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THE MOST IMPORTANT QUESTIONS TO LABOR AS PERCEIVED BY A LOCAL UNION OFFICER LEVEL OF THE OIL, CHEMICAL AND ATOMIC WORKERS UNION.

The University of Oklahoma, Ph.D., 1969
Business Administration

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THE UNIVERSITY OF OKLAHOMA

GRADUATE COLLEGE

THE MOST IMPORTANT QUESTIONS TO LABOR AS PERCEIVED BY A LOCAL UNION OFFICER LEVEL OF THE OIL, CHEMICAL AND ATOMIC WORKERS UNION

A DISSERTATION

SUBMITTED TO THE GRADUATE FACULTY

in partial fulfillment of the requirements for the degree of

DOCTOR OF PHILOSOPHY

BY

CLEMENT BLAISE LEPAK

Norman, Oklahoma

1969

THE MOST IMPORTANT QUESTIONS TO LABOR AS PERCEIVED BY A LOCAL UNION OFFICER LEVEL OF THE OIL, CHEMICAL AND ATOMIC WORKERS UNION

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ACKNOWLEDGEMENT

I wish to thank Dr. Donald A. Woolf, Associate Professor of Management, for suggesting this topic for research. As director of this dissertation, his guidance, assistance and encouragement were most valuable.

Dr. Ronald B. Shuman, George L. Cross Research Professor of Management; Dr. L. Doyle Bishop, Professor of Management; Dr. James E. Hibdon, Professor of Economics; Dr. Marion C. Phillips, Professor of Marketing; and Dr. Arnold F. Parr, Assistant Professor of Finance, all members of the dissertation committee, deserve acknowledgement and my gratitude for their helpful and constructive suggestions. My gratitude is also expressed to Dr. William H. Keown, David Ross Boyd Professor of Management, who criticized this work.

Appreciation is hereby expressed to the responding financial secretaries, and other officials, and members of the Oil, Chemical and Atomic Workers International Union, and to officials and members of the International Brotherhood of Electrical Workers Union who gave freely of their time, information and counsel. Appreciation is particularly expressed to Mr. A. L. Wickman, OCAW Director of Education,

for supplying many OCAW publications.

Additional appreciation is expressed to Mr. Lloyd W. Myers, Assistant Manager, and to Mr. Delbert R. Hayes, Engineering Department Chief, and other employees of the Western Electric Company who encouraged these studies; especially to Mr. E. W. Brothers and Mr. D. J. Peterson for their counsel in computer programming.

Most especially, I wish to thank my wife, Rita, for her help, encouragement, patience and great understanding.

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THE MOST IMPORTANT QUESTIONS TO LABOR AS PERCEIVED BY A LOCAL UNION OFFICER LEVEL OF THE OIL, CHEMICAL AND ATOMIC WORKERS UNION

CHAPTER I

INTRODUCTION

A field study to determine major questions of concern to labor, as perceived by the financial secretaries of the locals of the Oil, Chemical and Atomic Workers International Union, AFL-CIO-CLC, was carried out between September, 1966 and January, 1967.[1] Primary

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[1] In the course of its development, the oil workers' union has had three different names. References to the union and to the chemical union with which it merged (the United Gas, Coke and Chemical Workers International Union) and the affiliations of the union will be abbreviated as follows:

AFL	American Federation of Labor
CIO	Congress of Industrial Organizations
CLC	Canadian Labour Congress
OFGWRW	International Association of Oil Field, Gas Well and Refinery Workers of America chartered July, 1918
OWIU	Oil Workers International Union, formerly OFGWRW, 1937
OCAW	Oil, Chemical and Atomic Workers International Union, 1955
UGCCW	United Gas, Coke and Chemical Workers International Union, merged with the OWIU in 1955 to form the OCAW

data collected are in the form of questionnaires directed to the financial secretaries of each local of the OCAW in the United States, Puerto Rico and Canada.

The OCAW union was selected because it has significant membership, reportedly 167,000 members,[2] in largely basic industries in North America and Puerto Rico. In 1964, the Bureau of Labor Statistics reported only nineteen unions in the petroleum, chemical and rubber industries with a total membership of 562,470.[3]

The OCAW is the most important union in the oil and gas industry having organized approximately thirty-four percent of its production workers by 1966. This industry is important internationally and particularly important to Oklahoma and other hydrocarbon-producing or processing states. Because of the widespread nature of the union, findings from this study may apply more generally than a study of a union more limited in geographical and industrial scope.

The OCAW negotiates collective agreements with quite localized segments of companies for the most part. Its long-term policy is to involve those members who will live with the agreement. Therefore, knowledge of the

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[2]OCAW, Proceedings Ninth Constitutional Convention (New York: 1967), Officers' Report, p. 29.

[3]U.S. Department of Labor, Bureau of Labor Statistics, Handbook of Labor Statistics, 1967. (Washington D.C.: Government Printing Office, 1967), p. 253.

sentiments of local union officials is of immediate concern to management of many diverse companies.

The OCAW is not the only union in the hydrocarbon industry, and it is far from having competitive freedom in the chemical industry and other industries from which it draws membership. At least eleven other unions have contracts with major oil companies alone, but their combined membership in hydrocarbons does not equal OCAW hydrocarbon industry membership.

While the OCAW appears dominant relative to other unions in the hydrocarbon industry, this is not the case throughout all other industries in which it operates. Its industrial and geographical scope is so broad that its members have opportunity to interact with significant numbers of workers organized by other unions as well as unorganized working members of society.

Only approximately twenty-four percent of the working force is organized in this country.[4] However, it is this writer's opinion that unorganized labor's view, while strong in national elections, is relatively weak and unimportant in bargaining when compared with organized

---

[4] Ibid., p. 253 and p. 287. The 1964 total union membership is listed as 17,919,492 for the U.S. Total labor force for 1964 is 74,233,000 and for 1966 is 77,041,000. It is strongly suspected that the effect of executive order 10988 and the membership campaigns among federal, state and local government employees since 1964 brings total union membership very close to 19,000,000 for 1968 in a total work force of 79,000,000.

labor's viewpoint. Organized labor has formal and relatively effective machinery for achieving labor's goals; the unorganized must depend upon less direct means.

It is reasonable to expect that some nonunion segments of labor in the industries in which the OCAW operates earn more than members with comparable skills within the OCAW. For example, this would be expected in service companies and some oil companies that are anxious to avoid union organization. However, it is also reasonable to expect that unorganized labor, as well as other union-organized labor in the oil, chemical and atomic industries, are influenced by the goals sought by the OCAW. In the hydrocarbon industry at least, they may become the minimum goals sought. One could expect that wages between organized and unorganized workers would be competitive overall.

A study at the local level is important because it is generally recognized that locals are at the foundation of American industrial life. Locals, in general, have the ability to help satisfy many of the economic, social and psychological needs of significant numbers of our citizens who are non-management workers. The satisfaction of these needs becomes the goal of the membership. Unsatisfied needs are questions of concern.

Personal interviews with members of the OCAW and with members of the International Brotherhood of Electrical

Workers (IBEW)[5] indicate that local union officials generally stand for the wishes of the rank and file. These assumptions and observations are supported by the findings of Miller, Zeller, and Miller.[6] Therefore, within the local management structure an influential official, the financial secretary, was selected as the target for an inquiry into questions of concern to labor.

This elected official was chosen as fairly representative of the desires of the membership. Observations at the local level resulted in the belief that this official would be relatively free from day to day grievances and other pressures of an emotional nature which might unduly influence the response of other local officials. In addition, the financial secretary is accustomed to handling business tasks for the local. While removed from day to day problems of the membership, he has the ability more readily, perhaps, than the average member to translate workers' needs into generally understood concepts, such as "automation."

Purpose of the Study

This study has three major objectives. The first is to gain firsthand understanding of the specific

---

[5]All lower level union members interviewed, while giving freely of their time and ideas, wished to remain anonymous.

[6]Robert W. Miller, Frederick A. Zeller, and Glen W. Miller, The Practice of Local Union Leadership (Columbus: Ohio State University Press, 1965), pp. 122-132.

questions of concern to labor at the local level; the second is to determine whether top level union management objectives reflect questions of concern to local union levels; and the third is to add to written knowledge of OCAW local union organization.

Almost daily, the wire services and publications carry items concerning events in labor development. Objective reporting of social problems is difficult at best. Objective reporting in labor relations whether in the news services, periodicals, or books, appears to be quite rare. Expressed opinions range from extremely "pro-union"[7] to extremely "anti-union."[8]

Company managers and union leadership at all levels are concerned with determining the vital issues in labor relations. Often, these issues are outgrowths of economic, political, and other social conditions which find expression at the bargaining table. Wages, hours, and working conditions are well established as bargaining issues but almost everything organized labor has the strength to seek becomes a potential bargaining issue. Strength coupled to membership need increases the likelihood of demands. Membership need without responsive

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[7]Clinton S. Golden and Harold J. Ruttenberg, The Dynamics of Industrial Democracy (New York: Harper and Brothers Publishers, 1942).

[8]Sylvestor Petro, The Labor of a Free Society (New York: The Ronald Press Company, 1957).

leadership increases the likelihood of legislation.

Trends reflecting the needs of the rank and file of the organized and unorganized workers are often expressed in statutes. Legislation in the 1950's and 1960's, especially the Landrum-Griffin Act of 1959 and the Civil Rights Acts of 1964 and 1967, helps assure fair and impartial treatment of the individual in industry and helps give him more voice in determining the direction of his destiny. The democratic structure of unions in general should provide the membership with significant, if not dominant, voice in the goals of collective bargaining. However, the fact of statutory regulations indicates that abuses existed which prevented this democratic structure from functioning properly. In the past, apparently, leadership in some unions did not reflect the goals of the membership.

Effective union leadership must translate goals of the membership into collective agreements with individual companies, divisions, or segments of companies. The second major objective, then, is to examine whether the broad objectives and policies expressed by top level officials of the OCAW reflect the questions of concern as perceived by a lower level.

Principles, supportive and nonsupportive to organized labor, meet head-on in collective bargaining. Principles, personalities, and perceptions of the needs of labor are part of the "givens" at the bargaining table.

The emergent agreements, and disagreements resolved here, result in a cost to either or both of two important segments of society -- customers and owners -- and as income to still another important segment -- labor. These three "P's" are important to management in any setting, especially so in labor relations. It behooves the manager, who is acutely aware of rising costs and burdened with many variables regarding his responsibilities to his publics, to understand as much as possible in this extremely sensitive area, hence, the third purpose of this study.

Problem Definition

The primary and secondary research which follows seeks to answer the questions:

1. What questions are deemed most important to labor in the OCAW union as perceived by the financial secretaries of the responding locals at the time of this field study?

2. Do the goals sought for labor by top officials of the OCAW differ from those questions held to be most important by the financial secretaries of responding locals?

3. Do the respondents to the study perceive that company managements regard union officials as equals in their relationships?

4. Do the respondents perceive that company managements obstruct union membership?

5. What are the main industrial segments of the OCAW?

6. Did OCAW membership increase or decrease between 1964 and 1966?

7. Do the major questions vary significantly by research area?[9]

Scope of the Study

Industrially, the scope of this research includes companies organized by the OCAW in the hydrocarbon, chemical, atomic and miscellaneous industries. Geographically, this study includes locals in the continental United States, Puerto Rico, and Canada. These locals are divided by state or province into nine research areas.

This primary study is limited to the perceptions of the questions of concern to labor by the financial secretaries of responding locals in the OCAW. It is assumed that these perceptions are generally representative of the perceptions of the rank and file OCAW member. The OCAW is democratically structured; its existence implies that its officers must normally respond to the expectations of the majority of voting members. Desires of the membership are not completely subject to the influence of officers according to a supporting work.[10] Voting is the most common method of participation by members in their local unions.

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[9]The OCAW is divided into eight districts in the United States and one in Canada. The research areas chosen do not conform perfectly to OCAW districts; but rather to state boundaries, which is not true of the districts. The exceptions are noted on the District and Research Area Map, page 85.

[10]Robert W. Miller, Frederick A. Zeller and Glen W. Miller, op cit., pp. 122-123.

If the members are dissatisfied they will turn out those officers who do not appear to be meeting the expectation of the majority of voters. The work of Miller, Zeller and Miller concluded that union officers were painfully aware of this fact of political life. They state, "It seems clear that the tendency for local union members to evaluate the behavior of their officers is an important factor in the minds of officers' approach to leadership."

The boundary of this study stops with the results of the responses of the financial secretaries and with the statistical analysis of those responses. However, secondary sources cited suggest that valid inferences can be drawn from the responses of the financial secretary regarding the notions held generally by the membership. In applying these findings from the primary and secondary sources, a company manager could combine them with perceptions acquired elsewhere in his experience for forming a base from which to function when negotiating or administering an agreement with the OCAW. Obviously, too, a union official could do the same in his dealing with companies. The scope touches, then, upon the continuing reconciliations of local autonomy of the OCAW membership with organizational effectiveness in a somewhat hostile environment.[11] From the responses, hostility seems to

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[11]Barnard's definitions are used here. An organization is effective if it attains its objectives. It is efficient if it satisfies the motives of its objective aim, "It sometimes happens that an end sought is not attained, but the unsought consequences satisfy desires or motives not the 'cause' of the action." Such action can be regarded as efficient but not effective. Chester I. Barnard, The Functions of the Executive (Cambridge, Mass.: Harvard University Press, 1938), pp. 19-20.

exist between the local and the employer and to a lesser degree between locals and the international union.

Considerations for Research Design

Based upon findings from other research it is expected that local problems will be uppermost in the thoughts of local union leaders. Their elected positions imply,[12] and informal interviews confirm, that OCAW local union officials are relatively independent from international level union officials. They do not seem inclined to parrot the wants of these leaders, but have, rather, the attitude that they serve their constituency.

However, conditions are evident which would tend to make local problems both different and similar by geographical area. The OCAW is widespread physically and in industrial scope, and different types of industry seem to concentrate. For example, one would expect that the petrochemical complex in the Houston-Galveston area would somehow have different local questions to be resolved than, say, a wet milling operation in Illinois. More obvious differences might be apparent in the Canadian research area because local unions there are a different economic entity. Late industrialization of some areas, in Canada as well as in the United States, should tend to cause dissimilar problems

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[12]Galenson believes that few unions in the country are as democratic in structure as the OCAW, if the term is defined as the existence of institutional means by which members can influence policy. For a study at the international level, cf. Melvin Rothbaum, The Government of the Oil, Chemical and Atomic Workers Union, with a foreword by Walter Galenson (New York: John Wiley and Sons, Inc., 1962).

because new union officers, as well as young management for that matter, learn to handle problems at different rates. More importantly, collective bargaining is fragmented in this union. Only the Sinclair group of companies[13] has company-wide contracts of significance.

On the other hand, several tendencies are apparent which would make response similar in different geographical areas. Wages and salaries, for example, seem to have been paramount as a bargaining issue over a period of time for this union.[14] Remuneration is a common experience, easily agreed upon, popular, and necessary for the economic well-being of most members. General economic inflationary trends in the 1960's continue to reinforce its importance regardless of the rate of pay relative to that of other industries, and union solidarity is vigorously encouraged. Communications are well established in the OCAW, particularly for purposes of collective bargaining. Conventions are held biennially (formerly held annually), thereby permitting a free exchange of views. The International promotes solidarity and publishes a monthly newspaper, Union

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[13]The Sinclair group includes Sinclair Refining Company, Sinclair Oil and Gas Company, Sinclair Pipeline Company and Sinclair Research, Inc. In 1934, the group included Sinclair Refining Company, Sinclair Prairie Oil Company, Sinclair Prairie Pipeline Company and Rio Grande Oil Companies.

[14]Low wages and long hours were the earliest questions of concern for workers in the petroleum industry according to a brief historical sketch published in the proceedings of the tenth national convention. OWIU, National 10th Convention (Hammond, Indiana, 1939), pp. 11-14.

News. Company solidarity is apparent also. Collective bargaining settlements usually follow a pattern.[15]

Another consideration which may indicate similarity of local problems is that the hydrocarbon industry and chemical industry are relatively easy to automate. These industries, and even the atomic industry, tend toward common operational problems. For example, these problems could stem from a small number of workers with relatively heavy responsibility and perhaps little opportunity outside their specialties. Local notions are often quite widely held, perhaps from common experiences.

Personal observations and consultation with local union officials show that union members want a wide variety of benefits. Formal studies of other authors which are cited later in this work confirm these findings. Still other studies indicate general agreement on job factors that are important to individuals. However, scarcity of specific reference to studies concerning the perceptions of lower levels of the OCAW union regarding questions of concern to labor have, heretofore, not been published.

Organization of the Work

Illustrations and tables relating to national and international findings are presented in the main body of the

---

[15]Patterning of wages occurred even before collective bargaining was widespread, according to Neil W. Chamberlin and James W. Kuhn, Collective Bargaining (New York: McGraw-Hill Book Company, 1965), p. 262.

narration, but detailed tables by research area are included in the appendices with tabular data from secondary sources and records of the field study. In addition to both primary and secondary tabular data a FORTRAN program is included in Appendix IV for processing chi-square statistics.

Sources of secondary data are given first in Chapter II followed by details of the primary research. Description of the primary research is important for evaluation of the results; therefore, it includes information concerning the cover letter and questionnaire development.

Chapter II closes with a statement of oil bargaining objectives by the top level OCAW official. This statement was produced and distributed to locals by Denver headquarters, along with a bargaining program, in 1966 before the present research was conducted.

Findings from other research and observations of social science researchers and writers are given initially in Chapter III. Included are primary study results of the perceptions of local union leadership and membership in regard to local union goals.

Reference is made to basic literature on work motivation and the labor movement. Findings from the present research generally supports the observations offered by these writers. It will be shown that job loss protection is paramount to the respondents.

The OCAW is the result of a combination of two

unions: one with roots in the oil industry; the other from the chemical industry. Both have traditionally enjoyed a high degree of local union autonomy. Their histories are briefly traced beginning with the Oil Workers International Union segment. Included is the national role played by top officials of this union in the affairs of the CIO and in the labor strife following World War II. It will explain the formation of the atomic segment of the union, the Canadian District and historical events until 1955. At that time, conditions in the chemical branch and in the AFL and CIO led to the merger of the Oil Workers International Union and the United Gas, Coke and Chemical Workers into the OCAW.

OCAW collective agreement discussion follows. The collective agreement is immediately available at the work place and is the means by which many questions of concern are resolved. Appropriate provisions from agreements are presented. After the collective agreement section some observations are advanced on the apparent effects of recent labor law on OCAW practices.

Labor law on a national scale is reviewed briefly to show how it seemed to affect the OCAW and its predecessors. Locals of this union have traditionally acted on their own and have had much to say about the contents of their collective agreements. This decentralized authority seems to be encouraged for all unions by the Landrum-Griffin Act. Other laws which bear upon

solutions to questions of concern at the national level are discussed. The Manpower Development and Training Act is particularly appropriate to help resolve questions shown to be of major importance.

Local union organization and bargaining group organization are described. Because all important union offices are elective, an outline of elections is presented prior to a brief description of the International and its nine districts. Only those aspects of international organization which bear directly upon the purposes and questions stated in the introduction to this work are included.

In the collective bargaining sections, data are mostly from records of proceedings of the constitutional conventions. These data furnish statements of goals sought for the OCAW by its top management. Sections from officers' reports of the 1967 convention, in particular, help point out the degree of success of top level union leadership in attaining its stated objectives.

Results of the field study are presented in Chapter IV. These results are summarized in the main body of the text both from tables and written comments from the respondents. Detailed tabulations of the results are presented in Appendix IV. Included in the text is a statistical analysis which indicates that at the 0.05 level a significant difference does not exist among the nine areas concerning their first choices of the questions

of concern.

Interpretation of the statistical data presented in the tables follows and supporting works are recalled where they apply. This section includes replies to the questions to be answered by the research which were presented previously in this chapter.

It is concluded in Chapter V that job and income security, used interchangeably in many publications, are not the same and that distinction is essential. The more precise term, "job loss protection," is used in this research. The respondents see differences in importance between job loss protection and income loss protection. It is observed that attempts at the state and national level have historically aided the individual in helping prepare him for gainful employment, but the OCAW has not been able successfully to negotiate job or income guarantees.

CHAPTER II

RESEARCH DESIGN

OCAW locals vary in location, size, and coverage of industrial segments. These are constraints which limited this primary study to the mailed-questionnaire method. Methods used by the union to determine questions of concern are the vote in biennial conventions, the deliberations of national bargaining policy committees and informal feedback.

A thorough search of secondary data showed that a study of the membership would be costly and the author believes it would be of little more value in determining the questions of concern than a survey of a representative member in each local. The financial secretary was chosen from the available local officials as the most representative source. Several interpretation courses were open. For example, the decision had to be made whether to weight the first choice of the questions differently from the second or third choice; to weight the choices from a financial secretary of a large local differently from a financial secretary of a small local; or to weight the perceptions of financial secretaries in the more powerful Oil Workers

International Union (OWIU) segment differently from those in the United Gas, Coke and Chemical Workers (UGCCW) segment. It will be shown that each questionnaire is weighted equally because each financial secretary's opinion is assumed to be equal in importance. For illustration, however, choices of the questions of concern are ranked in their order of importance to the respondent and weighted accordingly in the statistical analysis to be presented later.

A constraint influencing research design and sources of data is secrecy. This constraint limits citing of specific sources of information and other primary data. This is in addition to that secrecy expected from the custom traditionally ascribed to fraternal organizations which some unions purport to be. It was an obstacle throughout this study and is, in the author's opinion, a result stemming from the operation of union members in a somewhat suspicious environment. Distrust of outsiders is not limited to labor unions. Care has been taken in gathering these data and in their presentation herein not unduly to embarrass or inconvenience any information source.

Timing was an important consideration in research design from several viewpoints. The questionnaire had to be filled out in a relatively short time interval to preserve comparability. Many collective bargaining agreements had expired or were expiring during the period in which it was desired to make this field study. Contracts

in the industries covered by the OCAW were changing in 1966 from one to two year duration; therefore the next time this condition would exist would be in late 1968 and early 1969. A sample at the time selected, late 1966, insured that the questions of concern had been considered at some length and were well formed. By surveying under the university letterhead, it was assumed that local union leaders would not be compelled to advocate those demands agreed upon for unified presentation to company management as conditions for collective agreement. Rather, the questionnaire would be an opportunity for each respondent to profess his actual beliefs.

The questionnaire and cover letter, Exhibits 1 and 2, pages 24 and 25, were designed to bring forth the ideas of the respondent concerning current labor problems and to encourage him to make additional comments. The comments are valuable for gaining insights into the feelings and sentiments of those men. Their sincerity is obvious.

Secondary Data

Secondary research uncovered much applicable material but few studies were recorded at the local levels and none was published at the local union level of the OCAW. In addition to the excellent texts available, notably Taft[1]

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[1]Phillip Taft, Organized Labor in American History (New York: Harper and Row, Publishers, 1964).

and Chamberlin and Kuhn,[2] a particularly useful source of supporting data was the study of five locals by Miller, Zeller and Miller[3] and Rothbaum's[4] work on the international level.

Annual and biennial proceedings of the OWIU and OCAW were important sources for this study as well as various publications by the OCAW International concerning bargaining policy and research. Their monthly newspaper, "Union News," was also an important source. Weekly news magazines and trade journals were consulted, as were published Congressional Hearings. Selected references are cited from these secondary data as this work progresses. These sources are, as a group, housed in the Oklahoma University Library, the Oklahoma City Public Library, the Oklahoma City University Library, the OCAW union headquarters in Denver, as well as the libraries of private sources of information.

Method and Sources of Primary Data

Method is the mailed questionnaire. Sources of primary data are the financial secretaries from the responding local unions.

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[2]Neil W. Chamberlin and James W. Kuhn, Collective Bargaining (New York: McGraw-Hill Book Company, 1965).

[3]Robert W. Miller, Frederick A. Zeller and Glen W. Miller, The Practice of Local Union Leadership (Columbus: Ohio State University Press, 1965).

[4]Melvin Rothbaum, The Government of the Oil, Chemical and Atomic Workers Union (New York: John Wiley and Sons, Inc., 1962).

In late September, 1966, the author had attempted without success to contact a nearby local to clarify his perspective necessary for the research design. Other union officials in unrelated industries were informally interviewed to aid in this preliminary work. Several questionnaires were designed. The resulting questionnaire and cover letter were further criticized by Dr. M. C. Phillips, Professor of Marketing, University of Oklahoma, on Saturday, October 5, 1966. During this exploratory period, the author had made contact with another official of the OCAW and was able to secure a list of locals published in August, 1966. This union list included the names of the local presidents and financial secretaries. It proved surprisingly accurate; only five questionnaires were returned because of incorrect addresses.

The supplier asked that his name not be mentioned. One of the conditions for receiving the list was that the mail-outs not be sent to the union officials by name, which would have constituted a violation of the OCAW constitution, disciplinal by expulsion.

Questionnaire and Cover Letter Design

The questionnaire was designed so that subdivision within the industries could be determined and so that the respondents could be led into the main question. Nine current problems were listed with an option to add others. It is recognized that the ranking of over three to five questions

is difficult for anyone to do in a few moments with a reasonable degree of accuracy, but it was necessary to name as many problems as were feasible.

A new questionnaire with cover letter was designed incorporating suggestions from Dr. Phillips, Dr. D. A. Woolf, Associate Professor of Management, University of Oklahoma, a nearby OCAW official, and others. It was personally delivered and tested on a nearby union financial secretary. The union officer was timed and observed while he completed the form. The questionnaire and cover letter were again modified to reflect the conclusions from this observation; i. e., the test showed that if "wages and salaries," a more or less all-inclusive term, was used rather than "hourly pay," the respondent paused. He tended to view the whole package as wages and salaries. This was to be expected because the union, companies, and periodicals usually convert all union gains into an equivalent amount per hour or a percentage.

Financial secretaries were asked to rank the questions in the order of importance to themselves. It is felt that division of rank beyond the first four would be of little value. Yet, there was little choice but to list the questions for purposes of enumeration. The respondents added very few additional questions of concern.

Definition

The opening statement of the cover letter tells the recipient of the author's interest in the areas of

COLLEGE OF BUSINESS ADMINISTRATION
DEPARTMENT OF MANAGEMENT

THE UNIVERSITY OF OKLAHOMA

NORMAN, OKLAHOMA 73069

Dear Mr. Secretary:

As a student of Industrial Relations under Dr. Donald A. Woolf, I have become very interested in the area of labor's concerns of today.

The enclosed questionnaire is designed to take only a moment of your time. However, any additional ideas, comments, or suggestions from your experience would be of great benefit.

The completion and return of the questionnaire will be most helpful to me as a student, and since I must complete this work during the present semester, its return at your earliest convenience will be greatly appreciated.

This information will be treated in the utmost confidence and in no way can it be traced to you or your local.

Very truly yours,

C. B. Lepak

C. B. Lepak

EXHIBIT # 1

QUESTIONNAIRE

The majority of your members are working with (check one on each side):

Oil	☐	Exploration	☐
Petro-chemicals	☐	Production	☐
Other chemicals	☐	Petroleum refining	☐
Atomics	☐	Hydrocarbon processing	☐
Service company	☐	Other (describe)	☐
Other (describe)	☐		

How many members are in your local now? _____ Two years ago? _____

Please read the listed questions facing labor and add any more you think should be added. Then number them in order of their importance to you. For example, the most important would be No. 1 and the least important would be No. 10 (11, 12, etc.).

Job loss protection	☐	Hourly pay	☐
Pensions	☐	Income loss protection	☐
Early retirement	☐	Political education (members)	☐
Membership	☐	Cooperative bargaining	☐
Other (describe)	☐	Automation	☐

Do you think management looks down on union officers in any way in your area? ☐Yes ☐No In any other local? ☐Yes ☐No

Do you think management obstructs union membership in any way in your local? ☐Yes ☐No In any other local? ☐Yes ☐No

Your age - _____. Fair pay can be gained most effectively by:

In which part of the operation do you work?

Negotiation	☐
Strike	☐
Boycott	☐
Whipsaw	☐
Other (describe)	☐

COMMENTS:

EXHIBIT # 2

labor's concerns of today. This base is further built in the questionnaire by asking the respondent to read the listed questions facing labor and to add those others that he thinks should be added. In this study, questions of concern are defined in the sense that need exists for the alleviation of problems of concern to labor at the local union level, and for which adequate working relationships have not as yet been established. These could be questions concerning internal union affairs, political considerations, or companies. For example, automation would appear to be a question of concern to the members of the OCAW as well as to companies and the government. Automation, in general, is a term which implies technological advances in methods and equipment which result in more automatic and continuous production. It is not a new concept, having been in existence since at least the beginnings of mechanization. However, its degree of importance is growing daily with the profound changes which are sometimes described as a communications revolution.[5] Examples of increasing automation in hydrocarbons are fully automated gathering systems combining producing areas and concentration of processing facilities. The effect in the eyes of labor might be to displace workers or, upon implementation, require other skills and education than those

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[5]Charles J. Lynch, "The Communications Revolution," Science & Technology for the Technical Men in Management, (April, 1968), pp. 6-113.

traditionally held by labor in that particular industrial application. The word "automation" in the questionnaire means that implementation of modern technology and methods has caused, or is likely to cause, changes perceived to be threatening, perhaps, to the established interrelationships among the parties involved. Therefore, need is created for solutions to the problems brought about by impending changes. The need has, as yet, not been met by mutually agreeable working relationships. A goal concerning automation from labor's viewpoint might be to fulfill that need. Attainment of the goal would neutralize concern.

Conducting the Field Experiment

All OCAW local unions were sampled -- 499 in the United States, one in Puerto Rico, and sixty-six in Canada. A record of mail out and response is presented in Tables 11 and 12, pages 180 and 181, Appendix II.[6] Overall percent of return from the locals was a gratifying forty-six percent. It should be noted that the bulk of the Canadian returns was received approximately one month later than the United States and Puerto Rico returns. This was caused by delay in the mails of a packet of Canadian stamps.

