated Budget and Planning tool. Regular customer outreach through Financial Counseling's monthly newsletter continued to provide the House community with important updates on financial matters.



**60,882**

**Vouchers processed  
representing more than  
169,000 transactions**

July - Dec 2020



**<5**

**Average number of days  
for voucher processing**

July - Dec 2020

Financial Counseling further expanded the ability to request its office's services via the MyServiceRequests platform. Partnering with HIR, financial requests were centralized on the platform, making it easier for House staff to locate key financial data. Financial Counseling also continued its regular focus group meetings with Committee staff to identify potential process improvements and avenues for streamlining financial reporting requirements.

## **PAYROLL AND BENEFITS**

In closing out 2020 legislative year budgets, the Office of Payroll and Benefits worked diligently to ensure Member offices didn't overspend their allocated Members' Representational Allowance. Payroll and Benefits worked closely with the Office of Financial Counseling beginning in August to identify Member offices that could potentially overspend their legislative year budgets. Once identified, the Office of Financial Counseling proactively conducted outreach and provided options for ensuring solvency. As a result, all offices identified adjusted their MRA spending and avoided overspending. As an added measure, Payroll and Benefits continued

to monitor all retroactive pay disbursements in the first quarter of the 2021 fiscal year to ensure those 2020 legislative year budgets were not overspent.

### **House Student Loan Repayment Program**

Payroll and Benefits worked with multiple stakeholders to ensure key components of the Coronavirus Aid, Relief, and Economic Security Act were implemented and communicated to the House community to ensure impacted staff were able to maximize the benefit as a result of the change in the Internal Revenue Code. The Office of Payroll and Benefits ensured nearly 2,000 employees eligible for this benefit received non-taxable repayments totaling almost \$5 million in a timely manner.

### **Payroll Disbursements**

The Office of Payroll and Benefits maintained its operational efficacy between July and December 2020 by directing Member, Committee, and Leadership offices to electronically submit Payroll Authorization Forms and Points of Contact Designation Forms, signed by the Employing Authority for processing. All transactions and Points of Contact Designation Forms received by email were processed in the same manner as physical submissions, based on effective date and submission date in the next applicable pay cycle.

In late April, the Committee on Oversight and Reform was provided additional funding of \$2 million to establish the House Select Subcommittee on the Coronavirus Crisis. Between May and July, the Office of Payroll and Benefits collaborated with the Office of Financial Counseling; Budget, Planning, and Analysis; and Enterprise Applications to update its financial

system programming. These updates enabled the Committee on Oversight and Reform to clearly delineate payroll disbursements for staff on the Select Subcommittee on the Coronavirus Crisis in order to track expenditures in an efficient and transparent fashion.



100,166

**Total payroll disbursements processed**

July - Dec 2020



50

**CAO Transition Aides provided support to Members-elect**

July - Dec 2020

### FinMart Upgrades

In June 2020, the Office of Payroll and Benefits launched a new feature in FinMart, enabling Payroll and Benefits points of contact to provide feedback and corrections on their office's monthly "draft" Payroll Certifications directly through the program. Authorized House staff can access the new functionality in the same manner as the current monthly Payroll Certifications in the Financial Systems Portal. In the first month after launching, 42 percent of office points of contacts provided "draft" Payroll Certification feedback through the new reporting tool.

### Federal Benefits Open Season

From November to December 2020, the Office of Payroll and Benefits collaborated with Communications and Marketing to ensure all House employees had ample opportunity to

participate in Federal Benefits Open Season enrollment. Payroll and Benefits hosted several virtual events and health benefits fairs, D.C. Health Link help sessions, and webinars on employee benefits and the Federal Employment Retirement System. In addition, Payroll and Benefits partnered with the House Wellness Center to provide staff with a free, online tool to assist House staff in both researching and selecting health plans.

Federal Benefits Open Season ran from November 9 through December 14.



## Transition Support

Payroll and Benefits worked closely with Human Resources in implementing the new Member-elect CAO Transition Aide program. Each Member-elect was offered the opportunity to work with a designated CAO Transition Aide to help both navigate New Member Orientation and provide additional operational support until the Member is sworn in on January 3, 2021. Payroll and Benefits recruited and onboarded CAO Transition Aides for 50 Members-elect, out of total of 61 new Members.

During New Member Orientation in November, the Office of Finance hosted two House Financial Curriculum trainings for CAO Transition Aides and the Designated Aides of Members-elect. These trainings assisted Members-elect and their staff in completing their appointment packages to ensure proper submission prior to the start of the 117th Congress.

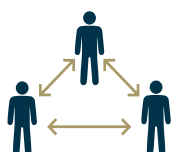
As a result of these trainings, Payroll and Benefits received 630 new Member-elect appointment packages by December 30, ensuring new staff could begin their official responsibilities at the start of the first session. All appointments were processed prior to the first day of the new Congress, enabling the Sergeant at Arms and CAO business units to provide timely and relevant services to new Congressional staff.

# Customer Experience Center

The Customer Experience Center connects the CAO's technical, administrative, and operational experts with their House customers. The Customer Experience Center's primary focus is on simplifying access to CAO services and making the processes better, faster, and less expensive.

## CAPITOL SERVICE CENTER

In order to provide continuous and seamless support during the COVID-19 pandemic when many offices maximized telework, the Capitol Service Center increased its daily physical presence when the House was in session and at the request of House Leadership. In August 2020, the Capitol Service Center partnered with the Business Transformation Office to begin building a foundation for departmental process improvement. Collaborating with the Business Transformation Office team, the Capitol Service Center enhanced operational processes and procedures, improved communication practices, and reinforced its tracking system to capture tickets assigned to the Capitol and House Visitor Center.



233

**Socially distanced special events facilitated**

July - Dec 2020

From July through December, the Capitol Service Center was instrumental in supporting 233 socially distanced special events. The Center designed and implemented new room configurations and assisted in facilitating services for the Speaker's G7 meeting, the lying-in-state ceremonies for Congressman John Lewis and Supreme Court Justice Ruth Bader Ginsburg, and New Member Orientation activities throughout the House campus.

## COMMUNICATIONS AND MARKETING

### COVID-19: House Operations Working Groups

The Communications and Marketing team continued to work closely with fellow House Officer organizations as well as the COVID-19 Readiness Operations Center to collect and disseminate important information related to campus operations. Communications and HouseNet updates related to these working groups will continue to be facilitated and disseminated by the Communications and Marketing team throughout the pandemic.

### Branding and Marketing

The Communications and Marketing department continued to expand its capacity to more effectively market CAO services to Member, Committee, and Leadership offices. After launching the new CAO brand across

all platforms, Communications and Marketing continued its work with key, customer-facing business units to implement new marketing strategies, including promotional and instructional videos, digital monitor signage, social media campaigns, virtual pop-ups, infographics, newsletters, and more. Most notably, the team was an instrumental collaborative partner in the successful launching of the rebranded My PayLinks platform, the 117th Congressional Transition websites, the design and publication of materials for New Member Orientation, and the rebranding of the CAO's public-facing website, CAO.house.gov.



