

FEDERAL MEDIATION AND CONCILIATION SERVICE

Washington, D. C.

"Federal Mediation's Role
In Public-Sector Collective Bargaining"

An Address by

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IN THE DRIVE OVER FROM BOSTON
THIS MORNING, I HAD THE PRIVILEGE OF SEEING
NATURE'S FINEST WORK OF ART ON DISPLAY HERE
IN NEW HAMPSHIRE.

THE VIVID SHOWING OF FALL'S
COLORS THAT YOU FOLKS ARE BLESSED WITH
CANNOT HELP BUT MAKE A PERSON FEEL AT EASE³
WITH HIMSELF, AND WITH THOSE AROUND HIM.

THE THOUGHT CROSSED MY MIND
DURING OUR TRIP HERE THAT WE MIGHT DO
WELL TO PASS A LAW SAYING THAT ALL NEGOTIATIONS
IN AMERICA WOULD TAKE PLACE IN
A CLEARING IN A NEW HAMPSHIRE FOREST IN
THE FALL. I JUST CAN'T IMAGINE ANYONE
HAVING A SERIOUS ARGUMENT IN THE MIDST
OF SUCH BEAUTY.

THE ONLY THING I KNOW OF THAT CAN COMPARE WITH GOD'S WORK IN NEW HAMPSHIRE IN THE FALL IS THE SPRINGTIME SMELL OF PEACH BLOSSOMS IN MY HOME STATE OF GEORGIA.

BOTH SENSATIONS GIVE A PERSON A FINE FEELING OF TRANQUILITY.

AS A FEDERAL MEDIATOR--A LABOR-MANAGEMENT PEACEMAKER--I CAN ONLY ENVY NATURE'S WAY OF PUTTING US AT EASE.

I WANT TO THANK JAY BOYNTON FOR THE INVITATION TO SPEAK TO THIS DISTINGUISHED AUDIENCE OF SCHOOL BOARD MEMBERS, SCHOOL SUPERINTENDENTS, BUSINESS ADMINISTRATORS AND PRINCIPALS.

AND THAT, IN ITSELF, SHOWS HOW WE CHANGE. BECAUSE I CAN CLEARLY REMEMBER THE DAY WHEN A CALL TO APPEAR BEFORE MY OWN PRINCIPAL WAS LESS THAN A PLEASURE.

SEEING HIM STANDING THERE WITH HIS PADDLE--IT MADE ME WISH THAT WE COULD NEGOTIATE AN AGREEMENT. UNFORTUNATELY FOR ME, HE SOMETIMES DECIDED TO STRIKE INSTEAD.

THINGS ARE DIFFERENT NOW. TODAY IN MANY PLACES NEITHER THE PRINCIPAL NOR THE TEACHER CAN STRIKE A STUDENT. THE ONLY TIME A TEACHER STRIKES NOW IS WHEN HE IS INVOLVED IN A DISPUTE WITH MANAGEMENT.

THE RESULTS, TO MY MIND, AREN'T A GREAT DEAL DIFFERENT. PEOPLE GET HURT, AND LITTLE REALLY CHANGES.

ABOUT THE BEST WE HAVE BEEN ABLE TO DO IS TO LOOK FOR DIFFERENT METHODS TO SOLVE OUR PROBLEMS.

THE SEARCH FOR SOLUTIONS IS ON. AND I DON'T HAVE THE SLIGHTEST DOUBT ABOUT THE OUTCOME. WE WILL SUCCEED.

WE WILL SUCCEED BY MAKING THE
FREE COLLECTIVE BARGAINING PROCESS IN THE
PUBLIC SECTOR WORK -- IN ONE FORM OR ANOTHER --
WITH THE SAME DYNAMIC PRECISION THAT IS
BECOMING THE NORM IN THE PRIVATE SECTOR
OF OUR ECONOMY.

I HAVE BEEN SAYING IN RECENT WEEKS
THAT 1974 HAS ALL THE EARMARKS OF BEING A
BRILLIANT YEAR IN OUR NATION'S LONG AND
DETERMINED STRUGGLE TO MAKE THE FREE
COLLECTIVE BARGAINING PROCESS REWARDING
TO ALL.

