

Tracking the Recommendations of the Select Committee on the Modernization of Congress¹

July 19, 2023

Throughout its four years of operation the Modernization Committee passed 202 recommendations aimed at improving the functioning of Congress. These recommendations were all passed on a bipartisan basis, most were passed unanimously, and over two-thirds of the recommendations were fully or partially implemented by the time the Committee ceased operations at the end of 2022. As noted in its [Final Report](#),

“The Modernization Committee is one of the only congressional reform entities that has worked to hold itself accountable and work to monitor and implement its recommendations during the Committee's tenure. According to a longtime Congressional Research Service expert, the Committee is also the premier example of a reform committee when it comes to implementation of its recommendations while the Committee is still standing.”

Appendix I and II from the Committee's final report assigned status categories to each of the recommendations to reflect their varying degrees of progress toward implementation:

- *Closed-Implemented:* An entity has taken action pursuant to a recommendation that addresses the problem that prompted the recommendation.
- *Closed-Resolved:* An entity has taken action or provided additional information independently of the literal recommendation but that still addresses the problem that prompted the recommendation.
- *Open-Partially Implemented:* Elements of the recommendation have been fully implemented, or administrative or legislative actions to implement the recommendation are at an advanced stage of progress.
- *Open-In Progress:* Administrative or legislative actions to implement the recommendation have begun.
- *Open-Needs Attention:* No meaningful progress towards implementation of the recommendation has taken place.
- *Closed-Unimplemented:* The Committee determined that further action to implement the recommendation is either impossible or highly unlikely due to technical or logistical barriers.

In the 118th Congress, the House of Representatives created the Subcommittee on Modernization within the Committee on House Administration to continue implementation efforts of the Select Committee's recommendations and to explore additional areas where modernization is needed. Since forming, the Modernization Subcommittee has worked with institutional partners to fully implement eleven recommendations (see below).

¹ Questions about this report should be directed to J.D. Rackey, Director of Legislative Studies, The Sunwater Institute (jrackey@sunwater.org).

Recommendations Implemented in the 118th Congress

Short Title	Status	Latest Action
<p>Recommendation 22: Creating one point of contact for technology services for each member office.</p>	<p>Closed-Implemented</p>	<p>CAO Customer Advocates are now providing services in line with what the recommendation envisioned.</p> <p>Note: The Modernization Subcommittee still considers this recommendation In Progress.</p>
<p>Recommendation 59: Create a common committee calendar portal to help with scheduling and reduce conflicts.</p>	<p>Closed-Implemented</p>	<p>The House Digital Service released its committee scheduling tool, Deconflict, to all committee schedulers.</p>
<p>Recommendation 66: Reevaluate the funding formula and increase the funds allocated to each member office.</p>	<p>Closed-Implemented</p>	<p>The new formula was adopted by CHA Committee Resolution 118-13 on March 8, 2023. The revised formula “is established in such a way as to allow for recalculations each year that take into account changes to the price of materials, services, technology, office space and rates of pay.”</p>
<p>Recommendation 103: Onboarding Information: The Chief Administrative Officer should provide offices with an expanded standard onboarding packet that includes comprehensive information on available resources and benefits for staff.</p>	<p>Closed-Implemented</p>	<p>Staff receive a large welcome packet during onboarding that details resources and benefits, CAO has introduced a web series “Benita Knows Benefits”, and there is now a benefits page on HouseNet.</p> <p>Note: The Modernization Subcommittee still considers this recommendation Partially Implemented.</p>
<p>Recommendation 115: Security Screening for those with Disabilities: Visitors and staff with disabilities should have access to information on the security screening techniques they will encounter upon entering the Capitol complex.</p>	<p>Closed-Implemented</p>	<p>The U.S. Capitol Police website now provides screening information. The Modernization Subcommittee has also requested that this information be posted with the U.S. Capitol Visitor Center for increased visibility.</p>

<p>Recommendation 144: Improved access to document review software: The CAO should assist committees in obtaining and utilizing effective, industry standard “e-discovery” software to improve document review and processing capabilities.</p>	<p>Closed-Implemented</p>	<p>The House is now making available a chamber-wide eDiscovery platform for committees and others to utilize in investigations and other work.</p>
<p>Recommendation 146: Single point of contact for district office setup: The CAO should designate a single point of contact for each office to streamline the process for setting up district office operations.</p>	<p>Closed-Implemented</p>	<p>CAO Customer Advocates now fulfill this role as envisioned by the recommendation.</p> <p>Note: The Modernization Subcommittee still considers this recommendation In Progress.</p>
<p>Recommendation 148: Information sharing between district offices: The CAO should facilitate opportunities for staff that work directly with constituents to connect and share best practices.</p>	<p>Closed-Implemented</p>	<p>CAO supports and facilitates the Caseworkers Teams chat. CAO Coach program now regularly offers programming for district staff.</p> <p>Note: The Modernization Subcommittee still considers this recommendation In Progress.</p>
<p>Recommendation 189: The House should create a Digital Service Advisory Board to help plan and prioritize the work of the House Digital Service.</p>	<p>Closed-Implemented</p>	<p>The HDS Advisory Group has been launched and has 358 members.</p>
<p>Recommendation 200: Align the treatment of member travel-related expenses with private sector and federal agencies: The House should align travel related expense reimbursement rules for members with standard business travel practices in the private sector and other parts of the federal government.</p>	<p>Closed-Implemented</p>	<p>CHA updated the Members’ Handbook to include language and regulations allowing for member reimbursement for travel expenses.</p>

<p>Recommendation 201: Modernization subcommittee: The House should provide a home for ongoing modernization work within the Committee on House Administration.</p>	<p>Closed- Implemented</p>	<p>The Modernization Subcommittee was formed under CHA at the start of the 118th Congress.</p>
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As of July 19, 2023, 55 recommendations have been fully implemented, resolved, or closed, 36 have been partially implemented, and 55 are in progress towards implementation. The remainder of this document provides an update to the tables provided in Appendix I and II of the Select Committee’s final report and describes the latest action, next steps, or necessary conditions for full implementation of any open recommendations.

Appendix I-Implementation Status of Recommendations from the 116th Congress

Making Congress More Effective, Efficient, and Transparent

Recommendations to make the legislative process more efficient and accessible for the American people were among the first recommendations the Committee passed.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 1: Streamline the bill-writing process to save time and reduce mistakes.	Such an approach would help members, staff, and the American public have access to changes, visualizations, and analysis of legislative text. Printing and publishing processes would also be made more efficient.	Open-Partially Implemented	The U.S. Legislative Markup XML schema is now used for U.S. Code provisions, enrolled bills, and public laws; need to expand this to include committee reports, hearing records, and other legislative documents ²	Clerk
Recommendation 2: Finalize a new system that allows the American people to easily track how amendments change legislation and the impact of proposed legislation to current law.	The main issues of concern are making sure that (1) resources are available to develop and maintain the application for House-wide use, and (2) resources are available to train and support staff using the comparative print application.	Closed-Implemented	The Clerk piloted and then launched a House-wide comparative print tool to display legislative changes in context, including how a bill might change current law and how two versions of a legislative proposal are different. ³	Clerk

² Status reports filed by the Office of the Clerk can be found on the website of the House Committee on Administration (CHA) at <https://cha.house.gov/committee-activity/modernization-reports>

³ More information on CHA website at <https://cha.house.gov/committee-activity/modernization-reports>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 3: Make it easier to know who is lobbying Congress and what they're lobbying for.</p>	<p>The Clerk of the House and Secretary of the Senate need to update the lobbying disclosure system in general and will need to generate a Congress-wide unique identifier for lobbyists and disclosing that identifier to the public as structured data as part of the lobbying disclosure downloads.</p>	<p>Open-In Progress</p>	<p>Funding for the Clerk's planned redesign of the lobbying disclosure system provided in H.R. 8237; need the Clerk to create a unique identifier that applies to the House and Senate and be available as structured data.</p>	<p>Clerk, Secretary of the Senate</p>
<p>Recommendation 4: One-click access to a list of agencies and programs that have expired and need Congressional attention.</p>	<p>Centralizing agency and program reauthorization dates provides members, staff, and the public with easy-to-access information about the status of executive branch programs and the committees that are responsible for authorizing those programs.</p>	<p>Open-Needs Attention</p>	<p>Need for the House to develop a way to track unauthorized federal programs or programs that have indefinite authorization time horizons.</p>	<p>Clerk, Committees</p>
<p>Recommendation 5: One-click access to see how members of Congress vote in committees.</p>	<p>Centralizing committee vote data in one place enhances transparency and ensures ease of access for the public.</p>	<p>Open-In Progress</p>	<p>The Clerk submitted a request for information from industry, academia, and civil service organizations; need the Clerk, with committees, to develop a standard process to upload committee vote data as structured data and to develop a way for the public to access that information.</p>	<p>Clerk</p>

Streamline and Reorganize House Human Resources

The Committee passed a number of recommendations to improve staff retention.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 6: Create a one-stop shop Human Resources HUB dedicated to member, committee, and leadership (MCL) staff.	The HUB should be a physical (in a centralized location near Member offices) and virtual HUB structured as a board led by a new Deputy HR Director for Congressional Staff and comprised of relevant support offices.	Closed-Implemented	Pursuant to H. Res. 756, CAO announced in August 2021 the creation of a House Human Resources Hub.	CAO
Recommendation 7: Make permanent the Office of Diversity and Inclusion.	Making the office (established at the beginning of the 116 th Congress) permanent will enable Congress to better recruit and retain a diverse workforce.	Closed-Implemented 118th Update: Open-Partially Implemented (The Modernization Subcommittee still considers this Closed-Implemented.)	The rules package for the 117 th Congress made the Office of Diversity and Inclusion permanent. ⁴ 118th Update: The FY24 Legislative Branch Appropriations Act reduced ODI funding to \$0. The duties and responsibilities of ODI may be rolled into an office within CAO but no legislative language to that effect has been released.	Leadership

⁴ H.Res.8 - Adopting the Rules of the House of Representatives for the One Hundred Seventeenth Congress, and for other purposes.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 8: Examining and updating the staff payroll system from monthly to semimonthly.</p>	<p>The House should align with the rest of the federal government’s payroll practices and support junior staff by implementing a semimonthly pay schedule.</p>	<p>Open-In Progress</p>	<p>Pursuant to H.Res. 756, CAO completed a suitability review in November 2020; statutory authority needed for the Committee on House Administration to update regulations on staff pay cadence. Chair and Vice Chair introduced H.R. 8827 in the 117th Congress to implement this.</p>	<p>CAO, CHA</p>
<p>Recommendation 9: Raising the cap on the number of staff in member offices.</p>	<p>The current caps (18 permanent and 4 additional staff per office) have been in place since 1975. Raising these caps will give members more flexibility in meeting their staffing needs.</p>	<p>Open-In Progress</p>	<p>Pursuant to H.Res. 756, the House Office of Inspector General completed a review in December 2021 and recommended increasing the cap; need CHA to examine statutory or regulatory fixes as appropriate.</p>	<p>CHA, Committee on Appropriations</p>
<p>Recommendation 10: Regularly surveying staff on improving pay and benefits.</p>	<p>Congress should routinely collect this information and publish the results to help offices make data-based decisions and improve staff retention.</p>	<p>Closed-Implemented</p>	<p>The Office of Diversity and Inclusion carried out surveys of staff on these topics in 2019 and 2021.</p>	<p>Office of Diversity and Inclusion, CAO</p>

Overhaul the Onboarding Process and Provide Continuing Education for Members

As the Committee noted in its Final Report for the 116th Congress, many newly elected members begin their congressional careers overwhelmed by the constant flow of new information, from learning about the budget and appropriations process to leasing a district office. Members are required to make a number of consequential decisions with little-to-no training or guidance. In response, the Committee passed six recommendations, listed below, to help newly elected members hit the ground running, ready to work on behalf of the American people.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 11: Allowing newly elected members to hire and pay one transition staff member.	Bringing the House in line with Senate practice by allowing offices to hire a transition staffer would provide a smoother transition in setting up new member offices.	Closed-Implemented	The Consolidated Appropriations Act, 2021 provided funding for the cost of hiring transition staff.	CAO
Recommendation 12: Offering New Member Orientation in a nonpartisan way.	Newly elected members shared with the Committee their view that separating orientation sessions by political party may inhibit bipartisanship in Congress.	Closed-Implemented	Over 20 bi-partisan briefings were provided to members-elect and their aides during New Member Orientation for the 117 th Congress, and materials remained available on the New Member Orientation website.	CHA
Recommendation 13: Making New Member Orientation more comprehensive.	A “just-in-time” approach allows for comprehensive training over time, rather than a congressional information overload in a members’ first weeks in office.	Closed-Implemented	New Member Orientation for the 117 th Congress was held over two phases. “On-demand” materials remained available on the New Member Orientation website.	CHA

