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## HAROLD NEWMAN'S CLOUDY CRYSTAL BALL

"When I heard the learn'd astronomer,  
When the proofs, the figures, were ranged in columns before me,  
When I was shown the charts and diagrams, to add, divide, and  
measure them,  
When I sitting heard the astronomer where he lectured with much  
applause in the lecture room,  
How soon unaccountable I became tired and sick,  
Til rising and gliding out I wander'd off by myself,  
In the mystical moist night-air, and from time to time,  
Look'd up in perfect silence at the stars."

Walt Whitman (1819-1892)

"Although I am of a mind to read either biography or poetry, I have disciplined myself to peruse the learned publications which are written for the labor relations professional. It has been a tedious effort at best--of late it is becoming quite impossible. The field has been seized by statisticians and mathematicians who by some hideous alchemy twist negotiation, arbitration, mediation and fact-finding into a series of exercises in differential and integral calculus. The language of the articles (which are always interspersed by graphs) is usually that of Econometrics. Nobody, except perhaps the newspaper and television pundit, William F. Buckley, whose English always sounds like a translation of scientific German, should even abide a word like 'econometrics'. (It must, however, be said of Mr. Buckley that his diphthongs are graceful.)

"I must ask myself after reading those learned professors who have turned labor relations into a behavioral science rigidified into statistical formulae whether they have ever mediated a strike? Or have they sat as arbitrators in discipline cases? If there is any statement which I feel comfortable at uttering 'ex cathedra', it is that the human component is the most important in either contract negotiation or contract administration. But I am afraid dear colleagues, that you will search frequently in vain in the learned journals and magazines for anything that speaks of or communicates to--human beings. I suspect that much of the reason for this abomination is that the universities still push non-tenured faculty to 'publish or perish'. An article containing sufficient curves and numbers may be sloppily researched or totally insignificant, but since nobody will read it, nobody will know. PERB's distinguished Director of Research, Dr. Thomas Joyner, long since cried out against studies of 'the upper right quadrant of a rabbit's rear end'. Tom should not be a voice crying in the wilderness.

"There is a genuine need for some informative article writing in the field of labor relations. Ben Wolf, an arbitrator and mediator of extraordinary skill and reputation, has urged anecdotal reporting of mediation. (How else can we learn how



mediators perceive and innovate?) This is certainly one kind of article writing that can be done. Mediators can in retrospect examine how they failed as well as how they succeeded. Surely, the questions that arise in fact-finding and in interest arbitration with regard to ability to pay questions, or the role of the impartial when one side is inadequately prepared or represented, might use some more examination and discussion.

"The field belongs to union, management and the impartial and not to the calculator and the computer. I am not suggesting that like the Luddites we proceed to smash the machines, but that we use peaceful pen to write meaningful articles for our profession."

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Last year in conjunction with the Public Employment Institute at Cornell (for upstate) and with the Center for Mediation and Conflict Resolution at Automation House in New York City (for downstate), we established modest programs for the training of women and minorities in mediation and fact-finding. The programs have been under way and the candidates are now being asked to go out on the firing line with PERB staff and panel. Should you receive a telephone request from someone who indicates that he or she is participating in a PERB sponsored program and wants to go out with you, we would be most appreciative if you would invite them to come. Their roles will be those of observers but it would be very good, indeed, if when the parties are absent, you could discuss the cases with them and your objectives, techniques, etc.

If the panel has any questions about these programs, those in the downstate area should call Leon Applewhite of our New York office and upstaters should communicate with Erwin Kelly.

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We are, of course, very pleased that you have received letters from Dr. Helsby announcing the per diem increase to \$150. Lest we be overcome by our new found riches, we would once again urge upon you to keep in mind our limitations on mediation and fact-finding and if it becomes necessary to exceed the allotted days, to call Erwin Kelly or myself.

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RECENT SETTLEMENT

Agreement Between

State of New York  
and  
P.B.A.  
for Troopers, Noncommissioned  
Officers and Investigators of  
State Police  
4/1/74-3/31/76  
(Covers about 3,000)

Summary of Changes

Salary: April 1, 1974 - \$700 increase; October 1, 1974 - \$300 increase; April 1, 1975 - \$850 increase.

Holiday Compensation: Raised to 48 hours' pay from 44 hours per year.

Annual Salaries for Troopers

	4/1/74	10/1/74	4/1/75
Training Rate	\$10,790	\$11,090	\$11,940
1st Yr. After Training*	11,249	11,556	12,427
4th Yr.*	13,686	13,993	14,864

\*Includes \$200 shift pay and 2.4% for holiday work.

Longevity: 4/1/74 increased to \$525 (was \$400); 4/1/75 increased to \$650.

Longevity payable after 9 and 14 years (no change).

Sick Leave: Maximum accumulation raised to 190 days but limited to 165 days for pay for health insurance on retirement.

Health and Dental Insurance, Travel Allowance, Maternity Leave and Location Pay: As generally available to State employees.