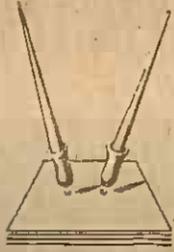




WHITE

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Push Organization of Shorthand Group

The newly chartered Federation of Shorthand Reporters, Local 335, OEIU, AFL-CIO (former LIU-CIO), now having contracts with the large majority of reporting firms in the city of New York, is energetically engaged in a drive for the more widespread use of union reporters, especially in all proceedings held and participated in by labor organizations.

The federation is the only local of shorthand reporters in the city of New York. Its membership consists solely of full time verbatim reporters who work for contract signatories in covering arbitrations, conventions, and all types of legal hearings. It is the largest pool of professional free lance reporters in the country, and members of the federation have been the official reporters in matters of national prominence, such as the national and state AFL and CIO conventions, state Democratic and Republican conventions, and the much publicized Kefauver investigation.

The federation, whose jurisdiction covers the free lance reporting industry in New York, has since affiliation with the OEIU signed contracts with four reporting firms.

Any organization requiring reporting services is urged to contact the federation for names of those firms with which it has contracts. Its office is at 154 Nassau Street, New York City.

Florida Local Ends Strike

The signing of a new contract has ended the strike of Local 46 against Tamiami Trails Tours, Inc., at Tampa, Fla. The new contract includes such improvements as an additional holiday, improved job bidding provisions, three weeks' vacation after 10 years' service, plus a 15-cent across-the-board wage increase.

One of the most unusual features of the settlement was the company agreeing with Vice President Bloodworth's position that the company had caused the strike and, therefore, the employees should be paid full wages for the time they were forced to be out on strike.

Needless to say, the employees are very happy with this settlement.

Federal Barge Lines Organized by OEIU

Following close upon the heels of the organization of the Water Ways Terminal in New Orleans, La., Southeastern Conference Organizer Philo Otis organized the Federal Barge Lines, Inc.

On April 10, he requested recognition from the district manager and presented a proposed contract. Although at first the district manager refused recognition, after evidence by the OEIU that it represented a majority of the employees involved, the company agreed to recognize Local 60 as the bargaining agent. As a result, a contract has been signed retroactive to May 1, covering recognition, union security, seniority, vacations and wages. The contract provides for sick leave, a bonus system and a wage increase of from 14 to 28 cents per hour.

Representative Otis stated that the employees were very happy with their new union contract.

Local 19 Hires Business Agent

The appointment of "Chick" Barnard as assistant business representative for Local 19, was announced by President John W. Richards. "Chick" will join the staff of Local 19 on a part-time basis until June 18, when he will assume the job on a full-time basis.

Brother Barnard went to work for the Toledo Edison Company in 1952 and, subsequently, became active in union affairs, including participation in the bargaining and grievance machinery at Toledo Edison.

The International Union extends its best wishes to Local 19 and its new organizer for a successful and continued organizational campaign.

BE A GOOD UNION MEMBER. ATTEND YOUR LOCAL MEETINGS.

OEIU Presents "Bread and Butter" Talk on Automation in Washington



Director of Organization H. B. Douglas addresses registrants at the Second Institute on Electronics in Management, sponsored by American University in the nation's capital.

Institute Hears Talk by Douglas

REPRESENTING the International Union, H. B. Douglas, Director of Organization, told registrants at the Second Institute on Electronics in Management, held May 14-18 in the nation's capital under the auspices of the American University, the OEIU's outlook on automation. The participants in this study heard a "bread and butter" talk on automation which appeared to be an eye-opener to his listeners, many of whom were drawn from the higher echelons of Washington bureaucracy.

Union Not Opposed

Director Douglas told of specific cases where the installation of automatic processes in the office had thrown large numbers of clerical employees out of work. Despite this, he said, the union was not against automation in the office. He gave the following explanation:

"Although in the long run it is presumed that more jobs will be created by the introduction of automation than will be eliminated, it is small consolation for a displaced office employe to read statistics to the effect that more employes are at work building and servicing electronic equipment, when he is out of work and his chances for re-employment are almost non-existent. Statistics prove many things, but they do not ease the burden of paying the rent, buying the groceries, or explaining to the displaced employe's child why she cannot have a new dress because daddy's job has been eliminated by an electronic brain."