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 14: Promoting civility during New Member Orientation.	New Member Orientation should promote relationship building across the aisle to enhance civility in Congress.	Closed-Implemented	The 117th Congress New Member Orientation program included a session on decorum and bipartisanship facilitated by Chair Kilmer and then-Vice Chair Graves, among others.	CHA
Recommendation 15: Creating a Congressional Leadership Academy to offer training for members.	Alongside in-person learning opportunities, the House intranet should provide one-click access to seminars on the legislative process and procedural matters, such as how to chair a hearing, the budget and appropriations process, and rules of the House and committee procedures, and on professional development topics like managing an office and developing better negotiation and bargaining skills.	Closed-Implemented	CAO rolled out its Member Leadership Development Program, first as a pilot, in 2022.	CAO
Recommendation 16: Making cybersecurity training mandatory for members.	Advanced cyber-hygiene training and use of encrypted messaging and multi-factor authentication should be basic standards for both members and staff. Cybersecurity training for members should include training in cell phone security as well as guidance for traveling abroad.	Open-Needs Attention	Need to build on existing training that is available to members and develop a requirement for members in House rules.	Committee on Rules

Modernize and Revitalize House Technology

Keeping in mind the unique, decentralized nature of Congress, the Committee crafted 10 recommendations that seek to better position the House to develop, procure, test, and modify technologies.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 17: Reestablishing and restructuring an improved Office of Technology Assessment.</p>	<p>The new OTA should be renamed the Congressional Technology and Innovation Lab and is intended to keep the House on the cutting edge of technology and should be structured in a way that maintains fresh and diverse perspectives among its staff.</p>	<p>Open-Partially Implemented</p>	<p>GAO’s Science, Technology Assessment, and Analytics (STAA) mission team generates highly valuable assessments, primers, and trainings for staff on emerging technologies, but full implementation would require a policy decision to create an office more dedicated to testing of House technology.⁵</p>	<p>Leadership, GAO</p>

⁵ In the 117th Congress, the Committee separately recommended that Congress authorize the Science, Technology Assessment, and Analytics (STAA) mission team of the Government Accountability Office. Using the authorization process to clarify and strengthen the support that STAA provides, Congress could approximate the intent of Recommendation 17 from the 116th Congress.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 18: Improving IT services in the House by reforming House Information Resources (HIR).	The House Information Resources (HIR) office provides members and staff with in-house technology services, but many member offices choose to turn to outside vendors for assistance. A thorough, outside review of HIR operations and services will help the House develop a roadmap for successfully reforming HIR.	Open-In Progress	HIR is now offering drop-in technology services; to fully implement the recommendation as envisioned, need to build on existing HIR evaluations and establish regular reporting on plans for an outside review of HIR's marketing, innovations, and communications. ⁶	CAO
Recommendation 19: Requiring House Information Resources (HIR) to prioritize certain technological improvements.	Frequent and regular constituent engagement activities can be streamlined by facilitating video calls for members and staff, secure e-signatures, setting up VPNs, and allowing for digitally uploaded casework and requests.	Open-Partially Implemented	Substantial progress has been made on digitizing administrative forms and normalizing remote work capability; need additional progress with in-house casework capability.	CAO
Recommendation 20: Requiring House Information Resources (HIR) to reform the approval process for outside technology vendors.	HIR should be more inviting to vendors who seek to offer innovative technology to the House and streamline an often bureaucratic and confusing process that causes long, costly delays that may turn vendors away.	Open-In Progress	The House has made progress reforming this process for cloud-based vendors; need to examine opportunities to reform the process for all technology vendors. ⁷	CHA, CAO

⁶ See CAO's IT modernization report here: <https://cha.house.gov/sites/evo-subsites/democrats-cha.house.gov/files/IT%20Modernization%20Response%20%2810.9.20%29.pdf>

⁷ See CAO's IT modernization report here: <https://cha.house.gov/sites/evo-subsites/democrats-cha.house.gov/files/IT%20Modernization%20Response%20%2810.9.20%29.pdf>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 21: Requiring House Information Resources (HIR) to allow member offices to test new technologies.</p>	<p>Member offices that wish to beta test new technologies should be able to easily identify and sign up for opportunities to do so. Member offices should also be responsible for risk of technology and not jeopardize the House enterprise.</p>	<p>Open-Partially Implemented</p>	<p>CAO/HIR has established an ad hoc beta test program; need the House Digital Service to expand and formalize this beyond the ad hoc beta testing that members currently engage in to consider this fully implemented.⁸</p>	<p>CAO</p>
<p>Recommendation 22: Creating one point of contact for technology services for each member office.</p>	<p>This point of contact will either have a role similar to the CAO Customer Advocates or fall under their responsibilities as they serve as points of contact for member offices. The proposed HIR Customer Advocates would be responsible for all member office technological needs.</p>	<p>Open-In Progress</p> <p>118th Update: Closed-Implemented</p> <p>(The Modernization Subcommittee still considers this recommendation In Progress.)</p>	<p>CAO has indicated that its Customer Advocates will fill this role; need training to be provided and there should be improved communications and outreach on resources available to staff for technical support before it can be fully considered “one point of contact.”⁹</p> <p>118th Update: Customer Advocates are now providing services inline with what the recommendation envisioned.</p>	<p>CAO</p>

⁸ See CAO’s IT modernization report here: <https://cha.house.gov/sites/evo-subsites/democrats-cha.house.gov/files/IT%20Modernization%20Response%20%2810.9.20%29.pdf>

⁹ See “Staff Technology Point of Contact” section in H. Rept. 117-389 <https://www.congress.gov/117/crpt/hrpt389/CRPT-117hrpt389.pdf>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 23: Creating a customer service portal to improve technology services in the House.</p>	<p>Improve the HIR customer service experience by (1) requiring the Committee on House Administration to develop a way for staff to review the services they receive from HIR; (2) requesting a formal annual survey to measure staff satisfaction with HIR in order to increase HIR accountability and to hold HIR to a high-quality baseline; (3) requesting a formal annual survey geared toward district-level staff and district-specific technology concerns; and, (4) requesting a survey of what technologies members and staff would like to use but that HIR has not or will not approve.</p>	<p>Open-In Progress</p>	<p>CAO has added features to make it easier for customers and support staff to communicate; need continued progress with gauging customer satisfaction.</p>	<p>CAO</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 24: Leveraging bulk purchasing of the House by removing technology costs out of member offices’ budgets and moving into a centralized account.</p>	<p>The CAO could purchase technology equipment in bulk at a greatly reduced cost. Removing these basic office operating expenses out of the MRA saves taxpayer dollars by eliminating one-time purchases and reducing overall House spending on technology.</p>	<p>Open-Partially Implemented</p>	<p>CAO has undertaken bulk purchasing, beginning with incoming members; full implementation as envisioned would require the House to make a policy decision, and perhaps adopt a statutory change, to create an account separate from the MRA for office technology.</p>	<p>CAO, CHA</p>
<p>Recommendation 25: Prioritizing a “rapid response” program at the Congressional Research Service (CRS) for nonpartisan fact sheets on key issues.</p>	<p>The intent is to allow members to quickly and easily provide quality, nonpartisan and factual information to constituents. This may also aid in elevating and improving debate in the House.</p>	<p>Open-Partially Implemented</p>	<p>CRS has increased its publication of short-form products; need to assess staff satisfaction to determine if the new product lines meet the need.</p>	<p>CRS</p>
<p>Recommendation 26: Developing a constituent engagement and services best practices HUB for members.</p>	<p>This will serve as an organized portal for HIR, outside vendors, and member offices to showcase opportunities and how-to guides for the full range of methods for conducting constituent outreach, from digital communications to in-person events.</p>	<p>Open-In Progress</p>	<p>The Congressional Staff Academy and CAO Coach continue to expand their offerings in this area; need to assess feasibility of creating a portal for offices and outside vendors to provide materials in this area online.</p>	<p>CHA, CAO</p>

Make the House Accessible to All Americans

The Committee's work to improve accessibility to the Capitol complex and legislative activities began in the 116th Congress and continued in the 117th Congress, with additional recommendations to improve the way individuals with disabilities interact with Congress.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 27: Improving access to congressional websites for individuals with disabilities.</p>	<p>Many congressional websites are not accessible to persons with disabilities, which limits access to all the information available on member websites, including job and internship applications.</p>	<p>Closed-Implemented</p>	<p>Pursuant to H.Res. 756, CAO reported on accessibility compliance figures and remediation steps taken across all House websites.</p>	<p>CAO</p>
<p>Recommendation 28: Requiring all broadcasts of House proceedings to provide closed caption service.</p>	<p>Persons with disabilities often must alert someone at least four days in advance of a hearing or markup in order to attend. The burden of accessibility should not be placed on the individual. Automatically providing closed caption hearing and captions for web videos should be the default.</p>	<p>Closed-Implemented</p>	<p>Nearly all committees provide some form of closed captioning for official proceedings, and the Clerk provides closed captioning for all floor proceedings.</p>	<p>CAO</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 29: Requiring a review of the Capitol complex to determine accessibility challenges for individuals with disabilities.	A comprehensive review is a first step toward determining areas that are not currently accessible in order to develop a plan for making accessibility modifications.	Open-Partially Implemented	The Architect of the Capitol has reported on present accessibility barriers, pursuant to the Congressional Accountability Act; need to include more forward-looking input from the Architect of the Capitol on accessibility barriers and the costs of removing them.	CAO, Architect of the Capitol

Encouraging Civility and Bipartisanship in Congress

In addition to the Committee leading by example through its bipartisan structure, operations, and hearing formats, the Committee also passed an initial set of four recommendations to encourage civility and productivity.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 30: Create a bipartisan members-only space in the Capitol to encourage more collaboration across party lines.	There are few private spaces where members can interact in a bipartisan way.	Open-In Progress	Implementing text included in H.Res. 1331; need to identify space in the Capitol with close proximity to the House Floor that can be optimized for the purpose of members gathering and collaborating in private and across party lines.	Architect of the Capitol, CHA

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 31: Institute biennial bipartisan retreats for members and their families at the start of each Congress.</p>	<p>House Rules will be amended to require the House to hold biennial retreats for all Members at the beginning of each new Congress. The retreats will be designed for members and their families to spend a few days offsite, at a location within driving distance from Washington, D.C.</p>	<p>Open-Partially Implemented</p>	<p>Funding for a retreat was included in the fiscal year 2022 appropriations cycle; need CAO and CHA to use appropriated funds to organize a bipartisan retreat.</p>	<p>Committee on Rules, Leadership</p>
<p>Recommendation 32: Update committee policies to increase bipartisan learning opportunities for staff.</p>	<p>Committee rules and policies should allow appropriate personal office staff to participate in committee organized congressional delegation (CODEL) trips, should that travel be directly relevant to their professional responsibilities.</p>	<p>Closed-Resolved</p>	<p>Members are allowed to do this under existing Handbook rules so long as a documented justification is provided.</p>	<p>Committees</p>
<p>Recommendation 33: Establish bipartisan committee staff briefings and agenda-setting retreats to encourage better policy making and collaboration among members.</p>	<p>Members have expressed concern that committee work has become too partisan.</p>	<p>Closed-Implemented</p>	<p>The Committee, along with the Select Committee on Economic Disparity and Fairness in Growth, have held bipartisan retreats, and the Committee has engaged other committees interested in doing so.</p>	<p>Committees</p>

Streamlining Processes and Saving Taxpayer Dollars

While back-office operations like identifying which constituent services platform to use, which technology applications the staff will need, paying bills, performing or contracting Information Technology (IT) services and support, and managing the office budget do not grab headlines, they are incredibly important and often require significant staff resources to optimize. The Committee passed five recommendations with the goal of saving taxpayer dollars and reducing costs through greater efficiency, without sacrificing constituent services.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 34: Update House procedures to allow members to electronically add or remove their name as a bill cosponsor.</p>	<p>Members who wish to remove their names from legislation that they were erroneously added to as cosponsors are currently required to go to the House floor and make a statement to have their names removed.</p>	<p>Open-Partially Implemented</p>	<p>Adding cosponsorship electronically was made permanent through establishment of the ‘e-Hopper’; need to amend House Rules and build functionality into the e-Hopper to permit members to electronically remove their cosponsorship from legislation. If the member was added in error, should consider ensuring there is no ‘(withdrawn)’ designation on Congress.gov.</p>	<p>Clerk, Committee on Rules</p>
<p>Recommendation 35: Require members to undergo emergency preparedness training to ensure our government is fully prepared in the event of a crisis.</p>	<p>Members are not required to undergo emergency preparedness training which presents serious safety and security concerns.</p>	<p>Open-Needs Attention</p>	<p>Need a change in House Rules to institute a new requirement.</p>	<p>Committee on Rules</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 36: Identify ways the House and Senate can streamline purchases and save taxpayer dollars.</p>	<p>A decentralized purchasing system leads to higher prices for many goods and services that both the House and the Senate use.</p>	<p>Open-Needs Attention</p>	<p>Need bicameral progress in addressing this issue.</p>	<p>CAO, Senate Sergeant at Arms</p>
<p>Recommendation 37: Encourage House-wide bulk purchasing of goods and services to cut back on waste and inefficiency.</p>	<p>Fragmented and duplicative contracts can cause inefficiencies and unnecessary costs for offices.</p>	<p>Open-In Progress</p>	<p>Report language provided in H.R. 8237; need to assess the potential to expand bulk technology and equipment purchases.</p>	<p>CAO</p>
<p>Recommendation 38: Update travel expenditure policies to improve efficiencies, and boost accountability and transparency.</p>	<p>Reducing staff outlays for travel expenditures may have benefits for more junior staff who may find it more difficult to float travel expenses from personal resources. The House Travel Card Program should also be modernized to accommodate more current forms of travel, such as rideshare services.</p>	<p>Closed-Resolved</p>	<p>Existing travel expenditure policies allow for more modern travel transactions as part of the House Travel Card Program.</p>	<p>CHA</p>

