U.S. GOVERNMENT PRINTING OFFICE | **FY 2013**

Strategic Plan Accomplishments Report

October 2013

I. Satisfying Our Stakeholders

A. It's all About the Customer

Objective

Develop internal processes and procedures that develop an internal organizational culture in which exceptional service, delivery and customer satisfaction are encouraged and rewarded.

- GPO will work to understand, anticipate, and meet the needs of customers. GPO will provide world-class customer service together with product innovation through a wide range of print and technology vehicles.

- GPO is dedicated to providing products that deliver results and will recognize employees who exceed customers' expectations.

- 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.

Accomplishments (sorted by Business Unit)

Business Products and Services (BPS)

- **GPO Website:** Project is under review to determine budgetary levels and identify the appropriate and most cost-effective approach to both content and web development.

- **Marketing Collateral:** Marketing collateral has been re-branded and expanded to include content related to emerging digital offerings.

- **GPO Open House:** Open House was held in February 2013.

Customer Services

- **Customer Services Satisfaction Survey:** Customer Satisfaction Survey results included improved billing processes, partnering with customers for the purpose of conducting market research in forecasting future requirements, and continued documentation of requirements for developing a streamlined, online procurement system. Customer Services leverages the Customer Satisfaction Survey results and daily interaction with customers to enable further cost reductions and service enhancements. Customer Services completed over 20 projects based on customer feedback.

Library Services and Content Management (LSCM)

- **FDLP National Plan:** LSCM completed the intermediate analysis of Library Forecasts, State Forecasts, and State Focused Action Plans. Results have been published since May 2013 on http://beta.fdlp.gov/about-the-fdlp/projects/23-about/projects/133-fdlp-forecast-study#presentation-and-release-of-results. Reports include a study overview, 31 Library Forecast Data Reports, 5 topic-based State Forecast Data Reports, a description of the Study Methodology and 6 topical Working Papers. The results of the FDLP Forecast Study will inform the LSCM Strategic Plan and the development of the National Plan for the Future of the FDLP.

- **FDsys Training Initiative:** LSCM conducted 22 FDsys training sessions (classroom and webinar) to 566 participants. LSCM is maximizing its use of the e-learning platform. Launched in October, 2011, LSCM has conducted 90 FDsys training classes/webinars and reached over 2,500 attendees. During FY13, 7 additional webinars reached over 700 attendees. Sessions included the 2012 Depository Library Council Meeting and the 2013 Interagency Depository Seminar webinars. In 2013 LSCM hosted the first-ever GPO Preservation Week virtual conference, with 115 participants (60 per day average). One group sign-up resulted in 54 additional attendees.

Programs, Strategy, and Technology; Official Journals of Government; and Finance and Administration

- **Congressional Billing:** Three units began a joint effort to review and develop recommendations to improve GPO's Congressional billing process.

Sales and Marketing

- **GPO*Express* Customer Satisfaction Survey:** Completed an analysis of the survey and used data to develop key messaging for GPO marketing efforts.

- **GPO Road Shows:** Road Show content was completely revamped. Content was also used for a highly successful webinar series attended by 571 GPO customers over 4 weeks.

- **Customer Training and Remote Learning:** Remote learning courses were incorporated into the GPO Institute curriculum for three class topics.

- **Expanded Course Offerings:** Several courses were added to the FY13 GPO Institute curriculum including seven completely new courses.

Security and Intelligent Documents (SID)

■ **Smart Card and Credential Customers:**
Throughout 2013, SID hosted numerous training
and familiarization tours for guests including
Congressional staff and forensic examiners from the
Department of State.

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.

Accomplishments

Library Services and Content Management (LSCM)

■ **Library Tools:** Finalized implementation of the FDLP
Desktop replacement, beta.FDLP.gov, that launched
November 2012. Rewriting and repurposing of all
content was ported to an entirely new platform.
The website was developed for viewing on multiple
platforms, including mobile devices. In FY13, the
American Association of School Librarians agreed to
support the creation of lesson plans for Ben's Guide.

