U.S. GOVERNMENT PRINTING OFFICE | **FY 2013 Mid-Year**

Strategic Plan Progress Report

May 2013

Customer Centric and Employee Driven

GPO | OFFICIAL | DIGITAL | SECURE

I. Satisfying Our Stakeholders

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.

Accomplishments (sorted by Business Unit)

Business Products and Services (BPS)

- **New Brand:** GPO launched a new brand, "Official, Digital, Secure."

- **GPO Website:** BPS has entered the preliminary design phase. A work plan is being developed and will be released in mid-June.

- **Marketing Collateral:** Collateral materials have been developed for all GPO Business Units. This material will be used for marketing purposes.

- **GPO Open House:** The Open House was held in late February and was very successful. All GPO Business Units participated.

Customer Services (CS)

- **Customer Services Satisfaction Survey:** Twenty-eight projects were identified in response to the results of the Customer Satisfaction Survey. Customer Services has completed 20 of those projects that enhance the products and services provided by GPO. Customer Services currently has resources applied to five additional projects and has three projects linked to the survey pending resources. Completed enhancements include: added a notification that goes to the customer when a job is shipped, built a repository for new Deposit Account applications for easy reference

for customer inquiries, scanned all Central Office 2511's for inclusion with 400 Bill when that capability is developed outside of Customer Services, completed many stages of development for the EPIC online ordering system that will satisfy many customer needs, updated forms and instructional guides used for conducting onsite inspections, increased our use of VTC to maximize outreach and communication with regional locations, cleaned up the distribution list used to send out Circular Letter notifications to customers, supported all ICPPS meetings with content and participation, and established a SME in QCPP for e-book procurements. In all, Customer Services is actively maintaining 93 projects, most of which also relate to improving interaction between GPO and our customers. New projects are identified on a continual basis with results tracked by the Directors.

Library Services and Content Management (LSCM)

- **FDLP National Plan:** The second phase of the FDLP Forecast Study is near completion. All data analysis from the Library and State Forecast Questionnaires is now complete. Staff members in LSCM are now creating Data Reports for the FDLP community on each of the questions, and Working Papers on the six major themes from the Questionnaires. These working papers will feed into the Final Report and FDLP National Plan.

- **FDsys Training Initiative:** LSCM has continued to teach FDsys training classes and webinars throughout the first half of FY13 and also has expanded its training initiative to include additional topic areas relevant to FDLP libraries. Thus far in FY13, LSCM has conducted nine FDsys training sessions (classroom and webinar), reaching 349 participants from Federal agencies, FDLP libraries, and GPO. Since the initiative's launch in October 2011, 78 FDsys training classes and webinars have been presented to approximately 2,300 attendees. Also in FY13, LSCM has released two FDsys training video modules, which are available from FDsys, gpo.gov, and fdlp.gov. Two more video modules are in production currently, with numerous others planned and scripted. LSCM has presented an additional three webinars with the staff at the U.S. Census Bureau, reaching 360 attendees from the FDLP community. Additionally, four sessions from the 2012 Depository Library Council Meeting & Federal Depository Library Conference were broadcast as webinars, reaching an additional 155 attendees.

Sales and Marketing

- **GPO Express Customer Satisfaction Survey:** Survey questions have been updated and are being formatted in Survey Monkey.

- **GPO Road Shows:** All Road Show content has been re-written and re-formulated into new presentations that are currently in use for all live and webinar training events.

- **Customer Training and Remote Learning:** Courses have been developed but have not yet been delivered.

- **Expanded Course Offerings:** These courses are currently in the Institute course offerings.

Security and Intelligent Documents (SID)

- **Increased Understanding of Customer Requirements:** A project to develop and conduct a customer survey is ongoing. The survey is planned for this summer with analysis and action items to follow.

- **Smart Card and Credential Customers:** SID has supported every training and education tour requested by the Department of State throughout this half of the fiscal year and will continue to provide this customer outreach service.

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.

