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Description of document: **U.S. Government Printing Office (GPO) unpublished historical article covering the tenure of Danford Sawyer as GPO Public Printer, 1986(?)**

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October 1, 2009

This is in response to your Freedom of Information Act (FOIA)/public records request, dated September 14, 2009, for a copy of an unpublished article regarding GPO history.

The provisions of FOIA are included within the Administrative Procedure Act, 5 U.S.C. §§ 551-559. While both acts are applicable to Federal agencies of the United States, in defining “agency,” Congress specifically excluded the legislative and judicial branches. The GPO, which is an office of the *legislative* branch of the Federal Government, is therefore not subject to the provisions of FOIA.

Although GPO is not legally required to provide the information you requested, as a courtesy to you, I made inquiries about the availability of that product. Enclosed please find the draft version of one of a series of articles commemorating GPO’s 125th Anniversary. The enclosed draft covers the tenure of Danford Sawyer as GPO Public Printer. Please note that the document was not finalized or released for publication, therefore, GPO does not endorse the content of the article. I hope that this information is of assistance to you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Latonya D. Hayes', written over a large, stylized flourish.

LATONYA D. HAYES
Assistant General Counsel

Enclosure

A Time of Turmoil

This is the eleventh in a series of articles commemorating GPO's 125th Anniversary and prepared by Historian/Curator Daniel R. MacGilvray.

Every 4 years many Americans want to see a change in the political leadership of the United States. In 1980 a major change took place with the election of President Ronald Wilson Reagan. During the new President's sixth month in office, on June 15, 1981, he nominated a 41-year-old businessman, Danford Lucien Sawyer, Jr., a New York native living in Florida, to be Public Printer of the United States.

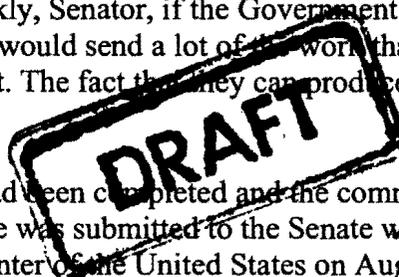
As the Constitution provides, the American Government is a political system with many checks and balances. One of these is the United States Senate's Committee on Rules and Administration, which had a notice of the nomination on the day that it was made. The very next day, Mr. Sawyer provided the committee with a completed questionnaire. The committee also received a letter that day from him in response to an inquiry made by the Chairman of the Joint Committee on Printing, Representative Augustus F. Hawkins. The following month, on July 7, committee staff mailed announcements to over 50 persons, groups, organizations, and newspapers, of a hearing scheduled for July 13. This information appeared on July 8 in the Congressional Record. Promptly at 10:02 a.m. on July 13, committee members Senators Charles McC. Mathias, Jr., Wendell H. Ford, Claiborne Pell, and eight committee staff members met with the nominee in Room 301 of the Russell Senate Office Building.

Danford L. Sawyer, Jr. came from a blue-collar family, his father being a union carpenter. Educated in New York public schools, Sawyer managed to attend 3 years of college at the University of the South, and took some continuing education courses in Florida. He did not happen to be a veteran and had never worked for Government. However, he had held jobs as cost accountant, advertising manager, display advertiser, and commercial manager. Later, he founded an advertising company, which published area guides, and helped found a savings and loan company. He was very active in Republican politics and with the Young Americans for Freedom. He stated that his advertising and publishing experience provided him some insight into the work of the United States Government Printing Office.

