



GPO'S STRATEGIC PLAN FY2011-2015

Customer Centric and Employee Driven

150
YEARS
1861-2011

April 2011



I am proud to present the GPO's FY2011-2015 Strategic Plan. This plan is our blueprint for the future and provides the goals and initiatives by which GPO will carry out its mission of Keeping America Informed for the next five years. For 150 years, GPO has provided our customers with world-class service and doing so remains our top priority.

To that end, we have rethought and refocused our efforts, with ten goals grouped into four major initiatives that together will constitute our continued commitment for providing the best possible service to our customers.

GPO's FY2011-2015 Strategic Goals, sorted by four major initiatives, are as follows:

Satisfying Your Stakeholders

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

Strengthening Our Organizational Foundation

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

Offering Products and Services

- Statutory Foundation, Title 44, USC
- Secure Federal Credentials

Engaging Our Workforce

- Employer of Choice

GPO is committed to a strategic management framework that promotes continuous assessment and improvement year after year. The framework focuses on strategic planning, budgeting, performance measurement, and operations. This plan also reflects the professionalism and hard work of GPO employees who tirelessly exceed all expectations in Keeping America Informed.

A handwritten signature in black ink that reads "Wm. J. Boorman". The signature is written in a cursive, flowing style.

William J. Boorman
Public Printer of the United States

Mission Statement

The mission of GPO is to produce, protect, preserve, and distribute the official publications and information products of the Federal Government.

About GPO

With just 2,200 employees, GPO is the Federal Government's primary centralized resource for producing, procuring, cataloging, indexing, authenticating, disseminating, and preserving the official information products of the U.S. Government in digital and tangible forms. The agency is responsible for the production and distribution of information products for all three branches of the Federal Government, including U.S. passports for the Department of State as well as the official publications of Congress, the White House and other Federal agencies, and the courts.

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

For more information, please visit www.gpo.gov. Follow GPO on Twitter twitter.com/USGPO, YouTube www.youtube.com/user/gpoprinter, and Facebook www.facebook.com/usgpo.

Core Values

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

Commitment

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

Customer Service

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

Dependability

GPO keeps its promises. 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 its business. It's 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 all employees the chance to work to their full potential.

Integrity

GPO has the courage to do what's right. 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.

Vision

To engage the talents and expertise of the workforce in offering a complete range of Government documents and services and treat customers extraordinarily well.

Situational Analysis

GPO is facing the following trends that have direct impact on its business model, requiring it to transform itself and aggressively posture itself for the future.

Digital Documents

Approximately 97% of all U.S. Government documents are now born digital, published to the Web, and will never be printed by the Federal Government.

Changing Business Model

GPO's traditional business model of agency payments for tangible printing products and services is impacted by the trend toward an open and transparent Government.

Market Niche Competitors

The key competitors in the publishing industry have developed market niches, which capitalize on their strengths and capabilities. This makes them significant players in their particular marketing space.

Transition Workforce

The workforce is in transition because of changing demographics and required skill sets. Therefore, succession planning initiatives will be required to enable GPO to become an Employer of Choice.

Financial Pressures

Financial pressures and the need to generate a positive contribution margin will continue to impact strategic decisions, requiring human and capital investments to be aligned with appropriate return-on-investment criteria.

Title 44 U.S.C.

Title 44 U.S.C. rules and regulations may require review as GPO undergoes a transformation in an attempt to accommodate and respond to government trends.

I. Satisfying Our Stakeholders

A. It's all About the Customer

Objective

Create an internal organizational culture in which exceptional service, delivery, and customer satisfaction are encouraged and rewarded.

- GPO will work to understand, anticipate, and meet the needs of customers. GPO will provide world-class customer service together with product innovation through a wide-range of print and technology vehicles.
- GPO is dedicated to providing products that deliver results and will recognize employees who exceed customers' expectations.

2011 Efforts

1. Create and administer a Customer Service Satisfaction and Needs Survey.
2. Host an Agency-wide Open House for current and new customers.
3. Establish policies that are customer friendly and that show concern for the customer's needs and requirements.
4. Communicate and train employees on how to provide world-class service.
5. Develop and implement a training program for the National Account Managers.
6. Challenge and eliminate all inefficient, rigid policies and guidelines, which impact customer satisfaction.
7. Establish and maintain a reward mechanism for demonstrating a high level of customer service.

B. Open and Transparent

Objective

Build on GPO's 150-year commitment to be 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.

