



United States
General Accounting Office
Washington, D.C. 20548

General Government Division

B-255769.2

September 2, 1994

The Honorable John Glenn, Chairman
The Honorable William V. Roth, Jr.
Ranking Minority Member
Committee on Governmental Affairs
United States Senate

The Honorable John Conyers, Jr., Chairman
The Honorable William F. Clinger, Jr.
Ranking Minority Member
Committee on Government Operations
House of Representatives

The Honorable John R. Kasich
Ranking Minority Member
Committee on the Budget
House of Representatives

This letter responds to your request for data on the implementation of the recommendations contained in the National Performance Review's (NPR) September 7, 1993, report.¹ Specifically, you asked that we identify the extent to which each of the report's 384 recommendations had been implemented at the time we gathered preliminary data on NPR results in June and July 1994. You also asked that we identify which of the recommendations were related to federal program areas that we and OMB have designated as "high-risk."²

¹From Red Tape to Results: Creating a Government That Works Better and Costs Less, report of the National Performance Review, Vice President Al Gore, September 7, 1993.

²See Improving Government: Actions Needed to Sustain and Enhance Management Reforms (GAO/T-OCG-94-1, Jan. 27, 1994) for a description of the GAO high-risk areas. See the Budget of the United States Government, Fiscal Year 1995: Analytical Perspectives, pp. 273-298 for a description of the OMB high-risk areas.

We have scheduled another round of data gathering to begin later this month, 1 year after the publication of the NPR report. We plan to issue our report on the first-year implementation results of NPR's recommendations in November or December. Because implementation actions have likely occurred since the June and July timeframe, the data presented in this letter will probably change to some extent. Therefore, these data should be viewed as preliminary.

We placed each of the 384 NPR recommendations into 1 of 6 implementation categories. Those categories, their definitions, and the number of recommendations in each as of the June and July 1994 timeframe are as follows:

- (1) Fully Implemented. The entire recommendation and/or all action items in a related accompanying report have been fulfilled.³ (11 recommendations)
- (2) Partially Implemented. The recommendation and/or all associated action items have been implemented in part but not in total. (95 recommendations)
- (3) Not Implemented--Action Taken. No part of the recommendation or associated action items have been implemented, but some action has occurred toward the implementation of the recommendation and/or the action items. For example, if legislation has been introduced that would address the recommendation but has not been enacted into law, we categorized the recommendation as "not implemented--action taken." (228 recommendations)
- (4) Not Implemented--No Action Taken. No part of the recommendation or associated action items have been implemented, and no action has occurred toward the implementation of the recommendation or the action items. (33 recommendations)
- (5) Insufficient Information. Insufficient or conflicting evidence prevented us from determining the status of implementation. (14 recommendations)
- (6) Other. Implementation action has occurred that, while not responsive to the letter of the recommendation, is generally consistent with its purpose. (3 recommendations)

³As of September 2, 1994, NPR has issued 25 accompanying reports that describe their recommendations and list actions that would implement them.

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We also determined whether each of the NPR recommendations was related to a GAO- or an OMB-designated high-risk area. Any recommendation that would affect a high-risk area in any way was considered related, even if the relationship was slight. The preliminary data indicated that 21 of the 384 NPR recommendations were related to at least 1 of the GAO-designated high-risk areas and 42 recommendations were related to at least 1 OMB-designated high-risk area. Conversely, 13 of the 18 GAO designated high-risk areas and 34 of the 84 OMB-designated high-risk areas were related to at least 1 NPR recommendation.

The enclosure shows the implementation status of each NPR recommendation as of the June and July 1994 timeframe and whether we believe the recommendation is related to a GAO- or an OMB-designated high-risk area. If you have any questions regarding this report or our ongoing review of NPR implementation, please call me on (202) 512-8676.