Aiding Membership

It is in the period of transition to automation that a union can best serve its membership, Douglas indicated. He put these questions to management:

"Will management be sufficiently social-minded to plan for the introduction of automation so as to minimize the job and income losses of its employes? Will management meet the need to train workers for new and complex skills? "It is our belief that through labor-management understanding and cooperation the transition to automation in the office can be accomplished without dire results to the workers involved. We do believe that there are serious problems caused by the introduction of such processes. Many individuals who have spent their lives acquiring certain skills and have come to believe implicitly in their own indispensability, are in for a rude shock. They will see machines do in seconds work that takes them days and weeks to accomplish. They

(Continued on page 4)

OEIU Wins Two Arbitration Awards

Northeastern Organizational Conference Representative Bud Manning reports the result of two arbitration cases between Local 90 and the Yale & Towne Mfg. Company.

In the first decision the union was upheld in its contention that when a raise was negotiated on January 26, 1956, with retroactivity of 5 per cent to June 1, 1955, all employees in the unit from June 1955 were entitled to their retroactive pay regardless of whether or not they were still employed in the bargaining unit when the contract was signed on January 26. As a result of this decision the company will now have to send out checks covering retroactive pay to about 25 ex-employees.

The other grievance involved the company assigning a management employe to do a job covered by the bargaining unit (master key layout clerk). The company's position was that this employe was assigned to do the job in order to "streamline" it. The arbitrator agreed with the union's contention that a position within the bargaining unit could not be invaded by management.

Local 90 was particularly proud of the presentation of these cases by Representative Bud Manning, since the company used highly paid attorneys to present their side of the case. The local union members have expressed their appreciation for the competent manner in which Representative Manning represented the local union.

Local 298 Signs Insurance Contract



Jack Millard, executive vice president of the American Guaranty Life, Health and Accident Company in Austin, and Frank Morton, International representative of the Office Employees International Union, sign a contract negotiated after voluntary recognition of the union by the company. On hand for the signing were Mary Ledesma, left, financial secretary of OEIU 298 in Austin, and Ethelyne Moraw, union steward in the company's home office in Austin. The contract also applies to branch offices in Dallas and San Antonio.

Organizer Named



President Coughlin recently announced the appointment of "Chuck" Hogan as an organizer for the Western Organizational Conference, to be stationed in San Francisco. Prior to his appointment with the OEIU, Organizer Hogan served as a representative for the IUE, both local and International. We feel sure that the addition of Brother Hogan to our staff will prove of benefit to the local unions in the Western Organizational Conference area and to the International Union as a whole.

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WHITE COLLAR
 Official Organ of
OFFICE EMPLOYEES INTERNATIONAL UNION
 Affiliated with the AFL-CIO

HOWARD COUGHLIN,
President
 J. HOWARD HICKS,
Secretary-Treasurer



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Employer Must Show Books

By a 6-to-3 vote, the U. S. Supreme Court ruled that the Truitt Mfg. Co. of Greensboro, N. C., must show its financial records to the Bridge, Structural and Ornamental Iron Workers to substantiate its claim that anything more than a 2½-cent-per-hour wage increase would ruin the company.

In 1953, when the union asked for evidence from the company to support its position, the company refused on the ground that the union had no legal right to this information. The National Labor Relations Board ruled that the company was guilty of an unfair labor practice. The lower court ruled in favor of the company. However, the Supreme Court of the U. S. stated in its decision, "If the argument is important enough to present, it is important enough to require some proof of its accuracy." The Supreme Court thereby affirmed its insistence on "bargaining in good faith."

Success in NLRB Elections

During the first three months of this year, the unions throughout the nation filed 2,211 petitions for elections, which is an increase of 15 per cent over the same quarter of 1955, and 28 per cent over the last three months of 1955. The NLRB conducted 1,152 elections in the first quarter of 1956 and a record of worker-participation of 92 per cent was recorded. The AFL-CIO won 8 per cent more victories than in the previous quarter. Conversely, there were fewer petitions filed by unaffiliated unions and the ratio of their defeats increased almost the same as AFL-CIO victories. It follows, therefore, that it pays to be affiliated with the AFL-CIO.

Dublin, Georgia

Section 14(b) of the Taft-Hartley Act gives to the states the right to legislate in the labor field. Even the most ardent anti-labor legislators did not foresee the lengths to which some of the states and communities would go in effectuating labor legislation.