Accomplishments

Library Services and Content Management (LSCM)

- **Library Tools:** The next generation of the official FDLP Web site was released in beta in November 2012. Available at http://beta.fdlp.gov, the site is designed to transform LSCM's Web services into a modern, clean, and responsive resource to better serve the Federal depository library community and the public. The redesigned site boasts a streamlined, intuitive navigation system; scannable articles with easy-to-read text written for the Web; the introduction of a library dashboard; enhanced search capabilities, including the ability to search FDsys and the CGP; bridged content with the FDLP Community site; a responsive design for mobile devices; and the addition of new and updated content. In the coming weeks after sufficient user testing, the site will move from beta to the FDLP's primary site. The redesign of Ben's Guide has been prioritized after the completion of the fdlp.gov site.

Programs, Strategy, and Technology (PST)

- **Mobile FDsys:** In addition to working to continually increase the amount of content in FDsys, PST has also initiated a project to optimize the FDsys Website for ease of viewing and navigating across a range of devices by using responsive design to reformat the page being viewed based on the size of the screen being used. The Digital Government Strategy released in May 2012 mandated a shift in thinking for government agencies to deliver information "anytime, anywhere, on any device," with a particular emphasis on delivering content to mobile users. Anticipating this shift, GPO has released four mobile web applications based on content within the scope of FDsys since November 2011. One approach to solving the "anytime, anywhere, on any device" challenge for web user interfaces is Responsive Web Design (RWD), which adapts a single interface to different screen sizes and device capabilities to present the optimal interface for the desktop, tablet, and smartphone with one codebase. This is generally accomplished via CSS3 media queries, flexible grid layouts with relative sizing, and flexibly resized images. The goal of this project is to develop a new public user interface for FDsys utilizing responsive design principles and techniques, emphasizing improved user experience across form factors from smartphones to traditional desktop monitors. The responsive user interface design and the related usability improvements and search engine refresh projects in which PST is concurrently engaged will enhance online public access to Government information on FDsys.

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.

Accomplishments

Business Products and Services (BPS)

- **Reimbursable Distribution Program:** BPS has worked with several new customers and is beginning to share some work between Pueblo and Laurel.

Customer Services (CS)

- **Digitization of Documents:** Customer Services has developed numerous new contracts to support customer requirements for digitization of documents including supporting the need for litigation copying and document conversion. We have developed additional marketing collateral for products and services relative to digitization and have captured more than 30 opportunities for follow-up using our 951-M Onsite Services contract. New Task Orders have been awarded under the 951-M program to assist customers with document conversion and management. We have an approved plan to grow our Major Acquisitions Team and have issued a vacancy announcement to hire two FTE's internally so that we can address new revenue opportunities effectively.

Library Services and Content Management (LSCM)

- **New Strategic Partners:** LSCM collaborated with PST on the ingest or collection processing of content in FDsys through various Federal Government partnerships. (1) A pilot project was completed with the AOUSC to establish and test a process for ingesting content into FDsys. The process was established and validated with the successful ingest of the 29 courts in the pilot project. Due to the success of the pilot, GPO is now working with the AOUSC to ingest the remaining lower Federal courts. (2) GPO worked with the Department of Treasury to release the following digitized content from the Treasury library: Treasury Reporting Rates of Exchange, Official Register of the United States, and An Account of the Receipts and Expenditures of the United States. GPO will continue to work with the Department of Treasury to release two additional titles this FY. (3) LSCM and PST worked with LC to deliver the granularized Statutes at Large this FY. (4) The development and composition phases of the CONAN project have been completed and public release is planned for this FY. (5) The Bound Congressional Record project has begun with final deliverables planned for later this FY.

- **Library Community:** The 2013 Interagency Depository Seminar is currently in the planning phase. LSCM staff have been working with the Depository Library Council and Federal agencies to set a preliminary schedule for the event and coordinate possible tours. In addition, LSCM staff members have been planning for a discussion on the FDLP Forecast Study at the event. The 2013 Depository Library Council Meeting and Federal Depository Library Conference is currently pending approval. LSCM staff members have begun preliminary planning.

