

United States Government Accountability Office

# GAO's Initiatives to Improve Performance, Transparency, and Accountability in the Federal Government

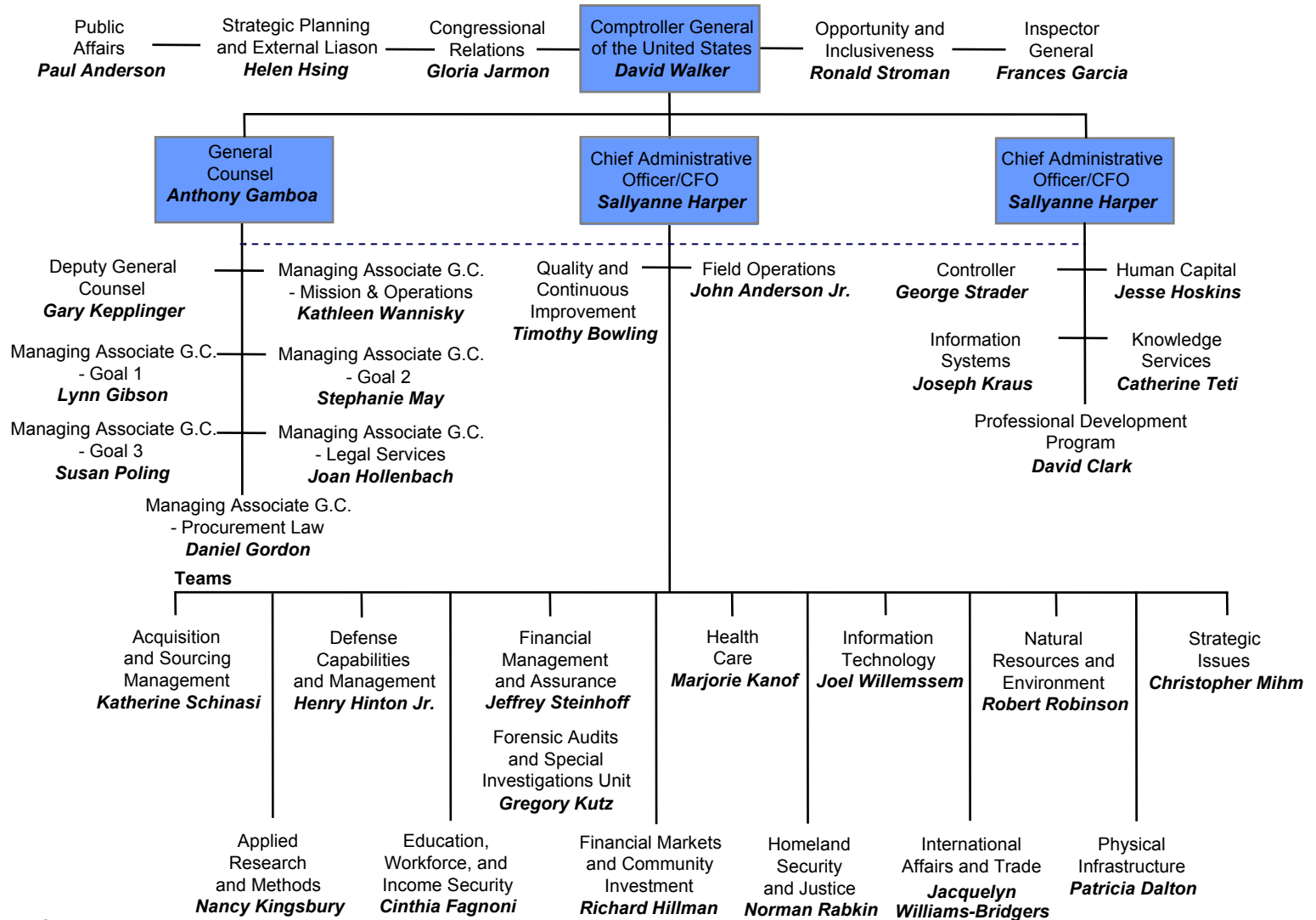
**The Honorable David M. Walker  
Comptroller General of the United States**

