

**William J. Boarman**

**Prepared Statement Before  
the Committee on Rules and  
Administration, U.S. Senate**

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*On the Nomination  
to Serve as Public Printer*

**301 Russell Senate Office Building**

Tuesday, May 25, 2010  
10:00AM

Mr. Chairman and Members of the Committee on Rules and Administration, thank you for inviting me here this morning.

I'm deeply honored by the President's nomination to be Public Printer. For a practical printer by trade, there's no higher post in the Nation than as head of the Government Printing Office, with its distinguished tradition of supplying the printing and information needs of the Federal Government for nearly 150 years.

I'm a native Marylander with family roots in that State extending back to colonial times. I've been a printer for more than 40 years. I began my career in 1966 at the McArdle Printing Company in Washington, D.C., where I served my printer apprenticeship. I mastered all facets of the printing trade and received high grades and frequent promotions for my work, finishing as a journeyman printer in 1971. While at McArdle I joined the International Typographical Union, one of the oldest and most respected labor organizations in the Nation.

In 1974, I accepted an appointment as a journeyman printer to the Government Printing Office, the largest printing plant in the world at the time. I worked in four of the major printing production sections of the GPO and became very familiar with all aspects of production requirements of GPO's customers, including Congress and Federal agencies. While at GPO – an agency where collective bargaining between employees and management has been provided for by law since 1924 – I rose through the union ranks and was elected chief shop steward for the composing craft unit, which then had more than 1,650 employees.

At that time, GPO's composing area was undergoing a major technological change with the introduction of computerized photocomposition. In negotiations with management, I worked to protect, train, and secure future work for all employees who were affected by this change. This included ensuring that minorities who worked in lower paid support jobs were not left behind. I helped work out an agreement for one of these groups, monotype casters, that allowed more than 80% of them to be trained and become full journeymen. As a result of the agreement we reached with management, not one of these workers lost their job due to the technology transition.

I left GPO in 1977 to work full-time for the ITU, which later merged with the Communications Workers of America. The lessons I learned at GPO – how to achieve practical agreements with management that open the door to technological change while protecting and advancing opportunities for employees – were lessons I carried into my new position. During my career with CWA, I have used them repeatedly and successfully to establish a proven track record of cooperation and achievement in labor-management relations in the printing and publishing industry.

As a member of the CWA's leadership team, I've gained significant management experience. The CWA today represents more than 600,000 workers nationwide. Since 1989, I have served as President of the Printing, Publishing, and Media Workers Sector of the CWA. I am also today the Senior Vice President of the CWA, and as a member of the CWA board I participate in executive decision-making affecting the work and shaping personnel policies for more than 600 CWA employees around the country.

Along with my CWA executive responsibilities, I serve as chairman of the Board of Trustees of the CWA/ITU Negotiated Pension Plan, a multi-employer defined benefit pension plan with assets of \$1 billion, and I have more than 25 years of experience as a pension plan trustee. I also serve as Chairman of the Board for the CWA Pension Plan Canada, which has assets of more than \$150 million. As co-chairman of the North American Taft-Hartley Study Tour between 1996 and 2001, I traveled around the world to study international investment opportunities for these funds.

I helped shape the AFL-CIO Capital Steward Program in connection with the creation of the Center for Working Capital, and was a member of the Executive Board of the Council of Institutional Investors, an organization whose members have more than \$2 trillion in assets under management, serving three terms as Council co-chair. I was also a founding member of the “Capital That Matters: Managing Labor’s Capital” Conference held at the Harvard Law School in 2003. I’ve returned to the Harvard campus each year as an invited participant to further the discussion to develop a teaching curriculum regarding the role of institutional stockholders in corporate governance matters.

