

GAO

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November 1990

# **1990 Annual Report of Key Performance Indicators**

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# Preface

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This is the third annual report to the Comptroller General on key GAO performance indicators during fiscal year 1990. A family of measures composed of a key indicator and several supporting indicators is presented in graphic form for each dimension. These key indicators address

- the outcomes of GAO's work,
- managing GAO's work, and
- GAO's human resources.

To the extent possible, 5-year GAO-wide and 3-year division/region/overseas data are presented to help the reader appraise the movement of indicators in a historical context. Current year data are often compared with data covering fiscal year 1988, which also encompassed the second session of a Congress.

Appendix I contains GAO-wide statistics.

Any questions and comments should be directed to James Howard, Deputy Assistant Comptroller General for Operations.



Ira Goldstein  
Assistant Comptroller General  
for Operations

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**Abbreviations**

AFMD	Accounting and Financial Management Division
CPE	continuing professional education
EEO	equal employment opportunity
GAO	General Accounting Office
GGD	General Government Division
GPA	grade point average
GS	General Schedule
HRD	Human Resources Division
IMTEC	Information Management and Technology Division
NSIAD	National Security and International Affairs Division
OGC	Office of the General Counsel
PEMD	Program Evaluation and Methodology Division
RCED	Resources, Community, and Economic Development Division
SES	Senior Executive Service

# Outcomes of GAO's Work

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GAO produced a 5-year record high number of written reports and testimonies during 1990 while maintaining its quality standards. Letter reports, which increased sharply during 1988 and 1989, were up slightly this year to 450 and continued to be GAO's largest product type. All other types of congressional written reports also increased over levels reported last year. Fact sheets, issued to meet quick turnaround information requests from customers, were up most. Chapter reports, however, responding to more substantive requirements and often containing recommendations, showed the second highest growth rate. In 1990, chapter reports constituted 29 percent of all congressional reports, up 2 percentage points over last year. Congressional briefings (without written products) declined 11 percent from last year, reaching a 3-year low.

Not only did GAO's testimony reach a record high (306), it was delivered by a record number of GAO officials (71) to 24 House and 17 Senate committees, compared with 21 and 13, respectively, last year. Testimony before committees addressing government operations/affairs, energy, tax, banking, armed services, and agricultural issues increased significantly.

Office of the General Counsel external product output was down slightly this year, due primarily to decreased requests from the executive branch for decisions. Such requests fluctuate from year to year.

Adherence to GAO report standards during 1990 continued to be maintained at a satisfactory level.

In 1990, GAO's work contributed to legislative and executive actions resulting in significant improvements in overall government operations and measurable financial benefits of over \$15 billion—a substantial increase over last year. (This total could change when all accomplishment reports for 1990 are filed and approved.)

GAO made 1,635 recommendations in 1990, up 45 percent over last year and a 5-year record high. During the year, GAO's work made major contributions that could yield large payoffs that would be difficult to quantify. Examples follow.

- GAO's review of the U.S. Customs Service's revenue collection process helped initiate internal control improvements that should prevent the loss of millions of dollars in government revenue due to fraud and abuse.

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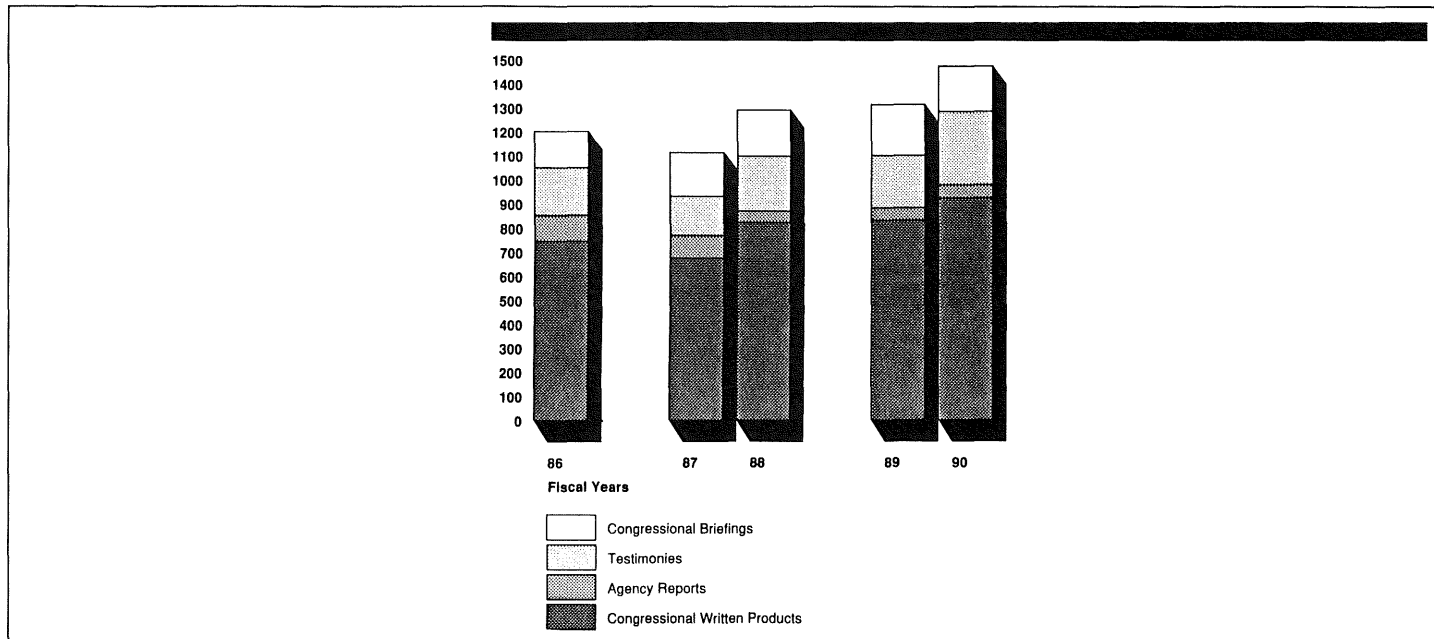
**Section I**  
**Outcomes of GAO's Work**

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- On the basis of GAO's work in the debt collection area, a number of federal agencies improved their collection procedures. This should result in more efficient operations and improved loan collections.

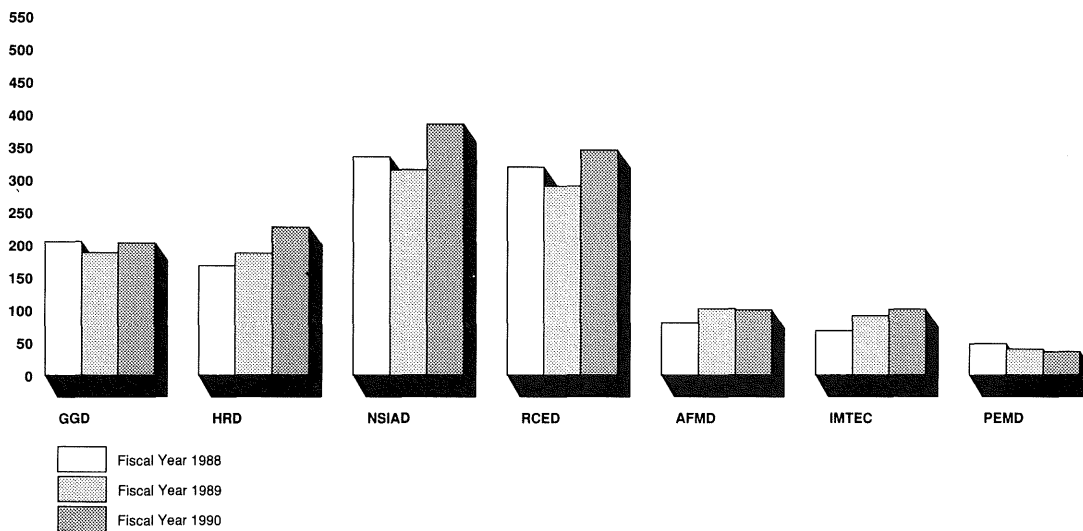
# Product Volume

Total output of audit/evaluation products in 1990 reached a 5-year high of 1,470, a 12-percent increase over last year. Letter reports continued to be GAO's largest product type, slightly exceeding last year's total. Testimony and congressional written products increased most—41 percent and 11 percent, respectively. Agency reports were relatively unchanged and congressional briefings declined. Congressional reports issued in chapter format increased 19 percent this year, reaching a 5-year high of 271.

## Key Indicator: Number of Audit/Evaluation Products

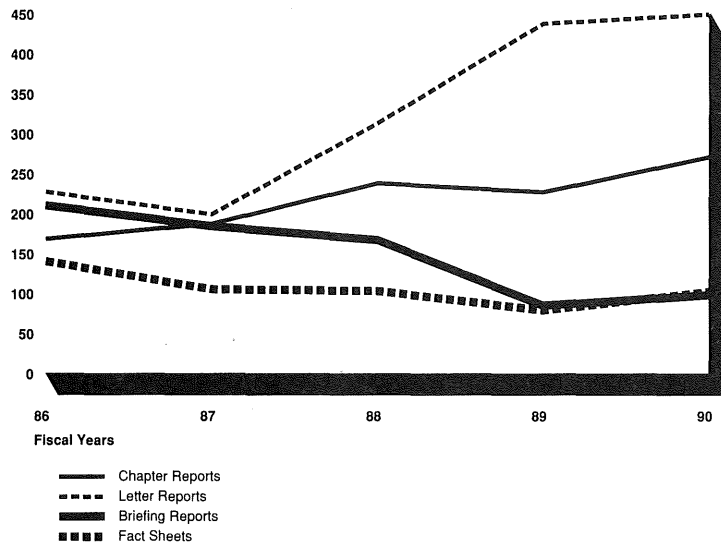


## Audit/Evaluation Products by Division

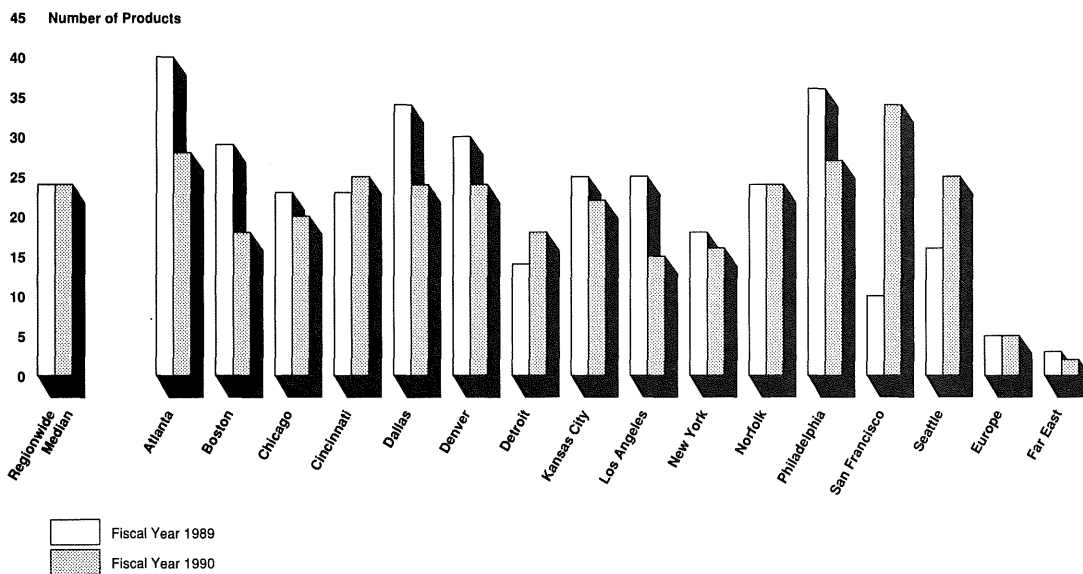


**Section I: Outcomes of GAO's Work**  
**Product Volume**

**Congressional Written Products by Type**



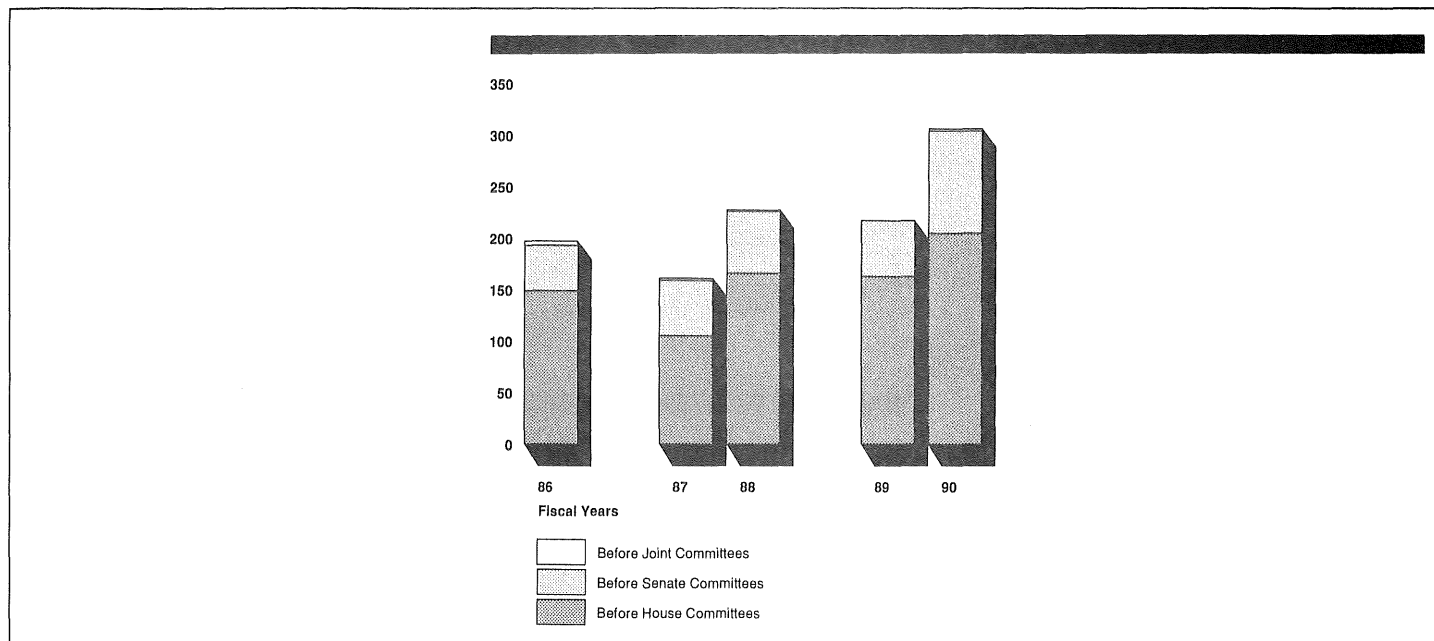
**Congressional and Agency Written Products Resulting From Region-Led Assignments**



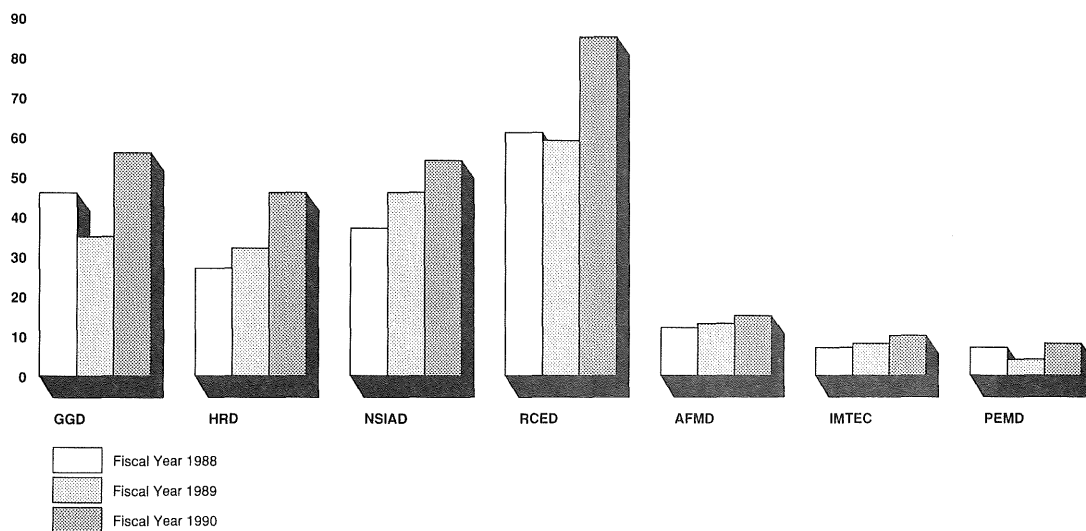
# Testimony

Testimonies totaled 306—a 5-year high—up 41 percent from last year and 35 percent from 1988, which also encompassed a second congressional session. The number of GAO officials appearing as lead witnesses also set a new record, reaching 71 in 1990, up 7 over last year. Twenty percent of all testimony in 1990 was presented to the Committees on Government Operations and Governmental Affairs.

