



**FY17** Annual Performance Plan  
and  
**FY15** Annual Performance Report

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# AGENCY INFORMATION

## 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 website ([www.fdsys.gov](http://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 70% 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 approximately 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), and now the beta [govinfo](http://www.govinfo.gov) website ([www.govinfo.gov](http://www.govinfo.gov)), provides free public access to more than 1.5 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 14% 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](http://www.gpo.gov); follow GPO on Twitter <http://twitter.com/USGPO>, YouTube <http://www.youtube.com/user/gpoprinter>, Facebook [www.facebook.com/usgpo](http://www.facebook.com/usgpo), Instagram <http://instagram.com/usgpo>, and LinkedIn <http://www.linkedin.com/company/u.s.-government-printing-office>



## Mission

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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.

## 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 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

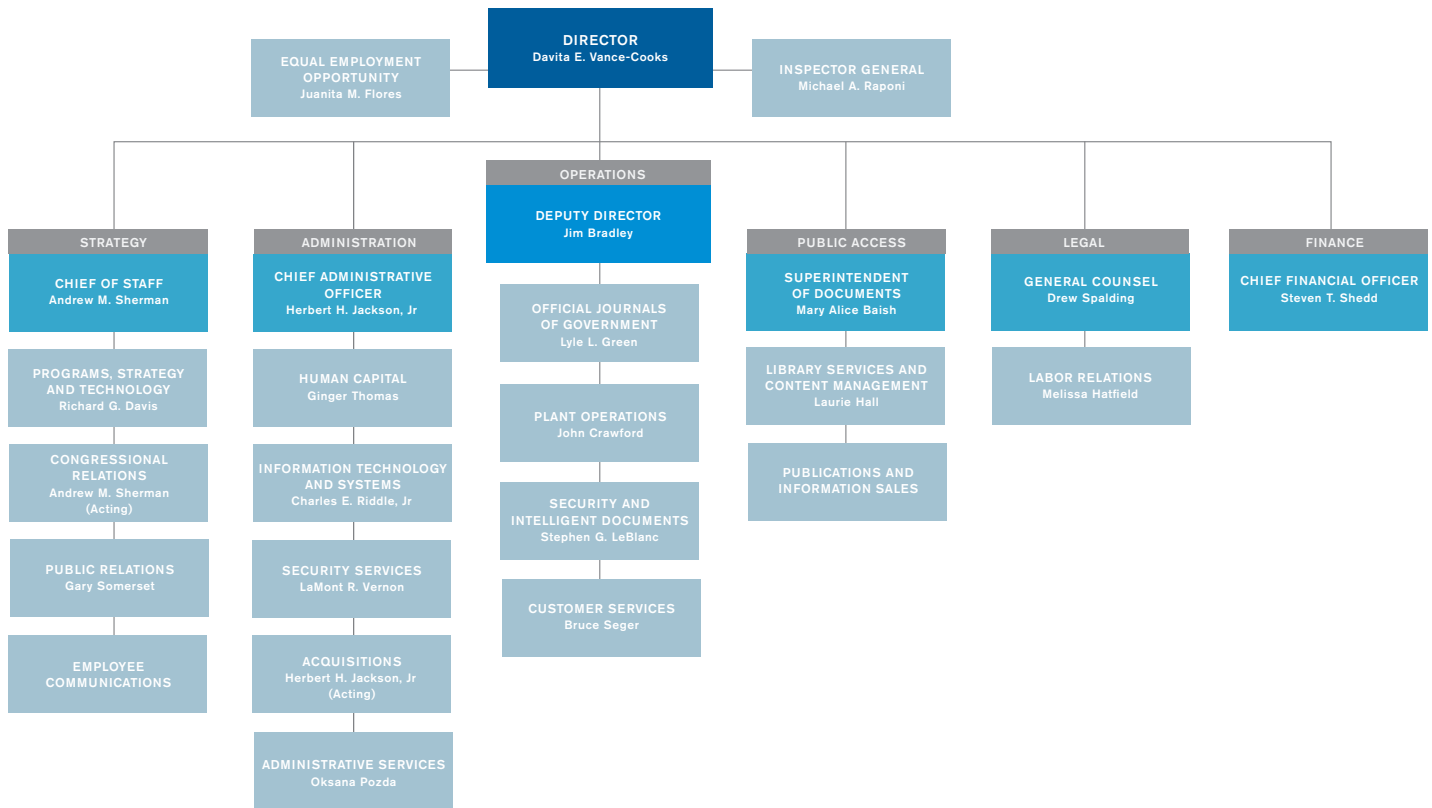
GPO's employees believe that honesty and the highest ethics form the cornerstone of the organization and create an environment of trust.

### 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 continuing to transform GPO into a content-centric publisher featuring predominantly digital services requires continuing investment in state of the art technology while at the same time maintaining and investing in the Agency's infrastructure. Fortunately, strong spending controls implemented over the past five years have been successful. Annual payroll expense is less than FY 2007 while actual head count is at its smallest level in the past century. Overhead expense, although increasing slightly in the last two fiscal years, is still substantially less than FY 2009. At this point in time, GPO is in its strongest financial position in many years despite the overall challenging financial conditions within the Government today.

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

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**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 insight into market trends and gaps in order to provide the solutions our customers need.



#### Cataloging Records Distribution Program

The Cataloging Records Distribution Program (CRDP) provides for GPO-produced catalog records to participating Federal depository libraries. As part of funding received from H. R. 1105, the Omnibus Appropriations Act of FY 2009 (P. L. 111-8), a portion was allocated to support GPO's Cataloging and Indexing (C&I) program and distribute cataloging records to depository libraries. The CRDP started on October 1, 2009 and has expanded each year. GPO purchases MARCIVE, Inc. services for libraries who sign up for the CRDP service; there is no charge for libraries to participate.

#### Collaborative Guidance & Outreach Services for FDLP Libraries

GPO will continue offering collaborative guidance and outreach services to FDLP libraries, including regular consultations and one-on-one information exchange, keeping the lines of communication open between GPO and our partner libraries and creating awareness of GPO's services. GPO will also continue conducting Public Access Assessments to review Federal depository operations and services in accordance with 44 U.S.C. §1909. In addition, GPO will continue providing depository library guidance via articles on FDLP.gov and webinars/webcasts via FDLP Academy related to depository operations and management.

## 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. GPO's demonstrated expertise in this area for print products and services is continually being expanded to include a wider array of digital solutions to help Federal agencies cost-effectively meet their publishing and information dissemination needs. The agency 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.

## 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 Web site.

GPO will continue to expand and sustain the FDLP Academy to increase knowledge of Federal Government information resources to nationwide Federal depository libraries, Federal agencies, and the public. FDLP Academy offerings will include more webinars and webcasts related to Federal Government information, both presented by GPO staff and hosted by GPO as other agencies and depository libraries present their educational content. GPO will also maintain the FDLP Training Assistance Center, a training resource portal for use by the FDLP community, as a collaborative tool. Further, GPO will launch its Coordinator Certificate Program, a targeted training program for FDLP coordinators. As part of this initiative, GPO will continue to host virtual and in-person meetings and conferences.

