



*SERVING THE CONGRESS
AND THE NATION*

Parts of this plan have been revised.
Clicking within this box will allow you
to scroll through the revisions.

PERFORMANCE FISCAL YEAR 2001 *Plan*





GAO'S MISSION

GAO exists to support the Congress in meeting its Constitutional responsibilities and to help improve the performance and accountability of the federal government for the benefit of the American people.

CORE VALUES

ACCOUNTABILITY

describes the nature of GAO's work. GAO helps the Congress oversee federal programs and operations to ensure accountability to the American people. GAO's evaluators, auditors, lawyers, economists, public policy analysts, information technology specialists, and other multidisciplinary professionals seek to enhance the economy, efficiency, effectiveness, and credibility of the federal government both in fact and in the eyes of the American people. GAO accomplishes its mission through a variety of activities, including financial audits, program reviews, investigations, legal support, and program analyses.

INTEGRITY

describes the high standards that GAO sets for itself in the conduct of its work. GAO takes a professional, objective, fact-based, nonpartisan, nonideological, fair, and balanced approach to all of its activities. Integrity is the foundation of reputation, and GAO's approach to its work ensures both.

RELIABILITY

describes GAO's goal for how its work is viewed by the Congress and the American public. GAO produces high-quality reports, testimony, briefings, legal opinions, and other products and services that are timely, accurate, useful, clear, and candid.

FROM THE COMPTROLLER GENERAL



1

Spring 2000

I am pleased to present the General Accounting Office's (GAO) Annual Performance Plan for Fiscal Year 2001. Development of this plan is one of several actions we have initiated to enhance GAO's service and accountability to the Congress and the nation. Consistent with the Government Performance and Results Act of 1993, this plan outlines what we expect to accomplish and the resources needed, in fiscal year 2001, to make progress toward achieving our strategic goals and to serve the Congress.

For our annual planning process, we drew heavily from the research and discussions with the Congress that helped us to produce our strategic plan for fiscal years 2000-2005. Like our strategic plan, the performance plan takes into account that over 90 percent of our resources are devoted to current and anticipated congressional mandates and requests for our work, including requests to help respond to legislative authorizations scheduled to occur in fiscal year 2001. We also factored in information required for appropriations and oversight by the Congress and for major current and emerging congressional and executive branch initiatives. Within that context, we contemplate investing a small percentage of our resources in important discretionary research and development work to identify and help the Congress address emerging issues facing the nation and its citizens before these issues reach crisis proportions.

This performance plan builds on our strategic plan, which takes a broad, thematic look at the issues facing the government and the nation during fiscal years



FROM THE COMPTROLLER GENERAL

2000-2005 and discusses our mission and the four strategic goals and 21 objectives we will strive to accomplish. The four goals are these:

- To provide timely, quality service to the Congress and the federal government to address current and emerging challenges to the well-being and financial security of the American people.
- To provide timely, quality service to the Congress and the federal government to respond to changing security threats and the challenges of global interdependence.
- To support the transition to a more results-oriented and accountable federal government.
- To maximize the value of GAO by being a model organization for the federal government.

We will achieve our three external goals by conducting financial audits, program reviews, investigations, legal analyses, program evaluations, and policy analyses. We will achieve our fourth goal by engaging in a variety of initiatives that focus on significant internal management areas. All our efforts will be driven by our three core values: accountability, integrity, and reliability.

ACCOUNTABILITY describes what GAO does. GAO helps the Congress oversee federal programs and operations to ensure their accountability to the American people.

INTEGRITY describes how GAO does its work. GAO takes a professional, objective, fact-based, nonpartisan, nonideological, fair, and balanced approach to all its activities.

RELIABILITY describes how GAO's work must be perceived. GAO produces reports, testimony, briefings, legal opinions, and other products and services that are timely, accurate, useful, clear, and candid.

This performance plan reflects the contributions of many GAO staff at all levels. These contributions are valuable because our ability to attain the results we are looking for depends on the active involvement and commitment of staff throughout the organization. We will enhance GAO by using a matrix management approach to

draw on the staff's interdisciplinary knowledge, skills, and abilities to focus on specific issues and goals. We are also realigning our organization and performance management system to allow us to achieve our goals more efficiently and effectively. Specific realignments will be phased in during fiscal year 2000 based on an appropriate transition schedule.

During this fiscal year, we will be determining whether there are additional measures that are appropriate for gauging our progress toward our strategic goals. We expect to build on the experiences of developing and implementing this first annual performance plan and to refine our future performance goals and measures so that we can best demonstrate the results we achieve in supporting the Congress for the benefit of the American people. For example, our top priorities will be to develop systematic processes to obtain congressional feedback on our work to improve our service to the Congress and to cultivate professional, cooperative, and objective relations with our executive branch stakeholders to further the effectiveness of our work through a set of agency protocols.

As part of our strategic and annual performance planning and reporting process, we issued our *Accountability Report for Fiscal Year 1999; Strategic Plan, 2000-2005*; and separate plans for each of our strategic objectives. All of these documents, as well as other GAO reports, may be obtained electronically on our website, www.gao.gov. If there are questions or comments related to this plan, please contact me at (202) 512-5500 or walkerd@gao.gov or contact Gene L. Dodaro, Chief Operating Officer, at (202) 512-5600 or dodarog@gao.gov.



DAVID M. WALKER
COMPTROLLER GENERAL
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SERVING THE CONGRESS GAO'S STRATEGIC PLAN FRAMEWORK



MISSION

GAO exists to support the Congress in meeting its Constitutional responsibilities and to help improve the performance and accountability of the federal government for the benefit of the American people.

GOALS

PROVIDE TIMELY, QUALITY SERVICE TO THE CONGRESS AND THE FEDERAL GOVERNMENT	SUPPORT THE TRANSITION	SUPPORT THE TRANSITION	MAXIMIZE THE VALUE OF GAO
<p>TO ADDRESS CURRENT AND EMERGING CHALLENGES TO THE WELL-BEING AND FINANCIAL SECURITY OF THE AMERICAN PEOPLE</p>	<p>TO RESPOND TO CHANGING SECURITY THREATS AND THE CHALLENGES OF GLOBAL INTERDEPENDENCE</p>	<p>TO A MORE RESULTS-ORIENTED AND ACCOUNTABLE FEDERAL GOVERNMENT</p>	<p>BY BEING A MODEL ORGANIZATION FOR THE FEDERAL GOVERNMENT</p>

THEMES

Demographics	Globalization	Quality of Life Government Performance and Accountability	Security Technology
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OBJECTIVES

<ul style="list-style-type: none"> Health care needs and financing Retirement income security Social safety net Education/workforce issues Effective system of justice Community investment Natural resources use and environmental protection Physical infrastructure 	<ul style="list-style-type: none"> Diffuse security threats Military capabilities and readiness Advancement of U.S. interests Global market forces 	<ul style="list-style-type: none"> Fiscal position of the government Government financing and accountability Governmentwide management reforms Economy, efficiency, and effectiveness improvements in federal agencies 	<ul style="list-style-type: none"> Client relations Strategic and annual planning Human capital Core business and supporting processes Information technology services
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CORE VALUES

Accountability	Integrity	Reliability
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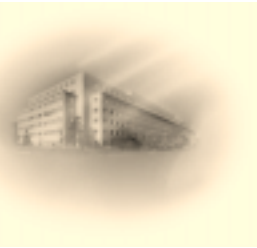
We intend to use both quantitative and qualitative performance goals and measures to demonstrate progress in achieving our strategic goals and objectives. Collectively, these goals and measures will demonstrate the extent to which we

- help the Congress and the federal government address current and emerging challenges to the well-being and financial security of the American people,
- help the Congress and the federal government respond to changing security threats and the challenges of global interdependence,
- support the transition to a more results-oriented and accountable federal government, and
- maximize the value of GAO by being a model organization for the federal government.

Ultimately, we strive to continually improve the government's economy, efficiency, and effectiveness through achievement of our external strategic goals. Our recommendations contribute to legislative and executive actions that result in both financial and other benefits to taxpayers. Over the past 4 years, such contributions resulted in about \$56 in measurable financial benefits for every \$1 appropriated to GAO. Other benefits to taxpayers, while they cannot be measured in dollars, have improved government practices or operations and have considerable potential to increase taxpayers' trust in their government.

Our current measures of results follow:

- Financial benefits resulting from our findings and recommendations that contributed to legislative and executive actions to improve government operations and reduce costs. Estimated financial benefits include budget reductions, costs avoided, and revenue enhancements. For fiscal year 1999, 12 recorded accomplishments totaled about \$15.9 billion, or 79 percent of the total benefits. Seven of these accomplishments were in excess of \$1 billion each.

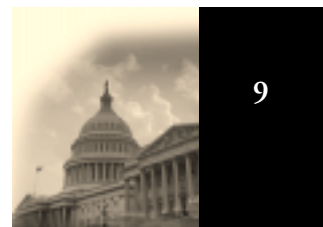


- Other benefits resulting from our findings and recommendations that contributed to legislative and executive actions to improve government operations, but did not have directly measurable financial benefits. These other benefits are actions that the Congress or agencies have taken and that have resulted in significant improvements to agencies' management or performance. For example, in supporting congressional oversight, our work helped to improve public safety and consumer protection, make government services and operations more effective and efficient, ensure Year 2000 readiness, and improve computer security.
- Recommendations implemented, including matters for congressional consideration. These are the basis for our financial and other benefits. Implemented recommendations correct the underlying causes of problems, weaknesses in internal controls, failures to comply with laws or regulations, or other matters impeding effective and efficient performance. Because our recommendations are not legally binding, their value is indicated by how many are implemented and when they are implemented.

