

No. 306

December, 1971

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Organizing report

Christmas and New Year Greetings

Although the year just ending saw rising inflation and unemployment in the U.S. and Canada, collective bargaining safeguarded the living standard and jobs of our members in both countries.

The labor movement as a whole faces difficult problems such as the growth of multinational firms using cheap labor; the U.S. wage-price freeze together with a 10% surcharge on imports, including those from Canada. The OPEIU promptly protested this as unfair to Canada and urged its repeal.

Despite adverse factors in both countries, the Office & Professional Employees International Union continues to grow, adding to our ranks white-collar employees (including office women) who see our union as a bulwark of strength in these troubled days.

Labor solidarity-needed now more than ever will be decisive in our common fight for social justice for all who must work for a living. We are also certain that this solidarity will prove victorious in the New Year.

With a firm faith in the future, in this joyous season we offer to each OPEIU member everywhere-those retired as well as active-our heartiest wishes for a very Merry Christmas and a bright and prosperous New Year.

Howard Coughlin	1	Howard Hicks
President		Secretary-Treasurer
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D	irector of Organ	nization
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	H. R. Markuse	

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B.C. campus drive off to a fast start **OPEIU** members.

The OPEIU has launched a drive to unionize some 1,100 office clericals on the University of British Columbia campus in Vancouver, B.C. Vice President Bill Lowe, in charge of the campaign, reports that some hundreds of authorization cards already have been signed. Union enthusiasm is said to be mounting as the drive progresses.

A successful campaign at this university would make it the second in Canada to be unionized. Lakehead University in Ontario was the first. It would also mark the sixth in the U.S. and Canada where campus office employees enjoy union contracts.

Already unionized are Roosevelt University in Chicago; Fordham University and the Albert Einstein School of Medicine, both in New York City; and librarians at Wayne State University in Detroit. The **OPEIU** is now negotiating a first contract for the professional teaching staff at Famous Writers School in Westport, Conn., where it was recently chosen

As these campaigns proceed, Local 15 reports that it has been certified as bargaining agent for two office units in Vancouver, B.C., and has filed application bargaining agent.

Unionization of campus clerical staffs in both the U.S. and Canada is now showing new life although it still lags behind that of faculty members. In the past few years, professors at 133 of some 2,500 colleges and universities in the U.S. have voted for collective bargaining. Campus clericals are now following the lead of faculty members in joining the growing white-collar union movement.

4 Blue Cross Drives

Mcanwhile, OPEIU field staffs in four large metropolitan areas are busily campaigning to unionize Blue Cross office staffs in Oakland and San Francisco; Detroit and New York City. These four campaigns alone involve some 10,000 potential for a third with the B.C. Labour Relations Board.

Those certified are a 30member unit at Noranda Metal Industries and a 45-member unit at Wire Rope Industries of Canada. Certification is sought for a 75-member unit at the Granduc Operating Company where some 80% of the cmployees have signed authorization cards. They comprise the office and technical staffs of this \$200-million mining complex in the Vancouver area.

In New York City, Local 153 won a National Labor Relations Board election for an office unit at Cellu-Craft, Inc., a packaging firm in New Hyde Park, N.Y., and in Kansas City, Mo., Business Manager Larry Green reports that Local 320 won an NLRB election to represent a unit of 25 telephone secretaries at WUI/TAS Inc.

Convention adopts 3-point policy, defends validity of all contracts

The American labor movement "will not permit itself to become the scapegoat for Administration policies which have brought this nation to the brink of disaster," the AFL-CIO biennial convention declared at Miami Beach, Fla.

The convention instructed labor members on the Pay Board to vote only in order to achieve union demands. It also approved American citizens-would be subject to abrogation in similar fashion, a concept we reject without equivocation.

"There is little hope that economic justice can be achieved by this board, the majority of whom are guided by the dictates of the Administration or the interests of big business."

The Executive Council's three commendations were adopted by the convention:

lawful action at their command to insure that their contracts are honored.

3. That the AFL-CIO continue the legislative effort in the Congress to protect the validity of contracts.

As this issue went to press, the Senate had approved retroactive payment of wage increases blocked by Phase One.

Local 14 Wins \$40 in 3 years at Eaton Co.

