

20 March 1998

Dear Harold:

Please find enclosed the retyped copy of the Epilogue for the Hersh book. I received it Wednesday evening and retyped it last night. I have taken pains to ensure that it is just as you typed it. This will allow you to make any necessary changes I might introduce erroneously. You should also note that I have limited access to a scanner which allowed me to scan the page from *Vanity Fair*. The capability may enhance your ability to reproduced images in your text.

With regard to the Epilogue material, I am baffled as to its relevance to the Hersh-it manuscript that you have asked to be retyped. My first impression was that the Epilogue would be a summary of how Hersh's last attempt at illuminating history (*Darkside*) is just the his latest foray in the field of historical fiction masquerading as fact. If it is your intent to use *The Samson Option* to support that thesis you may have to do some editing of your note to Professor Wrone. When writing the Epilogue, you may want to consider focusing on Hersh's views of history relative to JFK or an explicit recitation of Hersh's techniques for using, misusing, or omitting relevant facts for the purpose of re-writing history. Either would complement your manuscript. I would favor the latter rather than the former since it would sharpen your apparent thesis in the Hersh-it manuscript: Hersh selectively uses anonymous quotes, omission, and falsehoods to spin a web of his own deceptions to capture the reader in his own concept of what is history.

On the home front, I had to go to the hospital emergency room for chest pains. It seems the stress at work is taking its toll on me. The result was a check up with a stress EKG, Thallium imaging test, and rest at home yesterday and today. I am afraid that the Department of Energy Idaho Operations Office is coming apart at the seams as our management has lost sight of its mission. The result is that its managers are acting irrationally, incomprehensibly pursuing "Energy

Quality, Diversity, and Baldrige awards while the work that needs to be done goes unattended. All this during a period of more and more cut backs in budgets, technical professionals leaving like rats from a sinking ship and management's cronies being promoted to higher pay grades. My job is emergency planning/preparedness, response and recovery (collectively known as emergency management). I was "reassigned" about three and half years ago when I insisted on the privatized work being done at the Idaho National Engineering Laboratory (now the Idaho National Engineering and Environmental Laboratory) be value-added. After three years plus absence, and numerous external audits they have called upon my talents again to restore the damage to my old program in my absence and the message sent to the contractor by my "exile."

The resulting office stress has taken its toll. I thank you for allowing me to be apart of your projects because they are my only escape from the bizarre activities I experience at work. For yucks and grins I have enclosed a copy of our union newsletter which I coordinate. Its a draft but will give you insight into the nature of working in DOE-Idaho lately.

I am off to post this before the Post Office closes. Enjoy!


Clay Ogilvie



16 March 1998

The Emperor Is Quite Naked

Clay Ogilvie

Let's get this issue right out front: this is not a Partnership Council newsletter! It does not represent both sides of an issue to the degree that it should be relied upon as a nonpartisan source of information. It will attempt to bring both sides of an issue forward for examination but, until non-union members pick up the costs of publication, distribution or contributes more significantly to the dialogue on issues covered by this newsletter, it will continue to represent its constituent's views. This is a Union newsletter. This newsletter's objective will continue to be to act as a vehicle to educate, arouse interest in dialogue on important issues, acknowledge professional behavior, and even challenge this Office to change its no-value-added decision making processes which lead to losses in productivity.

Should it cause sycophants with faint hearts to swoon, some nerves to be frazzled or wits to find their end, don't read it! There are some challenges that are not meant to be universally accepted. If

you don't feel up to the challenge, maybe you should consider getting out of the way of those who want to contribute to the survival of this Office. To the sycophants of this Office: the little boy who announced that the Emperor is quite naked has joined a Union. When the Emperor clothes himself in more than false assurance of productivity and starts to listen to what he perceives to be the radical fringe who call for more work and less talk, this Office won't have to grovel for its budgets anymore. The Union is not the enemy. However, it may be your savior if only you care to listen to what it says and not what the sycophants translate.

For this Office to survive, the Emperor needs to call its worst critics to come forward and describe what they see and listen to them, really listen to them. Its worst critic is really its most valuable ally compared to the obsequious who would beatify the Emperor for a promotion. The Emperor is quite naked no matter what the sycophants say to him.

Niccolo Machiavelli On Change:

There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things because the innovator has enemies all those who have done well under the old conditions and lukewarm defenders in those who may do well under the new.

Constructive Conflict or Anarchic Agitation?

