

GAO

Office of Publishing and
Communications

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Publishing Survival Guide

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Foreword

Quality is GAO's top priority. This includes performing audits and evaluations that meet our standards as well as ensuring that the products presenting the results of our work are timely and well supported and meet the needs of GAO's varied customers.

In keeping with this goal, GAO established strict standards for doing its work and for presenting the results. GAO created a visual style and format that make our products unique and easily recognizable as GAO's. The information contained in this publication will help all GAO staff produce communications products that adhere to our standards of quality.

The Publishing Survival Guide supplements the Communications Manual by providing more detail about publishing and distributing GAO products. Staff should follow this guidance to ensure that the process of preparing products for publication and distribution enhances the effectiveness of GAO's message and image.



Werner Grosshans
Assistant Comptroller General for Policy

Preface

This guide is part of OPC's promise to our customers to help you communicate effectively. We have prepared this document to give both our customers and OPC staff concrete information on the many different services OPC offers, how each of our branches and units individually and collectively performs these services, how long it takes us, and what we need from our customers to provide efficient and professional help.

OPC will revise this guide regularly, as we develop publishing innovations and implement new procedures to meet GAO's changing requirements for publishing and communication services. We encourage you to use this information, and we welcome any comments or suggestions you may have.



Michael Speer
Acting Director
Office of Publishing and Communications

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Abbreviations

ACG	Assistant Comptroller General
ASB	Automated Services Branch
ATU	Applied Technology Unit
DIG	Design Implementation Guidance
DPB	Document Production Branch
GAO	General Accounting Office
GDB	Graphic Design Branch
GE	General Electric
GGD	General Government Division
GPO	Government Printing Office
NSIAD	National Security and International Affairs Division
OCR	Office of Congressional Relations
OPC	Office of Publishing and Communications
PM	Production Management
PC	personal computer
P&R	planning and reporting
RCED	Resources, Community, and Economic Development Division
TAT	turnaround time
UPS	United Parcel Service
VCB	Video Communications Branch
WRB	Writing Resources Branch

Introduction

GAO's Design Standards

OPC's mission is to communicate effectively the results of GAO's work. We do this by providing a full range of publishing and communication services. The design (physical appearance) of all GAO audit and evaluation products is based on standards created in 1987 and described in GAO's Visual Communication Standards. By adhering to these design standards, OPC can

- ensure the consistency of GAO's organizational image,
- promote readability and visual attractiveness,
- convert text and tables automatically from computer disks to typeset page proofs, and
- save production time and costs.

GAO's established design enables us to bypass the costly and time-consuming steps of design, type specification, and page makeup by a graphic artist. Without visual standardization, OPC could not take advantage of automated publishing technologies.

Design standards apply to nearly every visual aspect of GAO reports, including

- covers, text pages, charts, and page layout for illustrations and photographs;
- automated products that customers can use at their own PCs; and
- other audit- and evaluation-related visual aids, such as presentation boards, transparencies, and 35-mm slides employees can use for congressional testimony and hearings, displays, and lectures.

In addition to audit and evaluation reports, GAO's design standards govern the appearance of GAO's six other categories of publications.

- **Policy, Guidance, and Standards** explain the policies GAO sets for its own audit and evaluation staff and the standards and guidelines GAO issues for other federal agencies.
- **Legal Decisions and Standards** provide legal advice to the Congress, GAO staff, and heads of federal agencies on the entire range of governmental activities.
- **Training** publications are used in the training and educational programs for GAO staff.
- **Reference** publications comprise listings of reports, subject bibliographies, speeches, program planning materials, and transcripts of seminars.

-
- **GAO Operations** explain GAO's nonauditing and evaluation policies and procedures for administrative and operational activities.
 - **Special Publications** are used for material that has a function, content, and audience that cannot be accommodated by any of the other six categories of GAO publications. Examples of special publications are the Comptroller General's Annual Report, GAO Journal, and Managing the Cost of Government.

GAO's visual design standards also govern the appearance of GAO's letterhead, envelopes, and forms.

Using This Manual

Part 2 describes the services that OPC provides for reports and other audit-related products. It begins with priority requests and then explains OPC's services in the order in which they are used to produce most reports: from report graphics and photography to typesetting, printing, and distribution. The last section addresses video reports. Each section explains our services, policies, operational procedures, and production turnaround times (TATS), as well as customers' contributions and responsibilities.

Our primary customers for audit and evaluation reports are division writer-editors. They bring us reports to be typeset and printed, review page proofs, and sign their approval that reports are ready for printing and distribution. We negotiate with writer-editors about TATS and rely on them to explain our report production procedures to both evaluators and the support staff who type report drafts.

Part 3 of this manual addresses the services OPC provides for nonaudit communications: writing and editing, graphic design, typesetting, printing, distribution, and audiovisuals. Our customers for these services are usually GAO management officials and staff offices.

In part 4, we describe our other services—applied research for developing automated publishing products, mail and messenger activities, and our contract for WordPerfect typing—to name a few. These activities support all of GAO headquarters staff. Part 4 also lists some services and products that OPC does not provide.

We have included four appendixes. Appendix I lists the forms we ask customers to fill out so that we can process requests for services. Appendix II summarizes the situations when OPC requires a memorandum from customers for special services. Appendix III contains

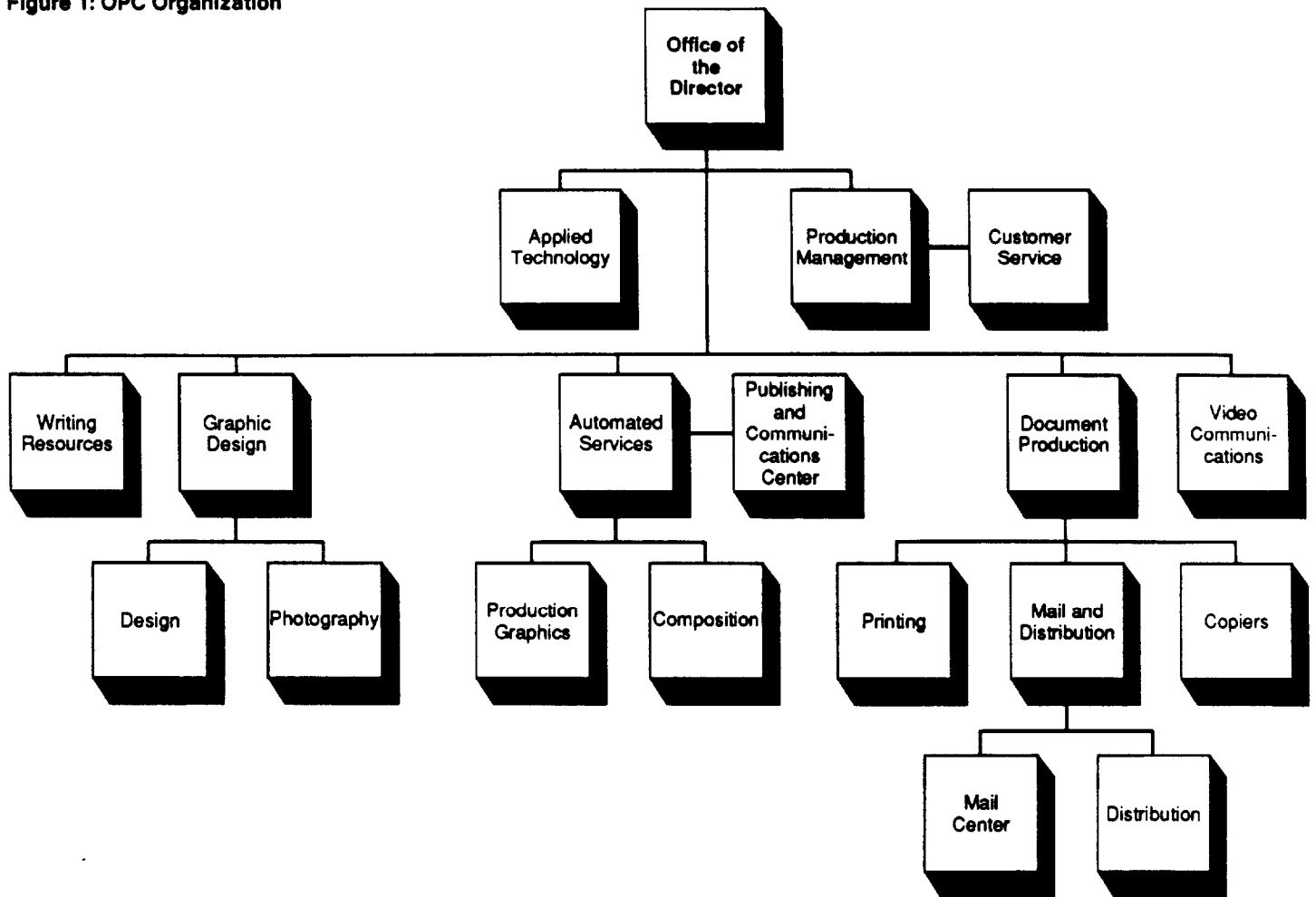
Part 1
Introduction

examples of the products available from InstantChart, one of our self-service graphics packages. Appendix IV lists the GAO documents that supersede some of the guidance in OPC's Design Implementation Guidance (DIG) bulletins.

Finally, we have prepared a list of related documents that OPC has developed and published for GAO employees.

We encourage you to call or visit us (see fig. 1 and table 1) if you have questions about what we do or how we do it.

Figure 1: OPC Organization



**Part 1
Introduction**

Table 1: Whom to Call in OPC

Office of the Director	275-1272, rm. 4836
Director	Michael Speer, acting
Special Assistant	Claire Doyle, acting
Special Assistant for Administration	Susan Schriener
Special Assistant	Richard Jannace
Special Assistant	Judy Manhan
Production Management Unit	275-6454, rm. 4411
Production Manager	Hours: 8 a.m. to 4 p.m. Kathleen Kevlin, acting
Customer Service Desk	275-6454, rm. 4411
Writing Resources Branch	275-3798, rm. 4528
Manager	Hours: 8 a.m. to 4:45 p.m. Nancy Crothers
Graphic Design Branch	275-5570, rm. 4432
Manager	Hours: 8 a.m. to 4:45 p.m. Jaime A. Lleras, acting
Photography Section	275-5770, rm. 4409
Automated Services Branch	275-5770, rm. 4432
Manager	Hours: 8 a.m. to 4:45 p.m. Jaime A. Lleras
Publishing and Communications Service Center	275-5917, rm. 4432
Applied Technology Unit	275-6330, rm. 4827
Manager	Hours: 8 a.m. to 4:45 p.m. Joe Carmel
Document Production Branch	
Manager	Mike Barr, 275-0955, rm. 4524
Printing Supervisor	Ken Allen, 275-1544, rm. 4407
Distribution Supervisor	Margaret Butler, 275-6395, rm. 4026 Hours: 8 a.m. to 4:45 p.m.
Mail Center Supervisor	Margaret Butler, acting, 275-5893, rm. 4527 Hours: 7:30 a.m. to 4:45 p.m.
Copy Centers	
4th floor	275-8755, rm. 4522
6th floor	275-5268, rm. 6510 Hours: 8 a.m. to 5 p.m.
Video Communications Branch	275-1172, rm. 7647
Manager	Jim McGinness
Audiovisual Equipment Loan Pool	Hours: 8 a.m. to 4:45 p.m.