Programs, Strategy, and Technology (PST)

■ **Mobile FDsys:** PST initiated a project to optimize
the FDsys website for ease of viewing and navigating
across a range of devices by using responsive design
to reformat the page being viewed based on the
size of the screen being used. The goal of this
project is to develop a new public user interface for
FDsys utilizing responsive design principles and
techniques, emphasizing improved user experience
from smartphones to traditional desktop monitors.
In support of this effort, PST conducted market
research; and planned and developed a responsive
design prototype. The features of the enhanced user
interface will include a responsive layout that flexibly
adapts to fit mobile, tablet, and desktop screens for
an improved mobile experience; integrated Web
2.0 and social media functionality, a clean design
that minimizes screen clutter, ease of navigation
to discover relevant and related content, more
prominent advanced search options and enhanced
filters, and quick access to new content including
the daily *Congressional Record*, *Federal Register*, and
Congressional Calendars.

■ **Federal Digital System (FDsys):** PST continued
development, support, and management of GPO's
FDsys. Key FY13 efforts included:

— **Bulk Data Download Support for House Bills in
XML –** At the direction of the House Appropria-
tions Committee, and in support of the task force
on bulk data established by House Report 112-511,
PST made House bills in XML format available
through the FDsys Bulk Data repository, beginning
with the 113th Congress.

— **Code to Support the Digitized Bound Congressio-
nal Record –** GPO's ongoing partnership with the
Library of Congress (LC) to provide access through
FDsys to digitized historical content included
analysis, design, and development as well as col-
laboration on descriptive metadata creation.

— **Constitution Annotated –** GPO collaborated with
the Senate Committee on Rules and Administra-
tion and LC to launch a new app and web pub-
lication that make analysis and interpretation
of Constitutional case law accessible for free to
anyone with a computer or mobile device.

— **Department of the Treasury Content –** GPO's part-
nership with the Department of Treasury provided
for permanent public access, through FDsys, to
five titles of digitized historical content from the
Treasury Library.

— **Next Generation FDsys –** PST began working on
the NextGen FDsys which includes four interre-
lated initiatives: search engine refresh, responsive
user interface design, usability testing and user
interface improvements, and publication linking.

— **TIFF to JPEG2000 Transformation Functionality
and Integration –** PST enabled the capability to
transform TIFF files into compressed JPEG 2000
files via FDsys as required to save storage space for
large digitized collections.

— **United States Courts Opinions Collection –** The number of courts available on FDsys was expanded from the initial 29 courts in FY12 to 64 courts in FY13.

C. Enhance Strategic Partnerships

Objective

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

- 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 process to ensure mutual support and growth to customers and employees.

- GPO will continuously work on strengthening purposeful collaboration with internal and external customers that will create more efficient and effective programs and processes.

Accomplishments

Business Products and Services (BPS)

- **Reimbursable Distribution Program:** New business development efforts are ongoing and have resulted in multiple proposals for new/enhanced business for reimbursable distribution services.

Customer Services

- **Digitization of Documents:** Customer Services is continuously procuring digitization services for customers that have requirements ranging from litigation scanning to digitization and conversion of tangible legacy documents. These service offerings evolve based on our customers' requirements.

Library Services and Content Management (LSCM)

- **New Strategic Partners:** All Department of Treasury titles were coded and released before Sept. 18, 2013. Titles include: "Treasury Reporting Rates of Exchange", "The Official Register of the United States", "An Account of the Receipts and Expenditures of the United States", "The Combined Statement of the Receipts and Expenditures of the United States", and "The IRS Bulletins (1919-2008)." The US Courts Opinions collection available in FDsys includes 63 (of 197 total) courts. This includes U.S. District, Appellate, and Bankruptcy Court opinions from April

16, 2005, forward, per the E-Government Act of 2002. The Library of Congress is digitizing the historic Bound Congressional Record for ingest into FDsys in FY14.