Representative Hawkins asked in his letter that Mr. Sawyer comment on five key issues. He did, and about the relationship with the Joint Committee on Printing he said: "On the basis of my first meetings, I am impressed with the various members of the joint Committee, and I see no reason why the relationship will not be a smooth and ongoing one." With regard to the Affirmative Action program he stated: "I believe firmly in the principle of equal pay for equal work. I believe firmly that the last vestiges of discrimination need to be rooted out in all areas of the Government Printing Office." As to labor management relations he said: "One of my first actions, when I arrived at the Government Printing Office, was to meet with the representatives of the various labor unions. I have already clearly and unequivocally promised them that I will adhere to all existing agreements, and that I will negotiate in good faith with them over wages and other benefits. I see no work-related activity that I will not be willing to negotiate with the unions over. To date, my dealings with labor union representatives have been most cordial and I see no reason why that situation will not continue." On the subject of production versus

distribution activities he noted: "I am aware that the former Public Printer has testified that in his opinion the Superintendent of Documents operation can and should be divorced from the Government Printing Office. I do not share his view. I see the Government Printing Office as a major component in the information and communication industry in the United States." Lastly, on the much-discussed role of the Deputy Public Printer he said: "I think that the Deputy Public Printer should act in the capacity as the vice president of the Government Printing Office and should be an individual who is capable of taking over the full reins of authority should that become necessary."

Senator Ford wondered if the nominee had observed anything noteworthy at the Government Printing Office. Mr. Sawyer responded: "Oh, yes. I think the quality of the operation is excellent. I spent last Thursday evening, until 3 o'clock in the morning, staying in the plant and dealing with the night shift, to watch them handle the Congressional Record and the Federal Register, and as I remember correctly, 1,661 folios in addition to that they were producing that night. Frankly, I stand in awe of their ability to produce. The Congressional Record itself in one evening is a feat, but to also produce the Register and the extraordinary number of bills and reports and what have you that are also produced is quite a feat... The work produced is on a time schedule that is almost miraculous. Quite frankly, Senator, if the Government Printing Office were a private facility and I were heading it, I would send a lot of the work that is delivered to us down the road, I wouldn't even attempt to do it. The fact that they can produce the work that they do in the timespan is close to miraculous."



By 11:05 a.m. the screening of the nominee had been completed and the committee members adjourned. On their recommendation, his name was submitted to the Senate which confirmed him on July 31. He was sworn in as Public Printer of the United States on August 5 by GPO's Chief of Personnel's Records Section, Stanley M. Stascavage, in a short ceremony in the Public Printer's Office.

What of positive worth occurred during the period August 5, 1981, to January 27, 1984? There was a wider and tastier variety of food in the cafeteria. The lives of many young people were positively influenced by GPO employees through the Adopt-a-School Program. A marketing program was launched. The conversion of the Congressional Record from hot metal to photocomposition took place. A history program was begun. The GPO Veterans Memorial was renewed by our employees. These things are still with us.

The GPO cafeteria has had its ups and downs. During 1981 it was in need of special attention. The Public Printer told a reporter for the Washington Star: "The cafeteria is poorly painted, dingy and dirty. The food itself? That's judgmental. But it doesn't taste good. I want to make it conducive to bon appetit." Acting on his observation, the Public Printer appointed a Cafeteria Task Group headed by Christopher Kefalas, then Acting General Manager, and representatives from the Office of Legislative and Public Affairs, General Services, Engineering, and the Cafeteria, Recreation, and Welfare Association. Soon a salad bar and soup pots were in evidence, along with new ice creams and GPO baked pies.

The roots of the Adopt-a-School Program were to be found in the District of Columbia. A group of World War II veterans at Howard University, calling themselves "the Prometheans,"

determined to improve opportunities for young people and got the program moving. Our own Equal Employment Opportunity Affirmative Programs Division encouraged GPO to participate. On November 20, 1980, representatives from the Government Printing Office met for the first time with students from nearby Dunbar Senior High School. Acting Public Printer Samuel L. Saylor told them: "There is so much talent to make our city better. This town has a potential that won't stop, and this potential is sitting right in front of me now." Eleven GPO employees were introduced as resource persons who would serve as role models for the students. In the months to follow, small groups of Dunbar students visited areas of GPO where their career interests could be found and studied on-the-job activities. The bond developed between employees of the Government Printing Office and Dunbar students has been positive and long-lasting.

