

Richard Nixon Presidential Library  
White House Special Files Collection  
Folder List

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
17	5	10/23/1972	Memo	Memo from Clark MacGregor to Charles Colson. Subject: Teamsters Union. 1 pg.
17	5	09/25/1968	Letter	Letter from Richard Nixon to federal employees. 1 pg.
17	5	n.d.	Letter	Instructions for the federal employees letter. 2 pgs.
17	5	09/24/1968	Letter	Letter from the federal government to E.C. Hallbeck concerning personnel policies and organization. 1 pg. Duplicate not scanned.
17	5	09/24/1968	Letter	Letter from the federal government to Fred O'Dwyer concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Ashby Smith concerning personnel policies and organization. 1 pg.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
17	5	09/24/1968	Letter	Letter from the federal government to James Rademacher concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Thomas Costin concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Henry Heyl concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to David Silvergleid concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Munroe Crabill concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Harold McAvoy concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Chester Parrish concerning personnel policies and organization. 1 pg.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
17	5	09/24/1968	Letter	Letter from the federal government to Michael Cullen concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to John Griner concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to David Seldon concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to James Woodside concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Dorothy Cornelius concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to E.L. Hageman concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Loran McClain concerning personnel policies and organization. 1 pg.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
17	5	09/24/1968	Letter	Letter from the federal government to W.H. McClennan concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to P.L. Siemiller concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Charles H. Pillard concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Anthony DeAndrade concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Kenneth Lyons concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Vincent Connery concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Elizabeth Koontz concerning personnel policies and organization. 1 pg.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
17	5	09/24/1968	Letter	Letter from the federal government to Nathan Wolkomir concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Charles McKelvey concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Howard Coughlin concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to Jerry Wurf concerning personnel policies and organization. 1 pg.
17	5	09/24/1968	Letter	Letter from the federal government to James Hill concerning personnel policies and organization. 1 pg.
17	5	09/20/1968	Report	A Listing of Unions and their Recently Elected or Re-elected Presidents. 6 pgs.
17	5	09/24/1968	Letter	Draft of federal personnel policies letter. 4 pgs. Duplicate not scanned.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
17	5	09/16/1968	Letter	Draft of federal personnel policies letter with writing. 2 pgs.
17	5	n.d.	Memo	Handwritten notes. 2 pgs.
17	5	06/18/1968	Report	Statement of James H. Rademacher, Vice President National Association of Letter Carriers, before House Subcommittee on Postal Affairs. RE: Morale in the Post Service. 8 pgs.
17	5	n.d.	Memo	Handwritten notes concerning the James Rademacher's statement. 2 pgs.
17	5	09/09/1968	Newspaper	Copy of newspaper article, "Delaying the Mail?" from the Wall Street Journal by Richard Levine. 2 pgs. Not scanned.
17	5	n.d.	Memo	Handwritten notes concerning problems with postal employees. 1 pg.
17	5	09/17/1968	Report	Statement of James Rademacher, President National Association of Letter Carriers, before the Subcommittee on Compensation Committee on Post Office and Civil Service House of Representatives. 14 pgs.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
17	5	09/18/1965	Report	Press release on negotiations with the post office. 1 pg.
17	5	09/10/1968	Report	President's press release. Subject: Dog's bites. 1 pg.
17	5	n.d.	Memo	Federal Personnel Policies Relating to Government Employees. 2 pgs.
17	5	n.d.	Memo	Issues important to the American Federation of Government Employees. 4 pgs.
17	5	n.d.	Report	Postal bulletin notice- local negotiations. 7 pgs.
17	5	08/23/1968	Newsletter	Convention Chronicle 46th Biennial Convention National Association of Letter Carriers No. 4. 4 pgs.
17	5	09/16/1968	Memo	Draft Statement by Richard Nixon on Federal Personnel Policies including 2 handwritten pages. 5 pgs.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
17	5	09/24/1968	Letter	Letter from the federal government to James Housewright concerning personnel policies and organization. 1 pg.

camp

Committee for the Re-election of the President

MEMORANDUM

October 23, 1972

MEMORANDUM FOR: MR. CHARLES W. COLSON  
FROM: CLARK MacGREGOR *CM*  
SUBJECT: Teamsters Union

I have been advised by Mr. Jim McKillips, a member of the Dade County Commission, that Mr. Fitzsimmons of the Teamsters Union is willing to send a letter, at no cost to either the Committee for the Re-Election of the President or the Republican National Committee, to the members of his union (approximately 2 1/4 million) asking them to support not only the President's re-election, but also the various Republican Senatorial and Congressional candidates. However, Mr. McKillips indicated that Mr. Fitzsimmons needs to be "bumped" a little and suggested I call him.

I feel it would be more appropriate if you would make the call and let him know that we would appreciate it if he would send such a letter to the members of his union.

mar. 17  
tabs 27-39  
s/s

01

~~SECRET~~

FED. EMPLOYEES

RICHARD M. NIXON  
P. O. BOX 1968  
TIMES SQUARE STATION  
NEW YORK, N. Y. 10036

2 CRs  
September 25, 1968

10 CRs

Dear :

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

10 CRs  
SWC  
A/S

Instructions on the FEDERAL EMPLOYEES LETTER

This letter is to be sent to everyone on the list enclosed entitled, "A Listing of Unions".

Please pick up the president's name and make certain that it is put on the first line of the heading. You will note on the list the ~~union~~ is listed first and the president's name at the bottom

Please note that I have ~~added~~ two names to the attached list and they are to be included.

Please set the letter according to your method

Thanks.

\*\*\*Please make a label for each letter as they will have to be mailed in a manilla envelope and attach label to each letter.

FEDERAL EMPLOYEES

Dear \_\_\_\_\_:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

September 24, 1968

Dear Mr. Hallbeck:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. E. C. Hallbeck, Chairman  
Government Employees Council  
Room 509  
100 Indiana Avenue, N. W.  
Washington, D. C.

September 24, 1968

Dear Mr. O'Dwyer:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Fred J. O'Dwyer, President  
National Association of Postal  
Supervisors  
P. O. Box 1924  
Washington, D. C. 20013

September 24, 1968

Dear Mr. Smith:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Ashby G. Smith, President  
National Alliance of Postal  
and Federal Employees  
1644 - 11th Street, N. W.  
Washington, D. C. 20001

September 24, 1968

Dear Mr. Rademacher:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. James H. Rademacher, President  
National Association of Letter  
Carriers  
100 Indiana Avenue, N. W.  
Washington, D. C. 20001

September 24, 1968

Dear Mr. Costin:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Thomas P. Costin, President  
National Association of Postmasters  
348 Pennsylvania Building  
13th and Pennsylvania Avenue, N. W.  
Washington, D. C. 20004

September 24, 1968

Dear Mr. Heyl:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Henry M. Heyl, President  
National League of Postmasters  
of the United States  
927 Munsey Building  
Washington, D. C. 20004

September 24, 1968

Dear Mr. Silvergleid:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. David Silvergleid, President  
National Postal Union  
425 - 13th Street, N. W.  
Washington, D. C. 20004

September 24, 1968

Dear Mr. Crabill:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Munroe Crabill, President  
National Association of Post Office  
and General Services Maintenance  
Employees  
724 - 9th Street, N. W.  
Washington, D. C. 20001

September 24, 1968

Dear Mr. McAvoy:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Harold McAvoy, President  
National Association of Post Office  
Mail Handlers, Watchmen, Messengers  
and Group Leaders  
501 - 13th Street, N. W.  
Washington, D. C. 20004

September 24, 1968

Dear Mr. Parrish:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Chester W. Parrish, President  
National Federation of Post Office  
Motor Vehicle Employees  
412 - 5th Street, N. W.  
Washington, D. C. 20001

September 24, 1968

Dear Mr. Cullen:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Michael J. Cullen, President  
National Association of Special  
Delivery Messengers  
20 E Street, N. W.  
Washington, D. C. 20001

September 24, 1968

Dear Mr. Griner:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. John F. Griner, President  
American Federation of Government  
Employees  
400 - 1st Street, N. W.  
Washington, D. C. 20001

September 24, 1968

Dear Mr. Selden:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. David Selden, President  
American Federation of Teachers  
1012 - 14th Street, N. W.  
Washington, D. C. 20005

September 24, 1968

Dear Mr. Woodside:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. James Woodside, President  
American Federation of Technical  
Engineers  
1126 - 16th Street, N. W.  
Washington, D. C. 20036

September 24, 1968

Dear Miss Cornelius:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Miss Dorothy Cornelius, President  
American Nurses Association  
10 Columbus Circle  
New York, New York 10019

September 24, 1968

Dear Mr. Hageman:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. E. L. Hageman, President  
The United Telegraph Workers' Union  
918 Dupont Circle Building  
Washington, D. C. 20006

September 24, 1968

Dear Mr. McClain:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Loran McClain, President  
National Association of Federal  
Plant Quarantine Inspectors  
P. O. Box 2611  
Airport Facility  
Miami, Florida 33159

September 24, 1968

Dear Mr. McClennan:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. W. H. McClennan, President  
International Association of  
Fire Fighters  
905 - 16th Street, N. W.  
Washington, D. C. 20006

September 24, 1968

Dear Mr. Siemiller:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. P. L. Siemiller, President  
International Association of Machinists  
and Aerospace Workers  
1300 Connecticut Avenue, N. W.  
Washington, D. C. 20036

September 24, 1968

Dear Mr. Pillard:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Charles H. Pillard, President  
International Brotherhood of  
Electrical Workers  
1200 - 15th Street, N. W.  
Washington, D. C. 20005

September 24, 1968

Dear Mr. DeAndrade:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Anthony J. DeAndrade, President  
International Printing Pressmen  
and Assistants' Union of North  
America  
1730 Rhode Island Avenue, N. W.  
Washington, D. C. 20036

September 24, 1968

Dear Mr. Lyons:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Kenneth T. Lyons, President  
National Association of Government  
Employees  
285 Dorchester Avenue  
Boston, Massachusetts 02127

September 24, 1968

Dear Mr. Owans:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Felix Owans, President  
National Association of Government  
Inspectors  
1621 Modoc Avenue  
Norfolk, Virginia 23503

September 24, 1968

Dear Mr. Connery:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Vincent L. Connery, President  
National Association of Internal  
Revenue Employees  
711 - 14th Street, N. W.  
Washington, D. C. 20005

September 24, 1968

Dear Mrs. Koontz:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mrs. Elizabeth Koontz, President  
National Education Association  
1201 - 16th Street, N. W.  
Washington, D. C. 20036

September 24, 1968

Dear Mr. Wolkomir:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Nathan T. Wolkomir, President  
National Federation of Federal Employees  
1737 H Street, N. W.  
Washington, D. C. 20006

September 24, 1968

Dear Mr. McKelvey:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Charles McKelvey, President  
National Labor Relations Board  
Professional Association  
1717 Pennsylvania Avenue, N. W.  
Washington, D. C.

September 24, 1968

Dear Mr. Coughlin:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Howard Coughlin, President  
Office and Professional Employees  
International Union  
265 West 14th Street  
New York, New York 10011

September 24, 1968

Dear Mr. Housewright:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. James T. Housewright, President  
Retail Clerks International Assn.  
1741 DeSales Street, N. W.  
Washington, D. C. 20036

September 24, 1968

Dear Mr. Wurf:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. Jerry Wurf, President  
American Federation of State, County  
and Municipal Employees  
1155 - 15th Street, N. W.  
Washington, D. C. 20036

September 24, 1968

Dear Mr. Hill:

Because of the interest of your organization in federal personnel policies, I thought you might like to have a copy of the statement which I have issued on this subject.

There is much that has to be accomplished in the new Administration. I know that I will be able to count on your cooperation with me and the responsible federal officials to see that our mutual goals are achieved.

With every good wish,

Sincerely,

Mr. James D. Hill  
Armour, Herrick, Kneipple & Armour  
Shoreham Building  
Washington, D. C. 20002

# GOVT Employees Council -

A LISTING OF UNIONS  
and their recently  
Elected or Re-elected  
Presidents

September 20, 1968

(02)

POSTAL UNIONS

NALC	National Association of Letter Carriers 100 Indiana Avenue, N.W., Washington, D.C. 20001 President: James H. Rademacher (Elected)	(AFL-CIO)
NAPFE	National Alliance of Postal and Federal Employees 1644 - 11th Street, N.W., Washington, D.C. 20001 President: Ashby G. Smith (Re-elected)	(Ind)
NAPS	National Association of Postal Supervisors P.O. Box 1924, Washington, D.C. 20013 President: Fred J. O'Dwyer (Re-elected)	(Ind)
NAPUS	National Association of Postmasters 348 Pennsylvania Building 13th and Pennsylvania Avenue, N.W., Washington, D.C. 20004 President: Thomas P. Costin (Elected)	(Ind)
NLP	National League of Postmasters of the United States 927 Munsey Building, Washington, D.C. 20004 Acting President: Henry M. Heyl NOTE: Mr. Heyl is completing the unexpired term of former president Henry H. Womack who resigned. A new president will be elected during their convention, scheduled for the last week in September, 1968.	(Ind)
NPU	National Postal Union 425 - 13th Street, N.W., Washington, D.C. 20004 President: David Silvergleid (Elected)	(Ind)
POGS	National Association of Post Office and General Services Maintenance Employees 724 - 9th Street, N.W., Washington, D.C. 20001 President: Munroe Crabill (Elected)	(AFL-CIO)
POMH	National Association of Post Office Mail Handlers, Watchmen, Messengers and Group Leaders 501 - 13th Street, N.W., Washington, D.C. 20004 President: Harold McAvoy (Re-elected)	(AFL-CIO)
POMV	National Federation of Post Office Motor Vehicle Employees 412 - 5th Street, N.W., Washington, D.C. 20001 President: Chester W. Parrish (Elected)	(AFL-CIO)
RLCA	National Rural Letter Carriers' Association 1750 Pennsylvania Avenue, N.W., Washington, D.C. 20006 President: Herbert Alfrey (Elected)	(Ind)

SDM	National Association of Special Delivery Messengers 20 E Street, N.W., Washington, D.C. 20001 President: Michael J. Cullen (Re-elected)	(AFL-CIO)
UFPC	United Federation of Postal Clerks 817 - 14th Street, N.W., Washington, D.C. 20005 President: E.C. Hallbeck (Re-elected)	(AFL-CIO)

NON POSTAL UNIONS

AFGE American Federation of Government Employees (AFL-CIO)  
 400 - 1st Street, N.W., Washington, D.C. 20001  
 President: John F. Griner (Re-elected)

AFT American Federation of Teachers (AFL-CIO)  
 1012 - 14th Street, N.W., Washington, D.C. 20005  
 President: David Selden (Elected)

AFTE American Federation of Technical Engineers (AFL-CIO)  
 1126 - 16th Street, N.W., Washington, D.C. 20036  
 President: James Woodside (Re-elected)

ANA American Nurses Association (Ind)  
 10 Columbus Circle, New York, New York 10019  
 President: Miss Dorothy Cornelius (Elected)  
 Washington, D.C. Office: 1030 - 15th Street, N.W. 20005  
 Federal Representative: Patrick Zembower

CTU The Commercial Telegraphers' Union  
 NOTE: Name changed to The United Telegraph  
 Workers Union (AFL-CIO)  
 918 Dupont Circle Building, Washington, D.C. 20006  
 President: E.L. Hageman

FPQINA National Association of Federal Plant Quarantine  
 Inspectors (Ind)  
 P.O. Box 2611, Airport Facility, Miami, Florida 33159  
 President: Loran McClain (Elected)

IAFF International Association of Fire Fighters (AFL-CIO)  
 905 - 16th Street, N.W., Washington, D.C. 20006  
 President: W.H. McClennan (Elected)

IAM International Association of Machinists and  
 Aerospace Workers (AFL-CIO)  
 1300 Connecticut Avenue, N.W., Washington, D.C. 20036  
 President: P. L. Siemiller  
 National Co-ordinator, Federal Employees Department:  
 W. H. Ryan  
 (convention to be held next year, 1969)

IBEW International Brotherhood of Electrical Workers (AFL-CIO)  
 1200 - 15th Street, N.W., Washington, D.C. 20005  
 President: Charles H. Pillard (Elected, effective 10/1/68)  
 Director of Government Operations: George J. Knaly

IPPA International Printing Pressmen and  
Assistants' Union of North America (AFL-CIO)  
1730 Rhode Island Avenue, N.W., Washington, D.C. 20036  
NOTE: New Address  
President: Anthony J. DeAndrade

NAGE National Association of Government Employees (Ind)  
285 Dorchester Avenue, Boston, Massachusetts 02127  
President: Kenneth T. Lyons  
Washington Office: 1341 G Street, N.W., 20005  
Executive Vice President: Alan Whitney  
(convention to be held September 1968)

NAGI National Association of Government Inspectors (Ind)  
1621 Modoc Avenue, Norfolk, Virginia 23503  
President: Felix Owans (Elected)

NAIRE National Association of Internal Revenue Employees (Ind)  
711 - 14th Street, N.W., Washington, D.C. 20005  
President: Vincent L. Connery (Re-elected)

NEA National Education Association (Ind)  
1201 - 16th Street, N.W., Washington, D.C. 20036  
President: Mrs. Elizabeth Koontz (Elected)  
Executive Secretary for Overseas Education  
Association: Cecil Driver

NFFE National Federation of Federal Employees (Ind)  
1737 H Street, N.W., Washington, D.C. 20006  
President: Nathan T. Wolkomir (Re-elected)

NLRBP National Labor Relations Board Professional  
Association (Ind)  
1717 Pennsylvania Avenue, N.W., Washington, D.C. 20006  
President: Charles McKelvey (Elected)

OPEIU Office and Professional Employees International  
Union (AFL-CIO)  
265 W. 14th Street, New York, New York 10011  
President: Howard Coughlin (Re-elected)

RCIA Retail Clerks International Association (AFL-CIO)  
1741 DeSales Street, N.W., Washington, D.C. 20036  
President: James T. Housewright (Elected)

SCME American Federation of State, County and Municipal  
Employees (AFL-CIO)  
1155 - 15th Street, N.W., Washington, D.C. 20036  
President: Jerry Wurf (Re-elected)

*Missing* (⊕)

Federal Employees letter to be sent to these two additional men

Mr. E. C. Hallbeck  
Chairman  
Government Employees Council  
Room 509  
100 Indiana Avenue, N.W.  
Washington, D. C.

