

WHITE COLLAR

Office and Professional Employees International Union, AFL-CIO and CLC

3.2—
Is It Fair?

—page 4

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Three-Day Conference Held on Organizing



International Union and Local Union representatives from the United States and Canada, some 80 in all, hear Attorney Joseph Finley, OPEIU general counsel, assess the latest legal developments affecting organizing drives. President Howard Coughlin is to right, and Director of Organization Henderson Douglas is second to left. Conference was held in Chicago's Allerton Hotel. Additional photos on Page 3.

President Howard Coughlin says stepped-up organizing effort is imperative in keynote remarks.

Full-time representatives of the OPEIU and its local union affiliates conferred in Chicago March 4-6 on ways and means of bringing additional thousands of white-collar employees into the ranks of the union.

Underlying the three days of reports and discussion was the conviction that the onrush of technological innovation and the lag of wages and salaries behind labor productivity are shaping an environment highly favorable to determined and realistically planned organizing campaigns. "Our goal is growth"—that was the theme of the conference.

President Howard Coughlin put the outlook in perspective in his opening remarks to the representatives. "We have a great opportunity to move forward," he said. "It is absolutely imperative that while continuing our every day duties and services we immediately escalate our organizing programs."

He described the conference as the most important called by the OPEIU on the subject of organizing, for it had brought together at a time of challenge and opportunity those who are chiefly responsible for turning union objectives into reality.

Devoted to the practicalities of organizing, the conference was conducted in an informal manner so as to encourage the participation of every one. It had brought together men and women of rich and varied

experience, and the idea was that all would benefit by hearing the reports and views of the others.

Director of Organization Henderson B. Douglas led the fruitful sessions on organizing techniques, which ranged from methods of approaching employees to ways and means of countering employer resistance. His observations, and prepared reports on leaflet preparation and on promoting and conducting organizational meetings presented by International Representatives Joseph McGee, Justin Manning and William Lowe, provided the background for the kind of stimulating discussion the conference aimed at.

A highlight of the conference was a talk by William L. Kircher, newly-appointed Director of Organization of the AFL-CIO and an old friend of many OPEIU representatives. Reports on matters vital to successful organizing were made by Joseph Finley, OPEIU General Counsel; Raymond Nathan, a public relations expert; and William Pierce, a mediator on the staff of the National Mediation Board. Informative question-and-answer periods followed each talk.

The conference was a pleasant as well as instructive experience for the representatives. This was largely because they were warmly welcomed and entertained during off-hours by Local 28, led by President Pat Jennings and Business Representative Sarah Keenan. The International Union is deeply appreciative of Local 28's contribution.

Summaries of the remarks of the guest speakers follow:

William Kircher

In his talk on the second day of the conference, Brother Kircher stressed that organizing efforts must take into account the fact that the needs and attitudes of workers have changed greatly from what they were in the formative years of the labor movement, and that one key to success lies in giving workers an opportunity to participate in the unionizing process.

"The unemployment and insecurity which existed during the depression years are not present after a quarter of a century of relative economic stability and

job security," he said. "Young people do not have the economic fears of the past.

"Reaching and enthusing workers is a greater challenge than ever before. The heart of the matter is communication. An organizer must have the high skills needed to enable him both to reach physically the unit of people to be organized and to attract them once they have been contacted.

"Methods and techniques are both different and difficult. We are not going to impress workers by repeating the history of the labor movement. We must understand the labor market of today and be concerned with the thoughts of young workers. We must get away from speech making and give groups an opportunity to participate, discuss problems and arrive at conclusions. Instead of applying a formula, we must relate our approach to the particular problems that exist."

Brother Kircher urged the OPEIU representatives to acquaint themselves with the facilities of the AFL-CIO regional offices, assuring them that AFL-CIO always stands ready to help in organizing efforts.

Joseph Finley

The OPEIU's attorney presented a detailed analysis of recent National Labor Relations Board rulings and court decisions affecting organizing.

An important gain, he said, was the NLRB ruling that a union must be given a list of all employees eligible to vote seven days after an election has been ordered. He pointed out that failure on the part of the employers to furnish an accurate roster within the time prescribed can result in a new election if the union fails to win the first one.

Explaining the Bernal Foam doctrine handed down by the NLRB, Finley outlined the procedures by which it may be possible to gain bargaining rights for a particular unit. He said that in each case where the union represents a majority of the employees, it should notify the employer of this fact and offer to prove it by a card count before an impartial person.

