

**Statement of**  
**The Honorable Philip G. Kiko**  
**Chief Administrative Officer**  
**United States House of Representatives**  
**Before the**  
**House Appropriations Subcommittee on Legislative Branch**



**May 17, 2017**

**Summary Statement**  
**Philip G. Kiko**  
**Chief Administrative Officer**

Chairman Yoder, Ranking Member Ryan, and members of the Subcommittee, I appreciate the opportunity to present the CAO's priorities and subsequent FY18 budget request. I would also like to express my gratitude for the collaborative spirit and warm welcome demonstrated by my fellow officers since I started as CAO in August.

Since taking office, I have met with nearly every one of the CAO's over 600 employees who take great pride in their work and the opportunity to be a part of this incredible institution – a pride I deeply share.

My history with the CAO dates back to the formation of the organization in the mid-1990s when I served as its Associate Administrator for Procurement and Purchasing. Since then, I have assisted with oversight of CAO operations as a staff member of the Committee on House Administration and have been a recipient of its services working in both committee and personal offices.

As I have re-immersed myself in CAO operations, I have been impressed with some of its advancements and recent accomplishments.

For instance, this past October, House Information Resources seamlessly completed a highly-coordinated relocation of House servers to a new state-of-the-art data center. The CAO's Web Solutions Team has grown significantly and, today, maintains over 440 House websites, offering Members a competitive, cost-free alternative to expensive outside vendors. Additionally, since the CAO last testified before this Subcommittee on March 2, 2016, the House received a clean audit opinion for FY15, its 18<sup>th</sup> consecutive clean audit opinion.

With these accomplishments, there are also components of CAO services and operations that need to improve and evolve rapidly so that the organization may achieve its maximum potential to serve the House community.

An examination of the agency's current operations and challenges serves as the basis of the CAO priorities and subsequent budget request for FY18. The organization's top priorities include cybersecurity, the CAO Strategic Plan, customer service, as well as other ongoing initiatives.

The FY18 budget request for the CAO is \$133,635,000, which is an increase of \$16,470,000 or 14.1 percent above the *Consolidated Appropriations Act, 2017* per P.L. 115-31. \$14,757,000 of the requested increase is allocated for non-personnel items, with \$12,877,000 of that attributed to contractor support and initiatives directly associated with the House's cybersecurity efforts.

The remaining requested non-personnel increase is for annual maintenance and licensing; contractor support for Internal Controls, Human Resources and Logistics and Support; House Recording Studio critical repairs and lifecycle replacements; House-Wide subscriptions; option year costs for the mail contract; and other key projects. The

requested personnel increase for FY18 is \$1,713,000, which supports FY17 and FY18 estimated cost of living adjustments as well as longevities for current staff.

The first priority highlighted in my testimony—cybersecurity—accounts for 78 percent of the CAO’s requested increase for FY18. Cybersecurity is a critical issue of great consequence to the House. Given the increased amount of state-sponsored activity waged against the United States government by malicious actors, there is no question that the House is a target. It is imperative that we establish and maintain a robust cybersecurity posture through constant assessment and adaptation of, and investment in, strong countermeasures. In fiscal years 2016 and 2017, with the approval of this Subcommittee, the CAO reallocated funds to further improve our cybersecurity measures and capabilities. The proposed increase in cybersecurity funding for FY18, if approved, will continue that advancement.

Another top priority is the CAO Strategic Plan, which plays an important and underlying role in every aspect of CAO operations and the mission our operations collectively support.

In the fall of 2016, a comprehensive strategic planning process was initiated that included input from CAO employees representing every business unit. Working together, we developed a five-year strategic plan centered on a refined mission and vision. The CAO’s overall vision is to be an essential resource for Members of Congress through outstanding customer experiences delivered by exceptional employees. We identified strategic goals supported by objectives that we feel will re-focus and energize the CAO and ensure that our operations better align with the current needs of our House customers in the most efficient, cost-effective manner.

