SCIENCE FOR A SMARTER WORKPLACE

Guide to Federal Outreach & Advocacy

Created for
the Society for Industrial and Organizational Psychology
(SIOP) by

LEWIS–BURKE
ASSOCIATES LLC

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Contents

This guide was produced by Lewis-Burke Associates LLC on behalf of the Society for Industrial and Organizational Psychology (SIOP). Lewis-Burke is a leading federal government relations firm in Washington, DC that assists SIOP with the implementation of its public policy goals, which includes advocacy for industrial and organizational psychology research and policy with Congress and outreach to federal agencies. More about Lewis-Burke can be found at www.Lewis-Burke.com.

Dear SIOP Members,

On behalf of the Society for Industrial and Organizational Psychology (SIOP), I would like to thank you for taking the time to learn about how to effectively advocate on behalf of industrial and organizational psychology (I-O). It is crucial that policymakers at all levels be made aware of the importance of I-O. Member-driven advocacy is essential to advancing policies that support funding for I-O research initiatives and promote the adoption of our science in evidence-based policymaking.

The *Society for Industrial and Organizational Psychology Guide to Federal Outreach & Advocacy* was prepared to encourage SIOP members to actively and effectively participate in the public policy process. With the help of members, SIOP advocates for issues that are important to industrial and organizational psychology—including the consideration of I-O in federal policy—by interacting with Congress, federal agencies, and other nongovernmental organizations throughout the scientific and behavioral science communities. This guide is intended to assist in member advocacy and outreach efforts and to serve as a resource for understanding the processes, the players, and the opportunities associated with federal advocacy. There are two advocacy pathways in this guidebook, personal advocacy, in which members advocate on their own, and advocacy as a representative of SIOP with the support of the Government Relations Advocacy Team (GREAT).

SIOP looks to its member volunteers to help the Society make progress for I-O psychology through outreach and advocacy to federal policymakers. Member participation and direct contact with Congress and federal agencies, as constituents, experts, researchers, practitioners, and academics, is a vital component of that effort. By making the decision to advocate, you are actively encouraging change for the betterment of I-O psychology on the national level. Members of Congress and federal officials receive their most valuable and influential information when they have the opportunity to hear from informed and active constituents. SIOP and the I-O community are grateful for your time and efforts.

SIOP works with Lewis-Burke Associates LLC, a leading full-service government relations firm specializing in advocacy for public policy interests of higher education and research organizations. Lewis-Burke helps SIOP set and implement advocacy priorities for industrial and organizational psychology. Lewis-Burke staff work in collaboration with SIOP's President, Past President, President-Elect, Research and Science Portfolio Officer, and Executive Director, as well as GREAT to advance the interests of SIOP.

For more information about SIOP's advocacy efforts, or for additional resources to use in preparation for visits with policy makers, please see https://www.siop.org/About-SIOP/Advocacy.

<div align="right">Sincerely,</div>

Dr. Steve Kozlowski
SIOP Research and Science Officer

Dr. Alexander Alonso
Chair, Government Relations
Advocacy Team (GREAT)

I-O & Advocacy

SIOP's investment in federal government relations began in July 2013 and has evolved to promote the importance of federal support for programs related to I-O research and encourage the use and application of I-O evidence-based research in *federal* programs, policies, and decision-making. To this end, the SIOP Government Relations Advocacy Team (GREAT) and the Society's federal relations partners in Washington, DC, Lewis-Burke Associates LLC (Lewis-Burke), collaborate to develop recognition and understanding of I-O among federal and congressional policy makers. The overarching purpose of SIOP's government relations initiative is to make I-O research and practice accessible to federal and congressional policy makers.

Personal vs. SIOP Advocacy

SIOP advocacy depends on its members—the experts in the field—to help educate Members of Congress, federal officials, and congressional staff. Individual member participation in advocacy enhances SIOP's visibility on the national stage, opening the door for regular communication with federal policy and decision makers. Member advocacy on behalf of SIOP is coordinated by SIOP leadership and GREAT. Sample opportunities for engagement in government relations and advocacy include nomination to federal agency advisory committees; participation in informational meetings with congressional and federal agency staff; participation in congressional roundtable discussions; and drafting comments on federal policies, legislation, and initiatives. In addition, the Society is eager to speak out for or against federal policies that could impact our members.

SIOP advocacy is on behalf of the entire Society and must be broad and largely non-partisan. While having the resources of the Society can help amplify messaging, there are trade-offs to helping SIOP advocate. Advocating as an individual allows the freedom to speak out on issues of importance to you, while all advocacy positions on behalf of the Society must be approved by the SIOP Executive Board and GREAT to ensure there are no unintended political consequences and messaging is consistent.

Introduction to SIOP Advocacy

As mentioned, members are encouraged to volunteer to support SIOP-backed advocacy efforts on issues of importance to the Society. Member advocacy is coordinated by SIOP leadership and GREAT. All advocacy positions on behalf of the Society are approved by the SIOP Executive Board and GREAT to ensure there are no unintended political consequences and messaging is consistent.

Guiding Principles
SIOP has identified the following guiding principles which represent the Society's core values and serve as the first measure for engaging in advocacy activities:

1. SIOP seeks to increase external credibility for I-O with federal policy makers to promote the application and implementation of I-O in federal policies, programs, and decision-making.
2. SIOP supports the qualified use of evidence-based practices involving workforce issues and advocates for the education of policy making bodies on the science of the workplace.
3. SIOP supports the responsible adoption of innovation in the workplace, provided it is rooted in scientific evidence and advocates for the sharing of the evidence base behind innovations.
4. SIOP supports the use of science to support diversity and inclusion practices in the workplace and advocates for the adoption of evidence-based practices to foster effective workplace cultures.
5. SIOP supports the use of reliable and valid assessments for the selection, management and evaluation of workers and advocates for the adoption of evidence-based assessment.
6. SIOP supports the expansion of funding for workplace sciences research and advocates for further study of workforce and workplace topics for the betterment of employee lives and organizational efficiency worldwide.
7. SIOP supports the expansion of access to education and training for the global workforce and advocates for additional funding for work-based learning and development initiatives.

Advocacy Areas
To better prioritize advocacy, Lewis-Burke has worked closely with SIOP leadership and GREAT on the development of Advocacy Areas (AAs), or working groups of members with expertise in areas of interest to the Society and federal policy makers (ex. healthcare, defense/security, veterans, the technology enabled workforce, training and apprenticeships, diversity and inclusion, etc.).

AAs are meant to bridge SIOP's capabilities and government relations expertise at Lewis-Burke. Specifically, Lewis-Burke identifies advocacy opportunities in each AA topic and helps SIOP members in complementary working groups better hone their messaging. By working with the AA teams, SIOP is better positioned to offer feedback and expertise as needed to respond quickly and efficiently to federal opportunities.

When to Engage GREAT?
GREAT is here to listen to all SIOP members' advocacy concerns, but members will more effectively communicate if they ask themselves the following questions before engaging:

- Does my priority align with the Guiding Principles listed above?
- Is my priority overtly political?
- Am I willing to commit time to offering myself as a resource to policy makers?
- Does my priority involve <u>federal</u> policies?

There is a chance SIOP will be unable to support your advocacy request, not because it's not important, but because there may be competing interests or complications associated with speaking on behalf of the whole Society. Still, GREAT is eager to hear from our members and encourages individual advocacy.