117th Congressional Transition publication of materials for New Member Orientation.

## HouseNet

In the second half of 2020, the HouseNet team continued to build upon its efforts to improve HouseNet content and ease of use of the intranet site. Between July and December 2020, there were over 800,000 HouseNet page views. Approximately 90.74 percent of page views consisted of returning users, demonstrating HouseNet's continued reputation for being a trusted and reliable source of information for the House community.

The HouseNet team managed more than 300 individual HouseNet requests,

culminating in roughly 900 updates to the website platform between July and December. More than 200 of those updates were directly related to information and guidance provided in response to the COVID-19 pandemic.

In the beginning of 2020, the HouseNet team implemented new capabilities to enable users to provide real-time feedback and submit reports identifying inaccurate, confusing, or incomplete HouseNet content. From July to December, the HouseNet team made 111 updates, changes, or corrections to HouseNet content based on that direct user feedback. Additionally, reports of inaccurate content decreased by 9.89 percent.

**800,000**  
HouseNet page views  
July – Dec 2020

**200**

**HouseNet updates on COVID-19 guidance**  
July - Dec 2020

**111**

**HouseNet updates made based on user feedback**  
July - Dec 2020

## CONGRESSIONAL STAFF ACADEMY

### Staff Academy Website and Curricula

During the second half of 2020, the Congressional Staff Academy continued to expand its efforts to meet the evolving needs of House staff through the improved use of technology and analytics, the addition of relevant courses, and the implementation of an Adjunct Faculty Program. The Staff Academy improved its website by introducing additional content based on staff

feedback and new features for recommended learning based on user interests. A library of recorded courses and videos was launched, and new reporting capabilities were created for staff to track attendance and completion of mandatory trainings. In October, the Staff Academy implemented Google Analytics to track website engagement to improve user experience. The Staff Academy also partnered with Communications and Marketing to develop a monthly course digest for House staff. As a result, Member office staff and other House employees were able to proactively take advantage of learning opportunities at their convenience.

### Adjunct Faculty Program

To better standardize training for all House staff job roles and aid in talent retention, the Staff Academy developed and piloted a new training model that leverages subject matter experts within the House community to serve as facilitators. The Adjunct Faculty Program was launched in late August to develop and support instructors of Staff Academy courses. More than 30 participants have received training from faculty from Financial Counseling, Payroll and Benefits, the Office of the Whistleblower Ombuds, the Customer Advocate program, the Office of Diversity and Inclusion, and Legislative Counsel. Since its inception, four "Train the Trainer" sessions have been completed, and ten facilitators have fulfilled the requirements for certification.

### Expanded Learning Opportunities

The Staff Academy continued to increase its presence in the House by leveraging partnerships to create and highlight training offered by House subject matter experts and other federal government offices. This year, the

Staff Academy developed new partnerships with the Department of Education, the Internal Revenue Service, Social Security Administration, Congressional Research Service, and Office of the Whistleblower Ombuds.



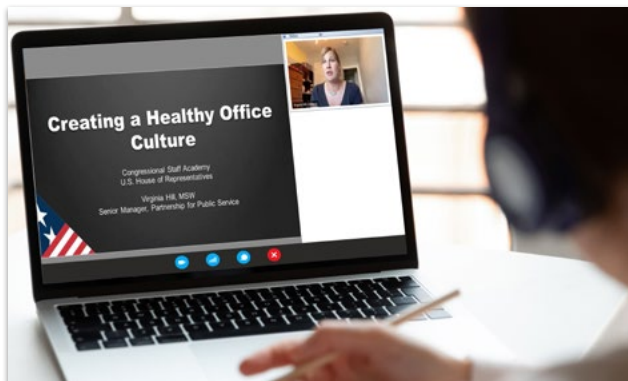
Three major factors influenced the Staff Academy's course development strategy for second half of 2020: results from the 2019 House Training Needs Assessment, the House's response to the COVID-19 pandemic, and increased demand from organizations to create customized content. Over the course of 2020, learning paths have been updated to include several new virtual, instructor-led courses including: Federal Agency Casework, Editing and Proofreading, Communications, Social Media, Legislative Counsel, Goal Setting and Coaching, Professional Development Plans, Emergency Communications, System Administrator Orientation, and New Employee Orientation.

In late August, the Staff Academy hosted a virtual Writing Seminar, featuring the Staff Academy's popular writing workshop courses, as well as a special panel discussion on Writing for Caseworkers. Over 300 House staff participated in the day-long event.

As the COVID-19 pandemic persisted through 2020, the Staff Academy increased its efforts to support House offices in their ongoing training and professional development needs by providing on-demand video training. In coordination with Payroll and Benefits,

House Information Resources, the Franking Commission, and other offices, the Staff Academy successfully developed additional online trainings including Americans With Disabilities Act Compliance for Managers, 508 Website Accessibility for Member Websites, Committee Repository, the Budget and Planning Tool, Payroll and Benefits, Introduction to House Financial Policies and Procedures, and House Travel and Purchase Cards.

In collaboration with the Partnership for Public Service and the Marine Corps University, the Staff Academy also developed and debuted its 2020 Leadership Series. Designed to primarily bolster leadership skills, the series also identifies best practices for building the skillsets of non-supervisory staff. The series covered topics including: Delegating Effectively, Active and Curious Listening, Time Management, Creating a Healthy Office Culture, Having Difficult Conversations, Performance Management, Strategy, Ethical Decision Making, and Cultural Climate in the Workplace. As of December 2020, a total of 22 staff completed the curriculum consisting of 11 mandatory courses. A total of 378 employees attended at least one of the live courses and 159 employees completed at least one of the on-demand courses.



Webinar offered by Congressional Staff Academy in collaboration with the Partnership for Public Service.



**13,104**

**Staff Academy  
website users**

July - Dec 2020



**275**

**Instructor-led  
trainings**

July - Dec 2020



**2,031**

**Active LinkedIn  
Learning users**

July - Dec 2020



**3,621**

**LinkedIn  
Learning courses  
completed**

July - Dec 2020

In October, the Congressional Staff Academy also developed the 2020 Management Series for junior and aspiring managers, which included courses on: Preparing to Lead, Values-Based Leadership, Managing Change, Managing Up, Emotional Intelligence, and Intrinsic Motivation. Approximately 385 House employees tuned into the live series, and 100 staffers participated in the on-demand sessions. Both series were recorded and made available on-demand through the Staff Academy's website.