Wage gains over a three-year period totaling \$40 a week per individual with an extra \$2 inequity adjustment in some classifications were secured by Philadelphia's Local 14 in a contract

negotiated with the Eaton Company (Industrial Truck Div.), formerly Yale & Towne Mfg. Company, Business Manager John McCusker reports.

The shift premium is increased by 10¢ an hour to 28¢. A new clause provides differential jury duty pay. Bereavement leave was also liberalized. Other gains are an additional paid hol-

iday for a total of 111/4, and a vacation bonus for employees after 20 years' service.

.The employer also agreed to increase health-welfare contributions, including health, sick and accident insurance and Blue Cross coverage, and to boost pension plan contributions by an additional \$1.50 per month per employee-50¢ in the first

support of member unions that defy the board's decisions.

The AFL-CIO Executive Council declared in a statement:

"We flatly reject the concept that anyone-be it the Pay Board or President-had the power to abrogate any legal collective bargaining agreement or any contract voluntarily and legally entered into by American citizens or their representatives. If we were to take any other position, then every contract-mortgage, corporate bond issue, sales contract or any other form of agreement voluntarily entered into by

1. That labor representatives remain on the Pay Board only so long as a reasonable hope exists of securing recognition of the validity of contracts and of achieving justice for working people-including, most particularly, those with low or substandard incomes and those without strong bargaining representatives.

2. That AFL-CIO unions insist at every level on the validity of their contracts in all their terms and in all their particulars, and that they take every



SUBJECT IS THE FOUR-DAY WEEK: OPEIU President Howard Coughlin (left) in radio debate on the merits of the four-day, 32-hour workweek with W. P. Gullander (center), president of the National Association of Manufacturers. Victor Riesel, nationally-known columnist and TV commentator acts as moderator on N.Y. Station WEVD.

year, 25¢ in the second, and 50¢ in the third.

Inside

 Questions and answers on wage controls—page 2.

Local 12 upheld on holiday pay-page 3.

 Howard Coughlin reports on legislation directed at multinational firms-page 4.

 Unions still growing—page 4.

WHITE COLLAR

Official Organ of OFFICE AND PROFESSIONAL EMPLOYEES INTERNATIONAL UNION affiliated with the AFL-CIO, CLC

HOWARD COUGHLIN President

Page Two

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Support the Long Amendment

The OPEIU has long sought to right an injustice to working mothers by allowing them to claim income tax deductions for child care expenses. Last June our Miami Beach convention again unanimously adopted a resolution urging Congress to enact such legislation. Victory may now be in sight.

Senator Russell B. Long (D-La.), chairman of the Senate Finance Committee, has introduced an amendment to the income tax bill which implements what the OPEIU has so strongly supported. Under his proposals, the following set of tax deductions for child care would apply:

• Any working parent of a child under 15 would be eligible for a deduction of up to \$400 a month for the cost of hiring someone to look after the child, providing the parent was single, widowed, divorced or separated from her husband. A man who is similarly spouseless would also be eligible.

• The \$400 a month adds up to \$4,800 a year-a substantial tax benefit. Any parent who meets the criteria could receive the benefit regardless of income.

We suggest that all OPEIU members write to their Representatives and Senators urging support for the Long amendment.

low Dun & Bradstreet rating

Dun & Bradstreet could not convince the National Labor Relations Board that union representation for its employees would cause "irreconcilable conflict of interest" and obstruct the free flow of commerce by casting doubt on the confidentiality of information needed for credit reports.

The NLRB panel notes that the employer's arguments are based on the assumption that loyalty to a union would cause credit reporters to violate its rules on confidentiality and to divulge "prilvileged" information to the union. The panel says:

"We find no merit in these arguments or in the assumption on which they are based. The law has clearly rejected the notion that membership in a labor organization is in itself incompatible with the obligations of fidelity owed to an employer by its employees. To the contrary, employees placed in positions of trust by employers in a wide variety of financial activities have exercised their fundamental rights guaranteed by the (Taft) Act without raising the spectre of divided loyalty or compromised trust.'

This case is a classic example of the devious logic used by some anti-union employers to delay or deny the rights and benefits of collective bargaining to their employees.

More women join unions

More women in the U.S. and Britain are now joining unions.

A U.S. Bureau of Labor Statistics study finds that membership in trade unions and professional associations rose by 542,000 between 1968 and 1970. Significantly, women members accounted for 342,000 of this increase. Over the two-year span, the ratio was 342 women for every 200 men.