Although marketing efforts had been made at GPO from time to time, they were usually done by employees in addition to other assigned tasks. This amazed the new Public Printer who told a reporter: "Would you believe an organization that sells nearly 50 million publications yearly has never before had a marketing director?" As 1981 drew to a close, the Government Printing Office's first Marketing Director, Donald E. Fossedal, was named. He soon assembled a staff that produced a modern illustrated catalog, U.S. Government Books, and secured public service announcements on radio and television, as well as public service advertisements in major magazines.

Early in 1982, another giant step was taken in the ongoing conversion from hot metal to photocomposition. On January 25, 1982, a congressional Record of 144 pages was produced for the first time using electronic text processing and phototypesetting systems. This was a carefully planned joint effort of the Electronic Photocomposition and the Graphic Systems Development Divisions. Noting this latest development, the Chairman of the Joint Committee on Printing, Senator Charles McC. Mathias Jr., commented: "Electronic photocomposition offers many advantages over the traditional metal-type methods. Before the advent of electronic text processing, 19 to 20 thousand galleys of lead type pages representing several sessions of Congress had to be stored at GPO in preparation for printing the permanent Record. Whole floors at the GPO were literally filled with the galleys of lead type. Now all of that updating is done at a video display terminal."

Another notable event occurred in the area of labor management relations. At nominee Sawyer's hearing, Senator Mathias had asked: "No. 5, the Council of Unions has been trying to negotiate for 2 years a master agreement covering all the unions representing the workers at the GPO without success. Will you try to reach agreement with the Council as quickly as possible?" Mr. Sawyer's answer was a decisive "Yes." True to his word, and after 63 hard bargaining sessions, on February 9, 1983, Public Printer Sawyer, with representatives of management and labor, signed the very first Master Labor Agreement in the history of the Government Printing Office. Commenting on this landmark the Public Printer observed: "This can truly be considered a milestone. At no time in the history of the GPO has there been an agreement which covers the majority of all bargaining unit employees and extends uniform working conditions to all."

In 1983, a long-felt need was at last addressed with the naming of the Government Printing Office's first Historian, James T. Cameron. The significance of this was not lost on Public Printer Sawyer, who observed: "An absence of institutional self-knowledge robs all employees of GPO's

tradition of service to the Nation and deprives the American public of its rightful access to information.”

Perhaps the most memorable occasion of the years 1981-84 was a Memorial Day ceremony held on the first floor landing of Building No. 1, at the area referred to as the “GPO Veterans Memorial.” Gathered there on the Friday preceding the holiday were representatives of GPO management, the Joint Council of Unions, veterans groups, the Veterans Administration, and the U.S. Congress. The newly refurbished Veterans' Service Tablets put up in 1926 were viewed. These had originally been paid for by contributions from GPO employees. The two tablets listed 338 names of participants in World War I, ten of whom had given their lives. One of these employees, Corporal Charles A.R. Jacobs, had his flag-draped coffin rest on the landing on the evening before his burial in Arlington National Cemetery. A great feeling of compassion was felt by participants in the ceremony. There followed a pledge by management, unions, veterans groups, and individual workers, to see to it that additional tablets be made to memorialize veterans of World War II, the Korean conflict, and the Vietnam era. With great dedication, skilled craftsmen of GPO designed, fabricated, and installed photopolymer plates in harmony with those of World War I. That fall, on November 9, 1983, they looked upon their handiwork and paused to pay tribute to all GPO veterans on Veterans Day.



In any dynamic, evolving institution or agency, there will be some mistakes made; and, occasionally, personalities will clash. Yet, if there is a large measure of understanding among all concerned and a genuine effort to do what is right, the institution or agency will display far more harmony and cooperation than dissonance and confrontation. Unfortunately, despite the positive accomplishments just mentioned, the years 1981-84 were for the Government Printing Office and its employees a time of turmoil. Central to this were the courses of action chosen by the new Public Printer, his personal style in implementing them, and the reactions they provoked. Not since the 1905-08 tenure of Public Printer Charles A. Stillings, who was a key figure in President Theodore Roosevelt's great spelling reform controversy, has so much national press attention been focused on the activities of the U.S. Government Printing Office.