Plant Operations

- **Online Paper Store:** Our Production Department collaborated with GPO's Sales and Marketing unit to acquire one additional "top-tier" account for the online paper store.

- **Leasing Agreements:** Plant Operations completed a new tenant build-out for United States Commission for International Religious Freedom (Building 1, 7th Floor) and the Architect of the Capitol (Building 2, 4th Floor) and consolidated secure raw materials inventory in a new storage room (Building 2, 5th Floor).

Operations Support created a master index to summarize GPO tenant information, cleared approximately 5,000 square feet in the basement (Building 3) for new tenant occupancy, established tenant lease rate and concept drawings for a potential tenant (Building 1, 7th Floor), and developed plans for the possibility of additional space lease (Building 4, 3rd Floor.)

The Production Department relocated the Digital Print Center sheet-fed operations from Building 1 (3rd Floor) to Building 3 (6th Floor), freeing up 25,000 contiguous square feet of space for tenant lease; re-engineered the CR-FR mailing line to reduce footprint (Building 3, 4th Floor) and developed plans to consolidate the Production Engineering staff (Building 1, 7th Floor to Building 3, 7th Floor).

Sales and Marketing

- **Interagency Council:** Sales and Marketing supported the bi-monthly general meetings of the Interagency Council on Printing and Publications Services (ICPPS) including facilitating the provision of speakers for each session and coordinating the logistical aspects of the events.

Security and Intelligent Documents (SID)

- **Next Generation Passport Committee:** SID has participated in and supported every Next Generation committee event with the Department of State throughout this half of the fiscal year and will continue to foster this strategic partnership.

- **State Department:** SID has participated in and supported every Engineering Change Committee event with the Department of State throughout this half of the fiscal year and will continue to foster this strategic partnership.

- **State Department Training:** SID has participated and supported every Department of State Consular Affairs Fraud Prevention Officer Training Course event with the Department of State throughout this half of the fiscal year - and will continue to foster this strategic partnership.

- **Smart Card and Credential Customers:** SID has continued to meet with new and existing federal agency customers to develop and provide smart card credential products and services, namely, the Department of State Border Crossing Card, the Department of Homeland Security APEC Card, the DHS/TSA TWIC and TIM cards, the Department of Homeland Security new PIV upgrades, the expansion of the DHS TTP Global Entry Card, and the latest Inauguration Secure Access Card programs.

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.

Accomplishments

Acquisition Services

- **Automated Procurement System:** Acquisition Services has partnered with Customer Services and PST to continue market research that was previously conducted with only Customer Services requirements. In addition, the interagency team has started to work on the Statement of Objectives.

- **Acquisition Plans:** The new Director for Acquisition Services has begun meeting with various business units. These have been introductory and preplanning acquisition meetings for current and upcoming requirements.

Information Technology and Systems (IT&S)

- **GPO Data Center Consolidation and Modernization:** This is a multi-year effort that will be completed in five phases: Phase 1 – Prepare the ACF infrastructure to become GPO's primary data center (FY13 activity); Phase 2 – Applications analysis (FY13 and early FY14 activity); Phase 3 – Transition to ACF as GPO's primary data center / make Main our backup (COOP) data center (FY14 activity); Phase 4 – Establish a new backup (COOP) data center (FY14 activity); Phase 5 – Migration to new backup (COOP) data center (FY14 activity). Phase 1 includes the implementation of FDsys Tier C and various network and infrastructure upgrades. IT&S has completed roughly 25% of Phase 1 to date and expects to complete Phase 1 by the end of FY13.

- **Modernization of Legacy Applications:** This is long term, multi-year effort. IT&S has completed a high-level overview of all mainframe applications, designed a destination architecture, and is now in the beginning stages of standing up an architecture and selecting the mainframe candidate applications for migration. Our goal is to retire two mainframe applications in FY13.

Plant Operations

- **Full Deployment of XML Publication:** The Production Department hired and trained software developers to implement XML Professional Publisher (XPP) and developed Bills style sheets and Bill output to compare output with parallel MicroComp workflow.