2011 Efforts

1. Drive customer satisfaction through quality production and on-time delivery to internal and external customers. Where the data is available, establish metrics for quality and delivery. Develop current baselines and relevant targets and measure performance compared to targets. For areas where data collection is not in place, develop a plan to capture that data.
2. Conduct an independent assessment of Acquisition Services.
3. Identify and document key Standard Operating Procedures (SOPs). Test the SOPs to ensure accuracy. Modify as necessary and comply with in actual use.

4. Update marketing collateral in a clear manner to present GPO's goods, services, and programs.
5. Reach or surpass 100 million "touch points" (citizen interactions) through Internet, FDsys, phone, print, and social media channels.
6. Enhance GPO's social media posture and future services.
7. Update GPO's Inter/Intranet presence to maintain current and relevant status.
8. Work with the library community to determine the most popular type of information requested and assist agencies in providing this information electronically.
9. Implement a plan to communicate GPO transformation efforts.

C. Enhance Strategic Partnerships

Objective

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

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

2011 Efforts

1. Produce quality U.S. electronic passports for the Department of State in a timely manner.
2. Begin the development of in-house capabilities for e-Book conversions and applications.
3. Increase the number of new GPOExpress cards issued.
4. Prepare the central and regional teams to conduct agency assessment meetings.
5. Explore and identify new cooperative and collaborative models of service for Federal information dissemination within the information community and Federal agencies.
6. Create and/or enhance current partnerships, i.e. FedEx Kinko's, Google, independent printers.
7. Increase educational and outreach opportunities with Federal agencies and the American public.

II. Strengthening Our Organizational Foundation

A. Right Tools

Objective

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

- In order to continue 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 continue to improve processes and technology to ensure that solutions are scalable, available, cost-effective, and secure.

- Technology investments will be in direct relationship with GPO business goals, resulting in excellent customer service, strong partnerships, secure infrastructures, and cost-effective performance.

2011 Efforts

1. Develop a Customer Services knowledge database.
2. Update the Customer Services Standard Specification Language.
3. Transition all remaining Library Services and Content Management legacy systems to new systems within the approved agency enterprise architecture.
4. Continue to develop and implement the Acquisition Certification Training Program; and participate in the other training opportunities in Advanced Acquisition and Leadership.
5. Assess requirements for development and production of the Composition Replacement System (CSR).
6. Complete the production activation of the Agilance FISMA Compliance and POA&M (Plan of Action and Milestones) automation system.
7. Develop, produce, and distribute workforce demographics to management with information on the diversity of the workplace.
8. Establish long-term technology goals. Create a plan that allocates resources in a way that furthers GPO's future mission.

B. Maintain Fiscal Responsibility

Objective

Utilize a cost effective and collaborative approach in managing GPO's Business Systems to help the agency achieve its strategic initiatives and ensure continued financial stability.

2011 Efforts

1. Implement a strategy to reduce charge-backs and maintain volume at an acceptable level.
2. Develop and implement an accounting/finance write off hierarchy of approvals at various dollar levels up through the Chief Financial Officer and the Public Printer for charge-backs, credit issuances, and other receivables.
3. Establish long-term technology goals. Create a plan that allocates resources in a way that furthers GPO's future mission
4. Reduce overtime and materials and supplies expenses as compared to FY2010.
5. Prepare a 5-year plan for major capital projects required at GPO in order to save on utilities costs, while maintaining the building, electrical, and mechanical systems. Include cost estimates for budget planning and realistic timelines for achieving projects.
6. Collaborate with Business and Support Units to develop and execute acquisition strategies for key agency initiatives; i.e. passport, FDsys, Composition System Replacement, mainframe migration, Oracle, etc.

7. Develop and implement a process to approve, track, and report details of work completed by individuals on approved overtime.
8. Maintain GPO's Balanced Scorecard as a way to measure progress towards strategic goals.

C. Environmental Stewardship

Objective

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

- GPO will continue to introduce programs that include recycling, reducing energy consumption, reducing GPO's carbon footprint, and provide Federal customers with environmentally-friendly printing and information product alternatives.
- GPO will continue to prioritize 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.

2011 Efforts

1. Maintain focus on improving environmental compliance and workforce safety.
2. Direct and manage the identification and rank ordering (risk analysis) of the top safety and environmental risks for GPO.
3. Systematically manage environmental programs to strive for continual improvement and compliance with applicable regulations and policies.
4. Foster environmental stewardship at all levels within the organization and enhance green initiatives, materials, and energy efficiencies.
5. Engage business partners to support GPO's environmental commitment.
6. Recognize and take advantage of opportunities to derive business value from improved environmental performance.