**CRS - GAO Senior Level Coordination Meeting  
March 2, 2007**



GAO-07-569CG

# GAO's Organizational Chart



**Legend:**

**CFO** Chief Financial Officer

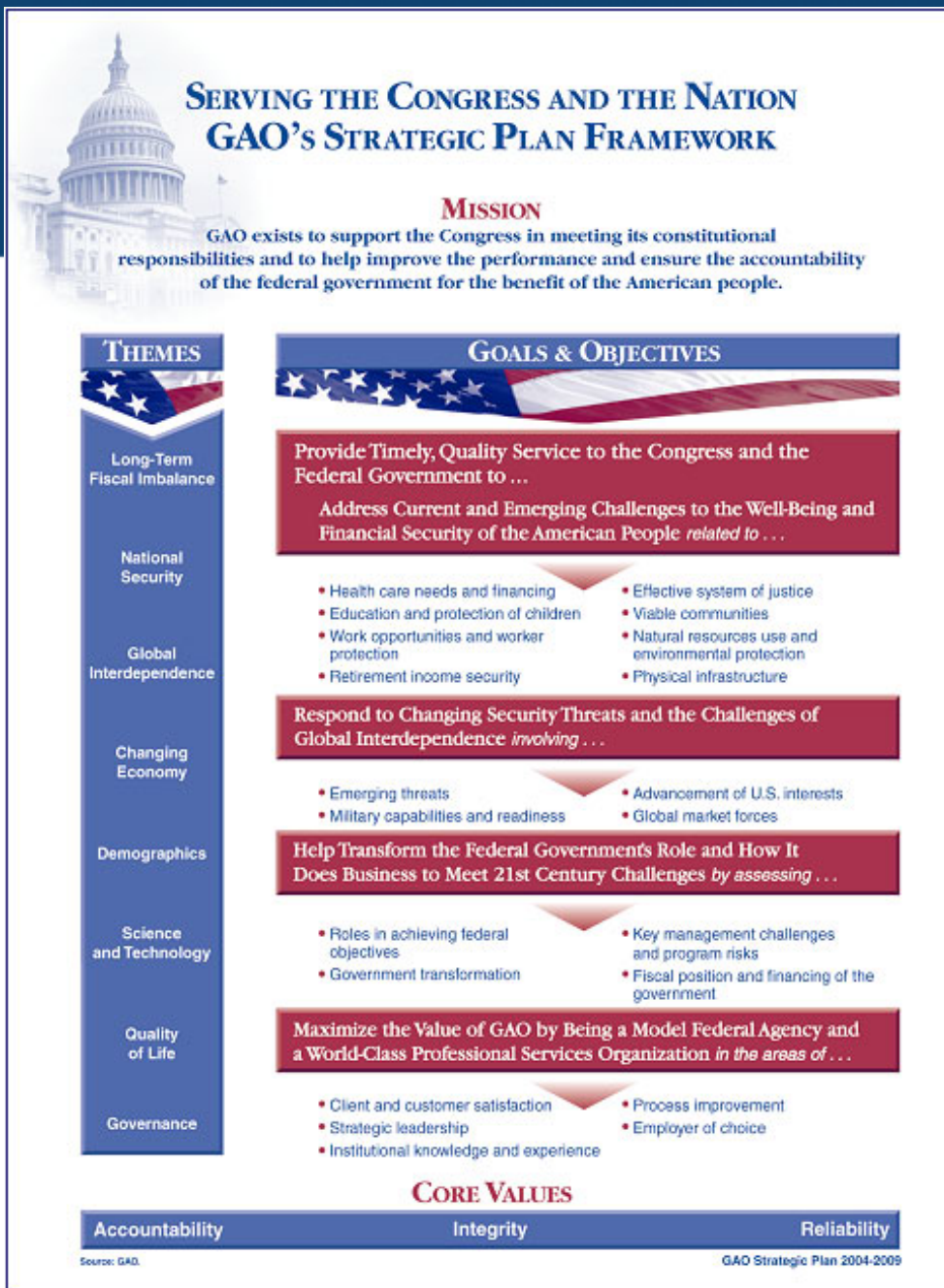
  The Executive Committee

- - - - Indicates a support or advisory relationship with the teams/units rather than a direct reporting relationship

Source: GAO.

Note: Everyone listed on this table is an SES level manager. With the exception of the Comptroller General of the United States, the Chief Operation Officer, the Chief Administrative Officer, the Inspector General, and the General Counsel, all managers are titled "Managing Director."