(Continued on Page 3)

British Unions Show White Collar Jump

The organization of white-collar employees in Great Britain is registering very substantial gains.

Office and professional workers in 56 unions, 40 of them exclusively non-manual, now represent nearly one-fifth of the total membership of the Trade Union Congress.

Further advances were anticipated at a recent conference of the non-manual unions held in London. In his chairman's address, Sir Thomas O'Brien described these unions as "the growth sector in Congress."

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

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Forty Years of the AAA

We salute the American Arbitration Association as it approaches its 40th anniversary.

Founded in 1926, its first case involved a wage dispute between Actors' Equity and a theatrical producer. It is now refereeing some 4,000 cases annually for grieving unions—including the OPEIU—and employers. Its 50,000th case is at hand as well as its birthday.

About 25 per cent of the cases still involve discharge or some other form of discipline, according to AAA President Donald B. Straus. Next in order is the interpretation of seniority rules as they apply to such things as layoffs, recalls and promotion. Various more or less technical issues rank next in incidence.

But an increasing number of cases reflect the concern of unions and workers with automation and job security, Straus notes.

The AAA facilities include the George Meany Arbitration Room, located in the New York headquarters. The naming of the meeting room for the AFL-CIO President symbolizes organized labor's conviction that voluntary arbitration is the peaceful and sensible way of settling industrial disputes.

As Straus has well said, "Arbitration has proved itself to be a practical means of solving employer-employee problems. But in a larger sense it is more than that. One writer has referred to labor arbitration as the application to industrial relations of the due process concept which underlies our democratic society."

Training for the War On Poverty

The AFL-CIO is teaming up with the University of West Virginia to provide some 100 local union officers with the specific training they will need to participate in anti-poverty programs. The Office of Economic Opportunity is financing the four one-week training sessions to be held this year with a grant of \$250,000.

We know that the union officers will get the most from the training and will be effective in the tasks which they afterwards undertake.

Organized labor continues to lead the way in its awareness of social problems and in its determination to do something about them.

Representation for Ball Players

Organized labor and the national pastime of baseball have always had a bit of vocabulary in common. "Strike" has been a key word to both.

Closer ties are in the offing. Marvin J. Miller, assistant to the President of the Steelworkers Union, has been chosen first Executive Director of the Major League Baseball Players' Association, subject to ratification by a majority of the players.

Brother Miller will serve, if his selection is approved, in a capacity much like that of a union business representative in the players' relations with the club owners and the baseball commissioner.

Baseball players too have learned the value of collective bargaining and the need for full-time representation.

But the cry of "strike" during a ball game will mean what it has always meant.



CANADIAN NEWS

Employers Must Accept Unions Or Risk Industrial Chaos: Jodoin

Failure to attain better labour-management relations in Canada will result in industrial chaos, Claude Jodoin, president of the Canadian Labour Congress, recently told the Toronto Chapter of the Administrative Management Society.

"We, in the trade union movement, feel that one of the fundamental weaknesses in a large part of our labour-management relations is a failure, if not an outright refusal, to accept trade unions as a permanent and established part of our industrial structure," Brother Jodoin said.

"We cannot afford this kind of relationship in 1966. I don't consider it any exaggeration whatsoever to say that unless

trade unions are accepted in the true sense, and unless there is discussion, consultation and co-operation between labour and management in the manner for which trade unions are intended—unless these needs are met we are going to face industrial chaos.

"Events are moving too rapidly, changes are taking place too fast, needs are being revised too quickly to allow us

to get along with half-hearted or broken-down communications."

A number of recent strikes has demonstrated the restlessness and sense of insecurity among Canadian workers, the labour leader said. There was also a feeling among unionists that many employers were using technicalities and resorting to the courts in an attempt to defeat the union.

Contract Benefits One Answer To Computer Threat: Haythorne

Labor and management must meet the challenge of rapid technological change by joint consultation and research and by writing more protection for workers into collective bargaining agreements, Dr. George V. Haythorne, Deputy Minister of Labour, declared in a recent address on "The Role of Computers in Society" at Queen's University.