## Providing Total Solutions

GPO aims to offer customers products and services to support the entire publishing life-cycle of tangible and digital information products from concept generation, planning, and creative design, to production, publication, document conversion, dissemination, and storage. GPO will continue to work to tailor this "total solution" to meet customer needs efficiently and effectively.

## Re-Branding GPO as the Government Publishing Office

GPO is working 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 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.



## 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 internal processes reflect a customer-centric approach. Our goal is to ensure our customers and stakeholders have a seamless experience from initial contact to ordering, billing, and payment. GPO's Customer Account Division focuses on developing informational resources on billing and payment processes, assisting in timely resolution of customer billing inquiries, and improving internal processes to facilitate ease of financial transactions.

## Performance

**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. In FY15, GPO also implemented a digital signature pilot program to test and further develop the capabilities of agency customer, to utilize digital signatures to initiate orders and authorize payment using the Standard Form 1. The result of this pilot program is the recent issuance of a Circular Letter notifying our agency customers of the options now available for submitting authorized signatures on ordering documents.

**Customer Experience**— GPO surveys customers bi-annually with a focus on products, services, and programs; the cost-effectiveness of services; and satisfaction with GPO's Web site and employee customer service. The findings from this survey are used to inform daily interactions with customers to address desired service enhancements, identify new business opportunities, and develop plans to continuously improve performance. Most recent results included the following:

- 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.

In FY15, GPO embarked on the development of Customer Experience Guidelines in an ongoing effort to continually improve the level and consistency of GPO staff interactions with customers and to address areas for improvement identified by the Customer Survey results. This effort has been supported by the issuance of a CX Guidelines document and associated training on topics impacting the GPO customer experience nationwide. These efforts, which focus on soft-skills as well as process improvement and standardization, will continue to evolve and remain a focus in FY16 and FY17.

**Financial Document Repository** — GPO continues to enhance the Financial Document Repository (FDR) which has been designed to provide customers with access to historical ordering documents such as the Standard Form 1, the basic form Federal customers use to requisition printing, binding, and related services from GPO. In FY15, copies of associated Form 400 invoices were added to the FDR to allow customers to cross-reference their ordering documents and invoices.

## Solutions for Federal Agency Customers

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**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>.

**Digital Content Solutions** — GPO's Federal Digital System (FDsys), and now the govinfo beta website, is available as a shared platform for information delivery for Federal entities on a cost recovery basis. These services include ingest of agency content (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.

GPO also provides an automated service applying digital signatures to PDF files 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. In FY17, GPO will work to expand this shared service to Federal agencies.

**On-Site Document Solutions** — GPO has experienced a significant increase in revenues associated with this segment of the agency's business. In FY15, additional staff resources were added to accommodate the growth of this revenue area.

Learn more about GPO's on-site document solutions at [www.gpo.gov/customers/onsite\\_index.htm](http://www.gpo.gov/customers/onsite_index.htm)

**Graphic Design Services** — GPO provides a range of graphic design services through GPO Creative Services including publication design, branding and identity, exhibit graphics, video, multimedia, photography, web design, and security design.

Learn more about GPO Creative Services at [www.creativeservices.gpo.gov](http://www.creativeservices.gpo.gov)

## Providing Educational and Informational Opportunities

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### GPO's FDLP Academy

In FY15, GPO completed the following:

- Webinars: 67 presented through FDLP Academy with 7,000 registrants
- Webcasts: 14 recorded through FDLP Academy with 1,300 recording views
- FDLP Training Assistance Center: Launched for use by the FDLP community in January 2015
- FDLP Coordinator Certificate Program: Launched as a pilot program in April 2015; GPO staff conducted an eight-week course (one class/week) to 20 participants
- Presented a booth display at the American Library Association's Annual Conference to over 500 visitors in June 2015



In FY17, GPO will:

- Continue developing webinars and webcasts and continue recruiting guest presenters on a monthly basis
- Migrate the webinar and webcast archives from iCoHere servers to GPO servers to ensure we have permanent custody of the files and ensure permanent public access
- Analyze the future direction of the monthly webinar and webcast offerings of the FDLP Academy, including staff time required, and develop a strategic direction to sustain the program
- Analyze the success of the Coordinator Certificate Program Pilot based on pilot reviews, staff time required, interest expressed by the FDLP community, etc.
- Develop a plan for sustainment of the FDLP Academy and its programs and services
- Analyze usage and format of the FDLP Training Assistance Center to determine its value for the FDLP community; define next steps based on community usage
- Launch the 1st cohort of the Coordinator Certificate Program
- Assess the current eLearning platform and GPO's needs/requirements moving forward to determine if we will move forward with the current tool or seek a new tool
- Present more booth presentations at national library events and conferences
- Host annual Depository Library Council Meetings & Federal Depository Library Conferences
- Host annual Depository Library Council Virtual Meetings



## Collaborative Guidance & Outreach Services for FDLP Libraries

In FY15, GPO completed the following:

- Conducted 179 Public Access Assessments in 13 states
- Showcased six stand-out libraries through the creation of Spotlight articles for inclusion in the FDLP Connection newsletter on FDLP.gov and GPO.gov
- Presented 14 webinars and four webcasts on depository operations and management through the FDLP Academy
- In-Person Outreach:
  - University of Nebraska, Lincoln operational observation visit – January 2015
  - American Library Association Annual Conference in San Francisco, CA – June 2015
  - Oakland Public Library visit – June 2015
  - University of California, Berkeley visit – June 2015
  - University of Denver visit – September 2015
  - Denver Public Library visit – September 2015
  - Regis University's Dayton Memorial Library's 100th Anniversary Celebration in Denver, Colorado – September 2015
- Created 10 new Guidance articles and posted them to FDLP.gov
- Re-wrote one Guidance article and re-posted it to FDLP.gov

In FY17, GPO will:

- Increase in-person visits to nationwide FDLP libraries
- Continue showcasing stand-out Federal depository libraries through the creation of Spotlight articles for inclusion in the FDLP Connection newsletter on **FDLP.gov** and **GPO.gov**
- Continue to regularly review FDLP Guidance and update/revise as needed
- Develop outcomes-based Public Access Assessments that will ultimately evolve to become a relationship-building tool with the FDLP community, identifying opportunities to assess needs and respond to those needs in the most efficient manner possible
- Develop a plan to work more closely with all library types and sizes
- Investigate and identify new ways to recognize libraries for the excellent services provided to patrons
- Review criteria and selection process for the Library of the Year Award and identify opportunities for improvement

### Cataloging Record Distribution Program (CRDP)

In FY15, GPO completed the following:

- The CRDP increased by 25 libraries, from 82 to 107 libraries
- Any vacancies created by some libraries leaving the CRDP in FY15 were filled with new participants
- Established baseline criteria for program participation in order to better serve the libraries

In FY17, GPO will:

- Increase communication with all CRDP participating libraries on a regular basis
- Increase the number of participants in the program

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

In FY15, GPO introduced a variety of online training opportunities through the GPO Institute with more emphasis on utilizing GPO subject matter experts to facilitate training on publishing-related topics ranging from 508 Compliance to ePub Design.