Increasing the Quality of Constituent Communication

The Committee, along with the leadership of the House Franking Commission (now known as the House Communications Standards Commission), recognized the need for reforms to make constituent communication more modern, efficient, and transparent.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 39: Consolidate the regulations governing member office communications, including digital communications, into one easy to find place.</p>	<p>The U.S. Code, the Franking Manual, and the Members’ Congressional Handbook will be updated as necessary to consolidate all member communications under the jurisdiction of the House Commission on Mailing Standards to improve the way Congress communicates with the American people.</p>	<p>Closed-Implemented</p>	<p>A revised, consolidated Communications Standards Manual was created in 2020.</p>	<p>CHA</p>
<p>Recommendation 40: Rename the House Commission on Mailing Standards, also known as the Franking Commission, the House Communications Standards Commission to reflect 21st Century communications.</p>	<p>Update U.S. Code, the Franking Manual, and the Members’ Congressional Handbook as necessary to reflect the Franking Commission’s new name.</p>	<p>Closed-Implemented</p>	<p>The Consolidated Appropriations Act, 2021 adopted the name change for the Communications Standards Commission, and the new branding has been incorporated into documents like the Communications Standards Manual.</p>	<p>CHA</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 41: Increase opportunities for constituents to communicate with their representatives.</p>	<p>Rules need to reflect changes allowing constituents to subscribe to all forms of communications with their members.</p>	<p>Closed-Implemented</p>	<p>The updated Communications Standards Manual allows constituents to subscribe to all forms of member communications provided that members notify individuals who subscribe of, among other things, the method of unsubscribing.</p>	<p>CHA</p>
<p>Recommendation 42: Increase accountability and tracking for all member-sponsored communications mail.</p>	<p>The Communications Standards Commission should work with the U.S. Postal Service to develop modern solutions to eliminate the need for self-reporting of district office mail.</p>	<p>Open-In Progress</p>	<p>A web portal is now available for district staff to use when self-reporting; need to continue to work with the U.S. Postal Service on ways to eliminate the need for district self-reporting.</p>	<p>CHA, Committee on Oversight and Reform</p>
<p>Recommendation 43: Allow for faster correspondence between representatives and their constituents.</p>	<p>Rules should reflect revised requirements for when members need an advisory opinion from the Communications Standards Commission.</p>	<p>Closed-Implemented</p>	<p>The Communications Standards Commission took several steps to improve dissemination of digital advertisements and disclosure of mass unsolicited emails.</p>	<p>CHA</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 44: Update House social media rules to allow for better communication online between members of Congress and their followers.</p>	<p>The Communications Standards Commission will work with the House Committee on Ethics to determine guidelines for allowing members to conduct a one-time transfer of followers from campaign to official social media accounts and develop clear procedures for how these accounts can be used.</p>	<p>Open-In Progress</p>	<p>The Communications Standards Commission indicates that it is reevaluating its social media policies; need coordination with the Committee on Ethics to update guidelines to allow a one-time transfer of social media followers.</p>	<p>CHA, Committee on Ethics</p>
<p>Recommendation 45: Allow the public to better access and view the types of communication sent by members of Congress to their constituents.</p>	<p>Update the Communications Standards Manual as necessary to require that advisory opinions are made available online in an easily accessible public database.</p>	<p>Closed-Implemented</p>	<p>The Communications Standards Commission now provides approved communications and mass emails online.</p>	<p>CHA</p>

Continuity of Operations

The unprecedented circumstances of the COVID-19 pandemic provided an opportunity to act on a series of recommendations the Committee passed to better position House offices to operate more nimbly during normal and adverse conditions alike.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 46: Each office should have a continuity of operations plan (COOP), including minimum safety requirements and an emergency communications plan, that is made available to all staff so offices continue functioning for the public.</p>	<p>Office COOPs should include detailed emergency communication plans for office staff that explain how staff will communicate, phone forwarding plans, email management, and video conferencing systems. For new members, these plans should be developed during orientation; for current members, these plans should be developed at the beginning of the next congressional session.</p>	<p>Open-Partially Implemented</p>	<p>The House Sergeant at Arms created a COOP Plan Development Guide for the 117th Congress; need to improve member office use of tools like this.</p>	<p>House Sergeant at Arms</p>
<p>Recommendation 47: Ensure that staff have the most up-to-date technology and equipment to continue effectively working on behalf of constituents in the event of a disruption or emergency.</p>	<p>Telework technology in district offices should include tools necessary for continued communication with constituents, including phones and scanners.</p>	<p>Open-In Progress</p>	<p>The CAO uses bulk purchasing of technology for incoming members; need to incorporate COOP plans and contingencies as part of expanding this.</p>	<p>CAO</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 48: Establish regular maintenance plans for office technology, so the equipment and technology needed during remote operations and telework is functional.</p>	<p>An Office of Technology Assessment (OTA), in consultation with the HR HUB and the Sergeant at Arms' Emergency Management Division where appropriate, should assist Members with the maintenance of their office technology systems.</p>	<p>Closed-Not Implemented</p>	<p>Existing support offices are not equipped for this day-to-day role, and with the Office of Technology Assessment not under consideration during the Committee's tenure, this recommendation was closed as not implemented.</p>	<p>CAO</p>
<p>Recommendation 49: Crisis communications guidelines for constituent communication, including outreach plans for extended telework periods, should be approved and shared with all member offices.</p>	<p>Offices should prepare plans for communicating with constituents during extended telework periods. Plans for communicating should include use of letterhead, phones, phone applications and social media.</p>	<p>Closed-Implemented</p>	<p>The Communications Standards Commission took several steps to improve dissemination of mass notices and expedite certain communications without the need for Commission approval.</p>	<p>CHA</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 50: To help streamline casework requests and help constituents better access federal agencies and resources, the House should implement a secure document management system, and provide digital forms and templates for public access.</p>	<p>In addition to providing digital forms and templates for district casework, the House should implement a comprehensive secure document management system for sharing sensitive information, such as payroll, constituent casework, and staff onboarding. Such a system will prevent personal information from being shared via email.</p>	<p>Open-In Progress</p>	<p>Progress has been made with accepting e-signatures for certain House documents; need a document management system that would work effectively with staff personnel records and the Correspondence Management System for constituent communications.</p>	<p>CAO</p>
<p>Recommendation 51: The House should prioritize the approval of platforms that staff need for effective telework, and each individual staff member should have licensed access to the approved technology.</p>	<p>In order to save taxpayer dollars, the House should consider bulk purchases of software licenses. HIR and the Office of Technology Assessment should also evaluate hardware updates to facilitate software improvements; this could take the form of an “approved hardware catalogue” that advises offices on which machines to buy.</p>	<p>Closed-Implemented</p>	<p>The House purchased and provided enterprise licenses to tools such as Microsoft Teams, WebEx, Zoom, and Office 365 during the COVID-19 pandemic.</p>	<p>CAO</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 52: Committees should establish telework policies on a bipartisan basis.</p>	<p>Committees should establish bipartisan telework policies that detail how information will be recorded, stored, and shared electronically with the public. Committees should be given flexibility to customize bipartisan plans that work for their members.</p>	<p>Closed-Not Implemented</p>	<p>The Committee elected not to pursue advocacy for this recommendation with other committees as part of its outreach.</p>	<p>Committees</p>
<p>Recommendation 53: The House should make permanent the option to electronically submit committee reports.</p>	<p>While committees would not be required to submit reports electronically, all committees should have the option to do so, regardless of whether the committee is teleworking or working in person.</p>	<p>Closed-Implemented</p>	<p>A provision for electronic committee report submission was included in the rules package for the 117th Congress.</p>	<p>Clerk, Committee on Rules</p>
<p>Recommendation 54: Expand the use of digital signatures for a majority of House business, including constituent communications.</p>	<p>This technology should be expanded to allow digital signatures on a greater variety of documents, including (but not limited to) signatures on official letters to administrative officials, document requests, and constituent communications.</p>	<p>Open-Partially Implemented</p>	<p>The rules package for the 117th Congress incorporated greater use of digital signatures in response to the COVID-19 health emergency; need to continue and expand this permanently, where appropriate and feasible, as described in H.Res. 1331.</p>	<p>CAO, Clerk</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 55: Committees should develop bipartisan plans on how technology and innovative platforms can be best incorporated into daily work.</p>	<p>Committee technology plans could include the use of tablets for markups, in-person electronic voting systems, and upgrades that allow members to plug in their own devices at the dais.</p>	<p>Open-Partially Implemented</p>	<p>Some committees have made use of tablets and electronic voting; need continued and expanded progress across committees.</p> <p>118th Update: HASC used electronic voting to process amendment votes for the NDAA for the first time.</p>	<p>Committees</p>
<p>Recommendation 56: A bipartisan, bicameral task force should identify lessons learned during the COVID-19 pandemic and recommend continuity of Congress improvements.</p>	<p>When making recommendations, the task force should consider how other legislatures (such as state legislatures and foreign governments) responded to the COVID–19 pandemic and extended telework periods.</p>	<p>Closed-Resolved</p>	<p>The Committee combined implementation of this recommendation with that of recommendation 171 from the 117th Congress and closed this recommendation.</p>	<p>House, Senate Leadership</p>
<p>Recommendation 57: Continuity, telework and cybersecurity training should be given to all new members of Congress.</p>	<p>New Members need to be prepared to operate in an extended telework environment. As part of this preparation, they need the cybersecurity training previously recommended by the Select Committee, focused on risk awareness when teleworking.</p>	<p>Open-Partially Implemented</p>	<p>Optional training currently made available at New Member Orientation; need this to become part of the core curriculum for full implementation.</p>	<p>CHA</p>

Improving the Congressional Schedule and Calendar

The Committee has prioritized adding elements of rationality, predictability, and visibility to the congressional calendar so that members and committees can work as efficiently as possible during their time in Washington, D.C. Initial funding for bipartisan retreats and the advent of committee work weeks helped advance implementation of the Committee’s initial recommendations in this area, but as shown below, much additional work remains.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 58: Establish a blocked schedule when committees may meet and extend formal protections for committee.</p>	<p>The Committee found that since the 110th Congress, members sit on an average of 5.4 committees and subcommittees. Efforts to deconflict committee meetings, to the extent possible, would allow members to spend more substantial time on committee business and would hopefully reduce the need for certain committees to be prioritized over others.</p>	<p>Open-Needs Attention</p>	<p>Need congressional schedule that protects committee work, and committee buy-in and support for future block schedule system</p>	<p>Leadership, Committees</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 59: Create a common committee calendar portal to help with scheduling and reduce conflicts.</p>	<p>An internal portal that tracks member obligations based on their committee assignments would help committees schedule their meetings when most of their members are available.</p>	<p>Open-In Progress</p> <p>118th Update: Closed-Implemented</p>	<p>The Clerk has fielded a request for information and has coordinated with CAO on feasibility; need to develop a workable, acceptable tool that provides improved visibility into committee schedules, as described in H. Res. 1331.</p> <p>118th Update: The House Digital Service released its committee scheduling tool, <i>Deconflict</i>.</p>	<p>Clerk, CAO</p>
<p>Recommendation 60: Establish specific days – or weeks – where committee work takes priority.</p>	<p>To allow members to take deeper dives into their committee work, committee-activity-only weeks or days could be established, building on the precedent laid out during the COVID–19 public health emergency.</p>	<p>Open-Partially Implemented</p>	<p>The House dedicated entire weeks to committee work in the 116th and 117th Congress while under the COVID-19 health emergency; need to assess support for continuing committee work weeks.</p>	<p>Leadership</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 61: Ensure there are more days spent working than traveling.	By rearranging the intensity, duration, and frequency of D.C. work, the number of travel days can be reduced, allowing either more time legislating or more time in the district.	Open-Partially Implemented	Committee work weeks during the 116 th and 117 th Congresses temporarily satisfied this; need to assess member support for increasing or lengthening blocks of time spent in session to reduce travel time.	Leadership
Recommendation 62: The congressional calendar should accommodate a bipartisan member retreat.	Making room in the congressional calendar for a bipartisan retreat will improve the institution's ability to advance an agenda for the American people and improve civility.	Open-Partially Implemented	Funding for the retreat was provided in the Fiscal Year 2022 appropriations cycle; need to work with Leadership on scheduling.	Leadership