Our current measures of intermediate results follow:

- Number of testimonies delivered. Testimony is one of our most important forms of communication with the Congress and reflects the impact, importance, and value of our work and institutional knowledge to congressional decisionmaking.
- Recommendations made in our products. Our recommendations describe specific actions to improve the economy, efficiency, and effectiveness of federal operations and aim to effect significant financial and other benefits to taxpayers.

We measure our past performance and set performance targets on both an annual and 4-year basis to adjust for shifts in congressional priorities and workloads and to account for one-time or unusual circumstances. We also measure recommendations implemented at a 4-year rate because our analyses show that when our recommenda-



tions are implemented, implementation tends to occur within 4 years of the recommendations being made. Our accomplishments are independently verified, as discussed in “Procedures to Verify and Validate GAO’s Performance Data.” For example, we consider a recommendation to be implemented only when we verify with sufficient documentation that an agency has taken a demonstrable action and determine that the action sufficiently or adequately implements the recommendation.

Our past performance and targets for our intended performance are presented on a GAO-wide basis in table 1 below. We also present corresponding performance information for each strategic goal in the subsequent sections.

Table 1: GAO’s Fiscal Year 2001 Annual Performance Measures and Targets

Type	Performance measure	Fiscal year					
		1996	1997	1998	1999	Est. 2000	Target 2001
Outcome	Financial benefits (Dollars in billions) ^a						
	Annual	\$17.3	\$20.9	\$19.7	\$20.1	\$22.0	\$23.0
	4-year average	\$16.8	\$18.4	\$18.4	\$19.5	\$20.7	\$21.2
	Other benefits ^a						
	Annual	269	391	537	607	620	640
	4-year average	216	266	354	451	539	601
	Recommendations implemented ^b (4-year implementation rate)	69%	74%	69%	70%	73%	75%
Intermediate outcome	Testimonies ^a						
	Annual	181	182	256	229	230	250
	4-year average	210	208	216	212	224	241
	Recommendations made	853	836	987	940	950	975

^aGAO-wide total may differ from the sum of the amounts for strategic goals 1, 2, and 3 because credit may be reflected under more than one strategic goal when multiple units participate.

^bThis measure gauges the implementation rate of recommendations made 4 years prior to a given fiscal year.

The Congress looks to us to turn assertions and information into facts and knowledge. Providing facts and knowledge is a means to the end; the end is *using* the facts and knowledge to improve government performance and ensure its accountability. To complement our quantitative performance goals and measures, we also intend to use qualitative goals and measures to more fully show our progress in achieving potential



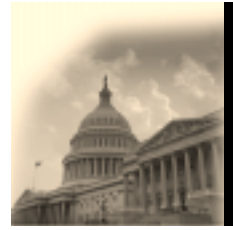
outcomes. To measure our performance on our qualitative goals, we will use two standards: “meets expectations” and “exceeds expectations.” Our performance meets expectations when we provide information and/or make recommendations on the “Key Efforts” when viewed collectively, listed in the relevant strategic objective plan covering fiscal years 2000-2002. Our performance exceeds expectations when we provide information and/or make recommendations that congressional decisionmakers and others use toward achieving the “Potential Outcomes” described in the relevant strategic objective plan.

Gauges of “use” include, among other things, congressional decisionmakers’ requests for other support, such as assisting in the development of oversight agendas, commenting on bills, helping to craft hearings, or providing questions for deliberations; citations in congressional documents, such as bills, laws, committee reports, or the *Congressional Record*; and information showing how agencies use our products. We also plan to develop a congressional feedback system and track references to our work by the media, universities, and other organizations.

Our performance goals covering fiscal years 2000-2002 are listed by strategic goal in appendixes 1 through 4.

To achieve our internal strategic goal—to maximize the value of GAO by being a model organization for the federal government—we have put in place a framework of both quantitative and qualitative performance goals and measures designed to enhance and sustain our organizational credibility throughout the world. Our past performance and targets for our intended performance for our management challenges are presented in “Annual Performance Goals for Strategic Goal 4.”

In addition to an annual performance plan, our planning system includes (1) an agencywide strategic plan for fiscal years 2000-2005 to be updated every 2 years for each Congress, (2) a multiyear plan for each strategic objective, and (3) an annual accountability report. Together, these documents will help us better serve the Congress



by identifying and focusing the agency's work on the most important current and emerging national issues while demonstrating the results of our efforts using meaningful and well-documented measures. However, because unanticipated events may significantly affect even the best of plans, our planning process allows for responding quickly to important congressional requests and to emerging issues.



ANNUAL PERFORMANCE GOALS FOR STRATEGIC GOAL 1

Provide Timely, Quality Service to the Congress and the Federal Government to Address Current and Emerging Challenges to the Well-Being and Financial Security of the American People

In keeping with our mission to support the Congress in carrying out its Constitutional responsibilities, our first strategic goal focuses on several of the aspirations of the American people defined by the Founders: to “establish justice, insure domestic tranquility, . . . promote the general welfare, and secure the blessings of liberty to ourselves and our posterity. . . .” Our aging and more diverse population, rapid technological change, and Americans’ desire to improve the quality of life all have major policy and budgetary implications for the federal government. In particular, growing commitments to the elderly will crowd out the capacity of a smaller generation of workers to finance the competing needs and wants brought to the federal doorstep. Our first goal is therefore to help the Congress and the federal government address the challenges that affect the well-being and financial security of the American people, recognizing the constraints of available resources and economic capacity.



Table 2: GAO’s Fiscal Year 2001 Annual Performance Measures and Targets for Strategic Goal 1

Type	Performance measure	Fiscal year					
		1996	1997	1998	1999	Est. 2000	Target 2001
Outcome	Financial benefits (Dollars in billions)						
	Annual	\$6.2	\$8.4	\$10.8	\$13.8	\$13.0	\$12.5
	4-year average	\$5.5	\$6.8	\$7.5	\$9.8	\$11.5	\$12.5
	Other benefits						
	Annual	84	116	177	140	140	145
	4-year average	80	88	114	129	143	150
	Recommendations implemented^a (4-year implementation rate)	66%	70%	69%	72%	73%	75%
Intermediate outcome	Testimonies						
	Annual	87	99	130	123	115	120
	4-year average	106	105	110	110	117	122
	Recommendations made	188	273	285	350	325	340

Note: Table includes units making their primary contribution to this strategic goal: all issue areas in the Health, Education, and Human Services Division; all issue areas in the Resources, Community, and Economic Development Division; and the General Government Division’s Administration of Justice issue area.

^aThis measure gauges the implementation rate of recommendations made 4 years prior to a given fiscal year.



To complement our quantitative performance goals and measures described in table 2, we also intend to use qualitative goals and measures to more fully show our progress in achieving potential outcomes. Our performance meets expectations when we provide information and/or make recommendations on the “Key Efforts” when viewed collectively, listed in the relevant strategic objective plan covering fiscal years 2000-2002. Our performance exceeds expectations when we provide information and/or make recommendations that congressional decisionmakers and others use toward achieving the “Potential Outcomes” described in the relevant strategic objective plan.

For example, we have a performance goal to assess the implications of various Social Security reform proposals within a developed framework and evaluation criteria. Our performance meets expectations when we provide information and/or make recommendations on the key efforts when viewed collectively for that goal, such as analyzing Social Security reform proposals for their impact on workers’ benefits (especially for at-risk populations); trust fund solvency; the budget, national savings and economic growth; and related programs like Medicare. Our performance exceeds expectations when the information and/or recommendations are used toward achieving the goal’s potential outcome, greater congressional understanding of various Social Security reform proposals and implications for retiree benefits, trust fund solvency, program sustainability, the budget, and the national economy.

Similarly, we have a performance goal to identify the full range of infrastructure investment needs and spending trends at the federal, state, and local levels; best practices; and potential solutions for improved decisionmaking on infrastructure investments. Our performance meets expectations when we provide information and/or make recommendations on the key efforts when viewed collectively for that goal, such as assessing the costs, schedules, and financial management of major infrastructure improvement projects, including those for air traffic control modernization and mass transit. Our performance exceeds expectations when the information and/or recommendations are used toward achieving the goal’s potential outcomes, such as the improved management of air traffic control modernization and other infrastructure projects.



ANNUAL PERFORMANCE GOALS FOR STRATEGIC GOAL 1

The qualitative performance goals for strategic goal 1 are listed in appendix 1. For additional information on the performance goals, key efforts, and potential outcomes, refer to the relevant GAO strategic objective plans:

- *Health Care Needs and Financing,*
- *Retirement Income Security,*
- *Social Safety Net,*
- *Education/Workforce Issues,*
- *An Effective System of Justice,*
- *Community Investment,*
- *Natural Resources Use and Environmental Protection, and*
- *Physical Infrastructure.*

ANNUAL PERFORMANCE GOALS FOR STRATEGIC GOAL 2



Provide Timely, Quality Service to the Congress and the Federal Government to Respond to Changing Security Threats and the Challenges of Global Interdependence

As the world has grown more interconnected through more open markets and rapidly developing technology, the United States faces threats to its security and economy from new sources. At the same time, the federal government tries to promote foreign policy goals, sound trade policies, and other strategies to help nations in every corner of the world upon whom the United States now depends as military allies and trading partners. In light of trends such as globalization, technology, and threats to security, the second goal of our strategic plan is to help the Congress and the federal government in responding to changing security threats and the challenges of global interdependence. These include regional conflicts and instability sparked by adverse economic conditions, corruption, ethnic hatreds, and nationalism.