- **SDMT Laboratory:** Plant Operations completed the purchase and installation of the Laboratory Information Management System (LIMS).

The Quality Control & Inventory Management Department purchased and installed analytical equipment in the SDMT to monitor and report on the quality of incoming passport raw materials and finished books, and conducted data page hinge testing to support the Next Generation Passport.

- **Advanced Manufacturing:** Plant Operations completed the replacement of the existing Xerox 260 (2008) color production printer in the Digital Print Center with modern equipment, and equipment refresh for the Pitney Bowes Arrival System.

The Production Department upgraded the Océ Demand Stream 8090 DI (2001) roll fed monochrome printer in the Digital Print Center and issued an RFI for a new High-Speed Web Inkjet Press capable of producing 16-page signatures.

Operations Support tracked the site preparation contract for the new high-efficiency shaftless press.

- **Sequestered initiatives:** Digital color offset press to handle print-on-demand and high-precision digital cutter and medium-size cutter.

- **Vehicle Fleet Tracking:** Plant Operations completed the installation and rollout of the new Vehicle Fleet Tracking system to 15 GPO delivery vehicles.

The Production Department implemented a state-of-the-art Fleet Management Command Center to reduce pick-up and delivery delays.

- **Infrastructure Management:** Operations Support implemented a new 480 volt electrical substation required to support new UNO passport equipment and potential new tenants in Building 4; finalized layout drawings for new UNO machines (A-Line, B-Line, and Encoder) to verify clearances and for planning of installation, thus validating auxiliary services required by the new machines (compressed air, fan blowers, vacuum pumps, etc.) in Building 4 (2nd Floor); and tracked the procurement award process for new mechanical upgrades to Building 4 HVAC – Phase 1.

- **Sequestered initiative:** iMaint to enable new bar code software module.

- **Industry Certifications:** Plant Operations completed the certification process and maintained the IDEAlliance's High Quality Government Printer designation by sustaining G7 Master Printer certification for GRACoL Proof, Digital Offset, and Sheet-fed Offset; Institutional Member Certification from the Library Binding Institute establishing compliance with ANSI/NISO/LBI Library Binding Standard Z39.78-2000; and compliance with Graphic Arts Industry Color Viewing Standard ISO3664:2009. Additionally, three GPO employees maintain their G7 Professional certification.

The Production Department submitted materials to attain the North American Security Products Organization (NASPO) Security Assurance Certification.

- **Performance Metrics:** Plant Operations achieved 95% on-time delivery compliance for U.S. Senate and U.S. House Calendars and achieved combined 90% on-time delivery compliance for the Congressional Record (assuming all materials received by 12:00 midnight and less than 300 pages). Additionally, Plant Operations demonstrated 95% compliance for CFR departmental delivery within 15 business days of delivery due date and maintained Bound Record rate of production of at least 20 issues.

- **Lean Manufacturing:** One to five lean manufacturing 5S initiatives were worked on in each Production Department division.

Programs, Strategy, and Technology (PST)

- **Program Management Support:** PST implemented a procedure to streamline the process by which agency business units request PST program and project management support. This process includes a standardized form available on GPO's intranet, to be completed and submitted to the Chief Technology Officer for review and assignment of personnel. PST has provided and continues to provide support to key agency programs and projects which include the man-

agement of the FDsys program, GPO's Business Information System (GBIS), Composition System Replacement (CSR), electronic Code of Federal Regulations (eCFR) 2.0, and others. PST uses a Phases and Gates Model aligned with the Systems Development Life Cycle as the process for planning and controlling information system programs and projects. PST has also supported other GPO cross-organizational efforts, including standardization of internal agency strategic plans and quarterly unit performance reporting.

Safety and Security

- **Security Services:** Physical Security Branch has completed 4 of 6 facility assessments; Product Security has completed 7 of 17 supplier and facility assessments; and the Uniformed Police Branch continues to conduct Random Antiterrorism Measures and has implemented operation "Twilight Overwatch" to ensure employees are provided a visibly safe and secure environment during low or no light conditions.

