

# 1245

International Brotherhood  
Of Electrical Workers  
Local 1245, AFL-CIO  
June 1990  
Vol. XXXIX No. 6

# UTILITY REPORTER

Sierra Pacific employee  
wins back pay award - PG 4

## Bare hands

Story on Page 6

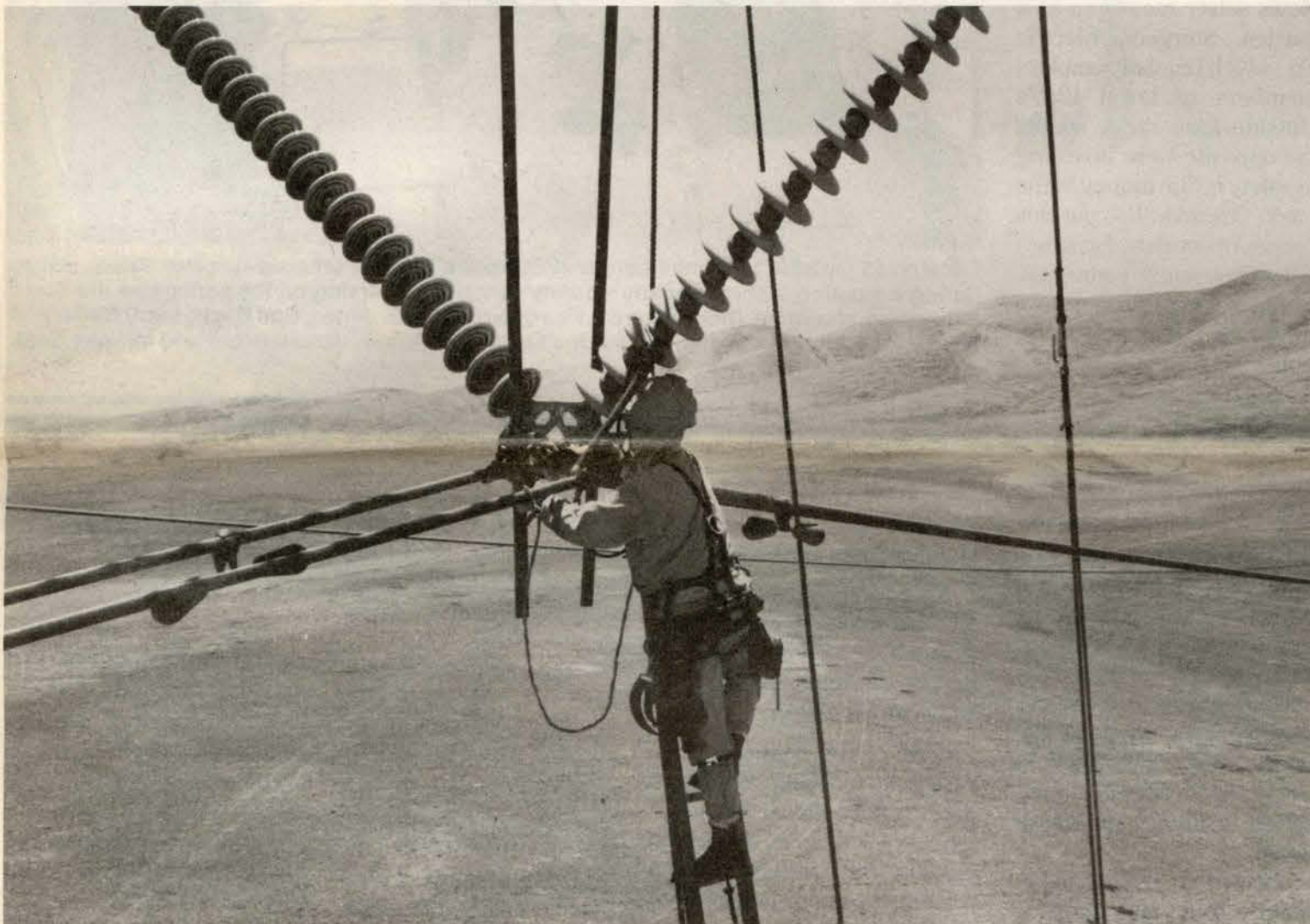


Photo: Russ Rylee

PG&E wants to 'Do More With Less'

## Management dreams, workers sweat

By Eric Wolfe



Donna Dito, and other customer service reps, are pushed to 'do more with less.'

**W**hen Pacific Gas and Electric decided it could "do more with less" the idea probably looked great on paper, thrilling management with the prospect of lower labor costs, more productivity and higher profits.

But in the real world, where real workers deal with real customers, the thrill is gone.

Rather than the hoped-for improvements in efficiency, "doing more with less" has impaired company performance. For customers, "doing more with less" can mean more delays and less reliable service. For customer service representatives, it has meant more stress and less job satisfaction as the company piles on added responsibilities.

Unionists back in the 1930s had a word for this sort of management program. They called it speed-up and

responded with sit-down strikes that brought the country to the brink of industrial revolution.

Today at PG&E, speed-up has a new name, but it's still the same old story: managers dream dreams while workers pay the price in sweat.

Donna Ambeau, an Energy Cost Inquiry specialist at the Oakland Service Center, remembers when six ECI specialists worked the busy winter season. Last winter, See PAGE 10



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### CALENDAR

June 13 - PG&E Steward Training on DOT Regulations-Santa Rosa

June 30 - Outside Line Pin Dinner-San Bernadino

July 28 - East Bay Steward Training Conference

July 28 - Yosemite Division Steward Training Conference





## UTILITY REPORTER

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**WIPA**



# Sturgeon, unionists launch safety effort

Ensuring worker safety has seldom been a high priority in corporate America's pursuit of profits. Corporate indifference—coupled with inadequate and poorly-enforced government standards—help perpetuate a system in which thousands of American workers are injured on the job each day.

But not every company views safety measures as a burden. Sturgeon Electric Co., which regularly employs members of Local 1245's Outside Line crew, adopts the opposite view: investing in safety is like money in the bank. Sturgeon has put this concept to work by forming a volunteer safety committee in which workers are given a direct voice in forming safety policy.

Providing a safe worksite, in the words of Sturgeon Division Manager Ernie Brown, "is a tremendous dollar asset for any company."

A reputation for safety is a point in a contractor's favor when it seeks contracts from utility companies. A good safety record can also mean savings in vehicle insurance. And perhaps most importantly, safe work practices help keep Workers Compensation insurance premiums down.

Brown states the matter bluntly: "We can't afford to have people burnt."

Sturgeon safety director



Local 1245 Outside Line members and Sturgeon Electric officials discuss safety issues during a meeting of the company's safety committee. Serving on the committee are Steve Scheppele, chairman, Dick Edwards, vice chairman, H.E. Jones, Bud Davis, Larry Butler and Mike White. Alternate members are Joe Melin, Mel Rolow, James Groth and Murphy Seat.

Claude Chapman said the committee's mission is to investigate accidents, review safety rules, conduct periodic job site visits, and to research and distribute information.

"It's not a police committee," he noted. "It's not here to condemn. It's here to establish information that anybody can benefit from."

One of the committee's first tasks has been to compile a safety check list for foremen. The point, according to Brown, is to make safety a habit, to make it part of routine procedure.

Members of the safety

committee, meeting last month in Rosemead, Ca., seemed to agree that the committee is having an impact. Supervision, according to one member, is already following the rules more closely as a result of safety committee suggestions.

A reputation for safety—and delivering quality work—can ultimately give union companies a needed edge in competing against non-union outfits for work. Said committee member Mel Rolow, "If all these [union] contractors start thinking safety that's what's going to keep us in this industry."

## POINT OF VIEW

From PAGE TWO

### PG&E General Negotiations

The general negotiating committee has been appointed and met for the first time on June 8. They were to begin reviewing and categorizing all the unit proposals. However, before work to develop a package proposal can be started, we are waiting for the June unit proposals to arrive.

Much work has been done by the joint study on health care and as a result it should speed up discussions and bargaining process on the issue.

Local 1245 and PG&E have agreed to exchange proposals on July 31 and begin bargaining shortly thereafter. We hope for, and will work toward, having a tentative agreement in time for our members to have something to vote on prior to the first of the year so that it can become effective on the first of the year.



An Outside Line crew, at work this spring for Pouk and Steinle, calls it a day after upgrading distribution lines in Hesperia, Calif. From left: Bobby Blair (business rep.), Francis Lemer, 17 years in the union, Ron Leach, 34 years, Frank Roberts (on the truck), 27 years, Tommy Conrad, 5 years, Larry Balcom, 1 year, Tony Smith, Cliff Ferguson, 44 years.



## General Construction begins bargaining

The Local 1245 General Construction subcommittee of the General Negotiating Committee exchanged contract proposals with Pacific Gas & Electric Co. negotiators on May 29. Talks began June 5.

An update on the negotiations was mailed to shop stewards during the second week of June. For details, members should stay in touch with their shop stewards and attend unit meetings.

The General Construction negotiations will feed into General Negotiations with Pacific Gas and Electric, which began this month.



Preparing the General Construction subcommittee's positions for Local 1245 in bargaining with Pacific Gas and Electric Co. are (seated, from left): George Naranjo, Asst. Business Manager Roger Stalcup and Joe Osterlund; (standing, from left) Barry Humphrey and Fred Pederson.

## Committees study new practices

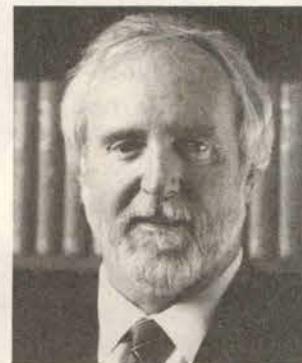
Jack McNally, IBEW 1245 Business Manager

As a result of the tentative agreement on barehand and rubber gloving procedures, three joint committees are up and running.

The barehand committee of union members and company supervisors has been meeting full time to develop procedures, safety rules, and training provisions. They have visited other utilities who use the barehand method to observe and learn what they can to help in the development of a program at PG&E. They are jointly drafting procedures and safety rules for working on the 500KV and the 230KV. They have been testing these procedures at Los Banos Substation, located just off Interstate 5 in the Los Banos area. The committee reports that progress is being made and that things are right on schedule.

The rubber gloving committee of union members and company supervisors has also been meeting full time to develop gloving procedures, safety rules and training. They, too, visited other utilities to learn and observe in order to help develop methods for PG&E. Gloving procedures for up to 5KV will be re-visited along with the apprenticeship training for gloving procedures in total.

Both the barehand and gloving procedures will entail the use of insulated man lift trucks, which play a key role in the safety and protection of the worker. The committees are learning all



they can about this equipment so that safety can be maximized.

The third committee, the Electromagnetic Field (or EMF) Committee, is reviewing what has been or is being done in the study of the effects of electromagnetic fields on humans. This issue has generated more interest as our environment becomes more electrified.

