

**Statement of
The Honorable Philip G. Kiko
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United States House of Representatives
Before the
The Committee on House Administration**



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Summary Statement
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Chairperson Lofgren, Ranking Member Davis, and members of the Committee, thank you for the opportunity to present the Chief Administrative Officer's (CAO) priorities.

In its 2018 written update to the Committee, the CAO highlighted cybersecurity and operationalizing the organization's Strategic Plan as its top priorities. It also highlighted other major projects and service initiatives such as enhancing House-wide technology services, implementing new standards for IT and financial shared employees, deploying Workplace Rights and Responsibilities Education, and establishing the new Office of Employee Advocacy.

The CAO has advanced every initiative identified as a priority last year and has taken on new responsibilities such as overseeing the execution and delivery of a compensation study. Operationalizing its Strategic Plan has been the most impactful initiative, prompting across-the-board service improvements.

In 2017, when the CAO developed its Strategic Plan, it set out to place the organization on a path to better fulfill its original pledge to provide the House with forward-thinking, cutting-edge solutions. In its original mission statement, the CAO pledged to, "constantly and consistently listen to our customers, meet their needs, and seek ways to continuously improve our services to them." Similarly, the goals of the organization's Strategic Plan are to improve the CAO's customer services through greater solicitation and consideration of customer feedback and the House environment and to modernize its services.

Since its implementation, the Strategic Plan has reached nearly every CAO employee and has impacted the organization's broad spectrum of services – old and new. It even led to the creation of two new business units expressly dedicated to delivering exceptional customer service and prioritizing the use of the organization's finite resources.

With a focus on customer service and innovation per its Strategic Plan, the CAO has identified its priorities for this year and beyond. The organization is also paying close attention to the issues raised before the Select Committee on the Modernization of Congress to ensure its priorities align with and address the needs of Members. From evolving constituent communication technologies, to modernizing compensation and diversity practices, to enhancing district office support, the CAO understands its role and has set its priorities accordingly. In fact, the CAO is creating a technology innovation lab where Member offices will be able to test, evaluate, and share innovative tools and ideas.

The strategic priorities outlined in this testimony include improving and expanding upon the CAO's customer services, advancing the House's cybersecurity posture and technology support, and modernizing its internal and customer-facing processes.

The CAO's nearly 700 employees fulfill the organization's mission to serve Members and their staff – here in the nation's capital and across the country – by providing administrative, technical, and operational solutions so that they can perform their constitutional duties. We offer a diverse array of services delivered by a diverse, talented pool of employees.

As we continue to operationalize the Strategic Plan, we realize our vision to be an essential resource for every Member of the People's House through outstanding customer service delivered by exceptional employees. Significant progress has been made in the way we do business, but more can and will be done. It is my hope that the service improvements are apparent to the Members and their staff.

Again, thank you for the opportunity to present the CAO's priorities and for the Committee's continued support.

Strategic Plan

Initiated in the fall of 2016, the CAO's Strategic Plan was developed by a cross-functional, bottoms-up strategy team. This strategy team defined the CAO's mission and laid out specific service-oriented objectives for goals that focused on **customers, process, stewardship, and employees**.

After the Plan was finalized in early 2017, the CAO quickly moved to operationalize it. The organization brought together an array of service providers who gathered feedback from the House community, closely examined service delivery models, and identified ways to improve and modernize its services.

Over the past two years, the implementation of the Plan has prompted significant changes to the CAO's business model and, in turn, what the CAO hopes are recognizable improvements to the services it provides.

Customers

The CAO has set out to understand how the House community interacts with our services and to improve our customers' experiences.

Implementing objectives under the Strategic Plan's customer goal led to the creation of an entirely new business unit dedicated to delivering exceptional customer service – the Customer Experience Center (CEC). The CEC is comprised of existing, revamped, and new capabilities focused on services provided to Members and their staff. It now includes streamlined creation and delivery of digital media, graphic art, and videography products under its House Creative Services division. Its new Congressional Staff Academy is delivering a professional development curriculum requested by House

offices. And its new, expanded Customer Advocate program is helping offices navigate and acquire the services they need in their Washington, D.C., and district offices.

To achieve its customer objectives, the CAO adopted practices common within the private sector to measure customer satisfaction by deploying point-of-service surveys. The surveys replace a hodgepodge of surveys previously and inconsistently deployed by the organization. The new survey tool, launched in March of 2017, initially covered six transactional services provided by CAO employees. Today, it surveys recipients of 33 services and has gathered 12,101 survey responses. The responses indicate an average rate of satisfaction with CAO services of over 96 percent.

Survey feedback – good and bad – has prompted process improvements in CAO service delivery. Escalation processes are now in place to respond to any actionable feedback, and supervisors are assigned to resolve any challenges in service delivery. The CAO is currently implementing a new in-house survey tool that will expand its survey capabilities to include more transactional services and consultative services.

Process

A primary process goal for the CAO is to modernize its services and increase the use of its services through greater consistency and accuracy.