Customer service is the paramount overarching priority for the CAO this year and one that will be advanced through the implementation of the Strategic Plan and targeted initiatives. Targeted customer service initiatives for this year include enhancing House Learning Center services, improving the technology services provided to Member offices, expanding services provided to district offices, and improving enterprise solutions for all offices.

Finally, there are ongoing projects and initiatives, both CAO-specific and House-wide, in various phases of completion that will be a priority this year. These include, but are not limited to: House food services, the Wounded Warrior Program, the CAO financial assessment, the Cannon Renewal Project, CAO asset management, the continued expansion of the new House data center, and Identity and Access Management – a centralized identity hub for House entities that tracks and stores user information for operational and security purposes.

All of the abovementioned priorities are intended to help the CAO fulfill its mission to serve the House community through exceptional customer service. I also believe that these projects and initiatives will collectively yield cost savings, eliminate unnecessary processes, and provide faster, better services for the entire House. For example, by expanding and improving the IT services provided by the CAO, we will strengthen the

House's cybersecurity posture and reduce the financial burden on Member offices for IT support from outside vendors. Similarly, as part of its Strategic Plan and customer service initiatives, the CAO will look at expanding enterprise applications and solutions like cloud storage that improve operational efficiency and save money.

Again, I appreciate the opportunity to present the CAO's priorities and FY18 budget, and I look forward to working with the Subcommittee and other House stakeholders, including my fellow officers, as we strive to maximize the use of finite House resources to better serve House Members and their staff.

## **Cybersecurity**

Protecting the House's IT infrastructure and the data it supports is a critical responsibility for the CAO and one that is made increasingly difficult by ever-evolving cyber threats. Cyberattacks against the House come in varying manifestations and target the entity as a whole as well as individual network users. To successfully protect the House network and its users, and, in turn, the Speech and Debate protections required by the U.S. Constitution, the House must maintain a robust cybersecurity posture. The House must also maintain a unified front that fosters a controlled and consistent IT environment.

### **Continue Assessment and Expansion of House Cybersecurity Programs**

Establishing and maintaining a robust cybersecurity posture requires the House to constantly assess and reassess the House's IT infrastructure and cyber programs and adapt accordingly with strong countermeasures and subsequent investments. During the last quarter of FY16, with the approval of this Subcommittee, the CAO transferred funds to enhance the House's Dark Web monitoring capabilities. At the beginning of FY17, again with this Subcommittee's approval, the CAO made additional investments to improve the House's system vulnerability testing, threat intelligence gathering, and mobile platform security for smartphones and tablets. Using those same funds, the CAO is updating its assessment of the House's cybersecurity posture. To support the continuation of recent cyber enhancements, as well as support new enhancements identified by the assessment, the CAO is requesting an additional \$12,877,000 in FY18 for cyber initiatives.

### **Strengthen House Cybersecurity Policies**

In addition to maintaining a robust cybersecurity posture through strong cyber programs, most of which are acquired and maintained by House Information Resources, the House must also present a unified front against cyber threats. Presenting a unified front will create a stronger, more controlled IT environment across the House, but it requires vigilance and active participation by every individual with access to the House network. It requires strict adherence to and enforcement of current and future House Information Security Policies and warrants the exploration of an enterprise approach to IT equipment procurement and deployment.

## Strategic Planning

At its creation back in 1995, the CAO's original credo was, "serving our Country by serving our Congress." An excerpt from what was called the CAO's "Contract with the Congress" stated:

*The House of Representatives deserves the best service in the world, and that is provided by those of us who work for the Office of the Chief Administrator.*

*As service professionals we are proud to have the Congress as our customer. Its Members are independent elected officials, ultimately responsible and accountable to the people who elected them. Our role is to serve each and every Member equally and impartially.*

*To ensure an enduring tradition of world class service for our customers we will devote our every action and thought to the following:*

*As Service Professionals, we will constantly and consistently listen to our customers, meet their needs, and seek ways to continuously improve our services to them.*

As the CAO continues to fulfill many of its original service commitments, it must also remain committed to its original pledge to provide forward-thinking, cutting-edge customer solutions.

