U.S. GOVERNMENT PRINTING OFFICE | **FY 2012 Mid-Year**

Strategic Plan Progress Report

April 2012

Introduction

Each of the 10 Goals in the Strategic Plan (SP) are a priority to leadership and are dependent upon effective execution at all levels of the Agency. GPO managers and employees remain focused on the mission to "Continue to transform ourselves into a digital information platform and provider of secure credentials".

The SP Mid-Year Progress Report marks a 6 month review of GPO's initiatives and is a key component of the transformation efforts. This report was developed collaboratively with business unit leaders to provide information regarding key accomplishments and progress toward the goals stated in the SVP as well as GPO's core agency commitments of customer service, diversity and employee satisfaction. The following provides information regarding GPO's progress, stating each goal and the 2012 activities related to each goal.

Goal 1 – It's All About The Customer

Create an internal organizational culture in which exceptional service, delivery, and customer satisfaction are encouraged and rewarded as the foundation of a reputation for world-class customer service.

Progress Highlights

- "What's on Your Mind?" is a new employee feedback site that was created as a way to improve communications and provide a mechanism for employees to submit questions, comments, and ideas to Acting Public Printer Davita Vance-Cooks. So far, there have been over 500 inquires sent through this site.

- Security and Intelligent Documents (SID) developed a new Customer Survey Tool to learn about GPO's performance from our customers' perspectives.

- Plant Operations demonstrated its commitment to excellence and earned best-in class certifications in

  — IdeaAlliance Master Printer certification for complying with G7's proof-to-print process and

  — Graphic Arts Industry Color Viewing Standard ISO 3664:2009.

- Plant Operations instituted a system to track the time it takes to make deliveries to customers from the Paper Warehouse. Incoming small packages to Central Receiving are also being tracked.

- In order to anticipate and identify building management issues, Plant Operations established a dedicated email address for employees to report problems, provide feedback on work processes and improvements and voice any concerns directly to building services management. BuildingServices@gpo.gov

- GPO created an easy-to-use Web-based application for Senate and House offices to update the distribution of the publications they receive. The form located at http://www.gpo.gov/gpo/search/beginPublication.action also provides information on how to contact GPO for additional information or for help with other publications.

- Acquisition Services has instituted measures to ensure that purchase requests are processed in a timely manner and that the Business Units are kept informed of the acquisition process.

- Customer Services implemented a Web-based video on the Simplified Purchase Agreement (SPA) and provided classroom and video training to customers on how to fill out an SF1.

- Customer Services began posting SPA vendor information on-line for agencies to access.

- In support of GSA, the Pueblo Distribution Center received one of the highest scores for satisfaction (an ACSI score of 84%) for the GSA Customer Satisfaction Survey.

- GPO Marketing has hosted many GPO sales/marketing seminars with a total of 255 event attendees YTD.

- A GPOExpress program satisfaction and use profile survey was issued March 2012.

- LSCM began the FDLP Forecast Project, requesting that the FDLP community identify pressing issues, goals, and viewpoints affecting depository libraries now and in the future.

- As part of GPO's workforce restructuring, the Human Capital Benefits Staff counseled and processed 265 Retirement cases from August 2011 – December 2011 (buy-out-247, early-out-6, disability-4 and voluntary-8).

- Programs, Strategy and Technology (PST) worked with the Office of the Federal Register (OFR) to document the entire eCFR workflow. This information is being used to create an interim eCFR and further define CFR 2.0.

- Information Technology and Systems (IT&S) expanded Public Key Infrastructure (PKI) digital certificate offerings to include Active Directory Domain Controller devices, and obtained new

business from the Department of Justice (DoJ) and its units. GPO is the recommended federal Shared Service Provider (SSP) PKI for DoJ for these types of certificates.

- IT&S deployed network monitoring tools that enhance GPO IT&S capabilities to prevent and respond to network threats or outages further supporting GPO's mission.

- Security Services is now recognized by MPD and North of Massachusetts Avenue Business Improvement District for implementing "Operation Night Owl".

- Security Services implemented a Surveillance Detection Plan designed to recognize the indicators of hostile surveillance of adversaries.

Goal 2 – Open And Transparent

Build on GPO's 150-year commitment to an open and transparent government to increase the number of documents disseminated digitally and in print.