## Key Indicator: Number of Testimonies

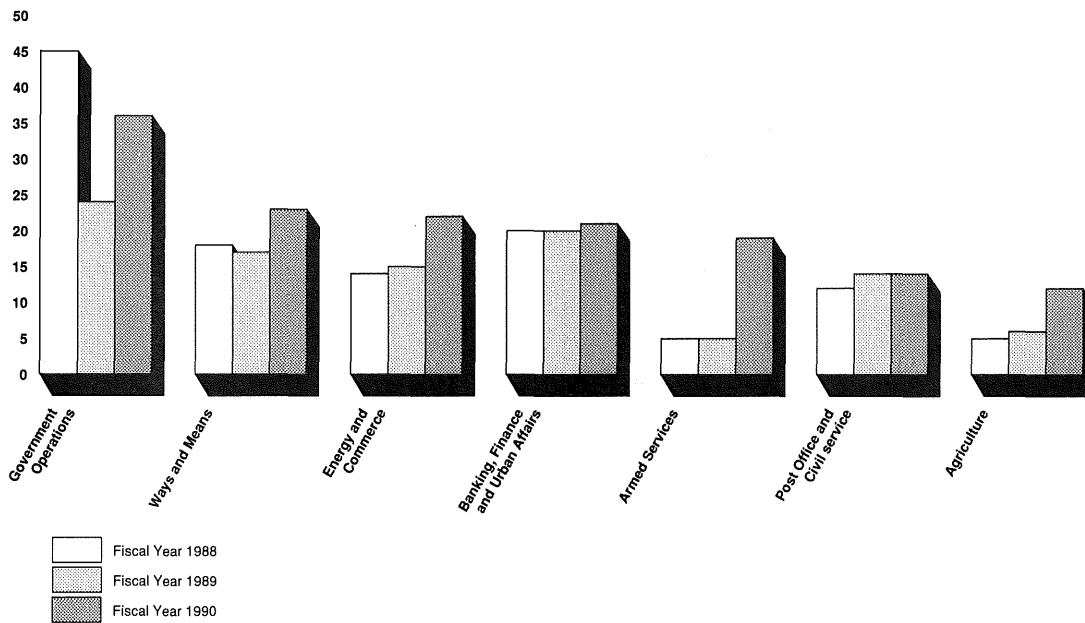


## Number of Testimonies by Division

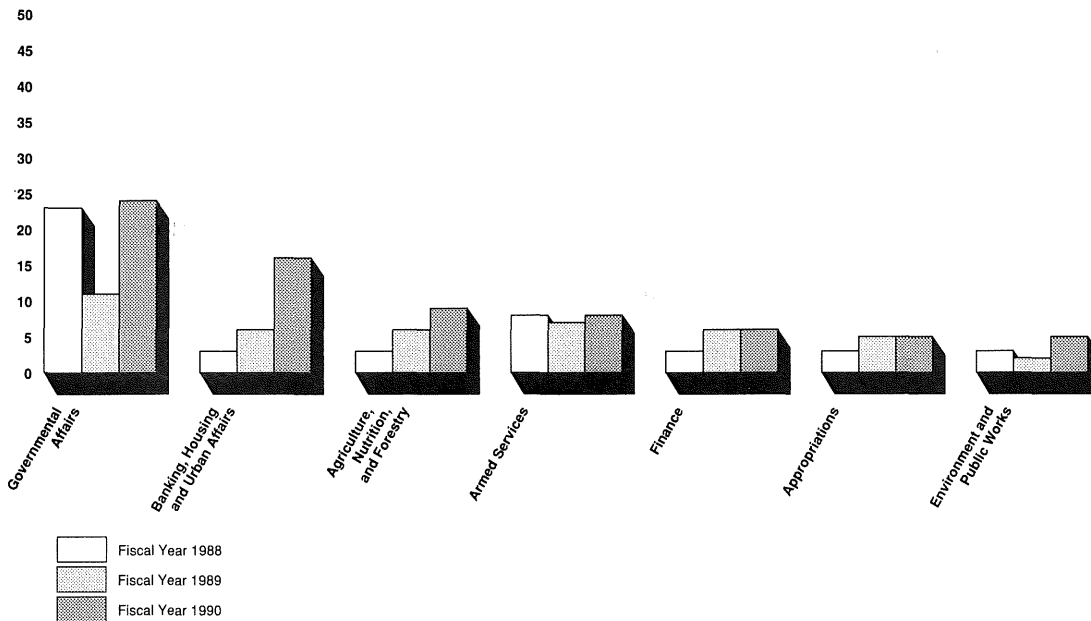


Section I: Outcomes of GAO's Work  
Testimony

House Committees Receiving Most Testimony in Fiscal Year 1990



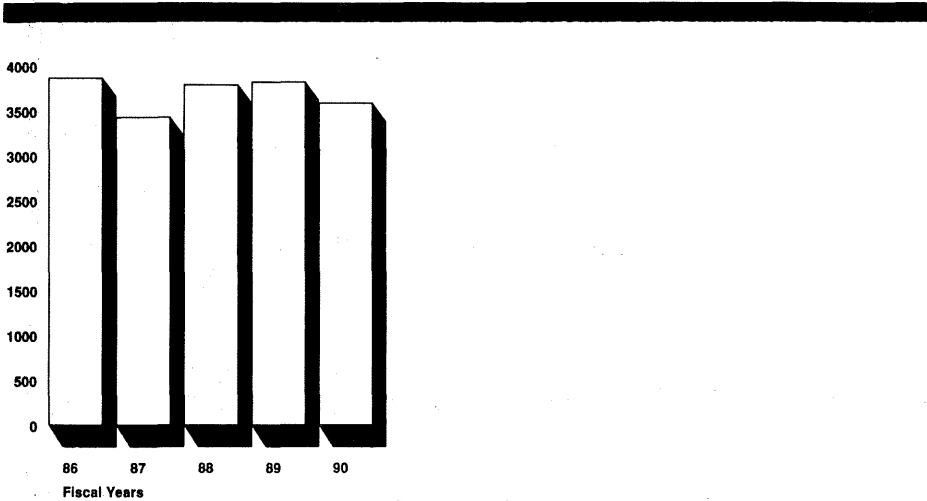
Senate Committees Receiving Most Testimony in Fiscal Year 1990



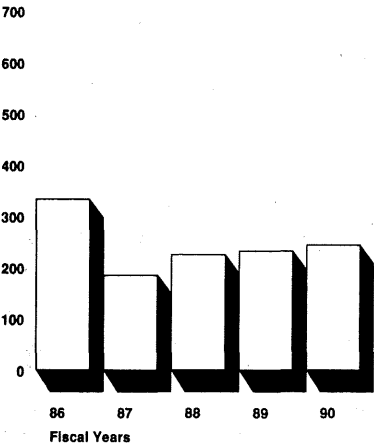
# OGC Output

OGC output of selected written products decreased 6 percent from the levels reported last year. While the number of congressional opinions and bid protest decisions remained relatively constant, the number of requests for decisions from the executive branch decreased significantly this year, resulting in a 22-percent decline in decisions. This is consistent with historical trends, as executive branch requests for decisions fluctuate.

Key Indicator: Number of External Products

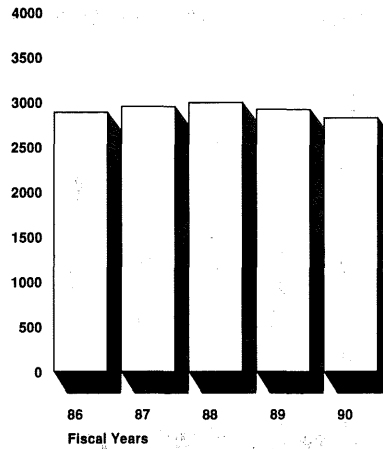


Number of Opinions for the Congress

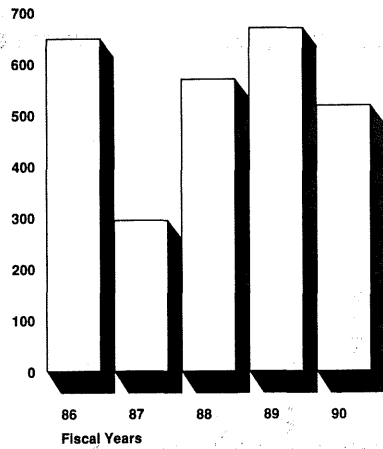


**Section I: Outcomes of GAO's Work**  
**OGC Output**

**Number of Bid Protest Decisions**



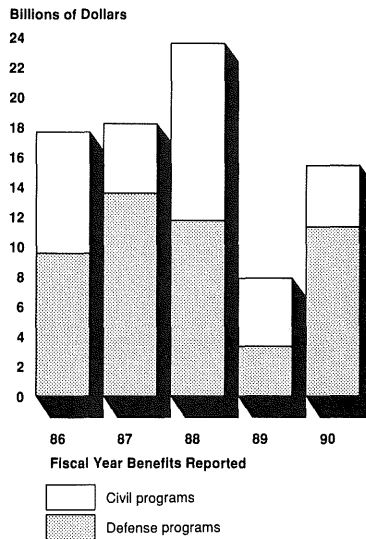
**Number of Executive Branch Decisions**



# Impact/ Accomplish- ments

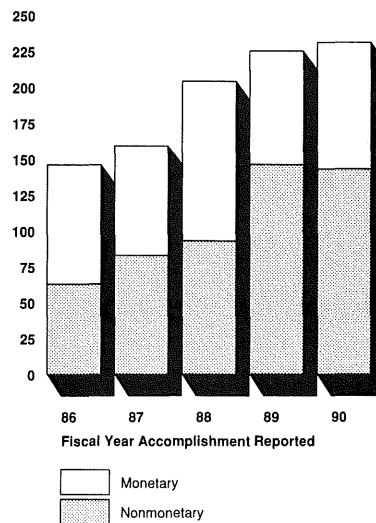
GAO contributed to legislative and executive actions taken in 1990 that resulted in over \$15 billion in measurable financial benefits—up sharply from last year. The total number of accomplishment reports claimed in 1990 (as of Nov. 9) increased slightly over last year. GAO made 1,635 recommendations in 1990, up 45 percent over last year. By the end of 1990, 78 percent of all recommendations made in 1986 had been implemented.

## Key Indicator: Financial Benefits



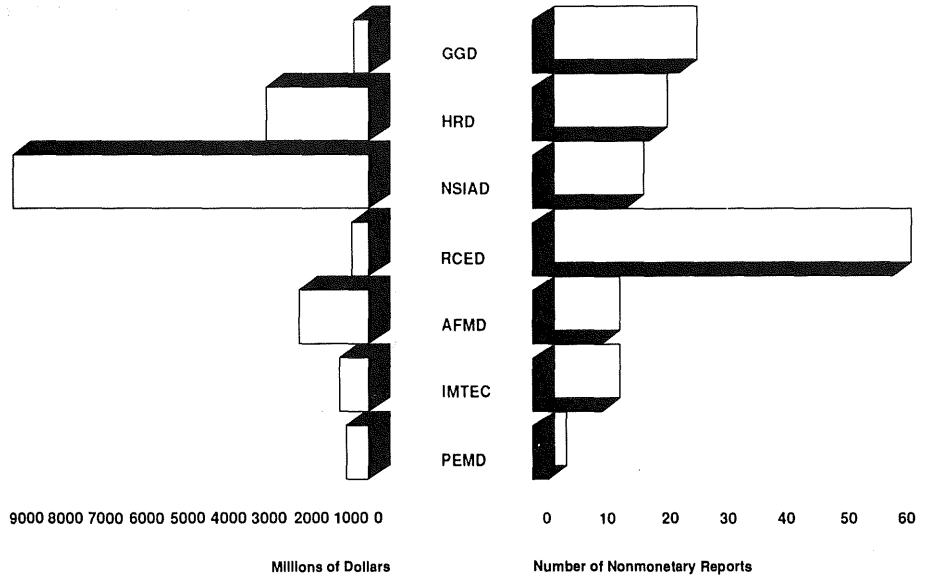
Financial Benefits for FY 1990 are based upon reports as of November 9, 1990, some of which are still being processed.