William M. Hunt
Director, Federal Management Issues

Enclosure

IMPLEMENTATION OF NPR RECOMMENDATIONS
AND RELATION TO GAO- AND OMB-DESIGNATED HIGH-RISK AREAS
AS OF JUNE AND JULY 1994

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-Risk area</u>	
		<u>GAO</u>	<u>OMB</u>
1. Agency for International Development (AID)			
AID01: Redefine and Focus AID's Mission and Priorities	Partially Implemented	No	No
AID02: Reduce Funding, Spending, and Reporting Micromanagement	Partially Implemented	No	No
AID03: Overhaul the AID Personnel System	Not Implemented - Action Taken	No	No
AID04: Manage AID Employees and Consultants as a Unified Workforce	Not Implemented - Action Taken	No	No
AID05: Establish an AID Innovation Capital Fund	Not Implemented - Action Taken	No	Yes
AID06: Reengineer Management of AID Projects and Programs	Not Implemented - Action Taken	No	Yes
AID07: Consolidate or Close AID Overseas Missions	Partially Implemented	No	Yes
2. Department of Agriculture (USDA)			
USDA01: End the Wool and Mohair Subsidy	Fully Implemented	No	No
USDA02: Eliminate Federal Support for Honey	Not Implemented - Action Taken	No	No
USDA03: Reorganize the Department of Agriculture to Better Accomplish Its Mission, Streamline Its Field Structure, and Improve Service to Its Customers	Not Implemented - Action Taken	No	No
USDA04: Implement a Consolidated Farm Management Plan	Not Implemented - No Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
USDA05: Administer the Employment and Training Requirements for Food Stamp Recipients More Effectively and Efficiently	Not Implemented - No Action Taken	No	No
USDA06: Encourage Better Food Package Management Practices and Facilitate Multi-State Contracts for Infant Food and Formula Cost Containment in the WIC Program	Not Implemented - Action Taken	No	No
USDA07: Deliver Food Stamp Benefits Via Electronic Benefits Transfer to Improve Service to Customers While Remaining Cost Effective	Partially Implemented	No	Yes
3. Department of Commerce (DOC)			
DOC01: Reinvent Federal Economic and Regional Development Efforts	Not Implemented - Action Taken	No	No
DOC02: Provide Better Coordination to Refocus and Leverage Federal Export Promotion	Partially Implemented	No	No
DOC03: Reform the Federal Export Control System for Commercial Goods	Not Implemented - Action Taken	No	No
DOC04: Strengthen the Tourism Policy Council	Not Implemented - Action Taken	No	No
DOC05: Create Public/Private Competition for the NOAA Fleet	Not Implemented - Action Taken	No	No
DOC06: Improve Marine Fisheries Management	Not Implemented - Action Taken	No	No
DOC07: Provide EDA Public Works Loan Guarantees for Infrastructure Assistance	Not Implemented - Action Taken	No	No
DOC08: Establish a Manufacturing Technology Data Bank	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DOC09: Expand the Electronic Availability of Census Data	Partially Implemented	No	No
DOC10: Amend the Omnibus Trade and Competitiveness Act to Increase the Data Quality of the National Trade Data Bank	Partially Implemented	No	No
DOC11: Eliminate Legislative Barriers to the Exchange of Business Data Among Federal Statistical Agencies	Partially Implemented	No	No
DOC12: Establish a Single Civilian Operational Environmental Polar Satellite Program	Not Implemented - Action Taken	No	No
DOC13: Use Sampling to Minimize Cost of the Decennial Census	Partially Implemented	No	No
DOC14: Build a Business and Economic Information Node for the Information Highway	Not Implemented - Action Taken	No	No
DOC15: Increase Access to Capital for Minority Business	Not Implemented - Action Taken	No	No
4. Department of Defense (DOD)			
DOD01: Rewrite Policy Directives to Include Better Guidance and Fewer Procedures	Not Implemented - Action Taken	No	No
DOD02: Establish a Unified Budget for the Department of Defense	Not Implemented - Action Taken	No	No
DOD03: Purchase Best Value Common Supplies and Services	Not Implemented - Action Taken	No	No
DOD04: Outsource Noncore Department of Defense Functions	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DOD05: Create Incentives for the Department of Defense to Generate Revenues	Not Implemented - Action Taken	No	No
DOD06: Establish and Promote a Productivity-Enhancing Capital Investment Fund	Fully Implemented	No	Yes
DOD07: Create a Healthy and Safe Environment for Department of Defense Activities	Partially Implemented	No	No
DOD08: Establish a Defense Quality Workplace	Partially Implemented	No	No
DOD09: Maximize the Efficiency of DOD Health Care Operations	Not Implemented - Action Taken	No	No
DOD10: Give Department of Defense Installation Commanders More Authority and Responsibility Over Installation Management	Partially Implemented	No	No
DOD11: Reduce National Guard and Reserve Costs	Not Implemented - Action Taken	No	No
DOD12: Streamline and Reorganize the U.S. Army Corps of Engineers	Not Implemented - No Action Taken	No	No
5. Department of Education (ED)			
ED01: Redesign Chapter 1 of Elementary and Secondary Education Act	Not Implemented - Action Taken	No	No
ED02: Reduce the Number of Programs the Department of Education Administers	Not Implemented - Action Taken	No	No
ED03: Consolidate the Eisenhower Math and Science Education Program With Chapter 2	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
ED04: Consolidate National Security Education Act Programs	Insufficient Information	No	No
ED05: Streamline and Improve the Department of Education's Grants Process	Not Implemented - Action Taken	No	No
ED06: Provide Incentives for the Department of Education's Debt Collection Service	Not Implemented - No Action Taken	Yes	Yes
ED07: Simplify and Strengthen Institutional Eligibility and Certification for Participation in Federal Student Aid	Partially Implemented	Yes	Yes
ED08: Create a Single Point of Contact for Program and Grant Information	Not Implemented - Action Taken	No	No
ED09: Improve Employee Development Opportunities in Department of Education	Not Implemented - Action Taken	No	No
ED10: Eliminate the Grantback Statutory Provision of the General Education Provisions Act	Not Implemented - No Action Taken	No	No
ED11: Build a Professional, Mission-Driven Structure for Research	Partially Implemented	No	No
ED12: Develop a Strategy for Technical Assistance and Information Dissemination	Not Implemented - Action Taken	No	No
6. Department of Energy (DOE)			
DOE01: Improve Environmental Contract Management	Not Implemented - Action Taken	Yes	Yes
DOE02: Incorporate Land Use Planning in Cleanup	Partially Implemented	No	Yes