Boost Congressional Capacity

Common-sense investments in recruiting and retaining talented staff can better position Congress to function and exercise its Article I prerogatives. A healthy institution is one that cultivates staff expertise. To this end, the Committee made twelve recommendations geared toward increasing congressional capacity.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 63: Offer staff certifications, in additions to trainings, through the nonpartisan Congressional Staff Academy.	Certifications help staff become more marketable for promotion or alternative employment. These programs also help offices save time by training staffers and create a standardized, base-level understanding of staff roles across the House.	Open-Partially Implemented	CAO indicates that staff certifications will be part of its roadmap as it continues to build out the Congressional Staff Academy; need to assess options for establishing course tracks by staff position.	CAO
Recommendation 64: Provide institution-wide, standard onboarding training for new employees, including required training.	Standardized training provides staff with skill sets that are transferable across offices, which helps improve staff retention.	Closed-Implemented	The Congressional Staff Academy began offering all-day, comprehensive onboarding training to all new staff in February 2022.	CAO
Recommendation 65: Remove constituent communications costs from member office budgets and create a shared account for communications.	Funding could be provided through the Chief Administrative Officer with each office having a specific allotment available to them. Offices are not required to use these funds and could still use the MRA for all mass communication costs.	Open-Needs Attention	Need a policy change, and perhaps a statutory solution, to create a separate account for constituent communications costs	CHA, Committee on Appropriations

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 66: Reevaluate the funding formula and increase the funds allocated to each member office.</p>	<p>The MRA currently is calculated through several factors that require updating. For instance, travel costs are calculated based on distance from D.C. rather than actual cost to travel.</p>	<p>Open-In Progress</p> <p>118th Update: Closed-Implemented</p>	<p>Funding for the MRA was increased per the Legislative Branch Appropriations Bill, 2022; CHA would need to update the underlying formula.</p> <p>118th Update: The new formula was adopted by CHA Committee Resolution 118-13 on March 8, 2023. The revised formula “is established in such a way as to allow for recalculations each year that take into account changes to the price of materials, services, technology, office space and rates of pay.”</p>	<p>Leadership, CHA</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 67: Establish a nonbinding, voluntary pay band system for House staff that includes a salary floor and average salary for each position in Member offices. Regular services should be done to ensure the most up-to-date salary information.	An established, nonbinding pay band system will encourage staff to stay on Capitol Hill for longer because they will have greater clarity regarding what they can expect to be paid.	Closed-Implemented	The House's HR Hub includes job profiles with salary ranges for staff to consult.	CAO
Recommendation 68: Expand access to health insurance for congressional staff.	This recommendation would bring D.C. based staff into alignment with committee staff and the executive branch when it comes to health provider choices.	Open-Needs Attention	Need a statutory revision to the Affordable Care Act.	Leadership
Recommendation 69: Provide more financial stability for congressional staff enrolled in the federal student loan program.	The Committee recommends that Congress extend the provision in the CARES Act that allowed student loan borrowers to avoid taxes on the benefits they receive.	Closed-Implemented	The Consolidated Appropriations Act of 2021 extended this provision through 2025.	Leadership
Recommendation 70: Staff pay should be delinked from member pay and a new cap specific to staff should be established.	Members should delink their own salaries from those of their staff, so they can reward and retain their most senior employees.	Closed-Implemented	The Speaker announced a policy in August 2021 that delinked staff and member pay and established a new annual cap.	Leadership

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 71: Allow Congressional Member Organizations to access benefits and hire one intern to help support their work.</p>	<p>This recommendation ensures that staff who work for (Eligible Congressional Member Organizations (ECMOs)) can access the same staff benefits as staff who work in personal offices. It also allows ECMOs to participate in the House’s paid internship program, granting them one paid intern at a time.</p>	<p>Open-Partially Implemented</p>	<p>Interns participating in the House Paid Internship Program are now eligible to be placed in ECMOs; need to assess the potential and whether support exists for ECMOs to directly hire and offer additional benefits to interns.</p> <p>118th Update: ECMOs can now participate in the SLRP according to the CHA handbook.</p>	<p>CHA</p>
<p>Recommendation 72: Publish a list of active Congressional Member Organizations annually to ensure transparency in the policy making and caucus creation process.</p>	<p>ECMOs have increased in number and influence, yet there is no publicly available list of these organizations. This lack of transparency prevents the public from accessing basic information about these organizations and their legislative objectives.</p>	<p>Open-In Progress</p>	<p>CHA has a list of congressional member organizations; need CHA to update its current reporting in this area to include a separate list of ECMOs.</p> <p>118th Update: CHA has updated the list of CMOs but has not included a list of ECMOs.</p>	<p>CHA</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 93: Identify areas in the U.S. Capitol Complex that could benefit from architectural modernization.</p>	<p>The private sector has responded to numerous studies that demonstrate the office environment's impact on employee health and wellbeing, but Congress has not evolved in the same way.</p>	<p>Open-In Progress</p>	<p>The Architect of the Capitol laid out future principles in its Vision 2100 plan; need to assess progress made identifying specific projects.</p>	<p>Architect of the Capitol</p>
<p>Recommendation 94: Develop a practice of negotiating House district office leases to lower costs, improve consistency of rental rates and save taxpayer dollars.</p>	<p>Allowing the General Services Administration (GSA) to handle the responsibility of negotiating the lease for individual member's district offices would save time and money. This change would result also in more time for members and staff to work on constituent services and could create additional funding within the MRA that could be used to compensate staff.</p>	<p>Open-In Progress</p>	<p>Committee staff have held discussions with GSA; need CHA to develop a system, if feasible, for managing this process separately from individual offices using their MRAs</p>	<p>GSA, CHA</p>

Reclaim Article I Responsibilities

During the 116th Congress, the Committee also sought to identify ways Congress could strengthen its Article I capacities through innovations to committee operations, improvements to its deliberative functions, and refinements to its legal and institutional standing.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 73: Incentivize committees to experiment with alternative hearing formats to encourage more bipartisan participation.</p>	<p>Chairs and Ranking Members could encourage use of these alternative formats by agreeing to incorporate them into committee rules.</p>	<p>Open-In Progress</p>	<p>Piloted by the Committee but would need broader adoption by committees for full implementation.</p>	<p>Committees</p>
<p>Recommendation 74: Committees should hire bipartisan staff approved by both the Chair and Ranking Member to promote strong institutional knowledge, evidence-based policy making, and a less partisan oversight agenda.</p>	<p>Joint hires of administrative staff who handle committee tasks such as setting up hearing rooms, handling reports, and archiving materials encourage bipartisanship and save money by reducing staff overlap. Additionally, joint hires can ensure bipartisan oversight and a focus on effective policy.</p>	<p>Open-In Progress</p>	<p>Piloted by the Committee but would need broader adoption by committees for full implementation</p>	<p>Committees</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 75: Committees should hold bipartisan pre-hearing committee meetings.	Members and staff from both parties should meet to set hearing goals in order to defuse partisanship before it begins and reduce the tendency to engage in surprise tactics. Prehearing meetings also allow Members to better plan and coordinate their witness questions, resulting in a more productive and substantive hearing.	Open-In Progress	Piloted by the Committee but would need broader adoption by committees for full implementation	Committees
Recommendation 76: Encourage subcommittees to pilot rules changes that could have a positive effect committee-wide.	To build support for process and procedural overhauls at the full committee level, some subcommittees should be encouraged to experiment and adopt rule changes as test cases.	Open-In Progress	Committee staff have held discussions with staff leadership of other committees; need committees to continue to find opportunities for subcommittee innovation.	Committees
Recommendation 77: Bipartisan Member retreats should encourage committee agenda-setting and civil decorum.	Committee Members should agree to a set of common principles and operational guidelines. Creating a more respectful tone is essential if Members are to build trust and work collaboratively.	Open-In Progress	Piloted by the Committee but would need broader adoption by committees for full implementation	Committees
Recommendation 78: Establish committee-based domestic policy CODELs.	Domestic CODELs would allow Members to have substantive, off-camera conversations about their policy areas, while getting to know each other on a bipartisan basis.	Open-Needs Attention	Piloted by the Committee but would need broader adoption by committees for full implementation	Committees

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 79: To encourage thoughtful debate and deliberation, establish a pilot for weekly Oxford-style debates on the House floor.	The debates should begin on topics that cut across party lines to demonstrate bipartisan consensus on certain issues.	Open-Needs Attention	Need to coordinate with Leadership on a special order to pilot this	Leadership
Recommendation 80: Provide members and staff with training for debate and deliberation skills.	During new session orientations, members should attend training on overall legislative debate, principles and strategies, as well as workshops on how to process and understand opposing policy views.	Open-Partially Implemented	CHA issued regulations allowing for reimbursement of staff training and certification expenses; need to see additional evidence of training offerings in the area of debate and deliberation.	CAO, CHA
Recommendation 81: Identify how increased regulatory and legal resources could help strengthen the role of the legislative branch.	Such resources would serve as a counterpart to similar offices in the executive and judicial branches and would be responsible for issuing legal opinions that support Congress and answer Department of Justice opinions that conflict with congressional intent.	Closed-Implemented	GAO accepted a request to investigate considerations related to this topic in December 2021.	GAO

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 82: Facilitate a true system of checks and balances by ensuring the legislative branch is sufficiently represented in the courts.</p>	<p>Congress should enact bipartisan legislation establishing that Congress has judicial standing to bring inter-branch conflicts to the courts, and that expedited procedures are necessary.</p>	<p>Open-Partially Implemented</p>	<p>Implementing provisions have passed the House as part of the Congressional Subpoena Compliance and Enforcement Act of 2017 and the Protect Our Democracy Act; need bicameral support.</p>	<p>House Committee on the Judiciary</p>
<p>Recommendation 83: Establish a district exchange program to allow members to use the Members' Representational Allowance for traveling to other members' districts.</p>	<p>By visiting each other's districts, Members are more likely to find common issues to work on together and gain an appreciation for the issues that their colleagues from different districts confront.</p>	<p>Closed-Resolved</p>	<p>Existing Members' Congressional Handbook rules allow for this with documented justification.</p>	<p>CHA</p>
<p>Recommendation 84: Increase capacity for policy staff, especially for Committees, policy support organizations and a restored Office of Technology Assessment.</p>	<p>Congress has seen a major reduction in committee staffing levels over the past several decades. The number of policy experts who work at legislative support agencies has also been cut dramatically. Because the departure of these specialists leaves Members more dependent on outside experts, Committee Members agreed that increasing policy staff capacity is essential.</p>	<p>Open-Partially Implemented</p>	<p>Legislative branch bills in 2022 and 2023 invest in capacity of policy staff especially for committees and support offices; need to examine the potential for GAO to assume responsibilities of an Office of Technology Assessment.</p>	<p>Leadership, GAO</p>

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 85: Reduce dysfunction in the annual budgeting process through the establishment of a congressionally directed program that calls for transparency and accountability, and that supports meaningful and transformative investments in local communities across the United States.	The Community-Focused Grant Program (CFGP) is a competitive grant program intended to allow Congress to harness its unique constitutional authority to appropriate federal dollars through a congressional competitive award process, with an emphasis on supporting projects that have the broad support of local communities across the United States.	Closed-Implemented	Beginning with the Fiscal Year 2022 appropriations cycle, the Committee on Appropriations reintroduced earmarks through the CFGP, which included strict transparency requirements per the Committee’s recommendation.	House Committee on Appropriations

Reform the Budget and Appropriations Process

The Committee’s recommendations were formed in close consultation with former Members of the Joint Select Committee on Budget and Appropriations Process Reform (JCBA) and build off the JCBA’s bicameral, bipartisan package in the 115th Congress to significantly reform the congressional budget process. These recommendations will all require statutory changes to existing budget law to achieve full implementation.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 86: Require an annual Fiscal State of the Nation.	For Congress to appropriately fund the government, all parties need to be working with the same set of facts. Issues like the national debt, federal budget requests, and deadlines should be understood and agreed upon by all negotiators.	Open-Partially Implemented	H. Con. Res. 44 (passed during the 117 th Congress) provides for this; need bicameral support.	House Committee on the Budget

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 87: Require a biennial budget resolution.	By setting 302(a) discretionary spending levels at the start of each Congress, appropriations will be more efficient and able to plan ahead, avoiding unnecessary delays.	Open-Needs Attention	Need statutory revisions to the Congressional Budget Act.	House Committee on the Budget
Recommendation 88: Implement a deadline for Congress to complete action on a biennial budget.	Congress has continually failed to adopt a budget resolution by the statutorily required April 15 deadline. Because the current deadline does not reflect a realistic timeline, the Committee recommends setting a realistic and achievable deadline of May 1 for the first year of the biennium, which would give Congress an opportunity to complete its work on time.	Open-Needs Attention	Need statutory revisions to the Congressional Budget Act.	House Committee on the Budget
Recommendation 89: Enhance the budget submission process from the executive branch.	To create additional time for developing the Congressional Budget Office baseline, and therefore, the budget resolution and various appropriations bills, the executive branch should be required to provide a supplemental budget submission that is separate from the President's policy proposals no later than December 1 of each calendar year.	Open-Needs Attention	Need statutory revisions to the Congressional Budget Act.	House Committee on the Budget

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 90: Evaluate the effects of the biennial budget process to expediting congressional work.	The Budget and Appropriations Committees should review their schedules and procedures to determine the best ways of using the new biennial budget resolution to expedite congressional work on appropriations and other budgetary legislation.	Open-Needs Attention	Need a biennial budget requirement through statutory revisions to the Congressional Budget Act.	House Committee on the Budget
Recommendation 91: Strengthen budget enforcement through the reconciliation process.	Congress could consider requiring an explanation in the budget resolution committee report and conference agreement as to why assumed changes in direct spending or revenue have not been reconciled.	Open-Needs Attention	Need a statutory revision to the Congressional Budget Act.	House Committee on the Budget
Recommendation 92: Allow more information to be included in the budget resolution.	The Committee recommends an optional requirement for including a total level of tax expenditures, a major component of the federal budget, in the list of what could be in a budget resolution.	Open-Needs Attention	Need to assess practicality of adding data on tax expenditure levels to the budget resolution with the House Committee on the Budget.	House Committee on the Budget
Recommendation 93: Identify areas in the U.S. Capitol Complex that could benefit from architectural modernization.	See above section entitled “Boost Congressional Capacity” for more information on this recommendation.			

