



**FY15/FY16 Annual Performance Plan
and
FY14 Annual Performance Report**

U.S. GOVERNMENT PUBLISHING OFFICE

AGENCY INFORMATION

Established in 1861, GPO's mission can be traced to the requirement in Article I of the Constitution that Congress "keep a journal of its proceedings and from time to time publish the same." GPO's inplant production and printing procurement operations produce the official publications of Congress, the White House, and Federal agencies. GPO's information dissemination programs provide public access to the official publications and information of the government in both digital and printed formats through an official website (www.fdsys.gov), a partnership with Federal depository libraries nationwide, and both online and bookstore sales. In recognition of this transformation, in 2014 Congress approved and the President signed into law (P.L. 113-235) a provision redesignating GPO as the Government Publishing Office. Total GPO employment today is approximately 1,700.

Congressional printing and information services are the primary function of GPO's inplant facility in Washington, D.C. In addition to the Congressional Record containing the daily proceedings of Congress, GPO produces bills, hearings, reports, and other legislative documents, in digital and print formats, as required by the Senate and House of Representatives and their committees. GPO's inplant facility also produces the daily Federal Register and Code of Federal Regulations, and the annual Budget of the U.S. Government, as well as U.S. passports and other secure Federal credentials. GPO has an additional facility in Mississippi for passport production.



GPO provides centralized operations for the procurement of information products for the entire government, purchasing approximately \$300 million annually from private sector vendors nationwide for Federal agency customers. About 75% of all the products ordered annually from GPO (other than passports and secure credentials) are procured from the private sector, including Social Security cards, census and tax forms, and Medicaid and Medicare materials. GPO's procurement program provides great economic opportunity for the private sector. The majority of the firms GPO deals with are small businesses of 20 employees or less.

GPO's primary information dissemination program involves a partnership with 1,200 Federal depository libraries nationwide. Today, the partnership is predominantly electronic, but tangible formats are distributed where required. GPO's Federal Digital System (FDsys) provides free public access to more than 1.4 million searchable titles linked through GPO. GPO also provides for public sale of government publications via its traditional and online bookstores, offers eBooks through partnerships with multiple vendors, and provides a variety of mobile web apps for key Federal documents.

GPO operates on a revolving fund basis, like a business. Only 16% of GPO's funding comes from direct appropriations to cover the cost of congressional work and the depository library program and supporting distribution programs. All other revenues to GPO are reimbursements from agencies for work performed or sales of publications to the public. For more information, please visit www.gpo.gov; follow GPO on Twitter <http://twitter.com/USGPO>, YouTube <http://www.youtube.com/user/gpoprinter>, Facebook <https://www.facebook.com/USGPO>, LinkedIn <http://www.linkedin.com/company/u.s.-government-printing-office> and Instagram <http://instagram.com/usgpo>.

Mission

Keeping America Informed as the Official, Digital, and Secure source for producing, protecting, preserving, and distributing the official publications and information products of the Federal Government.

Vision

Continue to Transform Ourselves into a Digital Information Platform and Provider of Secure Credentials.

Core Values

GPO's core values define our character. These values transcend product and market cycles, management trends, technological change, and individual leaders. Over the years, GPO has developed new product lines, employed new strategies, reengineered processes, and significantly restructured the organization, yet the core values have remained intact.

Commitment

GPO has had the responsibility of Keeping America Informed for over 150 years. It continues that long tradition by providing an uncompromised dedication to authentic, fast, and reliable service.

Customer Service

GPO has a customer-centric approach and has agency-wide procedures, policies, and activities in place to ensure we are meeting customers' needs and exceeding their expectations.

Dependability

GPO is a trusted source of Federal information and works to deliver quality goods and services on time.

Diversity

GPO is dedicated to diversity in every aspect of the business. Our commitment to diversity helps serve customers better and provides a positive work environment for employees. GPO is committed to promoting and supporting an inclusive environment that provides to all employees the chance to work to their full potential.

Integrity

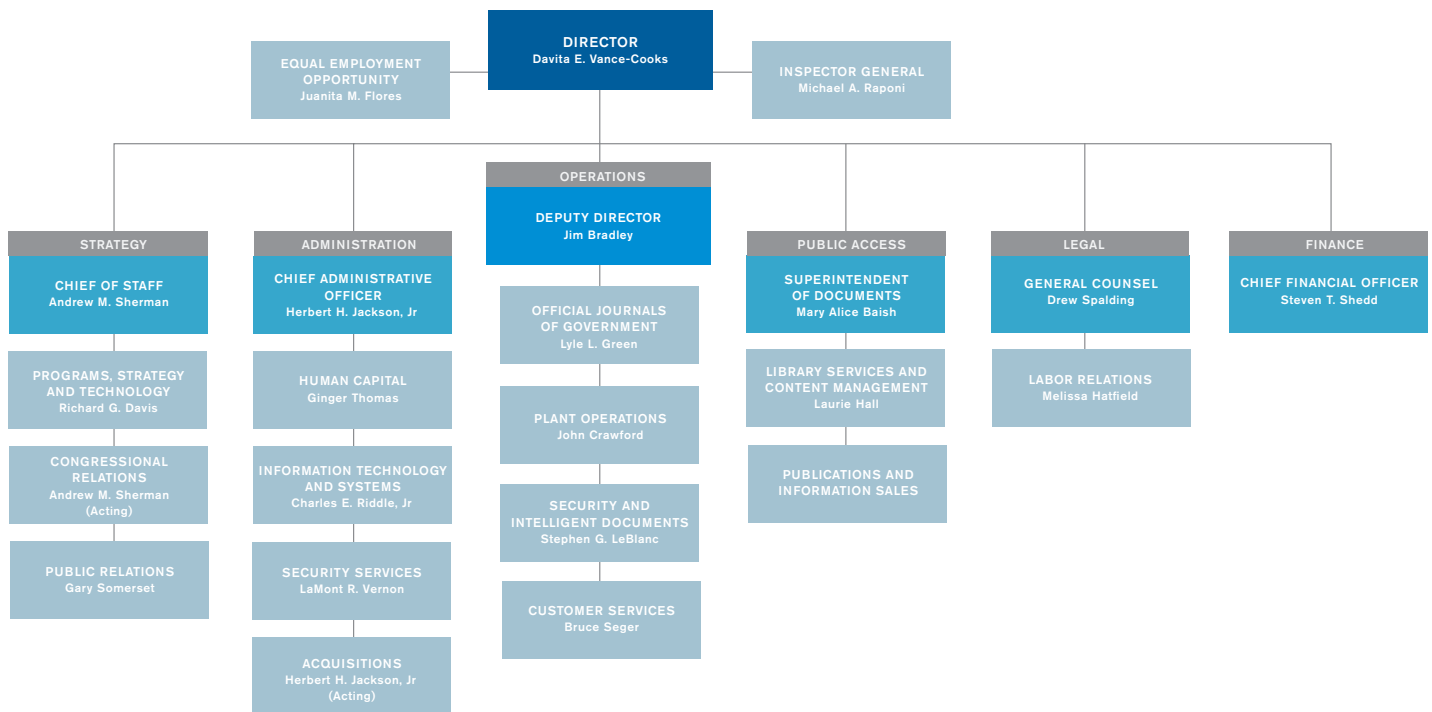
GPO's employees believe that honesty and the highest ethics form the cornerstone of the organization and create an environment of trust.

Teamwork

GPO employees treat one another with dignity and respect and communicate openly. GPO's environment fosters collaboration and innovation while maintaining individual accountability. The agency partners with the government and the private sector to provide the best value to customers.