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DOE03: Make Field Facility Contracts Outcome-Oriented	Not Implemented - Action Taken	Yes	Yes
DOE04: Increase Electrical Power Revenues and Study Rates	Not Implemented - Action Taken	No	No
DOE05: Strengthen the Federal Energy Management Program	Not Implemented - Action Taken	No	No
DOE06: Redirect Energy Laboratories to Post-Cold War Priorities	Not Implemented - Action Taken	No	No
DOE07: Save Costs Through Private Power Cogeneration	Not Implemented - Action Taken	No	No
DOE08: Support the Sale of the Alaska Power Administration	Not Implemented - Action Taken	No	No
7. Environmental Protection Agency (EPA)			
EPA01: Improve Environmental Protection Through Increased Flexibility for Local Government	Partially Implemented	No	No
EPA02: Streamline EPA's Permit Program	Not Implemented - Action Taken	No	No
EPA03: Shift EPA's Emphasis Toward Pollution Prevention and Away From Pollution Control	Not Implemented - Action Taken	No	No
EPA04: Promote the Use of Economic and Market-Based Approaches to Reduce Water Pollution	Not Implemented - Action Taken	No	No
EPA05: Increase Private Sector Partnerships to Accelerate Development of Innovative Technologies	Not Implemented - Action Taken	No	No
EPA06: Stop the Export of Banned Pesticides	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
EPA07: Establish Measurable Goals, Performance Standards, and Strategic Planning Within EPA	Not Implemented - Action Taken	No	No
EPA08: Reform EPA's Contract Management Process	Not Implemented - Action Taken	Yes	Yes
EPA09: Establish a Blueprint for Environmental Justice Through EPA's Operations	Partially Implemented	No	No
EPA10: Promote Quality Science for Quality Decisions	Partially Implemented	No	No
EPA11: Reorganize EPA's Office of Enforcement	Fully Implemented	No	No
8. Executive Office of the President (EOP)			
EOP01: Delegate Routine Paperwork Review to the Agencies and Redeploy OMB's Resources More Effectively	Partially Implemented	No	No
EOP02: Modify the OMB Circular System	Not Implemented - Action Taken	No	No
EOP03: Strengthen the Office of U.S. Trade Representative's Coordination With State and Local Governments	Partially Implemented	No	No
EOP04: Improve Federal Advisory Committee Management	Partially Implemented	No	No
EOP05: Reinvent OMB's Management Mission	Partially Implemented	No	No
EOP06: Improve OMB's Relationship With Other Agencies	Partially Implemented	No	No
EOP07: Strengthen the Office of the U.S. Trade Representative's Trade Policy Coordination Process	Partially Implemented	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
EOP08: Strengthen the Office of the U.S. Trade Representative's Negotiation Process	Partially Implemented	No	No
EOP09: Establish a Customer Service Bureau in the EOP	Fully Implemented	No	No
EOP10: Conduct Qualitative Self-Reviews of Critical Administrative Processes	Not Implemented - Action Taken	No	No
EOP11: Improve the Presidential Transition Process	Not Implemented - No Action Taken	No	No
EOP12: Improve Administrative Processes	Partially Implemented	No	No
9. Federal Emergency Management Agency (FEMA)			
FEMA01: Shift Emphasis to Preparing for and Responding to the Consequences of All Disasters	Partially Implemented	No	No
FEMA02: Develop a More Anticipatory and Customer-Driven Response to Catastrophic Disasters	Not Implemented - Action Taken	No	No
FEMA03: Create Results-Oriented Incentives to Reduce the Costs of a Disaster	Not Implemented - Action Taken	No	No
FEMA04: Develop a Skilled Management Team Among Political Appointees and Career Staff	Partially Implemented	No	No
10. Department of Health and Human Services (HHS)			
HHS01: Promote Effective, Integrated Service Delivery for Customers by Increasing Collaborative Efforts	Not Implemented - Action Taken	No	No
HHS02: Reengineer the HHS Process for Issuing Regulations	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
HHS03: Develop a National, Uniform Inspection System to Ensure a Safe Food Supply	Not Implemented - No Action Taken	No	No
HHS04: Reconfigure Support for Health Professions Education	Not Implemented - Action Taken	No	No
HHS05: Restructure the Management of Railroad Industry Benefit Programs	Not Implemented - No Action Taken	No	Yes
HHS06: Improve Social Security Administration Disability Claims Processing to Better Serve People With Disabilities and Safeguard Trust Fund Assets	Not Implemented - Action Taken	No	No
HHS07: Protect Social Security, Disability, and Medicare Trust Fund Assets by Removing Barriers to Funding Productive Oversight Activities	Not Implemented - Action Taken	Yes	No
HHS08: Coordinate Collection and Dissemination of Social Security Administration Death Information to Protect Federal Program Assets	Not Implemented - Action Taken	No	No
HHS09: Take More Aggressive Actions to Collect Outstanding Debts Owed to the Social Security Trust Fund	Not Implemented - Action Taken	No	No
HHS10: Institute and Collect User Fees on FDA's Inspection and Approval Processes	Not Implemented - Action Taken	No	No
HHS11: Redesign SSA Service Delivery and Make Better Use of Technology to Provide Improved Access and Services to Customers	Not Implemented - Action Taken	No	No
HHS12: Strengthen Departmentwide Management	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
HHS13: Review the Field and Regional Office Structure of the HHS, and Develop a Plan for Shifting Resources to Match Workload Demands	Not Implemented - Action Taken	No	No
HHS14: Amend the Health Care Financing Administration's (HCFA) Contracting Authority to Allow for Competitive Contracting	Not Implemented - Action Taken	Yes	No
11. Department of Housing and Urban Development (HUD)			
HUD01: Reinvent Public Housing	Not Implemented - Action Taken	Yes	Yes
HUD02: Improve Multi-Family Asset Management and Disposition	Partially Implemented	Yes	Yes
HUD03: Improve Single-Family Asset Management and Disposition	Not Implemented - Action Taken	Yes	Yes
HUD04: Create an Assisted-Housing/Rent Subsidy Demonstration Project	Not Implemented - Action Taken	No	No
HUD05: Establish a New Housing Production Program	Not Implemented - Action Taken	No	Yes
HUD06: Streamline HUD Field Operations	Partially Implemented	Yes	Yes
HUD07: Refinance Section 235 Mortgages	Not Implemented - Action Taken	No	No
HUD08: Reduce Section 8 Contract Rent Payments	Not Implemented - Action Taken	No	Yes
HUD09: Consolidate Section 8 Certificates and Vouchers	Not Implemented - Action Taken	No	Yes
HUD10: Reduce Operating Subsidies for Vacancies	Not Implemented - No Action Taken	No	Yes