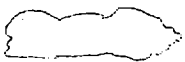
IN THE FACE OF THE SEVERE TESTS
THAT CAME WITH THE ENDING OF CONTROLS,
DOUBLE-DIGIT INFLATION AND RISING UN-
EMPLOYMENT, THE COLLECTIVE BARGAINING
SYSTEM IS PROVING ITSELF TO BE THE ONE
ECONOMIC TOOL THAT CAN BE COUNTED ON TO WORK.

THIS IS A VICTORY THAT IS UNIQUELY AMERICAN. IT IS TRUE THAT WE HAD AN EXPECTED SURGE IN STRIKES FOLLOWING THE ENDING OF CONTROLS. BUT WE HAVE BEEN ABLE TO AVOID THE NATIONWIDE LABOR-MANAGEMENT-GOVERNMENT WARS THAT CRIPPLED ECONOMIES OF MANY OTHER FREE-WORLD LANDS, INCLUDING ENGLAND, IRELAND, ITALY AND, TO A LESSER DEGREE, INDIA AND JAPAN.

WE HAVE DONE SO WELL IN RECENT MONTHS IN COPING WITH THE POST-CONTROL ECONOMIC READJUSTMENTS THAT TODAY OUR STRIKE RATE IS BACK TO NORMAL--AND LESS THAN HALF OF WHAT IT WAS JUST A MONTH AGO.

OUR FREE COLLECTIVE BARGAINING SYSTEM IS SUCCEEDING IN THE PRIVATE SECTOR BECAUSE OF THE CREATIVE, CONSTRUCTIVE AND RESPONSIBLE EFFORTS THAT ARE BEING MADE BY NEGOTIATORS ON BOTH SIDES OF THE TABLE-- AND BY MEDIATORS AND ARBITRATORS AND EDUCATORS IN THE LABOR RELATIONS FIELD WHO ARE COMMITTED TO THE PROMOTION OF LABOR-MANAGEMENT PEACE.

UNFORTUNATELY, THE COLLECTIVE BARGAINING SITUATION IN THE PUBLIC SECTOR IS LESS ENCOURAGING.

IN THE VAST PUBLIC SECTOR OF OUR ECONOMY, CONFUSION IS THE ORDER OF THE DAY IN LABOR-MANAGEMENT RELATIONS. ALL TOO OFTEN, AND WITH GROWING FREQUENCY, THAT CONFUSION IS RESULTING IN BITTER  AND GENERALLY ILLEGAL STRIKES.

THE STRIKES, IN TURN, HAVE CAUSED MEN AND WOMEN OF GOOD WILL TO FASHION A CRAZY QUILT OF HUNDREDS OF INDIVIDUAL LAWS, REGULATIONS AND EXECUTIVE ORDERS TO DEAL WITH THE INCREASINGLY CHAOTIC CONDITIONS.

TODAY, STATE LEGAL BARGAINING RIGHTS VARY FROM STATUTES THAT MERELY PROVIDE PUNISHMENT FOR STRIKERS, THROUGH PERMISSIVE COLLECTIVE BARGAINING--AS YOU HAVE FOR MUNICIPALITIES AND SCHOOL BOARDS IN NEW HAMPSHIRE--TO BROAD BARGAINING RIGHTS AND, IN THE CASE OF SEVEN STATES, A LIMITED RIGHT TO STRIKE.

THE LEADERSHIPS IN 13 STATES HAVE CHOSEN TO REMAIN MUTE ON THE QUESTION.

LET'S TAKE JUST A BRIEF LOOK AT THE CHECKERBOARD PATTERN OF LEGISLATION IN THIS FIELD.

--IN INDIANA, ONLY TEACHERS HAVE THE RIGHT TO ORGANIZE AND BARGAIN COLLECTIVELY.

