



**REPORT ON
IMPROVING THE CONTROLS OVER THE
REPORTING OF PRODUCTIVE TIME IN
EPD'S VIDEO KEYBOARD SECTION**

December 2001

02-02



Office of Audits



UNITED STATES GOVERNMENT PRINTING OFFICE
OFFICE OF THE INSPECTOR GENERAL

memorandum

DATE: December 11, 2001

REPLY TO:

ATTN OF: Inspector General

SUBJECT: Report on Improving the Controls over the Reporting of Productive Time in EPD's Video Keyboard Section

To: Production Manager

The Office of Inspector General (OIG) has completed a performance audit to evaluate the Electronic Photocomposition Division's (EPD) Video Keyboard Section's responsibilities in keyboarding data and office corrections into the text processing systems as defined in Chapter 8 of GPO Instruction 105.1B. The audit was conducted from May through August 2001. We found that overall the Video Keyboard Section performed its primary mission as defined by the Instruction.

However, opportunities exist to improve the internal controls over the reporting of productive time by the Video Keyboard Section operators. EPD officials and the immediate supervisors of the Video Keyboard Section should: (1) monitor the charging of nonproductive time and replace future nonproductive time with filler work; (2) monitor the operators' performances and the production reports on Operation Class 60-10; (3) develop written performance standards for three Operation Classes (28-12, 60-11, and 60-13); and (4) monitor future production reports to detect entry errors in the operators' performance reports.

The audit identified four findings and made seven recommendations to strengthen the reporting of productive time by the Video Keyboard Section operators. The Superintendent, EPD, agreed with the seven recommendations and has begun taking corrective action. (See Appendix III.)

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Mr. Joseph Verch, Supervisory Auditor, and Ms. Myong Updyke, Staff Auditor, conducted this audit.

I appreciate the cooperation and courtesies extended during the audit by the officials and staff of EPD, the Office of Budget, the Comptroller, and the Office of Information Resources Management.



ROBERT G. ANDARY

**REPORT ON IMPROVING THE CONTROLS OVER THE REPORTING OF
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**U.S. Government Printing Office
Office of the Inspector General
Office of Audits**

**REPORT ON IMPROVING THE CONTROLS OVER THE REPORTING OF
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RESULTS IN BRIEF

Our audit determined that the Electronic Photocomposition Division's (EPD) Video Keyboard Section performed its primary mission to keyboard data and office corrections from submitted manuscripts into the text processing systems as defined in Chapter 8 of GPO Instruction 105.1B *Organization and Functions of the Government Printing Office*.

Opportunities exist, however, to improve the internal controls over the reporting of productive time by the Video Keyboard Section operators. The OIG identified the following four internal control weaknesses:

1. Video Keyboard Section operators charged over 3,000 hours or approximately \$77,000 to nonproductive time from October through April 2001;
2. From January through April 2001, 28 operators from the 3 shifts or 40 percent of the 70 operators averaged less than the minimum "Fully Successful" rating of 11,000 keystrokes per hour;
3. Operators charged almost 29,000 hours or 40 percent of the total hours charged from October 2000 through April 2001 to three other operation classes that did not have written performance standards; and
4. From January through April 2001, operators on first and third shifts continued to make entry errors on the reporting of time worked on Operation Classes 60-10 and 60-13 without the knowledge of their immediate supervisors.

EPD's officials and the immediate supervisors of the Video Keyboard Section should:

- Monitor the charging of nonproductive time and replace future nonproductive time with filler work;
- Monitor the operators' performances and the production reports on Operation Class 60-10 to ensure the minimum performance standards are met;
- Develop written performance standards for three Operation Classes (28-12, 60-11, and 60-13) that the operators charged the majority of the productive hours; and

- Monitor future production reports to detect entry errors in the operators' performance reports to ensure accurate information for the operators' annual performance appraisals.

BACKGROUND

Production Department's Electronic Photocomposition Division (EPD) consists of eight sections:

1. Proof and Copy Markup Section;
2. Video Keyboard Section;
3. Text Processing Computer Section;
4. Phototypesetting and Processing Section;
5. Digital Prepress, Copy Preparation, Negative Unit, and Plate Unit Section;
6. Electronic Job Section;
7. Postscript Service Section; and
8. FAA Documentation Facility Section.

The Video Keyboard Section is responsible for:

1. Keyboarding data from submitted manuscripts into the text processing systems;
2. Keyboarding edit insertion codes, author's alterations, and office corrections; and
3. Updating standing publication databases.

As of May 1, 2001, the Video Keyboard Section had 77 full-time employees (26 on 1st shift, 21 on 2nd shift, and 30 on 3rd shift). Apprentices are taught how to keyboard on first-shift. Currently, 15 apprentices work with 9 keyboard operators on first-shift. The first and second-shift operators work mainly on the Federal Register and other customer's manuscripts, and the third-shift operators concentrate on the Congressional Record. The second and third-shift operators' working hours are staggered in order to meet the deadlines of GPO's customers in the most efficient and effective manner. When Congress is not in session, the third-shift operators are detailed to the first-shift. In addition, the Video Keyboard Section has another 19 operators that are currently detailed to Congressional committees.

