

United States House of Representatives
SERGEANT AT ARMS
STRATEGIC PLAN
April 2023



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MESSAGE FROM THE ACTING SAA



The Sergeant at Arms (SAA) serves as an elected officer of the House of Representatives, whose history extends back to the First Congress (1789). The SAA is the chamber’s principal law enforcement official, charged with maintaining security in the House Chamber, and on the House side of the Capitol complex. The modern SAA serves on the Capitol Police Board and the Capitol Guide Board along with the Senate Sergeant at Arms and the Architect of the Capitol. Renewed each Congress by the current House Rule II, the SAA enforces protocol and ensures decorum during floor proceedings, and also maintains the Mace, which symbolizes the authority of the House.

Over time, our office has also been relied on by the House to provide a myriad of services delivered by our seven divisions. These services range from day-to-day security oversight of House facilities and official business visitor management, to district and residential security, to cross-organizational special event coordination, and serving on numerous boards and teams to ensure safety and continuity of House operations.

To shape the future of our organization and refocus our energies on the critical mission the SAA provides, I asked our team to initiate a revised strategic planning effort in February 2023. While the core team consisted of leaders from our Immediate office and each of our divisions, we made it a priority to incorporate ideas and inputs from our more than 170 team members. Throughout the revision process we conducted brainstorming sessions, walked around and spoke with staff and conducted organization-wide surveys. Recognizing that the people of SAA are at the core of our ability to serve the Congressional Community, we made sure their voice was included.

In addition to ensuring our personnel’s voice was incorporated, I would like to highlight some of the major changes to our new Strategic Plan:

- The plan acknowledges the need for our organization to remain agile and adapt to the changing needs of Congress. Subsequently, we have shifted from a five-year strategic plan model to a plan that aligns with the current Congressional calendar and carries us through the 118th Congress.
- We defined a Guiding Principle for the SAA Leadership Team to hold leaders within the organization to a higher standard; we believe in investing in our people through training, development, and empowerment, as we recognize that our employees are the key to delivering exceptional patron experiences and achieving our organizational goals. We are equally patron-centric and strive to understand and serve the needs of our patrons through high-quality services and support.
- We redefined our mission, vision, and organization values to emphasize the importance of SAA personnel, service to the Congressional Community, accountability, and to incorporate the office’s security oversight mission.

As we move forward, I ask each SAA team member to intentionally live out our values daily as we pursue our vision of being a top-quality organization respected by Congressional leadership, staff, and our patron community for high standards of excellence in delivering a safe and secure environment; an informed and dignified patron experience; and a dedicated, well-trained, and engaging staff.

Sincerely,

William P. McFarland
Acting Sergeant at Arms

SAA MISSION & VISION

Mission: Our Purpose

Maintain a safe environment for the U.S. House of Representatives that fosters order and decorum and enables open, accessible facilities while also exercising robust security oversight.

Vision: Our Destination

A top-quality organization respected by Congressional leadership, staff, and our patron community for high standards of excellence in delivering a safe and secure environment; an informed and dignified patron experience; a dedicated, well-trained, and engaging staff.



SAA VALUES

Values: Our Backbone and Guiding Principals

Commit to always doing the right thing, demonstrate unwavering honesty, and hold yourself and each other accountable.



Work together, value diverse perspectives and expertise to drive meaningful change and create innovative solutions.

Value openness and honesty in communication with thoughtfulness to appropriate confidentiality.

Consistently deliver high-quality services while remaining vigilant, adaptable and responsive to changing circumstances.



SAA LEADERSHIP GUIDING PRINCIPLE

We believe in investing in our **people** through training, development, and empowerment, as we recognize that our employees are the key to delivering exceptional customer experiences and achieving our organizational goals. We are equally **patron-centric** and strive to understand and serve the needs of our patrons through high-quality services and support.



PEOPLE GOAL

Foster, Inspire, and Invest in Our Staff

Create a people-first culture that fosters trust, inspires ownership, improves retention and invests in a professional, skilled, respected, and diverse workforce.

Objectives:

1. Employee Engagement:

Implement an employee engagement program, centered on providing employees with a voice, improving transparency, and increasing recognition.

2. Development & Investment:

Establish, invest in, and socialize an intentional employee development and performance management program, to support personal and professional growth.