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.

Accomplishments

Finance and Administration

- **Sequestration:** Finance has assisted with negotiations of a Memorandum of Understanding (MOU) with the Unions and continues to assist managers in determining investment deferrals.

- **Five Year Capital Plan:** Finance has facilitated discussions and reports weekly at Strategic Investment Committee (SIC) meetings, where they plan long-term capital outlays as well as revenue opportunities.

- **Expense Management:** Finance has issued monthly financial budget vs. expense reports and specialized reports as requested.

- **Financial Management:** Finance has worked with Plant, OJG, and Customer Services to resolve customer inquiries regarding GPO bills, and has implemented the Plant rate increase.

Plant Operations

- **Performance Ratios:** Plant Operations tracked and published National Association of Printing Leadership (NAPL) Management Plus Ratio benchmarks, as part of the business unit monthly financial information package.

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.

Accomplishments

Acquisition Services

- **Recycled Paper:** The majority of the paper that we purchase requires some postconsumer fiber (recycled) content, however, the amount varies from 10% to 100% depending on the type of paper. There are currently 6 contracts with the requirement for recycled paper, including two JIT contracts and 3 customer agency specific contracts. The contract for the State Department does not require recycled paper, but highly encourages it. Subsequently, all orders against the contracts contain the requirement with the exception of the State Department contract.

Plant Operations

- **Green Initiatives:** Plant Operations completed the Sustainable Green Printing Partnership (SGP) certification for printing operations with the implementation of a chemistry neutralizing system to mitigate

plate making environmental impact; a new solvent recovery system to reduce VOC emissions; and an upgrade to both Baler System 9 and 10 with variable frequency drives and new PLC hardware to optimally control air blow-offs in the baler room.

Operations Support reported on utility consumption and continued with the steam trap program.

The Quality Control and Inventory Management Department monitored the air quality in the press room and continued the practice of holding annual environmental audits while ensuring proper operation of oxidizers.

Human Capital

- **Environmental Compliance:** Human Capital has a number of significant accomplishments in health and fitness for the first half of FY13. In December there were tables staffed with literature and displays for World AIDS Day. In April, Human Capital administered the annual Health Fair with dozens of vendors and events. Various blood tests and other medical screenings were conducted. The May Fitness Day event was held at a local track and drew a large number of the workforce. Ongoing all year are the counseling/mental health services which are available to employees on all shifts, and also training on a variety of mental health topics, such as domestic violence, violence free workplace, drug free workplace, and stress management.

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.

Accomplishments

Official Journals of Government (OJG)

- **COOP Exercises:** OJG and Plant Operations have conducted site visits to the Laurel Alternate Production Facility to test equipment and refresh supplies. OJG and Plant Operations will participate in a House COOP exercise in April to test transmission of files to GPO from a remote site. GETS card testing was conducted in March with a 21% response rate. A joint GPO, House, and Senate COOP exercise will be conducted in August, planning for the exercise is currently underway.

Plant Operations

- **COOP Support:** Plant Operations completed the identification of emergency and excepted employee rosters.

The Production Department conducted a COOP practice exercise at a GPO remote location over three shifts for the U.S. Congress and Office of the Federal Register, and maintained a MOU with the U.S. Supreme Court for GPO to serve as the disaster recovery entity for digital printing.

Programs, Strategy and Technology (PST)

- **FDsys:** PST has initiated upgrades to key FDsys hardware components in order to enhance the performance and capacity of the search engine and to support increased usage and additional submitted content. This project will include the refresh of the FDsys search engine and the replacement of both production and COOP instances. PST 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. Presently, the COOP instance of FDsys operates with near real-time data synchronization and five minute failover capability with full content availability and system functionality.

Security and Intelligent Documents (SID)

- **Card Personalization:** SID has successfully coordinated the design, construction, equipping and manning of a new Smart Card COOP facility in Stennis. This project is on-time and under budget.