Progress Highlights

- SID re-certified its entire workforce and processes under the ISO 9001 umbrella. Both locations (DC and Stennis) and all operations (Passports, Smartcards and New Product Development) are conducted under this system recognized around the globe for excellence in production, quality and process improvements.

- Plant Operations has implemented a Quality Reporting System (QRS) which keeps track of production issues and sends alerts to production personnel.

- Customer Services released an on-line Press Sheet Inspection Guide.

- GPO worked with the Secretary of the Senate to post the Report of the Secretary of the Senate online for the first time in November 2011.

- Human Capital provided organizational charts to Congress which confirm that GPO's current numbers and supervisory/employee ratios are in-line with workforce planning goals.

- Human Capital has provided training to GPO employees about the hiring process and how to use the USA Staffing system to assist them in applying for internal positions.

- PST made GPO's first mobile application, the Mobile Member Guide, available in November 2011, enabling

users to view information about the 112th Congress on their mobile device. In March 2012, PST added new features including official biographical and contact information, counties and zip codes, and links to the House Members and Senators' Web sites.

- In February 2012, PST released an app for the FY 13 Budget of the U.S. Government which had 53,000 visits in the first 24 hours and 100,000 visits in the first month.

- Two regional facilities were visited to conduct onsite EEO program reviews. These visits provide the opportunity to ensure the facility is in compliance with EEO mandates, as well as provide employees an opportunity to raise issues or concerns that can be resolved without engaging in the EEO process.

- The Acting Public Printer held Town Hall Meetings to talk about GPO's Strategic Vision Plan, answer employees' questions and discuss the new tool for employee feedback, "What's on Your Mind". The Acting Public Printer also meets regularly with management staff.

Goal 3 – Right Tools

Anticipate, plan, and equip GPO to provide products and services to our customers, generating new opportunities for business and using process improvements to enhance customer service while reducing costs.

Progress Highlights

- The Office of the CFO held two sessions of classes during the month of March to provide basic accounting concepts to personnel in non-accounting jobs within the Finance Department.

- GPO adopted the "RightNow" Customer Relationship Management Tool for the Enterprise. This will facilitate the coordination of GPO sales activity and customer support activity across the agency.

- IT&S implemented an electronic discovery automation system.

- IT&S and LSCM completed development of GBIS 3.0 (LIST) and moved to Production. This implementation was the Oracle replacement for the Legacy "Depository Distribution Information System" (DDIS). Along with replacing the functionality of the Legacy DDIS in a more robust environment, the new system has provided the Depository Libraries a web based system to monitor and manage their publication selection profiles.

- IT&S acquired IPv6 domain addresses for GPO in accordance with a White House directive.

- IT&S implemented the employee directory service for agency employees.

- IT&S deployed network monitoring tools that enhance GPO IT&S capabilities to prevent and respond to network threats or outages.

- Plant Operations acquired equipment that provides additional capabilities, allowing for enhanced customer service while reducing cost. These include the following:

— A new Stahl folder which increases our folding capacity and replaces antiquated equipment.

— Adding 12 pockets to the Horizon SB-09 binder provides increased capability and efficiency in producing high quality adhesive binding.

— The state-of-the-art Horizon PUR binder allows for high quality binding of coated substrates eliminating the need for a variety of press modifications as well as the need for sewing of the text block.

- Security Services procured and implemented the Federal Transmission System (FTS), Live Scan Electronic Fingerprinting, which allows fingerprints to be submitted directly to the FBI for processing. Additionally, Security Services launched the Electronic Questionnaire for Investigation Processing (eQIP) application/system, to submit background investigation applications directly to OPM.

Goal 4 – Enhance Strategic Partnerships

Enhance GPO's strategic partnerships to gain flexibility, build effective networks, and manage processes to meet and exceed customer expectations.

Progress Highlights

- Business Products and Services (BPS) released GPO's first on-line subscription through GPO's sales channels relationship with Zinio. Sales channel agreements were also established with Barnes and Noble and Amazon.

- LSCM maintains partnerships with 15 depository libraries and 8 agencies. In October 2011, LSCM renewed its partnership with the University of Illinois at Chicago (UIC). Via this partnership, UIC and other depository libraries are providing e-mail and chat for Government information reference service to the public.

- LSCM staff members have participated in and hosted numerous meetings with the depository library community.

