



PrintWise

How to Implement PrintWise Within Your Agency

According to a 2009 survey of United States federal government employees administered by the U.S. Government Accountability Office, federal agencies spend an average of \$440.4 million a year on unnecessary printing. This study also noted that few agencies had established or enforced printing guidelines detailing when it was appropriate for employees to print documents. As budgets continue to decrease and demand for accountability from the public grows, the government acknowledges that a change in approach has to take place that dramatically affects the way the government prints.

To address this concern, the Federal Strategic Sourcing Initiative for Print Management program was the first GSA federal strategic sourcing solution to add a behavior change component to its overall strategy. The PrintWise change management campaign is designed to improve printing practices across the U.S. government through improved policy and modified individual behavior.

This guide is intended to assist agencies with implementing their own PrintWise program. This effort can be a large and, at first appearance, daunting effort, but by developing a systematic execution plan agencies can counteract resistance; effectively communicate to its staff; experience direct behavior change; witness cost savings; and have these changes in approach to print management take lasting root over time.

Be an early adopter

An agency-wide print management program is not a three to four months process—it will take time to anchor (two years at min.) and alter deep-set, existing policies and behaviors. Change should be sustainable and will need to be continually monitored and managed over time. However, by enacting the PrintWise “Seven Steps to Lowering Print Costs Within 90 Days”, agencies will experience significant savings that will prove the value of the needed time and resources. These are some initial activities that GSA is recommending that agencies complete to determine their participation in PrintWise:

Designate an Agency Print Management Champion: An Agency Champion is the point-of-contact who will represent the agency with its PrintWise effort. This person will coordinate the internal launch within their agency and manage the program’s roll-out and implementation.

Talk to GSA to learn more about PrintWise: Invite GSA to virtually present to agency senior leaders at an agency-specific discussion on print management.

Determine the agency’s initial level of participation: A set of seven print behavior recommendations has been developed that can lower printing costs within the first 90 days of the start of any agency-run program. These simple changes are projected to yield significant cost savings and sustainability benefits. It is being recommended that agencies use the “Seven Steps to Lowering Print Costs Within 90 Days” to drive their respective PrintWise programs, and adopt as many of the steps as possible within an initial 90-day timeframe and work toward adopting the rest in the near future.

Seven Steps to Lowering Print Costs within 90 Days

1. Set your default to duplex (double-sided) printing
2. Set your default to black-and-white (rather than color) printing
3. Set your default to draft quality (rather than high quality) printing
4. Improve your use of printer sleep mode
5. Set default the font in Microsoft applications to one of the approved toner-efficient fonts (Times New Roman, Garamond, Century Gothic)
6. Encourage the removal of personal printers
7. Freeze purchases of personal printers

Determine the agency's data management approach: Establish a schedule for print data reporting and at what level the agency will measure. Appoint individuals who will be responsible for tracking and reporting within the agency.

The savings that result from changes in printing behavior, in addition to other cost cutting programs, can aggregately accumulate into significant cost savings for agencies. Currently, there is little existing data that shows a record of agency past performance in relation to print that can be measured against at the end of the PrintWise campaign. In order to best demonstrate success, these figures must be tangible and measured. Therefore, as a part of any PrintWise effort, GSA recommends that each agency support a print data management program (inventory assessment and performance reporting mechanism). An agency data management program can give a more accurate understanding of the total cost of printing (total-cost-of-ownership: devices, toner, energy, maintenance, disposal). This insight can lead to more responsible decision-making and assist in developing a plan to reduce future print costs.

Throughout the PrintWise campaign, agencies will be asked to discuss how they are approaching print management improvements from an acquisition perspective (e.g. currently using the FSSI acquisition vehicle or considering use), and from a behavioral change perspective. By having an established system of measuring print performance, agencies will be better able to respond to data calls and demonstrate their progress to government-wide governing bodies (e.g. OMB).

The first step in this data management process should be establishing an initial baseline if one does not already exist within the agency. This baseline will take a "before-picture" for calculating an agency's performance results. It also is crucial to identify the size and makeup agency printer, copier, and multifunction device fleets and to benchmark the current outputs and total costs of operating those fleets.

Examine policies that can support print behavior change: Determine possible policy changes that can support agency goals. Also, develop implementation teams that cross functional areas and involve leadership that can affect related agency policy.

In order to get the highest level of compliance, agencies should set global policy that supports the PrintWise Seven Steps and use of the strategic sourcing program for print purchases. When it comes to changing printer defaults and removing personal desktop printers, agency personnel may initially be upset with the lack of perceived control and will want to regress to what they see as status-quo. GSA recommends that an Agency Champion investigate innovative and novel tactics to help ward off some of this possible resistance.