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 94: Develop a practice of negotiating House district office leases to lower costs, improve consistency of rental rates and save taxpayer dollars.	See above section entitled “Boost Congressional Capacity” for more information on this recommendation.			

Improve Technology and Continuity in Congress

The Committee oversaw implementation of two additional recommendations that provide institutional continuity in how technology is managed across member, committee, and support offices.

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
Recommendation 95: Establish a Congressional Digital Services Task Force to examine the need for and role of a specialized group of technologists, designers, and others to support the House’s internal and public facing operations.	A more sophisticated and coordinated approach to the provision of technology and technological services in the House would help Members better serve their constituents. For example, a Congressional Digital Services Office could develop more modern and streamlined technologies for congressional offices to interface with constituents and manage their questions and requests.	Closed-Implemented	CAO has stood up a House Digital Service to fill this function.	CAO

Short Title	Context for Recommendation	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 96: Make permanent the Bulk Data Task Force and rename it the Congressional Data Task Force.</p>	<p>The Committee recommends the Task Force’s mission expand beyond publishing bills and the data attendant to them to allow for consideration of other legislative documents and congressional operations data.</p>	<p>Closed-Implemented</p>	<p>In June 2022, CHA directed the Clerk to make the name change in light of its increased scope, and regular meetings have continued.</p>	<p>Clerk</p>
<p>Recommendation 97: Identify changes made to House operations due to the COVID 19 pandemic and determine what – if any – additional changes should be made.</p>	<p>An evaluation should determine whether the Clerk’s staffing levels, expenses, and systems used during the pandemic are still appropriate in a post-emergency environment. The evaluation should also examine operations in use by the standing and select committees to ensure that there is a standard system for the committees as they update their internal processes.</p>	<p>Open-Partially Implemented</p>	<p>The Clerk has begun regular reporting on these topics; need the House to incorporate this and an expected Inspector General study when considering changes.</p>	<p>Clerk, CHA</p>

Appendix II- Implementation Status of Recommendations from the 117th Congress

Chapter 4- Recruiting, Empowering and Retaining an Experienced, Skilled, and Diverse Congressional Staff

Improve Staff Recruitment, Diversity, Retention, and Compensation and Benefits

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 98: Personalized Job Training & Management Skills: Supervisors should receive formal management training that includes management skills, cultural competency, and how to support an inclusive work environment.	Closed-Implemented	CAO Coaches began providing new classroom and virtual training courses in management and leadership, among other topics.	CAO
Recommendation 99: Update and Align Staff Benefits to Increase Retention: The House should establish and maintain a “Task Force on the House Workforce,” led by the Chief Administrative Officer and comprised of other House offices to make ongoing policy recommendations on updating staff benefits.	Closed-Implemented	The Task Force on the House Workforce (also named the Task Force on a Diverse and Talented House Workforce in the report accompanying the Consolidated Appropriations Act, 2022) was established and began holding meetings in October 2021. ¹⁰	CAO

¹⁰ H.Rept. 117-80.

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 100: Real Time Payroll Information: The House should create a searchable database of anonymized average staff compensation information, by position, using available information on staff salaries and payroll data.</p>	<p>Open-In Progress</p> <p>118th Update: The Modernization Subcommittee is actively working on this recommendation.</p>	<p>H.Rept, 117-80 directed CAO to conduct a study of pay comparability and disparities; need the Office of Payroll and Benefits to establish a database with ongoing availability and real time information so staff can understand pay levels across the House.</p>	<p>CAO, ODI, Task Force on the House Workforce</p>
<p>Recommendation 101: Mentorship Match Program: The House should initiate and facilitate a formal mentorship program for matching more experienced staff with less experienced staff.</p>	<p>Open-In Progress</p>	<p>Implementing language included in the Moving Our Democracy and Congressional Operations Towards Modernization Resolution of 2022 need an institutional office (ODI or CAO), with the guidance of CHA, to establish a voluntary mentorship match program using established best practices.¹¹</p>	<p>ODI, CAO, CHA, Task Force on the House Workforce</p>
<p>Recommendation 102: Professional Certifications: The House should allow Member, committee, and leadership offices to pay for certain professional development opportunities for staff that include a certification.</p>	<p>Closed-Implemented</p>	<p>CHA updated the Members' Congressional Handbook to allow for office reimbursement of job-related professional development programs that provide a certification.</p>	<p>CHA</p>

¹¹ H.Res. 1331.

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 103: Onboarding Information: The Chief Administrative Officer should provide offices with an expanded standard onboarding packet that includes comprehensive information on available resources and benefits for staff.</p>	<p>Open-Partially Implemented</p> <p>118th Update: Closed-Implemented</p>	<p>Additional relevant materials are now available through the HR Hub; need to incorporate them into a standardized onboarding packet during orientation, as called for in H.Res. 1331.</p> <p>118th Update: Staff receive a large welcome packet during onboarding that details resources and benefits, CAO has introduced a web series “Benita Knows Benefits”, and there is now a benefits page on HouseNet.</p>	<p>CAO</p>
<p>Recommendation 104: Assistance for Contract Employees: Where feasible, the House should work with contractors to ensure they provide their Capitol campus employees assistance services comparable to those offered by the House through the Office of Employee Assistance.</p>	<p>Open-Partially Implemented</p>	<p>CAO and CHA have reviewed and validated that these services are in place for larger contractors working in the Capitol complex; need to examine potential to ensure employers of AOC contractors offer similar services where feasible.</p>	<p>CAO, CHA, AOC</p>
<p>Recommendation 105: Supporting the Office of Employee Assistance: The Office of Employee Assistance should seek to retain a diverse workforce, offer access to bilingual services, and retain staff capable of providing various forms of trauma services.</p>	<p>Open-Partially Implemented</p>	<p>Report language encouraging this was included in the Consolidated Appropriations Act, 2022; need additional information from the Office of Employee Assistance demonstrating staff and services that address a broad range of needs.</p>	<p>Office of Employee Assistance</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 106: Tuition Assistance: The House should expand the Student Loan Repayment Program (SLRP) to include tuition assistance.</p>	<p>Open-In Progress</p> <p>118th Update: Open-Partially Implemented</p>	<p>Language that would advance this was included in the Legislative Branch Appropriations Act, 2023 as introduced); need to amend the House SLRP and promulgate regulations to include reimbursements for tuition and certification payments for House staff.¹²</p> <p>118th Update: Language was passed into law with the Consolidated Appropriations Act, 2023. P.L. 117-328</p>	<p>CAO, Committee on Appropriations, CHA</p>
<p>Recommendation 107: Talent Acquisition Software: The Chief Administrative Officer should provide access to industry-leading talent acquisition software to assist House offices in managing their recruitment and hiring processes.</p>	<p>Closed-Implemented</p>	<p>CAO is making new software available for offices for the 118th Congress and began enrolling participants at New Member Orientation.</p>	<p>CAO</p>
<p>Recommendation 108: Collecting Demographic Data: The Chief Administrative Officer should work with the Office of Diversity and Inclusion to improve the collection of anonymized demographic data through an optional form provided to staff at onboarding.</p>	<p>Closed-Implemented</p>	<p>CAO has finalized plans to implement by the start of the 118th Congress an updated protocol for an optional demographic survey and onboarding questions that present an opportunity to voluntarily provide information regarding race, ethnicity, gender identity, sexual orientation, level of education, caregiving responsibilities, military experience, disability status, religion, and duty location.</p>	<p>CAO</p>

¹² H.R. 8237.

Professionalize Internships and Fellowships

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 109: Assessing Intern Cost of Living: The Chief Administrative Officer should provide information to congressional offices on the cost of living for interns to help inform intern stipend levels.</p>	<p>Open-In Progress</p>	<p>Language that would advance this recommendation was included in H.R. 8237, specifically studying the feasibility and costs of providing an intern housing program, as well as providing information on existing intern housing resources.</p>	<p>CAO, ODI, Task Force on the House Workforce</p>
<p>Recommendation 110: Intern & Fellowship Program Office or Coordinator: The House should establish an Intern and Fellowship Program Office or Coordinator that helps with onboarding, developing educational curriculum, professional development, and training for office coordinators.</p>	<p>Open-In Progress</p> <p>118th Update: Open-Partially Implemented</p> <p>(The Modernization Subcommittee considers this Open-In Progress.)</p>	<p>H.R. 8237 establishes a House Intern Resource Office that, if enacted, would implement this recommendation.</p> <p>118th Update: Language to establish the office was passed into law with the Consolidated Appropriations Act, 2023. P.L. 117-328. There is now an Intern & Fellow page on the HR Hub. Testimony provided by the CAO indicates the office will be fully stood up summer 2023.</p>	<p>CAO, ODI, Task Force on the House Workforce</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 111: Fellows' & Detailees' Use of Equipment: Congress should clarify rules to allow fellows and detailees to receive the same resources as professional staff.</p>	<p>Open-In Progress</p>	<p>Implementing language included in H.Res. 1331; need to review existing rules and, if appropriate, amend the Members' Congressional Handbook to clarify that access by fellows and detailees to House resources is permissible under defined guidelines, including when tied to a bona fide agreement to provide formality and additional details, as well as other precautions to ensure that House security protocols are being followed.</p>	<p>CHA</p>
<p>Recommendation 112: Remote Internships: The House should study the feasibility of permanently allowing remote internships.</p>	<p>Open-In Progress</p>	<p>Implementing language included in H.Res. 1331; need ODI to carry out a study that, at minimum, assesses the feasibility of doing this while meeting educational requirements of internships, providing for oversight of participants, and tracking House equipment.</p>	<p>ODI, Task Force on the House Workforce</p>
<p>Recommendation 113: Committee Internship Stipends: Committees should be provided a program allowance, separate from their budget, for compensation of interns.</p>	<p>Closed-Implemented</p>	<p>The Consolidated Appropriations Act, 2022 provided for separate funding for paid committee interns.</p>	<p>Committee on Appropriations</p>
<p>Recommendations 114-117</p>	<p>See below section entitled, "Improving Accessibility" (Chapter 8) for more information on these recommendations.</p>		

Chapter 5- Building a More Civil and Collaborative Congress

Encouraging Civility and Bipartisanship in Congress

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 118: Promoting collaboration and leadership at member orientation: New Member Orientation should strive to promote civility, collaboration, and leadership skills and be held separately from party leadership events.</p>	<p>Open-Needs Attention</p>	<p>Need to ensure that there is some programming during New Member Orientation, deconflicted with scheduled party leadership events, for introducing a bipartisan audience of New Members to concepts around civility and collaboration through leadership training, perspectives on social media, and other topics.</p>	<p>CHA</p>
<p>Recommendation 119: Promoting collaboration and civility through voluntary training opportunities: The proposed Congressional Leadership Academy and Congressional Staff Academy should offer voluntary training to members and staff to promote civility, collaboration, and leadership skills.</p>	<p>Open-Partially Implemented</p>	<p>The Exemplary Member podcast has had podcasts on organizational culture in an office. Language that would fully implement this is included in H.Rept. 117-389; need the training to explore topics that include but are not limited to (1) best practices for facilitating forums that bring constituents with opposing views together to promote dialogue and understanding, (2) fostering bipartisan collaboration as a chair and/or ranking member, (3) perspectives on social media distortions (4) leadership development including legislative effectiveness, and (5) conflict resolution.</p>	<p>CAO</p>
<p>Recommendation 120: Acknowledging member involvement in legislation: Congress.gov should provide a clearer accounting of member contributions to legislation.</p>	<p>Open-In Progress</p>	<p>Language that would advance this is included in H.Rept. 117-389; need the Library of Congress to report on the resources necessary to add the required features to Congress.gov.</p>	<p>Library of Congress</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 121: Optional committee feedback tool: The House should develop and provide tools for committee leadership to receive member feedback on committee operations.</p>	Open-In Progress	H.Rept. 117-389 identifies this as a project that would receive funds through the Modernization Initiatives Account, if enacted.	CAO
<p>Recommendation 122: Bipartisan committee events: Committees should have flexibility to host occasional events to foster collaboration and further develop working relationships among committee members.</p>	Closed-Implemented	CHA updated the Committees’ Congressional Handbook to expand the types of official committee proceedings that can have expenses reimbursed.	CHA
<p>Recommendation 123: Learning from state best practices: The House should survey and examine best practices from state legislatures.</p>	Open-Needs Attention	Need a formal process, such as a hearing with the Committee on Rules or House Administration, to invite states to testify and share lessons learned on how their legislatures operate.	Committee on Rules, CHA
<p>Recommendation 124: Bipartisan group events: The Library of Congress is encouraged to expand its regular, bipartisan events to include events specifically focused on promoting relationship building and collaboration among members.</p>	Closed-Implemented	The Library of Congress set up a new series entitled “Congressional Crossroads” that was to debut in November 2022 and was to feature discussion themes and speakers centered on civility and collaboration before bipartisan member audiences.	Library of Congress