- **Library Community:** The 26th annual Interagency Depository Seminar was held at GPO July 29- August 2, 2013. (31 onsite attendees, 6 local tours, 14 agency presentations). Eight programs were broadcast virtually, reaching 189 virtual attendees (44 states and two territories). The 2012 Depository Library Council Meeting and Federal Depository Library Conference were held October 15-18, 2012, with 286 attendees and 153 virtual attendees. The Conference marked the 40th anniversary of the Depository Library Council (DLC) to the Public Printer, the 80th meeting of the DLC, the 20th Federal Depository Library Conference, and the 50th anniversary of the Depository Library Act of 1962.

Plant Operations

- **Online Paper Store:** Plant Operations sustained the operation of an on-line paper store throughout the fiscal year.

- **Leasing Agreements:** Plant Operations completed the build out of new spaces for tenants including the United States Commission for International Religious Freedom and the Architect of the Capitol.

Sales and Marketing

- **Interagency Council:** Sales and Marketing assisted in instituting a new forum format and new marketing to dramatically increase attendance.

Security and Intelligent Documents (SID)

- **Next Generation Passport Committee:** SID has attended, as a key stakeholder and team member, every Next Generation Passport committee meeting and event scheduled during FY13.

- **State Department:** SID has attended, as a key stakeholder and team member, every Engineering Change Committee meeting and event scheduled during FY13.

- **State Department Training:** SID has supported and sponsored every training event and set of tours for the Department of State Consular Affairs Office of Fraud Prevention Officers during FY13.

- **Secure Credential Customers:** SID has worked closely with Federal customers on the design, printing, personalization at the request of Federal agencies, and fulfillment of several product lines.

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 technology to ensure that solutions are scalable, available, cost-effective, and secure.

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

Accomplishments

Acquisition Services

- **Automated Procurement System:** Acquisition Services has been working collaboratively with Programs, Strategy, and Technology and Customer Services to develop requirements as well as gear up for the acquisition process. Key acquisition documents have been drafted and market research has been conducted.

- **Acquisition Plans:** GPO's new Director of Acquisition Services has held individual meetings with each of the GPO Managing Directors. Currently, Acquisition Services is working with each business unit on their individual requirements and holding numerous acquisition planning meetings. Acquisition Services is also currently working to develop a revised Acquisition Plan template and have begun conversations to work with business units on programmatic acquisition plans.

Information Technology and Systems (IT&S)

- **GPO Data Center Consolidation and Modernization:** This is a multi-year effort that will be completed in 5 phases: Phase 1 – Prepare the ACF infrastructure to become GPO's primary data center (FY13 and FY14 activity); Phase 2 – Applications analysis (FY13 and FY14 activity); Phase 3 – Transition to ACF as GPO's primary data center (FY13 and FY14 activity); Phase 4 – Establish GPO Main as the permanent backup (COOP) data center (FY13 and FY14 activity); and Phase 5 – Migration of selected services to cloud based provisioning (FY13 and FY14 activity).

- **Modernization of Legacy Applications:** IT Security coordinated the schedule for removal of access to the Depository Distribution Information System (DDIS) legacy application since that application was replaced by Depository Selections Information Management System (DSIMS) functionality. The EPIC acquisitions is proceeding on schedule and will replace ten legacy mainframe applications as well as many web based applications that were deployed as interim solutions. The legacy Bill Fix application has been migrated to the Enterprise Service Bus. Finally, the legacy DDIS has been retired from service.

Plant Operations

- **Full Deployment of XML Publication:** Plant Operations completed hiring the critical group of software developers that will implement XML Professional Publisher (XPP).

- **SDMT Laboratory:** Plant Operations purchased and installed a laboratory information management system and continued to support the development of secure documents including the Next Generation Passport.

- **Advanced Manufacturing:** Plant Operations purchased a new ZMR press to be installed in FY2014, completed equipment refresh in various areas to include the Pitney Bowes Arrival system to track Congressional deliveries and the upgrade of the Xerox 260 (2008 vintage) & Océ Demand Stream 8090 DI (2001 vintage) in the Digital Print Center.