## Number of Accomplishment Reports

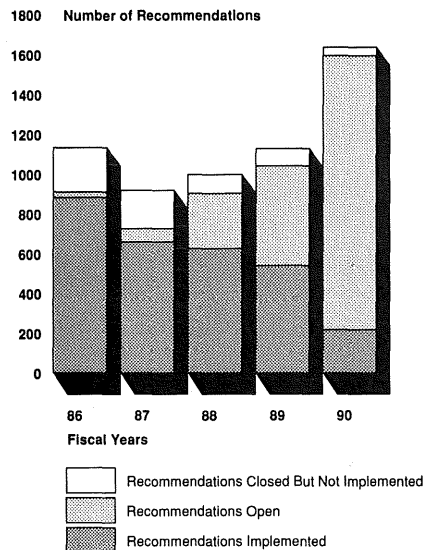


**Section I: Outcomes of GAO's Work  
Impact/Accomplishments**

**Financial Benefits/Nonmonetary  
Accomplishment Reports for Fiscal Year  
1990 by Division**



**Status of GAO Recommendations Made  
in Fiscal Years 1986-90 as of the End of  
Fiscal Year 1990**

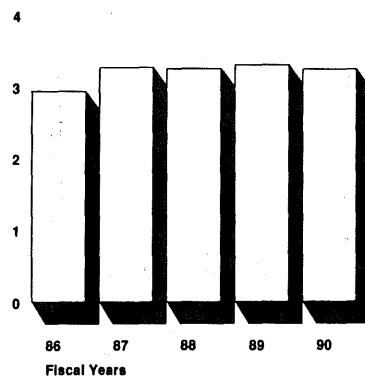


# Report Standards

GAO monitors conformity with its stringent report standards by reviewing a random sample of issued products. Using a rating scale of 0 (poor) to 5 (exceptional), these postissuance reviews continue to show a satisfactory level of compliance.

## Key Indicator: Adherence to Standards

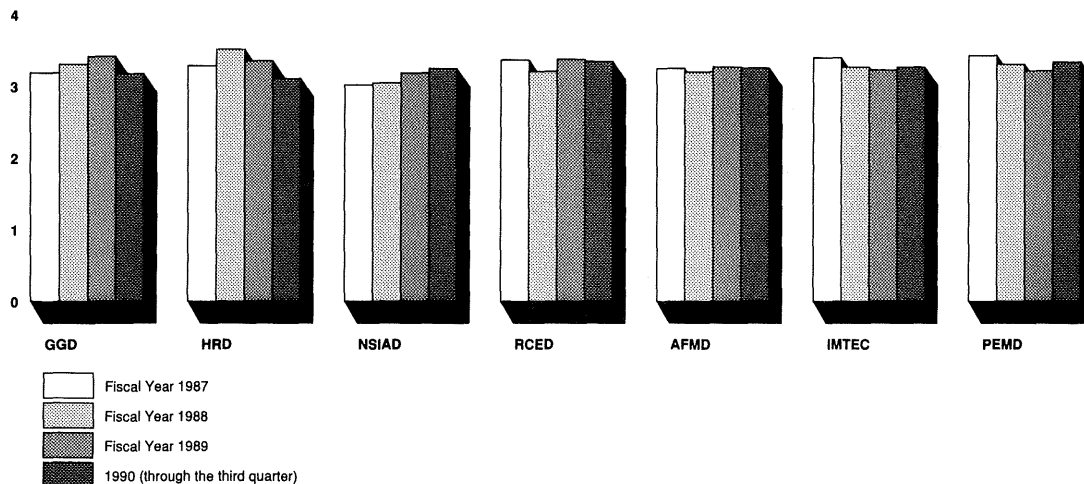
5 Average Rating



Note: Data for 1990 cover only the first three quarters.

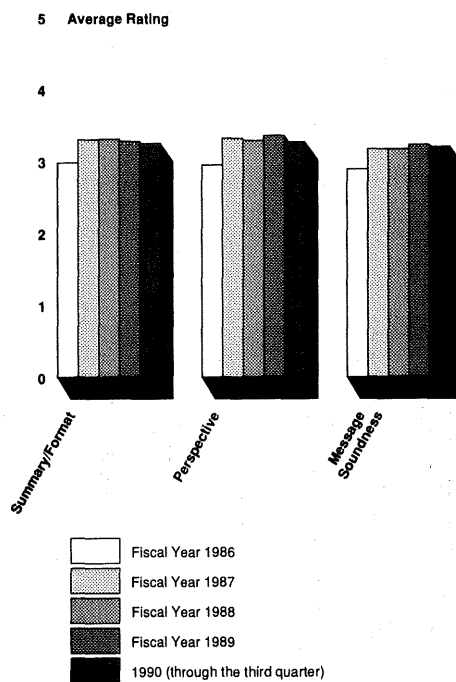
## Adherence to Standards by Division

5 Average Rating



**Section I: Outcomes of GAO's Work  
Report  
Standards**

**Adherence to Standards by Component**



# Managing GAO's Work

GAO started 1,786 and completed 1,707 assignments of all types in 1990, up 13 and 16 percent, respectively, from last year and ended the year with an active assignment work load slightly higher than last year's work load. The average assignment was completed faster (6 percent), and all timeliness indicators showed some improvement.

GAO's direct assistance work load (staff-years charged to audits and evaluations that directly assist the Congress) was 81.5 percent, down 1 percentage point from last year. However, committee work increased slightly.

The entire increase in new assignment starts was for congressional customers, while self-initiated assignment starts were unchanged.

Active assignments at the end of the year increased for the fifth consecutive year, reaching 1,198 assignments, up 2 percent from a year ago.

The average age of active assignments continues to decline, with 83.2 percent of the active assignments less than a year old, up 3 percentage points from a year ago.

GAO completed 1,707 assignments during 1990, a 16-percent increase over last year's total and the highest number of assignments completed during the past 5 years.

The average cost of completed assignments was \$197,000, up less than the inflation rate from last year. The average cost of assignments for which the principal product was chapter and letter reports for the Congress was up 35 percent (due largely to several large financial statement audits), the committee assignment cost was relatively unchanged, and the testimony assignment cost declined 23 percent.

Completing an assignment during 1990 averaged 9 months, down slightly from last year—continuing a 5-year declining trend.

The average duration for congressional report assignments was unchanged from last year. Testimony assignments, however, averaged only 2.6 months, a month less than last year.

Progress has been made this year in reducing the average time required to get a principal product issued after the draft product reaches the issue area director. This process took 164 days when agency comments

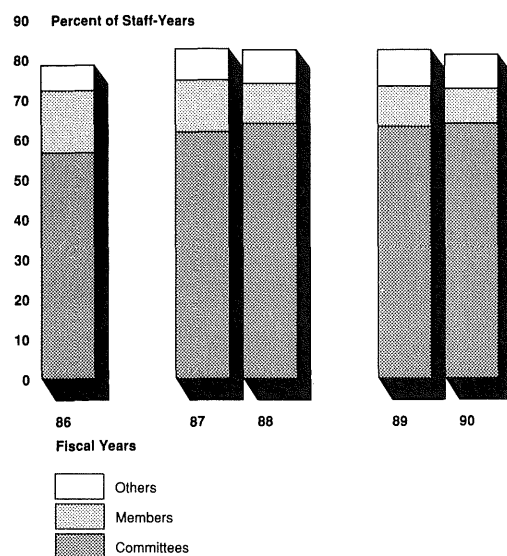
were requested, compared with 181 days last year. When comments were not requested, it took 65 days, unchanged from last year.

Some improvement was also realized in the percentage of principal products issued by the dates estimated at the start of implementation—19 percent in 1990—up 3 percentage points from last year. Continued progress in reducing the time spent in the reporting phases of our work—through special emphasis in the Operations Improvement Program, and better estimating—should lead to improved “on-time” performance.

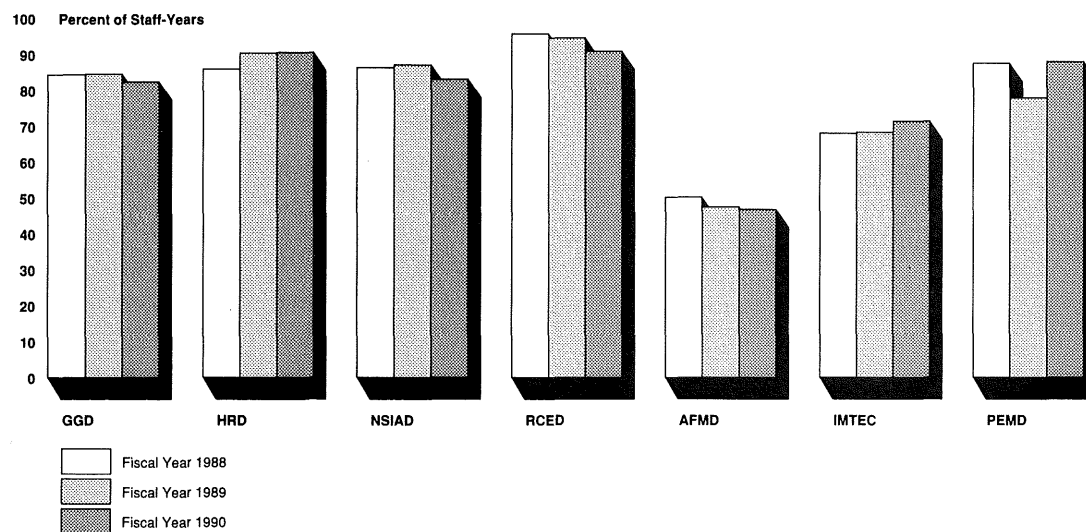
# Direct Assistance to the Congress

GAO's direct assistance work load (staff-years charged to audits and evaluations that directly assist the Congress) was 81.5 percent, nearly 1 percentage point less than the rate experienced during the prior 3 years. The number of congressional assignments started in 1990 reached a 5-year high of 1,521—up 15 percent from last year and 22 percent from 1988, which also encompassed a second congressional session. In addition, 265 self-initiated assignments were started, a level unchanged from 1989.

## Key Indicator: Direct Assistance to the Congress

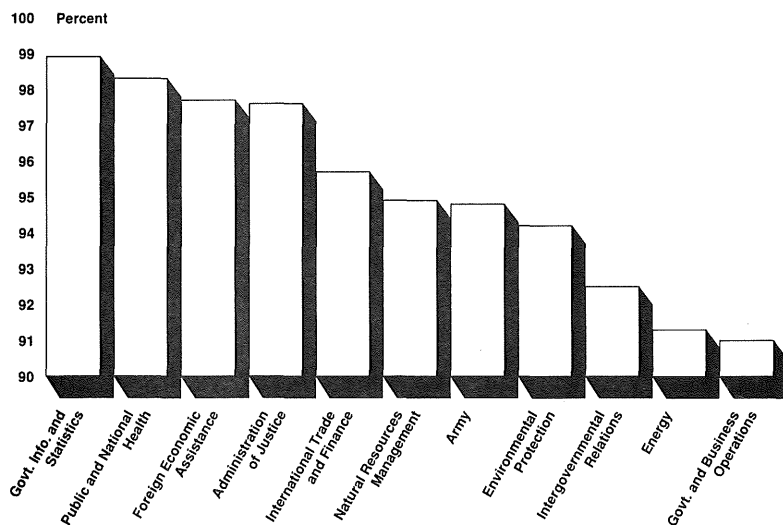


## Direct Assistance to the Congress by Division

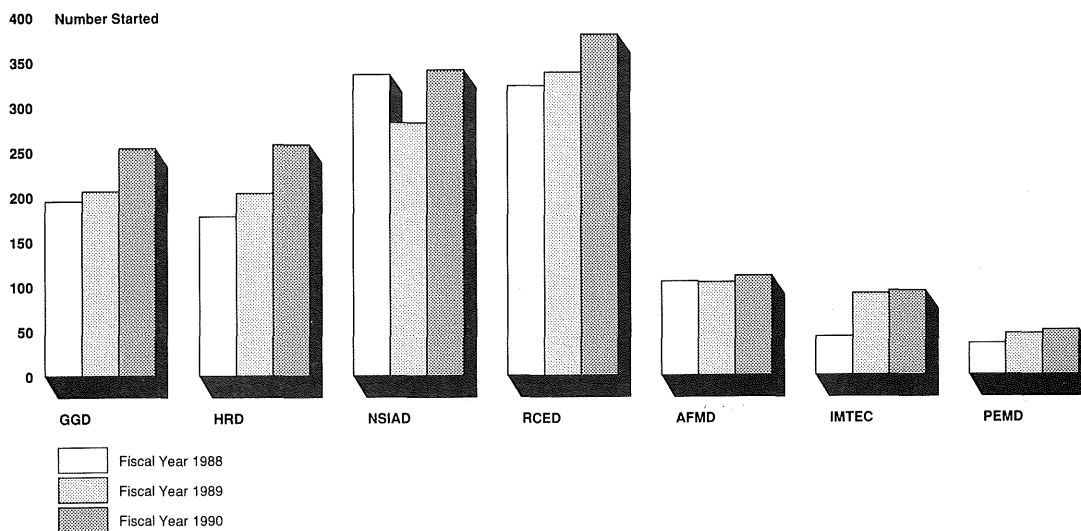


Section II: Managing GAO's Work  
Direct Assistance to the Congress

Issue Areas/Areas of Interest With Direct Assistance Rates Over 90 Percent



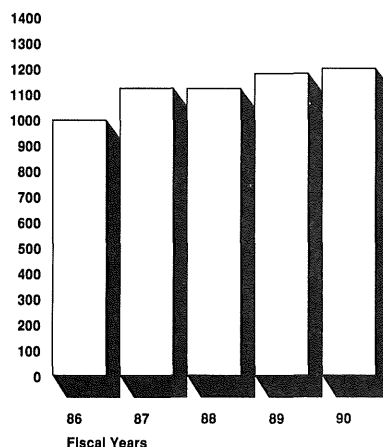
Congressional Assignments Started by Division



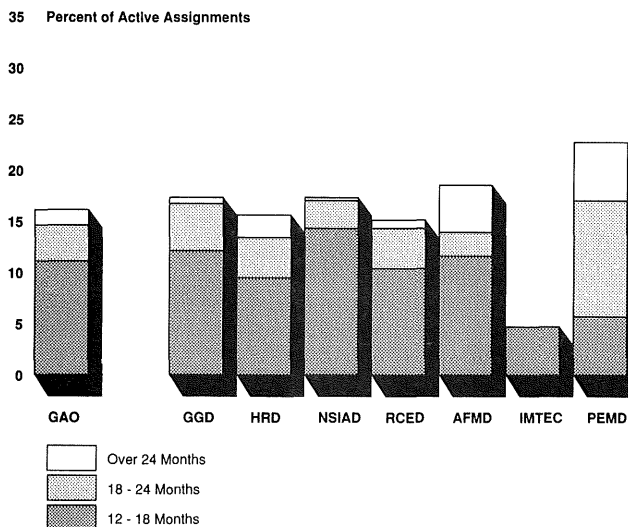
# Active Assignments

Active assignments as of the end of 1990 increased for the fifth consecutive year, reaching 1,198 assignments—up 2 percent from last year. The average age of active assignments continued to decline, with 83.2 percent of the active assignments less than a year old, compared with 80.4 percent a year ago. Only 1.5 percent of assignments are over 2 years old, a 5-year low.

