No. 303

September, 1971

A look at the freeze edict

business, hard on labor

The wage and price freeze was two years overdue. Spiralling inflation and ever-increasing unemployment, coupled with the war in Vietnam, made controls a necessity.

For the past two years the Nixon Administration has experimented with a tight money policy in order to combat inflation. Instead of reducing inflation this tight money policy actually served to increase it.

The inflation rate jumped from 4.2 percent in 1968 to 5.4 percent in 1969 and 5.9 percent in 1970.

The Administration "game plan" also increased unemployment. In 1969 when President Nixon took office 2.7 million people were unemployed (3.4 percent of the work force), the lowest in 15 years. Today 6.1 percent of the nation's working population is unemployed.

Boon for banks

Tight money however was a boon to the nation's banks. J. P. Morgan increased its profits by 21.9 percent; First National Bank of Dallas, 19.2 percent; Chase Manhattan, 16.1 percent and the Bankers Trust Company, 15.2 percent. This was not considered to be inflationary by an administration which publicly stated that wage increases ranging from 8 to 10 percent will face a difficult future. "added fuel to the fires of inflation."

AFL-CIO President George Meany on several occasions in the last year called for controls providing that all segments of the economy were controlled. He repeatedly asked for equality of sacrifice.

On August 15th President Nixon announced a wage and prize freeze. All workers salaries or wages are frozen. During this freeze period all cost of living adjustments, seniority and merit increases are prohibited. Productivity increases are barred.

Not all price increases were frozen. Eggs, fruits and vegetables, which make up 10% of the consumers' costs, are exempted from the freeze. All raw agricultural products are exempt. But stores are permitted to charge the highest retail prices at which they sold various processed items during the month before the freeze went into effect. Thus livestock and other producers can raise prices for beef cattle, hogs and poultry. This will virtually eliminate the price specials on which workers have long relied.

The freeze does not include profits and interest rates. Property taxes and mortgage interest rates are also not included. While rents are frozen, would-bc home buyers

Remember there is no freeze on finance charges on cars, appliances, furniture and other goods bought on

Another tax break

Business, however, will be the beneficiary of a "job development tax credit." Companies will get a tax break merely by purchasing new machinery. Only last January the Administration gave big business a tax break through accelerating depreciation allowances. This was a bonanza estimated to be between 3 and 5 billion dollars. The "job development tax credit" will add another 5 billion to the coffers of business.

This is not equality of sacrifice. The wage earner is bound hand and foot. Business has been handed a bonanza. The consumer has not been treated equally or fairly.

In a government "of, by and for all the people," there is no place for preferential treatment or economic

If we are to have controls, they should be applied uniformly and affect all segments of the economy equally. Anything less makes a mockery of our democratic

Organizers add 500 to ranks of OPEIU

In a reversal of the usual summer lull, some 500 office employees and professionals gained OPEIU bargaining rights in elections and impartial card checks since the Miami Conven-

In an NLRB election, employees of Computer & Software Company in Slidell, La., voted 67 to 46 for OPEIU representation. All are involved in computer programming and operations.



International Representative Jack Langford, who led the campaign, said he was confident of victory since the first meeting in May when 33 of 34 of those attending signed OPEIU authorization cards.

In Charleston, W. Va., office employees of E. C. Ernst, Inc., working at the John Amos Power Plant jobsite in Winfield, W. Va., voted by a 4 to 1 margin for the OPEIU in another NLRB election. The electrical firm does contract work all over the U.S.

The campaign was handled by Paul Fox, of the West Virginia AFL-CIO Coordinated Organizing Committee.

After a card check, Local 29 was recognized as bargaining agent for 68 office employees at Oakland's Housing Authority. Sr. Business Representative Joe Nedham reports that Local 29 also won a 21-member office unit at Brookwood Hospital in an NLRB election.

Following a card check by the California State Conciliation Service, Local 3 was declared bargaining agent for approximately 150 office clericals, attorneys and registered nurses employed at San Francisco's Equal Opportunity Council,

(Continued on page 2)

Bank pay trails U.S. study shows

A U.S. Bureau of Labor Statistics study of banking in 26 metropolitan areas finds that average carnings of bank employees are "usually lower than their office counterparts" in manufacturing,

transportation, communications and public utilities-all highly unionized industries.

