

FEDERAL MEDIATION AND CONCILIATION SERVICE

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Police Labor Relations:

The Challenge

An Address

by

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I AM HONORED THAT YOU HAVE ASKED ME TO DELIVER THE KEYNOTE ADDRESS.

THIS NATIONAL SYMPOSIUM ON POLICE LABOR RELATIONS IS IMPORTANT, NOT ONLY TO ALL OF US HERE TODAY, BUT TO CITIZENS EVERYWHERE WHO DEPEND ON THEIR POLICE TO PROTECT THEM AND TO ENSURE ORDER IN THEIR COMMUNITIES.

IT IS A FAR-SIGHTED SYMPOSIUM. THE PROBLEMS OF POLICE LABOR RELATIONS ARE ONLY BEGINNING TO EMERGE. BY EXPLORING TODAY WHAT WILL BE HAPPENING TOMORROW, WE ARE PREPARING FOR THE FUTURE.

I HAVE HEARD IT SAID THAT THE ONLY THING WE LEARN FROM HISTORY IS THAT WE NEVER LEARN FROM HISTORY.

I DON'T AGREE! EXPERIENCE--THE SCHOOL OF HARD KNOCKS--IS THE BEST TEACHER I EVER HAD. AND HISTORY, WHEN YOU THINK ABOUT IT, IS COLLECTIVE EXPERIENCE. IT'S THE SCHOOL OF HARD KNOCKS WE SHARE IN COMMON. AND IT'S A TOUGH TEACHER. AND PATIENT.

IF WE DON'T LEARN ITS LESSONS THE FIRST TIME, IT USUALLY REPEATS THEM. AND THE SECOND LESSON IS FREQUENTLY TOUGHER THAN THE FIRST.

HISTORY TEACHES US A LOT ABOUT LABOR-MANAGEMENT RELATIONS IN THIS COUNTRY--LESSONS THAT CAN HELP US UNDERSTAND WHAT IS HAPPENING IN POLICE LABOR RELATIONS TODAY.

IN THE BEGINNING--WHEN LABOR UNIONS WERE FIRST ORGANIZING AND LITERALLY FIGHTING FOR THEIR LIVES--THEY WERE TARGETS OF HATRED, SUSPICION, AND MISTRUST.

EMPLOYERS SAW ORGANIZED LABOR AS A THREAT, NOT ONLY TO THEIR TRADITIONAL POWERS AS OWNERS AND MANAGERS, BUT TO FREE ENTERPRISE ITSELF.

WORKERS SAW IN THEIR UNION ONE CHANCE OF GETTING A FAIR SLICE OF THE ECONOMIC PIE. TO THEM, MANAGEMENT WAS THE VILLAIN.

CLASHES BETWEEN LABOR AND MANAGEMENT FREQUENTLY LED TO VIOLENCE AND BLOODSHED. AND DEEP EMOTIONAL SCARS LINGERED LONG AFTER THE CLASHES FADED INTO THE FOLDS OF HISTORY.

THE HANGOVER FROM THOSE EARLY DAYS CLOUDED OUR PERCEPTION OF LABOR-MANAGEMENT RELATIONS FOR MANY YEARS. PEOPLE WERE POLARIZED. SOME PRO-UNION. SOME ANTI-UNION.

THE REALIZATION THAT LABOR AND MANAGEMENT SHARED OVERLAPING INTERESTS AND THE IDEA THAT THEY COULD WORK TOGETHER IN AN ATMOSPHERE OF MUTUAL RESPECT AND COOPERATION EMERGED ONLY GRADUALLY AND AFTER MUCH SOUL-SEARCHING BY BOTH SIDES. AS REASONING REPLACED RIOTING, THE NATION BEGAN TO SEE COLLECTIVE BARGAINING IN ITS TRUE LIGHT: AS AN INTEGRAL PART OF OUR FREE DEMOCRATIC ECONOMIC SYSTEM.

A MILESTONE OCCURRED IN 1935. CONGRESS PASSED THE NATIONAL LABOR RELATIONS ACT. THE ACT GUARANTEED ALL PRIVATE-SECTOR EMPLOYEES THE RIGHT TO ORGANIZE AND ENGAGE IN COLLECTIVE BARGAINING. IT MEANT ACCEPTANCE, RECOGNITION, AND STATUS FOR ORGANIZED LABOR.