Mr James D. Hill  
Armour, Herrick, Kneipple & Armour  
Shoreham Building  
Washington, D. C. 20002

Approved draft

old FBI  
Tower

Sept 24, 1968

DRAFT BY RN

Federal Personnel Policies

An important task of the new Administration will be to assure the protection of the constitutional rights of federal employees. Federal employees in my Administration are not going to be treated as numbers in a machine or as second-class citizens.

The success of any administration depends upon the pride, the dedication, and the professional spirit of those who administer the laws and staff the functions of the Federal Government. Much can be done to encourage a greater sense of pride and individual self-responsibility on the part of our government's employees. I want every employee to feel a sense of personal involvement in the service he renders his country. There must be mutual respect between the administration and the individual.

To this end I will see to it, as called for in the Republican Platform, that "snooping, meddling, and pressure by the Federal Government on its employees" is ended. Effective, independent machinery should be established within the Federal Executive to which an employee may appeal for a hearing in the case of a violation of his or her rights, particularly an invasion of his or her privacy. Procedures should be established to assure that these appeals be heard expeditiously and at minimum expense to the employee.

I intend further to propose legislation which will insure the participation of Federal Employees in the formulation and implementation of personnel policies directly

related to their employment. This legislation should further recognize the right of a Federal Employee to join an employee organization if he chooses to do so and should provide for meaningful consultation between the employee organization and those in positions of management. The legislation should spell out procedures to insure that charges of unfair labor practices can be heard expeditiously by an independent forum. I think a great deal can be accomplished by encouraging close cooperation between management and employee at all levels of the Federal service.

The Republican Platform provides for insuring comparability of Federal salaries with private enterprise pay. If this pledge, which I wholeheartedly support, is to be made meaningful, I believe improvements can and should be made in the present Federal wage board system and in the postal pay survey system.

Survey teams and wage board determinations are based today on statistics as much as a year old. This is because of the administrative lag between the compilation of private pay statistics with actual Federal determinations. A first priority of my Administration is a thorough and long overdue study of the executive department by an independent commission, patterned by the Hoover Commission. I will direct the commission to examine wage board and postal office survey procedures with a view to improving and accelerating their administration. I will recommend procedures providing for fuller employee participation in their administration. In testimony before Congress this month the President of the Letter Carriers suggested that a survey be instituted in all areas at the same time--that data be compiled quickly with the aid of employee groups and the recommendations be forthcoming

within a specific limited period of time. Such procedures are necessary if meaningful comparability is to be achieved. I further believe that procedures should be instituted providing for third-party involvement, providing there is mutual agreement, in order to insure successful resolution of employee/management differences.

A major effort must be made to encourage more career incentives in the Federal Service. The problem in the postal service is particularly critical. A minute percentage of postal workers who pass the examinations for supervisor are actually promoted. More opportunities must be available to come up "through the ranks".

Finally, I intend to direct the appropriate officials of the administration to examine the comparability of all areas of fringe benefits including Federal employee retirement benefits, particularly with social security and railroad retirement programs. At present, of approximately 800,000 retired Federal Employees and survivors approximately 3/4 are receiving annuities of less than \$200 a month. The retirement system must be on a sound financial basis. Provisions should be made whereby the individual federal employee can make meaningful increases in his or her contributions to the retirement system. By the same token the government must uphold its obligations to the employee.

Throughout the years employee organizations accepted without question the law which forbids to government employees the right to strike. For the first time in history during the past two years, employee groups have become restive and have begun to argue for the repeal of this legislation. Obviously something is wrong

with employee morale in the Federal Government and new leadership is necessary if mutual confidence is to be restored between management and employee.

In this vein, I believe that the most fundamental requirement for a new Administration is to re-establish a sense of pride in public service and to restore the dignity of a federal worker. With the dramatic growth of federal agencies in recent years, there has been a tendency for the individual to be "swallowed up" in the vastness of the institution. This leads to downgrading the requirements for initiative, dedication, and personal involvement in the functions of the agency or department. Service to one's country, whether in military or in the federal civilian establishment, must receive the respect which it deserves. Federal employees are competent, hard-working, dedicated, and unselfish. They deserve, and will receive that kind of respect in my Administration.

September 16, 1968

Draft Statement by Richard Nixon on Federal Personnel Policies

An important task of the new Administration will be to assure the protection of the constitutional rights of federal employees. Federal employees in my Administration are not going to be treated as numbers, or as "second-class" citizens, ~~who somehow, because they happen to work for the Government, are not entitled to the same rights and privileges of other citizens.~~ *in a way*

*Handwritten scribbles and initials in the left margin.*

The success of any Administration depends upon the pride, the dedication, and the professional spirit of those who administer the laws and staff the functions of the Federal Government. Much more can be done to improve the ~~professionalism~~ *and* individual self-responsibility of our Government employees. *Sense of the*

I want every employee to feel a sense of ~~pride~~ personal involvement in the service he renders his country. *There must be mutual respect*

*To this end*  
I will see to it, as called for in the Republican Platform, that *between the Administration and the* "individuals"

"snooping, meddling, and pressure by the Federal Government on its employees" *will be* ended. *Independent* mechanisms are necessary within the Federal

Executive establishment to which a Federal employee may appeal for a hearing on a violation of his rights, particularly *an* invasion of his privacy. *These appeals* *should be heard quickly and at minimum expense to the employee.* ~~first priority of my Administration is a thorough and long overdue study of the Executive Department by an independent commission, patterned on the Hoover Commission. I will see to it that this area is one of major concern to the commission I intend to appoint.~~

In this same vein I think it is imperative that the commission review the present Coordinat<sup>ed</sup> Federal Wage Board system. The present Wage Board system is cumbersome, slow, and ineffective. Improved administration procedures are essential if, consistent with the Republican Platform, we are to insure comparability of Federal salaries with private enterprise pay.

*Next Page*

*> add P.O. Survey Team - [Reddenmacher Quote] & Independent arbitration of subordination disputes and*

I intend, further, to propose legislation which will insure the participation of federal employees in the formulation and implementation of personnel policies directly related to their employment. <sup>Such</sup> Legislation should recognize the right of a federal employee to join, ~~and~~ ~~to~~ ~~join~~ ~~an~~ ~~employee~~ ~~organization~~, <sup>meaningful</sup> should provide for consultation of the organization with those in a position of management responsibility, and should provide for the participation of federal employees in the formulation of these policies at all levels. A procedure should further be instituted whereby charges of unfair labor practices could be expeditiously heard by an independent board, which would also have the function of reviewing the employee-management cooperation program within the federal service.

Should be  
legislation  
not  
exec  
G. I.

Wage  
Subject

I intend further to direct the appropriate Federal officials to review the federal retirement system. At present, of approximately 600,000 retired federal employees, three-quarters are receiving annuities of less than \$200.00 per month. <sup>make meaningful increases in</sup> Provision should be made whereby the individual federal employee can ~~increase~~ his or her contribution to the retirement system, to levels which will insure adequate retirement income. <sup>2</sup> A review should further be conducted to insure comparable treatment for the federal civil service annuitant with those who have qualified for Social Security and Railroad Retirement benefits.

Examine  
Fringe  
benefits  
↓  
Low parity

Comparability  
of fringe  
benefits

While there are many specific personnel policies which require change, I believe that the most fundamental requirement for a new Administration is to re-establish a sense of pride in public service. <sup>and improve the image of the</sup> With the dramatic growth <sup>Federal</sup> worker.

low dignity

CREOSPAW -

① SEC Statement

6 Personal letters

② Maritime

③ Fed employees - [Tuesday]

④ New Technological Posture -

⑤ Low cost Housing -

⑥ New Plan -

⑦ Organization - Special interests work both ways - every issue has special interests -

⑧ ~~Administration~~

Indians - Advance Press -

Ann Volz

X33

Alaskan Claims  
Letter -

---

Bob Gunden NA8-6800

---

Peter ORSER - (419) CH2-5781  
X258

---

225-2934  
Friedman

**STATEMENT OF JAMES H. RADEMACHER, VICE-PRESIDENT  
NATIONAL ASSOCIATION OF LETTER CARRIERS  
BEFORE HOUSE SUBCOMMITTEE ON POSTAL AFFAIRS, JUNE 18, 1968  
RE: MORALE IN THE POSTAL SERVICE**

**Mr. Chairman and Members of the  
Committee:**

My name is James H. Rademacher. I am Vice-President of the National Association of Letter Carriers, with headquarters at 100 Indiana Avenue, N.W., Washington, D.C. We have more than 200,000 members located in close to 6,500 Branches in every State and possession of the United States. I am accompanied today by our Secretary-Treasurer, J. Stanly Lewis, who will, if he may, enlarge upon the testimony I shall give.

I am delighted and very grateful that you have permitted us to appear before you today. It is seldom that we get the opportunity to inform a Committee of problems existing in any but the major areas of our concern—such as pay, retirement, insurance, and the like. Yet there are many other areas which are comparatively minor, but, when put together, add up to a major cause of failing morale, diminishing performance, and widespread dissatisfaction and disenchantment.

"Man does not live by bread alone," as you so well know. Thanks to the determination and steadfast resolution of the Post Office Committees and the general membership of the Congress, letter carriers, although not yet at the true level of comparability, are enjoying wage improvements. Yet, morale is not high amongst all employees because there are unsatisfactory conditions of work which together with so many postal pay steps, tend to make for unhappy employment.

I am going to cite a number of specific instances today, but I want to make clear that these examples are merely symptomatic of an unhealthy condition which is widespread in the service.

I don't think there is any quasi-industrial organization of any size in the nation which tries to get by with untrained supervisors in the way that the postal establishment operates.

Although a start is at last being made in this area (after 179 years of total inaction), the efforts to produce a trained and skilled body of supervision in the postal establishment are pitifully inadequate.

Supervisors who know they are not sufficiently trained in their jobs are inclined to compensate for their inadequacy through bluster and petty tyrannies. We have this condition throughout the service, but never all supervisors can be categorized in this fashion.

Of course, this attitude is encouraged by the peculiar conditions which surround postal employment. We have not sought, nor are we currently seeking rescinding of our restrictions against striking. I want to make that very clear. But the fact remains that, since employees are deprived of any really effective weapon of legal retaliation some postal supervisors, and many postmasters, are inclined to exploit their workers and treat them in a manner which would cause instant work-stoppages in almost any industry in the private sector.

What we think, therefore, that is most needed is a reform of the state of mind of postal management. This means intelligent training of supervisors—education in how to treat other human beings—instruction in the art of applying intelligent compassion—respect for the human family, and particularly those who work under management's direction. All this is lacking.

The average supervisor today is told by his elders (who have been untrained themselves) that he must dominate and tyrannize over his employees or he will lose control of them. This is all nonsense, of course, but it is part of the folklore of the post office.

The new supervisor is made to believe that he is a lion tamer, alone in the cage of wild beasts, armed only with a whip, a chair and a gun filled with blanks. When the Clyde Beatty approach doesn't work, he is hurt because the lions snarl back at him!

The attitude and the training of supervision in the post office today has not emerged from the dark ages of the late nineteenth century . . . despite certain well-meaning efforts to modernize management concepts. Perhaps, Mr. Chairman, this Committee will be able to be responsible for dragging postal management, screaming and kicking, into the twentieth century.

So much for generalizations. Mr. Chairman. I now would like to get down to specific symptoms of the illness which plagues the entire postal system.

Although our forthcoming national convention, which will be held in Boston, Mass., August 18-24, will act upon approximately 300 resolutions concerning working conditions in the Postal Service, today we want to mention just a few of the more important difficulties that postal workers are suffering in the areas of training, labor-management relations, attitudes of management, vehicles, and street observation.

Our Secretary-Treasurer, J. Stanly Lewis, who is accompanying me here today will elaborate on the recent negotiations between our organization and the Post Office Department which terminated in a signed National Agreement. He will want to also elaborate on how management attitudes have seriously affected bargaining between our branch leaders and representatives of management at the local level.

Although President John F. Kennedy in signing Executive Order 10988, on January 17, 1962, intended the order to be a giant forward step toward creating a modern climate of labor-management relationship in the Federal Service, the Executive Order has been widely ignored; and union activity in these areas is meager with negotiation actually being ineffectual.

#### **LABOR RELATIONS**

Probably the reason for the ineffectiveness of the Order in most instances is the fact the Post Office Department has over-reacted and constructed a large bureaucracy within a bureaucracy to handle the machinery. A huge national election among postal workers was ordered and secret ballots were cast to determine which organization, or union, should represent them. The election became a monster popularity contest and the results proved what everyone knew in the first place; letter carriers wanted to be represented by the National Association of Letter Carriers; other employees wanted to be represented generally by their craft—the clerks wanted to be represented by the Clerk organization, etc.

It now appears that the policy is to have management do everything within their power to prevent union gains, rather than to attempt to work with the unions to establish the finest working relationships in government service. As Mr. Lewis will discuss, our local negotiations this past few months have been labeled a farce by those who participated, and the instructions which were issued to postmasters became nothing more than mandates of destruction of existing local agreements under which both management and labor have been able to work successfully and cooperatively over the past five years.

One of the most frustrating aspects of the negotiations at the national level has been the habit of the Department to populate the negotiating table with second-stringers, men without the authority to make any meaningful decisions. The

## House Subcommittee Hearings Re: Morale

labor union representatives on the other hand, are first-stringers who have such decision making authority delegated to them. After many hours or days of wrangling over complicated issues, the Departmental functionaries will arrive at a satisfactory conclusion, but will then retire to have their conclusion approved or disapproved by their superiors. We, therefore, find conclusions which have been reached through negotiations will be disapproved by superiors who have not participated in the discussion nor listened to the agreements.