On June 7, a presentation by representatives of the Electric Power Research Institute (EPRI) was given to all three of the Joint Committees on two EMF studies they are currently involved in. The Emdex study measures levels of EMF and is being conducted on people who work and live around power lines and other electrical equipment. The other is an epidemiology study which correlates the causes of death to the electrical environment during a lifetime. Results of these studies are at least 18 months away.

These committees are working hard and progress is being made. The barehand and gloving committees are shooting for the middle of July to be completed.

See PAGE TWO

### APPOINTMENTS

#### PACIFIC GAS AND ELECTRIC COMPANY

#### 1990 General Negotiating Committee

Michael Brocchini  
Christine Habecker  
Barry Humphrey  
Danny Jackson  
Debbie Mazzanti  
Steven H. Moore  
George Naranjo  
Robert Olsen  
Veronica Parker  
Bernard Smallwood  
Gary Surfus  
Sandra Weeks

#### T-Men Ad Hoc Committee

Bryant Bolen  
Michael Brocchini

#### Twelve-hour Shift Committee

Reedler Wedler  
Eleanor Howard

#### MT. WHEELER POWER

**Negotiating Committee**  
William Beager  
Sue Gully  
William Ricci

#### WESTERN AREA POWER ADMINISTRATION

#### Negotiating Committee

Stanley H. Spencer, IBEW Local 640  
Richard Perry  
Carl Nyquist, IBEW Local 1759  
Brian H. Pieper, IBEW Local 1959  
Tom Shearer, IBEW Local 2159  
Richard Hafner

#### CONFERENCES AND CONVENTIONS

#### A. Philip Randolph Institute National Conference

Dorothy Fortier  
Danny Jackson  
Gwen Wynn  
Thelma Dixon

#### Western Labor Press Association Conference

Eric Wolfe

#### California State Association of Electrical Workers Conference

Jack McNally  
Tom Heyl  
Richard Dunkin

#### California Labor Federation Joint Legislative Conference

Jack McNally  
Jim McCauley

Howard Stiefer  
Kathy Maas  
Jim Findley  
Tom Riley  
Don Hardie

#### California Labor Federation Conference on Health Care: Problems and Solutions

Jack McNally  
Wendy Bothell  
Jack Osburn  
Gary Mai

#### Ninth Annual Summer Institute for Women

Susan Longo  
Betty Newberry  
Joy O'Hagan  
Rosetta Patillo  
Jeffrie Van Hook  
Gail Alston  
Sandra Weeks  
Anna Bayless  
Dee Ann Green  
Donna Dito  
Kathy Maas  
Enid Bidou

#### LOCAL UNION 1245

#### Local Union Health and Safety Committee

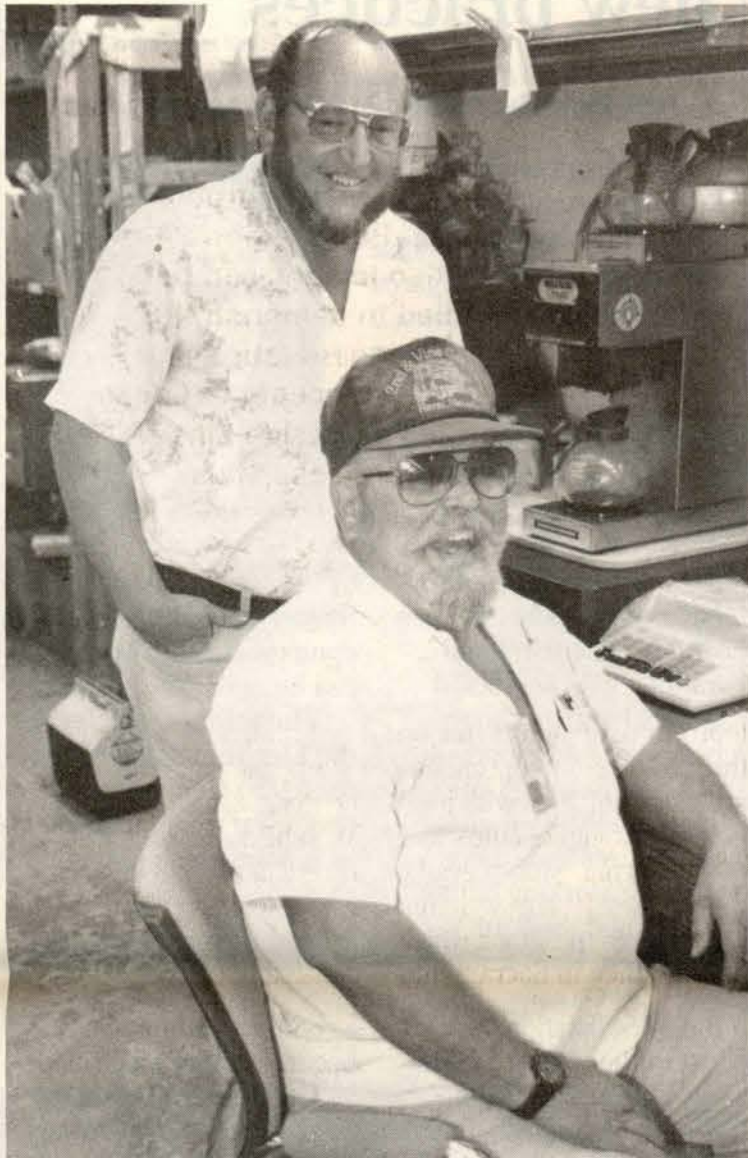
Joe Kropholler

#### CENTRAL LABOR COUNCILS

**Merced-Mariposa Central Labor Council**  
Joy O'Hagan



# Sierra Pacific foreman wins \$8,000 in back pay



Bob Wilson (seated), who recently won nearly \$8,000 in a backpay settlement from Sierra Pacific, shares a chuckle with fellow foreman Bill Creveling at the company's Reno office. (Photo by Eric Wolfe)

**B**ob Wilson is a big man with an easy smile. It's a smile that came even easier last month after he received a check for back wages amounting to nearly \$8,000 from Sierra Pacific.

Wilson's not the sort of person you'd normally expect to stir up a fuss. As a foreman in property maintenance services for Sierra Pacific in Reno, Nev., he takes his responsibilities seriously. So when the company asked him to start coming in an hour early each day to make out work schedules for the crew, Wilson shouldered the extra work.

The only problem was, he didn't get paid for it.

Each work day for the next nine years Wilson's crew came in at seven o'clock in the morning. Wilson came in at six. And he might still be coming in at six today except that Wilson happened to mention the arrangement to Local 1245 Business Rep. John Stralla.

Stralla smelled a rat. In the union's view of the world, if you do the work, you collect the pay.

However, an appeal to

When the company asked him to start coming in an hour early each day to make out work schedules for the crew, Wilson shouldered the extra work.

The only problem was, he didn't get paid for it.

Sierra Pacific's Human Resources Dept. got no results.

Working with Stralla, Wilson brought his complaint to the state's wage and hour office. The company took the position that Wilson was performing the extra work on a voluntary basis, apparently mistaking him for one of the "thousand points of light" George Bush is always going on about.

"As far as the company was concerned, we didn't have a case," Wilson recalls with a characteristic smile.

However, after Wilson provided evidence and witnesses to back up his claim, Sierra Pacific began to reconsider the situation. Probably seeing the handwriting on the wall, the company finally offered a settlement in which it would pay for two years of the lost wages.

Although he might have

been able to collect more by pressing the case, Wilson opted to settle. Last month he received a check for \$7987.

Now Sierra Pacific is handling scheduling a bit differently: employees come in from the field a little early to line out the crews for the next day.

Wilson is handling his schedule a bit differently, too.

"I don't get here until seven," he notes. Then, a mischievous smile spreading across his face, he adds: "At their insistence."

Although the backpay award was a personal victory for Wilson, he believes it affected all Sierra Pacific employees in one very important way. Expecting workers to put in extra time without pay "won't happen anywhere in the company again," he said.

## Citizens Utility contract ratified

Citizens Utility workers represented by Local 1245 have approved a new three-year agreement that provides for a 3 percent wage hike retroactive to Oct. 1, 1989, plus a cash payment of \$300.

The agreement, approved by a 184-65 vote by mailed ballot, provides an additional 3 percent wage increase in the second year and a 50-cent per hour hike in the third year.

According to Local 1245 Business Rep. Mickey Harrington, the pact includes the addition of a 401K plan and makes improvements in the pension plan by picking up some previously uncounted seniority.

The contract also improves sick leave policy. Prior to ratification of the new contract, employees qualified for sick leave only after three years with the company. Now employees will pick up sick

leave after just one year.

The agreement covers Citizens Utility workers in Susanville, Elk Grove, Alturas, Burney, Palo Cedro, Redding and Ferndale, all in California.



Counting ballots in the Citizens Utility contract vote are Local 1245 Ballot Committee members (from left) Geraldine Martin, Sylvia O'Connor and Joseph Aquilio. (Photo by Austin Lea)

## Members approve pact with City of Redding

Local 1245 members approved a new agreement with the City of Redding that provides a 4 percent wage hike, boosting the line rate to \$21.08 per hour.

The pact contains a new provision for compensatory time off. It also provides for double-time for all call-out overtime, according to Busi-

ness Rep. Jack Osburn.

The new agreement, approved on a 29-3 vote on May 31, has an effective date of May 27.

The agreement establishes a provision for payment for court time that results from a subpoena on a non-work day. The term of the new pact is 13 months.



# Apprenticeship program enters computer age

**L**ocal 1245's apprenticeship program for Outside Line workers has entered the computer age.

Unlike Local 1245 members who are permanently employed by a single company, Outside Line workers are employed by a variety of contractors. In the absence of "in-house" training, Local 1245 and its signatory contractors operate the Joint Apprenticeship Training Center to prepare apprentices for their future careers as journeyman linemen.

Training, of course, is an ancient practice, beginning back around the time our distant ancestors showed one another how to build a fire or fashion a spear. Training electrical workers is a bit more involved than that, and has traditionally combined classroom instruction with exercises in the field.

But even the most time-honored traditions have been touched by the computer revolution. Last year the JATC acquired video-imaging computer equipment which now enables apprentices at the Garden Grove-based training center to gain hands-on experience in electrical concepts while seated at a video display terminal.



**Apprentice Instructor Fred Barker shows how video images can be used to demonstrate power generation and other concepts to Local 1245's Outside Line apprentices.** (Photo by Eric Wolfe)

Consider the transformer. The best way to understand its inner workings, according to Instructor Fred Barker, is to take it apart. Prior to video imaging that just wasn't feasible. Now, however, apprentices can bring up a photo of a transformer on the video screen and then superimpose over that photo an animated representation of the transformer's internal parts, which the student can then examine and manipulate.

Video is also proving to be a useful tool in teaching more abstract subjects. "Ten Minutes to Trig" is a video program that discusses fundamental elements of trigonometry.

