



High-Risk Areas Identified by GAO

The U.S. Government Accountability Office (GAO) evaluates VA’s programs and operations. In February 2011, GAO issued an update to its High-Risk Series (GAO-11-278). The GAO-identified High-Risk Areas (specific to VA as well as Government-wide) are summarized below. In response to each of the High-Risk Areas (HRAs), the Department has provided the following:

- **Estimated resolution timeframe (fiscal year)** for VA to eliminate each HRA
- **Responsible Agency Official** for each HRA
- **Completed 2012 milestones** in response to the HRA
- **Planned 2013 milestones** along with **estimated completion quarter**

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GAO High-Risk Area 1: Improving and Modernizing Federal Disability Programs

Designated a high-risk area in 2003, federal disability programs remain in need of modernization. Almost 200 federal programs provide a wide range of services and supports, resulting in a patchwork of policies and programs without a unified strategy or set of national goals. Further, disability programs emphasize medical conditions in assessing work incapacity without adequate consideration of work opportunities afforded by advances in medicine, technology, and job demands. Beyond these broad concerns, the largest disability programs--managed by the Social Security Administration (SSA), Department of Veterans Affairs (VA), and Department of Defense (DoD)--are experiencing growing workloads, creating challenges to making timely and accurate decisions.

VA has made progress in some areas of its claims process and faced continued challenges in others. In fiscal year 2008, VA completed nearly 66 percent more initial compensation claims than in fiscal year 2000 and reduced pending appeals from about 127,000 to 95,000. However, in fiscal year 2008, it took VA on average 776 days to resolve an appeal. We reported in January 2010 that VA has implemented several improvement initiatives, including expanding its practice of workload distribution and testing new claims-processing approaches--such as shortening response periods for certain claims and appeals and reorganizing its claims-processing units. Per our recommendations, VA recently completed evaluations of some key initiatives, and continues to evaluate others. Thus, their long-term impact on the timeliness and accuracy of Veterans' claims is not yet known.

Through their pilot of an integrated disability evaluation system (IDES), DoD and VA have made some progress toward addressing inefficiencies associated with operating two separate yet similar disability systems, but full implementation will require careful monitoring. DoD's and VA's recently completed evaluation of the pilot has generally shown positive results. In support of plans to expand the IDES militarywide, DOD and VA have identified actions needed to address staffing, logistical, and other challenges. However, they do not have a monitoring process for identifying emerging problems such as staffing shortages in order to quickly take remedial actions. DoD and VA should develop a comprehensive monitoring mechanism.

An overall federal strategy and governmentwide coordination among programs is needed to align disability policies, services, and supports, but little progress has been made. SSA, VA, and DoD leadership have demonstrated a strong commitment and invested additional resources to address claims workloads. However, the agencies still need to complete work on the following recommendations. SSA needs to employ a comprehensive plan that considers its entire disability process. VA needs to evaluate its claims-processing initiatives to assess return on investment. As VA and DOD proceed with a joint disability evaluation system, they need to develop a systematic monitoring process and ensure adequate staffing is in place.



VA's Program Response
Estimated Resolution Timeframe: 2015
Responsible Agency Official: Under Secretary for Benefits

Completed 2012 Milestones

One of VA's primary goals is to improve the timeliness and accuracy of claims processing. VA is committed to achieving the 2015 strategic goal of completing all rating-related compensation and pension claims within 125 days at a 98 percent accuracy level. VBA has embarked on a wide-scale Transformation Plan to achieve new efficiencies, greater effectiveness, improved quality and consistency, and a workplace that is recognized as an "employer of choice." The transformation strategy builds on VA's strategic plan, goals, and integrated objectives.

The plan's initiatives incorporate an integrated approach to people, process, and technology solutions, including a strong focus on a career-ready military transition program, national training standards, paperless rules-based systems, case management, and automated capability to process an increased number of claims and a greater number of complex conditions per claim – all at a high quality level for our Veterans, their families, and survivors. Best practices in claims processing are being tested at regional offices (RO) to validate the potential of the initiatives to help VA achieve the 2015 strategic goals. The effective implementation of this transformation plan is driving VBA to achieve standardization among all ROs and a methodology for governing implementation. VBA's implementation strategy includes effective communications and change management, detailed implementation planning, and effective and measurable training, ensuring that new ideas are sustainable for the future.