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 125: Ongoing institutional support to facilitate civility and collaboration: An institutional office of the House should provide best practices and facilitate workshops that encourage bipartisan collaboration.</p>	Open-Needs Attention	When investigating the potential for setting up such an office, need to identify an appropriate office to lead in this area and ensure that this is a nonpartisan responsibility.	Leadership
<p>Recommendation 126: Technology tools to enable collaboration: The House should offer technology tools to facilitate member collaboration on legislation and issues of mutual interest.</p>	Open-In Progress	H.Rept. 117-389 identifies this as a project that would receive funds through the Modernization Initiatives Account, if enacted.	CAO
<p>Recommendation 127: Information on outside organizations and resources: The House should provide information on organizations and resources members can access for services to help manage conflict and foster common ground.</p>	Open-Needs Attention	Rather than building an in-house capability, need to seek input as appropriate with established outside entities who may already be providing a variety of these services to interested members and provide a menu of options for members and staff, consistent with House rules and with guardrails for the information provided to ensure there is no undue influence by outside organizations.	CAO
<p>Recommendation 128: Bipartisan committee websites: Committees should have a bipartisan, public-facing website with basic, nonpartisan information about the committee and its operations.</p>	Open-Needs Attention	Need non-partisan, largely administrative websites for committees that house committee documents and resources and don't change content as the majority changes between party hands, in addition to any partisan websites the majority and/or minority of a committee wish to maintain.	Committees

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 129: Voluntary resources to help committees develop civility norms: The House should provide resources and guidance to committees seeking to create tailored civility norms.</p>	<p>Open-Needs Attention</p>	<p>Need to develop information and resources for committees, and make them available through a committee retreat, the proposed bipartisan retreat, or other means, that would facilitate the establishment of civility norms by the members of each committee for the members of each committee.</p>	<p>CAO, Committees</p>
<p>Recommendation 130: Co-working spaces for staff: The House should explore bipartisan co-working spaces for staff.</p>	<p>Open-In Progress</p>	<p>Implementing language included in H.Rept. 117-389; need the Architect of the Capitol to report on potential bipartisan collaboration spaces within House office buildings.</p>	<p>Architect of the Capitol</p>
<p>Recommendation 131: Task force on the legislative process: A bicameral, bipartisan group of members should convene to discuss rules changes to require reciprocated consideration for widely supported, bipartisan legislation.</p>	<p>Open-Needs Attention</p>	<p>Need to convene a bicameral group that would discuss changes required to expedite consideration of all legislation that has passed in the originating chamber by unanimous consent, or with at least 2/3 of its members voting in the affirmative.</p>	<p>House, Senate Leadership</p>
<p>Recommendation 198: Opportunities to learn from other legislatures: The Committee on House Administration and the Committee on Rules should conduct semi-regular, bipartisan international CODELs to learn about other legislatures and to facilitate better collaboration and understanding among committee members.</p>	<p>Open-Needs Attention</p>	<p>Need CHA and the Committee on Rules to leverage opportunities to apply lessons learned in the areas of scheduling, outdated technology, and other capacity issues.</p>	<p>CHA, Committee on Rules</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 199: Bipartisan new member update seminar: The Committee on House Administration should conduct an update session for new members well into the start of their first term.	Open-Needs Attention	Need to build on New Member Orientation to provide follow-up opportunity for new members to ask questions and provide input after having served in Congress for several months.	CHA

Support Congressional Operations

Short Title	Status	What Implementation Looks Like	Partner(s) Responsible
Recommendation 195: The House should permit legislation to have two members of Congress serve as first sponsors, provided that Members are affiliated with different political parties.	Open-Needs Attention	Need to make use of special order time at the end of a session day to pilot this idea, rather than a House rule change, in keeping with the special rule adopted during the 104 th Congress.	Leadership

Chapter 6- Strengthening Lawmaking and Oversight Capacity

Support Congressional Operations

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 132: Make available non-partisan summaries: The House should prioritize ensuring that bills to receive a floor vote have nonpartisan summaries available.	Open-In Progress	Implementing language included in H.R. 8237; need CRS to identify the resources necessary to carry this out.	CRS

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 133: Bolster legislative support agency access to federal data and experts: Support agencies should report on challenges and potential solutions for accessing federal data.</p>	Open-In Progress	<p>Implementing language included in H.R. 8237; need support agencies to identify and report to committees of jurisdiction the relevant statutory changes or memoranda that may be necessary.</p>	CBO, CRS, GAO
<p>Recommendation 134: Enhancing the customer experience at CRS: CRS should ensure that its products and services are designed to adapt and meet the needs of an evolving Congress.</p>	Open-In Progress	<p>CRS has increased its production of short-form products, which are designed to be more concise and to provide primers to staff; need CRS to assess customer satisfaction and take other steps to demonstrate ongoing progress in meeting member and staff needs.</p>	CRS
<p>Recommendation 135: Enhancing the customer experience at GAO: GAO should boost initiatives to meet Congress' information needs and assess member and staff awareness of and satisfaction with its products and services.</p>	Open-In Progress	<p>Implementing language included in H.Rept. 117-389; need GAO to routinely assess client satisfaction and take additional steps to actively inform members of Congress about how best to utilize its services, products, and experts.</p>	GAO
<p>Recommendation 136: GAO annual report on unimplemented recommendations: GAO should report annually on the estimated cost savings of its unimplemented recommendations.</p>	Open-Partially Implemented	<p>Implementing language included in H.R. 7331, which passed the House in July 2022; need GAO to include information on known costs of unimplemented priority recommendations as part of its letters to agency heads and committees of jurisdiction.</p>	GAO

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 137: GAO report to congressional committees on legislative options: GAO should annually report to Congress on legislative options to address open priority recommendations.</p>	<p>Open-Partially Implemented</p>	<p>Implementing language included in H.R. 7331, which passed the House in July 2022; need GAO to identify and report on additional oversight actions Congress can take to help implement priority recommendations as part of its letters to agency heads and committees of jurisdiction.</p>	<p>GAO</p>
<p>Recommendation 138: Enhance CBO outreach to Congress: CBO should expand its congressional outreach to provide additional information and assistance to members of Congress and staff.</p>	<p>Open-Partially Implemented</p>	<p>CBO presented on its services to the Committee and the Modernization Staff Association in 2022; need CBO to demonstrate plans to expand on this outreach across the House.</p>	<p>CBO</p>
<p>Recommendation 139: Legislative and support agency staff directory: Congress and congressional support agencies should establish a shared staff directory to enhance the exchange of information and improve collaboration.</p>	<p>Open-In Progress</p> <p>118th Update: Open-Partially Implemented</p> <p>(The Modernization Subcommittee considers this Open- In Progress.)</p>	<p>H.Rept. 117-389 identified this as one of the projects that would receive funds through the Modernization Initiatives Account; need agencies to identify the proper experts and contact information to share once a standardized system for organizing issue areas and topics is developed for use across agencies.</p> <p>118th Update: CAO has bulk purchased Prolegis for the House which includes a House/Senate staff directory. CAO is exploring ways to add support agencies in the long-term.</p>	<p>CBO, CRS, GAO, CAO, Clerk</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 140: Modernize the congressional support agencies: The committees of jurisdiction should examine support agency authorities and determine if they need to be updated.</p>	<p>Open-In Progress</p> <p>118th Update: The Modernization Subcommittee is actively working on this recommendation.</p>	<p>Implementing language included in H.Res. 1331; need committees of jurisdiction to regularly examine whether existing authorities are sufficient to ensure that support agencies can better serve an evolving Congress.</p>	<p>Committees on the Budget, House Administration, and Oversight and Reform</p>
<p>Recommendation 141: Authorize STAA and make it a permanent part of GAO: The Science, Technology Assessment, and Analytics program at GAO should be authorized and made permanent by Congress.</p>	<p>Open-Needs Attention</p>	<p>Need the committees of jurisdiction to examine how best to strengthen the support that GAO’s STAA mission team provides Congress and consider authorizing legislation.</p>	<p>Committee on Oversight and Reform, Senate Committee on Homeland Security and Governmental Affairs</p>
<p>Recommendation 196: Requiring data to be entered into committee scheduling tool: House Rules or policies should require entering of committee meeting times into the shared committee scheduling tool.</p>	<p>Open-In Progress</p>	<p>Docs.house.gov currently acts as a shared committee calendar, and House Digital Service is working on a new tool to allow for better schedule deconfliction; need committees to consistently and proactively populate such tools with data on their meeting times.</p>	<p>Committees, CAO</p>
<p>Recommendation 197: Report on members voting late: The House should publish a regular report noting the cumulative time members voted after the allotted time.</p>	<p>Open-Needs Attention</p>	<p>Need regular reporting using information derived from the electronic voting system, noting the total amount of time individual members voted outside of the time allotted.</p>	<p>Clerk</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 198: Opportunities to learn from other legislatures: The Committee on House Administration and the Committee on Rules should conduct semi-regular, bipartisan international CODELs to learn about other legislatures and to facilitate better collaboration and understanding among committee members.</p>		See above section entitled “Encouraging Civility and Bipartisanship in Congress” (Chapter 5) for more information on this recommendation.	
<p>Recommendation 199: Bipartisan new member update seminar: The Committee on House Administration should conduct an update session for new members well into the start of their first term.</p>		See above section entitled “Encouraging Civility and Bipartisanship in Congress” (Chapter 5) for more information on this recommendation.	

Evidence-based Policymaking

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 142: Congressional Commission on Evidence-Based Policymaking: Congress should establish a bipartisan, bicameral Commission on Evidence-Based Policymaking to encourage and facilitate better use of data in the legislative process.</p>	Open-In Progress	<p>Implementing language included in H.Con.Res. 116; need to impanel a commission of experts and associated staff to identify ways to better incorporate evidence-based approaches into congressional policymaking, policy analysis, and oversight.</p> <p>118th Update: H. Con. Res. 49 was introduced by Rep. Kilmer</p>	CHA

Strengthening Congressional Oversight Capacity

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 143: Optional bipartisan oversight training: The House should offer and support optional programs for members and staff to learn best-practices for conducting bipartisan, fact-based oversight	Open-In Progress	GAO’s STAA mission team currently provides a recurring training series with the Congressional Staff Academy; need this to include session(s) on conducting bipartisan oversight.	GAO
Recommendation 144: Improved access to document review software: The CAO should assist committees in obtaining and utilizing effective, industry standard “e-discovery” software to improve document review and processing capabilities.	Open- Needs Attention 118th Update: Closed- Implemented	Need to use CAO’s procurement process to compare software systems that enable easier synthesis and review of large volumes of documents collected during congressional investigations. 118th Update: The House is now making available a chamber-wide eDiscovery platform for committees and others to utilize in investigations and other work.	CAO
Recommendations 145-156	See below section entitled, “Modernizing District Office Operations” (Chapter 9) for more information on these recommendations.		
Recommendations 157-166	See below section entitled, “Modernizing House Office Buildings” (Chapter 8) for more information on these recommendations.		