OPC Services for Reports and Other Audit/Evaluation Products

Producing audit and audit-related products is nearly 80 percent of OPC's work. Our report publishing services include production graphics, photography, typesetting, printing, and distribution. Our customers for these services are primarily division writer-editors. We also produce testimony and unpublished materials, such as video reports, 35-mm slides, transparencies, and presentation boards that enhance GAO's work. Our customers for these services are usually evaluators. (For more information on testimony, see GAO Order 1412.1, "Testimony Before Congressional Committees," and GAO's Communications Manual, ch. 12.7.)

All requests for OPC's services (except for photography and video communications) begin at our Customer Service Desk in the Production Management Unit (rm. 4411)¹. PM Unit staff are available to help customers determine their requirements and fill out requisitions. They log in work and ensure that it is forwarded to the appropriate OPC branch or contractor. When work is completed, the PM Unit contacts customers to review and pick up their jobs.

Requests for Priority Report Services

OPC can generally honor priority requests for all of our report publication services. When necessary, we can also procure rush services from graphics contractors for presentations related to an assignment.

To handle priority requests as quickly and as smoothly as possible, our PM Unit needs a memorandum that explains why rapid turnaround time is essential and contains other specific information about your requirements. Priority memorandums should be signed by division Assistant Comptrollers General (ACGs) or Directors for Planning and Reporting (P&R) and addressed to OPC's Production Manager, who can schedule OPC's work load and call upon contractors to accommodate your request. (Sample memorandums appear in figs. 2 and 3.)

For the best and fastest service, contact OPC's Customer Service Desk (275-6454, rm. 4411) before sending your memorandum to let the PM Unit know that you need priority handling. Include the dates and times negotiated in your memorandum.

¹To get help or service from our Video Communications Branch or our Photography Section, contact them directly. (See table 1 on p. 10.)

Figure 2: Memorandum to Request Priority Typesetting and Printing Services



United States
General Accounting Office

Memorandum

Date: March 15, 1990

To: Acting Production Manager, OPC - Kathleen E. Kevlin

From: ACG for HRD - Lawrence H. Thompson

Subject: Request for Priority Typesetting and/or Printing Services - HRD-90-45

HRD is requesting priority typesetting and printing services for _____ [report number and title]. This report needs priority handling because _____.

The report contains _____ pages, _____ figures, and _____ tables. The total number of printed copies needed is _____. We will deliver our disks and final report package to Customer Service (rm. 4411) and GAO Forms 312-a and 312-b (OPC's customer requisitions for report typesetting and printing) by _____ [time] on _____ [date].

cc: Jaime Lleras, Manager, Automated Services, OPC
_____, (Issue Area Director, 275-xxxx)
_____, (Editor, 275-xxxx)
_____, (Managing Editor, 275-xxxx)



Operations Improvement

Figure 3: Memorandum to Request Priority Graphics Services



United States
General Accounting Office

Memorandum

Date: February 28, 1990

To: Acting Production Manager, OPC - Kathleen E. Kevlin

From: Director of P&R, RCED - Keith O. Fultz

Subject: Request for Priority Graphics Services

RCED is requesting priority handling for _____ [number of pieces] graphics. We will need _____ [state what is needed, e.g., 35-mm slides, illustrations, 20- x 30- or 30- x 60-inch presentation boards]. These graphics need priority handling because _____.

We will deliver Form 312-a (OPC's customer requisition for graphics services) to Customer Service (rm. 4411) by _____ [time] on _____ [date]. We need to have the graphics completed by _____ [date].

If you need more information, please call _____ [name and telephone number of contact person].

cc: _____, (division contact person, 275-xxxx)



Operations Improvement

Sometimes OPC will not be able to approve a request for priority handling. Our ability to do so hinges on current work load, the number of priorities already in the pipeline, the availability of contractor services, and budget considerations. Be assured that we will take into account the urgency of your need, as well as the considerations just mentioned, when making our decision.

Customers' Responsibilities

Priority work, which is funded from OPC's budget, usually costs significantly more than routine work. Divisions and offices should therefore look closely at their priority needs so that we can plan for and schedule your work in the most cost-effective manner. Customers should also remember that priority work often delays the production of routine work and that OPC does not automatically grant priority status to prepublished reports.

Report and Production Graphics

OPC provides an array of production graphics to support both audit and nonaudit publications. These services range from work produced in-house by staff in our Automated Services Branch (ASB) and externally by commercial contractors to the graphics that customers produce themselves, using the self-service software developed by our Applied Technology Unit (ATU). To request graphic services from OPC, use Form 312-a, available at our Customer Service Desk (or from the Supply Center, rm. 3811), and bring your request to the PM Unit. (See also GAO's Communications Manual, ch. 12.9.)

Customers' Responsibilities

Before sending graphics work to either ASB or a contractor, the PM Unit quality-checks your job to ensure that ASB or the vendor will understand the request and that all pieces of the job have been included with the requisition. Although both ASB and the PM Unit staff quality-check completed jobs, customers are responsible for proofreading all completed graphics work.

In-House Production Graphics: Services and TATs

The graphics ASB staff produce, and the standards to which they must adhere for both reports and nonaudit products, are covered in GAO's Visual Communication Standards. Most requests for ASB's graphics services require 5 workdays; such requests include

- cleaning up or redrawing illustrations for fact sheets and briefing reports that are not typeset,

- pasting up flysheets and illustrations for fact sheets and briefing reports when customers cannot do this,
- making major changes to already prepared art,
- preparing tabs, and
- creating nonautomated charts and graphs.

ASB also provides some services—for both audit and nonaudit products—within 2 workdays:

- photostats of artwork,
- certificate calligraphy (involving 12 or fewer pieces),
- photograph and artwork sizing,
- minor changes and corrections to previously produced artwork, and
- letterhead preparation.

ASB makes coverplates for nontypeset reports in 1 workday.

35-mm Slides Produced From TextFrame

ASB uses automated equipment to generate film for 35-mm color slides from TextFrame materials. (For a discussion of TextFrame, see “Self-Service GAO Graphics Software,” p. 16.) The actual 35-mm color slides are processed by a contractor and are ready for customers within 24 hours. (Orders for more than 50 slides or multiple copies of slides may take 2 to 3 workdays.) You may request this service at the Customer Service Desk by filling out Form 312-a. OPC policy requires that customers have all TextFrame materials edited before we accept them for production. This policy helps ensure that your materials are accurate and error-free before money is spent to manufacture the slides.

Contracted Production Graphics: Services and TATs

Staff in the PM Unit contract out requests for graphics that ASB staff cannot handle because of their work load or because the request is for a service unavailable in-house. The commercial firms that do this work must adhere to GAO’s Visual Communication Standards.

Most contracted graphics work requires 5 workdays to produce. When necessary, the PM Unit can procure rush service, provided you request it in a memorandum. (See “Requests for Priority Report Services,” p. 11.) Our graphics vendors are not required by any contractual terms to work or deliver jobs to GAO at night, on weekends, or on holidays.

The following kinds of work, which are not available in-house, are all contracted:

- 20- x 30-, 30- x 40-, and 40- x 60-inch presentation boards;
- charts and graphs that cannot be generated using InstantChart (i.e., flowcharts, organization charts, and charts with too many plotting points);
- all charts, graphs, illustrations, and tables for 35-mm slides and transparencies;
- special-events posters and large signs; and
- complex technical drawings.

Self-Service GAO Graphics Software

Our Applied Technology Unit develops graphics software for use GAO-wide in reports and other audit and evaluation-related products. ATU's packages adhere to GAO's visual standards and are designed for self-service use. To help serve our customers better by reducing production time, ATU has produced four packages for reports and for presentations to support audits. Each package can be used at your own PC. The final product can then be printed—as camera-ready copy suitable for publication or as handouts—on a laser printer in OPC's Publishing and Communications Service Center (located in ASB, rm. 4432) or in divisions' centers. You can obtain these four programs, described below, from the Publishing and Communications Service Center or from your organization's technical assistance group.

- **InstantChart** enables GAO staff to create a variety of graphs suitable for publication in reports. Examples of InstantChart output are available in the Publishing and Communications Service Center and at the Customer Service Desk, room 4411. (They also appear as app. III of this manual.)
- **TextFrame** enables employees to produce text for transparencies, handouts, and 35-mm slides. OPC's TextFrame: Policies and Instructions for Producing Presentation Materials (GAO/OPC-89-1) contains complete instructions for this product. Copies are available at the Customer Service Desk.
- **U.S. Map Program** enables users to produce a map of the United States—shading any of the 50 states—appropriate for use in audit reports and for presentations.
- **BadgeMaker** enables users to produce badges; similar self-service programs available in the Publishing and Communications Service Center allow users to produce door plates and tent cards.

OPC's policy is that, whenever possible, customers generate their own graphics using the automated products that OPC develops for the agency. Doing work in-house rather than contracting for it ensures adherence to GAO's visual standards and saves time and money.

Report Photography

In-House Services

OPC's Photography Section is part of our Graphic Design Branch (GDB). Our photographers can take pictures to enhance audit data. Such photographs are particularly useful when complex descriptions of visually detailed subjects are required. In addition, photographic images are often more readily accepted as evidence than written descriptions and thus can support the data effectively.

GDB staff can photograph objects or people and interiors or exteriors wherever the need arises. They can also make black-and-white prints from 35-mm or 2-1/4-inch-format negatives. The staff's expertise helps ensure that the photographs used in audit reports will be detailed and clear and will present good visual information when the report is printed.

When requesting photography for audit/evaluation projects, plan carefully so that the photographer's time can be productively used. Contact GDB early to schedule shoots outside Washington, D.C.

Use of Color Photographs in Reports

The Joint Committee on Printing limits the printing of color photographs to save printing costs. Special approval is required to use color photos in reports or in any other printed product.

To get such permission, write a short memorandum from the issue-area director in charge of the report to the Director, OPC. Explain why the color photos would enhance the report's effectiveness, and attach the photos (slides or color prints are acceptable). If the Director, OPC, approves your request, include a copy of the memorandum with the report package when you bring it to the Customer Service Desk for typesetting and printing.

Report Typesetting

All reports, except classified reports and some fact sheets and briefing reports, are typeset and must go through ASB to be coded and telecommunicated to our report typesetting contractor. To request report typesetting, use Form 312-a and bring your typesetting package to the Customer Service Desk in the PM Unit. (See also GAO's Communications Manual, ch. 12.14.)

**Customers’
 Responsibilities: Preparing
 Report Disks**

OPC’s policy is for customers to prepare report disks according to the instructions in Typeset Documents: WordPerfect and Design Instructions (GAO/OPC-90-2). Copies are available at the Customer Service Desk, room 4411. This policy is essential because, without a correctly prepared disk, ASB cannot telecommunicate the report text and provide you with typeset report pages.²

Table 2 lists the items you should put in the report typesetting package so OPC can correctly and quickly turn your draft report into a professional-looking typeset publication. This list, which also applies to nonaudit typeset documents, appears on page 9 of Typeset Documents.

Customers are also responsible for providing OPC with the best quality possible of request letters, agency comment letters, and any other artwork not made or contracted for by OPC.

