

U.S. Government Accountability Office (GAO) African American Performance Assessment Study

Chart 1. Project Overview

Task	Outcome	Time Frame
1. Analysis of 2002-2006 performance data for African Americans and Caucasians	<ul style="list-style-type: none"> ▪ Analysis of GAO's performance ratings data for African Americans and Caucasians ▪ Briefing to Executive Committee 	9/10- 10/15/07
2. Assessment and comparison of, skills, education, engagement roles, and performance of new GAO hires and onboard employees rated in the last five cycles	<ul style="list-style-type: none"> ▪ Independent assessment of the comparability of the capabilities of African Americans and Caucasians upon hire ▪ Review of data to determine if access to training and engagement assignments influences performance ratings ▪ Assessment of human capital processes to determine if they contribute to rating differences ▪ Briefing to Executive Committee 	9/17 –12/24/07
3.1 Assessment of internal and external best practices in implementing performance management systems 3.2 Preparation of final report that brings all three tasks together/ Executive Committee briefing 3.3 Three local final report briefings	<ul style="list-style-type: none"> ▪ Performance management and recruiting best practices within GAO and in the Federal and private sectors ▪ Final report that outlines the factors responsible for rating average differences, barriers or obstacles that may cause or perpetuate differences, and recommendations to mitigate differences & remove barriers/obstacles ▪ Briefing to Executive Committee ▪ Additional briefings 	Task 3 Briefing Late 3/08 Final Report Briefing late 4/08 Add'l Briefings 5/08

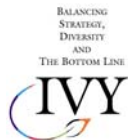


Chart 2. Performance Ratings Comparisons 2002-2006 African American vs. Caucasian analysts

Ratings by Year						
Year	African American		On-Cycle Caucasian		Difference	
	Mean	N	Mean	N		
2002*	2.02	256	2.22	1,554	0.20	
2003*	2.14	259	2.33	1,515	0.19	
2004*	2.17	268	2.38	1,483	0.21	
2005*	2.28	249	2.55	1,396	0.27	
2006*	2.26	242	2.60	1,418	0.34	
Overall*	2.17	1,274	2.41	7,366	0.24	

* denotes statistically significant difference in means at 95% confidence level

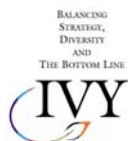


Chart 3. Performance Ratings Comparisons by Competency

	On-Cycle African American Mean	Caucasian Mean	Difference
Achieving Results*	2.09	2.33	0.24
Maintaining Client and Customer Focus*	2.5	2.88	0.38
Thinking Critically*	2.21	2.81	0.6
Improving Professional Competence	1.92	1.89	-0.03
Collaborating with Others*	2.73	2.86	0.13
Presenting Information Orally*	1.95	2.13	0.18
Presenting Information in Writing*	1.78	2.13	0.35
Facilitating and Implementing Change	1.9	1.94	0.04
Representing GAO*	2.24	2.34	0.10
Leading Others*	2.22	2.31	0.09
Developing People	2.29	2.4	0.11
Investing Resources*	1.77	1.85	0.08

* denotes statistically significant difference in means at 95% confidence level

Chart 4. Performance Ratings Comparisons by Pay Band

		On Cycle				
		African American		Caucasian		Difference
		Mean	N	Mean	N	
2002	I*	2.00	51	2.19	278	0.19
	II*	2.00	169	2.19	942	0.19
	III*	2.15	36	2.32	334	0.17
2003	I*	2.10	56	2.37	262	0.27
	II*	2.13	164	2.29	910	0.16
	III	2.26	39	2.41	343	0.15
2004	I*	2.14	56	2.42	210	0.28
	II*	2.14	169	2.33	922	0.19
	III	2.34	43	2.47	351	0.13
2005	I*	2.21	36	2.54	126	0.33
	II*	2.24	170	2.50	934	0.26
	III*	2.46	43	2.68	336	0.22
2006	I*	2.13	32	2.50	123	0.37
	IIA*	2.05	117	2.35	583	0.30
	IIB*	2.62	49	2.85	378	0.23
	III*	2.52	44	2.77	334	0.25
Overall	I*	2.11	231	2.37	999	0.26
	II*	2.13	672	2.33	3,708	0.20
	IIA*	2.05	117	2.35	583	0.30
	IIB*	2.62	49	2.85	378	0.23
	III*	2.36	205	2.53	1,698	0.17

