

# THE TECHNICIAN

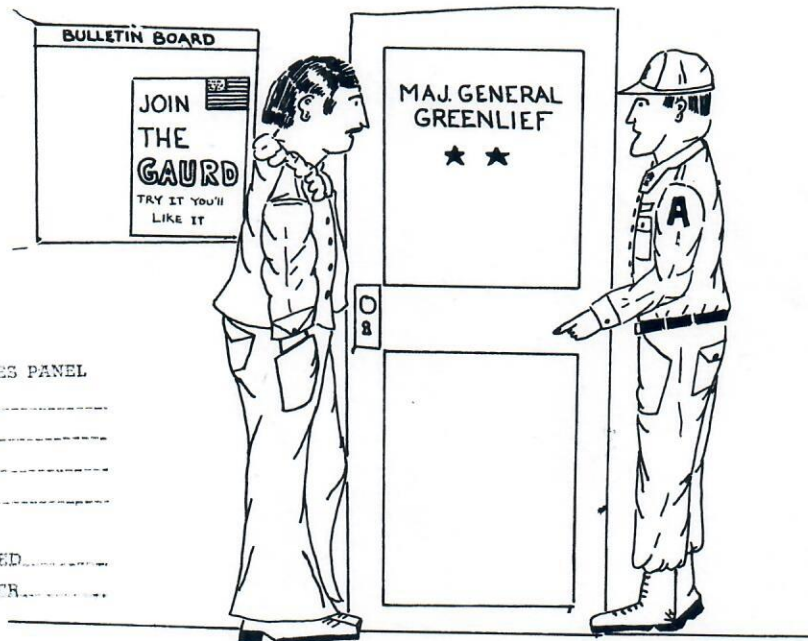
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SPECIAL EDITION

"AFFILIATED WITH NOBODY"

MARCH 1973

## MG GREENLIEF ORDERS ALL TECHNICIANS INTO UNIFORM



FEDERAL SERVICE IMPASSES PANEL  
 CASE NO. \_\_\_\_\_  
 EXHIBIT NO. U-8 \_\_\_\_\_  
 EMPLOYER \_\_\_\_\_  
 UNION \_\_\_\_\_  
 MARKED \_\_\_\_\_  
 RECEIVED \_\_\_\_\_ REJECTED \_\_\_\_\_  
 DATE \_\_\_\_\_ REPORTER \_\_\_\_\_

DO AS I SAY NOT AS I DO

To: Concerned Americans, friends, fellow technicians and members

March 15, 1973

It is known that the loss of freedom is not always the result of a frontal attack - but frequently accumulates gradually until a freedom lost passes unnoticed except by a few. It is also apparent that the disregard for single freedoms lost can result in a tipping of the scales to almost no freedom at all. Obligations exist for all of us to resist these losses as they happen so that the broad spectrum of justice and equity can continue to prevail. On this ground we stand to stop the erosion that can result from requiring civilian employees of the National Guard to wear military uniforms during their performance of civilian duties in a civilian status.

So that both sides can be heard - and to try to be reasonably fair - we are reproducing a letter from Maj. Gen. Francis S. Greenleaf, Chief of the National Guard Bureau, outlining his reasons why National Guard employees should wear military uniforms, together in this publication with our statement.

That there is a long standing requirement for Guard employees to wear uniforms is a fabrication. Up until 1969 most did not have to wear uniforms and only by invidious pressures has the number increased. Unions, particularly ACT, have been attempting to negotiate or legislate relief from the requirement. Each day the pressure upon us, from the membership, increases as the minor and major

PLEASE PASS ON



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horror stories of inadequate managerial and supervisory resorts to military pressures are revealed. Promotions are made daily upon criteria other than qualification or talent - frequently upon the ability to salute. Women, and minority groups, are diminished by the overview of stars, eagles, and leaves worn by the white male ruling class. Employees, whose only crimes are being enlisted Guardsmen, are kept from achieving the positions of civilian leadership rightly theirs by merit standards. The authoritarian principles of military style leadership results in waste and mismanagement. Men and women employees are told by other than their supervisors that regardless of their performance on the job they can be fired by taking away their military status. It is a poor system managed by inadequate people to the detriment of what should be a proud civilian based National Guard.