GPO ORGANIZATION



CHALLENGES

Our vision of transforming GPO to a content-centric operation featuring predominantly digital services requires continuing investment, a challenge in this era of continuing fiscal constraint. Since FY11, GPO has worked hard to reduce expenses, especially the costs for overhead, which in previous years had escalated significantly. In FY12, GPO conducted a buyout that reduced staff levels 15% and resulted in workforce restructuring which eliminated several management layers. With additional restrictions on travel, awards, and other discretionary expenses, we succeeded in reducing overhead costs to 2008 levels.

To strengthen GPO for the future, we plan to continue offering an expanded set of services for the digital age, preserve the viability of the Federal Depository Library Program, retain the production of executive branch printing, improve strategic and human capital planning, further consolidate operations, and automate more agency functions.

The decline in printing government-wide has reduced the amount of work GPO produces through our longstanding partnership with the private sector printing and information product industry. However, this partnership achieves significant savings and efficiencies for the printing that it continues to produce, and in the process generates private sector jobs nationwide.

GPO has long advocated that where Federal agency printing is required, this partnership is the most cost-effective way of producing it. A recent study conducted by the Government Accountability Office (GAO) identified approximately 80 Federal printing plants still

in operation. Additional savings for taxpayers can occur if the work these plants are producing is transferred instead to GPO's partnership with the private sector printing and information product industry.

GPO'S STRATEGIC FRAMEWORK

GPO's mission is *Keeping America Informed* as the Official, Digital, and Secure source for producing, protecting, preserving, and distributing the official publications and information products of the Federal Government.

Strategic Goals

<p>I. Satisfying Our Stakeholders</p> <p>A. It's all About the Customer</p> <ul style="list-style-type: none"> ■ Provide world-class customer service ■ Provide products that deliver results ■ Provide education opportunities <p>B. Open and Transparent</p> <ul style="list-style-type: none"> ■ Provide information through print and technology ■ Become a leader in open government <p>C. Enhance Strategic Partnerships</p> <ul style="list-style-type: none"> ■ Strengthen purposeful collaboration 	<p>II. Strengthening Our Organizational Foundation</p> <p>A. Right Tools</p> <ul style="list-style-type: none"> ■ Improve processes ■ Relate technology investments with business goals <p>B. Maintain Fiscal Responsibility</p> <ul style="list-style-type: none"> ■ Ensure continued financial stability <p>C. Environmental Stewardship</p> <ul style="list-style-type: none"> ■ Implement "green" initiatives <p>D. COOP Operations</p> <ul style="list-style-type: none"> ■ Enable continuation of essential functions 	<p>III. Offering Products and Services</p> <p>A. Statutory Foundation – Title 44 U.S.C</p> <ul style="list-style-type: none"> ■ Provide mission-critical products and services <p>B. Secure Federal Credentials</p> <ul style="list-style-type: none"> ■ Meet secure credential requirements of Federal agencies 	<p>IV. Engaging Our Workforce Strategic Objectives</p> <p>A. Employer of Choice</p> <ul style="list-style-type: none"> ■ Promote opportunity and inclusiveness ■ Attract and keep high-caliber employees
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GPO implements the spirit of the GPRA Modernization Act of 2010 as a best practice in order to strengthen the agency's strategic planning and performance reporting efforts and ensure that all agency operations, investments, priorities, and resources are in support of GPO's mission, vision, and strategic goals.

This is GPO's inaugural consolidated Annual Performance Plan and Annual Performance Report which will be published annually to document prior fiscal year progress and plans for performance in the following fiscal year. Based on the transition to this new model and timeline, this document covers plans for both the remainder of FY15 and FY16. In February 2016, GPO will publish the Annual Performance Plan for FY17 and Annual Performance Report for FY15. This document captures the following:

- Strategic goals and objectives- what we plan to achieve to advance our mission.
- Strategies- how we will go about accomplishing our strategic goals and objectives based on an in-depth analysis and discussion of internal and external trends and challenges.
- Performance information- programs, projects, and initiatives that clearly show progress is being made toward accomplishing our goals.

STRATEGIC GOAL: I. SATISFYING OUR STAKEHOLDERS

A. It's all About the Customer

Strategic Objective: Develop internal processes and procedures that support an internal organizational culture in which exceptional service, delivery, and customer satisfaction are encouraged and rewarded.

- GPO will work to understand, anticipate, and meet the needs of customers. GPO will provide world-class customer service together with product innovation through a wide range of print and technology vehicles.
- GPO is dedicated to providing products that deliver results and will recognize employees who exceed customer expectations.
- GPO will continue to utilize our expertise in printing and information technologies to educate our customers so that they can take advantage of GPO products and services.

Strategies

Capturing and Implementing Customer Feedback

GPO elicits feedback regularly from customers through multiple channels in order to gauge GPO service levels as well as customer expectations regarding future service needs. Survey results provide specific areas of focus for improvement that result in action plans to effect changes in processes or behaviors. This allows GPO to nurture existing customer loyalty and ensure we are meeting evolving customer requirements. Dedicating resources to market research will enable GPO to provide the best products and services to our customers. Leveraging our nationwide relationships with customers and vendors alike can provide unique access to insights into market trends and gaps in order to provide the solutions our customers need.



Streamlining Customer-Facing Processes

GPO is working to optimize the customer experience by enhancing external facing systems, streamlining access points for customer contact with GPO, and ensuring that internal processes reflect a customer-centric approach. Our goal is to guarantee that our customers and stakeholders have a seamless experience from initial contact to ordering, billing, and payment. GPO recently established a new division with a focus on developing informational resources for billing and payment processes; this assists in timely resolution of customer billing inquiries, and improves internal processes to facilitate ease of financial transactions.

Providing Total Solutions

GPO aims to offer customers products and services to support the entire publishing lifecycle of tangible and digital information products from concept generation, planning, and creative design to production, publication, dissemination, and storage. GPO will work to tailor this “total solution” to meet requests efficiently and effectively so our customers can focus their time on serving the American people.

Developing Content-Centric Procurement Services and Enhanced Digital Solutions

GPO operates a variety of procurement vehicles that simplify, streamline, and lower costs of the procurement process for Federal agencies. The agency has demonstrated expertise in this area for print products, and services are constantly being expanded to include a wider array of digital solutions to help Federal agencies cost effectively meet their

information dissemination needs for modern formats and areas of technical expertise. GPO is also leveraging existing in-house capabilities, developed for GPO's own information dissemination functions, but now offered as shared services for other Federal agencies.

Re-Branding GPO as the U.S. Government Publishing Office

As the newly renamed U.S. Government Publishing Office, per P.L. 113-235, GPO is positioned to effectively bring about a new level of visibility to the agency's expanding array of products and services that meet the changing information needs of Congress, Federal agencies and the American public in the digital age. With a name that aptly reflects GPO's transformation, the agency will build and market this new, relevant brand and live up to the brand promise as the "Official, Digital, and Secure" source for producing, protecting, preserving, and distributing the official publications and information products of the Federal Government.

Providing Educational and Informational Opportunities

GPO's outreach efforts will reflect the agency's transformation from a print-centric to a content-centric operation, highlight our innovations and achievements, and equip our customers with the knowledge and tools that meet their information needs. GPO aims to develop educational opportunities and provide informational resources for Federal agencies, vendors, and the FDLP community as an integral partner in helping these stakeholders accomplish their missions. GPO's outreach initiatives will integrate traditional channels with a range of digital communication channels to increase awareness of GPO programs and services.



GPO promotes the FDLP, Cataloging & Indexing Program, and their related resources through promotional campaigns and social media; and maintains strong communication with the FDLP community through targeted outreach efforts including emails, newsletters, virtual meetings, social media, and the FDLP.gov website.

