

LABOUR'S RESPONSE TO THE CLOSURE EXPERIENCE  
A CASE STUDY OF  
THE ALLEN INDUSTRIES INC. PLANT CLOSURE

By

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## ABSTRACT

This thesis examines labour's response to the closure experience. More specifically, it is a case study of the workers displaced by the Allen Industries Inc. plant closure. The study focuses on three main aspects of the shutdown including the collective actions of the Allen hourly employees, the effects of management actions on the workers' closure experience and the impact of the managers' actions on the displaced worker's post closure re-employment experiences. Overall, the study demonstrates the negative effect of managers' actions on the wage earner. However, it also shows that collective actions of the wage earners can induce management assistance and therefore reduce the negative impacts.

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CHAPTER 1  
INTRODUCTION

The phenomenon of plant closures has led to the displacement of numerous employees. To compensate for job loss, the individual encounters the task of re-entering the labour force. The job search is influenced by actions taken by plant management (including higher management decision makers), the labour union and the employee, his family and friends. It is important to note that these influences are not mutually exclusive since one may affect another. This study concentrates on how the closing actions of plant management affect the workers capacity to search for and find alternative jobs. In order to determine and assess the linkage, this research concentrates on the specific case of the workers displaced by the shutdown of Allen Industries Inc.'s Hamilton trim division in 1984. Overall, the focus of the study is to examine labour's response to the closure experience.

To investigate the effects of management decisions on the wage earner's ability to re-enter the labour force, the thesis is divided into four major sections. The aim of the second chapter is to examine literature on plant closures in order to determine how plant closure research can best be expanded. In the third chapter, the methodology and hypotheses of the study are described. The fourth discusses the major findings of the data collection. Last, the fifth chapter discusses the conclusions of the study and makes suggestions for future research.

This type of research is relevant to displaced workers, unions, plant managements, government officials and to the discipline of human geography. First, it may aid displaced employees, unions, and plant managers to lessen the challenge of the closure experience and of job search. Second, documentation of individuals' closure experiences may aid in government implementation of much needed legislation limiting plant shutdowns and promoting job re-entry assistance. Third, it is important to human geography since it concentrates on the human aspects of industrial change in a given spatial area.



## CHAPTER 2

### THE LITERATURE REVIEW

#### 2.1 INTRODUCTION

In this chapter, literature on plant closures is discussed. A variety of approaches and aims in the past few decades have contributed a broad range of literature. In order to provide an overview, the chapter is divided into sections describing the literature contributed by the micro-behavioral, the descriptive and the political economy approach. The discussion of a variety of literature will highlight the strengths and weaknesses of plant closure research. In turn, it will help determine how this study can contribute to and advance the understanding of the plant closure phenomenon.

#### 2.2 MICRO-BEHAVIORAL APPROACH

The behavioral approach attempts to describe and explain human behaviour including individuals' choices and their reaction to life events. With respect to plant closures, there are two different avenues of behavioral research. The first concentrates on individual firm's locational decisions that result in plant closures. The second explains the displaced worker's behavioral response. Since the second avenue is most related to this study, the literature it contributes is discussed.

The research of the behavioral approach examines the relationship between job loss and resultant behaviour. There is agreement that job loss causes stressful life events (Dooly and Catalano (1980), Kinicki (1985), Kirsch (1983), Kramar (1984), Eleen (1971)). Eleen (1971, p.4) stated that job loss causes stress because "around the job he (the worker) forms most of his relationships and his attitudes". Kirsch supports this claim stating that after losing a job the worker suffers:

1. loss of friendship
2. loss of work world
3. loss of income and access to opportunities
4. loss of self-worth
5. loss of security about the future"

resulting in loss of definition as a worker, anxiety about the future, and trauma of seeking new jobs (1983, p.3). While this literature is interesting, it has disadvantages. The literature concentrates on the reaction to job loss as opposed to the behaviour exhibited as a result of broader plant closure events.

On the other hand Kinicki (1985) attempts to broaden the literature by examining the affective response to the closure experience. It is important to note that affective response is a broad array of people's feeling and attitudes about their everyday life, for example anxiety, satisfaction and personal self-esteem (Kinicki, 1985, p.201). He attempts to link stressful life events and the expectation of closure where the expectations are caused by the closure announcement, removing of heavy equipment, and layoffs (Kinicki, 1985, p.199). He finds that the expectations result in fear and anxiety that instigate the individuals to make life adaptations (Kinicki, 1985, p.199). The adaptations include preparing for the closure by pursuing retraining, beginning job search and developing financial buffers.

