


[Reports & Testimonies](#)
[Bid Protests & Appropriations Law](#)
[Key Issues](#)
[About GAO](#)
[Multimedia](#)

GAO 2002-03 The Year in Review

GAO's Strategic Plan

[GAO's 2002 Reports](#)

[Comptroller General Forums](#)

[Access to Information](#)

[GAO's High Risk List](#)

[The Nature of GAO's Work](#)

[Sources of Requested Work During Congressional Sessions](#)

[Engagements for Congressional Committees 107th Congress](#)

[Engagements for Senate Committees 107th Congress](#)

[Engagements for House Committees 107th Congress](#)

[GAO's Budget Authority and FTE Levels Fiscal Years 1992-2002](#)

[Annual Performance Measures \(1998 and 2002\)](#)

[Testimonies \(91% Favorable Responses\)](#)

[Written Products \(93% Favorable\)](#)

[Employee Feedback Survey](#)

[People Measures to Assess GAO's Performance in Human Capital Management](#)

[Attracting and Retaining Staff](#)

[Developing, Supporting, and Using Staff](#)

[Leading, Recognizing, and Listening to Staff](#)

[Composition of Federal Spending by Budget Function](#)

[Composition of Spending as a Share of GDP Under Baseline Extended \(Assuming Discretionary Spending Grows with Inflation through 2013 and the 2001 Tax Cuts Do Sunset\)](#)

[Composition of Spending as a Share of GDP Assuming Discretionary Spending Grows with GDP after 2003 and the 2001 Tax Cuts Do Sunset](#)

[Composition of Spending as a Share of GDP Assuming Discretionary Spending Grows with GDP After 2003, the 2001 Tax Cuts Do Not Sunset, and Social Security Benefits Payable After 2041](#)

[Composition of Spending as a Share of GDP Assuming Discretionary Spending Grows with GDP After 2003 and the 2001 Tax Cuts Do Not Sunset](#)

[Federal Resources for Health care By Policy Tool—FY2000](#)

[Performance is Determined by Several Tools & Actors Empowered by Them](#)

[Transformation Has Different Dimensions](#)

[GAO: Leading by Example \(Change, Performance, and Human Capital Management\)](#)

[Efforts to Address GAO's Human Capital Challenges](#)

[Student Loan Repayment Program](#)

[Competency-Based Performance Appraisal](#)

[Succession Planning](#)

[Federal Permanent Hires FY 1990—FY 2002](#)

[Efforts to Address GAO's Human Capital Challenges](#)

[GAO 2002-03 The Year in Review](#)

[Contact Us](#)
[Inspector General](#)
[Restricted Reports](#)

[Privacy Policy](#)
[Accessibility](#)
[Sitemap](#)

[Scam Alerts](#)
[No FEAR Act Data](#)



GAO's Strategic Plan

SERVING THE CONGRESS GAO'S STRATEGIC PLAN FRAMEWORK



MISSION

GAO exists to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people.





GAO's 2002 Reports

Selected Topics

- | | |
|-----------------------------|--------------------------------|
| Food Safety | Private Pensions |
| Performance-Based Budgeting | Social Security |
| Military Transformation | Prescription Drugs |
| School Vouchers | Aviation Safety |
| Restructured Energy Markets | Welfare Reform |
| Securities Regulation | Army Readiness |
| Election Reform | Water Quality |
| Information Security | Nuclear Waste |
| FBI Reorganization | Export Controls |
| Nursing Homes | Tax Administration |
| Space Station | Drug Control |
| Homeland Security | Postal Transformation |
| | Business and Auditing Failures |



Comptroller General Forums

- Past Forums
 - Corporate Governance and Accountability
 - Mergers and Transformation
 - Chief Operating Officers
 - National Indicators
- Planned Forums
 - Commercial Activities Panel Follow-up
 - Human Capital and Civil Service Reform
 - High Performing Organizations
 - Long Range Budget Challenges



Access to Information

- Outcome of Walker vs. Cheney
 - Decision to sue
 - District Court decision
 - Decision not to appeal
 - Reviewing current policies and practices