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
12. Intelligence Community (INTEL)			
INTEL01: Enhance Intelligence Community Integration	Insufficient Information	No	No
INTEL02: Enhance Community Responsiveness to Customers	Insufficient Information	No	No
INTEL03: Reassess Information Collection to Meet New Analytical Challenges	Insufficient Information	No	No
INTEL04: Integrate Intelligence Community Information Management Systems	Insufficient Information	No	No
INTEL05: Develop Integrated Personnel and Training Systems	Insufficient Information	No	No
INTEL06: Merge the President's Intelligence Oversight Board With the President's Foreign Intelligence Advisory Board	Insufficient Information	No	No
INTEL07: Improve Support to Ground Troops During Combat Operations	Insufficient Information	No	No
13. Department of the Interior (DOI)			
DOI01: Establish a Hard Rock Mine Reclamation Fund to Restore the Environment	Not Implemented - Action Taken	No	No
DOI02: Redefine Federal Oversight of Coal Mine Regulation	Not Implemented - Action Taken	No	No
DOI03: Establish a National Spatial Data Infrastructure	Partially Implemented	No	No
DOI04: Promote Entrepreneurial Management of the National Park Service	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DOI05: Obtain a Fair Return for Federal Resources	Not Implemented - Action Taken	No	No
DOI06: Rationalize Federal Land Ownership	Partially Implemented	No	No
DOI07: Improve the Land Acquisition Policies of the DOI	Not Implemented - Action Taken	No	No
DOI08: Improve Mineral Management Service Royalty Collections	Not Implemented - Action Taken	No	No
DOI09: Establish a System of Personnel Exchanges in DOI	Not Implemented - Action Taken	No	No
DOI10: Consolidate Administrative and Programmatic Functions in DOI	Not Implemented - Action Taken	No	No
DOI11: Streamline Management Support Systems in DOI	Not Implemented - Action Taken	No	No
DOI12: Create a New Mission for the Bureau of Reclamation	Partially Implemented	No	No
DOI13: Improve the Federal Helium Program	Not Implemented - Action Taken	No	No
DOI14: Enhance Environmental Management by Remediating Hazardous Material Sites	Not Implemented - Action Taken	No	No