One of my additional responsibilities is the presidency of the Union Printers Home Corporation, a retirement community in Colorado Springs, CO, with more than 200 employees. When I inherited that position in 1989, the Home was losing about \$1.5 million per year and was facing a possible closing. With the advice of the expert management consultants I brought in, within three years the deficit was wiped out and today the Home has a surplus of about \$2 million in the bank. I also serve as President of the International Allied Printing Trades Association, which has local councils in 39 States and the District of Columbia. From executive decision-making to fund management and controlling costs to making payroll, I have a broad range of management experience that I believe has equipped me to lead the GPO, if I am confirmed.

Equally important has been my continued involvement with the GPO throughout my career. Over the past 30 years, in addition to working on behalf of the employees represented by the CWA, I’ve also worked with and remained on good terms with several Public Printers. I’ve testified many times before this Committee, the Joint Committee on Printing, and the House Administration Committee in support of the important role the GPO plays, and occasionally in defense of the GPO against unwise and potentially costly efforts to dismantle its mission. Through those years I became friends with several leaders of this Committee, including Chairman Claiborne Pell, Chairman Charles McC. Mathias, Jr., Chairman Mark Hatfield, Chairman John Warner, and Chairman Wendell Ford. I have great respect and personal admiration for these distinguished Senators and for the many others who have served this Committee and the important work it does. I look forward to working under your guidance and direction, should I be confirmed as Public Printer.

The GPO today is a substantially different agency compared with the one I left many years ago. It employs fewer personnel but is significantly more technologically advanced, and it is responsible for a range of products and activities that could only have been dreamed of 30 years ago: online databases of Federal documents with state-of-the-art search and retrieval capabilities, passports and smart cards with electronic chips carrying biometric data, print products on sustainable paper using vegetable oil-based inks, a management infrastructure supported by the latest IT enterprise architecture, and more.

These changes have been explained to me in briefings from GPO that I've had since my nomination, and I'm grateful to Public Printer Bob Tapella for this courtesy. From my own observation, however, it's obvious that one thing hasn't changed: the GPO continues to employ an extraordinarily talented group of men and women who every day carry out their responsibilities with unmatched expertise and dedication. If there is any one asset that best characterizes the GPO, it's the superb quality of the people who work there.

In my past testimony, I've used the analogy of the three-legged stool to characterize the GPO and the unique and essential services it performs for the Nation:

- GPO performs in-plant production of legislative printing to support the Congress as well as certain products of the executive branch, such as the Federal Register and secure documents like passports and smart cards. This provides a Government-to-Government solution that enables secure, quick turnaround production under direct congressional and Government control.
- GPO procures the vast majority of the work it's required to do – upwards of 75% – by procurement from private sector printers across the country, relying on a highly successful public/private partnership that is a model of service provision. The competition for Government printing contracts by thousands of printers ensures taxpayer savings while generating job opportunities nationwide, especially in the small business sector.
- GPO provides public access to the official publications of the Government, helping to fulfill a constitutional requirement to keep the Nation informed. GPO carries out this task in a number of ways, most prominently in partnership with nearly 1,200 libraries across the country which house depository collections of Government documents for the free use of the public, and via a Web site containing a vast and still growing amount of official information from all three branches of the Government.

These three functions operate in close connection with one another. For GPO to fulfill its mission properly, none of these functions could operate effectively by itself, nor could any two of the functions operate effectively without the third. I think the GPO has made progress in recent years in improving how these functions are carried out. If confirmed, I look forward to continuing with that progress, and to ensuring that what the GPO strives to accomplish in the coming years will contribute measurably to the distinguished record of service it has compiled over the past 150 years.

Mr. Chairman and Members of the Committee, this concludes my prepared statement and I would be happy to answer any questions you may have.

### GPO Mission and Strategy

**Question:** Nearly 60 percent of the printing the GPO manages for the Federal Government is procured through private sector vendors across the country. On a daily basis, the agency maintains between 600 and 1,000 print-related projects a day through a long-standing partnership with America's printing industry. Do you plan on maintaining this business model that relies on the private sector as a partner?