EPD has changed dramatically due to the development of technology. In the past, the customers (Congress and agencies) would submit entire manuscripts to be typed manually. Now, manuscripts are either submitted in hardcopies in their entirety or partial or transmitted electronically.

When hardcopy manuscripts are received in their entirety or partial, proofreaders from the Proof and Copy Markup Section begin editing the hardcopies before giving them to the Video Keyboard Section for typing. The Video Keyboard Section operators receive pages of the hardcopy manuscript and enter the data into the text processing systems that are printed and reviewed by the proofreaders. If the proofreaders find mistakes that were made by the operators, that page of the manuscript is returned. This process is done by piecemeal to the next available operator or proofreader. It is very unusual for

the same operator or proofreader to work on the same page of the same manuscript more than once.

When electronic manuscripts are received, the Video Keyboard Section operators download the data and begin making changes. Once the changes are made, the proofreaders review a printed page of the electronic manuscript.

All typing and editing done by each operator are reported by the text processing systems in weekly and monthly reports that contain information on how many keystrokes were typed by each operator for each manuscript and the amount of time it took. The immediate supervisors in providing the annual appraisals to the operators regularly review this information.

Once every page of the manuscript has been approved, the manuscript is sent to the plate-making shop and it is printed and bound and returned to the customer. Sometimes, the Congressional Record is returned for additional changes, in which, the manuscript is sent back electronically to the bound record room for corrections.

The Video Keyboard Operators charge their time to 18 different operation classes that are listed in GPO's Schedule of Operations and Classes of Work for the Prepress Divisions. These operation classes include productive, as well as, nonproductive time when work is not available or instructing apprentices, for example.

OBJECTIVE, SCOPE, AND METHODOLOGY

The objective of this performance audit was to determine if Electronic Photocomposition Division's (EPD) Video Keyboard Section performed its mission, as defined in Chapter 8 of GPO Instruction 105.1B *Organization and Functions of the Government Printing Office* and in accordance with GPO Instruction 825.18A *Internal Control Program*. The OIG examined EPD's production reports from October 2000 through April 2001 and the written performance standards to:

1. Measure the efficient use of Government resources;
2. Determine whether all operators were meeting the "Fully Successful" performance rating;
3. Ensure that the Video Keyboard Section had performance standards for all operation classes; and
4. Ensure that the production was accurately reported.

As part of the audit, the system of internal controls was examined and a general testing of key controls was conducted to evaluate their appropriateness and effectiveness. Significant weaknesses identified by this testing are described in the Findings and Recommendations section of this report.

We conducted this audit during the months of May through August 2001 in accordance with generally accepted Government auditing standards.

We reviewed:

- Change 8 to GPO Instruction 105.1B *Organization and Functions of the Government Printing Office* to identify the organization of the GPO and the major functions assigned within the Production Department;
- GPO Instruction 825.18A *Internal Control Program* to identify policies, standards, and responsibilities for conducting internal control reviews of GPO programs;
- GPO Schedule of Operations and Classes of Work, Prepress Division, to identify the operation classes charged by Video Keyboard Section operators; and

We also interviewed EPD, Comptroller, Budget, and Office of Information Resources Management personnel on production reports and internal controls of the Video Keyboard Section.

FINDINGS AND RECOMMENDATIONS

1. NONPRODUCTIVE TIME

FINDING

An OIG review of the Foreman's Report of the production and labor costs for the Electronic Photocomposition Division's (EPD) Video Keyboard Section for April 2001 showed that the majority of the operators from the second and third shifts charged 1,554.9 hours or \$39,493 to four operation classes of nonproductive time. The third shift operators charged 1,134.6 hours or 73 percent of the nonproductive time.

Operation Classes	1 st Shift Hours	2 nd Shift Hours	3 rd Shift Hours	Total Hours	Total Amount	Average Rate Per Hour
28-19 – Waiting for rush or congressional work		24.7	33.0	57.7	\$1,463.59	\$25.37
60-19 – Waiting for rush or congressional work	.2	279.5	56.6	336.3	\$8,581.33	\$25.52
60-93 – Miscellaneous nonproductive (by order of section supervisor only)	.8	45.4	687.6	733.8	\$18,614.01	\$25.37
608-01 – No work available		69.7	357.4	427.1	\$10,833.58	\$25.37
Totals	1.0	419.3	1,134.6	1,554.9	\$39,492.51	

A further review of the cumulative Production Rate Determination Report for the first seven months of Fiscal Year 2001 (October 2000 – April 2001), showed that the operators charged a total of 3,054.6 hours or approximately \$77,619 to the same four operation classes of nonproductive time.

Operation Classes	Total Hours	Average Rate Per Hour	Projected Costs
28-19 – Waiting for rush or congressional work	210.0	\$25.37	\$5,327.70
60-19 – Waiting for rush or congressional work	828.4	\$25.52	\$21,140.77
60-93 – Miscellaneous nonproductive (by order of section supervisor only)	1,428.6	\$25.37	\$36,243.58
608-01 – No work available	587.6	\$25.37	\$14,907.41
Totals	3,054.6		\$77,619.46

The 3,054.6 hours of nonproductive time represented 4.2 percent of the 71,886.5 total labor hours that the operators charged from October 2000 through April 2001 (3,056.4 hours divided by 71,886.5 hours). This 4.2 percent of inefficient use of Government resources is contrary to Standard 1 of the GPO Instruction 825.18A:

“...Resources should be efficiently and effectively allocated for duly authorized purposes.”