**Key Indicator: Number of Active Assignments**

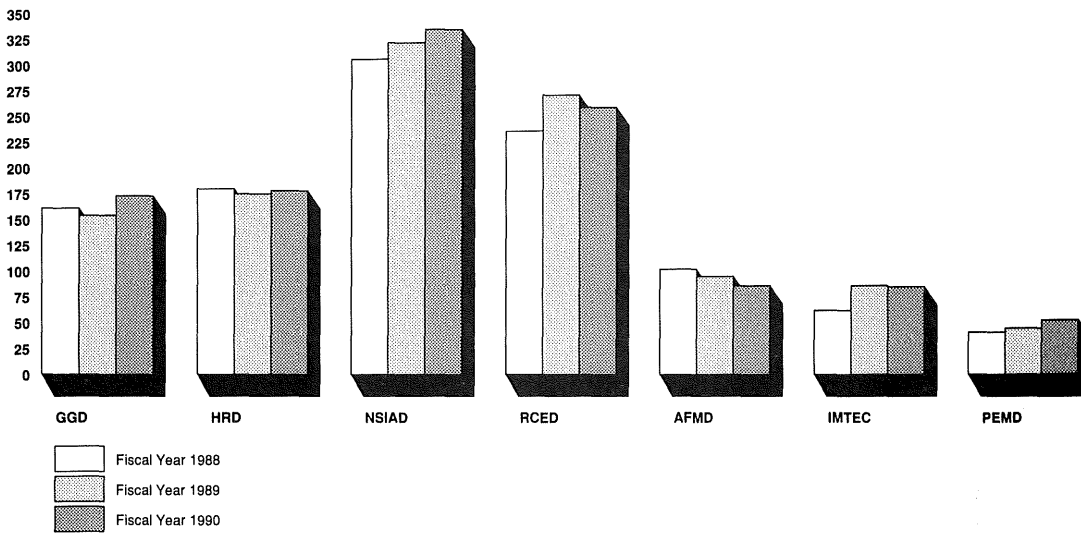


**Aging Pattern of Active Assignments  
GAO-Wide and by Division**

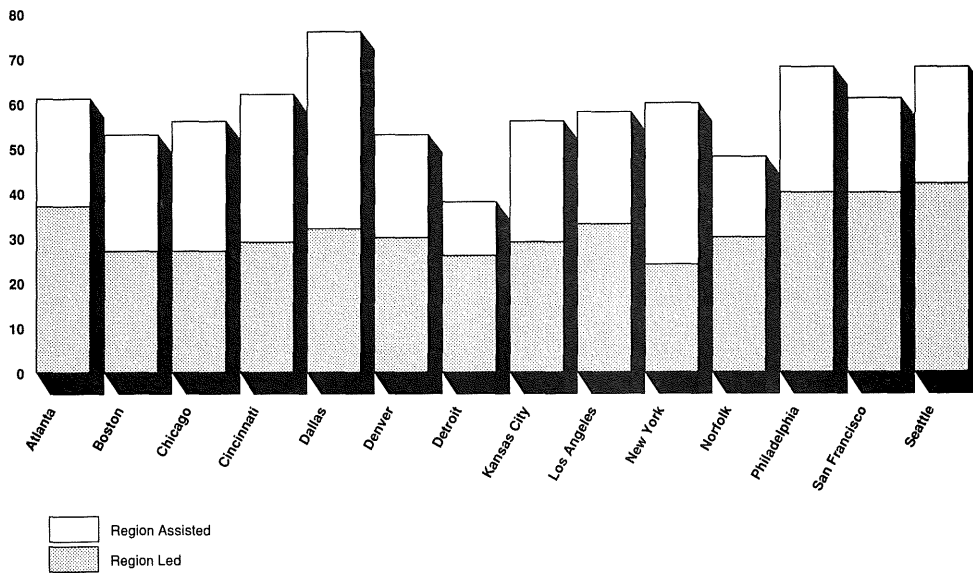


Section II: Managing GAO's Work  
Active Assignments

Number of Active Assignments by Division



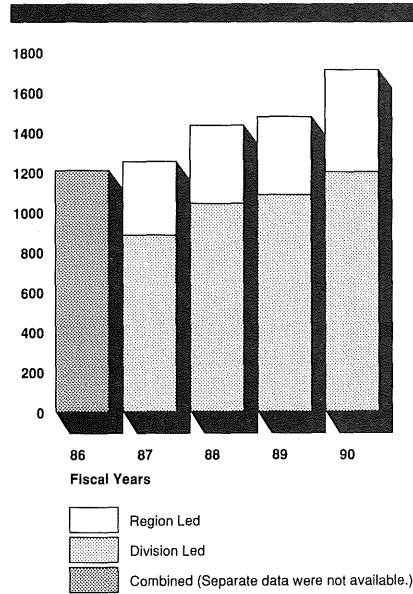
Number of Active Assignments by Region



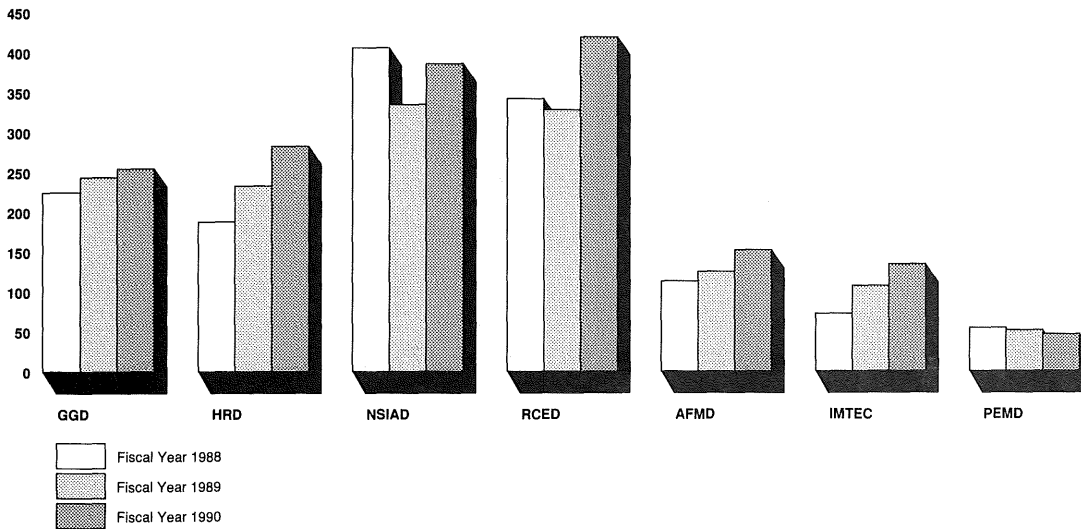
# Completed Assignments

GAO completed 1,705 assignments during 1990, up 16 percent from last year, setting a 5-year high. The average duration of an assignment in 1990 was 9 months, down more than 6 percent from last year. The average duration of assignments in which the principal products were reports to the Congress, committees, and members was unchanged at 13.9 months, while the average duration of briefing report, fact sheet, testimony, and agency report assignments declined. The average cost of a completed assignment in 1990 was \$197,000, up marginally.

**Key Indicator: Number of Completed Assignments**

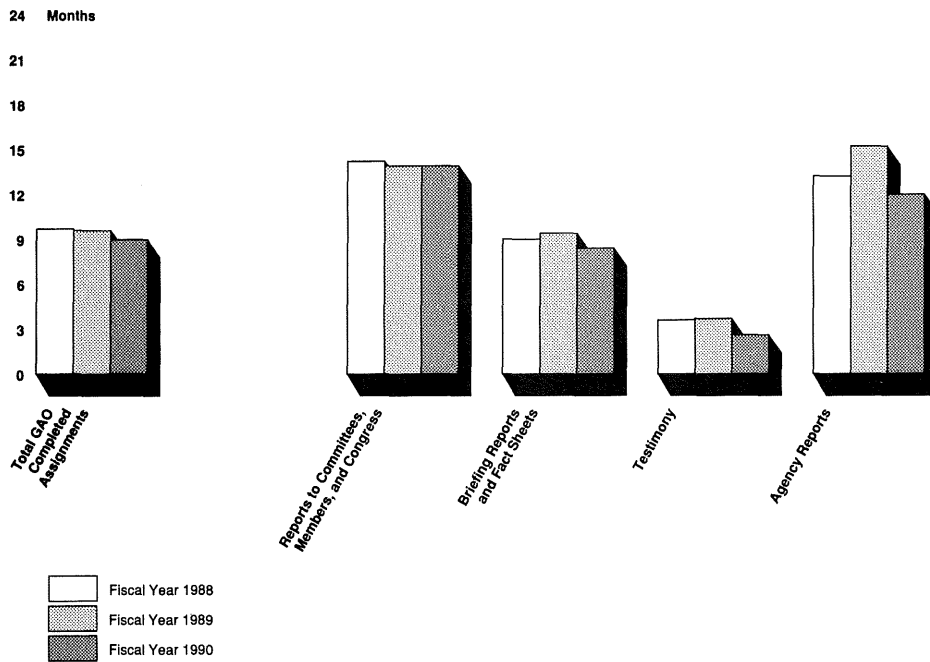


**Number of Completed Assignments by Division**

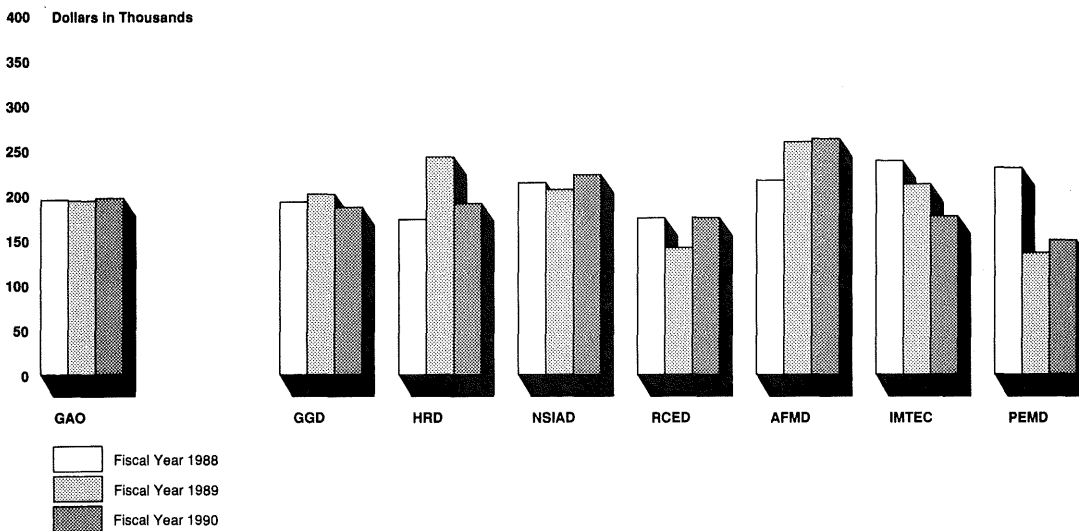


Section II: Managing GAO's Work  
Completed Assignments

Average Duration of Completed Assignments GAO-Wide and by Product Group



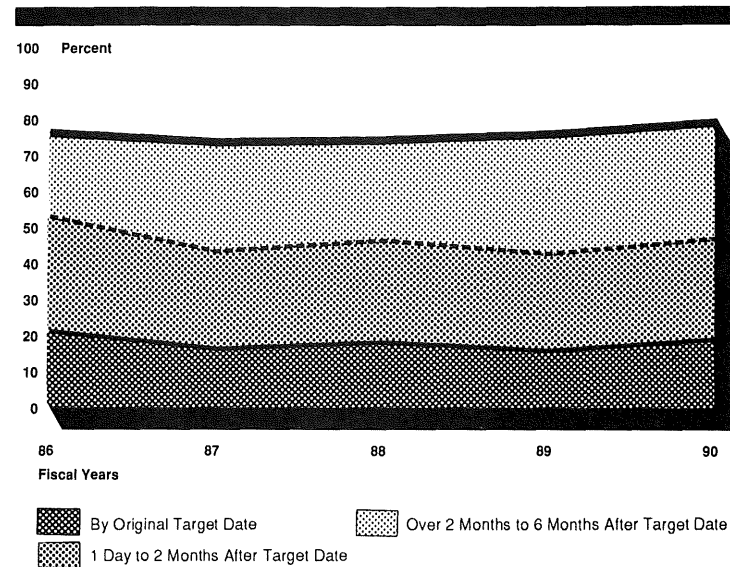
Average Cost of Completed Assignments GAO-Wide and by Division



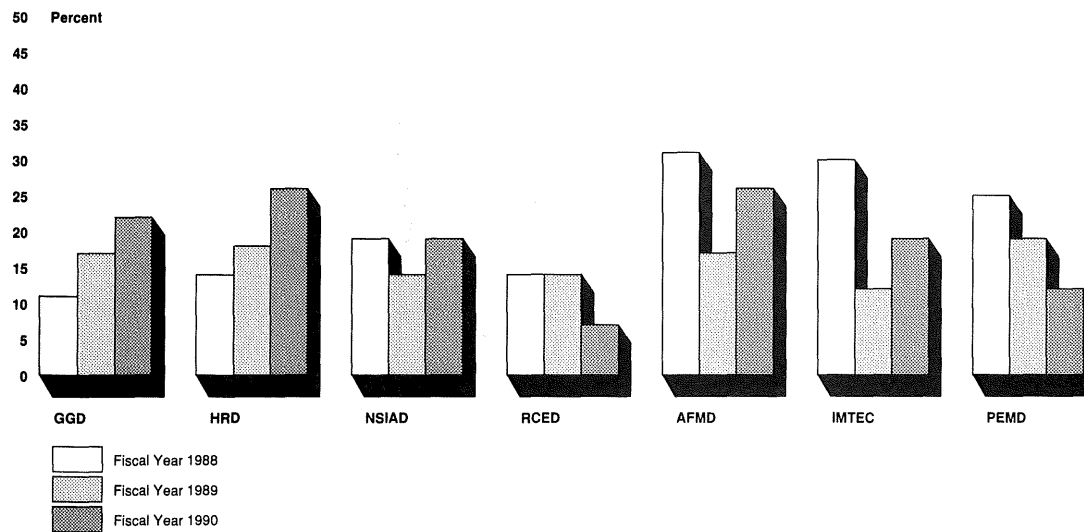
# Timeliness

In 1990, 19 percent of the principal products were issued by the original target dates established at the start of implementation and 47 percent were issued within 60 days of the original target dates, up 3 and 4 percentage points, respectively, from a year ago. During 1990, to issue a principal product after the issue area director received a draft product for review took an average of 94 days, 7 days less than it took in 1988 and 1989.