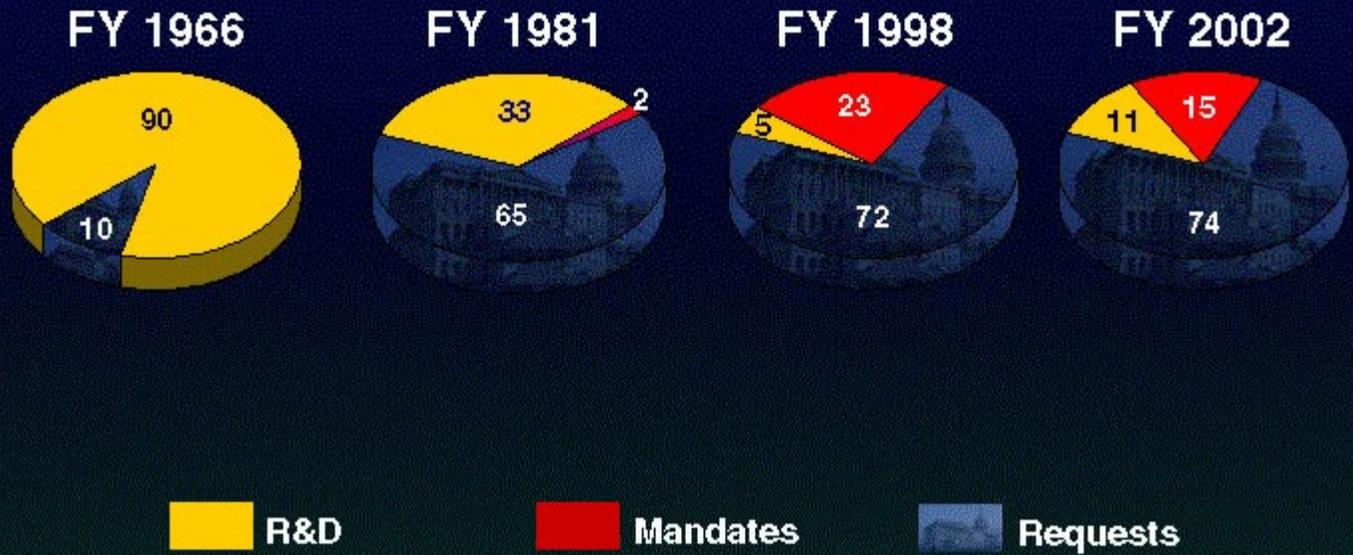
GAO's High Risk List

High Risk Areas	Year Designated High Risk
Addressing Challenges in Broad-based Transformations	
Protecting Information Systems Supporting the Federal Government and The Nation's Critical Infrastructures	1997
Strategic Human Capital Management*	2001
U.S. Postal Service Transformation Efforts and Long-Term Outlook*	2001
Implementing and Transforming the New Department of Homeland Security	2003
Modernizing Federal Disability Programs *	2003
Federal Real Property *	2003
Ensuring Major Technology Investments Improve Services	
FAA Air Traffic Control Modernization	1995
IRS Business Systems Modernization	1995
DOD Systems Modernization	1995
Providing Basic Financial Accountability	
DOD Financial Management	1995
IRS Financial Management	1995
Forest Service Financial Management	1999
FAA Financial Management	1999
Reducing Inordinate Program Management Risks	
Medicare*	1990
Collection of Unpaid Taxes	1990
DOD Inventory Management	1990
Student Financial Aid Programs	1990
HUD Single-Family Mortgage Insurance and Rental Assistance Programs	1994
Earned Income Credit Noncompliance	1995
DOD Support Infrastructure Management	1997
Medicaid Program *	2003
Managing Large Procurement Operations More Efficiently	
DOD Weapon Systems Acquisition	1990
Department of Energy Contract Management	1990
NASA Contract Management	1990
DOD Contract Management	1992

* Additional authorizing legislation is likely to be required as one element of addressing this high-risk area.

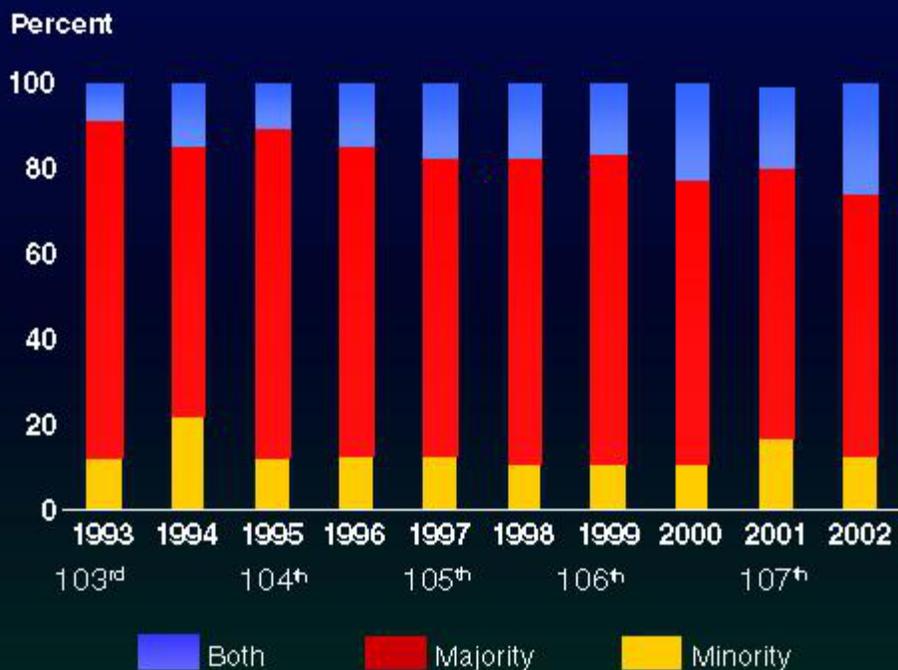


The Nature of GAO's Work





Sources of Requested Work During Congressional Sessions



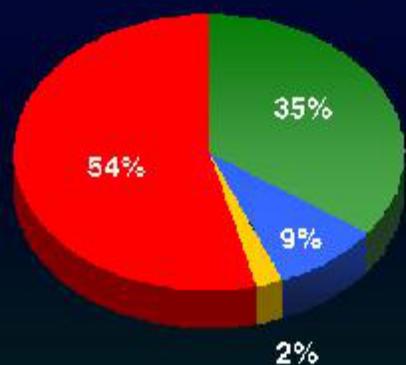
Note: As of 11-18-02



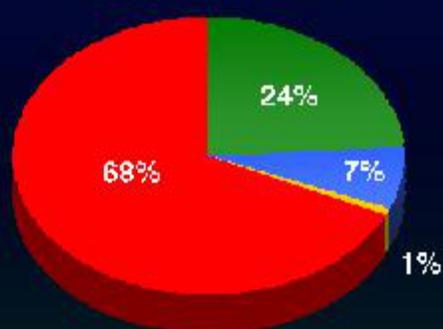
Engagements for Congressional Committees