### Finalize the CAO Strategic Plan

In an effort to energize and refocus the CAO, an internal strategy team was formed in the fall of 2016. This cross-functional team led a comprehensive planning process that facilitated and included input from CAO employees representing every business unit. Employing all-staff surveys and solicitations for input, offsite meetings, and focus groups, the strategy team spent over four months refining the CAO's mission and vision to convey what staff believe is and should be the organization's present day purpose.

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

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

To support the new mission and vision, the CAO developed supporting goals, objectives, and values. The four goals that support the refined mission and vision center on our customers, process, stewardship, and employees.

### Operationalize the Plan

Now finalized, the CAO is moving to operationalize its Strategic Plan, which entails multiple concurrent initiatives. To achieve our customer and process goals, the CAO has developed an internal Design Team comprised of mostly customer-facing



employees from nearly every business unit. The Design Team is charged with examining CAO services and its past and present service delivery models and identifying modifications to each that will improve service to the House community. To better understand the customer experience, the Design Team met with House staff from a bipartisan array of House Member, Leadership, and Committee offices. The input gathered during this portion of the Design Team's analysis provided the Team with valuable insight into House staff experiences using CAO services, as well as the office operations and the pressure and expectations faced on a daily basis in other House offices. Now entering the final stages of its analysis, the Design Team will use the information it has gathered to compile its recommendations on future CAO services and its service model.

Equally important to its commitment to provide outstanding customer service is its responsibility to be a good steward of House resources. For its stewardship and, again, process goals, with the encouragement and support of the Committee on House Administration, the CAO has engaged an independent consulting firm to perform a comprehensive financial assessment. The goal of the assessment is to identify operational deficiencies, inconsistencies, and current opportunities to improve the accuracy and accountability of CAO financial operations. This assessment is expected to be completed no later than September of 2017.

Upon their conclusion, these analyses may warrant modifications to the CAO's governance and organizational structure.

Additionally, to achieve its employee goals, the CAO has developed a human capital plan and strategy that fosters greater professionalism and engagement within its workforce and is close to deploying a redesigned performance management program across the entire organization.

### **Customer Service**

The heart of the CAO's existence is to serve Members of the House and their staff. The CAO strives to provide excellent customer service delivered by exceptional employees to meet and, if possible, exceed the needs of the House community. Specific initiatives that will help ensure the CAO provides outstanding customer experiences include enhancing the House Learning Center with an emphasis on staff wellness, improving the technology services provided to Member offices, increasing service offerings for district offices, and expanding enterprise solution services for all offices.

### **House Learning Center**

The House Learning Center has provided training for House staff since the creation of the CAO in 1995. The House Learning Center currently offers a variety of courses, available both in the classroom and virtually, on topics ranging from financial administration to legislative and information services to web development.

However, attendance levels indicate a disconnect between when and what the House Learning Center offers and what House offices need. For example, from January

through March 2017, 1,589 registrations were received to attend 142 courses offered by the House Learning Center. Of those, 772 (48.6 percent) attended. The others either cancelled their registration or did not show up to the class, resulting in an average of 5.4 students per class.

To enhance House Learning Center services and better meet the needs of House offices, the CAO is reevaluating its offerings and making adjustments as needed, giving greater consideration to the House legislative schedule and events when determining its course offerings. For example, during the April recess, the CAO launched what it called “Recess Refresh,” which included courses on cybersecurity, newly deployed House technologies, and mindfulness. The Recess Refresh courses averaged 12.6 students per class.

The mindfulness course, which is new to the House Learning Center’s course offerings, was particularly well received and well attended, warranting further exploration of such offerings.

### **Improving Technology Services for Member Offices**

Efforts to maintain a robust cybersecurity posture and identify cost-saving enterprise solutions has required centralizing certain IT procedures and services.