The Public Printer's first major shockwave came from his notification of the Joint Committee on Printing that he intended to close 23 of the 27 GPO Bookstores and RIF 80 employees. There were headlines all over the Nation, but especially in the cities with GPO Bookstores. The Post Journal (Jamestown, NY) on November 24, 1981, ran: “BOOKSTORE CLOSING IDEA ENCOUNTERS RESISTANCE.” It reported the Public Printer had said that “\$1.2 million a year can be saved by closing the bookstores.” It also noted: “But resistance is coming from libraries, scholars--and the 80 people employed in the stores.”

The grassroots were producing opposition. In Colorado, the Pueblo Chieftain headlined on January 26, 1982: “KOGOVSEK TO PLUG FOR BOOKSTORE.” It went on to say: “U.S. Representative Ray Kogovsek, D.Colo., will play his hole card next week when he tries to save Pueblo's Government Bookstore and 19 other stores across the Nation. Following a visit to Pueblo Monday by Danford Sawyer, U.S. Public Printer, Kogovsek said he will fight to keep the bookstores open before the Congressional Joint Committee on Printing. Kogovsek said he has distributed a letter among the 45 to 50 Congressmen with bookstores in their districts asking their support. He will present it to the Joint Committee on Printing next Monday. Committee

Chairman Senator Charles Mathias, R-Md., who supports Kogovsek's stand, has noted that Congress authorized the opening of the bookstores and would have to authorize their closing.”

In his quest to economize, the Public Printer had stirred up a hornet's nest. Most of the GPO Bookstores have active constituencies who are very literate. Typical of 1981-84 was the bookstore in Atlanta, GA, which was heavily patronized by local business people and librarians. Area libraries regularly placed orders with it which were immediately filled from stock, with any unfilled requests sent on to Washington. When these librarians perceived what they considered to be a threat to the speedy free flow of information they began writing letters to their Senators, Representatives, and key committee people. They urged their colleagues across the country to do likewise. The network of Federal Depository Librarians already in direct touch with GPO through the Depository Library Council to the Public Printer played a significant role in this effort.

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By the time that the Joint Committee on Printing met on February 9, 1982, letters and telegrams were piled high, and Senators and Representatives from States with bookstores were phoning and speaking to committee members. The outcome was reflected in the February 11, 1982, headline of the Birmingham Post Herald: "GOVERNMENT BOOKSTORES GET BUDGET AX REPRIEVE." The newspaper went on to report: "The Joint Committee on Printing voted 7-3 Tuesday to keep the stores open, at least until Congressional auditors can study their finances. The final decision will rest with the Committee, which Congress has authorized to oversee the stores. Members of the Joint Committee said they weren't convinced the stores were operating at a loss. They directed the Government Accounting Office to analyze the stores' bookkeeping procedures to see if they are really losing money and if they can be run more profitably. Wayne Braswell, manager of the Birmingham store on Parkway East, said he feels good about the way citizens responded to rumors the bookstore was going to close. 'If they hadn't contacted Congressmen, we wouldn't be here.'"

The Public Printer's second major shockwave arrived on March 25, 1982, in the form of an official GPO news release headed: "PUBLIC PRINTER ANNOUNCES FURLOUGH PLAN AT U.S. GOVERNMENT PRINTING OFFICE." Highlights from the release were the following: "Starting in about 45 days' time, approximately 50 percent of all Government Printing Office employees will be furloughed one day every other week for six months... We have decided to take this move because of a decreasing volume and heavy losses of approximately \$5 million in printing and binding during the first five months of fiscal year 1982... We will request the Congress to authorize the hiring of an independent, private contractor on a bid basis to prepare a study of GPO's workload and staffing levels and to make specific recommendations vis-a-vis contracting out versus in-plant production and to make, concurrently, recommendations as to staffing levels for the next decade... The Public Printer of the United States, Danford L. Sawyer, Jr., has made the decision to donate 5 percent of his salary back to the U.S. Treasury during the furlough period."