Performance

Customer Satisfaction Survey- GPO conducted a Customer Satisfaction Survey in 2014 to solicit feedback from customers about products, services, and programs; the cost-effectiveness of services; and satisfaction with GPO's website and employee customer service. The findings from this survey are used to inform daily interactions with customers, address desired service enhancements, identify new business opportunities, and develop plans to continuously improve performance. Key findings included:

- 91 percent of customers are satisfied with overall service from their primary GPO location.
- 90 percent of customers are likely to recommend GPO to a colleague.
- 90 percent of customers say they do not believe they can beat or match GPO pricing.

Based on analysis of the overall survey results, GPO has implemented a formal and actionable plan designed to identify and deliver new and improved procurement solutions along with enhanced consulting and communication methods to meet or exceed the ever-changing needs of our customers. The opportunity areas for improvement were identified as: procurement process, billing, and communication and outreach. Within each of these areas of focus, GPO will be taking actions to directly address customer feedback from the survey. Specific initiatives that address customer feedback include:

- **Automated Procurement System-** This project will replace legacy systems with an integrated and robust online procurement system which will include online ordering, enhanced customer communications, and improved vendor invoicing processes.
- **Financial Document Repository-** GPO began work in FY14 to develop and release a document repository to provide customers with access to ordering documents such as the Standard Form 1 which is the basic form that Federal customers use to requisition printing, binding, and related services from GPO.
- **GPO.gov Website Redesign-** In order to respond to changes in customer needs, usage patterns— including an increase in mobile internet use—GPO launched an effort in FY14 to redesign the agency’s public website at www.gpo.gov.
- **Simplified Purchase Agreement (SPA)-**The SPA is GPO’s streamlined printing procurement vehicle. Based on customer feedback, in FY14 GPO added products and services to the proposal form and developed an enhanced real-time online database with sorting capabilities for SPA vendors and authorized agency users. Learn more about the SPA program at <http://www.gpo.gov/customers/spa.htm>.

Enhanced Customer Solutions

eBooks- As a one-stop shop for eBook design, conversion, and dissemination, GPO’s presence in the eBook market continues to grow. We now have agreements with Apple, Google’s eBookstore, Barnes & Noble, OverDrive, Ingram, Zinio, and other online vendors to make popular government titles such as the Financial Crisis Inquiry Report available as eBooks. Learn more about eBooks available at <http://bookstore.gpo.gov/ebooks>.



FDsys Digital Content Solutions- GPO’s Federal Digital System (FDsys) is available as a shared platform for information delivery for Federal entities on a cost recovery basis. These services include ingest of agency content into FDsys (including preservation, authentication, and public search and display); content organization; and metadata, access file, bulk data, and package creation. GPO is working to expand the provision of these services.

Since 2009, GPO has applied digital signatures to PDF documents on FDsys and in FY14 enabled an automated process to provide the application of digital signatures to PDFs as a shared service for Federal agencies. These visible digital signatures, viewed through the GPO Seal of Authenticity, verify document integrity and authenticity and provide end-users with assurance that an electronic document has not been altered since dissemination. Providing these services to other Federal agencies through a cost-recovery model offers an opportunity to leverage the FDsys platform consistent with our strategy to create a program of reimbursable services for agencies to help manage their life cycle information requirements. Learn more about FDsys at www.fdsys.gov.

On-Site Document Solutions- GPO is working to enhance services to assist customers with compliance on mandates to go digital through the 951-M contract vehicle for on-site document solutions including consultation, scanning/digitizing, archiving, and storing documents and email files. The 951-M contract is a comprehensive government-to-government solution with services designed specifically for Federal agency professionals responsible for in-house copying, document management, and printing resources. Learn more about GPO’s on-site document solutions at www.gpo.gov/customers/onsite_index.htm.

Web Development Services- GPO provides web development services through Creative Services, GPO’s creative design service for the Federal community that provides publication

design, branding and identity, exhibit graphics, video, multimedia, photography, and security design. In FY14, GPO developed a procurement strategy for securing skilled contractor resources which will enable GPO to scale up website design services that can be executed for Federal agency customers. Learn more about Creative Services at www.creativeservices.gpo.gov.

Educational and Informational Initiatives

Depository Library Council (DLC) Meeting and Federal Depository Library (FDL) Conference- This annual event is an opportunity for members of the FDL community to meet and interact with the Public Printer, Superintendent of Documents, and GPO staff, and participate in educational and agency training. Approximately 250 attendees gathered at GPO, along with 300 virtual attendees, from April 30-May 2, 2014 for the 2014 DLC Meeting and FDL Conference.

Also in 2014, GPO replaced the annual Interagency Depository Seminar with the New Depository Librarian's Institute, a pre-conference workshop held the day before the spring DLC Meeting & FDL Conference. Designed to inform new depository library staff members about FDL program requirements, about 50 onsite and nearly 60 virtual participants attended.

In FY15 and FY16, GPO will continue to facilitate the DLC Meeting and FDL Conference including the pre-conference educational event for new depository librarians. Virtual attendance will be offered via an eLearning platform. GPO will also host an annual all-virtual Depository Library Council Meeting. Recordings and transcripts from the 2014 virtual meeting can be viewed on www.fdlp.gov. Learn more about FDLP events and conferences: <http://www.fdlp.gov/about-the-fdlp/events-and-conferences>.

FDLP Training- GPO provides educational opportunities aimed at informing and educating the Federal depository library community about Federal Government information resources, assisting Federal depository libraries in better serving their communities, and advancing government information literacy. GPO provides training specifically for FDLP coordinators, including the development of guides, manuals, and training webinars for coordinators to access and view on the [FDLP.gov](http://www.fdlp.gov) website.

In FY14, GPO:

- Presented 50 live webinars, 7 recorded webcasts, and 4 live classroom sessions related to Federal Government information and GPO's Federal Digital System (FDsys);
- Hosted 21 other Federal agencies and depository libraries to present their expertise through GPO's eLearning platform; and
- Worked with the Depository Library Council and the FDLP community to develop the FDLP Academy, a training resource portal prototype for use as a collaborative resource among depositories.

Plans for the FDLP Academy in FY15 and FY16 are to:

- Expand offerings to the FDLP community to include more webinars, webcasts, and training resources;
- Present the Interagency Depository Seminar once every other year as part of FDLP Academy offerings;
- Launch and maintain the FDLP Training Assistance Center, a training resource portal for use by the FDLP community as a collaborative tool; and



- Launch and maintain a targeted training program for FDLP coordinators, including webinars, tools, and resources.

Interested communities can learn more about the FDLP Academy at <http://www.fdlp.gov/about-the-fdlp/fdlp-academy>.

The Institute at GPO- GPO offers educational opportunities for Federal publishing and printing professionals through the Institute at GPO. Courses reflect the changing face of agency needs to communicate effectively with a broad range of audiences using a variety of channels.

In FY15 and FY16, GPO will increase the number and type of online training opportunities through the GPO Institute with more emphasis on utilizing GPO subject matter experts to facilitate training. Learn more about the Institute at GPO at <http://www.gpo.gov/customers/theinstitute.htm>.

Integrated Digital Marketing Pilot- In FY14, GPO launched a pilot to utilize an integrated marketing approach for fostering greater awareness of GPO's products and services. By leveraging all available digital tools in a coordinated effort with traditional channels, this pilot will generate a meaningful body of experience to gauge the relative effectiveness of various elements of the outreach program.

The Online Paper Store (GPO's web-based online system for Federal entities to order environmentally friendly, xerographic copier paper) was the first service promoted through the pilot and in FY15 and FY16, the pilot will be expanded for additional products and services including GPO Quality Control, GPO Warehousing and Distribution Services, GPOExpress, and Transitioning from Print to Digital. View recorded webinars at <http://www.gpo.gov/customers/marketing/ondemandtraining.htm>.