How to Get Involved?
There are numerous ways to get involved in advocacy on behalf of SIOP, including but not limited to:

- *Partner with an Advocacy Area* – we are always looking for expertise that involves or could involve veterans, the future of work, health, security, or workforce training to support our AAs.
- *If you see something/say something* – If there is an emerging federal policy issue that could adversely affect SIOP members or opportunity for the Society to comment/weigh in on a particular issue, let GREAT know. Typically, these are caught by Lewis-Burke, but having more eyes and ears always helps!
- *Identify yourself* – It would be helpful to send a brief summary of your research/work expertise even if there is no immediate connection and express your interest in advocacy. GREAT and Lewis-Burke often need experts to address federal policies that do not fit into the AAs.

All inquiries can be handled by Alex Alonso at: Alexander.Alonso@shrm.org, who can help or connect you with our federal relations partners at Lewis-Burke Associates LLC. Dr. Alonso is the chair of GREAT.

With whom does SIOP engage in advocacy and outreach efforts?
SIOP engages with Members of Congress and their staff; the White House; federal agency leaders and program officers; the broader I-O community; likeminded scientific and research organizations; and the public.

What is the difference between advocacy and lobbying?
Advocacy is defined as the political process by which an individual or group seeks to influence public policy. Advocacy can take many forms, including in-person meetings, letter writing campaigns, general education, etc. Anyone can advocate for what they care about.

Lobbying is a form of advocacy that is strictly regulated in the United States. The *Lobbying Disclosure Act* defines "lobbyist" as: any individual who is either employed or retained by a client for financial or other compensation; whose services include more than one lobbying contact; and whose lobbying activities constitute 20 percent or more of his or her services' time on behalf of that client during any three-month period. As a SIOP member advocating for the interests of the I-O community you are unlikely to trigger the federal requirements governing registered lobbyists.

Introduction to Personal Advocacy

As mentioned, in addition to advocacy on behalf of SIOP, members are encouraged to leverage their unique understandings as I-O experts to advocate on issues of importance to them, as advocacy is an effective way to promote wide-scale change. Advocating as an individual also allows the freedom to speak out on issues of importance to you, while all SIOP advocacy is guided and supported by GREAT as it reflects the goals of the Society writ large. The personal advocacy plan below will help you get started. You can use the resources provided to keep informed and to learn more about advocacy strategies.

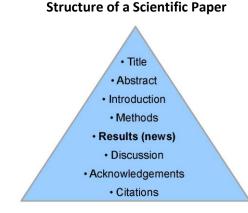## Communicating with Policymakers

Step 1. Select Areas of Interest
Choose one or two areas to focus your advocacy efforts for the coming year. For SIOP members, this could include advocating for labor and workforce issues, additional research funding, or leveraging your research for evidence-based policymaking. Examples of areas of interest include equal opportunity, healthcare and coverage issues, workplace safety, harassment, minimum wage, etc. In this section we explain pathways for advocacy, including the basics of communicating with elected officials through a variety of different means and how to craft messages that will resonate with your audience.

Step 2. Crafting a Message
1. Consider why you are looking to engage: Are you responding to a SIOP call to action? Are you supporting or opposing specific legislation? Or are you advocating for a specific program or funding level?
2. Your message should also include an "ask" of some kind, which can be as specific as urging support for a bill or funding for a program, or as simple as asking the office to utilize your expertise as a resource in the future.
3. If the ask is related to your research/work, your messaging could highlight the broader impacts of your research by describing how your work is related to real problems. Relate the message to the Member's district or state when possible and try to articulate. One pagers with top-level overviews are always helpful.
4. The most effective messages are succinct and on topic. You should stay within your own expertise but try to avoid technical jargon or acronyms. It also helps to anticipate questions and have concise answers ready.

Consider the differences between writing a scientific paper and crafting a concise advocacy message:

Structure of a Scientific Paper	Structure of your Message

Structure of a Scientific Paper
- Title
- Abstract
- Introduction
- Methods
- **Results (news)**
- Discussion
- Acknowledgements
- Citations

Structure of your Message
- Most Newsworthy — Who? What? Where? When? Why? How?
- Important Details
- Other General Info

Step 3. Establish Initial Advocacy Goals
Set 3 – 5 specific, reasonable goals that you would like to accomplish when advocating in your area of interest. If you are new to advocacy or to the area of interest, start with goals that will help you to get informed. Examples of advocacy goals include the following:

Example Goal #1: During the first month, I will become informed about the current legislative interest in my area of concern, key players, and the role of my home representative.
Example Goal #2: I will begin crafting my messaging. How can I explain my ask in a succinct way?
Example Goal #3: During the first six months, I will contact one or more of my elected officials and/or their staff to discuss my area of interest. There are many ways to advocate, including but not limited to:
- *In-person meetings in Washington, DC or in your district;*
- *Letters, emails and phone calls* – These are most useful when immediate action is needed on a piece of legislation; and
- *Written or in-person testimony as part of a Congressional hearing* – This is a method of advocacy used to get on record regarding a specific topic and/or to serve as an expert resource to inform a policy.

Always follow-up – If there was a meeting, make sure to send a thank you note and include additional information if promised. Find ways to stay in touch or engaged.

Step 4. Develop an Advocacy Plan
- For each goal statement, establish specific plans and timeline.
- After reviewing tasks involved, determine whether your initial goal timeline is realistic.
- Revise your goals if needed to reflect the timeline.

For example, if your goal is to become informed about current bills related to your area of interest, identify specific resources you will need to access to gain that expertise.

Step 5. Monitor Your Progress
- Establish specific dates by which you will review your progress.
- Assess the advocacy approaches you used during that time period.
- Determine what is most effective and where improvements are needed.
- Adapt your plan appropriately.
- Remember: success can take many forms. Not every meeting will be a homerun. Just having the opportunity to teach an office about I-O is a win.

Step 6. Set New Goals as you Achieve your Current Goals
For assistance, feel free to reach out to Alex Alonso, from SIOP GREAT at: Alexander.Alonso@shrm.org, who can help or connect you with our federal relations partners at Lewis-Burke Associates LLC for additional support.

Identifying your Member of Congress

Before engaging in advocacy, you will have to identify your House Representative and Senators. This is easily accomplished by going online to www.house.gov to find your Representative and www.senate.gov to find your Senators. The House and Senate websites provide tools to search for Members of Congress by name, state, or zip code. The search will generate a link to the Member's website where you will find additional information to help inform your advocacy activities.

When identifying your House Representative, you can search according to your home and/or work addresses, as sometimes your home and workplace may be represented by different House members. You can potentially reach more House members this way; don't feel as though you are limited to engaging with only the Representative who represents your hometown.

In-Person Meetings with Members of Congress and Staff

Once you have identified your elected officials and set your advocacy goals, there are some basic steps to follow for securing and participating in an in-person meeting, either in Washington or in your home district. There are generally two different periods in the Congressional calendar: days when Congress is in session and therefore in Washington, D.C. considering legislation, holding hearings, and taking votes; and recess periods when Members of Congress are back home in their districts engaging with constituents. Advocacy can occur during both periods. Your message and meeting goals will determine the best option. For example, if you want to meet with your Member of Congress to talk about funding for a specific program at the Department of Defense in the FY 2021 appropriations bills or other pending legislation, an in-person meeting in Washington would likely be most effective. If you are more interested in discussing a local issue or educating them about I-O, you can accomplish that during a meeting in your local district office. Educational meetings can also occur in Washington, but it is not always necessary to make the trip for that purpose.

Requesting a Meeting
Once you have identified whether you would like to schedule a meeting in Washington or in your home district, the next step is to call the office phone number (listed on the office's website) and state you are a constituent interested in scheduling a meeting.