Clay Ogilvie

Conflict occurs when one person's or organization's goals or preferences are blocked by another person's or organization's actions. Conflict occurs over: turf, resources, rewards, functions, honest differences of opinion, etc. Conflict is inevitable in organizations. The key to living with conflict is managing it. Conflict is important. A manager can actually find it useful when dealing with difficult questions. This Union official is not above using conflict to attempt to reverse the bureaucratic death grip this office has on its self-administered garrote. To survive, this Office must cut its overhead, increase its productivity and stop performing no-value-added activities.

Its workers at all levels must be accountable for their actions and that of their subordinates. Strategic plans must set the direction; annual operating plans must dissect the vision for implementation by individual work plans. The work activities should be valued-added and carefully monitored for efficiency and productivity. All work processes should be challenged to produce the product or service right the first time to reduce waste. Subordinates who fail to produce should have the work processes examined for inefficiencies and changed. Individuals who appear incapable of producing a quality product or service should be given opportunities to improve or be reassigned to different processes that match their aptitudes and skills before being let go.

Accountability must be retained by all levels of management for the work product or service. If a subordinate is continuously unproductive, look at the quality of their direction and supervision! Hold every person in this office to the same standards of productivity. The hands-on employee for their own work, the first line supervisor for the work of their subordinates. The next levels of supervision should be held accountable for the aggregate work product and services of their subordinate supervisors and

hands-on workers. The higher you get up the management chain the more accountability should be had for the achievement of the work defined in the individual work plans, annual operating plans and finally achieving the strategic plan's goals. That is what last month's newsletter article was all about: accountability of all the workers in DOE-ID for a work product or service. From the lowest paid worker to John Wilczynski at the top.

This call for accountability was met with acclaim within the Union's constituency and calls for censure of the author for such an outrageous call for action by some representing management. Clearly, this issue provoked more repercussion than dialogue between both groups. Instead it inadvertently precipitated a challenge to the existence of The Partnership Committee as some Management representatives felt that their responses to such a concept were unfairly characterized. The hue and cry for censure was so loud that the sanctity of their thoughts, communicated in open session of a Partnership, should not be shared with the rest of the Office. Some members felt it appropriate to consider dissolution of The Partnership rather than stand by their words. What is candid dialogue if it is so easily denied beyond closed doors?

This Office has suffered too long the likes of people who would use the *Pure Poop* and *Don't Ask/Don't Tell* method to snipe at managers and coworkers. Why has this Office not risen up in disdain and disgust at the actions of those who would slander, back-stab and maliciously gossip about the latest target of opportunity, I am clueless. This Office should not allow the active foment of petty conflicts we see in the Office: site vs. town, the technical professionals vs. non-technical professionals, the industrious vs. the indolent, managers (SES-ers, 15s and 14s) vs. workers, minorities vs. majority, competent vs. incompetent,

smoozers vs. the sincere, the girl's club vs., the boy's club, hard-wall denizens vs. soft-sided cubicle dwellers, etc. to continue without taking a time out to understand what is driving this conflict. It is time for this Office to lance the putrefying boil of petty one-up-manship we see heralded in this Office's halls and offices that go unchallenged by those who should care about this Office's survival: *all of us*.

Stop the madness!!! Stop this conflict avoidance behavior, as if it will go away if we ignore its underlying causes. We must learn to dissect the causes of this chancre on our morale. We must learn to identify the vast discontent and address its root causes. We must openly manage this conflict to end these metastatic divisions. We must learn that managing conflict allows for disagreement and that it can lead to better solutions. Managing conflict and not suppressing it can enable all of us to express our views; it can encourage teamwork over individuality; it can foster a sense of ownership of the problem; it can point all of us in the direction of ensured survival as success oriented organization poised on the brink of domination over our competition. Surely this office with all its intellectual horsepower can find a way to forge a

common bond, a common vision, to rise above our petty differences based on ego and status.

Where is all this leading to? This Union has pledged to work towards promoting a healthy working environment in which conflict management is the norm and not the exception. Toward that end we advocate that every one learn basic conflict management skills and start honestly communicating with each other. If we are expected to work in this office to collectively reach our goal: meeting our customer's (the taxpayer and their surrogates) expectations with the least expenditure of wasted effort and resources, we need to work through our conflicts. We can do it together or we can suffer the consequences. We can do this through conflict management or anarchic agitation (stirring the pot of organizational discontent by sniping indiscriminately at targets of opportunity which seem so plentiful these days). Are you a supporter of conflict management or organization terrorism? The choice is yours. Your first overt act can be to support dialogue regarding our differences or support censure of those who will cry out for change.