In August 2018, the revamped Communications and Marketing division within the CEC condensed a list of 150 services provided by the CAO as identified by CAO employees, to a simplified working list of 31 primary services better understood by the CAO's customers: Member, Leadership, and Committee offices. This working list of primary services helps CAO employees understand and communicate the full scope of CAO offerings as seen through their customers' eyes.

To improve how we communicate and market our primary services, the Communications and Marketing team also launched new CAO-wide branding standards to ensure all new or modified services are properly branded and easily accessible. For example, services should consistently be referred to by the name customers associate them with and be accessible through known access points like HouseNet, MyServiceRequests, First Call, or the Technology Service Desk.

As part of an analysis of its internal operations, the CAO found that greater collaboration between its service providers is required to improve efficiency and reduce duplicative efforts and their associated costs. To facilitate greater collaboration, the CAO initiated its Cross-Functional Collaboration Program in the summer of 2018. The Program brings together every service division involved in each of a customer's primary CAO services to examine each step taken to fulfill that service. With that information, the Program then identifies opportunities to expedite service fulfillment and eliminate customer pain points. For example, the Cross-Functional Collaboration Program closely examined the CAO's fulfillment of special event service requests submitted to its First Call customer service center. The examination discovered that for any given event, approximately 14 teams execute 50 activities with 34 decision points using 4 House systems and 6 forms.

The examination identified 12 customer pain points and 14 ideas to improve and streamline the process.

The Program is on track to convene the corresponding business units to examine at least half of the CAO's primary services by the end of 2019.

In 2018, the CAO also established an organization-wide governance framework that promotes transparent and informed decision making and has resulted in greater collaboration between business units from the inception of a new or modified service.

Stewardship

The CAO's stewardship goal is to safeguard and optimize the use of House resources.

To fulfill its stewardship objectives, the CAO continues to implement the actionable recommendations provided by an independent firm in September 2017 following its comprehensive review of the CAO's financial services. The recommendations included that actions be taken to improve overall accuracy, accountability, and customer engagement services. Implementing the recommendations has prompted new, expanded leadership within the CAO's Office of Finance; a restructuring of the Office of Financial Counseling; a reorganization of the Office of Budget, Planning, and Analysis; and the development of financial policies and procedures that codify best practices, legal requirements, and industry standards to be upheld by all Finance staff.

Though progress has been made, the CAO fully acknowledges that there is still much work to be done to improve the consistency, accuracy, and reliability of its financial services.

Operationalizing the process objectives in its Strategic Plan also required the CAO to prioritize the use of its finite resources based on risks posed to the House and spurred the creation of its new Office of Risk Management. The new business unit absorbed the CAO's Internal Control and Audit Liaison and Remediation Programs. It also provided for the development and implementation of Enterprise Risk Management and Compliance Programs. The implementation of Enterprise Risk Management will provide management with risk-based data to inform decisions and provide the capability to target resources to the areas of highest risk, ensuring the CAO's mission and objectives are met.

Employees

CAO employees are more than just a commodity for the House. They play an integral role to House operations and are part of the House community. They are comprised of individuals with diverse skillsets, including cybersecurity engineers, accountants, and tradespeople. Similar to employees in Member, Leadership, and Committee offices, they require investments in their development.

Since the implementation of its Strategic Plan, major strides have been taken to improve the organization's talent framework, its performance and feedback processes, and its workforce optimization efforts.

In 2018, the organization implemented a new talent framework that includes improvements to its recruiting and hiring processes. These include increased consultative discussions with hiring managers to ensure recruitment strategies are tailored to meet their specific needs. In 2018, the CAO also started a two-year effort to design and deploy a set of strategic human capital activities. Currently underway, these efforts include the development of new competency models, updated position descriptions, new candidate assessment tools, and the deployment of career development and mentor programs. Each of these initiatives will benefit current and future CAO employees by providing a more clearly defined roadmap for their career.

The CAO is making an investment in the development of its employees in a number of ways. For example, the CAO launched a manager training series called *Empower Hour* and an organizational communication series for non-managerial CAO staff. These series were attended by hundreds of employees during the 115th Congress.

Another important employee initiative is the CAO Speaker Series. The Series was created during the 115th Congress to provide an opportunity for CAO staff to come together and hear from a variety of Members, House staff, and other prominent individuals on topics ranging from professional development to the institutional development of the House of Representatives. The CAO launched the Series to create more engagement and collaboration among CAO staff and the institution they serve and to give staff the opportunity to share ideas and foster discussion around new and innovative ideas for the organization.

To accomplish its performance objective, in 2018, the CAO fully deployed its new employee performance management program that includes mid-year and new hire evaluations. The revamped evaluations are customized to each employee's individual performance goals and gauge the employee's performance as it relates to the CAO's organizational goals established in the Strategic Plan.

These noted talent framework and performance accomplishments align with and support the CAO's workforce optimization objectives.

The CAO is also making progress on its workforce planning activities. Starting in early 2019, the CAO began to identify the criticality of vacancies across the organization by taking a structured and risk-based approach. The organization's workforce optimization activities will focus more specifically on the knowledge, skills, and abilities needed to successfully achieve its mission.

