

ON BEHALF OF THE ENTIRE FEDERAL
MEDIATION AND CONCILIATION SERVICE, I'M
PLEASED TO WELCOME YOU TO WASHINGTON AND
TO THIS CONFERENCE.

THIS IS THE FIRST NATIONAL CONFERENCE
OF COMMUNITY AND AREA LABOR-MANAGEMENT
COMMITTEES AND, WE HOPE, THE BEGINNING OF
AN ANNUAL EVENT.

AS THE AGENCY MANDATED BY CONGRESS
FOR THE OVERALL RESPONSIBILITY FOR MEDIATION
OF LABOR DISPUTES, WE HAVE A DEEP INTEREST
AND AN ACTIVE ROLE TO PLAY IN THE CONTINUING
DEVELOPMENT OF THE AREA LABOR-MANAGEMENT
COMMITTEE CONCEPT.

WE ARE NO JOHNNY-COME-LATELY TO THIS SCENE. OUR MEDIATORS HAVE BEEN ACTIVELY INVOLVED IN AREA LABOR-MANAGEMENT COMMITTEES SINCE JULY 9, 1963, WHEN COMM. GEORGE HUPP SPEARHEADED THE ORGANIZATION OF THE SOUTH BEND COMMITTEE. OTHER MEDIATORS HAVE BEEN ACTIVELY INVOLVED IN JAMESTOWN, WESTERN KENTUCKY, EVANSVILLE, GREEN BAY, PITTSBURGH, THE MICHIGAN UPPER PENINSULA AND CHATTANOOGA, TO NAME A FEW.

WE BELIEVE THAT OUR MEDIATORS SHOULD PLAY A BROAD AND AN ACTIVE ROLE IN THE LABOR-MANAGEMENT COMMUNITY AND IN STRENGTHENING THE AREA LABOR-MANAGEMENT COMMITTEE CONCEPT. THEY HAVE THE CONTACTS, THE EXPERTISE AND A SINCERE INTEREST IN THE OVERALL LABOR RELATIONS CLIMATE IN THE COMMUNITIES THEY SERVE.

A PLANT CLOSING BECAUSE OF LABOR STRIFE IS A REFLECTION ON THE COLLECTIVE BARGAINING PROCESS; AND IT'S OUR JOB TO DO ALL WE CAN TO SEE THAT THE BARGAINING PROCESS WORKS EFFECTIVELY.

THE ROLE AT THE FMCS GOES BEYOND SIMPLY ASSISTING IN CONTRACT NEGOTIATION. IT EMBRACES THE OVERALL GOAL OF INDUSTRIAL PEACE. TRANSLATED INTO PRACTICAL TERMS, THAT MEANS SMOOTHING THE WORKING RELATIONSHIPS BETWEEN LABOR AND MANAGEMENT, HELPING TO INSURE UNINTERRUPTED PAYROLLS, CONTRIBUTING TO STABLE AND EXPANDING WORKFORCES, AND SUPPORTING SOUND INDUSTRIAL GROWTH AND DEVELOPMENT. GOALS THAT GO HAND IN HAND WITH THE WORK BEING DONE BY MOST ARE LABOR-MANAGEMENT COMMITTEES.

I HOPE THAT THESE OBSERVATIONS ON HOW I PERCEIVE THE SERVICE'S RESPONSIBILITY TO YOUR COMMUNITY PUTS OUR ROLE IN THIS CONFERENCE INTO SHARPER PERSPECTIVE. THESE THREE DAYS ARE INTENDED TO BRING YOUR KNOWLEDGE AND EXPERIENCE UNDER ONE ROOF, TO ENABLE US TO SHARE IDEAS AND EXPERIENCES SO THAT THE AREA LABOR-MANAGEMENT COMMITTEE CONCEPT MIGHT GO FORWARD.

AND I HOPE, TOO, THAT THIS CONFERENCE CAN BE THE BEGINNING ON AN ONGOING FORUM FOR THE EXCHANGE OF INFORMATION AND DEVELOPMENTS AMONG YOUR COMMITTEES.