- Security Services developed working relationships with many federal law enforcement organizations including the Metropolitan Police Department for the District of Columbia, United States Capitol Police, the Federal Protective Service, the Federal Bureau of Investigations, & the Departments of Homeland Security and Defense.

- Security Services partnered with FAA in procuring Personal Identity Verification (PIV) cards for GPO employees at our satellite facilities.

Goal 5 – Statutory Foundation

Research and analyze proposals for statutory change that will result in cost efficiency and allow GPO to meet change in today's information markets.

Progress Highlights

- Pursuant to 44 U.S.C. 19, GPO is responsible for ensuring all resources distributed to Federal depository libraries are accessible to the general public and that participating libraries comply with the Legal Requirements and Program Regulations of the Federal Depository Library Program. Since the program's revitalization and full-staffing in 2011, LSCM has conducted 196 Public Access Assessments with Federal depository libraries.

- LSCM has developed an educational curriculum for FDsys. LSCM began FDsys training in November 2011, and has already conducted 36 training sessions, with many more training sessions scheduled this year.

- In March 2012, the transition from GPO Access to FDsys was completed. FDsys is now GPO's only Web site for online official and authentic Government information. Since this transition took place, the number of visits to FDsys has doubled with an average of 190,000 per week.

- PST and LSCM worked with the Administrative Office of the U.S. Courts to launch a pilot project for increasing public access to court opinions. The United States Courts Opinions collection in FDsys contains opinions from the Federal appellate, district, and bankruptcy courts and the content dates back to April 2004. The number of courts participating in the pilot began with 3 and since has increased to 26.

- PST made the first audio content available on FDsys on January 30, 2012. Through a collaborative effort

with NARA, the public now has access to a digitized version of a newly discovered audio tape recording of conversations on "Air Force One" during its flight following President John F. Kennedy's assassination. This release resulted in a record number of visits, totaling more than 140,000 visits to the site over a five-day period.

- PST supported NARA in providing electronic access to the transcripts of President Richard Nixon's Watergate grand jury testimony from June 1975.

- PST provided support to the Library of Congress (LOC) in the creation of a new iPad application that provides users with mobile access to the daily *Congressional Record*.

Goal 6 – Maintain Fiscal Responsibility
Utilize a cost-effective and collaborative approach to help GPO achieve its strategic initiatives and ensure continued financial stability.

Progress Highlights

- Since the beginning of this fiscal year the outstanding dollar value of charge-backs has dropped by 27.5% to approximately $12.7M and by 55% since inception in May 2011.

- Heightened spend awareness and a strong team spirit have resulted in a reduction in the rate of cash overhead spending to FY2008 levels. Of particular note is the 43.4% reduction in spending in the consumption of general supplies in support of the business units and overall facility from the comparable period last year and the 46.5% reduction in the purchase and use of non-capitalized computer equipment as compared to the same period. Overtime hours worked is down 16.2% from the same time last year and 33.3% from the comparable period in FY2010.

- To improve efficiency, save money, and provide better service to FDLP libraries, Depository Distribution was relocated to GPO's Laurel, MD Warehouse in early 2012. The move decreased overhead costs for the FDLP and takes advantage of up-to-date facilities better suited for FDLP distribution.

- GPO reduced the number of mobile devices within the agency by almost one-third thereby eliminating non-essential cost and overhead.

- Plant Operation's Facilities Division continues to monitor and reduce overtime usage and material

costs. In the first 5 months of FY2012 compared to FY2011, overtime usage is down 27%.

- Plant Operations replaced three delivery trucks that required repairs and high maintenance costs with a single, new-used low mileage truck.

- Building Services signed leases with: Senate Sergeant at Arms (SSA), Architect of the Capitol (AOC) and US Commission on International Religious Freedom (USCIRF) and expect to generate over $550,000 annually.

Goal 7 – Secure Federal Credentials
Position GPO as a provider of choice for secure credentials for the Federal Government.

Progress Highlights

- SID launched several new products and services to include the new Global Entry secure credential for the Department of Homeland Security, Customs and Border Protection (DHS/CBP) and the new Federal Bureau of Investigation Special Events credential first used at the Super Bowl in Indianapolis.

- Plant Operations established the Secure Document Materials Testing (SDMT) Laboratory in 2011 to capitalize on the synergy between GPO and the U.S. Department of State. The SDMT team develops and measures quantifiable testing standards for some of our Nation's most trusted documents.