Quite naturally, the prospect of lost pay in a geographical area with one of the highest living costs in the United States did not sit well with most Government Printing Office employees. In their behalf, the Joint Council of Unions pointed out to the Public Printer that wages, hours, and working conditions were negotiable, and that furloughs meant the loss of wages and hours of

work. The Council reminded the Public Printer of his words before the Joint Committee on Printing: "I see no work-related activity that I will not be willing to negotiate with the unions over." Public Printer Sawyer responded that his latest decision was "non-negotiable." He cited an opinion of May 5, 1982, from the GPO General Counsel: "The Public Printer has the unilateral authority to institute a furlough at the Government Printing Office (GPO), and his decision to furlough is not subject to approval by the Joint Committee on Printing (JCP) and not negotiable with any union."

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Thus, another hornet's nest was stirred. It just so happened that back in 1860 the House and Senate had passed resolutions which created and provided oversight for the United States Government Printing Office. Ever since the Office first opened its doors on March 4, 1861, Congress watched over it, even providing from its own staff two Public Printers, George H. Carter and James L Harrison. Many on the Joint Committee on Printing saw Mr. Sawyer's initiative as a direct challenge to their authority. The committee's response was swift. On May 11, 1982, with a vote of 7 to 1, the committee adopted a resolution which was delivered to the Public Printer. It stated: "That prior approval of the Joint Committee on Printing is necessary for alterations to, or relocation of, facilities, for changes in the structure of the work-force, for implementation of new technology and services, and for all decisions that affect the scope and character of the Federal printing program." It also made the point: "That no furloughs, reductions in force, or other adverse personnel actions shall be imposed upon GPO employees as ad hoc solutions to immediate problems until a study of the long-range printing needs of the Federal Government has been conducted by GPO/JCP and evaluated by the JCP to determine the future technological and personnel requirements of GPO."

The response of the Public Printer was equally swift. On May 24, 1982, he told the press: "Considering the sweeping language of the resolution and its apparent conflict with controlling statutes, I have turned the document over to my general counsel for a formal opinion. Pending the receipt of that opinion, we are proceeding with the furlough to commence June 1." As the fateful day approached, however, a May 26, 1982, GPO news release announced: "PUBLIC PRINTER DEFERS GPO'S FIRST FURLOUGH DATE." The Public Printer was quoted as saying: "The change in the furlough date is necessary because the current volume of Congressional work is unusually heavy." Meanwhile, the Joint Council of Unions had begun raising funds for a legal challenge. By means of five bull roasts and a raffle, thousands of small contributions from union and nonunion employees, representing both labor and management, provided the needed money. Ten unions belonging to the Council requested a hearing before the U.S. District Court for the District of Columbia. On July 2, 1982, U.S. District Court Judge Oliver Gasch handed down his opinion. The results were reported as far away as Pendleton, OR, in the East Oregonian for July 3, 1982, under the headline: "JUDGE BLOCKS FEDERAL PRINTING OFFICE PLAN TO FURLOUGH 5,600 WORKERS." The story went on to say: "A Federal Judge on Friday blocked a plan to furlough the entire 5,600-member workforce of the Government Printing Office for six work days later this year. U.S. District Judge Oliver Gasch said the agency is under the control of Congress and a Congressional committee was within its power in forbidding the furloughs pending a study of the agency."

Although the Public Printer immediately complied with Judge Gasch's ruling, it was not acceptable to him. With help from the Justice Department, he had entered before the United

States Court of Appeals for the District of Columbia Circuit an "Appeal from the United States District Court for the District of Columbia an "Appeal from the United States District Court for the District of Columbia." At about the same time, on August: 4, 1982, he belatedly sent a request to the Joint Committee on Printing. In it, he told Chairman Charles McC. Mathias, Jr.: "I recall a member of your staff indicating that, if the Public Printer had gone to the Joint Committee on Printing and requested approval for a furlough, the request probably would have been approved. This appears to indicate a willingness to carefully consider the reasons behind my request for a furlough; and my purpose in writing is to bring to your attention the fact that this need still exists." However, no approval came from the Joint Committee on Printing.