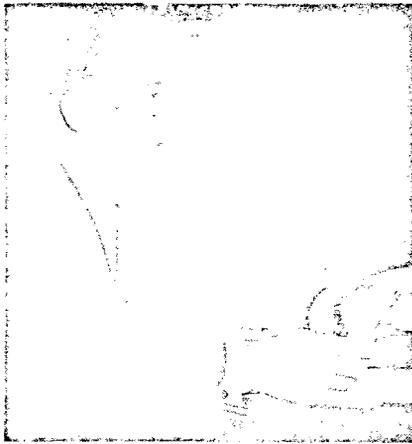
Another reason for our organization to consider the negotiating process as being unsatisfactory is due to the inexperience of the Department's personnel in postal matters. There is not one key official who negotiates for the Department who has ever been inside a post office except possibly to mail a package. Each top negotiator for the Department has no postal experience whatsoever other than that which he has acquired over the past few years since his appointment. In the nitty-gritty atmosphere of solid negotiation there is far more need for practical knowledge than there is for theory. Yet, the Department's negotiating crew know nothing about postal work from a practical point of view—only from a theoretical point of view.

We are anxiously awaiting the recommendations of the special Presidential panel which has been appointed to analyze the fulfillment of Executive Order 10988, and bring in proposals to amend this well-intended order to meet the modern demands of labor-management relations.

### TRAINING

Much has been said about training and the Congress only recently approved expenditures of about \$2 million for a postal training program. Oddly enough, this money is earmarked for the training of postal management. In fact \$300,000 of this amount was spent for the alleged training program which took place at the University of Oklahoma in February. It is true that in the very large post offices because of the larger appropriations in these particular establishments, new employees do receive limited training.

However, there are 6,500 post offices in the United States where there are letter carriers. In about 6,000 of these offices postmasters have never been advised that appropriations are available for training new employees. In almost every instance, in the smaller post office the postmaster merely shows the new worker through the office, places a satchel on his shoulder and orders him to deliver the mail. What few errors do occur in the Postal Service today are caused by the untrained postal worker.



Vice-President James H. Rademacher blasts conditions which promote low morale.

It is penny wise and pound foolish for management to close its eyes to the need which exists for well-trained, thoroughly-oriented employees. The federal government is spending millions of dollars to train unskilled and uneducated workers in many fields. Yet the Postal Service which has an annual turnover of over 100,000 workers spends \$2 million to train the bosses, and an insignificant amount to train the people charged with the security and sanctity of 83 billion pieces of the United States Mail.

A press release issued by the Civil Service Commission on May 6 stated that one of every three federal civilian employees received eight or more hours of classroom training during fiscal 1967. This may be true in all of the 56 agencies mentioned by the Commission but certainly in the Postal Service no such record has been established. Because of the failure of the Post Office Department to insist upon training the thousands of employees who are now required to drive vehicles for the first time, the motor vehicle accident rate in the Postal Service remains at a very high statistics of more than 28 accidents per each million miles driven. This, naturally, costs the taxpayer considerable money and in many cases the employee suffers painful disabling injury.

At two recent state conventions of letter carriers, we asked for a display of hands of employees who have been forced to use right-hand drive vehicles in the performance of their work because of the Department's modern mechanization program. We were disturbed to note a large number of delegates raising their hands admitting there had been little or no training given. Certainly there should be several hours of training by skilled instructors when an employee is asked to drive a right-hand vehicle after a lifetime of driving the conventional type vehicle.

We are told there are no funds and there is no time allowance to train drivers. We believe that it would be of significant importance to this committee to ask for a report on driver training, such report to include the number of vehicles, the amount of training given to each driver of the vehicle, and the accident rate on new vehicles including the right-hand trucks. This information should substantiate our charge that inadequate training has been given in this very serious area.

### MANAGEMENT ATTITUDES

It is natural to assume that postal management is particularly concerned about productivity. The postal worker is equally as concerned about prompt delivery of the mail. Letter Carriers take pride in not only prompt delivery but in efficient delivery; and skilled experienced carriers are proud of their enviable record of making correct delivery of misaddressed mail. These same carriers are responsible for forwarding millions of pieces daily to new residences of former patrons of their routes. It is the carrier's responsibility to see that the mail is forwarded to the new address.

In the concentration on productivity there is neglect of humanism in many post offices. Management fails to understand employees are human and are not machines. Attitudes of disrespect prevail in many offices. Employees are pressured to do more. There is rarely an expression of "a job well done" on the part of management despite the all-out efforts of most of our membership. On the letter carrier's route he is a member of the family who stands 10 feet tall because of the services he renders. He is a man respected, loved, and honored. However, after completing his strenuous tour he finds upon his return to the post office that he becomes as unimportant as a piece of undeliverable third class mail.

When the hundreds of thousands of dollars are spent in training postal management, certainly one of the classroom sessions should be devoted to the importance of the human element and greater emphasis should be placed upon the need of treating employees with respect and dignity. Postmasters and supervisors should not be permitted to answer a legitimate complaint of an employee with the terse comment—"If you don't like it, quit."

In addition to respect for each other, management should be taught respect for the families of postal workers. So many times a wife or a mother in telephoning a report of her husband's or son's illness is treated rudely and angrily by a frustrated supervisor. In other instances management has been derelict

*(Continued on next page)*

(Continued from page 13)

in its obligation to respond in the hour of need. We do not anticipate that each person who becomes a part of management shall be sympathetic to the problems which arise in an employee's personal life, but we do expect that acting within the scope of their duties, postal management will do everything to assist postal workers.

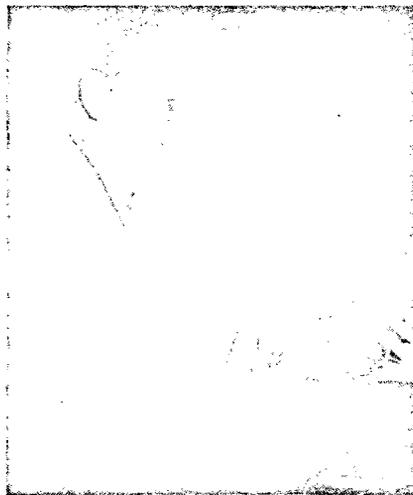
This was not so recently, in a small town in Illinois, which will not be identified at this time because our investigation is pending. A letter carrier died and his wife visited the post office with the hopes of having the postmaster assist her in preparing the forms necessary for life insurance and widow's annuity. After waiting a reasonable time, the widow returned to the post office and was told that perhaps the delay was due to the fact that her husband may not have listed her as his beneficiary. The widow returned to her home and committed suicide because of this insinuation.

At **Trenton, Michigan**, Letter Carrier Leo Schrieber was told each day for the first six months of his employment that if he did not like the conditions, he could quit. When he brought this complaint to his assistant postmaster concerning the daily harassment, Carrier Schrieber was told "that is a lie, it was not daily because I never told you this on Sundays." This carrier complains that if he dares to submit a grievance he is punished by being refused overtime, and by being followed around his route by supervisors. The records will indicate that this small office has had a 30% turnover of employees during the past three years.

At **Pittsburg Kansas**, Letters Carrier Howard O. Woods suffered a seizure at the time clock on Friday, December 22, and the postmaster was not concerned in the least. According to our correspondence, he had to be ordered to call an ambulance, after standing outside his office door doing nothing. Mr. Woods' letter to me states, "I have never known another man who shows as little consideration for men and their families."

At **McKeesport, Pa.**, Carrier Harry S. Hitchens declares that his hemorrhaged ulcer can be attributed to the constant harassment and inhumane treatment by the supervisor and the postmaster. Mr. Hitchens' letter states that Supervisor Bathe has told me and the branch officers that "he will personally see to it that my illness is not going to get any better, if he has anything to do about it." He also stated he intends to "see me fired." Despite the knowledge of the seriousness of this employee's illness, management continued to harass him before he completely broke down—by frequently weighing his mail satchel to make certain he carried the maximum weight. And, despite the fact that Mr. Hitchens had sprained his ankle, Supt. Bathe placed this employee on a restricted sick leave list from which he

## Morale Hearings



Secretary-Treasurer J. Stanly Lewis describes negotiation frustrations.

was eventually removed after the postmaster learned of this improper action.

It is not only the personal inhumane treatment which exists in a limited number of post offices but also morale-shattering is the situation which is allowed to exist concerning inadequate and unsafe, as well as unhealthy facilities. It has been necessary to complain for months concerning buildings without heat, inadequate toilet facilities, no parking, no ventilation, etc.

Not every postmaster looks upon his employees in the manner described above; and I want to report the very successful efforts of Postmaster Edward L. Baker of **Detroit, Michigan** who does respect the dignity and efforts of his employees. On June 1, 1967, Mr. Baker advised all supervisors, and all employees of the Detroit Post Office, that he was about to issue periodic policy statements in an effort to improve relations between supervisors and employees. Mr. Baker declared the purpose was to "bring about a climate of mutual respect and understanding, and to establish better and safer working conditions as well as to improve the efficiency of our operations." The number of grievances at Detroit are practically nil; and employee organizations at that city are very proud of their relationship with management. Naturally, as in all offices, every supervisor does not subscribe to the postmaster's theories, and there are a few exceptions to the rule at Detroit.

### STREET OBSERVATION

Throughout the years for some unknown reason there has been a delight by some representatives of postal management to spy upon people who carry the mail. Even the Postal Inspection Service does not go to this extreme other than periodically to observe employees through official lookouts which are constructed in all large post offices. More

than 75 years ago, President Benjamin Harrison issued an Executive Order which gave all letter carriers the protection of Civil Service. When the Democrats came into office under President Cleveland, they began to ignore the order and replaced Republican carriers with Democrats. The outcry was so great that Postmaster General Bissell, who served in Cleveland's second term, hit upon the scheme of travelling special agents, or "spotters," whose duty it was to spy upon Republican letter carriers and get them fired from the service. These spotters were purely political hacks with no postal experience, and for the most part, no scruples. What they could not legitimately record as charges, they manufactured out of thin air. At one time, a third of the letter carriers in your hometown, Philadelphia, Mr. Chairman, were up for dismissal on charges filed by these spotters. Almost all the carriers involved were Republicans.

Finally, in 1896, Congress ordered in an Appropriations bill that the "spotter" system be banished from the Postal Service.

Later, in came the Republicans and they tried the same kind of gambit, in order to purify the Postal Service of Democrats. But once again Congress prevented the Department from engaging in excessive snooping for political reasons.

In Chicago, 70 years ago, the position of "letter carrier sergeants" and created. The Postmaster of Chicago pointed out that these "helpers" were not spies but the letter carriers soon learned differently. So it is today that Management insists upon supervisors using their spare time in touring the various districts of letter carriers who may be union officers rather than carriers suspect of violating regulations.

We hesitate in making the following allegation but because of the constant harassment on the part of some supervisors we feel that it is necessary to express our opinions concerning the over-staffing of supervisors in the branch stations in some of the larger post offices. In most of these stations there are now three supervisors. One is expected to supervise carriers—but it must be remembered that carrier duties are limited in the post office to casing assignments for about three hours daily. Some station supervisors find much to do in reviewing carrier route inspections and in making route adjustments to satisfy the service needs of the public. Meanwhile other supervisors, less inclined to be bothered with such laborious work, merely drive up and down spying upon letter carriers who are engaged in delivering the largest mail volume in the history of our country.

The Post Office Department has recently amended a street observation policy which still makes it mandatory that letter carriers be counseled and advised when management plans to make route observations. Despite this instruc-

tion, in many areas including especially the State of New Jersey, supervisors still get their "kicks" from snooping on letter carriers. This has a serious affect on morale and is unnecessary. A letter carrier has an assignment which according to regulations must be based on a schedule "as close to eight hours as possible." A supervisor in any post office can observe a letter carrier during his casing duties and know the amount of mail volume; and he further has the knowledge of the approximate field time necessary to deliver that mail volume. It should not be necessary to drive up and down literally pushing a carrier to accomplish his objective.

There are many other problems which greatly affect morale in the Postal Service today, but we do not want to take the time of the Committee; and we hope that the Post Office Department will resolve many of these issues through our Labor-Management meetings.

Some of the other subjects which we could cover today include the affect on morale which comes about when drivers of government vehicles are asked to pay for damages which have been caused by unavoidable accidents. In some cities, carriers drive in fear of having their pay reduced, paying for vehicle damages as a result of accident, being suspended from their jobs being involved in an accident, and possibly being "grounded," meaning a return to foot carrier duties.

Still another area which has caused concern is the failure of postmasters to recognize senior letter carriers for promotion to supervisory positions. It is grossly unfair to encourage all postal employees to take the supervisor examination and then disregard applicants who may be beyond age 45, which has been routine procedure over the past several years. It might be of interest to the Committee to learn the ages of newly appointed supervisors over the past several years to ascertain if there has been age discrimination. We have reports that although reasons have been given, the age of an employee must have been considered when he was bypassed. We are not advocating that employees should be promoted strictly on the basis of seniority. (There is credit given on the examination for the service of each candidate). However, it must be considered that the senior man does have a wealth of experience, and knowledge, and he has in his own mind not only the hope of being recognized for a supervisory position, but also the opportunity to enable himself to receive a higher annuity based upon the higher supervisory salary.

#### APPEALS PROCEDURES

We have in the Postal Service one of the finest grievance and adverse action appeals procedures existing anywhere today in or out of government. One of the reasons for this being true is the fact that employees have adequate rights when they are aggrieved, or when adverse action is proposed against them. We have in our National Agreement provisions for

prompt attention to a grievance, and when such grievance is brought to the attention of the immediate supervisor, he is expected to resolve same within **three** working days. If the supervisor cannot resolve the grievance to the employee's satisfaction, the installation head has **five** working days to render a written decision. If the aggrieved is still dissatisfied, he may appeal the installation head's decision within **five** working days; and within **three** working days the postmaster shall arrange for a three-man hearing committee.

After the hearing has taken place, and within **five** working days, the hearing committee must furnish its decision to the postmaster. If the hearing committee's decision is not acceptable to either the grievant or the installation head, either party may appeal within **ten** working days. The Regional Director must decide on the appeal within **ten** days, and then the appellant has an additional **ten** days, following the decision, to appeal to the Department's Board of Appeals and Review. Similar procedures have been provided for an adverse action appeal.

You will note how in each instance definite time limits have been established and a grievance appeal, as well as an adverse action appeal, is transmitted generally promptly and within time limitations as defined in the National Agreement. Then comes the delay! After employees have seen the procedure in action and how each appropriate individual has conformed to the time limitations, the morale of the employee is shattered as he waits, in some instances, more than a year for a final decision.

As the representative of more than 90% of letter carrier appellants, I would like to cite actual statistics concerning pending appeals before the Department's Board of Appeals and Review. I have in my files today 61 active appeals on which I have not yet been invited to appear before the Board of Appeals and Review. Also in my files are an additional 133 appeals. Of this number, 85 were reviewed this year. Another 48 were reviewed during 1967—in other words, there have been 133 appeals reviewed by this representative, and the B.A.R. to which no decision has yet been made. Some of the appeals date back to July, 1967. Others concern suspensions which have occurred eight months ago.

My purpose here is not for a moment to criticize the three-member Board of Appeals, nor any member of their staff. The current Board of Appeals is the most fair and impartial group with whom I have ever dealt over 27 years of postal service. We do not win every case, and certainly we do not lose in each instance. When we lose a decision at least we know that the appeal has been carefully and judiciously reviewed without any regard as to personalities, but with decisions absolutely made on the basis of merit and finding of fact.

The Board of Appeals and their staff is completely understaffed and over-

worked. It is humanly impossible for the three-member Board to render fair and impartial decisions if they are required to give prompt attention to each and every appeal without taking necessary time to carefully scrutinize all the facts. It is humanly impossible for the limited staff to likewise review from a technical aspect all of the existing conditions in each appeal, and to do so promptly. Therefore, the reason for the backlog which, as has been noted in our own situation, in close to 200 cases, is the fact of understaffing. Representatives of the Board are required to conduct training sessions around the country and to attend numerous meetings causing them to be away from their review of the many cases for lengthy periods of time. It also appears the B.A.R. is conducting business for other divisions at the Department.

It should not be necessary to increase the Board itself, but the staff certainly should be enlarged with competent persons who are familiar with the postal service and the procedures, as defined in our National Agreement and regulations.

By no means should the Committee consider that our testimony today encompasses every condition in the postal establishment which contributes to morale. Neither should the Committee consider that Postmaster General W. Marvin Watson is in any way responsible for the conditions outlined. Postmaster General Watson has given early evidence of his concern for conditions of employment, and even higher concern for the postal service. We expect great things from the new PMG; and perhaps advice from this Committee could cause early achievement of the goals which we anticipate will be attained by Mr. Watson.

