



Highlights of GAO-03-231, a report to the Subcommittee on Legislative Branch, Senate Committee on Appropriations, and the Subcommittee on Legislative, House Committee on Appropriations

## Why GAO Did This Study

The Office of the Architect of the Capitol (AOC) plays an important role in supporting the effective functioning of the Congress and its neighboring institutions. With a budget of \$426 million, AOC is responsible for the maintenance, renovation, and new construction of all buildings and grounds within the Capitol Hill complex. GAO was mandated by the Legislative Branch Appropriations Act, 2002, to conduct a comprehensive management review of AOC's operations to help identify improvements in strategic planning, organizational alignment, and strategic human capital management to help AOC better achieve its mission and to address long-standing program issues. To address these objectives, GAO reviewed AOC's legislative authority and internal documents, interviewed key AOC officials and senior managers, and conducted employee focus groups.

## What GAO Recommends

GAO recommends that AOC establish a strategic management and accountability framework, including strong management infrastructure and controls, to drive its agency transformation effort and to address long-standing program issues.

AOC generally agreed with our recommendations and is developing a plan to implement them.

[www.gao.gov/cgi-bin/getrpt?GAO-03-231](http://www.gao.gov/cgi-bin/getrpt?GAO-03-231)

To view the full report, including the scope and methodology, click on the link above. For more information, contact J. Christopher Mihm at (202) 512-6806 or [mihmj@gao.gov](mailto:mihmj@gao.gov).

# ARCHITECT OF THE CAPITOL

## Management and Accountability Framework Needed for Organizational Transformation

### What GAO Found

AOC is an agency working to transform itself and has planned management improvement efforts, such as a new strategic planning process, to help it make this transition. GAO found that without AOC establishing a management and accountability framework, it might have difficulty leading and executing its organizational transformation. Leading organizations undergoing transformation efforts draw from the following management and accountability components: (1) demonstrating top leadership commitment to organizational transformation, (2) involving key stakeholders in developing an organizationwide strategic plan, (3) using the strategic plan as the foundation for aligning activities, core processes, and resources to support mission-related outcomes, (4) establishing a communications strategy to foster transformation and create shared expectations and build involvement, (5) developing annual goals and a system for measuring performance, and (6) managing human capital and information technology strategically to drive transformation and to support the accomplishment of agency goals.

To support its transformation initiatives and to cope with shifting environments and evolving demands and priorities, AOC also should continue to develop its management infrastructure and controls. Establishing this management and accountability framework and further developing its management infrastructure and controls can also help AOC improve performance in program areas of long-standing concern to AOC's employees and congressional stakeholders—worker safety, project management, and recycling.

### AOC's mission is to preserve and enhance the Capitol and related facilities



Source: AOC; Hill International, Inc.