

management make the decision and then call the union in and discuss it, or do you call the union officials in and try to work it out together? Or do you just arrive at a decision and issue the ultimatum?

MR. CAPLES: Well, in this particular case of ours we have a contract provision that will take care of this. But it is a contract provision that was written not in contemplation of a large permanent layoff. So that, although you can follow the contract strictly and lay these people off, the result is going to be that you will lay off a lot of longer-term people who have fairly good incomes. So that, if you follow the contract you are going to get a result which in the view of our management is not a good result.

The question then comes up, can you find a more equitable solution that is acceptable to the union. And the actual procedural steps that we took, the day the board approved the changes that were going to make this possible, as soon as the board approved it--we were bargaining in Pittsburgh at the time--and I had made arrangements to be called from Chicago. And as soon as they called and said the board had approved this I got the international representative we deal with, the heads of the bargaining committee of that local union--these people--pulled them out of sessions and told them precisely what the board had done; approximately when these facilities would be built and that people would be displaced.

I said, "We don't know the answer to this and we're trying to figure it out. When we think we have a solution we will come back to you and talk about it." Because, to go beyond the contract it will take the consent of the union. Now, this is again one of the places where the political aspect of the union gets in. In this case so many men will be effected--actually about 1,000 out of 15,000--that the numbers may be in our favor. But the last time we had one of these things there were 184 men effected in 15,000 and the union just would not listen to us. I came down to Washington to talk to Arthur Goldberg about it, and Arthur Goldberg said, "Well, morally you're right; in every way you're right, but the arithmetic is against you." He said, "15,000 men are not going to give up any rights for 184 men." And I think this is probably true. But where you have 1,000, and people see this trend, there may be a much greater inclination at this point to sort of bend with the blow a little bit and see if there is not a better solution.

But specifically, whatever we do will have to be done in conjunction with and by agreement with the union.