Customer Centric and Employee Driven

GPO | OFFICIAL DIGITAL SECURE

October 2013

I am proud to present the GPO's FY2014-2018 Strategic Plan, outlining the goals and efforts that GPO will pursue to carry out our historic mission of *Keeping America Informed* in the Digital Age.

In recent years, GPO has been undergoing a transformation from a print-centric to a content-centric operation, providing an expanding array of Official, Digital, Secure publishing services to meet the changing information needs of Congress, Federal agencies, and the public. In an environment dominated by constantly evolving technology, rapidly changing stakeholder expectations, and an ongoing shift to digital content via multiple formats and devices, GPO strives to do more with less, offering new and innovative ways to meet product and service requirements under ongoing fiscal constraints.

For FY 2014, our transformation will yield a broad range of initiatives and improvements, including a satisfaction survey of our Federal agency customers, the first since 2011; the release of the findings and recommendations of our Federal Depository Library Program Forecast Study; and a long-needed upgrade to the reporting process for billings against the Congressional Printing and Binding Appropriation, a process that has seen little change in nearly 40 years. Now that our Federal Digital System (FDsys) has reached the 5-year mark, we will move forward with development of the next generation FDsys. In our Security and Intelligent Documents business unit we will continue with our plans for development of the next generation passport in collaboration with the Department of State. Our Plant Operations will be upgraded significantly with the installation of a new zero make-ready press, and we will move forward with plans to acquire a new digital binding line. Our information technology infrastructure will undergo a major upgrade with a data center consolidation, and COOP planning will be better synchronized with congressional and agency requirements. We will leverage social media tools to expand outreach to our stakeholders. And we will continue making the kind of improvements to the workplace that led our employees in 2013 to name GPO one of the best places to work in the Federal Government. These initiatives and improvements, as well as others contained in the following pages of our Strategic Plan, will all be undertaken within an environment of continuing fiscal constraint, with costs closely monitored and controlled.

GPO's best days are yet to come. We have the technologies, the skills, the dedication, and a proven record of achievement to carry out the program outlined in our plan. Using a strategic management framework to achieve the goals outlined in this document, we look forward to providing Congress, Federal agencies, and the public with the information products and services they want and need in the years to come.

Davita Vance-Cooks
Public Printer of the United States

Mission Statement

Keeping America Informed as the Official, Digital, and Secure source for producing, protecting, preserving, and distributing the official publications and information products of the Federal Government.

Vision

Continue to Transform Ourselves into a Digital Information Platform and Provider of Secure Credentials.

About GPO

Established in 1861, GPO's mission can be traced to the requirement in Article I of the Constitution that Congress "keep a journal of its proceedings and from time to time publish the same." GPO's inplant production and printing procurement operations produce the official publications of Congress, the White House, and Federal agencies. GPO's information dissemination programs provide public access to the official publications and information of the Government in both digital and printed formats through an official Web site (www.fdsys.gov), a partnership with Federal depository libraries nationwide, and both online and bookstore sales. Total GPO employment today is approximately 1,900.

Congressional printing and information services are the primary function of GPO's inplant facility in Washington, D.C. In addition to the Congressional Record containing the daily proceedings of Congress, GPO produces bills, hearings, reports, and other legislative documents, in digital and print formats, as required by the Senate and House of Representatives and their committees. GPO's inplant facility also produces the daily Federal Register and Code of Federal Regulations, and the annual Budget of the U.S. Government, as well as U.S. passports and other secure Federal credentials. GPO has an additional facility in Mississippi for passport production.

GPO provides centralized operations for the procurement of information products for the entire Government, purchasing approximately $300 million annually from private sector vendors nationwide for Federal agency customers. About 75% of all the products ordered annually from GPO (other than passports and secure credentials) are procured from the private sector, including Social Security cards, census and tax forms, and Medicaid and Medicare materials. GPO's procurement program provides great economic opportunity for the private sector. The majority of the firms GPO deals with are small businesses of 20 employees or less.