3. Evaluate Employee Expectations & Standards:

Evaluate, update, and socialize employee expectations and standards of conduct to ensure SAA staff are positioned to provide the highest level of service.

4. Career Path Transparency:

Clarify division organizational charts and develop written expectations for career path development.



PATRON GOAL

Create a Safe, Secure, and Positive Experience

Implement initiatives to build strong relationships, foster trust and create a safe, secure, and positive patron experience through exceptional service.

Objectives:

1. Survey:

Implement regular feedback surveys to identify opportunities to increase customer service, improve quality, and availability for Members and staff and measure progress.

2. Continue Enhancing Security & Safety:

Evaluate, refine, and provide a list of priorities to relevant oversight committees to enhance the security and emergency preparedness of the Capitol campus, District offices, and Member residences for the House community, Members, staff, and visitors.

3. Customer Engagement:

Develop an initiative to identify new (i.e. SAA Services Center in LHOB) and increase use of existing (i.e. SAA website) methods to communicate and engage with the Congressional Community in a transparent and non-partisan manner.

4. Customer Service Expectations:

Conduct a needs analysis, develop, and socialize customer service expectations, measurement criteria and associated training for each SAA Division.



INGENUITY GOAL

Streamline Processes with Technology

Explore opportunities to leverage technology and implement streamlined, innovative, modern and adaptive operational processes for SAA employees, Members, congressional staff and visitors.

Objectives:

1. Visitor Experience:

Evaluate the visitor experience and identify opportunities to modernize processes including the badging system and increasing awareness of building densities while ensuring Americans can safely and securely engage with Congress.

2. Leverage Best Practices:

Evaluate SAA operations against House Officers, Senate counterparts, other public, private and industry partners to identify key, cost effective priorities for enhancement and opportunities to leverage technology.

3. Recruitment:

Assess and implement enhancements to the SAA recruitment process to streamline and improve the organization's ability to attract and retain top talent.



ACCOUNTABILITY & OVERSIGHT GOAL

Refocus on Safety and Security

Implement intentional initiatives to strengthen the culture of accountability and refocus on oversight of safety and security operations.

Objectives:

