

GAO
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Highlights

Highlights of [GAO-03-759T](#), a testimony before the Subcommittee on Commerce, Justice, State, and the Judiciary, Committee on Appropriations, House of Representatives

Why GAO Did This Study

Following the September 11, 2001, terrorist attacks, the FBI needed to refocus its efforts to investigate those attacks and to detect and prevent possible future attacks. To do this the FBI has taken steps to change its priorities and sought to transform itself to more effectively address the potential terrorist threats. This testimony specifically addresses the FBI's (1) progress in updating its strategic plan; (2) development of a strategic human capital plan; (3) realignment of staff resources to priority areas; (4) reallocation of staff resources from its drug program; (5) efforts to recruit and hire new personnel to address critical staffing needs; (6) efforts to enhance its training program; and (7) implementation of new investigative authorities and internal controls to ensure compliance with the revised *Attorney General's Guidelines on General Crimes, Racketeering Enterprise and Terrorism Enterprise Investigations* and to help protect individual civil liberties.

www.gao.gov/cgi-bin/getrpt?GAO-03-759T.

To view the full product, including the scope and methodology, click on the link above. For more information, contact Laurie E. Ekstrand at (202) 512-8777 or ekstrandl@gao.gov.

FBI REORGANIZATION

Progress Made in Efforts to Transform, but Major Challenges Continue

What GAO Found

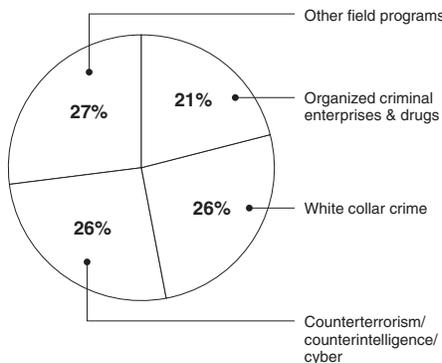
Last June, GAO highlighted the importance of the FBI's success in transforming itself, noting several basic aspects of a successful transformation. Thus far, GAO is encouraged by the progress that the FBI has made in some areas in the past year, but a number of major challenges remain.

The commitment of Director Mueller and senior level leadership to the FBI's reorganization and the FBI's communication of priorities warrant recognition. However, a comprehensive transformation plan with key milestones and assessment points to guide its overall transformation efforts is still needed. The FBI has also not completed updating its strategic plan and has not developed a strategic human capital plan, although it has made some progress in both these areas.

To better ensure focus on the highest priorities, over the last year, several actions were taken, including permanently redirecting a portion of the field agent workforce from criminal investigative programs to counterterrorism and counterintelligence.

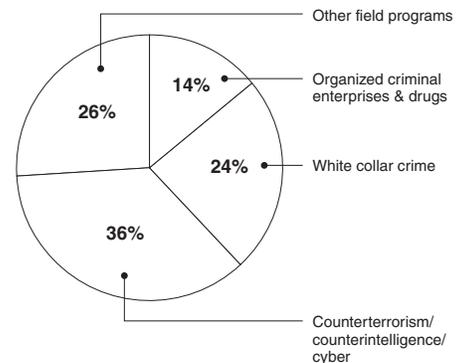
Increase in Allocation of FBI Field Agent Positions to Priority Areas

FY 2002 FBI field agent positions before the change to new priorities (N=9,139)



Source: FBI.

FY 2003 FBI field agent positions after the change to new priorities (N=9,190)



However, the FBI continues to face challenges in critical staffing areas including: (1) utilizing staff resources from other criminal investigative programs to address counterterrorism, and (2) a lack of adequate analytical and technical assistance and administrative support personnel.

The FBI's efforts to address critical skill needs and revise its training program are commendable. GAO also found internal controls in place to help ensure compliance with the revised *Attorney General's Guidelines* and protect individual civil liberties.