Kinicki's support for advance notice to trigger the expectations and to help the displaced worker adapt to the closing is supported by much research (Eleen (1971), Meyer (1986), Berenbeim (1986), Welton (1975)). The problem with the pro advance notice argument is the assumption that knowledge of the closure will induce adapting behaviour. However, the adverse effects of the advance notice, dynamic advance notices (continuously changing) and the effects of the manager's actions on the individual's behaviour are unconsidered.

Another major consideration of the research is job search behaviour. Studies have concentrated on when workers begin job search, their job search mobility and the types of job search used (Flaim and Sehegal (1984), Gordus, Jarley and Ferman (1981), Kramar (1984), Welton (1975) and Ontario Ministry of Labour (1984)). The findings suggest that education, age and sex influence job-search behaviour. For example, Welton (1975, p.17)



stated that workers with personal characteristics associated with employment difficulties may have a discouraged attitude towards job search. Also, Kramar (1984, p.40) found that seniority and age are the most significant factors. These factors are important to consider in any research on plant closures because they represent inherent influences on labour's closure experience.

### 2.3 THE DESCRIPTIVE APPROACH

The aim of this approach is to describe facets of the plant closure phenomenon. Therefore, there is a broad range of literature contributed by the approach. There are ample case studies describing the events of individual plant closures (Lynd (1982), Kramar (1984), Crappo and Davisson (1984), Batt (1983)).

The literature shows that most managers offer some form of assistance to displaced workers (Eleen (1971), Meyer (1986), Boase (1966), Berenbeium (1986), Gordus, Jarley, and Ferman (1981)). The frequent types of assistance include programs such as relocation, retraining, outplacement seminars and job leads as well as policies such as advance notice, severance pay and early retirement. While these represent common forms of assistance, studies show that they are not indicative to all plant closures. That is some displaced workers are not offered suitable assistance (Kramar (1984), Lynd (1982), Buss and Redburn (1983)).

The magnitude of assistance that managers should give varies in the literature. Kirsch notes that "unemployment is not the fault of the individual" but a phenomenon "that grows out of a system and therefore can only be eradicated if changes to the system and management support programs are implemented" (1983, p.v). On the other hand, Jordus, Jarley and Ferman (1982, p.2) state that the management role in plant closing remains one in which management attempts to minimize the costs associated with closing.

Another facet of the plant closures frequently described is the displaced worker's post closure experience. Eleen (1971,

p.41) portrays the displaced factory worker as caught in a negative situation. He stated, " for the blue collar worker, it is not a question of lowering his status- he can not get a job". In contrast, an Ontario Ministry of Labour report (1984, p. 17) examining the labour market experience noted,

"available survey information suggests limited support for the theories of a significant discouraged worker effect wherein a worker's past closure experience is a depressing series of short-term lower quality jobs".

There is also a dichotomy in the studies describing the length of unemployment experienced by displaced worker (Ailen, Ferman and Sheppard (1968), Ontario Ministry of Labour(1984)). The lack of consensus on the displaced workers post closure experience employs the need for more research.

Although this approach highlights a variety of information, the constraints of the descriptive approach are numerous. It fails to provide explanations for the findings. The absence of analytical investigation inhibits the approach's contribution to the understanding of the plant closure phenomenon. Second, since the majority of descriptive research consists of case studies, the findings are not generalizable. However, the approach does help to suggest that assistance and post closure experiences should be investigated in the Allen Industries Case Study.

#### 2.4 THE POLITICAL ECONOMY APPROACH

An explanation radically different is the Political Economy Approach based on Marxist political theory. Prior to applying this approach, it is important to define it. Political economy is concerned with the social aspects of economics and in particular with the influence of economically and socially defined classes upon economic life (Johnston, 1986, p.350). In geography, the approach is a perspective stressing the social characteristics of a capitalist society and the imperative of accumulation (Johnston, 1986, p.350).

Within the approach there are important premises. First, a



capitalist class (including managers) controls production and production is carried out by a class of wage workers (Edel, 1981, p.20). The capitalists dominate the wage earners to accumulate capital while the wage earners are forced to rely on their labour to earn their livelihood (Webber, 1982, p.20). Second, each class must insure social reproduction. That is, the interest of both the capitalist and the wage labourer is the continuation of his/her life, the life of his/her family and of future class members. Class reproduction underlies the capitalist society since each depends on the existence of the other class for their own existence. Third, there is class friction. The friction results in class conflict. Chouinard and Fincher (1983, p.58) suggest that class struggle is the result of conflict over class capacities (the ability of one class to impose its will on the other). For example, the wage earners attempt to seek a higher standard of living by increasing the value of labour while the capitalist's main goal is to control all surplus value. The last premise is that the combination of class struggle and the need for reproduction increases the class capacity of the dominated class (Chouinard and Fincher, 1983, p.58).