- If you are planning a meeting in Washington, ask to meet with the staff person who handles research or relevant workforce issues related to your area of expertise (ex: workplace and technology, veterans, diversity and inclusion, etc.)
- If you are planning a meeting in a district office, request to meet with the Congressperson or the district director.

Many staff members in the district offices handle constituent case work and work on issues specific to the district, whereas, staff in Washington handle broader legislative issues and national policy. If the Congressperson is unavailable to meet, staff meetings are appropriate and beneficial as staff are knowledgeable about the issues and the Members' positions. To request a meeting with staff, you can either make the request over the phone or ask for the appropriate staffer's email address to follow up and request a meeting over email.

When requesting the meeting, either by email or phone, be sure to include the following information:

- Who you are and your affiliation. Also state that you are a member of the Society for Industrial and Organizational Psychology if you are advocating on behalf of official SIOP interest; if you are engaging in personal advocacy state your relevant role/career as an I-O expert;
- Explain why you would like to meet (e.g. to talk about SIOP and the importance of I-O research and practice);
- Clearly state your availability or preferred time to meet; provide multiple days and times if possible; and
- Include your contact information for follow up.

Preparing for the Meeting
While you don't need to be an expert on the Member of Congress with whom you are meeting or their staff, you should familiarize yourself with some basic information, such as their background, current events, what committees they serve on, any notable legislation they have introduced or supported, how they have voted on issues you care about, and whether they lead or serve on any caucuses of interest. Members' websites include their biographies, committee assignments, press releases, background on the Member's home state or district, and areas of interest.

Websites also provide contact information for the Washington, D.C. and state or district offices, as well as constituent resources, such as information on visiting Washington, D.C. and other constituent services provided by the office.
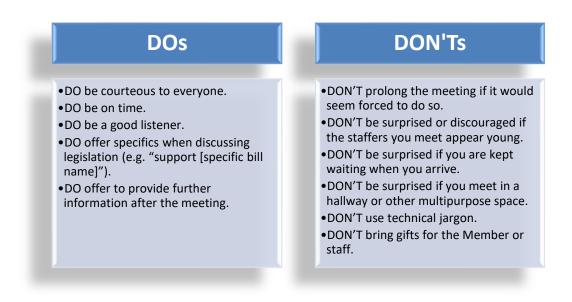
You will also want to craft your concise message before getting to your meeting. Use the process discussed above to organize your thoughts and prepare a message to use in your meeting.

Conducting the Congressional Meeting
Meetings are generally brief, ranging from five to 20 minutes with Members of Congress, especially in Washington, D.C. If you are meeting with staff, plan on a meeting as short as 15 minutes or as long as an hour, but don't assume you will have a full hour. It will be important to stick to your message and articulate your ask early, as you never know if the meeting will end abruptly.

A typical constituent meeting can go as follows:

1. Thank the staffer or Member for taking the time to meet with you.
2. Introduce yourself, exchange business cards, and provide any materials you brought for the meeting, such as a one pager about your research.
3. Describe your affiliation, its mission, your role, and why you are meeting with them today. For example, you can say, "I am here today because I am very concerned about diversity and inclusion in the federal workforce"; or "let me tell you how industrial-organizational psychology research can help address major societal challenges."
4. State your "ask." For example, "We need Congress to engage in evidence-based policy making," or "here are some ways this federal program or policy could be improved with the consideration of I-O on the front-end."
5. At this point, the Member or staff may ask you questions. If not, offer to answer any questions they may have and offer to keep in touch.
6. *End your meeting the way you started it – by saying thank you.*

DOs	DON'Ts
• DO be courteous to everyone. • DO be on time. • DO be a good listener. • DO offer specifics when discussing legislation (e.g. "support [specific bill name]"). • DO offer to provide further information after the meeting.	• DON'T prolong the meeting if it would seem forced to do so. • DON'T be surprised or discouraged if the staffers you meet appear young. • DON'T be surprised if you are kept waiting when you arrive. • DON'T be surprised if you meet in a hallway or other multipurpose space. • DON'T use technical jargon. • DON'T bring gifts for the Member or staff.

Following Up

Ongoing and regular communication with your elected officials is a preferred outcome of a meeting. Immediately following your meeting, be sure to send a thank you email and include in it any follow up information you promised. Your thank you note can also include an invitation for the Member or the staffer to visit your institution to see your work firsthand. This will help them gain a better appreciation for I-O psychology and the usefulness of engaging the I-O community.

Find ways to keep in touch. If the Member or staffer expressed interest in learning of future developments in your work, forward them a press release or a positive news story on developments in I-O practice or research. Find a way to keep them interested in I-O psychology.

Finally, report back to SIOP with any feedback from your meeting. Lewis-Burke is here to assist with follow up and would be happy to meet with any office you found to be particularly helpful or interested in learning more about SIOP's activities.

Success Can Take Many Forms

It is important to remember that success can take many forms. Not every meeting will be a homerun. Sometimes just having the opportunity to teach an office about I-O psychology is a win.

Examples of successful meetings include, but are not limited to the following:

- A staffer may take the meeting, listen to your message, and thank you for coming.
- Another staffer may be slightly more engaged – they may listen to your message, but not commit to taking any action on your "ask."
- Another staffer may listen to your message, ask questions, and request additional information so that they can make an informed decision.
- And the best-case scenario would be if the staffer listens to your message, says they will take action on your "ask," and requests to stay in touch on a regular basis. Don't be discouraged if your meetings don't go like this. Advocacy is a long term, consistent effort.

Other Ways to Advocate

Writing a Letter or an Email
Correspondence by mail and email are popular options for communicating with Members of Congress. Each day congressional offices receive hundreds of letters and emails. Email is preferred over regular postal mail as mail must be screened at an off-site location, delaying its arrival to Capitol Hill by more than a week.

When writing to your elected officials, use the same tools as those used to craft your message for a meeting. Messages should be written clearly and concisely; state why this issue is of importance; and state how you would like the Member of Congress to act. Also include some of your personal background as an expert in the field and any pertinent information about SIOP if you are advocating on behalf of the Society. Specify whether you would like return correspondence and provide the appropriate contact information.

Keep in mind constituent letters and emails are most effective when sent to coincide with a vote, hearing, or other event. Messages that are direct, informative, based in fact, and relate to the Member's district or state are most effective. Member websites include mailing and email information.

Making a Phone Call
When preparing to make an advocacy telephone call, craft your message clearly and concisely. Similar to a meeting and a letter, your message should include an "ask" and explain why it is important to you as a constituent and member of the I-O community. When making a phone call, you have less time to make your case than if you were meeting in person or writing an email. It is always helpful to write out a short script of what you would like to say and be sure to keep it brief.

When calling, you may ask to speak with the Representative or Senator directly, though you will likely be passed off to a staff member. Therefore, you may choose to be connected with the staff member who handles workforce issues. If they are not available, you will be asked if you would like to leave a message. Staff members answering the phones generally cover a variety of issues; so be prepared with a clear message, ask, and facts. Be prepared to provide your address and telephone number.

In addition to using the House and Senate websites to obtain your Senators' and Representative's office phone numbers, you can call the U.S. Capitol Switchboard at (202) 224-3121 and provide your legislator's name and request to be connected to the office.

Social Media
Social media has become a powerful and popular method for promoting legislative advocacy efforts to a large audience and is an additional way to communicate with policy makers. A successful social media advocacy campaign can be used to amplify your message.

Here are some things to keep in mind while engaging in social media advocacy:
- **Check in with the Member's staff before posting about a meeting:** It is good for relationship-building with the office to let the staff know if you will be posting on social media about your meeting. This also gives staff advance notice so that they can look for your post if they want to engage with it from their office's official account.

