



U.S. GOVERNMENT PRINTING OFFICE  
*Strategic Vision Plan Fiscal Year 2011 Accomplishments*

150  
YEARS  
1861-2011



October 2011



The federal government is in a period of profound transition. Technological advances and budgetary constraints make it more important than ever for the Government Printing Office (GPO) to stay focused on our goals and committed to a strategic management framework that promotes continuous assessment and improvement.

I have seen first hand that an organization will be successful when a good strategic plan is combined with superior execution. During FY 2011, GPO became more customer-focused and results-oriented. As a result, we have continued to streamline operations, utilize new technologies, develop new products and services, and create a more positive customer experience, while reducing costs.

Our customer-centric, employee driven approach has allowed GPO to meet the initiatives set forth in the *GPO FY 2011 Strategic Vision Document* and continues our tradition of *Keeping America Informed*.

I am proud to present the *GPO's FY 2011 Strategic Vision Accomplishments* document which highlights the achievements in making GPO's Strategic Vision a reality. Our progress in pursuit of the Strategic Vision is assessed in annual increments through the use of specific performance goals and measures.

Each of the 10 goals in the Strategic Vision Plan (SVP) is a priority for the leadership team and is dependent upon effective execution at all levels of the Agency. It is important to monitor progress to ensure GPO stays focused on the mission to "Produce, protect, preserve, and distribute documents of our democracy" effectively and efficiently.

This report was developed collaboratively with business unit leaders to provide information regarding key accomplishments toward the goals stated in the SVP as well as GPO's Core Agency commitments of Customer Service, Diversity and Employee satisfaction.

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*

## I. Strategic Initiative – Satisfying Our Stakeholders

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### 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. GPO must provide products and services to our customers and utilize new technologies to meet our customers' needs.

#### Accomplishments

##### 2011 Customer Satisfaction Survey

The 2011 Customer Satisfaction Survey showed that 91 percent of 750 Federal agency customers that responded to the survey are satisfied overall with the services they are receiving. The survey focused on GPO's printing and publishing services, billing processes, and employee customer service. The survey reported improvements across the board in satisfaction with GPO's billing process, including promptness of billing, accuracy of invoices, the billing problem resolution process, and satisfaction with GPO's deposit accounts.

##### Account Managers Activity

Agency Accounts and Marketing track individual and team sales against respective sales goals to gauge new business activity by the National Account Managers. Full FY11 aggregate sales achievement for the National Account Managers (NAMs) represents year-over-year sales growth of \$2,862,508 (21.7% growth) for the combined Central and Regional NAM teams.

##### Agency Customer Needs Assessment

Central and Regional National Account Managers conducted 35 targeted agency assessment meetings to gain a better understanding of agency customers' short-term and long-term printing and communication needs. The information gleaned from these meetings was used to develop specific sales strategies for the purpose of growing the GPO business within these agencies and identification of new business opportunities.

##### Congressional Office Needs Survey

In May 2011, GPO developed and conducted the first-ever, online survey of congressional offices and committees on their need for printed Congressional Record and OFR publications. The survey generated an approximate 50% response rate, with many—though not all—offices and committees requesting to reduce or opt out of their receipt of these publications.

##### GPO Open House

The August 2011 Open House which had a theme "Imagine More" was an opportunity for the 81 Federal Agency customers in attendance to learn about the latest printing methods and digital technologies offered by GPO.

### GPO Road Shows

GPO Road Shows are the primary sales and marketing outreach activities used by the GPO National Account Managers. They hosted 28 GPO Road Shows in 27 cities with 487 agency representatives in attendance. National Account Managers also conducted 4 additional offsite agency-specific training events with a total of 145 agency staff in attendance. Marketing also facilitated attendance at FOSE and On-Demand conferences, both which were held in Washington DC in FY 20 11.

### On Time Product Delivery

GPO Plant Operations tracks the delivery of the Congressional Record (CR), Federal Register (FR) and the Code of Federal Register (CFR). Both the FR and CR are delivered on time over 92% of the time.

### Reward Mechanism

GPO rewards employees for demonstrating a high level of service and promotes their successes. These successes are publicized on our LINK system and are included in *Typeline*.

### 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. Specifically GPO will;

1. Provide information to the public by offering agencies a cost-effective way to disseminate information. This strategy will provide an environment of openness that will strengthen our democracy and promote efficiency and effectiveness in Government.
2. Increase the transparency of GPO operations and assess GPO management's ability to lead, while empowering and supporting the employees.