Banks with collective bargaining agreements covering non-supervisory employees were found in only four of the 26 areas surveyed.

A large majority of banks in nearly all areas had formally established minimum starting salaries for inexperienced female clerical employees of "typically between \$65 and \$75 a week," the study, made in 1969, notes.

Bank occupation earnings were usually highest in the New

York area, and lowest in St. Louis, Louisville and other southern cities. The workweek also was lowest in New York (ranging from 35 to $37\frac{1}{2}$ hours), and highest in Atlanta, Dallas, Denver, Kansas City and Memphis. In those areas, the average was 40 hours per

Among the occupations surveyed, women accounted for nearly all employees in bank clerical jobs and for nine-tenths of the 49,780 tellers covered in the study. However, electronic data processing (EDP) jobs were largely staffed by men.

\$1,300 gain by Local 428

An additional holiday, more liberal vacations and sick leave, and wage gains averaging more than \$1,300 per individual were secured by Local 428 in a new two-year contract with Baton Rouge

Water Works Co., Inc., and Parish Water Co., Baton Rouge,

The pact was ratified by an overwhelming 49-1 vote, OPEIU Vice President Frank E. Morton reports.

Wage increases in the first year range from 17¢ to 25¢ an hour and from 15¢ to 23¢ in the second year. The shift differential was increased by 2¢ an hour. The first wage step-up took effect July 11.

Four paid sick leave days per annum were added with accrual maximum increased to 100 days from 45. One paid day is also allowed for military physical examination, limited to two per calendar year.

It was also agreed to study the present Pension Plan with a view to increasing benefits in the next negotiations.

WHITE COLLAR

Office AND PROFESSIONAL EMPLOYEES INTERNATIONAL UNION affiliated with the AFL-CIO, CLC

HOWARD COUGHLIN President

J. HOWARD HICKS Secretary-Treasurer Room 610, 265 West 14th St., New York, N. Y. 10011

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Mondale-Javits bill deserves support

The Miami Convention stressed the need for more child day care centers to solve a problem faced daily by some 13-million working mothers.

A bill approved by organized labor to meet this need has been introduced in the Senate by Senators Walter Mondale (D-Minn.) and Jacob Javits (R-N.Y.). It seeks to give each child a chance to participate in a child development program, with emphasis on economically disadvantaged preschoolers and including children of working mothers and single parents.

This legislation has been made part of S. 2007 and will soon come up for a vote on the Senate floor. It has already been reported out by the Senate Labor and Public Welfare Committee.

It authorizes any local government unit (city, county or any combination of local government units) to serve as prime sponsor for a child care program. Such a proposed program would involve parents and community groups in the decision-making process.

If the proposal meets with federal government approval, the local government sponsor will only have to put up 20% of the necessary funds-in cash or kind (such as a building). This will be matched by an 80% contribution in federal funds.

Under these child care programs, priority would be given to families with incomes under \$6,900, who could receive free child care services. Thereafter, parents with income above \$6,900 would also be entitled to utilize these services on the basis of fees paid on a sliding scale.

The value of quality child care services should be apparent to every OPEIU member. Let your Senators know of your support for this bill. Find community leaders also who will contact Senators and express a desire to utilize the benefits which this bill promises. But you must act soon before the bill's good features get watered down by opponents of organized labor.

Women's wages lag in Seattle too

The recent OPEIU Convention urged all Locals to launch educational efforts in their communities to enlighten women office employees on the many advantages they can gain by unionizing. The Convention also pledged OPEIU's fullest support to all bona fide groups and organizations seeking full equality for women.

With this in mind, we cite U.S. Bureau of Labor Statistics surveys from time to time showing that women office employeescompared with men doing similar work in the same classifications—are grossly underpaid despite a federal law that calls for

The latest BLS survey for the Seattle-Everett, Wash., area shows that male accounting clerks (Class A) averaged \$26 more per week than women in the same office grade, while male order clerks averaged \$38.50 more than women doing the same work.

In other words, women accounting clerks (Class A) were shortchanged \$1,352 and women order clerks more than \$2,000 each

An OPEIU membership card means enlistment to end this sort

union 'unfair list'

The OPEIU has been advised by President John Connolly, International Allied Printing Trades Assn., that the salesmen of Encyclopedia Brittanica and Brittanica Junior Encyclopedia are attempting to promote purchases through Internationals and Local

These encyclopedias, his letter says, "are manufactured by the notoriously anti-union book manufacturing firms of R. R. Donnelly and Kingsport Press under non-union conditions.'

