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**Prepared Statement before
the Subcommittee on Federal
Workforce, Postal Service, and
the District of Columbia**

**Committee on Oversight and
Government Reform
House of Representatives**

*On Workforce Diversity at the
Government Printing Office*

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Mr. Chairman and Members of the Subcommittee, on behalf of Public Printer Robert C. Tapella, thank you for inviting the Government Printing Office to appear before you this afternoon at this hearing on workforce diversity in the legislative branch.

I am Nadine L. Elzy, Director of GPO's Office of Equal Employment Opportunity (EEO). In that capacity, I administer GPO's EEO program, which includes oversight of GPO's Affirmative Employment, Special Emphasis Programs, and Counseling and Complaints Processing.

By both law and tradition, GPO has three essential missions: to provide expert publishing and printing services to all three branches of the Federal Government; to provide, in partnership with Federal depository libraries, permanent public access to the printed and electronic information products of the Government; and to sell copies of authentic printed and electronic documents and other Government information products to the general public. Information on all GPO operations and programs is available via our Web site, at www.gpo.gov.

GPO currently employs about 2,300 staff, more than 75% of whom are represented by 10 unions organized in 15 bargaining units. For FY 2007, GPO had a total budget of \$888 million. Approximately \$120 million of that came from direct appropriations under the Legislative Branch Appropriations Act for Congressional Printing and Binding and for the Superintendent of Documents. The vast majority of our budget derives from selling products and services to agencies of the Federal Government and to the general public.

GPO's EEO office was established as an organization reporting directly to the Public Printer in the early 1970's, at a time when opportunities for minorities at GPO were still very limited, even though they existed in some of the printing crafts. In those early years GPO was the defendant in at least 3 class action lawsuits involving claims of workplace discrimination based on race and gender. By the early 1990's GPO had made adherence to EEO laws, regulations, and policies a core commitment of its managerial performance standards. With minorities today representing approximately 60% of GPO's employees, and women 42%, GPO still has a ways to go in achieving diversity within its management ranks, but it has made notable progress in the last few years, and is poised to make even more.

When I came to GPO in December 1997 as the EEO Director, I must admit that I thought after being there for a few days that I had stepped backward in a time warp. I asked a fellow senior manager if he thought GPO was diverse. His response was "Well, the agency is about 60% Black". I replied by asking "Well in your opinion—is that diversity reflected throughout the agency? Because when I go to senior staff meetings, I am the only female and the only minority". I was not saying I was the only Black senior executive, I meant I was the only minority and female executive.

Since that time, as a result of actively broadening GPO's outreach for talented managers both from within and outside the Federal Government, diversity has improved within GPO's Senior Level Service (SLS) ranks.

In 2002, there was 1 female in the SLS at GPO out of a total of 21, or 5%. Since then, the number has increased, with a maximum of 5 females serving among a total of 27 SLS managers in 2004-05, or 19%. (Because our SLS has numbered under 30 positions, a



change in even one position can make a dramatic difference.) We currently have 3 females within our overall SLS ranks of 26, or 12%. This compares with female representation of approximately 28% in the SES governmentwide as of September 2006, as identified for this Subcommittee by the Government Accounting Office (GAO) in its report, "Human Capital: Diversity in the Federal SES and the Senior Levels of the U.S. Postal Service" (GAO-07-838T, May 10, 2007), p. 1.

There is a similar picture for minorities within GPO's SLS. In 2002 there was 1 minority in the SLS, or 5%. Since then the number has increased. By 2003 there were 3 minorities among 21 SLS managers, or 14%. At the end of 2007 there were 3 minorities among a total of 26 SLS managers, or 12%. By comparison, the GAO report identified minorities as representing 15.9% of all SES managers governmentwide as of September 2006.

There is no question diversity for minorities and women has improved in GPO's SLS in recent years. One means of ensuring ongoing improvement is by placing qualified minorities and females in positions at the grade 13-15 which will prepare them to become GPO's future leaders. In those ranks, diversity has also improved significantly in recent years.

When I arrived at GPO, there were no females at the Grade 15 level. There were 4 Black males, 1 Hispanic male, and 1 Asian male at Grade 15, out of a total of 30, or 20%. By 2002, GPO still had 32 Grade 15 employees, and in those ranks we had 1 female (3%), and 4 Black males and 1 Asian male (16%). By 2007, GPO had a total of 79 Grade 15 employees, including 23 females (29%), and 1 Hispanic, 17 Blacks, 6 Asians, and 1 Native American (32%). These employees are in a position to be promoted to GPO's future SLS.



Diversity among GPO managers and supervisors at the Grade 14 and Grade 13 levels also will help ensure that diversity is part of GPO's management succession planning. Currently, females comprise 36% of the Grade 14 workforce and 48% of the Grade 13 workforce. Minorities make up 29% and 40% of the Grade 14 and Grade 13 workforces, respectively.

GPO ensures that all SLS managers know the agency's perspective on EEO principles in the workplace. In FY 2007 every SLS manager was required to participate in EEO training as a core component of their annual performance plans.

Among other efforts we have made to improve our diversity, we have expanded our college outreach efforts to include other than predominantly white college campuses. We have visited Morehouse, Spelman, Clark Atlanta University, Florida A&M, and Prairieview A&M, all of which are Historically Black Colleges. We have included recruitment and outreach visits to the University of Texas/ El Paso, New Mexico State, the University of New Mexico, the University of Miami, and California State/Los Angeles, all of which are Hispanic Serving Institutions. We have recruited at the University of California, Berkeley, which is ranked first among public universities nationwide and which has a very diverse population.

In an effort to ensure that GPO is representative of America's diversity, we have also hired students from the National Training Institute for the Deaf at the Rochester Institute of Technology. Currently, GPO has one of the largest percentages of employees with disabilities and those with targeted disabilities in the Federal Government (1.74% of total GPO employment, according to the annual report of the EEOC).

Regarding allegations of discrimination, when I arrived at GPO a decade ago the EEO office had allegations of discrimination that employees had filed 3 years before which had not been reviewed for acceptance or dismissal. By 2007, the average number of days for an investigation was 151, a reduction of approximately 85%.

Again, we who are involved with EEO at GPO, and most especially Public Printer Tapella, clearly recognize that attaining diversity in GPO's management ranks has a ways to go, and we are firmly committed to this goal. As a result, I no longer feel as though I have walked backwards into a time warp. Today, I feel as though I am a part of an agency that is moving forward with great speed in the right direction. It is an organization that wants to utilize the skills and abilities of all of its employees to move us forward in the 21st century.

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