For example, House Information Security Policies approved by the Committee on House Administration apply greater controls on an individual’s ability to create and modify accounts on the House network. Without these controls, it is difficult to identify and eliminate inactive network accounts, which poses an increased security risk to the House. The House has an estimated 12,000 active network accounts; however, independent security assessments have identified a significant number of invalid network accounts.

While having greater controls over network access reduces the number of inactive accounts and network vulnerabilities, it increases House office reliance on the CAO’s technology services. If the House is going to continue to increase office reliance on CAO technology services, it is critical that the organization ensures those services meet the highest level of quality.

### **Expand District Office Services**

From network connectivity to employee benefits, the CAO provides varying levels of support to approximately 850 to 900 district offices. For example, as part of the 115<sup>th</sup> Congressional Transition, the CAO is working to equip all freshman district offices with newly-required Broadband internet connections and Voice over Internet Protocol (VoIP) phone connections. Broadband and VoIP connections yield higher-quality internet and phone connections, greater functionality, and cost savings. Once finished connecting freshman offices with these services, the CAO will focus on expanding them to the remaining district offices.

Establishing Broadband and VoIP connections in district offices are just two examples of what the CAO can do to help district offices, and we recognize that the CAO can do more. District offices are vital to a Member's operations and must be made a priority. To that end, the CAO is considering the deployment of CAO staff to district offices across the country to identify additional CAO service offerings that can support district office operations.

### **Expand Enterprise Solution Services for all Offices**

There are a growing number of resources for House offices that improve operations and provide cost savings. The CAO vets these solutions for use in House offices, and in limited cases, purchases enterprise subscriptions so that all House offices may access and use the services.

For example, the CAO has purchased Hyperion, a budget planning platform, and will soon deploy the platform for all House offices to use. Hyperion will replace the outdated Congressional Accounting and Personnel System (CAPS), eliminating redundancies that were problematic under CAPS.

The CAO is also expanding access to various Cloud services, including Office 365. Full implementation of Office 365 across all House offices will result in a reduced cost of House-owned infrastructure and more efficient and cost-effective upgrades to the latest versions of the Microsoft Office suite of products. Office 365 was offered to freshman Members of the 115<sup>th</sup> Congress in January 2017 and will be expanded to the rest of the House community by early 2019.

### **Continuation of Ongoing Major Projects**

In addition to the aforementioned initiatives, it is imperative that the CAO continue to focus on and provide support for its various ongoing major projects. Ongoing projects include: improving House food services, the Wounded Warrior Program, the CAO's financial assessment, supporting the Cannon Renewal Project, improved management of House assets, migration of House data to a new data center, and identity and access management.

### **Quality Assurance for House Food Services**

August 2016 marked the House's one-year anniversary with food vendor Sodexo, which operates all food and vending facilities in the Capitol and Rayburn, Longworth, and Ford House Office Buildings. Though a formal customer satisfaction survey was never deployed during the first year of the contract, it is evident that food services are not satisfactory.

To improve food services, the CAO recently created a Quality Assurance Surveillance Plan (QASP), run by members of the CAO's Office of Acquisitions and Contract Management. The plan entails vigorous oversight and contract enforcement through daily surveillance, tracking and rating contractor performance, and regular meetings with the vendor's management as well as the chefs and servers at each House facility.



The new quality assurance plan, which has been operational for several weeks, has already yielded positive results, including much-needed management changes at two House facilities. Additionally, Sodexo just completed its first customer satisfaction survey as required by the contract and is exploring on-site kiosks to facilitate additional customer feedback.

The CAO understands and agrees with the concerns and opinions expressed by the Subcommittee in its omnibus report language issued recently regarding food quality, variety, and consistency as well as facility renovations and branded food options. Through the QASP and working with Sodexo and other House stakeholders, the CAO will continue its work to improve the House's food offerings.