BUT WHILE THE NLRA GUARANTEED THE RIGHTS OF ORGANIZED LABOR IN THE PRIVATE SECTOR, IT DID NOTHING FOR LABOR IN THE PUBLIC SECTOR--NOTHING FOR THE FEDERAL, STATE, AND LOCAL GOVERNMENT EMPLOYEES WHO MAKE UP ALMOST 20 PERCENT OF THE NATION'S WORKFORCE. THERE WERE REASONS.

FIRST, CONGRESS DID NOT CARE MUCH FOR THE IDEA OF FEDERAL EMPLOYEES ORGANIZING.

SECOND, CONGRESS RESPECTED THE CONSTITUTIONAL SOVEREIGNTY OF THE STATES BY EXCLUDING STATE, COUNTY, AND CITY EMPLOYEES FROM COVERAGE UNDER FEDERAL LAW.

THIRD, CONGRESS BALKED AT THE CONCEPT THAT PUBLIC SERVANTS, SWORN TO PROTECT PUBLIC HEALTH, SAFETY, AND WELFARE, SHOULD HAVE THE POWER TO ORGANIZE AND GAIN THE INEVITABLE RIGHT TO STRIKE.

PUBLIC EMPLOYEE STRIKES HAD ALREADY EARNED OFFICIALS' WRATH. IN 1919, POLICE IN BOSTON WENT ON STRIKE. RIOTING ENSUED. CALVIN COOLIDGE, WHO WAS GOVERNOR OF MASSACHUSETTS AT THAT TIME, DEPARTED FROM HIS LENDENDARY SILENCE AND DECLARED: "THERE IS NO RIGHT TO STRIKE AGAINST THE PUBLIC SAFETY BY ANYBODY, ANYWHERE, ANYTIME."

THAT WAS THE SPIRIT OF 1919 AND PROHIBITION. BUT IT WAS ALSO THE SPIRIT OF 1935 AND THE NEW DEAL. PRESIDENT ROOSEVELT, WHO BACKED THE NLRA AND THE RIGHT OF PRIVATE WORKERS TO ORGANIZE AND STRIKE, SNIFFED CONTEMPTUOUSLY AT THE THOUGHT THAT THE SAME RIGHTS SHOULD BE GIVEN TO PUBLIC EMPLOYEES. PUBLIC STRIKES? "UNTHINKABLE," HE SAID.

THROUGH THE REMAINDER OF THE DEPRESSION, MOST PUBLIC EMPLOYEES WERE SATISFIED JUST TO HAVE A JOB. AND DURING WORLD WAR II, THE NATION HAD OTHER PROBLEMS TO THINK ABOUT.

CHARLES RHYNE FOUND IN 1946, AND PUBLISHED IN HIS BOOK, LABOR UNIONS AND MUNICIPAL EMPLOYEE LAW, THAT FOR ALL PRACTICAL PURPOSES THERE WAS NO COLLECTIVE BARGAINING BY PUBLIC EMPLOYEES.

PRESIDENT KENNEDY, IN 1962, OPENED THE DOOR TO FEDERAL EMPLOYEE UNIONS WHEN HE SIGNED EXECUTIVE ORDER 10988. THE RIGHT OF FEDERAL EMPLOYEES TO ORGANIZE SPURRED ORGANIZATION EFFORTS AMONG STATE AND LOCAL EMPLOYEES.

BY 1968, ACCORDING TO A SURVEY CONDUCTED BY HARVEY JURIS FOR THE BOOK, THE LEGAL STATUS OF MUNICIPAL EMPLOYEE ORGANIZATIONS, 45 PERCENT OF THE U. S. CITIES SURVEYED HAD ENGAGED IN SOME FORM OF LABOR NEGOTIATIONS WITH POLICE UNIONS. A 1971 SURVEY BY THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE FOUND THAT 26 STATES HAD LAWS AUTHORIZING COLLECTIVE BARGAINING BY POLICE UNIONS.