This approach is useful in explaining urban phenomena and more specifically the phenomenon of plant closures. The literature applying a political economy approach states that plant closures are the outcome of industrial restructuring- the reorganization of the ownership of capital through centralization (mergers, acquisitions and increasing foreign investment). In turn, the concentration of capital by large multinational firms increases their ability to control capital mobility (investment and disinvestment), choose labour climates (work forces and wages) and production locations (Bluestone and Harrison (1982), Feagin and Smith (1987), Hymer(1971), Glickman (1981)).

It is argued that industrial restructuring has led to a new international division of labour representing a global geographical shift in production (Glickman (1981), Feagan and Smith (1987), Bluestone and Harrison (1982), Norcliffe, Goldrick

and Muszynski (1986)). Glickman (1981, p.495) noted that the decreasing barriers to trade and capital mobility and increasing technological change in communication and transportation has reduced the need for skilled labour and the costs of maintaining decentralized production. Much geographical literature concentrates on the multinational corporations' response to these events by relocating to areas offering high labour productivity, low wage levels, and an escape from labour unions (Glickman(1981), Bluestone and Harrison (1982), Norcliffe et al. (1986), Wright and The Waterloo Interest Research Group (1987), Baird and McCaughan (1978)) . The reality of the relocation of American, British and Canadian firms to developing countries such as Mexico, Brazil and Latin America supports the political economists argument.

The international shift of capital causes national and local disinvestment leading deindustrialization (which is the systematic disinvestment in the nation's basic productive capacity as a result of the redirection of investment (Johnston,1987, p.150)). Bluestone and Harrison state that deindustrialization is the result of

"managers of giant corporations and conglomerates creating greater inefficiency through the over management of their subsidiaries, milking them of their profits, subjecting them to at best strenuous and some times impossible performance standards, interfering with local decisions and quickly closing down subsidiaries when other more profitable opportunities appear" (Buss and Redburn, 1983, p.3).

In turn, deindustrialization produces plant closures. There are numerous case studies providing examples of this phenomenon including the disinvestment of the Burns meat plant in Kitchener until it closed (Wright et al., 1987, p.) and the closing of Consolidated Bathurst in Hamilton in order to increase capital through the sale of physical assets (Kramar, 1984).

On a micro scale, the approach is useful to utilize in a study of plant closures because it describes the phenomena in a societal context. That is, the approach emphasizes the ability



of each class to affect the other. As previously mentioned, two aims of the capitalist class are to control the wage earners and to ensure capital accumulation. Therefore, their closing actions affect the wage-earner. Bluestone and Harrison (1982, p. 140) state that capital flight is a tactic that management utilizes in order to discipline labour and to assure a favorable business climate. On the other hand, the wage earner's aim is to keep his job in order to ensure social reproduction. This suggests that he/she will fight to protect his job. Therefore, a plant closure establishes a front for conflict.

There is a considerable amount of literature supporting the idea of a struggle in the midst of a closure, Wright et al. (1987), Bluestone and Harrison (1982), Lynd (1982)). There are many examples of collective actions of the wage earners against the managers. Collective actions are at times successful and sometimes unsuccessful in inducing management actions. Wright al. (1987, p.8) suggests that worker tactics including sit-ins, demonstrations, work slowdowns and media blitzes induce management assistance. As evidence the tactics of the employees of Bendix are cited as combatting continued management inertia by staging a sit-down siege of the plants loading dock. As a result of the seige, the management agreed to meet with the union to discuss a close-out agreement. The result of the talks was increased severance pay and pension benefits. On the other hand, Kramar (1984) notes that the Consolidated Bathurst workers were denied their offer to buy the Hamilton operation. A comparable example showing that collectivity is sometimes futile is the failure of the bus loads of Youngstown workers who demonstrated at the United States Steel's National headquarters to spawn any favorable management actions (Lynd, 1982, p.139). Since there is disagreement in the literature, it would be interesting to determine if there were any collective Allens' employees actions and if they were successful or futile.

## 2.5 CONCLUSION-THE FOCUS OF THE STUDY

The literature review had introduced important facets to study in the Allen Industries Inc. case study. The review shows that more research is needed in certain areas of each approach. That is, the effects of the advance notice on the individual's adaptation to the closure, the re-employment experience and the conflict between the managers and the wage earners need to be more fully investigated. It is inappropriate to utilize all three approaches. As noted, the political economy approach is best suited to use in a study of the impacts of management decisions on the displaced workers' closure experience. Therefore, it is the aim of this study to investigate the three aforementioned topics and analytically describe them by using a political economy approach. This in turn will contribute to the plant closing literature by providing descriptions and explanations of certain facets of the closure phenomenon. In summary, the focus of the research is important because as Bluestone and Harrison (1982, p. 262) state, " the need for research becomes all the more important when one considers that the incidence of plant closing is not expected to abate". This may become even more prevalent with the implementation of Free Trade between Canada and the United States.