### **Wounded Warrior Program**

Since the program's inception in February of 2008, the House Wounded Warrior Program has provided paid fellowships for 199 veterans in Member offices. As of May 2017, 154 Wounded Warriors have completed the program with 28 transitioning to full-time employment within a Member office, 54 accepting full-time positions outside of the House, and 18 advancing their career path by accepting a position with the Department of Veterans Affairs.

There are currently a record 45 veterans in the program and 9 vacancies that the CAO is actively working to fill. There is also growing Member office demand for fellows, which the CAO would like to accommodate by expanding the program size. Additionally, the CAO has worked to expand the professional development training opportunities for participating fellows that are mutually beneficial for them and the House offices they serve.

### **Financial Assessment**

Although it accounts for less than 10 percent of the CAO's current operating budget, the CAO's Office of Finance is vital to House operations. Whether through the Office of Members' Services; Financial Counseling; Payroll and Benefits; Accounting; or Budget, Policy and Planning, the CAO's financial operations affect every individual elected and hired to serve this institution. Additionally, the CAO's Office of Finance is responsible for collecting, disbursing, and publicly reporting all expenditures of the U.S. House of Representatives, essentially facilitating the transparency and accountability promised to Americans by their elected representatives.

Considering the significant, impactful role the CAO's Office of Finance plays, it is tremendously important that its operations meet the highest standards of stewardship. With that, the CAO initiated a comprehensive organizational assessment of the Office of Finance to identify operational deficiencies and inconsistencies and present opportunities to improve accuracy and accountability within CAO financial operations. The assessment began in September of 2016 and is expected to conclude in the third quarter of 2017.

### **Cannon Renewal**

In preparation of Phase One of the Cannon Renewal Project, which commenced in January of 2017, the CAO helped facilitate office moves from the New Jersey Avenue side of the building as well as subsequent office moves across the House campus. This included the transfer of phones, computers, office furnishings, and other House equipment. The CAO anticipates providing the same services throughout each phase of the Renewal Project and will strive to conduct these moves with minimal interruption to House office operations.

Additionally, working closely with various House stakeholders including the AOC and offices directly impacted by the renovation, the CAO facilitated a survey of new office furniture to be installed in Cannon office space upon the completion of each phase of the renewal project. To date, the CAO has gathered valuable feedback and will continue to solicit feedback and engage members of the House community throughout the selection and procurement process. The CAO will also outfit the newly-renovated spaces in Cannon with traditional window treatments.

### **Asset Management**

CAO's Asset Management is responsible for tracking over 60,000 assets on Capitol Hill and across the nation in district offices, a charge that presents a variety of challenges. Information technology equipment constitutes a majority of the House's assets, and this equipment shifts between individual staffers and offices. It is a priority for the CAO to track the House's assets accurately and comprehensively through a robust asset management program.

### **Data Center**

In October 2016, the CAO migrated CAO data center services and supporting technologies from the outdated Ford Data Center to a new data center facility. The new state-of-the-art Tier 3 Data Center provides a geographically dispersed, more efficient and resilient capability to protect the House's critical IT systems and business continuity, even during large-scale natural or manmade disasters. The CAO is now working to migrate services for House Leadership, Committees, and other support offices.

### **Identity and Access Management**

In 2017, the CAO will roll out an identity hub to help manage how applications employed by various House offices receive, update, and/or exchange identity-related data of House Members and staff. The Identity and Access Management program will integrate with multiple House identity management applications and sources, such as Lawson/MyPaylinks, Active Directory, and PeopleSoft, and facilitate secure control of identity data throughout the House.

**Conclusory Statement**  
**Philip G. Kiko**  
**Chief Administrative Officer**

As mentioned, the priorities identified and subsequent FY18 budget proposal presented in this testimony are based on an examination of the agency's current operations compared to today's needs of the House community. They are intended to help the CAO fulfill its newly refined mission and to restore its original commitment to provide exceptional, forward-thinking services.