14. Department of Justice (DOJ)

DOJ01: Improve the Coordination and Structure of Federal Law Enforcement Agencies	Other	No	No
DOJ02: Improve Border Management	Not Implemented - Action Taken	No	Yes
DOJ03: Redirect and Better Coordinate Resources Dedicated to Interdiction of Drugs	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DOJ04: Improve Department of Justice Debt Collection Efforts	Partially Implemented	No	Yes
DOJ05: Improve the Bureau of Prisons Education, Job Training, and Financial Responsibilities Programs	Partially Implemented	No	Yes
DOJ06: Improve the Management of Federal Assets Targeted for Disposition	Partially Implemented	Yes	Yes
DOJ07: Reduce the Duplication of Drug Intelligence Systems and Improve Computer Security	Not Implemented - Action Taken	No	No
DOJ08: Reinvent the Immigration and Naturalization Service's Organization and Management	Not Implemented - Action Taken	No	Yes
DOJ09: Make the Department of Justice Operate More Effectively as the U.S. Government Law Firm	Partially Implemented	No	No
DOJ10: Improve White Collar Fraud Civil Enforcement	Fully Implemented	No	No
DOJ11: Reduce the Duplication of Law Enforcement Training Facilities	Insufficient Information	No	No
DOJ12: Streamline Background Investigations for Federal Employees	Partially Implemented	No	No
DOJ13: Adjust Civil Monetary Penalties to the Inflation Index	Not Implemented - Action Taken	No	No
DOJ14: Improve Federal Courthouse Security	Insufficient Information	No	No
DOJ15: Improve the Professionalism of the U.S. Marshals Service	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DOJ16: Develop Lower Cost Solutions to Federal Prison Space Problems	Partially Implemented	No	Yes
15. Department of Labor (DOL)			
DOL01: Enhance Reemployment Programs for Occupationally Disabled Federal Employees	Not Implemented - Action Taken	No	No
DOL02: Develop a Single Comprehensive Worker Adjustment Strategy	Not Implemented - Action Taken	No	No
DOL03: Expand Negotiated Rulemaking and Improve Up-front Teamwork on Regulations	Insufficient Information	No	No
DOL04: Expand the Use of Alternative Dispute Resolution by the Department of Labor	Insufficient Information	No	No
DOL05: Automate the Processing of ERISA Annual Financial Reports (Form 5500) to Cut Costs and Delays in Obtaining Employee Benefit Plan Data	Not Implemented - Action Taken	Yes	Yes
DOL06: Amend the ERISA Requirement for Summary Plan Descriptions	Not Implemented - Action Taken	No	No
DOL07: Redirect the Mine Safety and Health Administration's Role in Mine Equipment Regulation	Not Implemented - Action Taken	No	No
DOL08: Create One-Stop Centers for Career Management	Not Implemented - Action Taken	No	No
DOL09: Create a Boundary-Spanning Workforce Development Council	Insufficient Information	No	No
DOL10: Refocus the Responsibility for Ensuring Workplace Safety and Health	Not Implemented - No Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DOL11: Open the Civilian Conservation Centers to Private and Public Competition	Not Implemented - No Action Taken	No	No
DOL12: Partially Fund Mine Safety and Health Enforcement Through Service Fees	Not Implemented - No Action Taken	No	No
DOL13: Integrate Enforcement Activities within the Department of Labor	Not Implemented - No Action Taken	No	No
DOL14: Apply Information Technology to Expedite Wage Determinations for Federal Contracts	Not Implemented - Action Taken	No	No
DOL15: Provide Research and Development Authority for the DOL's Mine Safety and Health Program	Not Implemented - No Action Taken	No	No
DOL16: Increase Assistance to States in Collecting Delinquent Unemployment Insurance Trust Fund Contributions	Not Implemented - Action Taken	No	No
DOL17: Revise and Update the Consumer Price Index	Not Implemented - Action Taken	No	No
DOL18: Improve the Delivery of Legal Services by the Office of the Solicitor in the Department of Labor	Not Implemented - Action Taken	No	No
DOL19: Transfer the Veterans' Employment and Training Service to the Employment and Training Administration	Not Implemented - No Action Taken	No	No
DOL20: Reduce Federal Employees' Compensation Act Fraud	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DOL21: Change the Focus of the Unemployment Insurance Benefits Quality Control Program to Improve Performance	Not Implemented - Action Taken	No	No
16. National Aeronautics and Space Administration (NASA)			
NASA01: Improve NASA Contracting Practices	Partially Implemented	Yes	Yes
NASA02: Increase NASA Technology Transfer Efforts and Eliminate Barriers to Technology Development	Not Implemented - Action Taken	No	No
NASA03: Increase NASA Coordination of Programs With the U.S. Civil Aviation Industry	Not Implemented - Action Taken	No	No
NASA04: Strengthen and Restructure NASA Management	Partially Implemented	No	No
NASA05: Clarify the Objectives of the Mission to Planet Earth Program	Partially Implemented	No	No
17. National Science Foundation/Office of Science and Technology Policy (NSF)			
NSF01: Strengthen Coordination of Science Policy	Fully Implemented	No	No
NSF02: Use a Federal Demonstration Project to Increase Research Productivity	Not Implemented - Action Taken	No	No
NSF03: Continue Automation of NSF Research Support Functions	Partially Implemented	No	No
18. Small Business Administration (SBA)			
SBA01: Allow Judicial Review of the Regulatory Flexibility Act	Not Implemented - Action Taken	No	No
SBA02: Improve Assistance to Minority Small Businesses	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
SBA03: Reinvent the U.S. Small Business Administration's Credit Programs	Partially Implemented	No	No
SBA04: Examine Federal Guidelines for Small Business Lending Requirements	Not Implemented - No Action Taken	No	No
SBA05: Manage the Microloan Program to Increase Loans for Small Businesses	Not Implemented - Action Taken	No	No
SBA06: Establish User Fees for Small Business Development Center Services	Not Implemented - Action Taken	No	Yes
SBA07: Distribute SBA Staff Based on Workload and Administrative Efficiency	Partially Implemented	No	No
SBA08: Improve Federal Data on Small Businesses	Not Implemented - No Action Taken	No	No
19. Department of State/U.S. Information Agency (DOS)			
DOS01: Expand the Authority of Chiefs of Mission Overseas	Not Implemented - No Action Taken	No	No
DOS02: Integrate the Foreign Affairs Resource Management Process	Not Implemented - Action Taken	No	No
DOS03: Improve State Department Efforts to Promote U.S. Business Overseas	Partially Implemented	No	No
DOS04: Provide Leadership in the Department's Information Management	Not Implemented - Action Taken	No	Yes
DOS05: Reduce Mission Operating Costs	Partially Implemented	Yes	No
DOS06: Consolidate U.S. Nonmilitary International Broadcasting	Partially Implemented	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DOS07: Relocate the Mexico City Regional Administrative Management Center	Partially Implemented	No	Yes
DOS08: Improve the Collection of Receivables	Partially Implemented	No	Yes
DOS09: Change U.N. Administrative and Assessment Procedures	Not Implemented - Action Taken	No	No
20. Department of Transportation (DOT)			
DOT01: Measure Transportation Safety	Not Implemented - Action Taken	No	No
DOT02: Streamline the Enforcement Process	Partially Implemented	No	No
DOT03: Use a Consensus-Building Approach to Expedite Transportation and Environmental Decisionmaking	Not Implemented - Action Taken	No	No
DOT04: Establish a Corporation to Provide Air Traffic Control Services	Not Implemented - Action Taken	No	No
DOT05: Permit States to Use Federal Aid as a Capital Reserve	Not Implemented - Action Taken	No	No
DOT06: Encourage Innovations in Automotive Safety	Not Implemented - Action Taken	No	No
DOT07: Examine User Fees for International Overflights	Not Implemented - Action Taken	No	No
DOT08: Increase FAA Fees for Inspection of Foreign Repair Facilities	Not Implemented - Action Taken	No	No
DOT09: Contract for Level I Air Traffic Control Towers	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DOT10: Establish a Public-Private Consortium to Develop an Aeronautical Telecommunications Network	Not Implemented - Action Taken	No	No
DOT11: Improve Intermodal Transportation Policy Coordination and Management	Partially Implemented	No	No
DOT12: Develop an Integrated National Transportation Research and Development Plan	Not Implemented - Action Taken	No	No
DOT13: Create and Evaluate Telecommuting Programs	Partially Implemented	No	No
DOT14: Improve DOT Information Technology Management	Not Implemented - Action Taken	No	No
DOT15: Provide Reemployment Rights for Merchant Mariners	Not Implemented - Action Taken	No	No
DOT16: Establish an Independent Commission to Review the U.S. Maritime Industry	Other	No	No
DOT17: Eliminate Funding for Highway Demonstration Projects	Partially Implemented	No	No
DOT18: Reduce Spending for the U.S. Merchant Marine Academy	Not Implemented - Action Taken	No	No
DOT19: Rescind Unobligated Earmarks for the FTA New Starts and Bus Program	Partially Implemented	Yes	Yes
DOT20: Reduce the Annual Essential Air Service Subsidies	Fully Implemented	No	No
DOT21: Terminate Grant Funding for Federal Aviation Administration Higher Education Programs	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DOT22: Assign Office of Motor Carriers (OMC) Field Staff to Improve Program Effectiveness and Reduce Costs	Not Implemented - Action Taken	No	No
DOT23: Automate Administrative Requirements for Federal Aid Highway Projects	Partially Implemented	No	No
21. Department of the Treasury/Resolution Trust Corporation (TRE)			
TRE01: Improve the Coordination and Structure of Federal Law Enforcement Agencies	Other	No	No
TRE02: Improve Border Management	Not Implemented - Action Taken	No	Yes
TRE03: Redirect and Better Coordinate Resources Dedicated to the Interdiction of Drugs	Not Implemented - Action Taken	No	No
TRE04: Foster Federal/State Cooperative Initiatives by the IRS	Not Implemented - Action Taken	No	No
TRE05: Simplify Employer Wage Reporting	Partially Implemented	No	No
TRE06: Establish Federal Firearms License User Fees to Cover Costs	Not Implemented - Action Taken	No	No
TRE07: Improve the Management of Federal Assets Targeted for Disposition	Partially Implemented	Yes	Yes
TRE08: Reduce the Duplication of Drug Intelligence Systems and Improve Computer Security	Not Implemented - Action Taken	No	No
TRE09: Modernize the IRS	Not Implemented - Action Taken	No	No
TRE10: Modernize the U.S. Customs Service	Not Implemented - Action Taken	Yes	Yes