### CHAPTER 3

#### ALLEN INDUSTRIES INC.- THE CASE STUDY

##### 3.1 INTRODUCTION

The aim of this chapter is to establish a foundation for the Allen Industries case study. First, in order to acquaint the reader with the events of the Allen closure, background information is given. Next, the objectives and hypotheses of the study are stated. Finally, the methodology including the sample and instruments of data collection are discussed.

##### 3.2 BACKGROUND INFORMATION

Allen Industries Incorporated, a subdivision of Dayco Corporation of Dayton Ohio, operated its manufacturing plant in Hamilton for nineteen years. The plant, located on Warrington Street (see Appendix 1), was comprised of fibre and trim sections. In 1980, the plant employed more than 1000 employees however a combination of winding down, mass layoff and the closure of the fibre and trim sections left the building empty by 1985. As previously mentioned, this thesis is concerned with the closure of the trim section. This division manufactured automotive trim including car seats, dash boards and interior panels.

On May 1, 1983 a new collective agreement was signed between Allen Industries Inc. and the United Auto Workers- Local 525. During the negotiations, the company gave no indication of plans to close (Interview # 1). However, on October 21, 1983 the Company announced the closure of the trim section on or about April 27, 1984 (Spectator, October 22, 1983, p. A6). No immediate reason for the closure was given. Later, the company announced that " It was no longer economically viable to keep the trim plant alive" (Wright et al., 1987, p.5). A formal statement by the vice president of corporate communications, provided the reason for closure . He stated,

" Dayco Corporation's decision to close manufacturing operation at its Hamilton Allen Industries plant became necessary because the facility has become uncompetitive and

business has substantially declined. From 1979 to the present, orders for automobile trim in the Hamilton plant have substantially declined" (Ryan, 1984, memo).

The validity of the managers' statement that the uncompetitive and unprofitable position of the plant was the catalyst for the closure was doubted by some Allen's hourly employees. They were suspicious of Allen moving the trim operation from Hamilton to Mexico in search of cheap labour (Spectator, October 25, 1983, p.A7). The speculation was fuelled by knowledge that the Hamilton operations were profitable and by waybills showing the shipment of equipment and material from the Warrington street plant to El Paso, Texas and Chihuahua, Mexico (Interview # 1). The shipments created suspicion because there was no knowledge of Allen operations in either of the locations. The speculation proved to be correct. A timing chart of the transfer of cut and sew operations to Mexico dated November 21, 1983 provides evidence of Allen's preparation of the move prior to announcing their intentions (see Appendix 2). The timing chart shows the preparation of equipment for shipment, approval of equipment, training and the transfer of production for General Motors Corporations prior to January 1984. In March, 1984 Dayco Corporation stated that "some of the manufacturing operations for Allen are currently being carried out in Mexico" (Ryan, 1984, Memo).

The new Mexican operation is located in the Las Americas Industrial park in Chihuahua, Mexico. The industrial park offers much to multinational corporations. Probably the strongest pull was the cheap labour and lack of an organized union. The movement of capital for these reasons is a common phenomenon. That is, frequently changes in capital investment are undertaken consciously as a response to the changing conditions in the work place or are transmitted through competitive conditions as an attempt to increase capital accumulation (Johnston, 1986, p.441). With respect to Allen, the labour costs declined from approximately ten dollars per hour plus benefits to approximately



\$.90 per hour for the wages and benefit package as a result of the move to Mexico (Spectator, April 2, 1984, p. A1).

Since the new location and its amenities were enticing and the move was decided, Allen established a tight move schedule to ensure minimal loss of production. It appears that Allen's major aim, which is common to all firms relocating, was to move quickly with minimal opposition. However, this goal was not satisfied. Despite the announced closure date, the plant remained open on April 27, 1984. Allen Inc. stated that a gradual phase out including layoffs on July 27 and November 2, 1984 would lead to a final closure on November 9, 1984 (Spectator, June 5, 1984, p. A7). On July 27, 1984 the employees who were supposed to lose their jobs, continued working. At this time, the Company still stated that the reprieve would not delay the November 9, 1984 closure (Spectator, July 28, 1984). In October 1984, about 105 hourly workers received advance notice that the December 21, 1984 would be the last manufacturing day (Spectator, October 27, 1984, p. A1). Eight months after its scheduled date the trim section finally shut down on December 21, 1984. In January 1985, a skeleton crew finished final maintenance and clean up.

