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In 1997, Robert worked as legislative director for Congressman Pete Sessions (TX), where he organized the Results Caucus, a group of members of Congress dedicated to results-based management and solving many of the government's major management problems. In early 1999, Robert was named counsel to the Senate Committee on Governmental Affairs where, in addition to general oversight of executive branch management, he was charged with oversight of the implementation of the statutory framework for performance-based government, including the Government Performance and Results Act and the Chief Financial Officers Act.