The Congressional Staff Academy continues to coordinate and host a multitude of learning partners from other support offices, including the Office of Employee Assistance, Sergeant at Arms, Office of the Clerk, the Congressional Research Service, House Employment Counsel,



and others. Between July and December, courses provided by the Office of Employee Assistance and the House Wellness Center proved to be the Staff Academy's most attended courses.

The Staff Academy also conducted a needs assessment survey of staff for 2020 and is currently focusing on the development new courses for 2021 and opportunities to enhance current curricula offered to the House community.

### **LinkedIn Learning Partnership**

The Congressional Staff Academy continued to leverage its supplementary online learning platform, LinkedIn Learning, by redesigning the platform page and curating collections of courses relevant to navigating and thriving in a changing remote environment. These collections covered topics such as tips for inclusivity, remote work, developing adaptability, managing teleworkers, and leadership communications in a time of change. Additionally, the Congressional Staff Academy curated content tailored to Member offices upon request.

## **CUSTOMER ADVOCATES**

### **Office Outreach**

During the final six months of 2020, the Customer Advocates continued to engage their offices, gather feedback, maintain reliable customer contact information, and report on trends. The program provided vital administrative, technical, and operational support to Member offices, logging 2,083 customer interactions and hosting a total of 138 meetings.

The Advocates proactively conducted outreach to staff in district offices impacted by natural disasters such as wildfires, flooding, storms, and even a volcanic eruption. The Advocates also promoted access to and distribution of personal protective equipment for district offices. This assistance allowed district offices to continue to serve their constituents in a safe work environment despite the ongoing COVID-19 pandemic. To further assist district office caseworkers, the Customer Advocates reached out directly to promote casework courses offered by the Congressional Staff Academy and the new Electronic Privacy Release Form for constituents seeking assistance from their representatives.

During New Member Orientation, the Customer Advocates provided individual support during the Office Setup Briefings for Members-elect and their designated aides and helped them to navigate Orientation as well as CAO services and resources.

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**The Advocates proactively conducted outreach to staff in district offices impacted by natural disasters such as wildfires, flooding, storms, and even a volcanic eruption.**

In collaboration with Communications and Marketing, the Customer Advocates produced a bi-weekly newsletter, the Customer Advocate Connection. Reaching nearly 1,000 Congressional staffers, these newsletters highlight timely and relevant CAO services, resources, and House operations.

## Raising Awareness of CAO Services

To encourage House offices to integrate the new Electronic Privacy Release Form on their websites, the Advocates collaborated with CAO Web Services and Communications and Marketing to actively market the new service and highlight its benefits to staff who frequently handle casework. Following the concerted outreach, the number of offices utilizing the form increased by 38.4 percent through the second half of 2020, starting out with just 86 offices and increasing to 119 participating offices.

The Advocates also coordinated with Logistics and Support and the Committee on House Administration to launch the new House Office TV pilot program, leveraging bulk purchasing in order to save taxpayer money. Customer Advocates invited select participants based on length of tenure to opt into the program and tracked their feedback.

Partnering with the Congressional Staff Academy, the Advocates continued to support the development and instruction of new courses. Customer Advocates provided insight as subject matter experts during the creation of courses on scheduling, New Employee Orientation, and the annual Writing Seminar. Customer Advocates were also certified as Staff Academy Adjunct Faculty members to teach these courses.

In 2021, the Advocates will launch the Business Development Program with the help of the Business Transformation Office and Communications and Marketing to increase market share of CAO services.

## COVID-19 Support

The Customer Advocates continued to support virtual Committee hearings conducted through the end of the legislative year. Between July 1 and December 21, the Advocates supported 21 briefings, 1 forum, 8 meetings, 37 markups, 43 rehearsals, 11 roundtables, and 236 hearings. For each Committee event, an Advocate coordinated communication between the Committee and a support team dedicated to ensuring its success. The Customer Advocates helped bridge communications gaps and provided higher levels of service than were previously available for in-person events. Customer Advocates also expanded their support capabilities to include non-Committee commissions, including the Helsinki Commission. Advocates were also able to guide offices through the adoption of video and audio conferencing tools available for House offices, such as Microsoft Teams, Cisco Webex, and Zoom.



Customer Advocates provided on-site support during the 117th Congressional Transition. Photos by Kristie Baxter.

## CUSTOMER EXPERIENCE MANAGEMENT

The Customer Experience Management program continued its work to implement the Customer Experience vision of the CAO, create standards, and implement improvements for current and new CAO services. During the latter half of 2020, Customer Experience Management closely partnered with CAO business units to ensure seamless coordination between service content and online systems in support of the continuity of House operations during the COVID-19 pandemic and the 117th Congressional Transition.

Customer Experience Management continued to deploy customer feedback surveys for CAO services that support remote work in Washington, D.C. and district offices to assess customer satisfaction, identify gaps in service, escalate issues, and provide remedial support. Customer Experience Management managed the Survey Escalations program and worked with CAO service providers to ensure quality service delivery and provide direction for future service improvement. A new CAO Services Incident Management policy and a revised CAO Point of Service Survey Escalations policy were approved by the CAO Governance Board and immediately enacted.

In August, the Service Library pilot was launched. The Library consists of an inventory of customer experience services, touchpoints, and journey maps, as well as ongoing workshops that collect and analyze services with customer experience data. Customer Experience Management also soft-launched its Customer Experience as a Service concept in a pilot phase to improve CAO online platforms. These platforms included Finance's new Budget and Planning Tool, My PayLinks, the Congressional Staff Academy website, and the Office Supply Store's Office Equipment website.

As the new business owner for MyServiceRequests improvements, the Customer Experience Management team modified and launched requests for Notary Services, Passport Services, Box, Digital Signature, Financial Counseling, Microsoft Teams, and Mobile App services.

Under the direction of the Customer Experience Center, a new customer experience training contract was acquired to develop curricula for Customer Experience Management staff. Three new interactive courses are being developed to help better inform the team about House customer needs and how to implement modern customer experience standards tailored to the House environment.

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**4,151** **Total customer feedback survey responses**  
July - Dec 2020

**4,102** **Positive survey feedback**  
July - Dec 2020

**92** **Escalated resolutions**  
July - Dec 2020

## CUSTOMER SERVICES

### First Call

First Call continued to support the House community as a centralized resource during the COVID-19 pandemic, the Congressional Transition, and with general information regarding House operations. First Call provided in-person services while the House was in

session and launched a virtual call center to support the continuity of operations throughout the pandemic.

In coordination with Logistics and Support, First Call was instrumental in ensuring district offices received vital office equipment and important information related to the acquisition and delivery status of personal protective equipment. First Call served as an ongoing liaison for communication between the Sergeant at Arms District Security Representatives and the CAO's Logistics shipping operations. First Call worked closely with Asset Management to reconcile shipping locations and receipts and provide additional shipments of personal protective equipment.