107th Congress

House Committees



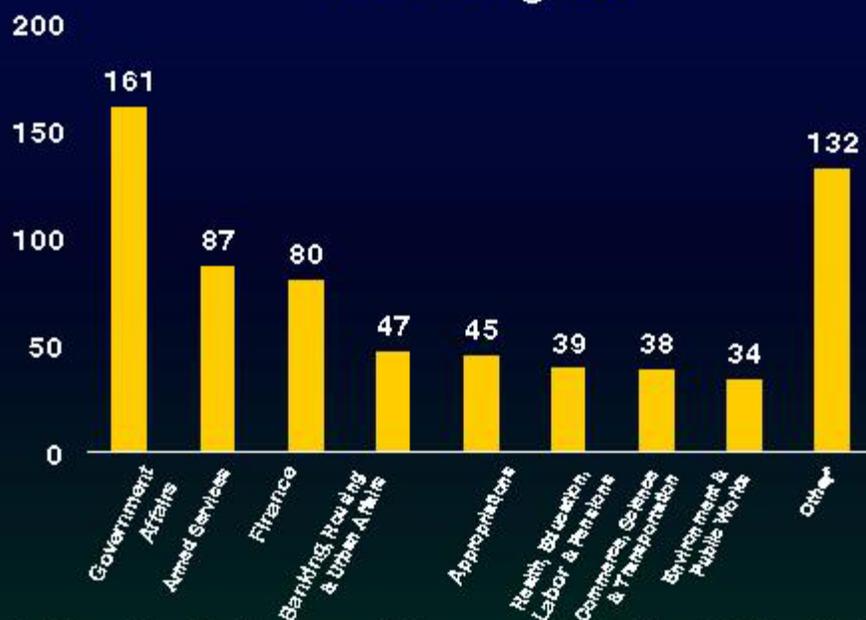
Senate Committees



- Government reform
- Budget
- Appropriations
- Authorizing other



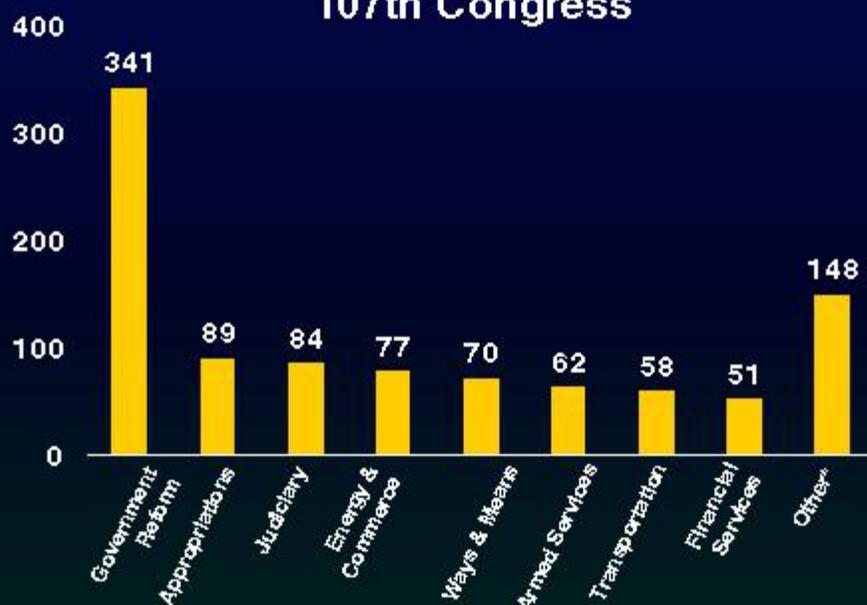
Engagements for Senate Committees 107th Congress



*Other includes 12 committees: Small Business and Entrepreneurship (27), Judiciary (23), Aging (18), Agriculture, Nutrition and Forestry (14), Veterans Affairs (12), International Narcotics Control (8), Foreign Relations (8), Intelligence (5), Indian Affairs (5), Energy and Natural Resources (5), Budget (4), and Rules and Administration (3).