B. Open and Transparent

Strategic Objective: Build on GPO's ongoing commitment to an open and transparent government.

- GPO will continue to provide authentic information to the American public through a variety of print and technology vehicles efficiently and securely.
- GPO will become a key innovator and leader in the Presidential mandate of transparency (White House Open Government Initiative). Realizing that participation, and collaboration form the cornerstone of an open government, GPO will utilize all available technology to assist Federal agencies in disseminating information about their operations in a fast, secure, and permanent manner.

Strategies

Enhancing Access to Content

Open government means more than just making information available; it also means ensuring the content can be used in the most convenient and useful way. As a primary government transparency agency, GPO is implementing tools and services for depository libraries and the public that enhance access to government information and resources. GPO is creating an Information Technology Strategy and Implementation Plan for the Federal Depository Library Program (FDLP) with the goal of deploying new technology-based services to provide streamlined services for the FDLP community and enhanced access for the public.

Increasing Content Available

Federal content is increasingly born-digital, living online and never printed or preserved. As part of the agency's core and historic mission of Keeping America Informed, GPO continuously works to capture the ever growing amounts of this content to ensure its availability to the American public in perpetuity by increasing the amount of content managed, preserved, and made publicly and freely available in many different formats. This includes print, digitized, and born-digital content in formats ranging from PDF and HTML to MP3 and XML.

Supporting the Digital Government Strategy

GPO is well positioned, particularly through content and service offerings of the Federal Digital System (FDsys), to leverage our strengths and capabilities in assisting Federal agencies in meeting the requirements of the Federal Digital Strategy. This includes capabilities to provide content in structured formats with associated metadata, enhance accessibility, permanence and repurposing abilities of content, make data available in XML format for bulk download, and securely manage electronic Federal content to safeguard digital content integrity and authenticity. By focusing upon the concepts of interoperability and reuse, GPO is at the forefront of electronic information sharing between Federal Government agencies.

Developing User-Focused, Mobile-Friendly Websites and Systems

By actively and continuously capturing and implementing user feedback, GPO will ensure that our electronic information delivery systems are developed from a user perspective. GPO will continue to optimize our digital properties for a range of devices as our users increasingly access digital information from mobile devices.

Performance

Digitized Content- Since 2011, GPO and the Library of Congress (LC) have partnered to provide access through FDsys to digitized historical content, beginning with the United States Statutes at Large (1951 to 2002). In FY14, this collaborative effort continued by launching a project to digitize and make available the bound Congressional Record from 1873 to 1998. This project is ongoing into FY15 and FY16.

Electronic Code of Federal Regulations (eCFR) 2.0 Point-in-Time System- The eCFR is a regularly updated, unofficial editorial compilation of CFR material and Federal Register amendments produced by the National Archives and Records Administration's Office of the Federal Register (OFR) and GPO. In FY14, GPO and OFR began development for point-in-time functionality that will allow users to view a version of regulations as they existed on a specified date, in addition to the current version. Visit eCFR at www.ecfr.gov.

FDLP eBook Program- In FY14, GPO launched a program to give free access to eBook titles using GPO's Catalog of U.S. Government Publications (CGP). Users can download GPO-provided files of eBooks free of charge for use on various eBook reading devices; the effort supports GPO's goal to expand and provide greater access to U.S. Federal Government content. The first release included approximately 100 titles, and GPO continues work with Federal agencies to make new titles available each month. Learn more about the eBook titles available at <http://www.fdip.gov/project-list/ebooks-at-gpo>.



Federal Digital System (FDsys)

FDsys is a content management system, preservation repository, and public website providing free online access at www.fdsys.gov to official Federal Government publications in multiple formats that includes digitized historical content and numerous serial publications that are updated on a daily basis. GPO continues to expand the amount of content available through FDsys and develop enhancements to the system functionality.

In FY14, FDsys achieved a milestone of one billion retrievals of content. Also in FY14 “Getting to Know the President,” published by the Central Intelligence Agency, became the first audio book available on FDsys. FY14 efforts primarily focused on three key initiatives: development of the Next Generation FDsys website, addition of XML bulk data sets, and support of the expanding U.S. Courts Opinions collection.

- **Next Generation FDsys-** GPO will launch a redesigned Next Generation FDsys website in beta in Fall 2015. NextGen FDsys functionality will greatly enhance the way stakeholders can interact with FDsys, strengthening GPO’s position as the central location for access to Federal Government information.

In addition to a redesigned, mobile-friendly website, NextGen FDsys will include:

- improved navigation based on extensive user feedback and usability testing;
- implementation of a new open-source search engine running on modern hardware; and
- enhanced functionality that links related documents together, making it easier for users to navigate quickly to relevant content. Related documents connect information together within the various legislative and rulemaking processes without the need for users to do separate searches.

Through an iterative development approach based on Agile methodology, GPO has incorporated user feedback throughout the process and will continue to gather and implement user feedback with the public beta release of NextGen FDsys in FY15.

- **XML Bulk Data-** Providing data as bulk XML enables a “one-click” download of large sets of XML files as opposed to downloading each file individually. XML bulk data fosters easier reuse and repurposing of data for mobile web applications, data mashups, and other analytical tools by third party providers, which contributes to openness and transparency in government.

In FY14, GPO added Privacy Act Issuances (2013) and House Bill Summaries (113th and 114th Congresses) to the FDsys XML Bulk Data Repository to the existing data sets. In FY15 and FY16, GPO plans to expand the XML bulk data offerings with the addition of Senate Bills, Senate Bill Summaries, House and Senate Bill Status, and Electronic Code of Federal Regulations (eCFR) bulk data. Visit the FDsys XML Bulk Data Repository at: www.gpo.gov/fdsys/bulkdata.

- **U.S. Courts Opinions Collection-** GPO has an ongoing partnership with the Administrative Office with the U.S. Courts (AOUSC) to provide public access through FDsys to opinions from selected United States appellate, district, and bankruptcy courts. In FY14 opinions from the United States Court of International Trade were added to the collection.



Next Generation Integrated Library System (ILS)- In FY14, GPO began evaluating new functionality for a next generation ILS in order to ensure that the system continues to meet the expectations of the Federal Depository Library Program and anyone searching for Federal Government information.

Social Media- GPO maintains a presence on Facebook, YouTube, Twitter, Pinterest, LinkedIn, and through the popular Government BookTalk Blog.

- Facebook (www.facebook.com/USGPO) – More than 4,000 likes
- YouTube (www.youtube.com/user/gpoprinter) – More than 400 subscribers and 60 videos
- Twitter (<http://twitter.com/usgpo>) – More than 5,000 followers and 1,400 tweets
- Pinterest (www.pinterest.com/usgpo) – More than 400 followers and 400 pins
- LinkedIn (www.linkedin.com/company/u.s.-government-printing-office) – Almost 2,000 followers
- Government BookTalk Blog (<http://govbooktalk.gpo.gov>) – More than 2,300 followers

In FY15, GPO added Instagram (<http://instagram.com/usgpo>) to the list of social media platforms in our continual effort to improve sharing and communicating government information with the public.



C. Enhance Strategic Partnerships

Strategic Objective: Enhance strategic partnerships to gain flexibility, build effective networks, and manage processes to meet customer demands and expectations.

- GPO will develop the agency-wide synergies and flexibilities to continuously strive for quality, availability, and efficiency in the delivery of products and services. GPO will also work to improve its internal culture and business processes to ensure mutual support and growth for customers and employees.
- GPO will continuously work on strengthening purposeful collaboration with internal and external customers that will create more efficient and effective programs and processes.