SIGNIFICANT, TOO, IS THIS PREDICTION BY JAMES Q. WILSON, AUTHOR OF THE FUTURE POLICEMAN. MR. WILSON PREDICTS THAT:

LARGE CITIES THAT DO NOT HAVE POLICE UNIONS (UNDER WHATEVER NAME) WILL GET THEM; THOSE THAT DO HAVE THEM WILL PROBABLY GRANT THEM, SOONER OR LATER, QUASI-OFFICIAL BARGAINING STATUS; AND UNIONS THEMSELVES WILL BROADEN THEIR INTERESTS BEYOND MERELY WAGE AND BENEFIT MATTERS TO INCLUDE A NUMBER OF ASPECTS OF SUBSTANTIVE POLICE POLICY... IN VIRTUALLY EVERY LARGE BUREAUCRACY, THE EMPLOYEES EVENTUALLY ORGANIZE...

ALTHOUGH 45 PERCENT OF THE CITIES SURVEYED BY MR. JURIS IN 1968 WERE ALREADY ENGAGED IN COLLECTIVE BARGAINING WITH POLICE, THE PERCENTAGE OF POLICE AGENCIES WITH UNIONS WAS EVEN HIGHER. ACCORDING TO A 1969 REPORT BY THE ADVISORY COMMISSION ON INTERGOVERNMENTAL RELATIONS, 73 PERCENT OF POLICE EMPLOYEES IN FIFTEEN HUNDRED CITIES BELONGED TO SOME TYPE OF EMPLOYEE ORGANIZATION.

- 45 PERCENT TO THE FRATERNAL ORDER OF POLICE;
- 41 PERCENT TO A LOCAL INDEPENDENT ORGANIZATION;
- 9 PERCENT TO THE AMERICAN FEDERATION OF STATE, COUNTY, AND MUNICIPAL EMPLOYEES; AND
- 2 PERCENT TO THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS

IF MR. WILSON'S PREDICTION IS TRUE, THAT EVEN THOSE ORGANIZATIONS THAT ARE NOT NOW TRUE LABOR ORGANIZATIONS ARE DESTINED TO BECOME SO--AND EVENTUALLY WILL SEEK THE RIGHT OF COLLECTIVE BARGAINING-- THE TREND IS CLEAR AND UNMISTAKABLE. POLICE UNION ACTIVITY WILL CONTINUE TO RISE.

THERE IS NO QUESTION THAT POLICE HAVE THE RIGHT TO ORGANIZE. THAT QUESTION WAS SETTLED YEARS AGO BY FEDERAL AND STATE COURT DECISIONS.

WHAT REMAINS IN DOUBT IS THE POWER OF THESE UNIONS, ESPECIALLY THE POWER TO STRIKE.

CURRENTLY, 31 STATES HAVE LEGISLATION PROHIBITING POLICE STRIKES.

A GALLOP POLL CONDUCTED IN THE 1960'S FOUND, THAT ALTHOUGH MOST OF THE PUBLIC SUPPORT THE RIGHT OF PUBLIC EMPLOYEES TO ORGANIZE, NEARLY TWO-THIRDS OPPOSED THE RIGHT OF PUBLIC EMPLOYEES TO STRIKE.

A SURVEY IN 1972 OF POLICE IN SUFFOLK COUNTY, NEW YORK, FOUND THAT POLICE, TOO, SHARED THIS OPINION: 591 AGAINST POLICE STRIKES: 193 IN FAVOR. BUT REMEMBER, THIS POLL WAS TAKEN THREE YEARS AFTER THE MONTREAL POLICE STRIKE--THREE

DEAD, 1 MILLION DOLLARS IN DAMAGES IN 24 HOURS--WHEN ANTI-POLICE STRIKE SENTIMENT WAS HIGH. SENTIMENT CAN CHANGE, ESPECIALLY WHEN WAGES, WORKING CONDITIONS, AND BENEFITS HANG IN THE BALANCE.

WHETHER LAWS THAT PROHIBIT POLICE STRIKES CAN EVEN WORK IS ANOTHER UNANSWERED QUESTION.

A LANDMARK DECISION BY THE NEW YORK SUPREME COURT TWO WEEKS AGO IS WORTH NOTING.

IN THAT DECISION, THE COURT HELD THAT LEADERS OF THE FIREMEN'S AND POLICEMEN'S UNIONS COULD BE PROSECUTED UNDER THE STATE'S CRIMINAL STATUTES "WHEN HUMAN LIVES ARE PLACED IN IMMEDIATE PERIL BY THE STRIKE OF A VITAL GOVERNMENT SERVICE...."