On February 4, 1983, three circuit court judges ruled: "This court is in agreement with the result reached by the District Court in this case." One of the judges, Patricia Wald, elaborated: "In sum, the GPO's purpose, performance, history, and ongoing relationship with Congress do not suggest that the Joint Committee on Printing encroached on another branch and thereby offended the constitutional separation of powers when it ordered the printer to halt his furlough plans. I do not think that the GPO by nature a legislation support unit, vital to the flow of information within Congress and from Congress to the nation, can be metamorphosed into an executive agency by according GPO employees civil service protections applicable to, and run by executive branch personnel."

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The Public Printer's third major shock wave was reported in the Washington Post for April 21, 1982, under the heading: "ANYONE FOR A PAY CUT?" The report read: "Government Printing Office began contract talks yesterday with unions representing more than half of its 6,200 workers. Management has proposed that the unions take a 22 percent pay cut... When asked what he thought of management's offer, George Lord, Chairman of the Joint Council of Unions, said 'We laughed all the way back to the office! The unions will make a counter-offer tomorrow. It will not include a pay cut!'" A follow-up report in the Washington Post for May 25, 1982, revealed the feelings of the rank-and-file: "Union workers at GPO have overwhelmingly rejected (the vote was 2,111 to 7) a management proposal that they take a 22 percent pay cut over the next three years. The 3,000 plus workers represented by the Joint Union Bargaining Committee have asked for a 20 percent raise over the next two years."

Eventually, a way out of this impasse was sought by the Joint Committee on Printing which appointed a fact-finder, Frederick U. Reel of Washington, DC, to prepare a recommendation for a wage settlement with craft and printing plant workers at the Government Printing Office. On September 18, 1982, the AFL-CIO News ran the headline: "FACT-FINDER REBUFFS BID TO SLASH WAGES AT GPO." The account went on to say: "A federal fact-finder has recommended that Congress reject attempts by the Reagan Administration to slash the pay of Government Printing Office craft employees by bringing them under the federal wage system and abolishing their collective bargaining rights."

The arbitrator had gone on to recommend that the Public Printer's request to cut differential pay for evening and night shift workers also be rejected. He suggested a wage settlement and made a profound observation: "The long and short of it is that the GPO is not remotely comparable to any other federal printing facility. As long as the GPO has as its primary task the printing and publishing of the daily Congressional Record, the Federal Register, and other such rush printing

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as it must undertake for Congress, any attempt to equate its operations or its wage structure with that of other existing federal printing facilities must be viewed as either ill-informed or unconcerned with the quality of GPO work and with its capacity to continue to furnish the service Congress has heretofore required of it."

Shortly thereafter, on September 27, 1982, a Washington Post headline announced the decision of the Joint Committee on Printing: "GPO WORKERS TO GET RETROACTIVE RAISE." The story went on to say: "Although Congress put a 4 percent limit on federal pay raises this year, the committee that controls the Government Printing Office has ordered a 3 percent retroactive raise for 2,700 GPO craft union workers, with the prospect of an additional 2 percent just before Christmas... GPO chief Danford L. Sawyer, Jr. has argued, unsuccessfully, that a lot of GPO's work could be done better, cheaper, on the outside... The committee, clearly, did not agree, and it has told GPO to crank out those retroactive paychecks as soon as possible."

The three major shockwaves initiated by the Public Printer galvanized into action the majority of GPO employees. At any time, a high proportion of employees are actively involved with charitable, volunteer, civic, and church-related undertakings. They are the good citizens of Maryland, Virginia, and the District of Columbia. Their communities value them. About two-thirds are also members of trade unions in the Government Printing Office. As citizens concerned with the future of GPO, many chose to write or personally contact their Senators and Representatives on Capitol Hill. Many also chose to make their opinions known to the members of the Joint Committee on Printing.