#### Accomplishments

##### E-Book Market

GPO is now providing eBooks to public libraries, academic libraries, e-retailers, and direct to the public through agreements with Google eBooks, Overdrive, Ingram MyiLibrary and Ingram Digital Distribution. Approximately 300 eBooks have been sold to date. GPO developed in-house eBook production capabilities and developed procedures to work with vendors to produce eBooks for Federal agencies through a print procurement-type process.

##### FDSys

Since FDSys assumed the role of GPO's system of record for online Federal Government information in December 2010, GPO has focused FDSys efforts towards increasing the amount of content within the system and increasing the ways content can be used and reused. There are now over 60,000 user visits to FDSys every week, which represents a 300 percent growth in user visits from December 2010 to October 2011. GPO has

also focused FDsys efforts towards increasing the amount of content within the system and increasing the ways content can be used and reused. GPO has achieved these goals by:

- Adding content collections from all three branches of government, including the Coastal Zone Information Center, Digitized Statutes at Large for 1981-2002, and opinions of the United States appellate, district, and bankruptcy courts.
- Providing access to XML datasets through data.gov, including the Public Papers of the President, U.S. Government Manual, the Federal Register and the Code of Federal Regulations.

#### **Government Performance Results Act (GPRA)**

Quality Assurance maintains the GPO Balanced Scorecard to ensure that GPO meets its GPRA requirements. SVP and GPRA status is reported annually to executive management. GPO regularly attends Legislative Branch Financial Managers Council (LBFMC) meetings for GPO.

#### **Metric Development**

GPO Managers have developed baseline targets and quality/production metrics so that the efficiency and/or effectiveness of programs and operations can be measured.

#### **OIG Audits**

The OIG issued seven audit reports in FY 2011 which covered topics such as GPO Ethics Program, Control and Accountability of Laptop Computers, FDsys Risk Management, Contract Oversight and IV&V, Secure Card Personalization System information technology controls, and Assessment of GPO's PKI Certification Authority. GPO closed 33 recommendations from these reports which can be found at: <http://www.gpo.gov/oig/audits.htm>.

#### **Social Media**

GPO launched a Facebook page in February 2011 and now has 1321 "likes" or followers. Four Square and Yelp accounts were created to promote the GPO, our 150th anniversary exhibit, and GPO's bookstore. GPO's Twitter account has 2,775 followers.

#### **Strategic Planning**

The GPO Strategic Vision Plan (SVP) was distributed May 2011. Employees were made aware of the agency goals, core commitments and key efforts which were directly linked to performance plans.

### **GOAL 3 – Enhance Strategic Partnerships**

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

#### **Accomplishments**

##### **GPO and Department of State**

In order to monitor our efforts in producing quality US electronic passports for the Department of State (DOS) in a timely manner, Security Intelligent Document (SID) maintains annual, monthly, weekly and daily production metrics. Reports include statistics on production, waste, quality and customer service activities. GPO representatives are part of a Joint Committee with the Department of State called the Supply Demand and Quality Committee that meets once a month to address any open issues or concerns that the State Department may have. SID produced 13M U.S. Passports requested by DOS for FY 2011.

##### **GPO and Federal Depository Library Community**

LSCM identified new cooperative and collaborative projects involving Federal information dissemination within the information community and federal agencies in FY 2011. GPO led collaboration efforts with several agencies to improve Federal information sharing.

- GPO accomplishments included outreach and presentations which were delivered at national conferences and events within the information community.
- Cooperative and collaborative efforts include the Digitization Projects Registry (DPR) website which LSCM launched to support Federal Depositories, Federal Agencies, and Public Users.
- A Document Discovery Program was implemented to work with the Federal information community to ensure the public has access to Federal information at no cost to public users and Federal agencies.
- GPO collaborated with the Library of Congress (LOC) and the National Oceanic and Atmospheric Administration's Coastal Zone Information Center (NOAA/CZIC) to digitize and incorporate documents into FDsys. GPO also continues to work with the LOC and National Archives and Records Administration (NARA) to collaboratively address preservation standards for content in a variety of electronic formats.