VBA's transformation will be implemented according to a carefully developed and multi-year timeline. Changes in people, process, and technology will be rolled out in a progressive, intentional sequence that enables efficiency gains while minimizing risks to performance. As initiatives are implemented, VBA is closely tracking current metrics to assess results and, if necessary, adjust our efforts. VBA is working to expand what is measured to more clearly show the impact of the Transformation Plan, both at local and national levels. As VBA's transformation efforts are deployed, VBA will be better positioned to identify the overall return on investment. VBA's Implementation Center was established as a program management office to oversee the deployment of the newly transformed organizational model in a phased implementation schedule that is in use at 18 ROs as of September 30, 2012, and will be implemented at all RO's by the end of CY 2013.

Specific initiatives and actions to improve the timeliness and accuracy of claims processing are summarized as follows:

- VBA created a new Organizational Model that includes segmented lanes, cross-functional teams, and intake processing centers. The new model is currently implemented at 18 ROs and will be implemented at 33 more by the end of December 2012.
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- VBA plans to deploy the Veterans Benefit Management System (VBMS) to all ROs by the end of CY 2013. VBMS is currently in use at five ROs. VBMS uses rules-based technology to improve quality and accuracy for disability rating determinations. The rating calculators (Evaluation Builder, Hearing Loss Calculator, and Special Monthly Compensation Calculator) are being leveraged for use in VBMS.
- VBA deployed the new Veterans Relationship Management (VRM) platform to improve awareness of VA services and benefits, and added the capability for claimants to file their claims and evidence electronically through eBenefits.
- VBA implemented a rules-based processing capability for adding dependency claims for Veterans in receipt of compensation. The Rules Based Processing System automatically executes business rules on eligible claims, records decisions, generates correspondence, and triggers payment for award decisions.
- VBA deployed 81 Disability Benefits Questionnaires (DBQs), 10 for internal use only and 71 for use by VA and private physicians. DBQs allow VBA to bring new efficiencies to the collection of medical information needed for claims decisions.
- VBA instituted Quality Review Teams (QRTs) in all 56 regional offices to conduct in-process reviews to correct deficiencies early in the claims process and before the claim is authorized.
- VBA implemented recommendations from the Institute for Defense Analyses to enhance VBA's quality assurance programs. These included re-evaluating the efficacy of the current claim-based review process to identify training needs and performing consistency reviews for rating decisions.
- As part of VA's continued effort to modernize the disability benefits program, the Veterans Affairs Schedule for Rating Disabilities (VASRD) revision project completed public forums for 15 body systems. Working groups prepared proposed recommendations and presented them at the VASRD Summit for public viewing and comments for consideration during the drafting phase.
- The Private Medical Records (PMR) pilot allows VBA to receive private medical records electronically (through Virtual VA), which reduces the amount of time to obtain these records and process claims.
- VBA assisted with development, testing, and release of Veterans On-Line Application Direct Connect (VDC), an online application process for Veterans. This method is similar to the way many people file their taxes and allows Veterans to apply directly to VA for disability benefits and upload medical evidence directly into their electronic claims folder. Veterans can also apply online to provide dependency information for their benefit payments.
- VBA updated forms for the Fully Developed Claims program. The updated forms improve the timeliness of claims processing.
- Congress approved an amendment to 38 U.S.C. Section 5103 which allows more flexibility in how and when VA provides Veterans Claims Assistance Act (VCAA) notification to claimants regarding



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information and evidence that is necessary to substantiate a claim. This provision will permit VA to deliver VCAA notifications to claimants by electronic communication, thereby significantly reducing the number of paper letters sent to claimants.