- **Ask to take photos:** If you are meeting with a Member of Congress, ask if they have time to take a photo with you at the conclusion of your meeting and if they are comfortable with you sharing the photo in social media posts about your visit. Staffers are generally unaccustomed to having their photo taken, but you can often take a photo of yourself or your group outside the Member's office and post that.
- **Know the username of the elected official:** Most Members of Congress have Twitter and Facebook accounts. You can usually find their username and social media feed on the Member's website or through a Google Search. Tag the Member in your social media post. This will send a notification to the account that they have been tagged and they may engage with your post through commenting, liking, or re-tweeting it.
- **Keep your messages short:** Try to express your advocacy message in as direct message as possible. This will increase the chances your post is engaged with by the public.
- **Avoid negative social media posts:** Keep all posts about your advocacy efforts positive or neutral, even if you do not share the same political views with the Member. Here are some topics to focus on:
    - Express gratitude for the Member's time.
    - Share that you lobbied and details on the issue you discussed.
    - Acknowledge that more work needs to be done.

Examples of social media posts:
- Twitter: Thank you to @RepMarkTakano, Chairman of @VetAffairsDems, for taking time to discuss how I-O psychology can be used to help transition veterans to the civilian workforce."
- Facebook: Thank you to Debbie Wasserman Schultz and her staff for meeting with us today to discuss the importance of a diverse and inclusive federal workforce. While there is still a lot of work to be done, we appreciate your commitment to this important issue.

Understanding Congress and the Policy Development Process

Congressional Basics

The U.S. Congress is the branch of the federal government that is primarily responsible for making laws, overseeing finances, and declaring war. It is composed of two chambers: the U.S. House of Representatives and the U.S. Senate.

U.S. Senate

The U.S. Senate has 100 members, with two Senators representing each state. Senators serve six-year staggered terms without defined term limits. The Senate has certain powers the House does not have, such as approving treaties and confirming the appointments of cabinet secretaries and federal judges.

The Vice President of the United States presides over the Senate with the President Pro Tempore, who is selected by the chamber and performs the Vice President's duties in his absence. The President Pro Tempore is traditionally the most senior member of the majority party. Each party is represented on the Senate floor by the majority and minority leaders. Leaders are chosen by their respective parties at the beginning of each new Congress. The primary responsibilities of the leaders include managing their party's legislative agenda and keeping Members informed on pending issues. The leaders are assisted by their party's whip, who is responsible for mobilizing votes within their parties on issues of importance. A meeting of the party members to discuss various pressing issues is called a caucus. Caucuses can also refer to informal groups of Members who share a common policy interest, such as the Future of Work Caucus or the Military Family Caucus, both of which could have interest in I-O insight and analysis in policymaking. Caucuses typically convene experts and collaborate on legislation in areas of mutual interest.

U.S. House of Representatives

The U.S. House of Representatives has 435 Members who serve two-year terms without defined term limits. The number of Members from each state is based on population with every state guaranteed at least one Representative. Additionally, a Resident Commissioner represents Puerto Rico and serves a four-year term, and five other non-voting delegates represent American Samoa, the District of Columbia, Guam, the Northern Mariana Islands, and the U.S. Virgin Islands. The House has certain powers the Senate does not have, such as the ability to choose the President in the event of an electoral tie. The House also introduces all bills pertaining to financial measures, such as taxation and government spending.

The Speaker of the House presides over the chamber, but he/she can choose any Representative to perform his/her duties in their absence. The structure of party leadership is essentially the same as in the Senate, as each party is primarily represented by the majority or minority leaders, who are chosen by members of the party. Also like the Senate, leaders are assisted by party whips and hold caucuses to discuss matters of common interest or concern.

For further information on congressional history, individual members, and committees, please visit http://www.house.gov and http://www.senate.gov.

Congressional Committees

Congressional committees develop, debate, and approve legislation prior to vote on final passage. Most Members serve on multiple committees and subcommittees.

House committees that have jurisdiction over policy areas relevant to SIOP include, but are not limited to:

- **Appropriations**: The Committee on Appropriations is responsible for passing legislation each year that allocates federal funding to government agencies, departments, and programs.
- **Education and Labor**: The Committee on Education and Labor is responsible for overseeing federal programs and initiatives dealing with labor policies and education at all levels.
- **Science, Space, and Technology**: The Committee on Science, Space, and Technology has jurisdiction over research and development for topic areas in STEM education and workforce advancement, basic research agencies, as well as science and technology policy broadly.
- **Veterans' Affairs:** The Committee on Veterans Affairs has jurisdiction over veterans' care, readjustment into civilian life, and servicemember's civil relief. They also provide oversight of the Department of Veterans' Affairs.
- **Armed Services:** The Committee has jurisdiction over defense policy, ongoing military operations, and workplace organization and reform of the Department of Defense and Department of Energy.
- **Financial Services:** Among several other issue areas, this Committee has jurisdiction over policies related to diversity and inclusion in the workforce.
- **Oversight and Reform:** This Committee has jurisdiction over several areas of government operations including policies pertaining to the federal workforce and various employment rights offices.

Senate committees that have jurisdiction over policy areas relevant to SIOP include:

- **Appropriations**: The Committee on Appropriations is responsible for passing legislation each year that allocates federal funding to government agencies, departments, and programs.
- **Health, Education, Labor, and Pensions (HELP)**: The HELP Committee oversees most of the agencies, institutes, and programs of the Department of Health and Human Services, education, and labor policies.
- **Armed Services**: The Committee on Armed Services has jurisdiction over common defense and military research and development, as well as oversees DOD and each branch of the military.
- **Veterans' Affairs**: The Committee has jurisdiction over civilian readjustment, veterans' compensation, vocational rehabilitation, education, medical care, and civil relief.
- **Commerce, Science, and Transportation**: The Senate Committee on Commerce, Science, and Transportation has jurisdiction over science, engineering, and technology research and development and policy, as well as oversees the National Science Foundation, the National Aeronautics and Space Administration, and the Department of Commerce.
- **Homeland Security and Governmental Affairs:** This Committee has jurisdiction over federal workforce issues as well as employment and operations at the Department of Homeland Security.

Additional information on each of these committees can be found in the following pages.

House Committees

House Committee on Appropriations
Website: http://appropriations.house.gov/

The House Committee on Appropriations is responsible for passing legislation each year that allocates federal funding to government agencies, departments, and programs. Each of the 12 subcommittees is responsible for crafting the bill for which it has jurisdiction. These subcommittees review the President's annual budget request, hear testimony from government officials and public witnesses, and draft the spending plans for the coming fiscal year. The Committee is also responsible for supplemental spending bills, which are sometimes needed in the middle of a fiscal year to compensate for emergency expenses, such as natural disasters.

The subcommittees that fund federal programs of interest to SIOP are:
- Subcommittee on Labor, Health and Human Services, and Education
- Subcommittee on Commerce, Justice, and Science
- Subcommittee on Defense
- Subcommittee on Military Construction, Veterans Affairs, and Related Agencies

House Committee on Education and Labor
Website: https://edlabor.house.gov/about/jurisdiction

The House Committee on Education and Labor and its five subcommittees oversee education and workforce programs from early learning through secondary education and job training through retirement. This is an authorizing committee.