##### **GPO & Federal Judiciary**

The GPO and the Federal Judiciary are launching a one year pilot program providing free public access to court opinions through GPO's Federal Digital System (FDsys). When fully implemented, the pilot will include up to 42 courts.

##### **GPO and FedEx Office**

The GPOExpress contract, a partnership between GPO and FedEx Office, was renewed in January 2011. As part of the renewal, prices were reduced 16% on the most commonly

purchased items. FY 2011 sales closed at \$8.9 million which represents a 1% year-over-year growth in actual revenue. However, adjusted for the price reductions under the new contract, this represents a 12% increase in sales activity on the program. The program finished FY 2011 with just over 4,000 cardholders. GPO E- Catalog sales increased 27% from \$1.8 million to \$2.3 million.

#### **GPO and General Service Administration**

The U.S. General Services Administration (GSA) worked with the GPO through GPO's relationship with the Google Book Partner Program to make popular Government publications available for free electronic download. The program is making available 100 consumer-related Federal Government publications distributed through GSA's Federal Citizen Information Center (FCIC) which are offered through GSA's online bookstore. The public can view and download PDF copies of these publications on desktops, laptops, and various e-readers.

#### **GPO and Google**

GPO is using the Google Books Partner Program to display most print titles that have been accepted into the GPO Sales Program. In FY 2011, 459 Federal books went "live" on Google. There were over 2.5 million online visits to books supplied by GPO and more than 19 million pages have been browsed online. Approximately 10 thousand click-throughs from Google to the GPO Online Bookstore, were made where the books can be purchased.

#### **GPO and Independent Printers**

GPO's industry partners responded well this past year to a requirement that all quotations on small purchases be submitted electronically through our Contactor Connection portal. Close to 90,000 orders were processed with approximately 74% of these going to small businesses. Over 1,800 contractors received orders from GPO representing all 50 states, DC, Puerto Rico, Guam, and Mariana Pacific. They provided excellent service to our customers with an on time delivery record of 97%.

#### **GPO and Interagency Council**

GPO conducted regularly scheduled meetings with the Interagency Council on Printing and Publications Services (ICPPS). The ICPPS consists of printing officers representing federal organizations from the executive, judicial and legislative branches. Presentations were made on the GPO Consulting and On-site services contracts, a certification program for printing specialists, the Online Paper Store, the Federal Register, e-books, and the GPO Express Doc Store. The ICPPS represented the voice of the customer on these issues and provided valuable input.

#### **GPO and Library of Congress**

The GPO and Library of Congress (LOC) continued to digitize some of the nation's most important legal and legislative documents. The digitization project will include the public and private laws, and proposed constitutional amendments

passed by Congress as published in the official *Statutes at Large* from 1951-2002. GPO and LOC are also working on digitizing official debates of Congress from the permanent volumes of the *Congressional Record* from 1873-1998. These laws and documents will be authenticated and available to the public on GPO's Federal Digital System (FDsys) and the Library of Congress's THOMAS legislative information system.

#### **GPO and Office of the Federal Register (OFR)**

The eDocs Vision Document was released in June 2011. This document supports the strategic partnership between OFR and GPO and will begin the process of building a modernized CFR publication system. This new CFR publication system will better serve our customers by creating an online, official edition of the CFR. It will also help maintain the ability to produce the annual CFR as a high-volume, printed publication and support customer demand for special packages of regulations.

## **II. Strategic Initiative— Strengthening Our Organizational Foundation**

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### **GOAL 4 – 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.

#### **Accomplishments**

##### **Agilience System**

The Agilience System was successfully implemented. This system provides an efficient and effective method to track IT system security accreditation information including attendant control assessments, known IT system weaknesses and their remediation plans. Agilience provides a single, secure data repository for this information across GPO.

##### **Composition Replacement System (CSR)**

GPO completed a risk-analysis for the new Composition Replacement System (CSR) which is intended to replace MicroComp – a 30-year old locator-based system (originally developed on the pdp-11 minicomputer platform and subsequently migrated to PC's). Additionally, the IT Security requirements for the development and production of the Composition System Replacement (CSR) were identified. The CSR will be composed of the necessary technology and business practices to enable GPO to modernize and/or integrate all existing discrete applications, utilities, and processes used by GPO and its users to compose and create files optimized for printing and access of select Congressional and Federal agency publications.