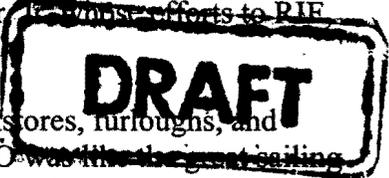
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In a dramatic display of concern they gathered at the nearby athletic field of Gonzaga High School on June 28, 1982. A Washington Post headline summed up the event: "4,000 GPO EMPLOYEES MARCH ON CAPITOL HILL." The Washington Afro-American for July 3, 1982 reported: "More than 4,000 workers rallied on the west steps of the Capitol building after an early morning 'Truth March,' and a combative Sawyer faced the DC delegate, Congressman Walter Fauntroy, in a public hearing to determine the impact on the District of Sawyer's proposed changes at GPO. The marchers left Gonzaga High School's playing field at 19 Eye St. NW., and continued down North Capitol Street past the Government Printing Office to the Capitol. Though many had worked the previous night, their spirits were strong as they sang union songs and shouted slogans demanding that Sawyer 'tell the truth' at the hearing."

In the Longworth House Office Building, the gulf between Public Printer and employees was brought out by Representative Michael Barnes: "When questioned by Rep. Barnes, Sawyer admitted that he had written an article in the Washington Post derogatory in tone toward GPO employees. In the article, Sawyer called the GPO employees 'pigs' and argued that they are fighting his proposed furloughs because they won't be able to 'go to the Pizza Hut'." With typical GPO humor in the face of adversity, one creative employee soon responded by producing "his" and "her" campaign buttons depicting a cheery overall-clad GPO pig with pizza in front of Pizza Hut under the slogan, "Squeal Like a Pig." Employees wore them proudly during the Public Printer's remaining tenure.

Sometime after this tumult, GPO employees were surprised the day following Christmas to see a news item in the Washington Post for December 26, 1983. The headline read: "PRINTER IS REPORTED GSA CHOICE." The piece went on to say: "Public Printer Danford L. Sawyer, Jr., who is believed to be the White House's choice to succeed departing General Services Administration chief Gerald P. Carmen next year, has told the White House that he wants his deputy, William J. Barrett, to succeed him, according to a senior staff associate." The follow-up came on January 25, 1984, when the Washington Times ran the headline: "GSA NOMINEE

RESIGNS OVER INFIGHTING DELAY.” The article reported: “Citing frustration with White House paperwork delays, Danford L. Sawyer, Jr. announced yesterday he has resigned as head of the Government Printing Office and turned down an offer from President Reagan to take over as chief of the General Services Administration.” The following Sunday, January 29, 1984, the former Public Printer explained on a radio talk show why he had left: “I’m human. I had reached the stage of the game where the stress that both I and my wife were under was frankly a little bit more than we could bear... I spent three years in an extremely tough administrative position... we were working for a salary that is less than I made in the private sector, and I’ve still got two kids in college.” So closed the GPO career of Danford Lucien Sawyer. ~~His~~ ^{His} efforts to RIF furlough, and cut the pay of employees will be long remembered.



Unfortunately, the struggles over the Public Printer's policies on bookstores, furloughs, and paycuts, left a divisive legacy at the Government Printing Office. GPO was like the great sailing ship Flying Cloud whose new captain ordered it into a storm and reef-ridden waters. Quickly, the captain lost the confidence of the crew who discussed mutiny while manning sails and pumping bilge for survival's sake. The rough seas dampened the traditional pride of work well done. Diminished also was the sense of awe for the great ship GPO which had sailed through the perilous voyages of World War I and II, Korea and Vietnam. Even the board of directors, the Joint Committee on Printing, displayed apprehension about where the captain was taking the ship. When, at last, the captain lowered a lifeboat and rowed off, everyone heaved a sigh of relief. But his legacy remained and the future seemed threatening. Many of the crew felt the storm-battered vessel, with broken spars and barnacle encrusted, would never sail proudly again. All felt a good captain was sorely needed, one who loved sea and sail, possessing vision, determination, and compassion; one who could help the crew make the great ship seaworthy again; and who would provide a time for healing, renewal, and renaissance.