I appreciate the opportunity to present these priorities on behalf of more than 600 dedicated employees, and I look forward to working with the Subcommittee as we strive to better serve House Members and their staff.



CHIEF ADMINISTRATIVE OFFICER

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STRATEGIC PLAN  
2017 - 2022











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Business

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Central

9:34:12AM  
Mountain

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Pacific

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PREVIEW

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HD 1080i

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SD 480i



PROGRAM



SCAN CONVERTER



CG PVW



CG PGM



CAM 1



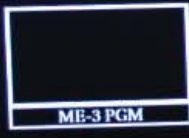
CAM 2



AUX1-STUDIO FEED



STORE-1



ME-3 PGM



STORE-2



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# MESSAGE FROM THE CAO

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The CAO was created in 1995 and has continued to serve Members and the House Community through its existence. Early on, the CAO worked toward becoming a world-class customer service organization, delivering cutting-edge solutions to the House Community. This strategic focus led to many improvements to the CAO; however over the last decade as the organization shifted to a more operational, day-to-day focus, the pace of these improvements slowed.

There is an urgent need for the CAO organization to have a forward-thinking, strategic focus that drives positive changes throughout the organization.

It is vital for the House Community that the CAO evolve and adapt to the ever-changing world around us. The CAO must adopt better ways of doing business as technologies emerge, update and ensure that our service offerings are relevant as the needs of our customers

change, and ensure the CAO is staffed by exceptional employees capable of delivering positive customer experiences.

I believe the CAO has the potential to be an increasingly essential resource for every Member of the People's House. To this end, a strategy development team worked with CAO leaders and cross-functional staff over the Fall of 2016 to develop this five-year strategic plan.

The effort has resulted in a refined CAO mission statement that conveys the reason for the CAO's existence as well as what services the CAO provides to the House Community. The effort also defined a new CAO vision for the organization to achieve over the next five years. The vision also guided the development of the goals, their related objectives, and core

CAO values which, in concert, makeup the 2017 CAO Strategic Plan.

This plan will help re-focus and energize our collective efforts into a cohesive approach towards delivering outstanding customer experiences to the House Community in every interaction. The CAO is driven by a commitment to the values of service, innovation, teamwork, integrity, and respect. These values help define a culture that is compelled to drive the CAO toward its vision using the 2017 CAO Strategic Plan as its guide.

Sincerely,



Philip Kiko  
Chief Administrative Officer

## MISSION AND VISION

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The mission of the CAO reflects our customers, our services, and the primary purpose for the CAO's existence.

The vision statement conveys the outcome that our organization will work to achieve over the next five years.

To provide  
administrative  
support  
Members  
Staff

To support  
offices' legislative  
their legislative duties

## THE CAO MISSION

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

## THE CAO VISION

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



# CAO VALUES

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Our culture will be defined by respectful employees who work together to serve Members and staff by delivering superior solutions with integrity.

In order for the CAO to accomplish its Vision “to be an essential resource for every Member of the People’s House”, every team member of the CAO must live by and embrace the CAO values.



## **SERVICE**

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We serve Members and staff through positive customer experiences in every interaction.

## **INNOVATION**

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We proactively seek new ideas and deliver superior solutions that exceed the expectations of our customers.

## **TEAMWORK**

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We foster unity and collaboration across the CAO and the House Community to deliver exceptional service.

## **INTEGRITY**

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We protect the House by doing the right thing for the right reasons.

## **RESPECT**

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We recognize and embrace each of our individual strengths and contributions which make the CAO successful.





# STRATEGIC GOALS

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Each CAO strategic goal focuses on realizing one area of the vision statement. A customer goal has been developed to drive positive customer

experiences, a process goal to help the CAO become essential, a stewardship goal to better manage our resources, and an employee goal to build a

workforce of exceptional staff. These goals provide a balanced approach to helping the CAO achieve its vision for the benefit of the institution that it serves.