### **Customer Services SharePoint Knowledge Management Database**

Customer Services has developed a SharePoint site Knowledge Management Database (KMD) which will capture historical knowledge, procedures, and data that will be used as a reference tool for customer service employees.

### **Customer Services Standard Specification Language**

The Standard Phraseology Employed in Contract Solicitations (SPECS) book is being updated so that employees in the Central and Regional offices will have current and officially approved language when developing new contract specifications. In addition, an electronic version has been developed that will allow users to easily search and retrieve this specification language.

### **ManPower Database**

Human Capital developed and released a manpower database that tracks personnel actions and provides up-to-date status for all hire and non hire actions.

### **Migration of Legacy Systems**

LSCM successfully completed a comprehensive inventory of legacy systems and complete analysis/documentation for migration to new systems. The first Library Information System Transformation (LIST) Conference Room Pilot was completed.

## **GOAL 5 – Maintain Fiscal Responsibility**

Utilize a cost-effective and collaborative approach to help GPO achieve its strategic initiatives and ensure continued financial stability.

### **Accomplishments**

#### **Buyout Program**

GPO offered a buyout program to reduce overhead spending and offset appropriation spending cuts. Business units developed workforce plans to reflect 15% staff reduction and transition to the government-wide standard supervisor/employee ratio of 1/11. Approximate savings expect to be \$33M per year.

#### **Chargeback Team**

An intradepartmental chargeback team has been formed and provides status reports on a weekly basis. The beginning balance in May 2011 was over \$28.250M. The net chargeback balance has decreased by 37% to approximately \$17.596M as of September 30th.

#### **Establishment of the Strategic Investment Committee (SIC)**

The SIC is a group of Executive Managers tasked with linking GPO's capital and technical requirements to the strategic vision and developing a plan to achieve these goals. They will set priorities and continuously review all capital expenditures, to make sure that all expenditures support agency priorities and the strategic plan. This committee will update both the vision and the plan on an annual basis.

### **Improved Space Utilization**

GPO instituted an aggressive program to make better use of GPO space by reducing the size of the footprint and leasing space to other Federal agencies. This will offset some of the facilities costs that are required to operate the GPO complex. Employees working on the GPO space program have;

- Surveyed the entire complex of four buildings to inventory the use of space by cost code and to produce a set of drawings to detail the allocation of space.
- Itemized listing of space use by type, office, industrial, storage or other.
- Compared GPO's use of office space to other agencies to determine efficiency.
- Proposed steps to vacate unneeded office space to offer other agencies for lease.
- Initiated projects to consolidate GPO office space to become more efficient.
- Met with other agencies to determine their needs and to offer space at GPO.
- Managed the ongoing lease program to increase revenue for GPO.

### **Non-Chargeback Receivables**

In FY 2011 the over 31 day old non-chargeback receivable balance was approximately \$4.719M which is 14% below the fiscal year goal of \$5.5M.

### **Reduction in Facilities Costs**

The Plant Operations' Facilities Division, which supports the GPO complex, worked diligently to reduce business expenses. Work schedules are now optimized through a Plant Operations priority report that balances the availability of resources with the demand of the operation. As a result of this prioritization, and through collaboration involving all business units, the agency was able to save over \$1.5 million in overtime and materials as compared to FY2010.

### **Spending Controls**

Controls were implemented targeted at reducing overhead spending. At fiscal year end, the overhead spending run-rate had declined from \$140M per year to approximately \$120M per year.

## **GOAL 6 – Environmental Stewardship**

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

### **Accomplishments**

#### **Air Quality, Waste Management and Sewer Discharge**

GPO provided targeted training designed to enhance GPO employees' understanding and coordination of roles and responsibilities related to key areas that impact air quality, waste management, and sewer discharge compliance. GPO has also developed and implemented improved compliance monitoring procedures with weekly inspections and daily

evaluations of work spaces and waste accumulation areas.

#### **Environmental Initiatives**

This year, the use of low and zero VOC fountain solution in the pressroom has been increased. In addition, there have been tighter controls of chemical products used throughout the manufacturing plant resulting in a reduction of hazardous waste generation at the source. The GPO now has Small Quantity Hazardous Generator status with the District regulators.

#### **Energy Consumption**

GPO has increased its focus on building energy efficient, sustainable systems such as FDSys, which runs on the most energy efficient servers available, reducing energy consumption by 40%.

