

**Statement of**  
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**Chief Administrative Officer**  
**United States House of Representatives**  
**Before the**  
**House Appropriations Subcommittee on Legislative Branch**



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**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 FY19 priorities and subsequent budget request. Last May, when I testified before the Subcommittee, I highlighted the CAO's enhanced cybersecurity efforts and the operationalization of its new Strategic Plan among the organization's top priorities for FY18.

I also highlighted various customer service initiatives and other ongoing major projects that the organization prioritized last fiscal year. Those included improving House food services, increasing the wellness and professional development offerings for staff, expanding on technology and enterprise services for Members' district and D.C. offices, and expanding the House's Wounded Warrior Fellowship Program. I am pleased to report that significant progress has been made with each of the identified initiatives over the past year, and each remains a priority for the CAO in FY19.

Additionally, since I last testified before the Subcommittee, the organization has taken on new and increased service responsibilities, including the expansion of the House of Representatives Child Care Center, facilitating the House's required Workplace Rights and Responsibilities education, and the establishment of the new House Office of Employee Advocacy.

The CAO initiatives identified in this testimony, both old and new, are the organization's top priorities and serve as the basis of the organization's budget request for FY19. I believe that prioritizing these initiatives will not only improve the CAO services provided to House offices, but they will also yield cost savings across the entire House through the achievement of greater efficiencies and the elimination of unnecessary and duplicative efforts.

The FY19 budget request for the CAO is \$152,558,000 which is an increase of \$19,693,000 or 14.82 percent above the Fiscal Year 2018 enacted funding level.

\$15,223,000 of the requested increase is for non-personnel expenditures, including cybersecurity programs, annual maintenance and licensing contracts for the House, contractor support, equipment, and training.

\$4,470,000 is for personnel and is requested to support FY19 estimated cost of living adjustments and longevities for current staff. The requested personnel funds would also fund positions to support House Information Resources and the newly-formed Customer Experience Center (CEC).

Though the FY19 priorities identified cover a wide spectrum of service categories, collectively, they are critical to ensure that the CAO can fulfill its mission to serve the House community so that Members can perform their constitutional duties.

Again, I appreciate the opportunity to testify to the CAO's priorities and FY19 budget request, and I look forward to working with the Subcommittee and my fellow House officers to maximize the use and efficiency of the House's finite resources on behalf of Members and their staff.

### **Cybersecurity**

Safeguarding the House's IT infrastructure is one of the CAO's most critical responsibilities and one that is of great consequence to every Member of the House and his or her staff. Today, cyberattacks against the House average 300 to 500 million each month, and, between July and December 2017, 9.4 billion unauthorized scans, probes, and connections were blocked from the House network. The CAO has also deployed nearly 200,000 security patches for servers and workstations in D.C. and across the country.

Given the amount of private and state-sponsored malicious cyber activity, there is no question that the House will always be a target and that the cost of protecting the House network will always increase. Therefore, it is imperative that we continue to establish and maintain a robust cybersecurity posture through constant assessment and adaptation, which requires dedicating resources to strong countermeasures and enforcing strict adherence to the House Information Security Policies.

Of the \$19,693,000 requested increase for FY19, \$7,176,000 or 36.44 percent is for cybersecurity initiatives.

Last year, with the support of this Subcommittee, the CAO strengthened the House's cybersecurity posture through improved system vulnerability testing, enhanced Dark Web monitoring capabilities, and improved mobile platform security for smartphones and tablets. As part of the continual assessment and adaptation process, the House's cybersecurity program also underwent a comprehensive review to remediate identified gaps in staffing, processes, and technologies.

Using the results of the assessment, the CAO continues to improve the House's cybersecurity posture through the deployment of a new threat intelligence platform, improved threat information sharing within U.S. government agencies and our international allies, enhanced engineering and analytical support, and improved network vulnerability monitoring and alerting capabilities. For assessment and educational purposes, the CAO is also conducting annual system penetration testing and a quarterly phishing campaign to help educate House network users about the risks of opening questionable email. This is in addition to the required annual information security awareness training. It is also working to expand multifactor authentication using text messages for network authentication PINs rather than the RSA tokens currently in use.