GPO's Schedule of Operations and Classes of Work, Prepress Divisions, directs the Video Keyboard Section operators to receive the section supervisors' approval before charging nonproductive time to Operation Class 60-93 *Miscellaneous nonproductive*. In addition, EPD's Assistant Superintendent verbally instructed the supervisors to have the operators work on filler work, such as putting Congressional books of historic interest on the internet, instead of charging time to the four operation classes of nonproductive time.

However, the immediate supervisors were not implementing these internal controls. The third shift supervisor preferred the staff not to charge to other jobs when the Congressional Record had not yet arrived, because he wanted to start to work immediately when the Congressional Record did arrive, contrary to the internal controls in place and Standard 5 of GPO Instruction 825.18A:

“...Managers should exercise appropriate oversight to ensure that individuals do not exceed or abuse their assigned authorities.”

These matters were brought to the attention of EPD's Assistant Superintendent, who took immediate corrective action by informing the immediate supervisors that they must approve all nonproductive time before an operator can charge any of the four operation classes for nonproductive time.

RECOMMENDATIONS

The Superintendent, Electronic Photocomposition Division, should ensure that:

- The Video Keyboard Section operators receive approval from the immediate supervisors before charging hours to the four operation classes of nonproductive time (0202-01); and
- The Assistant Superintendent monitors the future charging of hours to nonproductive time by the Video Keyboard Section operators and ensures that the immediate supervisors are replacing nonproductive time with filler work, such as putting Congressional books of historic interest on the internet (0202-02).

MANAGEMENT COMMENTS

The Superintendent, Electronic Photocomposition Division, agreed with the two recommendations and has instructed the Assistant Superintendent to do periodic reviews of Video Keyboard Reports to ensure that nonproductive time is replaced with filler work. (See Appendix III.)

2. PERFORMANCE STANDARDS FOR OPERATION CLASS 60-10

FINDING

The performance standards for Operation Class 60-10 (New Composition – keystrokes measured) require each Video Keyboard operator to average 11,000 – 13,999 keystrokes per hour for a “Fully Successful” performance rating. Operators who average 10,999 keystrokes or less per hour would receive an “Unacceptable” annual performance rating.

An OIG review of the Video Keyboard’s production reports of Operation Class 60-10 from January – April 2001 identified 28 operators from the 3 shifts or 40 percent of the 70 operators who averaged less than the minimum “Fully Successful” rating of 11,000 keystrokes per hour.

- 7 operators did not meet the minimum standards for 4 months.
 - 6 operators did not meet the minimum standards for 3 months.
 - 4 operators did not meet the minimum standards for 2 months.
 - 11 operators did not meet the minimum standards for 1 month.
- 28 operators

Shift	4 Months	3 Months	2 Months	1 Month	Totals
1 ¹	6	1	1	6	14
2	1	1	0	2	4
3	0	4	3	3	10
Totals	7	6	4	11	28

The 28 operators consisted of 21 journey persons or 38 percent of the total 55 journey persons, and 7 apprentices or 47 percent of the total 15 apprentices on first shift.

Seventeen of the 28 operators did not meet the minimum performance standards for Operation Class 60-10 for at least 2 of the 4 months, contrary to the April 29, 1998, Union Agreement. When this was brought to the attention of EPD management, the response was that the immediate supervisors were either too busy to review the production reports or that corrective action was too difficult to take, because these unproductive operators file administrative complaints against the immediate supervisors. Yet, Standards 2 and 8 of GPO Instruction 825.18A require that:

“Management controls must provide reasonable assurance and safeguards to protect assets against waste, loss, unauthorized use, and misappropriation. Management controls developed for agency programs should be logical, applicable, reasonably complete, and effective and efficient in accomplishing management objectives.” (Standard 2)

¹ Four of the 7 apprentices did not meet the minimum standards for 4 months, 1 in 2 months, and 2 in 1 month.

“Managers should promptly evaluate and determine proper actions in response to known deficiencies....” (Standard 8)

In addition, the May 1, 1998, Union Agreement states:

“...If an employee performs at less than the satisfactory level for any 3 months during the course of a rating period, he/she will be notified in writing that their performance is unacceptable and afforded 2 calendar months to demonstrate acceptable performance. Remedial training as appropriate, will be provided. If the employee fails to perform at the satisfactory level at the conclusion of the Performance Improvement Period (PIP), appropriate discipline in accordance with applicable law and regulations will be taken. If an employee has been placed in 2 PIPs in 2 consecutive calendar years, appropriate disciplinary action will be taken.”

Had the operators averaged the minimum performance standards of 11,000 – 13,999 keystrokes per hour, the OIG projected that at least 12 fewer operators would have been needed. In addition, a total of 5,911 minutes or 98.52 hours could have been charged to other productive work. (See Appendix II.)

RECOMMENDATION

The Superintendent, Electronic Photocomposition Division, should ensure that the Video Keyboard Section’s immediate supervisors monitor the operators’ performances and the production reports on all operation classes to ensure that: (1) all operators are meeting the minimum performance standards of the May 1, 1998, Union Agreement; (2) appropriate remedial action is taken for operators who fail to perform at the satisfactory level; and (3) the maximum number of productive hours are being met on each shift (0202-03).