--IN KENTUCKY, THE LAW COVERS POLICE AND FIRE FIGHTERS ONLY IN CITIES OF MORE THAN 300,000 POPULATION--AND LOUISVILLE IS THE ONLY CITY TO MEET THAT TEST.

--MY HOME STATE OF GEORGIA PERMITS COLLECTIVE BARGAINING WITH FIRE FIGHTERS IN CITIES WITH A POPULATION OF MORE THAN 20,000 BUT LESS THAN 150,000. JUST FOUR COMMUNITIES MEET THIS CRITERIA. GEORGIA'S TWO MAJOR CITIES, ATLANTA AND SAVANNAH ARE EXEMPT IN LAW, IF NOT IN FACT.

--TEXAS, BY ITS NATURE, SEEMS DETERMINED TO OUTDO EVERY OTHER STATE ON ALMOST EVERYTHING. AND IN THE FIELD OF PUBLIC-SECTOR COLLECTIVE BARGAINING, THE TEXANS HAVE FASHIONED A WINNER. FOR IN TEXAS LAST YEAR, THE LEGISLATURE GRANTED POLICE AND FIRE FIGHTERS THE RIGHT TO BARGAIN.....(IF.....IF THE VOTERS IN THE COMMUNITY VOTE BY REFERENDUM TO AUTHORIZE THE BARGAINING.

AND IF YOU THINK THAT COLLECTIVE BARGAINING IN THE FIELD OF EDUCATION HAS BECOME A BIT MUDDIED, I CAN TELL YOU--THINGS COULD BE WORSE. YOU COULD HAVE TO COPE WITH A RECENT RULING HANDED DOWN BY AN OBVIOUSLY CAPABLE AND CONCERNED ATTORNEY GENERAL IN WEST VIRGINIA.

AFTER A CLOSE SEARCH OF THE WEST VIRGINIA LAW, HE CAME TO THIS CONCLUSION:

IT'S OKAY FOR COUNTY SCHOOL EMPLOYEES TO FORM AND JOIN UNIONS. AND SCHOOL BOARDS ARE WITHIN THEIR RIGHTS TO RECOGNIZE SUCH UNIONS.

HE SAID THE PARTIES CAN NEGOTIATE, CAN ENTER INTO WRITTEN AGREEMENTS AND CAN EVEN APPOINT THIRD-PARTY NEUTRALS.

BUT THEY CANNOT--UNDER THE LAW-- BARGAIN COLLECTIVELY.

WHY?

WELL, THE ATTORNEY GENERAL FOUND THAT THE TERM "COLLECTIVE BARGAINING" IMPLIES THE RIGHT TO STRIKE AND THE RIGHT TO AGREE TO BINDING ARBITRATION. AND THE STATE OF WEST VIRGINIA PERMITS NEITHER.

ON THE OTHER HAND, THE WORD "NEGOTIATE," HE RULED, MERELY IMPLIES THE RIGHT TO COMMUNICATE.

THIS LACK OF UNIFORMITY--COUPLED WITH THE REPRESSIVE NATURE OF SOME STATUTES--IS CAUSING NATIONAL UNIONS TO PROPOSE, CONGRESS TO CONSIDER, AND EVEN SOME PUBLIC OFFICIALS TO SUPPORT NATIONAL LEGISLATION.

CONGRESS IS LISTENING BECAUSE THE SCOPE OF THE PROBLEM HAS GROWN TO TRULY GARGANTUAN PROPORTIONS.

THIRTY-NINE YEARS AGO, WHEN THE ORIGINAL NATIONAL LABOR RELATIONS ACT WAS PASSED, CONGRESS SPECIFICALLY EXCLUDED THE MEN AND WOMEN WHO WORKED FOR STATE AND LOCAL GOVERNMENTS. THERE WERE 2.7 MILLION OF THEM.

TODAY, THAT WORKFORCE HAS MUSHROOMED TO NEARLY 12 MILLION, AND IT IS STILL GROWING. . . AND IT IS STILL EXCLUDED FROM THE NLRA.