All union members should note that these publishers "are on the unfair list of the Printing Trades Unions."

Pioneers of bank unionism take case to the public



UNION PIONEERS ON THE MARCH in front of Baden Bank include Gail Egert, Barbara Babilon with little Tom and Laura Babilon; Agnes Merod, Ann Dascher, Lorraine Hancbrink and son Steve; Mary Young with grandchildren Lisa and and Laura Leek; Pat Douglas with daughter, Cindy; Erma Taylor, Antoinette Boehm, Kit Crown, Hildur and Mary Kane and others. Bearing the sign is International Representative Billie D. Adams. Photo by St. Louis Labor Tribune.

Striking employees of the of the pioneering era and about Baden Bank in St. Louis, Mo., dressed up as pioneers recently and paraded up and down the sidewalk in an appeal for support from their fellow citizens.

The pioneer garb, plus a miniature covered wagon, made two points. One was that the bank's pay scales are strictly out as up to date as a prairie schooner.

The other was that the employees-members of OPEIU Local 13—are truly pioneers. The only organized bank employees in the city, they are pointing the way to other bank employees there and every-

The strike began when management had nothing better to offer the Local 13 members than a two cents an hour wage

The paraders carried a sign saying they needed support and asking the public not to patronize the bank until an agreement is reached.

Jersey bank contract ups wages \$2,704 in 3 years

Across-the-board salary gains totaling \$2,704 per individual over a three-year period were won in a new contract negotiated for some 300 employees of the Trust Company of New Jersey, Jersey City, N.J., Local 142's Zach Schneider reports.

The pact covers the bank's 12 branches and computer center and runs to June 15, 1974. In addition to a cost-of-living clause, it provides a \$10 weekly increase in the first year; \$6 in the second, and another \$10 in

In the third year, a \$100 per week minimum starting salary in the lowest office grade takes effect. This will exactly double the \$50 starting minimum paid before these bank employees organized under the OPEIU banner.

Other gains are substantial increases in hospital insurance coverage to \$40 from \$25 per day, and in maximum hospital maternity expenses to \$300 from \$200. A new provision calls for up to \$12 per day for "other" hospital expenses to a 70-day maximum.

The bank employees also get an opportunity to sign up for \$40,000 of major medical insurance at a monthly premium of \$5.40 per individual and

\$10.40 for family coverage the plan to become effective only if 75% sign up.

The parties agreed to review the bank's current pension program and job classification system. Local 142 negotiating team was assisted by International Representative John F. Fitzmaurice.

Big score at Sea Land

The employees of Sea Land Service in Oakland, California are assured of five wage step-ups in 39 months for overall wage gains of some \$8,700 per member. In addition, they will get two cost of living adjustments, each with an eight cent cap. Local 39 represents the unit.

A new clause in the contract provides maternity leave. Other

gains are long-term disability, major medical and vision care and another holiday.

Other features are a bonus of five extra hours' pay for each vacation week, and employer payments of an additional 2½¢ per hour into the Pension Plan in each of the three years, according to Business Representative Bruce Lockey.

Organizing

(Continued from page 1) Business Manager Phyllis Mit-

chell reports. Vice President John B. Kinnick reports that Local 139 won recognition as bargaining agent for 15 office employees of San

Diego's United Community Services, after a card check. Talks are underway for a first contract.

Local 10 gained a unit of 101 office employees at Medical Ancillaries, Inc., in an NLRB election in Detroit by a 51 to 49 vote, according to Business Manager Thelma O'Dell...



Local 21 Secretary Katherine Dunn visits Boy Scouts of America booth at Union Industries Show in Atlanta, Ga. and gets briefing and a pamphlet from Jim B. Smith of AFL-CIO.



from the desk of the DRISININI

Layoffs make the point

In the June issue of White Collar, in the President's column, I stressed the factor of fear as the principal reason why office, clerical and professional employees are difficult to organize. I pointed to the historic reluctance of white collar workers to join unions principally because of their fear of loss of job due to employer reaction or loss of promotional opportunities, in addition to loss of dignity and prestige in their respective communities. I said "these fears are very real and most difficult to overcome."