D. COOP Operations

Objective

Develop appropriate plans to provide for the continuation of GPO's essential functions and operations during a wide range of all-hazards emergencies.

At GPO, COOP enables continuation of essential functions of Government printing and passport production operations for Congress, Federal agencies, and the State Department in the event of a national security or isolated emergency affecting GPO facilities in Washington, DC. GPO's business continuity plan assures the ability for GPO to publish congressional documents, the *Congressional Record*, the *Federal Register*, and the production of U.S. passports.

2011 Efforts

1. Establish FDsys Continuity of Operations (COOP).
2. Complete agency-wide COOP plans and documentation.
3. Complete agency-wide COOP training at all levels.

III. Offering Products and Services

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

Objective

Increase the volume of documents distributed and preserved by the agency to fulfill its mission.

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

2011 Efforts

1. Survey Congressional and Federal agency customers to ensure they are utilizing GPO for appropriate products and services.
2. Develop an FDsys Business Services Model.
3. Work with Information Technology and Systems to define operational roles and responsibilities for the operation of FDsys.
4. Provide IT Security support for the completion of increments of FDsys in FY2011.
5. Complete a white paper on the authenticity of Electronic Federal Government Publications.
6. Develop an acquisition strategy for the Office of the Federal Register (OFR) eDOCS.
7. Work with OFR to establish the Vision document for the eCFR (electronic Code of Federal Regulations).
8. Increase educational and outreach opportunities with Federal agencies and the American public.
9. Research and define necessary changes to the existing U.S. Title 44 U.S.C. that will provide cost efficiencies without decreasing the overall mission and quality of products that are critical to *Keeping America Informed*.

B. Secure Federal Credentials

Objective

Position GPO as a provider of choice for secure Federal credentials for the Federal Government.

GPO is a trusted leader of identity products including passports, ID cards, secure credentials, and immigration documents. The agency works with the Departments of State, Defense, and Homeland Security, and agencies such as the Federal Bureau of Investigation to overcome security challenges related to credentials and other Government documents. GPO offers many secure credential products and services including credential designing, manufacturing, printing, personalization, shipping, and fulfillment. Security and Intelligent Documents operations are committed to development of the following four product areas: e-Passport, e-ID, Smartcard Public Key Infrastructure (PKI) Certificates, and traditional security printing.

2011 Efforts

1. Safety will always be the number one priority in Security and Intelligent Documents. Retain ISO9000 certification at both Production sites.
2. Complete the testing and evaluation procurement actions for new passport cover stock.

3. Grow the revenue from the Smart Card product lines.
4. Pursue new processes, equipment, and techniques that enhance offerings to Federal agency customers in the areas of secure credential design, materials selection, security printing, personalization, and delivery.
5. Perform pre-award security surveys and security assurance reviews in support of e-Passport operations.

IV. Engaging Our Workforce

A. Employer of Choice

Objective

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

- GPO's ability to be viewed as an employer of choice depends on the agency's ability to develop and attract quality employees and to motivate them to perform at high levels. GPO will work to maintain an environment that is fair, unbiased, and family-friendly, and that promotes and values opportunity and inclusiveness.
- Attracting and keeping high-caliber employees and cultivating a talented, diverse workforce will allow GPO to tackle the challenges posed by an increasingly complex, ever-changing external environment. GPO is committed to treating all employees fairly, respecting their diversity, and valuing their contributions.

2011 Efforts

1. Improve the accuracy and timeliness of contract preparation and award.
2. Improve Human Capital (HC) customer service for GPO employees.
3. Increase accuracy rates and timeliness for HC data entry and reporting.
4. Develop and implement a manpower management process into HC.
5. Implement employee and supervisory focus group meetings to obtain input from the workforce.
6. Produce a series of informational materials on the various aspects of the EEO Program and update the EEO intranet site to communicate information to supervisors and employees.
7. Conduct an extensive 10-year trend analysis of complaints.
8. Conduct meetings with management to discuss issues and concerns, to provide information on the EEO Program, to give data related to the various business units, and to obtain input that will assist in developing strategies to improve the EEO Program for GPO.
9. Make sure GPO's compensation and performance management systems are fair and unbiased and promote workforce excellence.
10. Establish a system for the resolution of employee concerns.
11. Improve compensation and performance management systems.

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

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

For more information, please visit **www.gpo.gov**.

Follow GPO on Twitter **twitter.com/USGPO**, YouTube **www.youtube.com/user/gpoprinter**, and Facebook **www.facebook.com/usgpo**.



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