The lengthy delay was the result of Allens failure to get the operations in Chihuahua, Mexico established and in full production (Interview # 2). Some speculated reasons for the inability to establish the new facility include the failure to train and maintain a suitable Mexican work force. This idea was confirmed in an interview with a former Allen employee who was relocated to Mexico. The individual stated that the Mexican employees did not begin working on time and numerous workers quit after their first pay check (Interview # 2). The lack of a suitable work force in turn led to unsuitable production levels and forced Allen to continue operations in Hamilton.

A final statement of clarification is that the worker's union was a local of the United Autos Workers Union (UAW) at the time of the closure. This has recently changed to the Canadian Auto Workers Union (CAW).

### 3.3 OBJECTIVES OF THE CASE STUDY

The general research problem is to examine labour's response to the closure experience. As a result of the examination of preliminary information about the events of the closure, specific hypotheses to test were established. The hypotheses include:

1. Management's closing actions affect the ability of displaced employees to find re-employment.
2. Collective actions of the employees against the management may induce management assistance.
3. The delay of the closure from April 1984 to December 1984 had a negative effect on the wage earners emotional stability and ability to find new employment.

These hypotheses give rise to certain data requirements as discussed below.

### 3.4 METHODOLOGY

Prior to discussing the methodology, it is important to justify the use of a case study. Remembering that industrial change in the form of plant closures and startups is a product of global industrial restructuring, it is appropriate to determine the human impacts of industrial change at a micro/local level. Also, Marxist theory encourages the use of historically specific case studies. Since this paper utilizes a political economy approach, a case study is justified. Although case studies are only representative of the plant studied and are not generalizable, they contribute important information about the local outcome and human experiences of global restructuring.

#### 3.4.1 THE SAMPLE

To answer the questions mentioned previously the data was collected from former Allen hourly-waged employees through a telephone questionnaire survey. In an attempt to select a sample which is representative of the overall population of Allen workers and to minimize bias, two groups were sampled. The first includes individuals still employed when Allen shut down (Group



A). These workers were terminated on or after December 21, 1984. It is important to note that this sample is central to the study since they were still employed during the major events investigated.

To complement the major sample, there is a sub-sample comprised of employees laid off prior to the closure but after the October 1983 closure announcement (Group B). This sub-sample was included to ensure more representative data on the re-employment issue. For example, some of the job re-entry assistance was available to both those still employed and those laid off. Therefore, it is important to include both groups in the study of the re-employment experience. The dichotomy of respondents (with respect to when they were terminated) , will show if there was disparity in the management actions towards the different groups of employees and if the different actions had different impacts on the individual's ability to find new employment.

The individuals in both samples were chosen randomly from the Allen Industries Seniority list. Clock numbers were used to ensure that the individuals were picked for the appropriate group. With the aid of two former employees, it was possible to infer from the clock numbers when the individuals were laid off. These inferences were checked through two questionnaires (discussed below).

The individuals were interviewed by telephone. Therefore two tools were utilized in order to determine the telephone numbers. The addresses had to be obtained before using the Hamilton-Wentworth telephone book because the most are female and therefore many are listed under their spouses initials in the telephone book, and because of the frequency of some participant's surnames. Some addresses were obtained from correspondence sent from the Canadian Auto Workers Union research department. However, most addresses were obtained from the Hamilton, Stoney Creek and Burlington directories.

### 3.4.2 THE INSTRUMENTS OF DATA COLLECTION

The questionnaires were used to learn more about the worker's closure experience. Since there is a Group A and a Group B, there are two different questionnaires to ensure that the questions are applicable. Both questionnaires are a combination of closed-ended and open-ended questions. The closed-ended aim at direct responses to specific questions. The open-ended are used to permit the respondents individual input and to obtain an understanding of the respondents' experience during and after the shutdown. Since open-ended questions are asked, it is important to note that caution is needed with the interpretation of the answers because they represent individual thoughts. The instruments were pretested by administering the questionnaires to five former Allen employees in each group to ensure the questions were efficient, clear and easy to understand. Minor adjustments to the wording of three questions were made and one question was added as a result of the pretest.

The questionnaire administered to those employed at the time of the closure is divided into five sections (see Appendix 3). The first section is constructed as a check to ensure that the respondent is being given the appropriate questionnaire. That is, to ensure that the respondent is put into the correct group. The check was beneficial because five individuals that were thought to be employed until the final closure were actually laid off previously and therefore were put into Group B. The aim of second, third and fourth sections is to collect data that provides answers for the major questions of the thesis. More specifically, the second section is designed to determine if collective actions of the workers induced management assistance. The third section examines the assistance offered to the respondents in order to determine its effectiveness. The fourth section concentrates on how the delay of closure influenced the workers' emotional stability and job-search. Finally, the last section concentrates on demographic characteristics because it is important to consider the variables of sex, age and marital



status as potential influences on the closure experience.