In support of Transition activities, First Call played a vital role in identifying and assigning special event rooms and Committee hearing room spaces to accommodate Members-elect, Members, hearing witnesses, and other official business visitors. First Call managed a central repository of over 150 room diagrams and configurations with recommended, socially distanced occupancy guidelines.

First Call conducted a review of its internal operations and customer services to identify any overlapping gaps in support or communications and to implement future enhancements or improvements. As a result, First Call identified opportunities to streamline and improve access to its notary, passport, and special event room services. First Call solicited the support of Customer Experience Management and Enterprise Applications to establish a new process for requesting these support services and providing customer feedback through the MyServiceRequests platform.



**7,104**

**Phone requests fielded**

July - Dec 2020



**1,290**

**Email inquiries fielded**

July - Dec 2020



**152**

**Notarial stamps provided**

July - Dec 2020



**13**

**Passport applications processed**

July - Dec 2020

Through the Notary Services MyServiceRequest, House staff can now electronically submit documents for printing and notarization. To support this new feature, all First Call notaries have been commissioned through January 2023.

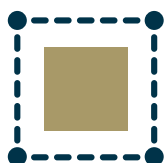
While State Department operations were put on hold during the COVID-19 pandemic, First Call's Passport Services team was still able to provide urgent support to the House community upon request. With the implementation of the Passport Services MyServiceRequest, House staff can schedule an appointment at their own convenience. In 2021, Passport Services will collaborate with HIR to transition the entirety of its standalone database to a more secure, cloud-based storage platform.

## HOUSE CREATIVE SERVICES

During the second half of 2020, House Creative Services remained open and available to the House community for printing, multimedia, and photographic needs. To ensure continued awareness of its services during the pandemic, House Creative Services resumed its collaboration with Communications and Marketing to conduct additional outreach campaigns on the CAO's social media platforms and the House Creative Services magazine highlighting services, special projects, helpful tips, and tools.



The House Creative Services magazine, September 2020.



439

**Design materials  
for Transition  
activities**

July - Dec 2020



33

**New Member  
Orientation videos  
produced**

July - Dec 2020



267

**Photography  
appointments  
conducted**

July - Dec 2020



30,076

**Photos, designs, and  
multimedia uploaded  
to the Media Browser**

July - Dec 2020

House Creative Services began shifting its focus during the summer to support the 117th Congressional Transition. Working directly with the Committee of House Administration, Sergeant at Arms, the Office of the Clerk, and individual CAO business units, House Creative Services wrote scripts for and produced 33 videos for New Member Orientation. The design team produced digital and print signage for Transition events, including the welcome packets for New Member Orientation, and the photography team captured activities and provided photographic services for new Members.

## SERVICE CONTRACT MANAGEMENT

### Food Service

Food service operations increased efforts to provide additional alternative food options for the House community. After working closely with the Office of Attending Physician in March to establish new safety protocols, procedures, and operational configurations, the Service Contract Management team regularly sanitized House eateries to ensure staff and essential workers had access to food services while the House was in session. Service Contract Management





Food service operations increased efforts to provide additional alternative food options for the House community. Photo by Leah Herman.

continues to regularly assess and implement recommended guidelines to improve safety measures and overall customer experience.

In September 2020, Service Contract Management worked with its primary food service provider and the Communications and Marketing team to launch a new food services app for the House community. The app enables House staff to order and pay for meals ahead of time and choose contactless pickup. The app was first launched for use in the Longworth Cafeteria and will be expanded to other House eateries throughout 2021.

## Convenience Services

All House concessionaire and service contracts, with the exception of the House Staff Fitness Center, remained open in support of House operations during the COVID-19 pandemic. Revised schedules, increased sanitation and safety practices, and the implementation of social distancing measures have allowed these services to remain open and available to the House community.

## Mailing Services

To ensure continuity of operations throughout the COVID-19 pandemic, Mailing Services provided support, mail list processing, and postage accountability services remotely. Offices that transitioned to telework were offered a mailbox in the Longworth building to pick up mail in a centralized location, as well as the option to forward mail to home addresses of staff.

Mailing Services processed more than 80 million records from more than 83 Member offices. Additionally, Mailing Services processed more than 10 million records for the Committee on Small Business as part of their oversight of Small Business Administration loans.



**10,000**

**Bite App mobile and checkout transactions**

July - Dec 2020



**136**

**Bite App mobile orders since launch**

Sep - Dec 2020

**80  
MILLION**

**Records processed for 83 Member offices**

July - Dec 2020

**10  
MILLION**

**Records processed for Small Business Committee for oversight of SBA loan**

July - Dec 2020

Mailing Services supported the 117th Congressional Transition by providing mailboxes and forwarding address mail options for departing Members. Mailing Services also provided mailboxes for Members-elect to assist them in their official business activities during New Member Orientation.

## WORKPLACE RIGHTS AND RESPONSIBILITIES EDUCATION

Under the oversight of the Congressional Staff Academy, the Workplace Rights and Responsibilities Education program continued its work to ensure all personnel, including Members, Officers, fellows, staff, and paid and unpaid interns, regardless of tenure, completed the mandatory education requirement by the end of the 2020 calendar year. The program continues to evolve, providing thorough and informative sessions on the rights and responsibilities related to harassment and discrimination for House personnel in accordance with the Congressional Accountability Act and Congressional Accountability Reform Act.

In March, the program transitioned to live, instructor-led trainings at the request of the Committee on House

Administration. These virtual training sessions, accessible through the Congressional Staff Academy website, included separate modules for Members, new employees, and a refresher curricula for supervisors and non-supervisors.

Approximately 2,526 new personnel completed their mandatory training between June 11 and December 30. For the entire 2020 calendar year, 13,793 personnel received training through over 477 sessions. For the third consecutive year, the Workplace Rights and Responsibilities Education program reached 100 percent compliance.

**13,793**

Personnel completed Workplace Rights and Responsibilities training in 2020

# House Recording Studio

The House Recording Studio continued to play an integral role in ensuring the continuity of House operations during the pandemic by providing ongoing audio and video support for both virtual and hybrid Committee hearings and business meetings. By the end of 2020, 16 Committee hearing rooms were reconfigured with audio-visual equipment upgrades, including laptops and encoders to help facilitate Member and witness participation. New modern broadcast graphics were introduced in late December along with official backgrounds for use in House Floor broadcasts. Monitors in the Capitol Visitor Center's House Floor broadcast facility were upgraded with state-of-the-art models, and additional speakers were added to the House Chamber to improve sound quality as Members delivered their speeches in masks. The Recording Studio also assisted with the audio and visual room setups for special events across the House campus and conducted multiple in-studio recordings for Members.

Designs for the major renovation of three Committee hearing rooms – the Committee on Oversight and Reform, the Committee on Foreign Affairs, and the Committee on House Rules – are slated for construction, with the reconstruction of the Cannon Caucus Room nearing its finale.