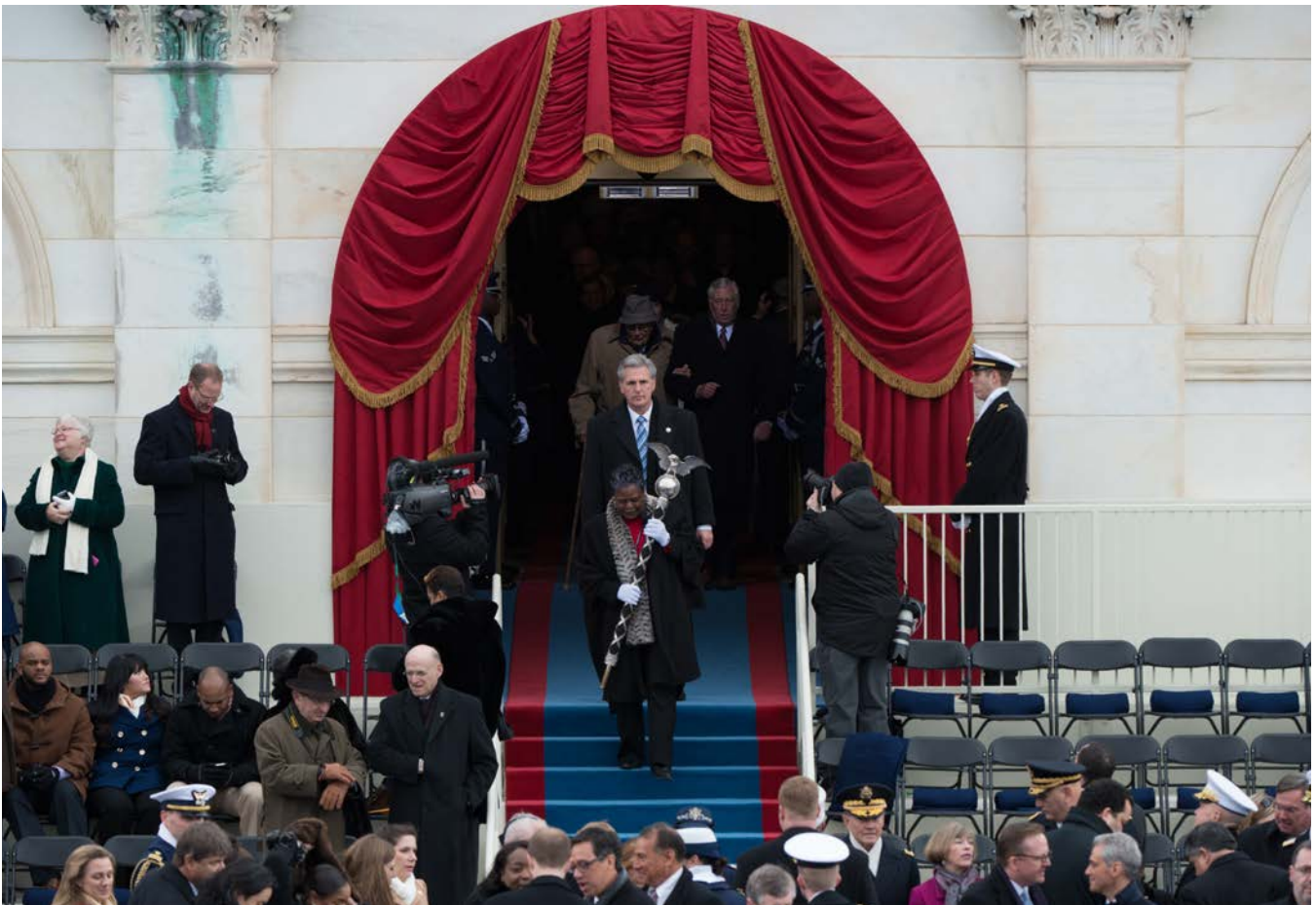
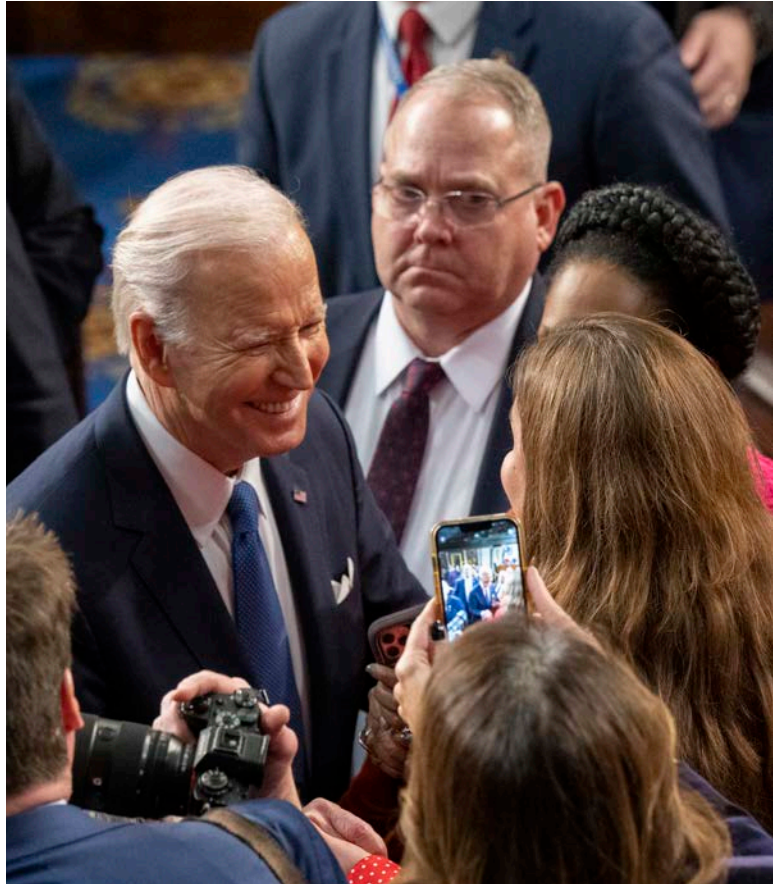
1. Organization Values:

Revise organizational values and vision to emphasize accountability and the office's oversight mission, educate staff on revised values and incorporate value alignment in employee evaluations.

2. Semi-Annual Report:

Assess and update the semi-annual report and other committee report criteria and measures to ensure alignment with the strategic plan, transparency, and accountability in the reporting of SAA actions, responsibilities, and closure of security recommendations.







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