In Dublin, Ga., an organizer is required to be licensed before he can engage in organizational activity. In order to gain a license he must have been a resident of Dublin for five years and he must pay a license fee of \$2,500. The mayor and the councilmen of that city are the sole judges of whether or not such licenses shall be issued.

Assuming an organizer meets the aforesaid requirements, before being licensed he is required to take a loyalty oath that he doesn't favor overthrowing segregation laws.

It is apparent that the city fathers are trying their best to prevent their workers from receiving the benefits of collective bargaining.

U. S. Court Curbs NLRB

The U. S. Court of Appeals handed down a decision in which it set aside an NLRB ruling that peaceful pickets can be penalized for the strike violence of others. A three-man court overturned a Board ruling that refused reinstatement to workers who continued to picket peacefully during incidents of violence. The decision stemmed from the efforts of the International Ladies' Garment Workers Union to organize the B. V. D. plant at Pascagoula, Miss. The U. S. Court of Appeals found, and justly so, that one individual cannot be found responsible for the acts of others.

Activities of Conferences . . .



Southeastern Conference Meeting

At a recent meeting of the Southeastern Organizational Conference, Mary Ella Reavis of Local 18 was elected president and Oscar Bloodworth of Local 46 was re-elected secretary-treasurer. During the meeting, President Coughlin addressed the delegates on the importance of each local union assuming the responsibility of organizing that goes with their charter. He also reported on organizational activities throughout the U. S. and Canada. The host Local 18 of Birmingham entertained the delegates at a very nice luncheon. The conference voted for the next meeting to be held in Jacksonville, Fla., in November, 1956.

Hoffman Company Signs Agreement



Left to right, standing: Elbert York, Local 14 committee; Persel A. Getts, Local 14 committee; William Margolis, company's labor consultant; James Clark, company's assistant industrial relations director. Left to right, seated: Anthony Krupovich, Local 14 committee; Vice President Edward P. Springman; R. C. Lichtenthaler, plant manager, and Paul Kelleher, company's director of industrial relations.

Vice President Springman announced the signing of an initial agreement between the Hoffman Machinery Corp. of Scranton, Pa., and OEIU Local 14. The new contract provides for wage increases of from \$3 to \$19 per week as a result of a job classification done jointly by the union committee and local management; also a step rate schedule providing automatic \$3 increments each six months to a maxi-

imum of the rate range. Wage increases were retroactive to March 15, along with shift differentials of 10 cents for the second shift and 15 cents for the third shift. Also provided for are maternity leave, health and welfare coverage, life insurance, accidental death and dismemberment insurance. Under the health and welfare plan loss of income is insured for 13 weeks, as well as 365 days of hospital ex-

pense, plus extra miscellaneous hospital charges which are unlimited; surgical indemnity up to \$300, and doctors' visits up to 70 treatments. Out-patient, X-ray and laboratory expenses are covered up to \$50.

The union committee which was assisted by Vice President Springman was made up of Persel A. Getts for plant clericals, Anthony Krupovich for front office, and Elbert York for plant specials.

★ ★

Milwaukee, Wis.—Business Representative Harold Beck reports the signing of the agreement between OEIU Local 9 and the Milwaukee & Suburban Transport Corp. This contract calls for a greater coverage in welfare, in addition to the present payments of 1½ per cent the company will contribute an additional 2½ cents per pay hour effective April 1, 1956, and starting January 1, 1958, the company will contribute monthly to a pension trust an additional 2½ cents per pay hour for all employees. A general wage increase as follows: as of April 1, 1956, 3.47 per cent; as of October 1, 1956, 1.428 per cent, and a further increase of 2.816 per cent as of April 1, 1957. The agreement will run for two years.

OEIU Members Encourage New Local



Seated, from left to right: Bill Mullin, Hawkesbury; Emile Normandeau, Dalhousie-Romeo Corbeil, organizer, Montreal; Marcel Charbonneau, congress representative; J. P. Sarrazin, Hawkesbury. Standing, from left to right: Fernand Duchaine, Three Rivers; L. Brosseau, Three Rivers, and Francois Beauchamp, vice president of Trades Labor Council of St. Jerome.

During contract negotiations between OEIU locals and the Canadian International Paper Company in Montreal, members of the negotiating committee spent their time off by going to a meeting of our newly formed Local 338 at St.