## Key Indicator: Timeliness of Principal Products Issued



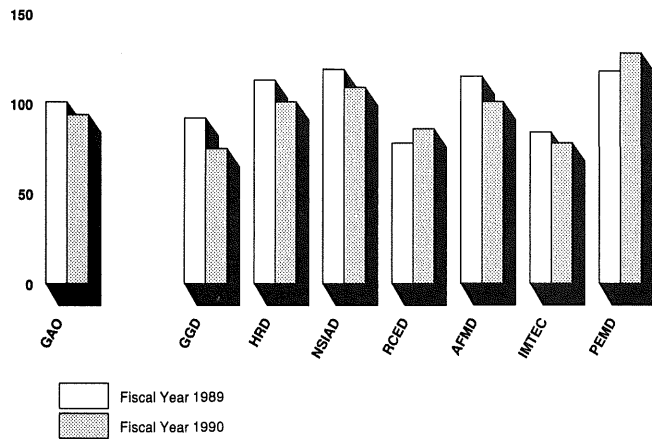
## Principal Products Issued by Original Target Date by Division



Section II: Managing GAO's Work  
Timeliness

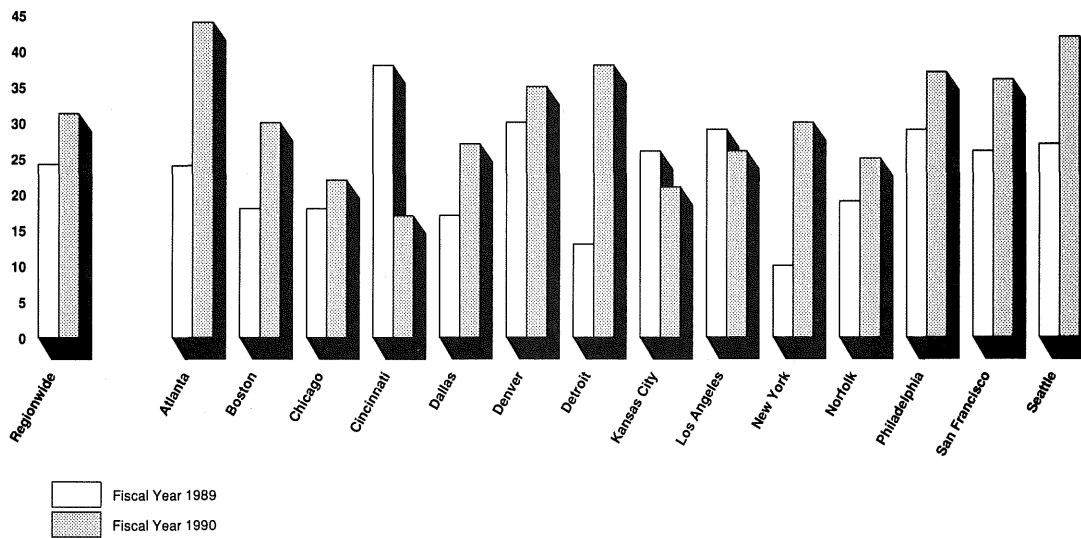
Time From Draft Product Delivered to Issuance of Principal Product

200 Average Calendar Days



Region-Led Draft Products Delivered to Issue Area Director by Original Target Date

50 Percent



# Profile of GAO's Human Resources

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In virtually every human resource area, the 1990 indicators illustrate that GAO's staff is undergoing significant change. Although this evolution was discussed in the 1989 annual indicators report and the 1990 midyear report, the year-end indicators more clearly show GAO's human resource evolution. In general, GAO's trends are in line with the forecasts of studies like Workforce 2000 and Civil Service 2000, which predict that the nation's work force is continuing to become more diverse, white-collar, and specialized.

While the size of GAO's work force has remained stable for the past 5 years, the composition of this work force is changing. For the fifth straight year, for example, the percentages of evaluator and secretarial/clerical staff declined. This decline has been matched by increased percentages of evaluator-related specialists and administrative/technical staff. While the 1990 percentage changes were small (less than 1 percentage point for each group), the changes suggest a gradual but clear trend toward a higher proportion of professionals and specialists.

This shift is also illustrated by GAO's hiring patterns. During 1990, the percentage of professional staff hires increased to over 84 percent of all hires, a 5-year high. In addition, the types of professionals hired continued to change, as the percentage of headquarters evaluators increased and the percentage of specialists rose to over 20 percent of all new employees.

Another significant indicator of how GAO's work force is evolving is the changing academic profile of our new hires. In 1990, for example, over 60 percent of GAO's evaluator and evaluator-related recruits had advanced degrees. In addition, over 60 percent had GPAs of over 3.5. This continued emphasis on graduate degrees and superior academic credentials and the increasing number of applicants for entry-level positions (about 7,200 for 239 positions) suggest that GAO is attracting and hiring highly skilled and qualified candidates. The challenge now is to effectively utilize, motivate, and retain these new employees.

The demographic composition of GAO's staff is also continuing to more closely reflect the diversity of our nation's work force. Over the past 5 years, GAO has systematically increased the proportions of women and minority professionals at all levels. As a result, women now constitute about 37 percent of GAO's professional staff while minorities constitute over 20 percent. It is particularly significant that GAO is promoting and hiring more minorities into the upper levels, where the agency's decentralized, unit-based affirmative action program is now focusing. In 1985,

for example, only 8 percent of GAO's Management and SES staff were women and less than 3 percent were minorities. In contrast, at the end of fiscal year 1990, about 18 percent of GAO's senior managers were women and over 8 percent were minorities.

Despite this progress, however, GAO must continue its aggressive efforts to achieve a truly representative work force. Although GAO achieved more affirmative action goals in 1990 than the agency met in 1989, GAO needs to pay continued attention to attracting, developing, advancing, and retaining women and minorities.

In 1990, employee training and education was again a critical element of GAO's efforts to develop the skills needed to perform the complex work of the future. This year, GAO's staff attended almost 340,000 hours of internal and external training, an average of 63 hours per employee. Since 1990 is the first year that external training data have been available, it is not possible to compare 1990 total training hours with prior year totals. Nevertheless, the agency's continuing professional education requirement (each staff member must earn 80 training credits in the 2-year period ending December 31, 1990) appears to be stimulating GAO's staff to develop and enhance skills through formal training.

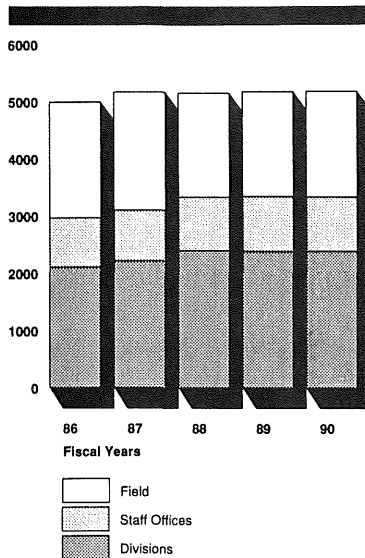
Finally, GAO's attrition data also clearly indicate that the organization is changing. While 1990 midyear attrition figures suggested that GAO turnover patterns were changing, year-end data show more dramatic and across-the-board changes. In 1990, GAO's overall attrition rate increased by 16 percent to a 5-year high of 9.3 percent, reversing a 2-year decline in attrition. Significantly, attrition rates increased for all groups analyzed. Attrition reached 5-year highs for evaluators, specialists, headquarters professionals, field professionals, Senior and Management level staff, SES members, professionals with 1 to 3 years of GAO experience, Asians/others and blacks. Finally, the headquarters attrition rate was higher than the field attrition rate for the first time since 1987.

Although these 1-year attrition figures should not be used to project future attrition, the 1990 increases suggest that GAO's historically low attrition may be increasing. Factors such as changing career attitudes, the increase in specialist staff (who have highly marketable skills), and GAO's performance-based pay system (which emphasizes performance management and feedback) may all be stimulating attrition. In the future, other factors, such as changing economic conditions and modifications to federal retirement rules, may also influence GAO attrition.

# Work Force

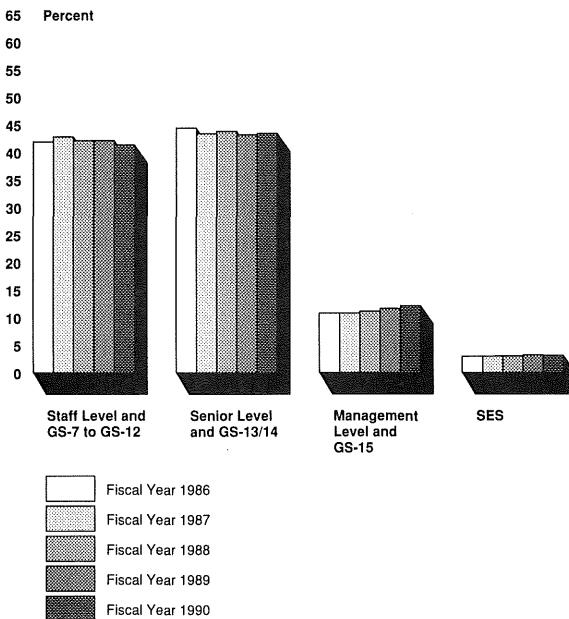
At the end of 1990, GAO had 5189 staff members, a slight increase from last year's total. The mix of staff among divisions, staff offices, and regions also changed only slightly from 1989. By level, the proportion of Staff level professionals declined slightly, while the percentage at the Management level increased slightly. More significantly, GAO's occupational mix continued to change—the proportions of specialists and administrative/technical staff rose and the percentages of evaluators and support staff declined.

## Key Indicator: Total Work Force



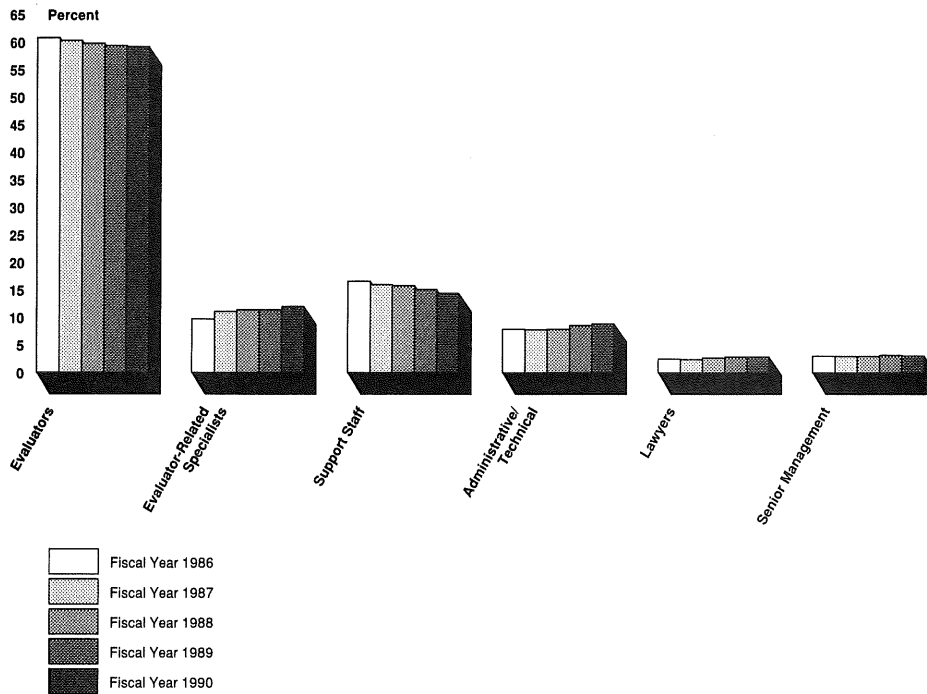
Note: 1988 reflects closing of Washington Regional Office and transfer of staff to divisions.

## Professional Work Force by Level/Grade



Section III: Profile of GAO's Human  
Resources  
Work Force

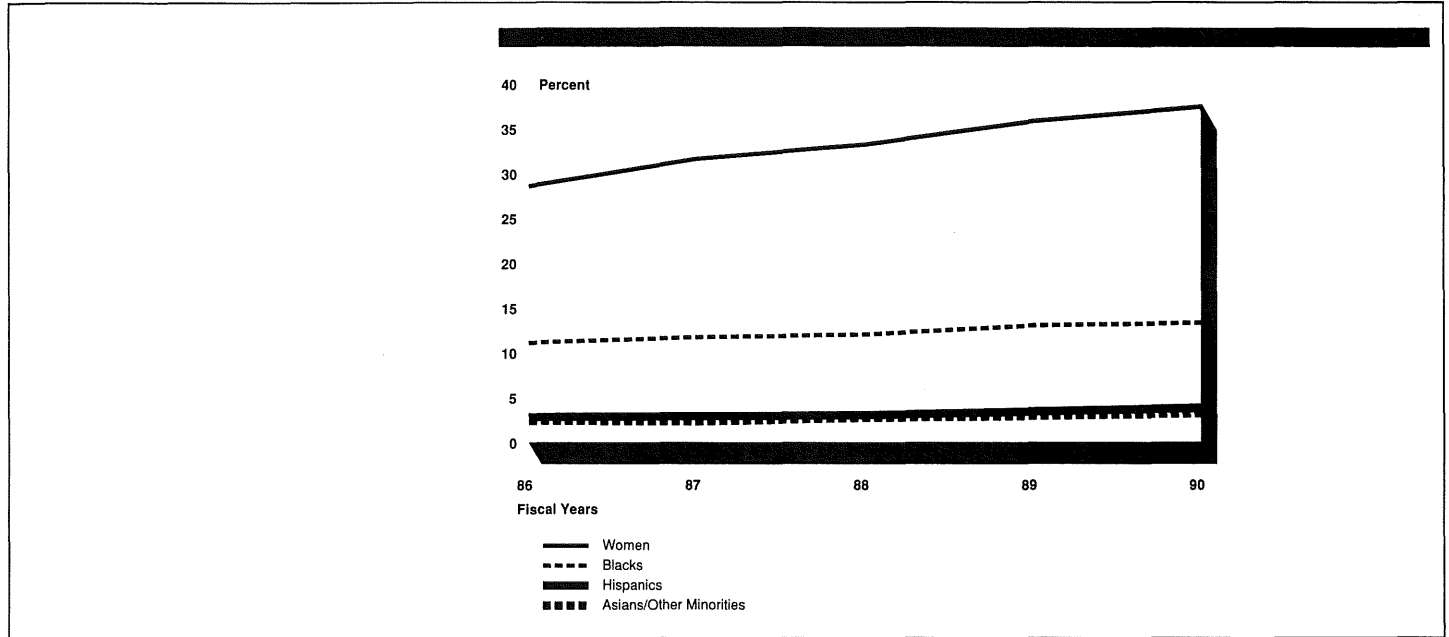
Work Force by Job Category



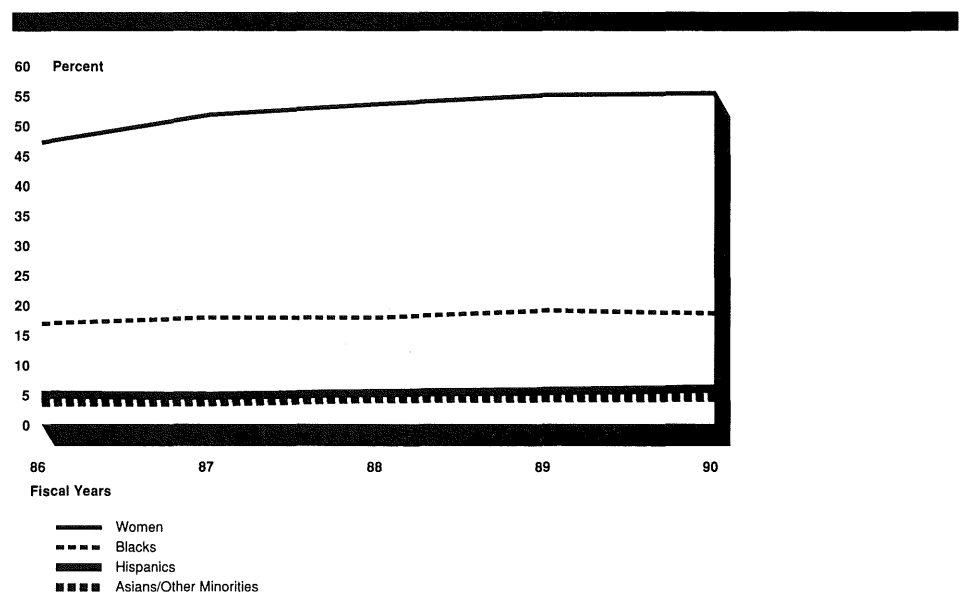
# EEO

The percentages of women and minorities increased in all categories except for blacks at the Staff level. Women and minorities now account for over 37 and 20 percent, respectively, of GAO's professional staff. Proportionately, Hispanic representation increased most, growing by 12 percent. By level, the largest percentage increases occurred at the upper levels. For example, the percentage of Senior level Asians/other minorities rose by 25 percent and the percentage of Management/ses blacks increased by about 23 percent.