GPO's primary information dissemination program involves a partnership with 1,200 Federal depository libraries nationwide. Today, the partnership is predominantly electronic, but tangible formats are distributed where required. GPO's Federal Digital System (FDsys) provides free public access to more than 900,000 searchable titles, with an average of 40 million retrievals every month. GPO also provides for public sale of Government publications via its traditional and online bookstores, offers eBooks through partnerships with multiple vendors, and provides a variety of mobile web apps for key Federal documents.

GPO operates on a revolving fund basis, like a business. Only 16% of GPO's funding comes from direct appropriations to cover the cost of congressional work and the depository library program and supporting distribution programs. All other revenues to GPO are reimbursements from agencies for work performed or sales of publications to the public.

For more information, please visit **www.gpo.gov**. Follow GPO on Twitter **http://twitter.com/USGPO**, YouTube **http://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 the core values have remained intact.

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

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

Dependability
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 the business. Our 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 to all employees the chance to work to their full potential.

Integrity
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.

I. Satisfying Our Stakeholders

A. It's all About the Customer

Objective

Develop internal processes and procedures that support 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 customer expectations.

- GPO will continue to utilize our expertise in printing and information technologies to educate our customers so that they can take advantage of GPO products and services.

2014 Efforts

1. **Administrative Service Unit –** The office of the Chief Administrative Officer will establish an Administrative Service Unit which will consolidate agency-wide support activities that are currently situated in various business units.

2. **Customer Surveys**

   - **GPOExpress Survey –** Business Products and Services will conduct the third annual GPOExpress survey to gauge user satisfaction and overall evaluation of the usefulness of the program.

   - **Customer Satisfaction Survey –** GPO will develop and implement a customer satisfaction survey.

   - **Customer Survey Tool –** Security and Intelligent Documents (SID) will evaluate results from a customer survey and develop action items, as appropriate.

3. **Digital Public Library of America (DPLA) –** Working collaboratively with Programs, Strategy, and Technology, Library Services and Content Management will test and implement the process to make collection records available via the DPLA, to serve as a "Federal hub."

4. **Federal Digital System (FDsys) –** Programs, Strategy, and Technology will continue providing management, development, and support of FDsys including adding content and enhancing functionality to meet the needs of agency customers and other stakeholders.

5. **Integrated Library System (ILS) –** The current ILS contract is expiring, and a Library Services and Content Management (LSCM) project team has been formed. Planning is currently underway to evaluate workflows and the current functional needs of GPO staff, libraries, and the general public. In addition, LSCM will evaluate new functionality of a "Next Generation" ILS to ensure that it meets the expectations of our key stakeholders, the FDLP, and anyone searching for Federal Government information.

6. **Interagency Council on Printing and Publications Services (ICPPS) –** Business Products and Services will work with ICPPS leadership to broaden the base of members and increase active participation by developing enhanced meeting content that is timely and relevant to agency publishing pressures and needs.

7. **Library Conferences and Educational Opportunities**

   - **Depository Library Council Meeting and Federal Depository Library Conference –** Library Services and Content Management (LSCM) will continue to provide the opportunity for attendees to meet and interact with the Public Printer, Superintendent of Documents and GPO staff, and attend educational and agency training. Virtual attendance will be offered via GPO's e-learning platform.

   - **Interagency Depository Seminar –** LSCM will continue to offer training and information related to depository operations, agency resources and best practices at the Interagency Depository Seminar. Virtual attendance will be offered via GPO's e-learning platform.

   - **Preservation Week –** An online conference will again be offered in spring 2014 via LSCM's e-learning platform, to include presentations on preservation and other topics of interest, identified in the Forecast Study responses.

8. **Marketing Initiatives**

   - **GPO Road Shows –** In light of reduced customer travel budgets, Business Products and Services will change the regional emphasis from GPO Road Show marketing and educational events to increased use of new content delivered via webinars and other online outreach opportunities that do not require travel.