The above questionnaire was administered to those laid off prior to the closure (see Appendix 4). However, selected questions were deleted because the pretest showed that they were not applicable. For example, the questions concerning wage concessions, the work to rule (a campaign to slow down production), the union election and the effects of the extended time period on the individuals' emotional stability and ability to find new employment, were inappropriate because the majority of the sample was laid off when these events happened. The major purpose of the questionnaire is to gain information on their re-employment experience.

Since the closure took place four years ago, the problem of the respondents' poor recollection of events arises. To avoid accepting misinformation, the respondents' answers were checked against less subjective data. The other sources include face to face interviews with some key union representatives to glean information about general events, documents obtained from the Canadian Auto Workers (CAW), newspaper clippings from the Hamilton Spectator and publications such as the Worker's Guide to Plant Closures. These data sources were tapped to ensure correct representation of past events.

## CHAPTER 4

### RESEARCH FINDINGS

#### 4.1 INTRODUCTION

The aim of the chapter is to discuss the major findings of the data collection and to test the major hypotheses of the study. In order to accomplish this task, the research findings are discussed in separate sections. The first section discusses the demographic and employment (prior to termination) characteristics of the sample. The second and third sections on individual attitudes towards the closure and towards the possible avoidance of the shutdown. The following section examines the collective actions of the Allen employees including the offer of wage concessions by the employees to the company and the work to rule campaign. The fifth section discusses the emotional and job search impacts of the extended advance notice. The sixth section deals with the respondents' re-employment experience is focussed on. The last section discusses the relevance of the political economy approach.

#### 4.2 CHARACTERISTICS OF THE SAMPLE

Forty-seven former Allen employees were interviewed representing 22% of the total 212 hourly employees terminated after the October closure announcement. Twenty-eight of the respondents were employed when Allen Inc. closed. This represents 26% of the employees last to leave. The remaining nineteen respondents finished working prior to the final closure. The nineteen respondents represent 17.8% of the larger laid off population.

The small size of the sample is a product of the inability to include all or a larger percentage of former employees due to methodological problems. First, many employees were not traceable since the Allen closure happened four years ago. As a result of the time lag, most addresses obtained from the CAW or the 1984 directories were inaccurate. Second, even with accurate



addresses, many of the displaced employees' telephone numbers were unlisted. Third, six of the individuals contacted declined to participate in the study. Finally, some individuals were not interviewed because they not at home even though several attempts to contact them were made.

Despite the small size the sample is considered to be adequate. The size is due to time constraints on the number of telephone interviews. Although the sample is less representative of the total population of displaced Allen employees, it provides useful information on the closure experience of the workers.

The demographic characteristics of the respondents are shown in table 4.2.1. The majority is female (85.7% of Group A and 84.2% of Group B). The high female representation is a product of the overwhelming majority of females employed at Allen. That is, as of October 1984 176 of the employees were female and 36 were male (Re-employment Committee, 1985, p.5). Another commonality is most individuals are married (78.6% of Group A and 73.7% of the Group B). All respondents as of January 1, 1988, are older than thirty-five and younger than sixty-nine years of age. However, the distribution of ages is different in the groups. The sample representing those employed at the closure is generally older than the subsequent group. That is, fifty percent of the individuals are over fifty-five compared to thirty six percent of the individuals laid off being over fifty-five.

The employment characteristics prior to the individuals last day worked at Allens are shown in Table 4.2.2. An interesting finding is that 57.1% of Group A and 68.4% of Group B stated that they were the main wage earner in their family when they were employed at Allen. This negates the idea promoted in many studies that a sample comprised of mainly females and married respondents, experiences minimal financial and social impacts as a result of a closure. Since most were the main wage earners, it is incorrect to assume that they were financially secure because of dependence on their spouse's income. The table also shows a variety of seniority and job occupations held by the respondents.

Table 4.2.1: Demographic Characteristics

4.2.1a. Sex/Group A ( employed to closure) and Group B (pre-closure layoff)

<u>Sex</u>	<u>Group A</u>	<u>Group B</u>
Female	85.7%	84.2%
Male	14.3%	15.8%
Total	100%	100%

4.2.1b. Age/Group A (employed to closure) and Group B (pre-closure layoff)

<u>Age</u>	<u>Group A</u>	<u>Group B</u>
35-39	0%	15.8%
40-44	14.3%	15.8%
45-49	7.1%	15.8%
50-54	28.6%	15.8%
55-59	17.9%	0%
60-64	21.4%	31.6%
65-69	10.7%	5.2%
Total	100%	100%

4.2.1c. Marital Status/Group A (employed to closure) and Group B (pre-closure layoff)

<u>Marital Status</u>	<u>Group A</u>	<u>Group B</u>
Married	78.6%	73.7%
Divorced	10.7%	21.0%
Single	7.1%	5.3%
Widowed	3.6%	0%
Separated	0%	0%
Total	100%	100%