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[6]It was anticipated that useful information might be obtained by sending the same questionnaire to the nine OCAW district financial secretaries. The record of mail out and response of these officials is included in these tables.

Collective Bargaining Goals of the OCAW

The research design described aids in the determination of the main questions to be investigated by this research and listed earlier.

To help identify some of the goals expressed by top union management the text of a cover letter from the OCAW president is introduced. This letter was distributed to all bargaining groups in the petroleum industry and was available to all locals. It accompanied a manual on oil bargaining policy distributed in late 1966. Chemical bargaining policy had not been formalized at that time.

> TO: All Bargaining Units in the Petroleum Industry
>
> Dear Sirs and Brothers:
>
> In this manual you will find more than substantial facts to justify the Oil, Chemical and Atomic Workers International Union's proposal to the oil industry under the 1966 National Bargaining Policy Program.
>
> Qualified information is provided for our NUMBER ONE OBJECTIVE: JOB SECURITY which we must pursue with determination. Documentation is also provided to substantiate our reasonable proposals on wage increases.
>
> The elimination of the 1964 inequities between companies is unmistakably necessary. We all know from experience that it takes more than facts and justice to win major objectives in collective bargaining. More important in negotiations is a united spirit and united action by the membership. This is a message management hears and respects; this is what we must reflect to the companies.
>
> I am most gratified by the strong ratification vote cast by the membership and

by indications of support which have come to your International from other unions -- both AFL-CIO and non-affiliated unions.

We are the dominant union in oil and we must demonstrate that position now by an utmost effort in negotiations. The maximum effort on the part of each and everyone of us is needed now.

My best wishes for a united and successful program.

Sincerely and fraternally,

(Signed)

A. F. Grospiron, President

AFG:csc:d

In this letter the OCAW President is apparently setting an objective and exhorting his bargaining units to preserve a united front. However, job security is a rather imprecise term. Based upon bargaining demands at the time of this research, the concept as used by OCAW international officials included neither employment nor income guarantees.

CHAPTER III

BACKGROUND OF THE PROBLEMS

The OCAW is far flung; it operates in companies having as few as two employees and as many as 2,200.[1] Its members are represented in categories ranging from asphalt manufacturing through crude production, gasoline plants, gas utilities, grease, lubricating oils and waxes, marketing, petrochemicals, and refineries to terminal and other miscellaneous operations in the petroleum and gas industries. The total number of production workers in these categories in 1966 was 311,000.[2]

OCAW representation in the chemical industries ranges from alkalines and chlorines through carbon black, cosmetics, cyclic crudes, drugs, dyes, explosives, fertilizers, gases, ink, inorganic chemicals, pigments, organic chemicals, paints, plastics, soaps and other operations. Production workers here totalled approximately

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[1]Tables 13 through 16, Appendix III, pages 183 through 188, summarize categories, standard industrial classification, number of companies and employees.

[2]U. S. Department of Commerce, Statistical Abstract of the United States. 1967. (Washington, D. C.: Government Printing Office, 1967), pp. 226-228.

571,000[3] in 1966.

In the atomic (nuclear) and other industries, the horizons are extended even further with members working in abrasives, asbestos, mining and processing nuclear elements, concrete, gypsum and other building products, foods, beverages, grain and vegetable oils, laboratories, metals, machinery, mining, paper and wood, transportation, and wholesale and retail operations. Numbers of these are not estimated.

Coordinating and then acting upon the needs of the lower levels should not be an easy task for international officials or local level officials for that matter.

Before proceeding with events relating directly to the OCAW we shall explore findings from other research which bear directly on the questions.

Participation of the Membership in Local Union Activities

According to Stieber, the belief is widespread that membership interest in union affairs is tied closely to the frequency of contract negotiations.[4] Management's interest could be said to vary directly with this frequency also. However, by its widespread activities,

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[3] Ibid.

[4] Jack Stieber, "Evaluation of Long Term Contracts," New Dimension in Collective Bargaining, edited by Harold W. Davey, Howard S. Kaltenborn, and Stanley H. Ruttenberg (New York: Harper and Brothers, Publishers, 1959), p. 145.

numbering among them 1,577 contracts with 1,087 companies, the OCAW would appear to offer ample opportunity for member participation. Most of the contracts have been of a one year duration. Add these considerations to the OCAW practice of using affected members in contract negotiations, plus the work of day to day union activities concerning grievances and various shop issues, and participation becomes almost a necessity.

On the other hand, one OCAW local union official stated: "All they (the membership) do is sit on their fat asses with their bellies full. The only time they think is when they're out there on the picket line."

Apathy is a general problem among many unions. Members themselves recognize it as a problem. Thirty-eight percent of the respondents from a study of five locals in one community listed "Lack of interest by local union members" as their number one problem. "A hard management to deal with" was second with thirty-five percent; and "Poor local union officers" was third with twenty-seven percent.[5]

Membership Perception of Local Union Goals

Apathy may be influenced by membership perception

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[5]Five local unions of the steelworkers, automobile workers, and rubber workers - all products of the CIO - were examined by Robert W. Miller, Frederick A. Zeller, and Glen W. Miller, The Practice of Local Union Leadership (Columbus: Ohio State University Press, 1965), p. 49.

of the goals of the locals, according to Miller, Zeller and Miller. Members believe that local unions should achieve a variety of broad and narrow objectives. In the study cited, more than half of those who returned questionnaires indicated that their local union should accomplish goals of higher wages, better working conditions, protection of workers from management, better health, pensions and insurance benefits, more job security, better seniority plans, equal rights for all workers, more member interest in the affairs of the local union, greater unity in strength, and more members educated in union affairs. Between one-third and slightly more than one-half of the members in the samples believed their union should strive for longer vacations, more holidays, more social and recreational activities, a better life for all people in the community, more support for the aims of the International, more organization of unorganized plants and more political activities from members.[6]

To say the least, these objectives are wide in scope. They illustrate the desirability of polling a member who has been in close contact with other members, sharing their trials and thoughts over a period of time, and through him distilling out the most important questions facing labor. This approach is used in the present research.

It was observed in the study mentioned that many

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[6]Ibid., p. 44.

of the members indicating a preference for broader goals are merely rationalizing to make socially acceptable the idea of unionism to what they believe university-oriented researchers might sanction. This is not uncommon in our country. Businessmen are in business to serve the public, not to make a profit. Similarly, the bargaining unit member might maintain that the primary objectives of unions are to foster the broader social interests and welfare. Based on data acquired both by questionnaire and interviews in the study mentioned above,the authors held it realistic to assert that the bulk of the membership supports the accomplishment of goals that are local in nature and that result in short-run returns to members.[7]

An observation by Miller, Zeller, and Miller (in a footnote) is helpful in placing this study in perspective:

> During the period of time embracing this research, many of the workers organized in unions appear to be obsessed with the fear of displacement from their jobs. This obsession is fed by considerable attention given by the mass media, public officials, scholars, and others to the displacement effects of such phenomena as automation and technological change, foreign competition, and intense inter-industry competition. Probably many members realize their unions are relatively powerless to counter such threats and, hence, become apathetic with respect to organizational affairs. It may be that the difference between the much heralded "good old days" of the thirties and forties and the problem-studded fifties and early sixties can be accounted for by the proposition that in earlier years members perceived their unions to be effective for dealing with their vital interest and problems, whereas

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[7] Ibid., pp. 45-46.

> today this is less and less so. Further, in the sixties government is underwriting some of the insecurity previously tackled by unions.[8]

Fear of displacement has been brought forth by the present research also, because job loss protection will be shown to be of first importance.

Local Union Officers' Perceptions of Local Union Goals

The authors also studied the goals of the five CIO locals as perceived by their local union officers, i. e., the president and the executive boards. A fundamental characteristic of their findings is the strong unanimity of belief among local union officers that their locals are striving for a narrow range of objectives related to their members' welfare on the job. Forty-one officers surveyed listed the perceived local union goals as "better working conditions" -- thirty-one times; "higher wages" -- twenty-five times; "better insurance, retirement, and unemployment benefits" -- nineteen times; "increased protection from management (management fairness)" -- fourteen times; "improve the welfare of the members" -- six times; "greater job security" -- five times; and eighteen other goals -- thirty-two times.[9]

The authors felt there were no basic differences

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[8] Ibid., p. 47.

[9] Ibid., pp. 90-91.

in orientation between the goals which members desire and those which officers reflect. However, their findings indicate that the officers of the locals were unaware of their members' attitude toward wages: "When asked what aims they thought members wanted the local to accomplish, the officers' most frequent reply was higher wages."[10]

The findings from this local level study indicate generally that local union officers find members demanding an overwhelming number of objectives, but the officers are generally enmeshed in details relating to grievances and day-to-day problems. It is not surprising that what the officers believed the members wanted and what they reflect regarding membership needs are significantly different. Therefore, the wording in the questionnaire used for this research is quite important -- "What do you believe...."

In a like manner, delegates to the prebargaining conferences of the OCAW may be influenced by what they believe the membership wants. These beliefs may not be the objectives which the membership seeks.

Job Attitudes

Current industrial relations literature does not refer frequently to basic studies concerning work motivation, a rather curious tendency. However, findings presented in this paper support the basic studies. An example is a

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[10] Ibid., pp. 93-94.

summary of 155 experimental psychological studies by Herzberg, et al.,[11] concerning relative importance of specific job factors on job attitudes. It was concluded that security consistently ranked as probably the most important factor of the ten major factors discussed. The other nine factors in descending rank were opportunity for advancement; company and management; wages; intrinsic aspects of the job; supervision; social aspects of the job; communications; working conditions; and benefits.

Aspects of the security factor which the authors considered were steadiness of employment; company stability; continuous work prospects; self-adequacy; seniority; feeling of being valued by the firm; having a trade; opportunity to learn a trade, job skills or a career; and influences of political processes on government positions. The authors noted that the importance of wages to the employee is quite frequently overestimated by employers who generally rank it among the top two or three factors in employee job attitudes.

While Herzberg's study was not directed toward the questions of concern to labor in the manner in which this research has been directed, it nevertheless serves to emphasize the importance placed on stable employment by employees in their job attitude. It appears reasonable that attitudes should find expression in collective bargaining.

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[11]Frederick Herzberg, et al., Job Attitudes: Review of Research and Opinions (Pittsburg, Pa.: Psychological Service of Pittsburgh, 1957), pp. 72-85.

It was noted previously that union officials tend to overestimate the importance of wages, in much the same manner as noted above. According to Herzberg, working conditions and fringe benefits may also be overemphasized.

Other prominent authors have published works useful for comparison with the results of the primary research cited and the present research which is to be presented in the following chapters. Dubin, for example, has written concepts of motivation and status which are supported by the responses observed herein. Dubin believes that awareness springs from man's experience that society expects him to provide for himself and his family. Man has internalized society's norms in this regard.[12] Gainful employment appears to be a fundamental norm in our society.

Loss of employment can result in a loss of status and endanger self-confidence. Barnard saw status as a strong, probably indispensable, developer of the sense of responsibility and reliability.[13] He regarded loss of status as a serious injury to the personality. Similar sentiments concerning the loss of individual pride which accompanies job loss were expressed in a written comment from a research questionnaire respondent from Tennessee. A good job is, apparently, somewhat scarce in the view of the job holder

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[12]Robert Dubin, Human Relations in Administration, ed. by Robert Dubin (2nd ed. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1961), pp. 49-54.

[13]Chester I. Barnard, "Functions of Status System in Formal Organizations," Ibid., pp. 285-297.

at "manual" levels as well as the levels of better educated observers.

Perlman[14] contended before the great depression that manual groups have their economic attitudes basically determined by a consciousness of scarcity of opportunity. He felt scarcity of opportunity characterizes these groups and stands out in contrast with the businessman's consciousness of unlimited opportunity. This observation is also supported by the present research. It is reasonable to expect that if respondents perceived that they could find comparable employment in another job opportunity without disruption that security type questions would not predominate.

Basic works cited tend to support the findings of this paper but other less extensive primary works may not. One of these is a study by Graham and Valentine,[15] Oregon State University, entitled "Member Attitudes and Union Survival," regarding right-to-work legislation in Texas. It showed that eighty percent of the respondents (union members) indicated laws in that state were the greatest problem facing local unions. Because their study was intended to determine the perceived pattern of member expressions of union survival it does not directly contradict

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[14]Selig Perlman, A Theory of the Labor Movement (New York: The MacMillan Company, 1928), p. 231.

[15]Robert G. Graham and Milton Valentine, "Member Attitudes and Union Survival in a Right-to-Work State," Personnel Journal, Vol. 46, No. 9, October, 1967, pp. 585-588.

the findings of Miller, Zeller and Miller or of the research to follow. However, it serves to emphasize the importance of the description of the whole research and not just the answers to isolated questions.

Observations on Security-Type Questions

Historically, seniority has been paramount on the question of job security in labor relations, particularly in regard to layoffs.[16] Professor Drought of Temple University considers seniority as a fundamental persuader in convincing employees to vote for a union.[17] Seniority provisions are included in OCAW collective agreements examined in the course of this study, yet the question appears to be a resolved issue at this time. Seniority provisions have been superseded by other security-type questions like job reinstatement policies, insurance and others to be explored in the collecting agreement section of this presentation.

Job security apparently is a rather general concept to OCAW top officials, as well as to some authors. Often there is no differentiation between wage and employment guarantees. A footnote exemplifies this observation from an article in the Monthly Labor Review concerning wage and

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[16]Neil W. Chamberlin, Labor (New York: McGraw-Hill Book Co., Inc., 1948), pp. 260-261.

[17]Neal E. Drought, "Grievances in the Non-Union Situation" Personnel Journal, Vol. 46, No. 6, June, 1967), pp. 332-336.

employment guarantees in major agreements:

> As defined in this study, wage and employment guarantees assure a minimum amount of pay or employment to eligible workers who start work or report for work at the beginning of the guarantee period. Some contracts promise a stipulated amount of employment; others guarantee a certain amount of pay. However, since little real distinction exists in practice between these two types of guarantees, the terms "Wage guarantee" and "Employment guarantee" are used interchangeably in this report.[18]

The author apparently argues that expenses to the employer are about the same for wage or employment guarantees. However, from the viewpoint of the individual, income without work is not the same as income gained from work. It would appear that more self-respect is coincident with gainful employment because it conforms to individual and society's expectations. Herzberg, et al., considered self-respect an important aspect of security.

This article is significant to this study in another respect because it notes that of 1,770 major agreements studied by the Bureau of Labor Statistics in 1963, weekly wage or employment guarantees were provided to some or all workers by 117 major agreements which covered 513,000 workers. Most of the agreements (eighty-one) were in non-manufacturing industries, chiefly trucking, local transit, and retail trade. All thirty-six agreements in manufacturing having weekly guarantees were in the food

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[18]Arne H. Anderson, "Wage and Employment Guarantees in Major Agreements," Monthly Labor Review, Vol. 87, No. 11, November, 1964, pp. 1287-1290.

industry: nineteen in meatpacking and twelve in dairies. The article went on to state that the Teamsters Union negotiated almost half of the agreements with a weekly guarantee, with most of the remaining agreements having been bargained by the meatcutters, retail clerks, packing-house workers, street, electric railway employees, or machinists.

Most of the concern for wage and employment guarantees has been on a national level. Illustrating this point is a more recent editorial in the Monthly Labor Review entitled "Income Guarantees: A Spectrum of Opinions":

> The guaranteed income, only a short time ago considered the brainchild of radical economists and idealistic political thinkers, has in the past year been espoused by a variety of people for a variety of reasons. Such groups as the President's Commission on Technology, Automation, and Economic Freedom, The Council of Economic Advisors, and the White House conference "To Fulfill These Rights," have considered income guarantees among the possible answers to problems they are trying to solve, be they equal rights, automation, unemployment, or consumption.[19]

In the United States ample precedent has been established for attacking this problem from society's standpoint. The public school and private school system are engaged in this regard. The "GI Bill of Rights," Vocational Rehabilitation Acts -- both federal and state, Job Corps, and the Manpower Development and Training Act

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[19]"The Labor Month in Review," Monthly Labor Review, Bureau of Labor Statistics, Vol. 90, No. 2, February, 1967, p. III.

of 1962 (as amended in 1965 and 1966) are examples of public concern. Indeed, full employment has been a government policy since the Full Employment Act of 1946. W. Willard Wirtz, Secretary of Labor, reinforced this aim in 1965 in stating:

> Relentless industrial progress and complex technological advances have resulted in radical changes in our way of life. And since most Americans must begin their pursuit of happiness with the simple fact of a secure job, accommodation to these changes has become a national necessity.[20]

The MDTA, supported by Wirtz, is a labor law particularly applicable to job loss protection, especially its provisions for training and skill development programs; occupation training, basic education training, on-the-job training and youth training.

The act provides for cooperation between the Secretary of Labor and each state, or the appropriate agency within each state, for carrying out its provisions. Decentralization and federal-state cooperation are keynotes. A small monetary allowance to assist trainees during training is provided.[21] Basic education provisions of this act involve educational institutions. On-the-job training implies cooperation between various state and federal agencies and businesses.

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[20]U. S. Department of Labor, MDTA, A Summary of the Manpower Development and Training Act of 1962 as Amended, (Washington, D. C.: Manpower Administration, Office of Manpower Policy, December, 1965), p. 1.

[21]Ibid., pp. 2-24.

Business is actively participating. Many companies are engaged in projects not insignificant in helping develop manpower which has a direct bearing on job loss protection. Not only are company resources directed toward training employees to utilize new technologies and methods, they are also used in helping to meet tuition costs of employees at the high school, undergraduate, and graduate college levels. In-plant high school and college courses are very often available and, in more progressive companies, enthusiastically encouraged. Practical businessmen accept the fact that many of the employees their company helps to educate leave for more satisfying jobs elsewhere in business, government, or education. But employees were lost in this manner before formal education was offered on the job and most recognize the duty of the individual to utilize his talents to the fullest extent possible. Further, the host company has the comfort of first choice.

In some industries, such as oil, a special problem exists in education programs. It is generally customary to change shifts frequently, particularly in refining operations. Therefore, sustained formal education would be out of the question for shift-changing workers except in specially tailored educational programs. Even then it is doubtful that the individual could study and work efficiently when forced constantly to adapt himself to changing sleep schedules. Energy is drained.

The impact upon security-type questions by education may have another facet. Knowledge of a subject or situation could cause fear to increase or decrease regarding the same subject, but despair, or unreasoning fear, should be dispelled.

We have explored works which bear upon the security-type questions of this research. We proceed to OCAW employment trends within the industries it has organized to observe how it is faring numerically before we examine its role in national labor affairs.

Production Worker Employment Trends and Pay Rates in the Hydrocarbon and Chemical Industries

Published OCAW proceedings show an overall decline of twelve percent in dues-paid members from May 31, 1957 to April 30, 1967, and an approximate six and one-half percent decline in membership (dues cards issued) since 1960.

Peak dues cards issued were 186,506, October 31, 1957, with dues-paid members for that month of 188,692.[22] The union reported a steady decline in membership in each convention since 1958 except in the 1967 convention and even then dues paying members have stayed relatively constant since 1963. Details of membership numbers are

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[22]An explanation for more dues-paid members than cards may have been because of late payments for the previous month.

presented in Table 17, Appendix III, page 189.[23]

The "Float" column is the author's terminology for members out of work. It is the difference between dues-paid members and dues cards issued. Some members are out on approved strike and are therefore excused from paying dues; some are called to military service; some are deceased and the rolls do not immediately reflect the fact. Some of these effects are countered by new members, or reinstated members.

In the report of the secretary-treasurer to the OCAW ninth constitutional convention, 1967, B. J. Schafter reported out-of-work members represented fifty-two percent of the total unpaid members. Twenty-five percent represented dues owed by members suspended, recipients of withdrawal and transfer cards, etc. The member exonerated from payment of dues because of strikes represented twenty-three percent of the total unpaid members, an increase from the twelve percent reported for the previous two years.[24]

The high number of members out of work reported in 1967 was almost twice that of the year before. It was exceeded only in the recession year of 1958. This number

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[23]OCAW, Proceedings of the Fourth, Fifth, Sixth, Seventh, Eighth, and Ninth Constitutional Conventions, 1958, 1959, 1961, 1963, 1965, and 1967.

[24]OCAW, Proceedings of the Ninth Constitutional Convention (New York, 1967), Officers' Report, p. 26.

could result from economic conditions, the result of aggressive union policy, or both.

To evaluate the implications of the reversal on the decline of membership in the OCAW, it is necessary to evaluate employment and earnings trend in the industries of primary importance to the union.[25]

During the period from 1960 through 1966 there were declines of approximately twelve and seven-tenths percent (12.7%) in the number of production workers employed in crude petroleum and natural gas; and approximately seventeen and three-tenths percent (17.3%) decline in the number of production workers engaged in petroleum refining and related industries. During the same period, almost ten and seven-tenths percent (10.7%) increase in the number of production workers engaged in chemical and allied product industries was experienced. Total employment in these industries, the primary areas of operation of the OCAW during this period, shows a net gain of almost one percent (1.0%), or 8,600 production workers.

Total number of production workers in crude petroleum and natural gas shows a constant decline in the 1960's, perhaps due to the increasing importance of overseas production of hydrocarbons relative to that of U. S. production. Petroleum refining and related industries show a constant decline until 1965, at which time the

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[25]Tables 18 and 19, pages 190 and 191, give relevant data.

trend was reversed. Between 1965 and 1966 this classification increased approximately one and four-tenths percent (1.4%).

Except for a small drop between 1960 and 1961, the chemical and allied products category shows a steady increase in the number of production workers. These relatively large numbers served to reverse the overall trend for the composite of all three classifications. Between 1965 and 1966 the total number of workers in the three classifications increased approximately two and one-half percent (2.5%).

During the same period, 1965 to 1966, dues cards issued by the OCAW increased slightly more than one percent (1.0%) while dues-paid members increased slightly more than eight-tenths percent (0.8%).

Weighted annual average hourly earnings for the workers in the three classifications were approximately $3.01 per hour for 1966, relatively high earnings when compared with hourly earnings of production workers in other industries.[26] Average annual earnings for workers in the hydrocarbon and chemical industries for a forty-hour week, fifty-two-week year would be approximately $6,260 per worker in 1966, excluding overtime, night bonus, or fringe benefits. Assuming a three and one-half percent

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[26]U. S. Department of Labor, Handbook of Labor Statistics, 1967 (Washington, D. C.: Government Printing Office, 1967), p. 149.

(3.5%) increase per year in hourly earnings, the average annual earnings per worker would be approximately $6,700 for 1968, or $3.22 per hour.

It is appropriate to mention at this point a current event which is emergent from the experiences and expectations of the workers in the hydrocarbon industry. Business Week, early in March, 1968, reported a meeting in late February of 270 delegates representing the approximately 65,000 oil workers of the OCAW. These workers are employed by twenty major companies. They reportedly told their union leaders the demands they wanted presented in upcoming bargaining:

1. Wage increases ranging from seventy-five cents to $1.50 per hour;
2. Full employer payment of hospital and medical insurance for employees, dependents, and retirees;
3. Higher night premium payments (possibly ten percent of base pay on the swing shift and fifteen percent on the midnight shift);
4. A vacation bonus that would amount to double pay during the four-week vacation periods.[27]

The article went on to state that this prebargaining conference represented an opportunity to sense the mood of the membership rather than an attempt to frame firm contract proposals. "The demands will serve as a basis to go on when the union's national oil bargaining committee meets to make formal recommendations

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[27]"Labor Briefs," Business Week, March 2, 1968, p. 124.

in June, he said." ("He" was identified as a union spokesman.)

Business Week mentioned further that negotiations would probably begin in the fall, with some 350 contracts involved. In addition, 17,000 oil workers in smaller companies were covered by contracts that usually followed the pattern of the major companies. The article stated that the average hourly wage for oil refinery workers was $3.85, which is somewhat greater than the industrial average of $3.22 per hour cited previously.

Several observations are apparent from these data. For the OCAW as a whole, local union membership in the chemical and allied products industries are having, or will have, increasing effect upon union policy if numbers are meaningful. Relatively speaking, the individual worker in refining enjoys a higher wage than workers in crude oil, gas, chemicals and other industries. High pay would appear to make the job of organization more difficult to industries covered by the OCAW.[28] Pay rate difference among union segments would appear to be a condition for dissatisfaction within the union organization. Although the union has reversed the trend of an absolute loss in number of members since 1965, it is not gaining members as fast as the number

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[28]The feeling that the oil industry is difficult to organize persists among OCAW union representatives interviewed. Relatively high pay, however, does not affect unionization of certain professions. The Air Line Pilots Association, for example, approaches 100 percent membership coverage with average member salary about $20,000.

of production workers are increasing in the industries listed; it is losing members percentage-wise. The percentage increase from 1966 to 1967 in the OCAW was approximately two and one-tenth percent (2.1%), which is less than the overall increase (4.6%) of the percentage of workers engaged in the primary industries covered by the OCAW for the period of 1965 to 1966, the latest period for which figures are available. Moreover, dues-paid members actually dropped one percent (1.0%) during this same period.

Even though the union appears not to be gaining members at the rate of increase of production workers in the hydrocarbon and chemical industries, the reversal of the trend of a net loss each year is quite important to the union. However, it is unclear from the evidence what effect the increase in the number of OCAW members out of work will have in the long run. The strength of a union is based heavily upon the membership, but an important part of that strength lies in the financial support of the members. The "float" category represents those unable to contribute to the financial support of the union. Worse, they represent an immediate liability because efforts on their behalf constitute a drain on union resources, funds and manpower.

We have examined employment and hourly pay trends in the OCAW and in the industries organized by this union and touched upon a news release reporting upon events which

help shape bargaining policy. It is noted that this news release did not directly involve security-type questions even though the present research shows security questions to be first in importance. We shall now examine a brief history of the OCAW and its rather prominent role in national labor affairs relative to its small size.

OCAW Historical Sketch

The history of the OCAW, like many unions, traces its beginning to a period of labor strife. In this case the bitter labor strife in the oil industry shortly before the First World War helped spawn the AFL chartered International Association of Oil Field, Gas Well, and Refinery Workers of America (later to become the Oil Workers International Union), the forerunner of the OCAW. The strife was not only between the union and companies but also among rival unions. AFL president, Samuel Gompers, upon issuing the charter in 1918, helped set the stage for inter-union strife by granting a limited charter. "It shall in no way infringe upon the jurisdiction of any existing union or International Union."[29]

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[29]A rather vivid and somewhat passionate account of the early activities of the OWIU was written beginning in 1948. It was commissioned by former president O. A. Knight of the OWIU with the concurrence of the executive board. It serves several purposes; one, not insignificant, is that of a vehicle to carry over some of the lore and heritage built by men in this organization and by those with whom they interacted. See Harvey O'Connor, History of Oil Workers International Union - CIO (Denver, Colo.: OWIU, 1950), p. 13.

The resulting jurisdictional disputes helped splinter the labor movement and gave impetus to the formation of the CIO twenty years later.

At first the OFGWRW expanded rapidly, enjoying a peak membership of about 35,000 in 1920, then went into a long decline until it had dwindled to about 350 members in 1933.[30] This was due to poor organization on the union's part and the successful attempts of the oil companies to counteract organized labor.

Surprisingly, 1933 was the year the OFGWRW negotiated its first and only significant company-wide contract with the Sinclair group,[31] the only one negotiated between a union and a major oil company. Oil-patch rumors indicated this was part of the result of an attempt to keep Harry Sinclair out of jail. The rumors are vague about the details of why he was to have been imprisoned. More reliable sources indicate this was an outgrowth of the high mutual regard between Sinclair and H. C. Fremming, president of the OFGWRW.[32]

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[30] Ibid., pp. 19-28.

[31] OFGWRW: Sinclair Refining, Sinclair Prairie Oil Company, Sinclair Prairie Pipeline Company, Rio Grande Oil Companies, Articles of Agreement (June 1, 1934-May 31, 1935), XXVI Articles.

[32] Telephone conversation with Mr. A. L. Wickman, Director of Education, OCAW, Denver, May 20, 1968. The Sinclair agreement opened the way for organization of several thousand workers and later often served as an industry standard in agreements.

The New Deal-sponsored National Industrial Recovery Act was enacted June 16, 1933. Section 7a sanctioned the right of workers to organize for purposes of collective bargaining. This act spurred organization in the oil industry. The International had been merely existing in California. It maintained an office in the home of an OFGWRW official in Fort Worth. But after the Act was enacted locals seemed to spring up spontaneously throughout the industry.[33]

Three of these locals are credited by O'Connor with guaranteeing the survival of the union: Local 210 in Hammond, Indiana, a refinery center; Local 209 in Seminole, Oklahoma, a powerful oil field local which organized Sinclair's production; and Local 227 in Houston, Texas, which was the OFGWRW's anchor on the Gulf Coast. Hammond officers forged the structure of group meetings and group representation which came to be adopted by most refinery locals. They discouraged the AFL business-agent method of operation and insisted that the rank and file run the union. O. A. Knight, from Hammond, became OWIU president in 1940 and held this office and later the OCAW office until 1965.

The Supreme Court ruled the NIRA unconstitutional in 1935 and membership declined. Inter-union rivalry added to the problem. The AFL had made little progress in

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[33]Harvey O'Connor, op. cit., pp. 30-31.

organizing basic industries except in oil and coals. Craft unions, feeling that the craftsmen under the OFGWRW should be turned over to them, demanded that the oil union's charter be revoked in the 1935 AFL convention. Out of this grew a meeting between John L. Lewis, Philip Murray, and H. C. Fremming, in which was sketched the idea for a committee of industrial organizations. Within a month eight international union presidents had formed the Committee for Industrial Organization.[34]

The CIO grew in 1937, but the period from 1936 until 1940 was one of internal factionalism for the OWIU. From 1940 until 1945, more sound internal operating procedures were fashioned.[35] The union was involved in the labor strife in 1945 which led to the enactment of the Taft-Hartley Act in 1947. The period from 1945 until 1955 saw the development of national bargaining policies and the more extensive use of company councils.[36] Knight was trying to draw together his loose federation of locals.