THE DECISION MEANS, IN EFFECT, THAT POLICE UNION OFFICIALS COULD GO TO JAIL FOR CALLING A STRIKE. ALSO, BY MAKING POLICE STRIKES UNFAIR LABOR PRACTICES, STATES HAVE THE POWER TO IMPOSE HEAVY FINES ON UNIONS IN THE EVENT OF A STRIKE.

I DON'T WANT TO TAKE ISSUE WITH THE WISDOM OF THE COURTS, OR SECOND-GUESS STATE LEGISLATORS, BUT I DO THINK IT IMPORTANT TO NOTE THAT JAIL TERMS AND FINES HAVE HISTORICALLY FAILED AS STRIKE DETERRENTS.

FOR EXAMPLE, TEACHERS HAVE BEEN JAILED AND TEACHERS' UNIONS FINED IN RECENT YEARS, YET WE ARE SEEING MORE TEACHER STRIKES THAN IN ANY PERIOD IN HISTORY.

THERE IS NO REASON TO BELIEVE THAT SANCTIONS WILL BE ANY MORE EFFECTIVE AGAINST POLICE STRIKES THAN AGAINST TEACHERS, OR ANY OTHER GROUP OF WORKERS.

AND EVEN WHERE ANTI-STRIKE PROVISIONS ARE STRICTLY OBSERVED, POLICE HAVE GOTTEN AROUND THE LETTER OF THE LAW BY MASS RESIGNATIONS, MASS SICK CALLS-- THE "BLUE FLU"--AND OTHER MEANS.

IN SUFFOLK COUNTY--WHERE POLICE OPPOSED THE RIGHT TO STRIKE BY MORE THAN 3 TO 1--THE SAME TECHNIQUE WAS USED, BUT WITH AN ADDED TWIST. PUBLIC AGENCY VEHICLES WERE TICKETED AT EVERY OPPORTUNITY. OTHER POLICE HAVE "STRUCK" BY ENFORCING EVERY CONCEIVABLE VIOLATION, FROM JAY-WALKING TO SPITTING ON THE SIDEWALK, AND BY DOING SO, DISRUPTING NORMAL POLICE SERVICE.

NOT ALL AUTHORITIES OPPOSE
POLICE STRIKES.

SOME ARGUE THAT MOST POLICE
STRIKES DO NOT ENDANGER PUBLIC SAFETY--
THAT THEY ARE SHORT LIVED AND THAT MAN-
POWER FROM NEARBY CITIES, THE COUNTY,
OR THE STATE CAN PROTECT THE PUBLIC
DURING THE STRIKE. STILL OTHERS SAY THE
RIGHT OF POLICE TO STRIKE IS ESSENTIAL
IF BOTH SIDES ARE TO FACE REALITY IN A
TRUE COLLECTIVE BARGAINING SITUATION.

BUT WHETHER OR NOT POLICE HAVE THE LEGAL RIGHT TO STRIKE, ONE THING IS CLEAR. POLICE UNIONS CAN BE TOUGH NEGOTIATORS, AND PROCEDURES TO NEGOTIATE WITH POLICE UNIONS MUST BE THOUGHT OUT AND ESTABLISHED IN ADVANCE IF THEY ARE TO WORK.

TO PUT IT ANOTHER WAY, POLICE LABOR RELATIONS ARE BECOMING MORE LIKE INDUSTRIAL LABOR RELATIONS. IT FOLLOWS THEN THAT EFFECTIVE TECHNIQUES THAT ARE USED TO KEEP INDUSTRIAL LABOR PEACE CAN BE USED TO KEEP POLICE LABOR PEACE, ENSURE SMOOTH AGENCY OPERATIONS, AND GUARANTEE CONTINUOUS PUBLIC PROTECTION.

WHAT ARE THOSE TECHNIQUES, AND
HOW CAN THEY BE USED?

FIRST--AND HERE'S WHERE HISTORY
IS LOOKING OVER OUR SHOULDER--POLICE
UNIONS MUST BE RECOGNIZED AND ACCORDED
THEIR LEGITIMATE RIGHTS.

