

GPO Strategic Plan | FY2013-2017

# Customer Centric and Employee Driven

GPO | OFFICIAL DIGITAL SECURE



October 2012



I am proud to present the GPO's FY2013-2017 Strategic Plan. This plan provides the blueprint for how GPO will continue to achieve its mission of *Keeping America Informed* with an emphasis on being *Official, Digital, and Secure*. GPO is the official link between the Government and the public.

During a time in which information is increasingly created, disseminated, and stored electronically, GPO will continue to leverage its historical strengths to sustain and advance openness in Government. GPO is built on a proud tradition of providing world-class service and doing so remains our top priority.

As the information needs of Congress, Federal agencies, and the public have changed, GPO has embraced technological innovations to meet those needs as efficiently and economically as possible. We will continue to adapt to and overcome these challenges as we transform ourselves into the *Official, Digital Information Platform for the Federal Government and Provider of Secure Credentials*. The public trusts that information published by GPO is the official word of the Government. GPO uses the latest technologies to make information available in digital formats. Federal agencies seek GPO's expertise and services for their secure credential needs.

GPO's program to reduce costs while expanding critically important information services has resulted in real and measurable benefits. As a result of our FY13 Strategic Planning Meeting, held in early October, management re-affirmed its commitment to the following strategic goals which constitute our continued commitment to provide the best possible service to our customers.

GPO's FY2013-2017 Strategic Goals, sorted by four major initiatives, are as follows:

**Satisfying Our Stakeholders**

- It's All About the Customer
- Open and Transparent
- Enhance Strategic Partnerships

**Offering Products and Services**

- Fulfilling Our Statutory Mission
- Secure Federal Credentials

**Strengthening our Organizational Foundation**

- Right Tools
- Maintain Fiscal Responsibility
- Environmental Stewardship
- COOP Operations

**Engaging our Workforce**

- Employer of Choice

GPO is committed to meeting the needs of our customers. Just as important, we are committed to a strategic management framework that focuses on results and building an information platform for the next generation of the American public. These strategies reflect the professionalism and hard work of GPO employees who embrace change and innovation and tirelessly exceed all expectations in *Keeping America Informed: Official, Digital, and Secure*.

A handwritten signature in black ink that reads "Davita Vance-Cooks". The signature is written in a cursive, flowing style.

Davita Vance-Cooks  
Acting Public Printer



## Mission Statement

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*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

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

## About GPO

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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 Web site ([www.fdsys.gov](http://www.fdsys.gov)), a partnership with Federal depository libraries nationwide, and both online and bookstore sales. Total GPO employment today is approximately 1,900.

Congressional printing and information services are the primary function of GPO's inplant facility in Washington, DC. 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 \$400 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. The total number of contractors registered to do business with GPO is approximately 16,000.

GPO's primary information dissemination program involves a partnership with 1,200 Federal depository libraries nationwide, or about three (3) per congressional district. Today, the partnership is predominantly electronic, but tangible formats are distributed where online equivalents are not available. GPO's Federal Digital System (FDSys) Web site provides access to approximately 680,000 documents online, with more than 13 million documents downloaded every

month. GPO also provides for public sale of Government publications via its traditional and online bookstores, and offers eBooks through partnerships with multiple vendors, and has recently introduced a variety of mobile apps of key Federal documents.

GPO operates on a revolving fund basis, like a business. Only 6% of GPO's funding comes from direct appropriation 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](http://www.gpo.gov). Follow GPO on Twitter <http://twitter.com/USGPO>, YouTube <http://www.youtube.com/user/gpoprinter>, and Facebook <http://www.facebook.com/pages/US-Government-Printing-Office/162592897126454?v=wall>.

## Core Values

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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 privilege 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.

## Situational Analysis

GPO continues to transform itself into a digital information platform and provider of secure credentials in an environment of constantly changing technology and fiscal constraints. GPO's customers are involved in the digital world and understand technological change. It is important that GPO fosters an environment that embraces change and innovation which leads to new products and services, new methods, and new ways of thinking.