# GAO's Strategic Plan 2004 - 2009



Source: GAO.

GAO-07-569CG

# Forces That Will Shape America's Future: Themes from GAO's 2007 Strategic Plan Update

- Ensuring the nation's readiness to face changing security threats
- Addressing sustainability concerns about government services and national resources
- Maintaining economic growth and competitiveness
- Recognizing global interdependency
- Adapting to societal changes
- Maintaining the quality of life for U.S. citizens
- Managing advancements in science and technology

# GAO's Shared Business Model

GAO Serving Congress and the Nation

Strategic Business  
Architecture  
**Shared Business  
Model**



Source: GAO.

# GAO's Annual Performance Measures

<b>Performance measure</b>	<b>FY 98</b>	<b>FY 06</b>
<b>Financial benefits (billions)</b>	<b>\$19.7</b>	<b>\$51</b>
<b>Non-financial benefits (number)</b>	<b>537</b>	<b>1342</b>
<b>Past recommendations implemented</b>	<b>69%</b>	<b>82%</b>
<b>New products with recommendations</b>	<b>33%</b>	<b>65%</b>
<b>Timeliness (percent on time)<sup>a</sup></b>	<b>93%</b>	<b>97%</b>
<b>Return on investment (ROI)</b>	<b>\$56</b>	<b>\$105</b>

<sup>a</sup>Calculated differently in FY '06

Source: GAO.

# Selected Congressional Hearing Topics in Fiscal Year 2006

- **A Comprehensive Strategy to Rebuild Iraq**
- **Global War on Terrorism Costs**
- **Disaster Preparedness & Influenza Pandemic**
- **Border Security**
- **Tax Reform & Tax Gap**
- **Federal Housing Administration Reforms**
- **Census Design & Cost**
- **Health Savings Accounts**
- **Guardianships that Protect Incapacitated Seniors**
- **Federal Crop Insurance Program**
- **Long-term Fiscal Challenges**
- **Nuclear Energy**
- **Natural Gas Prices**
- **Climate Change**
- **United Nations' Oil for Food Program**
- **Worldwide AIDS Relief Plan**
- **Evaluation of Supplemental Education Services**
- **Aviation Safety and Passenger Rail Security**
- **Future Air Transportation System**
- **Improving Intermodal Transportation**
- **Protecting Personal Data**

# GAO's High- Risk List 2007

## Addressing Challenges in Broad-based Transformations

Year  
Designated

- Strategic Human Capital Management<sup>a</sup> 2001
- Managing Federal Real Property<sup>a</sup> 2003
- Protecting the Federal Government's Information Systems and the Nations' Critical Infrastructures 1997
- Implementing and Transforming the Department of Homeland Security 2003
- Establishing Appropriate and Effective Information-Sharing Mechanisms to Improve Homeland Security 2005
- DOD Approach to Business Transformation<sup>a</sup> 2005
  - DOD Business Systems Modernization 1995
  - DOD Personnel Security Clearance Program 2005
  - DOD Support Infrastructure Management 1997
  - DOD Financial Management 1995
  - DOD Supply Chain Management 1990
  - DOD Weapon Systems Acquisition 1990
- FAA Air Traffic Control Modernization 1995
- Financing the Nation's Transportation System<sup>a</sup> (New) 2007
- Ensuring the Effective Protection of Technologies Critical to U.S. National Security Interests<sup>a</sup> (New) 2007
- Transforming Federal Oversight of Food Safety<sup>a</sup> (New) 2007

## Managing Federal Contracting More Effectively

- DOD Contract Management 1992
- DOE Contract Management 1990
- NASA Contract Management 1990
- Management of Interagency Contracting 2005

## Assessing the Efficiency and Effectiveness of Tax Law Administration

- Enforcement of Tax Laws<sup>a</sup> 1990
- IRS Business Systems Modernization 1995