Giving this topic a snappy title and putting it in a visual format "makes it easier to absorb," claims Barker, who has been a fulltime apprentice instructor for a year-and-a-half.

As training moves outdoors, the video moves along with it. By watching videos of themselves performing various tasks, apprentices can evaluate their own performance and that of their peers. It's a form of instant feedback almost guaranteed to appeal to anyone who has ever enjoyed analyzing an instant video replay of a Joe Montana touchdown pass.

"The biggest request we get from new students," says Barker, "is 'Can't you show us more videos?'" To meet the demand, the apprenticeship program is beginning to compile video programs covering everything from tools to techniques to concepts.

"Eventually we'll have a full videotape library they can watch at home," Barker predicts.

In addition to making the material more accessible to apprentices, video teaching can also be used to provide refresher courses for journeyman linemen, Barker notes.

However, video is only a

tool—not a substitute—for on the job training. Apprentices are placed on jobs with journeymen throughout the states of California and Nevada, where they learn by doing. The four-year program, which has an office in Sacramento as well as Garden Grove, currently has over 100 apprentices enrolled, with about 15-20 expected to "top out" this year.

Frank Lazar is Barker's counterpart at the Sacramento center, assisted by John Wiltshire. Russ Cridland is coordinator of the overall program, which is governed by a labor-management board consisting of Tom Steinle of Pouk & Steinle, Jerry Boudein of Boudein Electric, Ron Fitzsimmons of Local 1245, and Bill Sheehan of IBEW Local 357 in Los Vegas.



Attending the Local 1245 California-Nevada Joint Apprenticeship climbing and orientation class from April 24-May 5 were (standing, from left): Jeff Meuir, Chuck Abbott, Mike Meuir, Keith Welch, Mike McKinney, Dan Feltis, Brett Straub and Paul Franolich; (kneeling, from left): Jesse Newman, Marvin Vann, Mary Martin and Bob Dinlocker. Not pictured: Eric Vaughan and Robert Cournoyer.

**Linda Jurado demonstrates the art of climbing during lunchbreak at a recent three-day climbing school. Jurado, an operating clerk stenographer at PG&E's region gas department in Fresno, donned hooks, belts, gloves and hat, but stopped short of actually making the climb. Jurado, a shop steward and Fresno Unit Recorder, was on temporary assignment at the Gas Load Center during the climbing school.**





Trial run at Los Banos

# Union tests barehanding methods

Local 1245 and Pacific Gas & Electric evaluated barehanding work procedures in June under a temporary experimental variance from

Cal-OSHA.

Members of the union's barehanding committee were joined by management representatives at the Los Ba-

nos substation in early June to try out barehanding techniques. The experimental work is being conducted to determine if procedures can be developed to insure worker safety in the event that Cal-OSHA ultimately approves the barehanding method.

Barehanding differs from the traditional approach to linework in California in that line workers grasp charged wires with their bare hands rather than manipulating them from a distance with "hot sticks." By staying off the ground the workers are generally safe from electrocution because they are at the same potential as the wire they are working on. They would be at risk only if they completed an electrical circuit by touching the ground or another wire.

PG&E's procedures drew praise from Russ Rylee, a member of the union's barehanding committee.

"Basically their program is pretty first-class," said Rylee. "They did their homework."

Since February, when the union and PG&E reached a tentative agreement to explore the feasibility of utilizing barehanding and rubber gloving techniques, the barehanding committee has conducted an intensive investi-

gation of the issue. According to Rylee the union has closely studied the PG&E manual on barehanding and has spent a great deal of time evaluating PG&E's proposed work procedures, conducted at the Los Banos substation south of Stockton.

Last month the committee spent a week in Florida observing the training program of Florida Power and Light, which utilizes barehanding. And in June the committee will attend a utility conference in Toronto to try to find out what sort of experience other utilities have had with barehanding.

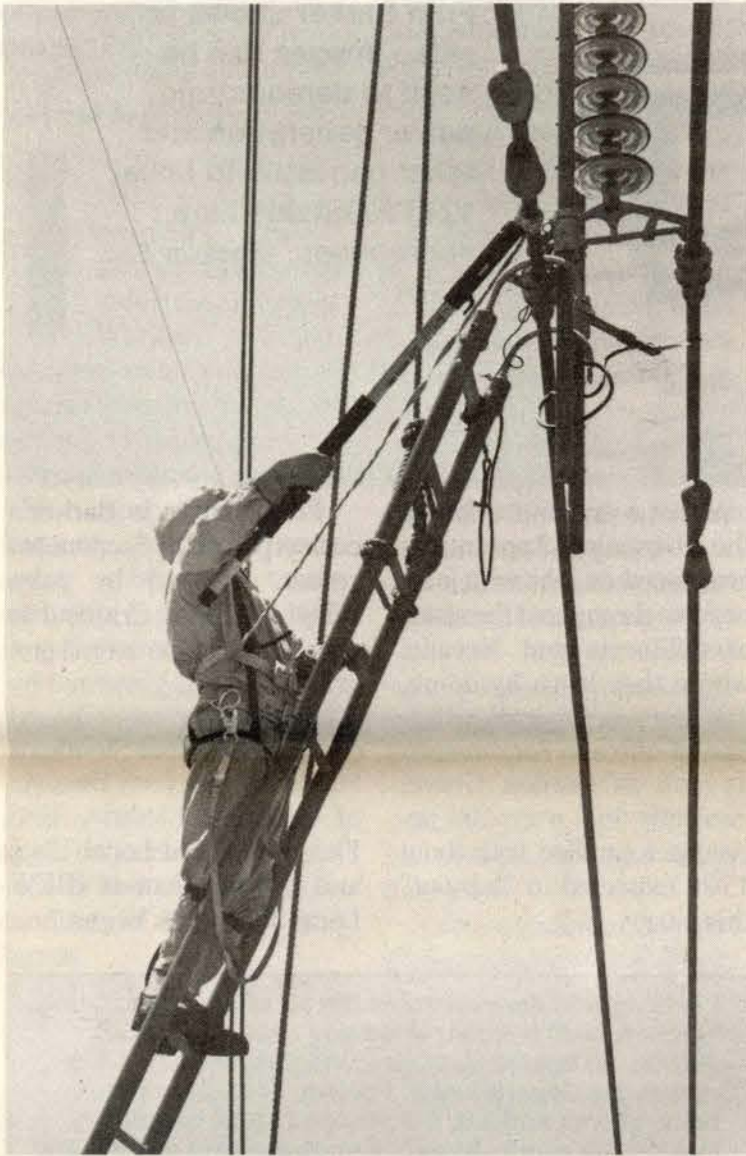
The committee is also slated to spend time at Diablo Canyon and has slated a trip to Redding in early July to study HVD mountain tower.

Rylee said relations between union and management representatives on the committee had been smooth. "We've been working real good together," he observed.

Meanwhile, the rubber gloving committee is also seeking a temporary experimental variance from Cal-OSHA to try out rubber gloving procedures on an experimental basis. A third committee is investigating whether barehanding and rubber gloving techniques pose any danger in terms of heightened health risks stemming from exposure to electro-magnetic fields.

All three committees are scheduled to report their findings to a joint union-management overview committee this summer. The union has taken the position it will not approve any final agreement unless all of its concerns over health and safety issues have been met.

**Boycott Eastern & Continental Airlines!  
Honor the strike!**



A member of the barehand committee applies the shun at the Los Banos testing site in order to reach the same potential as the wire. (Photo by Russ Rylee)



Union and PG&E negotiators meet at the union hall to discuss the union contract covering Local 1245 members at the Diablo Canyon nuclear power plants.



Norma Ricker



Danny Jackson

## Members win APRI offices

Two Local 1245 activists were sworn in as officers in the California State Chapter of the A. Philip Randolph Institute during the Institute's annual conference in San Diego recently.

Norma Ricker, vice chair of Local 1245's Unit 3716 (Vallejo-Napa) and a union trustee, assumes the post of APRI corresponding secretary. A member of the Richmond APRI chapter, Ricker also serves as corresponding secretary for the recently organized APRI chapter in Vallejo. Ricker is a PG&E customer services representative in Vallejo.

Danny Jackson, a Sacramento Valley Region shop steward in the Gas T & D Dept., was sworn in as an APRI trustee. Jackson has served on numerous union committees, including the current PG&E bargaining committee.

A key APRI goal, according to Ricker, is to increase people's awareness of the labor movement "and how it protects people's rights and the security of their jobs."

APRI is best known for its on-going efforts to increase labor participation in the political process through voter registration drives.



Picnic, poker, plenty of play

# Unionists soak up sun during 'Day on Delta'

By Jim Dorman

It was a nice warm day Saturday, June 2, for the IBEW 1245 Day on the Delta Poker Run. Boats launched at 7:30 from Brannan Island State Recreation Area and proceeded to Tower Park, Herman and Helens, Moore's Riverboat, Spindrift and Franks Fishing Resort before returning to Brannan Island for hot dogs and beans.

Many gifts were raffled and poker hands were drawn. Everyone seemed to have a great time and only one boat did not make it to the picnic area by 6 p.m.

Ramp raffle gifts included:

- \* a \$35 gift certificate to Stuart Anderson's donated by Clayton Bowers

- \* a \$50 discount coupon towards a condominium rental at Lake Tahoe donated

by Sea & Ski Travel Agency

- \* a Propane Torch Kit donated by Contra Costa Welding Supply
- \* two First Aid Books donated by Pittsburg Power Plant

- \* two First Aid Kits donated by Contra Cost Power Plant

- \* one First Aid Kit donated by Pittsburg Power Plant

- \* three VHS full-length feature vide's donated by Premiere Video

- \* three Dinner for Two with Drinks at the New Mecca donated by the New Mecca

- \* two Local 1245 hats and one "Union Yes" coffee cups donated by Jack McNally

As chairman of the hosting unit, Antioch Unit 2317, I want to join Poker Run Chairman Bill Pate in thanking the volunteers who helped make

the event successful: Ed Medina, Gary Surfus, Doris Pate, Dave McClelland, Judi McClelland, Gary Daugherty, Dianne Daugherty, Ida Lee, Anita Hakansson, Dave Cheek and Ed Caruso.