To fight the wearing of the military uniform in the performance of civilian duties by civilian employees is not a derision of the uniform - as some have said. It is the finite understanding of the citizen who desires to be ready for his Nation's wars or troubles but who is equally proud that he is a civilian at the ready. It is the foundation of "voluntarism" and the Minuteman attitude. It is the spirit that has enabled this Nation to fight and win its wars. Professional armies are tolerated in a democracy but the burden has always fallen upon the citizen. This citizen, not desirous of a professional military career, has always been ready to put on the uniform for fighting and training functions but walks the streets of his community, at all other times, attired as are his neighbors. These are values to be enhanced - not deprecated. These are the values that can provide a volunteer reserve force as they have in the past. We must not let these values diminish to satisfy the egos of a few who demand the visual identity of their "empire" nor the artificial elevation of military ceremony and protocol daily. The Militia, the Guard, the Reserves come from the civilian side of our society and we will lose their support if we accommodate to values not of their choosing. Their visibility is tendered under a "call to arms" and the ceremonies of patriotic days and societies. It is their lack of visibility in the everyday life of a community that endears them to a democratic society. Visible militia uniforms have been the attributes of societies without compelling views of freedom such as those fostered by Fidel, Benito and Adolf.

If the echoes of the young, the independent, and the community are not heard there will be no volunteer service. If there is discontent in the full time working program by those who are Guardsmen on weekends and when called can we expect society to fail to respond.

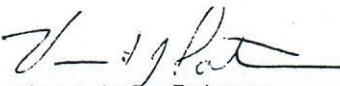
Those protesting are not ashamed of their uniforms - rather they are proud of their militia status. They have served, are serving, and will serve faithfully, courageously, and honestly in War and Peace. They are true dual citizens capable of responding in a civilian society and, when needed, in its military service. Subsistence does not accomplish meaningful goals. These men are and own as much of the National Guard as anyone and are entitled to their viewpoints, attitudes, and concepts of propriety. They are not only in the community - they are of the community. Give them a response of optional wear to meet requirements and they will be the prime salesmen for a vigorous and strong National Guard.

At one point MG Greenlief talks of the privilege of being an excepted status employee in what only can be construed as a mockery of our program. Our members and employees seek competitive status. They possess the qualifications for the job and frequently are more qualified than any Civil Service or military counterpart. It is no privilege or benefit to be insecure in job security due to military physicals, RIF procedures that do not weigh qualification or seniority, adverse action procedures not appealable to the Civil Service Commission or to be restricted from career status and eligibility for other Federal employment. It is a punishment. The benefit only accrues to the unqualified, the buddies, and those few, mostly in management, who have surpassed even their possible role under the "Peter Principle".

A real and potent National Guard needs no artificial cosmetic factors to disguise its employees functioning in civilian status as clerks, administrators, mechanics, technicians and computer experts as they perform jobs classified under Civil Service Classification Standards, as required by law. The Guard needs good morale, good working conditions and a recognition as a civilian force ready for call.

This disagreement has surfaced finally because collective bargaining has not worked - mainly due to tampering at the National level. The argument is now defining. I have little doubt that the Unfair Labor Practice charges due for hearing in June in New York have precipitated this letter by MG Greenlief and can only construe his action in writing it as one to thwart reasonable labor relations.

Let there be a real forum. Let there be debate. I offer to appear publicly in debate upon this issue with anyone. The question is important and requires the circumstance of persuasion. Let the best prepared win.

  
Vincent J. Paterno  
National President





DEPARTMENTS OF THE ARMY AND THE AIR FORCE

## NATIONAL GUARD BUREAU

WASHINGTON, D.C. 20310

NGB-TN

21 FEB 1973

SUBJECT: Excepted Technicians and the Military Uniform

TO: The Adjutants General of all States, Puerto Rico and the District of Columbia

1. There has been a great deal of discussion and correspondence relating to the requirement for excepted technicians to wear the military uniform. The interest has resulted in recommendations varying from deletion of the requirement to absolute mandatory wearing of the uniform without consideration of other factors. Overwhelmingly predominate, however, has been the acknowledgement that the excepted technicians should, in all but the most unusual circumstances, continue to wear the military uniform.
2. After a thorough review of all considerations, it has been decided that the regulation as presently written is appropriate and does not require changing. In order to foster uniformity in its application, there is a need to explain the purpose of the requirement and to define its intended usage.
3. Purpose: The long-standing requirement for excepted technicians to wear the military uniform is founded on several points. First and foremost is the fact that the National Guard is a military organization and the technicians are the daily representation of that fact in their contacts and associations within their communities. The military uniform furnishes visible evidence of the National Guard as a military activity. Moreover, military uniforms are designed to meet the varied military duties and climate conditions encountered. Important also is the fact that the issue "in-kind" of military wearing apparel to enlisted and airmen technicians is a distinct financial advantage to the individuals. It also has the added advantage of being considerably less expensive to the government than would be the case if a cash uniform allowance were made to each technician. Bearing further on the purpose for wearing the military uniform is the important fact that each excepted technician gains and maintains his technician status on the basis of being a member of the National Guard and does not have to qualify competitively under a Civil Service examination. The uniform displays this privilege.