OPPOSING POLICE UNIONS, IGNORING
POLICE UNIONS, OR WORSE YET, INSULTING
POLICE UNIONS IN THE HOPE THAT SOMEHOW
THEY'LL JUST GO AWAY IS ASKING FOR TROUBLE.
IT PUTS THE POLICE UNION AND THE POLICE
AGENCY STRAIGHTAWAY IN AN ADVERSARY RE-
LATIONSHIP.

THE HATRED, SUSPICION, AND MISTRUST THAT DARKENED EARLIER PRIVATE LABOR AND MANAGEMENT RELATIONS CAN TAKE HOLD AND MAKE IT DIFFICULT FOR EITHER SIDE TO COMPROMISE.

SECOND, GOOD COMMUNICATIONS ARE VITAL. NOT JUST AT CONTRACT TIME, BUT ALL THE TIME. ONE THIRD OF ALL STRIKES OCCUR, NOT BECAUSE THE TWO PARTIES FAIL TO AGREE TO A NEW CONTRACT, BUT BECAUSE OF GRIEVANCES THAT ARISE IN THE COURSE OF THE CONTRACT. A STANDING LABOR COMMITTEE COMPOSED OF MANAGEMENT AND UNION REPRESENTATIVES IS A GOOD STARTING POINT. LET ME ALSO STRESS HOW IMPORTANT IT IS THAT CONTRACTS INCLUDE

AGREED-UPON MEANS FOR SETTling GRIEVANCES. EVEN WHEN THEY DON'T CAUSE STRIKES, UNSETTLED GRIEVANCES CAN FESTER FOR MONTHS OR YEARS AND COME BACK TO HAUNT BOTH PARTIES AT CONTRACT TIME.

THIRD, LET ME POINT TO A RECENT TREND IN PRIVATE INDUSTRY AND COMMEND IT TO YOU. THE TREND IS TO START CONTRACT TALKS WELL IN ADVANCE--SIX MONTHS OR MORE-- WITH THE UNDERSTANDING THAT THE PURPOSE IS TO AVOID GOING DOWN TO THE WIRE.

FINALLY, LET ME STRESS THE VALUE OF AN OUTSIDE THIRD PARTY NEUTRAL.

THERE ARE A NUMBER OF ORGANIZATIONS OF PROFESSIONAL PEACE MAKERS-- THE AMERICAN ARBITRATORS ASSOCIATION, THE NATIONAL ACADEMY OF ARBITRATORS, THE SOCIETY OF PROFESSIONALS IN DISPUTE RESOLUTIONS, AND THE ASSOCIATION OF LABOR MEDIATION AGENCIES.

ALL OF THEM HAVE IN COMMON THE PURPOSE OF HELPING RESOLVE LABOR-MANAGEMENT DIFFERENCES.

THE FEDERAL MEDIATION AND CONCILIATION SERVICES'S ROLE IN LABOR-MANAGEMENT DISPUTES IS TO PROVIDE SKILLED MEDIATORS TO ASSIST THE TWO PARTIES TO REACH TERMS.

FMCS HAS 79 OFFICES LOCATED ALL ACROSS THE COUNTRY STAFFED BY MORE THAN 280 PROFESSIONAL MEDIATORS, ALL OF THEM WITH EXTENSIVE EXPERIENCE AND THE HIGHEST PROFESSIONAL QUALIFICATIONS.

MEDIATORS HAVE NO AUTHORITY TO IMPOSE SOLUTIONS. THEIR ONLY POWER IS THE POWER OF REASON.

THE MEDIATOR'S JOB IS TO ACT AS A PEACEMAKER. BECAUSE HE IS IMPARTIALLY INTERESTED IN THE POSITIONS OF BOTH SIDES, HE ALSO CAN BE OF VALUE IN IMPROVING COMMUNICATIONS BETWEEN THE TWO PARTIES.

IN PRIVATE INDUSTRY NEGOTIATIONS, WE HAVE THE POWER TO ASSIGN A MEDIATOR TO THE SCENE IF WE THINK IT NECESSARY. USUALLY, HOWEVER, WE ARE INVITED BY BOTH PARTIES. OUR MANDATE IN PUBLIC EMPLOYEE NEGOTIATIONS IS NOT SO CLEAR. IF INVITED, WE ATTEND. AND IN SOME CASES WE MAY OFFER OUR SERVICES IF WE THINK THEY CAN HELP.