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
TRE11: Ensure the Efficient Merger of Resolution Trust Corporation into the FDIC	Not Implemented - Action Taken	Yes	No
TRE12: Reduce the Duplication of Law Enforcement Training Facilities	Insufficient Information	No	No
TRE13: Streamline Background Investigations for Federal Employees	Partially Implemented	No	No
TRE14: Adjust Civil Monetary Penalties to the Inflation Index	Not Implemented - Action Taken	No	No
TRE15: Increase IRS Collections Through Better Compliance Efforts	Partially Implemented	Yes	Yes
TRE16: Improve Agency Compliance With Employment Tax Reporting Requirements	Not Implemented - Action Taken	No	No
TRE17: Authorize Federal Tax Payment by Credit Card	Not Implemented - Action Taken	No	Yes
TRE18: Modernize the Financial Management Systems	Not Implemented - Action Taken	No	Yes
TRE19: Repeal Section 5010 of the Internal Revenue Code to Eliminate Tax Credits for Wine and Flavors	Not Implemented - Action Taken	No	No
TRE20: Amend or Repeal Section 5121 of the Internal Revenue Code Requiring Special Occupational Taxes on Retail Alcohol Dealers	Not Implemented - Action Taken	No	No
22. Department of Veterans Affairs (DVA)			
DVA01: Develop the Master Veteran Record and Modernize the Department's Information Infrastructure	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DVA02: Modernize Benefits Claims Processing	Not Implemented - Action Taken	No	No
DVA03: Eliminate Legislative Budget Constraints to Promote Management Effectiveness	Not Implemented - Action Taken	No	No
DVA04: Streamline Benefits Claims Processing	Not Implemented - Action Taken	No	No
DVA05: Consolidate Department of Defense and Department of Veterans Affairs Compensation and Retired Pay Programs	Not Implemented - Action Taken	No	No
DVA06: Enhance VA Cost Recovery Capabilities	Not Implemented - Action Taken	No	No
DVA07: Establish a Working Capital Fund	Not Implemented - Action Taken	No	No
DVA08: Decentralize Decisionmaking Authority to Promote Management Effectiveness	Not Implemented - Action Taken	No	No
DVA09: Establish a Comprehensive Resource Allocation Program	Partially Implemented	No	No
DVA10: Serve Veterans and Their Families as Customers	Partially Implemented	No	No
DVA11: Phaseout and Close Supply Depots	Partially Implemented	No	Yes
DVA12: Improve Business Practices Through Electronic Commerce	Not Implemented - Action Taken	No	No
DVA13: Eliminate "Sunset" Dates in the Omnibus Budget Reconciliation Act of 1990	Not Implemented - Action Taken	No	No
DVA14: Raise the Fees for Veterans Affairs' Guaranteed Home Loans	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
DVA15: Restructure the Veterans Affairs' Health Care System	Not Implemented - Action Taken	No	No
DVA16: Recover Administrative Costs of Veterans' Insurance Program From Premiums and Dividends	Not Implemented - Action Taken	No	No
23. Creating Quality Leadership and Management (QUAL)			
QUAL01: Provide Improved Leadership and Management of the Executive Branch	Partially Implemented	No	No
QUAL02: Improve Government Performance Through Strategic and Quality Management	Not Implemented - Action Taken	No	No
QUAL03: Strengthen the Corps of Senior Leaders	Not Implemented - Action Taken	No	No
QUAL04: Improve Legislative-Executive Branch Relationship	Not Implemented - No Action Taken	No	No
24. Streamlining Management Control (SMC)			
SMC01: Implement a Systems Design Approach to Management Control	Not Implemented - No Action Taken	No	No
SMC02: Streamline the Internal Controls Program to Make It an Efficient and Effective Management Tool	Not Implemented - Action Taken	No	No
SMC03: Change the Focus of the Inspectors General	Not Implemented - Action Taken	No	No
SMC04: Increase the Effectiveness of Offices of General Counsel	Not Implemented - No Action Taken	No	No
SMC05: Improve the Effectiveness of the General Accounting Office Through Increased Customer Feedback	Partially Implemented	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
SMC06: Reduce the Burden of Congressionally Mandated Reports	Not Implemented - Action Taken	No	No
SMC07: Reduce Internal Regulations by More Than 50 Percent	Partially Implemented	No	No
SMC08: Expand the Use of Waivers to Encourage Innovation	Partially Implemented	No	No
25. Transforming Organizational Structures (ORG)			
ORG01: Reduce the Costs and Numbers of Positions Associated With Management Control Structures by Half	Partially Implemented	No	No
ORG02: Use Multi-Year Performance Agreements Between the President and Agency Heads to Guide Downsizing Strategies	Not Implemented - Action Taken	No	No
ORG03: Establish a List of Specific Field Offices to be Closed	Not Implemented - Action Taken	Yes	Yes
ORG04: The President Should Request Authority to Reorganize Agencies	Not Implemented - No Action Taken	No	No
ORG05: Sponsor Three or More Cross-Department Initiatives Addressing Common Issues or Customers	Fully Implemented	No	No
ORG06: Identify and Change Legislative Barriers to Cross-Organizational Cooperation	Not Implemented - Action Taken	No	No
26. Improving Customer Services (ICS)			
ICS01: Create Customer-Driven Programs in All Departments and Agencies That Provide Services Directly to the Public	Partially Implemented	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
ICS02: Customer Service Performance Standards--Internal Revenue Service	Partially Implemented	No	No
ICS03: Customer Service Performance Standards--Social Security Administration	Partially Implemented	No	No
ICS04: Customer Service Performance Standards--Postal Service	Partially Implemented	No	No
ICS05: Streamline Ways to Collect Customer Satisfaction and Other Information From the Public	Partially Implemented	No	No
27. Mission-Driven, Results-Oriented Budgeting (BGT)			
BGT01: Develop Performance Agreements With Senior Political Leadership That Reflect Organizational and Policy Goals	Not Implemented - Action Taken	No	No
BGT02: Effectively Implement the Government Performance and Results Act of 1993	Partially Implemented	No	No