Expanded Customer Services

Central to the CAO's Strategic Plan is the organization's vision to deliver outstanding customer experiences. Through the implementation of its Strategic Plan, the CAO has

expanded and improved its existing services and their delivery models and expanded its catalogue of services provided to the House community. Specifically, it has sought to provide new services that help Members and their staff effectively perform their jobs in an environment that promotes greater work-life balance and overall wellness.

Customer Advocates

Since its launch in September 2017, the CAO's Customer Advocate program has expanded from two Advocates serving approximately 100 Member offices to five Advocates serving all 441 Member, Delegate, and Resident Commissioner offices. Working hand-in-hand with First Call, the Customer Advocates connect their assigned House offices with the CAO's technical, administrative, and operational experts and help facilitate and triage CAO services on their behalf. Since its inception, the Advocate program has been well received. They have helped offices navigate the CAO's broad spectrum of services and were especially instrumental in facilitating the transition process for freshman offices during the transition to the 116th Congress, participating in 95 Member-elect briefings.

Customer Advocates have also traveled to Members' district offices to ensure that they are aware of the CAO services available to them and to gather feedback on how the CAO can better meet their needs. Since the program started, Customer Advocates have visited district office staff from 42 congressional offices as of April 5, 2019. 20 additional offices will be visited by the end of May. District offices visited by Customer Advocates are located in California, Illinois, Maryland, Pennsylvania, Texas, Virginia and West Virginia. Of the 62 offices, 31 are freshman offices of the 116th Congress. Visits to freshman offices are focused on district office setup and the availability of CAO services. Going forward, the Advocates will visit district offices in their assigned regions on a reoccurring basis.

House Creative Services

To streamline and modernize its popular photography and graphic services, the CAO merged the two previously separate divisions and added videography capabilities to create House Creative Services – a one-stop shop for Member office digital and creative service needs. In July 2018, House Creative Services began beta testing a new House Creative Services online platform that enables offices to access, manage, and edit their photos and graphic designs and order prints online. The platform is now fully operational and supporting approximately 180 House offices. It will be aggressively marketed to the entire House later this year once the additional personnel necessary to support higher usage are onboarded.

During the 115th Congress, House Creative Services received and processed nearly 22,000 work orders. It also expanded its catalogue of services to include new products such as motion graphics and canvas prints.

Congressional Staff Academy

The new Congressional Staff Academy is delivering a professional development curriculum specifically requested by Member, Leadership, and Committee offices to

help employees best perform their job responsibilities. Unlike the former learning center, which didn't focus enough on professional development offerings for congressional staff, the Academy includes courses that help staff perform their duties, such as courses on appropriations law, official committee clerk procedures, House financial systems, and leadership training. For example, to support the mandatory House-wide transition to electronic voucher submissions in October 2018, the Academy launched new financial systems training courses with subject matter expert instructors and an on-demand, online course. Within two months, the Academy trained over 200 House employees on the new voucher submission requirements.

In February 2019, the Academy launched a new leadership series available in person or via live webcast that has been well received by Chiefs of Staff, District Directors, and senior staff. Using feedback collected through surveys, focus groups, and one-on-one interviews, the Academy is currently creating courses specifically requested by House offices focused on congressional communications, legislative processes, and D.C. and district office administration.

The Academy is also preparing to roll out House-wide access to LinkedIn Learning, an industry-leading learning resource with thousands of on-demand courses covering a broad spectrum of technical and developmental skillsets.

The Academy is improving the registration experience for employee training with the implementation of a cloud-based learning management system. Once fully operational, the platform will replace the existing three platforms in use and create a one-stop shop where employees can register for in-person courses, take online courses, and track their course completion status.

Food Services

To make sure Members, staff, and visitors have a variety of quality food options on campus, the CAO has taken a multipronged approach to food service delivery, which includes gathering community feedback, increasing branded food options, and implementing quality control oversight.

In January 2018, the CAO surveyed the House community on food services. The survey received an impressive 2,431 responses that indicated a strong desire for both cafeteria and branded food options. To that end, the CAO has worked to bring more branded options to the House such as D.C.-based &pizza, which opened in the Rayburn House Office Building in February, and Au Bon Pain, which opened in the Cannon House Office Building April 3. Two additional branded sites will also open on campus the Tuesday after Labor Day, including a Steak 'n Shake in Rayburn. These branded options are in addition to the popular Dunkin' Donuts, Baskin Robbins, and Subway options on campus and new pop-ups like Mission BBQ, Cosi, Dyvine BBQ in Motion, BIBIBOP, honeygrow, and others.

Since opening, these branded options have been well received. In fact, &pizza sold nearly 8,000 pizzas in its first month.

To ensure quality food offerings are provided in cafeterias by the House food vendor, the CAO conducts vigorous oversight and contract enforcement. This includes inspections and surveillance, tracking vendor performance, and regular meetings with the vendor's management team.

Considering that Members and staff often work long hours and rely on the on-campus food options, the CAO understands the importance of delivering a quality array of food options and will continue to make food services a priority.