**Answer:** If confirmed, I plan on maintaining this business model, which relies on the private sector as a partner. GPO's relationship with the private sector is essential to its operation, since it does not have the capacity to perform the volume of work that is procured, currently about \$500 million annually. The robust open competition in the procurement program achieves significant savings for taxpayers, and there are opportunities for expanding this program that should be pursued.

**Question:** How do you see the escalating demand for information to be compiled, published, and distributed in electronic formats affecting the mission and operational plans for the GPO during your tenure?

**Answer:** GPO's technology systems need to continue to be responsive to the demands of Congress, Federal agencies, and the public, for digital formats and applications that facilitate and expand the use of Government information products and services, especially in view of the commitment by the President and Congress to open, transparent Government. The challenge facing GPO is to have a highly skilled workforce and well-equipped infrastructure to manage the expanding range of conventional and digital information products the Government and the public need. New operational plans must be developed to specifically address new and emerging technological trends, as well as the skill sets, training programs, and equipment requirements that GPO will need to address those trends.

### Nominee's Background

**Question:** For FY 2009, the Government Printing Office earned \$934 million in revenues. Given the complexities of managing an agency of this size in an industry that is being increasingly changed by evolving technology, how has your background prepared you to lead the GPO?

**Answer:** I am a practical printer by trade and have spent my career working with employees and management throughout the industry – including GPO – in dealing with technological change. As President of the Printing, Publishing, and Media Workers Sector of the CWA and as CWA's Senior Vice President, I have had significant experience in the management of the CWA. I have been privileged to serve as the chairman of the \$1 billion CWA/ITU Negotiated Pension Plan for more than 20 years, as board member and co-chair of the Council of Institutional Investors for three terms, and as chief executive of the Union Printers Home Corporation—all of which enabled me to develop critical managerial and financial skills. I have maintained a lifelong interest in GPO, testifying before Congress many times over the past 30 years on the management and operations of the agency, supporting it vigorously against unwise proposals to dismantle its programs, and backing its use of technology to increase worker productivity, achieve savings, and better serve the Government and the public. If confirmed, this is the background I will bring to the leadership of the GPO.

**Question:** You have a very strong labor union connection. How will you manage the transition from labor to management? How do you view your new responsibilities?

**Answer:** As a leader at CWA, I gained extensive managerial experience, and my career-long interest in and support for GPO have equipped me to make that transition. If confirmed as Public Printer, I fully understand the statutory obligation of that office to “take charge and manage” the GPO, to ensure that it performs its mission to provide for the information needs of the Congress, Federal agencies, and the public both effectively and efficiently. Nothing in that mission is inconsistent with the principles of fairness and equity that should guide the actions of both labor and management in any context.

### **Workforce Development/Recruitment**

**Question:** Because GPO operations continue to support the printing needs of the Federal Government as well as enhance the Government’s ability to disseminate information through electronic media, GPO will need to develop a workforce with the capabilities of supporting these operations into the future. What steps should GPO take to identify the critical occupations and competencies required to fulfill these missions? How would you ensure that GPO recruits and trains individuals with these capabilities?

**Answer:** To identify the critical occupations and competencies needed to fulfill these mission requirements, GPO should continue to monitor the evolution of electronic media and how it can be adapted to GPO’s operational processes. This should be carried out by consulting with industry experts, stakeholders, and employees to clearly define the role of electronic media in the industry, the impact on GPO operations, and customer expectations. The knowledge gained from the consultation should be used to develop a strategic plan that identifies GPO’s response to ongoing and emerging trends and the required skill sets. GPO should then conduct a workforce assessment to determine how the GPO measures up against those skill sets. With that knowledge, training programs can be developed to retrain existing staff and recruitment plans can be developed for prospective hires. To ensure staff commitment, this strategic goal would be tied to performance plans.

It is my understanding that GPO has an aging workforce. This is going to become a critical issue in the next few years. The workforce assessment plan can be used as the basis for the development of succession planning and the subsequent use of recruitment and, if necessary, retention programs.