Generally, the conditions underscored herewith are practices which have prevailed because of lack of adequate appropriations, lack of training of postal management, and the over-emphasis on productivity with inadequate concern for the human element.

Now, if I may, Mr. Chairman, I would like to introduce Mr. Lewis, who has some brief remarks on the labor-management program.

**MR. NIX.** Very happy to have Mr. Lewis proceed.

**MR. LEWIS.** Thank you very much, Mr. Chairman.

Having been designated as the chief negotiator for the National Association of Letter Carriers by President Jerome Keating at the very inception of the labor-management program, I am very well acquainted with the conditions which exist there. In the executive order which was issued by late President Jack Kennedy back in 1962, high hopes were raised in the postal establishment, particularly our organization, that at long last there was going to be consideration to the morale and needs of the employees. Certainly we recognize that we are going to have to deal strictly with those matters having to do with working condi-

*(Continued on next page)*

## Colloquy at Subcommittee Hearings on Morale

(Continued from page 15)

tions and personnel policies and practices.

For the first year or perhaps the first two years the executive order was in effect in the Post Office Department, we found that there was equal enthusiasm on the part of postal managers to have a workable program as well.

Somewhere in the process this enthusiasm waned and became a gradual state of deterioration, so now we unhappily must report that the labor-management program, as it is known in the Postal Service, is practically a meaningless operation. I think it can not be better explained or exploited than by what happened during our past negotiating period lasting about six months. At the national level it was necessary that we negotiate a complete new agreement. I believe this is unheard of, Mr. Chairman, in the private sector where, let us say, in the form of the United Automobile Workers, where they negotiate with Ford of General Motors and win benefits this year to have to go back next year and re-win those benefits all over again.

We look upon a contract as a living document, one in which we progress and not step backwards. Unfortunately, the Post Office Department does not have the same feelings in this area.

As I said, we have been forced at the national level and the local level to negotiate new contracts, something that was entirely unheard of in any segment of industry or labor, and one which even the Postmaster General himself, who came from the steel industry, commented upon in his own office as a gambit of hitting upon optional negotiables. This meant that local management, if they determined this was a right they wanted to retain themselves, even though it pertained to working conditions, personnel policies and practices of the employees, could by merely saying to the employees, "We refuse to even discuss this with you," be upheld by the Department as an optional negotiable item.

With attitudes like this it is impossible to have a meaningful labor-management program. As Mr. Rademacher pointed out earlier in his statement, while salaries and economic benefits are important, our people are now reaching the point where good working conditions, good personnel practices, become even more important. Just this past week we had our National Association of Letter Carriers City Delivery Committee—this is a group of five active letter carriers who meet on a once-a-year basis with departmental officials—discuss working conditions in the letter carrier craft. This committee was established originally about 10 or 12 years ago. Each year we are called in or meet with the Department and some very lively

discussions are held usually resulting in some very definite changes and improvements being made.

Always in the past we have been able to meet with people and discuss our problems with people who can make decisions. This year, prior to the committee being called in, we were informed that there would be no decisions made at these meetings, that there would be staff people meet with our people to listen to our arguments, hear our discussions, but in the final analysis they would report our arguments to the higher-ups who ultimately would make a decision, so we hope. We have no objections to meeting with anybody from the Department any time, but we have learned from experience that nobody can present our arguments in favor of what we are trying to accomplish as we can ourselves. To give our arguments to subordinates who in turn submit their ideas of our arguments to their superiors makes a farce of the whole operation. It is a wonderful opportunity for the Post Office Department—and I am speaking only of this agency—to make some real gains in building morale among their employees. We are not asking for the opportunity of the right to manage the Post Office Department. But we believe that the intent of the executive order issued by the late President Kennedy, that through the mutual cooperation of the Department and the postal employees that a better service could be brought about. It is just as effective and meaningful now as it was back in those days.

We could cite you instance after instance. For example, Mr. Chairman, out

of the total items presented to the negotiating table at local levels, there are over 7,000 non-negotiable items, matters that apply to working conditions, personnel policies and practices, which the Executive Order gives us the clear right to discuss and have been declared optionally non-negotiable by management because they just don't care to discuss these matters with us.

This the Department has done more in the last year or year and a half to destroy the entire image, entire picture that it has built up in the postal operations, as far as morale is concerned, than anything in my 28 years in the Postal Service.

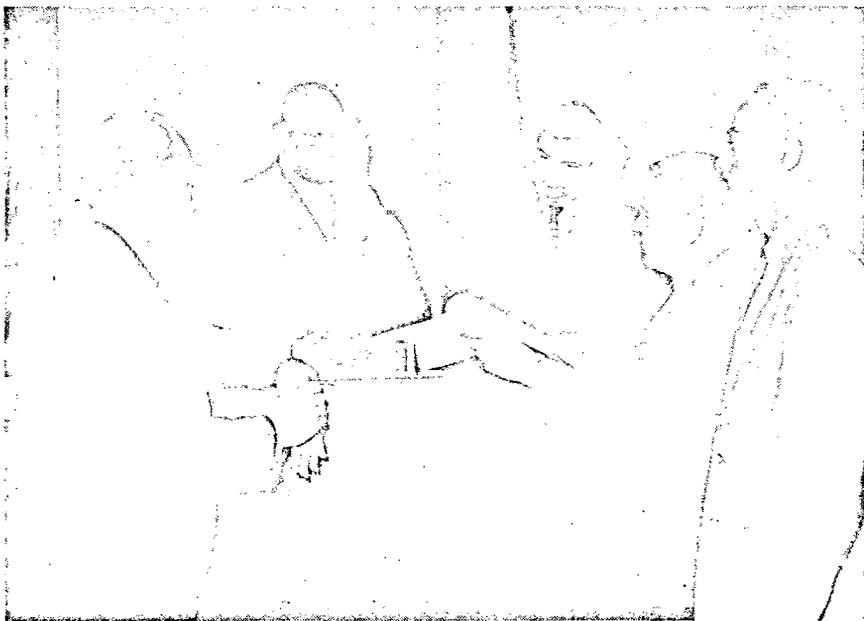
I welcome the opportunity, Mr. Chairman, to discuss these matters with you, and hope calling these to your attention will have some effect in creating a better atmosphere, a better morale, a better productivity among postal employees.

**MR. NIX.** Do you wish to introduce your other guests?

**MR. RADEMACHER.** Mr. Chairman, I am very pleased to have this opportunity and thank you for the privilege. I ask that our Assistant Secretary-Treasurer, Mr. Charles N. Coyle, bring forward our guest.

Mr. Chairman, we have here today from Kenya, Africa, Mr. Chadwick Adongo, who is an International Representative of the Postal Telegraph and Telephone International. We are very pleased that he has found the time to be with us so that he can participate and witness firsthand the democratic processes that take place in our great country.

**MR. NIX.** Mr. Adongo, on behalf of



Chairman Robert N. C. Nix, of the House Subcommittee on Postal Operations, reviews N.A.L.C. testimony with Vice-President James H. Rademacher (left), Secretary-Treasurer J. Stanly Lewis and N.A.L.C. Field Director Joseph H. Johnson. Committee Staff Counsel Tom Kennedy is in the background.

myself and the entire committee, I want to welcome you here. It is indeed a pleasure to have you come.

I also serve on the Foreign Affairs Committee of the House of Representatives of the United States. I am likewise a member of the Subcommittee on Africa. You come from a section of the world in which I am deeply interested, for which I have great admiration, first because of my ties with that section of the world. Secondly, because of the tremendous strides toward freedom, decency, that part of the world has made in recent years.

You see you are welcomed here by me and other members of the subcommittee and the full committee. I reflect their views. This is a deep and sincere welcome.

Mr. Rademacher, would you care to have Mr. Adongo or Mr. Johnson proceed at this point?

**MR. JOHNSON.** There is not much more I can add to what our Vice President said, except that we appreciate this hearing greatly.

**MR. NIX.** Did Mr. Adongo want to make any statement?

**MR. RADEMACHER.** Perhaps he would like to respond to your very warm welcome. He may do so at this time.

**MR. NIX.** Delighted to hear from you.

**STATEMENT OF  
MR. CHADWICK ADONGO,  
INTERNATIONAL REPRESENTATIVE OF THE POSTAL TELEGRAPH AND TELEPHONE INTERNATIONAL UNION**

**MR. ADONGO.** Thank you very much, Mr. Chairman.

I am very much delighted to be here to witness the process of your democratic approach to labor problems. I thank you very much because this is going to be an education to me. I therefore thank you very much.

**MR. NIX.** Thank you.

Now I would like to refer to the optional non-negotiable rights that you mentioned a while ago. That is of tremendous interest to me. Did I understand you to mean that the representatives of management come to the bargaining table and say that there are certain subjects that are virtually off limits?

**MR. LEWIS.** That is right.

**MR. NIX.** They are not negotiable?

**MR. LEWIS.** That is right.

**MR. NIX.** Do you have any recourse to that decision?

**MR. LEWIS.** Yes, there is recourse at the local bargaining tables. If a matter is determined to be non-negotiable or optional and non-negotiable by local managers and we don't agree this is a subject that we can not discuss, we can therefore refer it to the regional level where it is then reviewed by the employee representative and the representative of the regional staff.

**MR. NIX.** What I am getting at, Mr. Lewis, is this: Can you say to them there will be no negotiations unless this is determined?

**MR. LEWIS.** Yes, you have that option. Then the conclusion to that option is if you say there will be no negotiations, there also will be no contracts ever signed. You are put in the position that you can either discuss the items that management feels that they want to discuss or discuss nothing at all.

For example, in one office here in our own Washington, D. C. region, where we had some 30 items which had been in all our previous contracts at the local levels, the branches resubmitted these identical items for negotiation, and out of 30 items submitted 29 of them which had appeared and they are currently operating under were declared to be non-negotiable by the local management.

These were upheld, I might say, Mr. Chairman, by both regional people and ultimately by the Department, which is to be expected because there is where the instructions came from.

The Post Office Department passed down through the regions to the local managers their optional non-negotiable provisions.

**MR. NIX.** For further clarification, one more question.

The authority to declare certain questions not negotiable arose somewhere. Where?

**MR. LEWIS.** From the material we have gotten, Mr. Chairman, this arose at the training school that was given to top regional officials and top postmasters in Norman, Oklahoma, at the University of Oklahoma.

**MR. NIX.** When?

**MR. LEWIS.** This was, I would say, in February, somewhere in February of this year, February or March of this year. A series of four different meetings were held for each of them in a week, at which some 600-plus total representatives from management were called into Oklahoma by the Post Office Department.

**MR. NIX.** Since that time, this has been a part of management's policy?

**MR. LEWIS.** Yes, sir.

**MR. NIX.** Before this came into being, what was the condition?

**MR. LEWIS.** The condition at that time, Mr. Chairman, was that every item that pertained to working conditions or personnel policies which was not specifically restricted by the provisions of the executive order, for the hiring of employees, removing employees, budget of the Department, things of this type, were negotiable at the bargaining table at all levels.

**MR. NIX.** Why did you accept the ruling that certain subjects were not negotiable?

**MR. LEWIS.** Mr. Chairman, we have not accepted it. As far as we are concerned, these items are still negotiable. We have come down to this position: When we got to the national level on items that we discuss as negotiable or non-negotiable or optionally negotiable, we present our case and the Department tells us, "In spite of your disagreement we are declaring these items to be non-negotiable."

**MR. NIX.** What I am getting at is this: Have you challenged the legality of this ruling; have you any way of doing so?

**MR. LEWIS.** We have not challenged it. Our organization has not challenged the legality of a ruling such as this type. Frankly, I don't know where we would challenge it to, the courts or wherever it would be. We have met, Mr. Keating, Mr. Rademacher and myself have met with top departmental officials, including Postmaster General Watson, in trying to bring some order out of the chaos that exists at the present time. As of this date our efforts have been ineffective and have not been producing any results at all.

**MR. NIX.** You have no intention of not pursuing your—

**MR. LEWIS.** We intend to pursue this, Mr. Chairman, in every way possible. We recognize that Mr. Watson is a new Postmaster General. We would like to have him have the opportunity to bring his own house into order. If we find ultimately we can not be successful this way, I am sure that our organization will investigate and take whatever steps are indicated as a result.

**MR. NIX.** Mr. Rademacher, may I ask you, under Executive Order 10988, what are your rights in reference to non-negotiable subjects?

**MR. RADEMACHER.** Executive Order 10988 just permits negotiation, but it ends there. There are no spelled-out rights of what we are to do if something like what we are facing today occurs. I am happy that you brought this out because it should be revealed to the committee that there are over 7,000 of these so-called non-negotiables that have occurred throughout the entire country.

In talking to people that went to this University of Oklahoma, this was the reaction that we got from some of the people that were ready to speak out. They went into one class and heard a labor professor, a person skilled in teaching laboring people met with the postmasters and other representatives of management and they stated unequivocally that "the unions are here to stay, gentlemen, and the best thing for you to do is to sit down and negotiate and try to work out the best possible conditions under existing regulations and laws."

The postmasters sat there and realized the professors must mean business. The bell rang and they went into the next room. They were told, "Don't give an inch." That is exactly what has happened. The courageous postmaster that wants to get along has signed an agreement and some of the agreements are very fine. This situation we are talking about is not widespread. Perhaps at this point it is in about 60 percent of the post offices. In the other offices, the postmasters had the courage to sign an agreement irrespective of the orders they received.

I think, Mr. Chairman, to resolve this matter once and for all and save time, it would be of interest to the committee

*(Continued on next page)*

## Morale Hearings

(Continued from page 17)

to ask the Department to supply the training material and have the staff go over it and see what harmful effects there were in the training material. There were no harmful effects in the National Agreement. The harmful effects came about in carrying out the procedures outlined in the agreement.

**MR. NIX.** I am quite sure that will be helpful. That will be done.

At the moment I want to pursue this. This executive order mentioned certain procedures. Certainly there were certain duties it contemplated when it was issued. There were certain other features which were not mentioned. Whenever there is a legal document—and this is a legal document—someone has to construe its meaning, someone has to interpret the meaning of the document. Therefore it is fair to assume that someone explained it to the management in this case that it means this, it means this and this. That would be the attorney, legal department of the Post Office, do you think?

**MR. RADEMACHER.** No, sir. I am sorry to have to say that it is the Civil Service Commission that did the interpreting. We have testimony before the presidential panel urging this whole program be moved out of the Civil Service Commission, and transferred to the Labor Department or a special agency set up just for the labor-management relations program in government. We feel the Civil Service Commission should not have jurisdiction and control over the program. It is their interpretation that is responsible for many of our problems today.

The executive order did provide definite areas for negotiation and when we respond in those areas, some Postmasters claimed it to be their prerogative. If you look at the executive order too closely you see there are not too many areas in which to negotiate. Now the President's panel is examining the Executive Order to which we have suggested amendments to make the Order realistic and provide the unions with the type of protection you refer to today and which is not in the Executive Order.

There is only one provision of the Executive Order that can protect us in the dilemma we are in, that is, Section 15, which provides "it is not the intent of the order to terminate any past practices or policies." Yet it is the intent of the current postal management to scuttle the policies that do prevail.

Mr. Chairman, five years ago our people had a crash training program and they managed to get a very fine agreement in almost every post office. Today you wouldn't recognize that agreement because of what has happened to it.

It has been slaughtered, not by the national agreement which was just signed by the Postmaster General by by the

training material disseminated to fearful postal management at the training school.

**MR. NIX.** This subcommittee intends to have the Civil Service Commission in to explain, but it seems intolerable to me that one body has the right before it negotiates with another body to say which subjects are or are not negotiable. It does not make sense to me.

It would seem to me that the parties would have a meeting among themselves and decide what is or is not the subject matter of the conference. That is not the fact.

**MR. RADEMACHER.** That is where the conflict lies, Mr. Chairman. The national agreement itself says we can negotiate in any area whatsoever that is not in conflict with the laws of this country or the regulations that have been spelled out, but anything to do with personnel policies that are not in conflict with an regulations, laws and so on can be negotiated.

And then we have the training school set-up for management where they are told "You do not have to" and this Committee will read this in the information you are going to secure from the Post Office Department. In fact, the literature tells a Postmaster "you can nego-

tiate route adjustments" and the next paragraph says, "but you had better not do it."