## Key Indicator: Women and Minorities in the Professional Staff

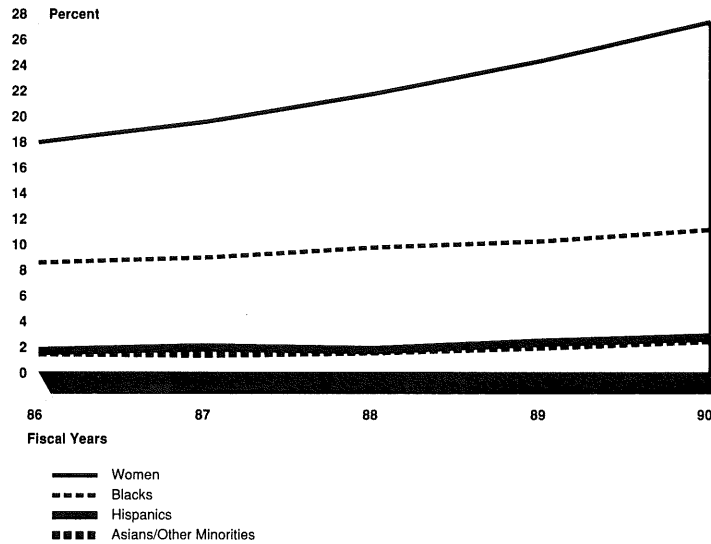


## Women and Minorities at the Staff and GS-7 to GS-12 Levels

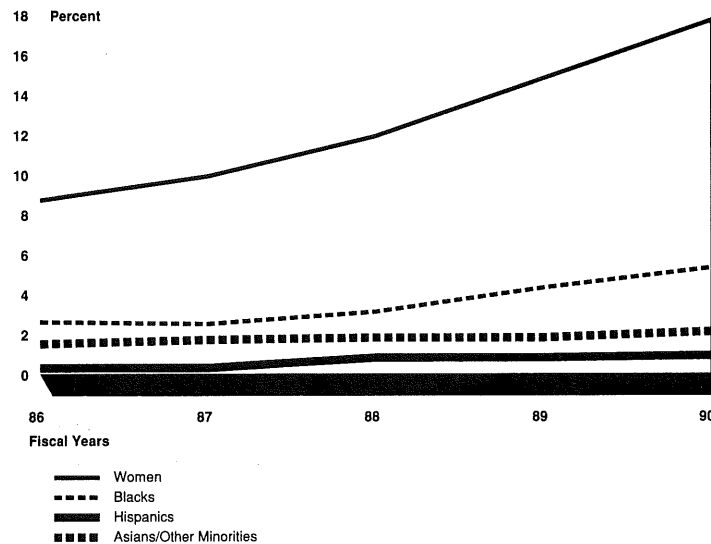


**Section III: Profile of GAO's Human Resources**  
**EEO**

**Women and Minorities at the Senior and GS-13/14 Levels**



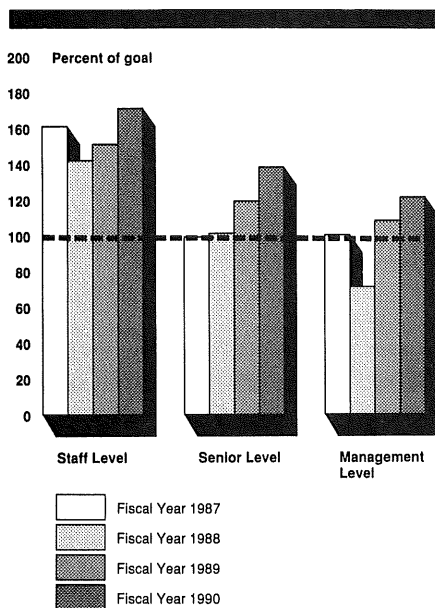
**Women and Minorities at the Management, GS-15, and SES Levels**



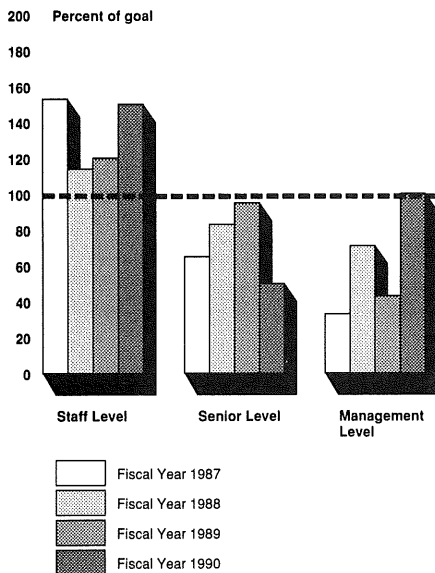
# Affirmative Action

Since 1986, GAO's divisions and regions have set individual unit-based affirmative action goals; the charts below show combined results for all units. The charts show that in 1990 GAO continued to achieve affirmative action goals for women at all levels and was generally successful in meeting Staff level goals for all groups. At the Senior level, however, goals were not met for any minority groups. At the Management level, goal attainment percentages increased for blacks and Hispanics, but decreased for Asians/others.

Attainment of Affirmative Action Goals for Women

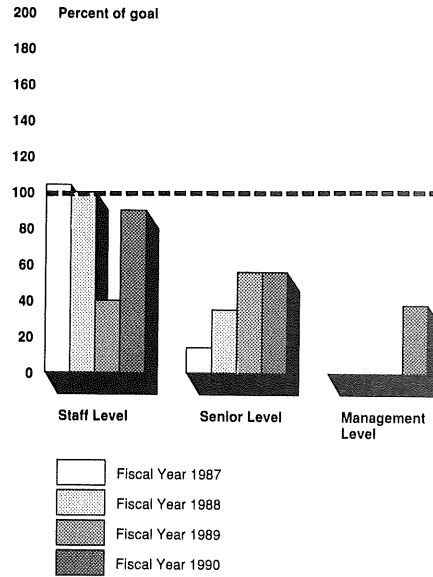


Attainment of Affirmative Action Goals for Blacks

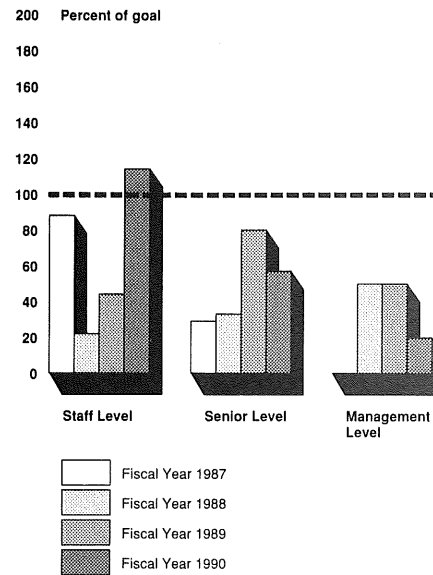


**Section III: Profile of GAO's Human Resources**  
**Affirmative Action**

**Attainment of Affirmative Action Goals for Hispanics**



**Attainment of Affirmative Action Goals for Asians and Others**

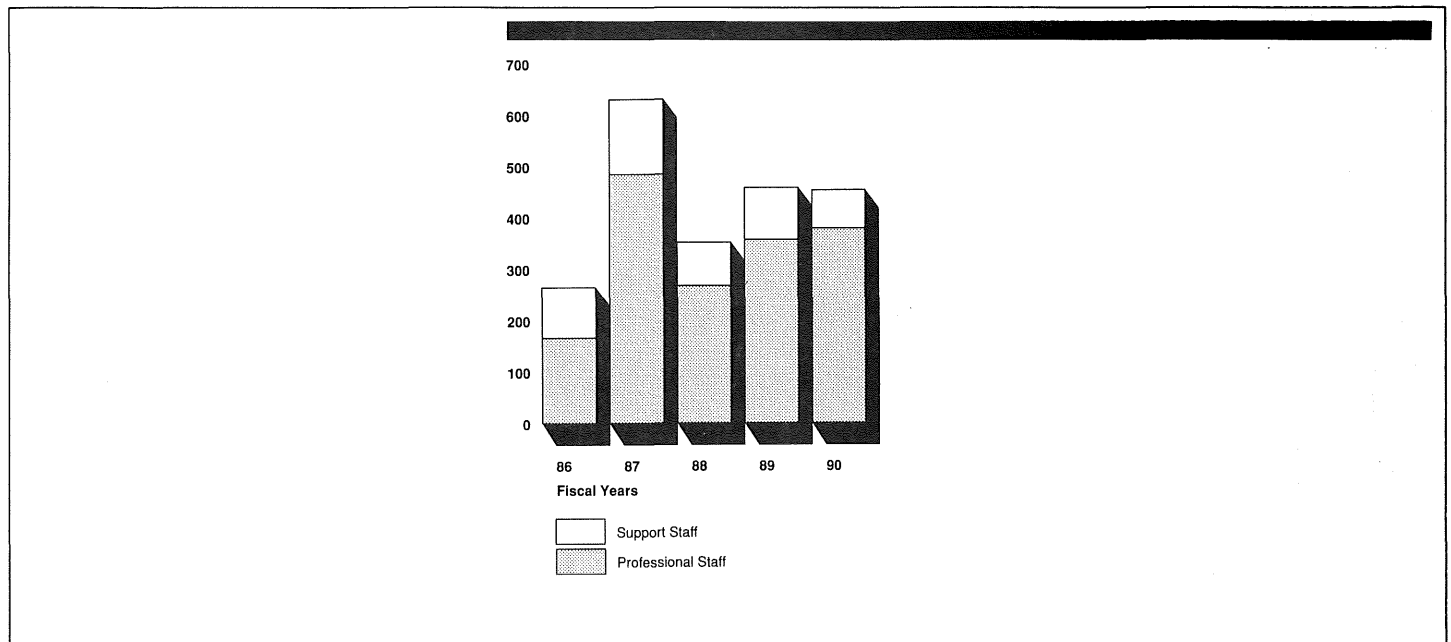


Note: No goal was set for the Management Level in 1987.

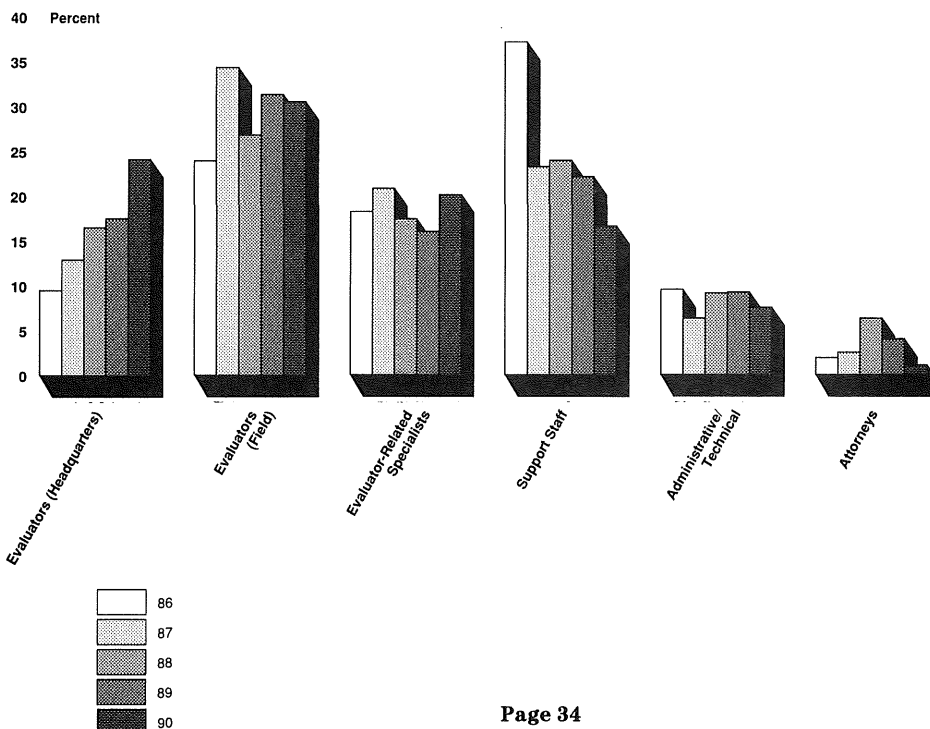
# Recruitment/ Hiring

The number of hires during 1990 remained at about last year's level, but the percentage of professional hires rose to 84 percent. The proportions of specialists and headquarters evaluators increased while the percentage of field evaluator and support staff hires decreased. At the entry levels, the percentages of evaluators and specialists with advanced degrees and high GPAs increased substantially. This year's applicant pool grew by 23 percent to over 7,200. Over two-thirds of GAO's entry-level hires came from schools where GAO recruits.