Claiming prizes for winning poker hands were, in the men's category:

- \* Richard Tonetti, \$50, flush

- \* Jim Dorman, \$45, 3 Queens

- \* Erv Joseph, \$40, 3 Jacks

- \* Scottie Southerland, \$35, 3 Tens

- \* Erv Gaerlan, \$30, 3 Eights

- \* John Elizondo, \$25, 3 Sevens

- \* Leroy Mohr, \$20, two pair, Aces and Threes

- \* Sonny Cordes, \$15, two pair, Aces and Twos

- \* Alan Johnson, \$10, two

pair, Kings and Tens

- \* Alvin Richter, \$5, two pair, Kings and Eights

Claiming prizes for winning poker hands were, in the women's category:

- \* Dale Dorman, \$50, flush straight, K-9

- \* Dianne Daugherty, \$45, straight, 8-4

- \* Cindy Southerland, \$40, straight, 8-4

- \* Susie Patterson, \$35, 3 Kings, 8, 5

- \* Kerry Taylor, \$30, 3 Kings, 4, 2

- \* Anita Hakansson, \$25, 3 Queens

- \* Anita Hakansson, \$20, 3 Sevens

- \* Ida Lee, \$15, two pair, Aces and Twos

- \* Jane Brunner, \$10, two pair, Queens and Twos

- \* Linda Britt, \$5, two pair, Tens and Nines

- \* Greg Fletcher, \$30, pair of Kings, A, J, 4

- \* Scott Fletcher, \$25, pair of Kings, Q, 9, 2

- \* Joli Gaerlan, \$20, pair of Kings, Q, 6, 2

- \* Nicole Morgan, \$15, pair of Kings, 6, 5, 3

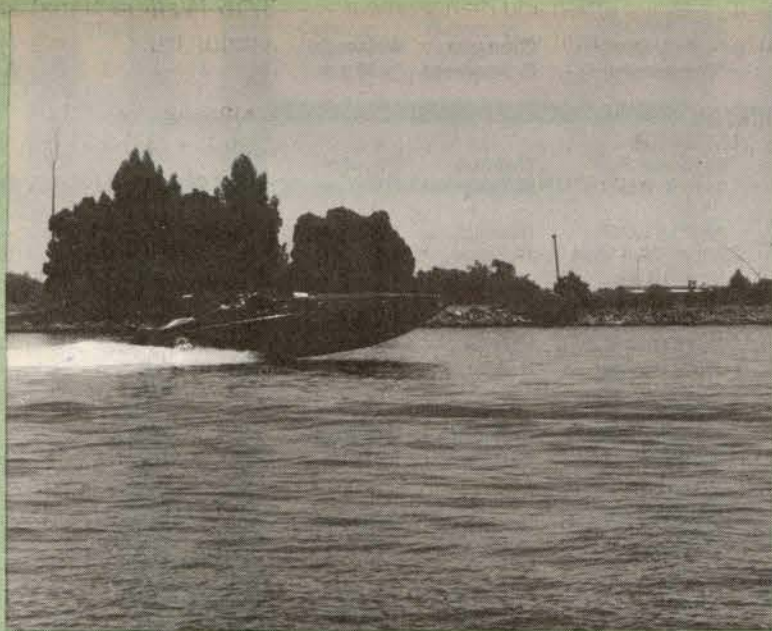
- \* Nicole Morgan, \$10, pair of Kings, 4, 3, 2

- \* Lee Notaro, pair of Queens

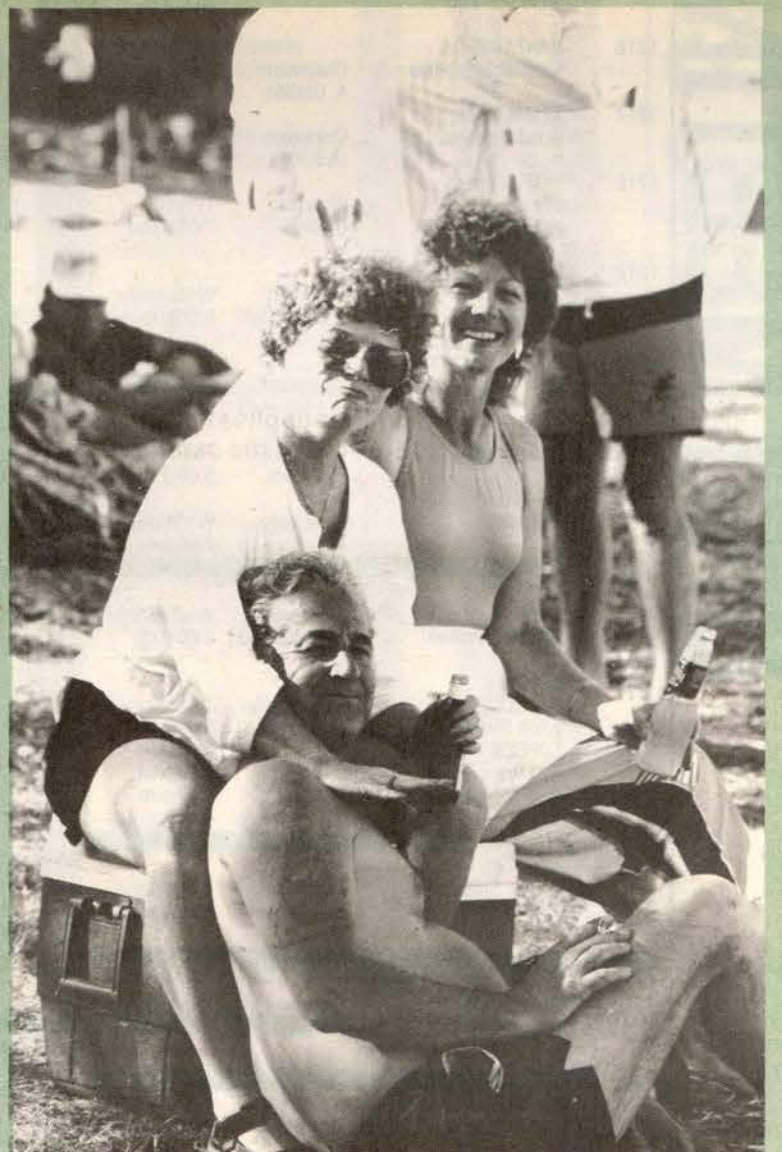
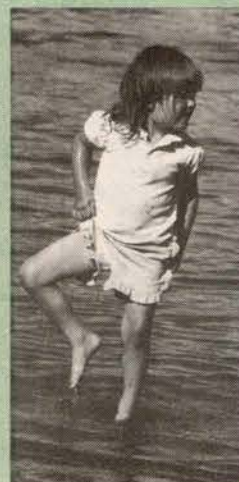
We had 151 hands played in the Men Category, 107 hands played in the Women Category, and 26 hands played in the non-adult Category.

We collected \$810 and after paying out \$162 in expenses we were left with \$648 to pay out in prizes, and we paid \$655 out in prizes, giving a final tally of \$7 short that was picked up by the Antioch Unit 2317.

Non-adult winners were:



At the union's Annual Day on the Delta: Showing off some speed during the Poker Run (left); clowning around at right are (front to back) Jerry Good, Sue Good and Anita Tellez; wading opportunities galore (below); food was not in short supply (below left) at the 1990 Delta Poker Run Picnic. (Photos by Ed Evanson)





