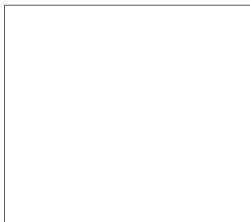


DCI

25X1



CABINET MEETING

12 JANUARY 1982, 2:00

NSC Review Completed as Redacted.

12 January 1982

MEMORANDUM FOR: Director of Central Intelligence
FROM : SA/IA
SUBJECT : Cabinet Meeting

1. We have received one of the two papers for today's Cabinet meeting. It is attached. It lists, however, the three agenda items for today's meeting, which are:

- Federal Labor Relations
- Civil Service Competitive Exams
- Proposed Executive Sessions

2. As I mentioned to you earlier, the first two subjects are of no concern to us at the CIA because of our special status regarding Civil Service regulations. Jim Glerum says there is really no point in your spending any time on them.

3. The third agenda item might be of interest to you, but we have no way of knowing what will be discussed. Therefore, my suggestion to you is that you skip the meeting.

25X1

cc: DDCI
Executive Director
ExSec/ER

MEETING INFORMATION

ES/MI # 91

11 January 1982

MEMORANDUM FOR: See Distribution

SUBJECT : Meetings

Type of Meeting : Cabinet Meeting

Date : Tuesday, 12 January

Time : 2:00 - 3:00

Place : Cabinet Room

Chaired By : President

Principal Only? : Yes

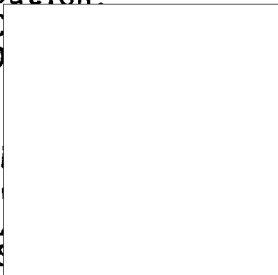
Subject/Agenda : OPM implementation of the
Pace Decree

When to Expect Papers: Papers were sent out this morning--should arrive here soon.

Time Info Received : Per Patsy, Office of the Cabinet, 11:30

Distribution:

- O/DC
- O/DD
- EXDI
- DDI
- Chm/
- DDO
- SA/I
- OCO/S
- ES
- D/ES



Anne

25X1

THE WHITE HOUSE
WASHINGTON

Executive Registry
89.4093

CABINET AFFAIRS STAFFING MEMORANDUM

DATE: January 11, 1982 NUMBER: 050131CA DUE BY: -----

SUBJECT: FULL CABINET MEETING -- January 12, 1982 -- 2:00 PM

| ACTION | | FYI | ACTION | | FYI |
|---------------------|-------------------------------------|--------------------------|--------------------------|-------------------------------------|-------------------------------------|
| ALL CABINET MEMBERS | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Baker | <input type="checkbox"/> | <input type="checkbox"/> |
| Vice President | <input type="checkbox"/> | <input type="checkbox"/> | Deaver | <input type="checkbox"/> | <input type="checkbox"/> |
| State | <input type="checkbox"/> | <input type="checkbox"/> | Anderson | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Treasury | <input type="checkbox"/> | <input type="checkbox"/> | Clark | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Defense | <input type="checkbox"/> | <input type="checkbox"/> | Darman (For WH Staffing) | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Attorney General | <input type="checkbox"/> | <input type="checkbox"/> | Jenkins | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Interior | <input type="checkbox"/> | <input type="checkbox"/> | Gray | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Agriculture | <input type="checkbox"/> | <input type="checkbox"/> | Beal | <input type="checkbox"/> | <input type="checkbox"/> |
| Commerce | <input type="checkbox"/> | <input type="checkbox"/> | Murphy | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Labor | <input type="checkbox"/> | <input type="checkbox"/> | _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| HHS | <input type="checkbox"/> | <input type="checkbox"/> | _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| HUD | <input type="checkbox"/> | <input type="checkbox"/> | _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| Transportation | <input type="checkbox"/> | <input type="checkbox"/> | _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| Energy | <input type="checkbox"/> | <input type="checkbox"/> | _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| Education | <input type="checkbox"/> | <input type="checkbox"/> | _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| Counsellor | <input type="checkbox"/> | <input type="checkbox"/> | _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| OMB | <input type="checkbox"/> | <input type="checkbox"/> | _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| CIA | <input type="checkbox"/> | <input type="checkbox"/> | _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| UN | <input type="checkbox"/> | <input type="checkbox"/> | CCNRE/Boggs | <input type="checkbox"/> | <input type="checkbox"/> |
| USTR | <input type="checkbox"/> | <input type="checkbox"/> | CCHR/Carleson | <input type="checkbox"/> | <input type="checkbox"/> |
| CEA | <input checked="" type="checkbox"/> | <input type="checkbox"/> | CCCT/Kass | <input type="checkbox"/> | <input type="checkbox"/> |
| CEQ | <input type="checkbox"/> | <input type="checkbox"/> | CCFA/McClaughry | <input type="checkbox"/> | <input type="checkbox"/> |
| OSTP | <input type="checkbox"/> | <input type="checkbox"/> | CCEA/Porter | <input type="checkbox"/> | <input type="checkbox"/> |
| _____ | <input type="checkbox"/> | <input type="checkbox"/> | | | |
| _____ | <input type="checkbox"/> | <input type="checkbox"/> | | | |

REMARKS: Tomorrow's meeting of the Full Cabinet will consider three items: (1) Federal Labor Relations (CM#188); (2) OPM Implementation of the PACE Consent Decree (CM#187); and (3) Proposed Executive Sessions (CM#189).