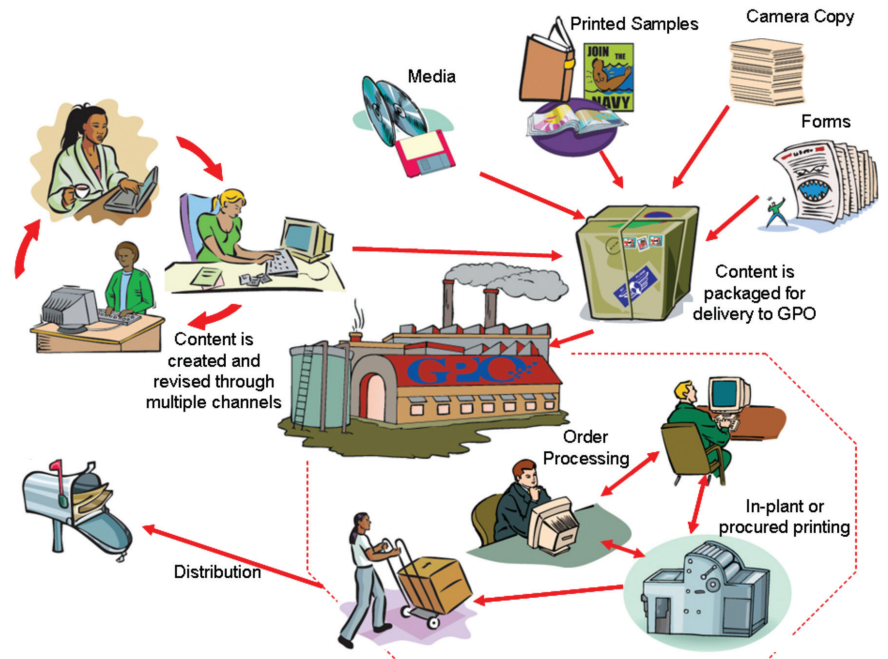
For much of GPO's history, the mission of *Keeping America Informed* was accomplished through the production of conventional ink-on-paper. GPO would receive content in multiple formats from multiple channels, print or procure the work, and deliver it to customers in a timely and cost-effective manner. This process continues today, but the demand for printed publications has declined while there has been exponential growth in digital requirements. GPO has changed to anticipate and accommodate those requirements.

Today, we estimate that approximately 97% of all Federal Government documents are born digital. Many of these documents are published to the Web and not printed.

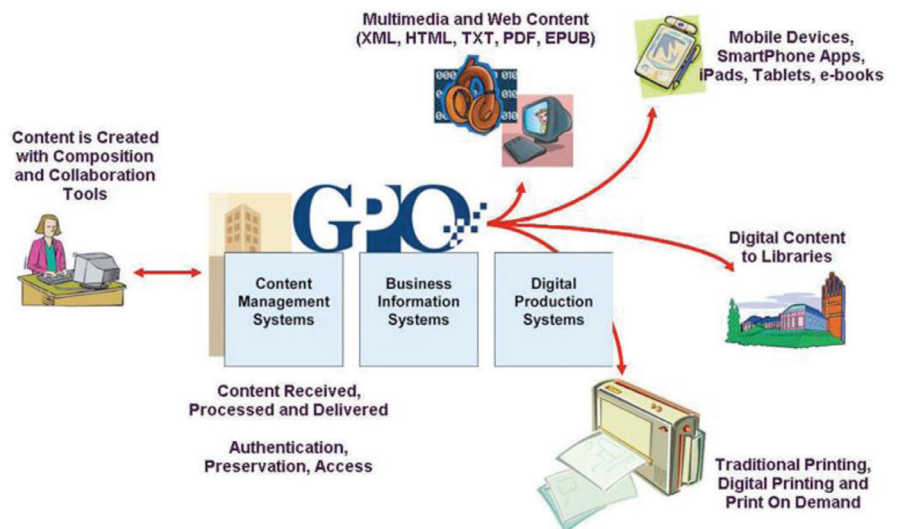
As a result, the content received from Congress and Federal agencies needs to be managed through a life cycle process that supports the primary requirement to make the digital version of publications permanently available online, and to print only when required or otherwise necessary.