Jerome, P. Q., to assure the new members that our International Union is in fact interested in the welfare of all white collar workers. They discussed with them the processes of collective bargaining and outlined some of the gains made,

since becoming members of the OEIU, under their contract with the International Paper Company. Canadian Organizational Conference Representative Romeo Corbeil is assisting both groups in their negotiations.

... and Local Unions



Mrs. Lucy Howsare

Local 144 Elects—The members of our Knoxville, Tenn., local union, at a recent election of officers elected the following: Mrs. Lucy Howsare, president; Mrs. Martha C. Baker, secretary-treasurer; Mrs. Evelyn Myers, financial secretary; Miss Mary Jane Thompson, recording secretary, and Ray Evans, Mrs. Jeanne Reeve and John Blackerby as trustees. The officers will be installed at the June meeting.

★ ★

St. Louis, Mo.—Local 13 and the Lewis Sewing Machine Company have recently negotiated an amendment to their current contract. This amendment extends the contract for two years, provides for 13½ cents per hour general wage increase, individual wage adjustments, Blue Shield coverage for employees and dependents, plus 30 days' sick leave. There will be a further increase of 11½ cents per hour for the second year, reports Margaret J. Ritch, president of Local 13.

★ ★

Oakland, Calif.—Vice President Kinnick announces the organization of 60 office employees of firms belonging to the Santa Clara County Milk Dealers Association. The as-

Local 337 Wins Paper Co. Strike

Vice President Oscar Bloodworth announced that in signing the initial agreement between OEIU Local 337 and the Hudson Pulp and Paper Corp. of Palatka, Fla., the employees received a 15-cent per hour across-the-board wage increase effective April 16, 1956. Since these negotiations took place immediately preceding other negotiations in a large paper company, it was mutually agreed that these

increases represented past due wages to the employees and whatever increase in wages or benefits was negotiated with the International Paper Company will be automatically given to the employees of the Hudson Paper Company, effective June 1, 1956.

The contract further calls for a job classification study with a re-opening for wages and classifications on January 1, 1957.



Left to right: Mrs. Dorothy Story, committee member, Local 337; Roy Trotman, personnel manager; J. O. Bloodworth, Vice President, OEIU; Fred W. Morris, director of industrial relations; Jack Bush, office manager; Miss Gwen Allison and Bernard Wells, committee members, Local 337.

sociation has recognized Local 29 as the collective bargaining agent and negotiations will begin on a contract in the near future.

★ ★

Jersey City, N. J.—President Jacob Friendland reports the renewal of the contract between Local 142 and Standard Brands, Inc. This two-year agreement provides for a wage increase of \$3 per week for the first year, \$2.40 per week for the second year, one additional holiday making a total of 12, and four weeks' vacation after 25 years. The current rates at this company

range from \$1.63 to \$2.74 per hour.

★ ★

Texarkana, Tex.—Dorothy King, president of Local 303, reports the renewal of an agreement between that local and the Lone Star Ordnance plant. The renewal provides for a 5-cent across-the-board increase effective this year, plus an additional 5 cents across the board next year.

The membership of this local union is very happy with the settlement, since employment at the Lone Star Ordnance place is on the decline due to the lack of new orders.

★ ★

Public Service Employees Sign New Agreement—OEIU Locals 91, 96, 104, 258 and 328 have negotiated a new contract with the Public Service Electric & Gas Company of New Jersey. This new agreement provides for a wage increase of 5.263 per cent across the board. Starting rates were increased \$10.25 per week by eliminating from the contract the two lower starting classifications. The new starting rate in the clerical division is \$51.53 and in the engineering division \$59.59. Four weeks' vacation, improvement in the holiday clause, joint survey of job classifications during the term of the agreement and improvements in the military service clause were also incorporated in the new agreement. Vice President Joseph P. McCusker said that the two-year agreement also provides an improvement in the upgrade clause so as to restrict the company and prevent up-grading to avoid promotion.

★ ★

Chattanooga, Tenn.—Local 179 announced the settlement of a strike between the U. S. Pipe & Foundry Company and OEIU after a nine-day lockout by the company. The company took the position of "no contract, no work." As a result of the new contract the employees will receive a 7½ per cent salary increase. This will amount to a minimum increase of \$20 per month with, of course, some classifications receiving more. The new contract will expire November 1, 1956, in order to provide a mutual expiration date with the three production unions in the plant. Vice President Bloodworth assisted in this settlement.

