



# GPO'S STRATEGIC PLAN FY2012-2016

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*Customer Centric and Employee Driven*



connecting

KEEPING AMERICA INFORMED





November 2011



I am proud to present the GPO's FY2012-2016 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.

In August 2011, there was an offsite strategic planning meeting where senior managers discussed key efforts that will be required in FY2012-2016 to make our vision a reality. To that end, we are committed to focusing our efforts on meeting ten goals which are grouped into four major initiatives that will ensure we provide the best possible service to our customers.

GPO's FY2012-2016 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. Boarman". The signature is written in a cursive, flowing style.

William J. Boarman  
Public Printer of the United States

## Mission Statement

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

## About GPO

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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](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). Follow GPO on Twitter [twitter.com/USGPO](https://twitter.com/USGPO), YouTube [www.youtube.com/user/gpoprinter](http://www.youtube.com/user/gpoprinter), and Facebook [www.facebook.com/usgpo](http://www.facebook.com/usgpo).

## 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 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

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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

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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. Internet and Intranet search are the preferred methods for obtaining information.

### 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 in which information is available for free.

### 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

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### 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 deliver products and provide world-class customer service together with product innovation through a wide-range of print and technology vehicles.
- GPO will recognize employees who exceed customers' expectations.

#### 2012 Efforts

1. **Customer Satisfaction Survey** – identify and implement recommendations from 2011 survey
2. **Customer Service Training** – train GPO employees on best practices in customer service
3. **Product/Service Development** – develop new and enhance existing products and systems to meet print and digital customer requirements
4. **Reward Mechanism** – reward employees for demonstrating high level of service and promote successes
5. **Sales and Marketing Outreach** – develop coordinated outreach strategies to understand customer requirements and educate customers

### 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.

#### 2012 Efforts

1. **Digital Expertise** – continue development of digital platforms
2. **Employee Communication** – develop strategies to improve communication among employees
3. **FDLP** – enhance communication efforts with Library community
4. **FDSYS** – enhance functionality
5. **ISO 9000 Certification** – agency will explore applicability for additional business units
6. **Marketing Collateral** – update all material and develop consistent branding

7. **Metric Reporting** – where available, develop baseline targets and quality/production metrics
8. **Social Media** – develop and utilize channels to market GPO products and services
9. **Web Property Management** – implement process to manage internet/intranet presence

### C. Enhance Strategic Partnerships

#### Objective

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

- GPO will continuously work on strengthening purposeful collaboration with internal and external customers that will create more efficient and effective programs and processes.
- Develop agency-wide synergies and flexibilities to continuously strive for quality, availability, and efficiency in the delivery of products and services.

#### 2012 Efforts

1. **EBook Vendors** – convert publications to ebooks to maximize information dissemination
2. **FEDEX Office** – successfully market GPOExpress program
3. **Independent Printers** – collaborate with printers to improve bid opportunities
4. **Library Community** – develop strategies to enhance relationship
5. **Outreach Opportunities** – develop strategies to increase educational and sales opportunities
6. **State Department** – produce quality US electronic passports

## II. Strengthening Our Organizational Foundation

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### A. Right Tools

#### Objective

In order to continue to provide quality service to customers, GPO must invest in employees and technology. GPO will anticipate, plan, equip and train GPO employees to provide products and services to internal and external customers.

- 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.
- GPO will train employees and meet customer service requirements, leadership and the shift to a digital environment.
- Technology investments will be in direct relationship with GPO business goals, for the creation of system-wide solutions resulting in excellent customer service, strong partnerships, secure infrastructures, and cost-effective performance.

## 2012 Efforts

1. **Asset Management** – develop and implement an asset portfolio management strategy
2. **Business Unit Workforce Plan** – implement plan developed as a result of 2011 buyout
3. **Ebook Conversion** – develop in-house capabilities
5. **Training** – develop and implement training programs to ensure staff can meet changing customer requirements
4. **Retire Legacy Systems** – develop comprehensive plan to replace inefficient Legacy systems
6. **Technology Plans** – establish short and long term technology goals that support GPO’s mission

## B. Maintain Fiscal Responsibility

### Objective

GPO’s Strategic Investment Committee (SIC) will 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.

## 2012 Efforts

1. **Business Unit Workforce Plan** – implement plan to ensure reduction in staff and compliance with government wide supervisor/employee ratio
2. **ChargeBacks** – Continue strategy to reduce chargebacks and maintain volume at an acceptable level
3. **Expense Reductions** – continue to reduce overtime, materials, and supplies expenses
4. **Strategic Investments** – prepare a five year major capital plan which addresses GPO mission while maintaining appropriate cost reduction strategies

## 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.

## 2012 Efforts

1. **Environmental Compliance** – maintain focus on improving compliance and workforce safety
2. **Risk Analysis** – direct and manage the identification and rank ordering of the top safety and environmental risks

## 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.

## 2012 Efforts

1. Complete agency wide COOP plans and documentation
2. Complete agency wide COOP Training at all levels
3. Update and maintain FDSys COOP

## III. Offering Products and Services

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### 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.

## 2012 Efforts

1. **FDSys** – develop business and revenue model
2. **Title 44 Law** – research and define necessary changes that will provide cost efficiencies without compromising GPO mission

### 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.

#### **2012 Efforts**

1. **Enhanced Offerings** – pursue new processes, equipment, and techniques to meet customer requirements
2. **ISO 9000 Certification** – retain certification at both sites
3. **Smart Card Product Lines** – offer new products and increase revenue from existing product line

## **IV. Engaging Our Workforce**

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### **A. Employer of Choice**

#### **Objective**

Transform GPO into an employer of choice through developed business workforce plans 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.

#### **2012 Efforts**

1. **Compensation and Performance Management** – review and update processes as needed
2. **Core Commitments** – demonstrate support of core commitments through active participation in diversity and work life programs
3. **EEO Case Resolution** – explore alternate solutions to resolve employee discrimination complaints
4. **Employee Suggestion Program** – implement a program to ensure continual feedback
5. **Training** – develop and implement training programs to ensure staff can meet changing customer requirements

**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](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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