Increased and enhanced cybersecurity technologies and capabilities are critical to the House's cybersecurity posture. However, they are greatly undermined when network users fail to adhere to the House Information Security Policies. Over the past year, the

CAO has worked with House stakeholders to identify ways to improve compliance with House policies and stands ready to assist with greater oversight of compliance and strengthened controls over network access. The CAO is also working with stakeholders to explore ways it can increase the reliance of House offices on CAO IT services going into the 116<sup>th</sup> Congress.

### **Strategic Planning**

Implementation of the CAO's Strategic Plan continues to be a top priority. The strategic planning effort resulted in the development of a mission and vision for the CAO supported by four goals centered on its customers, processes, stewardship, and employees with 12 associated objectives.

Since implementation of the new customer-focused plan was initiated, the CAO has undergone some major changes. Perhaps most significant to date was the creation of an entirely new business unit called the Customer Experience Center (CEC). The CEC, which launched in October 2017 in support of the Strategic Plan's customer goal, was created to ensure exceptional customer experiences through each CAO service delivered to the House community. Comprised of existing, revamped, and new capabilities, the CEC connects the CAO's technical, administrative, and operational experts with their customers with a focus on simplifying access to CAO services and making the processes better, faster, and less expensive.

Last fall, the CAO introduced its first two Customer Advocates, full-time staff assigned to Member offices to help facilitate and triage CAO services for its customers. The Customer Advocates work closely with office staff to identify and fulfill their needs. Originally assigned to a total of 70 Member offices, the two Advocates' portfolios quickly grew to approximately 100 offices, and they have been very well received. Expansion of the Customer Advocate program to the remaining Member offices is planned in FY18.

The Advocates have already provided valuable support in connecting Members with the services they need to either resume office operations or to get them up and running. Coordinating with additional CAO business units, the Advocates responded with other CAO team members to assist a Member office to recover from an office flood. Additionally, the Advocates helped to create a seamless experience for a new Member office beginning its operations following a special election. They have also served as the catalysts for improvements to CAO services such as the CAO's online room scheduling service and its online self-service tool – MyServiceRequests. The CAO expects reliance on its Customer Advocates to grow exponentially as it expands and advertises the program in FY18 and through the upcoming Congressional Transition.

Alternatively, the Advocates have assisted Member offices with their adherence to House policies. For example, the Advocates proactively provided support for their assigned offices in completing required inventories, which kicked off this spring.

The CEC is also moving full steam ahead with plans to offer a more streamlined service for digital media and graphic arts services. The formerly separate offices of Photography and Graphics are now consolidated under one department. The new office will serve as a one-stop-shop for all visual media needs. The CAO will offer new services including videography, motion graphics, and animation to better support the 21<sup>st</sup> century media needs of Members. The CAO is also developing and testing a new online system to streamline the delivery of these media products. This digital asset management system creates a user experience that Members and staff are familiar with in the commercial marketplace where it's easy to find images for download, order prints, and even upload their own images for editing.

The Strategic Plan's employee goal has spurred organizational changes for the CAO. Specifically, the CAO is working to develop and implement a system to foster a professional and engaged workforce with greater advancement opportunities within the CAO. Efforts include the development of a talent framework to ensure the CAO recruits, hires, and develops talent in new and engaging ways; the implementation of a new performance management system; designing and deploying a training program for managers; and the implementation of a workforce optimization program to ensure the organization has the right people in the right jobs at the right time.

In support of its stewardship and process goals, the CAO's Office of Finance is undergoing an operational realignment based on the findings and recommendations of an independent, comprehensive assessment. The realignment includes a reorganization of the Office of Finance's business structure, implementation of quality assurance initiatives, and the enhancement of its knowledge base program to add to existing policies and procedures.