NOW IN A DAY WHEN FIGURES IN THE BILLIONS HAVE BECOME COMMON, IT IS SOMETIMES DIFFICULT TO REMEMBER THAT A MILLION IS STILL QUITE A FEW. SO I THINK IT IS IMPORTANT THAT WE PUT THAT PUBLIC EMPLOYMENT FIGURE IN PERSPECTIVE.

IF WE TOOK THE TOTAL EMPLOYMENT FIGURE FOR AT&T, THE ENTIRE AUTO AND STEEL INDUSTRIES... AND ADDED TO THAT THE PAYROLLS OF ALL RAILROADS AND AIRLINES IN AMERICA, PLUS EVERY SOLDIER, SAILOR AND MARINE AND EVERY SINGLE ONE OF THE 2.7 MILLION FEDERAL EMPLOYEES--IF WE DID ALL THAT, OUR TOTAL FIGURES WOULD STILL BE NEARLY 3 MILLION SHY OF THE PAYROLL OF STATE AND LOCAL GOVERNMENTS.

OUR SCHOOLS ALONE REQUIRE THE SERVICES OF SOME 3.4 MILLION TEACHERS, INCLUDING 2.4 MILLION IN OUR ELEMENTARY AND SECONDARY PUBLIC SCHOOLS.

AGAIN, FOR PERSPECTIVE, THIS MEANS THAT WE HAVE FIVE TEACHERS FOR EACH PERSON EMPLOYED IN THE ENTIRE POSTAL SERVICE.

IN THE PAST DECADE, THESE MILLIONS OF WORKERS HAVE BEEN TURNING IN DROVES TOWARD UNIONS AND UNION-LIKE ASSOCIATIONS TO HELP THEM IN SOLVING THEIR ON-THE-JOB PROBLEMS.

THE RESULT HAS BEEN AN EXPLOSION OF PUBLIC-SECTOR UNION MEMBERSHIP. TODAY, MORE THAN 3 MILLION STATE AND LOCAL EMPLOYEES ARE PAYING UNION DUES--AND MORE ARE JOINING THEIR RANKS EACH DAY. ONE UNION ALONE, THE AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES, HAS BEEN STEADILY GROWING AT A RATE IN EXCESS OF 1,000 MEMBERS EACH WEEK FOR THE PAST FIVE YEARS.

THE MOST HIGHLY ORGANIZED PUBLIC EMPLOYEE, OF COURSE, IS THE TEACHER. THE ONCE MILD-MANNERED NATIONAL EDUCATION ASSOCIATION HAS BECOME A MILITANT ORGANIZATION OF A MILLION AND A HALF MEMBERS, AND THE AGGRESSIVE AMERICAN FEDERATION OF TEACHERS HAS 440,000 ON ITS ROLLS.

IS IT SURPRISING, THEN, THAT STRIKES IN THE PUBLIC SECTOR HAVE TAKEN A SHARP SWING UPWARDS?

THE DEPARTMENT OF LABOR TELLS US THAT IN 1958, THERE WERE JUST 15 STRIKES BY PUBLIC-SECTOR EMPLOYEES IN THE ENTIRE NATION. LAST YEAR, THAT FIGURE WAS 388. AND ONE LABOR LEADER, IN TESTIMONY THIS MONTH BEFORE CONGRESS, SAID THAT FIGURE WAS SUSPECT-- THAT IT WAS ON THE LOW SIDE.

THE UPSWING IN TEACHER STRIKES HAS BEEN NOTHING SHORT OF AMAZING. IN THE FIVE YEARS FROM 1961 THROUGH 1965, TEACHERS PARTICIPATED IN A GRAND TOTAL OF 18 STRIKES--AN AVERAGE OF FEWER THAN FOUR A YEAR. IN THE PAST FIVE YEARS, THE AVERAGE--NUMBER OF TEACHER STRIKES EACH YEAR HAS TOPPED THE 100 MARK.

THESE WORK STOPPAGES BY PUBLIC EMPLOYEES HAVE COME IN THE FACE OF JOB LOSSES, FINES AND JAIL TERMS--IN ADDITION TO THE VERY HUMAN SACRIFICE THAT ANY STRIKE REQUIRES.