Table 4.2.2: Employment Characteristics  
(Prior to Termination)

4.2.2a. Main Wage Earner When Working At Allens?/Group A and Group B

<u>Main Wage Earner?</u>	<u>Group A</u>	<u>Group B</u>
Yes	57.1%	68.4%
No	42.9%	31.6%

4.2.2b. Seniority/Group A and Group B

<u>Years</u>	<u>Group A</u>	<u>Group B</u>
ten to twelve	0%	15.8%
thirteen - fourteen	0%	5.3%
fifteen	0%	31.5%
sixteen	10.7%	26.3%
seventeen - eighteen	50.0%	15.8%
nineteen	39.3%	5.3%
Total	100%	100%

4.2.2c. Occupation/Group A and Group B

<u>Occupation</u>	<u>Group A</u>	<u>Group B</u>
Sewer	42.7%	47.2%
Stock Handler A	14.3%	0%
Heavy Welter	7.1%	15.8%
Clean up	7.1%	0%
Cutter	3.6%	15.8%
Expediter	3.6%	0%
Service Man	3.6%	0%
Motor Driver	3.6%	0%
Shipping Receiver	3.6%	0%
Packer	3.6%	5.3%
Inspector	3.6%	5.3%
Die Electric-		
Machine Operator	0%	5.3%
Various	0%	5.3%
Total	100%	100%



As is stipulated in the collective agreement of 1983, all occupations listed in the table are classified as non-skilled occupations.

#### 4.3 ATTITUDE TOWARDS THE CLOSURE

Since the closure affected all the employees, it is important to determine the reaction of the individuals in the both groups to the managers' decision to close. The majority of the respondents expressed negative reactions (see Table 4.3.1). The most common attitudes were being upset (31.9%), angry (19.1%) and upset because of age (14.9%). Some responded that they were shocked by the decision (12.8%). This was only marginally larger than those stating that they were not surprised (10.7%). A small percentage expressed positive attitudes towards the closure: 6.4% were happy and 2.1% were unaffected. The high representation of adverse reactions (78.7%) compared with a low percentage of positive reactions (8.5%) suggests that an overwhelming majority was negatively affected by the managers decision to close.

Table 4.3.1: Reaction Towards the Closure

<u>Reaction</u>	<u>Both Group A And Group B</u>
Upset	31.9%
Angry	19.1%
Upset because of age	14.9%
Shocked	12.8%
Not surprised	10.7%
Happy	6.4%
Unaffected	2.1%
Not fair	2.1%
Total	100%

#### 4.4 ATTITUDE TOWARDS AVOIDING THE CLOSURE

Looking at the shutdown retrospectively, most respondents of Group A felt it could have been avoided. Sixty-four point three percent stated it was avoidable compared to 21.4% stating it was unavoidable. A smaller proportion (14.3%) was uncertain.



The 64.3% gave a variety of suggestions of how Allen could have remained opened (see table 4.4.1). The responses are divisible into management, wage earner and state capacities. The majority (61%) recognized that management had the ability to avoid the closure. This majority demonstrates that respondents recognized the managers' control over production. However, 16.6% noted that if the wage earners acted differently the closure could have been mitigated. The responses included if the employees worked harder and if the union took the wage concessions seriously. Also, 11.1% stated that state actions including intervention and better United States- Canada tariff arrangements were the key to preventing the closure. Finally, 11.1% of the respondents were uncertain about how it could have been mitigated although they stated it was avoidable.

Table 4.4.1: Reasons Given  
For How the Closure was Avoidable

<u>Response</u>	<u>Percentage*</u>
1. if the company would have realized the move was wrong	33.3%
2. if the company took the offer of wage concession	16.6%
3. if the management did not push so hard for production	11.1%
4. if union took wage concessions seriously	11.1%
5. if the employees worked harder	5.6%
6. if there where better US/Canada tariff arrangements	5.6%
7. if there was government intervention	5.6%
8. unsure	11.1%
Total	100%

\* These percentages represent the frequency of responses given by the 64.3% in Group A who stated that the closure was avoidable.

As mentioned, 21.4% did not think that the closure was avoidable. Most commented that the management's control over Allen meant no possible reversal of the decision (83.3% of the 21.4%). That is, the management wanted to move to Mexico and nothing could alter that decision. Only 16.7% of the group noted that the inevitability of the closure was the fault of the wage earners. He/she stated, "it was a problem of labour negotiations since the labour can only get so much and then they make the company non-competitive".