				Jul	Aug	Sep	Oct	Nov	Dec						
<b>SAN JOAQUIN</b>															
1111	FRESNO Cedar Lanes Cedar & Shields	Chairman: C. Habecker	Tuesday 5:30 p.m.	10	7	4	9	6	11						
1112	BAKERSFIELD *Econo Lodge *2700 White Ln	Chairman: R. McCormick	Thursday 5:30 p.m.	12	16	13	11	15	13						
1113	MADERA Malick's Lounge 427 S. Gateway	Chairman: M. Micheli	Thursday 5:15 p.m.	5	9	6	4	8	6						
1117	WASCO Wasco Inn 1120 Hwy 46	Chairman: D. Scott	Monday 5:00 p.m.	9	13	10	8	12	10						
1118	CRANE VALLEY The Kettle Hwy 41 Oakhurst	Chairman: R. Newton	Wednesday 7:30 p.m.	11	8	5	3	7	5						
1119	BALCH Rec. Hall Balch Camp	Chairman: P. Linderman	Tuesday 5:30 p.m.	17	14	11	16	13	18						
1120	SELMA El Conquistador Selma	Chairman: P. Sandoval	Thursday 5:00 p.m.	12	9	13	11	8	13						
1122	MERCED IRRIG. DIST. *Ryan's G Street	Chairman: E. Slown	Tuesday 7:30 p.m.	3	7	4	2	6	4						
1123	MERCED Sinaloa 950 Motel Dr	Chairman: D. Mayo	Wednesday 5:30 p.m.	18	15	12	10	14	12						
1124	LOS BANOS Wool Growers Inn 609 H Street	Chairman: B. Howard	Thursday 5:00 p.m.	12	16	13	11	15	13						
1127	TAFT Bit of Country 738 Finley Dr	Chairman: D. Thomas	Wednesday 5:15 p.m.	11	15	12	10	14	12						
1128	LEMOORE Fleet Reserve 788 D St.	Chairman: P. Altamirano	Tuesday 5:30 p.m.	10	14	11	9	13	11						
<b>COAST VALLEYS</b>															
1211	SALINAS Am. Legion Hall 14 W. Laurel Dr.	Chairman: K. Richards	Tuesday 5:00 p.m.	*17	*21	*18	*16	*20	*18						
1212	MONTEREY Surd's 2030 Fremont St.	Chairman:	Wednesday 5:00 p.m.	11	15	12	10	14	12						
1216	SANTA MARIA Great Scott's Pizza	Chairman: A. Castillo	Tuesday 5:00 p.m.	3	7	4	2	6	4						
1217	TEMPLETON Good Neighbor Deli	Chairman: G. Burk	Tuesday 4:00 p.m.	10	14	11	9	13	11						
1218	MPTV CABLE Surd's 2030 Fremont St.	Chairman: G. King	Tuesday 7:00 p.m.	10	14	11	9	13	11						
1219	HOLLISTER Paine's Rest. 421 East St.	Chairman: J. Schneider	Wednesday 5:00 p.m.	*9	8	5	3	7	5						
1220	DIABLO CANYON Mulligans	Chairman: D. Lockwood	Wednesday 5:00 p.m.	11	15	12	10	14	12						
1221	BUELLTON Andersons	Chairman: R. Chavez	Thursday 5:00 p.m.	12	16	13	11	15	13						
1223	DIABLO CANYON Mulligans	Chairman:	Wednesday 2:00 p.m.	11	15	12	10	14	12						
<b>PIPE LINE</b>															
1311	BARSTOW PSEA Rec Rm. Hinckley Station	Chairman: B. Wilage	Wednesday 5:00 p.m.	4	8	5	3	7	5						
1312	NEEDLES Eagles Club Front Street	Chairman: M. Walters	Thursday 5:00 p.m.	--	9	--	4	--	6						
1313	TOPOCK Rec Rm. Park Moabi	Chairman: R. Mejia	Thursday 4:00 p.m.	5	--	6	--	8	--						
<b>C. P. NATIONAL</b>															
1312	NEEDLES Eagles Club Front St.	Chairman: M. Walters	Thursday 5:00 p.m.	--	9	--	4	--	6						
<b>SANTA CLARA</b>															
1411	CITY OF SANTA CLARA Round Table Pizza El Camino	Chairman: J. Parker	Thursday 5:30 p.m.	12	9	13	11	8	13						
<b>SAN JOSE</b>															
1501	SAN JOSE CLERICAL 3050 El Camino	Chairman: B. Brill, Jr.	Tuesday 6:00 p.m.	3	7	4	2	6	4						
1511	SAN JOSE PHYSICAL 3050 El Camino	Chairman: D. Melanaphy	Tuesday 8:00 p.m.	3	7	4	2	6	4						
1512	BELMONT 240 El Camino San Carlos	Chairman: W. Gutierrez	Wednesday 5:30 p.m.	11	8	12	10	14	12						
1513	SANTA CRUZ Adolph's 525 Water St.	Chairman: A. Garza, Jr.	*Thursday 7:00 p.m.	5	9	6	4	8	6						
1515	GILROY Watsonville Svgs 801 I St.	Chairman: G. Pfeffer	Wednesday 7:00 p.m.	11	8	12	10	14	12						
<b>CITY OF OAKLAND</b>															
2211	OAKLAND GENERAL The Flanker 45 Hegenberger	Chairman: E. Myall	Thursday 5:00 p.m.	5	2	6	4	1	6						
<b>EAST BAY</b>															
2301	EAST BAY CLERICAL Holiday Inn 1800 Powell St.	Chairman: D. Dito	Tuesday 6:00 p.m.	10	14	11	9	13	11						
2311	OAKLAND The Flanker 45 Hegenberger	Chairman: P. Ramsey	Tuesday 5:00 p.m.	3	7	4	2	6	4						
2314	HAYWARD/FREMONT *34400 Fremont Blvd. *Fremont	Chairman: D. Stiving	Wednesday 6:00 p.m.	11	8	12	10	14	12						
2315	LIVERMORE Eagles Hall 527 N. Livermore	Chairman: J. Howard	Thursday 5:30 p.m.	5	2	6	4	1	6						
2316	CONCORD IBEW Local 1245 Walnut Creek	Chairman: D. Sutton	Thursday 7:30 p.m.	12	9	13	11	8	13						
2317	ANTIOCH Odd Fellows Hall 305 H St.	Chairman: J. Dorman	Wednesday *5:30 p.m.	*3	1	5	3	7	5						
2318	RICHMOND White Knight 3150 Pierce St.	Chairman: C. Jackson	Tuesday 5:00 p.m.	10	14	11	9	13	11						
<b>SAN FRANCISCO</b>															
2401	SAN FRANCISCO CLERICAL Hyatt Regency 5 Embarcadero Ctr	Chairman: G. Alston	Wednesday 5:30 p.m.	11	8	12	10	14	12						
2412	SAN FRANCISCO *4 Berry Street *Embarcadero	Chairman: B. Smallwood	Wednesday *5:30 p.m.	4	1	5	3	7	5						
<b>STOCKTON</b>															
2511	STOCKTON Ed Stewart Post 3110 N. West Ln	Chairman: M. Rasmussen	Thursday 7:30 p.m.	12	9	13	11	8	13						
2512	ANGELS CAMP Round Table Pizza Hwys 4 & 49	Chairman: W. Fippen	Wednesday 5:00 p.m.	*18	8	5	3	7	5						
2513	JACKSON Gold Cntry Pizza 525 S. Hwy 49	Chairman: D. Schulze	Tuesday *5:00 p.m.	3	7	4	2	6	4						
2514	USBR/TRACY *Jefford's Pizza Tracy Blvd	Chairman: R. Pender	Wednesday 4:30 p.m.	18	8	12	10	14	12						
2515	MODESTO Sundial Lodge 808 McHenry	Chairman: R. Morante	Wednesday 7:30 p.m.	*11	8	12	10	14	12						
2516	LODI Carpenters Hall 911 Industrial Wy	Chairman: B. Fisher	Thursday 7:30 p.m.	5	2	6	4	1	6						
2517	SONORA *Round Table Pizza Junction Shp Ctr	Chairman: W. McCord	Tuesday 4:30 p.m.	10	14	11	9	13	11						
2518	MODESTO IRRIG. DIST Sundial Lodge 808 McHenry	Chairman: D. Pittman	Wednesday 7:30 p.m.	*11	1	5	3	7	5						
2519	S.SAN JOAQUIN IRRIG DIST SSJID Headqtrs	Chairman: J. Schaad	*Tuesday 6:00 p.m.	10	14	11	9	13	11						
<b>PACIFIC GAS TRANSMISSION</b>															
3023	WALLA WALLA Jack's Fountain Book Nook/Main St.	Chairman: K. Smith	Wednesday 7:00 p.m.	11	8	12	10	14	12						
3024	REDMOND Pietro's Pizza 413 W. Glacier	Chairman: T. Touchon	Tuesday 7:00 p.m.	10	14	11	9	13	11						



# UNIT MEETINGS JULY-DEC.

				Jul	Aug	Sep	Oct	Nov	Dec					Jul	Aug	Sep	Oct	Nov	Dec
<b>HUMBOLDT</b>										3714	UKIAH Discovery Inn 1340 N. State St	Chairman: D. Bettencourt	Wednesday 7:30 p.m.	4	8	5	3	7	5
3111	EUREKA Labor Temple 9th & E St.	Chairman: S. Anderson	Tuesday 7:30 p.m.	10	14	11	9	13	11	3715	LAKEPORT Senior Center 527 Konocti Ave	Chairman: B. Dawson	Tuesday 7:00 p.m.	3	7	4	2	6	4
3112	GARBERVILLE Firemans Hall Locust Street	Chairman: B. Harmeyer	Thursday 5:00 p.m.	12	16	13	11	15	13	3716	NAPA/VALLEJO 4300 Sonoma Blv. #100 Vallejo	Chairman: T. Jacobson	Thursday 7:00 p.m.	5	2	6	4	1	6
3113	WILLOW CREEK Willow Inn 299 East	Chairman: C. Fleming	Wednesday 5:00 p.m.	11	15	12	10	14	12	3717	FORT BRAGG/PT. ARENA Masonic Temple 428 N. Main	Chairman: G. Fernandez	Thursday 5:00 p.m.	5	9	6	4	8	6
<b>SHASTA</b>										3718	W. GEYSERS *Rountable Pizza *Healdsburg Ave	Chairman: A. Maclean	Tuesday 6:30 p.m.	17	21	18	16	20	18
3212	REDDING Uppercrust Pizza 3655 Meadowview	Chairman: A. Streetman	Tuesday 5:15 p.m.	3	7	4	2	6	4	<b>SACRAMENTO</b>									
3213	BURNEY Sam's Pizza Johnson Park	Chairman: R. Trunnell	Thursday 5:00 p.m.	5	9	6	4	8	6	3011	SACRAMENTO REGIONAL TRANSIT 4081 Bairnsdale	Chairman: L. Gill	Wednesday 5:00 p.m.	*5	1	5	3	7	5
3214	RED BLUFF Palamino Room 723 Main St.	Chairman: H. Iness	Thursday 5:30 p.m.	12	16	13	11	15	13	3811	SACRAMENTO Florin Odd Fellow 8360 Florin Rd	Chairman: D. Norris	Wednesday 6:00 p.m.	18	15	19	17	21	19
3216	TRINITY New York Hotel Weaverville	Chairman: S. Fisher	Tuesday 5:15 p.m.	10	14	11	9	13	11	3812	VACAVILLE Brigadoon Lodge 1571 Monte Vista	Chairman: J. Runswick	Thursday 7:00 p.m.	12	9	13	11	8	13
3217	CITY OF REDDING Hospitality House 532 Market	Chairman: J. Kropholler	Wednesday 5:30 p.m.	11	8	12	10	12	12	3813	PLACERVILLE The Hoosgow 2864 Ray Lawyer	Chairman: G. Parks	Thursday *5:00 p.m.	12	9	13	11	8	13
<b>NEVADA</b>										3814	WOODLAND American Legion 523 Bush Street	Chairman: M. Davis	Thursday 5:30 p.m.	5	2	6	4	1	6
3311	RENO I.B.E.W. Hall 2713 E. 4th St.	Chairman: D. Moler	Wednesday 7:30 p.m.	*2	1	5	3	7	5	3911	SMUD IBEW L.U.1245 3457 Ramona, Sac.	Chairman: J. Wilhelm	Wednesday 4:30 p.m.	11	8	12	10	14	12
3312	CARSON CITY Fire Station	Chairman: S. Downs	Monday 6:00 p.m.	9	13	10	8	12	10	3912	FRESH POND (SMUD) Moose Lodge Hwy 50-Frontage Rd	Chairman: D. Newton	Tuesday 6:00 p.m.	3	7	4	2	6	4
3313	YERRINGTON Fire Station	Chairman: P. Perumean	Tuesday 6:30 p.m.	3	7	4	2	6	4	3914	HIDDEN VALLEY (SMUD/GEO) Ltl Red Schoolhouse Bottle Rock Rd	Chairman:	Wednesday 6:00 p.m.	*5	1	5	3	7	5
3314	SOUTH LAKE TAHOE Moose Lodge	Chairman: D. Fruhwirth	Thursday 5:30 p.m.	5	2	6	4	8	6	<b>CITIZENS UTILITIES COMPANY</b>									
3315	MT. WHEELER/ELY Mt. Wheeler Fire Dept. Mtg. Hall	Chairman: D. Strausburg	*Wednesday 4:30 p.m.	11	15	12	10	14	12	4012	SUSANVILLE Roundtable Pizza 2655 Main	Chairman: V. Simmons	Monday 5:30 p.m.	9	13	10	8	12	10
3317	WINNEMUCCA Cattleman's	Chairman: D. Cantor	Wednesday 7:00 p.m.	11	15	12	10	14	12	4013	ALTURAS Benney's 1200 W.4th St	Chairman: J. Belle	Tuesday 5:30 p.m.	10	14	11	9	13	11
3318	ELKO Stockmen's Hotel Elko	Chairman: C. Roberson	Wednesday 7:30 p.m.	11	15	12	10	14	12	4014	ELK GROVE Pizza Barn 8610 Elk Grove	Chairman: J. Rupel	Thursday 5:30 p.m.	19	23	20	18	*29	20
<b>DESABLA</b>										4015	BURNEY - CUCC Sam's Pizza Hwy 299 E	Chairman: C. Hutchinson	Wednesday 5:30 p.m.	11	15	12	10	14	12
3411	CHICO Pizzoni's Pizza Hwy 32, Chico	Chairman: T. Rist	Wednesday 7:30 p.m.	18	22	19	17	21	19	4016	PALO CEDRO Uncle Bob's Pizza 9348 Deschutes	Chairman: D. Albreht	Thursday 5:30 p.m.	12	16	13	11	15	13
3412	QUINCY Moons Restaurant Lawrence Street	Chairman: N. Adamson	Wednesday 7:30 p.m.	*17	8	5	3	7	5	<b>DAVEY TREE</b>									
3417	PARADISE Red Lion Pizza 6011 Skyway	Chairman: B. Lovett	Thursday 7:30 p.m.	5	9	6	4	8	6	4412	DAVEY TREE/SANTA CRUZ Adolph's 525 Water St.	Chairman: K. Neal	*Thursday 6:00 p.m.	12	16	13	11	15	13
DRUM 3511	AUBURN Moose Lodge Sacramento & High	Chairman: C.D. Felkins	Tuesday 7:00 p.m.	10	14	11	9	13	11	4416	DAVEY TREE/SELMA El Conquistador Selma	Chairman: A. Sanchez	Thursday 6:30 p.m.	5	2	6	4	1	6
3512	ROSEVILLE Round Table Pizza 106 N. Sunrise	Chairman: R. Wilkins	Wednesday 5:00 p.m.	11	8	12	10	14	12	4417	DAVEY TREE/SANTA ROSA Round Table Pizza 421 Stoney Point	Chairman: S. Ginsburg	Tuesday 7:00 p.m.	10	14	11	9	13	11
3513	GRASS VALLEY *The Office 102 Richardson St	Chairman: *J. Berrera	Wednesday *6:00 p.m.	11	8	12	10	14	12	4418	DAVEY TREE/EUREKA Angelo's Pizza 7th St. Eureka	Chairman: F. Gratz, III	Monday 5:00 p.m.	9	13	10	8	12	10
<b>COLGATE</b>										4419	PAC TREE/REDDING Angelo's Pizza 1774 Calif. St.	Chairman: P. Mitchell	Tuesday 6:00 p.m.	3	7	4	2	6	4
3611	MARYSVILLE Duke's 1526 N. Beale Rd	Chairman: J. Kuhn	Tuesday 6:00 p.m.	3	7	4	2	6	4	4420	DAVEY TREE/NAPA Pietro's 999 Trancas St	Chairman: M. Linley	Tuesday 5:00 p.m.	17	21	18	16	20	18
3613	OROVILLE Eagles Hall 2010 Montgomery	Chairman: A. Knudsen	Thursday 6:00 p.m.	5	2	6	4	1	6	4421	DAVEY TREE/BELMONT 240 El Camino San Carlos	Chairman: V. Del Real	Wednesday 4:30 p.m.	18	15	19	17	21	19
<b>NORTH BAY</b>										<b>OUTSIDE LINE</b>									
3711	MARIN COUNTY RoundTable Pizza S. Novato Blvd	Chairman: J. Findley	Thursday 6:00 p.m.	12	9	13	11	8	13	4911	OUTSIDE LINE/SACRAMENTO I.B.E.W. 3453 Ramona, #5	Chairman: W. Branson	Saturday 10:00 a.m.	14	11	8	13	10	8
3712	SANTA ROSA Round Table Pizza 421 Stoney Point	Chairman: B. Olson	Tuesday 7:00 p.m.	3	7	4	2	6	4	4912	OUTSIDE LINE/RIVERSIDE 1074 La Cadena Dr Riverside	Chairman: B. Catalfo	Wednesday 8:00 p.m.	11	8	12	10	14	12
3713	E. GEYSERS Ltl Red School House Bottle Rock Rd	Chairman: R. Runnings	Wednesday 6:00 p.m.	18	22	19	17	21	19										