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

While cybersecurity and the implementation of the CAO's strategic plan remain paramount initiatives, improving and expanding upon several other major ongoing support services provided by the CAO also remains a priority for the CAO in FY19. Specifically, the CAO will prioritize the improvement and expansion of House food services, wellness and professional development offerings for House staff, technology services for Member district and D.C. offices, the House Wounded Warrior Fellowship Program, financial services, asset management, identify access management, the Cannon Renewal Project, and the House's transition to the 116<sup>th</sup> Congress.

#### **House Food Services**

To address clear challenges with food services provided by the House restaurant and vending vendor, the CAO convened a Quality Assurance Surveillance Program in early 2017. The program has yielded positive results, including initiatives to offer value meals in all cafeterias, organic and gluten-free snacks in the C-Stores, redesigned menus with a focus on healthy options, and seasonal menus. Three new stations opened in the Longworth Cafeteria: Pacific Traders, My Dish, and a Boar's Head Handcrafted. Furthermore, management changes have been made across the House campus.

In January, the CAO conducted a food service survey across the House community. With more than 2,400 responses, it was clear that there is a strong preference for both branded food options and traditional cafeteria options. The addition of a new branded option is underway for the Cannon House Office Building, and the CAO is actively researching additional franchises to add to the current traditional cafeteria food service offerings.

### **House Staff Wellness Offerings**

Public and private sector entities are increasingly providing wellness programs for their employees to combat stress and promote greater mental and physical wellbeing. Recognizing the positive impact of such programs, last year, the CAO launched a series of wellness courses on the House campus. One of the courses offered focused on the topic of mindfulness, and it was particularly well received. These courses continue to book up quickly and receive positive reviews.

Based on its analysis of wellness programs and their benefits, the CAO determined that a broader, more formalized House wellness program should be established. Therefore, in concurrence with the Appropriations Committee's report, the CAO developed a wellness program action plan to establish a centralized, easily accessible Wellness Center for the House community that offers a series of online and in-person courses on a variety of topics, including nutrition, fitness, general health, and stress management.

Starting with the creation of an advisory committee of stakeholders from across the House community, the plan calls for dedicated Wellness Center staff to be certified as Mindfulness Based Stress Reduction Teachers, as well as a dedicated on-campus "storefront" office, online resources, and individual and group consultative services specifically tailored for the House community. Recruitment for the Wellness Center's Program Manager is underway, and the CAO is actively working to organize and launch the Center's advisory committee.

### **House Staff Professional Development**

In 2017, the CAO sought to make enhancements and adjustments to the CAO-provided training program to better align its curriculum with customer needs. The organization adjusted scheduling practices, began refreshing classroom technology, and experimented with new class offerings. These changes resulted in some noticeable improvements, but it was clear that much more needed to be done.

The fundamental direction of the CAO's training was not meeting the needs of its customers. As such, the CAO began a bold transformation to bring much needed professional development to Capitol Hill under a new brand, the Congressional Staff Academy.

To begin this transformation, at the end of FY17, the CAO began to wind down many of the unutilized services of the old training program while maintaining necessary service

levels to facilitate required training such as Ethics and financial systems training, and other important curricula like active shooter and CPR training.

The new Congressional Staff Academy (CSA) will be the central point of coordination and a recognized brand for staff education. In addition to administering required training, the CSA will create professional development curricula for congressional job roles and skillsets. For example, the CSA plans to create and offer new staff education programs on office administration, communications, and supervisory and management skills. The CAO has already hired a Program Manager and a Coordinator who are currently working on new professional development curricula. The first course, which is designed for financial managers, is expected to be available before the end of FY18.

In addition to updated training content, the CSA will prioritize improving access to its new curriculum by consolidating the multiple platforms currently in use and introduce a more streamlined experience for finding, registering for, attending, and tracking attendance of trainings.