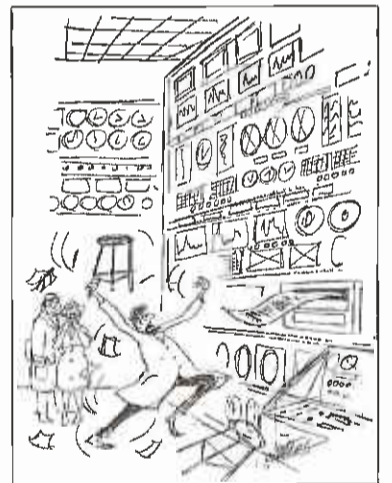
He said that it was necessary for employers to pay more attention to the human factor than they had in the past, and that this was recognized by many of them.

Specifying the kind of contract provisions required to cushion the effects of computers and automatic devices on employees, he listed severance pay and supplementary unemployment insurance benefits; shorter hours, longer hours and early retirement to spread employment among more workers; and retraining schemes designed to "prepare redundant

workers for new jobs in new places."

He also declared that while Canada's employment situation had improved substantially in the past four years, there was a need for "continuing vigorous action . . . to maintain a generally high level of demand for workers."

He said that one essential was a strong public employment service closely linked with manpower development policy as a whole, and that it was to create such that the National Employment Service was transferred to the Department of Labour a year ago.



Mort Gerberg in the Saturday Review
"You can't fire me—
I'm your father."

OPEIU Challenges B.C. Bill Threatening Free Union Choice

The OPEIU has testified critically on legislation in British Columbia—Bill No. 53—that threatens to exclude engineers-training, technicians and technologists from membership in Local 378.

The union's position was set forth in a brief presented by OPEIU Vice-President William Lowe and Local 378 President Ron Bone at the hearings on the legislation currently being conducted by the Private Bills Committee in Vancouver.

One focus of the union testimony was on the definition of a "professional employees' organization" in the bill (Part II, Labour Relations) as an association or organization "approved or established by the Association of Professional Engineers of the Province of British Columbia."

The spokesmen for the union pointed out that the Council of the Association of Professional Engineers apparently would have control over the structure

of "any professional employees' organization."

Brothers Lowe and Bone posed these two questions: Would groups of Engineers-in-Training, Engineering Pupils, Technicians and Technologists still retain the right to be certified for collective bargaining under the Labour Relations Act? Does Part II of the bill apply in any way to these groups?

They noted also that while a "professional employees' organization" was defined to exclude those "dominated or influenced by an employer," the Council is in fact mainly com-

posed of leading employer-officers of commercial organizations.

In addition to the legislation itself, Lowe and Bone cited statements appearing in the *B. C. Professional Engineer*, journal of the Association of Professional Engineers of British Columbia, as justifying their grave misgivings.

Lowe and Bone called on the committee to base any legislation on the traditional collective bargaining system and on the right of engineering employees to belong to the union of their choice without restriction or interference.

Chicago Conference Discusses Organizing



A side view at one of the many sessions held in the course of the three-day gathering.



International Representative Joseph McGee puts a question.

(Continued from Page 1)

If the company refuses to agree to this procedure and subsequently commits unfair labor practices prior to an NLRB-conducted election, it may well be directly ordered by the Board to bargain with the union.

Raymond Nathan

A Vice-President of the well-known public relations firm of Ruder and Finn, Raymond Nathan stressed ways of addressing publicity to the vast number of unorganized white-collar employees.

Publicity releases must have a message that is both meaningful to readers and quickly recognizable by the editor or broadcaster to whom they are sent, he said, proceeding to set forth these guiding principles:

Releases should be prepared with care by persons with experience.

Keep sending out news stories even if previous ones were not used. "Effective communication requires repeated communication."

If not much is happening in the local union which is newsworthy, make it happen. Do not dream up stories but plan activities of a newsworthy nature. Surveys of members regarding vacation preferences, office attire, participation of union members in community fund raising drives and other public service projects are the sort of thing that are of community interest.

Remember to type the release double space and allow enough space above the body of the story for the copy desk editor to write in headlines and instructions to the printer. In preparing multiple copies, avoid the use of carbons or photocopies on flimsy paper.

Tell the facts simply and directly without "fancy writing." A reporter wants to know who, what, when, where and why. Use these five W's as a checklist in going over every release.

In planning publicity efforts directed at the unorganized, first of all attempt to identify their needs and aspirations.

Keep in mind the vital importance of communication within the union. Try to make membership meetings interesting and impressive, always taking into consideration the thinking of new members.