Learn more about the Institute at GPO at <http://www.gpo.gov/customers/theinstitute.htm>

**Integrated Digital Marketing (IDM) Outreach** — In FY15, GPO launched a series of integrated digital marketing outreach campaigns to increase awareness of GPO's products and services. By leveraging all available digital tools in a coordinated effort with traditional channels, GPO has endeavored to reach a broad audience of both Federal customer and the American public.





GPO IDM topics included:

- Onsite Document Solutions (951-M)
- GPO Quality Control
- Graphic and Web Design Services
- GPO Warehousing and Distribution Services
- eBooks
- Onsite Support Service
- *GPOExpress*
- Transitioning from Print to Digital

**On-Demand Training** – GPO instituted the use of recorded training “videos” accessed directly through the GPO website, [gpo.gov](http://gpo.gov), to provide customers with primers on GPO processes, products, and services. Current topics are as diverse as: Publishing Alternatives, Finance and Funding Options, and Quality Control services.

Learn more at: <https://www.gpo.gov/customers/marketing/ondemandtraining.htm>

## B. Open and Transparent

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**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

#### 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.

#### Enhancing Content for Public Access

GPO will continue to work to bring new content into the FDLP and Cataloging & Indexing Program for enhanced access to Government information for the public. This is accomplished through tangible distribution of U.S. Government publications to Federal depository libraries nationwide, ingest into FDsys and **govinfo**, and identification and linking through GPO’s Catalog of U.S. Government Publications (CGP). GPO will also increase harvesting efforts of Federal Government websites and content and bring new content and metadata into FDsys and **govinfo**.

## External Communications & Promotion for FDLP Services

GPO will continue efforts to promote the FDLP, Cataloging & Indexing Program, and their related resources through promotional campaigns and social media. In addition, GPO will continue efforts to maintain strong communication with the FDLP community through targeted outreach efforts including emails, newsletters, social media, and the FDLP.gov website.

## 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.

## Utilization of Shared-Services or Open-Source Technologies

GPO is working to increasingly utilize shared-service and open-source technologies which enable increased sharing of data across government in an effort to make content more accessible.



## Performance

### Access to Digital Content

GPO continually works to expand free public access to electronic content through the shared FDsys platform, and now govinfo, through a multitude of collaborations. This includes long-standing partnerships to publish content on a regular basis, such as issues of the Federal Register and Congressional Record, Congressionally authorized collaborations to make available historical digitized publications, collections added through Federal Depository Library Program partnerships, and working with Federal agencies to make content available on a cost recovery basis.

- **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 September 2015, GPO and the Federal Judiciary were honored by the Center for Digital Government with a 2015 Digital Government Achievement Award in the Government-to-Government category for providing the public digital access to Federal court opinions on FDsys. The program was approved by the Judicial Conference of the United States and GPO's congressional oversight committee, the Joint Committee on Printing in 2011. The content of this collection dates back to April 2004. The secure transfer of files to GPO from the Administrative Office of the United States Courts (AOUSC) allows GPO to authenticate the files with digital signatures. Once an opinion is located, all associated opinions within the same case can be accessed from that opinion.

- **Bound Congressional Record** — Contractor staff support will be used to produce metadata to provide access to volumes of the Bound Congressional Record dating from 1873 to 1997 on FDsys and govinfo. In FY17, GPO will complete production of the required Bound Congressional Record metadata for 75 volumes of the publication.



- **Historic Federal Register** — The effort to digitize the historical Office of the Federal Register’s reference collection Federal Register volumes was authorized in early 2015 and a pre-solicitation notice for contracting the digitization effort was posted on FedBizOpps in late 2015. In FY17, GPO will digitize the historical Federal Register material (1936-1994) and begin to provide permanent public access to Federal Register volumes on FDsys.

**Cataloging & Indexing Statistics** — In FY15, GPO completed the following:

- Acquired 9,192 new titles for the FDLP
- Cataloged 19,074 titles
- Provided access to over 8,800 electronic titles in the CGP

**Communication & Promotion for FDLP Services**— In FY15, GPO completed the following:

- 200 informational News Alerts disseminated to staff at Federal depository libraries via email and RSS
- 130 social media posts related to the FDLP and C&I Program
- Six issues of the FDLP Connection newsletter created and disseminated to the FDLP community
- Contracted with North American Precis Syndicate to launch a media campaign to promote GPO’s name change in January 2015
  - Campaign generated 2,608 news articles in 50 different states with a readership of 9,781,616. The sites it was on were viewed by 26,334,158 unique visitors per month. Additionally it was viewed 335 times on the NAPS website.
- Promoted the launch of Ben’s Guide to the U.S. Government to the FDLP community through email, RSS, FDLP Connection, an FDLP Academy webinar, and announcements at FDLP virtual meetings in April 2015
- Created two new promotional items for use by the FDLP community (promotional postcard and Ben’s Guide to the U.S. Government bookmark) in June 2015
- Re-wrote three FDLP Marketing Sheets to update information and rebrand with “Publishing Office” in July 2015
- Based on Depository Library Council Recommendation #1 (April 2015), developed a streamlined FDLP communication process in August 2015
- Created new “FDLP Promotional Digital Toolkit,” including new audio Public Service Announcement, promotional graphics and logos for FDLP libraries to use on their websites, and promotional screensavers for use on library computers and on displays in libraries in August 2015
- Created promotional video about the history of the FDLP for the 2015 Depository Library Council Meeting and Federal Depository Library Conference in September 2015
- After reviewing user feedback and making site enhancements, promoted the launch of Ben’s Guide to the U.S. Government through a press release, social media, through U.S. Government Bookstore email subscribers, and through contacts of GPO’s Customer Services in September 2015
- Developed a virtual Registrant Guide for the 2015 Depository Library Council Meeting and Federal Depository Library Conference in September 2015



In FY17, GPO will:

- Live tweet the Depository Library Council Meeting and Federal Depository Library Conference
- Launch a new CGP media campaign with NAPS
- Present on FDLP promotional efforts and communication tools at the Depository Library Council Meeting and Federal Depository Library Conference
- Launch new FDLP.gov promotional pages and new FDLP Guidance article on promotion of the FDLP collection
- Provide promotional materials for FDLP libraries on FDLP.gov for free download and ordering
- Disseminate FDLP Guide to Social Media on FDLP.gov
- Present an FDLP promotion webinar for the FDLP community
- Create new FDLP promotional video
- Draft several FDLP social media posts per week
- Develop six issues of the FDLP Connection newsletter for dissemination to FDLP library staff
- Develop and disseminate FDLP News Alerts for the FDLP community and disseminate, as needed, via email and RSS



**Distribution of Publications to Federal Depository Libraries** — In FY15, GPO distributed 5,920 titles in tangible format to Federal depository libraries, totaling 1,072,919 copies.