- **Vehicle Fleet Tracking:** Plant Operations completed the installation and rollout of a new vehicle fleet tracking system to 15 delivery vehicles.

- **Infrastructure Management:** Plant Operations completed the building 4 electrical substation project, and supported the installation of the new UNO A/B/E machines for Security and Intelligent Documents.

- **Industry Certifications:** Plant Operations secured and sustained the following best-in-class certifications: G7 Master Printer certification for GRACoL Proof, Digital Offset and Sheet-fed Offset Printing; Graphic Arts Industry Color Viewing Standard ISO3664:2009; and certification as an Institutional Member of the Library Binding Institute demonstrating compliance with ANSI/NISO/LBI Library Binding Standard Z39.78-2000.

- **Performance Metrics:** Plant Operations continued to measure on-time delivery of key Congressional products: Congressional Record (94%), calendars (100%), and delivery of CFRs.

- **Lean Manufacturing:** Plant Operations continued offering training to employees on lean manufacturing principles including the annual 5S "blitz" held during the August Congressional recess.

Programs, Strategy, and Technology (PST)

- **Program and Project Management Support:** PST successfully implemented a streamlined process by which agency business units request PST program and project management support. The PST project initiation form supports program and project management best practices by documenting key information such as business need, budget, risks, strategic plan alignment, and technology implementations. In FY13, PST provided support for key agency initiatives including:

  — **Business Process Analyses –** PST provided support for analyses of GPO processes including web hosting, corrective actions, and Congressional billing.

  — **Composition Systems Replacement (CSR) –** PST provided support for the CSR effort to replace GPO's legacy composition system.

  — **Depository Selection Information Management System (DSIMS) Enhancement for GBIS –** PST supported an effort to utilize the Oracle Enterprise Application suite to enhance and expand functionality of the DSIMS recently implemented on behalf of Library Services and Content Management.

  — **FDsys –** PST provided ongoing development, management, and support of the FDsys program.

  — **GPO's Business Information System (GBIS) –** PST provided overall program management and governance for GBIS and related Systems Development Life-Cycle activities. In FY13 PST provided support for the GBIS R12 upgrade.

  — **Managers' Self Service (MSS) Module –** PST supported the Human Capital implementation of an online application in the EmpowHR Human Capital Management System that automates the processing of personnel actions.

  — **Manufacturing Workflow System (MWS) Planning and Estimating System –** PST supported a project to procure and implement a printing-industry specific planning and estimating tool for Plant Operations. This effort comprises the first module towards implementing a comprehensive modernized digital tool set for GPO's Plant Operations.

  — **WebTA –** PST supported the Information Technology and Systems (IT&S) upgrade to GPO's webTA operational version which included several new requirements and the integration of webTA with GPO's Active Directory.

Security Services

- **Security Services:** Physical Security Branch has completed 5 of 5 facility assessments; Product Security has completed 17 of 17 supplier and facility assessments; and the Uniformed Police Branch continues to conduct Random Antiterrorism Measures and implemented operation "Twilight Overwatch" to ensure employees are provided a visibly safe and secure environment during low or no light conditions.

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.

Accomplishments

Finance and Administration

- **Sequestration:** Through implementation of stringent cost controls, the GPO has weathered the first year of sequestration. We were able to accomplish our mission, invest in the future, and strengthen our financial resources without furloughs despite significant revenue reductions.

- **Five Year Capital Plan:** The updated Five Year rolling Capital Plan for fiscal years 2014 through 2018 was completed. It contains approximately $95 million of anticipated investments across all GPO units in support of the agency's strategic vision.

- **Expense Management:** GPO continues to maintain stringent cost controls. The overhead budget for FY2013 is $123.5 million. We expect the GPO to spend $120.1 million or 2.8% less than planned.