Member Constituent Communications & Mailing Services

Whether it's social media, phone calls, email, letters, or townhalls, Members employ all means possible to communicate with their constituents and keep them informed. These efforts demand significant time and resources. In turn, constituents are increasingly employing the same methods to contact their representatives about pressing issues. In fact, the volume of inbound constituent communications has increased substantially over the past two years, making it difficult for offices to receive, process, and respond to communications in a timely fashion.

Facilitating Member-to-constituent and constituent-to-Member communications is one of the CAO's primary services that has been and remains one of its top priorities.

To advance technical engagement capabilities available for House offices, the CAO launched an analysis of constituent engagement platforms used by House offices, including Correspondence Management Systems (CMS). More specifically, a leading independent technology consultant has been engaged to conduct a three-phased assessment to identify the current challenges around constituent engagement, conduct market research for technology solutions to address those challenges, and develop a modernization roadmap that will serve as a playbook for attaining improved engagement platforms.

The assessment, which included direct feedback from Member offices facilitated by Customer Advocates, will evaluate the feasibility of expanding the use of more modern engagement capabilities such as live chat and chatbots, process automation, machine learning and artificial intelligence, and constituent satisfaction analysis. The assessment is in process and is expected to be completed by mid-2019.

The CAO is also working with existing CMS providers to integrate their correspondence platforms with the House's telecommunications and voicemail systems, reducing an office's need to manually enter caller data into CMS platforms.

To improve its constituent mailing services, the CAO consolidated all House mail-related operations under the CEC that were previously under three separate CAO divisions – Logistics & Support, Finance, and Acquisitions. These include postal address reconciliation services, D.C. and district office billing, and mail vendor contract management. Consolidating these operations and moving them under the CEC has

yielded process improvements and more direct office feedback. For example, in February 2018, the CAO's Mailing Services team worked with the U.S. Postal Service (USPS) to introduce the use of its Informed Delivery Program – a service that delivers daily email previews of constituents' USPS mail. It also established a House-wide account for its Informed Visibility Program in March 2018, allowing offices to enhance constituents' daily email previews with weblinks to their official House.gov sites and/or social media sites.

To expedite compliance with the monthly district office outbound mail reporting requirements, the CAO developed an online reporting system that launched in October 2018 and improves the reporting process for offices.

During the 115th Congress, the CAO's Mailing Services team reviewed nearly 250 million addresses for House offices and made corrections to nearly 60 million records, saving offices over \$17 million in postage and \$18 million in production costs. It has over 380 offices participating in the digital mail program and oversees the House mail screening processes that intake an estimated 12 million pieces of mail and 2 million packages annually. It successfully intercepted the first of multiple potentially lethal pipe bombs sent to elected officials in October 2018.

Employee Wellness Program

To empower House staff with the resources they need to cope with the demanding pace of life and work on Capitol Hill, the CAO launched a comprehensive House-wide wellness program. The first step entailed identifying an experienced program manager to convene and lead an advisory committee comprised of Legislative Branch professionals with knowledge of the House's unique environment and needs.

The program officially kicked off October 2018 with the launch of wellnesscenter.house.gov, a website designed to keep House staff informed of wellness topics and services ranging from mindfulness, nutrition, fitness, general health, and stress management.

The program is expected to expand its services in 2019 with a dedicated storefront and satellite locations in each House office building, newsletters, in-person and online courses for D.C. and district staff, and individual and group consultative services. As part of the wellness program, the CAO recently acquired a contract with LifeCare, a company providing work-life services for House staff. LifeCare provides personal guidance and support to assist House staff through major life events and common, stress-inducing challenges such as finding child care options, matching elderly parents with housing options, and assisting in college and financial aid planning. Additional platforms that deliver wellness coaching and health assessments will also be rolled out in 2019 along with special health and wellbeing events.

Employee Advocacy

To fulfill the House's desire that employees have access to legal counsel and representation in matters covered by the Congressional Accountability Act, the CAO

established the Office of Employee Advocacy in compliance with H. Res. 724, passed by the House in February 2018. By September 2018, the CAO had retained a well-credentialed employment and labor law attorney to serve as the Director of the Office of Employee Advocacy and, soon after, retained highly competent, experienced employment and litigation attorneys. By the end of this month, Employee Advocacy will be comprised of four attorneys (the Director, one Senior Associate Counsel, and two Associate Counsel) and a Paralegal. The office plans to hire a Legal Secretary in late spring 2019.

Working with the CAO's Communications and Marketing Team, Employee Advocacy has engaged a targeted marketing strategy to inform the House community of the office's mission and its no-charge, complainant-side legal services. The marketing initiative has included various forms of communications and outreach aimed at employees located in Washington, D.C., and in district offices across the country. The office has also established relationships with key House offices to facilitate the accommodation of its role in personnel and employee rights processes and has provided valuable input on existing training curriculum, including the Workplace Rights and Responsibilities Education.

Another essential step in Employee Advocacy's rollout has been the establishment of security policies and protocols. Within the CAO, Employee Advocacy has worked with House Information Resources to create a system that protects employees' electronic communications with Employee Advocacy and the office's files from detection or disclosure to individuals or entities without the authorization of Employee Advocacy.