The Committee on Education and Labor subcommittees include:
- Subcommittee on Early Childhood, Elementary, and Secondary Education
- Subcommittee on Higher Education and Workforce Investment
- Subcommittee on Workforce Protections
- Subcommittee on Health, Employment, Labor, and Pensions
- Subcommittee on Civil Rights and Human Services

The Subcommittees on Higher Education and Workforce Investment; Workforce Protections; Civil Rights and Human Services Subcommittee; and Health, Employment, Labor, and Pensions have jurisdiction over workforce and education policies that are particularly relevant to SIOP interests.

House Committee on Science, Space, and Technology
Website: http://science.house.gov/

The House Committee on Science, Space, and Technology has jurisdiction over the National Aeronautics and Space Administration, the National Science Foundation, the National Institute of Standards and Technology, and the National Oceanic and Atmospheric Administration. Policy areas include scientific research and development oversight and implementation including in SIOP-relevant areas like the social and behavioral sciences, STEM education advancement, and various priorities related to the future of work.

The Committee on Science, Space, and Technology has six subcommittees:
- Subcommittee on Energy
- Subcommittee on Oversight
- Subcommittee on Research
- Subcommittee on Space
- Subcommittee on Technology
- Subcommittee on Environment

House Committee on Veterans Affairs
Website: https://veterans.house.gov/

The House Committee on Veterans Affairs has jurisdiction over veterans' care, readjustment into civilian life, and servicemember's civil relief. They also provide oversight of the Department of Veterans' Affairs, including the Veterans Benefits Administration, the Veterans Health Administration, and the National Cemetery Administration. Their interests include support for SIOP-relevant areas such as the transition of servicemembers into the civilian workforce.

The Committee on Veterans Affairs subcommittees include:
- Subcommittee on Disability Assistance & Memorial Affairs
- Subcommittee on Economic Opportunity
- Subcommittee on Health
- Subcommittee on Oversight and Investigations
- Subcommittee on Technology Modernization

House Committee on Armed Services
Website: http://armedservices.house.gov/

The House Committee on Armed Services has jurisdiction over the Department of Defense; defense policy, including defense basic, applied, and advanced research; acquisition; and industrial base policy. It is an authorizing committee that also has jurisdiction over each branch of the military and the Department of Energy nonproliferation programs.

The Committee on Armed Services subcommittees include:
- Subcommittee on Tactical Air and Land Forces
- Subcommittee on Military Personnel
- Subcommittee on Oversight and Investigations
- Subcommittee on Readiness
- Subcommittee on Sea Power and Projection Forces
- Subcommittee on Strategic Forces
- Subcommittee on Intelligence, Emerging Threats, and Capabilities

The Subcommittee on Military Personnel is of most interest to SIOP advocacy efforts related to the defense workforce.

House Financial Services Committee
Website: https://financialservices.house.gov/

The House Committee on Financial Services has jurisdiction over economic stabilization, insurance generally, public and private housing, urban development, banks and banking, and oversight over federal agencies and consumer protection and financial institutions.

The Committee on Financial Services subcommittees of interest to SIOP include:
- Subcommittee on Diversity and Inclusion
- Subcommittee on Task Force on Artificial Intelligence
- Subcommittee on Oversight and Investigations
- Subcommittee on Investor Protection, Entrepreneurship, and Capital Markets

House Oversight and Reform Committee
Website: https://oversight.house.gov/about/committee-jurisdiction

The House Committee on Oversight and Reform has jurisdiction over the federal civil service, including intergovernmental personnel, government management and accounting measures, overall economy, efficiency, and management of government operations and activities, and reorganizations in the executive branch of the government, among other things.

Subcommittees of the House Oversight and Reform Committee are:
- Subcommittee on Government Operations
- Subcommittee on Economic and Consumer Policy
- Subcommittee on Civil Rights and Civil Liberties
- Subcommittee on Environment
- Subcommittee on National Security

Senate Committees

Senate Committee on Appropriations
Website: http://appropriations.senate.gov/

The Senate Committee on Appropriations is responsible for passing legislation each year that allocates federal funding to government agencies, departments, and programs. Another task of the Committee is to draft supplemental spending bills, which are sometimes necessary during the middle of the fiscal year to address the costs for emergency expenses, such as natural disasters.

The Committee includes 12 subcommittees that operate under separate jurisdictions. Each subcommittee is responsible for crafting legislation that will distribute funds to the government agencies, departments, and programs within their jurisdictions. Additional responsibilities of each subcommittee include reviewing budget requests made by the President, holding hearings in which government officials and public witnesses testify, and drafting the expenditure plans for the next fiscal year.

The subcommittees that fund federal programs of interest to SIOP include:

- Subcommittee on Labor, Health and Human Services, and Education
- Subcommittee on Commerce, Justice, and Science
- Subcommittee on Defense
- Subcommittee on Military Construction, Veterans Affairs, and Related Agencies

Senate Committee on Health, Education, Labor, and Pensions (HELP)
Website: http://help.senate.gov/

The Senate HELP Committee has broad jurisdiction, including aging, agricultural colleges, arts and humanities, biomedical research and development, child labor, education, health, individuals with disabilities, labor, labor standards and labor statistics, mediation and arbitration of labor disputes, occupational safety and health, private pension plans, public health, public welfare, student loans, and wages and hours of labor, among other issues. The Committee oversees the Department of Health and Human Services, including the Food and Drug Administration and the Agency for Healthcare Research and Quality, and the Departments of Education and Labor. This is an authorizing committee.

The three subcommittees include:
- Subcommittee on Children and Families
- Subcommittee on Employment and Workplace Safety
- Subcommittee on Primary Health and Retirement Security

Senate Committee on Armed Services
Website: http://www.armed-services.senate.gov/

The Senate Committee on Armed Services has jurisdiction over military research and development, common defense policy, strategic and critical materials for common defense, and servicemember workforce issues, among others. The Committee oversees the Department of the Defense, the Department of the Army, the Department of the Navy, and the Department of the Air Force. This is an authorizing committee.

The six subcommittees include:
- Subcommittee on Airland
- Subcommittee on Emerging Threats and Capabilities
- Subcommittee on Personnel
- Subcommittee on Readiness and Management Support
- Subcommittee on Seapower
- Subcommittee on Strategic Forces

The Subcommittee on Personnel is of most interest to SIOP advocacy, as it deals with defense workforce policies and programs, which can be better informed by I-O findings.

Senate Committee on Veterans' Affairs
Website: https://www.veterans.senate.gov/

The Veterans' Affairs committee has jurisdiction over civilian readjustment, veterans' compensation, vocational rehabilitation, education, medical care, and civil relief. The Senate Veterans' Affairs Committee does not have subcommittees.

Senate Committee on Commerce, Science, and Transportation
Website: http://www.commerce.senate.gov/

The Senate Committee on Commerce, Science, and Transportation has jurisdiction over science, engineering, and technology research and development and policy, as well as a variety of issues including communications, highways, aviation, rail, shipping, transportation security, the Coast Guard, disasters, space, product safety, and competitiveness, among others. The Committee oversees the National Science Foundation, as well as the National Aeronautics and Space Administration, among other agencies. This is an authorizing committee.

The seven subcommittees include:
- Subcommittee on Aviation Operations, Safety, and Security
- Subcommittee on Communications, Technology, and the Internet
- Subcommittee on Competitiveness, Innovation, and Export Promotion
- Subcommittee on Consumer Protection, Product Safety, and Insurance
- Subcommittee on Oceans, Atmosphere, Fisheries, and Coast Guard
- Subcommittee on Science and Space
- Subcommittee on Surface Transportation and Merchant Marine Infrastructure, Safety, and Security

Senate Committee on Homeland Security and Governmental Affairs
Website: https://www.hsgac.senate.gov/about

The Committee on Homeland Security and Governmental Affairs is the chief oversight committee of the U.S. Senate and has primary oversight responsibility for the Department of Homeland Security.