* denotes statistically significant difference in means at 95% confidence level

Chart 5. Regression by Review Year

Explanatory Variable Name	African Americans		Caucasians		All Analysts	
	Coefficient	Mean	Coefficient	Mean	Coefficient	Mean
2003 Review	0.11 ***	0.21	0.10 ***	0.20	0.10 ***	0.20
2004 Review	0.13 ***	0.20	0.14 ***	0.20	0.14 ***	0.20
2005 Review	0.22 ***	0.20	0.31 ***	0.20	0.30 ***	0.20
2006 Review	0.28 ***	0.21	0.42 ***	0.22	0.40 ***	0.21

* statistically significant at the .10 level
 ** statistically significant at the .05 level
 *** statistically significant at the .01 level

Chart 6. Performance Ratings Comparisons by Race of Rater

Race of Rater	African American		On-Cycle Caucasian		Difference
	Mean	N	Mean	N	
African American*	2.18	248	2.36	493	0.18
American Indian	2.27	6	2.36	8	0.09
Asian	2.35	17	2.45	193	0.10
Hispanic*	1.95	38	2.45	195	0.50
Caucasian*	2.18	965	2.41	6,477	0.23

* denotes statistically significant difference in means at 95% confidence level

Chart 7. Highest Degrees Earned by Analysts

Major Type	African Americans		Caucasians	
	Count	%	Count	%
High School	9	2%	7	0.3%
Some College	8	2%	7	0.3%
Bachelor's Degree	115	30%	595	25%
Master's Degree	229	60%	1,545	64%
PhD	23	6%	272	11%

Chart 8. Regression by Highest Degree of Analysts by Race

Explanatory Variable Name	African Americans		Caucasians		All Analysts	
	Coefficient	Mean	Coefficient	Mean	Coefficient	Mean
High School	0.21	0.02	-0.01	0.003	0.09	0.005
Some College	-0.10	0.02	-0.52 ***	0.002	-0.27 ***	0.004
Master's Degree	-0.01	0.58	0.001	0.64	-0.003	0.63
PhD	-0.04	0.06	0.03 **	0.12	0.02 *	0.11

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 ** statistically significant at the .05 level
 *** statistically significant at the .01 level

Chart 9. School Ranking - US News and World Report

Institution	African Americans		Caucasians	
	Count	%	Count	%
Quintile 1	34	9%	463	19%
Quintile 2	33	9%	312	13%
Quintile 3	66	17%	484	20%
Quintile 4	37	10%	113	5%
Quintile 5	3	1%	41	2%
Not on US News List	158	41%	759	31%
No institution in KSIS	54	14%	253	10%
Historically Black Colleges	89		4	

Chart 10. Regression by School Ranking

Explanatory Variable Name	African Americans		Caucasians		All Analysts	
	Coefficient	Mean	Coefficient	Mean	Coefficient	Mean
Institution - Second Quintile	0.07	0.09	-0.04 **	0.13	-0.03	0.12
Institution - Third Quintile	-0.04	0.16	-0.02	0.21	-0.02	0.20
Institution - Fourth Quintile	-0.09	0.10	-0.01	0.05	-0.03	0.06
Institution - Fifth Quintile	0.19	0.01	-0.09 **	0.02	-0.07 *	0.02
Institution - Not Ranked	-0.09 *	0.44	-0.05 ***	0.31	-0.05 ***	0.33
Institution - Not Provided	-0.08	0.12	-0.04	0.09	-0.04 *	0.09
Institution - Historically Black College or University	0.06 *	0.25	-0.05	0.002	0.01	0.04

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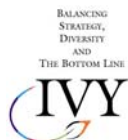


Chart 11. Band and Project Risk

Explanatory Variable Name	African Americans		Caucasians		All Analysts	
	Coefficient	Mean	Coefficient	Mean	Coefficient	Mean
On Cycle	0.06	0.83	-0.22 ***	0.81	-0.19 ***	0.81
Band 2	0.09 **	0.44	0.02	0.41	0.04 **	0.41
Band 2a	-0.14 **	0.08	-0.27 ***	0.06	-0.25 ***	0.07
Band 2b	0.35 ***	0.03	0.23 ***	0.04	0.26 ***	0.04
Band 3	0.28 ***	0.13	0.17 ***	0.19	0.19 ***	0.18
Intern	0.16 ***	0.09	0.003	0.10	0.02	0.10
No MATS Data	0.03	0.03	0.22 ***	0.02	0.20 ***	0.02
Medium MATS Risk Level	0.03	0.41	0.03 **	0.39	0.03 ***	0.39
High MATS Risk Level	0.02	0.14	0.06 ***	0.18	0.06 ***	0.17

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