Since opening its doors, Employee Advocacy has had the privilege of counseling and representing House employees on a wide range of matters. It has handled 74 legal issues and cases that House employees have presented to Employee Advocacy for consultation, advice, or representation. To date, matters addressed by the office's attorneys have included claims of harassment and hostile work environment; discrimination based on race, color, disability, and sex (including gender, parental status and pregnancy); retaliation based on protected activity; violations of the Family Medical Leave Act; and failure to accommodate health conditions. Employee Advocacy's workload continues to grow as awareness of the office grows and legislative changes alter the legal landscape (e.g., new Member liability provisions in the Congressional Accountability Act).

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. To accommodate more House families, the CAO worked with the Architect of the Capitol and other Legislative Branch stakeholders to expand the Center's capacity and relocate a portion of its operations to the O'Neill House Office Building.

In January 2019, the Center's capacity more than doubled to 160 children, and all waitlisted preschoolers and House toddlers on the original waitlist were offered slots. Wait times for parents of children of all ages seeking admission were also significantly reduced. Once all O'Neill construction and expansion operations are completed and the Center has moved all of its operations to O'Neill, the Center will triple in size for a total capacity of 232 children. The expansion has provided the Center with an opportunity to build upon its success as a program accredited by the National Association for the Education of Young Children. Specifically, the expansion has prompted operational changes at the Center, including changes in administrative and faculty structure, classroom structure, the effective implementation of age-specific curriculum, oversight of the Center's health and sanitization policies, and admissions policies and procedures.

Workplace Rights and Responsibilities

To help Members and staff comply with the Workplace Rights and Responsibilities training requirements prescribed in H. Res. 630, the CAO worked expeditiously with the Committee to procure a vendor with the capability and expertise to develop and implement custom, in-person education courses for the entire House community based in Washington, D.C., and across the nation. Between January and March of 2018, the CAO solicited and vetted vendors from across the country and was ready to deploy custom training in April. The custom 90-minute education courses began on April 30, 2018, and included more than 400 live training sessions in Washington, D.C., and over 200 sessions in locations across the United States. By the end of the Second Session of the 115th Congress, the CAO delivered live training to approximately 16,000 individuals.

Working with the Committee, the CAO is examining options to improve the program's curriculum and/or delivery prior to its deployment during the First Session of the 116th Congress.

Compensation and Diversity Studies

The FY19 Legislative Branch Appropriations report requires the CAO to compile a House compensation study that includes a comparative analysis of the salaries and benefits of House, Executive Branch, and private sector employees. The study is also to identify compensation disparities that may exist between individuals from different ethnic and racial groups and working under different employing authorities with similar job responsibilities.

Similarly, the House Rules package for the 116th Congress requires the Office of Diversity and Inclusion to compile an annual diversity report that evaluates diversity in House employing offices. To prevent duplicative efforts and save money, the CAO developed and is deploying a statement of work to identify a contractor capable of compiling data necessary to satisfy the requirements of both mandates.

Cybersecurity, Technology Support, and Modernization

Securing the House network, providing technology support, and constantly seeking opportunities to innovate and modernize operations are critical initiatives to the CAO's strategic mission to deliver outstanding customer experiences.

Cybersecurity

Malicious actors use multiple evolving forms of cyberattacks in attempts to gain access to the House network. In just one month, the CAO blocks an estimated 1.6 billion unauthorized scans, probes, and connections aimed at the House and an average of 12.6 million questionable emails to thwart phishing attacks from reaching intended targets. In 2018, it deployed nearly 615,000 patches and 3,000 malicious indicators to over 16,000 network-connected devices across the country to counter known cybersecurity threats.

The House is undoubtedly a target of private and state-sponsored criminal cyber activity and maintaining a strong cyber defense program is a paramount responsibility for the CAO.

In 2018, the CAO maintained a strong cybersecurity posture through system compliance monitoring, enhanced Dark Web threat intelligence monitoring capabilities, and improved mobile platform security for smartphones and tablets connected to the House network. The Office of Cybersecurity also continues to share threat intelligence with other Legislative Branch agencies, Executive Branch agencies, and our international allies.

To improve cybersecurity awareness and maintain vigilance among all House network users, the CAO continues to conduct its annual system penetration testing and a quarterly phishing campaign in addition to the required annual cybersecurity awareness training.

In August 2018, the CAO deployed a new cloud firewall to better protect and secure House websites hosted at our cloud service provider. The new firewall provides an additional layer of security between cybercriminals and House websites hosted in the cloud. The CAO is also deploying enhanced cloud security capabilities that will identify unauthorized or rogue cloud services connected to the House network and assist the CAO in its review of cloud services for use by the House community.

To enhance secure access to House data via smartphones and tablets, HIR deployed a new identity management service software. The software uses multifactor authentication and allows users to access their files through mobile single sign-on security features with biometric sign-on capabilities. The new software was successfully rolled out to CAO employees and select users in November 2018 and provides them remote mobile access to their files from Box and OneDrive cloud storage applications. House-wide deployment of the new mobile access software is slated for mid-2019. Once fully deployed to network-connected mobile devices, the software and its multifactor authentication capabilities will be deployed to network-connected desktops,

which will ultimately eliminate the requirement for entering passwords during network login.