In addition to providing upgraded equipment and training for CAO-acquired software products to Committee and Member office staff, the House Recording Studio also continued to facilitate rehearsals for Committee hearings and other non-Committee meetings as required by House rules. After implementing new broadcast procedures to allow for remote Member participation and proxy-voting, the Recording Studio was able to successfully support broadcasts, webcasts, and the archiving of House Floor and Committee proceedings throughout the year.



## 334

**Hours of House Floor  
footage broadcasted  
and archived**

July – Dec 2020



## 319

**Virtual and hybrid  
Committee hearings and  
special events broadcasted,  
webcasted, and archived**

July - Dec 2020



## 268

**Requests for in-studio  
services fulfilled**

July - Dec 2020

# Human Resources

## Operations and Strategy

Human Resources continued to provide services to the House and CAO staff throughout the pandemic and latter half of 2020. Members of the Human Resources' Internal Communications and Privacy teams resumed their critical communication roles in the CAO's Readiness Operations Center, which was established to centralize the CAO's work and data reporting, while disseminating administrative guidance pertaining to COVID-19 concerns and developments. Human Resources' reporting mechanism provided CAO leadership with a daily pulse on operational metrics and effectiveness of support activities to address the needs of the House during the pandemic.

## Human Capital Project

The Human Capital Project continues to strengthen career development activities for employees. After an 18-month collaborative effort working across the CAO, technical competency models, updated positions descriptions, recruiting tools, and career paths have been developed for all business units.

During implementation of the second phase of the project in fall 2020, staff and managers were educated on the utility of tools, received additional guidance on career development, and enhanced training and education emphasizing behaviors attributed to successful performance.

Additionally, specific enhancements to the CAO Mentoring, Onboarding and Orientation, and Performance Management programs were completed to increase engagement, commitment, and understanding of the CAO's mission and Strategic Plan. A new competency-based training curriculum for staff and managers is also expected to launch in June of 2021.



10

**Business unit  
Technical Competency  
models developed**

July – Dec 2020



370

**CAO position  
descriptions updated**

July – Dec 2020



350

**Defined CAO career paths**

July – Dec 2020

## Employee Engagement Survey

The CAO launched an employee engagement survey to gather feedback from staff and management on key topics including career development, communication, innovation, and performance and recognition. During the

deployment of the survey, more than 500 CAO staff participated with a 74 percent response rate. Survey responses were analyzed and communicated throughout the organization. Action planning for the engagement survey will be integrated into 2021 Human Capital Project plans and activities.

### **Diversity Working Group**

The Diversity Working Group advances the events and activities that foster a spirit of inclusiveness among CAO employees and prepares new programs from the Office of Diversity and Inclusion. During the second half of 2020, the Working Group continued its efforts to highlight several affinity months to foster awareness and honor the diverse cultures and backgrounds of employees who serve in the CAO. Members of the Working Group researched and wrote articles for the CAO's internal weekly newsletter, Staffchat. The following months were recognized by the CAO organization throughout the year:

- February: National Black History Month
- March: Women's History Month
- May: Asian American and Pacific Islander Heritage Month
- June: LGBTQ Pride Month
- September: Hispanic Heritage Month
- October: National Disability Employment Awareness Month
- November: Native American Heritage Month

In addition to highlighting affinity months, the Diversity Working Group held a Veterans Day event. During this virtual event, CAO leadership and military veterans discussed the process of transitioning from military life to civilian life.

The Diversity Working Group also created and deployed an Americans with Disabilities Act (ADA) training module for the CAO. The training, designed specifically for supervisors, provides insight into the ADA interactive process, highlights best practices for working with staff on reasonable accommodations, and additional topics.

### **PRIVACY**

During the first half of 2020, the Office of Privacy began developing a training module as part of the CAO's New Employee Orientation program. Privacy also collaborated with the Congressional Staff Academy to finalize a CAO-wide training to institutionalize elements of the program into the entire CAO. The training will educate staff on how to discern what is personally identifiable information and will provide guidance on how to protect such data.

### **Personnel Security**

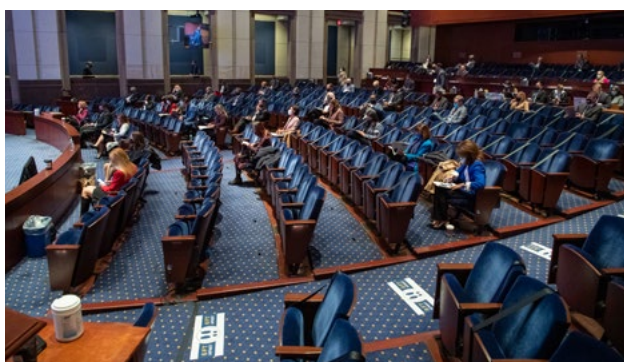
Personnel Security is responsible for managing the fingerprinting of staff and contractors and adjudicating the results. During the last six months of the year, approximately 435 individuals were fingerprinted.

Personnel Security collaborated with CAO Safety to minimize person-to-person contact by modifying the process for fingerprinting and establishing a protocol for electronic signing and submitting of forms. Personnel Security also partnered with Identity Governance and the Sergeant at Arms ID Services to test an automated ID Request form using the MyServiceRequests platform. Personnel Security provided valuable input and is now exclusively using the electronic ID Request form on MyServiceRequests.



## SAFETY

CAO Safety continued to play a vital role in maintaining a healthy workspace environment around the House campus. In addition to providing guidance on safely restoring core House service areas and store fronts, the Safety team continued to develop COVID-19 health and safety trainings as well as educational activities for CAO staff to ensure compliance with COVID-19 measures.



Safety measures at the New Member Orientation. Photo by Eric Connolly.

During the past several months, CAO Safety conducted workspace safety consultations and prepared for the 117th Congressional Transition. Partnering with Office Design and Move Services, CAO Safety provided consultations for Leadership, Committee, and Member offices in Washington, D.C. and the districts. Consultations were also conducted for House support offices, including the Office of the Clerk, the Library of Congress, and offices within the CAO. Infectious disease consultants assisted with 110 consultations from July through December. Virtual consultations allowed the Safety team to reach wider audiences without the risk of in-person meetings.

CAO Safety also supported the Committee on House Administration in minimizing the risk of COVID-19 exposure during New Member Orientation. The team evaluated New Member Orientation event rooms and ensured that all utilized spaces were configured for social distancing, included appropriate signage, and provided hand sanitizer. During New Member Orientation, CAO Safety supported the House Recording Studio to ensure the new Member training videos on House services were produced safely. CAO Safety also assisted the House Creative Services team in the logistics and planning efforts involved in conducting photo shoots for new Members.