**Electronic Code of Federal Regulations (eCFR) 2.0 Point-in-Time System** — In partnership with the National Archives' Office of the Federal Register (OFR), GPO launched the eCFR.gov Point-in-Time Enhancement. The eCFR Point-in-Time enhancement is a viable stop-gap solution to enhance the usefulness of the existing eCFR.gov website while the envisioned eCFR 2.0 project assumptions are validated and GPO's Composition System Replacement (CSR) is further along to support the XML composition of Federal Register products. Previously, users of ecf.gov were only able to view the most recent eCFR data.

**GitHub** — In March 2015, GPO established an official agency presence on GitHub, a Web-based computer source code sharing and publishing service. In the current digital environment, there is a growing expectation for sharing not only information content stored on digital systems, but for sharing information on how that content is created, processed, stored, and made available to the public.

In May 2012, the White House released the President's May 2012 Digital Government Strategy, which calls for Federal agencies to "participate in open source communities." One way this effort is being conducted is through participation in GitHub. GPO has established a presence on GitHub to share information about how content is stored and processed on FDsys.

Through GitHub, GPO will be able to provide documentation to the developer community about the process used to create FDsys metadata for legislative, executive, and judicial content collections. It can also be used to provide documentation about the FDsys sitemap implementation and supporting resources that are currently available on the FDsys Bulk Data Repository (e.g. User Guides).

Since establishing a presence on GitHub, GPO made four repositories available:

1. Bulk Data - User Guides for XML on the FDsys Bulk Data Repository;
2. Link Service - Create links to FDsys content and metadata;
3. Collections - Information about FDsys metadata; and
4. Sitemaps - Crawl FDsys content and metadata.

View GPO's GitHub page: <https://www.github.com/usgpo>

**Next Generation FDsys and govinfo** — FDsys is a content management system, preservation repository, and public website providing free online access at [www.fdsys.gov](http://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 FY15, GPO made final preparations to release the Next Generation FDsys website; **govinfo** was made publicly available as a beta in February 2016. The new **govinfo** website is a redesign of the FDsys public website, with a focus on implementing feedback from users and improving overall search and access to FDsys content. The redesigned, mobile-friendly website incorporates state-of-the-art innovative technologies and includes several new features for an overall enhanced user experience.

The key new features of the website include a new look and feel, the capability to link related content, enhancements to the search filters, two new ways to browse content, a new open-source search engine, and more options for sharing pages and content on social media.

Efforts in FY15 included development in increments called “sprints.” Each development sprint is two weeks in length and results in enhancements to the working prototype. This process is based on agile software development methodology. GPO also began conducting internal alpha testing and providing demos to external stakeholders and partners in an effort to elicit feedback early in the development process to be incorporated into the public beta site. In FY17, GPO will prepare to make **govinfo** the system of record, sunset the FDsys public website, and conduct post-usability testing to objectively measure the improvement of usability of the website based on the System Usability Scale.

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

- Facebook ([www.facebook.com/USGPO](http://www.facebook.com/USGPO)) – More than 5,800 likes
- YouTube ([www.youtube.com/user/gpoprinter](http://www.youtube.com/user/gpoprinter)) – More than 500 subscribers and 60 videos
- Twitter (<http://twitter.com/usgpo>) – More than 5,800 followers and 1,900 tweets
- Instagram (<https://www.instagram.com/usgpo>) – More than 500 followers and 480 posts
- Pinterest ([www.pinterest.com/usgpo](http://www.pinterest.com/usgpo)) – More than 580 followers and 600 pins
- LinkedIn ([www.linkedin.com/company/u.s.-government-printing-office](http://www.linkedin.com/company/u.s.-government-printing-office)) – More than 2,800 followers
- Government BookTalk Blog (<http://govbooktalk.gpo.gov>) – More than 2,500 followers



**Web Archiving** – In FY15, GPO completed the following:

- Added contractual staff support to increase web archiving content.
- Developed a workflow to manage regular frequency of crawls of existing and future collections.
- Began outreach to content creators beginning with a meeting with the Director of Digital Collections and the team at the U.S. Holocaust Memorial Museum.
- Formed the Federal Web Archiving Working group with National Archives and Records Administration and the Library of Congress in late 2014.
- Increased the size of the collection to 4.7 TB with over 35,070,000 documents crawled.
- Increased archived agency websites available on the FDLP Web Archive on Archive-It to 110 and 107 records available on the CGP.
- Using several web harvesting software applications, archived over 8,000 individual title PURLs to the FDLP electronic collection.

In FY17, GPO will:

- Continue to develop staffing resources
- Continue regular frequency of crawls
- Continue to add additional agency websites to collection
- Further outreach efforts to increase participation in Federal Web Archiving Working Group and increase knowledge of other Federal Web archiving efforts
- Continue using web harvesting software applications to archive websites to the FDLP electronic collection
- Transfer copy of WARC files to GPO servers to maintain additional backup in house
- Enhance access in CGP making the content available in its own “catalog to search”
- Add FDLP Web Archive content to the New Titles page in the CGP

**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. Providing content in the form of XML bulk data enables reuse and repurposing of the data for mobile web applications, data mashups, and other analytical tools by third party providers, which contributes to openness and transparency in Government.

- **Senate Bill Text and Bill Summaries** – On January 7, 2015, GPO released Senate Bill Text and Bill Summaries in XML format to the FDSys bulk data repository. Previously, only House Bill Text and Bill Summaries were available in bulk XML.
- **Electronic Code of Federal Regulations (eCFR)** – On August 24, 2015, GPO, in partnership with the National Archives’ Office of the Federal Register (OFR), made available the electronic Code of Federal Regulations (eCFR) in XML format for bulk data download from GPO’s FDSys bulk data repository. The eCFR bulk data allows for a “one-click” download of the current XML file for each of the titles in the eCFR.

GPO plans to continue working with partners to make additional sets of data available for bulk download through this repository.

Visit the XML Bulk Data Repository at: [www.gpo.gov/fdsys/bulkdata](http://www.gpo.gov/fdsys/bulkdata)



## C. Enhance Strategic Partnerships

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**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 fulfill their missions.

#### FDLP Strategic Partners

GPO will continue developing new strategic partnerships 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 may include cataloging, digitizing, and preserving tangible copies of Government publications. GPO will support efforts to increase public access to digitized collections of high value to the American public.



### Performance

**FDLP Strategic Partners** – In FY15, GPO completed the following:

- Began work on cooperative cataloging partnerships with the University of Colorado, Boulder and the Colorado School of Mines in January 2015
- Renewed ongoing partnership with Government Information Online, Ask a Librarian in April 2015
- Signed permanent public access partnership agreement with Illinois State University in May 2015
- Completed work on the cooperative cataloging partnership with the University of Montana in May 2015
- Signed first FIPNet partnership agreement with the University of North Texas in July 2015

In FY17, GPO will:

- Sign new FIPNet partnership agreements
- Continue work on cooperative cataloging partnerships with the University of Colorado, Boulder and the Colorado School of Mines

- Sign new cooperative cataloging partnership with the University of Montana
- Renew ongoing partnerships with Government Information Online, Ask a Librarian; Library of Congress for eCIP; and TRAIL

**Interagency Council on Printing and Publications Services (ICPPS)** – GPO hosts and is an active participant in the ICPPS, which provides for a cooperative relationship between Federal organizations and GPO in efforts to strengthen the Federal Printing Program. The ICPPS acts as an advisory group to the Director of the Government Publishing Office. In FY15, GPO assisted the ICPPS in expanding the size and scope of the Board membership to include members outside of the Washington, D.C. area. General meeting presentations in FY15 included industry speakers addressing the use of augmented reality in print media and newly evolving inkjet printing technologies.