The Homeland Security and Governmental Affairs subcommittees are:
- Permanent Subcommittee on Investigations
- Subcommittee on Federal Spending Oversight and Emergency Management
- Subcommittee on Regulatory Affairs and Federal Management

The Legislative Process

As an advocate, it is important to have a general understanding of the legislative process to determine the best time to engage with policymakers. However, it is not necessary to be an expert on Congress and the legislative process in order to interact with your elected officials.

When a Member of Congress introduces a bill on either the House or Senate floor, they become that bill's sponsor. After a bill is introduced, it is assigned a number beginning with "H.R." if it originated in the House (e.g. H.R. 1106) or "S." if it was introduced in the Senate (e.g. S. 584). The bill is then printed and referred to an appropriate committee by the Speaker of the House, the presiding officer in the Senate, or by the House or Senate parliamentarian.

The committee studies the bill, conducts hearings with expert testimony, makes necessary changes, and discusses its chances to pass. Each committee has jurisdiction over different subjects, such as Agriculture or Foreign Affairs. The bill can be analyzed by the committee as a whole or referred to a

subcommittee, which specifically focuses on a subset of areas under the committee's purview. The committee or subcommittee may hold hearings and call upon individuals and organizations with a strong interest or expertise in the policy area under review. Witnesses share testimonies with the Members of Congress supporting or opposing the proposed legislation. A bill can die if the committee either fails to act or votes against recommending it to the House or Senate floors.

If a bill makes it out of committee, it can go to the floor where it can be debated, amended, and voted on. Sometimes bills don't make it to the floor. The decision as to if or when a bill reaches the floor is determined by the Speaker and the Majority Leader in the House and the Majority Leader in the Senate. In the House, there are very specific rules that determine the conditions and amount of time allocated for general debate, and amendments must be relevant to the bill. The Senate does not have rules limiting debate. The lack of restrictions can lead to a filibuster, in which a bill is purposefully stalled through measures such as unnecessary debate. The Senate can end a filibuster by invoking "cloture," which requires a two-thirds vote to enact. The Senate does not have any rules regulating the relevance of proposed amendments. Sometimes bills are passed as amendments to completely unrelated bills.

To pass in the House, the bill needs a simple majority or 218 votes, and in the Senate, the bill should need 51 votes to pass with the Vice President casting the deciding vote in the event of a 50-50 tie, but there has been an increasing reliance on using the filibuster to force 60 votes, which is an important consideration for advocacy. If the bill passes, it is then referred to the other chamber to be voted on. If either chamber does not pass the bill, it dies, and if both chambers pass the same legislation, it goes to the President. Usually, the House and Senate pass different versions of the same legislation and it is referred to the Conference Committee, which is typically composed of the senior Members of the committees in either chamber that originally considered the legislation. The Conference Committee works to resolve any differences with each chamber's version of the legislation and generates a single, compromised bill that is referred back to each house for approval.

If the bill passes both chambers, it is sent to the President who has three options: (1) he can sign the bill, turning it into a law; (2) he could veto the bill and send it back to Congress with a note of his reasons (the chamber where the bill originated can override the veto with a two-thirds vote. If it is overridden in both chambers, it becomes a law); or (3) he could not sign it and if Congress is in session, the bill becomes a law after ten days; if Congress adjourns before ten days has expired and the President still hasn't signed the bill, it is a "pocket veto" and the bill is dead.

How a Member of Congress Decides How to Vote
Members of Congress are influenced by their personal opinions and backgrounds, staff, constituents, colleagues, interest groups, the President and the Executive Branch, party leadership, and the media. Deciding how to vote requires a personal and a political calculation. Members of Congress must weigh the issue and bill with the anticipated consequence of the vote.

Many Members of Congress consider constituents' opinions the strongest influence in deciding how to vote. As their electorate, constituents determine the political future of each candidate, and a highly publicized vote against the majority can sway the electorate to a new candidate come election season.

As an expert in the I-O community and a constituent, your voice is especially powerful. By engaging in advocacy and meeting with your Member of Congress or staff, you have the opportunity to educate and inform, influencing how a Member may vote. Additionally, when advocating for a broad topic or specific piece of legislation, consider all of your audiences. While more likely you will meet with staff than the

Member, remember staff are positioned to advise and inform their bosses directly. Speak as if you are communicating with the Member directly. Similarly, when meeting with one Member of Congress or office staff, consider the impact they might have on their colleagues. Members and staff regularly communicate to share information informally, as well as formally through committees, caucuses, and delegations.

Implementing Legislation at Federal Agencies
A bill passed by Congress and enacted into law provides an outline or framework for implementation. It is up to the appropriate Executive Branch agency, which is either specified by Congress through the law or delegated by the President, to interpret each law and develop and implement regulations supporting the law's intent. Regulations explain how laws will be applied, and they ensure uniform applications of laws and guide respective agencies' activities, functions, and operations.

When an agency receives a law to implement, it must follow an open public process to issue the regulation. Generally, the agency formulates proposed regulations by gathering information informally through conversations with interested organizations and individual experts. Proposed rules are then publicized and opened to rule-making proceedings. Rule-making proceedings allow the public, experts, and other interested parties to testify at public hearings and submit comments on the proposals in a structured, formal setting. Comment periods usually last between 30 and 60 days but can be extended. SIOP leadership occasionally submits comments in areas of interest on behalf of the membership.

Following the open process, the agency then crafts the final rule based on the comments and testimony, rule-making record, scientific data, expert opinions, and facts gathered throughout the pre-rule and proposed rule stages. The agency must demonstrate the final rule will solve the identified problem or accomplish the specific goal, as well as compare the final rule to alternatives in terms of cost and benefit effectiveness. The President also has the opportunity to review the rule prior to its implementation and integration into the Code of Federal Regulations.
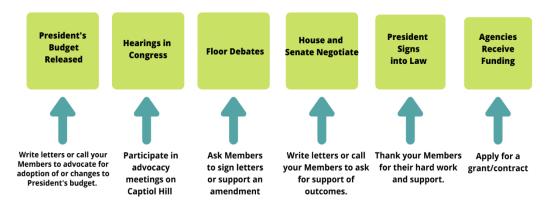
Timing of Advocacy Activities

Advocacy activities can target a specific piece of legislation or regulation or more generally be used to educate policy makers on a given topic. Despite what you are advocating for, it is important to consider when might be the best time to engage. For example, some events in Congress are cyclical, such as the annual appropriations process, which starts with the President submitting his budget request for all federal programs and agencies to Congress in early February. The President's budget request outlines his agenda for the upcoming fiscal year and initiates the Congressional appropriations process. The House and Senate Committees on Appropriations' respective subcommittees debate the proposed bills introduced in each chamber. Appropriations hearings usually begin in March or closely following the release of the President's budget request, and each committee seeks to pass their appropriations bills before the annual August recess; however, recently votes have occurred in the fall. SIOP members are encouraged to participate in the appropriations advocacy process at both the Congressional and Executive Branch levels to ensure I-O research priorities are included in appropriations bills.

SIOP has had the most success advocating for the inclusion of evidence-based I-O findings in the development of federal policies and programs considered through various authorization bills related to workforce issues of concern to Congress. Advocacy activities are most effective if they are timed to coincide with individual office deliberation or committee consideration of bills. It is important to

participate in the deliberation process because advocacy efforts too early on, especially written correspondence, may be forgotten or lack significant impact.