### **Depository Library Program**

**Question:** The Federal Depository Library Program safeguarded the public’s right to know about their Government. What is your view of the role GPO plays in providing public access to Government information? Are there opportunities for improvement?

**Answer:** I believe that the Federal Depository Library Program, which traces its beginnings to the early 19th century, is the original “Open Government” program. The depository library program was envisioned as a way to “keep America informed” by distributing the official publications of the Government to participating libraries throughout the country where they would be available for free use by the public. That mission continues today in GPO’s partnership with more than 1,200 libraries nationwide, and through its online information dissemination programs – GPO Access and FDsys – whose objective is to provide permanent public access to authentic online Government information.

The rapid development of new technologies has resulted in a sea change in the way the public locates, accesses, and uses Government information. GPO has been a major contributor to that change with the introduction of a centralized online dissemination program enacted by the GPO Access Act in 1993, and the development and implementation today of FDsys. If confirmed, a top priority would be to improve the program by completing the development of FDsys, which the library community has been patiently waiting for. I believe that the mission of GPO and the depository library program to “keep America informed” is more important than ever before due to the challenges of the digital age. I look forward, if confirmed, to working with GPO, various stakeholders, and the depository library community to assess any opportunities for improvements to ensure continued access.

**Question:** “Printing” no longer means ink on pages and “books” are no longer pages between a hard cover. What demands or requests are the Federal Depository Libraries making on GPO as a result of these changes in publishing technology and how do you see GPO responding to those needs?

**Answer:** The availability of electronic information technologies can help the library community address many, though not necessarily all, of the challenges it is facing. The completion of FDsys is definitely needed. GPO also needs to maintain a robust ability to “harvest” agency publications made available on the Web to ensure they remain permanently available to the public. In addition, the prospect of digitizing historical print materials would be a highly useful resource. However, the program also must be responsive to the needs of depository library users who continue to require access to an official print version, particularly in light of the challenges of permanence (including assured backup systems), digital authentication, and preservation that have yet to be fully resolved.

GPO needs to work with the library community through the Public Printer’s depository council, the library associations, and other stakeholders to examine how the Federal depository library program can be transformed into a system that recognizes the unique needs of its member institutions, empowers them to work effectively with the patrons they serve, and relieves them of the burdens of one-size-fits-all requirements, while preserving the overall goal of the program to “keep America informed.”

**Question:** Some Depository Librarians feel that GPO is not meeting the needs of their users or adjusting to the increasing demands for digital access to Government information. What can GPO do to work with these Librarians and ensure that the Federal Depository Library Program will continue to keep America informed?

**Answer:** It is my understanding that depository libraries vary greatly in how they build their depository collections, and they make format decisions to best meet the needs of their users. I think GPO should be able to provide for the needs of all depository libraries and their users, from those who require the latest forms of digital access to those serving members of the public who may not know how to use a computer.

I have great respect for the knowledge and dedication of depository librarians in helping the public find and use the Government information they need. It is important that GPO provide collections and services to meet a wide variety of user and depository library needs. In order to remain robust in the 21st century, GPO and the Federal depository library community must continue to work together, in partnership and collaboration, to keep America informed by ensuring permanent public access to official and authentic Government information.

## Financial Outlook

**Question:** Over the past several fiscal years, GPO's operations have been generally successful with positive financial returns. However, the annual positive returns have been declining and FY 2009 showed a loss after adjustments. From your past experiences and interaction with GPO, what factors do you believe have contributed to this trend? As the Public Printer, how would you ensure that these financial returns continue into the future during a period of fiscal austerity? Do you see any areas of growth or new business for the agency?

**Answer:** It is my understanding that GPO has been impacted by fluctuations in revenue and increased expenses. This change in revenue is primarily due to changes in printing by the customer base, including passports. At the same time, GPO's expenses have increased. To generate positive financial returns during a period of financial austerity, GPO needs to carefully examine its finances and map the budget and projected expenses against the agency's key priorities. This process may involve re-evaluating activities that no longer make business sense during a period of fiscal restraint. In this respect GPO is no different from other Federal agencies – and most American businesses – in this tough economic climate. At the same time there are opportunities that GPO should pursue to grow its business in the secure credential area and in print procurement.

