GAO MISSION

- Provide timely, objective, fact-based, nonpartisan and non-ideological information to assist the Congress
- Improve federal government accountability and performance for the American people
- Comptroller General has 15 year term; bipartisan and bicameral appointment process
- 3,200 staff assigned to 15 mission teams and staff offices in Washington DC and 11 field offices across the United States
Quantitative measures used to measure performance include:

**RESULTS**
- Measures financial benefits, recommendations implemented, and percentages of new products with recommendations

**CLIENT**
- Tracks how well clients are being served by capturing: timeliness of products, number of times asked to testify, and electronic feedback forms

**PEOPLE**
- GAO conducts internal surveys to assess how well we are attracting and retaining top qualified talent
GAO’s transformation and continuous improvement as a supreme audit institution have contributed to results.
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ORGANIZATIONAL STRUCTURE

- 15 Mission Teams build subject matter knowledge to conduct performance audits, including
  - Applied Research and Methods team

- Organizational structure continues to evolve as needed
  - Center for Strategic Foresight established in 2018
  - Science, Technology Assessment and Analytics team created in 2019
Recruit staff with diverse skills in public policy/public administration; social and physical sciences; computer science, law, and other disciplines

Manage a 2-year professional development program for newly hired performance auditors and an intern program for students

Operate a Learning Center and continuing education/training program for auditors at all levels

Use a competency-based performance management framework for providing expectations, feedback and annual evaluations of staff
Effective outreach and communications are critical to GAO’s ability to achieve results

GAO’s work must be convincing and persuasive to others, particularly since GAO does not have authority to mandate implementation of its recommendations

Key External Stakeholders:

- Congress
- Auditees
- Citizens
- Domestic and International Audit Community
WORKING WITH CONGRESS

- Established congressional protocols
- Obtain input for strategic plan
- Work with numerous congressional committees
- Provide frequent briefings to members and staff
- Provide expert testimony at congressional hearings
- Webpage for members to obtain information about audits and status of recommendations
WORKING WITH AUDITEES

- Agency protocols establish ground rules for effective communications
- Agency comments are published in audit reports
- Comptroller General meets with agency leaders
- GAO senior executives routinely meet with counterparts at audited agencies
- Annual priority recommendation letters
- Increased senior level focus and dialogue occur on “high risk” issues
ENGAGING WITH CITIZENS

- Reports, legal decisions and special publications available in full on GAO’s website

- Communications have broadened to include a variety of approaches and tools including:
  - Social media platforms
  - Blog
  - Podcasts
  - Fast Facts

- Fraud hotline for citizens to report potential fraud, waste and abuse
COLLABORATION WITH AUDIT ORGANIZATIONS

- Develop government audit and internal control standards for federal agencies and audits of federal funds

- Coordinate GAO’s work with federal, state and local auditors in the United States
  - Council of Inspectors General
  - Intergovernmental Audit Forums
  - Domestic Working Group

- Collaborate with other Supreme Audit Institutions through INTOSAI and international visits/programs