### **Enterprise and Technology Services for House Offices**

The CAO provides a broad spectrum of enterprise and technology services to House offices in Washington, D.C., and across the nation. As such, it is constantly seeking opportunities to provide solutions for Member offices that improve efficiency and workflow and provide cost savings. For example, the CAO is expanding access to various cloud services, including Office 365. Approximately 4,000 individuals at the House are using the Office 365 suite, enabling them to use the newest version of Microsoft Office, OneDrive, and SharePoint. These applications provide offices with greater accessibility to their files, enhanced collaboration tools, significantly more storage, and the ability to view and edit files on the go with mobile apps. Additionally, standardizing the House onto a single version of Office enhances security and supportability, yielding cost savings for the House.

CAO's Web Systems team offers secure, cost-free website development and hosting using the popular Drupal technology platform for a growing number of House offices. In fact, of the nearly 500 current House Member and Committee websites, CAO Web Systems has developed and/or hosts 76 percent.

Additionally, the CAO is constantly working to identify and vet popular cloud services for offices' use such as Box Enterprise, Adobe Creative Cloud Enterprise, and ArcGIS – a geographic mapping software that allows offices to visualize data patterns.

Another example is the recent purchase of Hyperion, a budget planning platform that has been deployed for all House offices to use. Hyperion will replace the outdated Congressional Accounting and Personnel System and eliminate redundancies that were problematic and time consuming under the old system.

Last year, the CAO also renegotiated enterprise subscriptions to two news publications for all House offices, saving them money, and will monitor their popularity among offices before renegotiating.

Finally, the CAO provides technology support specifically for the approximately 900 district offices. Since the beginning of the 115th Congressional Transition, the CAO has been actively engaged to equip all the freshman district offices with Broadband internet connections and Voice over Internet Protocol (VoIP) phone service. Broadband and VoIP connections yield higher-quality data and voice connections, greater functionality, and cost savings. To date, the CAO has converted 99 percent of the 441 primary or “flagship” district offices to Broadband connections and 115 district offices are now either on the VoIP platform or in the process migrating over to the platform. During the 116<sup>th</sup> Congressional Transition, the CAO will continue its effort to connect all freshman offices to Broadband and VoIP platforms and focus on expanding VoIP to the remaining district offices.

### **Wounded Warrior Fellowship Program**

The House Wounded Warrior Fellowship Program, established in 2008, provides proven, valuable work experience and professional development opportunities for veterans with service-related disabilities through CAO-sponsored two-year fellowships in congressional offices. Given the program’s success over the years, demand for the program is high. In fact, its waitlist has grown to more than 100 Member offices. To meet the increased demand, the program was recently expanded from 50 to 85 fellows, and the CAO is actively working to recruit and place new veterans into the Program. The CAO has also expanded the Program’s professional development curriculum for participating Fellows, which now includes a robust four-day orientation. This year, the CAO is exploring options to rebrand and better publicize the program and the fantastic opportunities it provides for veterans with service-related disabilities.

### **Financial Services**

In 2016, after operational irregularities and inconsistencies within the CAO’s Office of Finance were identified, the Committee on House Administration encouraged the CAO to initiate an organizational assessment of the department. In September 2016, the CAO engaged an independent contractor to conduct a comprehensive organizational assessment focused on building a sustainable business model with the agility to adapt to evolving requirements.

The assessment, which concluded in September of 2017, outlined significant gaps and deficiencies in many key operational areas, including formal documentation policies, defined role responsibilities, error rate tracking and reporting standards, and succession plans. The independent contractor also highlighted the department’s overreliance on paper-based processes and its lack of proactive customer engagement.

The assessment also included numerous recommendations to address deficiencies and improve overall accuracy, accountability, and customer engagement and service. Working under the direct supervision of the CAO’s Immediate Office, the CAO’s Office



of Finance developed a plan that supports the implementation of the 30 actionable and practical recommendations developed through the organizational assessment and is focused on making gains in financial management governance policies and procedures, employee training, and customer service. For example, the CAO reorganized its Financial Counseling Division to better serve customers through faster, streamlined, and more accurate processing of payments. It also expanded its leadership within its Office of Finance by hiring two new Deputy Chief Financial Officers, adding greater focus on key initiatives and improving overall service delivery and leadership.