AN ORWELLIAN FANTASY?

or

Just Management Looking Out For Its "Most Valuable Resources"

Bill Lattin

In his novel *1984*, George Orwell painted a black picture of a government characterized by "Big Brother." Under the guise of benevolent paternalism, Orwell's government knew everything there was to know about its citizens, and was able to use that information against them. While not quite that bleak, members of DOE-ID management have thought it appropriate that it obtain very private information about its employees on the premise of providing each and every one of us with a "personal benefits statement" containing information already

accessible to us, if we wanted it! I am not questioning management's motives, but I do question the authority of the Thrift Savings Plan (TSP) to yield to requests for information on balances and dispositions without seeking permission of the account holders.

First, privacy of Thrift Savings information is protected by the Code of Federal Regulations Title 5, Chapter 1638. That section provides very strict controls for access to your account, DOE-ID's

management and the Thrift Investment Board appear to have violated those controls! The initial reading by the Union's Attorneys is that the Board acted within its authority when it released this information to a third party (DOE-ID's Chief Financial Office). However, the TSP Board may have violated the Administrative Procedures Act by establishing its rules contrary to the Privacy Act!

Second, when the information was requested from the Thrift Investment Board, account names, balances, and social security numbers for *all of DOE* were transmitted *over the INTERNET*, to DOE-HQ. That information was then sorted by payroll office and transmitted, again, *using the INTERNET* to DOE-ID. Now, I don't know about you, but I use extreme caution and avoid transmitting sensitive, personal information over the internet or by phone. Also, the intent was originally to distribute this information through the company mail system, also an institution which instills security and trust! How many packets have you seen bouncing from mail stop to mail stop, only to languish in your inbox, opened for you by a well-meaning person?

Third, you could argue, "What's the problem? They have all that information anyway!" That is

true for all but the Thrift Savings Plan account balances! Also, the information exists here and there, never under one roof, until now, that is!! If you want to assume someone's identity, apply for a credit card under someone else's name, change their address, or maybe even apply for a TSP loan, by fax or over the phone, all the information is right there, in one handy packet. Yet, that information was sent via unsecured line, over the 'net, from person to person to person!!

Last, the polls are split! I see about half of the employees really liked the Personal Benefits Statement, about half had the opinion "Mind your own business!" The tenets of a democratic society include protecting the rights of the minority. I feel enough people have told me, emphatically, "Gee, I wish they hadn't done that," or "Who gave them permission?" or "I'm a grown person now, and I can manage my affairs quite well, by myself thank you!" that I can safely say "We don't want it!"

In conclusion, I ask that each of you examine your life, and see if you can find areas where the government has meddled in your affairs and somehow *not* screwed things up! From personal experience, I can say they are few and far between! **Again, I want your feedback!!**

Stand up (or Sit Down) and Be Counted

Sue Lantz

I went to the February Union meeting prepared to review the structure of the executive board. In order to make any changes in the bylaws, a quorum was needed. It takes 11 members to make a quorum. We had 10. This was disappointing to me personally, because of the 10, I was the only woman present.-- me. I, a single woman had a much clout as any one else in that meeting. My gender didn't matter because I was an equal member to any in the room. I had made it to where decisions were being made.

I was a member of the power-elite in the Union. I have the power to make a difference in the Union and in this Office. If there had been one more representative of my gender there, we could have made an even larger difference. We could have formed a quorum and effected policy. March, being Federal Women's month, should be the month to celebrate this coming of age for federal women in the Union. The Union offers women equality in stature like no other group in DOE-ID or the federal government.

It offers women an opportunity to serve, to build a leadership portfolio if you want to serve as an Officer, a Steward or a member of something larger than yourself, to be somebody rather than an extension of somebody else.

As I looked around the room, I thought how sad it was that all our bargaining unit employees benefit from the work the union does, but few really know what that work does. I hear comments about our President bragging about accomplishments or taking credit for successes that really do not belong to Local 94. I hear complaints about the union not doing enough. I also hear praise for the work done.

The few people at that meeting represented all bargaining unit members at

DOE-ID. They work hard, they even have fun sometimes, and they care. If you feel the need to complain about what isn't being done, come to the meetings and express your concerns. Be a voice that counts. If you want to compliment those who have worked hard for your benefits, come to a meeting and support them. I think you'd be surprised at how much they are committed to wanting DOE-ID to be productive. Productivity of this Office means survival of this Office. Survival means secure employment for all our members. All the Union's work is really done for you. The Union Officers are working to make DOE-ID a better place for you to work. Lead change by promoting and performing value-added work. See you at the next meeting.