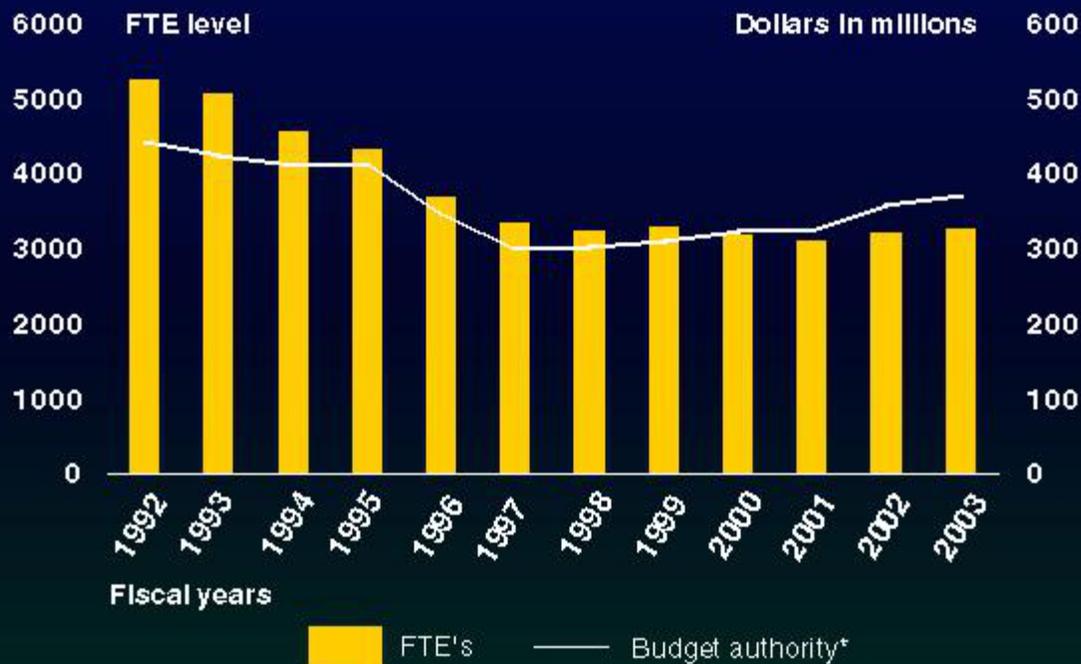
Engagements for House Committees 107th Congress



**Other includes 12 committees: Veterans Affairs (33), International Relations (26), Budget (18), Resources (17), Education and Workforce (17), Small Business (13), Science (9), Agriculture (5), Intelligence (4), Administration (4), Homeland Security (1), and Rules (1).



GAO's Budget Authority and FTE Levels Fiscal Years 1992-2002



*Budget authority is shown in inflation-adjusted 1992 dollars



Annual Performance Measures (1998 and 2002)

<u>Performance measure</u>	<u>Actual</u>	
	<u>FY 1998</u>	<u>FY 2002</u>
Financial benefits (billions)	\$19.7	\$37.7
Other benefits	537	906
Past recommendations implemented	69%	79%
Return on investment (ROI)	58:1	88:1
Financial benefits per employee (millions)	\$6.1	\$11.7
Timeliness	93%	96%



Testimonies (91% Favorable Responses)

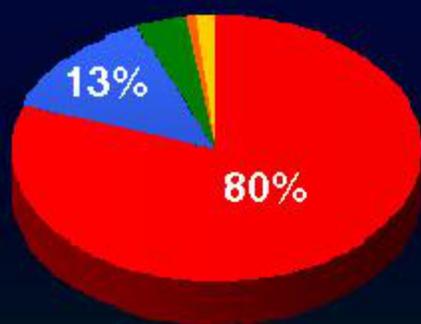


- Strongly Agree 70%
- Generally Agree 21%
- Neither Agree Nor Disagree 4%
- Generally Disagree 4%
- Strongly Disagree 1%

March through November 2002
Surveyed Senate Governmental Affairs and House Government Reform
57 out of 113 Responses (50%)



Written Products (93% Favorable)



- Strongly Agree 80%
- Generally Agree 13%
- Neither Agree Nor Disagree 4%
- Generally Disagree 1%
- Strongly Disagree 2%

March through November 2002
Surveyed Senate Governmental Affairs and House Government Reform
38 out of 60 Responses (48%)



Employee Feedback Survey

- Employee Feedback Survey – to be administered annually
 - Two surveys conducted so far – September 1999, June 2002
 - Next survey to be conducted shortly
- Key data source for people measures
- Benchmark where possible – primarily against Merit Systems Protection Board's (MSPB's) 2000 survey of federal agencies
- General improvement from 1999 to 2002: positives went up in 50 of 52 questions, and negatives went down in 50 of 52 questions



People Measures to Assess GAO's Performance in Human Capital Management

First generated in spring 2003 for fiscal year 2002
benchmarking where possible

- To attract and retain staff
- To develop, support, and use staff
- To develop, recognize, and listen to staff



Attracting and Retaining Staff

- ◆ Success in attracting a quality workforce
Number of employees hired out of those approved to be hired = 96%
- ◆ New-hire acceptance rate = 81%
In FY02, 428 acceptances out of 527 offers
- ◆ Attrition = 8.8%
Retirees = 5.3%; non-retirees = 3.5%



Developing, Supporting, and Using Staff

- Staff Development

71% of GAOers responded favorably (composite of 3 questions)

3. Staff Utilization

67% of GAOers responded favorably (composite of 3 questions)

1 MSPB comparable question "My job made good use of my skills and abilities": GAO 68% favorable; MSPB survey 63% favorable



Leading, Recognizing, and Listening to Staff

- Leadership

 - 79% of GAOers responded favorably (composite of 8 questions)

- Organizational Climate

 - 67% of GAOers responded favorably (composite of 5 questions)

 - MSPB comparables:

 - "A spirit of cooperation and teamwork exists in my work": GAO 72% favorable; MSPB 56% favorable