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4. Usage: The varying degrees to which the regulation is now being applied indicates a need to further clarify its intended use. The paragraph as currently written is quoted for ready reference:

Wearing of the Uniform: "Technicians in the excepted service will wear the military uniform appropriate to their service and federally recognized grade when performing technician duties. When the uniform is deemed inappropriate for specific positions and functions, adjutants general may authorize other appropriate attire. If the adjutant general exercises this prerogative, this does not entitle technicians to payment of a uniform allowance authorized for Department of Defense civilian personnel."

The first sentence is subject to only one interpretation. The second sentence, however, has quite obviously been interpreted in a variety of ways to the extent that unexplainable inconsistencies have occurred. Instead of being used as an authority to deviate from the requirement to wear the uniform by identifying specific positions or functions for which the uniform is inappropriate, it has instead been used as an option without any apparent justification other than continuing past practices or to accommodate to individual or group desires. The authority to deviate is for use in unusual circumstances where wearing of the uniform may be considered, by the Adjutant General, to be inappropriate for an individual or group of individuals. Such circumstances may (but not necessarily) include technicians employed at specific locations or in the proximity of disturbance areas, technicians in a travel status or attending courses of instruction at other than military installations, or technicians engaging in matters pertaining to labor/management such as negotiating agreements. It is emphasized that these examples are not an automatic exclusion from the requirement to wear the uniform. However, they do exemplify the types of circumstances which arise and for which consideration is necessary in the exercise of responsible management practices.

5. In summary, the requirement for the excepted technicians to wear the prescribed military uniform is directly related to the nature of their employment and their responsibility to the National Guard as a military organization in its important role in the nation's defense. The fundamental fact is that the National Guard is a military activity and the technician work force is engaged for the sole purpose of accomplishing those tasks essential to a military organization. The requirement that the overwhelming majority of the technicians must be members of the Guard, thereby assuring a continuing availability of their skills upon mobilization attests to the complete military

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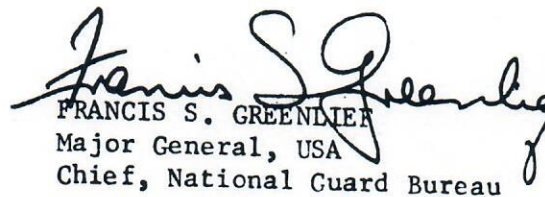
NGB-TN

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nature of their employment. The uniform is an important manifestation of this fact. The requirement that technicians wear the uniform is a valid, responsible and reasonable determination.

6. Notwithstanding, there will always be conditions arising which warrant a consideration for a deviation. In those limited occasions when an exception is believed to be necessary the Adjutant General must evaluate the appropriateness and approve or disapprove. The authority to make this determination cannot be delegated.

7. This letter should be given widest distribution. It is essential that any doubts, misconceptions, or confusion, regarding the wearing of the uniform be finally and completely dispelled.

  
FRANCIS S. GREENLIER  
Major General, USA  
Chief, National Guard Bureau

#### THE UNIFORM - A BARRIER TO TECHNICIAN EQUITY.

The outstanding symbol of the gross inequities and injustices of the National Guard Technician Program is displayed in the requirement to wear the military uniform during the performance of legal civilian duties. That the wearing of the uniform is not universal - some States and areas do not require it - would indicate the lack of need. That an organization, such as ACT, could vote unanimously in national delegate session against the requirement to wear the uniform indicates its lack of acceptance. That it is even proposed as essential to the performance of civilian duties indicates a paucity of understanding at management levels and could give evidence to therewith prove their inability to rational and current programming needs. The choice of "Old Guard" attitudes will give us a "No Guard" future. ACT must fight this attitude in the interest of maintaining the National Guard and the jobs of its members.

The true concept of the "Minutemen", and of the Militia itself, is that of patriotic citizens donning the uniform in the time of their Nation's need and fighting its battles. They are not active duty professionals - nor do most want to be. A true Guardsman or Reservist can be proud that he is ready to leave his community in time of need and serve. There has been no war that has not evidenced their service and sacrifice. This very American civilian-military relationship can be destroyed by simple mimicry of career military professionals. Those who propose this camouflage and mimicry endanger their own traditions and pursue false goals.



The Guard does suffer the membership of some few who pervert both the militia and the "regulars" by their desire to act the role of the professional military man without the necessity of serving under his hazards, dislocations, or discomforts and who fail to understand the simple pride of those in the Guard or Reserves who are willing to lay down life or lose limb when their Nation calls but would not want to be considered other than civilians with a strong sense of duty, purpose, and abiding patriotism. This Nation's wars have been won by its citizens at arms. This is its militia.