The shift from the wartime forty-eight-hour week to the forty-hour week in September, 1945, was the issue upon which focused all the unresolved questions between

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[34] Ibid., pp. 32-37.

[35] Melvin Rothbaum, The Government of the Oil, Chemical and Atomic Workers Union (New York: John Wiley and Sons, Inc., 1962), p. 124.

[36] Company councils are groups made up of members employed by a particular company. They are named after the particular company; for example, the Phillips Council.

the oil companies and the OWIU during the Second World War. Hardly had Japan surrendered, September 2, 1945, when negotiation opened with the major oil companies concerning an increase in wage scales which would assure approximately the same take-home pay for the petroleum workers. Offers did not match demands so the locals of the OWIU struck. Approximately 60,000 workers were out of work. The International assumed no responsibility for the strike because wartime controls were still in effect.

The strike had national effect even with comparatively few numbers. In October, President Harry S. Truman ordered the Navy to seize twenty-six oil companies, and OWIU President Knight ordered members back to work.[37]

These were significant events, but probably more significant in 1945 to the OWIU was the success of international officers in launching the union monthly newspaper, The International Oil Worker, later to become the Union News. Now union officials had a comparatively effective communications means to add to the work of a willing staff to focus the efforts of the organization upon the accomplishment of specific objectives.

The union was not prepared to conduct successfully a national strike in 1945. District directors had been appointed in 1945, but no means were worked out to conduct national collective bargaining policy. The

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[37]O'Connor, op. cit., pp. 52-54.

delegates to the 1946 convention, influenced by the 1945 experience, formed a policy committee which restricted the affairs of this committee to questions of national concern, retained rank and file dominance, and established the requirements of ratification of the final agreement.[38]

Had the policy committee been formed earlier, perhaps the union would have been more successful in trying to establish company-wide bargaining in the negotiations with the industry and the government after the big 1945 strike. The company-wide bargaining issue has cropped up repeatedly in the intervening time, but, except for the Sinclair group, it has remained only a fond hope. Agreements today are negotiated with individual operating groups separately. However, since 1945, basic bargaining goals have been centrally determined.

Other events, important organizationally, occurred in the 1940's. The proceedings of the 1945 national convention contain a detailed report of the steps taken to organize the oil workers of Canada.[39] This attempt proceeded rather slowly; by the time of the 1952 convention, O. A. Knight reported only 3,000 members signed.[40] The union was investigating ways to expand their operations, especially in areas

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[38]Rothbaum, op. cit., pp. 132-133.

[39]OWIU, Proceedings of the Nineteenth Convention (Toledo, Ohio, 1948), pp. 19-20.

[40]OWIU, Proceedings of the Twenty-Second Convention (Philadelphia, Pa., 1952), Officers' Report, p. 10.

that avoided what was considered to be restrictive legislation in the United States. The Taft-Hartley Act is an example.

Earlier in the decade some evidence exists of International Union interest in the important Latin American oil industry and the growing Middle Eastern industry. President Knight was a member of CIO's Latin American Committee and attended the Latin American Confederation of Labor in Cali, Columbia in 1944 and 1945. O'Connor reports that the OWIU received an application for a charter from Saudi Arabia, but they decided it was too far away.[41] For whatever reasons, this union has not spread with the oil industry outside Canada and the United States, with the exception of Puerto Rico.

The basic organizational structure of the old OWIU has been carried over to form the basic structure for the OCAW. However, events continued to unfold which were modifying influences, especially in nuclear fuels mining and processing.

The Twenty-Third Convention of the OWIU saw the submission of a resolution from District 2 which had formed Local 2-652 in 1952 at Idaho Falls, Idaho, and more recently, Local 2-655 at Grand Junction, Colorado. Both represented portions of the atomic energy industry. Parts of the resolution stated:

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[41] O'Connor, op. cit., p. 51.

> It is recognized the economic future of this country will rest upon a keystone of atomic energy development.
>
> However, today there exists not one labor union devoted to serving the specific needs of atomic workers. Neither the C.I.O. nor the A.F. of L. have seen fit to establish a union for Atomic Workers as such. The most that has been accomplished in organizing this great aggregate of American workers is to stuff them into ancient craft unions of the A.F. of L. or to treat them as "allied workers" in one of the C.I.O. unions. In this respect of organization, however, the A.F. of L. has surpassed any efforts by C.I.O. unions inasmuch as most atomic projects are predominantly A.F. of L. controlled.[42]

The resolution went on to cite the success and compatibility exhibited in organizing the atomic workers at the Arco Atomic Project in Idaho. The resolution called for petitioning the CIO to give jurisdiction to the OWIU for organizing the atomic workers, creation of a division in the organizational structure of the OWIU, and inclusion of the name in the title of the International.

This resolution became fact in 1955 when "Atomic" was included in the name of the union. The OCAW had organized atomic companies by 1966 with employees totaling only 7,133 workers.

In the above record, President Knight cited the high cost of servicing groups of less than fifty members and informally decided that concentration of organizing

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[42]OWIU, Proceedings of the Twenty-Third Convention (Denver, Colorado, 1953), pp. 247-248.

efforts would be on larger groups.[43] The industry had suffered through a two-week strike called by the OWIU and other oil unions (April 30, 1952) which was mostly over wages. The union newspaper claimed that President Truman's Wage Stabilization Board[44] "shoved fifteen cents per hour down our throats."[45] In any case, strikes are expensive and use of the defense fund for relief of members on strike or locked out left a balance of $228,529 as of May 31, 1952.[46] This was not an impressive figure for a union with national aspirations even if funds could have been diverted from other uses and even if some strong locals had appreciable funds for strike purposes. This seemingly small event spurred attempts which led to the merger with the United Gas, Coke and Chemical Workers in 1955.

The UGCCW began within the United Mine Workers when the UMW was a part of the AFL. After the UMW separated from the AFL, the Mine Workers formed a district to

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[43] Ibid., Officers' Report, p. 4.

[44] Executive order 10161 created a tripartite wage stabilization board within the Economic Stabilization Agency. Cyrus Ching of the Federal Mediation and Conciliation Board was appointed chairman, 1950. See Philip Taft, Organized Labor in American History (New York: Harper and Row Publishers, 1964), p. 637.

[45] Editorial, International Oil Worker, May 19, 1952, p. 1.

[46] OWIU, Proceedings of the Twenty-Second Convention (Philadelphia, Pa., 1952), Officers' Report, p. 59.

cover gas, coke, and allied products made from coal. Later it included chemical by-products. A split eventually developed between John L. Lewis, president of both the UMW and the CIO, and other factions of the CIO. Lewis resigned as president of the CIO and pulled out the Mine Workers.[47] The break was formalized in October, 1942.[48]

Leaders of these miscellaneous locals met with the CIO Executive Board in June, 1942, to discuss the possibility of setting up a new international union for their phase of the industry. In September, 1942, delegates from several of these locals met in Niagara Falls, New York, and formed an international union which they named the United Gas, Coke and Chemical Workers of America. They applied for, and were granted, a CIO charter.[49]

In the early 1950's the OWIU had attempted merger with several independent oil unions and even ratified a merger agreement in 1954. But the merger movement died from strong opposition in the independents. In May, 1954, concurrent with the other merger attempts, the OWIU began merger negotiations with the UGCCW. These were affiliates of the same federation and had strong support from Walter Reuther, then president of the CIO.[50] Both organizations

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[47]OCAW, Fact Book (Denver, 1965), pp. 57-59.

[48]Philip Taft, Organized Labor in American History (New York: Harper & Row Publishers, 1964), p. 536.

[49]OCAW, Fact Book, op. cit.

[50]Rothbaum, op. cit., p. 31.

met together in February and March, 1955, and accepted a joint constitution, thereby creating the OCAW.

The UGCCW was more poorly organized than the OWIU at the time of the merger and smaller. It followed that the OCAW organizational structure took its form from the OWIU. Former UGCCW president, E. D. Swisher, was elected vice president of the OCAW, a post which he still holds at this date.

Phillip Murray, the head of the CIO, died November 9, 1952 and William Green, head of the AFL, died eleven days later. With their passing, many of the differences between the two main federations of American unionism faded away. The AFL-CIO merged in late 1955. While this event appears distant to this study of the questions of concern to OCAW local leaders, it does remove some of the likelihood of raids by rival unions, a serious consideration in district nine--Canada.[52]

The merger into the OCAW caused much adjustment, but for the purpose of this paper only the collective bargaining adjustment is relevant. The UGCCW, if anything, was even more autonomous regarding local union activities than the old OWIU. At least, they had not developed an

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[51]Philip Taft, Organized Labor in American History (New York: Harper and Row Publishers, 1964), p. 652.

[52]In May, 1968, the UAW, under Walter Reuther, withdrew from the AFL-CIO. Many of the 145 members of the combined federation have strong loyalties to the CIO. The OCAW is one with traditional loyalty.

organization centrally powered. They sought to reduce the international president's appointive power. These efforts are reflected in the careful wording of the OCAW constitution concerning the "watchdog" function of the Executive Board. The OWIU had had their policy committee (then named the Bargaining Policy Committee) whose function had to be modified to fit the less homogeneous chemical workers.[53]

The UGCCW attempted to liberalize the OWIU's strike requirements. To minimize strikes the OWIU required that seventy-five percent of the members of a bargaining unit approve a strike, rather than the simple majority required by the UGCCW. The ensuing compromise resulted in retaining the OWIU's seventy-five percent rule for eligibility for strike benefits from the international defense fund with an agreement to permit the international president to authorize a strike on the basis of majority vote.[54]

Since the merger on March 4, 1955, the OCAW has engaged in many strikes, but the last large scale disruption was immediately after World War II. Strikes have occurred both in refining and in other automated industries with something less than complete effectiveness. This casts doubt upon the strike as an effective weapon in attaining collective bargaining objectives in automated industries.

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[53]Rothbaum, op. cit., p. 32.

[54]Ibid., pp. 32-33.

Production is maintained by management personnel in automated plants for quite extended periods rather easily with little reduction in output.

The OCAW has had similar experiences; i. e., a strike of approximately one year's duration at the Shell Oil Company refinery and chemical plant in Houston ended early in 1963. The New York Times, in noting the settlement involving 2,200 workers, observed that the strike:

> . . . provided arresting new evidence of the extent to which automation is rendering the strike threat obsolete. Unions in highly automated industries have had similar experiences because there is no cutoff.[55]

The Collective Agreement

Judicial decisions and laws, executive orders and local codes, collective agreements and arbitration decisions, and even union constitutions and local union by-laws, all have served to continually narrow the field of individual union member action. These constitute the body of labor law for local union members. Of particular interest to this research is the collective agreement, not only because it is an important means by which OCAW members formally attempt to attain their goals, but because it is binding on all members of the bargaining unit whether they are union or not. It is recalled that individual bargaining groups of the OCAW had 1577 agreements in force in 1966.

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[55]Editorial, New York Times, August 12, 1963, p. 20.

The collective agreements are typically negotiated locally. In Sinclair's case, the Articles of Agreement are company-wide and this national agreement between the Sinclair group and the OCAW is supplemented both by separate local workmen's committee agreements and other supplemental agreements (for example, pension and welfare agreements). The Sinclair Agreement represents a breakthrough in bargaining relations with major companies that the OCAW has not been able to duplicate with other oil companies.

The modern trend toward more local participation in collective agreements is not at all unfamiliar to the OCAW. Modern agreements are usually with an operating unit of a company and the international bargaining group. Wages, hours and conditions of employment are basic. The greatest changes have occurred in the agreements in job security and inclusion of broad social clauses. In 1941, job security aspects, like seniority, suspension and discharge, strikes and lockouts, and safety, were at least mentioned. Unmentioned were the various insurance benefits, job reinstatement policies, thrift plans, and most significant, the right to negotiate any layoff with the right to strike on or before the date of the layoff. Significantly unmentioned also were anti-discrimination clauses.

Of interest are the current provisions for settling grievances and arbitration. While this study is directed toward revealing questions of concern to labor, it recognizes that these questions do not exist in isolation. Mutually

influenced, resultants of intricate social interactions, these questions appear to rise and ebb in their state of awareness within the individual. Timeliness is important. The need for resolution of a problem may become urgent and may focus upon a source of irritation experienced by a workman who has the right to resort to the processes outlined in the contract for settling disputes. The grievance procedure and arbitration are ways to avoid cumulative build-up of pressures.

The 1934 National Agreement between the Sinclair group and the old OFGWRW mentioned earlier provided that an employee who was a member of the union should approach his foreman for resolution of his problem. If he could not get an adjustment, he then submitted his problem to a committee composed of members of the union who then submitted the grievance to the local company superintendent who rendered a written decision. For questions concerning a large number of employees the dispute was submitted both to the chief executive officer of the company and the union. If they could not agree on a settlement the company referred the matter to the chairman of the executive committee of the consolidated oil corporation and the union submitted it to the chief executive of the AFL. If they could not agree, then they were supposed to agree upon a method of arbitration. The award of such arbitration was binding upon the parties to the agreement.

The 1964-1966 Sinclair National Agreement provides for more detail. The grieving workman can be accompanied by his committeeman in seeking adjustment at the foreman level. If he is not satisfied, he may submit his complaint to the committee. The committee determines if it has merit before submitting it to the local company superintendent and meeting with him. The superintendent then makes the decision. The committee, as in the agreement thirty years earlier, is composed of union members. If the decision is not satisfactory to the committee, the president of the OCAW then discusses this problem with the director of industrial relations for the Sinclair companies who then makes a decision. If such decision is not satisfactory, then upon the request of the president of the OCAW, or any district director of the OCAW, a local arbitration board is set up and the grievance or grievances submitted to it. Places at which these local arbitration boards may be set up are designated in the agreement. The arbitration board is composed of one person designated by the employer and one designated by the union. Should they be unable to agree upon a decision within sixty days or to agree upon an impartial third arbitrator, they jointly petition the Federal Mediation and Conciliation Service to submit a panel of arbitrators from which the third member of the board is selected. The decision of the board is

final.[56]

The Sinclair National Agreement seems to set the pattern for conditions of settlement of locally negotiated contracts throughout the United States. It has apparently been used as a model since its inception.

An example of an early local collective contract is the agreement between Local 228 of the OWIU and the Smith's Bluff Refinery of Pure Oil Company in 1941.[57] It provided for presentation of the grievance to the foreman, either individually, or by a group. If his adjustment was not satisfactory, then the case was presented to local management, individually, collectively, or through representatives. Should the decision of the local management prove unsatisfactory, then an arbitration board was to be selected. One member was to be selected by the company and one by the employees or the workmen's committee. Should these two persons fail to reach a settlement, they were then to select a third arbitrator whose decision was to have been final for the life of the agreement. Even the earliest agreements stipulated the time element, that is, the time interval in which grievances were to be submitted and

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[56]OCAW, Sinclair Refining Company, Sinclair Oil and Gas Company, Sinclair Pipe Line Company, Sinclair Research, Inc., Articles of Agreement, 1964-1966, National Agreement, (Denver, Colo.), pp. 36-40.

[57]OWIU, Local No. 228, Pure Oil Company-Smith's Bluff Refinery, Agreement, Jan. 27, 1941 to Jan. 27, 1942, XV Articles.

decisions made. They are not given in this paper because of their repetitious nature.

A modern agreement between the OCAW and Phillips Petroleum Company's Gasoline Department of the Oklahoma City Area of the Oklahoma District provides essentially the same procedure. A difference from the earlier agreement mentioned above is that the plant superintendent is substituted for local management. If a complaint or an issue goes to a higher level of management than the plant superintendent (in this case the district superintendent) and his decision is unsatisfactory, then the union notifies the company and they meet to select a sole arbitrator.[58]

If the attempt to select a sole arbitrator is not successful, then the company and the union jointly request the Federal Mediation and Conciliation Service to furnish a list of five arbitrators. The company and the union each eliminate two; the remaining arbitrator is thus the sole arbitrator. His decisions are binding and are limited to the interpretation of the agreement and its application relative to alleged violations.

The recognition that justice is furthered by prompt resolution of questions pertaining to grievances resulted in the creation of this body of private law. Its growth, bolstered by court sanction, attests to its usefulness.

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[58]OCAW, Phillips Petroleum Company Gasoline Department, Oklahoma City Area of the Oklahoma District, Agreement (Effective May 9, 1961), pp. 26-29.

The arbitrator, by his decision, rules under the contract. The National Labor Relations Board, for contrast, rules under labor-management relations legislation.[59] These jurisdictions can overlap. The employee then, apparently can present his grievance through arbitration, the NLRB, or through civil action. Costs and his familiarity with proceedings are constraints within which his choice will be made.

Some Effects of Labor Law on the OCAW

One is tempted to hold that the collective agreement is basic in legal considerations between parties to an agreement. It is the on-the-spot contract, but it is subject to change. Years before the Taft-Hartley Act specified that sixty days notice be given by either party desiring to change the agreement, the forerunners of the OCAW included in their collective agreements[60] provisions for

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[59] The NLRB acts as trustee of Congress for the administration of the National Labor Relations Act as passed in 1935 and amended in 1947. The board has often been accused of bias by management and labor. In testimony before the United States Senate Committee on Labor and Public Welfare in 1947, Paul M. Herzog, Chairman of the NLRB at that time said "We admit to bias in favor of collective bargaining." This meant that the board pursued policies to establish the equality of position, between the parties to an agreement, in which liberty of contract begins. Further in his testimony: "It is true that on that happy day when the practice of collective bargaining is universally accepted, the National Labor Relations Act will not be needed." U.S. Congress, Senate, Hearings before the Committee on Labor and Public Welfare, S55 and S. J. Res. 22, 80th Congress, 1st Session, 1947, pp. 1848-1853.

[60] OFGWRW, Sinclair Group, op. cit., Article II.

written notice of the desire for changes, and the parties recognized that the agreements were constantly undergoing change. This is the condition of the whole body of labor law which is being reshaped in response to the expectations and needs of individuals and groups. The norms, standards and needs of society are basic. These are reflected in the development of labor legislation.

By 1935, Congress was concerned with the survival of collective bargaining. The result was the Wagner Act which was a response by Congress to the need of our urban industrial economy.[61] As the impact of group power upon individuals and the public changes, the law is changed accordingly in a democratic society; but the law cannot be so responsive as the agreement.

The Taft-Hartley Act had a further impact on collective bargaining. Indeed, this law modified the Wagner Act and went beyond it to such degree that few unions or companies engaged in interstate commerce escaped its effects. Few OCAW convention proceedings publications exist which do not strongly criticize one provision or another of this act. It was bitterly opposed by labor representatives[62] in the congressional hearings and

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[61]Neil W. Chamberlin and James W. Kuhn, Collective Bargaining (New York: McGraw-Hill Book Company, 1965), p. 293.

[62]Testimony of William Green, president, AFL, U. S. Congress, Senate, Hearings Before the Committee on Labor and Public Welfare, S. 55 and S. J. Res. 22, 80th Congress, 1st Session, 1947, pp. 973-1007.

vigorously encouraged by some management representatives.[63] Congress was concerned that union management might not be acting in the interest of its members. The paramount impact of the act on employees was that it released them from union discipline where this discipline touched on their job. The act forbade coercion by the union; changed the criteria by which bargaining representatives were chosen; limited expulsion of members from the union; gave the employee the option of taking up his grievance directly with management; required publication of financial statements of unions, officers' salaries and other information about internal union affairs;[64] defined the legitimate rights of employees, employers, and labor organizations in relation to each other; and sought to see that each party recognized the public interest as paramount.[65] It may have contributed, thereby, in the gradual loss of membership in the OCAW and its predecessors but no evidence exists that legislation was the primary contributor to the decline. Nevertheless, the Taft-Hartley Act remains foremost in the minds of OCAW members in evidence from the proceedings as

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[63]Statement of Harold Ahlers, president, Carl Ahlers, Inc., U. S. Congress, House, Hearings before the Committee on Education and Labor, bills to amend and repeal the National Labor Relations Act, and for other purposes, 80th Congress, 1st Session, 1947, pp. 3484-3488.

[64]Bureau of National Affairs, The New Labor Law (Washington, D. C.: The Bureau of National Affairs, Inc., 1947), p. 3.

[65]Ibid., Appendix p. A-1.

a direct cause of many of their problems. Written responses from the questionnaires give support to this observation.

While the Taft-Hartley Act was viewed as an unnecessary curb by OCAW members, they seem to have anticipated some statutory provisions. Note, for example, the provision for written notice of a desire for a change in the contract which is required under Taft-Hartley. Note also civil rights legislation enacted in 1964. Both were spelled out in OCAW agreements many years before legislation was passed. This apparently did not anticipate the Age Discrimination Act of 1967,[66] however.

Considerable attention was given in the 1953 proceedings to a resolution requiring that all OCAW contracts would include the provision prohibiting discrimination in hiring.[67] It was weakened because of the wording necessary to avoid violation of some state laws. However, in 1956 a resolution was passed in the OCAW proceedings which was designed to wipe out the last vestiges of discrimination regarding promotion, hiring, or any other facet of union activity.[68] These anti-discrimination clauses were included in OCAW collective agreements.

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[66]In 1966 the average age of members was forty-four.

[67]OWIU, Proceedings of the Twenty-third Convention (Denver, Colo., 1953), p. 250.

[68]OCAW, Proceedings of the Second Constitutional Convention, (St. Louis, Missouri, 1956), p. 288.

Furthermore, a photograph of the 1956 Executive Board shows a Negro member, indicating they practice their beliefs. The Negro was still on the Executive Board in 1957 and had been joined by another Negro. The Civil Rights Act of 1964 lent support to OCAW practices.

Although the 1959 regulations embodied in the Labor-Management Reporting and Disclosure Act assured more democratic procedures and less centralized control of most unions, it could be not much more than an annoyance for the OCAW, simply because they were already highly decentralized. The OCAW and its predecessors seem to have had a history of dealing with the following observations as noted by Chamberlin and Kuhn:

> The 1959 regulations of internal union affairs, assuring more democratic procedures and less centralized control of union affairs, also had repercussions upon collective bargaining. Locals in such diverse unions as those of the machinists, auto workers, musicians, and teamsters began to act on their own, rejecting national agreements and continuing strikes for local demands long after the officers of the international unions and the chief company officials had reached their understandings. Often company and union officers had to make adjustments and changes in their agreements to satisfy the local union members and leaders. The full effects of the provisions on democratic procedures are yet to be studied, but the first impact of them appears to have been to encourage the negotiation over, and inclusion in agreements of, more parochial worker concerns than formerly. Negotiators may be more responsive to union members, but the result has been more instability in collective bargaining. If we truly believe that government intervention in union affairs to promote democracy is of value, then we ought to be willing to accept the possible costs to unions, companies, and ourselves as members of the public. Such instabilities may well result in prolongations of labor disputes and outrageous demands by local union groups.[69]

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[69]Chamberlin and Kuhn, op. cit., p. 293.

The fears voiced in this plaintive passage have not materialized in activities of the OCAW, whose record affords a solid foundation from which to refute the argument. In this regard, the OCAW could well afford to be considered as a model for democratic union organization. Even before the Landrum-Griffin Act, the concerns of the OCAW have been parochial; not altogether by choice to be sure, but nevertheless true.

For contrast, this reform legislation was of concern to other representatives of labor like George Meany,[70] president of the AFL-CIO, with which the OCAW is affiliated, and Dave Beck,[71] at that time president of the International Brotherhood of Teamsters, Chauffeurs, Warehousemen, and Helpers, and others,[72] all for quite different reasons. No

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[70]Meany's testimony was in defense of the AFL-CIO ethical practices codes and public disclosure of union finances and certain aspects of employers' finances dealing with labor relations, U. S. Congress, House, Hearings Before the Joint Subcommittee on Labor-Management Reform Legislation of the Committee on Education and Labor, H. R. 3540, H. R. 3302, H. R. 4473, and H. R. 4474, 86th Congress, 1st Session, 1959, pp. 75-79.

[71]Beck was the subject of much investigation of improper activities concerning his office in the Teamsters, U. S. Congress, Senate, Hearings Before the Select Committee on Improper Activities in the Labor or Management Field, S. Res. 74, 85th Congress, 1st Session, 1957, p. 1a.

[72]In his opening statement Senator John L. McClellan, chairman of the Select Committee, stated, "In our hearing into the gangland meetings at Apalachin, N. Y. and the infiltration of racketeers into management and labor in the Chicago restaurant industry, we have already established the existence of an organized conspiracy to control certain management and labor activities." Ibid., p. 13125.

evidence exists of corruption in the manner of collusion between union and company management exemplified by Mr. Beck's troubles or of gangsterism referred to by Senator McClellan, referenced above. According to the evidence presented, it appears that hardly any statutes since the Taft-Hartley Act have been necessary to curb or encourage activities of the OCAW, with the possible exception of the public disclosure provisions advocated by Mr. Meany in his testimony referenced above. These hearings led to the Labor-Management-Reporting and Disclosure Act of 1959.

Before proceeding to OCAW local union affairs, it is pointed out that at least one other source than those previously cited in this chapter goes far beyond existing legislation and most authors. Petro holds that the general structure of unionization in this country bears no necessary relationship whatsoever to the desires of individual workingmen.[73] He believes that unions are organizations which are built upon coercive devices and reflect only the wishes of those using the coercion. Petro published his book at a time when public concern was high regarding corruption in labor organizations.

On this dismal note we proceed to local and international union aspects which bear directly upon the problems of this research. These are means by which collective

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[73]Sylvester Petro, The Labor Policy of a Free Society (New York: The Ronald Press Company, 1957), pp. 112-113.

bargaining demands emerge. The demands are some of the pressing questions to labor. It will be shown from excerpts that international leadership appointees constitute a majority in bargaining policy decisions.

Local Union Organization

Decentralized authority appears to be the dominant characteristic of the OCAW organizational structure. This authority resides in its membership in 566 locals. The OCAW represents approximately 220,000 workers for collective bargaining purposes.[74] Of these, 167,000 are members.

Control by the international is limited by constitution. A local union may consist of all the members in a small geographical area working for one company or several companies. There may be as many as fifty bargaining groups in some large locals, or only one. Occasionally, locals may contain members in a wide area because the members of that particular bargaining group are scattered. Kansas City Local 5-348 is an extreme example. Its membership consists almost entirely of pipeline employees in fourteen states.[75]

If a local consists of only one bargaining group, dealings with the company and general business are handled together in the same meeting. If a local consists of

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[74]Table 16, Appendix III, p. 188.

[75]OCAW, Fact Book (Denver, 1965), pp. 4-12

several bargaining groups, then each group meets and handles affairs affecting relationships with its particular company. Members belonging to other bargaining groups cannot participate or vote. Each group elects its own negotiating committee and stewards, and takes its own strike vote when necessary. General union business is handled in meetings open to the entire membership of the local. The local union elects local officers and delegates to conventions and to district councils.[76]

The local itself can vote to apportion convention positions to various bargaining units. Locals draw up their own constitutions within limits specified by the constitution of the International.[77] Article VI of the OCAW International Constitution allows combination of any local offices except the office of president and secretary-treasurer. The office of the financial secretary and secretary-treasurer are synonymous for the most part. Section 5 of Article V states that the financial secretary shall preserve for one year the ballots and other records of elections.[78] This office pays small

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[76] Ibid.

[77] The latest constitution was adopted August 25, 1967. Biennial conventions amend the constitution in some manner at each meeting. This appears to be one basic control by the membership.

[78] OCAW, Constitution, adopted August 25, 1967, Ninth Constitutional Convention, New York, pp. 13-26.

bills, forwards the international share of dues and the like. The constitution specifies no time limit for local officers, but the term is usually one year. A local union may provide for a president, one or more vice presidents, secretary-treasurer, a recording secretary, a guard, a guide, trustee, and an executive board. Trustees function as auditors; the executive board handles detail work and makes recommendations to the membership at local meetings.

Group Officers

Typically, each bargaining group, in locals containing several groups, elects the following:

Chairman. The chairman is elected for six months to a year and usually serves as chairman of group negotiating committee and group workmen's committee. He often serves as a representative on the local executive board or as a local vice president.

Recording Secretary. The recording secretary keeps minutes and may serve on workmen's committee or negotiating committee.

Workmen's Committee. This committee usually includes representatives from every major division or department of the bargaining group concerned. It handles day-to-day complaints and grievances with the company. It may be the same

committee as the negotiating committee.

Negotiating Committee. This committee negotiates with the company, often with the assistance of an international representative. It must bring back to the membership for consideration the offers made by the company.

Stewards. One steward is usually elected for each department, division, or craft and there may be one on each shift. They may serve on one or both of the above committees. Simple grievances are usually handled between the steward and the foreman concerned, subject to higher appeal on either side. Stewards also collect dues and issue receipts in companies that do not check off dues. They keep in touch with new employees to assure that all sign up in the union. They are the work-a-day local union representative.[79]

Elections

All local and group elections are conducted by ballot of the membership involved, apparently assuring membership control of both union government and collective bargaining. The membership names its delegates to the international convention held every two years, the district

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[79]OCAW, Fact Book, op. cit., pp. 14-15.

council, and to other state and local labor councils with which it may be affiliated. Bargaining groups elect delegates to company-wide and industry councils.

Selected constitutional provisions for elections are listed for illustrative purposes.

Article III of the OCAW constitution states:

> Section 1. The Convention shall be the supreme body of the International having the power to amend this Constitution, provide for election of officers, formulate rules governing conduct of the Union and enunciate policies of the International Union.
>
> Section 3. Delegates to the Convention shall be elected by the various local Unions by secret ballot among the members in good standing. Delegates from any local Union failing to meet this requirement will not be seated.
>
> Each Local shall be entitled to delegates on the following basis: Three (3) delegates for the first 500 members or fraction thereof. One (1) delegate for each additional 100 members or major fraction thereof. But no delegate shall represent more than 1,000 members.
>
> Section 8. No officer, except the Alternate Member of the Executive Board, nor any appointed employee of this International Union, or of any International Union or National or International Federation of Unions, may be a delegate to any Convention of this International Union. However, staff employees of this International shall be eligible, when authorized, to attend Conventions of this International Union as Fraternal delegates.[80]

Lay control of the OCAW is illustrated by this passage.

