

STATEMENT OF ACTING INSPECTOR GENERAL MICHAEL A. BOLTON
UNITED STATES CAPITOL POLICE
OFFICE OF INSPECTOR GENERAL

Committee on House Administration
United States House of Representatives
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Good afternoon and thank you for the opportunity to appear before the Committee on House Administration to discuss the United States Capitol Police: Operations and Workforce. My name is Michael A. Bolton. I am the Acting Inspector General for the United States Capitol Police (USCP or Department). I have been Acting IG since April 2018.

I would like to thank the Committee for its sustained and unwavering support of the United States Capitol Police, Office of Inspector General (OIG). The OIG is dedicated to ensuring that the Department, Board, and Committees are accurately informed of audit and investigative reviews through the submission of our independent reports. These comprehensive reports serve the Department in achieving the goals of their mission in providing a financially responsible operation as well as, a safe and secure environment for all members, staff, public employees, and visitors to the Capitol complex. However, none of this would be possible without the support of the Congress and that of the Capitol Police Board. We very much appreciate our discussions with you and your staff about our work and future projects. These discussions have provided us with a regular opportunity to provide the Committee with important updates about our activities, challenges and focus.

The Inspector General Act establishes for most agencies an OIG and sets out its mission, responsibilities, and authority. The unique nature of the IG function can present a number of challenges for establishing and maintaining effective working relationships. To work most effectively together, the agency and its OIG need to clearly define what each considers a productive relationship and then consciously manage toward that goal in an atmosphere of mutual respect.

By providing objective information for promoting Government management, decision-making, and accountability, OIG contributes to the agency's success. OIG is an agent of positive change, focusing on eliminating waste, fraud, and abuse, and on identifying problems and recommendations for corrective actions by agency leadership. OIG provides the agency, Board, and Congress with objective assessments of opportunities to be more successful. Although not under the direct supervision of the Chief, OIG must keep the Board and Congress fully informed of significant OIG activities. Given the complexity of management and policy issues, OIG and the agency may sometimes disagree on the extent of a problem and the need for and scope of corrective action. However, such disagreements should not cause the relationship between OIG and the agency to become unproductive.

The Office of Inspector General is comprised into three areas of responsibility: Audits, Investigations, and Administration. Audits examines the economy and efficiency of USCP programs and operations, including program results, compliance with applicable laws and regulations, and fair presentation of financial reports. OIG conducts audits which are accomplished in accordance with generally accepted government auditing standards (GAGAS) published by the Comptroller General of the United States.

Investigations utilizes specific law enforcement authorities, tools, and techniques to conduct investigations and prevent fraud, waste, and abuse in the programs and operations of USCP. Investigative work is intended to result in appropriate actions to and resolve allegations and to prevent and deter future instances of illegal or fraudulent acts or misconduct. In addition, Investigations conducts systematic and independent reviews and investigations of operations. Reviews are generally focused on management and internal controls and investigations are generally in response to allegations of employee misconduct or mismanagement issues. Furthermore, Investigations maintains the OIG Hotline, a confidential channel for complaints or concerns about violation of law or regulation, gross waste of funds, abuse of authority, or mismanagement.

Administration ensures that the people, money, technology and equipment, and policies are in place so that OIG can function efficiently and effectively. Responsibilities include asset

management; budget formulation and execution; human resources; workplace training; information technology; and policy preparation for OIG. Administration also facilitates OIG's planning and reporting activities and prepares crosscutting documents on OIG accomplishments.

Annually, the OIG prepares a summary of the most significant management challenges facing the Department. The challenges reflect continuing vulnerabilities that OIG identified over the last several years as well as new and emerging issues the Department will face in the coming year. The Government Accountability Office (GAO) uses five criteria that reflect whether agencies met, partially met, or did not meet issues on its High-Risk Series—*Progress on Many High-Risk Areas, While Substantial Efforts Needed on Others*, GAO-17-317, published February 15, 2017. The five criteria are:

- **Leadership Commitment – Demonstrated** strong commitment and top leadership support.
- **Capacity** – Agency with the capacity (that is, people and resources) to resolve risks.
- **Action Plan** – Corrective action plan defining the root cause and solutions as well as providing for substantially completing corrective measures, including steps necessary for implementing recommended solutions.
- **Monitoring** – Program instituted that would monitor and independently validate the effectiveness and sustainability of corrective measures.
- **Demonstrated Progress** – Ability to demonstrate progress in implementing corrective measures and resolving the high-risk area.

In 2016, OIG began using the above criteria to measure the Department's progress. Since our last report, the Department has shown solid, steady progress for the majority of its top management and performance challenges.

The top Management Challenges facing the Department are: (1) Protecting and Securing the Capitol Complex, (2) Strengthening Cybersecurity Strategies to address increasing threats, (3) Strong Integrated Internal Control Systems, (4) Managing Federal Contracting more effectively, and (5) Human Capital Management.

Of the five challenges on the 2017 list, at least four partially met all of the criteria for removal from the performance and management challenges. OIG narrowed Challenge 1 from 2017, *Interagency Communication, Coordination, and Program Integration Need Improvement*, to *Protecting and Securing the Capitol Complex*, because the Department strengthened how intelligence on terrorism, homeland security, and law enforcement information is shared and coordinated with its Federal, state, and local partners. *Challenge 5—Human Capital Management*—is still, however, in need of attention. For FY 2018, Department challenges remain at five. Overall, progress has been possible through the concerted actions of the Chief of Police (Chief), the Chief Administrative Officer (CAO), and leadership and staff within the Department.

Thank you for the opportunity to appear before you today. I would be very happy to answer any questions the Committee may have at this time.