Modernizing the Legislative Process

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 167: Modernize bill referral and tracking: The House should establish a system for bill referral to committees that automates and tracks the bill’s progress through the legislative process.	Open-Needs Attention	Need to establish a system that the GPO, Clerk, and committees can all refer to and use to track bills from introduction through the committee process.	Clerk, CAO

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 168: Retaining expert staff: The House should exempt student loan repayments from maximum compensation.</p>	<p>Closed-Implemented</p>	<p>CHA issued updated regulations for the House Student Loan Repayment Program in June 2022 that eliminated the limitation that prevented staff from receiving benefits if those benefits, combined with one’s salary, would exceed the maximum allowable salary under the Speaker’s Pay Order.</p>	<p>CHA</p>
<p>Recommendation 169: Automate the process of obtaining cosponsors: The House should develop a technology solution to allow greater automation of the process for collecting and registering cosponsors.</p>	<p>Open-In Progress</p> <p>118th Update: The Modernization Subcommittee is actively working on this recommendation.</p>	<p>The e-Hopper has made it easier to electronically register co-sponsors; need to expand on this to make it easier to solicit co-sponsors. Through Quill, the House has an efficient system for managing and tracking letters with digital signatures. A similar process, potentially an additional function within Quill, should be available for cosponsoring legislation.</p>	<p>Clerk</p>
<p>Recommendation 170: Collaborative legislative drafting: The House should leverage existing enterprise-wide applications and develop other tools and solutions to better facilitate legislative drafting between member, committee and leadership offices and the House Office of Legislative Counsel (HOLC).</p>	<p>Open-In Progress</p>	<p>H.Rept. 117-389 identifies this as a project that would receive funds through the Modernization Initiatives Account, if enacted. Need to grant access to approved staff to request tracked edits when interacting with HOLC while preserving HOLC’s sole ownership and custody over legislative documents.</p>	<p>HOLC, CAO</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 171: Joint Committee on Continuity: Congress should establish a joint committee to review House and Senate rules and other matters assuring continuing representation and congressional operations for the American people.		See below section entitled, “The Future of Modernization” (Chapter 10) for more information on this recommendation.	
Recommendations 172-180		See below section entitled, “Improve Constituent Service and Engagement” (Chapter 7) for more information on these recommendations.	
Recommendations 181-192		See below section entitled, “Bolster House Technology” (Chapter 7) for more information on these recommendations.	

Support Congressional Operations

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 193: The House should provide resources to support HOLC’s continuing efforts to expand education and proactive outreach to members and staff.	Open-Needs Attention	Need the House to provide HOLC with resources to add an official within HOLC who would be focused on proactive outreach to member and committee offices, serve as the office’s “eyes and ears” to answer questions and identify possible concerns, and to focus on ways to continually improve the office’s educational and informational materials and offerings to ensure staff, in particular new staff, are fully informed on the HOLC’s role and processes.	HOLC, CHA

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 194: At the beginning of a new Congress, House business support offices and agencies should hold an “Open-House” to provide members and staff the opportunity to personally meet with institutional offices and staff and learn about the services they offer.</p>	<p>Open-Needs Attention</p> <p>118th Update: Open-Partially Implemented</p> <p>(The Modernization Subcommittee considers this recommendation Closed-Implemented.)</p>	<p>Need to expand and coordinate existing open houses and information sessions held within individual support offices.</p> <p>118th Update: A support office open house was included as part of New Member Orientation, but the recommendation envisions this being offered for the entire House.</p>	<p>Support offices and agencies</p>
<p>Recommendation 195: The House should permit legislation to have two members of Congress serve as first sponsors, provided that Members are affiliated with different political parties.</p>	<p>See above section entitled, “Support Congressional Operations” (Chapter 5) for more information on this recommendation.</p>		
<p>Recommendation 196: Requiring data to be entered into committee scheduling tool: House Rules or policies should require entering of committee meeting times into the shared committee scheduling tool.</p>	<p>See above section entitled, “Support Congressional Operations” (Chapter 6) for more information on this recommendation.</p>		
<p>Recommendation 197: Report on members voting late: The House should publish a regular report noting the cumulative time members voted after the allotted time.</p>	<p>See above section entitled, “Support Congressional Operations” (Chapter 6) for more information on this recommendation.</p>		

Chapter 7- Building a Modern Congress

Improve Constituent Service and Engagement

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 172: The House should develop an optional system to allow offices to share anonymized constituent casework data and aggregate that information to identify trends and systemic issues to better serve constituents.</p>	<p>Open-Needs Attention</p> <p>118th Update: Open-In Progress</p>	<p>Need to have a system of standardized casework categories and tracking standards to which offices can opt in and provide data.</p> <p>118th Update: HDS is in the discovery phase and is gathering information on feasibility.</p>	<p>CAO</p>
<p>Recommendation 173: The House should provide offices with information related to outside organizations and resources available to assist members and committees that wish to enhance outreach efforts or utilize new tools for constituent communication and engagement.</p>	<p>Open-In Progress</p>	<p>Committee staff have discussed this with CHA; need to ensure that any lists of outside organizations or tools made available to House offices be in accordance with Committee on Ethics guidelines and be approved by CHA.</p>	<p>CHA</p>
<p>Recommendation 174: The House should study and present options for developing a public-facing interactive platform for constituents to offer their opinions and feedback on pending legislation.</p>	<p>Open-Needs Attention</p>	<p>Need development of a new public-facing constituent engagement interactive platform that would provide constituents additional methods, beyond email and webforms, of providing feedback.</p>	<p>CAO, Library of Congress</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 175: The House Digital Service should evaluate and onboard industry leading correspondence technology tools and platforms to enable offices to improve the quality and substance of constituent correspondence.</p>	<p>Open-Needs Attention</p>	<p>Need to enable real-time tracking of constituent correspondence and satisfaction, as well as the automation of aspects of correspondence that are repetitive for staff, through adoption of intelligent tools and use of Artificial Intelligence where appropriate.</p>	<p>CAO</p>
<p>Recommendation 176: The House should study and present options for developing a platform for committees that want to solicit public comment and evidence on topics that might be coming before the committee.</p>	<p>Open-Needs Attention</p>	<p>Need to study the feasibility and level of committee buy-in for developing a central website or committee website plug-in to solicit public comments based on the topic or business before the committee.</p>	<p>CAO, Committees</p>
<p>Recommendation 177: The House should develop an efficient and secure tool for coordinating constituent tour requests.</p>	<p>Open-Needs Attention</p> <p>118th Update: Open-In Progress</p>	<p>Need to assess suitability of industry standard technology or develop new digital solutions that would allow staffers to easily track and manage constituent requests for tours of the Capitol.</p> <p>118th Update: The House Digital Service is in the discovery phase and is gathering information on feasibility.</p>	<p>CAO</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 178: The House should develop a more efficient process for tracking and managing constituent flag requests.</p>	<p>Open-In Progress</p>	<p>The Modernization Staff Association, working with Code for America, created a prototype to help with this; need to standardize a portal that allows staff and constituents to see where a flag is in the process, like an online “pizza tracker.”</p> <p>118th Update: The flag tracker is now an official project through HIR, design mockups and a prototype have been built.</p>	<p>CAO</p>
<p>Recommendation 179: The House should develop and provide offices with optional tools for surveying and tracking their constituent’s ‘customer service’ experience.</p>	<p>Open-Needs Attention</p>	<p>Need to offer a Customer Experience (CX) package that offices can opt into and utilize to solicit feedback from constituents at the end of an interaction.</p>	<p>CAO</p>
<p>Recommendation 180: Future upgrades to the Capitol Visitor Center should allow for a more personalized and interactive tour that allows constituents to better understand who their representatives are and how their opinions are reflected in House votes.</p>	<p>Open-Needs Attention</p>	<p>Need to examine how to make it easier for visitors to the Capitol Visitor Center to use interactive displays to learn more about their districts and representatives while addressing any privacy or security concerns.</p>	<p>Architect of the Capitol</p>

Bolster House Technology

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 181: Congress should institutionalize and expand technology education and innovation initiatives such as the Congressional Hackathon.</p>	<p>Open-Needs Attention</p>	<p>Need the Congressional Hackathon and other technology and innovation-related events and initiatives to be institutionalized and expanded to bring together technical staff from throughout the legislative branch to brainstorm and work on technical solutions collaboratively.</p>	<p>CHA</p>
<p>Recommendation 182: The House should develop an onboarding process to institutionalize congressional technology that has reached a mature development stage, is widely used, or is considered mission critical.</p>	<p>Open-Needs Attention</p>	<p>Need to develop an onboarding process for mature House technology and ensure the process allows for off-ramping of technology that has become obsolete and for procuring available base code for mission-critical tools, rather than building equivalent tools from scratch.</p>	<p>CAO, CHA</p>
<p>Recommendation 183: House-developed digital applications should be made open source by default.</p>	<p>Open-Needs Attention</p>	<p>Need to have agreements in place that technology developed with House resources should, by default and when appropriate, have code that is published publicly under a structured open-source license and that the House have free use of any tools developed to expand functionality for the underlying digital tool.</p>	<p>CAO</p>
<p>Recommendation 184: The House and Senate should work to align more of their technology standards and processes.</p>	<p>Open-In Progress</p>	<p>A bicameral working group has been holding regular meetings; need to make use of this group to align and expedite technology procurement and onboarding across chambers.</p>	<p>CAO, Clerk, Senate Sergeant at Arms</p>
<p>Recommendation 185: The House should provide more public information to potential technology vendors and streamline the vendor approval and onboarding process.</p>	<p>Open-Needs Attention</p>	<p>Need to publish a page on the House’s website for potential developers of digital tools like the “Steps to Becoming a Web Vendor” that currently exists and need to clearly establish a liaison or point of contact for answering developers’ questions.</p>	<p>CAO, CHA</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 186: The CAO should develop an Established Delivery Partners program for digital solution vendors that regularly work with the House.</p>	<p>Open-Needs Attention</p>	<p>In making the administrative process easier for experienced vendors, need to ensure that the process remains a competitive one that is continually open to new entrants and does not, through institutional inertia, become an exclusive group and thus a potential obstacle to accepting new vendors and technologies.</p>	<p>CAO, CHA</p>
<p>Recommendation 187: The House should review current policies and, where appropriate, allow opportunities for congressional use of software and its underlying code that is developed by outside civic technology organizations.</p>	<p>Open-Needs Attention</p>	<p>Need to have clear, public-facing guidance that addresses an office’s ability to communicate publicly about the development of a digital tool, whether congressional offices can use open-source software published in a public repository, whether congressional offices can publish open-source code developed internally using official resources, and whether congressional offices can provide comments and feature requests to open-source projects developed by others concerning ideas for further improving the software.</p>	<p>Committee on Ethics, CHA</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 188: The House should establish a high- level working group to prioritize and coordinate the maintenance and development of House digital infrastructure.</p>	<p>Open-Needs Attention</p>	<p>Need to establish a coordinated working group comprised of leadership offices, relevant committees, support offices, and outside advisors to discuss, coordinate, and prioritize major technology projects in the House and implementation of the Select Committee’s recommendations. The working group should be charged with bringing together members and relevant staffers from member offices, committees, and support agencies to identify pain points in congressional technology and plan out what areas need attention.</p>	<p>CHA</p>
<p>Recommendation 189: The House should create a Digital Service Advisory Board to help plan and prioritize the work of the House Digital Service.</p>	<p>Open-Needs Attention</p> <p>118th Update: Closed-Implemented</p>	<p>Need to establish an Advisory Board and include a wide variety of senior congressional administrative staff representing various departments and with technical knowledge to ensure that House Digital Service has broad buy-in to their objectives and is prioritizing systems that customers identify.</p> <p>118th Update: The HDS Advisory Group has been launched and has 358 members.</p>	<p>CAO, CHA</p>
<p>Recommendation 190: The Capitol switchboard should be updated to allow call information to be passed through to House offices.</p>	<p>Open-In Progress</p>	<p>The Capitol switchboard has improved its ability to identify callers that call the central line; need to have a system that passes along this information to offices so that they can block disruptive and threatening callers.</p>	<p>CAO</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 191: The GPO should create and offer a standard process for automating committee hearing records.	Open-Needs Attention	Need a standard but optional process that automatically generates and compiles a draft hearing record using documents uploaded into the committee repository (e.g., testimony, transcript, votes, and other documents)	GPO, Clerk
Recommendation 192: The House should work with committees to develop optional tools that allow them to continue to migrate away from the use of paper documents during committee meetings.	Open-Partially Implemented	Some committees, such as the Committee on Rules, have begun using digital tools during meetings; need to build on these successes to ensure that all future committee business is “digital by default,” with a paper-based option remaining available to members or committees that wish to operate that way.	CHA, Clerk, CAO

Chapter 8- Modernizing the Workplace

Improving Accessibility

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 114: ADA Drop off/Pick up Zone: The House should designate a drop off and pick up zone near an accessible entrance for members of the public with mobility impairments and develop a clear process for accessing the new drop-off point.	Open-In Progress 118 th Update: The Modernization Subcommittee is actively working on this recommendation.	Implementing language is included in H.Rept. 117-389; need the Architect of the Capitol to prioritize this and related issues identified in its transportation and mobility study.	Architect of the Capitol, Office of Congressional Accessibility Services