With the continued support of this Committee, the CAO will continue to enhance its cyber defense capabilities to match evolving threats.

Controls Over Privileged Access to the House Network & House Information Security Policies

Enhanced cyber defense technologies are vital to safeguarding the House network. However, these efforts must be reinforced by strong controls over access to the network and House Information Security Policies.

To strengthen controls over network access, the Committee directed the CAO to develop standards intended to protect the financial and IT integrity of the House. The standards – developed in late 2018 and implemented in January 2019 – include new controls over privileged access to the House network as well as access controls over House financial systems. They also limit the number of individuals with privileged access to the House network, require individuals to undergo background checks prior to being granted privileged access, and centralize the authorization processes within the CAO.

To date, the CAO has initiated the new vetting and access processes with 90 percent of House shared administrative employees and is working with the remaining shared employees to fully implement the standards. Considering that these procedures are new, the CAO has and will continue to work closely with all impacted employees and the Committee to facilitate a smooth transition. The CAO is also actively monitoring the effectiveness of the new standards and their operational impact on shared employees and their employing offices and will present the Committee with suggested modifications to the standards later this year.

To reinforce these new standards and other vital information security protocols, HIR regularly reviews and seeks Committee approval to revise the House Information Security Policies.

Migration of House-wide Applications to the Cloud

One of the largest HIR modernization efforts underway is the migration to cloud-based applications. House-wide cloud applications increase operational efficiency and workflow through expanded self-service IT solutions and improved service delivery speeds. Their House-wide deployment also saves offices money. With those benefits in mind, the CAO is constantly working to vet and deploy cloud applications to the House.

For example, the CAO is in the process of upgrading all House offices from Microsoft’s Office and email applications to the latest cloud-enabled Microsoft Office 365 and Microsoft Outlook cloud-based email. Once fully operational, Members and staff will be able to securely access their documents and email from anywhere

using a House-issued device. They will also be able to collaborate with their colleagues in real-time and have five times as much storage space for emails and documents. The upgrade to Microsoft’s cloud applications is expected to be completed in 2019. The standardization to a single licensed cloud version of Microsoft Office will also enhance network security and supportability while yielding cost savings for the House.

In addition to the migration to Microsoft’s cloud applications, the CAO continues to review and approve other cloud applications for use by House offices. There are currently multiple popular cloud services approved and in use by the House community, including Box, Dropbox, LinkedIn Learning, SurveyMonkey, and EventBrite. The CAO is also implementing a cloud-based learning management system that will improve the registration experience for employee training and enhance the House’s tracking capabilities.

The House Web Services team, which has developed two-thirds of House.gov websites, is migrating the House’s public facing websites to the cloud to ensure resiliency and to provide a seamless development environment. Cloud hosting also provides greater access to the latest hardware, timely security patching and updating of software, and around-the-clock monitoring of the sites and infrastructure allowing House Web Services staff to focus more on customer-oriented development needs instead of routine maintenance and backend processes. Additionally, the cloud provides robust resiliency across multiple data centers – ensuring the websites are always available.

To date, House Web Services has migrated and is currently hosting all new freshman Member websites, House.gov, and a number of other websites on the cloud. Its goal is to have all CAO-hosted sites migrated to the cloud by July 2019.

Technology Recapitalization

As the House continues to increase its reliance on cloud applications, which optimize services, it must reduce its reliance on legacy technologies through recapitalization. Specifically, the House must look to offset IT hardware, software, and maintenance contracts at existing data centers. Though there will be a need to operate House data centers for the foreseeable future, the CAO can certainly cut back on the House’s use of them and the associated costs, which are significant. With the uptick in cloud services, the CAO is actively working on a recapitalization plan for the House to scale down resources at existing data centers as appropriate.

Internet Bandwidth & Data Upgrades for D.C. & District Offices

Increased reliance on cloud-based applications and the internet in general also requires the CAO to make increasing bandwidth and improving data connections a priority – especially for district offices. In August 2018, the CAO upgraded its internet circuits from two gigabits to three gigabits at each of its internet border routers. The upgrade of the circuits increased House internet bandwidth by 50 percent for D.C. and district offices.

Since the beginning of the 115th Congress, the CAO has been actively engaged to

equip all the freshman district offices with Voice over Internet Protocol (VoIP) phone service. VoIP connections yield higher-quality data and voice connections, greater functionality, and cost savings. To date, 270 district offices are now either on the VoIP platform or are in the process of migrating over to the platform. During the 116th Congressional Transition, the CAO continued its effort to connect all freshman offices to broadband and VoIP platforms and is now focused on expanding VoIP to the remaining district offices.

During the 115th Congress, all 441 district office data connections were migrated to broadband technology. This new service allowed for faster interaction with the CAO services located on the D.C. campus, faster downloads of larger files, and improved video teleconferencing. On average, district offices experience increased speeds up to five times faster on downloads and two to three times faster on uploads. The migration to broadband not only enhanced the performance for district office staff, but garnered annual savings of more than \$2 million.