Table 2: Checklist for Report Typesetting Package

Before putting the report typesetting package together:

- | | | | |
|--------------------------|--|--------------------------|---|
| <input type="checkbox"/> | Duplicate the report disk(s). Retain a copy. | <input type="checkbox"/> | Print the file index for InstantChart, TextFrame, or Map Program. |
| <input type="checkbox"/> | Duplicate and provide, on separate disk(s), any InstantChart, TextFrame, or Map Program files. | <input type="checkbox"/> | Label all the disk(s) with the report title and number |
| <input type="checkbox"/> | Print the report’s index of files. | <input type="checkbox"/> | Number the disk(s). |

Then put these items into the report typesetting package and bring it to the Customer Service Desk:

- | | | | |
|--------------------------|--|--------------------------|---|
| <input type="checkbox"/> | GAO Form 312-a, OPC Automated and Production Graphic Services (Use the “Typeset Reports” portion of the form.) | <input type="checkbox"/> | Separate disk(s) containing InstantChart, TextFrame, or Map Program with a hard copy of artwork and the index(es) |
| <input type="checkbox"/> | GAO Form 312-b, OPC Printing and Distribution Services (Use the “Report Printing” portion.) | <input type="checkbox"/> | Original request letter(s), comment letters, artwork, and photos |
| <input type="checkbox"/> | GAO Form 47, OPC Printing Release (the “pink” card) | <input type="checkbox"/> | Alphabetical list of abbreviations and acronyms on the hard copy of report and on the disk (Indicate on the Form 312-a if the report has no abbreviations or acronyms.) |
| <input type="checkbox"/> | One set of the report disk(s) with a hard copy of index(es) | <input type="checkbox"/> | A signed memorandum requesting priority services, if applicable |
| <input type="checkbox"/> | Two hard copies of the report | <input type="checkbox"/> | Original signature in black ink of person signing the report, if other than usual signer (i.e., issue-area directors, office heads, and division ACGs) |

²The Training Institute offers a one-half day course, “Preparing WordPerfect Documents for Typesetting.” Call 275-9252 for more information.

TATs for Typeset Reports and Other Audit-Related Products

Table 3 shows routine turnaround times (in workdays) for typesetting GAO reports. The TATs do not include the time divisions take to proofread page proofs or to check final, camera-ready report pages (repros). The TATs also presuppose that a report needs only one set of page proofs and one set of repros.

ASB staff send page-proof corrections to the typesetting contractor on the same day they receive them from division editors—provided proofs are returned by 3 p.m. and do not contain copious changes. Copious changes in page proofs often require a second set of proofs, which adds 1 workday to the turnaround time. The typesetting contractor delivers the repros by 10:30 a.m., 1 workday after receiving the corrections from ASB.

Provided the final report is shorter than 100 pages and contains only a few fly sheets and graphics, ASB staff usually send the camera-ready report to the PM Unit for printing on the day they finish final preparation and the division's editor approves the job for printing. Approval may be the same day as the repros are delivered or later, depending on whether changes to the repros are required. Changes made to repros add 1 additional workday to the TAT for either the typesetting contractor or ASB.

TAT for Priorities

Priority typesetting must be requested in a memorandum signed by division ACGs or directors for P&R. (See "Requests for Priority Report Services," p. 11.) If OPC can handle your typesetting request as a priority, your job will be processed as a "schedule 3," which means that the contractor delivers the proofs by 10:30 a.m., rather than by 4:30 p.m., as shown in table 3.

Customers' Responsibilities

Both ASB and the PM Unit staff quality-check typeset reports to ensure that all pieces of the job are assembled and camera-ready and that covers and pagination are correct. OPC does not, however, proofread reports: Division editors or other customers designated by divisions are responsible for ensuring that no typesetting or substantive errors appear on the report pages. (See "Printed Reports That Contain Errors," p. 23.) Customers must sign their approval (on Form 312-a) of the camera-ready pieces before ASB delivers the report to the PM Unit for printing.

**Part 2
OPC Services for Reports and Other
Audit/Evaluation Products**

Table 3: Routine TATs for Typeset Reports and Other Audit-related Products

Report to PM Unit	Pages	Tables ^a	ASB codes/transmits	Page proofs ready	Repros ready	ASB final prep ^b	Total workdays' TAT
Day 1 by 9 a.m.	< 100	None or few numeric	Day 1	Day 2, 4:30 p.m.	10:30 a.m., 1 workday after corrections sent to typesetting contractor	1 workday	2 to 3 workdays
Day 1 by 2 p.m.	< 100	None or few numeric	Day 2	Day 3, 4:30 p.m.	10:30 a.m., 1 workday after corrections sent to typesetting contractor	1 workday	3 to 4 workdays
Day 1 by 9 a.m.	≥ 100	> 5 text or mixed ^a	Day 2 or 3	Day 3 or 4, 4:30 p.m.	10:30 a.m., 1 workday after corrections sent to typesetting contractor	2 workdays	4 to 6 workdays
Day 1 by 2 p.m.	≥ 100	> 5 text or mixed ^a	Day 2 or 3	Day 4, 4:30 p.m.	10:30 a.m., 1 workday after corrections sent to typesetting contractor	2 workdays	5 workdays
Day 1 by 2 p.m.	Covers only ^c		Day 1	None	Day 2, 10:30 a.m.	< 4 hrs.	1 workday

^aFor reports with complex, mixed (text and numeric) tables, add 1 workday for each additional five tables.

^bFinal preparation begins after the repros are delivered to ASB. Final prep includes ASB's time to paste up artwork and fly sheets and the time divisions take to check the final report pages before ASB takes them to the PM Unit for printing.

^cCovers for fact sheets and briefing reports that are not typeset are handled separately by ASB. Disks are not required. Report covers requested after 2 p.m. may not be available until the second workday.

Report Printing

To request report printing, fill out Form 312-b (use the "Report Printing" portion). If your report has been typeset, ASB will take the camera copy to the Customer Service Desk in the PM Unit; otherwise, deliver your typed manuscript to the PM Unit yourself. (Request covers for nontypeset reports before requesting that the job be printed.)

GAO reports are either printed in-house by the Document Production Branch (DPB) or contracted out. Priority printing must be requested in a memorandum signed by division ACGs or directors for P&R. (See "Requests for Priority Report Services," p. 11.) Table 4 shows routine and priority TATs (in workdays) by printer.

In-House Report Printing

Due to the limitations of our bindery equipment, DPB cannot print reports that exceed 60 original pages. These reports are always printed by a contractor.

TATs for Routine and Priority Reports

Routine TAT is 3 workdays, provided the PM Unit receives the camera-ready report no later than 1 p.m. on day 1. For example, a report sent to the printing plant by 1 p.m. on Tuesday will be printed by 1 p.m. on Friday. (Midday Tuesday through midday Friday is 3 workdays.)

TAT for priorities is 2 workdays, provided the PM Unit receives the report no later than 1 p.m. on day 1. For example, a report that arrives at the PM Unit by 1 p.m. on Monday will be printed by 1 p.m. on Wednesday.

Reports containing black-and-white photographs require an extra workday in the plant. (See p. 22 for turnaround time for printing reports with color photographs.)

Contracted Report Printing

The PM Unit handles two commercial Government Printing Office (GPO) contracts used for printing GAO audit reports. Both printers are equipped to print black-and-white photographs and reports up to 300 original pages. Both contracts are single-award, direct-deal, which means that the same vendors print all the jobs, and the PM Unit contacts them directly, without first going through GPO.

TAT for Routine Reports

For routine reports, the PM Unit uses contract 645, a printer who delivers reports within 3 workdays, provided the PM Unit receives the report by 1 p.m. on day 1. The PM Unit cannot stipulate exactly when on day 3 the reports will be delivered, but according to the terms of the contract, printed copies are to be delivered to OPC by 3 p.m.

TAT for Priority Reports

For priorities, the PM Unit can use contract 156, a printer who delivers printed reports within 24 hours, provided the PM Unit receives the report by 1 p.m. on day 1. The 156 contract is for priority reports only, and its use must be justified by a memorandum and approved by OPC's Production Manager. (See "Requests for Priority Report Services," p. 11.) If OPC cannot grant the priority request because we already have several priorities in the pipeline, we inform the division that priority service is not possible.

Blueline Proofs for Routine Reports With Black-and-White Photographs

OPC can provide blueline proofs of pages with black-and-white photographs for reports printed on contract 645. A blueline proof is made before the job is printed. What you see on the blueline will not help you determine the quality of the printing, but it will permit you to check

Part 2
 OPC Services for Reports and Other
 Audit/Evaluation Products

Table 4: Report Printing TATs by Printer

Routine reports				
Camera-ready copy to PM Unit	To DPB^a	Editors' approval copy available at Customer Service Desk	Total printing TAT	Initial distribution begins
Day 1 by 1 p.m.	Day 1	Day 4 by 4 p.m.	3 workdays	Day report is dated ^b
Camera-ready copy to PM Unit	To contract 645	Editors' approval copy available at Customer Service Desk	Total printing TAT	Initial distribution begins
Day 1 by 1 p.m.	Day 1	Day 4 by 4 p.m.	3 workdays	Day report is dated ^b
Priority reports				
Camera-ready copy to PM Unit	To DPB^a	Editors' approval copy available at Customer Service Desk	Total printing TAT	Initial distribution begins
Day 1 by 1 p.m.	Day 1	Day 3 by 4 p.m.	2 workdays	Day report is dated ^b
Camera-ready copy to PM Unit	To contract 156	Editors' approval copy available at Customer Service Desk	Total printing TAT	Initial distribution begins
Day 1 by 1 p.m.	Day 1	Day 2 by 4 p.m.	1 workday	Day report is dated ^b

^aAdd 1 workday for reports with black-and-white photographs.

^bInitial distribution usually takes place the workday after the report is printed. (See "Determining Report Issue Dates and Scheduling Report Distribution" and "Issue Dates for Prepublished Reports," p. 26.)

that photographs are correctly positioned on the page. If you want this service, let the Customer Service Desk know when you bring the report in for typesetting and be sure to note it on the Form 312-b.

Customers have 2 workdays to review the proofs and return them, with the editor's signature, to the Customer Service Desk. Our commercial printer will not resume production until the proofs are returned. Blue-lines add 3 to 4 workdays to the routine TAT—1 extra workday for the printer, 1 workday for transportation between GAO and the printer, and 1 to 2 workdays for customer review.

TAT for Reports With Color Photographs

Printing TAT for reports with color photographs is a minimum of 12 workdays. Such reports can only be printed commercially and must be contracted for individually through GPO because neither the 645 nor the 156 contract covers the printing of color photographs. Generally, the PM Unit needs an extra day to negotiate with GPO and to make sure a qualified commercial printer is selected. Use of color photos must first be

approved by the Director, OPC. (See "Use of Color Photographs in Reports," p. 17.)

Printed Reports That Contain Errors

Printers' Errors

The PM Unit staff quality-check reports printed on contract by examining a random sample of the copies as soon as the printer delivers them. Random-sample checking is the procedure established for federal agencies by GPO. (DPB staff quality-check copies printed in-house as they come off the presses and are completed in the bindery.)

If PM Unit staff detect serious printers' errors in the random sample—such as missing or duplicated pages, crooked images, substandard binding, or an image too light to be read—they will notify OPC's Distribution Section in writing that the report is not ready for distribution and arrange for all copies of the report to be destroyed. The division's editor is informed of the problem and the report is then reprinted at the printer's expense.

Since checking a random sample of printed reports does not guarantee finding every report with an error, some report copies with printers' errors may go undetected until the report is in the hands of the recipients. In such cases, OPC's policy is not to reprint the report but to furnish the recipients with error-free copies. (To obtain copies of published reports, see "Report Copies Maintained and Distributed by Contractor," p. 29.)

Customers' Errors Found Before Distribution

Sometimes division editors or evaluators discover errors in a printed report before it is distributed. If the error is substantive, like a wrongly reported increase or decrease in spending or savings, OPC will correct the error and reprint the job. OPC's procedure is for the PM Unit to make sure the report copies are destroyed immediately, arrange to have the mistake corrected, and reprint the job. In such cases, OPC may ask the responsible division to pay for the reprinting.