SIOP's investment in advocacy includes the ability to act when relevant legislation surfaces unexpectedly, or action occurs quickly. SIOP leadership, in consultation with GREAT and Lewis-Burke, take stances on behalf of the Society as federal leaders consider non-controversial policies.   Lewis-Burke and GREAT also engage with Advocacy Area working groups to provide direct consideration to congressional committees and member offices on the use of I-O in the development of evidence-based policy. GREAT and Lewis-Burke spread the word to membership by sharing action alerts, deadlines, and other opportunities to participate in the advocacy process.

Example of Opportunities to Influence Policy makers

Annual Appropriations Process

President's Budget Released	Hearings in Congress	Floor Debates	House and Senate Negotiate	President Signs into Law	Agencies Receive Funding
Write letters or call your Members to advocate for adoption of or changes to President's budget.	Participate in advocacy meetings on Captiol Hill	Ask Members to sign letters or support an amendment	Write letters or call your Members to ask for support of outcomes.	Thank your Members for their hard work and support.	Apply for a grant/contract

Resources

For assistance, feel free to reach out to Alex Alonso, from SIOP GREAT at: Alexander.Alonso@shrm.org, who can help or connect you with our federal relations partners at Lewis-Burke Associates LLC.

Bills to be Considered on the House Floor: Find information on the status of legislation being considered. https://docs.house.gov/floor/

Committee on Education and the Workplace: Find information on policies related to workforce development, unions, jobs, retirement, and similar: https://edworkforce.house.gov/

Federal Action Network – APA: Sign up for alerts on bills and other policy and legislative activities relevant to I-O professionals: https://cqrcengage.com/apapolicy/apaactionalerts?

SIOP Government Relations: Find information, tools, and advocacy alerts on topics related to SIOP's mission and values: http://www.siop.org/Advocacy/

Small Business Committee: This Committee within the U.S. House of Representatives provides oversight on workplace issues relevant to I-O professionals. https://smallbusiness.house.gov/

Identifying Members of Congress: Go to www.house.gov to find your House Representative and www.senate.gov to find your Senators.

Congress.gov: Find information on current and past bills introduced in the House and Senate: https://congress.gov/.

U.S. House Committees: The main U.S. House Committees website provides links to each committee page: http://www.house.gov/committees/.

U.S. Senate Committees: The main U.S. Senate Committees website provides links to each committee page, as well as offers resources to search hearing testimony and schedules: http://www.senate.gov/pagelayout/committees/d_three_sections_with_teasers/committees_home.htm.

The White House: The White House website provides information on the Executive Branch agenda, recent events, laws, and initiatives: http://www.whitehouse.gov/.

Federal Agencies of Interest to SIOP

[This is not an exhaustive list]

Department of Defense
http://www.defense.gov/

Department of Education
https://www.ed.gov/

Department of Health and Human Services
http://www.hhs.gov/

Department of Labor
http://www.dol.gov/

Department of Veterans Affairs
https://www.va.gov/

National Institute for Occupational Safety and Health
http://www.cdc.gov/niosh/

National Institute of Standards and Technology
http://www.nist.gov/

National Science Foundation
http://www.nsf.gov/

Occupational Safety and Health Administration
https://www.osha.gov/

Glossary of Terms

Amendment
A motion offered to change the text of a bill or of another amendment. There are three types of amendments: motions to strike, to insert, or to strike and insert. Amendments to the bill are termed "first degree," whereas amendments to an amendment are "second degree."

Appropriations Bill
Provides the legal authority needed to spend or obligate U.S. Treasury funds. Twelve annual appropriations bills fund the entire federal government. These 12 bills must be enacted prior to the start of a new fiscal year, designated as October 1. Failure to meet this deadline causes the need for temporary, short-term funding or results in a shutdown of government operations.

Authorization Bill
Provides the legal authority to create or carry out a federal program. In general, federal programs must be authorized before they receive funding, though some exceptions are made. For instance, the *Higher Education Act* is an authorization bill that authorizes every postsecondary program within the U.S. Department of Education.

Bill
A legislative proposal that becomes a law if it passes both the House and Senate and if it receives presidential approval. Bills are denoted as "H.R." in the House and as "S." in the Senate (e.g., H.R. 5 or S. 123).

Briefing
An informational session led by an independent interest group designed to give staffers background information about their issues.

Caucus
An informal group of members sharing an interest in the same policy issues. Examples include the Addiction, Treatment, and Recovery Caucus; the Congressional Mental Health Caucus; the Congressional Black Caucus; and the Congressional Future of Work Caucus.

Chair
Leader of a congressional committee. Chairs are always members of the majority party and often are those with seniority; their powers include the ability to schedule hearings and allocate the committee budget.

Committee/Subcommittee
A legislative suborganization in that handles a specific duty (rather than the general duties of Congress).

Committee Report
A committee's written statement about a piece of legislation. It shows recommendations for action and implementation, as well as amendments and enforcement language.

Conference
A formal meeting or series of meetings between House and Senate members. The purpose of a conference is to reconcile the differences between the House and Senate versions of a bill.

Conference Committee
An ad hoc committee appointed by the House and Senate to resolve disagreement over a given bill and to reconcile those differences in legislation, which has passed each chamber.

Continuing Resolution
Continues funding for a program if the fiscal year ends without a new appropriation in place. A "CR" often provides temporary funding at current levels.

Discretionary Spending
Set by annual appropriation levels made by decision of Congress. This spending is optional, in contrast to entitlement programs (such as Medicare/Medicaid) for which funding is mandatory.

Filibuster
An extended debate in the Senate that has the effect of preventing or prolonging a vote. Senate rules contain no motion to force a vote. A vote occurs only after debate ends.

Fiscal Year
The federal fiscal year (FY) runs from October 1 to September 30. For example, FY 2021 starts on October 1, 2020 and terminates on September 30, 2021.

Floor
The chamber in the Capitol where members assemble to debate and vote. Members are said to be "on the floor" when they assemble and "to have the floor" when they speak.

Hearing
A formal meeting of a committee or subcommittee to review legislation or explore a topic. Hearings may also be called to investigate a matter or conduct oversight of existing programs. Witnesses are called to deliver testimony and answer questions in all types of hearings.

H.R.
Stands for *House of Representatives* and designates a bill that has been introduced in the House (e.g. H.R. 1100). It becomes law if passed by both the House and Senate and approved by the president.

Joint Committee
A committee consisting of members of the House and Senate.

Mandatory Spending
Funds not controlled by annual decision of Congress. These funds are automatically obligated by virtue of previously enacted laws (e.g. Social Security or Medicare).

Markup
The meeting of a committee held to review the text of a bill before reporting it out. Committee members offer and vote on proposed changes to the bill's language, known as *amendments*. Most markups end with a vote to send the new version of the bill to the floor for final approval.

Public Law (P.L.)
Designated by the number of the Congress and the order in which a bill is enacted. For example, P.L. 116-10 is the 10th law enacted during the 116th Congress.

Ranking Member
Highest rank on a committee on the minority side; serves as counterpart to the chair.

Recess
Congressional breaks over several days such as holiday periods, which are approved by vote.

S.
Stands for *Senate* and designates a bill that has been introduced in the Senate (e.g. S. 910). Bills become law if passed by both houses of Congress and approved by the president.

U.S. Code
The compilation of all current federal laws, arranged under 50 subject titles. The code, or U.S.C., is revised about every 6 years.

Veto
The power to prevent legislation or action proposed by others, exercised by the president.