   - **Customer Presentations –** Business Products and Services will work with GPO business units to develop short informational narrated slide presentations to assist customers in working with GPO.

   - **Information Exchange –** In an effort to work more closely with all GPO business unit marketing resources, Business Products and Services will develop online and live-meeting internal GPO information exchange opportunities to assist in coordinating marketing activities and assets.

   - **Digital Communication –** Business Products and Services will explore the feasibility of instituting digital communication avenues such as blogs and e-newsletters to increase the reach of GPO communications to customers.

9. **National Bibliographic Records Inventory Plan — Library Services and Content Management (LSCM) will:**

   - Identify fugitive U.S. Government publications (e.g., published Federal agency materials within scope of the FDLP and the Cataloging and Indexing Program, but Agencies have not notified GPO of what they have published, or have not provided copies to GPO) and

pre-1976 titles not in the Catalog of Government Publications (CGP) that fall within LSCM's program responsibilities (Federal Depository Library Program and Cataloging and Indexing Program).

■ Create a common platform for electronic cataloging and metadata information to standardize access for LSCM staff, the FDLP library community and the public via the CGP (**http://catalog.gpo.gov**).

■ Inventory historical publications at GPO for inclusion in the National Bibliographic Records Inventory and for possible inclusion in future projects.

10. **National Plan for the Future of the Federal Depository Library Program (FDLP) –** After completing analysis of the FDLP Forecast Study, Library Services and Content Management (LSCM) will present recommendations and findings to the FDLP community. LSCM will prepare the FDLP National Academy of Public Administration reports (specifically those recommendations for LSCM), and develop an action plan for implementation, working collaboratively with Federal Depository libraries.

11. **Reforming Congressional Billing and Reporting –** The office of the Chief of Staff, in collaboration with Congressional staff, will review and develop recommendations to improve GPO's Congressional billing process.

12. **Security – Security Services will:**

■ Develop an "all-hazards" approach to emergency preparedness that includes the following four phases: mitigation, preparedness, response, and recovery.

■ Identify and leverage new technologies to address emerging issues.

■ Recommend anti-terrorism and crime prevention countermeasures in response to actionable threat information.

13. **Training Initiatives**

■ **Webinars and Training Portal –** Library Services and Content Management (LSCM) will expand training options to include more webinars via the e-learning platform focusing on depository operations and outside Agency resources. In addition, LSCM will work with community stakeholders to develop a training resource portal for use by coordinators and others interested in government information.

■ **GPO Institute –** Business Products and Services will increase the number and type of online training opportunities through the GPO Institute with more emphasis on utilizing GPO subject matter experts to facilitate training.

14. **Web Development Services –** Business Products and Services (BPS) will establish a term contract for the provision of web content development services in support of web design engagements. Utilizing skilled contractor support will allow BPS to scale up the number of web site design engagements that can be executed.

B. Open and Transparent

Objective

Build on GPO's ongoing commitment to 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.

2014 Efforts

1. **Customer Ordering –** GPO will create a document repository to support customer access to ordering documents.

2. **ISO 9001 –** Security and Intelligent Documents will re-certify its entire workforce and processes under the ISO 9001 umbrella. Both locations (D.C. and Stennis, Mississippi) and all operations (Passports, Smartcards and New Product Development) are conducted under this open and transparent, documented and auditable system, recognized around the globe for excellence in production, quality and process improvements.

3. **Next Generation Federal Digital System (NextGen FDsys) –** Programs, Strategy, and Technology (PST) will develop and implement the Next Generation FDsys. NextGen functionality will greatly enhance the way stakeholders can interact with FDsys, strengthening GPO's position as the central location for access to Federal government information. NextGen FDsys encompasses four interrelated initiatives:

■ **Responsive User Interface Design –** PST will implement a responsive user interface design for FDsys to optimize ease of viewing and navigation across a range of devices.

■ **Usability –** PST will measure the usability of the FDsys public website and update the user interface to demonstrate measurable improvements.