# 'Doing More with Less': a fancy new name

From PAGE ONE  
after the inauguration of "doing more with less," four specialists had to carry the entire load. Making matters worse, they were moved to the first floor to work backup on the customer counter, separating them from the third floor records they needed to process their ECI paperwork. To top it all off, they were also required to serve as backup in answering customer telephone calls.

"The effect it had on the customer was, yes, we answered their call in 60 seconds. But we weren't able to do anything else for them," said Ambeau, a union steward who has been with the company 21 years.

"You want to do your job well, but it's hard to do. It's hard to give your full attention to the customer when you're worrying about your ECI backlog."

"It's made it very very stressful because you cannot start something and pursue it until it's finished," said Pat Wilson, a union steward who

has been with the company for 19 years. "I never get to finish one project. I'm pushed from one station to another and one job to another... We keep hearing: 'You can do more with less. You can do more, you can do more.'"

In order to cover the workload, the company has imposed extended periods of overtime. During one six-month period in 1988-89, employees were required to perform overtime for six straight months, and more overtime was required in the fall of 1989. Although weekday overtime was voluntary, Saturday overtime was mandatory.

"When it's mandatory every week it really takes a toll on your life," noted Barbara Cook, a meter reader and union steward. "People are real testy with each other. You get there on Saturday for the eighth Saturday in a row and you're not real happy."

But even with the overtime, enormous backlogs develop in processing ECIs.



'Doing More with Less' has meant more turnover, but has left less time to train new employees, according to union steward Barbara Cook, shown here training new employee Scott Mellor.

Customers sometimes suffer as a result.

"People start making mistakes, they start hurrying,

they start getting sloppy in their work," Cook said. "People are not as friendly to customers. You get snippy with people."

But like the crank who believes he can get something for nothing, management still trumpets its dream of "doing more with less." Distressed employees believe that supervisors don't want honest feedback about how the program is affecting job performance. "We went to them and told them the problems we were having," said Ambeau. "They made it seem like we were goofing off."

Wilson dismissed meetings with management as little more than "pep rallies," where employees are made to feel like there's something wrong with them if they don't perform more.

Donna Dito, a 17-year veteran with the company and a union steward, noted that the company has created "focus groups" and "task forces," supposedly to give employees a communications

channel with management. But their real purpose is "just to make you think you're part of the program," Dito said. "It's lip service. Basically they're going to do what they want."

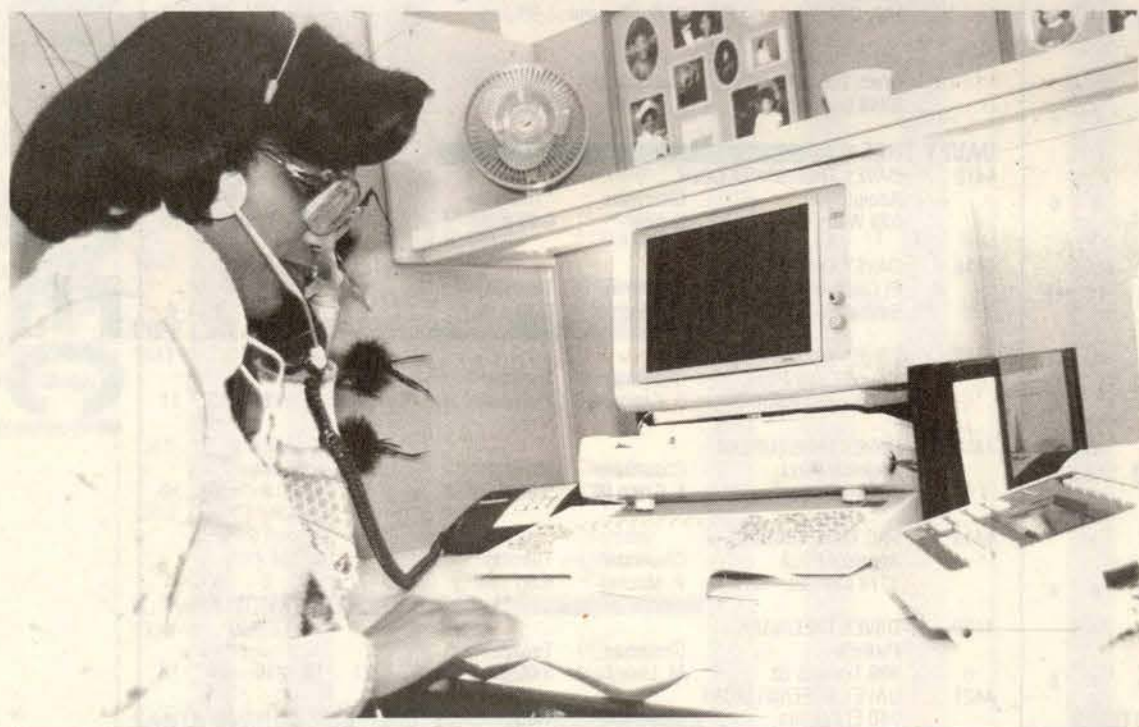
While management could ignore the fallout from its "doing more with less" initiative, employees could not. Some workers began taking their job stresses home with them.

Wilson couldn't sleep at night. She had trouble dealing with the needs of her three children, aged 15, eight and four.

"I was past overload," Wilson observed. "I was so saturated I didn't want to be approached by anything."

"After a while you can only get so much out," said Ambeau. "Maybe in the beginning we could've done more with less, but you can't do more with nothing."

Driven to a point of exhaustion, Wilson had to take



'You want to do your job well, but it's hard to do. It's hard to give your full attention to the customer when you're worrying about your ECI backlog.'

-Donna Ambeau



# for an old-fashioned speed-up scheme

four months of industrial leave last year. Ambeau was forced to seek treatment from the company nurse when she began experiencing muscle spasms in her shoulder.

Ditto estimates that as many as one-quarter of the Oakland customer service reps experience arm problems. While pushing the employees to do more with less, the company has "made no concessions to the computer age" in terms of properly designed work stations, according to Ditto.

Most employees would probably be willing to endure the pressure and the accompanying physical and emotional stresses if they believed the company truly appreciated their efforts. But as the time approaches to negotiate a new union contract, the company appears to be engaged in a campaign to undermine the workers' self-confidence.

"The company supervisors have been told we're overpaid," said Ambeau. She warns that if supervisors and workers are told often enough that the bargaining unit members are overpaid,

"eventually they'll start feeling that way."

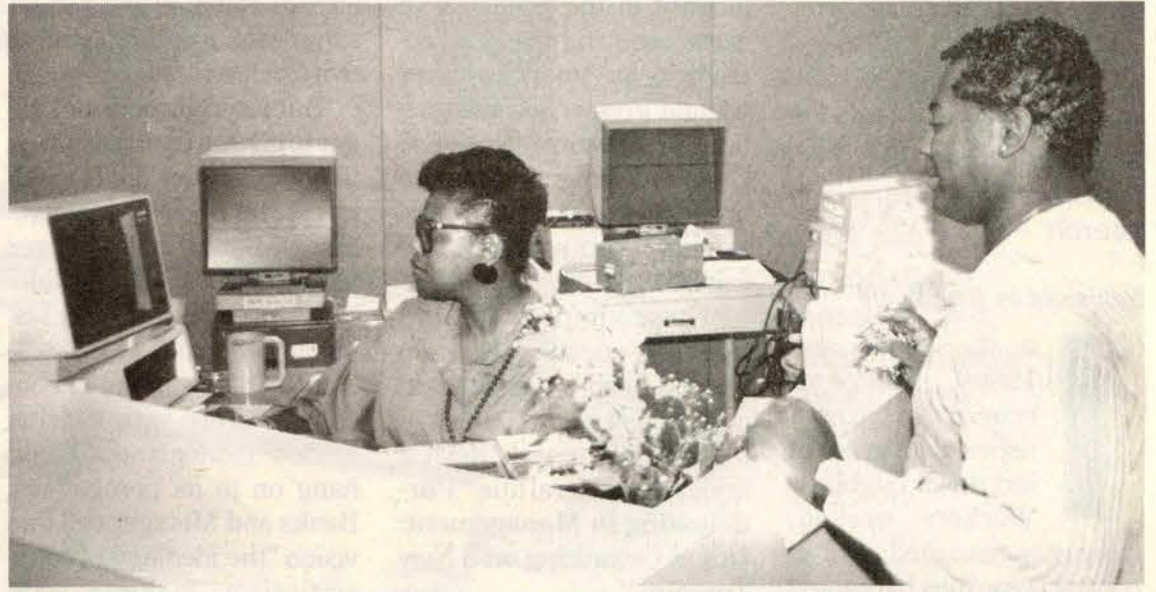
In the long run, the company risks cutting its own throat by ignoring the legitimate concerns and genuine insights of its workers.