Learn more about the ICPPS at [www.gpo.gov/customers/updates.htm](http://www.gpo.gov/customers/updates.htm)



## II. STRENGTHENING OUR ORGANIZATIONAL FOUNDATION

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### A. Right Tools

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**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.

#### Increased Use of Cloud Technologies

GPO will continue to expand its use of Cloud solutions for collaboration, data storage and hosting.

#### Intelligent IT 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 to a more modern platform. Moving away from outdated technologies will ensure continuity and improve system capabilities.



## Standardization

Gold Image deployment that will continue to standardize more functions that support GPO user computers through automated updates, patching and application management.

## Technology Initiatives for FDLP Libraries

GPO is developing and implementing tools and services for depositories and the public that enhance access to Government information and FDLP resources. Started in FY15, the FDLP Technology Plan is focused on deploying new technology to provide streamlined services to support the FDLP community as well as enhanced access for the public. The goal is to create a new suite of services based on a user-centric design approach, deploy a flexible architecture, as well as a service model with the capability to integrate easily with other related services. The Technology Plan will carry forward GPO's commitment of being a first-class library service provider.

## Performance

### Certification Initiatives

**Federal Digital System (FDsys) Certification as a Trustworthy Digital Repository** – GPO is seeking to become the first Federal agency to be named as a Trustworthy Digital Repository for Government information through certification of FDsys/govinfo under ISO 16363. The Audit and Certification of Trustworthy Digital Repositories (TDR) checklist will be used by an accredited outside organization to assess FDsys/govinfo against 109 criteria covering Organizational Infrastructure, Digital Object Management, and Infrastructure and Security Risk Management. A certification under ISO 16363 will reinforce GPO's commitment to its mission of ensuring effective public access to Government information through its assured preservation in digital formats.

To begin the audit process, in FY15, GPO was named by the Library of Congress and the National Institute of Museum and Library Services as one of 5 institutions to receive a resident through the National Digital Stewardship Residency (NDSR) program. Under this program, host institutions are provided with a resident for one year to work on a significant digital stewardship project. GPO's NDSR resident will work on preparation for the audit and certification of FDsys/govinfo as an ISO 16363 Trustworthy Digital Repository.

**ISO 9001 Certification of Secure Production Facilities** – In FY15, 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. In FY17, both of the GPO's secure production facilities in Washington, D.C. and Stennis Mississippi will be evaluated by an outside third party auditor and retain their ISO 9001 certifications for excellence in production, quality and continual process improvements.

**ISO 28000 Certification for Security Management** – In FY17, 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

**Bookflow Auto Casin System** — In FY17, GPO plans to replace a bookflow machine that is over thirty years old. The new system will trim books, prepare books for cases, apply head bands, apply cases, and apply dust jackets.

**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. In FY17, GPO plans to release the beta version of the Composition System Replacement (CSR) for review by our stakeholders.



**Congressional Record Index Applications Update** — In FY17, GPO plans to contract with an outside vendor to rewrite the 16-bit applications which support the Congressional Record Index office work flows.

**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.

**Digital Binding Line** — GPO continues to invest in upgrading its Plant equipment. In late FY16 a new digital binding line will be implemented and in FY17 an automated case making machine will be in place.

**Digital Offset Printing Press** — GPO plans to invest in a digital offset printing press for producing short run color Congressional and agency work. Plans are for the new press to be operational in FY17.

**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). GPO's upgrade to Release 12 will be completed by the end of 2016.

**High-Speed Digital Inkjet** — GPO is in the process of acquiring a Monochrome High-Speed Web Inkjet Press to meet printing needs of our stakeholders at reduced cost and with significantly reduced waste. GPO plans to be able to acquire and implement the inkjet press by late FY16 or early FY17.

**Legacy System Upgrades** — The modernization of GPO's legacy systems is a long term effort and will continue through FY17 and beyond.

**Manufacturing Workflow System (MWS)** — GPO is implementing a new MWS that will plan and monitor work throughout the manufacturing process and reduce operating costs. The new system will allow for dynamic scheduling and will offer dashboard analytics to GPO managers. It will also eventually allow for the retirement of two legacy systems. The system is currently being configured and tested with the goal of implementing some of the components in FY17.

**Office 365** — GPO continues to implement new features under the Office 365 service. We are working to implement OneDrive in FY16 and preparing to move our on premise SharePoint to SharePoint online.

**Printec Digital Monitoring System** — In FY15, GPO implemented a Printec digital monitoring system for its six and four unit color sheetfed presses. In addition to allowing for digital presets, the system allows for better tracking of waste, production time, and make-ready time for the presses.

**Warehouse Management 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 and is expected to be operational in FY17.

### Technology Initiatives for FDLP Libraries

**Market Research / Depository Library Study** — GPO is conducting a contracted study of our Federal depository libraries' workflow and practices. In FY15, GPO awarded a contract and held the project kick-off. In FY17, GPO will:

- Hold presentations at the Depository Library Council Meeting and Federal Depository Library Conference
- Conduct Federal depository library Work Practice Studies for Market Research
- Perform data Analysis and Interpretation on the Work Practice Studies
- Hold a Two-day System Design Workshop for Federal depository libraries
- Produce Final Findings Report of Market Research

**FDLP Web Services** — GPO is conducting website maintenance and enhancing functionality and content for FDLP.gov, Ben's Guide to the U.S. Government and the Digitization Projects Registry. In FY15, GPO completed the following:

- Enhanced security safeguards put in place for FDLP.gov, Ben's Guide to the U.S. Government, and the Digitization Projects Registry to help prevent any security breaches – began August 2014 and ongoing
- Ben's Guide to the U.S. Government launched with complete design and content revamp – April 2015
- Digitization Projects Registry updated and relaunched — July 2015



- Analytics placed on all FDLP websites to gather statistical data that can be used to pinpoint where adjustments and updates need to be made – began January 2015
- Ben’s Guide to the U.S. Government website updated with downloadable games; the User interface (UX) refreshed for the Apprentice level learning adventures; new glossary added, as well as a new Learning Adventure – August 2015

In FY17, GPO will implement enhancements to WEBTech Notes, develop and implement more mobile friendly templates for all FDLP websites, and develop and implement more age-related content and features for Ben’s Guide.