CLEARLY, THE TIME FOR A PRECISE SYSTEM OF COLLECTIVE BARGAINING PROCEDURES THAT WILL PROVIDE THE MEANS OF SETTLING DISPUTES WITHOUT STRIKES IS NEEDED--AND NOW.

WHILE THE LEGISLATIVE EXPERIMENTS THAT HAVE OCCURRED IN AN EFFORT TO BRING PEACE TO THE PUBLIC SECTOR'S LABOR-MANAGEMENT RELATIONS HAVE BEEN OF VALUE, THEY HAVE NOT BROUGHT ANSWERS THAT ARE ANYWHERE NEAR BEING EQUAL TO THE PROBLEMS. PUNISHMENT OF WORKERS AND THEIR ORGANIZATIONS IS NOT THE ANSWER. INDEED, MORE OFTEN THAN NOT PUNISHMENT INFLAMES THE DISPUTE AND MAKES IT FAR MORE DIFFICULT TO REACH AN AGREEMENT.

CONGRESS NOW HAS BEFORE IT A VARIETY OF MEASURES SUPPORTED BY THE PUBLIC-SECTOR UNIONS.

ONE, FOR EXAMPLE, WOULD PLACE STATE AND LOCAL LABOR-MANAGEMENT AFFAIRS UNDER THE UMBRELLA OF THE NATIONAL LABOR RELATIONS ACT. ANOTHER WOULD ESTABLISH A SEPARATE, SPECIALIZED FEDERAL AUTHORITY TO HANDLE PUBLIC-SECTOR ORGANIZING AND COLLECTIVE BARGAINING PROCEDURES.

A THIRD APPROACH--AND ONE WITH THE LEAST SUPPORT OF LABOR UNIONS--WOULD INVOLVE THE CREATION BY THE FEDERAL GOVERNMENT OF MINIMUM STANDARDS THAT WOULD PROTECT THE EMPLOYEES' FUNDAMENTAL RIGHTS TO ORGANIZE AND BARGAIN COLLECTIVELY. FROM THIS BASE, THE STATES WOULD BE PERMITTED TO IMPROVISE, EXPERIMENT AND FIND CUSTOMIZED METHODS OF DEALING WITH THEIR OWN PARTICULAR PROBLEMS.

NO ONE OF SOUND MIND IN WASHINGTON DARES TO PREDICT WHAT CONGRESS MIGHT DO ON ANY SPECIFIC PROPOSAL--NOR WHEN THEY MIGHT DO IT.

BUT THIS CONGRESS HAS BEEN QUITE ACTIVE IN THE FIELD OF LABOR-MANAGEMENT RELATIONS.

SEEING THE POTENTIAL FOR TURMOIL AMONG THE NATION'S 2.3 MILLION EMPLOYEES OF SOME 24,000 PRIVATE HEALTH CARE FACILITIES, THE TAFT-HARTLEY ACT WAS AMENDED IN AUGUST TO PLACE THEM UNDER THE JURISDICTION OF THE NATIONAL LABOR RELATIONS ACT.

THE BILL HOLDS A SPECIAL SIGNIFICANCE FOR US AT THE FEDERAL MEDIATION AND CONCILIATION SERVICE.

CONGRESS MADE IT MANDATORY FOR THE UNIONS AND THE HEALTH-CARE INSTITUTIONS TO UTILIZE THE SERVICES OF OUR AGENCY IN AN ATTEMPT TO RESOLVE ANY DISPUTE THAT MIGHT LEAD TO A STRIKE.

IT WAS NOT THE INTENT OF CONGRESS OR THE BILL'S PRIMARY SPONSOR, SENATOR ROBERT TAFT OF OHIO, TO STRENGTHEN UNIONS OR TO WEAKEN MANAGEMENT IN THE PRIVATE HEALTH-CARE FIELD.