- On July 6, 2012, VBA submitted the final report to Congress on the feasibility and advisability of continuing or expanding the Individual Claimant Checklist pilot program.
- VBA implemented the Appeals Design Team initiative with the purpose of improving timeliness in each segment of the appeals process and making the process more Veteran-centric, trust-earning, and consistent. The Houston VA RO is currently piloting this initiative with positive performance results.
- The number of available field hearings decreased by 25 percent in favor of increasing video teleconferencing hearings, between Veteran Law Judges and Veterans. This resulted in both time and monetary savings for VA.
- VBA and BVA conducted mandatory joint training programs to aid in standardizing adjudication across the system. This interactive training relationship includes the Systemic Technical Accuracy Review (STAR) staff, Decision Review Officers, and the Appeals Management Center staff. These combined efforts are expected to lead to future reduction in the number of avoidable remands.
- Congress enacted the presumptive waiver of Agency of Original Jurisdiction law in August 2012. This measure establishes a presumption that an appellant has waived RO consideration of any evidence filed after a Substantive Appeal has been filed to the Board (BVA). This will eliminate re-adjudication of the appeal by the RO in some cases, in favor of the Board directly addressing the evidence.
- The Integrated Disability Evaluation System (IDES) is deployed at 139 military sites worldwide. IDES now covers 100 percent of servicemembers being evaluated for medical separation or retirement. IDES developed an electronic case file transfer system allowing VA and DoD case managers to transfer documents electronically. The pilot for this system began in September 2012.
- The IDES Performance Dashboard is used to monitor IDES performance by VAMCs and other Department agencies/activities that exercise responsibility for the IDES process. Emphasis is placed on all aspects of IDES timeliness and responsiveness to IDES participants and the DoD. The reporting mechanism provides a comprehensive view of key IDES performance parameters and activities such as actual versus forecasted annual medical evaluation board workload, examination timeliness, examination insufficiencies, examination termination, and staffing adequacies. The dashboard serves as the primary informational tool used by VA leadership and is also shared with the DoD to facilitate their specific evaluations.

Planned 2013 Milestones with estimated completion quarter

Planned initiatives and actions to improve the timeliness and accuracy of claims processing to achieve the 2015 strategic goals of completing all rating-related compensation and pension claims within 125 days at a 98 percent accuracy level are summarized as follows:



- Deploy VBMS to all ROs. (Q1 2014)
- Enhance the VBMS application to employ rules-based technology that will automate additional decision-making processes and provide increased quality and accuracy of disability rating determinations. (Q4)
- Develop additional rating calculators in VBMS to assist in improving timeliness, accuracy, and consistency of rating decisions. (Q4)
- Implement the rules-based processing capability for adding and removing dependents from compensation claims. (Q4)
- Provide training for new QRT members, as well as quarterly training courses. Conduct site visits at ROs to ensure VBA policies and procedures are followed consistently nationwide. (Q4)
- Continue revision of the Veterans Affairs Schedule for Rating Disabilities. (Q4)
- Deploy PMR to additional sites to leverage optimized processes and lessons learned in preparation for possible deployment nationwide. (Q4)
- Enhance the VDC application to include applications for nonservice-connected disability pension, survivors benefits, and enhanced dependency claim capabilities. (Q4)
- Revise the National Training Curriculum to place more emphasis on individual and station training needs identified through quality assessments. (Q4)
- Automate the appeals hearing scheduling process to manage all hearings electronically, through the creation and implementation of the Virtual Docket (programmed in Veterans Appeals Control and Locator System). This automation will include the creation of initial hearing notification letters and reminders to Veterans. (Q4)
- Integrate hearing schedules into eBenefits to provide Veterans the ability to virtually review their scheduled hearings. (Q4)
- Establish a baseline for IDES benefits notification gap and establish a graduated reduction baseline to meet the newly established target. (Q4)
- Investigate potential alternatives for replacement of Veterans Tracking Application technology in IDES by the end of 2013. (Q4)
- Analyze results from an IDES electronic case file transfer pilot and make necessary recommendations for improvements in 2014. (Q1)



GAO High-Risk Area 2: Strategic Human Capital Management

GAO initially designated strategic human capital management as a high-risk area because of the long-standing lack of leadership of strategic human capital management. However, Congress has provided agencies with additional authorities and flexibilities to manage the federal workforce, including the Telework Enhancement Act of 2010. OPM undertook a major initiative to reform the federal hiring process in 2010 and has expanded its assistance to agencies with more strategic approaches to human capital management. These changes demonstrate increased top level attention and clear progress toward more strategic management of the federal workforce.

GAO, therefore, is narrowing the scope of this HRA to focus on the most significant challenges that remain to close critical skills gaps. Federal agencies need to continue to both take actions to address their specific challenges and work with OPM and through the Chief Human Capital Officers Council to address critical skills gaps that cut across several agencies. Overall, the needed actions can be grouped into the following three broad categories:

Planning: Agencies' workforce plans must fully support the highly skilled talent needs of agencies, both now and as those needs evolve to address new mission priorities. These workforce plans must define the root causes of skills gaps, identify effective solutions to skills shortages, and provide the steps necessary to implement solutions.