The new trend can be explained in part by the growing proportion of women in the national labor force, particularly in office occupations. But it also reflects their dissatisfaction with the way employers are shortchanging them, because of sex, when it comes to equal pay and equal opportunity for promotions.

Phase 2 Controls: an official Q and A

Here are the questions and answers issued by the Pay Board .as. explanations and guidelines on Phase II economic controls:

Q: What pay adjustments are affected by the new 5.5% general wage and salary standard?

A: The initial 5.5% general wage and salary increase applies to labor agreements entered into, on and after Nov. 14, 1971. It also applies to other pay adjustment decisions made after that date whether or not reflected in a formal agreement.

Q: What about wage increases under existing contracts and pay practices?

A: Pay adjustments under contracts and pay practices existing prior to Nov. 14, 1971 are allowed to go into effect. If they affect more than 1,000 employees, they must be reported to the Pay Board in accordance with regulations to be issued by the Pay Board. However, they are subject to review by the Pay Board, if challenged, to determine whether any increase is unreasonably inconsistent with criteria established by the board. The employer may continue to pay the increased wage or salary until such time as a determination of the challenge is made by the Pay Board.

Q: Can retroactive wage increases be paid?

A: Pay Board approval is required for any retroactive increases covering services performed during the freeze period. This approval is not automatic.

Q: What is the definition of wages and salaries?

A: Wages and salaries is broadly defined to include eash payments, fringe benefits and all forms of direct and indirect remuneration. The definition docs not include items which are not reasonably subject to valuation nor payments made under public plans such as Social Security.

Q: Are any employees excluded?

A: Federal employees whose pay is governed by federal law and employees paid at less than the federal minimum wage standard, currently \$1.60 an hour, are excluded from the application of the wage and salary standards.

Q: Does the 5.5% standard apply to each individual?

A: No. It will apply to the average increase granted in an appropriate employee unit.

Q: What is meant by appropriate employee unit?

A: The appropriate employee

unit for the measurement of changes in wage and salary levels is a group composed of employees in a bargaining unit or recognized employee categories in a plant or other establishment, or in a department thereof, or in a company or in an industry, as best adapted to preserve contractual or historical relationships.

Q: Are longevity increases counted as part of the 5.5% standard?

A: Longevity increases and automatic progression within a rate range are allowed to go into effect after Nov. 13, 1971, according to the terms of plans, agreements, or established practices in existence prior to Nov. 14, 1971, without regard to the 5.5% general wage standard.

Q: Are smaller employers required to get Pay Board approval before putting wage and salary increases into effect?

A: Pay adjustments involving less than 1,000 employees do not require prenotification or reporting of a wage or salary increase. However, the employer must adhere to the 5.5% general wage and salary standard in granting increases.

The following questions and answers on the wage freeze are based on news service and government reports.

Q: My contract raise was due during the freeze. May I get it now?

A: Yes, if the Pay Board doesn't object. But your entire company payroll is subject to an approximate 5.5% increase, which will be monitored by the Internal Revenue Service.

Q: Does this hold true even if I work for a giant company?

A: It does unless the pay increase affects 1,000 or more employes. If that's the case, the increase must be reported to the Pay Board.

Q: Say the raise does affect 1,000 workers. Do we have to wait for the Pay Board to decide?

A: No. You may get the increase now. But it is subject to rollback.

A: Where no contracts exist, existing pay practices prevail. You're entitled to your raise, subject to the same conditions as if you had a contract-that is, unless the increase meets objection, or unless your company's entire payroll jumps by more than 5.5%

Q: Is that 5.5% figure permanent?

A: The Pay Board says it's subject to periodic review.

Q: Are you saying that I can get any amount of salary increase, as long as my company's total payroll doesn't exceed 5.5%? Say I'm entitled to 50%?

A: The Pay Board said it will allow raises that aren't unreasonably inconsistent with the criteria established by the board. Whether 50% is unreasonable would be up to IRS interpretation of the criteria.

Q: If my employer doesn't have to report wage increases, how will IRS know what's happening?

A: First of all, you're trusted. Second, IRS has access to your income tax return.

Q: Do pay rules cover fringe benefits?

A: Yes, they cover wages, salaries and other cash payments, the cost of vacations, pensions, stock options, other fringe benefits-just about all forms of remuneration.

Q: In other words, a company can give a 5.5% raise in wages and also provide a similar boost in pension, insurance and other fringe benefits?