With the \$2 million in savings realized from the district office upgrades, the CAO invested in network and security infrastructure at a West Coast data center that will provide all West Coast district offices with the ability to access the internet locally. Under the current architecture, all West Coast district office data connections must travel across the U.S. in secure encrypted tunnels to D.C. to access the internet. Expected to be completed by the end of this month, the new architecture will deliver enhanced connectivity for all district offices located on the West Coast. Pacific offices, including those in Alaska, Hawaii, Guam, the Northern Mariana Islands, and American Samoa, are already on this new architecture and are experiencing increased speeds.

Identity and Access Management

Identity and Access Management (IAM) is a critical, multiyear program to improve controls over employees, contractors, detailees, fellows, and any other individual who may have access to House systems. 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, the CAO created a dedicated Identity Governance and Administration organization in January 2018.

In May 2018, Identity Governance and Administration developed and deployed a new identity hub that integrates with My PayLinks and, as it continues to mature, will integrate with other House applications and identity sources starting with the House Sergeant at Arms' badging system. The goal is to create one system whereby the onboarding process for new hires includes adding information into the identity hub that triggers workflows to other CAO departments and House offices responsible for various aspects of the onboarding process such as badging and 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 House systems.

Simplified Online Access to House Systems & Services

To simplify and streamline access to the House's financial systems regularly used by Member, Leadership, and Committee offices to manage their respective office budgets, the CAO launched the new Financial Systems Portal in 2018. In addition to streamlining access to financial systems, the portal provides a quick overview of each office's finances and an enhanced user experience similar to modern online banking systems.

Additionally, to help offices quickly obtain the services they need, the CAO has continued to expand its online self-service tool – MyServiceRequests – that now includes 127 services. Since its creation, the self-service tool has grown in popularity with the number of monthly requests increasing from 350 in 2014 to 2,368 by the end of 2018.

Other Major Ongoing Initiatives

In addition to the above-mentioned customer service and innovation initiatives that align with the CAO Strategic Plan, the CAO is responsible, either in part or in whole, for executing other major ongoing House initiatives. However, as mentioned, all CAO employees and services have been impacted by the implementation of the Strategic Plan, including the initiatives outlined below.

Transition

Every two years, the CAO partners with the Committee on House Administration, the Clerk of the House, the House Sergeant at Arms, the Architect of the Capitol, and additional House stakeholders to ensure a smooth and successful transition to a new Congress. The transition to the 116th Congress built on this history of cooperation. From office moves, to website development, to onboarding new employees, CAO business units played an important role in the transition.

Representatives from a variety of CAO offices, including the new CAO Customer Advocates, participated in briefings to help departing Members wind down their operations and close their offices and help newly elected Members get their offices up and running. Working together, the CAO's technology and logistics divisions facilitated D.C. and district office moves and/or setups for returning and new Members as well as Committee and Leadership offices.

To support the 116th Transition, to date, the CAO:

- Facilitated 278 Member office moves
- Created 91 new Member websites

- Coordinated modifications to and/or modified over 30 Committee sites and 9 Leadership sites due to leadership changes
- Completed over 56,000 payroll actions
- Reviewed and approved approximately 825 district office leases

Cannon Renewal

CAO business units continue to support the Cannon Renewal Project now in its second phase. To support phase one of the Project, the CAO's Modular Furniture and Transition team designed and outfitted 31 Member offices, 2 Committee offices, the Clerk's Legislative Resource Center and office spaces, the Office of the Attending Physician's Health Unit, the ID office, conference rooms, and other ancillary spaces occupied by an estimated 1,500 employees. Additionally, the team partnered with the Architect of the Capitol to host three "sneak peek" sessions for those with Cannon offices to view the furniture layouts and answer questions. HIR also supported the first phase by installing the network and telecommunications infrastructure, including the installation of 414 VoIP phones.

To support the second phase of the Cannon refurbishment, Modular Furniture staff reached out to all affected offices to provide guidance and assistance on the upcoming mandatory move processes. HIR is also working with the Architect of the Capitol on network and telecommunications infrastructure design. Lessons learned from phase one of the Project have yielded improvements to phase two coordination and communication between the CAO and Architect of the Capitol. For example, the placement of various building fixtures will be relocated to better align with furniture plans.

Financial Services

The CAO's Finance division continues to implement the actionable recommendations to improve accuracy, accountability, consistency, and customer engagement provided by an independent firm in September 2017. For instance, it is working on the ongoing development of its internal policies and procedures and using in-house knowledge management technology for CAO employees to establish and share precedents and resolution experiences. The knowledge management initiative will aid in standardizing activities using the appropriate process, procedure, and policy documents. In addition, organizational insights will be preserved.

In October 2018, the CAO modernized the House's voucher submission process, transitioning to a completely digital submission process so offices can submit vouchers from anywhere at any time. Converting to digital submissions also increases voucher tracking capabilities and reduces the unnecessary use of staff resources and paper. The new digital process, which also allows CAO employees to accept and process vouchers from any location, promotes continuity of operations during emergencies or inclement weather events.