MANAGEMENT COMMENTS

The Superintendent, Electronic Photocomposition Division, agreed with the recommendation. (See Appendix III.)

3. WRITTEN PERFORMANCE STANDARDS

FINDING

From October 2000 through April 2001, the Video Keyboard Section operators charged 71,886.5 hours to 18 operation classes, as noted in the table below:

No.	Operation Class	Description	Hours	Percent
1	28-12	Special servicing or revising	9,866.20	13.72%
2	28-19	Waiting for rush or congressional work	210.00	0.29%
3	60-10	New composition (keystrokes measured)	2,872.70	4.00%
4	60-11	Creating special files	7,201.80	10.02%
5	60-13	New composition (keystrokes not measured)	11,868.50	16.51%
6	60-14	Illegible copy	33.50	0.05%
7	60-15	Technical, medical, or mathematical	579.40	0.81%
8	60-16	Updating and capturing data files	15,858.80	22.06%
9	60-17	Edit code insertion	1.00	0.00%
10	60-19	Waiting for congressional work	828.40	1.15%
11	60-20	Author's alterations	1,606.00	2.23%
12	60-38	Office corrections	8,946.10	12.44%
13	60-39	Verifying office corrections	26.00	0.04%
14	60-93	Miscellaneous nonproductive	1,428.60	1.99%
15	94-14	PPW performing miscellaneous duties	5.10	0.01%
16	608-01	No work available	587.60	0.82%
17	608-03	Instructing apprentice	7,988.80	11.11%
18	608-04	Employees under instruction	1,978.00	2.75%
	Totals		71,886.50	100.00%

However, only 4 of the 18 operation classes (60-10, 60-16, 60-38, and 60-39) had written performance standards and accounted for only 27,703.6 hours or 38.54 percent of the 71,886.5 hours that were charged. While six other operation classes were nonproductive (28-19, 60-19, 60-93, 608-01, 608-03, and 608-04), three of the remaining eight production operation classes (28-12, 60-11, and 60-13) do not have written performance standards, yet accounted for 28,936.5 hours or 40.25 percent of the total hours charged.

The Superintendent, EPD, stated that since 1998, the characteristics of the operators' work have changed due to advances in technology. However, EPD has not kept pace with the changes in the workload in writing performance standards for those three productive operation classes. Without written performance standards, the immediate supervisors cannot fairly appraise the operators' satisfactory level of Video Keyboard operators for the annual performance appraisals, contrary to Standard 2 of GPO Instruction 825.18A:

“...Management controls developed for agency programs should be logical, applicable, reasonably complete, and effective and efficient in accomplishing management objectives.”

RECOMMENDATIONS

The Superintendent, EPD, should:

- Develop written performance standards for Operation Classes 28-12, 60-11, and 60-13, for the immediate supervisors to appraise fairly the operators' satisfactory level of Video Keyboard Section for future annual performance appraisals (0202-04); and
- Periodically review the current performance standards and update with new and written standards when the workload changes and the proportion of productive hours are charged to other operation classes (0202-05).

MANAGEMENT COMMENTS

The Superintendent, Electronic Photocomposition Division, agreed with the two recommendations. (See Appendix III.)

4. ENTRY ERRORS

FINDING

Video Keyboard Section operators on first and third shifts made entry errors on the reporting of time worked on Operation Classes 60-10 and 60-13 in January 2001 without the knowledge of the immediate supervisors, contrary to Standard 7 of GPO Instruction 825.18A:

“Transactions should be promptly recorded, properly classified, and accounted for in order to prepare timely accounts and reliable financial and other reports.”

The immediate supervisors were too busy to review the production reports on Operation Classes 60-10 and 60-13 and instead relied on the operators to inform them of any entry errors. As a result, additional entry errors continued through April 2001 and the number of errors and operators continually increased, especially on third shift.

Shift	Jan.	Feb.	Mar.	Apr.	Totals
1 st	1	0	1	1	3
2 nd	0	0	1	3	4
3 rd	1	3	3	3	10
Totals	2	3	5	7	17
Operators²	74	68	67	70	
Percent of Operators	2.7%	4.4%	7.5%	10%	

An example of an entry error on the Video Keyboard Section's production reports for April 2001 would show:

Jacket No.	File Name	Date Work Started	Time First Accessed	Time Last Stored	Operation Class	Actual Keystrokes
089060	A03AP8.012	03-APR-01	2130	1936	060-13	2,217

The report shows that the operator logged-on at 9:30 p.m. (2130) on April 3, 2001, and logged-off over 22 hours later at 7:36 p.m. (1936) and produced 2,217 keystrokes that were charged to a Jacket Number under Operation Class 060-13. However, the operator only worked 8 hours.

The above example shows that the April 2001 production report could not provide an accurate time on how long it took the operator to complete a part of the Jacket Number for Operation Class 60-13. An OIG review of the April 2001 production report identified 7 of 70 Video Keyboard Section operators (10%) that had entry errors and overstated the time charged on Operation Classes 60-10 and 60-13 by 5,321 minutes or 88.68 hours and 78,216 minutes or 1,303.6 hours respectively. In each case, the operators only worked 8 hours. As a result, the immediate supervisors could not accurately determine the hourly number of keystrokes performed by the operators. Cumulatively,

² The number of Video Keyboard operators that charged time to Operation Classes 60-10 and 60-13.

such inaccurate reports cannot be used, as the basis for the operators' annual performance appraisals.