Thereafter, I received several communications which took issue with the points I raised. One of these letters discounted the factor of fear and emphasized the need for white collar workers to be independent of unions and, through their own initiative and drive, to overcome all obstacles and achieve the heights in business. The writer of this letter cast aspersions on unions in general and the need for their existence.

In the same month, The Wall Street Journal, in a three-column spread on the first page, featured an article headlined "Salaried Workers Find Cherished Job Security Is a Thing of the Past." A staff reporter compared past and present. He pointed out that in years gone by white collar workers, not vulnerable to layoffs, watched with cool detachment as their blue collar colleagues in the plant were hired and laid off with every fluctuation in business. He emphasized that things have changed:

"Thousands of white collar workers ranging all the way from president to file clerk lost their jobs in the recent recession. White collar joblessness remains high in the current sluggish recovery. In the view of many observers, these developments mark the end of the job security that most middle-class white collar Americans have enjoyed since the end of World War II."

Reporter Frederick C. Klein pointed out that this trend affected scientists, engineers, teachers, administrators and other business specialists, as well as lower-ranking workers in the nation's labratories and offices. He further pointed out that this development will drastically alter the work lives of millions of people and could have far reaching political implications.

Sociologist S. M. Miller, the director of the New York University Urban Center and a longtime writer on labor-management matters, said: "I think we are seeing a convergence of trends that for the first time will lead employers of all sorts to regard their white collar force, including professionals, in the same way as they have long regarded their factory crews—expandable in good times and collapsible in bad times."

Daniel T. Carroll, Vice President of Booz, Allen & Hamilton Inc., a management consulting firm, agreed with the above in saying: "In some industries, white collar people have become more vulnerable to layoff than blue collar people; electronics and publishing come to mind quickly. The same thing is getting to be the case in a good many other fields."

White collar layoffs in the last year have been felt in aerospace, auto, chemical, airline, oil, banking, advertising, publishing and broadcasting industries. The Labor Department indicates that layoffs have hit holders of college degrees in large numbers.

White collar workers now realize that they cannot rely on the benevolence of employers. They are becoming more and more aware of the need for signed contracts.

Earnings at B.C. utility are increased 21.75%

After negotiations lasting seven months, Local 378, Vancouver, reached agreement with the British Columbia Hydro & Power Authority (a publiclyowned utility), on a three-year contract boosting wages across-the-board by 2134 % for some 2,300 employees.

Vice President Ron Bone, OPEIU negotiating team chairman, describes this pact as "one of the most complex in the International Union." The unit includes office employees, technicians, survey crews, construction office workers, kitchen help, meter readers, shift workers and print shop employees. Agreement was reached on 100 items from nearly 200 proposals on the table.

Retroactive to April 1, the contract runs to March 31, 1974. Monthly maximum salaries for a 37½-hour week will be as follows on April 1, 1973:

Stenographers	675
Unit Bookkeepers	793
Intermediate Acc'ntants	1045
Cost Accountants	1138
Sr. Accountants	1240
Distribution Designer 1	1352
Rates Analyst	1474
Sa. Programmers	1474
Across-the-board wage	gains

Across-the-board wage gains of 25½% for the period were won for Construction Department field office employees. Sample monthly salaries on April 1, 1973 for a 37½-hour week will be:

Typists	\$	645
Stenographers		688
Field Clerk 1		866
Sr. Cost Clerks	1	009
	_	_

A once-only bonus of 5 days' vacation, to be taken before March 31, 1974, was agreed on for all employees covered by the main agreement. In addition, an improved vacation schedule calls for one week after six months; three after one year; four after 12, and five after 20.

Employees aged 50 with a minimum of 15 years' service, demoted because of automation or new procedures, are protected by a new clause. It calls for such employees to retain salary scale, together with progression rates and general increases in the same manner as if they had remained in the higher level jobs.

Besides the chairman, the OPEIU negotiating team included Business Representative Fred Trotter, Mel Watson, Jim Durrant, Margaret Jarvis, Nikki Tilley, Eva Lopuszenski, Ron Wilson and Ralph Freethy.

After members voted solidly for strike action, Local 378 also reached agreement on a three-year pact, retroactive to Oct. 1, 1970, for 250 employees of International Power & Engineering Consultants Ltd. Negotiations lasted a year. The settlement was based on across-the-board wage bosts totaling 2134 % for the period. Vacation schedules were improved.