**Question:** Given the state of the economy, the Appropriations Committees are warning agencies to expect FY 2011 appropriations to be reduced or held to last year's totals. What can GPO do to help customer agencies reduce the costs of their printing and publishing programs?

**Answer:** One of GPO's greatest strengths is its print procurement program and the savings it achieves on Government printing. GPO already procures approximately \$500 million in printing annually for Federal agencies. Federal budget data, however, indicate that there continues to be some printing produced by the Federal Government that does not come through GPO. I think that if GPO markets its capability to the agencies effectively – by providing the best quality customer service and demonstrating the savings that can be achieved – we can provide a real service to these agencies by helping them reduce their costs in these tough fiscal times.

GPO can also assist customer agencies by strengthening its well-known role as a printing and information services consultant. GPO experts have knowledge of and accessibility to emerging cost-efficient technologies. Closer collaboration between GPO and agency printing and information officers can result in the development of cost-effective solutions for the information product and service needs of Federal agencies governmentwide.

## Building /Plant Infrastructure

**Question:** In the past, GPO management has raised concerns that its facility is too large, inefficient, and expensive to operate. However, it appears that GPO lacks the legislative authority to lease its current facility and use the proceeds towards a new facility. In light of these circumstances, what ideas or plans do you have to address these issues and improve the efficiency of GPO's operations?

**Answer:** Because GPO is so closely a part of congressional operations, I think it is important that it be located near the Congress. Last year the GAO released a study of GPO's building plan recommending that a range of options be evaluated from a cost/benefit standpoint. If confirmed, I look forward to understanding in further detail the current authority GPO has in regards to its facilities and whether any changes would allow GPO to enhance its services and cost-effectiveness.

## Questions for the Record from Senator Cochran

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**Question:** In your prepared remarks and statement, you share your personal background and background on the GPO. As chief executive officer, the Public Printer sets the strategy and vision for the GPO. Could you please lay out your vision for the agency?

**Answer:** If confirmed, ensuring GPO's financial soundness will be my first and immediate priority. I will also make it a priority to ensure the continued adoption of print and information technologies that increase the efficiency of GPO's plant operations, and to grow GPO's print procurement operation as a best price solution for Federal agencies. I believe it is essential to strengthen GPO's position in the secure Federal credentials market.

GPO has a longstanding record of supporting open and transparent Government through its Superintendent of Documents programs, especially the Federal depository library program. To carry out our partnership with depository libraries effectively in the 21st century, it is essential to complete the implementation of FDSys, in order to provide the public with permanent, authentic access to Government information in a digital environment. In addition, if confirmed, I would also want to work with the library community to look at how the Federal depository library program can be transformed into a system that recognizes the unique needs of its member institutions, empowers them to work effectively with the patrons they serve, and relieves them of the burdens of one-size-fits-all requirements, while protecting the overall goal of the program to "keep America informed."

GPO must aggressively engage in workforce assessment and planning to ensure a workforce that meets the demands of a continually changing information environment, and make effective use of training, recruitment, and retention policies to guard against the loss of essential skills and improve the performance of our mission.

Finally, GPO has compiled a record of practicing environmental sustainability that should be continued. GPO's program of preparing for business continuity to support Congress and agencies in an emergency should also be carried on. Additionally, the GAO has recommended the need to fully consider the costs and benefits of a range of building options for the GPO, and if confirmed, I look forward to understanding these recommendations in more detail.

If I am confirmed, my objective will be to carry out these priorities in consultation with all of GPO's stakeholders, including our oversight and appropriations committees, GPO's customers in Congress and Federal agencies, the printing industry, the library and information user communities, employee representatives, and other groups.