Table 3: GAO’s Fiscal Year 2001 Annual Performance Measures and Targets for Strategic Goal 2



Type	Performance measure	Fiscal year					Target
		1996	Actual 1997	1998	1999	Est. 2000	
Outcome	Financial benefits (Dollars in billions)						
	Annual	\$6.8	\$9.5	\$5.8	\$3.0	\$4.0	\$4.5
	4-year average	\$7.4	\$7.6	\$7.4	\$6.3	\$5.6	\$4.3
	Other benefits						
	Annual	29	78	73	80	95	100
	4-year average	26	38	50	65	81	87
	Recommendations implemented ^a (4-year implementation rate)	77%	84%	76%	65%	73%	75%
Intermediate outcome	Testimonies						
	Annual	32	45	45	37	40	45
	4-year average	31	37	38	40	42	42
	Recommendations made	310	241	242	255	250	255

Note: Table includes units making their primary contribution to this strategic goal: all issue areas in the National Security and International Affairs Division and the General Government Division’s Financial Institutions and Markets issue area.

^aThis measure gauges the implementation rate of recommendations made 4 years prior to a given fiscal year.



ANNUAL PERFORMANCE GOALS FOR STRATEGIC GOAL 2

To complement our quantitative performance goals and measures described in table 3, we also intend to use qualitative goals and measures to more fully show our progress in achieving potential outcomes. Our performance meets expectations when we provide information and/or make recommendations on the “Key Efforts” when viewed collectively, listed in the relevant strategic objective plan covering fiscal years 2000-2002. Our performance exceeds expectations when we provide information and/or make recommendations that congressional decisionmakers and others use toward achieving the “Potential Outcomes” described in the relevant strategic objective plan.

For example, we have a performance goal to assess the ability of the financial services industry and its regulators to maintain a stable and efficient financial system in an era of global electronic commerce. Our performance meets expectations when we provide information and/or make recommendations on the key efforts when viewed collectively for that goal, such as assessing the regulatory framework for ensuring the financial system’s integrity. Our performance exceeds expectations when the information and/or recommendations are used toward achieving the goal’s potential outcomes, such as the improved efficiency, effectiveness, and consistency of the federal regulatory framework.

Similarly, we have a performance goal to assess the modernization of weapons systems and revisions of acquisition practices. Our performance meets expectations when we provide information and/or make recommendations on the key efforts when viewed collectively for that goal, such as reviewing major weapons acquisition programs, including the F/A-18E/F, F-22, and Joint Strike Fighter tactical aircraft modernization programs and ballistic missile defense programs such as the National Missile Defense System. Our performance exceeds expectations when the information and/or recommendations are used toward achieving the performance goal’s potential outcomes, such as the reduced risk of cost overruns, delays, and performance shortfalls in weapons acquisition plans and strategies, and identification of system maturity at key acquisition decision points.



The qualitative performance goals for strategic goal 2 are listed in appendix 2. For additional information on the performance goals, key efforts, and potential outcomes, refer to the relevant GAO strategic objective plans:

- *Diffuse Security Threats,*
- *Military Capabilities and Readiness,*
- *Advancement of U.S. International Interests, and*
- *Global Market Forces.*



ANNUAL PERFORMANCE GOALS FOR STRATEGIC GOAL 3

Support the Transition to a More Results-Oriented and Accountable Federal Government

As we enter the 21st century, American citizens are increasingly demanding improved government services and better stewardship of public resources. The federal government is adopting the principles of performance-based management in an effort to address these demands. This approach to managing government systematically integrates thinking about organizational structure; program and service delivery strategies; and the use of technology, reliable financial information, and effective human capital strategies into decisions about the results the government intends to achieve. Many of the initiatives now under way across government to improve operations and strengthen accountability are being driven by management reforms statutorily established by the Congress. Yet the reforms did not encompass all areas of government management, in particular, human capital strategic planning and management at a governmentwide level.

The reforms that have been adopted have profound implications for what government does (the products and services it delivers), how it is organized, and how it performs. Consequently, government decisionmakers and managers are adopting new ways of thinking, considering different ways of achieving goals, and using new information to guide decisions. At the same time, with budget surpluses now being projected for the coming years, the U.S. government faces a new set of challenges, in both the long and near terms, in making budget decisions.



Table 4: GAO's Fiscal Year 2001 Annual Performance Measures and Targets for Strategic Goal 3

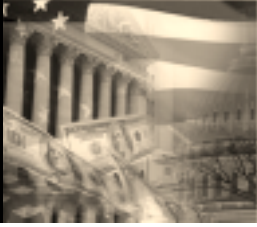
Type	Performance measure	Fiscal year					
		1996	1997	Actual 1998	1999	Est. 2000	Target 2001
Outcome	Financial benefits (Dollars in billions)						
	Annual	\$5.1	\$8.6	\$4.6	\$4.5	\$5.0	\$6.0
	4-year average	\$3.4	\$5.2	\$5.2	\$5.7	\$5.7	\$5.0
	Other benefits						
	Annual	156	216	311	414	415	420
	4-year average	100	145	200	274	339	390
	Recommendations implemented^a (4-year implementation rate)	71%	69%	65%	78%	74%	75%
Intermediate outcome	Testimonies						
	Annual	63	57	96	100	85	90
	4-year average	63	66	75	79	84	93
	Recommendations made	355	322	460	335	370	375

Note: Table includes units making their primary contribution to this strategic goal: all issue areas in the Accounting and Information Management Division; the General Government Division's Federal Management and Workforce, Tax Policy and Administration, and Government and Business Operations issue areas; and the Office of Special Investigations.

^aThis measure gauges the implementation rate of recommendations made 4 years prior to a given fiscal year.

To complement our quantitative performance goals and measures in table 4, we also intend to use qualitative goals and measures to more fully show our progress in achieving potential outcomes. Our performance meets expectations when we provide information and/or make recommendations on the "Key Efforts" when viewed collectively, listed in the relevant strategic objective plan covering fiscal years 2000-2002. Our performance exceeds expectations when we provide information and/or make recommendations that congressional decisionmakers and others use toward achieving the "Potential Outcomes" described in the relevant strategic objective plan.

For example, we have a performance goal to analyze the structure and information for budgetary choices. Our performance meets expectations when we provide information and/or make recommendations on the key efforts when viewed collectively for



ANNUAL PERFORMANCE GOALS FOR STRATEGIC GOAL 3

that goal, such as assessing the potential relevance of new fiscal policy targets to help policymakers formulate and implement longer-term budgetary goals, such as targets for debt as a share of the economy. Our performance exceeds expectations when the information and/or recommendations are used toward achieving the goal's potential outcomes, such as assisting in the debate about alternatives to current budgetary structures and control mechanisms, both for the short term—within the framework of the Budget Enforcement Act—and the long term, when the Budget Enforcement Act expires.

The qualitative performance goals for strategic goal 3 are listed in appendix 3. For additional information on the performance goals, key efforts, and potential outcomes, refer to the relevant GAO strategic objective plans:

- *Fiscal Position of the Government,*
- *Government Financing and Accountability,*
- *Governmentwide Management Reforms,* and
- *Economy, Efficiency, and Effectiveness Improvements in Federal Agencies.*

ANNUAL PERFORMANCE GOALS FOR STRATEGIC GOAL 4



Maximize the Value of GAO by Being a Model Organization for the Federal Government

To successfully carry out our responsibilities to the Congress and the American people, as articulated in our three external strategic goals, GAO first and foremost must be perceived as credible and must lead by example. Our fourth strategic goal provides the framework for enhancing and sustaining our organizational credibility throughout the world.

To reflect that GAO does most of its work at the request of the Congress and to accomplish our goal of being a model of organizational efficiency, effectiveness, and accountability in the federal government, we use performance measures that focus on the delivery of our products and services to congressional decisionmakers. Overall, we recognize that for our products and services to be most useful to our clients, they must be delivered in a timely fashion, meet our quality standards, and reflect a multidisciplinary approach to our work. We use the following quantitative performance measures as one means to gauge our progress in achieving our goal to be a model organization. These measures are intended to help us continue to improve the products and services we deliver to achieve our external strategic goals and identify opportunities to improve our processes.



Table 5: GAO's Fiscal Year 2001 Annual Performance Measures and Targets for Strategic Goal 4

Type	Performance measure	Fiscal year					
		1996	Actual 1997	1998	1999	Est. 2000	Target 2001
Management measure	Timeliness (percent)	67	91	93	96	100	100
	Product quality (average) ^a	3.49	3.62	3.61	3.58	3.60	3.65
	Multiunit products (percent)	3	4	4	5	9	10

^aOn our 5-point scale, a score of 3 means a report met quality standards, a score above 3 means that it met standards and reflected good communications principles, and a score of 1 means that it exhibited major problems in meeting the standards.



ANNUAL PERFORMANCE GOALS FOR STRATEGIC GOAL 4

To complement our quantitative performance goals and measures in table 5, we also intend to use qualitative goals and measures to more fully show our progress in achieving potential outcomes. Our performance meets expectations when we complete the “Key Efforts” when viewed collectively, listed in the relevant strategic objective plan covering fiscal years 2000-2002. Our performance exceeds expectations when these key efforts achieve the “Potential Outcomes” described in the relevant strategic objective plan.

For example, we have a performance goal to strengthen communications with our congressional clients. Our performance meets expectations when we complete the key efforts when viewed collectively for that goal, such as developing and implementing a process for receiving and responding to client feedback. Our performance exceeds expectations when we achieve the performance goal’s potential outcomes, such as an increased understanding of congressional perspectives on GAO, our products, and our services, to ensure that we meet the needs of our clients and avoid expectation gaps.

Similarly, we have a performance goal to update our appraisal systems to support our core values, strategic plan, and performance goals. Our performance meets expectations when we complete the key efforts when viewed collectively for that goal, such as designing and implementing a new appraisal system for evaluator and evaluator-related staff, using competencies as the foundation. Our performance exceeds expectations when we achieve the performance goal’s potential outcomes, such as when we have improved methods for assessing promotion potential.