APPROXIMATELY HALF OF THE STATES ALSO HAVE SOME FORM OF MEDIATION SERVICE. ELEVEN OF THESE ARE EXTREMELY WELL STAFFED AND HIGHLY QUALIFIED. IN PUBLIC-EMPLOYEE NEGOTIATIONS AT THE STATE AND LOCAL LEVEL, WE SUGGEST THAT A STATE MEDIATOR BE INVITED IF ONE IS AVAILABLE AND ACCEPTABLE TO THE TWO PARTIES. IF NOT, THEN WE WILL HELP.

THERE IS, OF COURSE, BUT ONE REASON FOR FMCS TO EXIST: TO FURTHER THE CAUSE OF LABOR-MANAGEMENT PEACE. THEREFORE, WE ARE ALWAYS LOOKING FOR NEW WAYS TO DO THIS.

IN RECENT YEARS, ARBITRATION HAS BEEN USED WITH INCREASING FREQUENCY BY EMPLOYERS AND EMPLOYEES IN SETTLING DISPUTES. ARBITRATION IS THE PROCESS OF TURNING OVER A DISPUTE TO AN AGREED UPON THIRD-PARTY NEUTRAL, AND MAKING THAT THIRD PARTY'S DECISION BINDING.

ARBITRATION HAS TWO IMPORTANT APPLICATIONS.

FIRST, TO SETTLE DISAGREEMENT
WHEN A DEADLOCK HAS BEEN REACHED DURING
CONTRACT NEGOTIATIONS.

SECOND, TO RESOLVE GRIEVANCES
DURING THE COURSE OF A CONTRACT. MANY
CONTRACTS IN FORCE TODAY CONTAIN PRO-
VISIONS FOR ARBITRATION. IT HAS ADVAN-
TAGES. IT'S QUICKER AND CHEAPER THAN
TAKING THE CONTRACT TO COURT. AND IT'S
A HELL OF A LOT BETTER THAN A STRIKE!

FMCS MAINTAINS A COMPUTER LIST OF APPROXIMATELY TWELVE HUNDRED QUALIFIED ARBITRATORS ACROSS THE COUNTRY. WE ROUTINELY FURNISH A LIST OF SEVEN POSSIBLE ARBITRATORS TO LABOR-MANAGEMENT DISPUTANTS THAT REQUEST THIS SERVICE. THERE IS NO CHARGE. AND IT'S UP TO THE TWO PARTIES INVOLVED TO MAKE THE FINAL CHOICE.

FMCS ALSO SERVES AS A CLEARING HOUSE FOR DATA ON LABOR-MANAGEMENT PEACE. THE REPORT OF THE NATIONAL COMMISSION FOR INDUSTRIAL PEACE WAS PUBLISHED JUST LAST MONTH, AND THE CONTINUING STUDIES AND PROGRAMS OF THE COMMISSION WERE TURNED OVER AT THAT TIME TO FMCS.

I'M NOT SURE WHAT THIS MEANS, EXCEPT MORE WORK. BUT IT POINTS UP THE CONFIDENCE THE COMMISSION HAD IN THIS AGENCY. AND IT GIVES US A MANDATE TO CONTINUE TO EXPLORE, TO SEEK, AND TO FIGHT FOR BETTER WAYS TO SERVE THE COLLECTIVE BARGAINING SYSTEM.

A WORD OF CAUTION.

THE EASIEST WAY IS NOT ALWAYS THE BEST.

THERE IS NO SUBSTITUTE FOR GOOD, HARD COLLECTIVE BARGAINING. IT'S AT THE HEART OF OUR FREE ECONOMIC SYSTEM. AND THE PURPOSE OF FMCS IS NOT TO CHANGE IT, BUT TO OIL IT.

BEARING THIS IN MIND, I URGE YOU TO EXPLORE ALL THE WAYS THAT YOU CAN HELP THE COLLECTIVE BARGAINING PROCESS IN POLICE NEGOTIATIONS.