Implementation: Agencies' recruitment, hiring, and development strategies must be responsive to changing applicant and workforce needs and expectations, as well as to the increasingly competitive battle for top talent. They must also show the capacity to define and implement corrective measures to narrow skill shortages.

Measurement and evaluation: Agencies need to measure the effects of key initiatives to address critical skills gaps, evaluate the performance of those initiatives, and make appropriate adjustments. By taking these steps, agencies will improve their ability to monitor and independently validate the effectiveness and sustainability of corrective measures.

VA's Program Response

Estimated Resolution Timeframe: 2013

Responsible Agency Official: Assistant Secretary, Office of Human Resources and Administration

Completed 2012 Milestones

Transformation of human capital management is a major strategic goal for VA. At the core of this effort is VA's most important asset - its employees. VA has invested in its human capital through initiatives, also known as ADVANCE. Established 2012 milestones achieved in support of ADVANCE are:

- VA's Recruitment & Placement Policy has implemented an automated application process via USA Staffing.
- VA Learning University (VALU) has identified five areas of focus for training and development; the *MyCareer@VA* Team conducted over 35 demonstrations at various sites, and trained over 1,000 employees; *MyCareer@VA* is a website that provides employees with opportunities to grow in their careers; it will expand to 30 career groups, providing opportunities for approximately 168,000 employees to explore more than 102 jobs covering 75 percent of mission critical occupations by September 2012.



- HR Academy performed 2012 Competency Gap Assessments, and trained 563 HR professionals; it also developed and delivered four-day interactive training workshops entitled "HR2U."
- Workforce Planning (WFP) designed and piloted an enterprise-wide launch of two web-based work force planning tools to assist workforce planners in identifying and addressing workforce risks and skills/competency gaps, as well as created a VA WFP Performance Management Framework and Dashboard to monitor key workforce planning activities.

Planned 2013 Milestones with estimated completion quarters

Streamline/Standardize Recruitment for Federal Jobs (Q4)

- Develop and implement strategies to validate and execute the requirements of the OPM end-to-end (E2E) hiring process.
- Develop occupational assessment questionnaires and standardized position descriptions for Mission Critical Occupations.

Retain personnel. (Q4)

- Increase training opportunities.
- Allow employees to access leadership tests to enhance their understanding of their career development at VA.

Enhance opportunities for employees to become more engaged at work. (Q4)

- VA Learning University will continue to train leadership, supervisors and other VA stakeholders on supporting the career development process.
- VA Learning University also plans to continue outreach efforts to educate the workforce on career development and online resources.
- VA Learning University plans to expand *MyCareer@VA* both in terms of the services offered and impact of career development within the VA.

GAO High-Risk Area 3: Managing Federal Real Property

The federal real property portfolio is vast and diverse. It totals over 900,000 buildings and structures with a combined area of over 3 billion square feet. Progress has been made on many fronts, including significant progress with real property data reliability and managing the condition of facilities. However, federal agencies continue to face long-standing problems, such as overreliance on leasing, excess and underutilized property, and protecting federal facilities. As a result, this area remains high risk, with the exceptions of governmentwide real property data reliability and management of condition of facilities, which GAO found to be sufficiently improved to be no longer considered high risk.

The Department of Veterans Affairs (VA) has undertaken various planning efforts to realign its real property portfolio, including the Capital Asset Realignment for Enhanced Services (CARES), creation of a 5-year capital plan, and its newest effort, the Strategic Capital Investment Planning process (SCIP), which extends the planning horizon. VA's capital planning efforts generally reflect leading practices, but lack transparency about the cost of future priorities that could better inform decision making by VA and Congress.



VA's Program Response
Estimated Resolution Timeframe: 2013
Responsible Agency Official: Director, Asset Enterprise Management

Completed 2012 Milestones

VA completed an initial round of repurposing as part of the Building Utilization Review and Repurposing (BURR) initiative. In December 2011, 39 enhanced-use leases (EULs) were signed, resulting in over 2M square feet of vacant or underutilized space being repurposed in support of VA's mission, including housing options for homeless or at-risk homeless Veterans and their families.