The qualitative performance goals for strategic goal 4 are listed in appendix 4. For additional information on the performance goals, key efforts, and potential outcomes, refer to the relevant GAO plan addressing all 5 strategic objectives for achieving goal 4:

- *Cultivate and Foster Effective Client Relations,*
- *Implement a Model Strategic and Annual Planning and Reporting Process,*
- *Align Human Capital Policies and Practices to Support GAO’s Mission,*
- *Develop Efficient and Responsive Business Processes, and*
- *Build an Integrated and Reliable Information Technology Infrastructure.*



We support congressional decisionmaking and help improve the performance and accountability of the government primarily by providing accurate, objective, fact-based, nonpartisan, and nonideological information combined with original data collection and analysis. We conduct these analyses and make recommendations in our products and services that cover the full breadth of our external performance goals. We

- evaluate federal policies and the performance of agencies and programs to determine how well they are working;
- oversee government operations through financial and other management audits to determine whether public funds are spent efficiently, effectively, and in accordance with applicable laws;
- conduct investigations to assess whether illegal or improper activities are occurring;
- analyze financing for government activities;
- provide legal opinions to determine whether agencies are in compliance with laws and regulations;
- conduct policy analyses to assess needed actions and the implications of proposed actions; and
- provide related assistance to the Congress in support of its oversight and decisionmaking.

The key efforts we intend to undertake to achieve a particular performance goal and the potential outcomes are discussed in detail in the relevant strategic objective plan.

Over 90 percent of our work is mandated or requested by Committee and Subcommittee Chairs, Ranking Minority Members, or individual Members. GAO worked with Members of Congress and staff, including those representing the senior leaders of the Senate and the House and GAO's appropriations and oversight committees to develop a set of congressional protocols to provide the Congress with clearly defined and transparent policies and procedures for GAO work, which are intended to be consistently applied. These requests are based on ongoing discussions and planning sessions with Members and staff. In addition, a small percentage of our resources are spent on discretionary research and development work to address emerging issues.



STRATEGIES TO ACHIEVE PERFORMANCE GOALS

We recognize that we can meet our goals and objectives more efficiently and effectively if our work complements that of others. To ensure that we target the right issues, provide balanced perspectives, and develop practical recommendations, we work with members of the accountability community, including federal, state, and international audit organizations; academic and professional organizations; and agency Inspector General (IG) offices as well as our sister agencies, the Congressional Budget Office (CBO) and Congressional Research Service (CRS). Our strategies are discussed in “Coordination to Address Crosscutting Efforts.”

The continued credibility of our products and services depends on our meeting goals related to major management challenges. Our performance goals to address our major management challenges in human capital and information technology as well as our other management challenges are listed in appendix 4. Performance goals as well as related key efforts and their potential outcomes are discussed in the relevant GAO plan for achieving strategic goal 4.

For example, with the vast majority of our resources devoted to staff salary and benefits, human capital presents a number of major management challenges. Much of our current workforce is reaching retirement eligibility. Furthermore, demographic, economic, and technological changes indicate that there will be greater competition for the available skilled labor pool in the future. Consequently, one of our human capital performance goals is to develop and implement a strategic human capital plan. Some of the goal’s key efforts are to complete a human capital self-assessment and to monitor and evaluate our human capital programs. Such efforts will help allow us to determine the extent to which our human capital programs support our strategic goals and objectives.

We are seeking legislation that will help maximize GAO’s economy, efficiency, and effectiveness; position the agency for the future; and meet the increasingly complex and multidimensional needs of the Congress. Specifically, the legislation would provide the Comptroller General certain narrowly tailored authority to pursue agency realignment goals. It would provide flexibility to appoint scientific, technical, and professional staff to senior-level positions with the same benefits and attributes as members

of the senior executive service. In addition, it would provide GAO the authority to offer voluntary early retirement and buy-outs, as well as the authority to realign itself based largely on the skills, performance, and knowledge of individuals, with certain preferences provided to veterans.

Another major management challenge is to build an integrated and reliable information technology infrastructure that supports the achievement of our goals. Now that the Year 2000 challenge has been successfully met, we must begin addressing other technological issues. We need to put enabling technology in the hands of our staff so that we can be more efficient, effective, and timely in responding to the needs of the Congress. One performance goal is to develop and implement a short-term, cost-effective approach that begins to satisfy our information needs quickly. Some of the goal's key efforts are to determine critical information needs of our congressional clients, GAO managers, and staff and to evaluate information technology tools. Such efforts will help contribute to improved, more timely, and higher-quality products and service delivery.



COORDINATION TO ADDRESS CROSSCUTTING EFFORTS

We recognize that a focus on results implies that we will coordinate our efforts where responsibility for achieving results is shared. Although GAO is unique in the scope of its activities to support the Congress and to improve the performance and accountability of government, it shares with other members of the accountability community similar values and visions. Each member has a different role, responsibility, and expertise, but, collectively, these members advance the principles of good government through a variety of activities.

We believe that we can meet our goals and objectives more efficiently and effectively if our work complements the efforts of others. Coordination is important for ensuring that efforts to address crosscutting goals are mutually reinforcing and efficiently implemented. On a regular basis, to ensure that we target the right issues, provide balanced perspectives, and develop practical recommendations, we seek direction from the Congress and maintain relationships with a variety of federal, state, international, academic, and professional agencies. We also obtain the perspectives of applicable trade groups and associations and participate in professional conferences. Finally, we work closely with CRS, CBO, and agency IG offices to ensure that our work complements and does not duplicate their activities.

Specifically, to assist in accomplishing our goals in fiscal year 2001, we will continue to

- develop and promote standards for government auditing and federal accounting;
- identify and promote “best practices” in public management;
- practice constructive engagement, where appropriate, to facilitate management improvements;
- leverage resources and services to better identify opportunities for collaboration to improve government operations;
- convene and participate in forums, boards, councils, and other bodies to share knowledge; and
- provide legal opinions and guidance on governmentwide issues.

Develop and Promote Standards for Government Auditing and Federal Accounting

In consultation with others in the accountability community, we update government auditing standards for addressing emerging issues and participate in the development of federal accounting standards. Also, as required by law, we issue and update standards for internal control in the federal government. We coordinate closely with the Office of Management and Budget (OMB) and the Department of the Treasury in the development of federal accounting standards and the preparation and audit of the U.S. government’s financial statements. We coordinate closely with OMB in areas affecting governmentwide management issues, including financial management and reporting and OMB’s issuance of guidance on financial statement form and content and auditing requirements. We participate with the Federal Accounting Standards Advisory Board in the development of federal accounting standards, federal financial reporting concepts and standards, and research in complex and diverse financial areas. We also maintain effective liaison with the Financial Accounting Standards Board, which issues accounting standards for the private sector, and the Government Accounting Standards Board, which issues accounting standards for state and local government entities. Internationally, GAO chairs the International Organization of Supreme Audit Institutions’ (INTOSAI) committee on accounting



COORDINATION TO ADDRESS CROSSCUTTING EFFORTS

standards and is an active member of the organization's audit standards, internal control standards, and public debt committees. In addition, GAO is a member of INTOSAI's Governing Board and publishes the *International Journal of Government Auditing* on behalf of the organization.

Identify and Promote “Best Practices” in Public Management

To facilitate governmentwide management and institutional reforms, we will continue to develop and promote “best practices” to build and sustain high-performing organizations. Over the years, we have developed guidance on the effective implementation of the Government Performance and Results Act and on such topics as information technology management, financial management, and program evaluation.

We also plan to develop guidance on a human capital framework that improves federal economy, efficiency, and effectiveness. This framework will focus on strategic planning, organizational alignment, leadership, talent, and a performance-based culture. The framework will serve as the basis for human capital self-assessments, through which, with our encouragement and assistance, and working with the Office of Personnel Management, federal agencies can determine the extent to which their human capital systems support organizational missions and goals.

Additionally, we plan to coordinate with OMB on the issuance of governmentwide guidance on information technology management issues such as investment, architecture, and security. We issued guides for Year 2000 assessment, contingency planning, and testing, which agencies adopted to help ensure that critical systems supporting the delivery of vital services continued to function at the turn of the century.

We will continue to coordinate extensively with the accountability community at all levels of government—domestically and internationally—and with the private sector on a variety of key issues, including government auditing standards and the identification and publication of financial management, information technology, and program performance assessment best practices.



Practice Constructive Engagement, Where Appropriate, to Facilitate Management Improvements

Ultimately, a high-performing government requires that agencies incorporate best management practices into the way they conduct their day-to-day business. Learning by doing can be an effective way of incorporating best practices, and we have continued to work more in “constructive engagements” with others to maximize the value of our work. This approach has started to yield results in our oversight and due diligence responsibilities of ensuring the economy, efficiency, and effectiveness of government operations.

Using this approach, we have worked with executive agencies and congressional staff on a real-time basis to resolve problems so that corrective actions can be taken without compromising our independence and objectivity. For example, we worked closely with the Internal Revenue Service in its modernization efforts, including the restructuring of the Taxpayer Advocates Office and its tax systems modernization expenditure plan, as well as other agencies throughout government to assess and address their Year 2000 risks. Also, the Congress required GAO to use a constructive engagement approach with several executive agencies to evaluate the feasibility of alternative financial instruments for determining lender yields under the Higher Education Act of 1965.

Also, we have issued a number of evaluation guides in key areas such as information technology investment decisionmaking, business process reengineering, software acquisition, and computer security. We will continue to constructively engage with executive agencies in applying best practices as they work to effectively use information technology to support and enhance the delivery and/or performance of agencies’ missions and program objectives.