While efforts to address the identified deficiencies are underway, the CAO acknowledges that much work remains to fully implement the recommendations and rectify the identified deficiencies and is committed to aggressively implementing the recommendations through FY19.

### **Asset Management**

Since FY13, there has been an ongoing significant deficiency in the House's independent auditor's report related to asset management. Among other issues, the audit highlighted inaccurate record keeping and inefficiencies caused by the House's decentralized equipment receiving and delivery processes. The auditors strongly urged the House to adopt a centralized receiving process. Though the CAO successfully implemented centralized receiving to improve its internal asset management, it needs to expand these processes to successfully account for the House's more than 60,000 assets.

To improve and expand its asset policies and procedures in tracking assets owned by the House and remediate the identified deficiency, CAO's Asset Management has engaged an independent firm to assess its operations and develop a phased approach to maturing the program into a reliable, efficient, effective, and customer-focused capability. The independent firm will also assist the CAO to align its House-wide practices with industry standards; meet customer expectations by providing a simpler, more user-friendly asset management experience; and reduce the risks associated with office equipment management in a unique environment like the House.

The phased approach aims to first mature the CAO program and enhance and validate its asset management policies, processes, procedures, and measures. After the CAO program is validated, the CAO will incrementally expand the program to House officers and then to Member, Committee, and Leadership offices by creating, communicating, and implementing the program to incorporate accountable assets they control.

### **Identity and Access Management**

Identity and Access Management (IAM) relates to how offices receive, update, and/or exchange identity-related information and use it to manage access to various House resources such as the House network, financial systems, and privileged accounts. Improving and streamlining the House's IAM is critical to enhancing cybersecurity, securing personal information, and improving the efficiency of House business processes. To streamline the House's current IAM processes, which currently include

the use of multiple identity management applications, in January 2018, the CAO created a dedicated Identity Governance & Administration (IG&A) organization.

IG&A is developing a new identity hub that will initially integrate with My PayLinks and, as it matures, will integrate with other House applications and identity sources ultimately creating one system. For example, when an individual is hired, CAO's Office of Payroll and Benefits will enter the initial onboarding information into the identity hub, which will then trigger workflows to other CAO departments and House offices responsible for various aspects of the onboarding process such as network account creation. Once complete, the IAM system will provide the House with a consistent, secure, and reliable House-wide program for identity management and will improve the technology related to the authentication, authorization, management, and oversight of identity and user access to systems.

### **Cannon Renewal**

In support of Phase One of the Cannon Renewal Project, the CAO met with all offices slated to return to office space in the renovated portion of the Cannon House Office Building to determine their office and furniture preferences. The CAO also removed electronics and identified and removed decades-old cabling infrastructure and will install new cabling and data networking capabilities once the spaces are ready. As offices move back into the renovated space, the CAO also will oversee the installation of office furnishings, carpet, drapes, phones, computers, and office equipment.

Additionally, working closely with various House stakeholders, including the Architect of the Capitol and offices directly impacted by the renovation, the CAO gathered feedback through surveys and focus groups and awarded a contract for the furniture to be installed in Cannon office space upon the completion of each phase of the renewal project.

In preparation for Phase Two of the Cannon Renewal Project, commencing in January of 2019, the CAO will facilitate office move-outs from the Independence Avenue side of the building, including other various moves because of the renovation work across the House campus.

### **Congressional Transition**

Every two years, the CAO provides support for each Congressional Transition in conjunction with fellow House Officer organizations, the Architect of the Capitol, and the Committee on House Administration. Preparations for the 116<sup>th</sup> Congressional Transition are underway with a coordinated, in-depth review of Transition policies with the Committee on House Administration.