Agencies should establish standards for device and software settings that are enacted at an enterprise-level instead of an individual-level. Samples of supporting PrintWise agency-wide policies:

Set the default for all networked devices to print duplex (double-sided)

- IT personnel can encourage the use of duplex printing by making this option the default for each duplex-capable piece of print equipment
- Individuals can control this option via the device menu. Navigate to the default factory settings and change the document style setting to duplex

Set defaults to black-and-white or grayscale (rather than color)

- IT personnel should ensure that default print settings on user machines are set to black and white, and that print requests are mapped to the correct printer to ensure requests are not printed on color devices. Setting on color printers should be set to by-pass printing in “process black,” using all four toner cartridges (CYMK) to produce black
- Acquisition policy can be adjusted to encourage the purchase of black-and-white-only printers instead of color printers when devices need to be replaced

Set defaults to draft quality (rather than high quality)

- IT personnel should ensure that default print quality settings on user machines are set to ‘draft’
- Individuals can control this option via the device menu. Navigate to the default factory settings and change the level document output quality

Improve the use of sleep mode for printers

- Most government print devices are generally on all day, but are used only a portion of the time. IT personnel can lower costs and reduce energy consumption by changing device settings such that the device moves to “sleep mode” at the end of the working day and on weekends. Settings for networked devices can be changed remotely but settings for non-networked devices will need to be updated at the device
- Users should also consider powering off personal devices at night and over the weekends to further reduce energy consumption

Set the agency font default in Microsoft applications to one of the three approved toner-efficient fonts

(Times New Roman, Garamond, and Century Gothic)

- IT personnel can modify the default font used in word processing or presentation software to more toner-efficient fonts. Agency policies and brand standards should also be considered to drive the use of toner-efficient fonts

Encourage the removal of personal printers

- Agency policy can mandate that all print devices must be connected to the agency’s IT network so to increase the ratio of printer to users
- Agencies can enact a plan that will incrementally remove or phase out personal printers. Exceptions can be made for those employees pursuant to the Rehabilitation Act of 1973 or the Americans With Disabilities Act of 1990; offices with no access to network printing; or for those devices that cannot be placed on the network for security or other reasons

Freeze purchases of personal printers

- Agencies can develop policies to cease the purchase of new personal printers to ensure these devices are not purchased in the future

Set up an implementation plan: Examine existing agency culture, possible issues or resistance, and establish a phased implementation plan that incorporates a change management approach. Address associated resources and costs and set achievable goals (e.g. one printer for no more than every 15 people by 2014).

Change management approach

Seventy-percent of all major change efforts in organizations fail. Agencies will be faced with potential initial resistance from management and employees who are satisfied with the status quo and not happy about the new behavior changes, especially if obligated through new policy or CIO-controlled settings. Therefore, GSA has determined that among the recommended PrintWise implementation strategies shared with agencies should be a change management model to help ease with the transition. This model will reflect the "Guiding Principles For Leading Change" model, developed by renowned change management expert, John Kotter. The Kotter model advocates a rapid method for implementing change to achieve higher levels of performance by creating a sense of urgency and focusing on a holistic approach instead of only on negatives and compliance. This model also identifies how leaders can gain support and minimize resistance through buy-in, engagement and constant communication.

Preparing for an internal agency launch

A range of preliminary activities that must be addressed before an agency can begin to communicate with its workforce about the changes outlined in the Seven Steps. These activities will focus around building momentum and agency-wide consensus and acceptance.

Agency Champions begin set-up of internal agency support teams: An agency wanting to enact its own PrintWise campaign should form coalitions among leadership officials to ensure full agency acceptance of a change program prior to agency roll-out. It is recommended to first determine a core intra-agency implementation team who, along with the Agency Champion, will help set policy and build overall buy-in. This team should be comprised of IT, procurement, sustainability, human resources and internal communication/public affairs personnel.

- **Chief Information Officers:** Generating buy-in from agency CIOs is essential for successful implementation since they are the managers of networked devices and can set and implement IT policy. This stakeholder group will have some responsibility for executing the behavioral changes such as setting print devices to duplexing, eliminating personal printers, etc. and are the gatekeepers for allowing agencies access to collecting reporting data and establishing security requirements around those collection methods.
- **Senior Procurement Executives, Chief Operating Officers, Contracting Officers, Chief Financial Officers:** These officials have the authority to set agency contracting and purchasing policy.
- **Sustainability Officers:** These officials have the authority to set agency policy and will be cheerleaders for the sustainable features of more mindful print behavior.
- **Human Resources officers:** These officials will be most familiar with existing agency climate and culture, and can provide assistance with setting up policy that may impact established personnel policy and will be able to coordinate with federal employee unions.

These teams should develop a plan how to best get consensus from second-level agency leadership (bureau/regional/ sub-office leadership; personnel administrators and managers; public affairs officials): These officials will be charged with implementing print management within their own bureau/regions/programs and must be successfully engaged so PrintWise is pervasive throughout the agency. Momentum with these groups can be built through briefings and meetings to address concerns and educate in order to build interest and acceptance. In addition, the agency should request local Print Champions be designated to assist with communication.