Today, GPO is transforming its business model to a content-centric model, focusing on managing content for customer and public use today and tomorrow. GPO uses its extensive experience and expertise with digital systems to provide both permanent public access to Government information in a variety of formats and the most efficient and effective means for printing when required, all within a secure setting that is responsive to its customers' needs.

## Print-Centric Model



## Content-Centric Model



## I. Satisfying Our Stakeholders

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### A. It's all About the Customer

#### Objective

**Develop internal processes and procedures that develop 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 customers' 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.

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#### 2013 Efforts

- 1. GPO-Express Customer Satisfaction Survey —** Sales and Marketing will conduct the second, annual, comprehensive GPO-Express Customer Satisfaction Survey and provide benchmark data to Customer Services.
- 2. Federal Depository Library Program (FDLP) National Plan —** Library Services and Content Management (LSCM) will complete the intermediate analysis of state action plans as well as individual library and state forecasts, and will begin building the foundation of a new FDLP National Plan collaboratively with Federal depository librarians.
- 3. Customer Services Satisfaction Survey —** Customer Services will enhance services provided to customers based on best practices and customer feedback from the FY11 Customer Services Satisfaction Survey.
- 4. Enhanced Outreach and Communication with Customers —** GPO will expand communication capabilities for all stakeholders. Key initiatives include but are not limited to:
  - **GPO Web Site —** Business Products and Services will redesign GPO's external website.
  - **Marketing Collateral —** To reflect the current and evolving positioning of GPO's products and services, a suite of new marketing collateral materials will be created. These materials will emphasize how GPO is continuing to serve the emerging digital requirements of our customer community.
  - **GPO Open House —** Business Products and Services will sponsor a GPO Open House to inform Agency Customers of GPO products and services. The Open House will have representation from all GPO Business Units and will include various workshop sessions.
  - **GPO Road Shows —** Sales and Marketing will enhance the FY13 Road Show content and presentation experience to highlight GPO's continuing

transformation into a provider of digital publishing alternatives.

- **Increased Understanding of Customer Requirements —** Security and Intelligent Documents (SID) will develop coordinated outreach strategies to better understand customer requirements and to educate current and potential customers on SID's product and service offerings.
- 5. Customer Education Initiatives —** Customers will be educated on the vast array of GPO products and services. Key initiatives include but are not limited to:
- **Customer Training and Remote Learning —** Sales and Marketing will develop a series of remote learning courses to meet the needs of Regional Agency Customers on topics related to GPO's services in support of digital publishing alternatives.
  - **Expanded Course Offerings —** Sales and Marketing will increase the breadth of course offerings that incorporate hands-on, application specific and practical skills that allow the customer to see an immediate return on their investment.
  - **FDsys Training Initiative —** Library Services and Content Management will continue its vigorous FDsys Training Initiative, launching several new FDsys educational video modules ranging from advanced searching to tracking legislation. Library Services and Content Management will expand its e-Learning platform to:
    - Create new educational offerings and curriculum development beyond FDsys;
    - Offer collaborative training developed by partner agencies within the FDLP community, facilitated by GPO; and,
    - Extend the use of our e-Learning platform to the FDLP community for cross-community training and sharing best practices.
  - **Smart Card and Credential Customers —** Security and Intelligent Documents will provide training, education, and tours for current and potential card and secure credential customers to help them better understand our business offerings.

### B. Open and Transparent

#### 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.

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### 2013 Efforts

1. **Mobile Applications** — Programs Strategy and Technology will develop new ways for users to interact with FDsys content by providing mobile-optimized access to FDsys and enabling direct interfacing with FDsys through Application Programming Interfaces (APIs).
2. **Library Tools** — Library Services and Content Management will redesign the FDLP Desktop and Ben's Guide to U.S. Government Web sites to provide a more integrated, streamlined, user-centric tool for the FDLPs and the general public.

## C. Enhance Strategic Partnerships

### Objective

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

- 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 process to ensure mutual support and growth to 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.