Strategies

Establishing Partnerships for Collaboration

GPO seeks to increase efficiencies across government through knowledge sharing and exchange of ideas and best practices with the community through white papers, panel discussions, keynotes, and working groups. GPO collaborates with a number of other Federal agencies on solutions that enable both agencies to better meet their missions.

Performance

Digital Public Library of America (DPLA)- In FY14, GPO partnered with the DPLA to increase public access to the government information that GPO makes available through the Catalog of U.S. Government Publications (CGP). Through the partnership, nearly 150,000 records from GPO's CGP were made accessible through the DPLA website, increasing the discoverability of and access to Federal Government information for the American public. View GPO's records at <http://dp.la> or <http://catalog.gpo.gov>.

Federal Depository Library Program (FDLP) Strategic Partnerships- GPO strives to develop strategic partnerships through the FDLP with Federal agencies, Federal depository libraries, and other entities to increase access to Federal publications and services, reduce duplication of digital initiatives, safeguard historical government documents, and preserve print collections. These partnerships include cataloging, digitizing, and preserving tangible copies of government publications and support efforts to increase public access to digitized collections of high value to the American public.

In FY14, GPO signed two new partnership agreements:

- 1) With the University of North Texas for permanent public access to their digital U.S. Government collections; and
- 2) With the University of Colorado for cooperative cataloging of their tangible U.S. Geological Bulletin and Bureau of Mines Report of Investigations;

And extended two additional partnerships:

- 1) With St. Mary's University for access to their government information on the Web Subject Index; and
- 2) With the University of Iowa to allow for the exchange of Dublin Core records for the government poster collection that GPO will convert to MARC records.

Learn more about FDLP partnerships at <http://www.fdlp.gov/about-the-fdlp/partnerships>.

Interagency Council on Printing and Publications Services (ICPPS)- GPO hosts, and is an active participant of, the ICPPS, which facilitates a cooperative relationship between Federal organizations and GPO in efforts to strengthen the Federal Printing Program. In FY14, GPO re-launched the ICPPS and continues to work with leadership to broaden the base of members and increase active participation by developing enhanced meeting content that is timely and relevant to agency publishing pressures and needs. Learn more about the ICPPS at www.gpo.gov/customers/updates.htm.



II. STRENGTHENING OUR ORGANIZATIONAL FOUNDATION

A. Right Tools

Strategic Objective: Anticipate, plan and equip GPO to provide products and services to customers.

- In order to provide quality service to customers, GPO must invest in employees and technology. GPO will focus on the creation of first-rate, system-wide solutions that meet customer requirements and exceed customer expectations. GPO will improve processes and technologies to ensure that solutions are scalable, available, cost-effective, and secure.
- Technology investments will be in direct relationship with GPO's business goals, resulting in excellent customer service, strong partnerships, secure infrastructures, and cost-effective performance.

Strategies

Adhering to Industry Standards

GPO sustains a variety of certifications in a dedicated effort to conduct operations effectively and in line with industry best practices and standards.

Advanced Manufacturing

GPO relies on a balanced approach when investigating next generation technologies for production operations. This practice applies to the identification of the appropriate niches for digital and high-efficiency offset printing, including a cost/benefit analysis of the effectiveness, efficiency, and dependability of the technologies.

Expanding our Enterprise Architecture Program

GPO is working to enhance our enterprise architecture program as an essential tool for effectively and efficiently engineering business practices, implementing and evolving supporting systems, and transforming the agency. GPO's Technical Change Control Board evaluates and monitors proposed changes to the technical environment in an effort to standardize technologies used throughout the agency.

Implementing Cloud Technologies

GPO is expanding the use of Cloud solutions for collaboration, data storage, and hosting.

Intelligent Information Technology Outsourcing

GPO utilizes contracted staff to augment and support various functions that require specialized skill sets necessary to support GPO's IT functions.

Modernizing Legacy Applications

GPO is working to modernize legacy applications to ensure application support and improve system capabilities. This includes a migration of legacy mainframe applications and business logic "as-is" to a more modern platform. Moving away from outdated technologies will ensure continuity and improve system capabilities.

Performance

Certification Initiatives

Federal Digital System (FDsys) Certification as a Trustworthy Digital Repository- GPO is preparing to become the first Federal agency to be named as a Trustworthy Digital



Repository for government information through certification of FDsys under ISO 16363. The Audit and Certification of Trustworthy Digital Repositories (TDR) checklist will be used by an accredited outside organization to assess FDsys against 109 criteria covering areas of Organizational Infrastructure, Digital Object Management, and Infrastructure and Security Risk Management.

ISO 9001 Certification of Secure Production Facilities- In FY14, both of GPO's secure production facilities, in Washington, D.C. and Stennis, M.S., were audited and evaluated by an outside third party auditor and recertified as ISO 9001 compliant. The ISO 9001 standard is recognized around the globe for excellence in production, quality and process improvements.

ISO 28000 Certification for Security Management- In FY15, GPO plans to begin the process of conducting an internal audit in preparation of ISO 28000 certification, which specifies the requirements for a security management system, including those aspects critical to security assurance of the supply chain.

Plant Certifications- GPO's plant sustains best-in-class industry certifications such as:

- IDEAlliance's G7 Master Printer [GRACoL Proof, Digital Offset and Sheet-fed Offset Printing];
- ISO3664:2009 Certification for Graphic Arts Industry Color Viewing Standard; and
- Certified Institutional Member of the Library Binding Institute for compliance with ANSI/NISO/LBI Library Binding Standard Z39.78-2000.



Internal Infrastructure and Technology Initiatives

Arrival Tracking System- In FY14, GPO completed deployment of an upgraded Pitney-Bowes arrival tracking system used to track deliveries of printed materials to Congressional offices.

Bar-code Inventory Tracking System- GPO is implementing a digital system to control paper and production materials from end-to-end during manufacturing operations. The new system will reduce costs by replacing an intensively manual process.

Composition System Replacement (CSR)- GPO is replacing a 30-year old locator-based composition system known as MicroComp with a state-of-the-art composition tool that is based on the Extensible Markup Language (XML) data standard. CSR will match the typographical style and page layout of current printed publications and also support enhanced search, retrieval, data formats, and repurposing of data. The system will include the necessary technology and business practices to enable GPO to replace or integrate all existing discrete applications, utilities, and processes currently used by GPO and its users to compose and create files optimized for printing and access of select Congressional and Federal agency publications.

Data Center Consolidation and Migration- GPO is undergoing a modernization project to update the GPO data center environment to meet current and future technology requirements. IT continues to strive toward increased efficiency through consolidation, virtualization, and relocation. In an effort to reduce costs and improve efficiency and service to its constituent organizations, GPO is considering ways to improve daily operational performance, provide best response for COOP conditions, reduce the agency's overall data center footprint, operational expenditures and environmental maintenance costs, and maximize support capabilities.

GPO Business Information System (GBIS) R12 Upgrade- GPO Business Information System (GBIS) supports various aspects of GPO's administrative functions. GBIS is based on the state-of-the-art Oracle Commercial off-the-Shelf (COTS) software. The COTS package has been incrementally configured to meet GPO's business requirements through a series of systems integration projects for more than a decade. The current version, Release 11i, is reaching its end of life support effective December 2015 and GPO has initiated planning for upgrading GBIS to the latest code base Release 12 (R12).

High-Speed Digital Inkjet- GPO is in the process of acquiring a Monochrome High-Speed Web Inkjet Press to meet printing needs of stakeholders at reduced cost and with significantly reduced waste. GPO plans to be able to acquire and implement the inkjet press by early FY16.

Legacy System Upgrades- The modernization of GPO's legacy systems will continue through FY17.