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.

Accomplishments

Business Products and Services (BPS)

- **Expertise in Information Dissemination:** BPS has worked with Customer Services to establish Term Contracts to assist in meeting customer requirements.

- **eBooks:** BPS has entered into a relationship with AcademicPub to sell eBooks; and has worked with agencies on eBook conversions

Information Technology and Systems (IT&S)

- **Technology:** IT&S announced the decision to outsource GPO email to "the cloud" using Microsoft Office 365. This is part of the IT&S plan to leverage "economies of scale" for commodity IT so that GPO can focus on core GPO IT needs. This project will allow IT&S to introduce new services such as a 7 GB personal file space, 25 GB emailbox, instant messaging with voice and video, and several others.

Plant

- **Printing Operations Study:** Plant Operations has cooperated with the study of agency printing operations being conducted by the Government Accountability Office at the request of the Joint Committee on Printing.

Programs, Strategy and Technology (PST)

- **FDsys Services Model:** Through FDsys, PST offers the existing infrastructure and capabilities to provide Federal agencies a shared platform for electronic content delivery. The Digital Government Strategy released in May 2012 placed an emphasis on the use of "shared platforms" in order to reduce duplication of effort and enable Federal agencies to provide digital content at a lower cost. Offering FDsys as a shared

solution supports this strategy and PST has developed a business model for FDsys and launched a marketing campaign in order to increase awareness of PST's Enhanced Electronic Content Services powered by FDsys. In support of this marketing effort, PST has developed a one-sheet marketing piece with the new GPO brand, developed content for a new web page highlighting these services, attended outreach events including the GPO Open House and GPO Road Show, provided demonstrations and presentations for prospective customers, and worked with Sales and Marketing to develop a webinar to engage potential customers. PST's Federal Government partners look to PST to implement their mission critical initiatives and collaborate on shared technology solutions that enhance access to Federal Government information.

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. 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.

Accomplishments

Security and Intelligent Documents (SID)

- **Enhanced Offerings:** SID has a series of new equipment specified, procured and awaiting delivery in support of both the Next Generation Passport and future smart card product lines. This equipment includes UNO5 passport bindery equipment, Laser Perforation equipment, BCC card manufacturing

equipment, NGPP Datapage manufacturing equipment, Modifications to existing UNO passport bindery equipment and Automated Quality Inspection and Inventory Etching equipment to support both passports and cards.

- **ISO 9001 Certification:** SID's Washington, D.C. factory, processes, and employees were recertified as ISO9001 compliant by a third party auditor in November 2012. The Stennis factory, processes, and employees are scheduled to be recertified in July 2013.

- **Smart Card Product Lines:** SID has specified and assisted in the design of a new Secure Credential Innovation Center located on the 5th floor of Building C. This Center will be complete in May 2013 and provide the secure environment, equipment and opportunity to develop and refine new concepts and security features that can be integrated and offered to customers in the secure credential arena.

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.

Accomplishments

Equal Employment Opportunity (EEO)

- **Diversity:** The EEO Office worked with the Office of Internal Branding, Design and Web Services to develop a brand which will be utilized in conjunction with all of GPO's diversity initiatives. This will ensure that all of the agency's efforts in this arena are

properly identified as activities to promote diversity. For example, special emphasis program observances are a way to highlight the diversity of our Nation and to foster inclusion, but employees often do not relate these functions to our efforts to promote diversity.

- The EEO Office is also initiating a series of diversity training sessions. The purpose of these sessions will be to clearly define the meaning of diversity and educate the GPO workforce on this subject.

- The EEO Office is including recommendations to Managing Directors regarding possible targeted recruitment resources to address those series within their Business Unit where underrepresentation exists. Management will be able to utilize the suggested resources to increase the representation of underrepresented groups in the applicant pool. For example, if Hispanics are underrepresented in the core occupation of Printing Services Specialist; Human Capital and the Business Unit could increase their applicant pool by sending vacancy announcements to professional organizations and Hispanic Serving Institutions.