■ **Search Engine Refresh –** PST will replace the existing search engine.

■ **Publication Linking –** PST will define, persist, access, and present relationships among documents.

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 develop the 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 processes 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.

2014 Efforts

1. **Acquisition Planning –** Acquisition Services will work with business units to engage in advanced acquisition planning on the programmatic level.

2. **Communication and Marketing Plan –** Business Products and Services will establish an agency communication and marketing plan promoting "Official, Digital, and Secure" in order to provide a roadmap and established budget for efforts to promote GPO's products and services that will address the needs of all revenue-generating business units in a unified and consistent fashion.

3. **Leasing Agreements –** Plant Operations will continue supporting strategic partnerships with Federal partners to establish leasing agreements for consolidated GPO space.

4. **New Library Services and Content Management (LSCM) Strategic Partners –** Library Services and Content Management will continue developing new strategic partnerships that safeguard historical Government documents, preserve print collections, and include cataloging, digitizing, and preserving tangible copies of government publications. LSCM will support efforts to increase public access to digitized collections of high value to the American public.

5. **Next Generation Passport Plan –** Security and Intelligent Documents (SID) will continue to work closely as a partner with the Department of State on their Next Generation Passport Program working groups and committees. SID will play a key role in the development of the final design, construction and security features found in the Next Generation Passport. SID will ensure that the right equipment, trained personnel, and processes are in place to support the Department of State's Next Generation Passport goals.

6. **Online Ordering System –** Business Products and Services will implement an online Database Order Tracking System (DOTS) at GPO's Laurel, Maryland facility that can be customized for use in building individual agency "storefront" ordering systems and will allow the Laurel facility to fulfill items previously only available through GPO's Pueblo, Colorado facility.

7. **Online Paper Store –** Through a strategic partnership with a private-sector company, Plant Operations will continue maintaining an on-line tool for any government customer to procure paper products of good quality and at a fair price.

8. **Print On Demand (POD) –** Business Products and Services will establish channels to support the migration of GPO Bookstore products to POD, in order to open new market opportunities for Federal publications and create broader exposure to a network of academic, library, and retail customers.

9. **Treasury Account Symbol (TAS) and Business Event Type Code (BETC) –** Customer Services and Finance and Administration will support the implementation of the Treasury TAS/BETC requirements, work to minimize disruptions for customers, and decrease delayed billings.

II. Strengthening Our Organizational Foundation

A. Right Tools

Objective

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

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

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

2014 Efforts

1. **Advanced Manufacturing –** Within the limits of available funding, Plant Operations will continue relying on a balanced approach when investigating next generation technologies for its production operations.

2. **Arrival Tracking System –** Official Journals of Government will work with Information Technology and Services and Plant Operations to refresh the Pitney-Bowes Arrival Tracking system used to track deliveries of printed materials to congressional offices.

3. **Automated Procurement System –** Acquisition Services will develop an acquisition plan for an Automated Procurement System for submission to the Joint Committee on Printing.

4. **Data Center Consolidation and Modernization –** Information Technology and Systems will begin a modernization project to update the GPO data center environment to meet current and future technology requirements.

5. **Enhanced Access and Content –** Library Services and Content Management (LSCM) will develop requirements, assess and select a new integrated library system to better support the discovery and access of Federal documents. LSCM will launch an e-book program for FDLPs, and implement more effective methods for distributing catalog records to support Federal depository libraries.

6. **Federal Depository Library Program (FDLP) Website –** Library Services and Content Management will continue the migration of FDLP.gov, FDLP Community Site, and Ben's Guide to a modern web platform.

7. **Full Deployment of XML Publication –** Plant Operations will continue pursuing the implementation of a state-of-the-art composition tool to replace MicroComp, a 30-year old locator-based system that does not support today's Extended Markup Language (XML) data standard.