**Catalog of U.S. Government Publications and MetaLib Enhancements** – GPO is implementing service, maintenance and functionality enhancements for GPO’s CGP and related services. In FY15, GPO conducted authority control work which improved results for authority related content, developed new dynamic searches for the CGP’s New Titles pages, configured new MetaLib resources, and redeveloped the New Titles Report Generator. In FY17, GPO will implement new MetaLib resources configurations, refresh the CGP’s look and feel for CGP’s 10th Birthday, and develop requirements for future enhancements.

**Integrated Library System (ILS)** – GPO is performing maintenance, evaluation, and re-competition of the ILS contract. In FY15, GPO awarded a bridge contract to strengthen security based on FISMA (Federal Information Security Management Act) and the SSP (Systems Security Plan). In FY17, GPO will conduct ILS market research on the state of the industry.

**Needs and Offers Tool** – GPO is creating a Needs and Offers 2.0 tool that consists of functionality required to manage key information used by the depository libraries for disposition of materials. In FY15, GPO awarded a contract and held the project kickoff meeting. The Needs and Offers 2.0 tool will be under development throughout FY16 and FY17.

**Next-Generation Dissemination Management System (DMS)** – GPO is enhancing library selection information services.

**Persistent Uniform Resource Locators (PURL) Service Enhancements** – GPO is implementation service maintenance and functionality enhancements. GPO will be migrating the PURL server to a more robust hardware, update PURL software, enhance statistical reporting to assist with collection development for depository libraries, and implement auto link validation prior to the creation of a PURL.



## B. Maintain Fiscal Responsibility

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**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

#### 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.

#### 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.

GPO

#### 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

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**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

### Implementing Green Initiatives

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

### 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.

## Performance

**Asbestos Initiatives** — GPO documented the status of known asbestos in a tracking database so deterioration can be easily identified. Asbestos was removed prior to facility renovations. In FY17, GPO will continue to monitor and remove any asbestos that poses a risk to the environment and GPO employees using the database to evaluate the rate of deterioration and potential risk.

**Internal Environmental Initiatives** — In FY15, 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 with the goal of reducing waste and supporting GPO's dedication to sustainable and environmentally friendly operations. Since the ZMR was implemented in May 2015, GPO has realized a 6% reduction in paper waste. This exceeds the original goal of 5% paper waste reduction established before the ZMR was implemented.



## D. Continuity of Operations (COOP)

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**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. In FY15, GPO participated in two joint mobile COOP exercises with the House and Senate and conducted an internal mobile COOP exercise at the Laurel alternate production facility.

**Mobile Continuity of Operations (COOP)** – Congress relies on GPO to provide services under any circumstances. To meet this need, GPO’s efforts are focusing on a mobile COOP capability.



## III. OFFERING PRODUCTS AND SERVICES

### A. Statutory Foundation

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**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

##### National Plan for Access to U.S. Government Information

Based on the results of the FDLP Forecast Study, the recommendations of the National Academy of Public Administration's (NAPA) 2013 report, "Rebooting the Government Printing Office," and other external factors, planning for the future requires enhancing the Cataloging and Indexing Program and the FDLP. The National Plan for the Future of the FDLP became the National Plan for Access to U.S. Government Information — a user centric approach to providing permanent public access to Federal Government information. A multi-year implementation of the National Plan began in FY 2014. It has three strategic priorities that guide the direction and work of GPO:

- Implementing information lifecycle management processes and workflows
- Developing a sustainable governance structure for the FDLP
- Providing services to support the Federal depository libraries



##### National Bibliographic Records Inventory Initiative

Through this initiative, GPO will:

- Identify fugitive U.S. Government publications (e.g., published Federal agency materials within scope of the FDLP and the Cataloging and Indexing Program that agencies have not notified GPO of their publication or provided GPO copies) and pre-1976 titles not in the CGP that fall within GPO's program responsibilities
- Inventory historical publications at GPO for inclusion in the National Bibliographic Records Inventory

##### Expanding Technology in the 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.

## 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.

**National Bibliographic Records Inventory** – In FY15, GPO completed the following:

- University of Montana: Approximately 324 bibliographic records were created for publications from the U.S. Forest Service. This completes work on the partnership.
- University of Colorado, Boulder: 362 records have been added to the CGP.
- Colorado School of Mines: 348 records have been added to the CGP.
- University of North Texas: The cataloging of 5 collections has been completed (Statutes at Large, United States Reports, Register of Debates in Congress, Congressional Globe, and The Debates and Proceedings of in the Congress of the United States)
- Historic Shelflist: 47 drawers have been completed through FY 2015, exceeding our goal for the fiscal year.
- FRASER: GPO processed a quarterly spreadsheet submitted by the Federal Reserve Bank of St. Louis. – throughout 2015
- Daily acquisitions: GPO continuously acquired material within scope of the FDLP and the C&I Program. – throughout 2015
- As of the end of FY 2015, through this initiative, over 2,200 serial publications have been added to GPO’s CGP.

GPO

In FY17, GPO’s plans include the following:

- University of Montana: Bibliographic records will be created for approximately 100 publications from 12 SuDoc classes.
- University of Colorado, Boulder: Work will continue on adding bibliographic records for the print versions of the USGS Bulletins.
- Colorado School of Mines: Work will continue on adding bibliographic records for the electronic versions of the USGS Bulletins.
- University of North Texas – A comparison will be conducted of UNT bibliographic records with records available in the CGP to identify matches and records missing from the CGP.
- Historic Shelflist: 45 drawers will be completed.
- Serial Check-In Drawers: GPO will check-in 12 drawers and 8,000 serial issues to the CGP.
- Monthly Catalog: GPO will transcribe the 1896, 1897, and 1900 volumes.
- U.S. Serial Set: GPO will update the bibliographic records of the Congressional documents and reports included in the Serial Set. Serial titles contained in the Serial Set will also be checked into Aleph.
- New FDsys and govinfo content, including the Court of Federal Claims and the U.S. Tax Courts will be added.
- FRASER: GPO will process the quarterly spreadsheet submitted by the Federal Reserve Bank of St. Louis.
- Daily acquisitions: GPO will continue to acquire materials within scope of the FDLP and the C&I Program.



- **Congressional Hearings:** A task order will be established to begin the addition of bibliographic records to the CGP for tangible Congressional Hearings acquired from Kansas State University.
- **List of Special Materials:** A task order will be established to begin the transcription of publications noted in the List of Special Materials section of the Monthly Catalog.