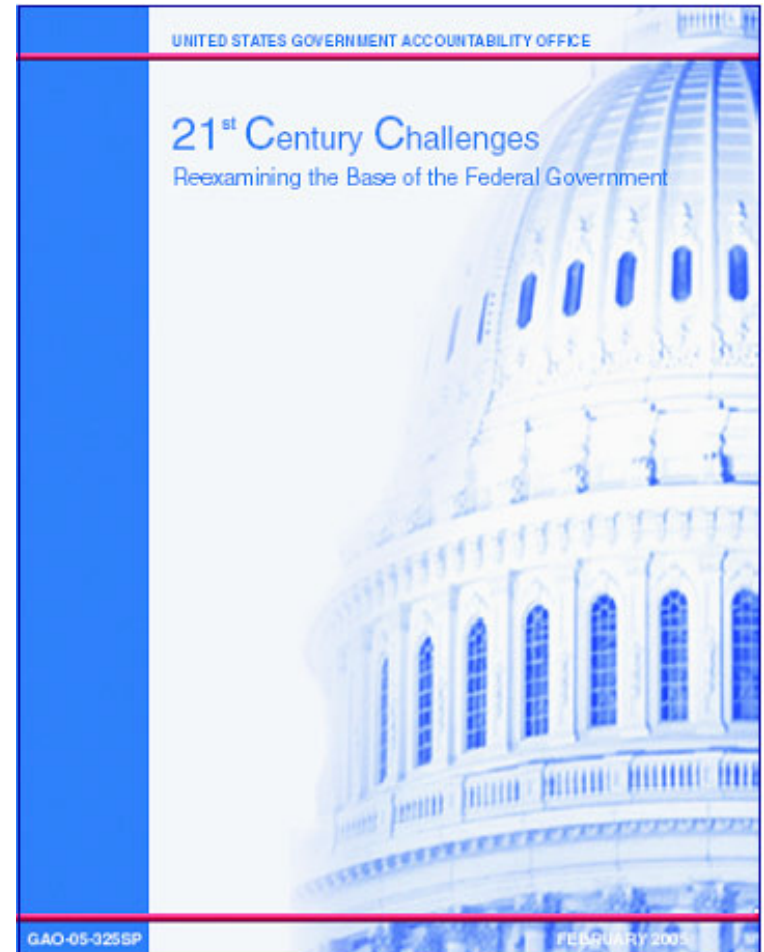
## Modernizing and Safeguarding Insurance and Benefit Programs

- Modernizing Federal Disability Programs<sup>a</sup> 2003
- Pension Benefit Guaranty Corporation Single-Employer Pension Insurance Program 2003
- Medicare Program<sup>a</sup> 1990
- Medicaid Program<sup>a</sup> 2003
- National Flood Insurance Program<sup>a</sup> 2006



# 21<sup>st</sup> Century Challenges Report

- Provides background, framework, and questions to assist in reexamining the base
- Covers entitlements & other mandatory spending, discretionary spending, and tax policies and programs
- Based on GAO's work for the Congress
- Issued February 16, 2005



Source: GAO.

# Twelve Reexamination Areas

## MISSION AREAS

- Defense
- Education & Employment
- Financial Regulation & Housing
- Health Care
- Homeland Security
- International Affairs
- Natural Resources, Energy & Environment
- Retirement & Disability
- Science & Technology
- Transportation

## CROSSCUTTING AREAS

- Improving Governance
- Reexamining the Tax System

# Generic Reexamination Criteria and Sample Questions

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## ■ Relevance of purpose and the federal role

Why did the federal government initiate this program and what was the government trying to accomplish?

Have there been significant changes in the country or the world that relate to the reason for initiating it?

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## ■ Measuring success

Are there outcome-based measures? If not, why?

If there are outcome-based measures, how successful is it based on these measures?

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## ■ Targeting benefits

Is it well targeted to those with the greatest needs and the least capacity to meet those needs?

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## ■ Affordability and cost effectiveness

Is it using the most cost-effective or net beneficial approaches when compared to other tools and program designs?

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## ■ Best practices

Is the responsible entity employing prevailing best practices to discharge its responsibilities and achieve its mission?