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[80]OCAW, Constitution, adopted August 25, 1967, Ninth Constitutional Convention, New York, pp. 4-6.

International Organization

The constitution spells out the elective international officers and a system of checks and balances that appear to be quite effective and further insures lay control. Offices are listed in detail for the international while the locals have almost any choice.

Terms of office are specified as continuing until the next election which in turn is specified as the fifth day of the convention, unless the elected officers are removed from office as provided elsewhere in the constitution. The term for international elective office, then, is two years. This section is specific and quite detailed, calling for nomination and election by majority vote of the delegates to the convention. Nominations are called for by each office separately and not by slate.[81]

Duties and responsibilities of international officers are detailed in Article V, which covers administration, appointments, and negotiations, subject to approval of the Executive Board. Even the President's decisions are subject to Executive Board approval.[82]

The International Executive Board is the governing body between the biennial conventions. Article VI specifies nine voting members, one elected from each district. It stipulates that members shall be from the

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[81] Ibid., pp. 11-12.

[82] Ibid., pp. 13-14.

rank-and-file and not on the payroll of the International. However, the top level international officer presides.[83]

The International Executive Board has the power to suspend any of the international officers upon a two-thirds vote of the board after written charges are presented. The international officer may appeal by referendum among the affected membership of the International. Section 18 states that the officers shall be responsible at all times to the International Executive Board for the administration and conduct of their respective offices.[84]

This wording is quite clear and reflects the attitude of local officials. This attitude implied by the constitutional provisions has grown from a history peculiar to this union, as explained below.

District Organization

Article VII of the constitution pertains to district organization. It states that there shall be nine districts, each empowered to elect one international board member and one alternate board member. The president names the district director subject to approval of the Executive Board. The constitution further calls for due reference to the membership in the area involved. The majority of each local union may elect a representative to a district council which, like the local union, is

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[83] Ibid., pp. 22-27.

[84] Ibid.

chartered by the International and whose function it is to exchange information and coordinate activities among locals within the district.[85]

The districts are continuous geographical areas consisting of several states with the exception of Canada. District nine covers all of Canada. Districts generally follow state boundaries on the periphery of the geographical area. A district map is shown on the next page.[86]

Organizational Summary

In many locals, the financial secretary (or secretary-treasurer) is in fact the chief executive officer. However, the president of the local is nominally responsible for enforcement of policies and execution of union programs. He handles business constitutionally assigned to him by the membership.

The importance of the international convention is paramount in the union organizational structure. Each local is entitled to a minimum of three delegates. To assure widespread local representation, the International pays the transportation expense of one delegate from each local to the convention.

The convention adopts resolutions which determine union policy. Control lies in its power to amend the

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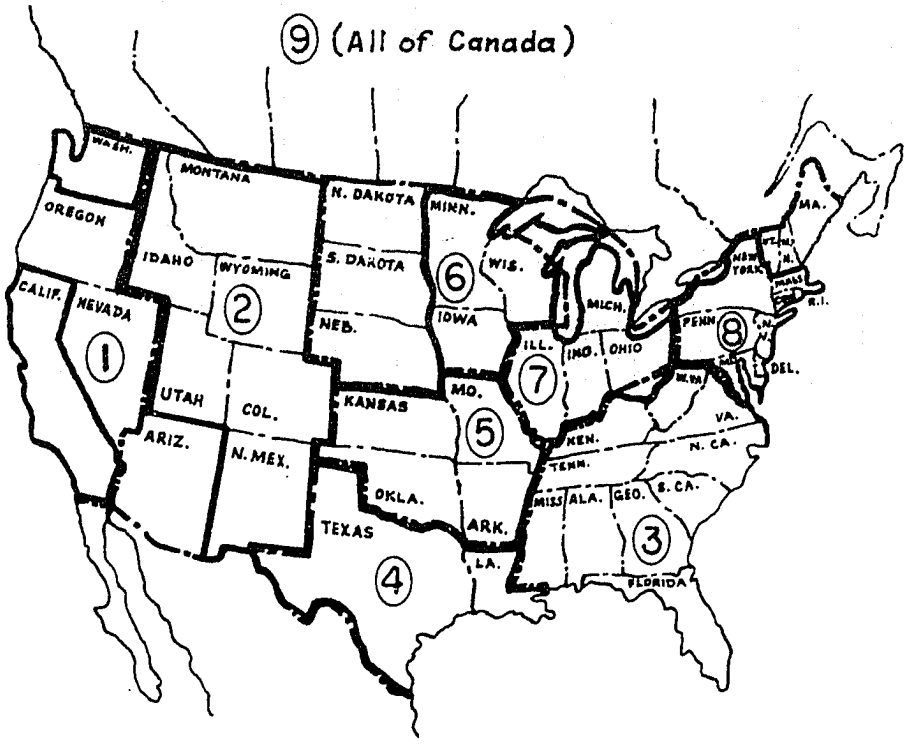
[85] Ibid., pp. 28-29.

[86] Research areas to be compared correspond to OCAW districts with the exception of thirteen locals in the states noted in Table 20, page 192.

OCAW DISTRICTS AND RESEARCH AREAS



Legend
- - - - District Boundary
——— Area Boundary

Figure 1

constitution. Amendment may be carried out by two-thirds vote of the convention delegates or by referendum vote. Referendum vote may be initiated by the International Executive Board or a local union with the concurrence of at least twenty-five percent of the local unions affiliated with the International.[87]

Between conventions the Executive Board is paramount in authority. Although conventions are held biennially, the Executive Board meets quarterly. Each of the nine districts elects a member to the board, which consists of these nine representatives plus four international officers (who have voice but no vote in board matters). The constitution provides that no person receiving pay from the International may serve on the board as a voting member. The power of the board lies in its ability to remove any officer for cause. Subject to the Executive Board and within the constitutional framework, the international union activities are carried out by its officers.

The president of the International is the chief executive officer who appoints employees, interprets the constitution where necessary and is generally responsible for the administration of the international affairs. He and the other international officers are responsible to the board. The two vice-presidents serve as assistants to the president and their duties are designated by the

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[87]OCAW, Constitution, 1967, op. cit., p. 56.

president, again subject to the board. The secretary-treasurer handles all finances of the International and keeps financial records. All union members who handle money are bonded.

The district councils are formed by the locals within the district. They meet at times established by themselves. Their work is advisory but they do influence policy. They elect one member to each of four international convention committees listed below:

> The constitution committee meets seven days ahead of the convention assembly to study proposals for the amendment of the constitution and make recommendations.
>
> The resolutions committee considers and makes recommendations concerning all resolutions before the convention.
>
> The credentials and auditing committee examines the credentials of all delegates and audits international records.
>
> The grievance and appeals committee hears any appeals made against officers or executive board members.[88]

OCAW organization structure is complex. It is illustrated on the next page.

Collective Bargaining Structure

Most of the questions of concern to the local union management level tested in this study are bargaining issues and most of the OCAW activities affecting other publics are expressed in collective bargaining. It is in

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[88]OCAW, Constitution, op. cit., pp. 8-9.

ORGANIZATION OF OIL, CHEMICAL AND ATOMIC WORKERS UNION

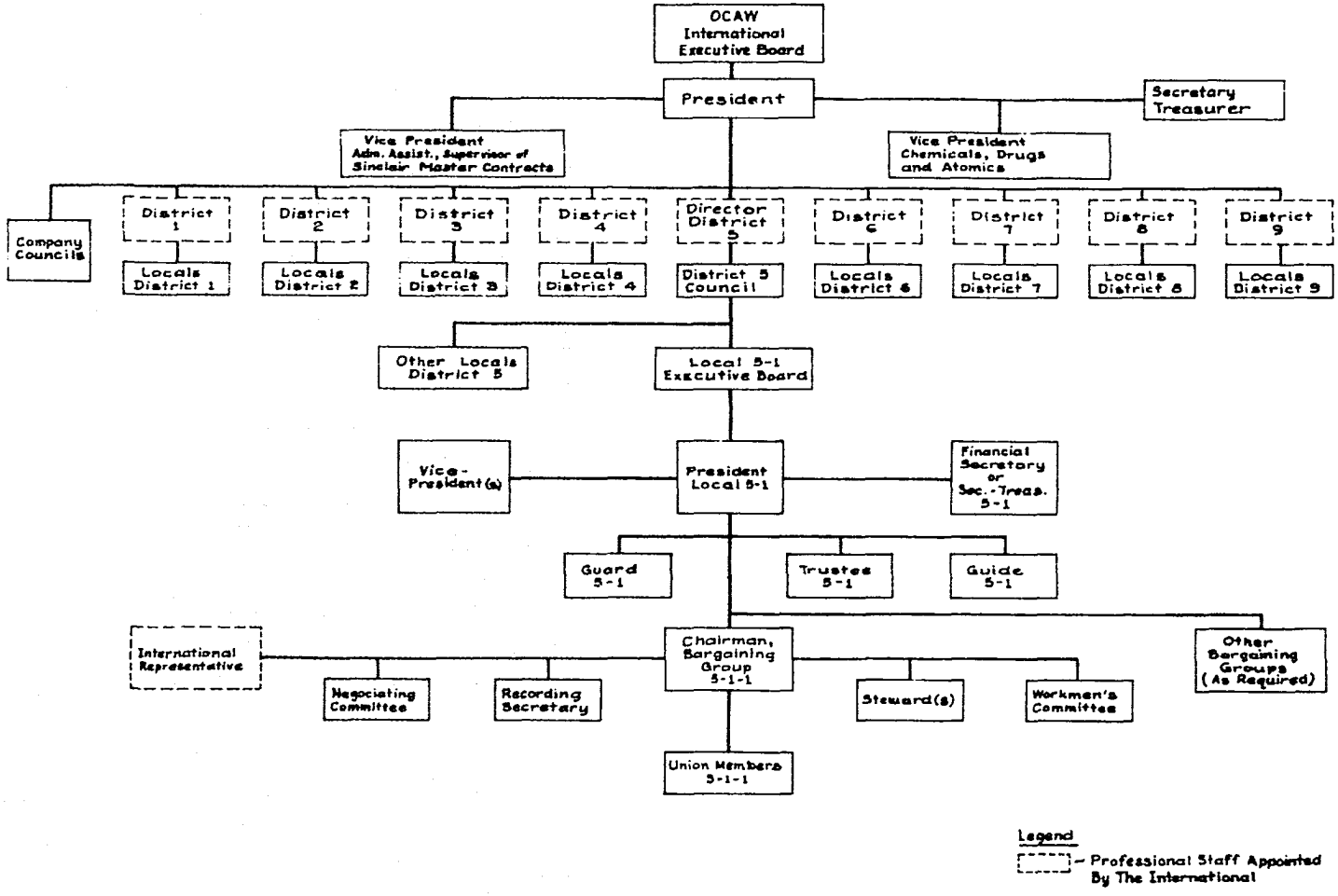

Figure 2

the area of relationships with other publics that the upper level international officers, particularly the president, seem to have the most power. Collective bargaining is the main activity of the OCAW and while the bargaining committee which the employer's representatives see is made up of employees concerned in that bargaining group, its actions are coordinated and limited by decisions largely controlled by the International.

The constitution provides for a national bargaining policy committee which consists of the president of the International, the district director, and one rank-and-file policy committee member for each affected district. The district council selects the rank-and-file member and the method of his selection, but his term of office is stated as one year.

This committee reviews proposals of local unions, district councils, and any recommendations from the administration it deems appropriate; it adopts a written program for submission to the affected locals for ratification. Ratification is by simple majority in each local affected. The president cannot initiate a national bargaining program until it is ratified by seventy-five percent of the designated bargaining units. After ratification, however, the program is mandatory and takes precedence over other bargaining programs for all affected groups. No bargaining group or local covered by the program may enter into a

contract or agreement in violation of the policy unless specific exemption is granted by the committees.[89]

The organization of the International Union is the foundation which supports the function of collective bargaining; indeed, the union organizational structure is designed for collective bargaining. Of interest are not only questions of concern to labor, but the process by which the membership of the OCAW expresses the questions which concern them, and the response to those questions by the international leadership. The president in his position on the national bargaining policy committee is entitled to vote on all questions before the committee. The district directors make up half the committee and are also appointed by him. Therefore, the president and his appointees have a majority. It is a fact that seventy-five percent of the affected locals must ratify the agreement, and the constitution can be changed if the membership chooses; but in the process of readying for negotiations it is doubtful that this machinery is used. In fact, as we shall see, if the situation is urgent enough, the international leaders will implement policy without ratification, in violation of the constitution.

In the execution of the ratified program the international president is constitutionally authorized to open or terminate the contract. He can determine which

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[89]OCAW, Proceedings of the Ninth Constitutional Convention (New York: 1967), pp. 30-31.

groups are to be called out on strike and then call the group out when he feels it necessary. In matters of national concern the National Bargaining Policy Committee is fully empowered to act in behalf of any local union with the affected industry on matters concerning wages, hours, or other conditions of employment.[90]

OCAW Procedure of Collective Bargaining

The group of members concerned usually meet to discuss their needs and to decide what they will seek. Either the group or a committee from the group, assisted by a member experienced in collective bargaining from within the local, another local, or the international, prepares a contract.

The group of members involved elects a negotiating committee from its own members. If the group feels it needs assistance, an adviser assists and the presentation of the proposal is made to the company management. The committee is not empowered to accept or reject any company proposal unless the company accepts the original terms proposed -- a rare occurrence.[91]

The committee can tentatively accept a proposal subject to the approval of membership involved. If the membership approves it, it is submitted to the International

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[90] Ibid., pp. 30-32.

[91] Gordon F. Bloom, Herbert R. Northrup, Economics of Labor Relations, 5th ed. (Homewood, Ill.: Richard D. Irwin, Inc., 1965), p. 805.

president for approval. Approval may be obtained through a presidential appointee, like the district director, if it meets the standards set by the policy of the International. The local chairman signs on behalf of the bargaining group; the international representative signs on behalf of the International; and the company officials sign.[92]

Collective Bargaining Policy and Practice

The 1965 OCAW constitutional convention saw changes significant for the achievement of the questions of concern to the local union lower levels. President O. A. Knight took early retirement and the delegates to the eighth convention elected A. F. Grospiron president. In accordance with the wishes of the delegates, a chemical bargaining policy committee was formed and it met for the first time in late 1965. In March, 1966, the national oil bargaining policy committee met separately. Both committees adopted programs which were not in conflict.

The 1967 convention under the leadership of Grospiron went further. It adopted a proposition which called for the establishment of a separate national bargaining committee for Canada and modified Article VIII of the constitution, making bargaining policy effective in Canada only when applicable and when not in conflict

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[92]Telephone conversation with A. L. Wickman, Education Director, OCAW, Denver, May 20, 1968.

with Canadian law.[93] Few changes were made in policies governing the operation of the union. Between the summers of 1965 and 1967, Grospiron appeared to be concentrating on the resolution of many of the questions to be expressed in the field study.

In the officers' report of the 1967 convention, Grospiron commented at length on events in collective bargaining. He described the attention given the uncompleted national oil bargaining policy program after the 1965 convention and the decision not to revise it because of impending negotiations of the bargaining groups with the oil industry. He had issued instructions to institute strike action on October 8, 1965, if satisfactory agreements were not reached. The policy committee had been called to Denver shortly before the deadline to receive up-to-date information on progress of the program and to discuss strategy. The 1965 program called for wage increases of five percent -- the oil companies first offered four percent. The president reported that shortly before the deadline, offers of four and one-half percent with contract termination dates of December 31, 1966 were approved as the basis for the settlement. These results indicated to him that his line of communications from his office to the district directors, the international representatives, and the local unions worked well. Support was forthcoming

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[93]OCAW, Proceedings of the Ninth Constitutional Convention (New York, 1967), p. 197.

from the locals and membership when the call for action was given. Grospiron stated: "We must implement programs with offensive rather than defensive procedures."[94]

The program adopted by the National Chemical Bargaining Policy Committee (1966) called for:

1. Group Insurance - Hospitalization. All Plans to be placed on a non-contributory basis with adequate coverage for employees and dependents.

2. Job Security. Agreements should be negotiated providing income retention for all regular and permanent employees. We believe that now, while employment is firm in the Chemical Industry, is a good time to make long-range plans to guarantee employees income security. Advance understandings are needed to contend with job dislocations which may be caused by technological change, shutdown of plants, and other factors.

3. Pensions. Substantial increase in retirement benefits with optional retirement at age sixty-two with age sixty-five benefits. Where present plans are inferior, or none exist, the OCAW Union-Industry Pension Plan will be introduced.

4. Vacations. Two weeks after one year; three weeks after five years; four weeks after ten years; five weeks after twenty years; six weeks after twenty-five years.

5. Holidays. At least one additional paid holiday.

6. Wages. Increases to be negotiated with emphasis on uniform rates for work in like industries.

7. Coordination of bargaining efforts with

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[94] Ibid., Officers' Reports, pp. 1-2.

> IUD[95] and other International Unions to the fullest extent practicable.[96]

Grospiron went on to report that "The Chemical Program was not submitted for vote to the local unions involved because the Committee felt that they were not ready for mandatory bargaining at that time."[97] (March, 1966). The National Chemical Bargaining Policy Committee met again March 30, 1967. They expressed satisfaction with the results of collective bargaining policy which was implemented by the local unions without their ratifications. No changes were made in the program because many contracts had not been open for negotiations since the program was adopted by the committee, and because it was felt that any changes in the program should be made by the policy committee to be elected by the respective districts upon call by the president. Grospiron reported further that 245 contracts had been opened for negotiations in the chemical industry with results as follows:

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[95]The IUD, Industrial Union Department, AFL-CIO, provides a variety of technical staff services (pensions, health and welfare, industrial services, and the like) with "due respect for the autonomy of affiliated unions." Membership in affiliated unions is approximately 7,000,000. Mark L. Kahn, "Recent Jurisdictional Developments in Organized Labor," New Dimensions in Collective Bargaining, ed. by Harold W. Davey, Howard S. Kaltenborn, Stanley H. Ruttenberg (New York: Harper and Brothers Publishers, 1959), p. 19.

[96]OCAW, Proceedings of the Ninth Constitutional Convention (New York, 1967), Officers' Reports, p. 2

[97]Ibid., pp. 2-3.

1. Fifty-one percent of the groups open for negotiation improved their hospitalization coverages by increasing the duration, reducing employee contributions, and in many cases extending coverage to retired employees. Twenty-five percent of the contracts provided for improved life insurance coverage, with some broadening of coverage.

2. Slight improvements were made in job security in the areas of transfer rights and retention of higher rates for a period of time in case of demotion.

3. Thirty-five percent showed improvements in pension plans, with the most substantial area of improvements in the change from contributory to non-contributory plans and increased benefits at normal or early retirement; some for the first time had pension plans. Other improvements were made in investing, options, and improved pensions for employees already on retirement.

4. More than half of the contracts negotiated provided for changes in vacation plans. Only a few locals negotiated the complete vacation program but most did get at least five weeks, with improvements in the amount of vacation pay.

5. Forty-three percent of the contracts negotiated provided for at least one additional holiday.

6. Overall wage increases in the chemical industry averaged about eleven cents per hour per year, but in the major chemical segment the average was twelve cents per hour per year.[98]

The 1966 oil bargaining policy was submitted to the local unions involved for ratification and it was approved for implementation in September, 1966. The oil bargaining policy manual, prepared by the Research

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[98] Ibid.

Department of the OCAW, was mailed to all bargaining units in late 1966. An updated letter from OCAW President Grospiron preceded the text of the oil program. It was presented at the end of Chapter II in this paper. To all bargaining units in the petroleum industry, it emphasized the number-one objective -- job security. The text of the oil program follows:

> The Oil Bargaining Policy Committee of Oil, Chemical and Atomic Workers International Union establishes the following program for forthcoming negotiations with the oil industry in the United States:
>
> 1. We propose that each contract provide that all present regular and permanent employees be guaranteed continued employment at present or higher rate status until retirement on adequate pension.
>
> 2. We propose an increase in compensation of 18 cents an hour effective January 1, 1967, and of 18 cents an hour effective January 1, 1968, with contracts subject to termination no later than December 31, 1968. Of the first year increase, six cents an hour based on standard 40 hour work week is to be applied to medical-hospitalization insurance plans and the remainder to be applied to direct wage increases. The second year increase shall be in direct wage increases. Effective January 1, 1967, shift differentials shall be increased to 10 cents an hour on the evening shift and 20 cents an hour on the midnight shift.
>
> 3. We propose that the wage-retirement age-vacation inequities created in 1964 negotiations be eliminated, effective January 1, 1967. To accomplish this, those companies not already doing so shall provide optional retirement between ages 62 and 65 with no actuarial reduction in benefits; those companies which did not grant general wage increases in 1964 are to grant an additional two percent wage increase; and those

> companies not already doing so are to provide paid vacations on the schedule of two weeks annually after five years of service, four weeks annually after 10 years of service, and five weeks annually after 20 years of service.[99]

Some of the results of the implementation of the oil bargaining program were given by President Grospiron at the 1967 convention, but in considerably less detail than that given for the chemical industry report:

1. The right to negotiate on any layoff with the right to strike on or before the date of the layoff.

2. Intention of the oil industry to avert layoff action by better planning.

3. Retention of regular classification rate of pay for an extended period of time in the event of demotion.

4. Two year contracts with expiration date of December, 1968.

5. Wage increase in each contract year. In these settlements, a fourteen cents per hour increase was negotiated for the first contract year and a four percent per hour increase was provided for the second year.

6. Improvements in hospitalization coverage cost. Most settlements provided for one hundred percent or more increase in company contributions.

7. Improvements in pension plans. Many companies now provide for early retirement at age sixty-two without actuarial reduction. In numerous cases settlements cost companies about twelve cents per hour.

8. Shift differential of ten dents and twenty cents per hour.

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[99]OCAW, Oil Bargaining Policy, 1966 (Denver, Colo.: OCAW, 1966).

9. Resolution of the Sinclair wage and vacation inequities.

10. Membership confidence that items other than wages could be negotiated on an industry basis.

11. The need for strong support of national programs and their implementation by the international union for the most effective results to the membership.

12. More uniformity for marketing groups.[100]

The Canadian District was handled separately after the 1965 convention, although formal approval was not forthcoming until the 1967 convention as was noted previously. In his report on collective bargaining, Grospiron went on to state that this district completed its first mandatory oil bargaining program during the early part of 1966. The first settlement in British Columbia was in November, 1965, and subsequent settlements were made in other provinces. The settlements generally provided for were:

1. Wages effective 4-15-65 - $.10 per hour
   12-13-65 - $.10 per hour
   4-15-66 - $.15 per hour

2. Shift differentials were increased from eight cents to ten cents for the afternoon shift and from sixteen cents to eighteen cents for the midnight shift.

3. Vacations were improved:
   One years service - 2 weeks
   Five years service - 3 weeks
   Fifteen years service - 4 weeks
   Twenty-five years - 5 weeks

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[100]OCAW, Proceedings of the Ninth Constitutional Convention (New York: 1967), Officers' Reports, pp. 3-4.

4. A significant breakthrough was made in the area of job security and severance pay.[101]

He went on to elaborate:

> In view of the interest and concern in the impact on manpower and conditions of employment, resulting from technological changes and automation, agreements were negotiated to utilize to the best advantage of the respective companies and the employees all scientific improvements and establish committees to be known as "The Committee on Automation," consisting of equal representation by the employer and union under each contract.
>
> Pending the implementation of recommendations made by "The Committee on Automation," or the expiration of an agreement, whichever event shall first occur, the following provisions shall apply:
>
> (a) The Company shall notify the Union six (6) months in advance of intent to institute changes in working methods of facilities which will involve the discharge or layoff of any employee.
>
> (b) The Company in cooperation with the government agrees to participate in every way possible in training and retraining any employees.
>
> (c) Any employee who is discharged or laid off because of technological change or automation shall be entitled to severance pay equivalent to one week's pay for each year of service in the employ of the company, to a maximum of twenty-six weeks.
>
> Our Canadian District is now implementing another mandatory bargaining program with the oil industry. At this writing it appears that further improvements of substantial nature will be made, including another decrease in wage differentials between the United States and Canada.[102]

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[101] Ibid., p. 4.

[102] Ibid., pp. 4-5.

From the tenor of the proceedings of the OCAW since 1965 and from the officers' reports it is apparent that Grospiron is emphasizing concerted effort in winning gains in collective bargaining.

In the 1967 proceedings Grospiron noted a net gain of 5,393 members since the previous convention in 1965: "The first net gain in membership in ten years." The report from the 1965 convention, he reported, showed a net loss of 4,064 members since the 1963 convention.[103]

The Union News reported 300 contracts negotiated by February, 1967 under the new policies. It reported:

Stability	-	Contracts of two year duration with wage increases beginning the second year.
Security	-	Layoffs are no longer solely determined by management. They generally provide for sixty days notice of layoff with a promise to negotiate or ameliorate layoffs.
Wages 1-1-67	-	$.14 per hour
1-1-68	-	$.15 per hour (about 4%) $.25 per hour (swing shift) $.31 per hour (midnight shift)
Pensions	-	Improved.
Hospitalization	-	Equivalent to a reduction of employee payments of two cents per hour or $7.50 per month.[104]

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[103] Ibid., p. 7

[104] Editorial, Union News, Denver, Colo., February, 1967, p. 12.

While the gains outlined fell somewhat short of the avowal that "permanent employees be guaranteed continued employment at present or higher rate status until retirement or adequate pension" as stated in item one of the text of the oil program, they are significant, particularly the formation of the "Committee on Automation" in Canada.

The tenor of the proceedings, as recorded, denotes more vigor since 1965. It is reasonable to assume that some adjustment in the operations of the union, at least at the international level, had to be undertaken. The two Vice-Presidents, A. C. Sabatine and E. D. Swisher, were elected when Grospiron moved up from secretary-treasurer in 1965 and B. J. Schafer was elected secretary-treasurer. They all were re-elected in the 1967 convention.

Although no evidence of organized opposition is apparent, factions exist which could be a problem to the international leadership if the leadership does not perform in areas perceived to be important by the local level membership. The decision of the top level officers to initiate policy without formal ratification by the locals is some indication of success in establishing a firm understanding of the role that these officers intend to play. The lack of development of any serious opposition in the 1967 convention to the implementation of the chemical bargaining policy in 1966 indicates lower level approval of non-constitutional action on the part of the

top level when the situation is urgent enough and perceived to be to the advantage of the membership.

The increase in membership between 1965 and 1967 is one significant indication of the approval of policies pursued by the union, both on a local union level and on a local nonunion level, if one assumes that members are more inclined to join the union if they perceive it to be to their economic advantage to do so.

OCAW Financial Support

Membership dues are constitutionally established at a minimum of five dollars per month. Three dollars and thirty cents of each member's monthly dues is sent to the International. These revenues are divided as follows:[105]

General Fund	$2.50
Defense Fund	.75
Reserve Fund	.05
	$3.30

The consolidated income statement for the fiscal year ending April 30, 1967, showed total income for the OCAW International of $5,399,368.[106] The Ninth Constitutional Convention, 1967, raised the dues. Previously only two dollars and fifty-five cents per member was sent to the International. Therefore, the income of the International should be approximately $7,000,000 for 1968.

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[105] OCAW, Proceedings of the Ninth Constitutional Convention, op. cit., pp. 33-41.

[106] Ibid., p. 50.

The general fund is used for the salaries and expenses of a field staff of nine directors and approximately 120 international representatives throughout the United States and Canada. Their jobs involve local assistance in collective bargaining and organization. This fund also pays for supplies, maintenance of the headquarters and district offices, a Washington, D. C. office, the legal department, research department, an education department, and convention costs.

Seventy-five cents of the per capita tax goes into the defense fund from which payments are made to individual members who are out on legal work stoppages, or to the payment of legal costs of the International pertaining to strikes or lockouts. Five cents is paid into a reserve fund which is used only with the approval of the executive board for unforeseen needs.

Conventions have the power to transfer money from one fund to another. However, the Executive Board can transfer money between the general fund and the reserve fund.[107]

Annual International salaries are stated in the constitution as:

	1968[108]	1966[109]
President	$23,000	$17,500
Secretary-Treasurer	20,000	14,500
Vice Presidents	17,500	13,500

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[107] Ibid., pp. 33-41.

[108] Ibid., pp. 41-43.

[109] OCAW, Constitution, adopted August 19, 1965, Eighth Constitutional Convention, Miami Beach, Florida, 1965, p. 40.

While not lavish, these salaries appear adequate for executives of this stature. When the constraints outlined previously are taken into account, they may appear small. It is significant that they have been increased. Unlike a business in which each stock share constitutes a vote, this structure conforms more to a democratic form of government. However, there appears to be no organized opposition parties within this structure in the OCAW. Factions do exist, however, which constitute an opposition.

Background Summary

Findings by Miller, Zeller, and Miller, and most of the events cited from OCAW proceedings which referred to bargaining demands, came about when economic activities were relatively high.[110] Since 1961, unemployment has consistently remained near the four percent level.[111] The rate of real economic growth was sufficient during this period to reduce the unemployment rate to less than four percent in 1966,[112] shortly before the findings to be presented in Chapter IV were recorded. Married unemployed

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[110]In the period between 1958 and 1968, Gross National Product increased fifty-seven percent from 1958 prices, and ninety percent from 1968 prices. During this period the population increased fifteen percent and employment increased twenty-two percent. John O'Riley, "The Outlook," The Wall Street Journal, September 30, 1968, p. 1.

[111]Charles E. Silberman, "Business Can Live With The Labor Shortage," Fortune, May, 1966, p. 113.