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### 2013 Efforts

1. **New Strategic Partners** — Library Services and Content Management will continue to work with strategic partners, including the Department of Treasury, the Library of Congress, and the Administrative Office of the U.S. Courts to fully implement FDsys ingest/collection processing and increase public access to digitized collections of high value to the American public.
2. **Library Community** — Library Services and Content Management will host the annual Depository Library Council in October 2012 and an Interagency meeting in August 2013.
3. **State Department** —
  - Security and Intelligent Documents will work as part of the Next Generation Passport Committee system to develop a future US passport.
  - Security and Intelligent Documents will continue to work as a team member with Department of State (DOS) on the Engineering Change Committee that addresses any changes to processes, procedures, or products.

- Security and Intelligent Documents will participate in the annual training of the DOS Consular Affairs Office of Fraud Prevention Officers.

4. **Smart Card and Credential Customers** — Security and Intelligent Documents will work closely with Federal Agency Customers to provide a wide range of smart card credential products and services in the areas of design, printing, manufacturing, personalization and fulfillment.
5. **On-Line Paper Store** — Through a strategic partnership with a private-sector company, Plant Operations will maintain an on-line tool for any Government Customer to procure paper products of good quality and fair price.
6. **Leasing Agreements** — Plant Operations will continue supporting strategic partnerships with Federal partners to establish leasing agreements for consolidated GPO space.
7. **Interagency Council** — GPO hosts and participates in the Interagency Council on Printing and Publications Services (ICPPS) meetings which are held throughout the year.
8. **Reimbursable Distribution Program** — Business Products and Services will work closely with Agency Customers to provide storage and distribution services. Business Products and Services will also identify new customers requiring assistance with storage and distribution.
9. **Digitization of Documents** — Customer Services will work with Federal Customers to assist them in complying with the President's mandate to digitize all of their documents to the highest degree possible.

## II. Strengthening Our Organizational Foundation

### A. Right Tools

#### 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 technology to ensure that solutions are scalable, available, cost-effective, and secure.
- Technology investments will be in direct relationship with GPO business goals, resulting in excellent customer service, strong partnerships, secure infrastructures, and cost-effective performance.

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### 2013 Efforts

1. **Automated Procurement System** — Acquisition Operations will acquire an Automated Procurement System.
2. **Acquisition Plans** — Acquisition Operations will enhance relationships and communication with Business Units and develop acquisition plans.



3. **Modernization of Legacy Applications** — Information Technology and Systems will continue to work with Business Units to modernize legacy applications to ensure application support and improve system capabilities. This effort includes, but is not limited to the Automated Procurement System, the Depository Selections Information Management System (DSIMS), Acquisitions Classification and Shipment Information Systems (ACSIS) and various sales systems.
4. **Full Deployment of XML Publication** — Plant Operations will pursue the implementation of a state-of-the-art composition tool to replace MicroComp, a 30-year old locator-based system that does not support today's Extended Markup Language (XML) data standard.
5. **Secure Document Materials Testing (SDMT) Laboratory** — Plant Operations will continue the positioning of the SDMT Laboratory in the growing market of digital printed product testing and evaluation for secure documents.
6. **Advanced Manufacturing** — Within the limits of available funding, Plant Operations will continue relying on a balanced approach when investigating next-generation technologies for its production operations.
7. **Vehicle Fleet Tracking** — Consistent with industry leaders, Plant Operations' fleet vehicles will be upgraded with GPS tracking devices to study and optimize routes, and to provide real-time utilization.
8. **Infrastructure Management** — Plant Operations will support GPO's transition to a digital information factory with an emphasis on the following:
  - The Computerized Maintenance Management System (CMMS) will be upgraded to track more effectively all infrastructure and equipment maintenance/installation project work (i.e., labor and material costs, estimated and actual costs).
  - Facilities modifications and upgrades will be put into place to support the installation of digital manufacturing technologies such as new e-Passport production lines, relocation of the Digital Print Center and support the Agency's vision for new tenants.
  - Digital physical security system upgrades will be installed to include a comprehensive state-of-the-art fire alarm and emergency alert system, DVR-enabled camera systems, biometric access and motion sensors systems to secure production areas, and foster both product and employee safety.
9. **Industry Certifications** — Plant Operations will maintain IDEAlliance's *High Quality Government Printer* designation through annual G7 Master Printer certification for GRACoL Proof and Sheet-fed Offset Printing. Plant Operations will maintain yearly compliance with the Graphic Arts Industry Color Viewing Standard ISO3664:2009; and secure re-certification as Institutional Member of the Library Binding Institute demonstrating compliance with ANSI/NISO/LBI Library Binding Standard Z39.78-2000. The business unit will obtain additional certifications as appropriate.