A: That's right. Actually, the 5,5% standard allows leeway in apportioning increases between basic pay and fringe benefits. Say a worker now is paid \$10,-000 a year and has fringe benefits with a dollar value of \$3,000 for a total wage-and-fringepackage of \$13,000. He's entitled to a total increase of 5.5% of \$13,000-or \$715.

More and more women are beginning to realize that the quickest way to end sex discrimination is to join a union and, through collective bargaining, spell out equal pay and equal opportunity in a union contract.

British women, like their American sisters, also are beginning to see the light. Over there, an Equal Pay Act becomes fully effective in 1975 so women are unionizing to reap its full benefits. The majority of British working women earn only about 50% of what men are paid for doing similar work. In this country, the difference often runs as high as \$2,500 a year or more.

Working women are treated unfairly on both sides of the Atlantic. But it is encouraging to note that they are realizing that the best bargain they can find today is a union card.

Q: What if the contractual increase doesn't become effective until next year?

A: Then, if you're with one of the giant companies, you need prior Pay Board approval. For a smaller company, the Internal Revenue Service will give guidance.

Q: What if we negotiated a contract during the freeze?

A. That hasn't been decided. It's possible your contract will be negated.

Q: I don't have a contract, but was supposed to get a raise during the freeze. .Can I get it?

Q: What role does IRS play in Phase II?

A: It replaces the Office of Emergency Preparedness as the enforcement agency.

Q: But it also must handle income tax a few months from now, How can it do both?

A: President Nixon has canceled a planned 5% manpower reduction with the proviso that these people work in the Economic Stabilization Program.

One way to give him the increase total: A 5.5% increase in. wages, or \$550, plus a 5.5% increase in fringes, or \$165. Total. boost: \$715.

An alternative: The worker could get a wage boost of \$650, or 6.5%, if his fringes were raised only \$65, for a total boost of \$715 in the package.



Photo above: The Northeastern Educational Conference, held in New Haven, Conn.

Photo at right: The North Central Education Conference, which met in Madison, Wis.

U.S. Price Index

U.S.	Bureau of Labor S New Base 1967=	
1970		
October Novembe Decembe		118.5
1971 January February		
March . April .		119.8 120.2
June	• • • • • • • • • • • • • • • • • • • •	121.5
August Septemb		122.2 122.4
October		122.6

Canadian **Price Index**

Dominion Bureau of Statistics

1970	
October	
November	
December	
1971	
January	 130.3
February	 130.9
March	 131.3
April	 132.2
Мау	 132.7
June	
July	 134.1
August	
September	 134.7
October	 134.9



Labour's own college asks help

School leaders favor unionism

Unions are heavily favored by the leading achievers in high schools, according to a survey by the Merit Publishing Company. Of 62,500 high schoolers selected by their principals as high achievers in scholarship, performance and awards competitions, 75% answered "Yes" to the question "Are you in favor of unionism?".

The Labour College of Canada, in Montreal, announces that its tenth anniversary residential term will commence on April 30, 1972.

The college asks the assistance of all Canadian Locals to provide funds and scholarships and to recruit students. Its programs are designed to enable graduates to become more capable and active in the labour, community and political life of the country.

Emphasizing that it faces mounting costs, the circular urges all unions, provincial federations and labour councils, because they have "a stake in the College," to help by:

- 1. Sending a generous donation.
- 2. Letting all members know about it.

3. Encouraging members to apply for the 1972 Residential Program or correspondence courses.

4. Being a booster for the Canadian Labour Movement's own institution of special studies.

Registrar-Sec.-Treas. A. L. Hepworth will provide full details on all College courses. Address him at: Labour College of Canada, 762 ouest, ruc Sherbrookc, Montreal 110, Que.

Local 12 upheld on holiday pay by St. Paul board of arbitration

A Board of Arbitration in St. Paul, Minn., upheld Local 12 when it grieved over an OPEIU member who failed to report back to work from vacation on

20 she did not report for work must be present and at work at until Aug. 2. She grieved because her next pay check didn't contain her July 4 holiday pay.

H. R. Markusen took up her grievance with the company which rejected it. He then brought the case to arbitration, charging the company with violating the picket line contract clause, and claiming further that grievant's appearance for work on Aug. 2, under the circumstances, qualified her under the contract for July 4 holiday

the close of his last scheduled work day immediately preceding the holiday and at work at Local 12 Business Manager the commencement of his first scheduled work day immediately following the Holiday."