Before carrying out this procedure, our policy is to require a memorandum from the division ACG to the Director, OPC, explaining what errors need to be corrected. This policy is in effect because OPC cannot make substantive revisions to reports without authorization from the cognizant division's top management.

If the error is not substantive (e.g., a misspelled word or transposed letters), OPC's policy is not to correct and reprint the report because of the time and expense involved and because the substantive message of the report is not impaired.

**Customers' Errors Found After
Distribution**

If a substantive error is discovered after the report has been distributed, the division issuing the report prepares an errata sheet in accordance with the policy in GAO's Communications Manual, ch. 12.14. The errata sheet (see fig. 4 for a sample) must be mailed to all recipients listed on GAO Forms 115, and the sheet has to be manually inserted into the reserve-stock copies warehoused in Gaithersburg. (See "Report Distribution," p. 26.) OPC rarely has the resources available to insert and mail errata sheets and usually asks divisions to handle this task.

Figure 4: Sample Errata Sheet



United States
General Accounting Office
Washington, D.C. 20548

National Security and
International Affairs Division

ERRATA

General Accounting Office

CONTRACT PRICING

Material Prices Overstated
in Pershing II Contract

GAO/NSIAD-87-41

January 30, 1987

The dollar amount on page 7, paragraph 2, line 1
should be \$1,288,544.

The appendix that begins on page 13 should be numbered
III.

Paul F. Math
Associate Director

GAO does not generally revise audit reports when reprinting to replenish depleted stock. If a division finds substantive errors in a report and wants to correct them for a later reprinting because the reserve stock is depleted, it should prepare an errata sheet. (See above.) In such cases, OPC will print the errata sheet and bind it into the report. (See also ch. 12.14 of GAO's Communications Manual, which discusses reissued reports.)

Report Distribution

OPC's policy is to distribute a report after the division has assured us that the report is ready for distribution. Therefore, once PM Unit staff have performed their quality check, they furnish division writer-editors with a sample printed copy at the Customer Service Desk. Writer-editors must approve the sample and sign Form 47 before the report can be distributed. (See also GAO's Communications Manual, chs. 12.6 and 12.14.)

Determining Report Issue Dates and Scheduling Report Distribution

PM Unit staff determine the report issue date, which is the date printed on the report's basic transmittal letter. The staff's decisions are based primarily on the scheduled work load for OPC's Distribution Unit. For example, GGD-90-39, a routine report that has not been prepublished, is ready for contract printing on May 1. Normally, PM Unit staff would schedule the job to be delivered 3 workdays later, on May 4. However, because OPC's work schedule shows that five other audit reports are already in production and scheduled for distribution on Friday, May 5, the PM Unit staff date GGD-90-39 for Monday, May 8. When printed copies of GGD's report are delivered, they wait in line for 1 workday, behind the other reports, to be distributed on the next workday, May 8.

The PM Unit's customary procedure is to schedule distribution at least 1 workday after printed copies are delivered to OPC. (See table 3, p. 20.) This allows the PM Unit staff enough time to quality-check the printed copies and to contact the division's editor to approve them for distribution.

Issue Dates for Prepublished Reports

The typeset versions of prepublished reports always carry the same date as the typewritten versions. The typeset versions are distributed as soon as possible, usually within 1 or 2 workdays after the printed copies are delivered to OPC or finished in our printing plant. Prepublished reports do not automatically receive priority handling from OPC. (See also GAO's Communications Manual, ch. 12.14.)

Backdated Reports

OPC will backdate GAO reports if written approval has been granted by the Director of the Office of Congressional Relations (OCR). As a general rule, permission to backdate is given at the end of the fiscal year when OPC experiences a surge in report production. Toward the end of each fiscal year, we issue a reminder (see fig. 5) to division and office heads.

Report Copies Distributed by OPC's Mail and Distribution Section

The Mail and Distribution Section, which consists of the Mail Center and the Distribution Unit, is part of the Document Production Branch. (See fig. 1, p. 9.) The primary responsibility of the Distribution Unit staff is to prepare reports for distribution according to the instructions that divisions provide on GAO Forms 115. The Unit does not stock or provide GAO employees with copies of reports. (See "Report Copies Maintained and Distributed by Contractor," p. 29.) The messengers in the Mail Center are responsible for delivering copies of reports to the Hill, to GAO staff at audit sites in the offices of executive-branch agencies, and to agency officials.

Division staff are responsible for preparing nonbasic transmittal documents and filling out the Forms 115 (available in their divisions and from the Supply Center) and taking both directly to the Distribution Unit (rm. 4026) on or before the day the report goes to the PM Unit for printing.

Initial and Subsequent Distribution

Report distribution is handled in two phases—initial and subsequent. The physical task of preparing and distributing reports is split in this way so that a small number of copies of a newly published audit report can be distributed immediately, with the bulk of the distribution to follow later.

Initial distribution involves

- external recipients (members of the Congress who requested the assignment and need the report as soon as it is printed);
- top federal agency officials, particularly those whose agencies the assignment affects; and
- internal recipients (GAO management and selected audit sites and regional offices).

Initial distribution is time critical because OPC guarantees same-day delivery of reports to congressional requesters. To meet this objective,

Figure 5: Reminder Memorandum to Division and Office Heads About Backdated Reports



United States
General Accounting Office

Memorandum

Date: September 8, 1989
To: Heads of Divisions and Offices
From: Director, OCR - Thomas Hagenstad
Acting Director, OPC - Michael Speer
Subject: Year-End Report Publication

The end of the fiscal year always produces a surge in report production requests. OPC will try to fulfill all needs in this area. We feel that we can be reasonably assured of report issuance in the current fiscal year if your material is turned in to the Customer Service Desk (rm. 4411) before September 15. Any reports submitted after that date, even if accompanied by a memo requesting priority handling, cannot be guaranteed publication before September 30.

If you produce a report in the month of October, and you must backdate it for the month of September 1989, you will need to obtain written approval to do so from the Office of Congressional Relations and provide that to OPC. Thank you for your help and understanding.

cc: ACG/Ops
OPC Managers
Division Managing Editor



Operations Improvement

OPC's Mail and Distribution Section must ensure that reports are delivered on the date printed on the basic transmittal letter: the report issue date.

The Mail and Distribution Section can process four to six initial distributions per day; two or three reports can be scheduled for morning delivery, and two or three can be scheduled for afternoon delivery. After the Distribution Unit staff carry out the instructions on the Forms 115, messengers in the Mail Center make local deliveries of the reports at 9:30 a.m. and 1:30 p.m. (If divisions wish to hand-carry reports to the requester, they can so indicate on the Forms 115.) GAO headquarters personnel receive their initial-distribution report copies through GAO's internal mail. Reports to regional offices are sent pouch mail via the Postal Service from the Mail Center daily. (See also "Mail and Messenger Service," p. 42.)

Subsequent distribution is performed within 24 hours after initial distribution or within 24 hours after a restricted report has been released by the Office of Congressional Relations. However, subsequent distribution does not supersede the initial distribution of another report. Since subsequent-distribution report recipients are typically individuals or organizations who do not require copies immediately, OPC does not provide them with messenger service. External recipients receive their copies as first-class mail; GAO employees receive theirs by Mail Center messenger.

Report Copies Maintained and Distributed by Contractor

After the initial and subsequent distributions are completed, the Distribution Unit sends all the reserve-stock copies to the Document Handling Information Facility, operated by General Electric (GE) Government Services. GE personnel store the reports and process requests for them from the public, the Congress, GAO employees, and other government agencies.

The contractor operates two sites: the Document Distribution Center (rm. 1000 in the GAO headquarters building), which provides a counter pickup service, and a warehouse/mailing facility in Gaithersburg, Maryland.

GAO employees who want copies of audit reports can order them at the counter in room 1000, where current reports are kept. Less current reports are shipped from the Gaithersburg facility and are usually available in room 1000 within 1 to 2 workdays. Large quantities of reserve-stock copies may take longer. To order copies by telephone, call 275-6241.

Report Reprints

GAO reports are reprinted at regular intervals on a schedule established by GE Government Services. Reprints are usually required because reserve-stock copies have been depleted and GE continues to receive frequent requests for the report. When this happens, GE forwards a reprint request to the PM Unit, and the report camera copy, maintained in the PM Unit, is prepared for reprinting. Reprinted report copies are shipped to the Gaithersburg warehouse.

Video Reports

Videotaped versions of GAO audit reports are developed and produced by OPC's Video Communications Branch (VCB). VCB can schedule the production of about 4 to 6 video reports annually. (To obtain approvals for video reports, see GAO's Communications Manual, ch. 12.16.)

Developing the Script

Developing the script is a collaborative effort between VCB and the customer: VCB staff work with customers to help them create the best script possible to meet their communication needs. The first step is to establish a message—or theme—in words, not pictures, which come later. The staff ask customers to write down what they want to say in a short paragraph.

VCB staff ask a lot of questions to help determine the form of the message. Is the tape a stand-alone presentation, or will it be introduced and responded to by a facilitator? Who is the audience? How large is it? What is the audience's subject knowledge? Is this program expected to have a short or long shelf life? How long should the program be? What kind of budget is available? When is the program needed? With this information, VCB staff can advise on the project's feasibility.

Once the message and the form are clear, script writing begins. Since the customer is the subject matter expert, the first draft is almost completely the customer's responsibility. VCB staff and the customer then collaboratively refine the first draft, concentrating on content and structure. Reaching a final script usually requires many drafts.

VCB's primary role during this script development process is to help the customer write in a style that is easy to hear rather than easy to read. VCB staff make suggestions for writing dialogue that is natural and reinforces the visual element of the video report.

Integrating Sound and Visuals

Once the script is complete, a story board (a panel with one column for the audio and one for the video elements) is created. This story board is necessary to effectively integrate the two elements of sound and picture. At this point, VCB staff insert the script into the audio column and the visual ideas into the video column. Decisions are made on graphics, live action, interviews, stock footage, stills, and other visual elements. The customer then refines and approves this story board.

Budget Responsibility

Once the story board is approved by the customer's division ACG, VCB develops a final budget. VCB pays for staff time, equipment, and routine materials, such as blank videotape and routine duplication. All out-of-pocket expenses, such as travel, special graphics, actors, narrators, music rights, fees, and other expenses are the customer's responsibility if arrangements have not previously been made to include funds for these in OPC's budget.

Producing the Final Videotape

For the most part, obtaining permission for videotaping locations, scheduling interviews, and gathering materials like photographs, news clippings, and reports is the customer's responsibility. Taping the video is VCB's responsibility.

When the videotaping is complete, final editing begins. For some programs, the customer may wish to be closely involved in the editing process; for others, this may be unnecessary. The important thing for customers to remember about video editing is that it is not like film editing in which cutting and splicing can occur at any point in the program. Making changes in videotape can be time consuming because sound and visual elements are recorded from start to finish on a finite length of videotape. As a result, changes may necessitate that everything coming before or after the change be completely re-edited. This is why an approved final script is so important to delivering the video on schedule.

Depending on scheduling, work load, and program complexity, a finished video generally takes about 6 to 8 weeks to deliver after final script approval.

OPC Services for Nonaudit Products

OPC produces many nonaudit products that support and enhance the work of GAO's diverse nonaudit programs and projects. On a regular basis, we publish the Comptroller General's Annual Report, GAO Journal, the Decisions of the Comptroller General of the United States, and Reports and Testimony. We also produce training materials, policy documents,¹ job vacancy announcements and other recruiting materials, questionnaires, posters, brochures, fliers, presentation boards, slide shows, videotapes, and GAO forms. Most nonaudit products are designed and produced according to GAO's Visual Communication Standards.