In direct support of Members-elect, CAO Safety demonstrated how to maintain social distancing practices in a Member office. The Safety team used this opportunity to also bring attention to acceptable office configuration practices as enforced by the Americans with Disabilities Act. This included a multi-agency Americans with Disabilities Act document developed specifically for this application. Prior to occupancy, CAO Safety inspected all 61 Member-elect offices to ensure they were free from infractions.



# 91

**Safety consultation requests**

July - Dec 2020

CAO Safety partnered with the House Employment Counsel and the Architect of the Capitol to produce a safety brochure that was included in the new Member onboarding packages. CAO Safety actively met with stakeholders to update and create any necessary new safety policies.

Staff safety orientations, annual trainings, and testing activities are ongoing and will continue well into 2021. The CAO Safety Committee will continue to meet and provide guidance on COVID-19 updates and protocols.

## OFFICE OF EMPLOYEE ASSISTANCE

The Office of Employee Assistance remained a critical resource for the House community, providing support to individual employees and their families, addressing concerns of the greater organization and its managers, and assisting Member offices as they navigate an otherwise highly stressful work environment.

Throughout the pandemic, the Office of Employee Assistance continued to serve the needs of the House through a virtual platform, providing counseling upon request and providing House staff with webinars and resources on self-care, healthy teleworking, managing and engaging employees, and teleworking with children.

**527**

Total Office of Employee Assistance consultations

July – Dec 2020



**11**

**Member office retreats**

July – Dec 2020



**11**

**Critical Incident Response events**

July – Dec 2020



**71**

**Training sessions**

July – Dec 2020



**269**

**New client consultations**

July – Dec 2020

The Office of Employee Assistance continued to enhance its virtual retreat offerings on several platforms, conducting ten virtual retreats and two in-person events in socially distanced settings during New Member Orientation. The Office of Employee Assistance also facilitated 62 virtual training sessions with over 1,200 attendees, 35 of which were customized for Member or Committee staff work groups. In collaboration with the Office of Payroll and Benefits, the Office of Employee Assistance participated in 50 virtual briefings for departing Member offices, addressing the needs of nearly 700 transitioning employees.

## HOUSE WELLNESS CENTER

The House Wellness Center provided new well-being resources and enhancements to existing initiatives throughout July to December 2020. The Wellness Center offered an additional 13 webinars to address the needs and interests of House staff during the COVID-19 pandemic. Attendance for these initiatives increased by 29 percent, with 912 staffers tuning in for well-being support and guidance.

The Wellness Center collaborated with Communications and Marketing to educate House staff on the Wellness Center's numerous offerings, services, and resources through newsletters, infographics, social media, and digital monitor advertisements. As a result, there were nearly 500 new registrations for wellness applications, close to 8,000 visits to the Wellness Center's website, and a 34 percent increase in the number of mobile application users. The Wellness Center also facilitated numerous well-

being challenges for Member offices to foster office camaraderie and employee productivity, conducted more than 80 "well coaching" sessions, and provided personalized health and well-being guidance to House employees.

A new service was launched in November 2020 to help employees secure low-cost emergency backup and elder care and access free student tutoring through a virtual academic resource center. In partnership with the Office of Payroll and Benefits, the Wellness Center also rolled out a benefits navigation and transparency tool during Open Season to help foster employee health literacy.

## WOUNDED WARRIOR FELLOWSHIP

As a result of the COVID-19 pandemic, the Wounded Warrior Fellowship Program has experienced a short decline in incoming active participants over the last six months. While the program continues to add Fellows on a monthly basis, more Fellows have left the program than have been added. At the end of December 2020, 74 Fellows were actively participating in the program, with 128 Member offices on a waitlist to host a Wounded Warrior Fellow.

Due to travel restrictions associated with the COVID-19 pandemic, the program continues to run a virtual version of its orientation, supplemented with briefings by the Veteran's History Project and Department of Defense services.



**500**

**New registrations for  
Wellness services**

July - Dec 2020



**49**

**Total webinars offered  
during 2020**



**13**

**Wellness webinars during  
July - December**

## **GOLD STAR FAMILY FELLOWSHIP PROGRAM**

The Gold Star Family Fellowship Program, administered by the CAO, provides 40 fellowships for Gold Star Family members to serve one-year paid fellowships to work for Congress. During the last six months, the program assigned the first group of 15 fellowships to Member offices. In December 2020, there were 72 Member offices on the waitlist to host a Gold Star Fellow. While the program is still actively soliciting resumes for Member consideration, it is anticipated that the first Gold Star Fellows will join the program in January 2021.

### **Mentoring**

In December 2020, the Mentoring Program closed out its second cohort, which consisted of 50 employees (25 mentors and 25 mentees) representing each CAO business unit. Mentors and mentees continued to conduct individual meetings virtually. The program also continued to provide monthly training opportunities for its participants, which included guest speakers from CAO and Committee on House Administration leadership, as well the House Parliamentarian.



74

**Active Fellows**

July – Dec 2020

# Acquisitions

The Acquisitions Management team conducts comprehensive research and procurement bids to identify the best value for requested goods and services pertaining to office equipment and technology, training initiatives, and food services.

## CONTRACT MANAGEMENT

The Acquisitions Contract Management team continued to process equipment purchases and secure contractor support services during the second half of 2020. The team processed 2,224 contracts and purchase orders valued at over \$84.2 million. 221 awards over the small purchase threshold of \$70,000 and totaling \$64,719,646 were executed from July to December. Contracts acquired to facilitate and improve House operations included support for foreign translation services; COVID-19 testing; travel, expense, and invoice management services; web, equipment, hardware, and network upgrades; cybersecurity; career development initiatives; office equipment and furniture; staff training; technology; and legislative support services.

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The team processed 2,224 contracts and purchase orders valued at over \$84.2 million.

## HOUSE GIFT SHOP

Although the House Gift Shop closed its doors during the COVID-19 pandemic, it periodically reopened throughout 2020. Most notably, the Gift Shop reopened for its annual holiday sale in accordance with guidelines from the Office of Attending Physician. The two-week sale provided an opportunity for the Gift Shop to maintain sales while providing Members and staff the opportunity to purchase gifts made in the United States directly from the House. In an effort to expand its access to House staff and the public during the COVID-19 pandemic, the House Gift Shop also collaborated with the Capitol Visitor Center to include select House merchandise on its public-facing website. The dedicated House Gift Shop web page offered direct access to online ordering and shipping of merchandise to customers across the nation.

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**9,169** Congressional ornaments sold  
July - Dec 2020

**7,770** House ornaments sold  
July - Dec 2020

**10,000** Sales generated from online ordering  
July - Dec 2020



## OFFICE SUPPLY STORE

The Office Supply Store continued to serve as a critical resource for supporting and maintaining daily House office operations, especially during the COVID-19 pandemic. In the latter half of 2020, the Office Supply Store collaborated with HIR and the Customer Experience Center to provide House offices with a new House Office Equipment Website for ordering and procuring new equipment. The website will go live in January 2021, and House offices will be able to search for and order equipment directly from the Office Supply Store inventory consisting of desktops, monitors, laptops, tablets, and more. Offices will be able to pick up their purchases on-campus from the store or can have purchases delivered to district offices or alternate addresses.