The EPD Superintendent was not aware of the entry errors and stated that it appeared to be a system problem.

RECOMMENDATIONS

The Superintendent, EPD, should ensure that:

- Immediate action is taken to correct the problem that occurs when Video Keyboard Section operators report the time worked on Operational Classes 60-10 and 60-13 (0202-06); and
- The Video Keyboard Section's immediate supervisors monitor the production reports of Operation Classes 60-10 and 60-13 to detect any future entry errors in the operators' performance reports to ensure accurate information for the operators' annual performance appraisals (0202-07).

MANAGEMENT COMMENTS

The Superintendent, Electronic Photocomposition Division, agreed with the two recommendations and will conduct a review of the keystroke counting procedures. (See Appendix III.)

OTHER MATTERS DISCUSSED WITH MANAGEMENT

- In July 2001, the Text Processing Computer Section did not retain October – December 2000 production reports for Operation Classes 60-10 and 60-13, contrary to Standard 7 of GPO Instruction 825.18A. Such reports could have assisted the immediate supervisors to evaluate the Video Keyboard Section operators' performances for the annual performance appraisals.
- At least eight production reports that are similar and contain the same information are received by EPD every month to assist the supervisors in the managing of the Video Keyboard Section. The abundance of production reports have resulted in the supervisors not always reviewing them, contrary to Standard 1 of GPO Instruction 825.18A.

No.	Production Reports
1	Weekly Report On Individual Performance On Operation Class 60-13.
2	Monthly Report On Individual Performance On Operation Classes 60-10 + 60-13.
3	Monthly Fiscal Year To Date Productivity and Accountability Report.
4	Work In Process – Average FY To Date Production for OP/CLS 06016 and 06038.
5	Daily Cumulative Report Of Measured Hours.
6	Production Rate Determination Report – Unit Cost Records (Cumulative).
7	Monthly Statement Of Cost – Labor and Production.
8	Monthly Foreman's Report – Production And Labor Cost.

THE NUMBER OF VIDEO KEYBOARD SECTION OPERATORS THAT WOULD NOT
HAVE BEEN NEEDED HAD THE MINIMUM STANDARDS OF 11,000 – 13,999
KEYSTROKES PER HOUR FOR OPERATION CLASS 60-10 BEEN MET
(JANUARY - APRIL 2001)

Month 2001	Shift	Operators Not Needed	Saved Minutes ³	Appendix II Pages
January	1 st	1	711	Page 2 of 9
February	1 st	2	1,340	Page 3 of 9
February	3 rd	2	426	Page 4 of 9
March	1 st	1	2,171	Page 5 of 9
March	3 rd	2	363	Page 6 of 9
April	1 st	1	654	Page 7 of 9
April	2 nd	1	68	Page 8 of 9
April	3 rd	2	178	Page 9 of 9
Totals		12	5,911	

³ These minutes could be saved or charged to other productive work.

VIDEO KEYBOARD SECTION FIRST-SHIFT OPERATORS WHO DID NOT MEET
THE MINIMUM STANDARDS OF 11,000 KEYSTROKES PER HOUR
FOR OPERATION CLASS 60-10
(JANUARY 2001)

Operator	Number	Keystrokes	Minutes	Average/Hour
A	1	7,159	46	9,338
B	2	51,146	364	8,431
C	3	28,172	166	10,183
D	4	199,527	1,122	10,670
E	5	270,958	1,665	9,765
F	6	14,067	129	6,543
G	7	282,875	1,682	10,091
H	8	8,136	65	7,511
I	9	199,232	1,133	10,551
Actual Totals	9	1,061,272	6,372	9,231
Projected Totals	8	1,061,272	5,661	11,250
Difference	1		711	<2,019>

Apprentice

Note: Nine of the 29 first-shift operators did not meet the minimum performance standards of 11,000 keystrokes per hour for Operation Class 60-10 in January 2001. The 9 operators averaged only 9,231 keystrokes an hour for 11.8 hours each (6,372 minutes divided by 60 minutes = 106.2 hours divided by 9 operators) to complete 1,061,272 keystrokes. Had these operators exceeded the minimum standards by averaging 11,250 keystrokes an hour, it is projected that the first-shift would have needed to add only 8 additional operators to the 20 operators who had exceeded the minimum standards for a total of 28 operators (1,061,272 keystrokes divided by 11,250 average = 96.48 hours divided by 11.8 hours averaged per operator = 8 operators). In summary, if 28 operators had met the minimum performance standards range of 11,000 – 13,999 keystrokes in January 2001, then 1 less operator would have been needed. In addition, 711 minutes or 11.85 hours could have been charged to other productive work.