10. **Performance Metrics** — Plant Operations will rely on and enhance quantitative operational metrics to measure organizational performance. These metrics are well established and cover volume of work, rework, safety, machine utilization, labor utilization, and environmental impact.
11. **Lean Manufacturing** — Plant Operations will continue implementation of lean manufacturing techniques to streamline and simplify operations throughout the business unit, especially 5S.
12. **Program Management Support** — Programs Strategy and Technology will continue to provide management support, business process reengineering and management of key agency strategic programs which improves organization's business performance.
13. **Security Services** — Security Services will conduct security assessments and implement strategies to mitigate potential risks to ensure a safe and secure environment for GPO employees, tenants, and visitors.
14. **GPO Data Center Consolidation and Modernization** — Information Technology and Systems will begin a modernization project to update the GPO data center environment to meet current and future technology requirements.

## **B. Maintain Fiscal Responsibility**

### **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.**

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### **2013 Efforts**

1. **Sequestration** — Manage the fiscal impact of sequestration (if it occurs) to ensure the continued provision of mission-critical products and services for Congress, Federal agencies, and the public.
2. **Five Year Capital Plan** — GPO will maintain a rolling, five-year capital plan which addresses GPO's mission and strategic objectives.
3. **Expense Management** — GPO will continue to effectively manage operating expenses.
4. **Financial Management** — GPO will effectively and efficiently manage GPO's financial resources to maximize the Agency's cash flow.
5. **Performance Ratios** — Plant Operations will continue benchmarking its financial performance against applicable National Association of Printing Leadership (NAPL) Management Plus Ratios.

## C. Environmental Stewardship

### 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, reducing GPO’s carbon footprint, and 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.

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### 2013 Efforts

1. **Environmental Compliance** — Human Capital will develop an improved process for ensuring environmental compliance and will develop programs and processes that emphasize safety, health and fitness.
2. **Recycled Paper** — Acquisition Operations will continue to procure recycled paper that contains postconsumer fiber that meets or exceeds the Environmental Protection Agency (EPA) regulations, Joint Committee on Printing (JCP) specifications, and the President’s Executive Order on Recycled Paper. We will also ensure that materials and supplies procured are environmentally friendly and minimize energy consumption.
3. **Green Initiatives** — Plant Operations will continue to integrate the application of environmental values into processes and support environmental stewardship through fiscally responsible and effective implementation of green initiatives.

## D. COOP Operations

### 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 government printing and passport production operations for Congress, government agencies and the State Department in the event of a national security or isolated emergency affecting GPO facilities in Washington, DC. GPO’s business continuity plan assures the ability for GPO to publish Congressional Documents, the *Congressional Record*, the *Federal Register*, and production of U.S. Passports and Smart Cards.

### 2013 Efforts

1. **COOP Exercises** — Official Journals of Government will conduct COOP exercises with the House/Senate and Office of the Federal Register, as well as internal GPO COOP exercises and training. Plant Operations will continue to actively exercise COOP capabilities through staged events in which the business unit will utilize an offsite location to test organizational and IT capabilities.
2. **COOP Support** — Plant Operations will maintain enhanced strategic partnerships with entities within all three branches of government to support their COOP needs and in some cases to serve as an emergency response area.
3. **FDsys** — Programs Strategy and Technology will continue to upgrade and enhance FDsys COOP to keep hardware and software synchronous with the primary FDsys instance, ensuring a quick failover process with minimal impact to stakeholders.
4. **Card Personalization** — Security and Intelligent Documents will establish a Card Personalization COOP in Stennis.