Common Acronyms

CDC Centers for Disease Control and Prevention

CBO Congressional Budget Office

CHOB Cannon House Office Building

CR Continuing Resolution

DOC U.S. Department of Commerce

DOD U.S. Department of Defense

DOL U.S. Department of Labor

FY Fiscal year

GAO Government Accountability Office

GSA General Services Administration

HHS U.S. Department of Health and Human Services

LHOB Longworth House Office Building

LOC Library of Congress

NASA National Aeronautics and Space Administration

NIOSH National Institute of Occupational Safety and Health

NIST National Institute for Standards and Technology

NSF National Science Foundation

OMB Office of Management and Budget

OSHA Occupational Safety and Health Administration

RHOB Rayburn House Office Building

SD Dirksen Senate Office Building

SH Hart Senate Office Building

SR Russell Senate Office Building

Navigating Capitol Hill

U.S. CAPITOL COMPLEX

1. Russell Senate Office Building
2. Dirksen Senate Office Building
3. Hart Senate Office Building
4. U.S. Supreme Court
5. Jefferson Building, Library of Congress
6. Madison Building, Library of Congress
7. Cannon House Office Building
8. Longworth House Office Building
9. Rayburn House Office Building
10. Ford House Office Building
11. U.S. Botanic Garden & the National Garden

U.S. CAPITOL
Visitor Center

House of Representatives Office Buildings

The Capitol complex includes three major office buildings for the House of Representatives. These are some of the buildings in which you would conduct meetings with Congressional offices in Washington, D.C. Sometimes meeting itineraries could have a considerable break between meetings. There are a few places listed below where it is possible to rest and get a bite to eat between meetings if time suffices.

Cannon House Office Building

- South of the Capitol bounded by Independence Avenue, First Street, New Jersey Avenue, and C Street S.E. Main entrance at the corner of Independence Avenue and New Jersey Avenue S.E.
- The underground tunnel to connect to the Longworth House Office Building is on the basement (B) level of this building.
- There is an Au Bon Pain on the lower level of this building.

Longworth House Office Building

- South of the Capitol on a site bounded by Independence Avenue, New Jersey Avenue, South Capitol Street, and C Street S.E. Main entrance on Independence Avenue.
- The underground tunnels to connect to the Cannon and Rayburn Buildings are accessible on the basement (B) level of the Longworth Building.
- There is a food court and a Dunkin Donuts located in the basement (B) of this building.
- All room numbers start with a "1" in this building. The second number is the floor, and the third and fourth numbers indicate the room number. For example, 1203 Longworth is located on the second floor.

Rayburn House Office Building

- Southwest of the Capitol on a site bounded by Independence Avenue, South Capitol Street, First Street, and C Street S.W. Main entrance on Independence Avenue.
- The underground tunnel to access the Longworth Building is accessible via the basement (B) level of this building.
- There is a cafeteria in the basement (B) of this building.
- All room numbers start with a "2" in this building. The second number is the floor, and the third and fourth numbers indicate the room number. For example, 2409 Rayburn is located on the fourth floor.

Senate Office Buildings

The Capitol complex includes three major office buildings for the House of Representatives. These are some of the buildings in which you would conduct meetings with Congressional offices in Washington, D.C. Sometimes meeting itineraries could have a considerable break between meetings. There are a few places listed below where it is possible to rest and get a bite to eat between meetings if time suffices.

Russell Senate Office Building

- Northeast of the Capitol on a site bounded by Constitution Avenue, First Street, Delaware Avenue, and C Street N.E. Main entrance near intersection of Delaware Avenue and Constitution Avenue.
- The underground tunnel to connect to the Dirksen Senate Office Building is on the basement level of Russell.
- There is a café in the basement (B) of this building.

Dirksen Senate Office Building

- Northeast of the Capitol, adjoining the Hart Senate Office Building on a site bounded by Constitution Avenue, Second Street, First Street, and C Street N.E. Main entrance at intersection of First Street and C Street N.E.
- Dirksen connects to the Russell Senate Office Building on the basement (B) level and connects to the Hart Senate Office Building on each floor by the stairs.
- There is a cafeteria in the basement (B) of this building.

Hart Senate Office Building

- Northeast of the Capitol, adjoining the Dirksen Senate Office Building on a site bounded by Constitution Avenue, Second Street, First Street, and C Street N.E. Main entrance at Second Street.
- Hart and Dirksen adjoin via stairs on each floor.
- There is a café located in the Dirksen/Hart ground floor connecting corridor.

Congressional Office Building Security

Before entry into any one of the congressional office buildings, all visitors are screened by a magnetometer, and all items that visitors bring inside the building are screened by an X-ray device. Your assistance is needed to help expedite the security screening process. Please refrain from bringing items larger than a purse or briefcase. Laptops may need to be removed from any case during the X-ray process. Shoes do not need to be removed, but jackets should. Picture ID is not required.

Prohibited items include:

- Weapons and explosives
- Aerosol and non-aerosol sprays (prescriptions for medical needs are permitted)
- Cans and bottles
- Knives, razors, and box cutters
- Mace and pepper spray
- Gift-wrapped items

Please note, if you go into the Capitol Visitor's Center (CVC), security guidelines are stricter. In addition to the items listed above, you are also not allowed to bring:

- Liquid, including water
- Food or beverage of any kind
- Any bag larger than 18" wide X 14" high X 8.5" deep

Appendix A: General Leave-Behind for SIOP Advocacy

Improving Federal Legislation and Policy
with the Science of the Workplace and Workforce

Global workforce trends demand lifelong skill development to meet the needs of technology-driven, high skilled workplaces. The United States can maintain a world-class competitive workforce by inventing, implementing, and evaluating innovative workplace policies and technology. To achieve this goal, employers across private industry and federal government sectors are already using evidence-based approaches from industrial and organizational (I-O) psychology, the study of the science of work.

Employers are benefitted by using I-O psychology and its science-based approach to implement diversity and inclusion practices in the workplace; create valid assessments for the selection, management, and evaluation of employees; improve leader and team performance and safety; evaluate work-relevant education and training for the global workforce; and more. These I-O psychology approaches are informed by a century of science and practice, and ultimately serve to meet challenging workforce demands, create a solid talent pipeline, and improve employee well-being and organizational effectiveness. When exercised in a strategic and widespread manner, these approaches stand to improve performance and productivity within the U.S. government and across the nation.

SIOP asks federal policy makers to consider and incorporate the data-driven science of industrial-organizational (I-O) psychology whenever they seek to inform and improve workforce-related agency directives and policies.

Due to their scientific expertise in understanding the workplace and how to measure and intervene upon it effectively, a small base of I-O psychologists are funded or employed by all branches of the U.S. military, and I-O psychologists have been fundamental to strengthening military readiness and ensuring a smooth transition for veterans to the civilian workforce. NASA regularly works with I-O psychologists to enhance team cohesion among astronauts and ground crews for mission success. The National Science Foundation (NSF) has a funding area (Science of Organizations, SoO, within the Division of Social and Economic Sciences) directly relevant to these interests. I-O psychologists also provide skill development for an aging and technology-driven workforce, and I-O psychologists work to develop and implement fair, safe, and effective practices for police forces throughout the country.

SIOP membership also includes technology experts in I-O psychology who address workforce challenges and opportunities related to automation, artificial intelligence, and new technologies.

SIOP encourages federal policy makers to invest in I-O psychologists and support all efforts for implementation of I-O psychology and the science of the workplace where it is most needed.

These areas include personnel selection and training in the cybersecurity, policing, and STEM workforces; and diversity and inclusion practices across industries, including recruitment, selection, training, team-building, leadership development, and other organizational practices.

Learn more about SIOP advocacy at: http://www.siop.org/advocacy/resources.aspx