



**Date:** June 9, 2011  
**To:** Inspector General  
**From:** Assistant Public Printer  
**Subject:** Inspector General (OIG) Management Implication Report dated 11/12/2010:  
Employee Misconduct on the Second and Third Shifts

I am responding on behalf of Public Printer Boorman to the allegations of misconduct of second and third shift Plant Operations personnel which were included in the Management Implication Report (MIR) issued to Public Printer Tapella in November, 2010.

The lapse of time in responding is not reflective of a lack of action or absence of concern about the allegations. Shortly after the MIR was issued, Plant Operations managers met several times to review in detail the report's findings and recommendations, including an extensive meeting with your staff. The overwhelming consensus emerging from these meetings is that the Plant Operations management team has been and will continue to be committed to addressing all violations of GPO rules and regulations.

The management team does not agree with the report's broad statement that there is "*an overall lack of accountability for second and third shift Plant Operations personnel.*" We believe instead that this statement is reflective of anecdotes and is not broadly or factually substantiated. The inappropriate behavior of a few employees on second and third shifts identified by the OIG has already been or is being addressed through the proper administrative channels and applicable corrective actions. We are confident that this inappropriate behavior of a few in no way represents the behavior of the vast majority of Plant Operations personnel who are dedicated professionals working hard to ensure we meet the daily production commitments for our Legislative and Executive Branch products.

However, and with the goal of continuous improvement, Plant Operations has taken the following steps to address the recommendations in the MIR:


- **Recommendation #1** – For FY2011, Plant Operations has established rating criteria for frontline supervisors that focus specifically on operational performance and continuous improvement. Changes to the agency's core commitments were proposed to reinforce expectations on the way these supervisors must address the conduct of their subordinates consistent with agency rules and regulations. On November 19, 2010, Plant Operations issued a proposal for enhancing the training effectiveness of frontline supervisors. This proposal is under consideration and could be implemented as a function of available funding resources.
- **Recommendation #2** – The Press Division has rolled out written policy and instructions for assigning employees to equipment. The instructions were handled through the appropriate Labor Relations process and have been issued. Plant Operations is restating in the policy document that "Supervisors will be held accountable for their employees' whereabouts." Other practices will be developed to other Plant Operations areas as applicable.

- **Recommendation #3** – Plant Operations will issue employee accountability instructions to all Superintendents, Department Managers, and Assistant Production Managers after these instructions have been cleared through the Labor Relations process. The instructions intend to emphasize that *“Department Managers, Division Superintendents, and Assistant Production Managers delegating this responsibility will remain accountable for ensuring that the validated information is factual regardless of the delegation of authority.”*
- **Recommendation #4** – The Technical Manager of Strategic Planning & Analysis in the Office of the Managing Director of Plant Operations has been working on a number of initiatives to capture overtime hours and study equipment utilization through working with our finance office staff. A performance goal for FY2011 has been implemented for senior managers in Plant Operations. This business unit has explored and will continue to explore technical changes, which will be implemented based on Return on Investment (ROI) justifications and as funding permits.

As noted, Plant Operations management initiated concrete and corrective steps associated with each of the OIG's recommendations. Plant Operations staff and your staff have communicated continuously and Plant Operations staff remain available for further clarification on the steps outline above, at your convenience.

Based on these actions, I consider this MIR closed. However, I have asked Plant Operations management to monitor these changes to ensure that we maintain full accountability of all employees.

Please do not hesitate to contact me with any questions you may have.

  
JIM BRADLEY

cc: Chief of Staff  
Chief Human Capital Officer  
Director, Labor Relations  
Managing Director, Plant Operations  
Production Manager  
General Counsel