8. **Industry Certifications –** Plant Operations will continue sustaining best-in-class industry certifications such as IDEAlliance's G7 Master Printer certification [GRACoL Proof, Digital Offset and Sheet-fed Offset Printing]; certification for Graphic Arts Industry Color Viewing Standard ISO3664:2009; and certification as a Certified Institutional Member of the Library Binding Institute for compliance with ANSI/NISO/LBI Library Binding Standard Z39.78-2000. The business unit will also continue seeking additional certifications as appropriate.

9. **Infrastructure Management –** Plant Operations will continue ensuring a viable engineering and facilities infrastructure to support the agency's business model.

10. **Lean Manufacturing –** Plant Operations will continue implementing lean manufacturing techniques to streamline and simplify operations throughout the business unit, especially using 5S methodology. (This methodology refers to workplace organization, efficiency, and effectiveness. Five Japanese "S" words translated to English describe the process: Sort, Set in Order, Shine, Standardize, and Sustain.) The Lean Manufacturing philosophy focuses on preserving value with less work and emphasizes the reduction of the seven unnecessary wastes including: unnecessary transportation, inventory, motion, waiting, over-processing, overproduction, and defects.

11. **Modernization of Legacy Applications –** Information Technology and Systems will continue to work with Business Units to modernize legacy applications to ensure application support and improve system capabilities.

12. **Performance Metrics –** Plant Operations will continue relying on quantitative operational metrics to measure organizational performance. These metrics are well established and cover volume of work, rework, safety, machine utilization, labor utilization, and environmental impact.

13. **Program Management Support –** Programs, Strategy, and Technology will continue to provide program support to ensure that agency programs and projects are delivered according to stakeholder schedules, while meeting stakeholder needs, maximizing agency value, and minimizing overall agency costs.

14. **Smart Card Operations –** Security and Intelligent Documents will work with agencies to meet their secure credential requirements.

15. **Strategic Planning –** Programs, Strategy, and Technology will oversee agency strategic planning, ensuring that business units have strategic plans and that key efforts are updated on a quarterly basis, culminating in the availability of the agency strategic plan.

16. **Training for FDLP Coordinators –** Library Services and Content Management will update training for FDLP coordinators, and develop appropriate guides, manuals, and resources available for access on the FDLP website. LSCM will also develop appropriate training via webinars, allowing depository library coordinators to access and view training webinars at their convenience.

17. **Vehicle Fleet Tracking –** Consistent with industry leaders, Plant Operations' fleet vehicles will continue leveraging GPS tracking devices to study and optimize routes and provide real-time utilization.

B. Maintain Fiscal Responsibility

Objective

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

2014 Efforts

1. **Cost Reduction –** GPO will implement projects identified for process improvement and operational efficiency.

2. **Financial Management**

   ■ **Capital Plan –** Finance and Administration will maintain a rolling, five-year capital plan which addresses GPO's mission and strategic objectives.

   ■ **Cash Flow –** Finance and Administration will effectively and efficiently manage GPO's financial resources to maximize the agency's cash flow.

   ■ **Overhead Costs –** Finance and Administration will continue to monitor controls in reduction of overhead costs.

   ■ **Sequestration –** The Congressional Relations Office, in conjunction with Finance and Administration, will manage the fiscal impact of sequestration to ensure the continued provision of mission-critical products and services for Congress, Federal agencies, and the public.

3. **Implementation of National Academy of Public Administration (NAPA) Recommendations –** The office of the Chief of Staff will monitor the agency's implementation of recommendations from the January 2013 report by a panel of the NAPA, who conducted a study of the agency's current role, its operations, and its future direction.

4. **Printing Performance Ratios –** Plant Operations will continue benchmarking its financial performance against applicable National Association of Printing Leadership (NAPL) Management Plus Ratios and seek to ensure a positive net income.

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 is committed to working toward a more sustainable future and providing a safer, healthier environment to future generations. GPO will continue to introduce programs that include recycling, reducing energy consumption, and reducing GPO's carbon footprint and will provide Federal customers with environmentally friendly printing alternatives.

■ GPO will remain committed to creating a sustainable environment that prioritizes 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.