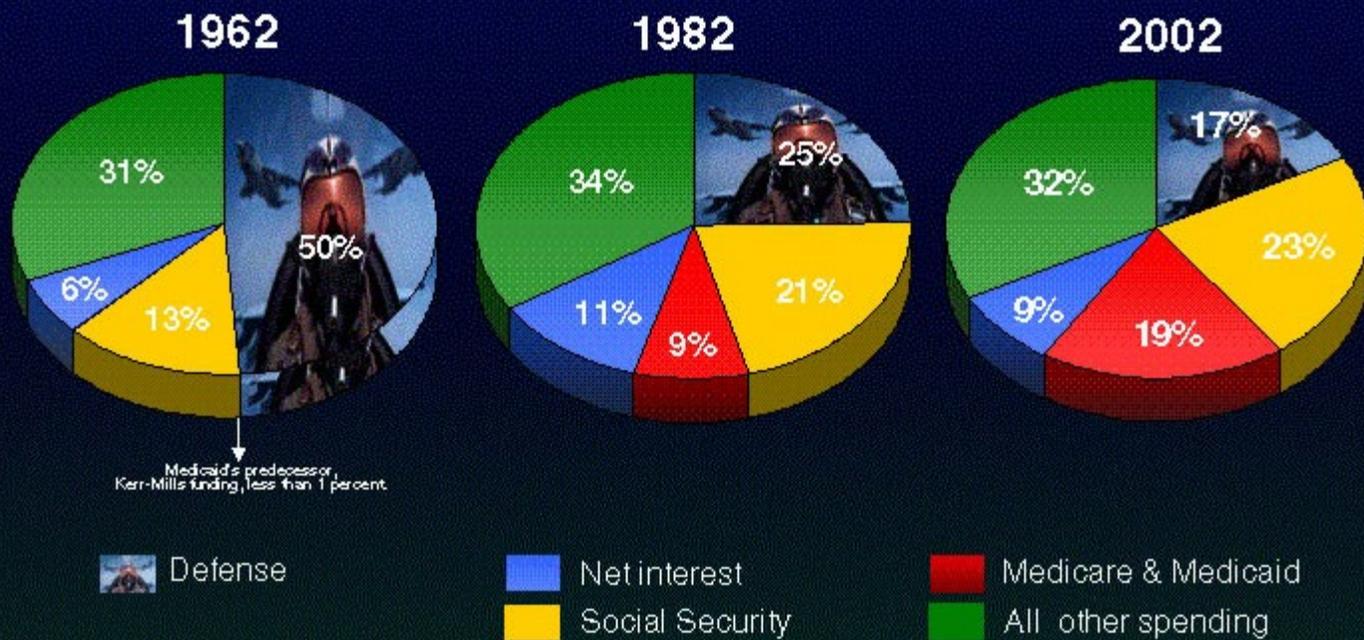
 - "Sufficient effort* is made to get the opinions and thinking of people": GAO 54% favorable; MSPB 56% favorable

 - "Overall, I am satisfied with my job": GAO 71% favorable; MSPB 66% favorable

 - *Note: The challenge is the communications within the teams and offices



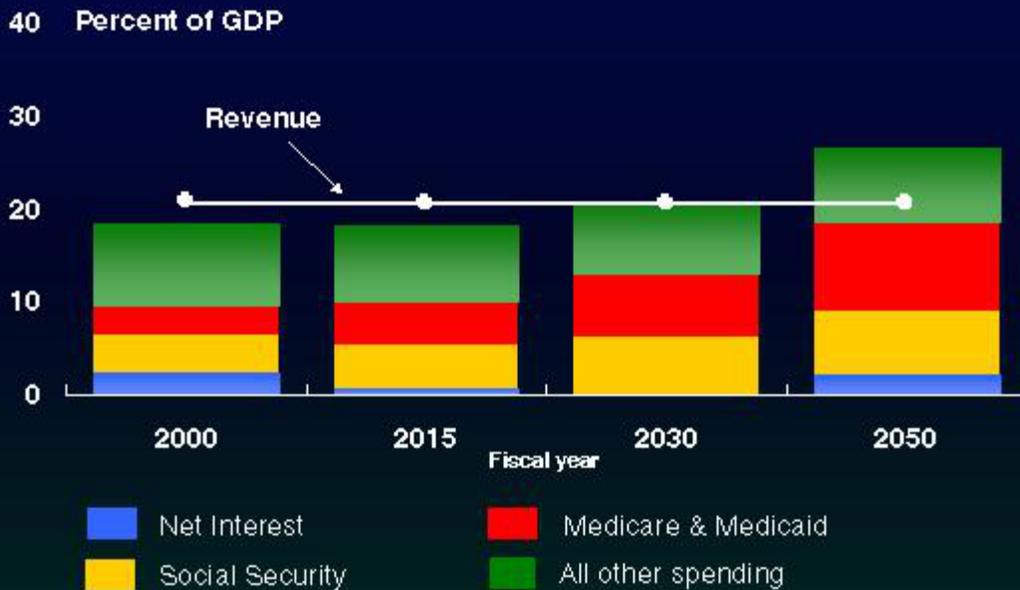
Composition of Federal Spending by Budget Function



Source: *Budget of the United States Government, FY 2003*, Office of Management and Budget, and Final Monthly Treasury Statement for FY 2002, Department of Treasury.