Customers' Responsibilities

Requisition Forms

Customers charged with producing the more straightforward nonaudit products, such as vacancy announcements or presentation boards, should use the appropriate OPC requisition form at the Customer Service Desk. PM Unit staff are available to help you with the forms. They will tell you how long a job will take and what OPC needs from you to produce your job. (See app. I for a list and description of OPC requisition forms.)

Preliminary Meeting

Customers responsible for coordinating more complex projects—such as special publications or projects that involve slides, video, or the like—should set up a preliminary meeting with OPC's Production Manager as soon as they know they will be responsible for the publication or the project. These products generally consume much more time and resources than reports or other types of nonaudit products. A meeting with the Production Manager is particularly helpful when the project involves many pieces, when it seems complex for other reasons, or even when the customer simply wants advice on how to proceed. Our Production Manager will elicit much of the information from the customer that OPC needs to begin planning and will share it with OPC's branch and unit managers. The managers will then determine how OPC will use its resources to carry out the project and, if necessary, will select an OPC

¹Policy-related documents must be cleared by the Office of Policy. For more information, refer to GAO Order 0170.3, "Advance Review and Clearance of Audit, Evaluation, Accounting, or Reporting Policy and Related Documents."

project manager to work directly with you to shepherd your project through the publishing process.

For complex projects, early collaboration between the customer and OPC is essential to avoid inefficient and duplicative work for all involved, to meet project deadlines, and to produce a product of high quality.

Transferring Funds

Sometimes we ask customers to transfer funds to OPC to pay for particularly expensive products (such as those created for Black History Month and GAO's annual management conference) or products we did not know about when we developed OPC's budget (such as a specially designed, multicolor publication like Controlling Drug Abuse: A Status Report).

If your product falls into either of the above categories, your OPC project manager or OPC's Production Manager will discuss it with you. If OPC needs funds from your organization to produce your product, we will estimate the cost of your project. Your administrative officer should contact OPC's Special Assistant for Administration (275-1272), who will confirm the procedures for transferring funds to OPC. Your administrative officer should notify the Office of Budget to make the funds transfer and send OPC a copy of the notification.

OPC's Responsibilities: Project Management

OPC's managers meet several times weekly to plan and manage GAO's more complex nonaudit projects. The managers assign an OPC staffer to serve as project manager on projects that

- involve several products or products that are without precedent, such as the Comptroller General's transition reports and the National Advisory Commission on Law Enforcement report;
- pertain to a special, highly visible event, such as GAO's annual management conference and Hispanic Heritage Month; or
- are complex and require extensive coordination among OPC's branches and units.

OPC's project managers are responsible for

- working out a production schedule with the customer and OPC's relevant branches,
- seeing that the project stays within budget,
- coordinating work during the project's various phases,

- informing the customer and involved OPC staff and managers of the project's status,
- helping the customer complete OPC's requisition forms,
- troubleshooting if needed, and
- serving as the single contact for the customer.

Writing and Editing Services

OPC's Writing Resources Branch (WRB) helps GAO's nonaudit organizations create professionally written publications and video scripts. (Occasionally, WRB accepts projects from divisions whose work loads are temporarily too heavy.)

WRB staff are available to work with customers to develop appropriate format and organization, to develop or revise an outline, and to draft portions of the product (message design). If customers come to WRB with a manuscript already written, WRB staff can analyze it for logic, organization, and tone (publication analysis) and work with the customer to improve it. WRB staff can also improve documents by editing for clarity, consistency, and GAO style and by eliminating jargon and redundancy.

Requests for WRB's services should be made by submitting Form 312-c to the Customer Service Desk. WRB staff then review the request and estimate the job's TAT on the basis of the branch's work load and the length and complexity of the work involved. If the requested TAT is not feasible, WRB contacts the customer and negotiates a TAT acceptable to both parties. WRB also elicits any special needs or concerns the customer may have. WRB staff then edit the manuscript, often meeting with the customer at least once to discuss the project and ask questions. When the edit is finished, WRB notifies the customer, who picks up the document in WRB, confers with the writer-editor, and signs the requisition signifying the job's completion.

Work That Must Be Edited

OPC's policy requires that WRB edit certain nonaudit materials before OPC will typeset them, prepare them as final camera-ready copy, or print them. This policy ensures that GAO products adhere to basic standards for coherence; GAO style; and correct punctuation, grammar, and spelling. OPC's must-edit list encompasses the following:

- materials for the Comptroller General, such as his speeches or display items used for events he participates in (slides, signs, transparencies, and presentation materials);

- materials to be distributed to the Hill, such as testimony from nonaudit divisions and publications like Serving the Congress;
- publications to be distributed outside of GAO, such as recruiting materials, which are meant to encourage the reader to act;
- materials for significant agencywide events, such as Black History Month, Hispanic Heritage Month, and GAO's annual awards ceremony;
- materials designed to elicit employee response or provide information to employees, such as information about the Federal Employees Retirement System, GAO's annual technical conference, GAO's retirement program, and GAO's building management program; and
- all GAO-wide forms.

Customers' Responsibilities

It is OPC's policy to accept for editing only manuscripts that are final and complete. This means that before we will begin to edit a manuscript (1) its review and comment cycle must be completed and (2) we must receive the manuscript in its entirety. Furthermore, to provide enough space on the typed page for WRB editors to write clear corrections and suggestions, all manuscripts submitted for editing must be double-spaced. Finally, although WRB will proofread page proofs and repros when it has the resources to do so, responsibility for ensuring perfect copy rests with the customer.

Graphic Design Services

Specially designed graphics for nonaudit products are available from our Graphic Design Branch (GDB) and from commercial contractors through the PM Unit. Although most of GAO's products conform strictly to the Visual Communication Standards, exceptions are made for some special products, such as special-events promotions, exhibits, and conferences, as long as they maintain GAO's corporate look. GDB and contractor services include design and layout, type specification, pasteup, and quality control. Use Form 312-a to request design services, and bring your job to the Customer Service Desk.

Unlike production graphics, such as calligraphy and standard report covers, original design requires substantial discussion and decision-making. TAT reflects the size and the complexity of the project (some jobs may involve months of activity), so no standard TATs exist for graphic design. To ensure the necessary lead time, consult with OPC's Production Manager as soon as you identify your design needs.

Photography Services

GDB provides creative photography for nonaudit products and special publications, exhibits, and slide shows. Other services include photographing special events, such as award ceremonies; taking passport photos; and making prints from black-and-white 35-mm, 120-mm, and 4- x 5-inch negatives.

Passport and certified public accountant photo services are now available on a walk-in basis (without appointment) on Mondays from 8:30 to 11:30 a.m.

When requesting these services, use GAO Form 246 or OPC Form 145, available in the Photography Section, and schedule an appointment with the receptionist (rm. 4432) at least 5 workdays before you need service. Service requested after 3 p.m. will be dated the next workday. TAT for an average job is 8 workdays. If your job is unusually large, complex, or creative, such as a special slide show, the turnaround time will be longer.

Typesetting Services

Publications in the Report Format

ASB can typeset nonaudit and special publications in GAO's report format—if they have been prepared for typesetting in WordPerfect—through the same contractor that typesets audit reports. OPC prefers this method because it is quicker and more efficient than other typesetting methods. Customers who need this service should first discuss this approach with the OPC project manager assigned to their publication or with OPC's Production Manager. Once the option to typeset in the report format is selected, the customer should fill out Form 312-a, completing the "Other Typeset Publications" portion, and, as with reports, follow the instructions in OPC's Typeset Documents: WordPerfect and Design Instructions (GAO/OPC-90-2) to prepare the disk(s).

ASB's turnaround times for typesetting nonaudit and special publications vary, depending on work load and the document's complexity. Generally, expect a turnaround time twice as long as that for reports (see table 3, "Routine TATs for Typesetting Reports and Other Audit-related Products," p. 20) because nonaudit and special publications usually require extensive collaboration among ASB staff, other OPC personnel, and the customer. Typesetting priorities are rarely granted to nonaudit

publications because typesetting audit reports supersedes most nonaudit priority requests.

Publications Not in the Report Format

Documents that do not conform to the GAO report format cannot be typeset through our report typesetting contract. Our alternative typesetting method involves our PostScript contract. Once the page layout for such a document is decided and the copy is edited, ASB staff prepare the WordPerfect disk for output through this contract, which furnishes repro pages within 1 workday. Because of this extra preparation, using this method requires extra lead time. The contract does not provide page proofs; it produces only camera-ready repro pages, so customers must be sure what is submitted to us on the disk(s) is final, approved copy that has been edited and proofread. If you think your requirements call for typesetting in nonreport format, discuss this approach with the assigned OPC project manager or with OPC's Production Manager.

Customers' Responsibilities

Our policy is that customers are responsible for ensuring that no substantive or typographical errors appear on final, typeset pages. As with reports, before we can print a nonaudit or special publication, we ask customers to sign their approval that the job is ready for printing. (This signifies that the customer has reviewed the material and is satisfied that the document is error-free.) We practice this policy to prevent reprinting jobs that have not been thoroughly checked.

Printing Services

To request printing for nonaudit jobs larger than 50 copies and more than 50 original pages, complete the "Printing Other Than Reports" portion of Form 312-b and bring your request to OPC's Customer Service Desk. The PM Unit determines whether to print the job in-house or send it to a contractor.

Nonaudit printing jobs of fewer than 50 copies and fewer than 50 original pages should be taken to OPC's copy centers, rooms 4522 and 6510, which are open from 8 a.m. to 5 p.m. You need not bring them to the Customer Service Desk.

In-House Printing

Our Document Production Branch can do the following:

- print jobs that are fewer than 60 pages and fewer than 5,000 copies;

- print jobs of standard trim sizes: 4 x 8-1/2, 6 x 9, 8-1/2 x 11, 10 x 12, or 11 x 17 inches;
- saddle stitch (i.e., bind the pages and covers of a book together by stapling them through the middle fold of the sheets);
- side stitch (i.e., bind the pages and covers of a document together by stapling them on the left side or in the upper left corner);
- drill one, two, or three holes;
- print on colored paper and index card stock (visit the Customer Service Desk for samples of available colors);
- print up to a maximum sheet size of 12 x 18 inches;
- print covers using GAO's standard ink colors: green, blue, brown, mustard, red, gray, and salmon;
- "overprint" return addresses or other information on envelopes and stationery;
- make positive photostats no larger than 20 x 24 inches;
- make tablets;
- perforate pages; and
- print crack-and-peel labels.

In-House Printing TATs

Provided the PM Unit's Customer Service Desk receives your printing request by 1 p.m. on day 1, the following TATs are generally possible for nonaudit in-house printing:

- 2 workdays for jobs of 1 to 10 original pages, from 51 to 5,000 copies;
- 5 workdays for jobs of 11 to 60 original pages, from 51 to 5,000 copies;
- 1 workday for 1 to 10 photostats (allow 1 extra workday for more than 10 photostats); and
- 3 to 5 workdays for photostats larger than 12 x 18 inches.

Allow 1 additional workday if your printing job contains black-and-white photographs.

Because audit reports always take priority over other printing jobs, nonaudit work that requires saddle stitching may not always meet these TATs if the bindery equipment is being used for reports.