- **Financial Management:** Specific focus on balance sheet management coupled with effective spending controls has improved the agency's cash flow during the hard times of sequestration. Specifically, focused efforts to collect unpaid funds due to the GPO in the areas of the *Federal Register*, Chargebacks, and IPAC Treasury rejections (Bulk File errors) have improved the GPO's ability to fund needed capital for the next five years.

Plant Operations

- **Performance Ratios:** Plant Operations continues to measure financial health against commercial print operations and publish the findings in the FIP.

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, reducing GPO's carbon footprint, and 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.

Accomplishments

Acquisition Services

- **Recycled Paper:** Acquisition Services continued to require postconsumer fiber in the recycled paper procurements.

Plant Operations

- **Green Initiatives:** Plant Operations secured Sustainable Green Printer (SGP) certification and completed a number of "green" projects to sustain this certification. This includes a chemistry neutralizing system to mitigate plate making environmental impact; new solvent recovery system to reduce VOC emissions; and an upgrade of baler systems with PLC equipped VFD's to reduce electrical consumption.

Security Services

- **Environmental Compliance:** Environmental compliance assessments of three GPO buildings and the Laurel Facility were conducted and findings forwarded for corrective action. In addition, the policies and procedures in newly developed or revised air, wastewater, and chemical waste directives will serve to improve the agency's compliance process with federal and local environmental regulations.

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 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.

Accomplishments

Official Journals of Government (OJG)

- **COOP Exercises:** GPO conducted an annual COOP exercise in coordination with the House and Senate.

Programs, Strategy and Technology (PST)

- **FDsys:** PST has completed planned upgrades to ensure infrastructure homogenization and synchronization of the FDsys COOP Instance with the existing FDsys Production Instance. The capacity and performance of the FDsys COOP Instance from a public access perspective has been updated to reflect the same capacity and performance characteristics seen in the FDsys Production Instance. Full hardware refresh for both environments is dependent upon IT-delivered network re-architecture and upgrades and will be fully initiated once IT has completed their deliverables. In addition, PST has completed FDsys COOP dependency upgrades to ensure complete failover transparency to internal stakeholders, making certain that any failover activities can be performed with minimal impact to internal operations. Through the successful efforts of FY13, the FDsys COOP Instance has operated with near-real-time synchronization and has provided failover capabilities as needed to guarantee continued operations for FDsys and GPO.

Security and Intelligent Documents (SID)

- **Card Personalization:** SID successfully coordinated the GPO team that built-out, equipped and manned a new Stennis Secure Credential Center and came in under budget.

III. Offering Products and Services

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

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.

Accomplishments

Business Products and Services (BPS)

- **Expertise in Information Dissemination:** Contract vehicle for indexing is completed and solicitation for contracting vehicle for web development support is being finalized by Customer Services.

- **eBooks:** Symposium and D.C.-based training sessions were held and promotional marketing email blasts have been completed.

Information Technology and Systems (IT&S)

- **Technology:** Firewall rules were approved for initial ADFS and Office365 validation testing. IT&S has moved forward with the outsourcing of the GPO email. The Microsoft Office 365 licenses have been procured and the provisioning of the resources needed to assist with the migration is underway.

Programs, Strategy and Technology (PST)

- **FDsys Services Model:** PST began an effort to establish a process and conduct outreach activities for offering FDsys as a shared platform to Federal agencies for electronic content delivery on a cost recovery basis. In support of this effort, PST developed documentation on how to get content into FDsys, a form to gather potential customer requirements, marketing materials, and a contact list of potentially interested customers. PST conducted outreach activities at events including the FOSE government technology conference and through the use of webinars which were attended by a total of 111 perspective agency customers. PST engaged in discussions with several of these potential agency customers and this process included providing demonstrations of FDsys capabilities, gathering agency requirements, providing system documentation, developing cost estimates, preparing sample content in the FDsys test site, and responding to numerous customer inquiries. PST will continue to work with these potential customers as well as pursue further business opportunities while seeking to increase the amount of content available for free public access through FDsys.