The One and Only "Mother" Jones: Orator, Director and Crusader Against Child Labor

Dr. Diane Cypkin

Note: The following was copied from the Internet at: WWW.pace.edu/PaceMag/mother.html
This is an abstract based on a chapter on Mother Jones soon to appear in the anthology *Courage of Conviction: Women's Words, Women's Wisdom*, edited by Linda A. M. Perry, Ph.D., and Patricia Geist, Ph.D., Mayfield Publishing Company. It is our desire to tip out Union hat to Mother Jones, labor and social activist as well as these two fine ladies who won't let Mother Jones work go unnoticed.

On July 7, 1903, the press, and through the press the nation, witnessed the beginning of a 22-day real-life drama. "Mother" Jones' "army" on the march. Some 300 individuals, "one-third . . . little girls, and the remainder . . . young men and boys," marching for federal child labor legislation. This crusade, determinedly directed by the 73-year-old fiery orator Jones, left an indelible impression on the nation, rousing it to the "wail of the children."

Jones was one of a handful of women intensely involved in labor strife. Fearless and idolized by the worker, her major strengths lay in her oratorical and directorial abilities. A five foot, spectacled, grandmotherly woman, costumed in a reserved black bonnet and dress, her words were caustic and earthy as she defiantly addressed rallies of the despondent whipping them into a frenzy of righteous anger. It was not striking men that she would call upon to march in protest, but rather their

wasted wives, and often, their beggarly children. According to Jones such pleas would be heard. America and Americans had good hearts. When made aware, they (Americans) would correct an injustice wherever it was to be found.

In May of 1903, 600 textile mills in Philadelphia and its environs were struck. Led by the Central Textile Workers Union, 100,000 workers 16,000 of them children under 16, walked off their jobs. They demanded the reduction of working hours from 60-65 a week, even if this meant a comparable decrease in their pitiful wages, \$2 a week for children and \$13 for adults, but the whole issue of child labor became the most important issue of the strike.

In mid-June "Mother" Jones appeared on the scene. On June 17, 1903, she held a mass rally in front of Philadelphia's City Hall to call attention to the injustices visited on children grinding their lives away at the mills. Dressed in her usual grandmotherly fashion, Jones led in her "players": these very emaciated children. Displaying them on a platform, she said "Philadelphia's mansions were built on (their) broken bones, . . . quivering hearts

and drooping heads . . ." She accused officialdom of neglect and wealthy manufacturers of "moral murder," enjoying life at the expense of these little ones. She threatened, "some day the worker will take possession of your city hall, and when we do, no child will be sacrificed on the altar of profit."

"Mother" Jones convinced the Union leadership to organize a march on striking mill children to see the President vacationing at Oyster Bay, New York. Her "army" of about 300, composed of children and their adult sympathizers, left Kensington, Pennsylvania. Along the 125-mile, three-state route, Jones gave speeches, with demonstrations provided by her 'cast' . . . 'army.'

Jones and her brood never got to see the President. He judiciously avoided her. Still, historians agree her 22-day drama was fruitful. Soon after the march, a number of states enacted stricter and more enforceable child labor laws. And while federal legislation lagged behind, it too appeared. For, in fact, "Mother" Jones, orator, director, and crusader had, through her dramatic, well-publicized, history-making march, raised the considerations of a nation to the plight of children.

Mother Jones on Union Solidarity

My friends, it is solidarity of labor we want. We do not want to find fault with each other, but to solidify our forces and say to each other: 'We must be together, our masters are joined together and we must do the same thing. 1902, speaking before the convention of the UMWA, Indianapolis.

Excellence in Management: Demonstrated

Clay Ogilvie

In the last issue of this newsletter, six attributes were cited as positive behaviors that attributes of an excellent manager. Concern was raised that these attributes listed below were unattainable by the mere mortals holding positions in

DOE-ID's management.

- ♣ a clear sense of organizational purpose;
- ♣ a well-defined set of values which are in
- ♣ harmony with the organization's objectives;

- ⊕ a simple and effective system for predictable management control;
- ⊕ a clear understanding of areas of responsibilities, including objectives and boundaries;
- ⊕ concrete performance objectives as a basis for measuring success;
- ⊕ frequent performance reviews and feedback sessions that don't interfere with day-to-day tasks.

I beg to differ with this perception. Rather than missing any manager and have them take umbrage with not being cited, I offer this opportunity to any bargaining unit employee, who so desires, to cite examples of the preceding attributes being demonstrated in this Office, since it is in the interest of the bargaining unit employees that all these attributes be exercised without

restraint in this office. This column requests any bargaining unit employee who spots such lofty behaviors note the perpetrator so that they may be raised to the level of mentor for others to emulate who are less advantaged in this area. This column will publish the name of the perpetrator and a short (100 words or less) description of why this individual most readily reflects any single attribute. Excellence must be recognized and rewarded with acclaim if continuous improvement in management is really what we want.