## CUSTOMER

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

## PROCESS

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

## STEWARDSHIP

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

## EMPLOYEE

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



# CUSTOMER OBJECTIVES

The three customer objectives directly support the customer goal, which in turn supports the vision element 'positive customer experiences'. One of the first activities of these objectives will be to establish a baseline for customer

satisfaction and to develop a customer service delivery strategy that will influence the organizational design. Prior CAO work will be leveraged as well as new customer related business strategies, such as customer experiences, will be considered.



Customer Goal: Deliver an increase in annual customer satisfaction that drives positive customer experiences.

Objective 1

## **CUSTOMER ENGAGEMENT AND MEASUREMENT**

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Deliver a customer satisfaction measurement and proactive engagement program and establish a baseline by 2018.

Objective 2

## **CUSTOMER SERVICE STANDARDS**

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Develop, communicate, and implement customer service standards across all CAO offices by 2019.

Objective 3

## **SERVICE DELIVERY STRATEGY**

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Create a service delivery strategy by 2019 and fully adopt and institutionalize across all CAO services by 2021.

## PROCESS OBJECTIVES

The three process objectives directly support the process goal, which in turn supports the vision element 'essential'. One of the first activities of these objectives will be to establish a baseline of CAO services with respect to use, consistency, and accuracy. Then a list of services will

be identified to target for increasing with respect to use of the service by CAO customers. Consistency and accuracy improvements will apply to all CAO services. The target increases for the process goals and objectives are cumulative measures, not service specific.



Process Goal: Increase use, consistency, and accuracy of our services.

Objective 1

## **BRANDING, AWARENESS, AND ACCESS**

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Increase the use of CAO services by 10% annually by branding, advertising, and simplifying access to services.

Objective 2

## **CROSS-FUNCTIONAL COLLABORATION**

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Create cross-functional teams to collaborate, share knowledge, and improve processes to improve consistency by 10% annually.

Objective 3

## **QUALITY ASSURANCE PROGRAM**

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Implement a standard quality assurance program to reduce error rates by 10% annually.



# STEWARDSHIP OBJECTIVES

The three stewardship objectives directly support the stewardship goal, which in turn supports the vision element 'resource'. One of the first activities of these objectives will be to establish a process to measure resource effectiveness for major initiatives, programs, and processes. Data from this

process will be used to support strategic operations and decision-making, as well as the capital planning effort. An enterprise risk management program will be developed with influence from the existing standards and acceptable tolerance levels set in other branches of the Government.



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Stewardship Goal: Increase the optimization, utilization, and safeguarding of resources to best anticipate and support House operations.

Objective 1

## **CAPITAL PLANNING**

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Increase resource effectiveness by fully implementing a CAO capital planning program by 2019.

Objective 2

## **ENTERPRISE RISK MANAGEMENT**

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Reduce risks to House resources to acceptable tolerance levels by implementing a CAO enterprise risk management program by 2020.

Objective 3

## **RESOURCE EFFECTIVENESS MEASUREMENT**

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Design resource effectiveness metrics and reporting processes for major CAO initiatives, programs, and processes by 2018.

## EMPLOYEE OBJECTIVES

The three employee objectives directly support the employee goal, which in turn supports the vision element 'exceptional employees'. One of the first activities of these objectives will be to refine the performance management system and to

develop an employee feedback process, including a survey to establish a baseline for employee satisfaction, skill gap data, and other data. The organizational design activity will work closely with the customer objective 3 of this strategic plan.



Employee Goal: Develop and implement a system to foster a professional and engaged CAO workforce.

Objective 1

## **TALENT FRAMEWORK**

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Deploy a CAO-wide framework by December 2017 to guide how we recruit, develop, secure, and retain talent.

Objective 2

## **PERFORMANCE AND FEEDBACK**

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Update and align performance management and feedback processes with CAO strategic priorities for full deployment by the 2018 cycle.

Objective 3

## **WORKFORCE OPTIMIZATION**

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Evaluate and optimize the current workforce alignment, succession planning, and organizational design by 2020.