VIDEO KEYBOARD SECTION FIRST-SHIFT OPERATORS WHO DID NOT MEET
THE MINIMUM STANDARDS OF 11,000 KEYSTROKES PER HOUR
FOR OPERATION CLASS 60-10
(FEBRUARY 2001)

Operator	Number	Keystrokes	Minutes	Average/Hour
A	1	84,576	539	9,415
B	2	80,587	477	10,137
C	3	85,961	512	10,074
D	4	175,844	995	10,604
E	5	166,374	1,138	8,772
F	6	9,300	86	6,489
G	7	199,770	1,178	10,176
H	8	26,548	240	6,638
I	9	76,436	814	5,635
J	10	80,411	482	10,010
Actual Totals	10	985,807	6,461	8,795
Projected Totals	8	985,807	5,121	11,550
Difference	2		1,340	<2,755>

Apprentice

Note: Ten of the 31 first-shift operators did not meet the minimum performance standards of 11,000 keystrokes per hour for Operation Class 60-10 in February 2001. The 10 operators averaged only 8,795 keystrokes an hour for 10.8 hours each (6,461 minutes divided by 60 minutes = 107.7 hours divided by 10 operators) to complete 985,807 keystrokes. Had these operators exceeded the minimum standards by averaging 11,550 keystrokes an hour, it is projected that the first-shift would have needed to add only 8 additional operators to the 21 operators who had exceeded the minimum standards for a total of 29 operators (985,807 keystrokes divided by 11,550 average = 85.35 hours divided by 10.8 hours averaged per operator = 8 operators). In summary, if 29 operators had met the minimum performance standards range of 11,000 – 13,999 keystrokes in February 2001, then 2 less operators would have been needed. In addition, 1,340 minutes or 22.33 hours could have been charged to other productive work.

**VIDEO KEYBOARD SECTION THIRD-SHIFT OPERATORS WHO DID NOT MEET
THE MINIMUM STANDARDS OF 11,000 KEYSTROKES PER HOUR
FOR OPERATION CLASS 60-10
(FEBRUARY 2001)**

Operator	Number	Keystrokes	Minutes	Average/Hour
A	1	37,517	214	10,519
B	2	17,215	128	8,070
C	3	16,491	136	7,276
D	4	47,602	335	8,526
E	5	15,771	113	8,374
F	6	32,858	281	7,016
G	7	50,438	308	9,826
H	8	33,426	189	10,611
Actual Totals	8	251,318	1,704	8,777
Projected Totals	6	251,318	1,278	11,800
Difference	2		426	<3,023>

Note: Eight of the 24 third-shift operators did not meet the minimum performance standards of 11,000 keystrokes per hour for Operation Class 60-10 in February 2001. The 8 operators averaged only 8,777 keystrokes an hour for 3.55 hours each (1,704 minutes divided by 60 minutes = 28.4 hours divided by 8 operators) to complete 251,318 keystrokes. Had these operators exceeded the minimum standards by averaging 11,800 keystrokes an hour, it is projected that the third-shift would have needed to add only 6 additional operators to the 16 operators who had exceeded the minimum standards for a total of 22 workers (251,318 keystrokes divided by 11,800 average = 21.3 hours divided by 3.55 hours averaged per operator = 6 operators). In summary, if 22 operators had met the minimum performance standards range of 11,000 – 13,999 keystrokes in February 2001, then 2 less operators would have been needed. In addition, 426 minutes or 7.1 hours could have been charged to other productive work.

**VIDEO KEYBOARD SECTION FIRST-SHIFT OPERATORS WHO DID NOT MEET
THE MINIMUM STANDARDS OF 11,000 KEYSTROKES PER HOUR
FOR OPERATION CLASS 60-10
(MARCH 2001)**

Operator	Number	Keystrokes	Minutes	Average/Hour
A	1	582,297	3,251	10,747
B	2	96,387	598	9,671
C	3	392,258	2,403	9,795
D	4	511,224	3,328	9,217
E	5	481,373	2,706	10,674
F	6	79,408	684	6,966
G	7	388,902	2,213	10,545
Actual Totals	7	2,531,849	15,183	9,659
Projected Totals	6	2,531,849	13,012	11,675
Difference	1		2,171	<2,016>

Apprentice

Note: Seven of the 20 first-shift operators did not meet the minimum performance standards of 11,000 keystrokes per hour for Operation Class 60-10 in March 2001. The 7 operators averaged only 9,659 keystrokes an hour for 36.15 hours each (15,183 minutes divided by 60 minutes = 253.05 hours divided by 7 operators) to complete 2,531,849 keystrokes. Had these operators exceeded the minimum standards by averaging 11,675 keystrokes an hour, it is projected that the first-shift would have needed to add only 6 additional operators to the 13 operators who had exceeded the minimum standards for a total of 19 operators (2,531,849 keystrokes divided by 11,675 average = 216.86 hours divided by 36.15 hours averaged per operator = 6 operators). In summary, if 19 operators had met the minimum performance standards range of 11,000 – 13,999 keystrokes in March 2001, then 1 less operator would have been needed. In addition, 2,171 minutes or 36.18 hours could have been charged to other productive work.