Contracted Printing

Because OPC handles so many nonaudit printing jobs and because of our equipment limitations, we cannot print them all in-house. A few of these jobs—ones that recur regularly (such as Management News and GAO Journal)—are sent directly to a designated printer (single-award, direct-deal); this is a relatively straightforward and quick process. Most of our

nonaudit jobs that are contracted out, however, must be offered individually for competition on the open market. This takes more time, requiring negotiations with the Government Printing Office (GPO) and usually acceptance of the lowest bidder. Printers for such jobs may be located outside the Washington area.

Commercial open-market printing requires a minimum of 12 workdays. Day 1 begins when the print order leaves the PM Unit. PM Unit staff usually need a day from the time you bring your printing request to the Customer Service Desk to completely analyze the job and arrange for the printing through the main part of GPO or its local satellite operation, the Rapid Response Center.

Turnaround times for these printing services are negotiable; the PM Unit specifies the delivery date the customer requests but cannot always guarantee it. The availability of a commercial printer determines whether or not the delivery date is met. If the PM Unit cannot arrange for delivery on the date you request, the staff will let you know the date they have negotiated.

Jobs that are contracted out include

- printing more than 60 original pages or 5,000 copies;
- printing color photographs;
- printing photographs with special effects, such as duotones;
- providing color proofs;
- printing on coated (shiny) paper;
- varnishing;
- providing press-sheet inspections;
- printing tabs, foldouts, and carbon interleaved and no-carbon-required forms;
- printing on continuous form paper (marginally punched forms);
- serial numbering on printed matter;
- printing on three-ring binders and folders with pockets;
- perfect or spiral binding;
- shrink-wrapping;
- printing items that require special folding; and
- printing oversized items, such as posters.

Customers’ Responsibilities

As with audit reports, OPC’s policy is for customers to examine printed copies of nonaudit publications before distribution. Therefore, once PM Unit staff complete their quality check, a printed sample of the publication is furnished at the Customer Service Desk for customers to review and approve (by signing Form 47) before we distribute the product.

Distribution Services

Requests to distribute nonaudit materials—GAO special publications and internal documents—are processed by OPC’s Distribution Unit and distributed by the Mail Center staff. Distribution follows the instructions that the customer writes in the “Distribution Other Than Reports” portion of Form 312-b, available at the Customer Service Desk.

Audiovisual Services

Synchronized 35-mm Slide Programs

The Video Communications Branch offers synchronized 35-mm slide programs to support GAO’s projects and programs. Scripts are developed in much the same way as video scripts. (See “Video Reports,” p. 30.) The main difference between the two media is the visualizing technique: Video conveys meaning through motion, slides through a series of synchronized still images.

If your project requires a synchronized slide program or if you want help determining the appropriate medium for your project, contact the Manager, VCB, on 275-1172.

Other OPC Services

OPC provides other services to meet GAO's diverse communication needs. These are described in the following paragraphs.

Audiovisual Equipment Loan Pool

VCB operates an equipment loan pool for GAO employees in the Washington area and, to a lesser degree, for the regional and overseas offices. VCB's equipment inventory includes overhead projectors, 35-mm projectors, audiotape recorders, videotape players, TV monitors, video show devices, and a variety of one-of-a-kind items. If you have questions about these VCB services, call 275-1172. If VCB does not have what you need, it can probably help you find it.

Borrowers should call the branch to arrange to pick up (before 9 a.m.) and return (after 4 p.m.) the smaller items, such as 35-mm projectors, overhead projectors, and audiotape recorders. VCB will deliver the large items, such as videotape recorders, 16-mm projectors, and video monitors, to offices inside the GAO building.

Although VCB staff are available to travel to audit sites and regional offices to advise on selecting and operating of audiovisual equipment, VCB does not deliver equipment or help make presentations outside the GAO building. However, VCB will make equipment available for use outside the building and provide customers with setup and operating procedures.

Because VCB's inventory is small, its ability to meet your needs depends on borrowers' cooperation. Please keep the items you borrow only as long as necessary. Customers who foresee a long-term need (months, years) for an item should consider purchasing it. VCB will help you identify the equipment you wish to purchase.

Applied Technology

The Applied Technology Unit stays abreast of technology to identify and develop automated publishing innovations. Such innovations currently available agencywide are InstantChart, TextFrame, U.S. Map Program, and BadgeMaker. (See "Self-Service GAO Graphics Software," p. 16.) ATU also designs software to meet the needs of specific GAO staff. Quest is one example; this program helps divisions' technical staff create consistently formatted questionnaires on laser printers. JVA is another example; this program helps Personnel and the Office of Recruitment produce job vacancy announcements on laser printers.

Mail and Messenger Service

The Mail Center is part of OPC's Document Production Branch; it is open from 7:30 a.m. to 4:45 p.m. and is located in room 4427. The Mail Center uses three different "providers" to deliver its services: Mail Center staff, the U.S. Postal Service, and contractors. If you have questions about these services, which are explained below, call the staff on 275-5893. (For detailed information on mailing and transporting classified documents, see GAO Order 0910.1, "GAO's Security Manual.")

Services Provided by the Mail Center Staff

Our Mail Center staff operate according to the following schedule:

- delivery of audit reports to congressional offices daily at 9:30 a.m. and 1:30 p.m.;
- pickup and delivery at audit sites daily at 9:30 a.m. (except for the Baltimore and Suitland audit sites, which receive their mail via United Parcel Service on Tuesdays and Thursdays);
- pickup and delivery within the GAO headquarters building daily between 9:30 and 10:30 a.m. and 1:30 and 3:30 p.m.; and
- pickup and delivery at Union Center Plaza on North Capitol Street daily at 9:30 a.m. and 1:30 and 3:30 p.m.

Services Provided by the Postal Service

The following describes the services provided by the U.S. Postal Service.

- **Next-day delivery to regional offices.** OPC has an express-mail pouch agreement with the Postal Service for GAO's regional offices (including the Honolulu office), but not the suboffice locations. To ensure next-day service, the Mail Center must receive your regional office mail by noon, Monday through Friday. Friday pouches are scheduled for Monday-morning delivery to the regional offices. The Mail Center sorts all regional office mail for pouch delivery. Help us sort the regional mail more quickly by marking your mail "POUCH."
- **Second-day delivery to Frankfurt office.** The Mail Center dispatches pouch mail to Frankfurt on Monday, Wednesday, and Friday. To ensure second-day service, the Mail Center must receive mail bound for Frankfurt by noon.
- **Overnight express mail.** The Mail Center must deliver express mail to the Postal Service before 3:45 p.m. for next-day delivery within the continental United States. Bring your express mail to the Mail Center by 3 p.m.
- **First-, third-, and fourth-class mail and international mail.** These classes of mail are dispatched from the Mail Center to the Postal Service

daily at 9 a.m., 11 a.m., 1 p.m., and 4 p.m. The delivery times for international mail service vary, depending upon the destination. The Postal Service provides no guarantees for delivery to Latin American countries; delivery to Europe usually takes 5 workdays.

- **Registered mail.** The Mail Center delivers this type of mail to the Postal Service daily in the afternoons. Bring it to the Mail Center by 10 a.m. so that the staff can fill out the appropriate paperwork.
- **Certified mail.** The Mail Center delivers this type of mail to the Postal Service daily in the afternoons. Bring it to the Mail Center by 2 p.m.

Services Provided by Contractors

OPC uses three contractors to make deliveries for GAO headquarters staff. Customers who need these services are responsible for packaging their items and bringing them to the Mail Center.

- **Bankers Courier** is the local courier for GAO headquarters. Bankers makes same-day deliveries of mail and small packages daily within the Washington metropolitan area. Bring your items to the Mail Center by 1:30 p.m. for same-day delivery. If you have packages for Bankers to deliver in Silver Spring, Bethesda, or Alexandria, call the Mail Center (275-5893) first to schedule a pick-up time.

To expedite delivery, write the addressee's room and telephone number and the name of a contact person on the outside of the package. If you discover that your package was not delivered the same day you sent it, notify the Mail Center so that the staff can refuse charges.

- **United Parcel Service (UPS)** ships large packages and boxes within the continental United States. It delivers them within 1 to 6 workdays. UPS picks up packages daily at 11 a.m. in the Mail Center. Bring your packages to the Mail Center by 10:30 a.m.
- **Airborne Express** makes next-day deliveries of mail and small- and medium-sized packages before 3 p.m. within the continental United States. The Mail Center dispatches items daily at 2 p.m. Saturday deliveries to offices and private residences are acceptable. Bring your packages to the Mail Center by noon.

WordPerfect Typing

The PM Unit can provide WordPerfect typing for headquarters staff. Contractors type from manuscript onto disks and prepare already-typed report disks for typesetting through ASB. Use Form 312-d and bring your work to the Customer Service Desk. TAT is 1, 2, or 3 workdays, depending on the size of the job. Bring formatted floppy disks and any

special paper, such as stationery; the contractor provides continuous-feed paper.

Products and Services OPC Can Provide Through the Government Printing Office

Following are GPO services available through the PM Unit staff; the Customer Service Desk staff will advise you which requisition forms are required.

Proofreaders

The PM Unit can procure the services of GPO's professional proofreaders. They work by the hour and can proofread on site at GAO headquarters if necessary. OPC will generally ask customers to pay for proofreaders because this service is not included in our budget.

Optical Scanning

GPO can scan typewritten or printed pages onto floppy disks in WordPerfect format. GPO supplies the disks and prefers not to scan pages printed on both sides. TAT is 1 to 2 weeks, depending on the number of pages you submit and GPO's work load. Because optically scanned material is not 100-percent accurate, you should proofread the output from the disk you receive against the original material to spot any errors that may have been introduced during the scanning process.

Services and Products OPC Does Not Provide

Sometimes customers ask us for services and items that we do not provide. Following is a list of such services and items. The items marked with an asterisk are available from GAO's Supply Center, room 3811. Some of the other items and services can be obtained through your organization's procurement channels.

- Blank pocket folders*
- Blank three-ring binders*
- Stationery, memorandum paper, and envelopes*
- Permanent room signs (available from Facilities Management)
- Picture framing and matting
- Art supplies
- Videotaping of retirement ceremonies
- Editing or proofreading draft manuscripts

Part 4
Other OPC Services

-
- Assistance with routine audiovisual presentations
 - Delivery of portable audiovisual equipment from our loan pool
 - Spiral binding of already-printed material or blank sheets
 - Layout, typesetting, and printing of personalized memo paper and pads not covered in GAO Order 0621.6
 - Duplication of large quantities of videotapes
 - Name tags and tent cards (customers can produce these using our self-service BadgeMaker software)
 - Layout, typesetting, and printing of business cards

List of OPC Requisition Forms and Services

Note: Our requisition forms are stocked in the Supply Center, room 3811. Unless otherwise noted, they are also available in the PM Unit, Customer Service Desk, room 4411. For customers' convenience, the Customer Service Desk also keeps a supply of Form 160, Testimony Cover; Form 515, Draft Report Cover; and Form 171, report "prepublication" cover. These forms are also stocked in the Supply Center.