**MR. NIX.** This in effect nullifies the national agreement or certainly restricts its operation. Would you say that?

**MR. RADEMACHER.** It has made a farce of the whole program, Mr. Chairman. Mr. Lewis can speak on this subject.

**MR. LEWIS.** I would like to point out that Executive Order 10988 which was issued in 1962 has not been changed one iota, one comma, one word added. Therefore we should negotiate in the fourth round, which we are now in, as we negotiated in these areas the last three negotiations at the local level under the Executive Order which is our charter allowing us to negotiate.—The National Agreement has been strengthened even more than it was originally. The Agreement provides that in the field of working conditions, personnel policies, as long as it does not conflict with the existing laws or future laws, existing regulations of the Post Office Department, Civil Service or the Department of Labor where they apply, as long as it does not come in conflict with the National Agreement and is within the administrative

(Continued on next page)



WASHINGTON, D.C.—The "Poor Peoples' Campaign" was the beneficiary of contributions of members of New York City Branch 36. Representative Robert N. C. Nix, of Philadelphia, representing the Southern Christian Leadership Council accepts the contributions from Branch 36 president and chairman of the N.A.L.C. Executive Board Philip Lepper. Also in the photo above from the left are: Murray Corito, Claude Jones, and Lou Yockel.—Photo courtesy of Ily Sandbank.

## Morale Hearings

jurisdiction of the Postmaster, it is a fit subject for negotiation.

But these policies have all been nullified by the careful instructions that were issued not only in Norman, Oklahoma, but by the people who went there and returned to their home area and had meetings with postal officials of smaller offices. So it became widespread not only in the areas represented by the 600 people who were at Oklahoma, but throughout the entire Postal Service.

**MR. RADEMACHER.** If I may briefly, Mr. Chairman, I will give you an example of what happened. We have a very fine Branch at Brownsville, Texas. They are a very good group that tries to get along with management and they realized the problems we were going to have. So they thought they would start out this year by negotiating a proposal indicating that the Branch will not attempt to resolve any grievance in any other way than spelled out in the National Agreement.

In other words, not go to the newspapers or demonstrate, but just do it according to procedure. And they presented this as proposal No. 1. The Postmaster said it is nonnegotiable.

Mr. Chairman, I submit to you that same language was a proposal of the Post Office Department on page 4 of the Postmaster's training book, the exact language that our Branch took from the training book submitted as a proposal and the Postmaster of Brownsville, Texas said not negotiable.

At this point, Mr. Chairman, I would like Field Director Joseph H. Johnson to tell you briefly how he found things in the Washington, D. C. region on these "nonnegotiables."

**MR. JOHNSON.** Mr. Chairman, the items at the local level, which are declared nonnegotiable come to the regional level, at which I am to sit down and discuss same with the regional officials. Approximately 500 of these items did come to the regional level and we discussed them. Of the 500 I dare say less than ten percent were returned back to our local Branches with agreement they were negotiable. The balance of them of course were referred to the national secretary-treasurer, who must discuss the issues with the Department.

So you see, we are not doing very well at all because at the regional level they have received these instructions and, quite frankly, many of these people at the regional level did go into the field and taught some of the smaller office Postmasters who were not able to go to the Oklahoma school.

They gave these same instructions to the postmasters in the smaller offices that they would get in Norman, Oklahoma. That is what caused this type of results.

**MR. NIX.** To me I think it would be fair to say that whatever major difficulties we have in management and labor in the Post Office could be eliminated if full meaningful discussion could be had on all of these subjects that are legally brought up.

So the conclusion follows, if this committee is able to reach some accommodations on this nonoptional, nonnegotiable rights, have it explained and have it eliminated. I do not see where it has any part in real negotiations. I just cannot see it.

Let me ask you on another subject.

Do you think the former Postmaster General O'Brien's suggestion that the Post Office Department should be abolished and turned into a nonprofit corporation would help or hurt the postal employees, Mr. Rademacher?

**MR. RADEMACHER.** Mr. Chairman, the committee's recommendations which stem from their investigation have not been officially released. We have read about them in various publications. But from the early information that we have on it and being an organization dedicated to service, we certainly could not go along with the proposition.

We have always depended upon the Congress for servicing the needs of our members through pay and fringe benefits, and in the same manner we have depended on the Congress to see to it that the people in this country receive the best possible mail service. We feel that a corporate form of postal service would soon diminish service, the type of mail volume would be limited, and the employees would not have the privilege of coming before the Congress as we are today. A corporation whose directors would be concerned about profit or non-profit or showing a good record would not be as human-minded as this committee and other committees of the Congress have been.

So that is where our fears stem from, and until we actually see the recommendations, we cannot take an official stand. I am merely responding on the evidence we have at hand.

**MR. NIX.** We have had extensive hearings before this committee on that question. We have a great number of bills and an equally great number of plans for this. And of course the proponents of each bill seem to be convinced that his plan is the plan of the century. And yet, during the hearings, in answer to questions as to the value of the respective plan, no one has any assurance that the evils complained of could be remedied or that there would not be comparable evils of the respective plans were accepted.

So I too think it might be wise to wait for this report to come out, not in the hope it is going to answer—although I am not prejudging it—but they still are human beings and I cannot for a single moment believe that they have qualities superior to the other human beings—so not with the hope it is going to offer any grand design, but merely to peruse it and see what it does offer.

Is it your opinion, Mr. Rademacher, that the morale could be materially strengthened and improved if some of the things set forth in your statement are accomplished?

**MR. RADEMACHER:** Very definitely, and naturally the first method would be to have a little more humanism displayed and the elimination of suspicion on the part of management especially as concerns the unions. They say the unions want to usurp their authority and take over the Post Office Department, which is the furthest from the truth you can get.

Also, there is a matter in the hands of the Congress that would help in other ways, and that is adequate appropriations. We have lambasted management today, (they have got it coming in some areas) but they too are the victims of these pressures which stem from inadequate appropriations. They have just had another reduction this year and we are going to try to live with it according to Postmaster General Watson. We hope we can with the expanding mail volume.

Once again morale is affected when one sees the heavy volume of mail. Every press release we read says more mail, it is exploding. Somebody has to deliver the mail. If there is no manpower available, no overtime permitted, there naturally is a shattering of morale.

Now in the Postal Service within the next five years, perhaps 60 or more percent of every letter carrier will be mechanized. We are for mechanization but if you do not train people properly, if they live in a state of fear, if they dare to have an accident they are going to be suspended or going to have to pay some of their family's income to repair a vehicle, or they are going to have to suffer transfer of assignment just because they had an accident, these things all add up to morale factors and they can be corrected by this committee suggesting changes and by there being an all-out attempt to educate management in other areas than productivity.

As I have stated, Mr. Chairman, the productivity of the letter carriers is at an all-time high. The only reason it is not higher is because the Post Office Department is loaded down with temporaries and if you deduct the number of temporaries from the postal payroll, you will see the productivity of the letter carrier is extremely high. With that high productivity and with the fact that our routes are adjusted as tight to eight hours as they possibly can get, then there is reason to forget about productivity and concentrate on the human element. And that is all we are asking.

**MR. NIX:** I thank you very much, Mr. Rademacher, Mr. Lewis, Mr. Johnson. And again, Mr. Adongo, I want to thank you for being present and renew my welcome to you to visit Washington and visit my office at any time you find it convenient when you are in the City of Washington.

Thank you very much.

**MR. RADEMACHER:** Thank you, Mr. Chairman.

James ~~Rademacher~~ Rademacher

NIXON Statement

Need by Tues  
Tue 24th

MORALE  
in  
Postal  
Service

Even in the worst times, there was a  
thought of strike - under Democratic  
Administration, there are organizations  
seeking to amend laws to  
have the right to strike -  
Obviously something is wrong -

aren't enough opportunities  
through the ranks - the future  
in being a letter carrier -  
can only become Supervisor  
of carriers or route foreman  
5% of those who pass may be  
~~later~~ promoted.

Deems are giving exams now  
just before election to  
encourage people -

M

Delays in hearing Grievance -

---

Agreement now reached with  
nation - Election mode -  
has finally given Postal employees  
the most basic employee rights -  
has delayed for months -

---

### Major Issues

- ① Comparability of fringe benefits  
in all areas -  
Comparability of Pay is now principle  
meaningful collective bargaining  
3rd Party involvement -  
union Participation on Survey team  
- Survey takes a Year or more  
turnover is costly -  $\frac{1}{3}$  of 700,000  
employees have less than 3 years  
Service
- ② Working Condition - Comparability  
of union rights - Continuation  
etc -

Coordinated wage Board

Retirement system on sound  
financial Basis - Govt  
meeting its obligations

---

until legis is passed, we  
want better admin of Exec  
order -

1988 - Top of P2 -

---

Pay surveys are delayed -  
Exec procedures do not  
result in comparability

---

Way in which survey  
BLS annual survey

See P 12 - For Possible Quote -

STATEMENT OF JAMES H. RADEMACHER, PRESIDENT  
NATIONAL ASSOCIATION OF LETTER CARRIERS  
BEFORE THE SUBCOMMITTEE ON COMPENSATION  
COMMITTEE ON POST OFFICE AND CIVIL SERVICE  
HOUSE OF REPRESENTATIVES  
TUESDAY, SEPTEMBER 17, 1968

Mr. Chairman and Members of the Committee:

Naturally the National Association of Letter Carriers is deeply concerned about the methods currently used to adjust wages of postal workers. Our recently elected officers are appearing here today for the purpose of assisting in the expression of their views on this subject, and at the same time are urging certain reforms in what appears to be an unrealistic, outmoded and antiquated system. My fellow officers are Vice President J. Stanly Lewis, Secretary-Treasurer William T. Sullivan, Assistant Secretary-Treasurer J. Joseph Vacca, and the Directors of our Insurance subsidiaries, Mr. George A. Bang, Mr. Austin B. Carlson and Mr. Glenn M. Hodges.

I want to begin this testimony by thanking you, and congratulating you, Mr. Chairman, on calling these hearings on a very important aspect of postal life and the future of the postal service. I am especially grateful for your remarks, made yesterday at the initiation of these hearings, to the effect that you want these hearings to be somewhat "free-wheeling" in character, an open exchange of ideas which can conceivably lead to substantial reforms in the future.

This creates an atmosphere that is, necessarily, absent in more formal hearings on specific legislation and we are grateful for the opportunity of airing our views in such an unrestricted forum.

The current procedure of paying postal employees is the product of an alleged system of comparability. We question the term

"comparability." At the same time we claim that despite earnest attempts at improvement, there has been little significant change in procedures which have been in effect for pay adjustments since the delivery service was initiated over one hundred years ago.

As in the past, either postal organizations or the Administration can persuade the Congress to initiate legislation aimed at adjusting the wages of postal workers. After the organization of Congressional committees, hearings can be scheduled. Lengthy testimony is then heard by the Committee and after considerable hauling and pulling from both sides, a "compromise" bill is usually produced.

If the Committee action is unsatisfactory to the unions, attempts are made either on the House floor, or in the other body, to amend the committee action in order to provide more pleasing results.

On the other hand, if the Committee action is more generous than the Administration desires, pressures are brought to bear for the full committee to decrease the degree of generosity. Sometimes efforts are made to induce the Rules Committee to withhold approval unless a more conservative bill is proposed.

In other words, enactment of postal pay becomes a matter of constant battle among the Administration, the Congress, and the various unions representing postal workers. This type of legislative action is outmoded and is not indicative of sound modern practices. Certainly it is unscientific and leads often to inaccurate results.

We would recommend today that consideration be given to a tri-party procedure wherein the Congress would benefit from the views of three separate and distinct groups:

- (1) The Administration would recommend increases based upon

the so-called comparability formula;

(2) the unions would continue to testify in support of their views as to what they consider to be appropriate increases;

(3) a third group, consisting of totally disinterested persons of acknowledged competence, sort of an ombudsman type of committee, would offer testimony in support of its findings.

Your Subcommittee, Mr. Chairman, is well aware of the procedures which are followed by the Administration and the unions. The Administration suggests legislation encompassing increases of an amount it feels to be based upon comparability. The unions then immediately oppose the recommendation with far more liberal suggestions. The two views of what "comparability" is are predictably divergent.

We have in mind a "third party" committee who would take testimony from Administration representatives and from the unions, and develop from the facts attained, recommendations as to what amounts are necessary to first of all have wages based on the comparability formula, and secondly, to answer the needs of employees as expressed by the unions.

For example, the Administration might recommend a comparability increase of 3 per cent. The unions maintain that a 3 per cent increase would not in any way correct the problem of recruitment and retention of first-class employees. We have too many potential recruits who refuse to accept postal employment, and too many who leave postal employment before they reach their maximum usefulness because of inadequate wages.

The "third party" committee would investigate these contentions of the unions, and at the same time explore, with the Bureau of

Labor Statistics, the basis of its recommendations.

Following the gathering of all the facts, the Congress then would be advised of the findings and could then base their actions on the recommendations made by the Administration, the unions, and the "ombudsman committee." If the Congress determined to grant increases higher than those proposed by the Administration, it would have a basis for doing so with the testimony rendered by the neutral third party, as well as facts presented by the unions.

The "third party" would be appointed as a result of Congressional action, and it should be in the form of a commission which would not be subject to administrative control, or to political interference.

In our opinion, this procedure would not be the total answer to the immediate problem of the need of a modern approach to the adjustment of wages of Government workers. However, it would not only be a compromising influence in determining what amounts would be necessary to grant increases based upon alleged comparability, but it would also insure salary adjustments based upon objective fact-finding.

It is only natural and proper for the union to be seeking wages which provide for the purchasing power necessary for decent family living. At the same time, the union's purpose is to build the image of its members and to have them receive wages consistent with the intrinsic value of the work they perform. Although union demands in the past have been considered by some to have been exorbitant, the National Association of Letter Carriers has always presented testimony to substantiate our demands for such increases.

We shall continue to seek the highest possible wage which is commensurate with the responsibilities of the people who carry the mail.

When that responsibility entails delivering trillions of dollars in checks, money orders, bonds, negotiable documents and other material things, there should be a salary to match the responsibility. When we look about us and see how people who have the admittedly serious, and sometimes dangerous, responsibility of driving a motor bus through the streets of a community for a salary of more than \$7,000 annually, and then know that the people responsible for the Nation's mail service earn less than \$6,000 during their initial year of employment, we do feel justified in recommending drastic changes in legislative procedures.

In addition to the inadequacy of postal pay in comparison to the responsibility of the job, there is the ridiculous and antiquated law which makes it necessary that a rookie letter carrier work 21 years before he can enjoy top wages. In fact, there are many senior letter carriers today who have worked more than 21 years, and have still not reached the top step of their pay level.

We have recently surveyed more than 300 cities throughout the country, and we have asked for information concerning wage scales of police and firemen. We also requested information as to the length of service necessary to enjoy top wages in each of these job classifications. In only a dozen cities among the 300 are police and firemen required to work longer than five years to enter the top step of their pay level. In fact, the average for all

cities surveyed shows that top wages are received after only four years of service.

In many cities which have faced the recruitment crisis and which do provide realistic salaries for employees who they hope will remain on the rolls for their entire careers, it requires only two years to reach the top step, with increases granted each six months. It is true that, in a majority of the cities, the increases are granted each year, but in more than a third of the cities surveyed, step increases occur each six months.

Our recent National Convention has mandated the National Association of Letter Carriers to seek the enactment of legislation to have the top step of the postal pay schedule reached after five years of service. We hope to have appropriate legislation introduced in the 91st Congress, and we shall vigorously pursue this objective.

There are many ways which government workers in foreign countries use to achieve an adjustment of their wages. In many countries it requires a strike by these employees to secure some kind of increase. Strikes are permitted in many governments who feel that government workers should have the same rights as any other laboring individual.

Recently the Canadian postal worker was given the right to strike if he was not happy with the recommendations of the government relative to salary increases. After a successful, and legal, 22-day strike in July, our brothers to the north won a new two-year contract which provides an 11 per cent salary increase. There was a retroactive increase of more than \$400 included in the agreement.

Other terms of the new contract provide that all present employees were to be moved into the maximum salary. The top pay will now be reached after three years of service. (Previously the top grade was achieved after seven years on the job.)