BGT03: Empower Managers to Perform	Not Implemented - No Action Taken	No	No
BGT04: Eliminate Employment Ceilings and Floors by Managing Within Budget	Not Implemented - No Action Taken	No	No
BGT05: Provide Line Managers With Greater Flexibility to Achieve Results	Not Implemented - Action Taken	No	No
BGT06: Streamline Budget Development	Not Implemented - Action Taken	No	No
BGT07: Institute Biennial Budgets and Appropriations	Not Implemented - Action Taken	No	No
BGT08: Seek Enactment of Expedited Rescission Procedures	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
28. Improving Financial Management (FM)			
FM01: Accelerate the Issuance of Federal Accounting Standards	Partially Implemented	No	No
FM02: Clarify and Strengthen the Financial Management Roles of OMB and Treasury	Not Implemented - Action Taken	No	No
FM03: Fully Integrate Budget, Financial, and Program Information	Not Implemented - Action Taken	No	No
FM04: Increase the Use of Technology to Streamline Financial Services	Not Implemented - Action Taken	No	No
FM05: Use the Chief Financial Officers (CFO) Act to Improve Financial Services	Not Implemented - Action Taken	No	No
FM06: "Franchise" Internal Services	Not Implemented - Action Taken	No	No
FM07: Create Innovation Funds	Not Implemented - Action Taken	No	No
FM08: Reduce Financial Regulations and Requirements	Not Implemented - Action Taken	No	No
FM09: Simplify the Financial Reporting Process	Partially Implemented	No	No
FM10: Provide an Annual Financial Report to the Public	Not Implemented - Action Taken	No	No
FM11: Strengthen Debt Collection Program	Not Implemented - Action Taken	No	No
FM12: Manage Fixed Asset Investments for the Long Term	Not Implemented - Action Taken	No	No
FM13: Charge Agencies for the Full Cost of Employee Benefits	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
29. Reinventing Human Resource Management (HRM)			
HRM01: Create a Flexible and Responsive Hiring System	Not Implemented - Action Taken	No	No
HRM02: Reform the General Schedule Classification and Basic Pay System	Not Implemented - Action Taken	No	No
HRM03: Authorize Agencies to Develop Programs for Improvement of Individual and Organizational Performance	Not Implemented - Action Taken	No	No
HRM04: Authorize Agencies to Develop Incentive Award and Bonus Systems to Improve Individual and Organizational Performance	Not Implemented - Action Taken	No	No
HRM05: Strengthen Systems to Support Management in Dealing With Poor Performers	Not Implemented - Action Taken	No	No
HRM06: Clearly Define the Objective of Training as the Improvement of Individual and Organizational Performance; Make Training more Market-Driven	Partially Implemented	No	No
HRM07: Enhance Programs to Provide Family-Friendly Workplaces	Partially Implemented	No	No
HRM08: Improve Processes and Procedures Established to Provide Workplace Due Process for Employees	Not Implemented - Action Taken	No	No
HRM09: Improve Accountability for Equal Opportunity Goals and Accomplishments	Not Implemented - Action Taken	No	No
HRM10: Improve Interagency Collaboration and Cross Training for Human Resource Professionals	Not Implemented - Action Taken	No	No
HRM11: Strengthen the Senior	Not Implemented -	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
Executive Service (SES) So That It Becomes a Key Element in the Governmentwide Culture Change Effort	Action Taken		
HRM12: Eliminate Excessive Red Tape and Automate Functions and Information	Not Implemented - Action Taken	No	No
HRM13: Form Labor-Management Partnerships for Success	Fully Implemented	No	No
HRM14: Provide Incentives to Encourage Voluntary Separations	Partially Implemented	No	No
30. Reinventing Federal Procurement (PROC)			
PROC01: Reframe Acquisition Policy	Not Implemented - Action Taken	No	No
PROC02: Build an Innovative Procurement Workforce	Not Implemented - Action Taken	No	No
PROC03: Encourage More Procurement Innovation	Not Implemented - Action Taken	No	No
PROC04: Establish New Simplified Acquisition Threshold and Procedures	Not Implemented - Action Taken	No	No
PROC05: Reform Labor Laws and Transform the Labor Department Into an Efficient Partner for Meeting Public Policy Goals	Partially Implemented	No	No
PROC06: Amend Protest Rules	Not Implemented - Action Taken	No	No
PROC07: Enhance Programs for Small Business and Small Disadvantaged Business Concerns	Not Implemented - Action Taken	No	No
PROC08: Reform Information Technology Procurements	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
PROC09: Lower Costs and Reduce Bureaucracy in Small Purchases Through the Use of Purchase Cards	Partially Implemented	No	No
PROC10: Ensure Customer Focus in Procurement	Not Implemented - No Action Taken	No	No
PROC11: Improve Procurement Ethics Laws	Not Implemented - Action Taken	No	No
PROC12: Allow for Expanded Choice and Cooperation in the Use of Supply Schedules	Not Implemented - Action Taken	No	No
PROC13: Foster Reliance on the Commercial Marketplace	Partially Implemented	No	No
PROC14: Expand Electronic Commerce for Federal Acquisition	Partially Implemented	No	No
PROC15: Encourage Best Value Procurement	Not Implemented - Action Taken	No	No
PROC16: Promote Excellence in Vendor Performance	Not Implemented - Action Taken	No	No
PROC17: Authorize a Two-Phase Competitive Source Selection Process	Not Implemented - Action Taken	No	No
PROC18: Authorize Multi-Year Contracts	Not Implemented - Action Taken	No	No
PROC19: Conform Certain Statutory Requirements for Civilian Agencies to Those of Defense Agencies	Not Implemented - Action Taken	No	No
PROC20: Streamline Buying for the Environment	Partially Implemented	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
31. Reinventing Support Services (SUP)			
SUP01: Authorize the Executive Branch to Establish a Printing Policy That Will Eliminate the Current Printing Monopoly	Not Implemented - Action Taken	No	No
SUP02: Assure Public Access to Federal Information	Not Implemented - Action Taken	No	No