Note for those between the lines readers:

There is no sarcasm involved here nor is this an attempt to make a fool of any sponsored individual. Both the name of the excellence nominee and the individual providing the narrative support for nomination will be published to ensure accountability to the process.

An Open Letter to DOE-ID Management

Clay Ogilvie

The Union was birthed by Management when enough employees at DOE-ID felt that certain elements of Management were acting out of control. They voted in a union to act as a counter to what they saw as irrational behaviors, illogical decision making, unpredictability, cronyism, dishonesty, and this list can go on and on. They did not elect to have a union so that it could play lap dog to management but as a watch dog which could alert the owners to danger.

Since the bargaining unit has had representation, it has asked its union representatives to intervene on its behalf numerous times. Each time the union intervened it was to clarify the rationale for what was perceived as an exercise of management arrogance. Sometimes intervention by the union moderated management's behavior other times not. This union, IFPTE, should not be considered the enemy to anything but misadministration, and maladministration of the taxpayers resources and the abuses of capricious

decision making at the expense of bargaining unit employees.

It seems appropriate for members to step out from behind their administrative barricades and meet their "adversary." Despite what you have heard from your Management/Labor intermediaries who are often mistaken for the Greek god Janus¹, we have common interests. That interest includes

¹ Janus' image was carved in stone at an entrance to the city of Rome. Travelers leaving the city would see one face and those arriving in the city see another. To explain this metaphor more clearly: when members of the Union approach HRD professionals about labor management issues they are told: "Management reserves the right to act as stupid as they want to be." When Union members are thought to be out of ear shot, these same representatives are saying: "There goes the &*#@*& Union again! They are trying to do Management's job for them!"

the success of any and all endeavors this Office deems to undertake. This newsletter's editor, contrary to the perceptions of those who wish to think differently, is dedicated to working in partnership to our common definition of success for this Office's mission. An office of all managers can not realize the lowest of visions without workers. An office of all workers and no managers can *not* decide on even the most menial tasks without a vision. Together, management and labor, however, can jointly achieve colossal feats if we have mutual respect and honesty to bind our common interests together. Let's stop hiding behind the artificial constructs of those who will keep us apart for their own accrual of status.

I propose a new Partnership Council with only six members (three from management and three from the union) with co-chairmanship. Members of this new Partnership Council will be dedicated partners with no substitutions allowed.

Members, I envision, will have the authority to represent their constituency with no second-guessing. The Partnership's charter should be bounded by the mission of Office with only implementation issues being off limits for discussion until such time that the Partnership Council matures and developed enough mutual trust to tackle those issues. Note that no mention is made of facilitators, Human Resource Department "experts in labor-management relations" or "helpers" to make the process work. If we act as the professionals, we are there is no need for others to act as intermediaries. To date their presence has been more divisive than productive. If we can not dialogue on issues important to this office as Partners then this Office is doomed to failure. We must act now before the future overcomes us and we jointly whither and decay from indifference and intransigence.

What Do We Call This Newsletter of Ours

Clay Ogilvie

With all the name calling going on in this Office, it has occurred to the writing and editorial staff of this newsletter that this newsletter hasn't got a proper name. It has gone by a number of sobriquets: the Union Blab, The &*#@*& Union Newsletter, and many more. What do you think would be its appropriate appellation? You are encouraged to give due consideration and contemplation it deserves to identify a name which captures just the right tone for this Union publication. Please understand that its mission is

to educate, promote dialogue on important Union/Management issues, to challenge ourselves to continuously improve the ways we do business and to communicate, communicate, communicate.

Entries should be posted to the members of the local IFPTE Executive Board: Bill Lattin, Kevin O'Neil, John Wilson, Tom Zielinski, or Clay Ogilvie. Entries will be considered right up to 13 May 1998 which will be the date of a pre-election general membership meeting.

Scheduled Union Meetings

There will be a Union Executive Board meeting on 2 April 1998 to conduct routine Union business in the Union Office at 4:00 p.m.

There will be a Union stewards meeting on 9 April 1998 with the location to be announced.

There will be a General Membership meeting to discuss the formulation of a nominating committee for election of Union Officers on 16 April 1998 at 7:00 p.m. in the Aerobics Room/Conference Room 163 of ID-North.