Professional jobs scarce in Canada

Accountants, engineers, scientists and other professionals in Canada are having as much trouble finding jobs as blue-collar workers, according to an industry-operated Toronto non-profit placement service.

The Technical Service Council reports that jobs for profes-

her scheduled return date because she honored a legitimate picket line and was later denied holiday pay for July 4.

Lois L. Foster, an office employee at Federal Cartridge Corp., in Twin Cities, took her vacation from July 5 to July 19, 1971. Because the IAM strike was in progress on July

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pay.

The company argued that because grievant failed to report on July 20 (her first scheduled work day after the holiday), she was disqualified by the contract clause stating: "the employee

A majority of the Board, with the company representative dissenting, held that in this case contract clauses cannot be interpreted separately but "in totality" and found that "under the established facts, circumstances and effective agreement, grievant is entitled to holiday pay for July 4, 1971.'

The Board comprised Lewis E. Solomon as Chairman and neutral arbitrator; Dorothy Besser as **OPEIU** representative, and Louis C. Grunz, representing the company.

sionals have plummeted by 30% in the past year. The number of job hunters has increased by 17%, according to a survey of 1,400 companies across Canada.

Canadian unions grow

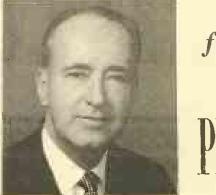
The Canadian Labour Congress reports that during 1970 Canadian union membership increased "at an encouraging rate," especially in the white collar and service fields.

Official statistics show that as of January 1970, there were 2,173,000 Canadians who belonged to unions, 4.7% higher than the previous year. During 1970 there was "extensive new organization," especially among nurses and teachers.

It is expected that the Canadian labour force will increase by 4.4% during this year. CLC says unions are "making strong and encouraging efforts to keep up with this growth."

WHITE COLLAR

December, 1971



from the desk of the PRESIDENT

The Hartke-Burke bill a curb on multinational firms

We have called the attention of our readers to the ills generated by multinational firms throughout the world. We have pointed out that a majority of these multinational corporations which export money and technology to shift American jobs to low wage areas overseas are American. The activities of these firms have, to a great extent, brought about the reaction of President Nixon to the point where he imposed a 10% surcharge on goods produced by foreign nations. We are not certain that this is the best answer.

A bill that would, without building high tariff barriers, have as its purpose stopping the outflow of American jobs, capital and technology, but steering clear of economic isolationism has been introduced in both Houses of the Congress. The measure is coauthored by Representative James A. Burke, Democrat of Massachusetts, and Senator Vance Hartke, Democrat of Indiana. The former's bill is HR 10914 and the Senate counterpart is S-2592.

The bill would eliminate financial incentives that at present encourage development of multinational corporations. It would also plug tax loopholes that make this profitable.

The Hartke-Burke bill includes the following provisions:

1. Repeal of tax incentives that encourage establishment overseas of production facilities by American firms.

2. Set up a three-member independent commission to regulate U.S. foreign trade.

3. Empower the commission to set quotas for imports except for products already entering this country under quotas or voluntary agreements and items not produced in the United States. The quota would be keyed to 1965-69 imports, which could rise as U.S. production expands.

4. Update the 1921 Anti-Dumping Act to speed remedial action when foreign exports are dumped here at less than fair value in order to capture a market.

5. Repeal two sections of the tariff code to remove part of the incentive for U.S. manufacturers to ship components across the border for assembly in Mexico or other low-wage countries. Now the producers pay only a token "value-added" tariff when assembled items come back into this country.

6. Require labeling of foreign-made components in goods sold in this country.

7. Empower the President to ban or regulate the flow of capital overseas if he determines U.S. employment would be hurt by it. He would also be able to ban a U.S. patent holder from producing the patented product overseas or license a foreign firm to make it.

The tax incentive item would make the tax on profits earned in foreign operations the same as on domestic profits.

Corporations would be permitted to deduct foreign taxes from U.S. taxable income, but they would no longer be able to substract the full amount of their foreign taxes as a credit against their tax bill in this country.

This provision would also eliminate the foreign tax credit on payment of royalties received by American firms for use of patents outside this country and thus discourage export of our technology.