**Question:** How will you achieve this vision in an era of fiscal restraint?

**Answer:** In carrying out its mission, GPO has to manage its finances in a way that makes business sense. In an economic downturn, it has to tighten its belt like other organizations. GPO needs to carefully examine its finances and map its budget and projected expenses against key priorities. This process will involve close scrutiny of current spending patterns and re-evaluation of areas that do not present a sustainable business case. It also needs to make prudent acquisitions in technology that provide a demonstrable return on investment so that worker productivity continues to increase. At the same time, GPO should focus on growing its business where there is opportunity, such as security and intelligent documents and print procurement. Just as for any other business operating in a downturn, the emphasis at GPO will be on working smarter and more efficiently while striving to reduce costs.

**Question:** Please explain which of the activities performed by the GPO are inherently governmental? In your view, is there any fundamental reason for government to use the private sector for printing or are there specific areas that should be reserved for government?

**Answer:** GPO produces congressional printing and certain key executive branch regulatory documents at its main plant, where this work is under close control and can be produced in response to quickly changing requirements. GPO also produces passports and secure Federal credentials in-plant, where its government-to-government relationship with the State Department and other agencies provides the secure production environment these products require.

Otherwise, the vast majority of work requisitioned from GPO is procured through GPO's longstanding partnership with thousands of private sector printers nationwide. Approximately 60% of all printing produced by GPO is procured; excluding passports and secure credentials—which have never been considered commercially procurable—approximately 75% of all printing sent to GPO is procured. GPO's relationship with the private sector is essential to its operation, since it does not have the capacity to perform the amount of work that is procured, currently about \$500 million annually. The robust open competition in the procurement program achieves significant savings for the taxpayers, and there are opportunities for expanding this program that should be pursued.

**Question:** In your view, what is the appropriate percentage of agency printing that should be performed by GPO? Will you agree to continue to support a robust private sector printing industry?

**Answer:** For many years, this percentage—excluding passports and security documents—has been 70-75%. I think that the percentage of private sector printing could potentially increase as GPO demonstrates the savings that Federal agencies can achieve in their printing and publishing programs by increasing their use of GPO. GPO historically has had a solid partnership with the private sector printing industry that I whole-heartedly support and will work to enhance, if confirmed.

**Question:** The printing industry, and GPO, has been undergoing a long-term transformation that has resulted in a decrease in size as it has shifted to electronic media. How do you plan to manage GPO through this continuing transformation, and how will you balance this with your life-long focus to protect workers?

**Answer:** While at GPO in the 1970's—and ever since—I worked to achieve agreements with management that both protected and provided opportunities for workers while opening the door to technological change. Through the years, GPO has managed technology transition by providing for training and retraining opportunities, and has preferred to use attrition instead of occupational dislocation measures such as RIF's, which can be costly and unnecessarily disruptive, to make adjustments in its workforce levels. I think this has been a successful strategy at GPO, and if confirmed, I would hope to continue this practice.

**Question:** Since over 80% of GPO's budget is derived from revolving fund activities, what happens if money falls short and GPO cannot meet budget constraints? Are there implications on the workforce?

**Answer:** GPO's revolving fund was devised so that GPO would operate like a business. In carrying out its mission, GPO has to manage its finances in a way that makes business sense. GPO's expert staff is its most important resource. GPO must also be able to generate the income necessary to make essential investments in technology to increase worker productivity.

There are a various steps that GPO can take if necessary to adjust staffing and technology investments in response to changing business conditions. If confirmed, I would want to use strategic planning to predict and manage developments that would impact staffing and technology investment levels. I would also want to pursue opportunities to grow GPO's security and intelligent documents and print procurement programs.

### Questions for the Record from Senator Alexander

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**Question:** As chief executive officer, the Public Printer sets the strategy and vision for the GPO. Could you please lay out your top three or four goals to achieve your vision for the agency?

**Answer:** If confirmed, ensuring GPO's financial soundness will be my first and immediate priority. I will also make it a priority to ensure the continued adoption of print and information technologies that increase the efficiency of GPO's plant operations, and to grow GPO's print procurement operation as a best price solution for Federal agencies. I believe it is essential to strengthen GPO's position in the secure Federal credentials market.