AS DIRECTOR OF THE SERVICE, I WANT YOU TO KNOW THAT WE STAND READY TO ASSIST YOU IN MAKING YOUR COMMITTEE MORE EFFECTIVE. TO THOSE OF YOU IN THE "THINKING" OR EARLY STAGES OF ORGANIZATION, I HOPE THE EXPERIENCE HERE IS A WORTHWHILE ONE.

TO BOTH, LET ME EMPHASIZE I AND THE ENTIRE STAFF OF THE FEDERAL MEDIATION AND CONCILIATION SERVICE STAND WILLING NOW AND IN THE FUTURE, HERE AND IN YOUR OWN COMMUNITY, TO DO ALL WE CAN TO MAKE THE ROAD A LITTLE EASIER AND, HOPEFULLY, THE WORK OF YOUR COMMITTEES EVEN MORE SUCCESSFUL.

CERTAINLY IT IS A COMMENDABLE TRAIT.
BUT MOST OF US AGREE IT IS NOT WORTH
THE SACRIFICE OF INDIVIDUAL LIBERTIES TO ACHIEVE
SUCH A SOCIETY.

UNFORTUNATELY, WHEN IT COMES TO COL-
LECTIVE BARGAINING, SOME PEOPLE LOSE THIS PER-
SPECTIVE.

THEY SEEK EVERY IMAGINABLE ALTERNATIVE
TO STRIKES, BECAUSE THEY SEE THE PUBLIC SERVED
BEST WHEN THERE ARE NO STRIKES, ~~JUST AS MUSSO-
LINI SAW THE PUBLIC INTEREST SERVED BEST WHEN
THE TRAINS RAN ON TIME.~~

→ IF ANY SINGLE MESSAGE RANG THROUGH
LOUD AND CLEAR DURING LAST WEEK'S BICENTENNIAL
CELEBRATION, IT WAS THE SIMPLE MESSAGE THAT THIS
NATION WAS FOUNDED ON THE CONCEPT AND PRINCI-
PLES OF INDIVIDUAL LIBERTY.

failed to
Most people agree with this, but see the
relationship of these liberties to collective bargaining
particularly the strike. They

AND LIBERTY FOR THE ORGANIZED WORKER
IN TODAY'S INDUSTRIALIZED ECONOMY BOILS DOWN
TO ONE THING: THE RIGHT TO WITHHOLD SERVICES
IN ORDER TO BARGAIN EQUALLY WITH MANAGEMENT.

ENDANGER THAT RIGHT AND YOU RISK A
RETURN TO THE ECONOMIC SERFDOM OF THE 19th
CENTURY.

AND YET THERE IS A STRONG CASE TO
BE MADE ON BEHALF OF THE PUBLIC INTEREST --
AS OPPOSED TO THE INDIVIDUAL INTERESTS -- IN
ALMOST EVERY STRIKE.

I LIKE TO SEE THE TRAINS AND EVEN THE
PLANES OPERATE ON TIME, EVEN IF THERE ISN'T A
GOVERNMENT REGULATION REQUIRING THAT THEY
HAVE TO.

There may be a case to be made that
in some instances the efforts of to give labor
a balance of power with management may be
worthy of review, but certainly not a sweeping
in dictation of the status

HOW DOES AN INDUSTRIALIZED DEMOCRACY SUCH AS OURS BALANCE THE RIGHT OF INDIVIDUALS TO STRIKE AGAINST THE PUBLIC INTEREST OF BEING PROTECTED FROM STRIKES?

THIS IS THE QUESTION THAT THE FEDERAL MEDIATION AND CONCILIATION SERVICE IS ADDRESSING ITSELF TO RIGHT NOW.

BEFORE GOING INTO *where were we our future and the relationship* ~~SOME~~ OF OUR CURRENT PROGRAMS, I'D LIKE TO TALK A MOMENT ABOUT THE CONCEPT OF MEDIATION, AND WHY IT HAS WORKED SO WELL, ESPECIALLY IN RECENT YEARS.

MEDIATION WORKS IN A FREE SOCIETY BECAUSE IT IS ~~TOTALLY~~ NONCOMPULSIVE.

IT WORKS, NOT BECAUSE IT IS BACKED BY LAW OR GOVERNMENTAL AUTHORITY, BUT BECAUSE THE PARTIES WANT IT TO WORK.

