



U.S. GOVERNMENT PRINTING OFFICE

OFFICE OF INSPECTOR GENERAL

732 North Capitol Street NW  
Washington, DC 20401-0050

December 27, 2012

The Honorable Darrell Issa  
Chairman, Committee on Oversight  
and Government Reform  
United States House of Representatives  
Washington, D.C. 20515

The Honorable Elijah E. Cummings  
Ranking Member, Committee on Oversight  
and Government Reform  
Washington, D.C. 20515

Dear Chairman Issa and Ranking Member Cummings:

Thank you for your December 5, 2012, letter requesting that the Government Printing Office (GPO) Office of Inspector General (OIG) provide our 10 highest priority open recommendations—5 short-term and 5 long-term—to improve agency efficiency and reduce waste. You also asked that we describe whether and what ways agency management solicits our input about how to improve efficiency and reduce waste.

We support GPO through our audits, investigations, and other reviews as it carries out its core mission of *Keeping America Informed* by producing, protecting, preserving, and distributing the official publications and information products of the Federal Government. We make recommendations that result from our audits, investigations, and other reviews pursuant to the GPO Inspector General Act of 1988, title II of Public Law 100-504 (October 18, 1988). Open recommendations include those for which GPO has either (1) concurred and proposed action plans but has yet to complete implementation, (2) completed the planned actions but has yet to provide us with supporting documentation, or (3) nonconcurred.

Per your request, we define as short-term those recommendations that can be achieved by December 2013 and long-term as those recommendations that can be achieved after December 2013. As of November 30, 2012, we have identified a total of 89 open recommendations, which were included in 29 audit reports issued between 2007 and 2012. We considered several criteria in identifying the following open recommendations as the highest priorities, including their impact on GPO's transformation to a digital platform, economy or efficiency; documented vulnerabilities; dollar implications; and the ability of the GPO to effect change in these areas.

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The order in which the recommendations are listed does not indicate any order of priority within those lists. Your request along with our response follows.

1. Identify your office's five highest-priority short-term recommendations to improve agency efficiency and reduce waste. For purposes of this request, please consider any recommendation that could be implemented within one year to be a short-term recommendation.
  - **OIG Report: Maintaining Effective Control over Employee Overtime, Report No.12-08, dated 2012. (Funds Put To Better Use: \$2,9 million)** We recommended modifying Directive 640.7D, "General Pay Administration," dated April 2008, requiring that supervisors obtain approval before asking employees to work overtime. GPO agreed with the recommendation and is in the process of taking action to close the recommendation.
  - **OIG Report: Selected Aspects of GPO Time and Attendance and Payroll Administration, Report No. 12-01, dated 2011. (Funds Put To Better Use: \$372,717)** We recommended modifying Directive 640.7D, "General Pay Administration," dated April 2008, (1) to direct all potential overtime-authorizing officials to ensure that any overtime authorized does not cause an employee to exceed the biweekly pay cap, (2) assign a specific person or office the responsibility for monitoring agency compliance with the biweekly pay limitations and implementing claims against those who exceed the limitation, and (3) clearly convey the consequences of exceeding the salary caps – such as, managers being subject to corrective action for authorizing pay exceeding the salary cap and employees being subject to debt claims for overpayments. GPO agreed with the recommendation and is in the process of taking action to close the recommendation.
  - **OIG Report: Independent Audit of Harris Corporation - FDsys Master Integrator, Report No. 12-24, dated 2012.** We recommended recovering questioned costs of \$1,178,814 for claimed costs for payments exceeding contract funding limits, overtime costs not approved as required by the contract, and unreasonable costs related to field premiums and cost of living allowance. GPO agreed with the recommendation and is in the process of taking action to close the recommendation.