Canadian postal workers are now part of an "agency shop" which requires all employees to pay union dues via payroll deduction, whether or not they are union members. Canadian unions won full union recognition in the grievance procedure. This means that the government agreed to abide by the union's method of processing grievances.

Of special interest in the new Canadian contract is a new provision which allows 28 weeks of full pay, after retirement, before annuities commence. Canadian postal workers will now receive 11 paid holidays, plus three days' funeral leave following the death of a member of the immediate family.

The right for the Canadian workers to strike came about following a brief "wildcat" strike in 1965. A blue-ribbon government commission declared that employees had the right to strike if they were not satisfied with the recommendations of their government. The Canadian system now permits employees to bargain over most items, including wages and, in the event of impasse, the unions may choose either binding arbitration, or agree to accept the recommendations of a board of conciliation.

If the union is dissatisfied with the board's recommendations, strike is permitted.

Of course, the legislative process is different in Canada which is ruled under the parliamentary system. The chief executive is chosen by the majority in the legislature. Therefore, all actions of the executive usually will carry the approval of the legislative majority. Wages are not set by Parliament, and the postal employees have little contact with the Parliament, though the Postmaster General is a member of that body. In Canada the unions bargain with a representative of the executive who makes the agreement and sends it on to the legislature for its approval.

#### COMPARABILITY

There is much to-do about comparability and the terminology involved in the controversy has not been clearly defined since its introduction in 1962. There have been numerous attempts by various individuals to render opinions on what the Government has actually done in the formulation of the comparability feature of Government pay. However, there needs to be a clearer definition, and the accomplishment of comparability cannot take place until and at such time as there is a definition and understanding of exactly what Congress wanted to be accomplished.

About two weeks ago we received a press release, dated September 4, 1968, from the Civil Service Commission, announcing that the Director of the Bureau of the Budget and the Chairman of the Civil Service Commission have offered to Federal-employee organizations a plan for more extensive consultation on comparisons of Federal salary rates with private enterprise salary rates. This plan was discussed here yesterday by the Chairman of the Civil Service Commission. We have no further information, and we are concerned about the opportunity that is now being offered.

Under the plan as we understand it, we would continue to be asked for our views after the Bureau of Labor Statistics makes its annual comparability findings, but before the Commission makes its final recommendations to the President. In addition to this consultation, we would be allowed to discuss the BLS findings with the Budget Bureau and Commission staff members. Later we would be notified of the proposed changes in the scope of the survey, and consulted before the changes were made.

Needless to say, this is a step in the right direction. I must add, however, that we know of no instance in which the Commission has changed its mind after consultation with the unions. In fact, the opposite is true--the Commission makes up its mind, tells us about it, asks our opinion, disregards what we have to say, and then goes on and issues its original decision. The so-called "offer" is a step in the right direction, but is not adequate for the needs.

Although we have no quarrel at this time with the data collected by the BLS, we do strenuously object to some steps taken to find comparable salaries. We feel the BLS is totally objective, but the agencies requesting its services, and dictating the scope of its inquiry, are not.

For example, in 1966 a new occupation (buyer) was added to the employees with which letter carriers are compared, and at the same time, the size of firms surveyed was lowered. These two actions, taken without consulting representatives of the employees whose very livelihood depends on the survey, appear to have been taken for no other reason than to lower the average salary findings.

Last year before this same Committee, Charles L. Schultze, then the Director of the Bureau of the Budget, said the comparability principle states that rates, not increases, must be comparable. The principle, according to his direct quote, "says nothing about comparability with the better employer, or the biggest employers, or employers of organized workers." It was Mr. Schultze's contention that the law does not state Federal workers in any given occupation should get the same salaries as their counterparts in private industry. "It prescribes only a work level relationship," Mr. Schultze declared, "which must represent a number of occupations at the same work level. Obviously, there will be differences in pay among the occupations."

We still cannot compare apples with oranges, except in weight. In looks, taste, smell, there are no comparisons. Similarly, you can compare rates, but will the work level relationship be comparable? You can compare work level relationships, but will the pay rates be comparable?

In order to be fully comparable, all aspects must be as nearly comparable as possible. If rates of pay are to be comparable, then pay increases must be higher until they are comparable, and equal when they are comparable. If work levels are comparable, then rates of pay must be comparable. And if letter carriers who are close to 100 per cent unionized, and who work for the largest employer of them all are to be compared, then they must be compared to employees working for the largest employer in the private sector who is also organized.

Why should letter carriers and postal clerks be compared with accountants, auditors, job analysts, chemists, engineers, draftsmen,

buyers? Certainly we are none of these.

We should be compared to employees who have the same monetary and public relations responsibilities, as well as the same fiduciary responsibility. In one month's time our members deliver billions of dollars--checks to annuitants, payments to retailers, negotiable securities to the banks, and millions of other envelopes which contain negotiable items. The economy literally rides on our back.

As public relations men we are the only portion of Government with which the average American citizen will ever come in contact. We are more comparable, I submit, with public relations men, salesmen, policemen and firemen. Although our responsibilities are not similar, they are no less than equal. Our work of late has been just as dangerous, and our work load even more demanding.

Additionally, we object to the time lag between when the survey information is obtained and when it is put into effect. We received a pay raise in October 1967 that was based on data compiled in February and March 1966. The data was compiled in February and March 1966, Mr. Chairman--19 months before we got our raise. And there is no telling how old it was when it was collected. In unionized shops, the wage rate at that time could have gone into effect as much as a year before. In non-union shops, it could have been in existence since nobody can remember when.

Last July, we received a five per cent pay raise. If that increase hadn't been written into the 1967 law, we would have gotten an increase based on data collected 13 months before and probably older than that. Next July we will, I hope, receive another pay raise. And this one will be based on data 13 months old or older.

Is this comparable?

No self-respecting union in the private sector would stand by and say thank you to a raise based on data over a year old. Most unions have up-to-date wage data on which to base their current demands and to interpolate what their demands for the next one or two years should be. Too, in case they are a bit off in the prognostications, they can negotiate cost-of-living clauses in their contracts so that their members won't fall behind in the race with inflation.

Give us a hand in gathering the wage data and we will have that data and have it quicker. Unions representing the Government's wage-board employees not only play a part in getting the pay data, but they are on committees that advise pay policy. That's consultation! If we helped to collect data, then our members who have something at stake here, would see to it that it was collected and collected fast.

By law, the wage-board employee must have his raises within 45 days after the wage board survey has started. The argument could be made that a wage board survey is much smaller in scale than the national survey conducted by BLS, and the data, therefore, can be collected more quickly. The answer to this contention is simple. Place a statutory limit on the compilation of the national survey. Have the Commission make its recommendations within 90, 120, 150 days after the survey is begun.

Institute the surveys in all areas at the same time, compile the data more quickly with the aid of the unions, require the recommendations to be made within a specific period of time, and you eliminate the time lag.

Now we are starting to talk about comparability.

In conclusion, we want to make it crystal clear here today that, whatever innovations may come about as the result of this Committee's deliberations, we would use every means at our command to prevent the removal of the Congress from the role of final judge of the wages of postal employees.

We feel that the postal service belongs to the people. The Congress represents the people. The Congress therefore should be the determining factor in the decision as to what is an appropriate wage to be paid to the people involved in the security and sanctity of the United States Mails.

It becomes a matter of value more than cost. It becomes a matter of what it is worth, rather than the economic problems a proper wage would entail. And only Congress should make that determination.

However, they should make that determination only after hearing testimony from a neutral "third party" ombudsman type of committee, skilled in mediating such matters.

Congress should also make the decision only at such time as representatives of the postal workers have been permitted to work with the Bureau of Labor Statistics and all other agencies responsible in making recommendations concerning postal wage scales.

We are very pleased that you, Mr. Chairman, have initiated this hearing, since we have long known of your concern over the rather cumbersome and outdated present system of adjusting wages of postal workers. We will be happy to work with you, your Committee, and

your staff, to help in the formulation of any recommendations which would accomplish the objective of a more realistic modernistic approach to the formulation of postal wage scales.

Thank you very much.

opeiu #2

## PMG'S PRESS RELEASE ON NEGOTIATIONS

**P**OSTMASTER General W. Marvin Watson today announced that the Post Office Department and its employee organizations have resolved all key differences involving negotiability which had held up the signing of more than 1,200 post office labor contracts.

Thirty-three major issues were settled after a conference in which Mr. Watson met personally with chief spokesmen for seven exclusive employee organizations representing more than 600,000 postal workers throughout the nation.

After stating broad policy guidelines, the Postmaster General appointed two key staff members to review each item with labor representatives. Assistant Postmaster General Richard J. Murphy, chief of personnel, and Mr. John D. Swygert, Executive Assistant to Deputy Postmaster General Frederick C. Belen, worked out specific provisions of the agreement with Mr. James H. Rademacher, President of the National Association of Letter Carriers, AFL-CIO, and Mr. Don E. Dunn, Executive Vice President of the United Federation of Postal Clerks, AFL-CIO.

"I should like to compliment my staff members and all labor representatives involved, particularly Mr. Rademacher and Mr. Dunn, for the spirit of cooperation and dedication with which they approached this matter," Postmaster General Watson said.

"Their sincere efforts are a further demonstration of the strength and integrity of the postal labor-management program. Now that mutual agreement and understanding have been reached at the national level on all key points in dispute, I feel certain that post office matters can be cleared up expeditiously and that we will soon achieve a settlement all over the nation which will be in the best interests of the postal service and the postal employee."

The settlement means that local post office contracts should be concluded within the next few weeks so that all personnel may concentrate on preparations for the heavy Christmas rush. The top level meeting to resolve differences was called as swiftly as possible after the conclusion of union conventions which last month commanded the full-time attention of postal labor leaders.

Mr. Watson attended most of the conventions and learned first-hand of differences which had developed at the local level.

More than 4,700 post office labor contracts already have been signed. Although local negotiations ended last May 20, Postmaster General Watson had, in effect, extended the deadline by directing postmasters in certain offices without new agreements to observe provisions of previous contracts until October 1.

Now, affected local bargaining teams are being instructed to re-examine all questions of non-negotiability which had been referred to higher level for settlement. The local parties are to adjudge each issue suitable for bargaining or not suitable, in accord with the terms of the national settlement, and they are to take any necessary action, including further negotiations, to resolve any remaining differences. A rule which had limited such supplementary bargaining to one day will be suspended, and the sides will be authorized to devote "a reasonable time" to the conclusion of negotiations.

Local actions are to be guided by the following policy statement issued by the Postmaster General in the interests of fostering "sound labor-management relations at the post office level":

**"It is the policy of the Postmaster General to provide employees and their designated representatives at all levels an opportunity for greater participation in the formulation and implementation of policies and procedures affecting the conditions of their employment.**

**"It is the policy of the Postmaster General to authorize local negotiations on personnel policies, practices and working conditions provided proposals are not in conflict with law, regulations, Executive Order 10988 and the National Agreement."**

Issues which were settled at the national level involve union rights, holiday assignments, details to other duties, assignments of substitute employees, assignment of ill or injured employees and similar matters of local concern.

9/18/65 6:30PM

ed  
b

56-RECORD-14417  
PRESIDENT'S PRESS RELEASE —  
POSTAL RECORD—14417 .. . . .

## **President's Press Release**

Number One

September 10, 1968

Subject: Dog bites

"Unleashed dogs are not only causing too much damage to mailmen, but they are taking too much of a bite out of the taxpayer's dollar" according to James H. Rademacher, president of the National Association of Letter Carriers.

He points out that 10,000 mailmen were bitten by dogs last year, over 1,000 of them suffering such serious injury as to warrant hospitalization or medical treatment.

The Department of Labor estimates that the average cost for a bitten letter carrier's case is \$546, so the annual bill is well over a half-million dollars to taxpayers.

The number of dog bite casualties is up 20 percent in the last two years, he said.

"Letter carriers are dog-owners and pet lovers," Rademacher said. "We are not anti-dog, only we feel the government should conduct some kind of educational program to get householders to restrain their dogs when the mailman comes around."

Another alternative may be legislation, he suggested, adding: "There is already a law making it a federal offense to assault a mailman; maybe we ought to broaden the law to cover those who assault the mailman through their dogs."

He noted the post office department in conjunction with the Department of Labor is conducting a study on how to prevent letter carriers from being bitten by dogs, which is expected to take 21 months to complete.

"By the time the study is completed 17,500 more letter carriers will be bitten," Rademacher concluded. "We can't wait that long and I don't think the taxpayers want to wait that long."

## **Postal Unions Revolt Over Strike Law**

By JOHN CRAMER

The revolt of rank-and-file postal employee unions against the short-sighted policies of the Post Office Department and the high-handed practices of many postmasters has reached a new crescendo.

It has become just about as unanimous and just about as emphatic as it possibly can get—at least for the moment.

First the AFL-CIO Postal Clerks, with 165,000 members, and the independent National Postal Union, with 70,000, voted to delete the "no-strike" clauses from their constitutions, tho both carefully avoided violating the law

by "advocating" the right to strike.

Now the AFL-CIO Letter Carriers, with 160,000 members, has voiced the same protest in slightly different fashion.

At their Boston convention last week, the Carriers adopted resolutions calling on their national officers, including new President James Rademacher, to:

"Investigate fully the legal and legislative technicalities involved so that Government employees may be accorded the right to strike by Congress."

"Study the feasibility of removing the no-strike oaths that all Federal workers must swear to before they can be hired."

The law prohibits Federal employee strikes; denies recognition, including the right to dues checkoff and other privileges, to unions which "advocate" the right to strike.

The postal worker revolt—and that's the proper word for it—has a readily-traceable history.

At its root is the fact that local postmasters have a great deal of autonomy, which a few too many abuse, thru labor practices which would be intolerable outside a post office.

The 1961 Kennedy Executive Order, setting up a new system of labor-management for Federal workers, offered promise that these practices might be ruled off limits—and some were.

In the first years of the order, the department administered it with great liberality . . . won the praise of union leaders . . . raised high hopes among the rank and file.

But beginning in 1966, when the Administration invoked its "guidelines" to hold Federal employee raises to a mere 2.9 per cent, the department began to adopt a much more hard-nosed policy.

The 1966 Pay Act included a provision which, for the first time, guaranteed regular postal employees overtime pay (rather than compensatory time off) for work in excess of 40 hours per week.

But the department outraged employees by authorizing a system of duty-shift juggling which forced many to work up to 10 consecutive days—without overtime.

It's almost certain this was not what Congress intended when it enacted the overtime law. Less certain—and still before the courts—is whether the actual language of the law expressed what Congress intended.

In any event, the department's action was a red flag to highly-unionized employees brought up in the tradition of the 40-hour week.

And their resentment spewed to over-flowing when the department this year encouraged local postmasters into an incredibly hard-boiled stance in bargaining for new labor contracts in local offices.

Specifically, the department:

Encouraged and even trained postmasters to declare "non-negotiable" many provisions which had been written into previous local contracts. This amounted to taking away from employees many gains previously won.

Had the department deliberately tried to rouse maximum employee resentment, it couldn't have succeeded better.

Sought to back down from its original tough position by instructing postmasters they could declare contract "optionally-negotiable" . . . whatever that means . . . outside the postal service you'll find it nowhere in the lexicon of labor relations.

In practice, however, most "optionally-negotiable" items became just as "non-negotiable" as those formally declared so. Result: Still more resentment.

And that's the background of the postal employee revolt. Have no doubt, it's a very real one.

—Washington Daily News, August 26, 1968

1. Issue: Federal Personnel Policies Relating to Government Employees.
2. Interested Groups: American Federation of Government Employees (AFL-CIO); National Council of Federal Employees (AFL-CIO)
3. Platform Position: "assure comparability of Federal salaries with private enterprise pay ... snooping, meddling and pressure by the Federal government on its employees ... will be stopped and such employees, whether or not union members, will be provided a prompt and fair method of settling their grievances."
4. Comment: The AFGE presented five separate issues all of which are important to all the government employee unions and to other non-union government personnel.

First, they call for increased cooperation between employees and supervisors in the formulation and implementation of personnel policies directly related to their employment while preserving the right of an employee to join or refrain from joining an employee organization. These policies are now in force by Executive Order 10988 issued in 1962. They desire legislative enactment.

Since the platform advocates a prompt and fair method of settling grievances, and supports the right to join or not join an employee organization, there would seem to be room for a general statement in this area which would satisfy the unions without pinning down the candidate.