VIDEO KEYBOARD SECTION THIRD-SHIFT OPERATORS WHO DID NOT MEET
THE MINIMUM STANDARDS OF 11,000 KEYSTROKES PER HOUR
FOR OPERATION CLASS 60-10
(MARCH 2001)

Operator	Number	Keystrokes	Minutes	Average/Hour
A	1	23,822	188	7,603
B	2	37,517	257	8,759
C	3	13,217	89	8,911
D	4	37,683	238	9,500
E	5	5,941	34	10,485
F	6	37,708	231	9,795
G	7	41,109	234	10,541
Actual Totals	7	196,997	1,271	9,370
Projected Totals	5	196,997	908	13,025
Difference	2		363	<3,655>

Note: Seven of the 25 third-shift operators did not meet the minimum performance standards of 11,000 keystrokes per hour for Operation Class 60-10 in March 2001. The 7 operators averaged only 9,370 keystrokes an hour for 3.03 hours each (1,271 minutes divided by 60 minutes = 21.18 hours divided by 7 operators) to complete 196,997 keystrokes. Had these operators exceeded the minimum standards by averaging 13,025 keystrokes an hour, it is projected that the third-shift would have needed to add only 5 additional operators to the 18 operators who had exceeded the minimum standards for a total of 23 workers (196,997 keystrokes divided by 13,025 average = 15.12 hours divided by 3.03 hours averaged per operator = 5 operators). In summary, if 23 operators had met the minimum performance standards range of 11,000 – 13,999 keystrokes in March 2001, then 2 less operators would have been needed. In addition, 363 minutes or 6.05 hours could have been charged to other productive work.

**VIDEO KEYBOARD SECTION FIRST-SHIFT OPERATORS WHO DID NOT MEET
THE MINIMUM STANDARDS OF 11,000 KEYSTROKES PER HOUR
FOR OPERATION CLASS 60-10
(APRIL 2001)**

Operator	Number	Keystrokes	Minutes	Average/Hour
A	1	101,787	763	8,004
B	2	102,209	560	10,951
C	3	257,139	1,455	10,604
D	4	247,359	1,503	9,875
E	5	8,184	58	8,466
F	6	49,341	301	9,835
G	7	188,485	1,066	10,609
H	8	54,508	408	8,016
I	9	194,078	1,090	10,683
J	10	84,164	471	10,722
Actual Totals	10	1,287,254	7,675	10,063
Projected Totals	9	1,287,254	7,021	11,200
Difference	1		654	<1,137>

Apprentice

Note: Ten of the 23 first-shift operators did not meet the minimum performance standards of 11,000 keystrokes per hour for Operation Class 60-10 in April 2001. The 10 operators averaged only 10,063 keystrokes an hour for 12.8 hours each (7,675 minutes divided by 60 minutes = 128 hours divided by 10 operators) to complete 1,287,254 keystrokes. Had these operators exceeded the minimum standards by averaging 11,200 keystrokes an hour, it is projected that the first-shift would have needed to add only 9 additional operators to the 13 operators who had exceeded the minimum standards for a total of 22 operators (1,287,254 keystrokes divided by 11,200 average = 114.93 hours divided by 12.8 hours averaged per operator = 9 operators). In summary, if 22 operators had met the minimum performance standards range of 11,000 – 13,999 keystrokes in April 2001, then 1 less operator would have been needed. In addition, 654 minutes or 10.9 hours could have been charged to other productive work.

**VIDEO KEYBOARD SECTION SECOND-SHIFT OPERATORS WHO DID NOT MEET
THE MINIMUM STANDARDS OF 11,000 KEYSTROKES PER HOUR
FOR OPERATION CLASS 60-10
(APRIL 2001)**

Operator	Number	Keystrokes	Minutes	Average/Hour
A	1	3,441	30	6,883
B	2	10,198	56	10,927
C	3	16,724	132	7,602
D	4	4,259	30	8,519
Actual Totals	4	34,622	248	8,376
Projected Totals	3	34,622	180	11,550
Difference	1		68	<3,174>

Note: Four of the 14 second-shift operators did not meet the minimum performance standards of 11,000 keystrokes per hour for Operation Class 60-10 in April 2001. The 4 operators averaged only 8,376 keystrokes an hour for 1 hour each (248 minutes divided by 60 minutes = 4.13 hours divided by 4 operators) to complete 34,622 keystrokes. Had these operators exceeded the minimum standards by averaging 11,550 keystrokes an hour, it is projected that the second-shift would have needed to add only 3 additional operators to the 10 operators who had exceeded the minimum standards for a total of 13 operators (34,622 keystrokes divided by 11,550 average = 3 hours divided by 1 hour averaged per operator = 3 operators). In summary, if 13 operators had met the minimum performance standards range of 11,000 – 13,999 keystrokes in April 2001, then 1 less operator would have been needed. In addition, 68 minutes or 1.13 hours could have been charged to other productive work.

VIDEO KEYBOARD SECTION THIRD-SHIFT OPERATORS WHO DID NOT MEET
THE MINIMUM STANDARDS OF 11,000 KEYSTROKES PER HOUR
FOR OPERATION CLASS 60-10
(APRIL 2001)

Operator	Number	Keystrokes	Minutes	Average/Hour
A	1	6,780	37	10,995
B	2	3,452	19	10,902
C	3	6,538	54	7,265
D	4	13,836	144	5,766
E	5	15,714	155	6,083
F	6	18,594	121	9,205
Actual Totals	6	64,914	530	7,349
Projected Totals	4	64,914	352	11,050
Difference	2		178	<3,701>

Note: Six of the 24 third-shift operators did not meet the minimum performance standards of 11,000 keystrokes per hour for Operation Class 60-10 in April 2001. The 6 operators averaged only 7,349 keystrokes an hour for 1.47 hours each (530 minutes divided by 60 minutes = 8.83 hours divided by 6 operators) to complete 64,914 keystrokes. Had these operators exceeded the minimum standards by averaging 11,050 keystrokes an hour, it is projected that the third-shift would have needed to add only 4 additional operators to the 18 operators who had exceeded the minimum standards for a total of 22 workers (64,914 keystrokes divided by 11,050 average = 5.87 hours divided by 1.47 hours averaged per operator = 4 operators). In summary, if 22 operators had met the minimum performance standards range of 11,000 – 13,999 keystrokes in April 2001, then 2 less operators would have been needed. In addition, 178 minutes or 2.97 hours could have been charged to other productive work.