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- **OIG Report: Audit of GPO's Suitability Process for Passport Production, Report Number: 12-17, dated 2012.** We recommended updating policies and determining the proper risk level and position classification for all employees that have access to passport production facilities. If needed, complete the appropriate background investigations. GPO agreed with the recommendation and is in the process of taking action to close the recommendation.
  - **OIG Report: GPO's Compliance with Federal Information Security Management Act of 2002 (FISMA), Report No. 10-03, dated 2010.** We recommended completing a risk assessment for its major applications and systems in accordance with the guidance outlined in National Institute of Standards and Technology (NIST) Special Publication (SP) 800-30, "Risk Management Guide for Information Technology Systems." Further, systems owners should accept any residual risk associated with the assessments. The acceptance of residual risk should be reviewed and formally documented. GPO is in the process of reviewing risk assessments and system security plans associated with major, minor, and general support systems in order to better evaluate the status of these systems.
2. Identify your office's five highest-priority long-term recommendations to improve agency efficiency and reduce waste. For purposes of this request, please consider any recommendation that cannot be implemented within one year to be a long-term recommendation.
- **OIG Report: Enhanced Architecture Maturity Could Better Guide GPO's Transformation, Report No. 12-19, dated 2012.** We recommended identifying, developing, and implementing a framework to evolve GPO's Enterprise Architecture and its use to support GPO's transformation and optimization. GPO agreed with the recommendation and is in the process of taking action to close the recommendation.
  - **OIG Report: Audit of Computer Security: Handling a Denial of Service Incident, Report No. 12-13, dated 2012.** We recommended conducting Security Certification and Accreditation (C&A) activities to reflect the risk management framework approach established in NIST Special Publication 800-37, "Guide for the Security Certification and Accreditation of Federal Information Systems. This recommendation is unresolved. However, GPO is in the process of reviewing risk assessments and system security plans associated with major, minor, and general support systems in order to better evaluate the status of information systems.

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- **OIG Report: Operational Enhancements Could Further Improve the Congressional Billing Process**, Report No. 12-16, dated 2012. We recommended establishing a performance measure for billing accuracy. We also recommended establishing and implementing a formal process for periodically assessing and monitoring the accuracy of billing charges made to the appropriation that will ensure that the controls are operating as designed and achieving their intended purpose. (Funds Put To Better Use: \$2.5 million) GPO agreed with the recommendation and is in the process of taking action to close the recommendation.
- **OIG Report: Enhanced Architecture Maturity Could Better Guide GPO's Transformation**, Report No. 12-19, dated 2012. We recommended identifying, developing, and implementing a framework to evolve GPO's FDsys architecture and ensure it is aligned with GPO's Enterprise Architecture. GPO agreed with the recommendation and is in the process of taking action to close the recommendation.
- **OIG Report: Final Report FY 2011 Management Advisory Comments**, Report No. 12-07, dated 2012. We made recommendations associated with the Consolidated Financial Statement for Fiscal Year 2011 and the financial accounting associated with preparing the statements. We recommended that GPO continue to conduct periodic assessments of all inactive deposit accounts to determine the appropriate actions for these accounts. We recommended improving internal controls and system of record to ensure that: 1) customer information is appropriately retained and updated periodically and 2) customers are contacted after a specified period of inactivity to determine if deposits should be returned. We recommended strengthening internal controls surrounding the timely and accurate recording of inventory transactions. We recommended that GPO identify and use accurate subsidiary ledger when performing reconciliations or analyzing accounts. We recommended improving monitoring controls over the monthly Government Accounts Receivable reconciliation process to ensure that all differences identified during the monthly reconciliation process are investigated and resolved in a timely manner. We recommended identifying all accounts receivable accounts and ensure they are all appropriately subjected to the allowance calculation. We recommended strengthening internal controls over the disposal process and that GPO more carefully review the information needed to process bills. GPO agreed with the recommendations and is in the process of taking action to close the recommendation.

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3. Describe whether and in what ways agency management solicits input from you and your office about how to improve efficiency and reduce waste.

We are pleased to report that the GPO involves our office in various ways to aid its efforts to improve efficiency and reduce waste. These include requesting reviews of specific issues; soliciting our ideas on how to improve its practices during the course of audits; providing input as part of our annual planning and longer-term strategic planning processes; and input is solicited during the Inspector General's biweekly with the Acting Public Printer. In addition, we meet with senior management from each Business Unit to discuss top audit priorities for combating waste, fraud, and abuse as well as ways to improve program efficiency.

We continue to work closely with managers at GPO to improve operations and maintain a long-standing record in delivering a world-class service to our Nation. We appreciate GPO's responsiveness to our findings and recommendations and its commitment to corrective actions when needed. We continue to note that Senior Managers are actively engaged in working with the OIG to enhance awareness of and involvement in closing OIG recommendations.

If you have any questions or need further information, please contact me at (202) 512-0039.

Sincerely,



Michael A. Raponi  
Inspector General