COORDINATION TO ADDRESS CROSSCUTTING EFFORTS

Leverage Resources and Services to Improve Government Performance and Accountability

In addition to GAO, CBO and CRS support the Congress and may assist it in connection with the same agency, program, and policy areas as GAO. All three agencies share the duty to coordinate our activities so that our resources and services complement one another's and we avoid unnecessary duplication and overlap. Working with CBO and CRS, we will provide—on an ongoing basis—a series of informational seminars and other services for congressional Members and staff to increase their understanding of the different services provided by the congressional agencies, particularly in support of congressional oversight.

When our reviews of agency programs and operations disclose possible criminal misconduct and potential abuse, our Office of Special Investigations (OSI) will continue to refer these matters to the appropriate IG office or an enforcement agency. In addition, OSI recognizes that it can better detect potential fraud by working cooperatively with the appropriate IG or an enforcement agency and, for example, plans to work with the Defense Criminal Investigative Service on potential fraud in the Defense Health Program.

We also coordinate extensively with the IG community in carrying out our statutory requirement to audit the U.S. government's financial statements and in some cases provide direct technical assistance and advice to the IGs.

Convene and Participate in Forums, Boards, Councils, and Other Bodies to Share Knowledge

To advance principles of improved performance and accountability, we help convene and participate in related forums with other government audit organizations. For example, INTOSAI—the professional organization of 179 international oversight institutions—convenes triennial congresses to share experiences, discuss issues, and make recommendations aimed at improving government accountability worldwide. The 17th International Congress of Supreme Audit Institutions will take place in Seoul, Korea, in October 2001. The United States will chair a group discussing one of the major themes—the contributions of audit agencies to public management reforms. In addition, in January 2000 the United States hosted an informal globalization working group meeting at GAO, where the heads of 13 of GAO’s counterparts from the G-7 and other selected countries met to discuss emerging issues of mutual interest and concern. It is hoped that other countries will continue this initiative annually and that much knowledge will be shared through these informal exchanges.

Within the United States, we help to achieve better communication and coordination in the governmental audit community and expand the usefulness of federal, state, and local audits through our activities supporting the intergovernmental audit forums. Collectively, the forums facilitate interagency and intergovernmental cooperation and the exchange of information on matters relating to audits. They also identify, solve problems, or accomplish projects that are of mutual benefit to audit organizations at all levels of government.

We also coordinate with the Chief Financial Officers Council to address crosscutting accounting, financial systems, internal control, and financial reporting issues and the Chief Information Officers Council to address governmentwide matters related to information technology investment and management and systems development capabilities and evaluation, including computer security. With the Joint Financial Management Improvement Program, we participate in the development of federal financial systems’ standards and requirements and other initiatives to improve government financial management.



COORDINATION TO ADDRESS CROSSCUTTING EFFORTS

We help to improve the capacity of the federal evaluation community and expand the usefulness of federal evaluation by sponsoring and participating in interagency forums on strategies for producing meaningful and credible information on program results. To engage in the development of guidance on evaluation principles and methods and to share intellectual resources to improve performance accountability, we participate in professional conferences and discussions with the leadership of professional evaluation associations and federal evaluation offices.

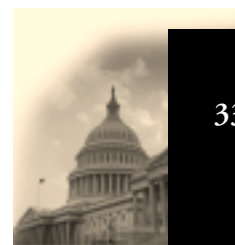
Provide Legal Opinions and Guidance on Governmentwide Issues

We provide legal opinions and guidance that are relied upon governmentwide. In particular, we have developed a substantial body of legal precedents in the areas of federal procurement law and fiscal law.

For more than 70 years, our Office of General Counsel has provided an independent forum for the resolution of bid protests concerning awards of federal contracts. Our procurement law decisions are relied upon extensively by federal agencies and contractors and help to promote consistent governmentwide interpretations of procurement statutes and regulations. GAO attorneys teach procurement law courses and participate in interagency forums and professional conferences to share new developments, discuss emerging issues, and help improve governmentwide procurement practices.

We also provide guidance and legal opinions on the laws and regulations governing the use of taxpayer dollars in agency accounts. We publish the *Principles of Federal Appropriations Law*, a multivolume treatise on federal fiscal law, and provide fiscal law training in our own agency and across the government. In addition, GAO attorneys regularly provide informal advice and guidance on fiscal law issues and prepare formal decisions and opinions of the Comptroller General.

EXTERNAL FACTORS THAT CAN AFFECT PERFORMANCE



Several external factors could affect the achievement of our performance goals. For example, the attention of the Congress could be redirected by unpredictable events such as domestic or international economic crises, wars, or natural disasters that could alter the mix of work we now plan to undertake. While we cannot do much to prevent change and catastrophes in the world, we can and do mitigate the impact of these events on the achievement of our objectives. For example, we will

- keep alert to the possibilities;
- continue to identify and surface in our products and meetings with the Congress conditions that could lead to the occurrence of these factors; and
- quickly adjust our strategic and annual plans, as appropriate, so that we can deal with major changes that do occur.

Fiscal year 2001 will usher in the 107th Congress and a new administration. This may affect the number of testimonies we deliver and the responsiveness of agencies to our recommendations. We will work to strengthen existing ties and quickly establish working relationships with any new leaders and Members of Congress and key department and agency heads to ensure the continued relevance and effectiveness of our work.

In addition, certain external factors could affect the achievement of specific performance goals. For example, we do not have audit authority in other countries and at multilateral institutions with which the United States works to counter diffuse security threats. Therefore, our ability to conduct thorough analyses of some issues will be affected by the level of openness and voluntary cooperation we can obtain. Also, concerns for the safety of GAO personnel and the sensitivity of overall foreign policy concerns may cause us to restrict the scope of our work. Regardless, we will continue to monitor international events, work closely with our congressional clients, and maintain broad-based staff expertise so that we can quickly adjust the focus of our work to meet emerging needs.



EXTERNAL FACTORS THAT CAN AFFECT PERFORMANCE

Efforts to improve the government's performance and accountability could be hampered in fiscal year 2001 by insufficient capacity within agencies to develop and effectively use performance and cost information to make improvements. It will be important for the Congress and top agency managers to continue the current strong commitment to federal management reform and to addressing major management challenges and high-risk areas. To mitigate the effects of these factors, we will continue to work closely with agency heads and program managers of OMB and the Department of the Treasury, chief financial officers, and the IG community. Also, we will continue our management leadership and technical assistance strategy and help build capacity through proactive work with agencies and participation in forums and on interagency and intergovernmental boards, councils, and other information-sharing organizations. Further, in our frequent contacts with a range of congressional committees, we will continue to stress the importance of this effort and the role of improved performance and financial information in more effectively, efficiently, and economically managing government operations and providing needed accountability.

Achieving our internal performance goals depends primarily on the availability of sufficient human, physical, information technology, and budgetary resources. We plan to rely primarily on in-house expertise to achieve these goals but will also need assistance from external consultants where such expertise is simply not available within GAO. If we cannot acquire the expertise we need internally and externally, there may be, at a minimum, a delay in achieving our goals. We will work closely with our oversight and appropriations committees to help ensure that needed resources are available. In addition, our human capital and information technology plans should be operational and integrated by fiscal year 2001, and we will be constantly monitoring the use of these resources to ensure that they are being allocated to achieve our goals.

HIGHLIGHTS OF RESOURCES NEEDED TO ACHIEVE FISCAL YEAR 2001 PERFORMANCE GOALS



To achieve its fiscal year 2001 performance goals, GAO has requested \$402.9 million in budget authority to maintain 3,275 full-time equivalent staff. More than 80 percent of GAO's budget will be used to compensate and provide benefits to its human capital—GAO's key asset. The next largest proportion of its budget—about \$39.7 million—is for contract services supporting both GAO's mission-direct work and administrative operations, including information technology, training, and building operation and maintenance services. About \$10.5 million will be spent on travel and transportation, two critical components to accomplishing and ensuring the quality of GAO's mission-direct activities. The remainder of GAO's budget will be used for office equipment and space rentals; telephone, video-conferencing, and data communications services; and other operating expenses, including supplies and materials, printing and reproduction, and furniture and equipment.

During fiscal year 2001, we plan to increase our investments in human capital and information technology to help maximize the productivity of our current workforce. To ensure our ability to attract, retain, and reward high-quality staff, we plan to devote additional budgetary resources to training and our performance rewards and recognition program. For example, increased resources will be targeted at organizational, behavioral, and technological training to enhance staff productivity and effectiveness, support our strategic plan, and address skills gaps identified within the organization. Major efforts are also planned and under way to revise our performance appraisal system for our evaluator, legal, and mission support staff. We will continue to focus our hiring efforts in fiscal year 2001 on recruiting entry-level staff to also help reshape the organization's human capital profile.





On the information technology front, we plan to make much needed investments in upgrading our network operating system to Windows 2000 and applications software to Microsoft Office 2000. Additional resources also are targeted to revamping the information technology systems supporting our assignment tracking system and disaster recovery activities.



HIGHLIGHTS OF RESOURCES NEEDED TO ACHIEVE FISCAL YEAR 2001 PERFORMANCE GOALS

Table 6 provides an overview of how GAO's budgetary and human capital resources will be allocated among the four strategic goals. GAO's fiscal year 2001 budget request by budget program activity and strategic goal is presented in appendix 5.

Table 6: Resources Needed to Achieve GAO's Fiscal Year 2001 Performance Goals

Strategic goal	Dollars in thousands	Full-time equivalent staff
 Goal 1: Provide timely, quality service to the Congress and the federal government to address current and emerging challenges to the well-being and financial security of the American people	\$132,927	1,103
 Goal 2: Provide timely, quality service to the Congress and the federal government to respond to changing security threats and challenges of global interdependence	89,258	722
 Goal 3: Support the transition to a more results-oriented and accountable federal government	143,198	1,164
 Goals 4: Maximize the value of GAO by being a model organization for the federal government	37,535	286
Total	\$402,918	3,275

PROCEDURES TO VERIFY AND VALIDATE GAO'S PERFORMANCE DATA



We emphasize the importance of reliable and valid information in our work through (1) standards, policies, and procedures; (2) management's use of performance information; and (3) independent reviews of our work. First, our standards, policies, and procedures provide guidance on assessing the reliability and validity of performance information. Specifically, our *Government Auditing Standards* (often referred to as generally accepted government auditing standards) contain the core standards governing our work. Our *General Policies/Procedures and Communications Manual* provides additional guidance, including procedures on verifying and validating the information used in specific performance measures. We reinforce the content and application of these standards, policies, and procedures by training all staff conducting GAO work.