The Hartke-Burke Bill combats the ills of multinational firms in a most realistic manner. If this Bill is passed, the President could and should eliminate the 10% surcharge which may create havoc with the United States' position in world trade. The Hartke-Burke Bill, if enacted, will accelerate employment in the United States, particularly in industries which have been hard hit by



Shop Stewards of New York Local 153 assembled in Commodore Hotel for annual all-day meeting hear state of the union address by President Howard Coughlin, the local's business manager.

Unions continue to grow, latest U.S. survey shows

Membership in trade unions and professional associations with headquarters in the United States is still increasing. according to a U.S. Bureau of Labor Statistics survey which reports that it rose by 542,000 between 1968 and 1970 to 22.6 millions.

The survey disclosed that more women than men wcre joining unions, increasing their number by 342,000 over the two-year span to a total of 4.3 millions. White collar members, totaling 3.4 millions in 1970, rosc by 177,000 from the 1968 figure.

Of the 1970 total reported, 20.7 millions were members of trade unions and 1.9 million belonged to employee associations. The greatest gain was among trade unions, which had 20.2 million members in 1968. In 1970, union and association membership represented 24.7% of the total labor force. This was the same as 1969 but a drop from the 25.2% level of 1968. Union members in non-farm employment, however, rose from 29.6% in 1969 to 30.1% in 1970. It was 30.5% in 1968.

With'a gain of almost half-amillion members, organized labor was at an all-time high in membership. However, the growth pace was not as rapid as that made between 1964-65 when membership grew by 1.1 million, or for 1966-68 when the increase was one-million.

The BLS 1970 study included for the first time professional associations which now engage in collective bargaining. To be included, employee associations also had to represent members in more than one location.

Membership in the manufacturing sector, where unionization has been strongest, declined by 44,000 between 1968 and 1970. During the same two years, approximately 360,000 employees in non-manufacturing industries were added to union rolls, and membership among state and local government employees increased by 143,000.

The information reported in the BLS study was based on data provided by 185 national and international unions and by 22 professional and state public employee associations.

Increases and benefits gained at Grand Prairie

Across-the-board wage boosts totaling 13% together with improved fringe benefits were gained by Fort Worth Local 277 in a three-year contract negotiated for office employees of ARA Manufacturing Co. and Transtemp Corp., in Grand Prairie, Texas.

The agreement provides a 5% wage increase in the first year and 4% in each of the following two years.

Employees will receive two weeks vacation after one year of employment and three weeks after five years. They will get eight paid holidays with an extra half-day at Christmas.

The employer agreed to pay \$21 per month for each employee into a Health-Welfare Plan. Other gains are 20 days of sick leave per year; three days bereavement leave and unlimited time off for jury duty.

Local 277 President and Business Manager J. B. Moss headed the OPEIU negotiating team which included Jean Cornelius and Barbara DeHay.

Lewandowski at podium

Organization Director Art Lewandowski was guest speaker at an in-service course on "Labor and the American Economy," conducted by the New

American owned multinational firms which exploit low paid workers in under-developed countries of the world.

Five from three locals took university courses

Five OPEIU officials of three Missouri Locals completed study courses provided by the Labor Education Division, University of Missouri, in Columbia, during the past academic year. The courses are designed to increase the effectiveness of trade union leaders.

The union officials are President Larry L. Jeffries and Sec-Treas. Catherine C. Francka of Local 185, Springfield, Mo.; Business Representatives Larry O. Green and Jerry Schmit, then of Local 320, Kansas City, Mo., and Business Representative Tom O'Brien of Local 13, St. Louis, Mo.



Two elected VPs: Jackie Evanger (left), of Local 410, Climax, Colo., and Denver Local 5's Violet Waggoner were the only two women among 30 vice presidents elected by the State Labor Convention, in Colorado Springs, to the Colorado Labor Council. Sister Waggoner is Sec.-Treas. of the Denver Area Labor Federation, AFL-CIO. The pair are shown celebrating their election victory with a "coffee toast." York City Council on Economic Education, Inc., for teachers and students seeking college credits in this field. His topic was: "Organizing the Civil Servant and the White Collar Worker."

In a letter thanking him for an "excellent presentation," Council Executive Director Albert Alexander said: "Your expertise in this field was most welcome in supplying an added dimension of applied economics for the training of our teachers and in provoking them into areas requiring some fundamental rethinking."