Second, the AFGE desires a reworking of the administration of Wage Board employees who are paid on a comparable basis to private industry.

The platform advocates comparability of salaries and also states that a thorough study of the operation of the Executive Department is necessary. Again, this leaves substantial room for satisfactory maneuver.

Third, the AFGE desires an independent Board on Federal Employees Constitutional Rights which would protect privacy. The platform promises privacy protection and we could be specific on the promise while stating we would consider such a Board.

Fourth, The AFGE is concerned with the low level of annuities received

by retired Federal employees and suggests special tax credits and exemptions for them.

This issue needs further analysis since all ramifications are not clear, and it seems to be of secondary importance.

Fifth, The AFGE advocates an end to contracting out of Federal work because of ceiling on government employment. They oppose a provision which would allow a Federal agency to contract for work to a private contractor who can perform at a lower cost than Federal employees.

This proposal seems to raise serious questions and possibly we would be safest in proposing a study in contracting out practices.

AFGE itself has 405,000 employees and affiliated organizations have over 1 million and communications go out frequently and reach all their members.

ISSUES IMPORTANT TO THE  
AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES

1. Employee-Management Cooperation Program in the Federal Civil Service.

This program presently rests upon the provisions of Executive Order 10988 signed January 17, 1962, and effective July 1, 1962. Its purpose is to permit Federal employees to participate in the formulation and implementation of personnel policies which are directly related to their employment. The Order recognizes the right of a Federal employee to join or refrain from joining an employee organization which has for its primary purpose the improvement of working conditions and provides for consultation of the organization by management in the formulation of personnel policies and practices and matters affecting working conditions.

Solution - Enactment of legislation which will provide by law what is now provided by Executive Order. This law should authorize a central agency to regulate and police the program. There also should be established an independent Board to hear and decide charges of unfair labor practices and generally to regulate the operation of an employee-management cooperation program within the Federal service.

2. Wage Board Pay System. An efficient system is at present lacking for fixing wage rates for Federal employees whose rates of compensation are established in accordance with prevailing rates in private industry. At present an administrative procedure is in effect, known as the Coordinated Federal Wage Board System. This system has some glaring inadequacies. The National Wage Policy Committee directing this system is headed by the Chairman of the Civil Service Commission. It would be

preferable to have an independent Board or Committee or at least have appointments to the Committee made by all three Civil Service Commissioners. Wage board employees also should receive such benefits as a pay differential for night work; a workweek of five consecutive days with two intervening days off; and a 10-step within-grade pay schedule similar to that provided for white-collar employees paid according to the Classification Act. Heretofore, wage rates for so-called wage-board employees have consisted of single rates or two or three rates where the rates are included in a grade.

Solution - Enactment of S. 2303 which has passed the Senate. This bill is now pending in the Manpower and Civil Service Subcommittee of the House Post Office and Civil Service Committee.

3. Constitutional Rights and Invasion of Privacy. Legislation is needed to establish an independent Board of Federal Employees' Constitutional Rights to which a Federal employee could appeal for a hearing on violations of his rights. It is necessary for the powers of such a Board should be broad enough to hold hearings quickly. Under present conditions, a Federal agency may take punitive or disciplinary action which places an employee at a disadvantage and may make him liable to considerable expense to defend himself from charges which are unfounded.

Solution - Enactment of S. 1035, which was passed by the Senate in the last session of Congress and is now in the House Post Office and Civil Service Committee.

4. Tax Deduction for Federal Government. Of approximately 600,000 retired Federal employees, three-fourths are receiving annuities which are somewhat below the accepted poverty level of income. They are receiving \$200 or less per month.

Solution - At present the extent to which a retiree may be relieved of paying the full amount of income tax on his annuity is what is known as Retirement Income Credit. But this provides only a partial reduction. It is not a deduction or exemption but only a credit against the amount of tax due.

Another way to help some retired persons is to restore the double exemption for those over 65 years of age. Still another means of preventing the retiree from having his retirement income reduced is to permit him to receive greater credit for medicines prescribed by his physician.

Perhaps the most equitable and beneficial improvement for retirees who were in the lower salary brackets would be the complete removal of all Federal income tax liability. This would place the Federal Civil Service annuitant on the same plane as the persons who qualify for Social Security and Railroad Retirement benefits.

5. Personnel Ceilings in Connection with Contracting Out. Contracting out support services because a "ceiling" has been arbitrarily imposed or placed on the number of Federal employees in an agency is costly and wasteful. It results frequently in the loss of taxpayers' money which could be avoided by using Federal civilian employees. Support services are defined as an operation auxiliary to the function of an agency, which does not involve a product and can be performed by Civil Service employees or by contract with a private employer.

Support services are contracted in some instances because of ceiling limitations even when the purchasing officer knows that the work could be done more cheaply by Federal employees. The House Government Operations Committee in a report issued August 5 has recommended that ceilings be lifted in cases where the work can be done by Federal employees at a lower cost. This recommendation will save the Federal taxpayer millions of dollars. However, the Committee also approved a recommendation that a contract should be given to a private employer even in those cases where he can carry out his work under conditions which are actually illegal. This recommendation would authorize a Federal agency to set aside Federal laws and regulations to let a contract if the private contractor submits a bid to perform the work at a lower cost than it could be done by Federal employees. Such a situation would lead to the destruction of the merit principles of the Federal Civil Service and waste Federal funds because of the harmful impact on Federal employee morale.

Solution - The AFGE recommends that Federal employees should continue to perform all work historically assigned to them in the past. All other support services should be performed either by Federal employees or by private contractor, depending on which is cheaper. The choice should be made with the fullest regard to all Civil Service laws and regulations and without the imposition of arbitrary and artificial ceilings on the number of Federal employees. Such work should be done also without mingling Federal employees and the employees of a private contractor.

To All Installations

LOCAL NEGOTIATIONS

In order to resolve problems that have developed in local negotiations and to foster sound labor-management relations at the post office level, the following policies are stated:

1. It is the policy of the Postmaster General to provide employees and their designated representatives at all levels an opportunity for greater participation in the formulation and implementation of policies and procedures affecting the conditions of their employment.
2. It is the policy of the Postmaster General to authorize local negotiations on personnel policies, practices and working conditions provided proposals are not in conflict with law, regulations, Executive Order 10988 and the National Agreement.

Accordingly, representatives of the National Exclusive Organizations and the Department have considered those matters concerning personnel policies, practices and working conditions which have resulted in disagreement in the conduct of local negotiations under the terms of the National Agreement.

Mutual agreement and understanding have been reached on all points at issue as outlined herewith. The local parties are directed to immediately review all allegations of non-negotiability previously submitted to higher level (including both those on which decisions have been received and those on which decisions are pending) and take necessary action to implement the agreements outlined herewith. This includes negotiations if permitted or appropriate action by the local labor-management committee. Any allegations of non-negotiability which are pending on the subjects covered herewith will not be returned. This review shall be conducted under the same general rules as provided for negotiation meetings.

If it is determined in accordance with these agreements that negotiations are in order, a reasonable period of time, as necessary, will be permitted beyond the one day limitation in Article VII, A, 16, c.

Such negotiations must be conducted in good faith by both parties; however, agreement is not required. If, despite honest and diligent efforts agreement cannot be reached, impasses should be reported to higher level per Article VII, A, 18.

Those matters upon which mutual agreement and understanding were reached by representatives of the National Exclusive Organizations and the Department are:

1. SUPERVISORS PERFORMING LOWER LEVEL WORK ---- This is non-negotiable per Memo of Intent signed by the national parties July 29, 1966 which reads as follows:

"The subject matter of Proposal 32-A 'Supervisors Performing Work Under the Jurisdiction of Another Craft' is not negotiable. However it is against the policy of the Department to permit supervisors to perform lower level work especially in the large post offices where higher level duties can be performed on a full-time basis. In small and medium size offices it is necessary to require such employees to perform lower level work.

"It is the intention of the Department to observe the above policy and any reported infractions will be corrected."

This will be placed in the Postal Manual as a permanent statement of Department policy.

2. TRAINING ---- This is non-negotiable per Memo of Understanding reached by the national parties April 30, 1964, which provides for a permanent Subcommittee on Training to the National Labor-Management Committee. This Committee has promulgated comprehensive orientation and skills training programs for craft employees which are currently being implemented in the field.
3. SCHEMES ---- Certain aspects regarding schemes are negotiable, while other aspects are non-negotiable. This should be determined locally. However, the Department re-emphasizes the role and responsibility of local scheme committees and directs that the local parties make maximum use of these committees to formulate policies and practices beneficial to both employees and the postal service. Management's representation on local scheme committees will be reduced by one, thereby establishing equal labor-management representation. The Postal Manual will be amended accordingly, but this change in representation should be accomplished immediately.
4. OVERTIME ON VOLUNTARY BASIS AND SPECIFIC AMOUNT OF TIME FOR NOTIFICATION OF OVERTIME ---- This is non-negotiable per law and Article XV, F, 1 and F, 4 of the National Agreement. However, Department policy concerning a specific definition of what is meant by "as much advance notice as possible", will be determined by the National Labor-Management Committee.

5. ASSIGNMENT OF SUBSTITUTES ---- The application of seniority to the assignment of substitutes is negotiable provided the efficiency of the service is not impaired, no additional costs are incurred, and there is no conflict with law, regulation or the National Agreement.
6. MOVEMENT OF EMPLOYEES ---- Movement of personnel during a tour and/or within a bid assignment is management's right. However a method for accomplishing such movement is negotiable provided the efficiency of the service is not impaired, no additional costs are incurred and there is no conflict with law, regulation or the National Agreement.
7. REPEATING, REWORDING, OR PARAPHRASING THE NATIONAL AGREEMENT ---- This is non-negotiable per Article VII, A, 13, c of the National Agreement.
8. PATRON COMPLAINTS ---- Action must be taken on all patron complaints signed or unsigned per Part 313 of the Postal Manual. However it is not Department policy to instigate disciplinary action on unsubstantiated complaints. Appropriate language on this matter will be worked out by the National Labor-Management Committee.
9. TRIAL PERIODS FOR SUCCESSFUL BIDDERS WITH GUARANTEED RETREAT RIGHTS ---- Trial periods with guaranteed right of return to former assignment are non-negotiable per Article XXII of the National Agreement. However, a local agreement may provide that the successful bidder will be placed in his new assignment before his old assignment is posted.
10. REGULATIONS IN HANDBOOK M-39, INCLUDING ROUTE INSPECTIONS, ADJUSTMENTS, AND STREET OBSERVATION ---- These are negotiable providing there is no conflict with existing law, regulations or the National Agreement and providing further, that the language in M-39 is not altered (not amended, added to, or restricted).
11. UNION RIGHTS ---- The extension of union rights locally is not negotiable per Article VII, A, 13 which provides that Article IV, Organization Rights, is not subject to local negotiations. However, the parties agree the fostering of sound labor-management relations requires positive action at the local level to clarify union rights. Therefore, the Department encourages the local parties to work out memoranda of understanding at Labor-Management meetings covering but not restricted to such matters as use of public address systems; station visits by union representatives (off-the-clock); use of telephone; the scheduling by management of station level meetings to resolve differences between labor and management; union representation on committees (provided not already covered in the National Agreement and provided there is no conflict with law, regulation or the National Agreement); and parking for union representatives attending Labor-Management meetings or handling grievances, per Article IX of the National Agreement.

12. AUXILIARY ASSISTANCE FOR CARRIERS ---- This is non-negotiable because Handbook M-39 (121.44) directs the supervisor to provide overtime or auxiliary assistance in the field or in the office, whichever is the most economical and beneficial to the Service under the individual circumstances involved.
13. DETAILS (HIGHER LEVEL, LATERAL FILLED BY SENIOR QUALIFIED EMPLOYEE) ---- This is non-negotiable in regards to higher level details since method of selection is provided in Article XIV, C, 3, 4, and 5 of the National Agreement. Insofar as lateral details are concerned, method of selection is negotiable provided the efficiency of the service is not impaired, no additional costs are incurred, and there is no conflict with law, regulations, or the National Agreement.
14. ROTATION OF STANDUP OR HEAVY DUTY ASSIGNMENTS ---- Method of selection is negotiable provided the efficiency of the service is not impaired, no additional costs are incurred and there is no conflict with law, regulation or the National Agreement.
15. PREFERENCE FOR CAREER SUBSTITUTES OVER TEMPORARY SUBSTITUTES ---- This is non-negotiable because it repeats Article XV, C, 2, b of the National Agreement.
16. NOTIFICATION TO UNION OF PROPOSED DISCIPLINARY ACTION ---- This is non-negotiable because it infringes upon employee rights to privacy guaranteed by Executive Order 10988 and Article V of the National Agreement.
17. ASSIGNMENT OF ILL AND INJURED EMPLOYEES ---- This subject is fully covered in Article XIII of the National Agreement which protects the rights of career regular and substitute employees who through illness or injury are unable to perform their regularly assigned duties; therefore this matter is not further negotiable locally other than as directed in Article XIII.
18. NUMBER OF EMPLOYEES OFF DURING CHOICE VACATION PERIOD ---- This is non-negotiable per Article XVI, C, 3, b of the National Agreement.
19. VEHICLE ASSIGNMENT BY SENIORITY ---- This is non-negotiable because assignment of vehicles should be according to the requirement of the route and the type of vehicles available rather than the individual's seniority.
20. DECLINING USE OF "UNSAFE VEHICLES" ---- This is non-negotiable. However, the Department does not condone supervisors ordering employees to perform duties or functions that are in violation of Federal laws, postal regulations, or which may constitute a health or safety hazard to themselves or to others (see Article XV, D, 6). Furthermore, Department policy as stated in Postal Bulletin No. 20596, June 29, 1967, Item 1, page 3, is as follows:

"Handbooks S-11 (sec. 432) and S-14 (sec. 270) require initials of dispatcher or supervisor on Form 4565, Repair Tag, but it is not the responsibility of the vehicle operator to see that the tag is initialed.

Vehicle drivers shall perform all duties and assignments as ordered by their supervisors. In the event an operator believes a vehicle he is ordered to drive has a defect which renders it unsafe, he may seek a remedy in accordance with the provisions of article IX, POD Publication 53.

"When a defect involving safety in the operation of a vehicle is reported on Form 4565, Repair Tag, immediate investigation shall be made by the responsible supervisor and if the defect is considered hazardous, it shall be corrected or the vehicle removed from service until corrective action is taken.

"Careful judgement on the part of supervisor must be exercised in making a determination as to the safety of the vehicle.

"When Forms 4565 are submitted to a supervisor he shall review promptly and see that corrective action is taken as soon as practicable."

This policy was further clarified in Postal Bulletin No. 20613, October 19, 1967, page 3 as follows:

"Whenever a postal driver notes any defect in his assigned vehicle, either during his expanded vehicle safety check or any other time, he must complete Form 4565, Repair Tag, initial in the appropriate box, and deliver to his dispatcher or other appropriate supervisor.

"Any supervisor receiving a Repair Tag, Form 4565, from a driver will initial all three copies of Form 4565 and return the second copy to the driver for his records. The third copy will be attached to Form 4570, Government-Owned Vehicle Time Record. The original will be immediately transmitted to the designated supervisor or employee who is responsible for the repair of the vehicle for necessary action.

"When a defect to a contract vehicle is noted, prepare Form 4563, Hired Vehicle Repairs Needed, in accordance with instructions on the back of the form.

"The above instructions implement item (1) of the monthly labor-management meeting minutes on page 3, of Postal Bulletin 20596 of June 29, 1967."

21. USE OF POST OFFICE TELEPHONE AND OTHER ON-THE-CLOCK TIME TO PREPARE GRIEVANCES ---- This is non-negotiable per Article IX, D, 1, and J, 1 of the National Agreement which provide official time only to present grievances. (Article X, E, 4, c and X, E, 5 provide official time for preparation of presentation in adverse action hearings.)
22. CONSULTATION RATHER THAN EXCHANGE OF INFORMATION ON CHANGES IN DUTY ASSIGNMENT AND/OR COMPLEMENT ---- This is non-negotiable per Article III, 3 of the National Agreement. However, specific definition of what is meant by exchange of information "as far in advance as possible" will be worked out by the National Labor-Management Committee.