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 115: Security Screening for those with Disabilities: Visitors and staff with disabilities should have access to information on the security screening techniques they will encounter upon entering the Capitol complex.</p>	<p>Open-In Progress</p> <p>118th Update: Closed-Implemented</p>	<p>Implementing language included in H.Rept. 117-389; need the Architect of the Capitol to coordinate on this with the Office of Congressional Accessibility Services.</p> <p>118th Update: The U.S. Capitol Police website now provides screening information. The Modernization Subcommittee has also requested that this information be posted with the U.S. Capitol Visitor Center for increased visibility.</p>	<p>Architect of the Capitol, Office of Congressional Accessibility Services</p>
<p>Recommendation 116: Doorway Accessibility: The House should prioritize the installation of additional automatic doors and replace door hardware that is difficult to grasp with one hand.</p>	<p>Open-In Progress</p>	<p>Implementing language included in H.Rept. 117-389; need the Architect of the Capitol to prioritize this among projects funded with Fiscal Year 2023 appropriations.</p>	<p>Architect of the Capitol</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 117: Accessible Websites: The House should promote awareness of accessibility requirements for Member and committee websites and provide training and tools for staff to help them properly maintain and update those sites.	Open-Partially Implemented	The House Web Services Team has reviewed accessibility compliance across House websites and CHA sponsored briefings on general accessibility/508 concepts for web editors of House websites; need continued periodic briefing for offices on website accessibility protocols and to report on efforts to remediate identified deficiencies. 118th Update: House Web Services will be hosting an event on July 24th on web accessibility, Section 508 compliance, and how to check their current ratings.	CAO

Modernizing House Office Buildings

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 157: Improve navigating the campus: To improve wayfinding, the House should consult with internal and external experts to assess and implement navigation improvements necessary to make it easier for visitors to find their way through the Capitol campus.	Open-Needs Attention	Need the Architect of the Capitol, along with the House Sergeant at Arms and the Capitol Police, to consult a wayfinding expert to review and update current directional signage.	Architect of the Capitol
Recommendation 158: Survey house employees: The House should regularly survey House employees to assess plans for telework and use of office space.	Open-Needs Attention	Need the survey, whether as part of the current compensation and diversity survey or as a new effort, to explore how members, staff, and support offices intend to use space and utilize telework policies.	Architect of the Capitol, CAO

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 159: Digital displays for hearings and events: The House should provide digital signage displaying information about current public hearings and events.</p>	<p>Open-Needs Attention</p>	<p>Need digital displays at the main entrances of House office buildings, or places that are heavily trafficked by the public, as well as outside of committee rooms.</p>	<p>Architect of the Capitol, CAO</p>
<p>Recommendation 160: Inventory existing space: The House should study the use of its space to understand how it is used, who controls access to various spaces, and how it is managed in the House and the Capitol.</p>	<p>Open-Needs Attention</p>	<p>Need to develop metrics to understand the extent to which rooms are underutilized as well as to consider use of designated drop-in meeting space that does not require a reservation.</p>	<p>Architect of the Capitol, House Office Building Commission, CHA</p>
<p>Recommendation 161: Offer expanded options for meeting space: The House should establish and designate shared meeting spaces that will allow for members and staff to use on a drop-in basis and not require reservations.</p>	<p>Open-Needs Attention</p>	<p>Need the House Office Building Commission to establish drop-in meeting spaces for staff that generally are not reservable.</p>	<p>House Office Building Commission, Architect of the Capitol</p>
<p>Recommendation 162: Portal for all reservable space: The House should develop an app and expand the current web portal to include all reservable space in the Capitol and House Office Buildings.</p>	<p>Open-Needs Attention</p> <p>118th Update: Open-Partially Implemented</p> <p>(The Modernization Subcommittee considers this recommendation Closed-Implemented.)</p>	<p>Need the app to include a check-in system to ensure space is not reserved and then unused; also need to maintain permission for leadership and committees to occupy their spaces without reservations.</p> <p>118th Update: The new Room Reservation portal for self-schedule rooms is an improvement but it only currently covers CAO controlled rooms. The current portal also does not update if a reserved room is not in use.</p>	<p>CAO, Architect of the Capitol</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 163: Establishing procedures for communicating with members and staff prior to new construction: AOC and CHA should jointly establish procedures to ensure new projects are modern, functional, and meet the needs of members and constituents.</p>	Open-Needs Attention	Need a plan in place to reassess plans closer to the construction date, including through soliciting input from members, to ensure that plans are not out of date with current practices and technology by the time they are implemented.	Architect of the Capitol, CHA
<p>Recommendation 164: Establishing procedures for communicating with members and staff during construction: AOC and CHA should jointly establish procedures to ensure new projects are modern, functional, and meet the needs of members and constituents.</p>	Open-Needs Attention	Need a process by which the Architect of the Capitol is in continuous contact with members, by soliciting input and providing briefings, to reassess and course correct if necessary to ensure projects are as modern, functional, and cost-effective as possible.	Architect of the Capitol, CHA
<p>Recommendation 165: Flexible and modern member office templates: The CAO should provide a broad menu of furniture options and templates for member office space that considers modern and flexible design and function concepts.</p>	Open-Needs Attention	Need CAO to share examples of House offices that are designed around function and provide them as templates for setting up a new office; layout options should include modern design practices that consider sound attenuation, shared desk space, access to sunlight, collaboration and meeting space as well as ensuring accessibility.	CAO
<p>Recommendation 166: Flex hearing space: The House should identify and develop a space that can be used to hold hearings with alternative seating formats such as a roundtable-style.</p>	Open-Needs Attention	Need flexible space that is conducive to holding hearings or meetings in nontraditional formats and can be used by select committees, task forces, caucuses, or other entities that do not have access to designated hearing space.	Architect of the Capitol, House Office Building Commission, CHA

Chapter 9- Modernizing District Offices

Modernizing District Office Operations

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 145: District Wi-Fi: The CAO should provide every district office with access to secure Wi-Fi.</p>	<p>Closed-Implemented</p>	<p>CAO reported that it has a process for facilitating this during new office selection and buildout.</p>	<p>CAO</p>
<p>Recommendation 146: Single point of contact for district office setup: The CAO should designate a single point of contact for each office to streamline the process for setting up district office operations.</p>	<p>Open-In Progress</p> <p>118th Update: Closed-Implemented</p> <p>(The Modernization Subcommittee still considers this recommendation In Progress.)</p>	<p>CAO envisions the Customer Advocates helping with this role; need the single point of contact to actively help offices navigate the various steps required to get a district office up and running, including telecommunications services, internet, Wi-Fi, leases, and procuring equipment, furniture, and other supplies.</p> <p>118th Update: Customer Advocates now fulfill this role as envisioned by the recommendation.</p>	<p>CAO</p>
<p>Recommendation 147: District-focused transition aide: The House should provide members-elect with a second paid transition aide who can focus on setting up district operations.</p>	<p>Open-Needs Attention</p>	<p>Need authorization and appropriations for an optional second transition aide who would be focused on district office setup and who would also help offices understand the range of programs and services available to constituents.</p>	<p>CHA, CAO</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 148: Information sharing between district offices: The CAO should facilitate opportunities for staff that work directly with constituents to connect and share best practices.</p>	<p>Open-Partially Implemented</p> <p>118th Update: Closed-Implemented</p> <p>(The Modernization Subcommittee still considers this recommendation In Progress.)</p>	<p>CAO hosts in-person district staff conferences; need to continue and expand efforts by the Congressional Staff Academy and CAO Coach program to bring district staff together for virtual seminars and should provide time for staff to share information with each other.</p> <p>118th Update: CAO supports and facilitates the Caseworkers Teams chat. CAO Coach program now regularly offers programming for district staff.</p>	<p>CAO</p>
<p>Recommendation 149: Ready for day one program: The House, where feasible, should expand existing authorities to expedite the process for members-elect to access district office space and begin office set up.</p>	<p>Open-Needs Attention</p>	<p>Need the House to instruct CAO, through evaluation of existing authorities as well as expansion of authorities, if necessary, to allow members-elect, once the election is certified, to obtain access to district office space, incur expenses, and take other steps necessary to expedite office setup so member offices can be fully operational as soon as possible after assuming office.</p>	<p>CAO, CHA</p>
<p>Recommendation 150: Agency casework contact lists and privacy release form policies from CRS: CRS should provide regularly updated and complete information on local agency casework contacts and agency digital privacy release form policies.</p>	<p>Open-Needs Attention</p>	<p>Need CRS to include relevant contact names, phone numbers, email addresses, and specific information requirements related to privacy release forms for federal agencies and any local or regional field offices within a member's district.</p>	<p>CRS</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 151: Additional staff capacity to support disaster response: The House should provide resources and staffing flexibility to district offices in responding to a federally declared disaster.</p>	<p>Open-In Progress</p>	<p>Graves/Kilmer amendment #797 to the Fiscal Year 2023 National Defense Authorization Act contains implementing language. CAO laid out options for increases to the staff cap more generally in a December 2021 report; need CHA to assess statutory and/or regulatory paths forward for adjusting the current caps in these circumstances.</p>	<p>CHA</p>
<p>Recommendation 152: District staff retention: The House Task Force on the Workforce should examine the benefits, professional development opportunities, and other resources, that will improve district staff retention and recommend updates.</p>	<p>Closed-Implemented</p>	<p>The Task Force on a Diverse and Talented House Workforce plans to examine this issue, leveraging the Office of Employee Assistance, HR Hub, and other resources as appropriate, during the first quarter of 2023.</p>	<p>CAO, Task Force on the House Workforce</p>
<p>Recommendation 153: Connecting constituents with community organizations and resources: The House should update and provide clear ethics guidelines to allow district offices to direct constituents to appropriate community organizations, resources, and services.</p>	<p>Open-Needs Attention 118th Update: Open-In Progress</p>	<p>Need updated and clarified guidance on when and how offices can direct constituents to non-federally administrated resources, with concrete examples, that could be updated to reflect changing needs as they emerge.</p> <p>118th Update: The Modernization Subcommittee is actively working on this recommendation.</p>	<p>Committee on Ethics, CHA, Communications Standards Commission</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 154: Facilitating constituent service events: The House should provide flexibility within House Rule 24 to allow district offices to cosponsor constituent service events with non-governmental organizations to provide information and other resources to constituents.</p>	<p>Open-Needs Attention</p> <p>118th Update: Open-In Progress</p>	<p>Need an updated interpretation of House Rule 24 and associated policies to clarify permissibility of co-sponsoring constituent service events, consistent with current Senate practices and within applicable constraints.</p> <p>118th Update: The Modernization Subcommittee is actively working on this recommendation.</p>	<p>Committee on Ethics, CHA, Communications Standards Commission</p>
<p>Recommendation 155: Constituent control over their data: The House should ensure that constituent data and records related to casework are maintained, transferred, or destroyed according to a constituent’s preferences.</p>	<p>Open-Needs Attention</p> <p>118th Update: Open-In Progress</p>	<p>Need to promote the idea of taking into consideration the constituent’s preferences regarding the control and management of certain casework information, while acknowledging existing policies providing for member custody of casework information.</p> <p>118th Update: The Modernization Subcommittee is actively working on this recommendation.</p>	<p>CHA, CAO</p>
<p>Recommendation 156: Technology solutions to help offices better serve constituents: The CAO should develop or provide optional in-house technology solutions to district offices to improve casework and other services.</p>	<p>Open-Needs Attention</p>	<p>Need to establish practice of House Information Resources and House Digital Service working with district offices in much the same way that CAO worked with freshman offices on their websites at the start of the 117th Congress.</p>	<p>CAO</p>

Chapter 10- The Future of Modernization

Short Title	Status	Implementation Background	Partner(s) Responsible
<p>Recommendation 171: Joint Committee on Continuity: Congress should establish a joint committee to review House and Senate rules and other matters assuring continuing representation and congressional operations for the American people.</p>	<p>Open-Needs Attention</p>	<p>Need to enact legislation to establish a joint committee comprised of members from the Committee on House Administration, House Committee on Rules, Senate Committee on Rules, and Senate Committee on Administration and appointed directly by designees of the majority and minority party.</p>	<p>House, Senate Committees of Jurisdiction</p>
<p>Recommendation 200: Align the treatment of member travel-related expenses with private sector and federal agencies: The House should align travel related expense reimbursement rules for members with standard business travel practices in the private sector and other parts of the federal government.</p>	<p>Open-Needs Attention</p> <p>118th Update: Closed-Implemented</p>	<p>Need a change to the Members’ Congressional Handbook to allow reimbursement for travel expenses while maintaining reasonable reimbursement limits, ethics requirements, and transparency.</p> <p>118th Update: CHA updated the Members’ Handbook to include language and regulations allowing for member reimbursement for travel expenses.</p>	<p>CHA</p>
<p>Recommendation 201: Modernization subcommittee: The House should provide a home for ongoing modernization work within the Committee on House Administration.</p>	<p>Open-Needs Attention</p> <p>118th Update: Closed-Implemented</p>	<p>Need to establish a subcommittee within the Committee on House Administration to focus on seeing the Select Committee’s recommendations implemented in the next Congress and beyond.</p> <p>118th Update: The Modernization Subcommittee was formed under CHA at the start of the 118th Congress.</p>	<p>Leadership, CHA</p>

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 202: Regular Modernization Select Committees: The House should authorize a Modernization Select Committee at least every fourth Congress.	Open-Needs Attention	Need the House, with or without the Senate, to authorize a Select Committee with a mandate to evaluate the operations and efficiency of the institution at more regular intervals than has historically been the case.	House, Senate Committees on Rules