#### **Environmental Committee Meetings**

Senior management was briefed quarterly for environmental program updates; inspection trend analysis; and to discuss pollution prevention strategies for each of the program areas. The top environmental risks for GPO were identified in order to mitigate compliance liabilities and foster a safe work environment. Labor representatives, and union members were updated on environmental program activities and given the opportunity to provide feedback for any environmental issues or concerns.

### **GOAL 7 – 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.

#### **Accomplishments**

##### **After Action Report**

A GPO "After Action Report and Improvement Plan" for response activities was developed after the Earthquake on Aug. 23, 2011.

##### **COOP Planning**

- The Business Continuity Office developed an ad-hoc COOP Concept of Operations (CONOPS) and requirements document as well as a GPO COOP Plan; and a COOP Multi-Year Strategic Plan FY 2011-15.
- In FY 2011, there was a 262% increase in test, training and exercise program activities including: functional exercises and tabletop exercises; monthly systems testing program (COOP Tuesday); and participation and coordination of inter-agency exercises with the United States House of Representatives and the United States Senate.

##### **FDSys Disaster Recovery**

The FDSys disaster recovery instance was officially available on March 30, 2011. This fully functional instance ensures continued congressional and public access to historical and new content should systems be damaged at the primary work site. This will ensure that GPO processes to manage, preserve, and disseminate electronic government information continue without disruption during times of crisis.

### **III. Strategic Initiative – Offering Products and Services**

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#### **GOAL 8 – Statutory Foundation - Title 44**

GPO's mission is rooted in legislation codified in USC 44. GPO should increase the volume of documents distributed and preserved by the agency to fulfill its mission.

#### **Accomplishments**

##### **Authentication White Paper**

The Authentication White Paper was released in June 2011 and discusses the tools and evidence that GPO provides so that users can be sure that 1.) They can trust the source of the content, and 2.) Unauthorized alterations to content have not occurred (i.e., content integrity is maintained). The White Paper establishes GPO's position as a government leader in the area of content authentication. The report is available at: <http://www.gpo.gov/pdfs/authentication/authenticationwhitepaper2011.pdf>

##### **IT Security**

IT Security has successfully supported all 11 FDSys incremental releases in FY 2011, including full system accreditation.

##### **FDSys and GPO Access**

LSCM successfully developed the list of operational requirements and corresponding responsibilities for FDSys roles, along with a detailed transition plan for GPO Access sunset. In addition, LSCM developed a comprehensive FDSys Training Plan for internal and external system users and a Communication Plan for GPO Access Sunset.

##### **FDSys Internal Audit**

An internal audit of FDSys was successfully completed "Trustworthy Repositories Audit & Certification: Criteria and Checklist (TRAC) audit". LSCM has also implemented new collections, and continues to lead collaborations with Federal agencies regarding new or enhanced FDSys collections.

### **GOAL 9 – Secure Federal Credentials**

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

#### **Accomplishments**

1. The GPO produced over 13 million passports for the Department of State in FY11. Projects and procurement actions are underway to increase the security and to advance the integrated technologies used in the U.S.'s electronic passport. The GPO is currently conducting a procurement to establish a future secure supply chain and the associated vendor sources for the electronic passport



program's cover stock component.

2. During FY11, the secure production facility in Washington DC where passports and other secure federal credentials are designed, manufactured, printed, personalized and shipped received the ISO9001 production and quality control certification. This globally recognized certification standard of excellence in manufacturing was the result of two years of preparation and transformation in the production and quality processes and workforces' standard operating procedures.
3. The GPO exceeded the FY11 secure smartcard credential revenue budgeted goal of 6 million dollars. This represented a 50% revenue increase over FY10. Several new products were launched in FY11 including a.) Department of State's family of secure diplomatic credentials, b.) DC Government's DCOne card program, c.) Department of Homeland Security's Global Entry Card program, d.) Department of Homeland Security's HSPD-12 enhanced PIV card body program, and e.) Federal Bureau of Investigation's new Special events Credential.
4. The GPO built, equipped and manned a new Secure Document Testing Laboratory (SDTL) for the purpose of testing and evaluating secure booklets and card products in the areas of durability, performance and quality. The laboratory and its equipment is government owned and operated in a government facility by security cleared government employees.
5. The GPO built, equipped and manned a secure manufacturing facility adjacent to the Secure Credential Center purpose built for the production of laminated card body products. This facility has the new capability of collating, laminating, and punching multi-layer secure card credentials for federal agency customers. The equipment is government owned and operated in a government facility by security cleared government employees.