Composition of Spending as a Share of GDP Under Baseline Extended (Assuming Discretionary Spending Grows with Inflation through 2013 and the 2001 Tax Cuts Do Sunset)

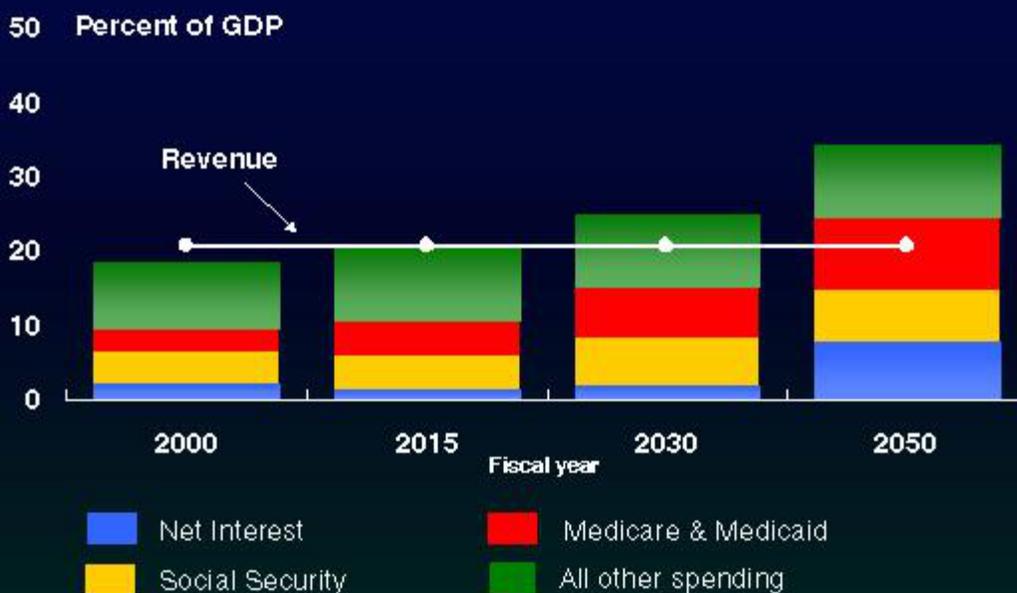


Note: Assumes the 2001 tax cuts sunset as scheduled, discretionary spending grows with inflation through 2013 and GDP thereafter, and currently scheduled Social Security benefits are paid in full throughout the simulation period.
Source: GAO's March 2003 analysis.



Composition of Spending as a Share of GDP

Assuming Discretionary Spending Grows with GDP after 2003 and the 2001 Tax Cuts Do Sunset

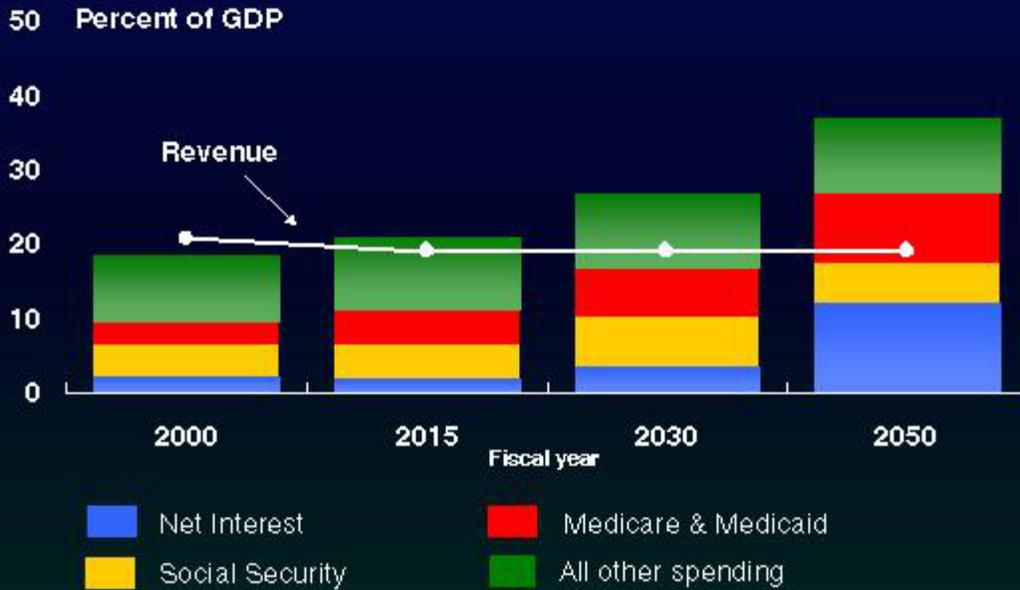


Note: Assumes the 2001 tax cuts sunset as scheduled and currently scheduled Social Security benefits are paid in full throughout the simulation period.
Source: GAO's March 2003 analysis.



