

**STATEMENT OF CHRISTOPHER P. LU  
NOMINEE TO BE DEPUTY SECRETARY, DEPARTMENT OF LABOR  
SENATE COMMITTEE ON HEALTH, EDUCATION, LABOR AND PENSIONS  
FEBRUARY 11, 2014**

Chairman Harkin, Senator Alexander, and distinguished members of the Committee, I am honored to appear before you today as President Obama's nominee to serve as the Deputy Secretary of the Department of Labor.

I am pleased to be joined by my wife, Katie Thomson, the Acting General Counsel at the Department of Transportation. My mother Eileen and my brother Curtis are also here. My father, C.Y. Lu, passed away more than 20 years ago, but he is here in spirit, and there's not a day that I don't think about the sacrifices he made for me.

Today marks a milestone in my family's journey. That journey began over half a century ago in China, where both of my parents were born, and in Taiwan, where they attended grade school. In the mid-1950s, my father was fortunate to receive a scholarship to study at a small Methodist college in Tennessee. My mother immigrated to this country a few years later to attend a Baptist college in Georgia, where she was the first Asian student at the school. They both earned their college degrees and became U.S. citizens. Because of the opportunities that America provided, my parents built careers, bought a home, sent their sons to college and law school, and then saved for their retirement.

My parents' story is not unique. They are some of the millions whose experiences exemplify the American Dream. It is the same dream that has lifted up generations of Americans and has drawn people from around the world to our shores. Everyone who has lived this dream is proof that in a country founded on the ideal of opportunity for all, where you start out should not determine where you end up. Indeed, fifty years after my parents first came to this country, I had the privilege of walking through the White House gates each morning to serve my fellow citizens.

So it is with great humility that I come before you today, with a special connection to the important challenge facing our nation – how do we protect and expand the opportunity that my parents enjoyed for future generations of Americans.

A thriving and expanding middle class is the foundation for sustained economic growth and shared prosperity. That's why President Obama is committed to building more ladders into the middle class and ensuring that everyone who works hard and plays by the rules has a chance to climb those ladders.

If, as the President says, "the best measure of opportunity is access to a good job," then the Department of Labor is really the Department of Opportunity. The Department trains Americans for the careers of the 21<sup>st</sup> century. And the Department continues to protect workers' opportunity once they enter the workplace – ensuring that they are paid wages they have earned, that their safety and health are not compromised, and that their pensions are secure for retirement. A

strong, well-managed Labor Department is important not only for working families, but also for our country's long-term prosperity.

If confirmed as Deputy Secretary of Labor, I would be privileged to join an organization that has flourished under the dynamic leadership of Secretaries Solis and Perez. The Department's success is also a testament to the dedication of its 17,000 employees, who fight every day for America's working families.

I have a special appreciation for the employees at the Labor Department – and throughout the government – because I come from a long line of civil servants. My father was an engineer with the Defense Department. Three of my aunts and uncles worked for the federal government, including one aunt who spent 34 years at the Bureau of Labor Statistics. As for me, my very first job was as a GS-2 clerk/typist at a federal laboratory.

The role of the Deputy Secretary is to be the Chief Operating Officer, and if confirmed, I will be working under the Secretary's direction to manage the day-to-day operations at the Department. I will look to build on the legacy of former Deputy Secretary Seth Harris, who did remarkable work to promote data-driven decision-making and a robust performance management system.

In a recent GAO survey of federal managers, the Labor Department ranked highest among all agencies in using data, evidence, and performance management to guide decision-making. By rigorously measuring and analyzing performance, the Department can demonstrate that it is doing a better job today than it did several years ago.

Understanding what programs work – and what programs do not work – is critical in a fiscal climate in which the Department has been called upon to do more with less. If I have the privilege of being confirmed for this job, I will continue to expand these evidence-based management practices to ensure that the Department aligns its resources to its strategic priorities. These management practices will allow the Department to deliver services that are most impactful to its customers – the American people – and just as importantly, demonstrate that it is being a good steward of taxpayer dollars.

If I am confirmed for this job, I will draw upon the management experience I have gained during my 17 years working in the federal government. From my time on Capitol Hill, I understand the importance of federal agencies being responsive to the concerns of Congress. I also understand the need to find common ground on difficult issues by engaging a wide range of stakeholders. When I served as the Legislative Director for then-Senator Obama, we worked in a bipartisan manner with Senator Lugar to pass non-proliferation legislation and with Senator Coburn to foster transparency and accountability in federal spending.

As the Executive Director of the 2008 Presidential transition planning effort, I helped manage an organization with 1,000 employees and volunteers that had 77 days to prepare for a turnover of the federal government. I am proud that outside observers have called the 2008 Presidential transition one of the best-managed transitions in history.

As the White House Cabinet Secretary, I was a member of the President's Management Council, which challenged federal agencies to deliver services more efficiently and effectively, and rethink how they did business. During the first term, we worked to identify and eliminate wasteful spending; expand cross-agency collaboration by breaking down silos; make agencies more responsive to customers; leverage public-private partnerships to solve problems; and promote open government. In the coming years, all of these efforts will be important as the Department of Labor tackles one of the most critical issues facing our country – how do we better train American workers for the careers of the 21<sup>st</sup> Century.

Ultimately, sound management alone means little unless it is informed by sound values. If I am fortunate to be confirmed for this position, I will be guided by the ideals of hard work, responsibility, integrity, and fairness that my parents instilled in me. From an early age, I was taught that if you have the good fortune of reaching the top of the ladder of success, you have an obligation to those still climbing.

As President Obama said recently, “[E]ach generation has to work hard to make sure that dream of opportunity stays alive for the next generation.” My parents were able to come to the United States because two small colleges in the South invested in them. I am here today because my parents invested in me. If I have the privilege of serving as the Deputy Secretary of Labor, I will work to ensure that the opportunities I had – and that my parents had – continue to exist for anyone willing to reach for them.

I look forward to working with the members of this Committee and others in Congress to further this important mission. Thank you again for allowing me to appear today.