- The EEO Office is also conducting one-on-one interviews with a cross section of GPO employees to solicit their input and opinions as to whether they feel as though GPO's policies and programs promote diversity in the workplace.

General Counsel (Labor Relations)

- **Communication with Labor Unions:** Labor Relations provided union representatives with 134 written notices and conducted 84 meetings regarding grievances, changes to working conditions, changes to performance plans, changes to directives, new memorandums of understanding and wage agreements. Three grievances and the furlough MOU remain open for a closure rate of 98.1%.

- The most significant accomplishments during the first six months of FY13 include negotiating six wage agreements (AFGE, IAM, IBEW, CTU, GCIU LOCAL 4-B, GCIU LOCAL 1-C); negotiations with the unions leading to elimination of smoking in GPO facilities; negotiating a revised performance management system for white collar employees which includes a mechanism for performance bonuses; negotiations with the unions leading to revised parking policies to accommodate reduced parking spaces; negotiating a new agreement to replace CTU's 41-year-old working

conditions MOU; negotiating a change in FOP work schedules to permit 12-hour days leading to reduced overtime costs; negotiating a change to Press Division staffing procedures to increase efficiency and lower costs; discussions with the union leading to a relocation of LSCM's Depository operations to Laurel to better use available space, negotiating a reduction in the size and scope of the 2nd shift in Plant Operations and Operations Support to increase efficiency and lower costs; and negotiating a revised Telework Directive applicable to the AFGE/PCJC bargaining unit employees. The wage agreements that have concluded all feature wage increases at the civil service rate and are all for five years.

Human Capital (HC)

- **Training:** Human Capital continues to provide leadership in tooling and supporting the workforce development initiatives of the agency. Workforce Development, Education and Training (WDET) is working with business units to identify the current and future training requirements of employees that align to the agency's strategic plan and the specific mission requirements of the business unit. WDET provides comprehensive, just-in-time learning opportunities for supervisors and managers, providing instruction in key functional areas of management to ensure objectivity, efficiency in accomplishing the agency's mission. WDET continues to expand leadership curriculum by offering Executive Leadership Courses (ELC) that focus on developing leadership capabilities of staff who will be ready to assume progressive leadership roles within the agency.

- **Telework:** As GPO moves toward becoming an Employer of Choice, it is important that we acknowledge shifting workplace trends in the federal government and determine the appropriate strategy for the agency. According to the Telework Enhancement Act of 2010, teleworking allows government agencies to achieve greater flexibility in managing its workforce. It also enhances employee work life effectiveness and allows government agencies to target reductions in management costs, environmental impact, and transit costs. Lastly, telework provides GPO with a competitive edge in recruiting and retaining talent to support our mission and strategic vision. When GPO revised its Telework Program in March 2012, one goal was to get more employees eligible to telework so that instead of a few employees teleworking several days in a pay period, we could have many employees teleworking a few days in a pay period. The latest results of the

survey taken by the Office of Programs, Strategies and Technology in February shows an increase in the business units that have some type of telework. It is now at 88%. In addition, telework hours reported in webTA have increased from 771 hours in the first pay period in 2012 to a high of 2,266 in pay period 2 of 2013.

- **Hiring Process:** Human Capital is reviewing and revising SOP manuals regarding recruitment, selection and onboarding of new employees. Human Capital has also undergone a re-organization in order to evenly distribute the workload to increase the efficiency of recruitment efforts and reduce time to hire. Staff is being trained on hiring procedures as well as utilizing automated hiring tools to improve the efficiency and effectiveness of work products. Teams are currently working with Business Units to create standardized job analyses, crediting plans, questionnaires and vacancy announcements which will expedite the hiring process. We are continuing to strive to reduce the time-to-hire for the agency with the overall long-term goal being 90 calendar days from beginning to end. HC is working to implement several electronic initiatives over the next few months to ensure efficiency. The electronic workers' compensation program under the Department of Labor will be implemented on April 30th and the Manager Self-Service under the National Finance Center will be implemented by June 30th.