B. Secure Federal Credentials

Objective

Fulfill requisitions from Federal agencies for secure federal credentials.

GPO plays a vital role in the security programs of our customers and our nation. Over the last five years, GPO has produced more than 85 million of the latest-generation electronic passports for the Department of State. 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.

Accomplishments

Security and Intelligent Documents (SID)

- **Enhanced Offerings:** SID has coordinated with the GPO/UNO team to install, tune, validate, and operate a new passport bindery line (UNO5). Additionally, SID has coordinated the GPO team that built-out, equipped and launched a new Secure Innovation Center in D.C. These new capabilities are operational.

- **ISO 9001 Certification:** The ISO 9001 certifications at both the D.C. and Stennis locations were renewed after an exhaustive audit by an outside third party auditor.

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 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.

■ 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.

Accomplishments

Equal Employment Opportunity (EEO)

■ **Diversity:**

1. Developed annual policy statement and communicated to workforce the Public Printer's commitment to the principles of EEO and diversity in accordance with efforts to achieve and maintain a Model EEO Program.

2. Developed a series of presentations to promote a work place that welcomes diversity and inclusion in a discriminatory free work environment.

3. Prepared workforce diversity reports which identified areas of underrepresentation and resources for outreach efforts with professional associations and educational institutions for targeted recruitment to address imbalances in core occupations.

4. Met with employees to solicit their input and opinions on topics like diversity and to market ADR as a win-win alternative to successfully resolving disputes at the lowest level and earliest stage possible.

5. More than doubled the rate of employee participation in mediation as an alternative to traditional EEO counseling to resolve employee disputes at the lowest possible level.

6. Conducted onsite program reviews to ensure compliance with EEO mandates in accordance with efforts to achieve and maintain a Model EEO Program and to provide employees an opportunity to discuss issues and concerns that could be addressed without engaging in the EEO process.

7. Sponsored programs for each national special emphasis observance proclaimed by the President. This year's programs were designed and driven by GPO employees and highlighted the diversity of our agency. All efforts were branded with "GPO Embracing Diversity" to ensure all of the agency's efforts in this arena were properly captured as promoting diversity.

8. Regularly reported to management on the issues raised in complaints under their jurisdiction to assist in identifying and addressing any trends, patterns, and practices that may exist.

9. Collaborated with Workforce Development, Education, and Training to develop Prevention of Sexual Harassment training for all employees.

10. Prepared and submitted to the EEOC in a timely manner, the annual statistical report on complaints of discrimination.

Human Capital (HC)

■ According to rankings produced by Partnership for Public Service from data provided by the Office of Personnel Management's *2013 Federal Employee Viewpoint Survey*, GPO was rated among the top ten best places to work among medium-sized Federal agencies. Some of the key areas GPO received high rankings include leadership policies and practices of communicating and listening to employees and using feedback to make changes, the embracing of teleworking and alternative work schedules, and emergency preparedness.

■ **Training:** Since GPO employees are GPO's greatest asset, HC supports the development of employees through professional development and training opportunities. In FY13, Workforce Development, Education and Training (WDET) worked with senior leadership to prioritize training initiatives and ensure these initiatives were linked to the agency's strategic plan. WDET now hosts a robust curriculum which utilizes a blended approach to offering just-in-time computer training for employees located in the regional offices and on all three shifts. WDET has also laid the foundation to launch Careers in Transition in FY14 to provide employees the tools to manage their career including resume writing and interviewing strategies.

■ **Telework:** The new GPO internal Telework Directive was approved.

■ **Hiring Process:** HC management reviewed current processes and set a time-to-hire model of 100 days from the date HC receives the SF-52 until the Entrance-to-Duty of the applicants to GPO. HC has implemented a workflow that includes the monitoring of the CERT's sent to selecting officials and requiring justifications when requesting CERT extensions. The on-boarding process has been updated to include a preliminary information request form that will help to expedite background investigations, drug testing, and medical evaluations.