I RECOGNIZE, AS I'M SURE YOU DO, THAT THE PROBLEMS OF POLICE LABOR RELATIONS ARE AS VARIED AS THERE ARE POLICE AGENCIES. AND THE MOST CURRENT ESTIMATE I COULD FIND SAYS THAT THERE ARE OVER 25,000 POLICE AGENCIES IN THE UNITED STATES TODAY. OBVIOUSLY, THE THREE-MAN AGENCY IN A TOWN OF 500 HAS DIFFERENT LABOR PROBLEMS THAN A LARGE CITY AGENCY EMPLOYING THOUSANDS. ENTRANCE QUALIFICATIONS, THE ABILITY OF A JURISDICTION TO PAY FOR THE CALIBER OF PROTECTION IT SEEKS, THE HISTORY OF THE AGENCY AND ITS INVOLVEMENT WITH ORGANIZED LABOR--ALL ARE FACTORS TO BE CONSIDERED.

INFLATION IS ONE. THE OFFICER ON THE BEAT FEELS THE CHILL WIND OF ECONOMIC UNCERTAINTY JUST AS SURELY AS THE STEELWORKER, THE TRUCK DRIVER, OR THE MACHINIST. AND HE WANTS SECURITY.

BENEFITS ARE ANOTHER. TODAY'S POLICE OFFICER IS LOOKING AHEAD TO THE DAY HE RETIRES, IS CONCERNED ABOUT HIS HEALTH AND THE HEALTH OF HIS FAMILY. HE WANTS TO KNOW THAT THEY'LL BE TAKEN CARE OF IF SOMETHING SHOULD HAPPEN TO HIM. IN SHORT, HE WANTS PROTECTION.

JOB CONDITIONS ARE A THIRD.

POLICE TODAY ARE BETTER EDUCATED, CONCERNED ABOUT THEIR PUBLIC IMAGE, INTERESTED IN ADVANCING THEMSELVES AND THEIR CAREERS. IN LARGE AGENCIES EMPLOYING HUNDREDS, OR EVEN THOUSANDS, THEY SEEK RECOGNITION. THE GOAL IS DIGNITY.

THESE ARE ALL LEGITIMATE WANTS AND TODAY'S POLICE OFFICER WILL USE HIS POWER--INDIVIDUALLY OR COLLECTIVELY--TO TRY TO OBTAIN THEM.

THE ROLE OF THE POLICE AGENCY, OBVIOUSLY, IS NOT TO THWART HIM, BUT TO TRY TO ACCOMMODATE HIM--WITHIN REASON.

BUT WHAT IS WITHIN REASON?

I READ IN THE WALL STREET JOURNAL RECENTLY WHERE A NEW YORK POLICE LOCAL IS ASKING FOR, AMONG OTHER THINGS, 17 PAID HOLIDAYS EACH YEAR, INCLUDING VALENTINES DAY AND HALLOWEEN. THE LOCAL IS ASKING FOR SOMETHING ELSE, TOO--FREE ABORTIONS!!!

WHAT IS RIGHT AND REASONABLE, WHAT IS ACCEPTABLE TO THE POLICE EMPLOYEE, THESE ARE THE DETERMINATIONS THAT ARE HAMMERED OUT IN THE COLLECTIVE BARGAINING SESSION.

THE IMPORTANT THING IS THAT THERE MUST BE A SYSTEM, A PROCESS FOR COMING UP WITH THE RIGHT ANSWERS, A SYSTEM THAT WORKS! A SYSTEM THAT ENHANCES THE OVERALL POLICE EFFORT.

IT MUST ENABLE BOTH SIDES TO GIVE AND TAKE, AND IT MUST MAKE IT POSSIBLE FOR THE TWO SIDES TO REACH A COMMON GROUND. AND--ESPECIALLY IN THE POLICE SERVICE--IT MUST, TO THE BEST OF ITS ABILITY, ENSURE LABOR PEACE.

EACH AGENCY MUST MAKE ITS OWN DETERMINATIONS, BASED ON ITS OWN SITUATION AND EXISTING STATE AND LOCAL LAW. BUT I AM CONFIDENT THAT THE SKILLS AND KNOWLEDGE THAT YOU--THE DELEGATES TO THIS SYMPOSIUM--POSSESS WILL ENABLE YOU, DURING THE NEXT TWO DAYS, TO EXPLORE NEW AVENUES, AND IN DOING SO FIND NEW WAYS TO IMPROVE POLICE LABOR RELATIONS.

THE ORGANIZERS OF THIS SYMPOSIUM
HAVE GIVEN US ALL A WORTHY CHALLENGE. AND
YOU, THE DELEGATES, BY YOUR ATTENDANCE
HERE, HAVE ACCEPTED IT.