Composition of Spending as a Share of GDP

Assuming Discretionary Spending Grows with GDP After 2003, the 2001 Tax Cuts Do Not Sunset, and Social Security Benefits Payable After 2041

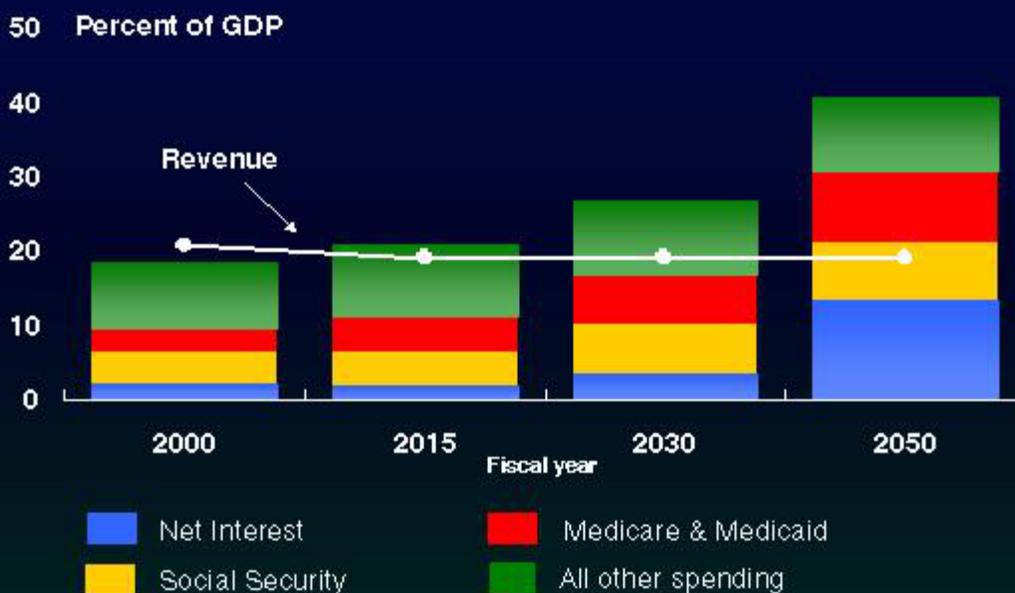


Source: GAO's March 2003 analysis.



Composition of Spending as a Share of GDP

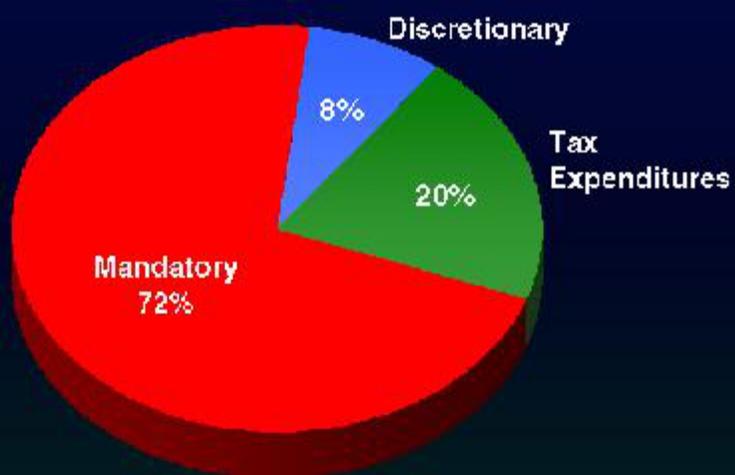
Assuming Discretionary Spending Grows with GDP After 2003 and the 2001 Tax Cuts Do Not Sunset



Note: Assumes currently scheduled Social Security benefits are paid in full throughout the simulation period.
 Source: GAO's March 2003 analysis.



Federal Resources for Health care By Policy Tool—FY2000

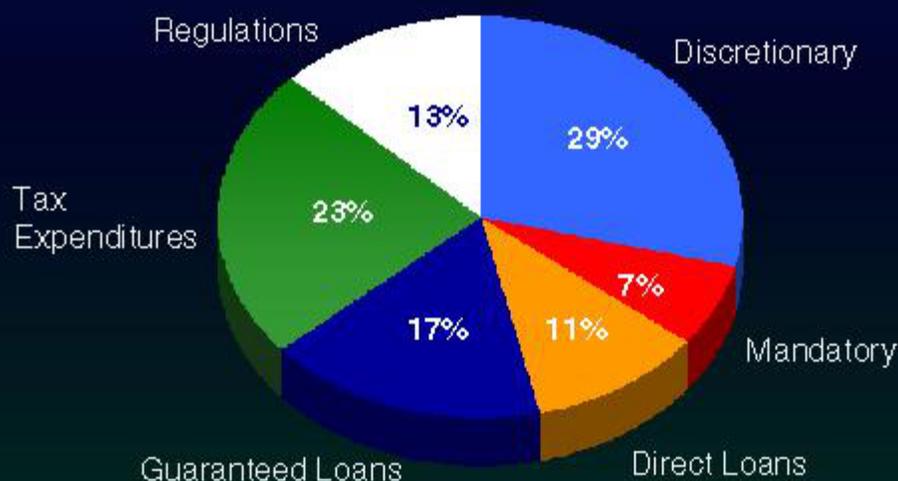


Source: *Budget of the United States Government, FY 2002*, Office of Management and Budget.



Performance is Determined by Several Tools & Actors Empowered by Them

Percent of Total Federal Resources for the Education and Labor Budget Function, Fiscal Year 2000





Transformation Has Different Dimensions

DOD

DHS

U. S. Postal Service

IRS

DOE

NASA

Human Capital Strategy
Financial Management
Information Technology
Sourcing Strategy
Disability Programs
Real Property Management

Note: All of the above are on GAO's High Risk List to one extent or the other.