IT WORKS BECAUSE THE MEDIATORS THEMSELVES WANT IT TO WORK.

TAKE AWAY ITS PURITY BY ADDING ANY ELEMENT OF COMPULSION, AND YOU HAVE CHANGED ITS NATURE AND TURNED IT INTO AN INSTRUMENT OF GOVERNMENT POLICY.

TURN IT INTO AN INSTRUMENT OF GOVERNMENT POLICY, AND IT WILL BE RESENTED AND MISTRUSTED BY BOTH SIDES.

AND YET THE FMCS IS A GOVERNMENT AGENCY AND AS SUCH FACES A DILEMMA.

HOW DO YOU MAKE MEDIATION MORE EFFECTIVE WITHOUT ALTERING ITS PURELY VOLUNTARY AND NONCOMPULSORY NATURE?.

ILO Tripartite Committee on collective bargaining

IN SIMPLER TERMS, ~~HOW DO YOU REDUCE~~ *How can FMCS be of assistance in reducing* STRIKES WITHOUT REDUCING THE RIGHT TO STRIKE?

This I see as an inevitable work in the future

FIRST, ~~LIKE MUSSOLINI THE BUTLER~~, YOU
HAVE TO BE A LITTLE ~~AUDACIOUS~~. *clarity*

SECOND, ~~LIKE THE SPEAKER WHO FOLLOWED
MARK TWAIN~~, YOU HAVE TO BE A LITTLE INVENTIVE.

AND THIRD, ~~LIKE MARK TWAIN HIMSELF~~,
YOU HAVE TO BE DAMN GOOD AT WHAT YOU DO.

BEING AUDACIOUS HAS MEANT GOING INTO
CERTAIN AREAS OF LABOR-MANAGEMENT RELATIONS
THAT THE SERVICE STAYED OUT OF IN THE PAST.

FOR EXAMPLE, IN RECENT YEARS WE HAVE
MADE OUR MEDIATION SERVICES AVAILABLE TO PUBLIC
SECTOR DISPUTANTS. *and---*

WE HAVE VENTURED INTO COOPERATIVE
EFFORTS WITH BOTH LABOR AND MANAGEMENT TO
HELP IMPROVE LABOR-MANAGEMENT RELATIONS AT
THE PLANT LEVEL.

perhaps

to date

IN OUR MOST AMBITIOUS PROGRAM, WE
 HAVE ~~WORKED FOR ALMOST TWO YEARS~~ WITH THE
 UNITED MINE WORKERS AND THE BITUMINOUS COAL
 OPERATORS ASSOCIATION TO *develop a program aimed at* IMPROVING LABOR-MANA-
 GEMENT RELATIONS IN THE MINES, REDUCE THE NUM-
 BER AND SEVERITY OF WILDCAT STRIKES, AND GEN-
 ERALLY EASE TENSION AND, WE HOPE, IMPROVE
 PRODUCTIVITY IN THE COAL FIELDS.

THAT PROGRAM HAS TAKEN TIME TO
 DEVELOP. NOW WE ARE TRAINING MEMBERS OF THE
 UNITED MINE WORKERS AND TEACHING THEM TO BE
 INSTRUCTORS. IN A FEW MONTHS, WE WILL BE
 TRAINING MANAGEMENT PERSONNEL AS WELL.

IN IOWA, WE HELPED TRAIN AN ENTIRE
 CADRE OF AD HOC MEDIATORS FOR THE STATE AND
 HELPED THEIR NEW PUBLIC SECTOR BARGAINING
 LAW GET OFF TO A GOOD START.

IN SIX MONTHS WE WERE INVOLVED IN MORE THAN 200 CASES IN IOWA. AND NOT ONE STRIKE!

THIS YEAR FOR THE FIRST TIME WE TARGETED 200 KEY AREAS WHERE IMPORTANT CONSTRUCTION BARGAINING WOULD BE OCCURRING.

WE GOT OUR MEDIATORS INVOLVED EARLY.