This pact is used as a reference to established pay rates and working conditions for an additional 175 OPEIU members employed by Peace Power Constructors, Columbia Hydro Constructors, and CASECO Consultants Ltd., which work on major hydro-electric construction projects throughout. British Columbia.

For these employees, the living-out allowance was raised to \$10 per day from \$7. Various adjustments to salary rates produced an average 32.7% increase for construction projects.

The OPEIU negotiating team included Chairman Ron Bone, Local 378 Business Representative Bob Rennie; Stan Beards, IPEC Board Representative; Neil McNeill, Harry Watson and John Beggs.

Pension plan set up for small industries

An employer-financed pension plan for employees of small industries and offices has been launched by the Canadian Labour Congress.

CLC Secretary - Treasurer William Dodge says the newly created Canada-Wide Industrial Pension Plan (CWIPP) will supplement the personal and family security of employees in small and medium-sized plants, shops and offices, who normally are not able to secure private pension benefits from their employment.

"Pooling of the pension funds of many small operations will enable CWIPP to make investment earnings of the kind normally available only to very large organizations," Dodge noted.

The plan was drafted by pension experts from trade unions and management assisted by consultants and a trust company. It is to be administered by Quebec Trust Company of Montreal.

Under CWIPP, each employer-employee group can set its own level of pension benefits according to what the union and employer negotiate in collective bargaining. The plan includes portability from one CWIPP group to another, early retirement, disability pension, survivor options, and vesting provisions comparable to those in major industrial plans.



SUMMER EXPERIMENT: Office employees at CUNA Mutual Insurance Society and its affiliate, CUMIS, in Madison, Wis., enjoyed an experimental 4½-day workweek during the 13 weeks ended on Lahor Day. The experiment, worked out by Local 39 with management, may prove the forerunner for a future 8-hour, 4-day week. Local 39 members set for longer weekend are, from left, Ellen Taplin, Eleanor Hobbs, Bill Henley and Judy Valenza.

U.S. Price Index

U.S. Bureau of Labor Statistics New Base 1067=100

1070	
Inly	116.7
August	116.9
	117.5
September	
October	118.1
November	118.5
	119.1
December	115.1
1971	
Innuary	119.2
	119.4
February	
March	119.8
April	120.2
	120.8
Mny	
June	121.5
July	121.8
3 U17	

Canadian Price Index

Dominion Bureau of Statistics

2010	
April	129.7
May	129.6
June	129.9
July	130.5
August	130.5
September	130.2
	130.3
October	
November	130.3
December	129.8
1971	
	130.3
January	
February	130.9
March	131.3
	132.2
April	
Mny	132.7
June	133.0
	.134.1 "
July	:144.L



Attendants Ronna Jones (left) and Dottie McCain of Local 21, Atlanta, Ga., complemented the attractive display at the 1971 Union Industries Show in that city. Miss Jones is a Local 21 trustee.

\$123 is minimum in new Kaiser pact

Some 1,000 clerical and technical employees at Kaiser health facilities in Alameda and Contra Costa counties, Calif., have ratified a new one-year contract which brings them a 50¢ an hour across-the-board wage boost and improved fringe benefits.

The pact, negotiated by Local 29, boosts wages to \$123 a week in the lowest grade, and to \$162 in the top brackets, Sr. Business Representative Joe Nedham reports:

A new vacation schedule calls for three weeks after two years (was 5), and four after five (was 10). Sick leave is now cumulative to 60 days (was 45). The employer also agreed to provide prescription drug coverage and to extend the Dental Plan to employees' spouses in addition to their children.

A new clause entitles employees with two years full service to earn one week of paid educational leave (cumulative to four), per year, provided the course is job-related.

The pact also calls for pension vesting after 10 years (was 15), and lowers the service re-

quirement to 10 from 15 years for early retirement at age 55 with reduced benefits.

A \$130-million expansion of Kaiser Foundation health facilities has been projected in San Francisco. Included in the plans are a new Kaiser medical center at San Jose and major additions to existing centers in Oakland, San Rafael and Walnut Creek.

The Kaiser system now provides comprehensive medical care under an insurance program subscribed to by 2.2 million residents in California, Colorado, Ohio, Oregon and Washington.