SUP03: Improve Distribution Systems to Reduce Costly Inventories	Not Implemented - Action Taken	No	No
SUP04: Streamline and Improve Contracting Strategies for the Multiple Award Schedule Program	Partially Implemented	No	Yes
SUP05: Expand Agency Authority and Eliminate Congressional Control Over Federal Vehicle Fleet Management	Partially Implemented	No	No
SUP06: Give Agencies Authority and Incentive for Personal Property Management and Disposal	Not Implemented - Action Taken	No	No
SUP07: Simplify Travel and Increase Competition	Partially Implemented	No	No
SUP08: Give Customers Choices and Create Real Property Enterprises That Promote Sound Real Property Asset Management	Not Implemented - Action Taken	No	No
SUP09: Simplify Procedures for Acquiring Small Blocks of Space to House Federal Agencies	Not Implemented - Action Taken	No	No
SUP10: Establish New Contracting Procedures for the Continued Occupancy of Leased Office Space	Not Implemented - Action Taken	No	No
SUP11: Reduce Postage Costs Through Improved Mail Management	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
32. Reengineer Through the Use of Information Technology (IT)			
IT01: Provide Clear, Strong Leadership to Integrate Information Technology Into the Business of Government	Not Implemented - Action Taken	No	No
IT02: Implement Nationwide, Integrated Electronic Benefit Transfer	Partially Implemented	No	No
IT03: Develop Integrated Electronic Access to Government Information and Service	Not Implemented - Action Taken	No	No
IT04: Establish a National Law Enforcement/Public Safety Network	Not Implemented - Action Taken	No	No
IT05: Provide Intergovernmental Tax Filing, Reporting, and Payments Processing	Not Implemented - Action Taken	No	No
IT06: Establish an International Trade Data System	Not Implemented - Action Taken	No	No
IT07: Create a National Environmental Data Index	Not Implemented - No Action Taken	No	No
IT08: Plan, Demonstrate, and Provide Governmentwide Electronic Mail	Not Implemented - Action Taken	No	No
IT09: Establish an Information Infrastructure	Not Implemented - Action Taken	No	No
IT10: Develop Systems and Mechanisms to Ensure Privacy and Security	Not Implemented - Action Taken	No	No
IT11: Improve Methods of Information Technology Acquisition	Not Implemented - Action Taken	No	No
IT12: Provide Incentives for Innovation	Not Implemented - Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
IT13: Provide Training and Technical Assistance in Information Technology to Federal Employees	Not Implemented - Action Taken	No	No
33. Rethinking Program Design (DES)			
DES01: Activate Program Design as a Formal Discipline	Not Implemented - No Action Taken	No	No
DES02: Establish Pilot Program Design Capabilities in One or Two Agencies	Not Implemented - No Action Taken	No	No
DES03: Encourage the Strengthening of Program Design in the Legislative Branch	Not Implemented - No Action Taken	No	No
DES04: Commission Program Design Courses	Not Implemented - No Action Taken	No	No
34. Strengthening the Partnership in Intergovernmental Service Delivery (FSL)			
FSL01: Improve the Delivery of Federal Domestic Grant Programs	Partially Implemented	No	No
FSL02: Reduce Red Tape Through Regulatory and Mandate Relief	Not Implemented - Action Taken	No	No
FSL03: Simplify Reimbursement Procedures for Administrative Costs of Federal Grant Disbursement	Not Implemented - No Action Taken	No	No
FSL04: Eliminate Needless Paperwork by Simplifying the Compliance Certification Process	Not Implemented - Action Taken	No	No
FSL05: Simplify Administration by Modifying the Common Grant Rules on Small Purchases	Not Implemented - Action Taken	No	No
FSL06: Strengthen the Intergovernmental Partnership	Partially Implemented	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
35. Reinventing Environmental Management (ENV)			
ENV01: Improve Federal Decisionmaking Through Environmental Cost Accounting	Not Implemented - No Action Taken	No	No
ENV02: Develop Cross-Agency Ecosystem Planning and Management	Partially Implemented	No	No
ENV03: Increase Energy and Water Efficiency	Partially Implemented	No	No
ENV04: Increase Environmentally and Economically Beneficial Landscaping	Fully Implemented	No	No
36. Improving Regulatory Systems (REG)			
REG01: Create an Interagency Regulatory Coordinating Group	Fully Implemented	No	No
REG02: Encourage More Innovative Approaches to Regulation	Partially Implemented	No	No
REG03: Encourage Consensus-Based Rulemaking	Not Implemented - Action Taken	No	No
REG04: Enhance Public Awareness and Participation	Not Implemented - Action Taken	No	No
REG05: Streamline Agency Rulemaking Procedures	Partially Implemented	No	No
REG06: Encourage Alternative Dispute Resolution When Enforcing Regulations	Not Implemented - Action Taken	No	No
REG07: Rank Risks and Engage in "Anticipatory" Regulatory Planning	Partially Implemented	No	No
REG08: Improve Regulatory Science	Not Implemented - Action Taken	No	No
REG09: Improve Agency and Congressional Relationships	Not Implemented - No Action Taken	No	No

<u>Recommendation</u>	<u>Implementation status</u>	<u>High-risk area</u>	
		<u>GAO</u>	<u>OMB</u>
REG10: Provide Better Training and Incentives for Regulators	Not Implemented - Action Taken	No	No
37. General Services Administration (GSA)			
GSA01: Separate Policymaking From Service Delivery and Make the General Services Administration (GSA) a Fully Competitive, Revenue-Based Organization	Not Implemented - Action Taken	No	No
38. Office of Personnel Management (OPM)			
OPM01: Strengthen the Office of Personnel Management's (OPM) Leadership Role in Transforming Federal Human Resource Management Systems	Not Implemented - Action Taken	No	No
OPM02: Redefine and Restructure OPM'S Functional Responsibilities to Foster a Customer Orientation	Not Implemented - Action Taken	No	No
OPM03: Change the Culture of OPM to Empower Its Staff and Increase Its Customer Orientation	Not Implemented - Action Taken	No	No

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