Ready for a day of exchanging experiences and absorbing the counsel of guest speakers. OPEIU Secretary-Treasurer J. Howard Hicks is seated by aisle in first row left.

William Pierce

Veteran mediator William Pierce gave a rundown on the rules under which the National Mediation Board operates and explained the differences between the procedures used by that board and the NLRB.

The National Mediation Board, he said, covers all "carriers" engaged in inter-state commerce such as railroads, express companies and sleeping car companies. In addition, it has jurisdiction in cases involving air carriers engaged in inter-state or foreign commerce.

A union seeking to represent employees of such enterprises applies to the National Mediator Board for the appointment of a mediator. The application must be accompanied by cards signed by a majority of the eligible employees in an appropriate class or craft. The board proceeds to appoint a mediator and conducts an election following a proper investigation.

Give To

VOTE

(Voice of the Electorate)



Finley stresses vital help of recent NLRB roster ruling. To left are Henderson Douglas and Dorothy Kroeber, secretary to President Coughlin.



William Pierce outlines National Mediation Board procedures. To right are Raymond Nathan of Ruder and Finn, who talked on public relations, and Howard Coughlin.



from the desk
of the
PRESIDENT

3.2—Is It Fair?

We are hearing much these days about the government's wage guideline policy and organized labor's opposition to it.

The most conservative newspaper would have the public believe that every one in the United States has accepted the wage guidelines with the exception of the AFL-CIO. Very few of our nation's newspaper even allude to the reasons for the AFL-CIO's opposition.

In effect, the AFL-CIO states that organized labor is being asked to limit its wage increases to 3.2% each year, but that such restraint is not being imposed on business, the unorganized, or the self-employed. Corporate profits are soaring. Executives' salaries, bonuses and stock options are steadily increasing without regard to guidelines.

Organized labor is prepared to sacrifice as much as any other segment of our economic life so long as there is equality of sacrifice. During the Korean War, President Truman declared a national emergency and placed legal restraints on all prices and profits. Organized labor adhered strictly to the emergency measures.

If President Johnson imposes restraints on all costs, prices, profits, executive compensation, including salaries, bonuses and stock options, he will have the complete support of the AFL-CIO in imposing restrictions on workers' wages and salaries.

There is another more technical reason for the opposition of the AFL-CIO towards the government's wage line policy. The guideline policy is supposed to be geared to the actual rise of productivity in the private economy. In the years 1962 through 1964, the wage guideline was substantially below the rise of productivity.

In order to offset the loss in wages, due to incorrectly projected guidelines in prior years, the new guideline this year should have been at least 3.6% in accordance with the Council of Economic Advisors' own rules. Instead, however, the Council disregarded its own rules and continued to maintain a 3.2% figure.

Organized labor also found itself in an unrealistic position in other areas. For example, in unorganized companies wages are set unilaterally by employers. In such cases, there is no pressure from the government to adhere to wage guidelines.

On the other hand, where millions of employees in major industries covered by long term contracts begin negotiations and such negotiations are reported by the public press, there is immediate pressure by the government to have the parties adhere to unrealistic wage guidelines which no longer take productivity into account.

As a result, since 1960 unit labor costs in key manufacturing industries have declined. Last year alone, the decline was eight-tenth of one per cent. As a consequence, wage gains made were wiped out by price increases.

Wage guidelines this year, set by the Council of Economic Advisors, have not taken account of the rise in living costs which is a factor of much importance to all workers.

By applying the guidelines equally to all segments of American life, including prices and profits, it would be possible to translate a guideline equitably to an increase in purchasing power.

The truth of the matter is that wages are lagging behind the economy's productivity and subsequently workers' wages are not keeping pace with increased prices.

In 1965, corporate profits rose 15% before taxes and 20% after taxes, more than twice as fast as total wage and salary payments. Last year, General Motors' profits reached a spectacular \$2.1 billion after taxes, up 23% from 1964.

Organized labor makes a very startling point that there are no government guidelines for profits or dividends.

The economy needs a rapid restoration of balance between business profits and workers' buying power rather than a continuing unbalanced lag of wages and salaries behind profits and dividends.

Only through such a restoration of this balance can we insure the nation's ability to purchase the goods and services of our rapidly expanding productive capacity.

Only through setting wage guidelines which realistically compare to increased productivity can we gain the confidence of workers and organized labor in the government's guideline policy.