I WILL BE FOLLOWING THE COURSE OF
THIS SYMPOSIUM, NOT JUST FOR THE NEXT TWO
DAYS WHILE IT IS IN SESSION, BUT INTO THE
FUTURE WHEN THE SEEDS THAT ARE PLANTED
HERE HAVE A CHANCE TO TAKE ROOT AND BEAR
FRUIT.

HISTORY AND EXPERIENCE, I MIGHT
ADD, HAVE TAUGHT ME ONE LESSON, AND THAT
IS: THAT I DON'T KNOW ALL THE ANSWERS.
IN FACT, JUST WHEN I THINK I DO KNOW AN
ANSWER, SOMEONE COMES UP WITH A BETTER ONE!

I HOPE THAT YOU COME UP WITH SOME GOOD ANSWERS--SOME BETTER ANSWERS.

I URGE YOU TO BE IMAGINATIVE IN YOUR THINKING. BUT I CAUTION YOU TO BE PRACTICAL IN YOUR APPROACH.

FOR IF MY YEARS IN LABOR-MANAGEMENT RELATIONS HAVE TAUGHT ME ONE THING, IT IS THAT IT'S A VERY REAL WORLD PEOPLED BY VERY REAL MEN AND WOMEN--A WORLD OF WORK, SWEAT, AND REWARD.

BUT IT'S A VERY HUMAN WORLD. AND BECAUSE IT IS, COMING UP WITH ANSWERS TO ITS CHALLENGES IS AS SATISFYING AS IT IS EXCITING.

I KNOW THAT THIS WILL BE A SATISFYING AND EXCITING SYMPOSIUM FOR ALL OF YOU, AND ONE THAT WILL HAVE AN IMPACT FOR YEARS TO COME.

IN CLOSING, ONE THOUGHT COMES TO MIND. YOU IN THE POLICE SERVICE AND WE AT FMCS ARE BOTH INVOLVED IN KEEPING THE PEACE.

I'VE KNOWN MANY POLICEMEN AND POLICE CHIEFS THROUGHOUT THE YEARS. BUT I'VE NEVER KNOWN ONE WHO WASN'T PROUD OF HIS JOB OR PROUD OF HIS PROFESSION.

YOU HAVE A RIGHT TO THAT PRIDE.

POLICE WORK IS NOT THE GLAMOROUS PROFESSION PORTRAYED ON EVENING TELEVISION. IT'S LONG HOURS, HARD WORK, RISK, AND, TOO FREQUENTLY, CRITICISM--A LOT OF IT UNDESERVED.

IN MANY COUNTRIES, POLICE WORK IS ONE THING--ENFORCEMENT.

BUT IN THIS COUNTRY, WITH OUR HERITAGE OF FREEDOM, IT'S A LOT MORE.

POLICE ARE FREQUENTLY MEDIATORS--
IN FAMILY FIGHTS, IN NEIGHBORHOOD DIS-
TURBANCES, IN COMMUNITY AFFAIRS.

POLICE GIVE MORE THAN THEIR FAIR
SHARE OF THEIR TIME TO HELP OTHERS.

AS "TOP COP" AT FMCS, I KNOW
WHAT IT MEANS TO HAVE A STAFF OF LOYAL,
HARD WORKING, INVOLVED PEACE KEEPERS
UNDER ME. I KNOW YOU FEEL THE SAME ABOUT
THE MEN AND WOMEN WHO WORK FOR YOU.

THIS BOND OF BROTHERHOOD BETWEEN
US MAKES TONIGHT ESPECIALLY MEANINGFUL
FOR ME. NOT JUST BECAUSE I HAVE BEEN GIVEN
THE OPPORTUNITY TO CONTRIBUTE TO THIS SYM-
POSIUM. BUT BECAUSE YOU HAVE ALSO GIVEN
ME THE OPPORTUNITY TO SHARE IN YOUR
FELLOWSHIP.

I'VE HEARD IT SAID THAT THERE
IS NO HIGHER PRAISE TO BE GIVEN A
POLICEMAN THAN THE WORDS, "HE'S A
DAMNED GOOD COP."

FROM MY OBSERVATIONS THIS
EVENING, THERE ARE A LOT OF DAMNED
GOOD COPS HERE.

AND I'M PROUD TO BE AMONG THEM.

- END -