IT WAS THE INTENT OF CONGRESS TO DETOUR THE RISING TREND OF STRIKES IN THE PRIVATE HEALTH-CARE FIELD BY PROVIDING UNIONS AND MANAGEMENTS WITH ADEQUATE LEGAL OPTIONS THAT WOULD ENCOURAGE THE PEACEFUL SETTLEMENT OF THEIR DISPUTES.

I CAN REPORT TO YOU THAT EARLY RETURNS INDICATE THAT THE LEADERS OF PRIVATE HEALTH-CARE FACILITIES AND UNIONS ACROSS THE LAND ARE SHOWING A STRONG DETERMINATION TO IMPROVE THEIR RELATIONSHIPS THROUGH THE NEW LAW. AND I CAN TELL YOU THAT EARLY RETURNS INDICATE THAT THEY ARE SUCCEEDING.

AS I SAID EARLIER, NO ONE CAN ACCURATELY PREDICT WHAT CONGRESS WILL DO WITH THE PUBLIC-SECTOR LABOR-MANAGEMENT PROPOSALS THAT ARE NOW IN THE LEGISLATIVE HOPPER.

SO IT SEEMS TO ME THAT THE ONLY OPTION CURRENTLY AVAILABLE IS TO DO THE VERY BEST JOB WE CAN WITH THE TOOLS THAT ARE AVAILABLE.

BECAUSE THE PROBLEMS ARE WITH US...
THEY ARE SERIOUS. . .AND THEY ARE NOT GOING
TO GO AWAY.

ONE OPTION THAT IS AVAILABLE TO
PUBLIC-SECTOR NEGOTIATORS IS MEDIATION --
EITHER THROUGH STATE MEDIATION AGENCIES,
WHERE THEY EXIST, OR THROUGH OUR FEDERAL
MEDIATION AND CONCILIATION SERVICE.

I KNOW THAT IN THE PROPOSED ~~_____~~
AGREEMENT BETWEEN YOUR STATE AND THE STATE
EMPLOYEES ASSOCIATION OF NEW HAMPSHIRE,
THERE IS AN ARTICLE THAT REQUIRES OUR AGENCY TO
BE NOTIFIED WHEN ANY NEW NEGOTIATIONS ARE
SCHEDULED, AND TO CALL FOR A MEDIATOR THE
MOMENT AN IMPASSE IS REACHED.

I WELCOME THIS RECOGNITION OF THE VALUE OF THE MEDIATION PROCESS, AND OF THE TALENTS OF THE 280 PROFESSIONAL MEDIATORS WHO ARE MEMBERS OF OUR TEAM.

THE FEDERAL MEDIATION AND CONCILIATION SERVICE HAS NOT ALWAYS BEEN ACTIVE IN PUBLIC-SECTOR DISPUTES.

IN FACT, IN YEARS PAST MEDIATORS WERE ASKED THE LOGICAL QUESTION OF WHY OUR AGENCY -- WHICH WAS ESTABLISHED UNDER THE TAFT-HARTLEY ACT -- WOULD RENDER ITS SERVICES IN AN AREA OF LABOR-MANAGEMENT RELATIONS THAT IS NOT COVERED BY THE SAME LEGISLATION.

THE ANSWER IS THAT THE PRESSURES CAUSED BY THE OFTEN LONG AND VIOLENT RECOGNITION STRIKES OF THE MID-60's LEFT FEDERAL MEDIATORS LITTLE CHOICE BUT TO TRY TO HELP WHEN THEY COULD.

AS RECENTLY AS 1965, THERE WERE A FEW PUBLIC-SECTOR LAWS AND EVEN FEWER MEDIATORS AVAILABLE TO THE WARRING PARTIES. IF YOU RECALL THE TERRIBLE EXPERIENCES IN MEMPHIS AND OTHER COMMUNITIES AT THE TIME, I THINK YOU'LL AGREE THAT "WARRING" IS NOT TOO STRONG AN ADJECTIVE.

KNOWING THE LIMITATIONS OF ITS RESOURCES, THE FMCS SET UP STRICT STANDARDS FOR MEDIATOR INVOLVEMENT.

FIRST, A JOINT REQUEST FROM THE PARTIES WAS REQUIRED.