2,500 at TVA to get \$1\fmu million in a year

Some 2,500 administrative, clerical, and reproduction and communication service employees of the Tennessee Valley Authority, represented by the OPEIU TVA Council, won a package of salary gains and fringe benefits estimated at \$11/4 million in a new one-year contract.

An experimental four-day workweck was proposed by the OPEIU but discussion was deferred until later because management wished to explore the legalities of a 10 hour day.

Retroactive to July 1, salary gains in the three white-collar categories were 6.1%, 6.5% and 5.4%, respectively. Shift differentials were raised to 15¢ hourly from 14¢ for the afternoon shift, and to 22¢ from 20¢ for the evening shift.

Fringe hencfit improvements include increased employer con-

tributions for medical insurance to \$10.70 from \$9.85 per month for single employees, and to \$28.38 from \$26.10 for those with dependents. Total employer-paid premiums now are \$13.35 for individuals and \$36.25 per month for family coverage.

The annual salary ceiling for overtime was boosted to \$11,500 from \$11,000. Employees working more than 125 (was 150) hours of overtime per fiscal year are now entitled to no less than time-and-one-quarter for all additional hours.

The new salary structure calls for a \$8,950 annual minimum in the lowest grade in the administrative schedule, rising to a top grade maximum of \$17,-950; a \$4,780 minimum in the lowest clerical grade with a top grade maximum of \$11,160, and a \$5,105 minimum in the lowest grade of the reproduction and communication services scheduled with a \$13,100 maximum in the top grade.



Brenda Haney, the lucky thousandth TVA employee to join Local 119, receives a savings bond and orchid from President H. Grady Allen. Steward Sharon Pedigo and Membership Committee Chairman Edwin Harrington are with them for the milestone ceremony. Local 119 is one of four OPEIU locals that represent some 2,500 clerical and professional employees of the Tennessee Valley Authority.

Gains in all areas mark first contract with 3Ts

Substantial wage gains, a shorter workweek and a hefty package of fringe benefits highlight an initial three-year contract reached by Local 129 for office employees of Texas, Transport & Terminal Co., Inc., and Texports Stevedoring Co., Inc., of Houston, Texas.

International Representative Jack Langford, who assisted in the negotiations, reports that the 40 hour week goes down to 37½-hours this year and drops to 35 hours in 1972.

Retroactive to January 1, wage gains are \$50 per month in the first year; 8% in each of

the following two years with a cost-of-living escalator to "provide no less than another 8%," plus a \$50 Christmas bonus.

Maternity benefits were obtained for the first time. Other gains include a fifth vacation week, 10 holidays plus two days off (was 8½); sick leave accrual to 100 days; an added mealtime allowance for overtime above three hours, and 4 hours guaranteed work on Saturday, Sunday or holidays.

Among additional improvements over pre-union conditions are severance pay doubled to four weeks; guaranteed employment in event of an ILA strike; super-seniority for the steward

and two committee members, and a technological change clause.

Maine Local, in contract fight, upheld on two jobs by NLRB

Upholding Local 232, Acting National Labor Relations Board Regional Director Harold M. Kowal has ruled that the Fraser Paper Co. in Madewaska, Maine acted improperly in excluding two positions from the bargaining unit.

Management had claimed that the production and planning clerical posts were supervisory.

Meanwhile, the 110-member unit struck the Canadian-based company after bargaining frustrations were capped by a management demand that the union yield on the staffing of paper machines. Local 232 was recently upheld in arbitration on the issue.

Repeated negotiating sessions showed the company to be adamant on a wide range of matters, from wages to insurance.

The OPEIU negotiating team includes Local 232 President Rosaire Pelletier, Jr.; Vice President (Office) Maynard Martin; Vice President (Technical) Leonide Daigle; Chief Steward Alfred Gerard, Jr., Shop Steward Roger Voisine, Technical Shop Steward Robert Deschenes, and Rodney MacWhinnie, assisted by International Representative John F. Fitzmaurice



Local 232 pickets in front of Fraser Paper Co. mill in Madewaska, Me.



THE BARGAINING TEAM AT 3Ts: Seated from left are Suzanne Smith, Frances Powell and Lori Ramey. Standing: Local 129 Business Representative Alma Herring, Doris Baker, Duane Lee, Esther Garcia and International Representative Jack Langford.