[112]Hyman L. Lewis, "The Economy in 1966," Monthly Labor Review, Vol. 90, No. 2, February, 1967, pp. 1-4.

workers dipped near two and eight-tenths percent (2.8%).[113] These levels are considered to be very near the minimum for our economy. Hoyle notes that the job seekers who kept unemployment near four percent in 1966 were those who had recently entered or re-entered the labor force but were not hired immediately even though jobs of some kind were available.[114]

The evidence in the secondary data of this chapter shows that security-type questions have predominated over rather lengthy periods of time. These questions were in evidence in primary studies cited initially in this chapter, in officers' reports of OCAW proceedings, and in OCAW collective agreements.

It is concluded from the secondary sources that a comparison of goals, as indicated by local union leadership and the general membership, shows that there is no basic difference between the goals sought by members and those reflected by local union officers. Local goals (which are characterized by their multiplicity) were perceived to be most important.

Job and income security are important elements in setting job attitudes. Unions other than the OCAW have been successful in negotiating minimum wage and employment

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[113]Charles E. Silberman, op. cit.

[114]Kathryn D. Hoyle, "Why the Unemployed Look for Work," Monthly Labor Review, Vol. 90, No. 2, February, 1967, pp. 32-38.

guarantees. OCAW average hourly earnings are relatively high, particularly in the hydrocarbon industry. However, since the chemical workers do not enjoy the same high wages and U. S. workers are paid more than Canadian w rkers, a potential source of internal friction exists.

The OCAW, under its new president, has succeeded in reversing the loss in actual membership; but the concurrent rise in industrial workers in these fields leaves them with a lower membership percentage. The number of dues-paying members has stayed relatively constant while the number of out of work members has increased.

The main segments of the OCAW -- hydrocarbons and chemicals -- sprang from basic industry unions; both segments were affiliates of the CIO and had traditions of local union independence. OCAW collective agreements reflect this autonomy. These agreements (with the exception of the Sinclair agreements) traditionally cover quite limited bargaining groups.

Previous collective agreements bring out the development of the questions deemed important by those entering into the contracts. While the essence of the contracts has remained intact throughout the years, it is noted that the definition and detail in modern contracts is far more complete than in earlier ones. This may be the result of a change in the expectations of our society, which in turn gives rise to the number and kind of security provisions. Contract provisions for settling

grievances and for arbitration also contribute to the length of modern contracts.

Statutes approved by Congress in the last ten years -- such as The Labor-Management Disclosure Act and the Civil Rights Acts -- encourage practices which the OCAW had already been observing. However, the Taft-Hartley Act of 1947 is not well accepted by members, principally because of the closed shop prohibition.

The international constitution permits the organizational structure of an OCAW local to take almost any form. The OCAW is highly decentralized, almost to the point of independent action; but the International, through participative management, is largely able to direct collective bargaining. The OCAW was found to be participative because all important union positions are elective -- local as well as international. Wide participation of the membership is evident in the negotiation of approximately 1600 collective agreements. Furthermore, the membership takes part indirectly in decision making at the international level by way of the rather unique function of the nonprofessional Executive Board.

Collective bargaining is the means by which most questions of concern are resolved. Its structure was found to be tailored to fit the needs of the major industrial and national divisions of the OCAW. This is the result of an effort to preserve a solid front in negotiations and at the same time preserve minimum demands.

The oil bargaining policy is formed as a result of the experiences of those guiding the union both at the local and international levels.

An OCAW presidential change in 1965 resulted in, or at least coincided with, more vigorous union activity regarding collective bargaining. A small but perhaps very significant result was the innovation of a committee on automation in the Canadian District.

It is evident that in matters of collective bargaining the international leadership is quite willing to act without ratification by the membership when it is necessary to do so. This appears to mean that locals have confidence in international leadership even though "They do what we say," is often heard from local officers. General approval of international leadership was expressed in the 1967 constitutional convention when top level officers were re-elected and their salaries raised.

The contents of Chapter III help place in perspective the milieu of OCAW local union officials. From this base we proceed to the primary research findings.

CHAPTER IV

RESEARCH FINDINGS

Tabulated data by country and for the OCAW as a whole are given in the main body of the text. Data by state and research area are included in Appendix IV. However, these are summarized in narrative form with comments from respondents in the main body of the text.

Comments from the respondents were solicited in the cover letter. They aid in understanding the respondents and help explain the bare statistical results. The sincerity of those adding written comments was evident. Sometimes the respondents discussed why they answered as they did. More rarely, they added other questions of importance to themselves. Several saw the questions in the questionnaire related one to another. Others found them easy to isolate.

Tabulated data are a bit less nebulous for purposes of measurement than comments. They show the questions of concern to responding officials on a first choice basis as well as on a weighted basis. These are compared separately. The tables also show the results of the replies to the questions, "Does management 'look down' on union officers?" and "Does management obstruct union membership?" They

also show the primary industrial area of the respective respondents as well as the number of locals replying and members in these locals.

The tables of research areas and states in Appendix IV serve to emphasize differences by state and region. These are tested with Chi-square statistics utilizing a FORTRAN IV program.

Responses to the questions, "In which part of the operation do you work?" and "Fair pay can be gained most effectively by: negotiation, strike, boycott, whipsaw, and other" are not tabulated. Replies to the first question were about equally divided in listing a company or union duty. In reply to the second question, the respondents were nearly unanimous in checking the negotiation choice. A few listed negotiation with the right to strike.

General Tabulation Summary

Tables 1 through 8, pages 114 through 121, summarize results of our quest for the most important questions of concern to the OCAW as a whole. The tabular data illustrate the importance of the question of job loss protection to the respondents. Income loss protection is shown as sixth in importance.

It appears that the responding financial secretaries differentiate quite clearly between types of security questions, specifically those of job loss

protection and income loss protection. Hourly pay is shown to be a distant second in importance. It is not surprising that the question held highest in importance is one which has not been successfully negotiated by OCAW bargaining groups.

About one-third of the respondents believed managements "look down on union officers." Of the respondents in Canada (whose average age was eight years younger than their contemporaries in the United States), about five percent fewer answered "yes" to the query. Over half of the respondents in the United States believed this to be true in other locals. Canadian returns were consistently lower in this belief.

However, only twenty-nine percent of the respondents in the United States believed that management "obstructs union membership," compared with thirty-four percent holding this belief in Canada. Almost half the Americans believed this to be true in other locals while only forty-one percent of the Canadians held this belief of other locals.

Almost two to one of the respondents reported membership employment in some form of hydrocarbon activity. From these data and from the secondary sources in the background study, one can conclude that the hydrocarbon segment of the OCAW is the principal industrial activity of the membership.

Gains in membership totaled 801 members between

1964 and 1966, less than one percent. These results confirm the findings from secondary sources that the absolute loss in membership has been arrested. The lone Puerto Rico local union financial secretary listed membership as his main concern and income loss protection second. The local gained membership between 1964 and 1966; because of the oil processing facilities being built there. He commented that union political activities are not well received in Puerto Rico.

Significant comments are included in the individual research area summaries which follow this section; however, the most frequent comment was on the need for better communications and understanding, which was mentioned six times. Automation and unfair legislation were each mentioned five times. Public apathy, union obstacles, and matching company strength were discussed three times each. Unsupportive environment, improper arbitration, promotion of union officers into management, and fair play each drew comment twice. Sixty-two miscellaneous comments on problems concerning public relations, benefits, vacations, politics, inflation and the like were recorded in addition to irrelevant comments. The eastern states were more outspoken than other regions in their discontent with labor events in general and union management relationships. Southeastern commentary was most suspicious of management.

TABLE 1

THE MOST IMPORTANT QUESTION FACING LABOR IN THE OPINION OF RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY COUNTRY[a]

OCAW	United States	Puerto Rico	Canada	TOTAL
Job Loss Protection	119		7	126
Pensions	11		2	13
Early Retirement	4			4
Membership	5	1	4	10
Hourly Pay	36		5	41
Income Loss Protection	6		4	10
Political Education of Members	4		1	5
Cooperative Bargaining	17		1	18
Automation	14		4	18
Other[b]	8		1	9

[a]If a respondent selected more than one first choice each was counted proportionately. Numbers are rounded to the nearest whole number.

[b]Apathy of membership (2), cooperative collective bargaining, inflation, insurance, repeal of Sec. 14b - Taft Hartley Act, retraining, seniority (2), vacations, working conditions, not described.

TABLE 2

THE WEIGHTED OPINION OF THE MOST IMPORTANT QUESTIONS FACING LABOR ACCORDING TO RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY COUNTRY[a]

OCAW	United States	Puerto Rico	Canada	TOTAL
Job Loss Protection	681		61	742
Pensions	252		25	277
Early Retirement	112		8	120
Membership	54	4	28	86
Hourly Pay	384		57	441
Income Loss Protection	296	3	36	335
Political Education of Members	49		15	64
Cooperative Bargaining	185		21	206
Automation	159		30	189
Other[b]	65	3	10	78

[a]Weights: First choice - 4, second choice - 3, third choice - 2, fourth choice - 1. The others were not weighted. However, if more than one question was included in the first choice each was assigned a weight of four.

[b]Apathy of membership (2), cooperative collective bargaining, inflation, insurance, repeal of Sec. 14b - Taft Hartley Act, retraining, seniority (2), vacations, working conditions, federal and provincial restrictions - injunctions, voluntary overtime, one not described.

TABLE 3

TABULATION OF THE NUMBER OF FIRST CHOICES OF EACH QUESTION AND WEIGHTED CHOICES AND THEIR RESPECTIVE PERCENTAGES IN THE UNITED STATES

UNITED STATES	First Choices	Percent of Total	Weighted Choices	Percent of Weighted Total
Job Loss Protection	119	52	681	30
Pensions	11	5	252	11
Early Retirement	4	2	112	5
Membership	5	2	54	2
Hourly Pay	36	16	384	18
Income Loss Protection	6	3	296	13
Political Education of Members	4	2	49	2
Cooperative Bargaining	17	8	185	9
Automation	14	6	159	7
Other	8	4	65	3
TOTAL	225	100[a]	2237	100[a]

[a]Percentages are rounded. Numbers are rounded to the nearest whole number.

TABLE 4

TABULATION OF THE NUMBER OF FIRST CHOICES OF EACH QUESTION AND WEIGHTED CHOICES AND THEIR RESPECTIVE PERCENTAGES FOR THE OCAW

OCAW	First Choices	Percent of Total	Weighted Choices	Percent of Weighted Total
Job Loss Protection	126	50	742	29
Pensions	13	4	277	11
Early Retirement	4	2	120	5
Membership	10	3	86	4
Hourly Pay	41	16	441	18
Income Loss Protection	10	4	335	13
Political Education of Members	5	2	64	2
Cooperative Bargaining	18	7	206	8
Automation	18	7	189	7
Other	9	3	78	3
TOTAL	255	100[a]	2538	100[a]

[a]Percentages are rounded. Numbers are rounded to the nearest whole number.

TABLE 5

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT 'LOOK DOWN ON' UNION OFFICERS?" BY COUNTRY

OCAW	United States	Puerto Rico	Canada	TOTAL
In Your Area				
Yes	80	1	11	92
No	145	1	16	162
No Reply	4		2	6
Percent[a]				
Yes	35	50[b]	30	35
In Other Locals				
Yes	123	1	13	137
No	63	1	10	74
No Reply	43		6	49
Percent[a]				
Yes	54	50[b]	45	53
Average Age of Respondent	44		36	43

[a]Percentages are rounded.

[b]The Puerto Rico local replied both yes and no.

TABLE 6

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT OBSTRUCT UNION MEMBERSHIP?" BY COUNTRY

OCAW	United States	Puerto Rico	Canada	TOTAL
In Your Area				
Yes	65	1	10	76
No	159	1	17	177
No Reply	5		2	7
Percent[a]				
Yes	29	50[b]	34	29
In Other Locals				
Yes	113	1	12	126
No	52	1	10	63
No Reply	64		7	71
Percent[a]				
Yes	49	50[b]	41	48

[a]Percentages are rounded.

[b]The Puerto Rico local replied both yes and no.

TABLE 7

NUMBER OF LOCALS OF THE OCAW UNION IN EACH INDUSTRY
ACCORDING TO RESPONDING UNION OFFICERS
BY COUNTRY

OCAW	United States	Puerto Rico	Canada	TOTAL
Oil Production	13			13
Refining	49	1	8	58
Other	31		2	33
Atomics	5			5
Natural Gas	8		2	10
Petro-chemicals	10			10
Other Chemicals	68		4	72
Other	40		3	43
Unreported	6			6

TABLE 8

TABULATION OF QUESTIONNAIRE RETURNS AND NUMBER OF MEMBERS IN LOCALS REPLYING BY COUNTRY

OCAW	United States	Puerto Rico	Canada	TOTAL
Number of Locals	499	1	66	566
Number of Replies	229	1	29	259
Percent[a] Return	46	100	44	46
Number of Members in those Locals Replying				
1966	86163	710	5941	92814
1964	84702	590	6721	92013

[a]Percentages are rounded.

Area One Summary[1]

The responding locals on the West Coast lost membership between 1964 and 1966. The four locals in Washington did not reppond, which resulted in a West Coast average response considerably below the total of the OCAW average of forty-six percent. However, California response was near the International average with forty-five percent, all but one of which came from the hydrocarbon industry. The California local financial secretaries listed hourly pay as their main concern with job loss protection, automation, and membership second. The weighted choices showed hourly pay and job loss protection equal in importance, followed by income loss protection and then automation. None of the respondents thought management looked down on union officers in their area, but two of the five believed they did in other locals. Four of the five believed management obstructed membership. The average age of the respondents was forty-six years. Membership totaled 8,713 workers in 1966, down from 9,003 in 1964.

Only one respondent offered a written comment. He was concerned with the "disconcern of so many of the members;" he believed that the OCAW was fair to the members and to the companies with which they bargained. He stated that, "No other organization has to buck as many obstacles as a labor union."

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[1]Tables 21 through 27, pages 194 through 200.

The responding OCAW local union financial secretaries in area one held hourly pay paramount in concern, which is somewhat different than indicated by results from other areas.

Area Two Summary[2]

The financial secretaries in western states covering the Rockies and the western edge of the Great Plains responded well, with an overall average of sixty-five percent. Only six of the twenty-one respondents reported membership predominantly outside the hydrocarbon industries. Responding area two locals represented 4,309 members in 1966,having gained 221 members in the previous two year interval. According to these widely scattered financial secretaries, job loss protection predominated as the most important question facing labor. Scarcity of alternate job opportunity in this thinly populated area is probably a contributing factor in this category which received sixty-six percent of the first choices and thirty-seven percent of the weighted choices. Hourly pay was a distant second, with twenty-four percent of the first choices and twenty-one percent of the weighted choices. Income loss protection was not chosen in the first choices but ranked third in the weighted choices at fifteen percent, followed by automation at eight percent in the weighted choices

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[2]Tables 28 through 34, pages 201 through 207.

and five percent of the total first choices. Forty-three percent of the respondents believed management looked down on union officers in their area and forty-eight percent believed the same of other local unions. Only twenty-nine percent believed management obstructed union membership in their areas, but fifty-seven percent believed they did in other locals. Average age of the respondents was 40 years.

Ten of the twenty-one respondents offered written comments. Some of the more significant comments advanced suggestions for improving company-union relations, for example, resolving problems as they arise by closer inter-relationships. Automation was considered a serious problem by two respondents, and two others mentioned an unsupportive environment.

Area Three Summary[3]

Area three encompasses ten Southeastern states. Only ten of the thirty-four responding local union financial secretaries reported predominant membership employment in hydrocarbons. A striking increase in membership was evident; from 6,871 in 1964, to 8,477 in 1966. Returns were forty percent. Job loss protection was the question of first importance with fifty-one percent of the first choices and twenty-nine percent of the weighted total. Second was hourly pay with twenty and eighteen percent respectively. Cooperative bargaining was third with

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[3]Tables 35 through 41, pages 208 through 214.

thirteen percent of the first choices and ten percent of the weighted choices. Income loss protection was fourth with eight percent of the first choices and fourteen percent of the weighted choices. Thirty-two percent of the respondents believed management looked down on union officers in their areas and fifty-six percent believed this to be true of other locals. Thirty-eight percent believed management obstructed union membership in their areas and forty-four percent believed management obstructed union membership in other locals. The average age of respondents was forty-four years.

Ten of the thirty-four respondents wrote comments. These ranged from suggestions for including a merit system of pay to suspicion that management kept a blacklist and preferred to replace workers as they aged. Some comments were quite lengthy. One significant comment was the observation that management promotes good men who would otherwise be a union asset. Another unintentionally came very near Barnard's thoughts on status in its application to the important question of job loss: "job loss: When a person loses his job, he gets worried, depressed, and generally hard to get along with because his pride has been pulled out and in some cases stepped on." The commentary as a whole was quite mistrustful of management. Evidence of less formal education of commenting officials from the Southeastern States, in comparison with responses from

other areas, was found in usage of rather poor grammar. They were forceful, of strong conviction, and as the quote immediately above shows, they were perceptive.

Only three of the nine district secretaries returned questionnaires and only one of these offered written comment:

> In my 48 years experience in the labor movement I feel that the majority of union members are mostly interested in obtaining a fair living wage and enough benefits upon retirement to assure them of a decent standard of living. This is my personal view as I will retire as of 12-1-67.

The comment may be only his personal view but it appears to summarize the goal of a significant proportion of the population. However, it is too broad to be of use except as a guiding principle. Applying this principle requires specificity, which is more fully developed in the tabulations and in the statistical analysis.

Area Four Summary[4]

Area four consists of the important Gulf Coast states of Louisiana and Texas. Membership in the responding locals declined from 22,661 in 1964 to 22,284 in 1966. Return was a gratifying fifty-eight percent. Eighteen of the twenty-three replies reported members engaged primarily in hydrocarbons. Seventy-one percent of these older respondents reported job loss protection as their first choice in importance; this was supported by thirty-five percent of

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[4]Tables 42 through 48, pages 215 through 221.

the weighted total. Automation was second with nine percent of the first choices and thirteen percent of the weighted totals. Pensions was third with six percent of the first choices and ten percent of the weighted choices. These were followed by hourly pay with four percent and twelve percent respectively. Twenty-six percent believed management looked down on officers in their area, but sixty-one percent believed they looked down on officers in other locals. Thirty-nine percent believed management obstructed union membership in their areas and sixty percent believed management obstructed in other locals. Average age of the respondents was fifty-three, indicating perhaps, a well established industrial area.

Written comments were received from nine of the twenty-three respondents. Fair pay was mentioned twice as being important in interrelationships with management. Political obstructions were mentioned twice with a specific call for repeal of Section 14(b) of the Taft-Hartley Act (the section outlawing the closed shop). One writer reported management noninterference bordering on support and no trouble in signing new employees. One complaint was that every other worker seemed to be a supervisor, not surprising in this highly automated technology. One other financial secretary mentioned a somewhat anti-union bias of the "fourth estate."

Area Five Summary[5]

Responding financial secretaries from this mid-continent area reported a loss in membership from 9,975 in 1964 to 9,441 in 1966. Response was fifty-one percent with nineteen of the thirty replies reporting membership principally engaged in hydrocarbon operations. Job loss protection was again paramount with fifty-six percent of the first choices, supported by thirty-four percent of the weighted choices. Hourly pay was second with fifteen and seventeen percent respectively. Third was automation with eight percent of the first choices and ten percent of the weighted choices. Following was income loss protection with three percent and eleven percent respectively. Thirty-seven percent of these men believed management looked down on union officers in their area and fifty-three percent believed this to be true in other areas. Thirty percent believed management obstructed union membership in their areas and fifty-three percent believed that they obstructed in other locals. Average age of respondents was forty-four years, very near the International average.

This group was a bit less reticent. Fifteen of the thirty respondents commented. Empathy between management and labor was important to one respondent, who also expressed unhappiness with arbitration. The comments contained specifics on how management obstructed the union by

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[5]Tables 49 through 55, pages 222 through 228.

participating in right-to-work activities and through arbitration. Two financial secretaries specifically objected to the Taft-Hartley Act. Objections to arbitration practices were mentioned twice. Some disgust was evident with young management and newly organized management.

Area Six Summary[6]

The nine responding financial secretaries of Iowa, Minnesota, and Wisconsin reported an increase of membership from 3,658 in 1964 to 4,205 in 1966. Returns were forty-one percent. Job loss protection was first in importance with forty-five percent of the first choices and twenty-five percent of the weighted choices. Hourly pay was second with eleven and seventeen percent respectively. Pensions category was third with eleven and sixteen percent, followed by income loss protection. Only thirty-three percent of the respondents felt that management looked down on union officers in their areas but fifty-six percent felt this to be a fact in other locals. Average age of respondents was forty-six years. Only eleven percent felt that management obstructed union membership in their areas while forty-five percent believed management obstructed in other areas. Industries employing these members are very diverse. Only two respondents reported predominant membership in hydrocarbons. Four reported operations in other chemicals, and three in miscellaneous

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[6]Tables 56 through 62, pages 229 through 235.

categories.

Two comments were recorded from Minnesota: One reported a favorable management; the other noted the difficulty of negotiating at the local level with a large corporation.

Area Seven Summary[7]

The great industrial states of Illinois, Indiana, Michigan, and Ohio make up area seven. Returns were lowest of all the areas, with twenty-five percent. However, the forty-one responding financial secretaries reported 1966 membership at 13,858, a loss from the 1964 total of 14,390. Job loss protection was of primary concern in this area also with forty-four percent of the first choices supported by twenty-seven percent of the weighted choices. Pensions ranked second in importance with eleven percent of the first choices and twelve percent of the weighted choices. Hourly pay was third with ten percent of the first choices and eighteen percent of the weighted choices. These were followed by cooperative bargaining with ten percent of the first choices and ten percent of the weighted choices. Seventeen of the forty-one respondents reported membership predominantly in hydrocarbons, followed by fourteen in other chemicals. Thirty-nine percent believed management looked down on union officers in their area, and fifty-nine percent believed management

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[7]Tables 63 through 69, pages 236 through 242.

looked down on union officers in other locals. Thirty-two percent believed management obstructed union membership in their areas, and forty-four percent believed they obstructed in other locals. Average age of respondents was forty-two years.

Nine comments were recorded. The tenor is generally one of favorable relationships between union and management groups in spite of the propensity of the majority to suspect management of obstruction. One commentator felt participation in politics by labor is necessary for survival of "Labor's right to meet management on even terms." Another felt negotiation on an industry-wide basis to be important.

Area Eight Summary[8]

Area eight is made up of the Northeastern States. Returns were close to the national average at forty-five percent. The respondents reported an increase in membership from 14,054 in 1964 to 14,876 in 1966 in the sixty-six local unions. Job loss protection was the primary concern of fifty-one percent of the respondents, supported by twenty-nine percent of the weighted choices. Hourly pay was a distant second registering nineteen percent and seventeen percent respectively. Cooperative bargaining was third in importance with eleven percent of the first choices and ten percent of the weighted choices. Income loss

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[8]Tables 70 through 76, pages 243 through 249.

protection was fourth with fifteen percent of the weighted choices. Thirty-eight percent of the reporting financial secretaries believed that management looked down on union officers in their areas, while fifty percent believed this to be true in other locals. Only fifteen percent believed management obstructed union membership in their areas, but forty-one percent believed they obstructed in other locals. Respondents averaged forty-four years in age. Industrial employment by the membership is diverse. Only twelve respondents reported membership predominantly in hydrocarbons while thirteen were reported in miscellaneous operations.

Twenty-nine respondents added written comments, some quite lengthy. The tenor was one of discontent with union-management relations and with the political situation. Only one out of twenty-nine writers reported satisfactory union-management relationships. Wages and reduced buying power were the concerns of a financial secretary who called for yearly contracts rather than the present three year contracts in his local. Another significant comment concerned social security taxes. This man thought that these were against the best interest of labor even though international leaders were for it. One opinion was that management makes life miserable for hourly employees when "things don't go right." Another felt that management had not learned to accept unions. Still another saw inflation as a spectre and called for more government controls. Wage

incentives were thought to be unfair in the plant where one respondent worked.

Area Nine Summary[9]

Canada encompasses area nine. OCAW history here extends over about the last twenty years. Saskatchewan alone lost 1,210 members between 1964 and 1966, due mostly to a raid from a rival union. Total membership dropped from 6,721 in 1964 to 5,941 in 1966 in the locals of those financial secretaries responding. Returns were forty-three percent. Job loss protection was first in importance to the respondents with twenty-four percent of the total supported by twenty-one percent of the weighted choices, somewhat different from other areas. Hourly pay was second with eighteen percent of the first choices and twenty percent of the weighted choices. Income loss protection was third with fourteen and thirteen percent respectively. These were followed by automation with fourteen percent of the first choices and ten percent of the weighted choices. The dominant industrial activity of the membership was in hydrocarbons with twelve of the twenty-nine respondents listing this as the primary industrial activity of the membership. Miscellaneous activities were listed by thirteen respondents. Thirty-six percent of these local union representatives believed management looked down on union officers in their area and forty-five percent believed

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[9]Tables 77 through 83, pages 250 through 256.

this to be true in other locals. The average age of respondents was thirty-six years, eight years less than the United States average. Thirty-four percent believed that management obstructed union membership in their areas, and forty-one percent believed management obstructed in other locals.

Eleven written comments contained expressions of discontent with conciliators and province politics. One significant comment considered automation as "too hot an issue for a union member." Another mentioned the loss to management of superior men--similar to an American contemporary in area three. The general sentiment was of favorable union-management relations.

Statistical Analysis

Inspection of the tables presented in this chapter and in Appendix IV shows that a great part of the statistical analysis has been presented. These data include percentages and weights. However, further analysis follows which will serve to complement the research and to clarify interpretation of the question among the nine areas.

It is recalled that respondents from area one held a question other than job loss protection higher in importance: hourly pay. Other areas, particularly Canada, varied considerably in percentages concerning the first choices of the most important questions of concern. The query arises whether there is significant difference

among the responding areas. The hypotheses to be tested are that the financial secretaries responding by area will not agree upon the relative importance of the first choices of the questions of concern. For testing, chi-square analysis is employed at the (.05) level. This non-parametric test is used because no assertions need be made about the parameters or underlying distributions other than the assumption that the sample is large. For comparison, the chi-square test is employed to test the weighted response at the (.05) level. Puerto Rico is omitted from this test because it is not included in a research area.

As it is used in this study, the chi-square test consists of summing the ratios obtained by taking the difference between an observed frequency of response (n) and an expected, or computed frequency (e); squaring this difference; and dividing the squared difference by the expected frequency. It tells us the probability of getting a disagreement between observed and computed frequencies equal to or greater than that observed in a negative or positive direction.[10]

For the chi-square calculation, the nine areas are arrayed in ascending order in columns from one through nine and the responses of the first choices of the

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[10]Frederick Croxton and Dudley J. Cowden, Applied General Statistics, 2nd ed. (New York: Prentice Hall, 1955), p. 683.

questions of concern are listed in rows in the same order held throughout this research, both in questionnaires and in corresponding tabulations. The resulting matrix is amenable to computer application. Therefore, it is used in this format and FORTRAN IV language is employed.[11] When totaled, the sums of the rows and the sums of the columns are equal and labeled (N). The expected value for any location in the resulting matrix is labeled ($e_{i,j}$); that is, the expected, or computed, frequency for the location in the ith row and the jth column. The expected value $e_{2,3}$, for example is the expected frequency in row number 2, column number 3. The expected value ($e_{i,j}$) for any location in the matrix is the sum of its row times the sum of its column divided by (N).

$$e_{i,j} = \frac{(\Sigma \text{row}) \quad (\Sigma \text{column})}{(N)}$$

The observed value (n) for each matrix location is the number of responses for the first choice of the most important questions facing labor. The (n)s are presented in the tabulations as the first table of each area set. The value of chi-square is:

$$\text{Chi-square} = \frac{\Sigma (n_{i,j} - e_{i,j,})^2}{e_{i,j}} \quad \text{or} \; \Sigma Pi,j$$

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[11] The FORTRAN IV Program used on an IBM 1130 system is presented on pages 257 through 259.

It is recalled that when a respondent listed more than one first choice, each question was credited with its fractional equivalent. For example, if three questions were considered equal in importance to a financial secretary, each was assigned a value of one-third in the tabulations; therefore, each was credited with (0.333) in the program. Table 9, page 138, shows observed data for first choice questions of concern for each research area. These values are taken from the same raw data sources as the tables[12] of the most important questions to labor for each area.

The value of chi-square at the (.05) level was computed from the formula by Croxton: Chi-square = $d(1 - \frac{2}{9d} \pm \frac{x}{\sigma} \sqrt{\frac{2}{9d}})^3$, where $\frac{x}{\sigma}$ is the normal deviate cutting off the corresponding tails of a normal distribution. The normal deviate value was taken as 1.64, which gives chi-square at the (.05) and (.95) levels.[13]

The symbol (d) represents the degrees of freedom for the matrix. The degrees of freedom for a nine by ten matrix (d) are seventy-two. The chi-square value for a

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[12]Tables 21, 28, 35, 42, 49, 56, 63, 70 and 77.

[13]Frederick Croxton, op. cit., p. 752, and Appendix H, p. 749. Appendix J, p. 752, gives values of chi-square up to thirty degrees of freedom. The formula was tested against the values given in Appendix J at thirty degrees of freedom. At the (.025) level, calculated value of chi-square was 46.980. The Appendix J value is 46.979 for a one tail test. The counsel given by Donald Patten, Asst. Chairman, Department of Mathematics, University of Oklahoma, is deeply appreciated.