THIS YEAR CONSTRUCTION STRIKES ARE RUNNING LESS ~~THAN HALF~~ OF WHAT THEY DID A YEAR ~~AGO~~. *than had been expected, although there are many other factors involved.*

BEING AUDACIOUS, THOUGH, ISN'T ENOUGH UNLESS YOU ARE INVENTIVE.

ONE OF THE PROBLEMS WE RECOGNIZED SEVERAL YEARS AGO IS THAT EVEN WITH THE BEST OF INTENTIONS, WE DIDN'T ALWAYS HAVE THE PROGRAMS TO ACCOMPLISH THE RESULTS WE WANTED.

WE FOUND, FOR EXAMPLE, THAT WHERE A SERIOUS BREAKDOWN IN LABOR-MANAGEMENT RELATIONS HAD OCCURRED BETWEEN A UNION AND AN EMPLOYER, BOTH SIDES FREQUENTLY WANTED TO IMPROVE CONDITIONS. BUT NEITHER SIDE KNEW WHERE TO START.

MEETINGS WITH THE PARTIES FREQUENTLY PRODUCED STATEMENTS OF GOOD INTENTIONS, BUT OFTEN LITTLE ACHIEVEMENT OF LASTING VALUE.

SO WE BECAME INVENTIVE. WE DEVELOPED A NEW TECHNIQUE OF TECHNICAL ASSISTANCE CALLED RELATIONSHIPS BY OBJECTIVES, OR RBO.

UNDER AN RBO PROGRAM, AND THERE HAVE BEEN SEVERAL DOZEN CARRIED OUT TO DATE, BOTH PARTIES ARE ASKED TO COME TOGETHER FOR A THREE-DAY SESSION.

DURING THOSE THREE DAYS, THE PARTIES ARE ASKED TO LIST THEIR OBJECTIVES FOR GOOD LABOR-MANAGEMENT RELATIONS, THEIR COMPLAINTS ABOUT THE OTHER SIDE, THEIR GOALS.

THEN, WORKING TOGETHER, THEY ARE ASKED TO DRAW UP MUTUALLY AGREEABLE OBJECTIVES.

FINALLY, THEY ARE ASKED TO MAP OUT A WAY TO ACHIEVE THOSE OBJECTIVES AND A SYSTEM OF MONITORING THEIR PROGRESS.

IN SHORT, THE PARTIES ARE FORCED TO DO THE WORK, SET THEIR OWN GOALS, AND CARRY THEM OUT.

LET ME ADD THAT IN ALMOST ALL RBO PROGRAMS SO FAR, THE RESULTS HAVE MET OR EXCEEDED OUR EXPECTATIONS.

I might throw a little audacity back into this & report that we only recently completed a RBO for National Airlines & the ALERA... a little act of our chocky

ANOTHER ^{program} ~~AREA~~ THAT WE TOOK A ~~LOOK~~ ^{more long range look}
 AT RECENTLY IS THE AREA LABOR-MANAGEMENT
 CONCEPT. WE ^{knew} ~~FOUND~~ THAT IN MANY ^{LOCATIONS} ~~AREAS~~ SUCH
 AS JAMESTOWN, N.Y., THE ADVENT OF A STRONG
 AREA LABOR-MANAGEMENT COMMITTEE HAS CONTRI-
 BUTED TO BETTER LABOR-MANAGEMENT RELATIONS.

WE ALSO ^{knew} ~~FOUND~~ THAT NOT ENOUGH RE-
 SEARCH HAD BEEN DONE IN THIS ^{Subject} ~~AREA~~. TWO YEARS
 AGO WE BEGAN PUTTING TOGETHER A COMPREHENSIVE
 STUDY ON AREA LABOR-MANAGEMENT COMMITTEES.

THIS PAST SPRING WE HOSTED THE FIRST
 NATIONWIDE CONFERENCE OF LABOR-MANAGEMENT
 COMMITTEES. ^{and we expect to be able to apply} ~~EVER HELD~~ ^{the techniques of joint or}
^{knipointe committees - a tool perfected}
 WE ALSO FOUND THAT EVEN THE PARTIES
 SOMETIMES HAVE CONFUSED IDEAS ABOUT COLLECT-
 IVE BARGAINING AND HOW IT WORKS. AND THE
 ROLE THAT MEDIATION PLAYS. SO WE MADE SOME
 MOVIES ABOUT IT.