- Security Services completed three Product Security assessments of Passport and Smartcard suppliers.

Goal 8 – Employer Of Choice
Transform GPO into an employer of choice through workforce planning that focuses on diversity and inclusion, and through implementing work life programs that meet the changing needs of GPO's employees.

Progress Highlights

- The Telework Program Directive was completed after consultation with the AFGE/PCJC. In order to increase the possible number of participants, new teleworkers will logon from their home computer instead of using a GPO issued laptop.

- HC processed 186 on-the-spot awards beginning FY2012. As a result of the decision by the Acting Public Printer to provide Time off Performance Awards for FY2011 in lieu of cash awards, approximately 1,425 were processed.

- Human Capital is working on reducing the time to hire and has implemented phase 1 of improving the entrance on duty process for new employees. Time-to-process-in has decreased 50%.

- GPO's Leadership Evaluation and Development (LEAD) Program for FY2012 is continuing with 10 modules completed and 34 classes completed. The total number of employees that have participated in the program is 198.

- IT&S deployed WiFi Internet access for employees and visitors in GPO Cafeteria and conference areas.

- IT&S worked with the Senate and House of Representatives to allow GPO details to access the GPO Intranet.

- Plant Operations has reestablished training priorities for FY2012 in order to be more competitive in the government landscape. The priorities are targeting three areas: (1) Technical & Digital Operations, (2) Lean Manufacturing Processes, and (3) Frontline Supervisory Leadership.

- The number of formal discrimination complaints filed has decreased. To date in FY 2012, there has been a 41% decrease in the number of formal filings when compared to the same period in FY 2011.

- GPO continues to sponsor programs during national observances. To date in FY 2012 programs were held for Martin Luther King, Jr.'s Birthday, Black History Month & Women's History Month. These programs have been telecast to allow for regional participation and recorded for 2nd and 3rd shift employees.

- Security Services now escorts employees during low light conditions to parking Lot 8 and Union Station.

- Security Services offers the SafeAssured ID Program for GPO employees. This program is a valuable asset for parents in the protection of loved ones.

- GPO Employees provided over 100 bikes to local kids.

Goal 9 – Environmental Stewardship

Continue to integrate the application of sustainable materials and processes into GPO operations.

Progress Highlights

- IT&S reduced the physical to virtual server ratio from 3:1 to 2:1 over the last calendar year; thereby decreasing electricity and HVAC consumption within the agency.

- The Laurel Complex has begun selling corrugated containers at $50 per pallet to a contractor as opposed to crushing cartons and selling the crushed cartons for $19 per bin. The cartons are now being recycled.

- The Laurel Complex has consolidated trash pickups by reducing the number of compactors required.

- Plant Operations continued production of the *Congressional Record* and *Federal Register* on 100% recycled paper and the utilization of vegetable-based inks for these publications.

Goal 10 – COOP

Develop appropriate plans to provide for the continuation of the agency's essential functions and operations during a wide range of emergencies, including localized acts of nature, accidents, and other unexpected situations.

Progress Highlights

- LSCM has put in place COOP redundancy for its FDLP services, including fdlp.gov, Ben's Guide to U.S. Government, Browse Topics, the Digital Registry, and PURL.

- IT&S updated GPO IT Security Policy Directive and provided technical analysis and specifications to allow the Citrix web client to provide web based VPN connectivity using non-GPO equipment. Such a connectivity mechanism greatly enhances GPO COOP capabilities and readiness.

- IT&S completed the General Support Systems (GSS) Contingency Planning. This further prepares IT&S readiness, in the event of a disaster or an IT&S service failure.

- IT&S deployed upgraded NAS data storage infrastructure at the ACF to enhance GPO's COOP response capabilities.

- Security Services conducts three internal, full-spectrum OEP Exercises on a monthly basis. After-Action-Reports are submitted within 24 hours to identify deficiencies, vulnerabilities, planning weaknesses and resource gaps.

- Official Journals of Government (OJG) continues to participate in the monthly systems testing program (COOP Tuesday), of inter-agency exercises with the United States House of Representatives and the United States Senate.

- Plant Operations continues to support COOP efforts and completed a successful air card connectivity test for prepress tasks in the event that the Laurel COOP site is unavailable.