GPO has a longstanding record of supporting open and transparent Government through its Superintendent of Documents programs, especially the Federal depository library program. To carry out our partnership with depository libraries effectively in the 21st century, it is essential to complete the implementation of FDsys, which provides the public with permanent, authentic access to Government information in a digital environment. If confirmed, I would also want to work with the library community to look at how the Federal depository library program can be transformed into a system that recognizes the unique needs of its member institutions, empowers them to work effectively with the patrons they serve, and relieves them of the burdens of one-size-fits-all requirements, while protecting the overall goal of the program to "keep America informed."

GPO must aggressively engage in workforce assessment and planning to ensure a workforce that meets the demands of a continually changing information environment, and make effective use of training, recruitment, and retention policies to guard against the loss of essential skills and improve the performance of our mission.

GPO has compiled a record of practicing environmental sustainability that should be continued. Likewise, GPO's program of preparing for business continuity to support Congress and agencies in an emergency should also be carried on. Additionally, the GAO has recommended the need to fully consider the costs and benefits of a range of building options for the GPO, and if confirmed I look forward to understanding these recommendations in more detail.

If I am confirmed, my objective will be to carry out these priorities in consultation with all of GPO's stakeholders, including our oversight and appropriations committees, GPO's customers in Congress and Federal agencies, the printing industry, the library and information user communities, employee representatives, and other groups.

**Question:** How will you achieve this vision in an era of fiscal restraint?

**Answer:** In carrying out its mission, GPO has to manage its finances in a way that makes business sense. In an economic downturn, it has to tighten its belt like other organizations. GPO needs to carefully examine its finances and map its budget and projected expenses against key priorities. This process will involve close scrutiny of current spending patterns and re-evaluation of areas that do not present a sustainable business case. It also needs to make prudent acquisitions in technology that provide a demonstrable return on investment so that worker productivity continues to increase. At the same time, GPO should focus on growing its business where there is opportunity, such as security and intelligent documents and print procurement. Just as for any other business operating in a downturn, the emphasis at GPO will be on working smarter and more efficiently while striving to reduce costs.

**Question:** Today GPO procures over \$500 million in printing from private sector small printing firms.

- a. Will you require Union Prevailing wages to be paid for all GPO outsourced work?  
How would such a decision impact costs to the taxpayer?
- b. Do you intend to continue support of this level of private sector procurement at GPO?  
Why or why not?

**Answer:** GPO's print procurement authority under the law does not allow the Public Printer to impose or require any kind of wage levels. GPO's print procurement program works extremely well, procuring available press and other production capacity in the private sector on a highly competitive basis, and it does so extremely economically and with great benefit to the taxpayers. I believe union printers can compete in this program if they chose to do so. GPO does not and cannot impose wage levels for private sector printers who participate in this program, and I have no plans, if confirmed, to change a system that works so well.

I fully support GPO's longstanding partnership with the private sector printing industry. In this economic climate I believe there is real potential for expanding GPO's procurement program as a best price solution to Federal agencies seeking savings in their printing and publishing programs.

**Question:** Are there processes at GPO that are outdated and need to be modernized? Are there proactive changes in the workforce and production methods that, if introduced now, could help prevent having to institute a Reduction in Force (RIF) at GPO?

**Answer:** It is my understanding that technology applications in digital printing, print-on-demand, workflow management, security printing, composition system replacement, and related systems are either planned or under evaluation at the GPO. In addition, major technology projects such as GPO's FDsys and its program of replacing legacy computer systems, are underway. My intent, if confirmed, would be to continue these activities and to select technology improvements that meet GPO's business needs, offer a proven return on investment, and ensure the performance of GPO's mission, within the available funding. GPO's incorporation of technology improvements has historically boosted productivity significantly, making occupational dislocations such as RIF's unnecessary.