From July through December, the Office Supply Store continued to provide Member offices in Washington, D.C. and the districts with additional allotments of personal protective equipment, hand sanitizer, and cleaning wipes to ensure safe working conditions for House staff.

## PURCHASING

Between July and December 2020, the Small Purchasing Group conducted approximately 20 virtual office equipment consultations with Member offices. With several shared House employees in attendance, the Small Purchasing Group was ultimately able to address the needs of 52 House offices in total. With many offices maximizing telework, the Small Purchasing Group quickly acquired essential office equipment items for Member offices, processing 1,487 purchase orders, and saving the House a total of \$17,381.48 with its cost-comparison services.

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**1,002**

**Personal protective  
equipment allotments  
distributed**

July – Dec 2020

**515**

**Face  
coverings  
distributed**

July – Dec 2020

**1,200**

**Hand sanitizer  
bottles sold**

July – Dec 2020

**1,200**

**Cleaning wipes  
sold**

July – Dec 2020

# Child Care Center

In early July, the House Child Care Center reopened its facilities following a period of telework. The Child Care Center facilities were reopened in coordination with the Office of Attending Physician and accordance with recommendations from the Centers for Disease Control and District of Columbia Guidance for Child Care Providers and Families. The Child Care Center continued to follow its comprehensive plan for modified operations to keep the House community safe while providing essential childcare and support services to nearly 120 children and their families. The Center also opened seven additional classrooms in its newest facility in the O'Neill building.

Child Care Center staff diligently prepared classrooms for the Center's reopening and underwent extensive training covering the new policies and procedures. Staff ensured a smooth return-to-care experience for House staff families with the introduction of new routines, videos, social stories, and additional resources. The Child Care Center also expanded and increased family communications and conducted fully virtual parent-teacher conferences.



House Child Care Center reading room.

"I personally felt a deeper sense of community through the ways in which our Center and Administrators created an instant virtual connection with us during the pandemic. Connections were established with families and among teams around the Center giving both staff and families ample opportunity to come together and support each other through a very uncertain time. That says a lot about our Center and that means a lot to me."

- Teacher Aide, Child Care Center

# Employee Advocacy

**The Office of Employee Advocacy provides legal assistance to covered House employees on employment-related issues covered by the Congressional Accountability Act of 1995.**

In 2020, Employee Advocacy provided quality legal counsel, advice, and representation to promote a productive Congressional workplace by upholding employee rights, minimizing distractions from personnel issues, and creating an environment free of harassment, discrimination and retaliation. Employee Advocacy's services included substantial measures to assist House employees and address the challenges of the COVID-19 pandemic.

## COVID-19 Services

Employee Advocacy continued to collaborate with the Office of House Employment Counsel and resumed its COVID-19 hotline to assist employees regarding their rights and entitlements granted under laws that address employee safety, performance, and family issues related to COVID-19. Specifically, Employee Advocacy advised and represented House employees concerning workplace safety, leave related to childcare needs due to COVID-19 school closures, leave related to COVID-19 diagnoses or potential diagnoses,

and accommodations to address employees' personal or family health status.

Employee Advocacy also played a key role in developing operational guidance for House offices. The office provided input to Members of Congress and the Office of Congressional Workplace Rights on addressing workplace safety concerns and increasing the opportunities for House staff to telework.

Partnering with CAO leadership, the Office of House Employment Counsel, the Office of the Clerk, and the Sergeant at Arms, Employee Advocacy also developed detailed guidance and a series of informational graphics regarding employment policies and practices for personnel returning to the workplace.

## Outreach

In the second half of 2020, Employee Advocacy collaborated with Communications and Marketing to update its educational materials and communications and create a dedicated Employee Advocacy COVID-19 resources page on HouseNet. In addition to providing litigation services, the Office's attorneys also serve as counselors and advisors that can assist with questions or concerns related to workplace issues covered by the Congressional Accountability Act of 1995.



The Office of Employee Advocacy extended its outreach to House staff during the pandemic.

## House Partnerships

Employee Advocacy continued to serve as a resource and consultant for the House Office of Diversity and Inclusion and the Office of the Whistleblower Ombuds to clarify the rights and resources available to House employees in matters involving diversity and whistleblower concerns. Employee Advocacy also provided comprehensive feedback on proposed regulations to implement the Federal Employee Paid Leave Act, the expansion of employee rights, including COVID-related entitlements and 2021 whistleblower protections for House employees.

At the request of Members and Committees, Employee Advocacy provided input and feedback on the availability of its services to paid and unpaid House employees and staff of Congressional Member Organizations.

Employee Advocacy engaged with CAO partners, the Office of House Employment Counsel, and the Committee on House Administration to advance the House Modernization Committee's Human Resources Hub initiative. When launched, the Hub will be able to assist Member and Committee offices with workplace administrative matters, including family and medical leave and health-related accommodations covered under the Congressional Accountability Act of 1995.

Employee Advocacy worked closely with CAO's Congressional Staff Academy, Human Resources, and the Office of House Employment Counsel to assist with finalizing educational materials for courses such as "Creating Professional Development Plans" and "Goal Setting and Performance Management."

## Employee Advocacy Website

In September, Employee Advocacy launched its official website. The website maximizes House employees' access to the Office's services and resources.



The new Employee Advocacy website.

# Business Transformation Office

The Business Transformation Office collaborates with CAO leadership and staff across the organization to build individual business unit capabilities, standardize CAO policies, and support the organization's change management efforts. The Business Transformation Office provides consultative services to CAO business units addressing strategy execution, program and project management, continuous process improvement, and enterprise governance.

## Strategy Execution

The Business Transformation Office's quarterly reporting tool covers a 90-day trend analysis with qualitative observations and assesses the effectiveness of the CAO's Strategic Plan. The reports are shared with the Chief Administrative Officer and the CAO Immediate Office to ensure alignment with the CAO's vision. As of December 2020, the CAO Strategic Plan has met its stated objectives. In collaboration with the CAO Immediate Office and business units, the Business Transformation Office initiated a new process to build upon the Strategic Plan's foundational vision as well as refine objectives and adopt metrics to enhance governance.

## Process Improvement Services

The Business Transformation Office continued to increase its engagement with service owners from the CAO's 104 branded services through its service collection workshops. During these workshops, the Business Transformation Office documents all supporting processes for each branded service and inventories the organizational process assets that support them. These often include standard operating procedures, desk procedures, process maps, and other artifacts. The office completed two service collection workshops with House Creative Services and Capitol Service Center. Since its inception, the office has also provided 116 recommendations to service providers and engaged with 19 service providers through quarterly check-ins.