A briefing paper on Agenda Item #1 is attached. You should have received a paper on Agenda Item #2, which was previously circulated. There will be no paper for Agenda Item #3.

RETURN TO: Craig L. Fuller
Assistant to the President
for Cabinet Affairs
456-2823

CABINET BRIEFING PAPER ON FEDERAL SECTOR LABOR RELATIONS

I. Responsibilities

1. Agency heads are responsible by law for all labor relations matters within their organizations.
2. The Director of the Office of Personnel Management is responsible for providing policy, advice, and training for agency representatives in meeting their labor relations responsibilities.

II. Union Rights

1. Unions have the right to exclusive recognition and to negotiate agreements in appropriate units if they win a majority of votes cast in open shop election units. Sixty-one percent of executive branch employees are represented in such units, much higher than in the private sector.
2. There is no right to strike. Instead all negotiated agreements must have grievance procedures with binding arbitration only as the final step, and even then only if the Federal Service Impasses Panel decides that remedy is appropriate. Grievances cover discipline, discrimination, dismissal, and so forth.
3. An independent agency, the Federal Labor Relations Authority, resolves disputes over appropriate bargaining units, scope of negotiations, unfair labor practices and arbitration awards. It has a statutory General Counsel, who investigates and prosecutes unfair labor practice charges. Decisions are appealable to Circuit Court of Appeals.
4. Employees have the right to a union representative when called for possible disciplinary action by management.
5. Free dues checkoff and unlimited official paid time for union negotiators is due to unions with recognition.

III. Management Rights

1. Strong management rights are set in law, with matters either mandatorily non-negotiable, or permissibly negotiable

at the option of the agency. However, management is required to negotiate on the impact and implementation of its decision.

2. No bargaining is permitted on wages and fringe benefits. Government-wide regulations, including merit system requirements, also serve as a bar to what can be negotiated by management.

3. In his statement of November 16, 1981, President Reagan said that unions are among our most valued institutions, that management should adopt an open-door policy and where appropriate give full consideration to organized labor's interests and concerns.

4. Management officials must understand and accept the legitimate collective bargaining rights of employees and unions, as well as seek their support and deal effectively with their opposition, in the challenging circumstances which exist as the Administration moves towards the goal of a leaner, more effective government.

IV. Labor Relations Leadership

1. The President has stated: "In government, there is a tendency on the part of some people . . . in the permanent structure, that they've been here before you got here and they'll be here after you're gone, and they're not going to change the way they're doing things." As the President said, this problem is limited to only some careerists. Most civil servants are cooperative--if they receive positive, clear and dynamic leadership from agency heads. Most problems of unresponsive civil servants are the result of weak leadership. For both employees who willingly cooperate and those who are reluctant, personal leadership by the agency head is the key.

2. Not only must the agency head, himself, lead, he must also enhance the ability of operating officials to manage effectively, especially his political appointees, by providing necessary training and policy guidance concerning the challenge of implementing the President's program in a collective bargaining atmosphere.

3. Very importantly, government managers must recognize the positive functions unions can serve in the workplace: for example, alerting top management to developing employee problems which affect productivity; cooperating with

management by attempting to eliminate problems which generate grievances; encouraging cost-saving ideas; promoting on-the-job safety; and facilitating employee knowledge of management policies.

4. The basic function of federal managers in labor relations is to create positive conditions of work and continuity of government services: by operating sound personnel-management systems; by applying appropriate and flexible rewards, sanctions and penalties to maintain operations; by engaging in effective contingency planning to control illegal job actions; and by returning operations to normal as soon as possible after unavoidable disruptions.

5. The major tools of effective leadership in the Federal Government are as follows: personal meetings with and encouragement of staff, employees, and union representatives; performance appraisals; SES bonuses and supervisor merit pay; disciplinary procedures; incentive awards and letters of recognition; positive statements about civil servants, assisting in out-placement efforts for displaced employees, and so forth. A regular schedule to effectuate such tools should attract top management attention.

6. The President set the tone when he personally awarded the rank awards to distinguished senior executives in the Rose Garden on October 14th of this year. At that time, he said, "The ability of this or any Administration to succeed depends in no small degree upon the energy, dedication and spirit of the great majority of Federal employees."