SECOND, THE AGENCY WOULD NOT PARTICIPATE IF ANY OTHER STATE MEDIATION, FACT-FINDING OR ARBITRATION SERVICES WERE AVAILABLE.

THIRD, WE WOULD MAKE OURSELVES AVAILABLE FOR A LIMITED PERIOD OF TIME, BECAUSE OF BUDGETARY LIMITATION AND PRIVATE-SECTOR PRIORITIES.

EVEN WITH THESE RESTRICTIONS, TROUBLED PARTIES WOULD COME TO THE FMCS, AND THE AGENCY GAINED A "LAST-BEST-HOPE" IMAGE IN SEVERE DISPUTES.

FROM 1969 until 1973, WHEN I SERVED AS ASSISTANT SECRETARY OF LABOR, I WAS ASKED TO SERVE AS A PEACEMAKER IN SEVERAL SIGNIFICANT DISPUTES IN BOTH THE PRIVATE AND PUBLIC SECTORS-- AMONG THEM, THE PHILADELPHIA TEACHERS' STRIKE.

UPON BECOMING DIRECTOR OF THE FMCS, I WAS DETERMINED -- BUDGETARY LIMITATIONS OR NOT-- THAT THE AGENCY WOULD PROVIDE GREATER ASSISTANCE TO PUBLIC-SECTOR DISPUTES.

I MADE THIS DECISION BECAUSE I COULD SEE THAT THE MOST EXPLOSIVE, THE MOST DESTRUCTIVE, THE MOST DIVISIVE STRIKES IN THE NATION WERE THOSE IN THE PUBLIC SECTOR.

CONSEQUENTLY, ONE OF MY FIRST ACTIONS AS DIRECTOR WAS TO LOWER THE AGENCY'S RESTRICTIVE CRITERIA FOR INVOLVEMENT.

OUR MEDIATORS WILL NOW ENTER ANY DISPUTE IN THE PUBLIC SECTOR AS LONG AS THE PARTIES WILL HAVE US -- AND AS LONG AS NO STATE OR LOCAL MEDIATION SERVICES ARE INVOLVED OR AVAILABLE.

IN ADDITION, WE HAVE ORGANIZED AN OFFICE OF TECHNICAL SERVICES TO MAKE FACT-FINDING AVAILABLE TO THE PARTIES. . . TO ASSIST IN THE CREATION OR STRENGTHENING OF STATE MEDIATION AGENCIES AND TO PROVIDE TRAINING FOR THEIR PERSONNEL. . . AND TO MAKE AVAILABLE EDUCATIONAL ASSISTANCE THAT THE PARTIES MIGHT FIND USEFUL IN THEIR LABOR RELATIONS PROGRAMS.

A FEW MONTHS AGO WE APPOINTED IN EACH OF OUR SEVEN REGIONS AN OUTSTANDING MEDIATOR TO COORDINATE OUR ACTIVITIES IN FEDERAL AND PUBLIC-SECTOR BARGAINING.

AND OUR STAFF OF FIVE NATIONAL TROUBLESHOOTERS WHO WORK OUT OF WASHINGTON ARE NOW ASSIGNED TO MAJOR DISPUTES IN THE PUBLIC AS WELL AS THE PRIVATE SECTOR.

CONGRESS, BY THE WAY, HAS SHOWN THAT IT SHARES OUR CONCERN FOR MAKING THE PEACE IN THE PUBLIC SECTOR BY ALLOWING US TO ADD A SMALL NUMBER OF PROFESSIONALS TO OUR STAFF.

MY MESSAGE TO YOU IS THIS -- WE DO CARE, AND WE ARE READY, WILLING AND ABLE TO HELP IN EVERY WAY POSSIBLE.

WE CARE BECAUSE WE KNOW THAT THE
DEVELOPMENT OF MATURE, RESPONSIBLE AND
REASONABLE COLLECTIVE BARGAINING PRACTICES
IS ONE OF THE GREATEST CONTRIBUTIONS
THAT CAN BE MADE TO ALL AMERICANS.