GAO: Leading by Example (Change, Performance, and Human Capital Management)

- Mission and vision clarification
- Core values: accountability, integrity, reliability
- Strategic planning
- Organizational realignment
- Definitions of success
- Multi-tasking and matrix management
- Procurement, contracting, and acquisition
- Human capital
- Information technology
- Knowledge management
- Financial management
- Client service/external agency relations
- Enhanced products and services
- Constructive engagement with agencies
- Partnering with other accountability organizations



Efforts to Address GAO's Human Capital Challenges

Administrative

- ♦ HQ realignment & field office restructuring
- ♦ Self-assessment checklist
- ♦ Human capital profile
- ♦ Workforce & succession planning
- ♦ Employee feedback survey & suggestion program
- ♦ Employee Advisory Council
- ♦ Enhanced employee communications & participation
- ♦ Skills & knowledge inventory
- ♦ Employee preference survey
- ♦ Frequent flyer miles
- ♦ Student loan repayment
- ♦ Recruiting & college relations
- ♦ Training/development
- ♦ Recognition & rewards
- ♦ Flexitime & flexiplace
- ♦ Business casual dress & business cards
- ♦ Enabling technologies
- ♦ Opportunity/inclusiveness
- ♦ Mentor/buddy programs
- ♦ Commuting subsidy
- ♦ Competency-based employee appraisal system
- ♦ Human Capital Officer
- ♦ Office of Opportunity & Inclusiveness



Student Loan Repayment Program

- First implemented—for retention purposes—in FY2002
- 169 received repayments; 194 initially expressed interest
- Repayments totaled \$611,112, most at the “basic” level of \$3400
- Added a “dividend” in '02 to the initial budgeted amount of \$410,000
- Included analysts as well as specialists
- Second largest federal repayment program after State Department
- FY2003 retention program just underway; \$750,000 budgeted



Competency-Based Performance Appraisal

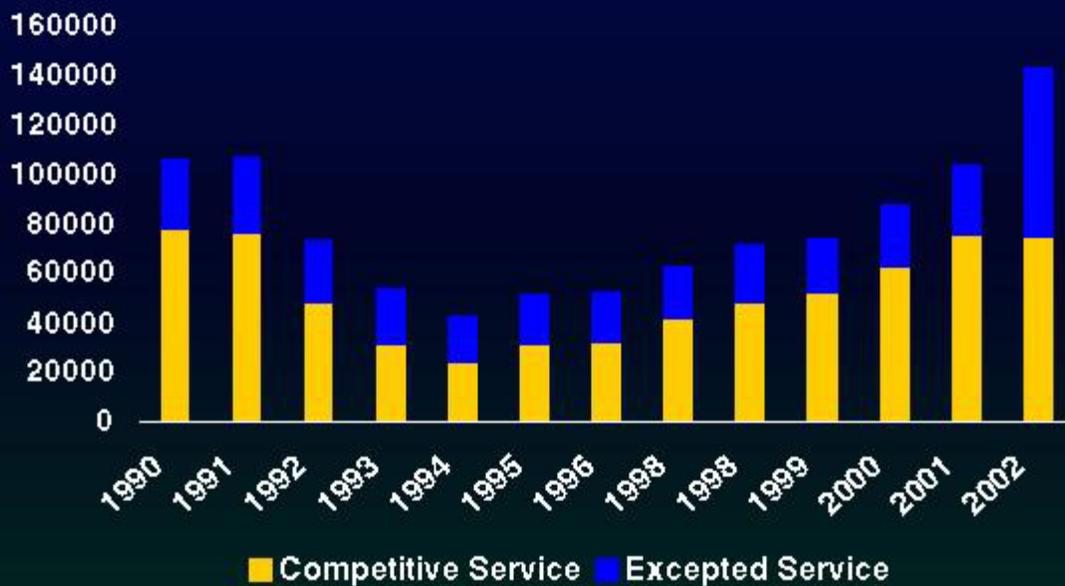
Objective of new system are to provide a:

2. Clear link to our strategic plan and core values
3. Fair, honest, accurate and non-discriminatory assessment of performance based on standards that are valid, properly applied, and transparent to employees
4. A sound basis for enhancing the performance capacity of all staff, rewarding high-performing staff, and dealing with “below expected” performers





Federal Permanent Hires FY 1990—FY 2002





Efforts to Address GAO's Human Capital Challenges

Legislative – Past

- Broad-banding system for mission staff
- Expedited hiring authority (e.g., internship program)
- Special pay rates
- Senior level for technical staff
- Targeted early out and buyout authority (3 years)
- Revised RIF rules

Pending

- Targeted early out and buyout authority (permanent)
- Annual pay adjustment rates
- Pay retention
- Relocation benefits
- Increased annual leave for upper level employees
- Executive exchange program
- Re-designation of "General Accounting Office" to "Government Accountability Office"

A photograph of the U.S. Capitol building at night, illuminated with warm yellow lights. The dome is the central focus, with the statue on top. The building's facade is also lit up. The background is a dark blue gradient.

GAO 2002-03

THE YEAR in REVIEW

Comptroller General's Educators' Advisory Panel

Third Annual Meeting
June 11-12, 2003

The Honorable David M. Walker
Comptroller General of the United States

The GAO logo is located in the bottom left corner of the slide. It features the letters 'GAO' in a bold, serif font, with the words 'Accountability', 'Integrity', and 'Reliability' stacked vertically below it.