Computers Cut Employment Gains In Insurance Field, U.S. Says

Introduction of electronic data processing into insurance company offices means slower growth rate for office staffs, a slower rate of labor turnover, and more specialized manpower needs. While demands for tabulating machine operators and general clerical workers will decrease, call for key-operators and computer programmers, analysts and operators will increase.

These are some of the findings published in a new Federal study entitled *Impact of Office Automation in the Insurance Industry*, now released in full. The study was prepared by the U. S. Labor Department's Bureau of Labor Statistics.

Chief sources for the 71-page report were two mail surveys in 1963 covering over 400 companies with nearly 90 percent of the industry's employment. Employment by all insurance carriers in the United States averaged more than 900,000 in 1965.

These were the highlights:

- By early 1963, about ten years after computers were first introduced in private industry, insurance companies accounting for 80 percent of total insur-

ance employment had installed computers.

- Employment in computer units soared from about 600 in 1954 to about 15,000 in 1963.

- Survey results indicate that after an initial adjustment period computerization begins to break the rapid growth of office staff otherwise experienced by many insurance companies.

In the next decade, office employment in the insurance industry will continue to increase as policy sales rise along with personal income, automobile purchases, home ownership and rising stock of insurable goods, the report foresees. But the rapid growth rate of the past will be significantly diminished as new technology in electronic data processing is introduced. The trend is toward an in-

tegrated computer centered system in most major insurance company operations that are on a volume basis. To accomplish this, automation of input and the use of data transmission telephone and telegraph systems will grow. This will have the effect of reducing file and record keeping in field and branch offices, decentralizing and speeding service and collection of premiums.

Employment in occupations directly related to electronic data processing and management—managers, programmers, systems analysts, console operators—will rise; employment of keypunch operators may decline by 1970.

With a tapering off of recruitment among young high school graduates, high labor turnover may no longer be relied upon to avoid displacement of employees. New positions created in programming, sales, and other complex work will require longer training.

New Book on Arbitration Says Costs Can be Cut

R. W. Fleming, Chancellor of the University of Wisconsin, in a new book on "The Labor Arbitration Process" suggests ways and means of trimming spiraling arbitration costs.

Professor Fleming states that in too many instances, the parties to an arbitration insist on lavish costs without regard for actual needs. For example, he states, it is usually possible to hold arbitrations in company conference rooms. Why then do the parties so frequently insist on renting a hotel room?

He further points out that most cases are held without court reporters being present. Still many parties insist on a court reporter without seriously considering whether one is really needed.

Most arbitrations involve old standby issues such as discipline, discharge, seniority and job classifications, he observes, adding that it would be a simple matter for unions and companies to train their own representatives to present such cases. In most instances, however, both parties insist on using expensive attorneys.

After surveying 400 active labor lawyers on their fees for an average one-day arbitration hearing, including advance preparation and post-hearing briefs, he found that the average total fee for the union lawyer is \$315. The comparable fee of the average company lawyer is \$700.

The usual court reporter's fee averages \$125 to the union and the same to the company.

Another mistake which parties to an arbitration generally make is insistence on well known professional arbitrators for routine cases. Generally, new arbiters are in less demand than the old professionals and, therefore, charge smaller fees. Professor Fleming also points

out that for some reason or other, regardless of the issues, the parties insist on an opinion along with the award. Actually, it would be far more economical for the parties to eliminate the opinion and seek the award without incurring this additional cost. In routine cases, the opinion is not needed.

Local 320 Signs R. L. Polk



President Margaret Clifton of Local 320 signs contract with R. L. Polk Company, represented by Vice-President and District Manager J. A. Netahla, to left. Standing, from left, are Lena Peterson, Zelma Kilgore, Flossie Wilson and Mary Bailey, members of Employees' Negotiating Committee, and Business Representative Gerald Schmidt and Secretary-Treasurer Hugh Wilburn.

Local 320 has negotiated a first contract with R. L. Polk Company in Kansas City, Missouri providing for an average first-year increase of 21 cents an hour and a second-year raise of five cents across the board.

The employees had chosen Local 320 as their bargaining agent in an NLRB election in

October by a vote of better than two to one.

The two-year pact also provides for a union shop, seniority rights, three weeks of vacation after 12 years, seven paid holidays, two 15-minute rest periods daily, and a company-paid life insurance of \$1,000 for each employee.