Canadian Corner

By LLOYD CHAPMAN
President, Canadian Organization Conference



Bell Island, Nfld.—J. M. LeDrew, recording secretary of Local 264, reports the signing of a new agreement between OEIU and the Dominion Warbana Ore, Limited. The new contract provides for a 2 per cent increase effective January 1, 1956, and an additional 2 per cent as of July 1, 1956. The new contract also provides for an improved bulletining of new jobs.

St. Jerome, Que.—An organizing campaign conducted by OEIU proved successful when the employees of the Dominion Rubber Company and the employees of the Rolland Paper Company formed Local No. 338. These 160 employees requested certification from the Quebec Relations Board. Canadian Organizational Conference Organizer Corheil reports that C. L. C. Representative Marcel Charbonneau's assistance was invaluable.

Shawinigan Falls—Local 265 announces the signing of its first agreement with the Consolidated Paper Corporation. This two-year agreement provides for seniority and grievance procedure, paid vaca-

tion and paid holidays and to maintain all previous existing privileges, rate ranges were established with automatic progression to the midpoint. The contract provides for a general increase of \$21 per month and a further 5 per cent increase on May 1, 1957. The union negotiating committee was composed of J. Baribeault, J. Matteau, R. Brouseay, J. Laverdiere, with the assistance of Organizer R. Corheil.

Abitibi Power and Paper Company—A recent negotiation between OEIU local unions and the company resulted in the following improvements in the current agreement: a general increase of \$21 per month as of May 1, 1956, plus an additional 5 per cent on May 1, 1957. Improvements were also made in articles covering overtime, seniority, automatic progression, salary and voluntary dues deduction. The company also agrees to increase its contribution by \$1 per month. Many improvements were negotiated relating to various problems at each of the several locals covered by the agreement.

Local 300 Elects Officers



At a recent election of officers in Local 300 at Victoria, B. C., the following officers were elected, reading from left to right: Miss Lenora Palmer, corresponding secretary; Mr. W. R. Freethy, vice president; Mr. A. A. Playfair, president; Mrs. D. Stewart, treasurer; Miss Naida Woon, recording secretary.

Election of Officers, Local 378



The following officers were elected at a recent meeting of Local 378 at Vancouver, B. C., reading from left to right: Miss Betty Burney, secretary; Mr. William Swanson, president; Mr. Everett King, business manager; Mr. Harry Winter, vice president, and Mr. Tom Ellis, treasurer.

Erie Conference Meeting in Toledo



At the recent meeting of the Erie Organizational Conference, held in Toledo, Ohio, Thelma O'Dell and George P. Firth were re-elected president and secretary-treasurer, respectively. At this conference, Director of Organization Douglas outlined the organizational activities throughout the country and held an open forum discussion on organizational techniques. The host Local 19 of Toledo provided a very nice luncheon for all delegates in attendance. The delegates voted that the next meeting of the conference will be held in Pittsburgh, Pa.

Signing Boston Contract



Local 6 officers sign new agreement with Metropolitan Transit Authority, Boston. Seated, left to right: Albert Fitzpatrick, Daniel Birmingham, Edward Dana, general manager of the M. T. A.; Thomas Flynn, business manager, Local 6; Raymond O'Brien. Standing, left to right: John McKenzie, Thomas Hines, Richard Martin, John Burns.

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from the desk

of the

PRESIDENT**HOWARD COUGHLIN**

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Organizational Activity

I want to take this opportunity to direct our organizational ideas and plans to our entire union. It is the intention of the International Union to conduct organizational activity to the full limit of its financial resources. We intend, too, to use every possible organizational aid, including the organizational staff of the AFL-CIO, at every opportunity, in conjunction with our own organizational work.

We have called upon the organizational staff of the AFL-CIO to help us institute a national campaign to organize the 97 branches of Blue Cross. This campaign is now in its initial stages.

At each organizational conference meeting we emphasize the fact that we expect our local unions to initiate organizational activity at the local level. When this organizational activity proves promising, we direct our representatives or organizers to the particular city, town or locality for the purpose of assisting in that campaign. On each occasion, after describing our organizational intentions, conference delegates ask us how it is possible for local unions to initiate organizational campaigns where such local unions do not have full-time paid representatives.