**National Plan for Access to U.S. Government Information** – In FY15, GPO completed the following:

- **Launched outreach campaign:**
  - Depository Library Council Virtual Meeting: Focusing on Service – December 2014
  - Meeting with the American Library Association’s Washington Office – March 2015
  - Meeting with National Libraries and the Library of Congress – March 2015
  - Depository Library Council Virtual Meeting: Navigating through Change – April 2015
  - Meeting with the Institute of Museum and Library Services (IMLS) – May 2015
  - Meeting with IMLS – June 2015
  - Federal Information Preservation Network (FIPNet): A National Dialogue – June 2015
  - Various Meetings at the American Library Association’s Annual Conference – June 2015
  - Various Meetings at the American Association of Law Libraries Annual Meeting – July 2015
  - Meeting with representatives from TRAIL (Technical Report Archive & Image Library) – July 2015
  - Follow-Up Meeting with National Libraries and the Library of Congress – September 2015
- **First FIPNet partnership agreement signed with the University of North Texas in July 2015**



In FY17, GPO will:

- Investigate pilot project to migrate harvested content from Permanent server to FDsys and govinfo
- Deliver formal National Plan Framework Report with annual updates (each element will have its own project plan)
- Further define/develop FIPNet partner best practices
- Develop extensive marketing packet for recruiting partners
- University of North Texas – A comparison will be conducted of UNT bibliographic records with records available in GPO’s CGP to identify matches and records missing from the CGP.
- Recruit new FIPNet partners
- Implement Regional Discard Policy
- Continue the outreach and awareness campaign:
  - Depository Library Council Meeting & Federal Depository Library Conference
  - FEDLINK Fall Exposition
  - Meetings with Columbia and Stanford universities
  - Meetings with National Libraries
  - Annual conferences of major library associations
  - Regional meetings within the FDLP community
  - Depository Library Council virtual meetings

**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.

## B. Secure Federal Credentials

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**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.

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

### Strategies

#### Supporting Credentialing Requirements

GPO plays a critical role in our nation's security by producing Secure Federal Credentials. We have manufactured the U.S. Passport for over 80 years. Since the electronic passport program began in 2005, we have made well over 100 million e-Passports for our customer, the Department of State.

GPO produces and personalizes over 2,000,000 secure federal smart card credentials each year for a variety of federal agency customers. These credentials are used to gain access to our nation's borders, our federal buildings and facilities and our most sensitive IT networks and architectures. The success of our Secure Credential Programs proves that we can connect security printing with secure electronics to produce the most trusted credentials in Government.

GPO serves as an integrator of secure identification smart cards to support the credentialing requirements of Federal agencies and other Government entities. GPO can offer secure credential services that include card and secure artwork design, security printing, card manufacturing, card personalization and fulfillment services.

## Performance

**Next Generation Passport Program (NGPP) –** GENhanced Secure Credential Production Capabilities— In FY15, GPO managers, supervisors and employees underwent training for enhanced skills in Continuous Process Improvement Methodologies and Lean Manufacturing Concepts delivered by industry-specific specialists. Managers, Journeypersons, Engineers, and Plant Workers received this new and reinforcing training. These initiatives had a positive impact on production volume, manufacturing function, and improved ROI.

In FY17, GPO will continue to build on our core value of tangible print and move toward digital transformation through the procurement and utilization of digital driven equipment, design suites, data tracking tools and other employee digital interfaces.

**Next Generation Passport Program (NGPP) –** A major secure document that GPO produces is the U.S. passport for the Department of State, which we have been responsible for since 1926. Since 2005, the U.S. passport 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, D.C., as well as an additional secure facility in Mississippi – is the most secure identification credential obtainable.

GPO joined the Department of State to begin work on the development of the Next Generation Passport. GPO plays 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.

In FY15, GPO's activities in support of the Next Generation Passport program included refining program plans, product development, concept testing and evaluations, inter agency and intra-agency meetings, budgeting, scheduling, and technology upgrades.

In FY17, GPO's activities in support of the Next Generation Passport program will include the deployment and roll-out plan execution to support the Department of State's transition from the personalization and issuance of the current passport to the Next Generation Passport. As directed by the Department of State and during FY17, GPO will begin or continue to produce the components and finished products of the Next Generation Passport program.

**Smart Card Products and Services –** GPO serves as an integrator of secure identification smart cards to support the credentialing requirements of Federal agencies and other Government entities. GPO offers secure credential services that include card and secure artwork design, security printing, card manufacturing, card personalization, and fulfillment services.

In FY15, GPO acquired additional smartcard equipment, facilities and personnel to support the growing business requirements of this division. GPO worked to support the launch of two new card programs including the Department of Defense's Pentagon Force Protection Agency access card and the Department of Homeland Security's Asia-Pacific Economic Cooperation (APEC) card for approved travelers.

In FY17, GPO will continue to support existing secure credential card customers, provide consultations and product upgrades when requested and continue to offer our secure credential products and services to new Federal agencies and Government entities.



**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."

GPO

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

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**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 over 74% as the result of using new technologies, a rate of change unparalleled elsewhere among other Legislative Branch agencies. Furthermore, 38% of GPO's workforce will be eligible to retire in FY 2019. 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, 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

**Employee Relations** — Training was developed for supervisors relating to Corrective Actions, Key Elements of Performance Management, and Leave Policies and Procedures. One on One training was provided to managers on duties of deciding officials and correctly completing Douglas Factors.

**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.

Survey results in 2014 indicated employees continue to think GPO is a good place to work. While in most Federal agencies the Global Satisfaction Index dropped, 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."

GPO created a cross-functional group to identify areas of improvement noted in the survey and take action in addressing issues. From survey feedback received, progress has been made in the areas of leadership, strategic management, support for diversity, performance management, communications, technology management and collaboration. GPO began an initiative called the "We Hear You Campaign" to track progress made in addressing issues related to the survey.

**Human Capital Performance** — In FY15, HC released EQPR 2.0. This web-based application incorporates EQPRs and performance appraisals and follows OPM rules and regulations. The EQPR system provides added transparency and visibility to the performance management process, making it easy to create and maintain an employees' performance plans and quarterly reviews. In addition, in response to the FEVS, policies were changed, technology systems were modified and training was provided to managers so that performance plans could be issued in October rather than later in the fiscal year.

**Human Capital Service Level Partnership Agreements** — A service level partnership agreement will be put in place in FY16 to establish a cooperative partnership between the GPO Human Capital Office and the GPO Business Units. The objectives of this Agreement are to:

- Integrate people, processes, and technology to provide a balanced service level to all business units.
- Create a collaborative business environment where trusted relationships and teamwork are encouraged between HC and BUs and a HC structure that balances strategic and tactical efforts that promote efficiencies.
- Leverage human resources, institutional knowledge, developing skill sets, and technology in an effort to continuously improve service and productivity for all HC services.
- Mitigate risk to the Business Units by focusing on HC compliance requirements and understanding the impact these requirements have on productivity for the business units.



- Establish an integrated organizational structure that will promote the consistent interpretation and enforcement of policies, procedures, local, state and Federal laws and regulations throughout GPO.
- Reduce unnecessary delays in processing of actions.

**Human Capital Technology** – GPO is leveraging existing technology and pursuing new technology solutions to develop, implement, and manage human capital strategies and services. In FY15, GPO fully implemented the EQPR system and also improved the system after receiving feedback from users. Also, the 52 tracker database was updated to make tracking of personnel actions easier than ever, allow for benchmarking and add a level of transparency. Lastly, the Learning Management system (LMS) was implemented which improved training data integrity by creating a secure, automatic interface/update of the personal data in our learning management system (LMS). GPO will continue to automate processes to make the classification, recruitment and staffing as efficient as possible. Improvements will be made to these and other HC applications in FY16 including a major upgrade to OPM’s USA Staffing Application.