Manufacturing Workflow System (MWS) and Manufacturing Execution System (MES)- GPO is implementing a new MWS that will plan and monitor work throughout the manufacturing process and reduce operating costs. The MES is a new application to enable job parameters generated in the MWS to be downloaded electronically to machines on the production floor. This approach will replace most of the manual-intensive paper jacket routing presently used by GPO. A component would also be able to capture real-time machine data and leverage the data to maximize operational performance.

Office 365 Implementation- GPO moved the agency's email to the cloud using Microsoft Office 365. This transition helped to simplify and strengthen the agency's IT infrastructure. Office 365 provides GPO customers with more features such as a larger mailbox size, increased email archiving, anti-spam and malware services, collaboration tools and online meeting capabilities.

Vehicle Fleet Tracking System- Consistent with industry leaders, GPO uses GPS tracking devices on fleet vehicles to study and optimize routes and provide real-time utilization.

B. Maintain Fiscal Responsibility

Strategic Objective: Utilize a cost effective and collaborative approach in managing GPO's business processes to help the agency achieve its strategic initiatives and ensure continued financial stability.

Strategies

Reducing Costs and Controlling Overhead

GPO continuously monitors and controls overhead costs and operating expenses, and manages investments and the overall agency budget through a Strategic Investment Committee that discusses, evaluates, and approves agency spending.

Tracking Performance

GPO has recently instituted more robust performance tracking methods across the agency that adhere to the spirit of the Government Performance and Accountability Act. The



agency will continue to ensure all operations, investments, priorities, and resources are in support of our overall mission, vision, and strategic goals, and have measures in place to track performance, ensuring accountability across the board.

Lean Manufacturing

Implement lean manufacturing techniques to streamline and simplify operations throughout the business unit, especially using 5S methodology. (This methodology refers to workplace organization, efficiency, and effectiveness. Five Japanese “S” words translated to English describe the process: Sort, Set in Order, Shine, Standardize, and Sustain.) The Lean Manufacturing philosophy focuses on preserving value with less work and emphasizes the reduction of the seven unnecessary wastes including: unnecessary transportation, inventory, motion, waiting, over-processing, overproduction, and defects.

Leveraging Physical Space

The transition of the agency from a print-centric to a digital content-centric operation has provided an opportunity for GPO to lease space in our prime location on North Capitol Street to other organizations and also to evaluate and optimize other GPO-owned facilities.

Performance

Print Performance Ratios- GPO benchmarks financial performance of our printing operations based on applicable National Association of Printing Leadership (NAPL) Management Plus Ratios and seeks to ensure a positive net income.



C. Environmental Stewardship

Strategic Objective: Continue to integrate the application of environmental values into GPO processes and support environmental stewardship through effective implementation of “green initiatives.”

- GPO is committed to working toward a more sustainable future and providing a safer, healthier environment to future generations. GPO will continue to introduce programs that include recycling, reducing energy consumption, and reducing GPO’s carbon footprint and will provide Federal customers with environmentally friendly printing alternatives.
- GPO will remain committed to creating a sustainable environment that prioritizes agency actions based on return on investment. GPO will continue with initiatives regarding paper consumption, petroleum products utilization, energy expenditures, emissions, and other areas that have reduced its footprint on the environment. GPO is developing additional plans to incorporate this direction well into the future.

Strategies

Reducing our Environmental Footprint

GPO strives to reduce our environmental footprint from implementation of employee recycling and environmental awareness programs internally to measures taken in our plant to ensure environment-friendly and sustainable operations.

Implementing Green Initiatives

GPO will continue to integrate the application of environmental values into GPO processes and support environmental stewardship through effective implementation of “green initiatives”.

Performance

Asbestos Initiatives- In FY14, GPO trained over 1,000 employees on asbestos, completed three asbestos removal projects, and completed one asbestos encapsulation project. An asbestos tracking database was developed to assist in monitoring the status of asbestos. In FY15, GPO will continue to monitor and remove any asbestos that poses a risk to the environment and GPO employees by using the tracking database to evaluate the rate of deterioration and potential risk.

External Environmental Audits- In FY14, the District Department of the Environment (DDOE) Air Quality Division Permitting Branch reviewed GPO's sources of air emissions as part of the permitting process. DDOE permits include conditions intended to minimize emissions of air pollutants and ensure proper operation of the regulated sources.

Internal Environmental Initiatives- In FY14, GPO implemented new policies and procedures covering recycling and asbestos to improve the agency's compliance process with Federal and local environmental regulations, and promoted environmental awareness internally through employee communication channels.

Sustainable Green Printer- GPO's plant maintains certification as a Sustainable Green Printer by the Sustainable Green Partnership (SGP) and integrates environmentally friendly values into processes and supports environmental stewardship through fiscally responsible and effective implementation of green initiatives. Built on three pillars, economic, societal and environmental, SGP's certification attests to GPO's commitment to sustainability and environmental, health, and safety compliance.

Zero Make Ready (ZMR) Press- GPO acquired a ZMR press in FY14 which will reduce waste and support GPO's dedication to sustainable and environmentally friendly operations. In FY15, GPO plans to reduce total paper waste by five percent during the operation of the ZMR press compared to the same interval in FY14.



D. Continuity of Operations (COOP)

Strategic Objective: Develop appropriate plans to provide for the continuation of GPO's essential functions and operations during a wide range of all-hazards emergencies. At GPO, COOP enables continuation of essential functions of printing and information product operations for Congress, Federal agencies, and the public in the event of a national security or isolated emergency affecting GPO facilities in Washington, D.C.

Strategies

Continuity of Operations (COOP) Planning

Comprehensive planning is an essential element to an effective COOP operation and GPO will continue to develop appropriate plans to provide for the continuation of essential functions and operations during a wide range of all-hazards emergencies.

Performance

COOP Exercises- GPO conducts periodic exercises to ensure that the continuity plan is capable of supporting the continued execution of the agency's essential functions throughout the duration of a continuity event.

III. OFFERING PRODUCTS AND SERVICES

A. Statutory Foundation

Strategic Objective: The mission of the GPO is rooted in legislation codified in Title 44 U.S.C. We will continue to use technology and best practices to ensure the most efficient and effective provision of mission-critical products and services for Congress, Federal agencies, and the public.

Strategies

Developing a National Plan for the Federal Depository Library Program (FDLP)

The Superintendent of Documents has made developing a National Plan for the FDLP a priority. Based on extensive findings from a comprehensive survey of Federal depository libraries, the FDLP Forecast Study, GPO aims to create a sustainable future for the American public's discovery and access to U.S. Government information through cultivation of a national plan for shaping the future of the FDLP. Implementation of the FDLP Forecast Study ensures the future FDLP is based on a shared vision between GPO and Federal depository libraries.

Incorporating Missing and Historic Records to the Catalog of Government Publications (CGP)

The Cataloging & Indexing Program (C&I), U.S.C. Title 44, Sections 1710 and 1711, aims to provide a comprehensive index of every document issued or published by a department, bureau, or office not confidential in character. GPO provides public access to this index through the online bibliographic records that are contained in GPO's CGP. The identification and creation of online bibliographic records for new U.S. Federal Government documents, in all published formats, is accomplished through daily operations at GPO and separate efforts as necessary.



Expanding Technology in our Publication Sales Program

Once only available for sale at our brick and mortar bookstore at GPO headquarters in Washington, D.C., GPO also provides official Federal information for public sales through our online bookstore. As technology capabilities have further expanded, GPO has explored additional channels, formats, and efficiencies for the sale of publications in addition to the traditional print format.