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## III. Offering Products and Services

### A. Statutory Foundation - Title 44 U.S.C.

#### 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.

- Determine and pursue eligible work not being handled by GPO.
- Aggressively market GPO goods and services.

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### 2013 Efforts

1. **Expertise in Information Dissemination** — GPO will market our expertise and leadership with new contracting vehicles in data conversion and media development, promoting GPO as a preferred provider to help Federal agencies meet Presidential initiatives related to information dissemination.
2. **FDsys Services Model** — GPO will market FDsys service capabilities to other Federal agencies.
3. **eBooks** — GPO will market and promote its eBook services to other Federal agencies. Symposiums on eBook trends and conversion training will also be offered.
4. **Technology** — GPO will make strategic investments that will result in more efficient and effective operation of GPO’s production, procurement, and information dissemination programs.

## B. Secure Federal Credentials

### Objective

Position GPO as the provider of choice for secure federal credentials.

- In FY2013 - FY2016, SID will enhance the perception of GPO as a unique government-to-government provider.

GPO plays a vital role in the security programs of our customers and our nation. Over the last five years, GPO has produced more than 85 million of 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.

Our portfolio of secure credentials includes Trusted Traveler cards for Customs and Border Protection, HSPD-12 cards for the Department of Homeland Security, contractor IDs for the Pentagon, and badges for visitors to the White House.

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### 2013 Efforts

1. **Enhanced Offerings** — Security and Intelligent Documents will pursue new processes, equipment and techniques to meet customer requirements.
2. **ISO 9001 Certification** — Security and Intelligent Documents will retain ISO 9001 Certification at both sites.
3. **Smart Card Product Lines** — Security and Intelligent Documents will offer new Smart Card products and increase revenue from existing product lines.

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## IV. Engaging Our Workforce

### A. Employer of Choice

#### Objective

Transform GPO into an employer of choice through proactive workforce planning that focuses on diversity and 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.
- Attracting and keeping 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.

### 2013 Efforts

1. **Training** — GPO Management realizes that one of the best ways to encourage and support individuals is through professional development and training opportunities. As a result, Human Capital will provide leadership and support to the Business Units for the successful identification of training needs and accomplishment of training plans which include training on leadership, new technology, 5S, and customer services. Also, in support of employee self-development and business needs, GPO will continue to offer seminars on resume writing, interview skills, and basic computer classes.
2. **Telework** — GPO Management will continue to support the Telework Enhancement Act. GPO will update the GPO Telework policy to meet mission objectives, improve Continuity of Operations during emergency situations, reduce the environmental impact and transit costs, and enhance work-life balance for employees.
3. **Hiring Process** — Human Capital will review and revise processes and practices to improve the recruitment, selection and onboarding of all new employees.
4. **Diversity** — The Equal Employment Opportunity Office will develop and implement diversity initiatives to promote an inclusive work environment where employees respect, appreciate and value individual differences.
5. **Communication with Labor Unions** — The Labor Management Relations Office will continue to provide the labor unions with information and opportunities to meet with management on matters of concern.

**The services of the U.S. Government Printing Office provide  
a unique value to the Federal community and the taxpayer.**

GPO is the Federal Government's primary centralized resource for producing, procuring, cataloging, indexing, authenticating, disseminating, and preserving the official information products of the U.S. Government in digital and tangible forms. The agency is responsible for the production and distribution of information products for all three branches of the Federal Government, including U.S. passports for the Department of State as well as the official publications of Congress, the White House and other Federal agencies, and the courts.

Along with sales of publications in digital and tangible formats to the public, GPO supports openness and transparency in Government by providing permanent public access to Federal Government information at no charge through its Federal Digital System (FDsys) [www.fdsys.gov](http://www.fdsys.gov) and through partnerships with approximately 1,220 libraries nationwide participating in the Federal Depository Library Program.

For more information, please visit [www.gpo.gov](http://www.gpo.gov).

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