## MODEL EEO PROGRAM

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A model EEO Program ensures that all employees and applicants for employment enjoy equality of opportunity in the workplace regardless of race, sex, color, religion, national origin, age, disability, sexual orientation, and genetic information. GPO will engage in activities that demonstrate leadership’s commitment to achieve a diverse workplace, free of barriers to equal opportunity, and will continue its development of a Model EEO Program using the six essential elements established by the EEOC’s Management Directive.



- **Diversity and Inclusion Initiatives** – GPO continued to promote diversity and inclusion in the workplace. Efforts in this area included:
  - The GPO conducted a self-assessment of its EEO Program that will serve as the baseline for making program improvements designed to achieve and maintain a model EEO Program.
  - A model EEO Program begins with an effective EEO Program Policy Statement that demonstrates commitment from agency leadership. The GPO’s EEO policy statement communicates the Director’s personal commitment to the principles of EEO and reiterates the agency’s position prohibiting discrimination based on any protected basis. The policy is available on the intranet to ensure easy access by all employees.
  - Special Emphasis Program observances with keynote speakers were sponsored throughout the year to promote a workplace that welcomes diversity and inclusion.
  - Director’s statements of support for all national observances that honor the valuable contributions of various groups and communicate the agency’s commitment to diversity and inclusion were prominently posted using various media.
- **Historic Low EEO Complaints** – In FY15, there were only eight (8) formal EEO complaints filed, a 47% decrease from the previous year and the fewest number filed in the past fifteen (15) years. This trend reflects GPO’s commitment to maintain a discrimination and harassment-free workplace. Efforts in the area included:
  - Alternative Dispute Resolution (ADR)/EEO Counseling: GPO maximized the use of alternative dispute resolution and traditional EEO counseling as strategies to

facilitate early, effective, neutral, and efficient informal resolution of allegations of discrimination that enabled parties to resolve concerns in a quick, amicable and cost-effective manner.

- Preventing Sexual and Discriminatory Harassment (PSDH): To proactively address prevention of unlawful discrimination, all GPO employees received PSDH training. The training was designed to provide an understanding about what constitutes harassment, the role and responsibility of all employees to ensure a harassment-free workplace, the avenues of redress available to address allegations, and the consequences for engaging in illegal harassment.
- Anti-Harassment Policy: The Director issued an anti-harassment policy statement to further support GPO's efforts to prevent harassment throughout the agency. The policy is readily accessible and prominently posted on the intranet.
- Workplace Assessments— In support of its commitment to a discrimination and harassment-free workplace, the GPO conducted climate assessments and management inquiries to address allegations of hostile work environment.

**Safe and Secure Environment** — In FY15, GPO completed the following:

- Completed Criticality and Threat Assessments.
- Implemented security measures to ensure employees were safe in transit from Metro, Amtrak, and controlled lots, especially during low light and no light conditions.
- Participated in the Federal Protection Service (FPS) Operation Mega Shield, a comprehensive operation that combined physical security expertise and law enforcement authority into enhanced security teams using Federal, State and local law enforcement agencies.
- Conducted a combined physical security and law enforcement staffing assessment of GPO facilities with the United States Capitol Police.
- Attended the monthly NoMa Business Improvement District concerning business, events, improvements and crime in the area which included several other Law Enforcement Agencies to build and maintain rapport. GPO actively engaged in enhancing collaboration and coordination with other agencies (US Park Police, MPD, FPS, and USCP) in areas of communication, intelligence, and operational planning and training to expand our Threat Response capabilities.
- Conducted a vigorous and dynamic Random Antiterrorism Measures (RAMs) Program. RAMs enhanced the effectiveness of the law enforcement posture by altering GPO's security profile, thus making it more difficult for terrorists to plan and conduct operations against employees and facilities.
- Conducted annual Physical Security and Safety Assessments of all main GPO, Laurel Warehouse and Stennis facilities. Additionally, four (4) regional offices were assessed. During the assessments, GPO identified hazards and vulnerabilities and recommended prioritized actionable mitigation strategies. GPO will continue to track, trend and follow up on hazards and vulnerabilities until appropriate risk mitigation or formal risk acceptance occurs.





- Maintained an aggressive Occupant Emergency Training Program. Conducted six annual exercises to test and evaluate response capabilities. Updated, implemented, and trained emergency preparedness plans.
- Measured and trended GPO Safety Performance to identify areas of improvement. Tracked and trended accidents/incidents for continuous safety improvements and hazard reduction strategies. Used OSHA recording standards, determined a rate and compared it with the overall printing industry. Used trending to identify trends and disseminate to leadership so effective strategies can be implemented. Tracked hazards identified during an accident investigation until mitigated or formally accepted.
- Performed risk assessments of all key security material suppliers supporting GPO's Secure Credential product lines. Qualified new and existing suppliers and contractors were subjected to periodic security risk assessments based on the risk analysis.
- Revised security plans, directives, and posts orders; and ensured security policies and procedures were maintained and developed to mitigate and promote a realistic strategy to protect the GPO asset from current and possible threats.
- Maintained subject matter experts to sustain comprehensive security programs that addressed the GPO requirements in Information Security, Personnel Security, Physical Security, Operations Security, Communications Security, Access Control, Antiterrorism, Parking, etc., and promoted a highly-motivated and well-trained workforce.
- Provided continued Operational Intelligence information and updates concerning the tactics, techniques, and procedures of current and potential adversaries



In FY17, GPO will:

- Have the speaker array installed which will improve notification capabilities in noisy production areas. Fire drills and shelter-in-place exercises will monitor improvements.
- Improve operational efficiency and effectiveness by shaping and enhancing the security network; and maintain a secure network to ensure both internal and external customers' assets are protected.
- Provide needed technical upgrades and equipment to enhance the overall security and safety for GPO; and increase operational efficiency to operate under one management system platform for security and fire alarms.
- Continue to update and act on the results of these assessments.

**Workforce Planning** — In FY15, GPO conducted a buyout for over 100 employees. In contrast to the nearly 8,000 at its peak in the 1970's, GPO's total workforce is now approximately 1,700 employees, the fewest in the past century.

**Workforce Training** — GPO focused its FY15 workforce development efforts on four major priorities: professionalizing workforce skills through industry certifications, developing curriculums for critical skills required to continue our transformation from print to ePublishing and digital content management partnering with business units to identify and deliver training to support their employee and business development needs, and improving data integrity of training completions. Specifically, specialized classes dealing in project management, business analysis, lean manufacturing, ePublishing and digital content

management were developed. Workforce Development Education and Training (WDET) partnered with business units to develop and conduct on-demand training in several areas to include: Trusted digital repositories, contract law for print procurement, customer service, team dynamics, IT software, Office 365, and many more. Lastly, accessibility to online training courses and the digital book library was increased by moving the GPO Learning Center to make it accessible to employees on 2nd and 3rd shifts.

GPO





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