And so the technician. He is first a citizen and civilian. He is justly proud of his performance of civilian duties and when assembled in appropriate military status, is proud of his uniform and his service. He is not a professional soldier or airman and does not want to be thought of in that capacity. He is proud that his skills and performances as a technician, under skeletal manning patterns, exceed that of the active forces. He came to serve from his community, lives in his community, and desires to abide the standards of his community, as do his fellow Guardsman. In his acceptance of the "dual status" he does not expect to lose his rights in either status.

There are many reasons that give rise to technician reluctance to wear the military uniform. Reasons that arose from injustice, illegality, inefficiency, mismanagement, and poor administration. Military uniforms worn during the performance of civilian duties are disruptive of Morale. Why? Let us see some reasons.

1. Uniforms are not properly designed for much of the work that needs to be done.
2. Military courtesies serve no purpose in the performance of the technician job and only serve to flatter the vanities of some higher ranking individuals and have frequently given rise to work disrupting conflicts.
3. Coercive influences and arbitrary command influences, aided by uniform wear, destroy employee morale and reasonable management procedures.
4. Military procedures and attitudes are not effective under civil law and regulation.
5. Appropriate civilian qualification standards clash with the military ranking system and lead to needless conflicts.
6. Pride in the uniform is demeaned when civilian duties require the performance of menial tasks, in the absence of low ranking details available in the regular service. Many time in the open view of the public or active service personnel.
7. Women are discriminated against by its wear.
8. Managerial chains and channels are disrupted by confusing rank intrusions.



9. Civilian work ratings are effected by improper military style evaluations.
10. Monetary allowances are not provided and only enlisted Guardsmen can get issue in kind.
11. Laundry and cleaning are particularly expensive.
12. The public is confused and deluded into thinking that the installation is part of the active forces.
13. The skeletal force that keeps the National Guard running, (about eight percent) does not have time for the ceremonial attributes of a military environment.
14. The familiarity of everyday experience in uniform, breaks down the military discipline during training assemblies.
15. Unions and their representatives are placed in poor relationships and an improper climate that provokes unfair labor practices.
16. Military rank display disturbs necessary communication.
17. Relationships with active duty personnel are strained.
18. Many activities (ie: USP&FO, Shops etc.) have no military unit and no connection, militarily, with the employee.
19. Military Police conflicts and misunderstandings occur.
20. Civilian tensions in cities and on campuses cause technician difficulties and hazards when wearing the uniform.
21. The uniform is not worn by employees of the reserves.
22. When wearing the uniform the rights, privileges, and legal protections are not available to the individual.
23. No other Defense Department civilian employees are similarly required to wear military uniforms.
24. THE UNIFORM SERVES NO FUNCTIONAL PURPOSE.

ACT feels that its position are significant, meaningful and very responsible. ACT with a decade of experience representing technicians speaks with authority and universality. No stance is taken lightly. No campaign initiated without the authority of thousands of technicians. And no position that would do other than



appreciate the status of the National Guard. If ACT has continued over the years, it could only be for reasons that it could represent the interests of a unique group of public employees called technicians. Ergo we cannot agree with small groups of Adjutants General and subordinate officer-type technicians who shine to their leafs and eagles as if the symbol was greater than the man wearing it. We cannot agree with a small minded technician officer who said, "If I couldn't wear the uniform I couldn't do my job". We know we can do our jobs -- as men and women.

There is circumstantial evidence that in a few States the uniform was brought into a wearing requirement to place barriers to proper employee management relationships after we became federal employees. There is conjecture that the National Guard Bureau may be fostering this attitude. They certainly did not have the requirement in regulation before technicians became federal employees in full status. They state they did but they did not. They state that all employees have always worn the uniform when it is not true and many have never been required to wear it. To what significance if not to thwart the legitimate needs of technicians to be treated equally with all other public employees?

The opponents of technician equity have chosen their battlefield with the uniform requirement rampant in display. ACT, as always, takes up the gauntlet and vows to remove the uniform requirement. ACT stands forthright behind its positions taken many years ago to gain for all technicians all of the rights and benefits they have been refused over the years. As we gained IDENTITY and partial benefits for past service we will ultimately gain the rest. It will not come easy -- but nothing has. 45%, civilian dress, full civil service status, proper grievance and adverse action procedures, overtime pay, promotion without reference to military grade, job continuance despite loss of military status, pay fitting the job, and much more will come. They will come because ACT is kindling the fires of technician militancy -- not of destruction or riots -- but of combined voice seeking equity before the bar of national justice. And we have the faith that we will be heard and affirmed.

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