2014 Efforts

1. **Environmental Programs –** Security Services will establish environmental programs that continuously improve the Agency's environmental performance, with policies and procedures that reduce its environmental impacts and the risk of regulatory non-compliance.

2. **Green Initiatives –** Plant Operations will continue integrating environmentally friendly values into processes and support environmental stewardship through fiscally responsible and effective implementation of green initiatives. The business unit will continue maintaining certification as a Sustainable Green Printer.

D. Continuity of Operations (COOP)

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 printing and information product operations for Congress, Federal agencies, and the public in the event of a national security or isolated emergency affecting GPO facilities in Washington, D.C.

2014 Efforts

1. **COOP Efforts –** Official Journals of Government will oversee agency COOP activities.

2. **COOP Support –** Plant Operations will continue strengthening strategic partnerships within all three branches of government to support COOP needs for publishing and in some cases to serve as an emergency response area.

III. Offering Products and Services

A. Statutory Foundation

Objective

The mission of the GPO is rooted in legislation codified in Title 44 U.S.C. We will continue to use technology and best practices to ensure the most efficient and effective provision of mission-critical products and services for Congress, Federal agencies, and the public.

2014 Efforts

1. **FDsys Electronic Content Services –** Programs, Strategy, and Technology will market FDsys electronic content services to prospective Federal agency customers on a cost recovery basis.

2. **Social Media –** The Public Relations office will expand and grow GPO's social media efforts by utilizing information supplied by GPO business units to increase GPO's followers and likes across the different social media platforms and joining new platforms when it is appropriate.

3. **Plant Certifications –** Plant Operations will maintain current manufacturing certifications of excellence and achieve others as appropriate.

B. Secure Federal Credentials

Objective

Provide the capability to meet the secure Federal credential requirements of Federal agencies.

GPO plays a vital role in the security programs of our customers and our Nation. GPO produces the latest-generation electronic passports for the Department of State (DOS). Proven passport capabilities are built into a family of secure credential products for our agency customers. They acquire secure credential design, printing, manufacturing, personalization, and delivery—all from GPO. Work is performed in Government facilities by Government employees with proper clearances.

2014 Efforts

1. **New Smart Card Products –** Security and Intelligent Documents will continue to develop products and services to fulfill the requirements of Federal agencies for secure credentials.

2. **Secure Credential Acquisitions –** Acquisition Services will support Security and Intelligent Documents in the acquisition of equipment, goods, and services in support of providing secure credentials for the Federal Government.

IV. Engaging Our Workforce

A. Employer of Choice

Objective

Transform GPO into an employer of choice through proactive workforce planning that focuses on diversity and through 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, that promotes and values opportunity and inclusiveness. This includes a focus on reducing the incidents of EEO complaints.

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.

2014 Efforts

1. **Human Capital**

    Human Capital (HC) will create strategic partnerships with business units, assisting them with their strategic initiatives and staffing plans.

    HC will leverage existing technology and pursue new technology throughout the department to develop, implement, and manage HC strategies and services.

    HC will implement performance management best practices to enhance and reward results-oriented performance.

2. **Internal Training –** GPO will identify and meet needs for on the job training, build specialty skill sets, and perform succession planning.

3. **Knowledge Database –** Customer Services will expand and enhance the Knowledge Database with information to maintain employee development and to support knowledge management needs.

4. **Model EEO Program –** The Equal Employment Opportunity (EEO) office will provide the framework to create and maintain a model EEO program in accordance with U.S. Equal Employment Opportunity Commission's regulations and Management Directive 715. This program will be comprised of six essential elements:

    Demonstrated Commitment

    Making EEO an Integral Part of the Agency's Strategic Mission

    Ensuring Management and Program Accountability

    Proactive Prevention

    Efficiency

    Responsiveness and Legal Compliance

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

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** 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 **https://twitter.com/usgpo**,
YouTube **www.youtube.com/user/gpoprinter**, and
Facebook **https://www.facebook.com/USGPO**.