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Testimony

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House of Representatives

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U.S. CAPITOL POLICE

**Evaluation of U.S. Capitol
Police Administrative
Operations**

Statement of Robert W. Gramling
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Mr. Chairman and Members of the Committee:

Thank you for the opportunity to participate in this hearing on the U.S. Capitol Police. The timing of this hearing is particularly important as the U.S. Capitol Police plans to significantly increase the number of its police officers to address potential security risks that exist for the Members and staff of the Congress as well as the public who visit the Capitol buildings and grounds. The administrative operations of the U.S. Capitol Police must be adequate to support its mission and operations.

As agreed with the Committee, our testimony will provide an overview of the results of the requested management review of the U.S. Capitol Police's administrative operations. As you know, the evaluation was jointly requested by this Committee, the Subcommittee on Legislative of the House Committee on Appropriations, the Senate Committee on Rules and Administration, and the Subcommittee on the Legislative Branch of the Senate Committee on Appropriations. The request asked for an evaluation of the systems and processes of the U.S. Capitol Police's financial, human resources, and information resources management operations to identify opportunities for improving their economy, efficiency, and effectiveness. In response to your request, we prepared an overall approach plan for conducting the evaluation, which each Committee agreed to. The plan called for us to contract with a management consulting firm to conduct the evaluation and oversee the firm's work. In June 1998, following our review of proposals and discussions with representatives of three firms, we selected Booz-Allen & Hamilton to conduct the evaluation.

We are pleased to be here today with a representative of Booz-Allen to present the results of its evaluation of the U.S. Capitol Police's administrative operations. The evaluation focused on

- understanding the U.S. Capitol Police's existing organizational strategies, structures, systems and processes;
- evaluating the economy, efficiency, and effectiveness of systems, processes, controls, and information for each administrative operation; and
- identifying and evaluating opportunities for improving the operational efficiency and effectiveness of each administrative operation.

Throughout the evaluation, we worked closely with Booz-Allen as it extensively reviewed the U.S. Capitol Police's administrative operations, analyzed the results of its inquiries and the data accumulated, and

developed its findings and recommendations. Booz-Allen's report¹ identifies 23 major functions or activities of financial, human resource, and information technology operations where significant improvements are needed, makes 26 recommendations, and provides a roadmap for each major administrative operation to assist the U.S. Capitol Police in implementing the recommendations. Booz-Allen's report identifies four overarching issues that affect the entire organization:

- The U.S. Capitol Police receives the necessary support services from its administrative infrastructure, but the infrastructure is fragile and is unlikely to be able to provide adequate support services in the future without changes in strategy, organization, and business processes.
- The current organization of the U.S. Capitol Police does not facilitate communication between operations and the administrative infrastructure and does not fully integrate support services into the management process.
- There is no strategic plan or strategic planning process for the administrative infrastructure of the U.S. Capitol Police.
- Established or current published policies and procedures for the administrative infrastructure are often lacking.

The Board and the Chief of Police reviewed a draft of the report and advised Booz-Allen that they agreed with the recommendations. It is very important that management does the fundamental strategic planning required to provide a solid foundation for the significant enhancements needed to modernize the U.S. Capitol Police's administrative operations. It should be noted that the U.S. Capitol Police and its Board provided excellent cooperation with Booz-Allen as it conducted its evaluation. They informed us that they view the study results as an opportunity to build a sound administrative infrastructure.

Accompanying me today is Jack Mayer, a principal with Booz-Allen and Project Manager on the evaluation. He will present in greater detail the scope and results of the evaluation. Following his testimony, we will be pleased to respond to questions you or the other Members of the Committee may have.

¹Management Review of U.S. Capitol Police (USCP) Selected Administrative Operations, Booz-Allen & Hamilton, January 13, 1999.

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