# Key Oversight Areas for the 110<sup>th</sup> Congress

## Examples of targets for near-term oversight:

- Reducing the tax gap
- Addressing governmentwide acquisition and contracting issues
- Transforming the business operations of the Departments of Defense

## Examples of policies and programs that are in need of fundamental reform and re-engineering:

- Reviewing U.S. and coalition efforts to stabilize and rebuild Iraq and Afghanistan
- Ensuring a strategic and integrated approach to prepare for, respond to, recover, and rebuild from catastrophic events
- Reforming the tax code

## Examples of governance issues that should be addressed to help ensure an economical, efficient, ethical, and equitable federal government capable of responding to the various challenges and capitalizing on related opportunities in the 21<sup>st</sup> century:

- Reviewing the need for various budget controls and legislative process revisions in light of current deficits and our long-range fiscal imbalance
- Pursuing the development of key national indicators
- Reviewing the impact and effectiveness of various management reforms

# Securing, Stabilizing, and Rebuilding Iraq: GAO's Audit Approach and Findings

- Since 2003, GAO has issued 67 Iraq-related reports and testimonies
- Our analysis of the National Strategy for Victory in Iraq recommended that the National Security Council improve the strategy by articulating clearer roles and responsibilities, including key metrics and milestones, specifying future contributions, and identifying current costs and future resources
- In our examination of the cost of U.S. military operations abroad, we recommended that the Secretary of Defense improve the transparency and reliability of DOD's Global War on Terror (GWOT) obligation data. We also recommended that DOD build more funding into the baseline budget once an operation reaches a known level of effort and costs are more predictable
- In assessing the capabilities of Iraqi security forces, we found that overall security conditions in Iraq have deteriorated despite increases in the numbers of trained and equipped security forces. A complete assessment of Iraqi security forces' capabilities is dependent on DOD providing GAO with the readiness levels of Iraqi units

# Securing, Stabilizing, and Rebuilding Iraq: GAO's Audit Approach and Findings (cont'd)

- We found that DOD faces significant challenges in maintaining U.S. military readiness for overseas and homeland missions and in sustaining rotational deployments of duty, especially if the duration and intensity of current operations continue at the present pace
- In assessing the impact of ongoing military operations in Iraq on military equipment, we found that the Army and the Marine Corps have initiated programs to reset (repair or replace) equipment and are likely to incur large expenditures in the future
- In reviewing efforts to secure munitions sites and provide force protection, we recommended that DOD conduct a theater wide survey and risk assessment of unsecured conventional munitions in Iraq and incorporate storage site security into strategic planning efforts
- In assessing acquisition outcomes, we found that DOD often entered into contract arrangements with unclear requirements, which posed additional risks to the government. DOD also lacked the capacity to provide sufficient numbers of contracting, logistics, and other personnel, thereby hindering oversight efforts

# Fiscal Sustainability Issues

In early February 2007, we delivered a package of documents to all members of Congress:

- **Fiscal Stewardship: A Critical Challenge Facing Our Nation GAO-07-362SP**
  - Provides, in relatively brief and understandable form, selected budget and financial information regarding our nation's current financial condition, long-term fiscal outlook, and possible ways forward
- **The Nation's Long-Term Fiscal Outlook: September 2006 Update, GAO-06-1077R**
  - Updates GAO's long-term fiscal simulations.
  - The January 2007 update was subsequently released on February 23, 2007, GAO-07-510R
- **Understanding the Similarities and Differences between Accrual and Cash Deficits, GAO-07-117SP & an update GAO-07-341SP**
  - Aims to improve understanding of the accrual deficit
- **Understanding the Primary Components of the Annual Financial Report of the United States Government GAO-05-958SP**
  - Provides a baseline understanding of the significant information provided in the primary components that make up the *Financial Report of the United States Government*, especially the financial statements.

# Fiscal Wake-up Tour Town Hall Meetings: Where We've Been

## 2005

Richmond, VA • Minneapolis, MN • Portland, OR

## 2006

Atlanta, GA • Raleigh, NC • Omaha, NE • Kansas City, KS

Wilmington, DE • Philadelphia, PA • San Diego, CA

Austin, TX • Chicago, IL • Denver, CO • Seattle, WA

## 2007

Columbus, OH • Des Moines IA • Manchester, NH

Palm Beach/Treasure Coast, FL



# Fiscal Wake-up Tour Town Hall Meetings: Where We're Headed in 2007

## Confirmed Dates & Locations:

Date	Location & Host
March 6	Charleston, SC; The League of Women Voters of Greater Charleston & The Citadel
April 4	Syracuse, NY; Syracuse University's Maxwell School
October 29	University of Maryland, Baltimore County

## Planned Locations:

San Francisco, Sacramento, Los Angeles CA • Miami, FL  
Phoenix, AZ • Las Vegas, NV

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## On the Web

Web site: [www.gao.gov/cghome.htm](http://www.gao.gov/cghome.htm)

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