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

On

The Nomination to Serve As Public Printer

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10:00AM**

301 Russell Senate Office Building

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 castermen, 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.