OPC Requisition Forms	Services Provided
Form 312-a, OPC Automated and Production Graphic Services	Production graphics; report typesetting; coverplates for classified and other typewritten reports; typesetting for other publications; 35-mm slide processing and design services provided by ASB, contractors, and GDB
Form 312-b, OPC Printing and Distribution Services	Report and other printing provided by DPB and contractors; distribution of materials other than reports provided by DPB
Form 312-c, OPC Editing and Writing Services	Editing and writing assistance provided by WRB
Form 312-d, OPC WordPerfect Typing Services	Contractor-provided typing and disk preparation services available through the PM Unit
Form 47, Printing Release ("pink card")	Customer approval of printed document; required before distribution can be made
Form 480, OPC Request for Audiovisual Services	Audiovisual services and equipment loans provided by VCB; form available from VCB, room 7647
Form 480b, Request for Production of Videotapes, Slide/Tape Programs, and Other Audiovisual Products	Audiovisual production services provided by VCB; form available from VCB, room 7647
Form 67, Request for Photo Shooting Assignment	Services provided by Photography Section, GDB; form available from GDB, room 4827
Form 145, Request for Photo Processing Services	Black-and-white and color photo prints provided by Photography Section, GDB; form available from GDB, room 4827

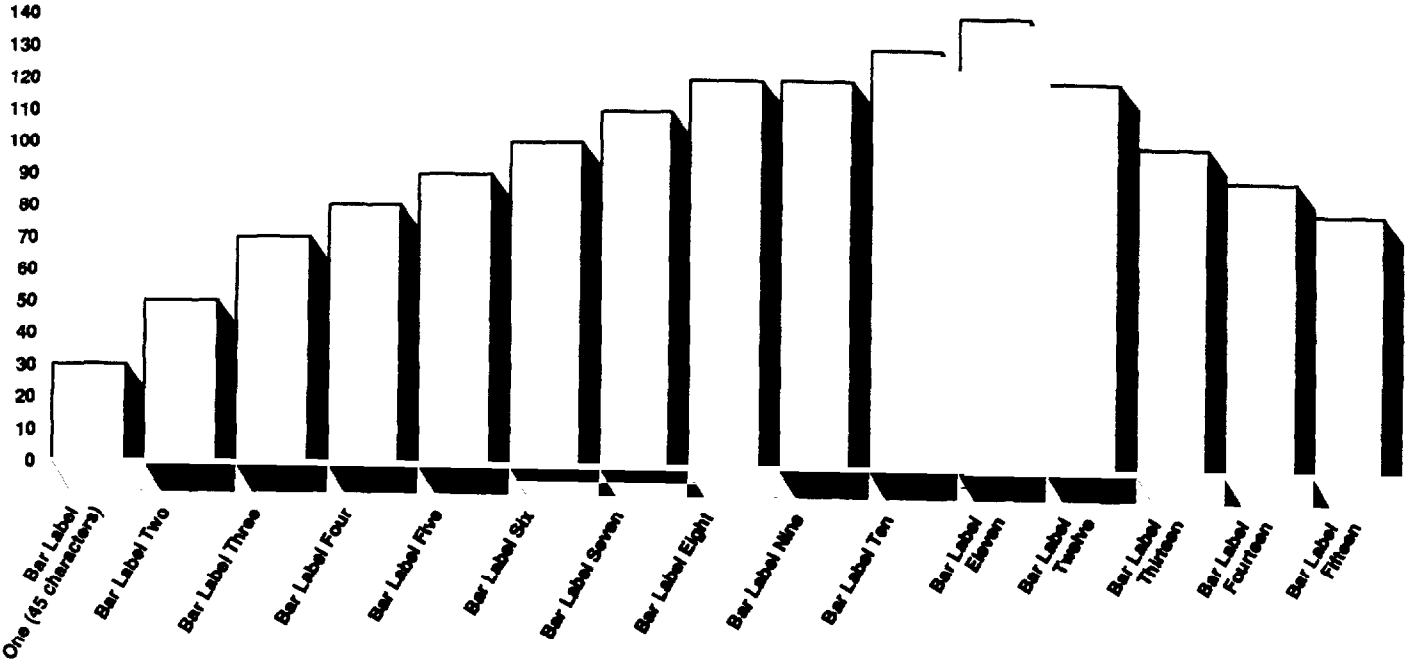
When You Need a Memorandum

Goal	Signed or Authorized by			Addressed to	
	Div. ACG or Office Dir.	Issue-Area Dir.	Div. ACG and Dir., OCR	Dir., OPC	OPC Prod. Mgr.
To get priority handling					
typesetting	X				X
graphics	X				X
printing	X				X
To use color photos in reports		X		X	
To reprint reports because of factual errors	X			X	
To backdate a report			X	X	
To transfer funds to OPC	X			X	
To typeset and print an executive summary longer than 4 pages	X			X	

Examples of InstantChart Output

Title of Chart (250-character maximum)

Vertical Axis Label (80 characters)



Horizontal Axis Label (60 characters)

Note 1: Maximum of five notes, each containing up to 250 characters.

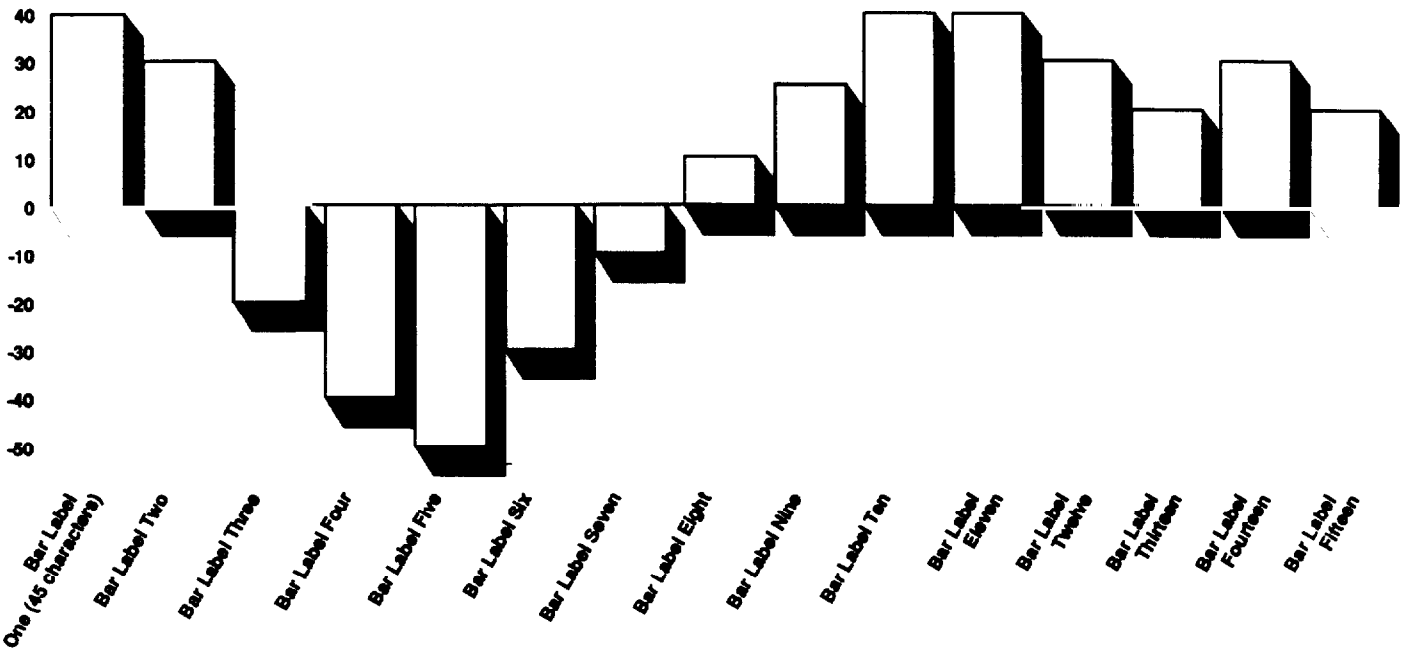
Note 2: Single bar charts may have up to 15 bars.

Note 3: The vertical axis may have up to 15 increment values.

Appendix III
Examples of InstantChart Output

Title of Chart (250-character maximum)

50 Vertical Axis Label (80 characters)



Horizontal Axis Label (60 characters)

Note 1: Maximum of five notes, each containing up to 250 characters.

Note 2: Single and positive-negative bar charts may have up to 15 bars.

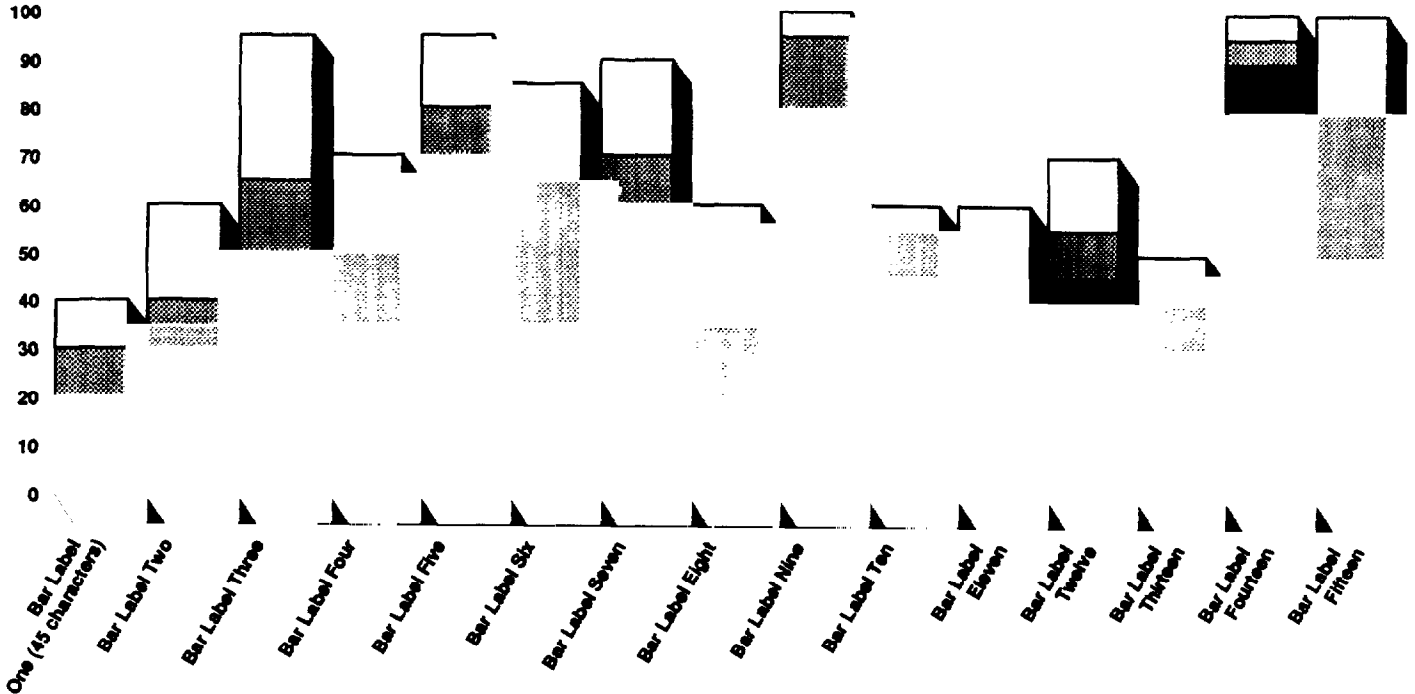
Note 3: The vertical axis may have up to 15 increment values.

Note 4: Positive-negative bar charts may not have stacks.