## Key Indicator: Total Hires

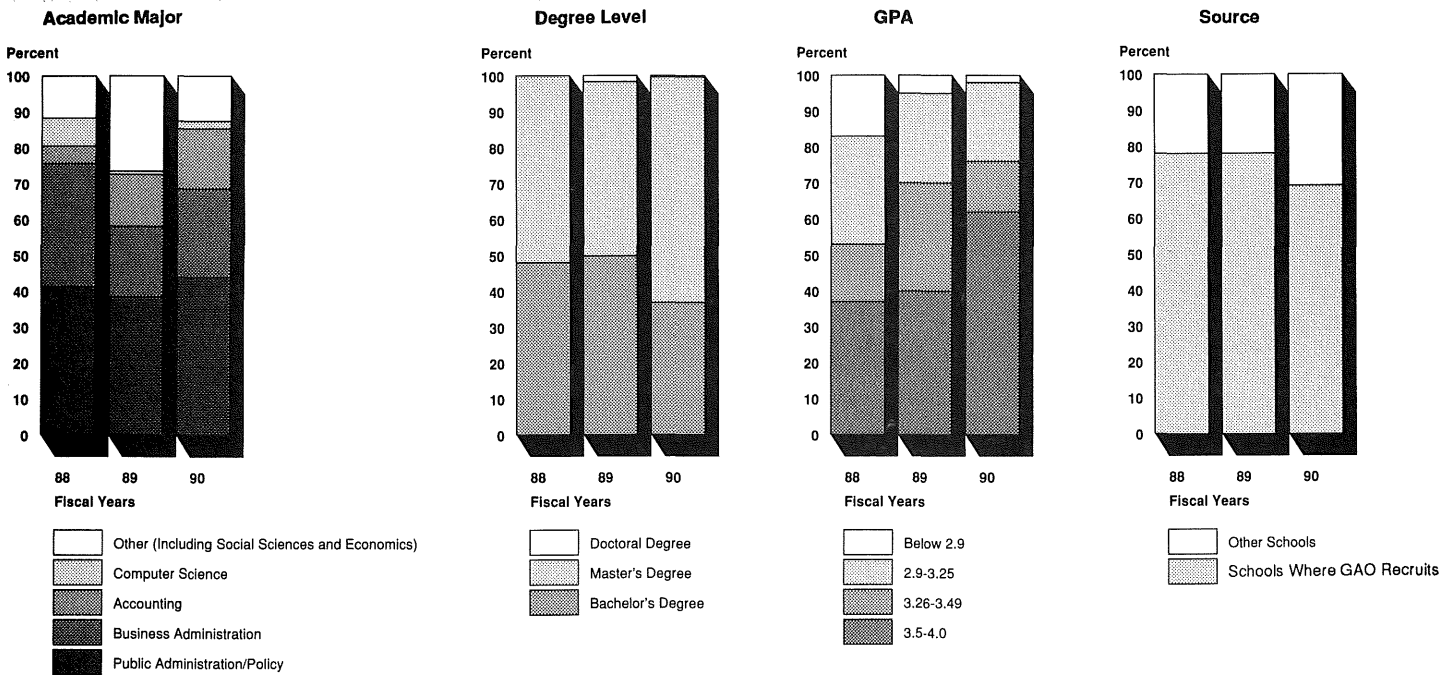


## Percent of Hires by Job Category

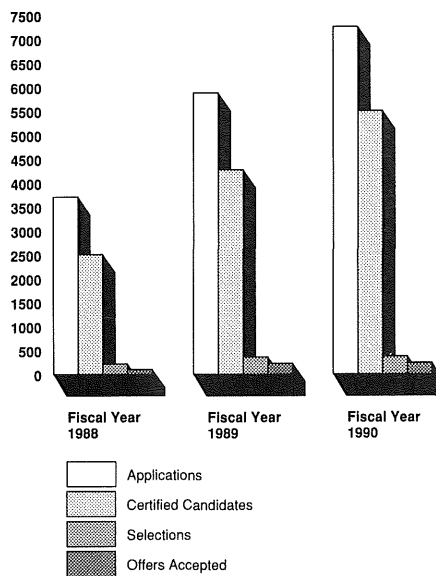


**Section III: Profile of GAO's Human Resources  
Recruitment/Hiring**

**Entry-Level Evaluator and Evaluator-Related Hiring**



**Numbers of Entry-Level Applications, Certified Candidates, Selections, and Job Offer Acceptances**

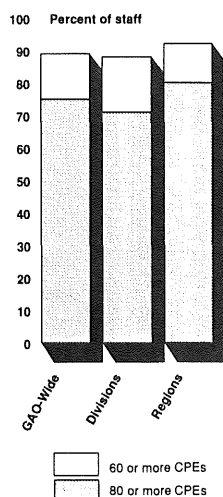


Note: Totals for Evaluators, Accountants, and Computer Scientists only.

# Training

At the end of fiscal year 1990, almost three-quarters of GAO's staff had met the continuing professional education requirement to earn 80 CPES by December 31, 1990. About 11 percent of the staff had fewer than 60 CPES and therefore must earn at least 20 more CPES to meet the requirement. Overall, GAO employees attended 339,395 hours of training in 1990—an average of about 63 hours per employee. The staff office average of about 31 hours was considerably lower than the averages for divisions (69) and regions (75).

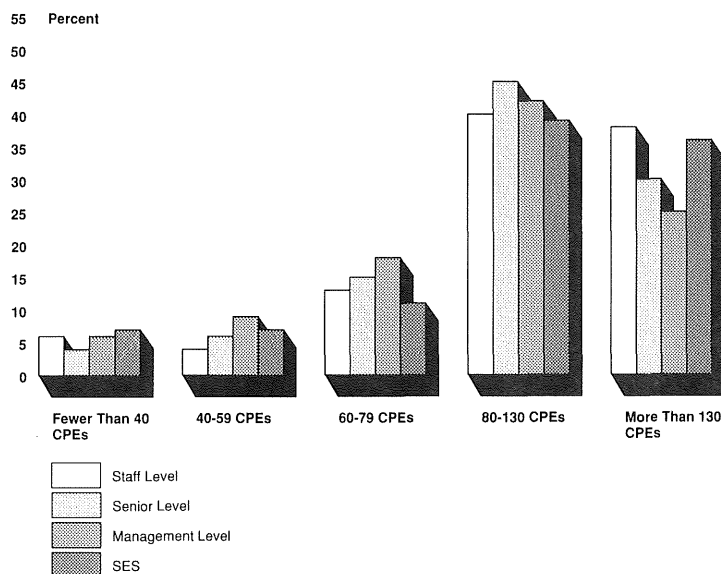
## Key Indicator: Progress Toward 2-Year CPE Requirement



Note 1: Staff must earn 80 CPES during the period 1/1/89 to 12/31/90 (there is also a grace period extending to 2/28/91).

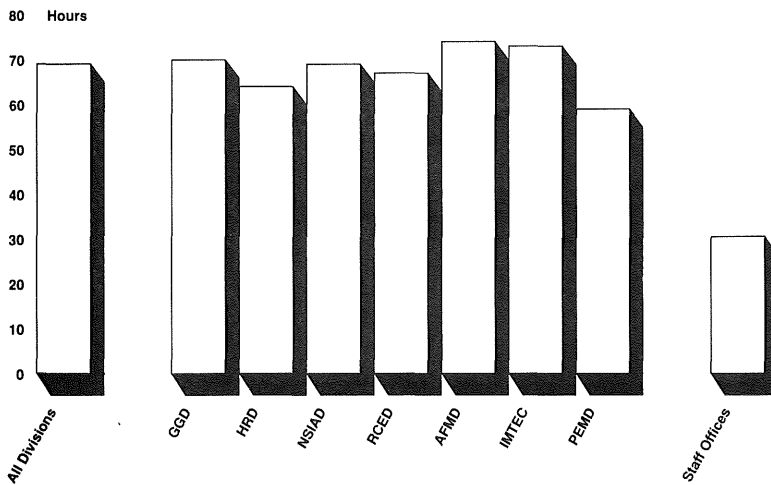
Note 2: "GAO-wide" includes staff office employees who must meet the CPE requirement.

## CPE Progress by Number of CPES Earned

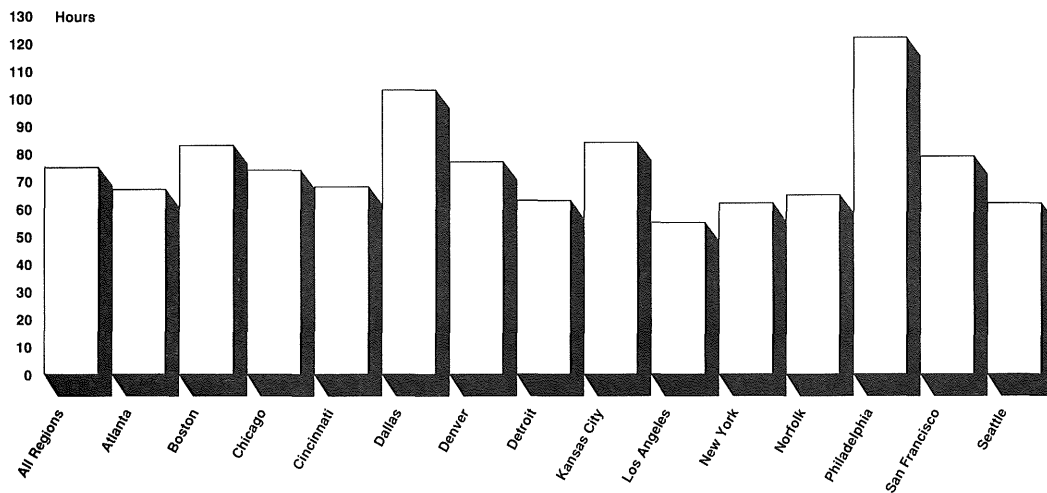


Section III: Profile of GAO's Human  
Resources  
Training

1990 Average Training Hours: Divisions and Staff Offices



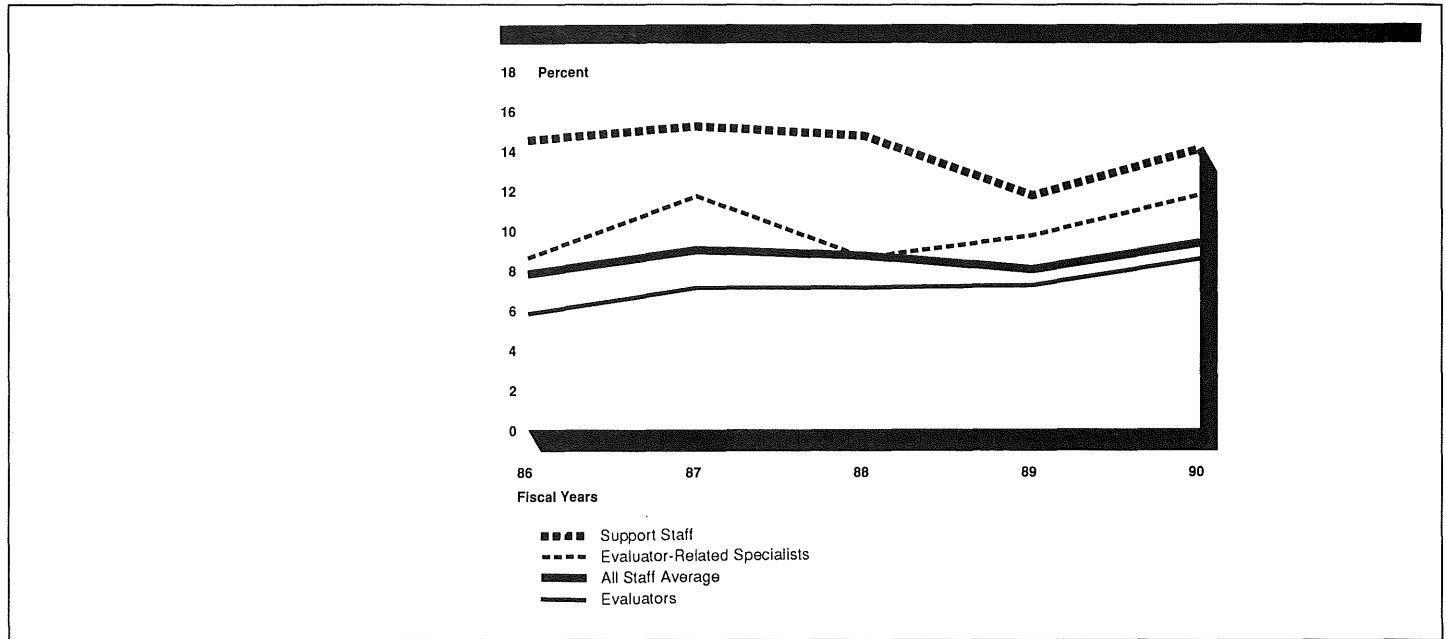
1990 Average Training Hours: Regions



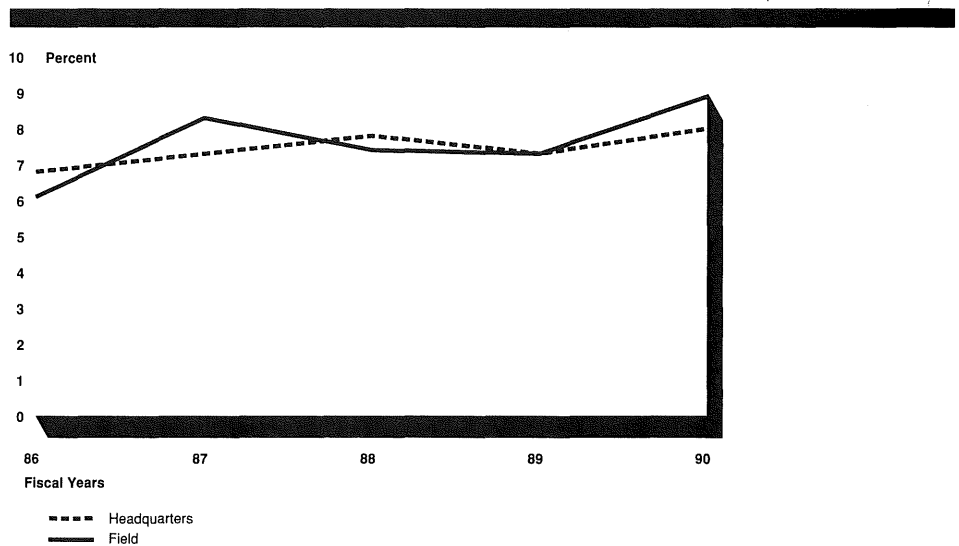
# Attrition

GAO's overall attrition rate rose to 9.3 percent this year, up from 8 percent last year. Attrition increased for virtually all groups, and for the first time since 1987, attrition was higher in headquarters than in the field. By level, attrition increased most for Management and SES staff. While retirements increased to 31 percent of all losses, most "attrits" transferred to other agencies or resigned. Attrition in all EEO groups rose, but only Asians/others had attrition rates higher than GAO's overall rate.