VA completed its second full Strategic Capital Investment Planning (SCIP) process in support of the 2013 budget process. The SCIP process included enhancements to the SCIP Automated Tool (SAT), consisting of a fully integrated action plan, business case, and scoring modules, as well as numerous process improvements resulting from lessons learned in the initial SCIP cycle. The results of the SCIP process are included in VA's budget submissions for 2012 and 2013. Both budget submissions provide an estimated cost range for VA's long range capital plan and investment priorities, improving transparency.

The transition of the management of the Capital Asset Inventory (CAI) database was completed in the Spring of 2012, with the Office of Asset Enterprise Management (OAEM) being the new owners. Since that time, OAEM has deployed multiple sets of enhancements aimed at improving data entry accuracy with on-screen validation, better data linkages to ensure consistency, and security features to ensure internal controls.

VA completed migration from an existing Crystal Reports platform to a fully integrated Business Intelligence Publisher platform in May, 2012. This migration allows VA to have integrated reporting, improved analysis capabilities, and more efficient processing of new reporting requests.

Planned 2013 Milestones with estimated completion quarter

VA has begun extensive improvements to the CAI to enhance data validation and usability, including more tightly linking lease and agreements to building records, improving site navigation, and providing interactive highlighting to draw attention to missing or incomplete fields. VA expects to make continual improvements to CAI over the next year to further improve data accuracy and facilitate ease of use. (Q2)

VA will continue to enhance the SAT with additional features such as an optimization engine and business intelligence reporting and analysis module, as well as enhanced capabilities for operating plans and budget creation. These enhanced features, in conjunction with improvements to the SCIP process itself, will result in a more efficient and robust management of capital asset planning process. (Q3)

Significant focus will be put on identifying offsets (i.e. disposals or reuse opportunities), including potential EULs, to ensure our vacant and underutilized assets continue to be tightly managed. (Q2)



GAO High-Risk Area 4: Protecting the Federal Government's Information Systems and the Nation's Critical Infrastructures

Federal agencies and our nation's critical infrastructures--such as power distribution, water supply, telecommunications, and emergency services--rely extensively on computerized information systems and electronic data to carry out their operations. The security of these systems and data is essential to protecting national and economic security, and public health and safety. Safeguarding federal computer systems and the systems that support critical infrastructures--referred to as cyber critical infrastructure protection, or cyber CIP--is a continuing concern. Federal information security has been on GAO's list of high-risk areas since 1997; in 2003, GAO expanded this high-risk area to include cyber CIP.

Agencies need to (1) develop and implement remedial action plans for resolving known security deficiencies of government systems, (2) fully develop and effectively implement agencywide information security programs, as required by the Federal Information Security Management Act (FISMA) of 2002, and (3) demonstrate measurable, sustained progress in improving security over federal systems.

VA's Program Response

Estimated Resolution Timeframe: 2013

Responsible Agency Official: Deputy Assistant Secretary for Information Security

In 2012, VA embarked on a cultural transformation with respect to protecting its information. VA's Office of Information and Technology's Continuous Readiness in Information Security Program (CRISP) is the new operating model for protecting VA information and systems. CRISP embodies an integrated approach to protecting VA sensitive information from inappropriate exposure or loss and will be interwoven into the fabric of normal operations across VA.

Through CRISP, VA established a three pronged approach to improve information security. First, the program will ensure that those who have access to VA information systems have the appropriate level of access. Second, the program will publish clear documented plans for data breaches which will be regularly tested and improved. Lastly, the program will launch accessible, tailored, online information security training for all VA employees, contractors, volunteers, and affiliates which will help ensure that personnel are cognizant of their roles and responsibilities for protecting VA information and systems.

Completed 2012 Milestones

In FY 2012 VA aggressively implemented the CRISP program which has resulted in significant improvement in remediation of many of the information security deficiencies associated with its information security program with special emphasis on those which contributed to its material weakness in information technology security controls. In FY 2012, VA has either initiated or completed enterprise-wide actions addressing security management, segregation of duties, access controls, contingency planning, and configuration management. VA has also completed implementation of its Visibility to the Desktop and Visibility to the Server Initiatives which will assist in the timely identification and remediation of new vulnerabilities which all systems face daily.