SUPERINTENDENT'S COMMENTS

ELECTRONIC PHOTO COMPOSITION DIVISION

memorandum

DATE: November 28, 2001

REPLY TO
ATTN OF: Superintendent, Electronic Photocomposition Division

SUBJECT: Draft Report on Improving the Controls over the Reporting of Productive Time in EPD's Video Keyboard Section

TO: Inspector General
Through: Production Manager *DX* 11/28/01

I have read the O.I.G. report on improving controls over the reporting of Video Keyboard time. My comments follow along with the comments provided by Jim King, Foreperson, Video Keyboard Section, Shift 3.

Agree with (1) and (2)

Recommendation: (2)

The Assistant Superintendent has been instructed to do periodic reviews of Video Keyboard Reports to insure that nonproductive time is replaced with filler work.

Agree with (3)

CS
12/3/01
~~Disagree with (4) and (5)~~

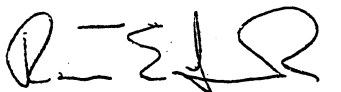
Written standards will be developed for operations and classes 28-12, 60-11 and 60-13. Standards will not however be quantitative. These classes were designed to separate mass produced work from work of a technical nature. The complexity of this work varies to such a degree that numeric standards would in all probability degrade the quality of work performed. Standards will be generic in nature.

Agree with (6) and (7)

Entry Errors

A review of the keystroke counting procedures will be conducted. Adjustments will be made as necessary.

Supervisors have been instructed to review reports and notify this office when discrepancies occur. Software adjustments will be requested if tracking problems occur.


ROBERT E. SCHWENK

16A
12/4/01

Page 1 or 2

Date: November 8, 2001
To: Office of Superintendent
Electronic Photocomposition Division

From: Foreman, EPD
Video Keyboard, 523

Re: OIG report dated October 23, 2001
Draft Report on Improving the Controls over the Reporting of
Productive Time in EPD's Video Keyboard Section

Page 6, 1. NONPRODUCTIVE TIME

Page 7, RECOMMENDATIONS
Items (01) and (02)

This Supervisor has held a section meeting informing all operators that nonproductive charges, 60-19, 60-93, 28-19, and 608-01 are to be used only at the direction of a Supervisor.

In addition, this Supervisor has high-lighted all production control cards within this operation and classification to remind operators as to their required use.

Daily Probe sheets are monitored to ensure that operators are not using these charges incorrectly or by mistake.

Subordinate Supervisors and Head Desk Persons have been instructed to use filler work to minimize future nonproductive time.

Page 9, RECOMMENDATIONS
Item (03)

In accordance with the Master Agreement, the standard appraisal period will be October 1 through September 30.

Operators performing at less than satisfactory for any 3 consecutive months during the course of a rating period are to be afforded 2-calendar months to demonstrate acceptable performance.

This Supervisor recommends that all operators currently not performing at a satisfactory level be scheduled for remedial training as appropriate.

Training should be designed and administered by GPO's training section.

Page 2 of 2

Page 11, RECOMMENDATIONS
Items (04) and (05)

The performance standards for Video Keyboard operators are a negotiated agreement between the Office and the Union, covering the major classes of production work which significantly effect the completion of the work:

Keyboarding-amount of newset produced: 60-10
Keyboarding of office corrections: 60-38
Keyboarding of updates: 60-16
Keyboarding-accuracy of work produced:

Operation and class 28-12 is currently used by Supervisors and non-supervisory Head Desk Persons.

Non-supervisory operators charge 28-12 when assisting Supervisors and/or Head Desk Persons in the performance of non-keyboarding functions, such as is required daily in the production of the Congressional Record and the Federal Register.

Operation and class 24-12 has recently replaced 28-12 when filler work such as proofreading is done in keyboard.

Pages 12 and 13, RECOMMENDATIONS
Items (06) and (07) Entry Errors

With the introduction of a new PC based system in the keyboard area, new File Tracking software was introduced for 60-10 performance.

For sometime after the installation of the new software, periodic reviews of the monthly reports showed negative keystroke counts for the operators, in some instances but not all.

This problem was reported to the Computer Specialists.

Upon further investigation by a Computer Specialist, he determined that the operators Personal Computers are reporting a time differential that is not in sinc with the File Tracking software; subsequently creating the Entry Error shown in the example.

I strongly recommend that the entire keystroke counting procedure, from the time the operator takes out at the desk, to the time the operators stores their file, be reviewed.

Monitoring of production reports to detect errors in the operator's performance reports will be a priority to ensure accurate information for the operator's annual performance appraisals.


James King, Foreperson, EPD, 523