TABLE 9

OBSERVED FIRST CHOICE DATA
BY RESEARCH AREA

	1	2	3	4	5	6	7	8	9
Job Loss Protection	1.0	14.0	15.3	16.3	17.0	4.0	18.0	33.5	7.0
Pensions	0.0	0.0	0.0	1.3	1.0	1.0	4.5	3.0	2.0
Early Retirement	0.0	0.0	0.0	0.3	1.0	0.0	1.5	1.3	0.0
Membership	1.0	1.0	0.0	0.0	0.0	1.0	2.0	0.0	4.0
Hourly Pay	2.0	5.0	6.0	1.0	4.5	1.0	4.0	12.3	5.0
Income Loss Protection	0.0	0.0	2.3	0.0	0.5	0.0	3.0	0.5	4.0
Political Education of Members	0.0	0.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0
Cooperative Bargaining	0.0	0.0	3.0	1.0	1.0	1.0	4.0	7.0	1.0
Automation	1.0	1.0	1.3	2.0	2.5	0.0	1.5	5.0	4.0
Other	0.0	0.0	1.0	0.0	1.5	1.0	2.5	2.3	1.0

matrix with seventy-two degrees of freedom is 92.7 at the (0.05) level. This value is larger than the chi-square value of the matrix from the observed values shown in Table 9, therefore the hypotheses are rejected.[14] There is no significant difference among the nine areas at the (0.05) level.

It was observed in the tabulations for the nine areas that, taken separately,the areas did vary in the degree in which they responded. Therefore, curiosity alone is sufficient motivation to test the matrix by omitting one area at a time. In this way we can determine which area is least similar relative to the remaining areas. Area nine, Canada, was omitted first, then area one in ascending order through area eight. The degrees of freedom for eight by ten matrices are sixty-three. The chi-square value at the (.05) level is 82.459. Chi-square for the matrices, omitting one area at a time, are given in Table 10 on page 140.

The comparison tells us that area nine, the Canadian area, is least similar to the remaining areas.

Weighted data were presented in the tabulations to help in the evaluation of these responses. Employing

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[14]The normal deviate was taken from normal distribution tables at the (.1010) level. Therefore, for a one tail test the chi-square is actually at the (.0505) level. The (.95) level of chi-square will actually be the (.9495) level. Normal deviates are used because the chi-square approaches the normal as the degrees of freedom increase.

TABLE 10

VALUES OF CHI-SQUARE[a]

Area Omitted	Chi-square Value
Nine	58.2
One	67.1
Two	65.6
Three	68.1
Four	63.8
Five	68.3
Six	70.8
Seven	69.1
Eight	61.6

[a]Composite of chi-square values given in the computer printout when a research area is omitted from the matrix one at a time. Area nine is omitted first for emphasis.

the chi-square test to the weighted matrix, leads to acceptance of the hypotheses that the respondents will not agree by area when tested at the (.05) level because the value of chi-square is 223.665. This value exceeds that value given above at the (.05) level for seventy-two degrees of freedom. Similarly, when area nine is excluded chi-square is 162.579, which exceeds the value given above for sixty-three degrees of freedom at the (.05) level. The weights given are presented to help show that the questions of concern do not exist in isolation. This test merely shows the effect of the weights.

A question arises from the tabulated results concerning the level of confidence with which one could hold the results calculated from the returns. For example: Within what confidence levels could we hold the opinion of the responding financial secretaries of the OCAW concerning job loss protection? Job loss protection received one hundred twenty-six and one-sixth of the two hundred fifty-four possible first choices of the sample. To answer this question, the chi-square is employed and Croxton's formula for establishing confidence limits therefrom. The relationship is:

$$\text{Chi-square} = \frac{(a - \frac{C}{1-C} b)^2}{\frac{C}{1-C} N}$$

In this formula (C) are the confidence limits;

(N) is the sample size, as before; (a) is the number of first choices received by job loss protection; and (b) is the number of first choices not received by job loss protection, or 127-5/6. At the ninety-five percent level, chi-square equals 53.509. Employing the quadratic formula[15] and the values listed above and solving for (C), the confidence limits, it is found that approximately twenty-nine and one-half percent, and seventy and six-tenths percent are the values for (C). This means that by using the chi-square, we are approximately ninety-five percent confident that from twenty-nine to seventy percent of all financial secretaries of the OCAW locals preferred job loss protection as their first choice of the questions of concern to labor at the time they answered the questionnaire.

Interpretation

Examination of the questions of concern reveals that some of the questions are ends and some are means to ends. Both the ends and means were objectives of concern to these local union officials at the time of the field test. It is reasonable to assume that the standards by which the objectives are measured are not the same for

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[15]It is recalled that the familiar form of the quadratic is: $x = \frac{-b \pm \sqrt{4ac}}{2a}$, where (a), (b), and (c) are first, second, and third coefficients of the formula respectively.

individuals and they may shift over a period of time. Membership, for example, ranks near the bottom as a most important question of concern; yet it is reasonable to assume that shortly after the passage of the NIRA, membership would have ranked high as a question of concern. Nevertheless, job loss protection appears to have been of importance to labor for quite some time as evidence appears in almost all secondary sources cited.

Job loss protection dominates as the question of concern. It is followed distantly, by another "end" -- hourly pay. The next most important question, cooperative bargaining, is a means to one or more ends, but it is far behind.

In the strictest sense, the respondents do not all agree which questions of concern are most important; however, the data show the ends have a clear majority of opinion and the means to the ends are far behind. The specific end, job loss protection, has a clear majority in first choice opinion from the respondents in the United States and very nearly so for the whole OCAW. When tested at the (.05) level, no significant difference existed among the areas relative to the first choice questions of concern.

In the written comments, great diversity of opinion was expressed. While these opinions could not all be questions of greatest concern, they were of sufficient

importance that the respondents were inclined to discuss them. They are marked by the opportunity they give for meaningful, but non-quantitative understanding.

This research appears to have satisfactorily answered the first question of the study; that is, "What questions are deemed most important to labor in the OCAW union as perceived by the financial secretaries of the responding locals at the time of this field study?" Unanimity of opinion was absent, but it was apparent that job loss protection predominated in the first choice totals of the composite returns and it was ranked highest in the weighted choice totals. It also predominated in each individual area, except in area one. Hourly pay was second. Both job loss protection and hourly pay appear more specific than general questions of job security or wages and salaries. Questions of job security and wages and salaries have been assigned various meanings over a period of time in union and non-union publications until the meaning has broadened.

Cooperative bargaining and automation were next in importance to the respondents. Automation appears related to the question of job loss protection. It is not regarded as an objective, but rather a threat. An objective would be to neutralize that threat. Cooperative bargaining is a means by which more basic objectives can be obtained.

Herzberg's work as well as data from officers' reports presented in Chapter III help to answer the second question to be examined in this study: "Do the goals sought for labor by top management officials of the OCAW differ from those questions held to be most important by the financial secretaries of responding locals?"

To answer this question it is noted that job security has been a question of concern to labor for many years. Herzberg's aspects of job security presented in Chapter III serve to illustrate the breadth of this category, but it is not complete, when it is used by officials in the OCAW. They include in their concept of job security many of Herzberg's aspects of other job attitude factors. For example, in the national chemical bargaining policy of the OCAW, job security was described mostly as income retention and income security. In reporting on the results of the 1966 chemical bargaining policy, OCAW President Grospiron stated slight improvements had been made in the job security area of transfer rights and retention of higher rates for a period of time in cases of demotion. In the cover letter for the OCAW' oil bargaining policy, Grospiron stated the number one objective was job security. Rurther in the publications he stated the objective was that people be saved, not a freezing of old process and methods. The text of the oil program itself emphasized guaranteed continued employment

at present or higher rate status until retirement or adequate pension, hourly pay increases, and retirement and vacation benefits.

In his report of the results of the oil policy bargaining program, he stated that some progress had been made in the right to negotiate any layoff, better company planning by oil companies to avert layoffs, wage rate retention in the event of layoff, two year contracts, yearly wage increases, hospitalization coverage improvement and costs, pension improvement, increased shift differentials, and other more incidental demands.

He reported a significant breakthrough in Canada in the area of job security. The most important breakthrough was the establishment of a committee on automation and six-months notification by the company of layoff or discharge of any employee due to changes in working methods. Included was encouragement of company and government cooperation in retaining employees, and severance pay benefits.

It is apparent that the notion of job security held by OCAW top level leadership includes many questions. However, what appears to be the specific and fundamental question in the notion of job security -- job loss protection -- was presented in the questionnaire for consideration by the financial secretaries. Responses indicate the question to be a concern of the first

order. It has not been satisfactorily resolved. Little doubt exists that the OCAW leadership has sought for and made gains in the broader area of job security, but practically no headway has been made on the question of job loss protection other than notification and severance pay. It is doubtful whether even the notification and severance pay are a result of OCAW bargaining. They probably sprang from a growing awareness of social responsibility among corporations. Further, in the Canadian gains noted above, cooperation between company and government was noted, but the mention of the OCAW participation, encouragement, and leadership in the training and retraining program was prominent by its absence. It would appear that even in the absence of closed shop provisions, an opportunity exists in this area for a more meaningful union service, especially in easily automated industries like hydrocarbons and chemicals.

It is assumed in this study that evidence of top level union leadership goals, which reflect questions of concern at lower levels, will be the success of the leadership in achieving stated goals in contract demands. That is, it is assumed they are effective union managers. It is assumed further that demands are differentiated sufficiently to be distinguishable. For example, it is held herein that job security is not the same as job loss protection. The differences influence solutions sought by

groups, both government and nongovernment. Because of costs of methods of attack, they are important. Without doubt, security-type goals have been attained by top level OCAW management; however, from the evidence in this research, it is concluded that the goals sought for labor by top management officials of the OCAW differ from the fundamental one held to be most important by the responding financial secretaries--job loss protection.

The answer given by the research to the third question--"Do the respondents to the study perceive that company managements regard union officials as equals in their relationships?"--was that thirty-five percent of the respondents answered "yes" to the questionnaire item, "Do you think management 'looks down on' union officers in any way in your area?" Fifty-three percent indicated that they believed management does "look down on" union officials in other locals. Over one-third of the respondents, it is evident, observed some difference in esteem between management and union officials.

The third question is particularly valuable for young inexperienced company managers and union officers who have not yet established empathy for their opposites in labor relations. This survey question then may serve the purpose of an aid to gaining understanding by one concerned with collective bargaining.

In the written comments from the questionnaires, it was noticed that when union members showed capabilities

for leadership, they often were asked to join the management team within their respective companies, thereby depriving the OCAW of talent. It is expected that union officials might be less able from a management standpoint when compared with company officials with whom they interact. Some unwise management personnel might be inclined to "look down on" their counterparts. The talent drain appears to be a basic OCAW union disadvantage.

To answer the fourth question, qualitative and quantitative evidence indicates that the respondents generally do not perceive that company managements obstruct union membership. Twenty-nine percent believed that management does obstruct membership in their locals and forty-eight percent held this belief for other locals. At least one written comment held that management obstructs unions through right-to-work laws and arbitration.

This propensity to believe that management obstructs union membership in other locals and that management looks down on union officials in other locals cannot be disregarded. The response may indicate some distrust of management, at least a suspicion that management works against the interests of the union. It probably indicates a tendency to believe rumors about "the establishment." The suspicions may not be invalid.

For an answer to the fifth question - "What are the main industrial segments of the OCAW?" - we note that one

hundred twenty-four respondents reported predominant membership employment in hydrocarbons, while seventy-two reported membership employment in chemicals other than hydrocarbons. Some did not reply to this question.

However, the total number of employees in companies of the petroleum and gas industries organized by the OCAW is 107,992, shown in Table 13, page 183, Appendix II. Total number of workers in the chemical companies organized by the OCAW is shown in Table 14 as 68,114. Table 15 indicates the total number of employees in atomic and other industries as 44,402. It can be asserted that the hydrocarbon industry is the main industrial division of the OCAW. Within this hydrocarbon division, refinery workers were the largest segment with 46,683 workers, followed by gas utilities with 10,406, crude production with 8,667, and terminals with 7,546. Plastics are the largest chemical segment with 11,845 workers; drug manufacturing follows with 11,054; then inorganic chemicals with 4,800.

The atomic and other division appears to be a miscellaneous but important division. The manufacture of food and kindred products is the largest with 7,834 employees; followed by abrasives and asbestos operations with 7,158 workers; the atomic industry with 7,137; and metals, machinery and electrodes with 6,125. The complete breakdown is given in the tables named.

The secondary sources support the tabulations from the questionnaires. Expansion of OCAW membership may come from employees in the more heavily populated industries, assuming that OCAW membership opportunities are related to the number of workers available. Steadily increasing employment in chemical and allied products are shown in Table 18, page 190, which indicates 571,000 employees in 1966. Total number of employees in the hydrocarbon industry declined to the 1966 total of 311,000, even though petroleum refining employment increased from 112,400 workers in 1965 to 114,000 in 1966.

The sixth question concerned the increase or decrease of OCAW membership between 1964 and 1966, and has largely been answered. It is interesting to recall that the respondents reported an overall increase in membership in their locals from 92,013 in 1964 to 92,814 in 1966, less than nine-tenths of one percent gain. Data from the proceedings of the constitutional conventions showed a gain in members from 161,386 in 1964 to 163,208 in 1966 --approximately one and three-fourths percent gain. These data are shown in detail in Table 17, page 189. Primary and secondary source data are reasonably close.

The statistical analysis presented earlier in this section was largely devoted to the seventh question of this study: "Do the major questions vary significantly by area (region)?" It was found that the first choice

responses by area were not significantly different at the 0.05 level, utilizing the chi-square test. However, it was shown that if the responses were weighted, the research areas were significantly different at the 0.05 level. The questions do not exist alone as shown by the numerical data as well as by the observations of writers presented in Chapter III. However, Table 10 showed that the Canadian area is least similar to the others regarding first choice questions of concern. The respondents were about eight years younger in Canada when compared with the average age of the respondents in the United States. Age could have had an effect on their perception, at least in value judgment. Table 12, page 181, showed the record of the questionnaires returned by date to be approximately four weeks different from those in the United States and Puerto Rico. This could also have had an effect. However, differences would appear to be from multiple factors including lower wage levels, national philosophy, and environment.

CHAPTER V

CONCLUSION

Levels of economic activity in the United States have been relatively high since 1961, as shown on page 105. Increased demand for labor and higher profits have set the stage for demands for higher wages. These the OCAW sought and received in early 1967, late 1966, and before. Yet, the research presented herein shows that job loss protection has been the question of concern foremost to the respondents during this period.

Secondary sources cited show that security-type questions are of great concern to labor in many different settings. The numerous studies by Herzberg in which the factor of job security was paramount are examples. The study at the local union level by Miller, Zeller, and Miller, concerning membership and local union officer perception of local union goals, showed numerous security-type goals important to both members and local officers. In OCAW collective bargaining, job security takes the form of various security provisions sought by the leadership. Questions of most importance to labor, as perceived by the responding financial secretaries, are concluded to be

of the general type seen by other authors. However, other researchers do not point out the degree of differentiation that this research indicates on the importance of the single question of job loss protection.

The notion that job loss protection is fundamentally important falls within ideas advanced by prominent observers in education and government as shown by Mr. Dubin's writings and Mr. Wirtz's comments as Secretary of Labor. Our society has furnished elaborate means to outfit its citizens with individual means and opportunity to engage in gainful employment. Dubin's ideas that one's social experience causes awareness that our society expects one to provide for himself and his family adds dimension to Barnard's succinct observations on status. If one has accepted the standard of gainful employment, then the loss of that employment should be of great concern to him. The observations by Mr. Wirtz, as Secretary of Labor, were no less erudite than those of Dubin in portraying the importance of a job.

The OCAW member has a well-paying job in relation to that of others with similar skills in other industries. Annual earnings per worker were calculated from Department of Labor publications. The estimated 1968 annual wage was approximately $6,700, excluding overtime. In addition, probable family income is higher, perhaps approaching

$10,000 per year per family.[1] Reasonable also is the assertion that loss of employment would make it difficult, perhaps impossible, for a respondent to be employed again at a comparable wage, particularly in the same community. Job loss protection, then, appears to be a question relating to members' fundamental motivational system while hourly pay, income loss protection, pensions, early retirement, vacations and the like appear to fall more in the incentive area. Job loss protection, therefore, could be expected to take precedence over the incentives unless the incentives were vital to family or personal maintenance. For example, low wages were among the main causes of the rise of unionism.

As noted in Chapter III from the study by Miller, Zeller, and Miller, union officials tend to overestimate the importance of wages. Herzberg, et al., noted in their study that the importance of wages to the employee is quite frequently overestimated by employers, who generally rank it among the top two or three factors in employee job attitudes. Unless income is so low that it threatens other basic needs, substitution of increased pay to satisfy more fundamental questions appears to have little probability of long-term success. Such substitution may even be harmful.

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[1] Average age of the respondents was forty-three years. From an age standpoint, they have opportunity to have other members of their immediate families employed.

Job loss protection is not the same as income loss protection within the perspective of the respondents. Evidence of this is in the difference in importance in which these two questions were held by the respondents. Income loss protection ranked fifth in first choices of the most important questions and third in the weighted choices -- far behind job loss protection which was first in both.

Job loss protection appears more fundamental than income loss protection. Both are usually referred to as wage or salary guarantees. However, the differences are obscured, perhaps innocently, by individuals and groups advocating income guarantees as possible solutions to problems they are trying to solve; but some solutions are potentially wasteful if distinction is not taken into account. The cry from Watts, "We don't want welfare, we want jobs," tends to dramatize this basic need uncovered in a fairly affluent working force in vital industries as well as the difference between employment and dole.

It appears that the OCAW, unions in general, and companies have largely resolved the questions of concern pertaining to hourly pay and fringe benefits. These are adjusted upward regularly. The OCAW seems to be particularly effective in negotiating wage agreements but hourly pay still ranks high as a question of concern. The goals of the leadership as expressed in national oil bargaining

policy coincide generally with the questions of concern to the respondents, but the OCAW has not been effective in securing significant wage guarantees in the form of income loss protection or job loss protection. Recall that this union faces some of the most powerful companies in the world whose resources and technology take second place to none. Note also that the strike threat as a weapon in gaining demands in highly automated industries is becoming less and less effective. Faced with formidable, aggressive, resourceful opponents, a dwindling membership base in their primary industry, and technological advances which largely negate strike threats, the OCAW is forced to seek more subtle methods in meeting the needs of its membership. The precedent, initiated in Canada, of establishing a committee on automation, is indicative that the OCAW leadership is resourceful and abreast of developments concerning membership needs as well as modern developments in collective bargaining.

However, the inclusion of provisions for a committee on automation in collective agreements has been received with something less than enthusiasm by the OCAW membership in the United States.[2] Nevertheless, this is an innovation which illustrates OCAW leadership concern for membership problems unusual in trade unions. At this time, the leadership apparently does not see its role as directing the

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[2]Telephone conversation with Mr. A. L. Wickman, OCAW Education Director, Denver, July 8, 1968.

solution to the problem, but rather it appears, as an approver of solutions worked out by the companies and governments involved. Because of the importance of the problem to the lower levels in the OCAW and because of the apparent need of the International to be relied upon by the lower levels not only as guardian but as a problem solver, this may be a missed opportunity.

It is not a part of this research to investigate why more attention has not been given to job loss protection by the OCAW leadership. However, pragmatic leadership may see fit to concentrate on more economically attainable objectives. It is recalled from the tabulations that hourly pay, pensions, automation and the remaining questions did not rank nearly so high as job loss protection, either in first choices or weighted choices. However, their combined percentages would equal that of job loss protection. Therefore, attention to other provisions in collective agreements may pay off more immediately. The union appears to have concentrated in these areas. They probably lack the strength to force job or wage guarantees as the experience with Shell proved.

Written response would indicate that in Canada, at least, job loss protection is a hot issue -- all the more reason for OCAW involvement. The question is not alone in importance for the OCAW obviously; it is a fundamental one for our society. Evidence of this is legislative concern for full employment.

The statistical analysis shows that agreement was not significantly different at the 0.05 level among the OCAW areas on first choice questions. However, when the responses are given weights to illustrate a measure of relative importance, a significant difference at the 0.05 level is noted. This variation could reflect differences in local questions brought about by fewer benefits afforded workers in relatively less affluent industries within this union. Whatever the cause, separate research areas hold the questions differently in importance. These regions are represented on the bargaining policy committees and have a voice in determining bargaining policy. To reflect these different viewpoints, top level union leadership is obligated to seek multiple goals. The fact that the union has not been effective in resolving the question most important to the lower levels does not mean the organization is ineffective in seeking other goals or that it is not efficient. On the contrary, its effectiveness in gaining benefits for its members is evident.

The most important conclusions gained from this research in summary are:

The question of job loss protection is foremost in concern to responding OCAW financial secretaries.

At the 0.05 level, first choice questions are not significantly different by research areas.

Job loss protection is different from income loss protection, pensions or similar type

questions from the perspective of the respondents.

Relatively successful negotiations for high pay and other gains, and OCAW leadership emphasis on job security have not succeeded in reducing the question of job loss protection to levels secondary in importance.

Job loss protection has not been negotiated successfully by the OCAW.

Top OCAW leadership is generally responsive to membership needs, but responsiveness is influenced by the scope of demands and by practical difficulties of attaining them.

Assuming that job loss protection remains paramount in concern, the problem presents itself as to how this need can be satisfied by or for the employee. The fact that the question exists means that neither the OCAW nor the majority of companies with which they interact have solved the problem. It was noted in the research that the Teamsters and others were successful in negotiating wage guarantees. The Teamsters have a reputation for getting what they want, perhaps as a result of their aggressiveness and relative strength; or possibly employers in Teamster-organized companies can pass on increased costs easily in their markets. Possibly these employers see the granting of job and income guarantees as beneficial to their working force at little risk to themselves, or perhaps, even of advantage to themselves. The fact that the Teamsters is a very large and powerful union, bargaining with thousands of small companies, could also be a factor. All the

possibilities might be answered either affirmatively or negatively with justification. However, sooner or later the question of job loss protection may demand resolution in a practical manner.

Based on this research, it is assumed that strikes are too costly for the OCAW to employ for long. Strikes are not socially acceptable to a great number of Americans. But there are other issues of vital concern to the public which could be used to enhance the OCAW image in public esteem and through which the OCAW might gain some measure of empathy useful politically or in the event of a boycott. In the past the OCAW has been concerned with safety and other social problems. Their coverage is in industries utilizing high pressures and high temperatures and corrosive fluids. Some national companies may be open to union scrutiny of their safety practices. Most companies, however, encourage employee and union participation in the improvement of safe practices. Safety is a problem which affords precedence for company-union cooperation. Provisions in OCAW agreements for company-union cooperation for coping with social problems resulting from the implementation of modern technology is another precedent.[3] The latter is an innovation of job loss protection indirectly.

Innovation in utilizing OCAW resources for helping to solve other modern technical and social problems may contribute, in some indirect measure, to alleviation of the

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[3]Committees on Automation, p. 100.

question of job loss protection, in waste disposal, for example. Employees can lose jobs when anti-pollutant devices become too costly for economic plant operation. They can lose jobs when a chemical plant is shut down because of emissions hazardous to public safety due to improper or inadequate disposal practices. Few plants, if any, are so perfectly automated that employees cannot reduce raw material usage and minimize waste; waste which must be discarded in some manner. Union cooperation may be more immediately and enthusiastically forthcoming if their cooperation in the solution of company and social problems were met with empathic consideration of workers' needs. Company cooperation may also be improved when line managers perceive constructive union efforts in potentially damaging problem areas previously considered not union responsibility. Recommended somewhat idealistically, therefore, is that companies and the OCAW take more of society's needs into account as a base for collective bargaining negotiation.

In the event that negotiations fail and sufficient distress is evident, then little recourse is left except to take more drastic action. The OCAW seems weak compared to some companies in which it has bargaining units. Considering this constraint and those imposed by automation, a strike may be rather futile. It may work off indignation and rage, but it may also be quite damaging to the employees with little inconvenience to the company. However, proper

advance public relations concerning OCAW efforts in the public's behalf, coupled with other organized labor support, may make a boycott extremely effective. Preparation may have to take the form of constant OCAW attention to questions of public concern with competent staffs and adequate budgeting. Company marketing managers are, perhaps, more sensitive to boycotts and to public reaction than are manufacturing managers or others less concerned with market place pitfalls.

The strike, of course, cannot be ruled out. Fundamentally, an employee cannot be forced to work against his will even though it is illegal to strike in many situations. Local plant managers who are desirous of protecting their reputations with upper management may be somewhat susceptible to the threat of strike action.

Mergers appear to be less than satisfactory as a course of action because they are not likely to solve the major questions of concern except indirectly. It is believed that attention to matters of public concern to create an image of responsible action, coupled with practical bargaining, would increase the value of the OCAW in the eyes of employees and thereby help OCAW expansion with subsequent membership gains. Traditionally, organizing efforts appear to have been in production, manufacturing, and pipelining. Even the retail clerks have expanded into service station operations and chain stores. These gray (rather than blue) collar areas offer opportunities on which some unions are

capitalizing.[4] These service-type operations do not have the same legal sanctions as plant organizing in manufacturing. Some units are small and increase the cost of servicing; but as a respondent from California commented, "I don't think any other organization has to buck as many obstacles as a labor union."

The alternative to the success of current leadership in the OCAW in their efforts to make the OCAW a more meaningful force is probably gradual diminution of the organization on the industrial scene.

Summary

The financial secretaries of all OCAW locals were surveyed by mailed questionnaire to determine what they conceived to be the major questions of concern to labor. Both the questionnaire design and the field study were described in some detail in order to evaluate properly the responses to the questionnaire.

Background data pertaining to other research at the local union level and to findings of other researchers and observers on questions relating to matters of importance to individuals in their working situations were presented. These data generally supported the findings of this research. Background also included OCAW historical data, excerpts from collective agreements, and organizational data.

From the responses, job loss protection was found

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[4]The retail clerks were among six unions which have had sizable organizing success since 1965. "The Labor Month in Review," Monthly Labor Review, Vol. 90, No. 11, November, 1967.

to stand out starkly as a question of concern relative to other questions considered by the respondents. Tabulations were presented in detail for each area and combined separately by country and for the OCAW as a whole. The West Coast area was the only area which rated a question other than job loss protection as first in importance.

The statistical analysis tested the similarity of first choice response from each research area. It was determined that no significant difference existed among the areas at the 0.05 level when employing the chi-square test. By omitting one area at a time with the use of an IBM 1130 computing system and using chi-square statistics, it was determined that no significant difference existed for the first choice response at the 0.05 level. However, the Canadian area was found to be least similar to the other areas.

Weighted data were also tested using the chi-square and printout in Appendix IV. It was determined that a significant difference did exist among the nine areas when weighted data were tested at the 0.05 level. A significant difference was noted among the eight American areas when the Canadian area was omitted from the matrix and tested at the 0.05 level. These tests demonstrated the effects of weighting and illustrated that the questions do not exist in isolation.

The goals of the leadership of the OCAW were assumed to be the goals expressed in the national oil

and chemical bargaining policies and published statements, because international leadership has the means to influence, if not dominate, bargaining policy. A further assumption was that objectives would be sufficiently detailed to be distinguishable. Goals of the leadership were found, generally, to be the same as those of the respondents, but not the same on the specific question of job loss protection. The resolutions of the questions of job loss protection and income loss protection have not been achieved.

Significant percentages of the respondents perceived that company managements held union officers in somewhat less regard than they would have liked. Additionally, they exhibited a propensity to believe this question was more noticeable in other areas than in their own local area. Lesser percentages of respondents perceived that company managements obstructed union membership, but they again tended to believe that the obstruction was more prominent in other locals than in their own.

Evidence from the questionnaires and from OCAW publications indicated that more than half the membership was engaged in some form of hydrocarbon activity. The industrial activities were found to be quite varied and wide in geographical area. However, the major industrial activity was shown to be in hydrocarbons and the largest segment was in petroleum refining operations.

Because of the close degree of uniformity of raw materials and end products, the constraints imposed by

handling fluids under high pressure and temperature, and economies of scale; the hydrocarbon industry is easily standardized and automated. These factors reduce the need for large numbers of personnel and increase the need for highly trained and responsible workers. The problem of perceived insecurity may stem partially from an aging work force, and from widely publicized and popular warnings about the effect of advancing technology.

The research further touched upon some of the reasons why some security-type provisions may not have been achieved. The lessening of the effectiveness of the strike was shown to be a factor. The perceived need for job loss protection may also be influenced by perceptible ineffectiveness of strike action, at least in hydrocarbons.

Solutions to questions relating to job loss protection have been, and are being, sought with cooperation from companies, educational institutions, and state and federal governments. Social studies and experiments of this magnitude cannot be expected to achieve results in the very short term, the traditional period of concern to lower union levels. Therefore, it would be expected that this question will continue to be of concern to the OCAW. The relative affluence of this work group rules out much specific legislation in their behalf except that of a general nature for which members out of work may qualify.

As shown by this research, the OCAW is a durable

and functioning trade union. It has developed democratically and has a rather unique executive board organizationally superior to international officers. Local union activity in collective bargaining functions with relative efficiency in the face of formidable opposition. Members of the OCAW are relatively well paid but they are concerned with job loss protection.

Recommendations

The implications that job loss protection has for the hydrocarbon and chemical industries, and other industries approaching their degree of automation, would call for more research to probe for feasible solutions. The present research served to identify questions of concern. The question of major concern is not expected to be solved in the short term because of its complexity and the massive forces which have been marshalled to help solve the problem on a broad scale.

One could question just how job loss protection is perceived by the respondents. It may not be the same as protection from unemployment. Doubt exists that higher educational or skill levels in the work force as a whole would provide measurable degrees of job loss protection. Education's value in this sense may be more in helping employees to understand their environment, and themselves, thereby increasing confidence in their ability to be employable and allaying fears.

It is recommended, therefore, that future research along this line of inquiry be concerned with how job loss protection is perceived by workers in these automated industries. In democratic institutions concepts at this power base are important. Suggestions for the solution to their perceived notions of job loss protection would probably uncover new ideas which would serve as part of the base from which the question could be attacked.

The possibility that the majority of unorganized workers may not view job loss protection as their major question of concern cannot be disregarded because the OCAW does not represent a majority of workers in the industries in which they operate, and because this research probed only one lower level of one union. In view of this fact, a broad probe covering both union and nonunion employees, perhaps in one company only, would add to the understanding of this problem.