The office expanded data collection and reporting to CAO senior leadership by developing dashboards that reflect core business process activities. In partnership with HIR, the office also supported the House Office of Diversity and Inclusion by designing an automated process for the House-wide recruitment and onboarding of candidates within Member offices.



## **Program and Project Management**

The Business Transformation Office focuses on high-impact, high-value CAO initiatives related to the program as well as project management business capabilities. The Business Transformation Office collaborated with the HIR Immediate Office on updating HIR's project management policy for all information technology projects. The revised HIR project management policy promotes standard and consistent best practices and sets sizing requirements based on complexity. The Business Transformation Office also provided continuing education opportunities to all CAO staff by facilitating CAO Project Management Community of Practice meetings and coordinating a Project Management Professional course. The office led sessions to conceptualize a business development function with the Customer Experience Center to increase the market share of specific CAO services. The pilot program for this function is currently being designed to ensure it will meet the needs of House offices.

## **Transition Support**

The Business Transformation Office assisted with the 117th Congressional Transition by planning and coordinating Member office briefings in partnership with the Committee on House Administration. The office also served as additional support representatives for the new Member office setup briefings while also providing on-site coordination.

# Budget and Staffing Charts

## FISCAL YEAR 2020 BUDGET TO ACTUAL REPORT (DATA AS OF 12/31/2020)

	Adjusted 2020 Budget	YTD Actuals	Available Balance	% of Budget Remaining
<b>Office of the Chief Administrative Officer</b>				
<b>Annual Funds</b>				
Personnel	\$72,154,394.16	\$72,121,474.99	\$32,919.17	0.05%
Non-Personnel	\$72,181,741.50	\$72,873,485.02	\$353,463.84	0.48%
<b>Total Annual Funds</b>	<b>\$145,381,343.02</b>	<b>\$144,994,960.01</b>	<b>\$386,383.01</b>	<b>0.27%</b>
<b>No Year Funds</b>				
Non-Personnel	\$11,639,000.00	\$8,197,403.82	\$3,441,596.18	29.57%
<b>Total No Year Funds</b>	<b>\$11,639,000.00</b>	<b>\$8,197,403.82</b>	<b>\$3,441,596.18</b>	<b>29.57%</b>
<b>Multi-Year Funds</b>				
Non-Personnel	\$8,293,741.00	\$6,646,963.49	\$1,646,777.51	19.86%
<b>Total Multi-Year Funds</b>	<b>\$8,293,741.00</b>	<b>\$6,646,963.49</b>	<b>\$1,646,777.51</b>	<b>19.86%</b>
<b>Total CAO Budget</b>	<b>\$165,314,084.02</b>	<b>\$159,839,327.32</b>	<b>\$5,474,756.70</b>	<b>3.31%</b>
<b>BC/DR</b>				
Personal	\$1,658,000.00	\$1,657,803.43	\$196.57	0.01%
Non-Personal	\$11,010,000.00	\$10,974,775.26	\$35,224.74	0.32%
<b>Total Annual Funds</b>	<b>\$12,668,000.00</b>	<b>\$12,632,578.69</b>	<b>\$35,421.31</b>	<b>0.28%</b>
<b>Total No Year Funds</b>	<b>\$5,000,000.00</b>	<b>\$2,783,189.42</b>	<b>\$2,216,810.58</b>	<b>44.34%</b>
<b>Total BC/DR Budget</b>	<b>\$17,668,000.00</b>	<b>\$15,415,768.11</b>	<b>\$2,252,231.89</b>	<b>12.75%</b>

### Notes:

1. FY20 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2020 per P.L. 116-94, the CARES Act per P.L. 116-136, and any IPACs received as of 12/31/20.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 12/31/20.

## FISCAL YEAR 2021 BUDGET TO ACTUAL REPORT (DATA AS OF 12/31/2020)

	Adjusted 2021 Budget	YTD Actuals	Available Balance	% of Budget Remaining
<b>Office of the Chief Administrative Officer</b>				
<b>Annual Funds</b>				
Personnel	\$19,391,786.51	\$ 18,449,992.78	\$941,793.73	4.86%
Non-Personnel	\$132,665,708.47	\$7,832,624.15	\$124,833,084.32	94.10%
<b>Total Annual Funds</b>	<b>\$152,057,494.98</b>	<b>\$ 26,282,616.93</b>	<b>\$125,774,878.05</b>	<b>82.72%</b>
<b>No Year Funds</b>				
Non-Personnel	\$26,000,000.00	\$1,297,852.43	\$24,702,147.57	95.01%
<b>Total No Year Funds</b>	<b>\$26,000,000.00</b>	<b>\$1,297,852.43</b>	<b>\$24,702,147.57</b>	<b>95.01%</b>
<b>Total CAO Budget</b>	<b>\$178,057,494.98</b>	<b>\$27,580,469.36</b>	<b>\$150,477,025.62</b>	<b>84.51%</b>
<b>BC/DR</b>				
Personnel	\$ 1,719,000.00	\$ 418,244.54	\$ 1,300,755.46	75.67%
Non-Personnel	\$ 10,789,000.00	\$1,253,894.28	\$ 9,535,105.72	88.38%
<b>Total Annual Funds</b>	<b>\$12,508,000.00</b>	<b>\$1,672,138.82</b>	<b>\$10,835,861.18</b>	<b>86.63%</b>
<b>Total No Year Funds</b>	<b>\$6,000,000.00</b>	<b>\$315,253.71</b>	<b>\$ 5,684,746.29</b>	<b>94.75%</b>
<b>Total BC/DR Budget</b>	<b>\$16,086,000.00</b>	<b>\$15,974,880.68</b>	<b>\$16,520,607.47</b>	<b>89.26%</b>

### Notes:

1. FY21 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2021 per P.L. 116-260 and any IPACs received as of 12/31/20.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 12/31/20.

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

	Current FTEs	Total Vacancies	Total FTEs
<b>CAO Positions</b>			
Acquisitions	27	2	29
CAO IO and Galleries	49	2	51
Customer Experience Center	46	4	50
Finance	84	11	95
HIR (not including BC/DR)	269	13	282
House Recording Studio	43	4	47
Human Resources	30	0	30
Office of Risk Management	1	4	5
Logistics and Support	116	3	119
<b>Total CAO Positions</b>	<b>665</b>	<b>43</b>	<b>708</b>
<b>BC/DR Positions</b>	<b>12</b>	<b>0</b>	<b>12</b>
<b>Total Positions</b>	<b>677</b>	<b>43</b>	<b>720</b>

Notes:

1. Personnel data is as of December 31, 2020.







*U.S. House of Representatives*

**CAO**

CHIEF ADMINISTRATIVE OFFICER



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