23. FACILITIES FOR UNION MEETINGS ---- Criteria has been established by the Civil Service Commission and stated in Part 741.72 of the Postal Manual. It would be within the administrative discretion of the postmaster to negotiate for the use of facilities for union meetings if these criteria are met.
24. METHOD OF SELECTING ACTING SUPERVISORS ---- This is non-negotiable because it is covered in Article XIV, C, 5 of the National Agreement.
25. HOLIDAY ASSIGNMENTS ---- The amount of advance notice and the method of selecting regular or substitute employees after management has determined the required number of such assignments is negotiable.
26. FURNISHING COPIES OF POSITION DESCRIPTIONS AND QUALIFICATION STANDARDS ---- This is non-negotiable because it is already required by Article XVIII, C of the National Agreement. Furnishing copies of duty assignments is required by Article XXII, B (Sections I, II, III).
27. POSTING OF SUPERVISORY ELIGIBLE REGISTERS ---- This is negotiable.
28. LOCAL IMPLEMENTATION OF ARTICLE VIII, POLICY ON DISCIPLINE ---- Proposals in this area will be considered on an individual basis with the determining factor being whether they are in conflict with law, regulations, Executive Order 10988 and the National Agreement.
29. METHOD FOR REQUESTING LEAVE FOR UNION OFFICIALS OR MEMBERS TO PERFORM NECESSARY UNION BUSINESS AND/OR ATTEND MEETINGS ---- This is negotiable insofar as annual leave or leave without pay is concerned within the framework of existing law, regulations and the National Agreement.
30. FURNISHING COPIES OF REGIONAL BULLETINS OR LOCAL BULLETINS TO UNION REPRESENTATIVES ---- This is non-negotiable because it is covered in Article IV, D, 1, b of the National Agreement. The Department has no objection to the furnishing of regional and local bulletins to union representatives. Local implementation may be worked out at Labor-Management meetings (see No. 11).
31. USE AND ASSIGNMENT OF REST BARS ---- This is negotiable within the framework of Part 333.314b of the Postal Manual.
32. DISTRIBUTION OF LITERATURE ---- This is non-negotiable because it is covered in Article IV, F of the National Agreement. However, local implementation may be worked out at Labor-Management meetings (see No. 11).
33. RETENTION AND SECURITY OF FIXED CREDITS ---- This is non-negotiable locally. This matter is presently being considered by a subcommittee of the National Labor-Management Committee.

Bureau of Personnel



# Convention Chronicle

## 46th Biennial Convention

### National Association of Letter Carriers

Boston, Mass. No. 4

17

August 23, 1968

**RESOLVED**, that we the delegates assembled in convention of the National Association of Letter Carriers in Boston, Mass., in August, 1968, do hereby instruct our National Officers to investigate fully the legal and legislative technicalities involved so that Government employees may be accorded the right to strike by the Congress of the United States, and be it further

**RESOLVED**, that the National Officers of the National Association of Letter Carriers study the feasibility of removing the no-strike oath that we are now required to take as a condition of employment.

## NALC Delegates Seek Weapon To Increase Bargaining Power

### Seek Legal Means of Changing Regulations on Right to Strike

#### Thursday Morning

The Saint Louis Band played the opening concert and accompanied Brother Jim Murray in rendition of the national anthem. Brother Calvin Burchfiel delivered the invocation.

As the first order of business Vice-President James H. Rademacher apologized to the convention for an inadvertent error in yesterday's *Convention Chronicle*, through which the name of Gustave Johnson was omitted from the list of newly-elected members of the National Executive Board. "It is ironic that the name of the representative of

the largest Branch in the country, and the man who is probably the tallest delegate should have been omitted by error. Let it be understood that Gus Johnson was indeed unanimously elected to the Executive Board."

Vice-President also introduced for a bow, Hal DeLong, former editor of the *Detroit Labor News* who has been of great assistance in getting this *Convention Chronicle* published each day.

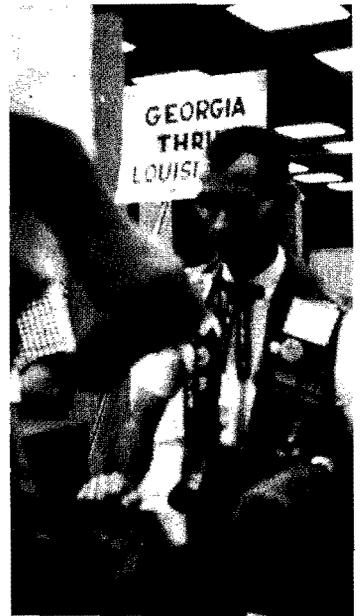
Then Brother Paul Bourgeault, (Anaheim, California) moved that the Convention hereafter consider only those resolutions which have been disapproved by the Committee, with the stipulation that any delegate can

insist upon consideration of any approved resolution. This was approved.

The most dramatic piece of business of the convention—the moment that many delegates had been waiting for all week—came up early in the proceedings. Resolution #55 which demanded that the clause forbidding the Right to Strike be eliminated from Executive Order 10988, and that the Right to Strike be made a part of all N.A.L.C. negotiations with the Department.

At this point, Gus Johnson, President of Branch 36 (New York City) rose to state that al-

*Continued Next Page*



#### Voting Starts

Election of Delegates to the AFL-CIO and the site of the 1970 convention was started Thursday with balloting in War Memorial Auditorium.

# Convention PROCEEDINGS

though his Branch was listed as a sponsor of the resolution, the language was not the same as their original resolution. He asked that the convention consider the Branch 36 Resolution which asked that the national officers investigate *all the legal technicalities surrounding the right to strike*. (The exact wording of the Resolution as amended

sue of the session concerned the resolutions concerning granting Level 6 to Vacation Relief carriers. (Resolutions 59, 60 and 104.) Brother Bob Miller, of Branch 36, asked that the convention direct its attention to Resolution 104, which had been approved by the Committee. He asked the decision be reversed, declaring this to be a union-busting technique making straw bosses of carriers and setting one brother against another. After heated discussion the Committee was reversed and Resolution 104 was overwhelmingly rejected. And this automatically eliminated all other resolutions demanding split level classification for letter carriers.

The Band Committee then reported to the Convention: (Luther Cosby, Branch 47, Denver, Chairman; John J. Henry, Branch 79, Seattle, and Elmer Zietlow, Branch 40, Cleveland). Their report, favoring a continuing

program of encouraging letter carrier bands was adopted.

Consideration was then given to Resolution #93 (Compensation for Bands) and an amend-

ment to the constitution which would earmark 20¢ per annum per member from the per capita tax to be applied to a Band Fund which would help to underwrite the cost of supporting bands at conventions. The amendment placed the fund under the supervision and author-

*Continued Next Page*



**GUS JOHNSON**

... spokesman on the Right to Strike Resolution, and the National Officer who was not listed in yesterday's publication.

is printed elsewhere in the *Chronicle*.)

Andrew Trippolino, Pasadena, Secretary of the California State Association also withdrew support of the original Resolution in favor of the Branch 36 Resolution, which more closely resembled the resolution passed by the California convention. Brother Trippolino also introduced an amendment asking we seek the feasibility of removing the no-strike clause from the oath letter carriers must take upon accepting employment. Others supporting the Branch 36 version included Ralph Merigliano, President of the New York State Association, Bill Corbeau, of the Florida State Association and Anthony Perotta, of Branch 562, Jamaica, N. Y., and President Jack Leventhal of Brooklyn, N. Y.

In the discussion that followed, delegates exhibited considerable passion in expressing widespread dissatisfaction with Departmental attitudes and actions in regard to negotiations.

The Branch 36 substitute for the original resolution was accepted unanimously by the convention.

The second controversial is-

## Where's the Press?

The broad, sweeping coverage given to the N.A.L.C. convention opening day when Vice President Hubert Humphrey was a speaker has diminished to a point where we are hardly getting a line of type in the papers.

The news media sadly ne-

glected the beautiful parade, which was witnessed by some 30,000 spectators and has overlooked the serious resolutions which are making history in the labor movement.

It is disturbing that one of the greatest union conventions—attended by more delegates than any other union convention in this country is being neglected by the press.

## Dinner to Honor Jerome Keating

Highlight of the 46th N.A.L.C. Convention will be a dinner Friday evening honoring President Jerome Keating.

A national officer since 1941, the former head of Minneapolis Branch 9 has been President of the N.A.L.C. since 1962.

A man who thoroughly understood the intricacies of legislation, "Jerry" has earned a reputation on Capitol Hill for his integrity, ability, courage and fairness.



**REP. JOHN McCORMACK**

... calling for Letter Carriers at 46th Convention to increase their interest in world affairs.





Faces of the delegates reflect the seriousness of the issues facing the delegates at this 46th convention of the N.A.L.C. in Boston. (Photo by Chester Rineer.)

## Thursday Morning

ity of the Executive Council of the N.A.L.C.

The Laws Section disapproved the proposed amendment but on motion of Brother Al Geiger, Seattle, seconded by Brother Bill Bonaker, also of Seattle, they were overruled and the amendment to the Constitution was passed.

Mr. Robert Wiseman, New England Regional Director of the Union Label Department of the AFL-CIO also addressed the convention, as well as Howard Silver, of the Feccheimer Company, who represented the National Assoc. of Uniform Manufacturers, sponsors of the Family Night Show.

In a very warm gesture, Presi-

dent Clarence LaPinske, of Milwaukee, announced to the convention that the cash awards that his Branch's delegation and band has won at the Parade was being donated to the William C. Doherty Scholarship Fund in honor of two deceased members of the Branch.

In another warm moment, Brother John Kayser, of Branch



**GEORGE A. BANG**  
Director Life Insurance Dept.

36, New York City, was conducted to the podium and presented with a 60-year pin. In a gracious short speech of acceptance Brother Kayser spoke movingly of all that the N.A.L.C. had done for him, and for the nation's letter carriers.

After announcements, delegates proceeded to vote in the biennial election.



**J. JOSEPH VACCA**  
Ass't Secretary-Treasurer

## -New NALC Officers-

**James H. Rademacher, President**  
**J. Stanly Lewis, Vice President**  
**William T. Sullivan, Sec'y-Treas.**  
**J. Joseph Vacca, Asst. Sec'y-Treas.**  
**George A. Bang, Director, Live Insurance Dept.**  
**Austin B. Carlson, Director, Health Benefits Plan**  
**Glenn M. Hodges,**  
Asst. Director Health Benefits Plan

### EXECUTIVE BOARD

<b>James C. Stocker</b>	<b>Joseph H. Johnson</b>
<b>A. R. Huerta</b>	<b>Gustave Johnson</b>
<b>Fred V. Gadotti</b>	<b>Jack Rich</b>
<b>Walter E. Davis</b>	<b>Calvin K. Burchfiel</b>
<b>John H. Swanson</b>	<b>M. L. Malone</b>
<b>Alfred K. May</b>	<b>Henry S. Zych</b>
<b>Francis J. Connors</b>	

### INSURANCE BOARD

<b>Bernard R. Murphy</b>	<b>John Morrow</b>
<b>Thomas H. Gerraty</b>	<b>Jack Leventhal</b>

## Citation for Keating

Acting like a postman, Postmaster General W. Marvin Watson delivered three letters.

One was a special citation—the first of its kind given to a representative of a postal union — praising President Jerome Keating for his life-long devotion “to the principle of improving and preserving the postal service.”

Another “letter” he delivered was President Johnson’s message to NALC.

The third letter was a personal greeting from the Postmaster General to Keating, which he delivered but did not read.

## Sabbath Services

Sabbath Services for members of the Jewish Faith who are delegates to the N.A.L.C. convention will be held at 7 p.m. at the Berkley Room, Sheraton-Boston. Please bring hats.



**GLENN M. HODGES**  
Assistant Director  
Health Benefits Plan



**AUSTIN B. CARLSON**  
Director Health Benefits Plan

# *Resolution*

## **RIGHT-TO-STRIKE**

**WHEREAS, Government employees are proscribed in the right to strike to secure economic justice as a method of obtaining advances and gains that are won by workers in private industry through their union activity, and**

**WHEREAS, the membership of the National Association of Letter Carriers in ever increasing numbers are becoming disenchanted and impatient with the inordinately slow progress of legislative campaigns continuously waged by the NALC year in and year out, and**

**WHEREAS, the only employee group in the United States denied the right to strike are Government employees, and**

**WHEREAS, our National Officers must be offered additional equipment in their strategic armament in order to accomplish the aims and objectives of our membership, therefore be it**

**RESOLVED, that we the delegates assembled in convention of the National Association of Letter Carriers in Boston, Mass., in August, 1968, do hereby instruct our National Officers to investigate fully the legal and legislative technicalities involved so that Government employees may be accorded the right to strike by the Congress of the United States, and be it further**

**RESOLVED, that the National Officers of the National Association of Letter Carriers study the feasibility of removing the no-strike oath that we are now required to take as a condition of employment.**

September 16, 1968

Direct Statement by Richard Nixon on Federal Personnel Policies

An important task of the new Administration will be to assure the protection of the constitutional rights of Federal employees. Federal employees in my Administration are not going to be treated as numbers, or as "second-class" citizens who somehow, because they happen to work for the Government, are not entitled to the same rights and privileges of other citizens.

The success of my Administration depends upon the pride, the dedication, and the professional spirit of those who administer the laws and staff the functions of the Federal Government. Much more can be done to improve the professionalism and individual self-responsibility of our Government employees. I want every employee to feel a sense of pride and personal involvement in the service he renders his country.

I will see to it, as called for in the Republican Platform, that "smoothing, meddling, and pressure by the Federal Government on its employees" will be ended. Independent mechanisms are necessary within the Federal

Executive establishment to which a Federal employee may appeal for a hearing on a violation of his rights, *those appeals should be heard promptly & under minimum expense* a first priority of my Administration is a thorough and long overdue study of the Executive Department by an independent commission, patterned on the Hoover Commission. I will see to it that this area is one of major concern to the commission I intend to appoint.

In this same vein I think it is imperative that the commission review the present Coordinating Federal Wage Board system. The present Wage Board system is cumbersome, slow, and ineffective. Improved administration procedures are essential if, consistent with the Republican Platform, we are to insure comparability of Federal salaries with private enterprise pay.

I intend, further, to propose legislation which will insure the participation of federal employees in the formulation and implementation of personnel policies directly related to their employment. Legislation should recognize the right of a federal employee to join, or refrain from joining an employee organization, should provide for consultation of the organization with those in a position of management responsibility, and should provide for the participation of federal employees in the formulation of these policies at all levels. A procedure should further be instituted whereby charges of unfair labor practices could be expeditiously heard by an independent board, which would also have the function of reviewing the employee-management cooperation program within the federal service.

I intend further to direct the appropriate Federal officials to review the federal retirement system. At present, of approximately 600,000 retired federal employees, three-quarters are receiving annuities of less than \$200.00 per month. Provision should be made whereby the individual federal employee can increase his or her contribution to the retirement system, to levels which will insure adequate retirement income. A review should further be conducted to insure comparable treatment for the federal civil service annuitant with those who have qualified for Social Security and Railroad Retirement benefits.

While there are many specific personnel policies which require change, I believe that the most fundamental requirement for a new Administration is to re-establish a sense of pride in public service. With the dramatic growth

of federal agencies in recent years, there has been a tendency for the individual to be "swallowed up" in the vastness of the institution. This leads to downgrading the requirements for initiative, dedication, and personal involvement in the functions in the agency or department. Service to one's country, whether in military or in the federal civilian establishment, must receive the recognition which it deserves. Federal employees are competent, hard-working, dedicated, and unselfish. They deserve, and will receive that kind of recognition in my Administration.

9/16/68

Dr. Voss

Stephen<sup>A</sup> KOCZAK

Hearing Process is big complaint -  
for grievance - do Ostepka case -  
no end - no judicial procedures -

want Quicker Decisions w/o substituted  
cost to Fed employee -

Ever via Bill -

passed senate 78-4 (4 Democrats  
negative -  
CIA objections)

Dinkens + Carlson strong for this -

Should exempt CIA -

Administration is opposed -

---

Wage Bill in Senate passed unanimously

as a student in house because Admin  
misses -

CSC wants all Power - wants  
nothing to interfere w/ CSC Power -

George Moore  
Bob Hampton  
Jim Bryhill