Second, management's use of our performance information on a routine basis further helps to ensure its reliability and validity. Data are provided to managers for decisionmaking, and their feedback helps to ensure that the data are properly recorded. GAO's Office of Quality and Risk Management will work with senior managers to periodically revise performance measures and develop new ones to ensure that they constitute valid measures of our performance and do not have unintentional effects.

A variety of independent reviews—conducted by both internal and external groups—help ensure that all of our work is consistent with generally accepted government auditing standards and our policies and procedures. We are also in the process of identifying possible external entities to conduct a peer review of our performance auditing. The independent reviews include

- internal reviews of management controls to ensure compliance with provisions of the Federal Managers' Financial Integrity Act;
- internal reviews to determine how well selected GAO work met reporting standards under the Post-Issuance Quality Review and complied with quality control policies, procedures, and professional standards under the Quality Control Assessment Program;
- internal inspections of quality controls for our financial auditing;
- reviews by our Office of the Inspector General to assess key performance measures;



PROCEDURES TO VERIFY AND VALIDATE GAO'S PERFORMANCE DATA

- peer reviews of our financial audits by a professional accounting firm; and
- audits of our financial statements by a professional accounting firm that reviews internal controls relevant to these financial statements.

Data Limitations and Responses

Generally, our measures are better suited to examining trends in performance over a number of years than to making conclusions about our overall level of performance in any given year. We rely on trends for several reasons. Generally, benefits may not be realized for a number of years because of the complexity of issues we address and the schedules during which the Congress and the executive branch may act on our recommendations. Also, opportunities to produce benefits vary and can influence the volume of accomplishments recorded in any given year. To provide a clear indication of trends, we will report results that are averaged over a 4-year period. However, we will also report yearly totals to allow comparisons between any 2 specific years and to more readily identify underlying factors impacting trends. In addition, because a simple enumeration of our performance does not adequately capture the breadth and depth of our work, we propose to provide each year a qualitative assessment of the extent to which we have successfully met our multiyear performance goals. This assessment will consider how the use of our work contributes to the potential outcomes identified in our strategic objective plans.

Performance Measures

Financial Benefits

Background and context: Our findings and recommendations directly or indirectly contribute to congressional decisionmaking and executive branch actions that result in significant financial benefits to taxpayers. These benefits include budget reductions, costs avoided, and revenue enhancements that are documented as either directly attributable to, or significantly influenced by, our work. The funds made available in response to our findings and recommendations may be used to reduce agency expenditures or may be reinvested in other areas.

Data limitations: Not every financial benefit from our work can be readily estimated or directly attributed to GAO. Moreover, GAO policy requires conservative estimation of financial benefits. Therefore, we believe that the total of estimated benefits from our findings and recommendations understates our overall contribution to congressional decisionmaking and executive branch actions.

Verification/Validation: Policies and procedures guide the estimation of financial benefits and attribution to GAO. We require estimates to be based on independent sources, reduced by any identifiable offsetting costs, and limited to the first 2 years of implementation. Benefits are estimated in internal written reports that receive formal review to ensure they meet the same documentation and quality standards as any external GAO product. In addition, our Office of Quality and Risk Management reviews benefit claims in excess of \$100 million and our Office of the Inspector General reviews claims in excess of \$1 billion. Benefits are revised if new information significantly affects the estimated values.

Data Sources: Internal accomplishment reports database.



PROCEDURES TO VERIFY AND VALIDATE GAO'S PERFORMANCE DATA

Other Benefits

Background and context: Our findings and recommendations also contribute to congressional decisionmaking and executive branch actions that result in significant improvements to agency management or performance, for example, by strengthening internal control processes, but do not have directly measurable financial benefits. This measure is the number of actions that the Congress or agencies have taken within 2 years of our making the recommendations.

Data limitations: Other benefits vary in significance. Also, because not all benefits can be directly attributed to our findings and recommendations or documented, this measure understates our overall contribution toward improving government.

Verification/Validation: Policies and procedures require internally written reports to record the other benefits of our findings and recommendations. These reports receive formal internal review to ensure the appropriateness of the claimed accomplishment, including attribution to GAO work. These reports must meet the same documentation and quality standards as any GAO product.

Data Sources: Internal accomplishment reports database.

Recommendations Implemented

Background and context: As part of our audit responsibilities under generally accepted government auditing standards, we follow up and report yearly to the Congress on the status of actions taken by the Congress and agencies in response to our recommendations. This measure is the percentage rate of implementation of recommendations made 4 years prior to a given fiscal year. For example, the fiscal year 2001 implementation rate is the percentage of recommendations made in fiscal year 1997 that were implemented by fiscal year 2001. Prior experience has shown that if a recommendation has not been implemented after 4 years, it is unlikely to be implemented.

Data limitations: Because the measure is based on the implementation of recommendations made 4 years prior to any given fiscal year, the measured value for any given year will not reflect the results of GAO activities undertaken within that year. In addition, this measure may not include all actions proposed or initiated by agencies. Specifically, agencies may report actions in response to our recommendations, but we may determine that these actions are insufficient or do not adequately implement our recommendations. In these cases, recommendations will be recorded as not implemented, even though the agency has proposed or taken some actions.

Verification/Validation: GAO policies and procedures specify that staff must verify with sufficient supporting documentation that an agency's reported actions are adequately being implemented. Our staff may interview agency officials, obtain agency documents, access agency databases, or obtain information from the agency's Office of the Inspector General. Internal review procedures are intended to ensure that claims regarding the implementation of our recommendations are consistent and meet our quality requirements. Information on recommendations implemented is maintained on a database managed by an external contractor that routinely conducts software-based checks of data consistency and completeness and annually performs more exhaustive checks for data integrity.

Data Sources: The percentage of recommendations implemented is derived from a report distribution database. Information entered into the database is collected through our recommendation follow-up system.

Testimonies

Background and context: The Congress may request GAO to testify at hearings on various issues. Testimony is one of our most important forms of communication with the Congress, and the total number of testimonies reflects the importance and value of our institutional knowledge in assisting congressional decisionmaking.



PROCEDURES TO VERIFY AND VALIDATE GAO'S PERFORMANCE DATA

Data limitations: The number of testimonies in any given year may reflect congressional interest not only in work completed that year but also in work completed in the previous year and work in progress. Additionally, the number each year is dependent upon the Congress' agenda. Therefore, year-to-year variations in the total number of testimonies may be influenced by factors other than the quality of our performance in any specific year.

Verification/Validation: Divisions are responsible for notifying GAO's Office of Congressional Relations of upcoming hearings. Notices of these hearings are entered into a tracking system. Staff are assigned responsibility for monitoring the progress and status of planned hearings within their areas.

Data Sources: Internal listing of hearings planned and held.

Recommendations Made

Background and context: Recommendations in our products help to ensure that benefits will result from our work. These recommendations reflect specific actions that can be taken to improve federal programs. Where appropriate, we strive for recommendations that are directed at resolving the cause of identified problems; are addressed to parties that have the authority to act; and are specific, feasible, and cost-effective to the extent practical.

Data limitations: We provide a variety of products and services that meet the needs of our congressional clients but may not lead to recommendations. For example, the Congress may require descriptive information on federal programs or analyses of the potential consequences of alternative program design options. This information is intended to assist the Congress in its oversight of federal agencies or in its formulation of policy and legislation but does not lend itself to recommendations. Consequently, this measure underestimates the extent to which GAO assists the Congress and federal agencies.

Verification/Validation: An external contractor reviews all GAO products distributed through a formal process, prepares summaries that identify products containing recommendations, and verifies this information through our recommendation follow-up system. Also, GAO managers are provided with reports on the recommendations being tracked to help ensure that the contractor has correctly identified the recommendations contained in reports.

Data Sources: External contractor's report distribution database containing its summaries of formally distributed GAO products.

Qualitative Performance Measures

Background and context: Our work is of value to different audiences and is used in a variety of ways that may not be reflected in our quantitative performance measures. For this reason, we complement our quantitative goals with qualitative goals to be achieved over a 3-year period, from fiscal year 2000 to fiscal year 2002. These goals are listed in appendixes 1 through 4, by strategic goal and objective.

To assess the extent to which we have met these qualitative performance goals, we will use two standards of performance: "meets expectations" and "exceeds expectations." Our performance meets expectations when we provide information and/or make recommendations on the "Key Efforts" when viewed collectively, listed in the relevant strategic objective plan covering fiscal years 2000-2002. Our performance exceeds expectations when we provide information and/or make recommendations that congressional decisionmakers and others use toward achieving the "Potential Outcomes" described in the relevant strategic objective plan.

Gauges of "use" include, among other things, congressional decisionmakers' requests for other support, such as assisting in the development of oversight agendas, commenting on bills, helping to craft hearings, or providing questions for deliberations; citations in congressional documents, such as bills, laws, committee reports, or the *Congressional Record*; and information showing how agencies use our products. We



PROCEDURES TO VERIFY AND VALIDATE GAO'S PERFORMANCE DATA

also plan to develop a congressional feedback system and track references to our work by the media, universities, and other organizations.