Meeting Evolving Congressional Needs

To produce congressional products under the close guidance and control of the House of Representatives and the Senate is why GPO was originally established, and this work continues as the agency's primary mission. GPO is currently operating with the smallest workforce of any time in the past century, yet output for Congress has expanded to include both print and multiple digital formats, with a vastly superior ability to reach a larger portion of the public than ever before. Congress relies on GPO to prepare and post Congressional publications increasingly online as demand for printed copies declines. Additionally, GPO is working with Congress to make various publications, including Women in Congress, Black Americans in Congress, and the upcoming Hispanic Americans in Congress, available as eBooks.

Performance

Agency Rebranding- GPO's renaming through statutory change and the subsequent rebranding efforts will better convey the agency's range of services to Congress, Federal agencies, and the public.

Congressional Billing and Reporting Process- In FY14, GPO began a business process analysis of the Congressional billing and reporting process. Recommendations were developed based on this analysis.

Federal Depository Library Program (FDLP) Consulting and Compliance Services- In accordance with Title 44 U.S.C. §1909, GPO conducts Public Access Assessments to review Federal depository operations and conducts Biennial Surveys of Depository Libraries to assess conditions in Federal depository libraries.

National Bibliographic Records Inventory Initiative (NBRII)- The NBRII endeavors to provide an online bibliographic record or serial holding record for those historic materials that are not currently captured in the Catalog of Government Publications (CGP). These records include:

- Fugitive U.S. Government publications (Fugitive documents are those documents from the U.S. Government that are of public interest or educational value, and not classified for reasons of national security, which have not been acquired for distribution to Federal depository libraries or disseminated through the CGP) with a focus on pre-1976 titles not in the CGP;
- Older documents where bibliographic records only exist in a non-electronic format, for example 3x5 catalog cards, or other paper bibliographic record, such as the Monthly Catalog; and
- Materials that were previously cataloged with minimal information that require critical record enhancement.

Through cooperative cataloging efforts with depository libraries and others, GPO added the following to the CGP in FY14:

- University of Montana: 751 records for U.S. Forest Service publications were enhanced.
- University of Florida: 1,653 records for digital versions of National Recovery Administration publications created and the same number of records for the tangible versions were enhanced.
- University of Iowa: 1,455 Dublin Core records for Federal posters were converted to MARC21 and enhanced.
- University of North Texas (UNT): Records were created or updated for 6 UNT collections of digital publications.

During FY14, GPO completed the following through record conversion projects:

- 41,500 serial issues were checked into the CGP.
- 1895 and 1898 volumes of the Monthly Catalog were transcribed; 9,681 MoCat records are now available.
- Over 18 shelflist drawers were transcribed with authority work completed as well; 157,611 shelflist records are now available.

Learn more about the NBRII at <http://www.fdlp.gov/project-list/national-bibliographic-records-inventory-initiative-nbrii>.

National Plan for the Federal Depository Library Program (FDLP)- In FY14, GPO completed the analysis of results from the FDLP Forecast Study, an effort that queried Federal depository libraries about their pressing issues, goals, and viewpoints, and asked them to



identify initiatives and needs. The findings were presented to the FDLP community at the DLC Meeting & FDL Conference in spring 2014, and all Data Reports and Working Papers (showing results and analyses) were completed and posted to FDL.gov.

Based on the results of the Forecast Study, GPO is developing a National Plan for the Future of the FDL, elements of which were presented at the spring 2014 conference. GPO has also proposed a comprehensive Preservation Plan and is launching pilot projects to test the feasibility of elements from the plan. Learn more about the Forecast Study and the National Plan at <http://www.fdlp.gov/project-list/fdlp-forecast-study>.

Online Bookstore- Continuous efforts are being made by GPO to optimize online content for discovery by search engines and efforts also are underway to update the Online Bookstore to make it more compatible with mobile devices. Visit the online bookstore at <http://bookstore.gpo.gov>.

Print-on-Demand- GPO is working to support the migration of products in GPO's Bookstore to print-on-demand, in order to open new market opportunities for Federal publications and create broader exposure to a network of academic, library, and retail customers. In FY14, GPO saved more than a million dollars on inventory costs through increased use of print-on-demand and just-in-time printing, and signed print-on-demand agreements with Amazon and OnDemand Books.

Web-Based Application to Update the Distribution of Publications- GPO created an easy to use web-based application for Senate and House offices to update the distribution of the publications they receive, including the Congressional Record and Federal Register. This application is available at <http://www.gpo.gov/gpo/search/beginPublication.action>.



B. Secure Federal Credentials

Strategic Objective: Provide the capability to meet the secure Federal credential requirements of Federal agencies. GPO plays a vital role in the security programs of our customers and our Nation.

GPO produces the latest-generation electronic passports for the Department of State (DOS). Proven passport capabilities are built into a family of secure credential products for our agency customers. They acquire secure credential design, printing, manufacturing, personalization, and delivery—all from GPO. Work is performed in government facilities by government employees with proper clearances.

Strategies

Supporting Credentialing Requirements

Since 2008, GPO has served as an integrator of secure identification smart cards to support the credentialing requirements of Federal agencies and other government entities. Our secure credential unit has been certified by the General Services Administration (GSA) as the only government-to-government provider of credentials meeting the requirements of Homeland Security Presidential Directive 12 (HSPD-12).

A major document that GPO produces is the U.S. passport for the Department of State, which we have been responsible for since 1926. At one time no more than a conventionally printed document, the U.S. passport, since 2005, has incorporated a digital chip and antenna array capable of carrying biometric identification data. With other security printing features, this document – which we produce in Washington, DC, as well as at a secure remote facility in Mississippi – is now the most secure identification credential obtainable.

Extending Smart Card Production Capabilities

GPO has added secure card manufacturing to the list of capabilities with the addition of digitally enhanced equipment and updated IT systems. The Stennis Secure Production Facility remains a fully operational Continuity of Operations site for passports, card manufacturing, and card personalization.

Performance

Next Generation Passport Program (NGPP)- GPO is working with the U.S. Department of State on development of the Next Generation Passport. GPO and the State Department are partnering to share technology, scientists, designers, and materials experts, and together we will create an advanced technology passport booklet that will once again be recognized as the world's most respected travel credential. GPO will play a key role in the development of the final design; construction and security features found in the Next Generation Passport and will ensure that the right equipment, trained personnel, and processes are in place to support the Department of State's Next Generation Passport goals.

The logo for the Government Printing Office (GPO), consisting of the letters "GPO" in a white, sans-serif font inside a dark gray square.

In FY14, activities included developing program plans, product development, concept testing and evaluations, inter-agency and intra-agency meetings, budgeting, scheduling, and technology upgrades. In FY15 GPO will continue to acquire, install, and make operational new equipment that directly supports the Next Generation Passport Program, and begin polycarbonate datapage production, which is a new addition to the Next Generation Passport. In FY16, as directed by the State Department, GPO will begin production of the passport booklets for the NGPP.

Smart Card Products- In FY14, GPO acquired additional smartcard equipment, facilities, and personnel to support the growing business requirements, and launched two new card programs producing the Department of State Border Crossing Card and the Department of Homeland Security Transportation Worker Identification Credential. GPO is also working on the acquisitions process to obtain raw materials more strategically.

Study Conducted by the Government Accountability Office (GAO) – Government Publishing Office: Production of Secure Credentials for the Department of State and U.S. Customs and Border Protection (GAO-15-326R: Published: Mar 10, 2015. Publicly Released: Mar 10, 2015) <http://www.gao.gov/products/GAO-15-326R>

GAO was asked by the Chairman of the Joint Committee on Printing to review the activities and processes related to GPO's production of secure credentials. In addition, Senate Report 113-196, which accompanied the fiscal year 2015 legislative branch appropriations bill, mandated GAO to review GPO's secure credentialing production activities. The resulting report addressed the following questions: (1) What factors did State and CBP consider in selecting GPO to obtain their secure credentials? (2) How does GPO produce and ensure the quality of its secure credentials?