Planned 2013 Milestones

By 2013, VA plans to issue Directive 6500, *Managing Information Security Risk and Handbook 6500, Risk Management Framework for VA Information Systems – Tier 3* which will formally document and provide updated guidance on managing the risk associated with VA's information security program. (Q2)

By 2013, VA plans to complete the remaining actions necessary to fully remediate its deficiencies in security management, access controls, configuration management, segregation of duties, and contingency planning. (Q4)

GAO High-Risk Area 5: Management of Interagency Contracting

When used correctly, interagency contracting--where one agency either uses another agency's contract directly or obtains contracting support services from another agency--can offer improved efficiency in the procurement process. By providing a simplified, expedited, and lower cost method of procurement, interagency contracting can help agencies save both time and administration costs versus awarding new contracts. This is particularly important at a time when agencies face growing workloads and slow growth in the acquisition workforce. Although precise numbers are unavailable, agencies reported spending at least \$53 billion in fiscal year 2009 using interagency contracts to acquire goods and services that support a wide variety of activities. GAO designated the management of interagency contracting as a high-risk area in 2005, due in part to the need for stronger internal controls, clear definitions of roles and responsibilities, and training to ensure proper use of this contracting method.

Specifically, GAO found that the Office of Management and Budget (OMB) and federal agencies lack reliable and comprehensive data to effectively leverage, manage, and oversee these contracts. In addition, agency officials expressed concerns to GAO about potential duplication when multiple agencies create separate contracts for similar products and services. Unjustified duplication needlessly increases costs to vendors, which they pass on to the government, and can result in missed opportunities to leverage the government's buying power. OMB is exploring options for improving the information available on existing interagency contracts to help agencies make better procurement decisions.

OMB and GSA have established corrective action plans that outline the steps they will take in response to GAO recommendations. OMB and federal agencies must continue to focus on addressing identified deficiencies in the use, management, and transparency of these contracts. Agencies must also take steps to ensure compliance with OMB's interagency contracting guidance to achieve the greatest value possible from this contracting method.



VA's Program Response
Estimated Resolution Timeframe: 2012
Responsible Agency Official:
Principal Executive Director, Office of Acquisition, Logistics, and Construction

Completed 2012 Milestones

Management of Interagency Agreements (IAAs) for other than information technology actions was moved to the Acquisition Service – Frederick office. This realignment helps to ensure appropriate checks and balances are in place by providing increased oversight of the process. Information technology IAAs continue to be managed by the Technology Acquisition Center. Process improvements were established to ensure IAAs are fully integrated into eCMS. Legacy interagency agreements have been scanned and input into the system. New IAA actions are integrated as they are developed. Routine management reviews ensure IAAs are assigned eCMS numbers, acquisition documents are posted as they are prepared, and signed documents are subsequently included.

Planned 2013 Milestones

OALC will continue to monitor IAA integration into eCMS. This is now routine and will be accomplished without further reporting.



APPENDIX

The Appendix lists selected reports pertinent to the high-risk areas discussed. However, the Appendix is not intended to encompass all GAO work in an area.

Improving and Modernizing Federal Disability Programs

High-Risk Series: An Update, [GAO-11-278](#), February 2011.

Military and Veterans Disability System: Pilot Has Achieved Some Goals, but Further Planning and Monitoring Needed, [GAO-11-69](#), December 6, 2010.

Military and Veterans Disability System: Worldwide Deployment of Integrated System Warrants Careful Monitoring, [GAO-11-633T](#), May 4, 2011.

Strategic Human Capital Management

High-Risk Series: An Update, [GAO-11-278](#), February 2011.

Managing Federal Real Property

High-Risk Series: An Update, [GAO-11-278](#), February 2011.

VA Real Property: Realignment Progressing, but Greater Transparency about Future Priorities Is Needed, [GAO-11-197](#), January 31, 2011.

Federal Real Property: The Government Faces Challenges to Disposing of Unneeded Buildings, [GAO-11-370T](#), February 10, 2011.

VA Real Property: Realignment Progressing, but Greater Transparency about Future Priorities Is Needed, [GAO-11-521T](#), April 5, 2011.

Protecting the Federal Government’s Information Systems and the Nation’s Critical Infrastructures

High-Risk Series: An Update, [GAO-11-278](#), February 2011.

Cybersecurity: Continued Attention Needed to Protect Our Nation's Critical Infrastructure and Federal Information Systems, [GAO-11-463T](#), March 16, 2011.

Information Technology: Department of Veterans Affairs Faces Ongoing Management Challenges, [GAO-11-663T](#), May 11, 2011.

Management of Interagency Contracting

High-Risk Series: An Update, [GAO-11-278](#), February 2011.