#### **IV. Strategic Initiative – Engaging Our Workforce**

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##### **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.

##### **Accomplishments**

###### **150th Anniversary**

The GPO opened an exhibit of the agency's 150-year history in June 2011. As part of the exhibit, GPO displayed an original printed copy of the preliminary version of the Emancipation Proclamation. GPO printed 15,000 copies of the Emancipation Proclamation for the War Department, which were distributed to military commanders and their troops and diplomats in foreign countries. In FY 2011 GPO released *Keeping America Informed: The U.S. Government Printing Office: 150 Years of Service to the Nation*. This publication conveys GPO's history through text and photographs, many never published before.

##### **Apprentice Program**

The 60th Apprenticeship class graduated in May 2011 and 23 apprentices completed the comprehensive four year program. This program was designed to provide Plant Operations with a steady flow of employees, trained to perform the required duties in various crafts and trades. The craft specialties are Offset Plate, Maker-Striper, Proofreader/Keyboard Operator, Pressperson and Bookbinder.

##### **Decrease in Formal Complaint by Employees**

The formal complaints for FY2011 decreased by 36%.

##### **EEO Focus Groups**

EEO conducted employee and supervisor focus groups on all three shifts. These meetings provided an open forum for communication for managers and employees. Management now has a better understanding of employee concerns and more EEO information is available on the intranet and is available in hard-copy.

##### **EEO FY 2011 Programs**

During FY 2011, the GPO sponsored program observances during Disability Employment Awareness Month, Native American Heritage Month, Black History Month, Women's History Month and Asian/ Pacific American Heritage Month. These programs were complemented by a "Quote of the Day" on Link from a person representing the group being recognized, and the Public Printer's personal statement affirming his support and acknowledging the contributions of each group throughout the history of our nation and within the GPO.

##### **EEO Trend Analysis**

EEO conducted an extensive 10 year trend analysis of complaints. Results highlighted trends that have occurred at GPO that need attention or further analysis.

##### **Getting to Know GPO Panel**

Getting to Know GPO was a new initiative implemented by the EEO Office in partnership with the Federal Women's Program Mentoring Sub-Committee. The purpose of the panel was to familiarize employees with the mission of the business units. The discussions are open to all employees. In each session, three or four Managing Directors briefly explain the key functions of their business unit. They also talk about how the workflow comes and goes, their customers and the primary skills employees need for their business unit. At the end of each session time is allotted for questions and answers. The first session was held on Thursday, June 30 with an overflow audience.

### **Lead Program – Leadership Training**

The purpose of GPO's Leadership Evaluation and Development (LEAD) Program is to provide GPO with a steady flow of employees with enhanced skills and capacity to lead oneself, other individuals, teams, functional areas and organizations. Participants will learn to refine the leadership skills they have already acquired, and develop those essential for the greater responsibilities ahead. The focus of the curriculum is on developing leadership traits that complement and are aligned with the business challenges and exigencies of the agency. The LEAD Program curriculum consists of 10 individual courses and is open to all GPO employees. Participation has been very high with over 100 employees taking classes.

### **Workforce Plans**

Human Capital led an agency-wide comprehensive workforce planning process designed to restructure GPO from a 2,230 person organization with an excess of supervisors to a 1,900 person organization. This process required each Business Unit

(BU) to submit a plan that showed their current organizational structure, and to develop a new organizational structure with 15% fewer employees and 25% fewer supervisors. The Managing Director of each BU then had to present their plans to their peer managers. These presentations not only included reviewing current and proposed charts but also required the presenters to;

- list and discuss significant products and services and anticipated demand for these products or services for the 12-24 months post-reorganization;
- identify similar/identical functions performed elsewhere in GPO;
- identify opportunities to consolidate shifts, locations and functions and;
- provide a narrative that describes the efficiencies associated with a new leaner organization.

The result of these meetings were individual BU workforce plans and an agency wide overall workforce plan consistent with the goal of reducing the workforce by 15% and supervisory levels by 25% to ensure a more efficient and effective organization.



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

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 (FDsys) [www.fdsys.gov](http://www.fdsys.gov) and through partnerships with approximately 1,220 libraries nationwide participating in the Federal Depository Library Program.

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

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