This transition, the CAO is proactively identifying opportunities to improve the processes and procedures for both Members and House staff to transition in and out of Congress. Central to this effort is the creation of a transition playbook for use in future Congressional Transitions to institutionalize a streamlined process, ensuring consistent and efficient operations each transition year.

## **New House & Customer Service Initiatives**

In addition to the abovementioned ongoing major projects, the CAO has taken on new and/or increased service responsibilities that will also be prioritized in FY19, including the expansion of the House of Representatives Child Care Center, facilitating the House's required Workplace Rights and Responsibilities education, and the establishment of the new House Office of Employee Advocacy.

### **House of Representatives Child Care Center**

Since its creation in 1987, the House Child Care Center, operated by the CAO, has provided child care services for House employees. While House child care demands have increased over the years, the capacity of the House's Child Care Center has not. Today, the waitlist for the Center surpasses 250 children of House, Legislative Branch, and federal employees, with the overwhelming majority of those on the list being children of House employees.

To accommodate more House families, the CAO is working in close coordination with House stakeholders to expand the Center.

### **House Workplace Rights & Responsibilities Education**

Immediately upon the November 29, 2017, House passage of H. Res. 630, which requires mandatory Workplace Rights and Responsibilities education, CAO departments began working together to find solutions for this very large, time-limited requirement. The CAO worked expeditiously to conduct a full and open procurement for a vendor with the unique balance of capability and expertise to develop and implement outstanding custom, in-person education for the entire House in Washington, D.C., and across the nation in under 90 days.

Delivery will begin on April 30 and will include over 300 education sessions in Washington, D.C., and hundreds more in every state across the United States. This curriculum is specifically designed in accordance with Committee on House Administration regulations to be highly interactive, and to raise awareness on how to create a civil workplace through recognition and prevention of discrimination and harassment in the workplace.

### **House Office of Employee Advocacy**

Per H. Res. 724, which passed the House of Representatives on February 6, 2018, the CAO was charged with establishing the Office of Employee Advocacy to provide legal assistance, consultation, and representation to covered House employees on relevant employment-related issues. The CAO is currently interviewing candidates for the position of Director of Employee Advocacy. In its search for the Director, the CAO is seeking a candidate who understands the nuances of employment law as outlined by the Congressional Accountability Act of 1995 as well as the critical nature of the role of the newly-established Office of Employee Advocacy within the U.S. House of Representatives. The CAO expects to hire the Director by June.

## **Conclusory Statement**

**Philip G. Kiko**

**Chief Administrative Officer**

Since I last testified, the CAO as made significant progress with the initiatives and projects it prioritized for FY18. We made great strides in our efforts to protect the House against ever-increasing cyber threats. With a renewed commitment to provide exceptional, cost-effective, and forward-thinking services, the CAO started to operationalize its new strategic plan and created an entirely new business unit dedicated to improving customer experiences. The Office of Finance underwent a comprehensive assessment and is overhauling its operations to improve accuracy, accountability, and customer engagement in the services it provides. A similar review and revamp of our asset management processes is currently under way.

The CAO is constantly identifying opportunities to improve and expand upon the many services it provides, including the House's food services and the wellness and professional development offerings provided to House staff. Although great progress has been made, improving and enhancing these services remain a priority.

In addition to improving or enhancing its existing services, the CAO has also taken on new and increased responsibilities such as the expansion of the House day care facility, implementing the newly-required Workplace Rights and Responsibilities education, and establishing a new House Office of Employee Advocacy.

The initiatives outlined in this testimony are the CAO's priorities for FY19. The FY19 budget request is based on a thorough examination of the agency's current operational capabilities compared to these priorities and the fast-growing needs of the House community.

I appreciate the opportunity to present these priorities on behalf of the CAO's dedicated employees and express my gratitude for the Subcommittee's support. Again, thank you, and I look forward to continuing to work with the Subcommittee as the CAO strives to best serve House Members and their staff.