Employees see the higher turnover rates in personnel that result from job dissatisfaction and they see the corresponding loss of efficiency as more time is devoted to training new employees. They see the work that is backing up or falling through the cracks. They see the steady erosion of morale.

And they see that "Doing more with less"—a thinly disguised attempt to impose speed-up on the workforce—is actually contributing to inefficiency.

Cook believes the plan is not working because the company chose to deal only with abstract plans rather than dealing with people. "Everything was taken out of the personal level and put down on paper. It's all completely impersonal."

A more sensible approach, in Cook's view, would be to ask workers how their time



**'We keep hearing: "You can do more with less. You can do more, you can do more." You're speeding up but you're burning yourself out.'**

*-Pat Wilson*

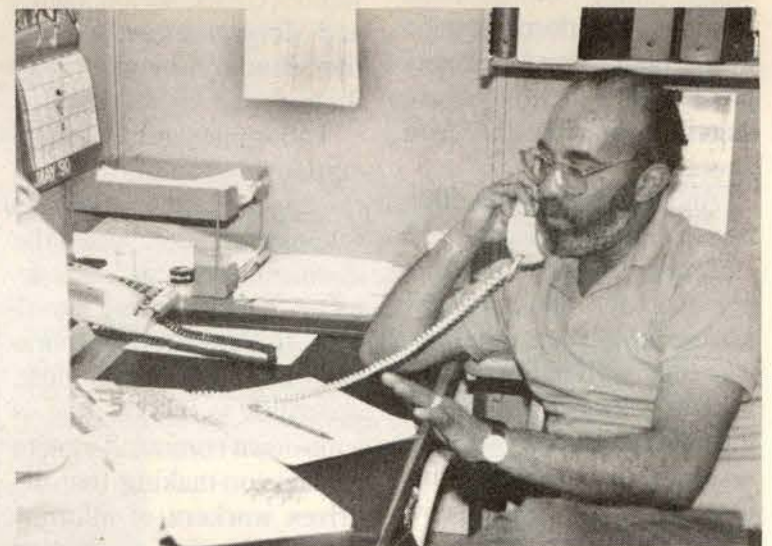
could be used more productively. Workers, have ideas about their work. They are, after all, the ones who have been doing it all along.

By taking such an approach management might learn a thing or two about efficiency. And they would probably wind up with a more motivated workforce.

"If you get someone's input

and get their feelings about it," Cook observes, "then they're not going to buck

when something more needs to be done. They'll have a share in it."



Mike McKinley, senior service rep.



Diane Mathews, customer service rep.





# Employee Involvement: what's in it for workers?

**Participating in Management: Union Organizing on a New Terrain**  
Published by Midwest Center for Labor Research

Reviewed by Eric Wolfe

In the 1950s and 1960s, American economic growth ushered in an era of industrial stability. Workers worked, managers managed, and at contract time they bargained over how to divide America's growing economic pie.

But the world has changed. In the "funny money" 1980s, junk bonds financed a feeding frenzy of corporate takeovers, creating mountains of corporate debt. Companies were dismantled, or moved overseas, devastating entire communities. Millions of workers were no longer bargaining for a larger piece of the pie; they were standing in line for food stamps.

And foreign competition began eating our lunch.

America's poor industrial performance has forced managers to reexamine the way they do business. They are discovering they need the insights of frontline workers in order to improve industrial efficiency. This discovery has led to the creation of a host of joint labor-management programs, variously called Quality of Work Life, Quality Circles and Employment Involvement.

**What unions ought to insist on is not mere cooperation--where workers offer up something for nothing--but genuine worker participation in fundamental business decisions.**

Are such programs a step forward in the evolution of work, assuring greater productivity for American industry and greater job satisfaction for American workers? Or do such programs squeeze productivity increases out of some workers so that others can be laid off?

These important and troubling questions are confronted head on in a recent collection of essays published by Labor Research Review under the general title "**Participating in Management: Union Organizing on a New Terrain.**"

In the book's lead essay, Andy Banks and Jack Metzgar argue that labor-management cooperation programs are generally designed to extract important ideas from workers while denying workers any of the benefits that come from applying those ideas. Workers don't give their labor without compensation, Banks and Metzgar argue, and neither should they give away their ideas.

Labor-management cooperation programs first began to appear after business school academics blasted the traditional "scientific management" theories long dominant in American corporations. Scientific management, according to this critique, is a top-down command system of decision-making that deprives workers of information about the production process and discourages workers from contributing their insights to the organization of work. Giving a greater role to workers in de-

cision-making, the academics argued, could bring about significant gains in productivity.

But for managers not eager to give up their authority, this was a bitter pill to swallow. "The trick for management," Banks and Metzger write, "was to get the productivity increases without losing any control."

Soon a new breed of consultants arose with a vision of how management could hang on to its perogatives. Banks and Metzger call this vision "the ideology of cooperationism." In this vision of the world, increased productivity doesn't come from worker participation in management, it comes from worker cooperation.

The ideology of cooperationism, Banks and Metzgar argue, makes sure that increased productivity is attributed to "cooperation," "trust," and "working together," rather than to the knowledge, insight or participation of the workers.

Cooperation, according to the authors, is not good in and of itself. Whether or not to cooperate "is always a tactical question." What unions ought to insist on is not mere cooperation--where workers offer up something for nothing--but genuine worker participation in fundamental business decisions, including production techniques, marketing strategies and the introduction of new products.

Workers are the big losers when businesses fail, they note, so workers ought to have the chance to save businesses from failure.

## Fog of cooperationism

Unfortunately, the authors claim, "the fog of cooperationism has penetrated deep into the labor movement," with many labor leaders seeing little alternative to going along with cooperation programs. All too often, cooperating degenerates into just another name for union concessions, while in non-union

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## Participating in Management

*Union Organizing on a New Terrain*



workplaces cooperation programs are used to disseminate anti-union propaganda and to spy on activists.

But there is an alternative, according to Banks and Metzgar. The process of gathering and developing worker knowledge "has tremendous potential for whoever controls it," they argue. Clearly, small group talk processes can increase management's control of the workplace. But they can also be used as a vehicle for empowering workers if unions can seize the initiative and take control of the cooperation process.

That is, if unions can help transform cooperation into genuine worker participation.

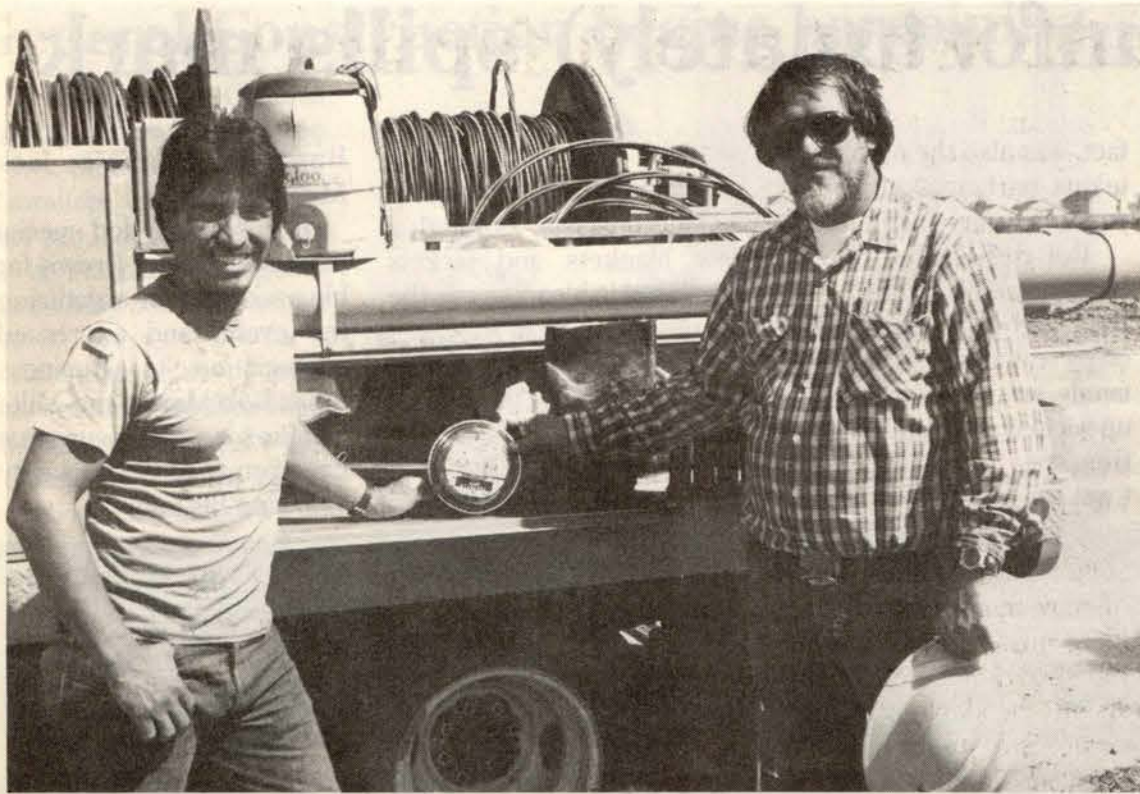
Banks and Metzgar offer examples of how workers can boost productivity without showing management how it is done. Their point: knowledge is not something to be given away--it's something to be saved as a bargaining chip.

To achieve this leverage, unions must insist that employee involvement programs be structured on the bargaining process model. Rather than by-passing the union structure, employee involvement programs should function to advance the union's pursuit of its traditional interests, such as enhanced job security, better wages and benefits and a stronger union.

In place of shopfloor "teams" run by management, such teams need to be accountable to all the workers through the union structure. In this way, the authors write, "unions can systematically address the wide variety of irrational management practices which are undermining so many American workplaces, while at the same time expanding and revitalizing themselves as institutions of representative democracy."