## Key Indicator: Overall Attrition Rate

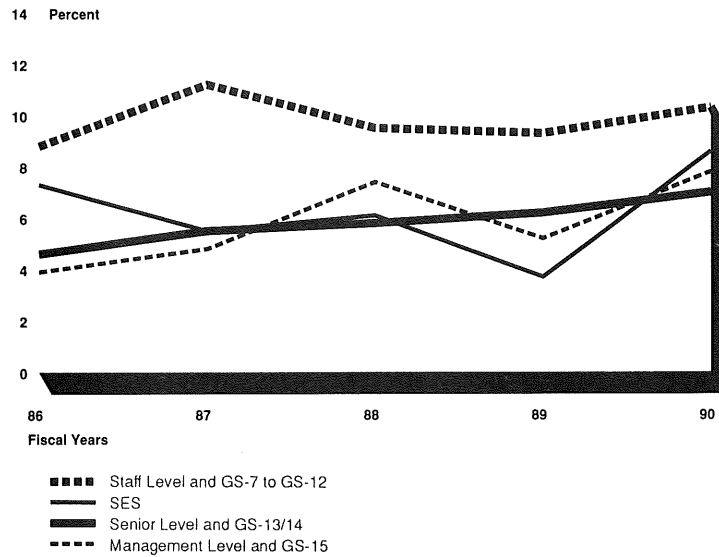


## Professional Staff Attrition Rates for Headquarters and Field

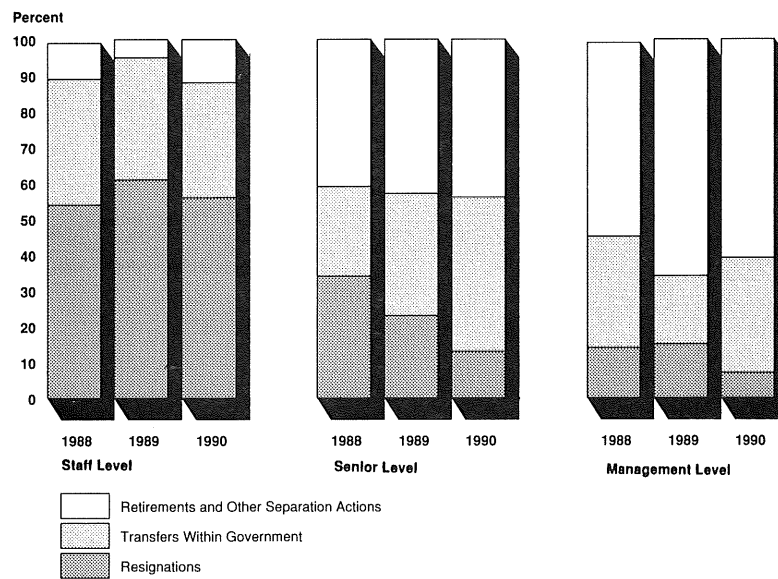


**Section III: Profile of GAO's Human Resources Attrition**

**Professional Staff Attrition Rates by Level/Grade**

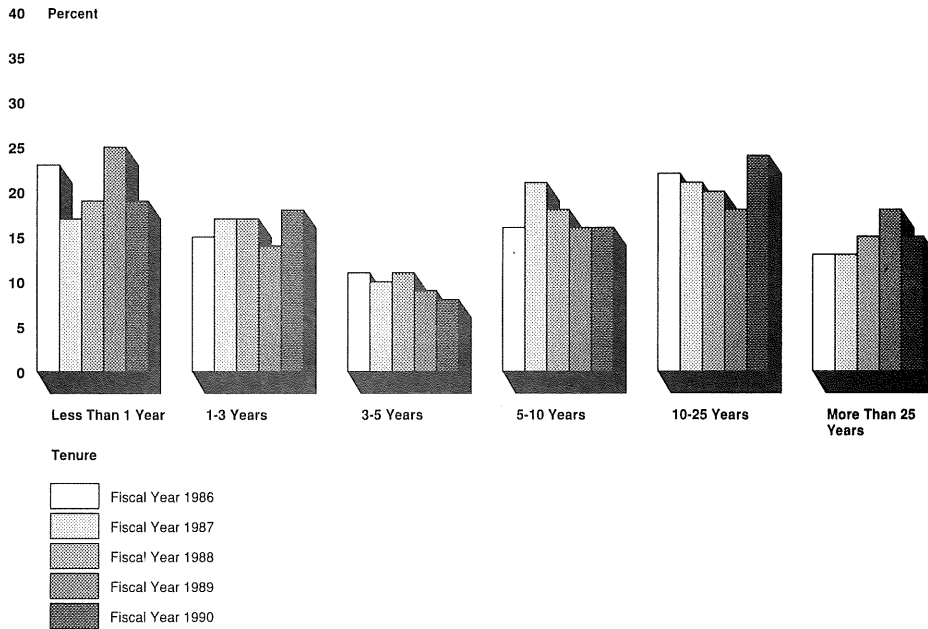


**Reasons for Professional Staff Attrition**

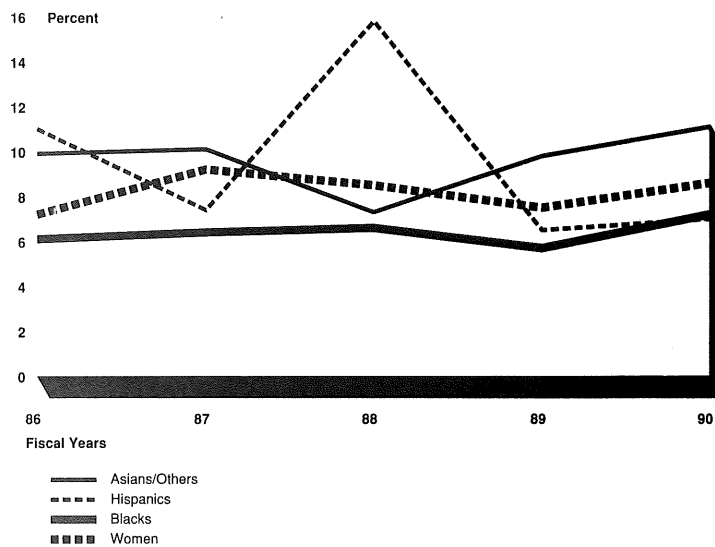


Section III: Profile of GAO's Human  
Resources  
Attrition

Professional Staff Attrition Rates by Length of Service in GAO



Professional Staff Attrition Rates by EEO  
Group





# GAO-Wide Table of Key Performance Indicators

<b>SECTION I: Outcomes of GAO's Work</b>					
	<b>1986</b>	<b>1987</b>	<b>1988</b>	<b>1989</b>	<b>1990</b>
<b>Product volume</b>					
Total products	1,201	1,112	1,289	1,310	1,470
Congressional written reports/testimonies	942	836	1,048	1,046	1,227
Chapter reports	168	187	238	227	271
Letter reports	227	199	313	438	450
Testimonies	197	161	227	217	306
Briefing reports	210	184	167	85	98
Fact sheets	140	105	103	79	102
Agency reports	108	94	48	52	54
Congressional briefings	151	182	193	212	189
<b>Testimony</b>					
Number of appearances	197	161	227	217	306
House committees	149	105	166	163	205
Senate committees	44	54	60	54	99
Joint committees	4	2	1	0	2
Number of different lead witnesses	57	47	58	63	71
<b>OGC output</b>					
Total external products	3,865	3,428	3,786	3,818	3,584
Opinions for the Congress	333	185	225	232	244
Bid protest decisions	2,884	2,949	2,992	2,917	2,822
Executive branch decisions	648	294	569	669	518
<b>Impact/accomplishments</b>					
Financial benefits (billions)	\$17.67	\$18.20	\$23.56	\$7.84	\$15.36
Defense programs	\$9.57	\$13.56	\$11.72	\$3.31	\$11.26
Civil programs	\$8.10	\$4.64	\$11.84	\$4.53	\$4.10
Accomplishment reports	146	159	204	225	231
Monetary	83	76	111	79	88
Nonmonetary	63	83	93	146	143
Recommendations made	1,133	918	996	1,127	1,635
Implemented to date	883	659	625	540	217
Not implemented; open	27	67	277	500	1,376
Closed but not implemented	223	192	94	87	42
<b>Report standards</b>					
Adherence to standards (on a scale of 1 to 5)	2.94	3.27	3.26	3.30	3.24
<b>By report element</b>					
Summary/format	2.98	3.30	3.31	3.29	3.25
Perspective	2.95	3.32	3.27	3.37	3.27
Message soundness	2.89	3.17	3.17	3.24	3.20

**Appendix I**  
**GAO-Wide Table of Key Performance**  
**Indicators**

<b>SECTION II: Managing GAO's Work</b>					
	<b>1986</b>	<b>1987</b>	<b>1988</b>	<b>1989</b>	<b>1990</b>
<b>Direct assistance to the Congress</b>					
Percent of GAO's audit staff-years assisting the Congress	78.5	82.5	82.2	82.3	81.5
Committees	56.6	61.8	63.9	63.1	63.8
Members	15.6	13.0	10.0	10.1	8.7
Others	6.3	7.8	8.4	9.1	8.5
New congressional starts	1,059	1,182	1,248	1,317	1,521
<b>Active assignments</b>					
Total assignments	996	1,121	1,119	1,178	1,198
By age (percent)					
Less than 12 months	75.2	78.9	79.1	80.4	83.2
12 to 18 months	a	a	a	13.0	11.1
18 to 24 months	a	a	a	4.6	3.5
Over 24 months	4.7	2.1	2.6	1.9	1.5
<b>Completed assignments</b>					
Total assignments	1,208	1,251	1,431	1,473	1,707
Headquarters led	a	883	1,040	1,083	1,197
Region led	a	368	391	390	510
<b>Duration (Months)</b>					
Median duration, all	a	8.5	8.1	7.8	7.2
Average duration, all	10.5	10.5	9.7	9.6	9.0
Reports to committees, members, and the Congress	15.4	15.9	14.2	13.9	13.9
Briefing reports and fact sheets	7.2	8.6	9.0	9.4	8.4
Testimonies	3.9	4.5	3.6	3.7	2.6
Agency reports	20.2	19.6	13.2	15.2	12.0
<b>Cost</b>					
Median cost (thousands)	a	\$104	\$103	\$88	\$105
Average cost (thousands)	\$244	\$215	\$195	\$194	\$197
<b>Timeliness</b>					
Principal products issued (percent)					
By original estimated date	21.1	16.3	18.1	15.8	19.0
1 day to 2 months late	31.8	27.0	28.3	26.9	28.0
2 to 6 months late	23.2	30.3	27.8	33.2	32.3
Over 6 months late	23.9	26.4	25.7	24.1	20.7
Time from draft product to principal product issuance, all	a	109	101	101	94
With comments	a	186	174	181	164
Without comments	a	66	59	65	65

**Appendix I**  
**GAO-Wide Table of Key Performance**  
**Indicators**

<b>SECTION III: Profile of GAO's Human Resources</b>					
	<b>1986</b>	<b>1987</b>	<b>1988</b>	<b>1989</b>	<b>1990</b>
<b>Work force</b>					
Total work force	4,992	5,166	5,151	5,181	5,189
Divisions	2,104	2,214	2,396	2,383	2,389
Staff offices	860	885	934	960	952
Regional offices	2,028	2,067	1,821	1,838	1,848
<b>Professional work force by level/grade</b>					
SES	125	130	132	141	139
Management level and GS-15	447	468	482	509	536
Senior level and GS-13/14	1,845	1,881	1,898	1,900	1,929
Staff level and GS-7 to GS-12	1,743	1,858	1,825	1,852	1,837
<b>Work force by job categories</b>					
Evaluators	3,031	3,108	3,076	3,070	3,066
Evaluator-related specialists	486	575	587	591	622
Lawyers	127	122	138	151	153
Administrative/technical	392	402	405	448	460
Support	831	829	813	780	749
Senior management (SES)	125	130	132	141	139
<b>EEO</b>					
<b>Women and minorities in the professional staff</b>					
Women	1,188	1,369	1,442	1,576	1,661
Blacks	460	506	522	572	592
Hispanics	117	125	128	149	167
Asians	88	92	108	121	134
Others	10	9	9	8	8
<b>Women and minorities at the Staff and GS-7 to GS-12 levels</b>					
Women	822	960	976	1,018	1,016
Blacks	293	331	325	351	340
Hispanics	85	88	94	101	109
Asians	55	59	70	74	76
Others	8	6	7	5	4
<b>Women and minorities at the Senior and GS-13/14 levels</b>					
Women	331	366	412	462	526
Blacks	157	167	185	193	215
Hispanics	30	36	32	43	52
Asians	25	24	28	35	44
Others	2	3	2	3	4
<b>Women and minorities at the Management and GS-15 levels</b>					
Women	35	43	54	75	97
Blacks	10	8	12	20	28

(continued)

**Appendix I**  
**GAO-Wide Table of Key Performance**  
**Indicators**

<b>SECTION III: Profile of GAO's Human Resources</b>	<b>1986</b>	<b>1987</b>	<b>1988</b>	<b>1989</b>	<b>1990</b>
Hispanics	2	1	2	2	2
Asians	8	9	10	11	11
Others	0	0	0	0	0
Women and minorities in the SES					
Women	15	16	19	21	22
Blacks	5	7	7	8	8
Hispanics	0	1	3	3	4
Asians	1	1	1	1	3
<b>Affirmative action</b>					
Goals/achievement for hiring and promotions					
Staff level and GS-7 to GS-12 goal	22	182	83	61	45
Achievement	25	340	81	70	64
Senior level and GS-13/14 goal	71	125	134	104	96
Achievement	80	99	92	105	122
Management level and GS-15 goal	10	15	24	23	40
Achievement	11	12	15	17	35
<b>Recruitment/hiring</b>					
Total hires	264	630	351	457	453
Professional	166	484	267	356	378
Support	95	146	84	101	75
Hires by job category					
Evaluators (headquarters)	25	81	58	80	109
Evaluators (regions)	63	216	94	143	138
Evaluator-related specialists	48	131	61	73	91
Lawyers	5	16	22	18	5
Administrative/technical	25	40	32	42	34
Support	98	146	84	101	75
Entry-level hires by academic major					
Doctoral	a	4	0	4	1
Master's	a	131	53	111	150
Bachelor's	a	165	49	114	88
Entry-level hires by academic field					
Public administration/policy	27	104	42	88	105
Business administration	22	79	35	45	59
Accounting	14	60	5	33	40
Computer science	3	18	8	2	5
Other (includes social sciences and economics)	34	39	12	61	30

(continued)

**Appendix I**  
**GAO-Wide Table of Key Performance**  
**Indicators**

<b>SECTION III: Profile of GAO's Human Resources</b>	<b>1986</b>	<b>1987</b>	<b>1988</b>	<b>1989</b>	<b>1990</b>
<b>Training</b>					
Average training hours per staff member <sup>b</sup>					
GAO-wide	31	31	28	27	63
Divisions	40	35	29	29	69
Regions	30	31	31	33	75
Staff offices	a	a	18	11	31
Average training hours by grade <sup>b</sup>					
SES	36	20	16	8	76
Management level and GS-15	36	26	19	18	80
Senior level and GS-13/14	27	24	25	24	69
Staff level and GS-7 to GS-12	36	38	36	38	64
Support	28	35	25	21	35
<b>Attrition</b>					
Total	396	459	448	413	484
Professional	270	333	327	320	377
Support	126	126	121	93	103
Attrition by job category					
Evaluators	179	217	221	220	260
Evaluator-related specialists	41	62	50	57	71
Lawyers	15	14	14	8	6
Administrative/technical	35	40	42	35	40
Support	126	126	121	93	107
Professional staff attrition					
Headquarters	142	198	189	198	243
Regions	128	135	138	122	134
Professional staff attrition by level/grade					
Staff level and GS-7 to GS-12	160	202	175	171	190
Senior level and GS-13/14	84	102	109	118	134
Management level and GS-15	17	22	35	26	41
SES	9	7	8	5	12

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1986-1989 include internal training only.