In each of our accountability reports for fiscal years 2000 and 2001, we will provide assessments of progress toward these goals. Our performance report for fiscal year 2002 will provide a final assessment of the extent to which performance has met or exceeded the expectations for each of these goals over the 3-year period.

Data limitations: Because our use of qualitative goals is new, we do not yet have sufficient experience to determine their limitations. Success will depend upon the continued refinement of the goals, definitions of key terms, and standards for making assessments.

Verification/Validation: The assessments of progress against each 3-year goal will be supported by specific examples in internal written reports, receive formal internal review, and meet the same documentation and quality standards as any external GAO product. In addition, GAO's Office of Quality and Risk Management will review the reports for consistency and ensure that requirements are met.

Data Sources: GAO managers' assessments of success in meeting goals, supported by documented examples of accomplishments.

Timeliness

Background and context: The likelihood that GAO products will be used is enhanced if they are produced when needed to support congressional and agency decisionmaking regarding government programs. We monitor the extent to which our products are completed by dates agreed to with our clients. This measure is the proportion of GAO products that are issued by the date to which we have formally committed.

Data limitations: We measure the timeliness of key external products but exclude internal products.

Verification/Validation: Aggregate and job-specific timeliness data are given to managers monthly, who advise of any anomalies. The software used to prepare the monthly reports is verified by comparing job-specific detail from the reports with the same detail on original data files maintained by an external contractor. At job completion, data on job target and completion dates are reported to the manager, who reviews and signs the report to confirm its accuracy.

Data Sources: Our automated Mission and Assignment Tracking System, which is used to monitor job progress on an ongoing basis.

Quality Review Scores

Background and context: We maintain an internal quality control system to provide reasonable assurance that we adhere to applicable auditing policies and procedures. We randomly sample and review one-fifth of our chapter and letter reports each quarter by using a standardized checklist to ensure consistency with GAO policies and procedures. Each report is assessed and rated on nine factors by independent internal reviewers using a scale of 1 to 5. These ratings provide an indication of the extent to which the quality of GAO products is being maintained or enhanced. A score of 3 is assigned to reports that meet quality standards. A score above 3 represents reports that not only conform to standards but also reflect good communications principles. If a report exhibited major problems that raised questions about accuracy, reasonableness, or objectivity, it would receive a score of 1. The measure is the average score for all reports reviewed.

Data limitations: Scores are calculated only for the two major types of externally published reports (chapter and letter reports) and do not indicate the quality of all of our products.



PROCEDURES TO VERIFY AND VALIDATE GAO'S PERFORMANCE DATA

Verification/Validation: The aggregate and product-specific results of quality reviews are reported quarterly to GAO managers to encourage efforts to maintain and enhance the quality of our work. Managers have an opportunity to provide feedback on any possible errors in the scores.

Data Sources: Internal post-audit quality reviews.

Multiunit Products

Background and context: We strive to bring together required skills from across the organization in a matrix management approach to maximize quality and efficiency. To encourage such collaboration, we measure the proportion of our external written products jointly issued by more than one division and/or office, such as the Office of the Comptroller General or Office of General Counsel.

Data limitations: This measure will capture only efforts of extensive collaboration on external products. Less extensive collaboration within or across divisions will not be reflected.

Verification/Validation: GAO managers will be provided with data on this measure. Feedback from GAO staff will help ensure that all external reports jointly issued by GAO divisions and offices are correctly identified and maintained in the report distribution database.

Data Sources: External contractor's report distribution database.

APPENDIX 1
PERFORMANCE GOALS COVERING
FISCAL YEARS 2000-2002,
BY STRATEGIC OBJECTIVE,
FOR STRATEGIC GOAL 1



To provide timely, quality service to the Congress and the federal government to address current and emerging challenges to the well-being and financial security of the American people.

STRATEGIC OBJECTIVE 1.1

The health care needs of an aging and diverse population

Performance goals are to:

- evaluate Medicare reform, financing, and operations
- assess trends and issues in private health insurance coverage
- assess actions and options for improving the Veterans Administration's and Department of Defense's health care facilities and services, including realigning capital assets to reduce unneeded physical infrastructure
- evaluate the effectiveness of federal programs to promote and protect the public health
- assess the effectiveness of federal food safety programs

STRATEGIC OBJECTIVE 1.2

A secure retirement for older Americans

Performance goals are to:

- assess the implications of various Social Security reform proposals within a developed framework and evaluation criteria
- identify opportunities to foster greater participation and ensure adequate retirement income levels by private pension systems
- identify opportunities to improve the ability of the Pension Benefit Guaranty Corporation's and the Department of Labor's Pension Welfare Benefits Administration's programs to protect workers in private pension systems



APPENDIX 1 PERFORMANCE GOALS COVERING FISCAL YEARS 2000-2002, BY STRATEGIC OBJECTIVE, FOR STRATEGIC GOAL 1

STRATEGIC OBJECTIVE 1.3

The social safety net for Americans in need

Performance goals are to:

- analyze the results of welfare reform
- evaluate federal and state program strategies for financing and overseeing chronic and long-term health care
- assess states' experiences in providing health insurance coverage for previously uninsured low-income children
- identify opportunities to provide more cost-effective food assistance programs and housing assistance programs
- identify ways to improve federal disability programs

STRATEGIC OBJECTIVE 1.4

An educated citizenry and a productive workforce

Performance goals are to:

- analyze the effectiveness and efficiency of early childhood care and education programs in serving their target populations
- assess options for federal, state, and local programs to effectively address demographic changes and the infrastructure needs of the education system
- assess opportunities to better manage education program costs and better target federal aid to the neediest students
- analyze the impact of the recently enacted Workforce Investment Act on the delivery of employment and training services
- analyze programs designed to raise worker skills and ensure employers have the skilled workers they need
- assess the success of various enforcement strategies to protect workers while minimizing employers' burden in the changing environment of work

STRATEGIC OBJECTIVE 1.5*An effective system of justice*

Performance goals are to:

- identify ways to improve federal agencies' response to crime
- assess the effectiveness of federal programs to control illegal drug use
- identify ways to administer our nation's immigration laws more efficiently and effectively
- assess the administrative efficiency and effectiveness of the federal court and prison systems

STRATEGIC OBJECTIVE 1.6*Investment in community and economic development*

Performance goals are to:

- identify how federal agencies can streamline and improve their programs to facilitate the delivery of grants, loans, and other types of economic assistance to communities
- assess how the federal government can minimize financial risk in mortgage assistance
- assess the effectiveness of current federal farm subsidies and the extent to which the 1996 Farm Bill has reduced agriculture's dependence on federal subsidies and improved its competitiveness
- assess the impact of transportation, telecommunications, and postal policies on competition and consumers
- assess the costs and outcomes of the federal investment in science and technology programs
- identify cost-effective and efficient ways to assist small and minority-owned businesses
- determine how federal disaster assistance costs can be reduced and targeted to the most cost-effective mitigation measures
- assess the regulatory effectiveness of programs and policies in ensuring access to financial services and deterring fraud and abuse



APPENDIX 1

PERFORMANCE GOALS COVERING FISCAL YEARS 2000-2002, BY STRATEGIC OBJECTIVE, FOR STRATEGIC GOAL 1

STRATEGIC OBJECTIVE 1.7

Responsible stewardship of natural resources and the environment

Performance goals are to:

- assess the costs and outcomes of federal strategies for managing federally owned lands and the adequacy of legislative and regulatory guidance for resolving conflicts and making choices among competing land uses
- assess the impact of energy and environmental policies and regulations on the availability of secure and reliable sources of energy
- assess the costs and outcomes of federal pollution control strategies and opportunities for more cost-effective approaches
- assess opportunities to improve the management and cleanup of hazardous and nuclear waste sites
- assess U.S. efforts to address global and international environmental challenges

STRATEGIC OBJECTIVE 1.8

A safe and efficient national physical infrastructure

Performance goals are to:

- identify the full range of infrastructure investment needs and spending trends at the federal, state, and local levels; best practices; and potential solutions for improved decisionmaking on infrastructure investments
- assess alternative methods for financing transportation projects
- analyze the environmental and economic impact of transportation facilities on surrounding communities and alternatives for reducing congestion and delays
- assess the investments required to meet federal safe drinking water and wastewater treatment standards and the alternatives for cost-effectively maintaining, repairing, and replacing communities' drinking water, wastewater, and solid waste infrastructure
- assess the Department of Transportation's efforts to reduce accidents, injuries, and fatalities in all transportation modes



-
- assess Amtrak's financial viability
 - assess the cost-effectiveness of upgrading and maintaining the nation's federal buildings and facilities

Note: Our performance meets expectations when we provide information and/or make recommendations on the "Key Efforts" when viewed collectively, listed in the relevant strategic objective plan covering fiscal years 2000-2002. Our performance exceeds expectations when we provide information and/or make recommendations that congressional decisionmakers and others use toward achieving the "Potential Outcomes" described in the relevant strategic objective plan.



APPENDIX 2

PERFORMANCE GOALS COVERING FISCAL YEARS 2000-2002, BY STRATEGIC OBJECTIVE, FOR STRATEGIC GOAL 2

To provide timely, quality service to the Congress and the federal government to respond to changing security threats and the challenges of global interdependence.