See PAGE THIRTEEN





SYMBOL

Josue Rios (left) and Larry Skidgel display what has become a symbol of growth in the modern era: the brand new electric meter. The installed electric meter is also the symbol of what their labor is all about - getting power to the new residents of the area. Rios, a new union member, and Skidgel, a member since 1972, work for the Sacramento Municipal Utilities District.

## Employee Involvement

From PAGE TWELVE

Are American unions up to such a grand strategy?

Without question, it will require an extraordinary degree of unity among the workers. But that unity can be achieved, Banks and Metzger write, if unions replace today's service model of unionism with an organizing model. Instead of simply solving problems for the membership, unions must try to "involve the membership in solving problems through group processes and collective action."

Most unions were originally founded on the organizing model. Banks and Metzger argue that unions adopting this model have more leverage with employers and find it easier to turn out large groups of people on picket lines, at rallies and at city council meetings.

"When people see that their own involvement with others contributes to organizational success, they create stronger bonds and develop a closer identity with the union," the authors write. Rank and file workers become producers of unionism rather than mere consumers of it, generating in the process a renewal of the American labor movement.

Banks and Metzger offer unionists a provocative analysis of the potential—and the pitfalls—of employment involvement programs. Their clearly drawn distinction between worker "cooperation" and genuine worker "participation" throws some badly needed light on a subject that has clouded labor's thinking for too long. For this alone the book would be worth the \$7 purchase price.

But readers will find even

more in this, the 14th book in Labor Research Review's continuing series on the labor movement. The book closes with six critical responses to the main essay by leading labor authorities, some seeking to challenge the essay's central argument, others embracing and extending that argument.

"Participating in Management" is the Fall/1989 issue of Labor Research Review, but it will provide a rich source of information for unionists far into the 1990s.

*("Participating in Management: Union Organizing on a New Terrain" can be purchased by sending \$7 to Labor Research Review, 3411 West Diversey Ave., Suite 10, Chicago, IL 60647. There is no additional charge for postage and handling.)*

If so, remember to fill out a Local 1245 Change of Address card. That's the best way to insure that you continue receiving the *Utility Re-*

*porter* and other union mailings. Pick up a Change of Address card from your shop steward or business representative.

## Moved recently?

## Letters

### 'Hold the pull'

To the Editor:

It's time somebody should stand up and say "Hold the Pull" to American companies.

A recent news broadcast stated that American foreign trade was not at an even keel. I can understand why, when people buy foreign made products and American companies give out foreign-made awards.

I happen to work for an American company: Pacific Gas and Electric.

The company says we are supposed to be professionals at our jobs and give our customers quality work. From time to time the company shows its appreciation by giving awards. Recently I received a token

of appreciation and a safety award. They were foreign made! Hold the pull!

There's no law against anyone or any company buying foreign-made products. However, there is no law against buying American-made products. If the awards and tokens of appreciation were American-made, that would be great, especially if they were union-made.

So, Pacific Gas and Electric, at this time I'm returning my foreign-made safety award. I hope someday your American-made profits in American dollars and cents, will go toward American-made products.

*-John A. Savage, Journeyman Lineman*

### 'Moving backward?'

To the Editor:

[Regarding the *Utility Reporter* story about the union preparing a Spanish-language contract] Majority-minority? We are moving backward. These work-

ers are trying to improve their skills.

Go ahead, put it in Spanish. Kill their incentive to learn.

*-Oren Richardson*

### Organizing Contra Costa

To the Editor:

Organizing new workplaces is the key to the future of the labor movement. Now union members can play a critical role in a new county-wide organizing effort in Contra Costa County. Over 30 unions have come together to launch a Labor Council Organizing Committee. Our goal is to increase the number of unionized workers in Contra Costa County.

We need union members to speak to their spouses, friends and relatives who work in unorganized offices, health care facilities, industrial plants,

construction sites, or anyone who works for a living. Let the Labor Council know who works in an unorganized workplace—call anytime at (415) 228-0161.

Less than 20 percent of the Contra Costa workforce is in unions. The size and strength of the labor movement dramatically affects our ability to negotiate the best possible contracts for our members as well as to pass legislation important to us all. The bigger we are, the stronger we are; it's that simple.

*-Contra Costa Central Labor Council Organizing Committee*



# Thrills, chills & (unfortunately) spills mark

**T**here was no shortage of excitement when union members gathered for Local 1245's Annual Slow Pitch Softball Tournament in Concord's Willow Pass Park on May 19.

Unfortunately, this year's tournament—the 13th in the annual series, as it happens—

—was witness to the first serious injury in the tournament's history, a broken ankle suffered by Steve Lace of the Bakersfield Pirates.

"Maybe we should have skipped Number 13 and gone straight to 14," observed Ed Caruso, an organizer of the event.

Thirteen, as a matter of

fact, was also the number of teams participating in this year's tournament.

But despite the one injury, the players managed to have a good time. Cheered on by teammates, friends and family, ace pitchers delivered up wicked slow-pitch specialties to would-be Jose Cansecos.

Cool and almost-rainy weather didn't deter the softball enthusiasts, although a few blankets and jackets appeared in bleachers as the games proceeded.

The final game of the tournament was played under the lights.

Trophies to the winning teams were presented by

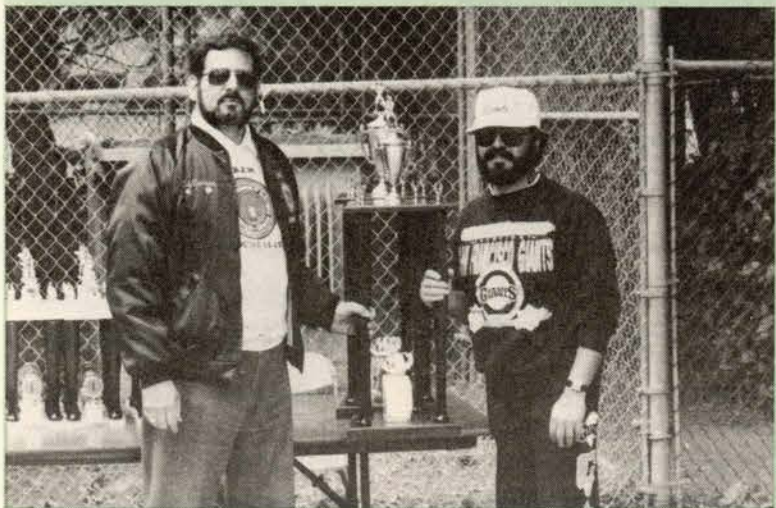
Business Manager Jack McNally.

Caruso extended special thanks to Danny Brown for his assistance in organizing the event, and expressed appreciation to Business Reps. Bob Martin and Mike Del Rio for making sure that Lace returned home safely following his injury.



## THE WINNING TEAMS

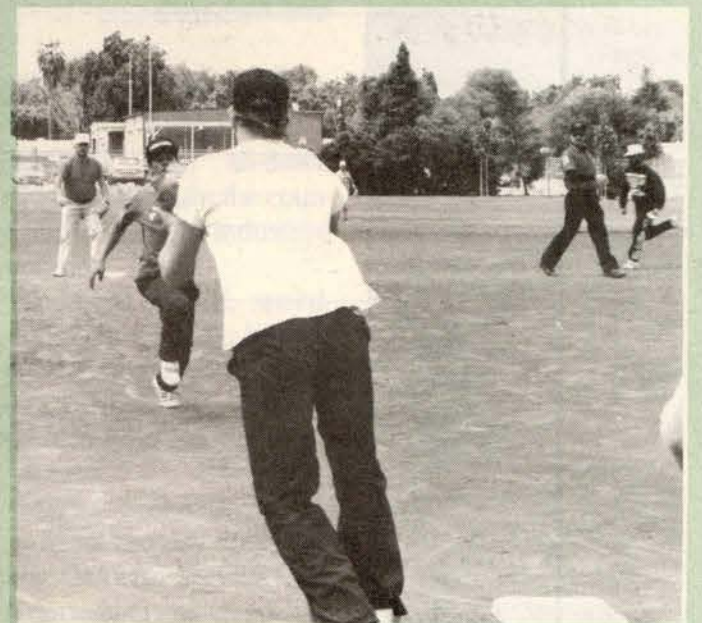
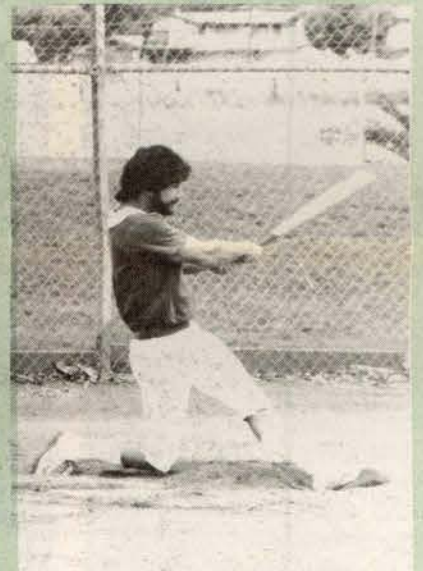
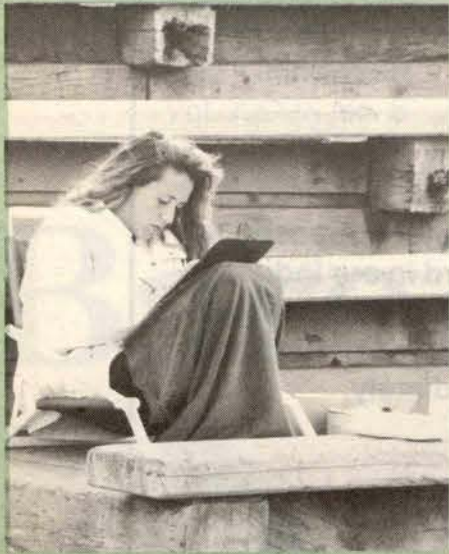
### LOCAL 1245 ANNUAL SLOW PITCH SOFTBALL TOURNAMENT 1990



Photos by Ed Caruso



# 13<sup>th</sup> Annual Slow Pitch Softball Tournament





# Union members at PG&E: stand up for your rights!

The theft of our constitutional rights is a far greater threat to us as American citizens than the use of drugs in the workplace. Defend your

American heritage, defend your rights, defend the liberties that our ancestors sacrificed so much to secure. Help circulate the petition and

return it to a shop steward or mail it to:

**IBEW Local 1245**  
**P.O. Box 4790**  
**Walnut Creek, CA 94596**

**To: U.S. Dept. of Transportation**  
**Subject: Drug Testing**

We, the undersigned employees of the Pacific Gas and Electric Company, are strongly opposed to the planned drug testing of gas pipeline workers. We have an excellent safety record in our industry and our company, and do not believe that testing is warranted. We believe that testing without probable cause violates our constitutional rights to be free from unreasonable searches and seizures. We demand that the Department rescind its drug testing program immediately.

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