

Prepared Statement of
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Mr. Chairman, Madam Ranking Member, and distinguished members of the Homeland Security Committee, I am honored to come before you as President Obama's nominee for the Administrator of the General Services Administration.

I am delighted to be joined this morning by my husband, Steve Johnson, who supplies me with unending trust and encouragement. I also want to acknowledge many dear friends, fellow church members, and former colleagues who are here with me today. I am a fortunate woman.

I am deeply thrilled to be considered for the position of Administrator of the General Services Administration. "Thrilled" is actually a code word of sorts for me and for the Agency. To begin, it would be thrilling to return to GSA where I served as Chief of Staff in the 1990's. The agency is a special place and offers a fascinating range of challenges. Where else do the executive, judicial, and legislative branches converge but in the complex task of designing, funding and constructing courthouses? Where else is one expected to champion historic preservation on the one hand and edge innovative technologies on the other?

But, thrilling is not just about the importance, breadth, and intellectual challenge of GSA. It is also the concept that we used during the Clinton Administration when we spoke of our work with customers. GSA's goals were more than efficiency and timely invoices. We were not just about customer satisfaction, which is in many ways a baseline idea. GSA was aiming for a full circle of service which included three things which are classic parlance in industry. They are operational efficiency, customer intimacy, and innovative solutions. With all three in our sites, we could aim to thrill – not just satisfy – a customer.

And why would that be important? Isn't good enough for the government worker good enough?

No. Absolutely not. President Obama is challenging us to be an effective government, one that invites talent, performance, collaboration, energy, and innovation. One does not support such a workforce simply by "satisfying". I believe GSA must reach deep to be the true service agency that will further the President's agenda. I am seeking the opportunity to lead the people of GSA and shape its culture and performance to that end.

GSA, however, is not just about its government clients. Its circle is bigger than that and therein lies a powerful strategic opportunity for GSA. If you will allow me a metaphor, I see GSA as the concierge for the government. It is through our federal building lobbies that civil servants and citizens enter the places of government activity. It is through the

electronic portals that civil servants and citizens can reach information about the government. And it is through the contract vehicles and procurement schedules that industry can offer its services and products to the government. GSA is the concierge, introducing, shaping, structuring, and facilitating ways for government to interact with itself, with citizens, and with industry.

If confirmed I hope to be a steadfast and creative leader of this tremendous organization, deepening GSA's impact, confidence, and reputation.