STRATEGIC OBJECTIVE 2.1

Responding to diffuse threats to national and global security

Performance goals are to:

- analyze the effectiveness of federal agencies' programs to combat terrorism
- assess the effectiveness of U.S. programs and agreements to prevent the proliferation of nuclear, biological, and chemical weapons
- assess U.S. efforts to protect computer-supported critical infrastructure for business and government
- assess the Department of Defense's ability to retain information superiority on the battlefield
- assess the effectiveness of the Department of Transportation's oversight of domestic and international aviation security

STRATEGIC OBJECTIVE 2.2

Ensuring military capabilities and readiness

Performance goals are to:

- assess development of an appropriate and ready force structure of people, weapons, and facilities for the post-Cold War period
- assess improvements in personnel recruiting, retention, and quality of life
- assess modernization of weapons systems and revisions of acquisition practices
- assess improvements in the responsiveness and effectiveness of logistical support systems
- assess the Department of Energy's efforts to maintain a safe and reliable nuclear weapons stockpile

STRATEGIC OBJECTIVE 2.3***Advancing and protecting U.S. international interests***

Performance goals are to:

- analyze the plans, strategies, costs, and results achieved from U.S. interventions
- analyze the effectiveness and management of foreign aid programs and the tools to carry them out
- analyze the costs and implications of U.S. military alliances and commitments
- evaluate the efficiency and accountability of United Nations and related multilateral organizations and the extent to which they are serving U.S. interests
- assess the strategies used to manage U.S. foreign affairs functions and activities

STRATEGIC OBJECTIVE 2.4***Responding to the impact of global market forces on U.S. economic and security interests***

Performance goals are to:

- analyze how trade agreements and programs serve U.S. interests
- improve understanding of the effects of defense industry globalization
- assess how the United States can influence improvements in the world financial system and address crises
- assess the ability of the financial services industry and its regulators to maintain a stable and efficient financial system in an era of global electronic commerce
- evaluate how prepared financial regulators are to respond to change and innovation

Note: Our performance meets expectations when we provide information and/or make recommendations on the "Key Efforts" when viewed collectively, listed in the relevant strategic objective plan covering fiscal years 2000-2002. Our performance exceeds expectations when we provide information and/or make recommendations that congressional decisionmakers and others use toward achieving the "Potential Outcomes" described in the relevant strategic objective plan.



APPENDIX 3
PERFORMANCE GOALS COVERING
FISCAL YEARS 2000-2002,
BY STRATEGIC OBJECTIVE,
FOR STRATEGIC GOAL 3

To support the transition to a more results-oriented and accountable federal government.

STRATEGIC OBJECTIVE 3.1

Analyze the federal government's long-term and near-term fiscal position, outlook, and options

Performance goals are to:

- address the long-term fiscal health of the federal government
- analyze the structure and information for budgetary choices
- promote effective management of resources
- identify budget implications of various governmental tools using third parties in federal programs

STRATEGIC OBJECTIVE 3.2

Strengthen approaches for financing the government and determining accountability for the use of taxpayer dollars

Performance goals are to:

- support congressional oversight of the Internal Revenue Service's modernization and reform efforts
- contribute to congressional deliberations on tax policy
- strengthen accountability for the federal government's assets and operations

STRATEGIC OBJECTIVE 3.3***Facilitate governmentwide management and institutional reforms needed to build and sustain high-performing organizations and more effective government***

Performance goals are to:

- analyze and support efforts to instill results-oriented management across the government
- identify needed improvements to the government's financial management infrastructure
- help build the government's capacity to manage information technology to improve performance
- enhance efforts to manage the collection, use, and dissemination of government information in an era of rapidly changing technology
- identify and facilitate the implementation of human capital practices that will improve federal economy, efficiency, and effectiveness
- improve acquisition policies and practices

STRATEGIC OBJECTIVE 3.4***Recommend economy, efficiency, and effectiveness improvements in federal agency programs***

Performance goals are to:

- highlight the specific major management challenges confronting agencies and those federal operations at highest risk of fraud, waste, abuse, and mismanagement
- review the economy, efficiency, and effectiveness of key federal agencies and activities

Note: Our performance meets expectations when we provide information and/or make recommendations on the "Key Efforts" when viewed collectively, listed in the relevant strategic objective plan covering fiscal years 2000-2002. Our performance exceeds expectations when we provide information and/or make recommendations that congressional decisionmakers and others use toward achieving the "Potential Outcomes" described in the relevant strategic objective plan.



APPENDIX 4
PERFORMANCE GOALS COVERING
FISCAL YEARS 2000-2002,
BY STRATEGIC OBJECTIVE,
FOR STRATEGIC GOAL 4

To maximize the value of GAO by being a model organization for the federal government.

STRATEGIC OBJECTIVE 4.1

Cultivate and foster effective congressional and agency relations

Performance goals are to:

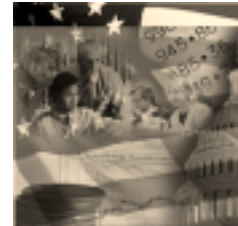
- strengthen communications with our congressional clients
- implement clearly defined, consistently applied, well documented, and transparent policies and protocols for working with the Congress and agencies
- improve internal processes to help GAO's senior executives and staff better serve the Congress

STRATEGIC OBJECTIVE 4.2

Implement a model strategic and annual planning and reporting process

Performance goals are to:

- use a strategic planning process that meets the intent of the Government Performance and Results Act
- develop a performance tracking system and publish annual performance plans and reports
- realign organizational structure and resources to the strategic goals and objectives



STRATEGIC OBJECTIVE 4.3***Align human capital policies and practices to support GAO's mission***

Performance goals are to:

- develop and implement a strategic human capital plan
- implement an approach to assessing and inventorying knowledge and skills needed to meet our strategic goals and objectives
- update appraisal systems to support the agency's core values, strategic plan, and performance goals
- improve recruitment, training/development, and recognition/reward programs

STRATEGIC OBJECTIVE 4.4***Develop efficient and responsive business processes***

Performance goals are to:

- continue improving the Job Management Process and other business processes to be more responsive to our clients' needs, reduce administrative burden, and expedite product issuance
- reengineer our product and service lines
- enhance coordination with CBO and CRS to increase opportunities for collaboration and consultation
- develop and implement a managerial accounting system



APPENDIX 4
PERFORMANCE GOALS COVERING
FISCAL YEARS 2000-2002,
BY STRATEGIC OBJECTIVE,
FOR STRATEGIC GOAL 4

STRATEGIC OBJECTIVE 4.5

Build an integrated and reliable information technology infrastructure

Performance goals are to:


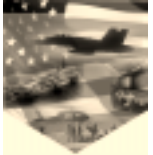

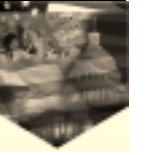
- develop a long-term comprehensive plan for an integrated information technology approach
- develop and implement a short-term cost-effective approach that begins to satisfy GAO's information needs quickly
- establish performance and cost metrics addressing the quality and value of information technology services
- ensure the availability of required information technology skills

Note: Our performance meets expectations when we complete the "Key Efforts" when viewed collectively, listed in the relevant strategic objective plan covering fiscal years 2000-2002. Our performance exceeds expectations when these key efforts achieve the "Potential Outcomes" described in the relevant strategic objective plan.

APPENDIX 5

GAO'S FISCAL YEAR 2001 PROPOSED
BUDGET, BY BUDGET PROGRAM
ACTIVITY AND STRATEGIC GOAL

STRATEGIC GOALS

	TOTAL		GOAL 1		GOAL 2		GOAL 3		GOAL 4	
	Dollars	FTE ^b staff	Dollars	FTE ^b staff	Dollars	FTE ^b staff	Dollars	FTE ^b staff	Dollars	FTE ^b staff
Dollars in thousands										
										
Budget program activity^a	Dollars	FTE^b staff	Dollars	FTE^b staff	Dollars	FTE^b staff	Dollars	FTE^b staff	Dollars	FTE^b staff
Office of the Comptroller General	887	8	222	2	222	2	222	2	221	2
Accounting and Information Management Division	45,443	410	3,103	28	2,217	20	35,468	320	4,655	42
General Government Division	30,879	304	5,485	54	3,352	33	18,081	178	3,961	39
Health, Education, and Human Services Division	31,358	323	27,475	283	679	7	874	9	2,330	24
National Security and International Affairs Division	39,638	350	1,699	15	33,069	292	2,039	18	2,831	25
Resources, Community, and Economic Development Division	36,445	335	27,633	254	2,067	19	3,155	29	3,590	33
Office of the Chief Economist	1,298	12	758	7	108	1	216	2	216	2
Office of the General Counsel	19,763	168	3,882	33	2,235	19	10,823	92	2,823	24
Office of Special Investigations	4,442	36	2,344	19	864	7	494	4	740	6
Field offices	87,338	910	26,106	272	22,554	235	34,839	363	3,839	40
Mission support ^c	105,427	419	34,220	136	21,891	87	36,987	147	12,329	49
Total	402,918	3,275	132,927	1,103	89,258	722	143,198	1,164	37,535	286

^aOrganizational structure does not reflect a multiphase realignment that will affect GAO's mission, field, and support structure in fiscal year 2000.

^bFTE = Full-time equivalent.

^cMission support includes a full range of operations provided by the offices that support the program divisions and offices that conduct audit, evaluation, and legal work. The primary objective of the mission support offices is to provide quality and timely services to the agency.

The full set of GAO's strategic planning, performance, and accountability documents are listed below. All of these documents, as well as other GAO reports and documents, may be obtained electronically on our website, www.gao.gov.



Accountability Report for fiscal year 1999

Strategic Plan, 2000-2005

Strategic Plan Executive Summary

Strategic Plan Framework

Strategic Objective Plans

Health Care Needs and Financing

Retirement Income Security

Social Safety Net

Education/Workforce Issues

Effective System of Justice

Community Investment

Natural Resources Use and Environmental Protection

Physical Infrastructure

Diffuse Security Threats

Military Capabilities and Readiness

Advancement of U.S. Interests

Global Market Forces

Fiscal Position of the Government

Government Financing and Accountability

Governmentwide Management Reforms

Economy, Efficiency, and Effectiveness

Improvements in Federal Agencies

Maximize the Value of GAO

Performance Plan Fiscal Year 2001



PERFORMANCE
FISCAL YEAR 2001 *Plan*