Future research would also be expected to gain more understanding of the absolute importance of this question to workers born since World War II. The present research uncovered its relative importance in an older work group. The questions are expected to rise and ebb in importance under the influence of the multiple forces which act upon them, as was pointed out in Chapter III.

Other research might concern itself with the study of companies which have negotiated job and income guarantees.

It could include the immediate cost to these companies and include other standards of measurement; for example, the effect of the guarantee on the companies' financial risk rating among institutions with which they do business, or the effect of a minimum job or income guarantee on the prospects for merger into or acquisition by another company. Another aspect would be the incidence of business failure of companies which have minimum job and income guarantees.

This research might include the possible effect the negotiation of job loss protection would have on major companies with fairly stable and predictable markets. Examples of these companies in the OCAW area of involvement are utilities and major oil companies. Of interest would be the reactions of executives in these companies to the question of job loss protection and the reasons for their reactions.

The responsibility for increasing understanding and solutions of these questions of concern is not the sole prerogative of academic institutions. The OCAW, as well as companies in automated industries, may be interested in probing further. These findings may be applied to experiments increasing lower level employee responsibility in his job. Some of these experiments are said to have increased productivity. It is reasonable that satisfaction and self-development have increased also. This feeling of greater relative individual worth might serve to lessen the absolute and relative importance of the questions of job loss

protection. They may have the added benefit of being of value in helping companies to decrease turnover.

Recommendations for future research in summary form are:

To determine how the concept of job loss protection is held by employees.

To determine whether this question is paramount in importance to unorganized workers and to workers in other unions.

To determine cost to the companies in which job or income guarantees have been negotiated and the effect of the guarantees on company business ratings.

To determine the reaction to job loss protection negotiation by executives of companies with relatively predictable markets.

To determine the relative importance of job loss protection to a work force born since World War II.

APPENDIX I

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APPENDIX II

TABLE 11

TABULATION OF QUESTIONNAIRE MAIL OUT AND RETURN
IN THE UNITED STATES, PUERTO RICO,
AND CANADA

	Date	Quantity	Return	Percent Return
Test mail out United States	11/19/66	13	3	23
Main mail out United States & Puerto Rico	11/19-21/66	485	226	44
Second test mail out	11/21/66	10	2	20
Main mail out Canada	12/12/66	67[a]	30	45

[a]Includes questionnaires sent to eight district offices in the United States and one in Canada. Improper addresses caused return of nine on November 29, 1966. Four were remailed on November 30, 1966. Two returns were recorded from district offices in the United States and one in Canada. Percent return from locals was 46%.

TABLE 12

NUMBER OF QUESTIONNAIRES RETURNED BY DATE

Date of Return	United States & Puerto Rico Quantity	Canada Quantity
11/14-19/66	3	
11/23/66	11[a]	
11/25/66	61	
11/26/66	20	
11/28/66	24	
11/29/66	13	
11/30/66	11	
12/1/66	14	
12/2/66	9	
12/3/66	6	
12/5/66	4	
12/6/66	1	
12/7/66	6[a]	
12/8/66	14	
12/9/66	4	
12/12/66	6	
12/14/66	2	
12/17/66	10	
12/19/66	3	2
12/20/66	1	
12/21/66	1	3
12/22/66	2	4
12/23/66	2	2
12/24/66	3	3
12/27/66		4
12/30/66		1
1/3/67		1
1/6/67		1
1/9/67		4[a]
1/13/67		2
1/16/67		2
1/21/67		1
TOTAL	231	30

[a]Includes one return from the District Financial Secretary.

APPENDIX III

TABLE 13

STANDARD CLASSIFICATIONS AND NUMBER OF: COMPANIES ORGANIZED BY OCAW, EMPLOYEES, STATES AND PROVINCES INVOLVED, OCAW CONTRACTS, (1966)[a]

Petroleum and Gas Industry

Category and SIC Number	Companies	Employees	States or Provinces	Contracts
Asphalt, 295 (Manufacture of asphalt, tar, paving and roofing material)	22	2,582	16	28
Crude Production, 131	31	8,667	11	84
Drilling and Field Exploration, 138	5	988	2	11
Gasoline Plants, 291 A	25	4,255	10	57
Gas Utilities, 492	33	10,406	17	40
Grease, Lube Oils and Waxes, 2992	25	1,675	11	29
Marketing, 509	67	5,849	32	153
Petrochemicals, 28182	16	8,215	11	21
Pipelines, 46	39	9,395	15	72
Refineries, 291	81	46,683	32	154
Terminals, 509 A	32	7,546	20	47
Miscellaneous Petroleum, 299	30	1,728	11	33
TOTAL	406	107,992		729

[a]OCAW, Directory of Contracts (Denver, Colo.: OCAW, April, 1966), blue section pp. 1-46.

TABLE 14

STANDARD CLASSIFICATIONS AND NUMBER OF: COMPANIES ORGANIZED BY OCAW, EMPLOYEES, STATES AND PROVINCES INVOLVED, OCAW CONTRACTS, (1966)[a]

Chemical Industry

Category and SIC Number	Companies	Employees	States or Provinces	Contracts
Alkalines and Chlorines, 2812	11	3,429	9	12
Carbon Black, 2895	9	1,070	8	15
Cosmetics, 2844 (Manufacture of cosmetics, perfumes, and toilet preparations--shampoos, shaving products, etc.)	19	4,354	8	19
Cyclic Crudes, 2814 (Manufacture of coal tar; includes creosote oil, naphthalene and coal tar acids)	8	1,590	8	14
Drugs, 283 (Manufacture of drugs, medecinal chemicals and pharmaceutical products)	23	11,054	11	27
Dyes, 2815 (Manufacture of dyes, toners and organic pigments)	16	4,031	9	17
Explosives, 2892	6	3,124	10	11
Fatty Acids, 2894	6	393	4	6

[a]OCAW, Directory of Contracts (Denver, Colo.: OCAW, April, 1966), yellow section pp. 47-86.

TABLE 14-Continued

Category and SIC Number	Companies	Employees	States or Provinces	Contracts
Fertilizers, 287 (Manufacture of fertilizers, pesticides, insecticides, and agricultural chemicals)	46	6,011	27	66
Gases, 2894 (Manufacture of compressed, liquid and solid form gases)	18	2,274	16	37
Glue and Gelatin, 2891 (Manufacture of gelatin, adhesives and glues)	5	483	4	5
Ink, 2893 (Manufacture of printing ink)	5	76	2	5
Inorganic Chemicals, 2819 (Manufacture of industrial inorganic chemicals, such as inorganic salts of sodium, inorganic compounds, etc.)	34	4,800	26	53
Inorganic Pigments, 2816	3	1,697	3	5
Organic Chemicals, 2818	17	3,881	13	21
Paints, 285 (Manufacture of paints, varnishes, lacquers, enamels, putty, caulking compounds, and allied products)	53	3,800	16	57
Plastics, 282	57	11,845	20	74
Soaps, 2841-3 (Manufacture of soaps, detergents, glycerin, cleaning, polishing and sanitation preparations; and surface active agents)	20	2,251	12	23
Misc. Chemicals, 2899	27	1,951	13	26
TOTAL	382	68,114		493

TABLE 15

STANDARD CLASSIFICATIONS AND NUMBER OF: COMPANIES ORGANIZED BY OCAW, EMPLOYEES, STATES AND PROVINCES INVOLVED, OCAW CONTRACTS, (1966)[a]

Atomic and Other Industries

Category and SIC Number	Companies	Employees	States or Provinces	Contracts
Abrasives and Asbestos, 329	13	7,158	16	20
Atomic Industry, 9138	16	7,137	12	18
Concrete, Gypsum and Building Products, 321-8 (Manufacture of cement and concrete, brick and clay, glassware, porcelain, lime, plasterboard, gypsum products, sand and sand products)	26	2,517	18	31
Food and Kindred Products, 20 (Manufacture of foods, beverages, dairy products, grain mill products, corn and vegetable oil products)	36	7,834	17	42
Laboratories, 739 (Employees engaged in laboratories as technicians, chemists, engineers, etc.)	35	4,742	16	36

[a]OCAW, Directory of Contracts (Denver, Colo.: OCAW, April, 1966), orange section pp. 87-113.

TABLE 15-Continued

Category and SIC Number	Companies	Employees	States or Provinces	Contracts
Metal Machinery and Electrodes, 33-36 (Electro-metallurgical products, smelting and refining of metals; fabricating metal products; machinery and equipment; electrical machinery, equipment and apparatus)	41	6,125	19	46
Mining, 10-14 (Establishments engaged in mining, quarrying, milling, and preparing minerals and metal ores)	14	1,431	9	16
Office Workers, 733 (Employees engaged in office and clerical type jobs)	30	1,902	19	53
Paper and Wood, 24 & 26 (Manufacture of paper, paperboard containers, wood products and preserving, creosoting, veneer, and plywood)	12	2,056	11	15
Transportation, 37 & 40-47 (Building, maintaining and repairing of trucks, ships and boats, and railroad cars. Operation of railroads and transits; motor freight and warehousing)	26	713	14	26

TABLE 15-Continued

Category and SIC Number	Companies	Employees	States or Provinces	Contracts
Wholesale and Retail Trade 50-59 & 73 (Establishments engaged in wholesaling of various products. Includes retail stores, retailing of gas products, building services, catering and food supplying)	19	1,119	13	20
Miscellaneous Allied Industries, 39	31	1,669	22	32
TOTAL	299	44,403		355

TABLE 16

SUMMARY OF OCAW INDUSTRIAL SCOPE[a]

Industry	Number of Companies Organized	Number of Employees	Number of OCAW Contracts
Hydrocarbons	406	107,992	729
Chemicals	382	68,114	493
Atomic and Other	299	44,403	355
TOTAL	1,087	220,509	1,577

[a]OCAW, Directory of Contracts (Denver, Colo.: OCAW, April, 1966), pp. 1-113.

TABLE 17

OCAW MEMBERSHIP[a]

Year	Dues Cards Issued	Dues Paid Members	Float
1957(May 31)	184,281	176,903	7,378
1958	181,536	168,603	12,933
1959	174,212	166,425	7,787
1960	174,498	166,060	8,438
1961	170,925	160,603	10,322
1962	168,786	161,180	7,606
1963	165,350	156,064	7,286
1964	161,386	154,064	7,322
1965	161,286	155,338	5,948
1966	163,208	156,633	6,575
1967	166,681	154,758	12,123

[a]April 30, unless noted.

TABLE 18

EMPLOYMENT AND EARNINGS FOR PRODUCTION WORKERS IN THE MAJOR INDUSTRY SEGMENTS OF THE OCAW[a]

Year	Crude Petroleum & Natural Gas (SIC 13)		Petroleum Refining & Related Ind. (SIC 29)		Chemicals & Allied Products (SIC 28)	
	Workers	Earnings	Workers	Earnings	Workers	Earnings
1960	225,600	$2.46	137,900	$2.89	509,900	$2.50
1961	218,800	2.53	129,900	3.01	505,000	2.58
1962	212,800	2.60	125,500	3.05	519,300	2.65
1963	204,800	2.66	119,900	3.16	525,300	2.72
1964	205,500	2.65	114,200	3.20	529,400	2.80
1965	202,600	2.74	112,400	3.28	545,300	2.89
1966	197,000	2.87	114,000	3.41	571,000	2.98

[a]Workers - average annual number of workers, Earnings - average annual hourly earnings, Source except for 1966 data, U. S. Department of Labor, Employment and Earning Statistics for the United States, Bulletin 1312-4, 1966, (Washington, D.C.: Government Printing Office, 1966), pp. 20,580, 549-550. Data for the year 1966 is from U.S. Department of Commerce, Statistical Abstract of the United States, 1967, (Washington, D.C.: Government Printing Office, 1967), pp. 226-228.

TABLE 19

TOTAL EMPLOYMENT FOR PRODUCTION WORKERS
IN THE MAJOR INDUSTRIES
ORGANIZED BY THE OCAW[a]

Year	Workers
1960	873,400
1961	853,700
1962	857,600
1963	850,000
1964	849,100
1965	860,300
1966	882,000

[a]Composite of the average annual number of workers in the crude petroleum and natural gas industry, petroleum refining and related industries, and chemicals and allied products industries.

TABLE 20

OCAW DISTRICTS[a]

District 1	District 2	District 3
California (11)	Arizona[b]	Alabama (8)
Nevada[b]	Colorado (5)	Florida (3)
Oregon[b]	Idaho (2)	Georgia (6)
Washington (4)	Montana (6)	Kentucky (10)
	New Mexico (2)[c]	Mississippi (20)
	Wyoming (12)	N. Carolina (20)
	Utah (3)	Ohio (7)[c]
		S. Carolina (2)
		Tennessee (23)
		Virginia (6)[c]
		W. Virginia (15)

District 4	District 5	District 6
Louisiana (10)	Arkansas (5)	Iowa (4)
New Mexico (2)[c]	Kansas (19)	Minnesota (12)
Oklahoma (1)[c]	Missouri (16)[c]	Nebraska[b]
Texas (30)	Oklahoma (17)[c]	N. Dakota[b]
		S. Dakota[b]
		Wisconsin (6)

District 7	District 8	District 9
Illinois (29)	Connecticut (8)	Ontario (19)
Indiana (15)	Delaware (3)	Quebec (20)
Michigan (21)	Maine[b]	Saskatchewan (12)
Missouri (1)[c]	Maryland (3)	Manitoba (5)
Ohio (30)[c]	Massachusetts[b] (9)	Brit. Colum. (5)
Pennsylvania (1)[c]	New Hampshire[b]	Alberta (4)
	New Jersey (56)	New Bruns. (1)
	New York (38)	
	Pennsylvania (30)[c]	
	Rhode Island (2)	
	Vermont[b]	
	Virginia (1)[c]	

[a]Number in parenthesis denotes number of locals. Districts are the same as areas on the map with exception of states underlined and those states without OCAW local unions.

[b]Indicates states with no OCAW local unions as of 1966.

[c]Indicates a state with local union representation in two districts.

APPENDIX IV

TABLE 21

THE MOST IMPORTANT QUESTION FACING LABOR IN THE OPINION OF RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA ONE

AREA #1	California
Job Loss Protection	1
Pensions	
Early Retirement	
Membership	1
Hourly Pay	2
Income Loss Protection	
Political Education of Members	
Cooperative Bargaining	
Automation	1
Other[a]	

[a]Write in questions of concern.

TABLE 22

THE WEIGHTED OPINION OF THE MOST IMPORTANT QUESTIONS FACING LABOR ACCORDING TO RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA ONE[a]

AREA #1	California
Job Loss Protection	12
Pension	3
Early Retirement	1
Membership	4
Hourly Pay	12
Income Loss Protection	7
Political Education of Members	2
Cooperative Bargaining	3
Automation	6
Other	

[a]Weights: First choice - 4, second choice - 3, third choice - 2, fourth choice - 1. The others were not weighted. However, if more than one question was included in the first choice, each was assigned a weight of four.

TABLE 23

TABULATION OF THE NUMBER OF FIRST CHOICES OF EACH QUESTION AND WEIGHTED CHOICES AND THEIR RESPECTIVE PERCENTAGES FOR AREA ONE

AREA #1	First Choices	Percent of Total	Weighted Choices	Percent of Weighted Total
Job Loss Protection	1	20	12	24
Pensions			3	6
Early Retirement			1	2
Membership	1	20	4	8
Hourly Pay	2	40	12	24
Income Loss Protection			7	14
Political Education of Members			2	4
Cooperative Bargaining			3	6
Automation	1	20	6	12
Other				
TOTAL	5	100[a]	50	100[a]

[a]Percentages are rounded. Numbers are rounded to the nearest whole number.

TABLE 24

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT 'LOOK DOWN ON' UNION OFFICERS?" BY STATE IN AREA ONE

AREA #1	California
In Your Area	
Yes	
No	5
No Reply	
Percent[a]	
Yes	
In Other Locals	
Yes	2
No	2
No Reply	1
Percent[a]	
Yes	40
Average Age of Respondent	46

[a]Percentages are rounded.

TABLE 25

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT OBSTRUCT UNION MEMBERSHIP?" BY STATE IN AREA ONE

AREA #1	California
In Your Area	
Yes	4
No	1
No Reply	
Percent[a]	
Yes	80
In Other Locals	
Yes	4
No	1
No Reply	
Percent[a]	
Yes	80

[a]Percentages are rounded.

TABLE 26

NUMBER OF LOCALS OF THE OCAW UNION IN EACH INDUSTRY ACCORDING TO RESPONDING UNION OFFICERS BY STATE IN AREA ONE

AREA #1	California
Oil	
Production	1
Refining	2
Other[a]	1
Atomics	
Natural Bas	
Petro-chemicals	
Other Chemicals[b]	1
Other[c]	
Unreported	

[a]Distribution, oil handling, liquified petroleum gas, and similar operations.

[b]Salt, plastics, carbon tetrachloride, acids, caustics, and similar categories.

[c]Citrus fruits, mining, milk, quarrying, milling, paint manufacture, and similarly unrelated activities.

TABLE 27

TABULATION OF QUESTIONNAIRE RETURNS AND NUMBER OF MEMBERS IN LOCALS REPLYING BY STATE IN AREA ONE

AREA #1	California	Washington	TOTAL
Number of Locals	11	4	15
Number of Replies	5		5
Percent[a] Return	45		33
Number of Members in those Locals Replying			
1966	8713		8713
1964	9005		9005

[a]Percentages are rounded.

TABLE 28

THE MOST IMPORTANT QUESTION FACING LABOR IN THE OPINION OF RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA TWO

AREA #2	Colorado	Montana	N. Mexico	Utah	Wyoming	TOTAL
Job Loss Protection		3	3	1	7	14
Pensions						
Early Retirement						
Membership	1					1
Hourly Pay	2	1		1	1	5
Income Loss Protection						
Political Education of Members						
Cooperative Bargaining						
Automation		1				1
Other						

TABLE 29

THE WEIGHTED OPINION OF THE MOST IMPORTANT QUESTIONS FACING LABOR ACCORDING TO RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA TWO[a]

AREA #2	Colorado	Montana	N. Mexico	Utah	Wyoming	TOTAL
Job Loss Protection	6	18	12	7	31	74
Pensions		4			4	8
Early Retirement	1			1	3	5
Membership	5	3				8
Hourly Pay	10	11	6	6	10	43
Income Loss Protection	6	3	4	3	14	30
Political Education of Members		1	2	2		5
Cooperative Bargaining	2		2		7	11
Automation		6	3		7	16
Other[b]		3				3

[a]Weights: First choice - 4, second choice - 3, third choice - 2, fourth choice - 1. The others were not weighted. However, if more than one question was included in the first choice each was assigned a weight of four.

[b]Benefits.

TABLE 30

TABULATION OF THE NUMBER OF FIRST CHOICES OF EACH QUESTION AND WEIGHTED CHOICES AND THEIR RESPECTIVE PERCENTAGES FOR AREA TWO

AREA #2	First Choices	Percent of Total	Weighted Choices	Percent of Weighted Total
Job Loss Protection	14	66	74	37
Pensions			8	4
Early Retirement			5	2
Membership	1	5	8	4
Hourly Pay	5	24	43	21
Income Loss Protection			30	15
Political Education of Members			5	2
Cooperative Bargaining			11	6
Automation	1	5	16	8
Other			3	1
TOTAL	21	100[a]	203	100[a]

[a]Percentages are rounded. Numbers are rounded to the nearest whole number.

TABLE 31

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT 'LOOK DOWN ON' UNION OFFICERS?" BY STATE IN AREA TWO

AREA #2	Colorado	Montana	N. Mexico	Utah	Wyoming	TOTAL
In Your Area						
Yes	1			2	6	9
No	1	5	3		2	11
No Reply	1					1
Percent[a]						
Yes	33			100	75	43
In Other Locals						
Yes	1	1	2	1	5	10
No		2	1	1	1	5
No Reply	2	2			2	6
Percent[a]						
Yes	33	20	66	50	62	48
Average Age of Respondent	35	43	42	43	39	40

[a]Percentages are rounded.

TABLE 32

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT OBSTRUCT UNION MEMBERSHIP?" BY STATE IN AREA TWO

AREA #2	Colorado	Montana	N. Mexico	Utah	Wyoming	TOTAL
In Your Area						
Yes			2		4	6
No	2	5	1	2	4	14
No Reply	1					1
Percent[a]						
Yes			66		50	29
In Other Locals						
Yes	1	3	2	1	5	12
No		1		1	1	3
No Reply	2	1	1		2	6
Percent[a]						
Yes	33	60	66	50	62	57

[a]Percentages are rounded.

TABLE 33

NUMBER OF LOCALS OF THE OCAW UNION INEEACH INDUSTRY
ACCORDING TO RESPONDING UNION OFFICERS
BY STATE IN AREA TWO

AREA #2	Colorado	Montana	N. Mexico	Utah	Wyoming	TOTAL
Oil Production					2	2
Refining		5		2	4	11
Other						
Atomics			1			1
Natural Gas			1			1
Petro-chemicals	1					1
Other Chemicals[a]			1		1	2
Other[b]	2					2
Unreported					1	1

[a]Not described.

[b]Research, clerical, carbide.

TABLE 34

TABULATION OF QUESTIONNAIRE RETURNS AND NUMBER OF MEMBERS IN LOCALS REPLYING BY STATE IN AREA TWO

AREA #2	Colorado	Idaho	Montana	N. Mexico	Utah	Wyoming	TOTAL
Number of Locals	5	2	6	4	3	12	32
Number of Replies	3		5	3	2	8	21
Percent[a] Return	60		83	75	66	66	65
Number of Members in those Locals Replying							
1966	2034		615	896	138	626	4309
1964	1765		650	807	145	721	4088

[a]Percentages are rounded.

TABLE 35

THE MOST IMPORTANT QUESTION FACING LABOR IN THE OPINION OF RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA THREE[a]

AREA #3	Alabama	Florida	Georgia	Kentucky[c]	N. Carolina	S. Carolina	Tennessee[d]	Virginia	W. Virginia	TOTAL
Job Loss Protection	2	1		3			4	1	4	15
Pensions										
Early Retirement										
Membership										
Hourly Pay	1	1				1	1	1	1	6
Income Loss Protection							2			2
Political Education of Members							1			1
Cooperative Bargaining	1			1	1					3
Automation				1						1
Other[b]								1		1

[a]Numbers are rounded to the nearest whole number.

[b]Working conditions (dust).

[c]Kentucky had one reply with no choice.

[d]Tennesse had one reply with three first choices, and two replies with no choices.

TABLE 36

THE WEIGHTED OPINION OF THE MOST IMPORTANT QUESTIONS FACING LABOR ACCORDING TO RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA THREE[a]

AREA #3	Alabama	Florida	Georgia	Kentucky	N. Carolina	S. Carolina	Tennessee	Virginia	W. Virginia	TOTAL
Job Loss Protection	8	5	1	16	3	1	36	6	19	95
Pensions	6	3	3	5			7	6	9	39
Early Retirement	4	1					2	3	3	13
Membership	1						3			4
Hourly Pay	5	6	4	10		4	11	10	8	58
Income Loss Protection		2	2	6	1	2	23	2	8	46
Political Education of Members							6	1		7
Cooperative Bargaining	6	3		5	4	3	6		5	32
Automation				4	2		6		5	17
Other[b]				3				7	3	13

[a]Weights: First choice - 4, second choice - 3, third choice - 2, fourth choice - 1. The others were not weighted. However, if more than one question was included in the first choice each was assigned a weight of four.

[b]Seniority (2), working conditions (2).

TABLE 37

TABULATION OF THE NUMBER OF FIRST CHOICES OF EACH QUESTION AND WEIGHTED CHOICES AND THEIR RESPECTIVE PERCENTAGES FOR AREA THREE

AREA #3	First Choices	Percent of Total	Weighted Choices	Percent of Weighted Total
Job Loss Protection	15	51	95	29
Pensions			39	12
Early Retirement			13	4
Membership			4	1
Hourly Pay	6	20	58	18
Income Loss Protection	2	8	46	14
Political Education of Members	1	3	7	2
Cooperative Bargaining	3	13	32	10
Automation	1	5	17	6
Other	1	3	13	4
TOTAL	30	100[a]	324	100[a]

[a]Percentages are rounded. Numbers are rounded to the nearest whole number.

TABLE 38

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT 'LOOK DOWN ON' UNION OFFICERS?" BY STATE IN AREA THREE

AREA #3	Alabama	Florida	Georgia	Kentucky	N. Carolina	S. Carolina	Tennessee	Virginia	W. Virginia	TOTAL
In Your Area										
Yes	1			2		1	3	2	2	11
No	2	2	1	4	1		8	1	3	22
No Reply									1	1
Percent[a]										
Yes	33			33		100	27	66	33	32
In Other Locals										
Yes		1		5	1	1	7	1	3	19
No	2	1	1				3			7
No Reply	1			1			1	2	3	8
Percent[a]										
Yes		50		83	100	100	63	33	50	56
Average Age of Respondent	45	42	57	40	36	38	44	50	48	44

[a]Percentages are rounded.

TABLE 39

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT OBSTRUCT UNION MEMBERSHIP?" BY STATE IN AREA THREE

AREA #3	Alabama	Florida	Georgia	Kentucky	N. Carolina	S. Carolina	Tennessee	Virginia	W. Virginia	TOTAL
In Your Area										
Yes	1	1		2	1	1	4		3	13
No	2	1	1	4			6	3	2	19
No Reply							1		1	2
Percent[a]										
Yes	33	50		33	100	100	36		50	38
In Other Locals										
Yes	1	1		4	1	1	4	1	2	15
No	2		1	1			2	2	1	9
No Reply		1		1			5		3	10
Percent[a]										
Yes	33	50		66	100	100	36	33	33	44

[a]Percentages are rounded.

TABLE 40

NUMBER OF LOCALS OF THE OCAW UNION IN EACH INDUSTRY
ACCORDING TO RESPONDING UNION OFFICERS
BY STATE IN AREA THREE

AREA #3	Alabama	Florida	Georgia	Kentucky	N. Carolina	S. Carolina	Tennessee	Virginia	W. Virginia	TOTAL
Oil Production										
Refining			1	1			1		1	4
Other[a]		1			1	1		1	2	6
Atomics				1			1			2
Natural Gas				1					2	3
Petro-chemicals										
Other Chemicals[b]	3			2			2	1		8
Other[c]		1					5	1	1	8
Unreported				1			2			3

[a]Transportation, industrial gases transportation, distribution, asphalt, liquified petroleum gas, one not listed.

[b]Caustic, chlorine, sulfuric acid, carbon disulfide, solid phosphates, acetylene, oxygen, welding materials.

[c]Milk, fertilizer, evaporated milk, citrus juices, rock quarry, domestic feed.

TABLE 41

TABULATION OF QUESTIONNAIRE RETURNS AND NUMBER OF MEMBERS IN LOCALS REPLYING BY STATE IN AREA THREE

AREA #3	Alabama	Florida	Georgia	Kentucky	Mississippi	N. Carolina	S. Carolina	Tennessee	Virginia	W. Virginia	TOTAL
Number of Locals	8	3	6	10	2	2	2	23	6	15	84
Number of Replies	3	2	1	6		1	1	11	3	40	34
Percent[a] Return	37	66	17	60		50	50	48	50	40	40
Number of Members in those Locals Replying											
1966	1132	76	37	1175		21	28	2069	2699	1240	8477
1964	881	60		1211		15	31	1984	1295	1394	6871

[a]Percentages are rounded.

TABLE 42

THE MOST IMPORTANT QUESTION FACING LABOR IN THE OPINION OF RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA FOUR

AREA #4	Louisiana	Texas [a]	TOTAL
Job Loss Protection	4	12	16
Pensions		1	1
Early Retirement		1	1
Membership			
Hourly Pay		1	1
Income Loss Protection			
Political Education of Members		1	1
Cooperative Bargaining	1		1
Automation		2	2
Other			

[a]Texas had one local financial secretary who ranked three questions as his first choice in importance. Numbers are rounded to the nearest whole number.

TABLE 43

THE WEIGHTED OPINION OF THE MOST IMPORTANT QUESTIONS FACING LABOR ACCORDING TO RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA FOUR[a]

AREA #4	Louisiana	Texas	TOTAL
Job Loss Protection	17	64	81
Pensions	5	22	27
Early Retirement	8	18	26
Membership	2	1	3
Hourly Pay	2	22	24
Income Loss Protection	5	14	19
Political Education of Members		7	7
Cooperative Bargaining	6	10	16
Automation	8	22	30
Other			

[a]Weights: First choice - 4, second choice - 3, third choice - 2, fourth choice - 1. The others were not weighted. However, if more than one question was included in the first choice each was assigned a weight of four.

TABLE 44

TABULATION OF THE NUMBER OF FIRST CHOICES OF EACH QUESTION AND WEIGHTED CHOICES AND THEIR RESPECTIVE PERCENTAGES FOR AREA FOUR

AREA #4	First Choices	Percent of Total	Weighted Choices	Percent of Weighted Total
Job Loss Protection	16	71	81	35
Pensions	1	6	27	12
Early Retirement		1	26	11
Membership			3	1
Hourly Pay	1	4	24	10
Income Loss Protection			19	8
Political Education of Members	1	4	7	3
Cooperative Bargaining	1	4	16	7
Automation	2	9	30	13
Other				
TOTAL	23	100[a]	233	100[a]

[a]Percentages are rounded. Numbers are rounded to the nearest whole number.

TABLE 45

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT 'LOOK DOWN ON' UNION OFFICERS?" BY STATE IN AREA FOUR

AREA #4	Louisiana	Texas	TOTAL
In Your Area			
Yes		6	6
No	5	12	17
No Reply			
Percent[a]			
Yes		33	26
In Other Locals			
Yes	4	10	14
No		5	5
No Reply	1	3	4
Percent[a]			
Yes	80	55	61
Average Age of Respondent	37	50	43

[a]Percentages are rounded.