We tell these delegates that the labor union movement was founded by trade unionists who devoted their early mornings, lunch hours, evenings and week ends to trade union work. We state that each local union of our International Union, and of any International Union for that matter, must have had a beginning. The beginning was nothing more than the hard work of the active membership. This hard work culminated in successful organizational activity which then brought the local union to the point where it could hire full time representatives.

It is a mistake, however, to believe that only money and full-time representatives are the answers to successful organizational activity. Neither money nor full-time representatives can be substituted for hard-working, active members intent on building a union. It is, therefore, necessary that those of our local unions unable to afford full-time representatives should initiate organizational activity through their active membership. Active members can do much to excite interest in the local union. For example, an active member can participate in general community programs and will advertise the fact that he represents the Office Employees International Union. He can address other trade union groups and emphasize the fact that he represents the white collar union in the vicinity; that his local union is interested in building its membership and making collective bargaining available for the unorganized in his locality.

Even at an International level this type of public relations is necessary. For example, in the last few months your President and Director of Organization have addressed the seniors of a group of High Schools in New York City, the School of Business at Columbia University, the National Industrial Conference Board, the National Office Management Association, the American University, and the New York Personnel Management Association, in addition to numerous other similar groups. This type of activity tends to publicize our organization in an affirmative manner.

Active members should be prepared to do everything possible to spread the word that a local union of the Office Employees International Union is ready, willing and able to represent office and clerical employees. There is no better way of doing this than by word of mouth. Willingness to speak to public-spirited groups will eventually make our organization an accepted part of the community. It is necessary also for active members to embark on organizational campaigns, either through house calls after a lead has been obtained, or through leaflet distributions in order to gain leads. Leaflets in all instances should have a simple enrollment card attached with the return address on the reverse side, and with a prepaid postal permit printed on it. It should be made as easy as possible for an individual to sign a card and drop it in the mailbox for transmittal to the union.

When a campaign has, through meetings, house calls and leaflet distributions, been successful to the point where a large number of the employes involved have evidenced substantial

Speaking of Balanced Budgets!



CORK
DRAWN FOR THE
AFL-CIO NEWS

Local 301 Wins New Agreement



Eastern Organizational Conference Organizer Bob Cregar reports the signing of a new agreement with the Baltimore Transit Company. The agreement provides for a reduction in the probationary period, 10 days' leave of absence for union officers, up to four weeks' vacation with pay, six full holidays, four half holidays, and free transportation for all employes. Forty days' accumulative sick leave, with adjustments in the welfare and pension plans, were also included in the new three-year agreement. Wage increases ranged from \$2 per week in 1956, \$1 per week in 1957, and a general wage reopening in 1958. The drivers of the Baltimore Transit Company, who are members of Division 1300 of the Amalgamated Street and Electric Railway Employees, were recently on a 39-day strike. As a result of this strike, a bill was passed whereby the city took over the operation of the company. The current wages for the office employes in this company are now \$55.50 to \$105.50 per week.

interest, the International Union should be contacted for the purpose of furnishing advice or possible assistance, if necessary. Experienced representatives, secured locally or through the International Union, will be required to make sure that the case is processed through the National Labor Relations Board to the point where an election is either agreed to or ordered by the Board. Subsequently, after a successful election, experienced representatives will be needed for the purpose of collective bargaining.

It is the intention of the International Union to send its representatives in only when a campaign shows sufficient promise to warrant such experienced assistance. Due to our financial limitations, it will not be possible to send in organizers where only wishful thinking has been indulged in by a local union. Only through hard work on the part of the active membership of our local unions can organizational work be initiated and eventually be brought to a successful conclusion.

Institute Hears Talk by Douglas

(Continued from page 1)

will see machines replace the jobs that they and their co-workers have come to feel are their permanent niches in the office world. A lot of people will be forced to acquire new skills. There will be many responsibilities placed on the employers of our country."

The OEIU, he said, is insisting on bump-back provisions and lay-off clauses in its contracts. That is, the union is demanding that employees who have been promoted from one job to another up the scale within the company will be given the right to bump back in accordance with their seniority and qualifications.

"Before that occurs," Douglas said, "we are providing that such individuals, if they are to be displaced by virtue of the introduction of electronic equipment, be given an opportunity to train for the automatic job. It is our belief that many new jobs created by the introduction of these processes should be filled by current employes after they have had sufficient training, instead of hiring entirely new people to perform such tasks."