The Office of Finance is also working to implement the use of electronic signatures that will allow Members and staff to electronically complete, sign, and securely submit required financial forms. This modernization effort will save time and resources.

At the beginning of the 116th Congress, the CAO completed a successful transition to a new House Finance Card Program, which impacted all existing and prospective House Travel Card and Purchase Card cardholders and their financial administrators. The transition required negotiating a new credit card contract and issuing more than 1,000 new cards and account numbers. It also presented an opportunity for the CAO to improve internal House Finance Card Program policies, card issuance and payment processes, and training and certification requirements. For example, under the new payment process, all card transactions now load directly into the House's financial system so offices can create vouchers with just a few clicks, eliminating both time-intensive data entry and potential human error.

To increase understanding of the House's financial policies, processes, and its systems of record, the Committee on House Administration instructed the CAO to establish a House financial services curriculum for designated financial points of contact who are authorized to access the House financial systems and submit and/or approve financial actions. Working with the new Congressional Staff Academy, the Office of Finance has developed a two-part course curriculum to be delivered in person and online that will cover House policies pertaining to the use of official resources and mandatory financial procedures. It also includes in-depth, interactive systems training.

Wounded Warrior Fellowship Program

The House's Wounded Warrior Fellowship Program provides paid, two-year fellowships for wounded and/or disabled veterans to work for Congress. In 2018, the Program was expanded to accommodate 110 offices seeking participating fellows – more than doubling the size of the Program. The expansion is helping the CAO meet the increasing demand for fellows, illustrated by the Program's waitlist averaging over 100 House offices despite the expansion. Fellows are currently placed in 55 House offices, and the additional 55 positions are in varying stages of recruitment with 15 fellows expected to be onboarded in House offices before the end of May 2019.

Part of the CAO's expansion efforts included a robust education campaign to generate greater awareness of the Program and its benefits among Member offices. As a result, in 2019, the Program will realize record levels of office participation and diversity. Moreover, fellows will work in offices in more ethnically, culturally, socio-economically, and geographically diverse congressional districts.

Working closely with the CAO's new Congressional Staff Academy, the Program continues to improve professional development opportunities for participating fellows to develop and strengthen their transferrable skills. For example, in 2018, it launched a four-day orientation program for new fellows. Located in Washington, D.C., the orientation includes briefings from various Executive Branch agencies, all branches of the military, the American Folklife Center, and the Congressional Research Service.

This year, the orientation will be expanded to a fifth day, further enhancing the skills of new fellows.

To date, more than 250 fellows have participated in the Program, and more than 50 alumni of the Program have been permanently hired by House offices.

Asset Management

The House has over 60,000 accountable equipment items assigned to over 1,500 separate House office inventories. These inventories are spread across seven buildings in Washington, D.C., and over 900 district office locations. Approximately 30 percent of the inventory is over seven years old, and some items date back to the 1950s. The CAO is responsible for tracking all accountable assets. However, the autonomous nature of House office operations and equipment purchasing processes complicates CAO efforts to track, transfer, and dispose of House equipment, and deficiencies associated with asset management have been highlighted by House auditors dating back to FY13.

To address the identified deficiencies, the CAO has undertaken several initiatives to yield immediate process and accountability improvements and facilitate a phased approach to develop and expand its asset management practices to the entire House. Immediate improvements include the implementation of a more stringent review policy for the disposal of assets, the standardization of asset tagging and tag placement to inventoried items, and the deployment of network discovery technology that detects approximately 22,000 computer assets on a daily basis. The CAO is also actively working to improve House office inventory education and awareness through the creation of management guides, customized training, increased hands-on assistance through its Customer Advocates, and greater access to real-time office inventory data.

The FY17 House financial audit acknowledged the corrective actions taken in response to the House's previously reported internal control deficiencies and highlighted efforts underway to mature inventory policies and procedures, expand inventory processes to include capitalized property, and develop a risk-based approach to identifying inventory items and reviewing processes. With the continued development and implementation of the CAO's asset management objectives, the CAO is confident that the external auditors will identify continued improvement in the FY18 audit.

The CAO's long-term asset management goals were established using the results of a comprehensive, independent gap analysis completed in April 2018. The analysis entailed a thorough review of House practices, audit findings, and industry best practices. It included recommendations to improve the effectiveness of end-to-end inventory processes performed by the CAO and establish clear program goals and tools to measure success. Per the recommendations, the CAO began with internal changes to its practices and plans to systematically expand the practices to other House offices as necessary. The CAO is also exploring House-wide expansion of centralized receiving, developing a risk-based approach to defining and tracking assets, and further improving access to inventory information and support. Implementation of the recommendations is underway and slated to last through FY21.

Concluding Statement
Philip G. Kiko
Chief Administrative Officer

Since I last testified, the CAO has made significant progress with its prioritized initiatives, especially the implementation of its customer and innovation-focused Strategic Plan. Implementing the plan and its objectives has forced the organization to step back and reevaluate the services it provides, examine them through its customers' eyes, and determine the best way to deliver them.

I appreciate the opportunity to present these priorities on behalf of the CAO's dedicated employees and express my sincere gratitude for the Committee's support.