

## Can Public Employee Strikes Be Avoided?

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vil Service league in its report on "Employee Organizations in the Public Service" noted:

"It is the duty of the state to avoid unfavorable conditions of public employment and provide adequate machinery for the prevention and removal of employment problems at their source. But when the state fails in that duty it still remains the obligation of public employees to limit the presentation of their case to peaceful methods."

To implement effective legislation there are three long-range steps suggested by the league. They have been tried and found successful, but the fact that they are long-range and sometimes costly has discouraged legislators who want quick solutions that don't entail additional appropriations.

But from the point of view of efficient government and the public welfare consider how the Detroit, Yonkers and New York City labor disputes might have been solved in their early stages if:

1. A system of supervisory training had been adequately developed . . . a system that taught supervisors more than the mechanics of their jobs, that stressed qualities of leadership, and emphasized techniques for discovering and solving employment problems before they reached the grievance stage.

2. A grievance - solving procedure had been operating continuously, with employee representation is desired, that reduced to writing at an early stage the specific disputes which at a later date were magnified out of all proportion.

3. A well - established plan for independent studies had been set in motion that would have resulted in advisory decisions available to city and employee officials, and the public. This would serve to build both public and employee confidence.

It is axiomatic in any involved labor dispute that there are factors frequently unknown or unexplored by all parties concerned. Faced with a rigid strike deadline, it becomes im-

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