*by your next speaker -- in a even
 broader way in the future.*

*IV
 find
 Faces
 her
 F*

AUDACITY AND INVENTIVENESS ARE FINE. BUT IN MY OPINION THE THIRD ELEMENT THAT IS HELPING MAKE MEDIATION EVEN MORE EFFECTIVE TODAY IS THE MOST IMPORTANT ELEMENT OF ALL.

TALENT.

THE FEDERAL MEDIATION AND CONCILIATION SERVICE HAS NOT ALWAYS ENJOYED THE FAVORABLE REPUTATION THAT IT HAS TODAY. ONE REASON IS BECAUSE IN THE PAST SOME OF OUR MEDIATORS, TO BE QUITE CANDID, SIMPLY WOULDN'T MEASURE UP TO TODAY'S HIGH STANDARDS.

THE OLD SAYING THAT ONE BAD APPLE SPOILS THE BARREL IS NOWHERE MORE TRUE THAN IT IS IN A SMALL AGENCY SUCH AS OURS WHERE THE REPUTATION OF THE SERVICE AND THE MEDIATORS WHO MAKE UP THE SERVICE DEPEND ON OUR CONTINUED ACCEPTANCE BY THE PARTIES.

TO MAKE MEDIATION MORE EFFECTIVE
MEANS MAKING MEDIATORS MORE EFFECTIVE.

AND AN EFFECTIVE MEDIATOR IS, ~~ABOVE~~
~~ALL~~, SOMEONE WITH TALENT, INTEGRITY, CHARACTER,
RESOURCEFULNESS, INTELLIGENCE, PERSONALITY AND
IMPARTIALITY.

THOSE OF YOU WITH AN INDUSTRY BACK-
GROUND NO HOW IMPORTANT QUALITY CONTROL IS
IN ESTABLISHING A CONTINUING MARKET FOR YOUR
PRODUCT.

I BELIEVE ESTABLISHING A CONTINUING
MARKET FOR MEDIATION REQUIRES THE HIGHEST
POSSIBLE QUALITY CONTROL IN SELECTING OUR
MEDIATORS, GIVING THEM PROPER TRAINING AND
EXPERIENCE, AND PAY AND MOTIVATION TO DRAW
THE BEST FROM THEM.

THERE I BELIEVE YOU SEE IN A NUTSHELL
HOW I SEE THE FMCS, ~~INDUSTRY~~ IN THE FUTURE.

I SEE IT AS AN ORGANIZATION DEDICATED
TO MAINTAINING THE VOLUNTARY, NONCOMPULSORY
NATURE OF MEDIATION.

YET I SEE IT GROWING IN EFFECTIVENESS
BY CONTRIBUTING ITS VOLUNATRY SERVICES IN NEW
AREAS, BY DEVELOPING NEW PROGRAMS AND ~~APPROACH~~
APPROACHES TO LABOR-MANAGEMENT PROBLEMS, AND
BY CONTINUING TO IMPROVE THE PROFESSIONALISM
OF THE MOST IMPORTANT PERSON IN OUR ORGANIZ-
ATION.

→ NOT ME. NOT MY ^{management team} ~~IMMEDIATE STAFF~~. BUT
THE MEDIATOR IN THE FIELD, THE MEDIATOR ON THE
CASE.

*Surrounding all of this is the need for
there of use is position of mgmt to do the best
possible job to provide the field commission
with the best tools & leadership we can muster. It
is for this reason I have the field complement given
management organization in D.C. today to help them see role in
FY '78 and beyond.*

LET ME SAY AS SORT OF A FOOTNOTE,
THAT ONE OF THE CHALLENGES FACING THE SERVICE
TODAY IS THE CHANGING CHARACTER AND INCREASING
COMPLEXITY OF COLLECTIVE BARGAINING.

BUT SINCE I'M RUNNING OUT OF TIME --
AND IT'S HIS TOPIC ANYWAY -- I'M GOING TO LET
DR. DUNLOP TALK ABOUT THAT.

JUST DON'T LET HIM TELL YOU THAT I GAVE
HIS SPEECH.

THANK YOU.

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