TABLE 46

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT OBSTRUCT UNION MEMBERSHIP?" BY STATE IN AREA FOUR

AREA #4	Louisiana	Texas	TOTAL
In Your Area			
Yes	3	6	9
No	2	12	14
No Reply			
Percent[a]			
Yes	60	33	39
In Other Locals			
Yes	4	10	14
No		4	4
No Reply	1	4	5
Percent[a]			
Yes	80	55	60

[a]Percentages are rounded.

TABLE 47

NUMBER OF LOCALS OF THE OCAW UNION IN EACH INDUSTRY ACCORDING TO RESPONDING UNION OFFICERS BY STATE IN AREA FOUR

AREA #4	Louisiana	Texas	TOTAL
Oil			
Production		2	2
Refining	2	8	10
Other[a]		1	1
Atomics			
Gas			
Petro-chemicals	2	3	5
Other Chemicals[b]	1	2	3
Other[c]		2	2
Unreported			

[a]Pipeline, asphalt, hydrocarbon processing.

[b]Plastics, carbon black, chemical processing, not described.

[c]Building material, paint, coloring, grain products, corn starch, sugar, not described.

TABLE 48

TABULATION OF QUESTIONNAIRE RETURNS AND NUMBER OF MEMBERS IN LOCALS REPLYING BY STATE IN AREA FOUR

AREA #4	Louisiana	Texas	TOTAL
Number of Locals	10	30	40
Number of Replies	5	18	23
Percent[a] Return	50	60	58
Number of Members in those Locals Replying			
1966	2073	20211	22284
1964	1735	20926	22661

[a]Percentages are rounded.

TABLE 49

THE MOST IMPORTANT QUESTION FACING LABOR IN THE OPINION OF RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA FIVE

AREA #5	Arkansas	Kansas[a]	Missouri	Oklahoma	TOTAL
Job Loss Protection	1	6	4	6	17
Pensions		1			1
Early Retirement			1		1
Membership					
Hourly Pay	1	2		2	5
Income Loss Protection		1			1
Political Education of Members			1		1
Cooperative Bargaining		1			1
Automation		2	1		3
Other[b]				2	2

[a]Kansas and Oklahoma each had one local financial secretary who ranked two questions as his first choice in importance. Numbers are rounded to the nearest whole number.

[b]Apathy of members, working conditions.

TABLE 50

THE WEIGHTED OPINION OF THE MOST IMPORTANT QUESTIONS FACING LABOR ACCORDING TO RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA FIVE[a]

AREA #5	Arkansas	Kansas	Missouri	Oklahoma	TOTAL
Job Loss Protection	7	40	19	31	97
Pensions	1	16	1	11	29
Early Retirement		9	1	5	15
Membership		3	4	1	8
Hourly Pay	4	16	11	17	48
Income Loss Protection	3	12	11	5	31
Political Education of Members	3		4		7
Cooperative Bargaining		10		3	13
Automation	2	13	8	6	29
Other[b]		2		8	10

[a]Weights: First choice - 4, second choice - 3, third choice - 2, fourth choice - 1. The others were not weighted. However, if more than one question was included in the first choice each was assigned a weight of four.

[b]Contracting work outside, apathy, working conditions.

TABLE 51

TABULATION OF THE NUMBER OF FIRST CHOICES OF EACH QUESTION AND WEIGHTED CHOICES AND THEIR RESPECTIVE PERCENTAGES FOR AREA FIVE

AREA #5	First Choices	Percent of Total	Weighted Choices	Percent of Weighted Total
Job Loss Protection	17	56	97	34
Pensions	1	3	29	10
Early Retirement	1	3	15	5
Membership			8	3
Hourly Pay	5	15	48	17
Income Loss Protection	1	3	31	11
Political Education of Members	1	3	7	2
Cooperative Bargaining	1	3	13	5
Automation	3	8	29	10
Other	2	6	10	3
TOTAL	32	100[a]	287	100[a]

[a]Percentages are rounded. Numbers are rounded to the nearest whole number.

TABLE 52

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT 'LOOK DOWN ON' UNION OFFICERS?" BY STATE IN AREA FIVE

AREA #5	Arkansas	Kansas	Missouri	Oklahoma	TOTAL
In Your Area					
Yes		2	3	6	11
No	2	10	4	3	19
No Reply					
Percent[a]					
Yes		16	45	66	37
In Other Locals					
Yes	1	3	4	8	16
No	1	5	1		7
No Reply		4	2	1	7
Percent[a]					
Yes	50	25	57	88	53
Average Age of Respondent	38	45	48	46	44

[a]Percentages are rounded.

TABLE 53

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT OBSTRUCT UNION MEMBERSHIP?" BY STATE IN AREA FIVE

AREA #5	Arkansas	Kansas	Missouri	Oklahoma	TOTAL
In Your Area					
Yes		2	2	5	9
No	2	10	5	4	21
No Reply					
Percent[a]					
Yes		16	28	55	30
In Other Locals					
Yes	1	3	5	7	16
No	1	4			5
No Reply		5	2	2	9
Percent[a]					
Yes	50	25	71	77	53

[a]Percentages are rounded.

TABLE 54

NUMBER OF LOCALS OF THE OCAW UNION IN EACH INDUSTRY
ACCORDING TO RESPONDING UNION OFFICERS
BY STATE IN AREA FIVE

AREA #5	Arkansas	Kansas	Missouri	Oklahoma	TOTAL
Oil Production		2		3	5
Refining	1	4	1	2	8
Other[a]		2	1		3
Atomics					
Natural Gas			1	1	2
Petro-chemicals				1	1
Other Chemicals[b]	1	2	3		6
Other[c]		2	1	1	4
Unreported				1	1

[a]Pipelines, transportation, not listed.

[b]Explosives, technical services, several not described.

[c]Fertilizer, drugs, cosmetics, not listed.

TABLE 55

TABULATION OF QUESTIONNAIRE RETURNS AND NUMBER OF MEMBERS IN LOCALS REPLYING BY STATE IN AREA FIVE

AREA #5	Arkansas	Kansas	Missouri	Oklahoma	TOTAL
Number of Locals	5	19	17	18	59
Number of Replies	2	12	7	9	30
Percent[a] Return	40	63	41	50	51
Number of Members in those Locals Replying					
1966	765	2958	2059	3659	9441
1964	865	3327	1993	3790	9975

[a]Percentages are rounded.

TABLE 56

THE MOST IMPORTANT QUESTION FACING LABOR IN THE OPINION OF RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA SIX

AREA #6	Iowa	Minnesota	Wisconsin	TOTAL
Job Loss Protection	1	3		4
Pensions		1		1
Early Retirement				
Membership			1	1
Hourly Pay			1	1
Income Loss Protection				
Political Education of Members				
Cooperative Bargaining		1		1
Automation				
Other[a]		1		1

[a]Apathy of members.

TABLE 57

THE WEIGHTED OPINION OF THE MOST IMPORTANT QUESTIONS FACING LABOR ACCORDING TO RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA SIX[a]

AREA #6	Iowa	Minnesota	Wisconsin	TOTAL
Job Loss Protection	4	15		19
Pensions		12		12
Early Retirement		5		5
Membership		1	4	5
Hourly Pay	3	10		13
Income Loss Protection	2	5		7
Political Education of Members				
Cooperative Bargaining	1	4		5
Automation		2		2
Other[b]		4	3	7

[a]Weights: First choice - 4, second choice - 3, third choice - 2, fourth choice - 1. The others were not weighted. However, if more than one question was included in the first choice each was assigned a weight of four.

[b]Apathy, cost of living.

TABLE 58

TABULATION OF THE NUMBER OF FIRST CHOICES OF EACH QUESTION AND WEIGHTED CHOICES AND THEIR RESPECTIVE PERCENTAGES FOR AREA SIX

AREA #6	First Choices	Percent of Total	Weighted Choices	Percent of Weighted Total
Job Loss Protection	4	45	19	25
Pensions	1	11	12	16
Early Retirement			5	7
Membership	1	11	5	7
Hourly Pay	1	11	13	17
Income Loss Protection			7	9
Political Education of Members				
Cooperative Bargaining	1	11	5	7
Automation			2	3
Other	1	11	7	9
TOTAL	9	100[a]	75	100[a]

[a]Percentages are rounded. Numbers are rounded to the nearest whole number.

TABLE 59

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT 'LOOK DOWN ON' UNION OFFICERS?" BY STATE IN AREA SIX

AREA #6	Iowa	Minnesota	Wisconsin	TOTAL
In Your Area				
Yes	1	2		3
No		4	2	6
No Reply				
Percent[a]				
Yes	100	33		33
In Other Locals				
Yes	1	4		5
No		2	2	4
No Reply				
Percent[a]				
Yes	100	66		56
Average Age of Respondent	40	42	50	46

[a]Percentages are rounded.

TABLE 60

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT OBSTRUCT UNION MEMBERSHIP?" BY STATE IN AREA SIX

AREA #6	Iowa	Minnesota	Wisconsin	TOTAL
In Your Area				
Yes		1		1
No	1	5	2	8
No Reply	1	5	2	8
Percent[a]				
Yes		17		11
In Other Locals				
Yes	1	3		4
No		2	1	3
No Reply		1	1	2
Percent[a]				
Yes	100	50		45

[a]Percentages are rounded.

TABLE 61

NUMBER OF LOCALS OF THE OCAW UNION IN EACH INDUSTRY
ACCORDING TO RESPONDING UNION OFFICERS
BY STATE IN AREA SIX

AREA #6	Iowa	Minnesota	Wisconsin	TOTAL
Oil Production				
Refining				
Other[a]		1		1
Atomics				
Natural Gas			1	1
Petro-chemicals				
Other Chemicals[b]		4		4
Other[c]	1	1	1	3
Unreported				

[a]Not described.

[b]Not described.

[c]Tape and abrasives, fertilizers and pesticides, roofing materials, paint and lacquer.

TABLE 62

TABULATION OF QUESTIONNAIRE RETURNS AND NUMBER OF MEMBERS IN LOCALS REPLYING BY STATE IN AREA SIX

AREA #6	Iowa	Minnesota	Wisconsin	TOTAL
Number of Locals	4	12	6	22
Number of Replies	1	6	2	9
Percent[a] Return	25	50	33	41
Number of Members in those Locals Replying				
1966	25	3963	217	4205
1964	30	3410	218	3658

[a]Percentages are rounded.

TABLE 63

THE MOST IMPORTANT QUESTION FACING LABOR IN THE OPINION OF RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA SEVEN

AREA #7	Illinois[a]	Indiana[a b]	Michigan[a]	Ohio	TOTAL
Job Loss Protection	6	2	6	5	18
Pensions	1	1	2	1	5
Early Retirement		1		1	2
Membership	1			1	2
Hourly Pay	1	1	1	1	4
Income Loss Protection	1			2	3
Political Education of Members					
Cooperative Bargaining	2		1	1	4
Automation	1			1	2
Other[c]			2	1	3

[a]Illinois, Indiana, and Michigan each had one respondent who selected two first choices. Numbers are rounded to the nearest whole number.

[b]Indiana had one local with two first choices.

[c]Insurance, seniority, vacations, organizing, one was not described.

TABLE 64

THE WEIGHTED OPINION OF THE MOST IMPORTANT QUESTIONS FACING LABOR ACCORDING TO RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA SEVEN[a]

AREA #7	Illinois	Indiana	Michigan	Ohio	TOTAL
Job Loss Protection	32	11	33	37	113
Pensions	13	8	18	10	49
Early Retirement	7	4	1	8	20
Membership	4	1	1	5	11
Hourly Pay	22	10	21	24	77
Income Loss Protection	13	8	9	32	62
Political Education of Members					
Cooperative Bargaining	19	1	10	12	42
Automation	7	1	5	7	20
Other[b]	3		7	8	18

[a]Weights: First choice - 4, second choice - 3, third choice - 2, fourth choice - 1. The others were not weighted. However, if more than one question was included in the first choice each was assigned a weight of four.

[b]Insurance, seniority, vacation, sick leave, one not described.

TABLE 65

TABULATION OF THE NUMBER OF FIRST CHOICES OF EACH QUESTION AND WEIGHTED CHOICES AND THEIR RESPECTIVE PERCENTAGES FOR AREA SEVEN

AREA #7	First Choices	Percent of Total	Weighted Choices	Percent of Weighted Total
Job Loss Protection	18	44	113	27
Pensions	5	11	49	12
Early Retirement	2	4	20	5
Membership	2	5	11	3
Hourly Pay	4	10	77	18
Income Loss Protection	3	7	62	15
Political Education of Members				
Cooperative Bargaining	4	10	42	10
Automation	2	4	20	5
Other	3	5	18	5
TOTAL	41	100[a]	412	100[a]

[a]Percentages are rounded. Numbers are rounded to the nearest whole number.

TABLE 66

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT 'LOOK DOWN ON' UNION OFFICERS?" BY STATE IN AREA SEVEN

AREA #7	Illinois	Indiana	Michigan	Ohio	TOTAL
In Your Area					
Yes	1	2	7	6	16
No	11	2	4	7	24
No Reply				1	1
Percent[a]					
Yes	8	50	63	42	39
In Other Locals					
Yes	3	3	9	9	24
No	6	1		3	10
No Reply	3		2	2	7
Percent[a]					
Yes	25	75	81	64	59
Average Age of Respondent	39	39	46	42	42

[a]Percentages are rounded.

TABLE 67

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT OBSTRUCT UNION MEMBERSHIP?" BY STATE IN AREA SEVEN

AREA #7	Illinois	Indiana	Michigan	Ohio	TOTAL
In Your Area					
Yes	1	1	6	5	13
No	10	3	5	9	27
No Reply	1				1
Percent[a]					
Yes	8	25	55	35	32
In Other Locals					
Yes	6	2	4	6	18
No	3	2	1	5	11
No Reply	3		6	3	12
Percent[a]					
Yes	50	50	36	42	44

[a]Percentages are rounded.

TABLE 68

NUMBER OF LOCALS OF THE OCAW UNION IN EACH INDUSTRY
ACCORDING TO RESPONDING UNION OFFICERS
BY STATE IN AREA SEVEN

AREA #7	Illinois	Indiana	Michigan	Ohio	TOTAL
Oil					
Production	2			1	3
Refining	4	1	1	4	10
Other[a]			2		2
Atomics	1			1	2
Natural Gas		1			1
Petro-Chemicals				1	1
Other Chemicals[b]	3	2	6	3	14
Other[c]	2		2	4	8
Unreported					

[a]Hydrocarbon processing, marketing.

[b]Household cleaners, insecticides, deodorizers, wax, sulfuric acid, aluminum sulfate, not described.

[c]Glucose, feed, dry starch, corn products, paint and varnish, railroad, salt, drugs, power station.

TABLE 69

TABULATION OF QUESTIONNAIRE RETURNS AND NUMBER OF MEMBERS IN LOCALS REPLYING BY STATE IN AREA SEVEN

AREA #7	Illinois	Indiana	Michigan	Ohio	TOTAL
Number of Locals	30	15	21	37	103
Number of Replies	12	4	11	14	41
Percent[a] Return	40	26	52	37	25
Number of Members in those Locals Replying					
1966	3175	3904	4366	2413	13858
1964	3218	3863	4634	2675	14390

[a]Percentages are rounded.

TABLE 70

THE MOST IMPORTANT QUESTION FACING LABOR IN THE OPINION OF RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA EIGHT

AREA #8	Connecticut	Delaware	Massachusetts[a]	New Jersey[b]	New York	Pennsylvania[b]	Rhode Island	TOTAL
Job Loss Protection	5	1	2	14	6	5	1	34
Pensions				1	2			3
Early Retirement					1			1
Membership								
Hourly Pay	1		1	1	5	4		12
Income Loss Protection				1				1
Political Education of Members					1			1
Cooperative Bargaining	1			4		2		7
Automation		1		1	1	2		5
Other[c]				2		1		3

[a]Massachusetts had one respondent who listed three first choices. Numbers are rounded to the nearest whole number.

[b]New Jersey and Pennsylvania each had one financial secretary who ranked two questions as his first choice in importance. Pennsylvania had one who listed no choice.

[c]Retraining, inflation, cooperative collective bargaining, respect.

TABLE 71

THE WEIGHTED OPINION OF THE MOST IMPORTANT QUESTIONS FACING LABOR ACCORDING TO RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY STATE IN AREA EIGHT[a]

AREA #8	Connecticut	Delaware	Massachusetts	New Jersey	New York	Pennsylvania	Rhode Island	TOTAL
Job Loss Protection	23	7	10	67	34	45	4	190
Pensions	12	2	4	23	27	17		85
Early Retirement	1		4	11	9	2		27
Membership			1	5	4	1		11
Hourly Pay	20	1	9	23	32	24		109
Income Loss Protection	6	6	3	36	22	18	3	94
Political Education of Members		1		9	6	5		21
Cooperative Bargaining	5			32	13	11	2	63
Automation	5	4		11	11	8		39
Other[b]				10		4		14

[a]Weights: First choice - 4, second choice - 3, third choice - 2, fourth choice - 1. The others were not weighted. However, if more than one question was included in the first choice each was assigned a weight of four.

TABLE 72

TABULATION OF THE NUMBER OF FIRST CHOICES OF EACH QUESTION AND WEIGHTED CHOICES AND THEIR RESPECTIVE PERCENTAGES FOR AREA EIGHT

AREA #8	First Choices	Percent of Total	Weighted Choices	Percent of Weighted Total
Job Loss Protection	34	51	190	29
Pensions	3	5	85	13
Early Retirement	1	2	27	4
Membership			11	1
Hourly Pay	12	19	109	17
Income Loss Protection	1		94	15
Political Education of Members	1	1	21	3
Cooperative Bargaining	7	11	63	10
Automation	5	8	39	6
Other	2	3	14	2
TOTAL	66	100[a]	653	100[a]

[a]Percentages are rounded. Numbers are rounded to the nearest whole number.

TABLE 73

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT 'LOOK DOWN ON' UNION OFFICERS?" BY STATE IN AREA EIGHT

AREA #8	Connecticut	Delaware	Massachusetts	New Jersey	New York	Pennsylvania	Rhode Island	TOTAL
In Your Area								
Yes	2			11	5	6	1	25
No	5	2	4	12	10	7		40
No Reply					1			1
Percent[a]								
Yes	28			47	31	46	100	38
In Other Locals								
Yes	2	1		12	7	10	1	33
No	3	1	3	8	6	2		23
No Reply	2		1	3	3	1		10
Percent[a]								
Yes	28	50		52	43	76	100	50
Average Age of Respondent	43	45	48	39	44	43	48	44

[a]Percentages are rounded.

TABLE 74

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT OBSTRUCT UNION MEMBERSHIP?" BY STATE IN AREA EIGHT

AREA #8	Connecticut	Delaware	Massachusetts	New Jersey	New York	Pennsylvania	Rhode Island	TOTAL
In Your Area								
Yes	1			3	2	4		10
No	6	2	4	20	14	8	1	55
No Reply						1		1
Percent[a]								
Yes	14			13	14	30		15
In Other Locals								
Yes	1	1	1	11	5	10	1	30
No	3	1	1	7	3	1		16
No Reply	3		2	5	8	2		20
Percent[a]								
Yes	14	50	25	47	31	76	100	41

[a]Percentages are rounded.

TABLE 75

NUMBER OF LOCALS OF THE OCAW UNION IN EACH INDUSTRY
ACCORDING TO RESPONDING UNION OFFICERS
BY STATE IN AREA EIGHT

AREA #8	Connecticut	Delaware	Massachusetts	New Jersey	New York	Pennsylvania	Rhode Island	TOTAL
Oil Production								
Refining				1	3			4
Other[a]	3		2	8	1	2	1	17
Atomics								
Natural Gas								
Petro-chemicals		1		1				2
Other Chemicals[b]	2	1	1	10	7	9		30
Other[c]	2		1	3	5	2		13
Unreported						1		1

[a]Ocean terminal, pipeline, marketing, compounding of oils, packaged products, bulk handling of refined fuels, several not listed.

[b]Explosives, industrial gases, plastics, resins, cryogenics, phenolics, several not listed.

[c]Rendering, drugs, insulation board, pencils, bands, erasers, acoustic ceilings, rock wool, paint, cemetery workers, metal stamping, bees wax, steel fabrication, textiles.

TABLE 76

TABULATION OF QUESTIONNAIRE RETURNS AND NUMBER OF MEMBERS IN LOCALS REPLYING BY STATE IN AREA EIGHT

AREA #8	Connecticut	Delaware	Maryland	Massachusetts	New Jersey	New York	Pennsylvania	Rhode Island	TOTAL
Number of Locals	8	3	3	9	56	38	31	2	148
Number of Replies	7	2		4	23	16	13	1	66
Percent[a] Return	87	66		44	41	42	41	50	45
Number of Members in those Locals Replying									
1966	733	186		929	5942	3797	3261	28	14876
1964	607	147		965	5098	3804	3399	34	14054

[a]Percentages are rounded.

TABLE 77

THE MOST IMPORTANT QUESTION FACING LABOR IN THE OPINION OF RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY PROVINCE IN AREA NINE

AREA #9	Alberta	B. Columbia	Manitoba	N. Brunswick	Ontario	Quebec	Saskatchewan	TOTAL
Job Loss Protection		2			2	1	2	7
Pensions		1			1			2
Early Retirement								
Membership		1				2	1	4
Hourly Pay					1	2	2	5
Income Loss Protection	1		1		1		1	4
Political Education of Members						1		1
Cooperative Bargaining					1			1
Automation		1	1	1		1		4
Other[a]					1			1

[a]Seniority.

TABLE 78

THE WEIGHTED OPINION OF THE MOST IMPORTANT QUESTIONS FACING LABOR ACCORDING TO RESPONDING FINANCIAL SECRETARIES OF OCAW LOCAL UNIONS BY PROVINCE IN AREA NINE[a]

AREA #9	Alberta	B. Columbia	Manitoba	N. Brunswick	Ontario	Quebec	Saskatchewan	TOTAL
Job Loss Protection	3	11	6		13	14	14	61
Pensions		9		1	6	4	5	25
Early Retirement		3			4	1		8
Membership	2	4			5	8	9	28
Hourly Pay		9	3	2	16	11	16	57
Income Loss Protection	4	2	5	3	11	8	5	36
Political Education of Members		5				7	3	15
Cooperative Bargaining	1	1	2		8	8	1	21
Automation		6	4	4		10	6	30
Other[b]					7	3		10

[a]Weights: First choice - 4, second choice - 3, third choice - 2, fourth choice - 1. The others were not weighted. However, if more than one question was included in the first choice each was assigned a weight of four.

[b]Federal and Provincial restrictions - injunctions, seniority, voluntary overtime.

TABLE 79

TABULATION OF THE NUMBER OF FIRST CHOICES OF EACH QUESTION AND WEIGHTED CHOICES AND THEIR RESPECTIVE PERCENTAGES FOR AREA NINE, CANADA

AREA #9	First Choices	Percent of Total	Weighted Choices	Percent of Weighted Total
Job Loss Protection	7	24	61	21
Pensions	2	7	25	8
Early Retirement			8	3
Membership	4	14	28	9
Hourly Pay	5	18	57	20
Income Loss Protection	4	14	36	13
Political Education of Members	1	3	15	5
Cooperative Bargaining	1	3	21	7
Automation	4	14	30	10
Other	1	3	10	4
TOTAL	29	100[a]	293	100[a]

[a]Percentages are rounded. Numbers are rounded to the nearest whole number.

TABLE 80

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT 'LOOK DOWN ON' UNION OFFICERS?" BY PROVINCE IN AREA NINE

AREA #9	Alberta	B. Columbia	Manitoba	N. Brunswick	Ontario	Quebec	Saskatchewan	TOTAL
In Your Area								
Yes	1	1	2		3	2	2	11
No		4		1	3	4	4	16
No Reply					1	1		2
Percent[a]								
Yes	100	20	100		42	28	33	38
In Other Locals								
Yes	1	2	2	1	3	3	1	13
No		2			2	2	4	10
No Reply		1			2	2	1	6
Percent[a]								
Yes	100	40	100	100	42	42	16	45
Average Age of Respondent		40	36	32	42	34	40	36

[a]Percentages are rounded.

TABLE 81

TABULATION OF REPLIES OF EACH RESPONDING FINANCIAL SECRETARY TO THE QUESTION "DOES MANAGEMENT OBSTRUCT UNION MEMBERSHIP?" BY PROVINCE IN AREA NINE

AREA #9	Alberta	B. Columbia	Manitoba	N. Brunswick	Ontario	Quebec	Saskatchewan	TOTAL
In Your Area								
Yes	1	2			2	3	2	10
No		3	2	1	4	3	4	17
No Reply					1	1		2
Percent[a]								
Yes	100	40			28	42	33	34
In Other Locals								
Yes	1	3	1	1	2	3	1	12
No		1	1		2	2	4	10
No Reply		1			3	2	1	7
Percent[a]								
Yes	100	60	50	100	28	42	16	41

[a]Percentages are rounded.

TABLE 82

NUMBER OF LOCALS OF THE OCAW UNION IN EACH INDUSTRY ACCORDING TO RESPONDING UNION OFFICERS BY PROVINCE IN AREA NINE

AREA #9	Alberta	B. Columbia	Manitoba	N. Brunswick	Ontario	Quebec	Saskatchewan	TOTAL
Oil Production								
Refining		2		1		2	3	8
Other[a]			1			1		2
Atomics								
Natural Gas					1		1	2
Petro-chemicals								
Other Chemicals[b]	1	3				3		7
Other[c]			1		6	1	2	10
Unreported								

[a]Marketing, not listed.

[b]Not listed.

[c]Service, lime, drugs, paper box, raw limestone quarrying, paint.

TABLE 83

TABULATION OF QUESTIONNAIRE RETURNS AND NUMBER OF MEMBERS IN LOCALS REPLYING BY PROVINCE IN AREA NINE

AREA #9	Alberta	B. Columbia	Manitoba	N. Brunswick	Ontario	Quebec	Saskatchewan	TOTAL
Number of Locals	4	5	5	2	19	20	12	66
Number of Replies	1	5	2	1	7	7	6	29
Percent[a] Return	25	100	40	100	36	35	50	43
Number of Members in those Locals Replying								
1966	200	1520	74	100	1344	821	1882	5941
1964	150	1274	71	150	1127	857	3092	6721

[a]Percentages are rounded.

FORTRAN IV PROGRAM FOR IBM 1130 SYSTEM

```
// JOB T
// FOR
*IOCS(CARD,1132 PRINTER,DISK,PAPER TAPE)
* ONE WORD INTEGERS
* LIST ALL
      DIMENSION DATA(9,10),W(10),X(9),Y(90),S(90)
    3 FORMAT (10X,11F10.3)
    1 FORMAT (2X,9F7.3)
    4 FORMAT (10X,9F12.5)
    2 FORMAT (10X, 9F8.3)
    5 FORMAT (1HO,5X,'ERROR EXIT')
   12 FORMAT (20X,'SUMS OF COLUMNS AND ROWS')
    7 FORMAT (1HO,//)
    8 FORMAT (2(5X,F9.0),5X,3(I2,2X),F13.3)
    9 FORMAT (2(5X,F9.3),5X,3(I2,2X),F13.3)
   10 FORMAT (1H1,20X,'OBSERVED DATA - OCAW '//)
   11 FORMAT (20X,'EIJ AND PIJ'//)
   14 FORMAT (1H1,5X,F13.5)
   15 FORMAT (1H ,20X,'SIGNIFICANT DIFFERENCE')
   16 FORMAT (1H ,20X,'NO SIGNIFICANT DIFFERENCE')
   17 FORMAT (1H ,20X,'MARGINAL DATA')
   18 FORMAT (1H ,20X,'SUMS                    =',F13.5)
   19 FORMAT (1H ,20X,'NEGATIVE CHI            =',F13.5)
  140 FORMAT (1H ,20X,'POSITIVE CHI            =',F13.5)
   21 FORMAT (F3.0,I3)
  150 FORMAT (1H ,20X,'SUMS - NEGATIVE CHI     =',F13.5)
  160 FORMAT (1H ,20X,'SUMS - POSITIVE CHI     =',F13.5)
      READ(2,21)HDR,N
   29 READ(2,1)DATA
      P=1.64
      A=9.0
      B=2.0/(A*N)
      C=P*(B**.5)
      V1=N*(1-B-C)** 3.0
      V2=N*(1-B+C)** 3.0
      WRITE(3.7)
```

```
      WRITE(3,7)
      WRITE(3,10)
      WRITE(3,2)DATA
      R1=0.
      D025I=1,9
      DATAX=0.
      D020J=1,10
   20 DATAX=DATAX + DATA(I,J)
      X(I)=DATAX
   25 R1=R1 +X(I)
      WRITE(3,7)
      WRITE(3,12)
      WRITE(3,3(X,R1
      R2=0
      D035I=1,10
      DATAW=0.
      D030J=1,9
   30 DATAW=DATAW + DATA(J,I)
      W(I)= DATAW
   35 R2=R2 + W(I)
      WRITE(3,3)W,R2
      GO TO 39
   39 CONTINUE
      K=0
      DO 40I=1,10
      DO 40J=1,9
      K=K+1
   40 Y(K)=X(J)*W(I)/R1
      WRITE(3,7)
      WRITE(3,11)
      WRITE(3,4)Y
      K=0
      ST=0
      D04I=1,10
      D045J=1,9
      K=K+1
      S(K)=((Y(K)-DATA(J,I))**2)/Y(K)
   45 ST=ST+S(K)
      WRITE(3,7)
      WRITE(3,4)S
      WRITE (3,18) ST
      F1=ST-V1
      F2=ST-V2
      WRITE (3,19) V1
      WRITE (3,140) V2
      WRITE (3,150) F1
      WRITE (3,160) F2
      IF(ST-V2)110,100,120
  110 WRITE (3,16)
      GO TO 88
```

```
120 WRITE (3,15)
    GO TO 88
100 WRITE (3,17)
    GO TO 88
 99 WRITE (3,5)
 88 READ(2,21)HDR,N
    IF(HDR-888.)90,29,90
 90 CALL EXIT
    END
```