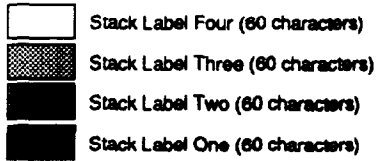
Appendix III
Examples of InstantChart Output

Title of Chart (250-character maximum)

Vertical Axis Label (80 characters)



Horizontal Axis Label (60 characters)



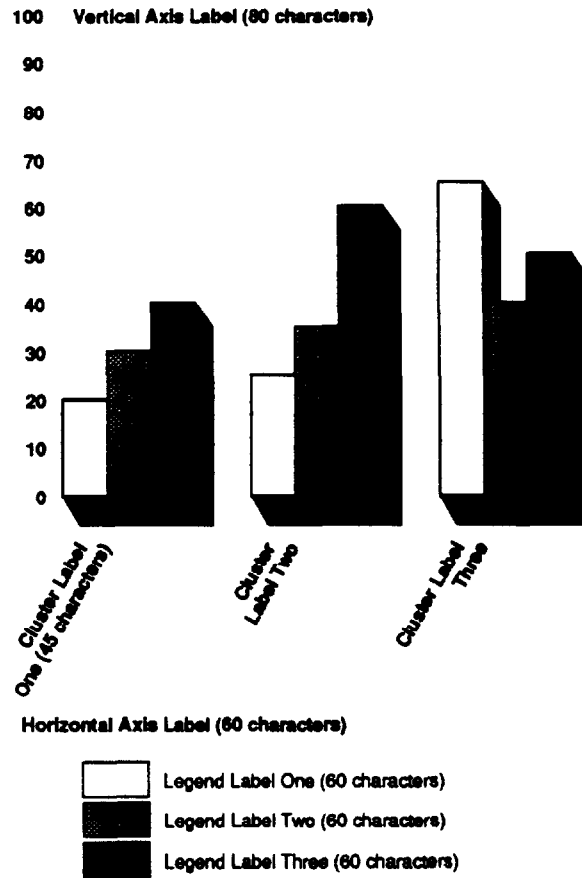
Note 1: Maximum of five notes, each containing up to 250 characters.

Note 2: Stacked bar charts may have a maximum of 15 bars and 4 stacks.

Note 3: The vertical axis may have up to 15 increment values.

Appendix III
Examples of InstantChart Output

Title of Chart (250-character maximum)



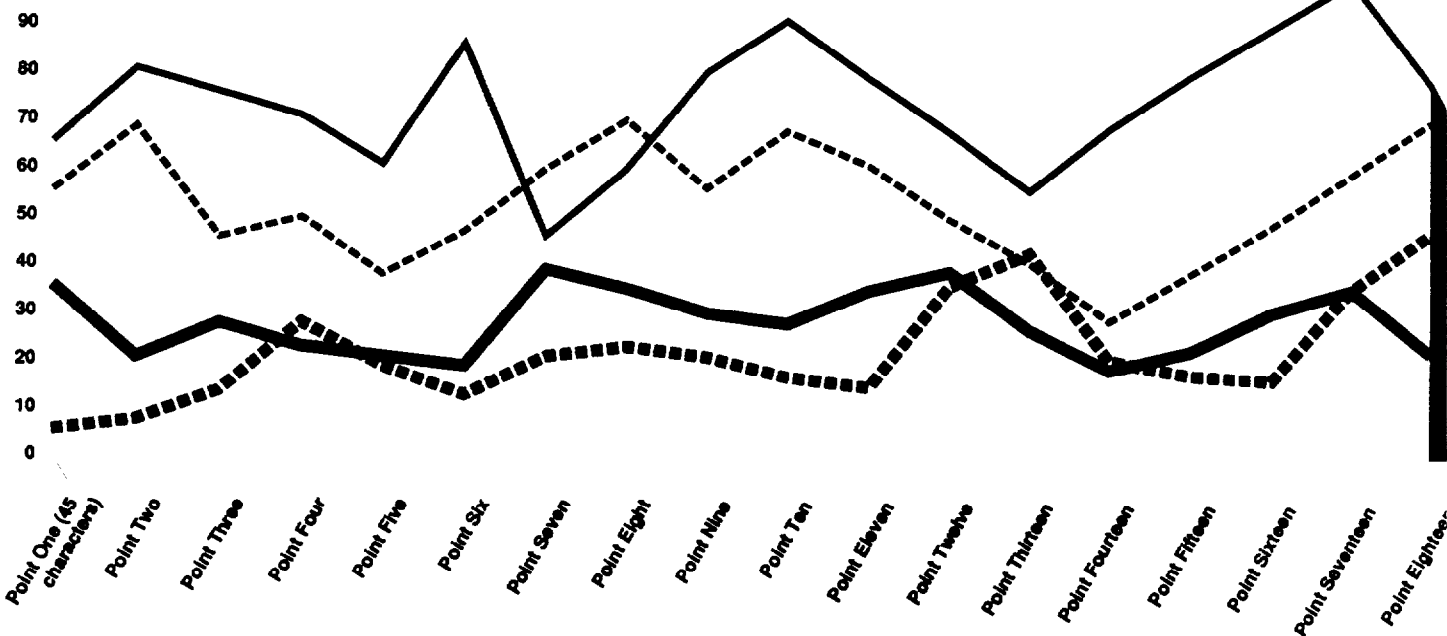
Note 1: Maximum of five notes, each containing up to 250 characters.

Note 2: The vertical axis may have up to 15 increment values.

Appendix III
Examples of InstantChart Output

Title of Chart (250-character maximum)

Vertical Axis Label (80 characters)



Horizontal Axis Label (60 characters)

- Line Number One Label (60 characters)
- - - Line Number Two Label (60 characters)
- Line Number Three Label (60 characters)
- ■ ■ Line Number Four Label (60 characters)

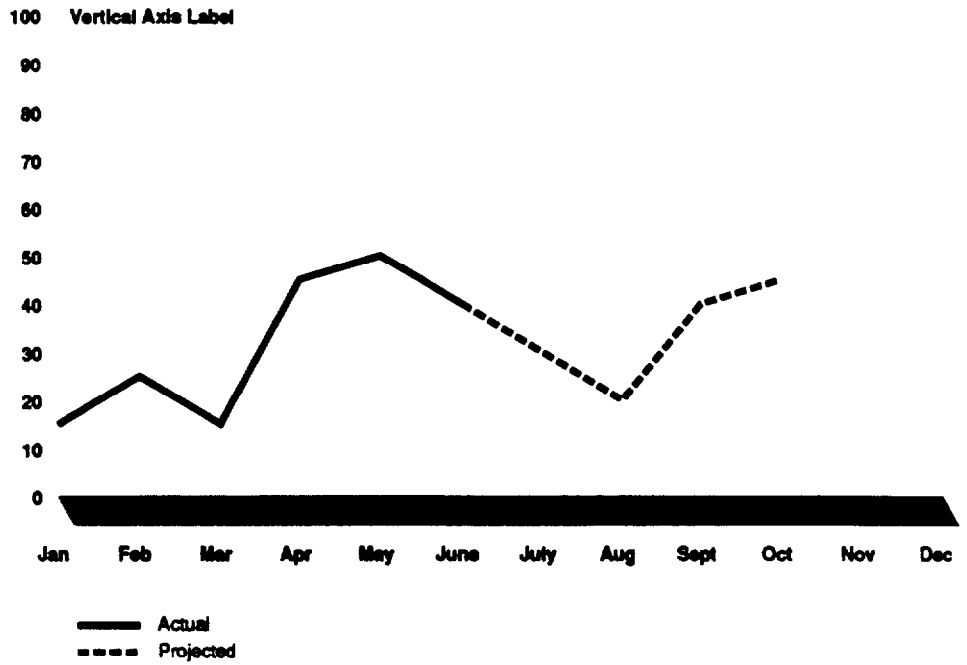
Note 1: Maximum of five notes, each containing up to 250 characters.

Note 2: Line charts may have a maximum of 18 points across the chart and four different lines.

Note 3: The vertical axis may have up to 15 increment values.

Appendix III
Examples of InstantChart Output

Example of Line Chart When Points Are
Not Available

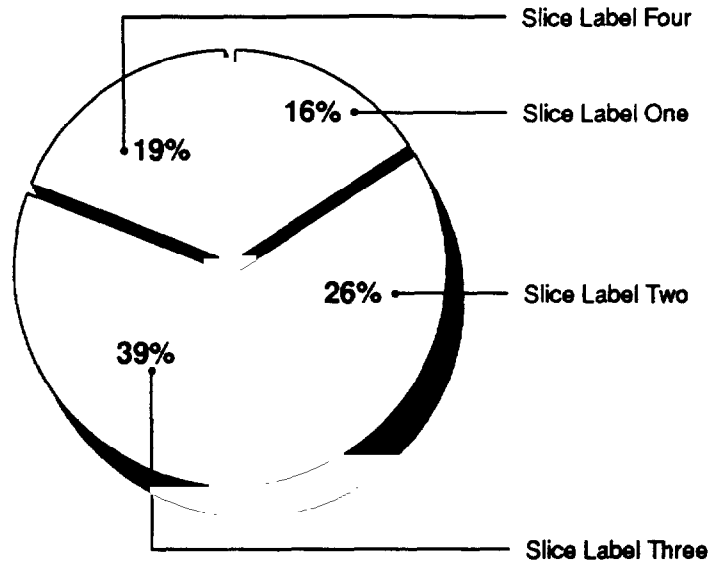


This chart was produced using two lines (actual and projected).

The actual line contains numbers from January through June and NA values from July through October. The projected line contains NA values from January through June and numbers from July through October.

Appendix III
Examples of InstantChart Output

Title of Chart (250-character maximum)



Note 1: Maximum five notes, each containing up to 250 characters.

Note 2: Pie charts may have a maximum of eight slices.

Note 3: The vertical axis may have up to 15 increment values.

Documents That Supersede OPC's Design Implementation Guidance

DIG Bulletin No.	Superseded by
1, 2, 3	No longer applicable.
4	<u>Typeset Documents: WordPerfect and Design Instructions, GAO/OPC-90-2, rev. May 1990 (12.14.1)*</u>
5	<u>Publishing Survival Guide, GAO/OPC-90-1, June 1990 (12.14.3)*</u> <u>Typeset Documents: WordPerfect and Design Instructions</u> <u>TextFrame: Policies and Instructions for Producing Presentation Materials, GAO/OPC-89-1, rev. Sept. 1989 (12.9.1)*</u> <u>Visual Communication Standards, 1987</u>
6	<u>Publishing Survival Guide</u>
7	<u>Publishing Survival Guide</u> <u>Communications Manual, ch. 12.14</u> <u>Visual Communication Standards</u>
8	DIG Bulletin No. 14 <u>Typeset Documents: WordPerfect and Design Instructions</u>
12	<u>Publishing Survival Guide</u> <u>Typeset Documents: WordPerfect and Design Instructions</u>

*These are the numbers assigned by the Office of Policy for documents included in GAO's policy guidance system.

Related OPC Guidance

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- | | |
|--|----------------------|
| 1. <u>Writing Guidelines</u> (12.1.2*) | Binder; Sept 1986 |
| 2. <u>Visual Communication Standards</u> | Binder; 1987 |
| 3. <u>Editorial Style Manual</u> , GAO/OPC-87-1 | Binder; change pages |
| 4. "Publishing in GAO: Services Provided by the Office of Publishing and Communications" | Bifold, July 1988 |
| 5. <u>TextFrame: Policies and Instructions for Producing Presentation Materials</u> , GAO/OPC-89-1 (12.9.1*) | Revised Sept 1989 |
| 6. <u>Typeset Documents: WordPerfect and Design Instructions</u> , GAO/OPC-90-2 (12.14.1*) | Revised May 1990 |
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*These are the numbers assigned by Office of Policy for documents that are included in GAO's policy guidance system.