- Administrative Officers, personnel administrators, managers and assistants: The Administrative Officers and Assistants are a major stakeholder in this initiative as often they are tasked with ordering devices for offices; implementing policy and communicating information about new print behavior; addressing human capital issues (compliance); and integrating behaviors into agency culture.
- Public affairs and/or internal communications officials: These officials need to clearly understand the PrintWise messaging as they will be the front-line communicators to agency employees about PrintWise.
- Facility Program Managers: Many agencies have a decentralized structure in which printers and multifunction devices/copiers are managed within different organizations. For example, printers are often managed by the CIO while multifunction devices/copiers are managed by Facility Program Managers.
- Publishing Offices: These entities will need to understand mindful print management as it may affect some of their practices, however it will be emphasized that these recommendations do not apply to agency publications
- Sustainability Officers and teams: Sustainability teams have become a vocal champion of this initiative. The print behavioral changes are designed to help reduce the overall carbon footprint by encouraging less printing.

Assemble an agency communications team: Set up an internal communications group that will handle the PrintWise campaign and determine how the message of change will be disseminated. Some items to consider when assembling this team:

1. Who is the agency's internal communications point-person?
2. Who is the agency's media relations point-person?
3. Who can the GSA coordinate with to develop special features and/or approve articles highlighting the agency?
4. Who will be the agency spokesperson related to print management?

It is recommended that consistent communication be delivered throughout the agency, ensuring that every level of employee understands the importance of behavior change. An agency communications team can work together with the Agency Champion to develop an agency-specific communications plan. They can recommend communications tactics and identify which vehicles or channels will be the most effective at reaching the agency workforce once change is being implemented.

GSA has a variety of pre-existing materials and communications vehicles at an agency's disposal dedicated to PrintWise. However agencies are encouraged to develop their own materials that reflect the national campaign messaging. GSA suggests some agency-specific communications tactics to help generate interest at the individual-level to optimize participation:

1. Centralize all items related to the agency campaign. Set up a dedicated micro-site, collaboration forum, or social media profile
2. Empower people to act. Set up contests that will promote success at an individual level. Incentivize participation through non-monetary awards programs or have employees sign a virtual pledge to demonstrate their commitment
3. Power-down Fridays: a mini-campaign to get administrative staff to power-off their office printers before leaving the workplace for the weekend, if not done so through network settings
4. Stage a mini-campaign for employees to "turn in" their personal printers
5. Hit employees at every level with messaging. Think of unique vehicles to feature PrintWise (e.g. screensavers, ads on agency electronic message boards)

Put PrintWise into action

Initiate a formal agency PrintWise launch and awareness/education campaign: Agencies will want to initiate the process of getting their workforce to start making changes to their behavior practices as well as explain the reason and delivery timeline for related policy changes. GSA recommends a formal agency kick-off that centralizes messaging from the designated spokesperson and directs agency staff how and where to get information related to the PrintWise campaign. This messaging may want to focus on creating awareness about the costs associated with print behavior and with maintaining individual printers, emphasizing the tradeoffs and benefits.

Once the agency has formally announced the campaign kick-off, communicate frequently to keep messages fresh. Tie all messaging back to the vision/purpose for making the change. Also, ensure that communication reaches all levels of the organization, not just leadership.

Identify and report success

The success of the print management education component is essential for the government to truly maximize the cost savings from a new print management and strategic sourcing approach. A significant portion of the national PrintWise campaign is publicizing the agencies who elect to participate and implement the Seven Steps within their respective agency.

Agencies are encouraged to identify, showcase and celebrate immediate improvements and agency success stories to demonstrate the impact and importance of the program. GSA recommends agencies reinforce good behavior by encouraging individual profiling and recognition. A good way to do this is to promote a change in practice at an individual level by developing personal profiles. These profiles can highlight behavior or special efforts of one worker or a team of agency employees. This special recognition will hopefully encourage like behavior across the agency and reinforce the importance of adopting mindful print behavior at an individual level.

Throughout the course of PrintWise, GSA will be looking for opportunities to profile agencies and the savings they've realized through behavior change. Agency communications staff should coordinate with GSA to promote successes in a partnered approach (covered in media outreach and stakeholder vehicles).

Anchor change for the long-term

Periodically examine the state of the agency program: See if there are any overriding obstacles or issues and develop a plan-of-attack to address or eliminate these.

Determine areas of growth for participation: An opportunity for agencies to commit to any of the Seven Steps not initially part of the agency's implementation plan or examine additional ways the agency can generate savings related to print.

Constantly continue to promote agency results to maintain momentum.

Incorporate PrintWise behavior change language in any new employee collateral: This will help to root the Seven Steps over the long-term and avoid slippage.

At the conclusion of an agency PrintWise campaign, examine the program: Analyze the change management program effectiveness against the goals established in the implementation plan, and identify best practices or lessons learned. Review your experience with other agencies and GSA. Document cost savings and develop an archive of agency transformation to use on similar future initiatives.

To learn more about PrintWise, visit www.gsa.gov/fssiprintor e-mail GSA at Print.Management@gsa.gov