Concerning the Border Crossing Card (BCC) issued by the State Department, the GAO found that DOS considered the following factors before requisitioning the work from GPO: GPO's experience producing Western Hemisphere Travel Initiative (WHTI)-compliant credentials; the favorable experience DOS has had in working with GPO for the production of blank passport books; the benefits of interagency coordination and collaboration; GPO's redundant GPO production facilities; and GPO's pricing, specifically that "procurement of BCCs from GPO could result in a potential cost saving to State of over \$1 million during the first year of GPO production based on State's annual volume of need."

Concerning Trusted Traveler Program (TTP) credentials issued by the Department of Homeland Security's Customs and Border Protection (CBP) from GPO, GAO found that CBP considered the following factors before ordering the work from GPO: GPO's experience producing passport books for State; GPO's secure supply chain; the benefits of interagency collaboration and coordination; and GPO's pricing, specifically that "the pricing offered by GPO for TTP card production was favorable compared to the option of upgrading their existing in-house production capabilities or sourcing production to a private sector entity..."



IV. ENGAGING OUR WORKFORCE

A. Employer of Choice

Strategic Objective: Transform GPO into an employer of choice through proactive workforce planning that focuses on diversity and through fostering work life programs to meet the changing needs of today's and tomorrow's employees.

- GPO's ability to be viewed as an employer of choice depends on the agency's ability to develop and attract quality employees and to motivate them to perform at high levels. GPO will work to maintain an environment that is fair, unbiased, and family-friendly, that promotes and values opportunity and inclusiveness. This includes a focus on reducing the number of formal EEO complaints by addressing the allegations at the lowest level possible or through proactive intervention.
- Attracting and retaining high-caliber employees and cultivating a talented, diverse workforce will allow GPO to tackle the challenges posed by an increasingly complex, ever-changing external environment. GPO is committed to treating all employees fairly, respecting their diversity, and valuing their contributions.

Strategies

Developing a Model Equal Employment Opportunity (EEO) Program

GPO is working to provide the framework to create and maintain a model EEO program in accordance with U.S. Equal Employment Opportunity Commission's Management Directive 715. This program is comprised of six essential elements: Demonstrated Commitment from Agency Leadership, Making EEO an Integral Part of the Agency's Strategic Plan, Ensuring Management and Program Accountability, Proactive Prevention of Unlawful Discrimination, Efficiency, and Responsiveness and Legal Compliance.

Maximizing Opportunities for a Work-Life Balance

GPO is working to maximize our ability to keep opportunities at GPO commensurate with those found in other agencies for the workforce to achieve and maintain a work-life balance. This includes a range of efforts such as expanding GPO's telework program.

Strategic Human Capital Management

Since 1980, GPO has reduced its workforce by 74% as the result of using new technologies, a rate of change unparalleled elsewhere among other Legislative Branch agencies. Furthermore, 42% of GPO's workforce will be eligible to retire in FY19. Anticipated retirements could cause skill gaps to develop (particularly when considering the loss of GPO institutional knowledge) which could adversely impact the ability of GPO to accomplish its mission. For this reason, talent management and effective workforce planning and knowledge management are vital to the agency's transformation.

Workforce Development

As GPO's workforce shrinks and competition with the Federal and private sector for skilled workers increases, it is important to identify skill gaps and attract, develop, and retain employees to ensure GPO's workforce has the critical skills, competencies, and engagement to propel the agency through transformation.

Performance

Diversity and Inclusion Initiatives- GPO provides educational seminars on EEO-related issues and promotes initiatives and events that bring together employees to recognize



GPO's diversity. In addition to nationally recognized special emphasis observances, in FY14 GPO held an inaugural Day of Inclusion event and launched the "ABCs of EEO" training initiative to provide employees with fundamental knowledge of EEO and to reinforce that all employees have a responsibility to ensure that GPO maintains a discrimination-free and harassment-free workplace and fosters a culture that welcomes diversity and inclusion. Federal Employee Viewpoint Survey (FEVS)- The FEVS is a tool, administered by the Office of Personnel Management, that measures employees' perceptions of whether, and to what extent conditions characterizing successful organizations are present in their agencies. GPO participated for the first time in the government-wide survey in 2012 and continues to gauge employees' opinions.

While in most Federal agencies the Global Satisfaction Index dropped in the 2014 survey results, GPO's score continues to steadily increase—from 61% in 2012 to 64% in 2013 to 65% in 2014. GPO's 2014 responses also showed an increase in a "results oriented culture" and "talent management," while maintaining a steady response rate in "leadership and knowledge management," as well as "job satisfaction."

Human Capital Performance Appraisal Assessment- GPO's development and implementation of a Performance Appraisal Assessment Tool (PAAT) to evaluate the human capital appraisal system will ensure the system meets regulatory and program requirements. Findings resulting from this evaluation will be used to make program modifications as necessary to maximize effectiveness and support GPO's efforts to implement performance management best practices to enhance and reward results-oriented performance.



Human Capital Technology- GPO is leveraging existing technologies and pursuing new technology solutions to develop, implement, and manage human capital strategies and services. In FY14, GPO fully implemented an online tool replacing the manual processes of printing, sorting, and assembling applicant materials and allowing management of the workflow electronically; began enhancements of a staffing application to take full advantage of the system's capabilities; and began development of an automated performance management and onboarding process.

Reduction in Discrimination Complaints- There were 17 formal EEO complaints filed in FY14, a 66% decrease from the previous year and the fewest number filed in the past ten years. This trend reflects GPO's commitment to valuing diversity, proactivity in taking measures to address issues at the lowest possible levels, and efforts to maintain an efficient, impartial, and timely complaint resolution process including a fair alternative dispute resolution program that facilitates early, effective and efficient informal resolution of disputes.

Workforce Planning- In FY14, GPO prepared to offer employee buyouts that resulted in reducing the workforce by 5% in the first quarter of FY15. In contrast to nearly 8,000 employees at its peak in the 1970's, GPO's total workforce is now less than 1,700 employees, the fewest in the past century. The estimated savings for the agency is \$7.1 million in the remainder of FY15.

Workforce Training- GPO conducted an agency-wide training needs assessment in FY14 to determine core competencies that will be needed throughout the workforce as GPO moves into the digital future. This assessment supports GPO's effort to identify and meet needs for on-the-job training, build specialty skill sets, and perform succession planning. Based on the findings, GPO developed just-in-time training for agency-wide, mission-critical

systems, began work to increase the availability and accessibility of GPO's Learning Center, and developed measures for tracking the progress and success of the training delivered. GPO developed two curriculums to assist employees in obtaining professional credentials; project management and business analysis. GPO is also working to develop two curriculums to support GPO's digital transformation:

1. **Computer End User Skills Development-** Will be designed to immerse employees, without current computer or digital technology skills, in learning fundamental computer operations, hardware, and software knowledge and skills.
2. **ePublishing Development Program-** This program will cover a variety of content management and ePublishing topics such as: trends in digital publishing, digital strategies for book publishers and periodical publishing, sales & distribution strategies for digital content, digital content marketing, and best practices in digital content development.

The benefit of efforts to focus on employee training needs was reflected in scores on GPO's 2014 Federal Employee Viewpoint Survey (FEVS). Not only did these areas show improvement, but the scores were higher than the government-wide averages, demonstrating the positive effects of GPO's workforce training initiatives.

Work-Life Programs- GPO provides workplace flexibilities and work-life programs to help support our workforce. In FY14, GPO constructed a lactation room for nursing mothers and our employee assistance service added several new seminars.



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