

An administrator should profit fully from the guidance he may obtain from collective consultation with his employees or their representatives with respect to conditions of employment and the good of the service. An informal negotiation, or understanding can thus result, and this cooperative arrangement may be kept in good faith without its being binding on the legislature or the administrator. There is ample latitude for negotiations and arrangements which remain advisory in character, although fully respected because they represent reasonable solutions of issues confronting the units involved.

Should a government agency require employees to be members of an association?

In private employment, organizations of workers generally seek the rule that all workers affected by the terms of a labor agreement shall become or remain members of the organization. The provision appears in several forms. In a few cases unions have obtained the "closed shop," which in recent years has been identified as a requirement that no one can be employed who is not already a member of the organization. In the majority of cases the organizations have obtained the "union shop," definable as one which requires all employees to become members of

the union, usually after a short probation period.

With regard to the closed shop, in the specific way defined above, few public-minded citizens can be found to defend the inclusion of such a clause in a government agreement with an employee organization. To require any applicant for a job first to become a member of an employee association is so opposed to public policy that the proposal hardly requires further discussion.

It might be reiterated here that in public employment the recognition of a group must be suited to the nature of the operations of the agency involved and does not carry with it inevitably the acceptance of all the organization devices and procedure which labor groups in private industry happen to have developed. In public employment, when the principles of the merit system prevail, employment standards are maintained by statutes publicly proclaimed.

Should government employee organizations have the right to strike?

The right to strike has been expressly renounced by some public employee organizations. Others merely deplore it but reserve it as a possible means for obtaining a favorable hearing when other methods have been exhausted.

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