#### 4.5 COLLECTIVE ACTIONS OF THE ALLEN EMPLOYEES

During the closing, there was opposition from the employees towards the management and amongst themselves. In turn, the opposition spawned collective actions. The focus of this section is to determine whether collective actions induced any management assistance. Two major incidents of conflict are examined including the employees offer of wage concessions to the company, and the work to rule campaign. It is important to note that these are not the only examples of opposition. There was a picketing demonstration held to protest the closure (United Auto Workers Union (UAW)- Local 525, 1983, p.1). Also, there is evidence, obtained through conversations with the respondents, of many conflicts between the workers and the foremen during the closing. However, the aforementioned two events were chosen because they provide interesting examples of the struggle between labour and management.

##### 4.5.1 THE OFFERING OF WAGE CONCESSIONS

On November 15, 1983 the Allen management was asked by union representatives if anything could mitigate the closure. The reply was that the decision was "irrevocable" (Spectator, November 16, 1983, p.A7). This statement caused the wage earners to feel helpless. In an attempt to change the company's mind and to increase their power over the situation, some employees supported a cut in pay through wage concessions. A petition was circulated to induce the bargaining committee to go before the



company management with an offer to accept wage cuts if the Hamilton plant could be kept open (Spectator, November 19, 1983, p. A6). It appears that the offer wage concessions was a response to management's claim that the closure was the result of the plant being unprofitable.

It is important to note that the issue of concessions had arisen previously during contract negotiations prior to the shutdown announcement (Interview # 2). The management had requested that the workers accept a cut in wages (Wright et al., 1987, p.5). However it was not UAW's policy. This second resurgence of the issue was initiated by the employees and not by the union nor the company.

When asked if the respondents remembered the workers' quest for wage concessions, 78.6% responded yes. This high percentage indicates the importance of the issue. Of those who recalled the event, 57.1% supported it, 25% did not and 3.6% were uncertain. The common reason for support was that it could have saved jobs and kept the plant open. On the other hand, the reasons for no support included the unwillingness to lose wages.

All in all, the quest for concessions was futile. There were no talks between the union and the company over concessions. The UAW did not support the offer (UAW-Local 525, 1983, p.2). Their argument that wage cutbacks were unimportant is supported by the extreme differential between the wages in Hamilton and Chihuahua, Mexico. Also, it appears that the company was not interested in listening to any suggestions to keep the plant open because they had begun operations in Chihuahua, Mexico. However, the attempt by some Allen employees to implement a decrease in earnings shows that there was conflict among wage earners and between the wage earners and management. Also, it demonstrates that wage earners took actions to try to influence capital accumulation in a manner that would permit them to continue working. However, their actions did not induce a change in the managers' decision to close.

During an interview, it was suggested that the issue of wage

concessions was an avenue for political desires. That is, it was utilized to generate opposition towards the acting plant chairman and gain support for a new chairman during an upcoming union election. When asked if the union election was needed, 39.3% of the respondents replied yes and 50% responded no. Of those who responded yes, 65.5% thought so because they needed a new plant chairman. These statistics establish a weak link between the election and the need for a new chairman. However, there is no evidence to suggest that the issue of wage concessions was the catalyst for the election of a new plant chairman. The lack of confirmation on this very interesting speculation suggests that it is a potential hypothesis for future research. A method to confirm the hypothesis may include directly asking the workers, and the two chairmen about the motive of the wage-concessions.

#### 4.5.2 THE WORK TO RULE CAMPAIGN

On April 4, 1984, Allen refused to negotiate a close-out agreement with the union (Spectator, April 5, 1984, p.A7). The company planned to pay the workers what was required by law but not satisfy the increases in severance pay and pension benefits requested by the union. In order to nudge the Company into negotiations, a work to rule demonstration was organized (Interview # 1). Interviews indicate that this is the first time the majority of the employees banded together and took control of the situation (Interview # 1 and # 3).

The basic premise of the work to rule was to slow down production. This included no overtime and a slower pace of working. More importantly, it included collective actions of the workers against the management. Most workers wore badges (see Appendix 2) and blew whistles in support of the work to rule. When workers were bothered by the foreman or instructed to perform some duty, other workers blew their whistles in opposition to the foremen (Interview # 1).

When asked if they supported the work to rule, 64.3% responded yes and 35.7% responded no. It is interesting that those supportive of the demonstration gave a variety of reasons



for their support (see Table 4.5.2.1). The majority (61% of the 64.3%) was responding to the management actions and the closing. A smaller group (27.9%) gave reasons comparable to the aim of the union- to stimulate a close-out agreement, to increase severance pay and to get more from the company than it was willing to give. Last, 11.1% stated that they supported the work to rule in an attempt to keep the plant open.

Table 4.5.2.1: Reasons For Supporting the Work To Rule Campaign

<u>REASON</u>	<u>PERCENTAGE*</u>
1. because the company was pushing to increase production.	33.3%
2. to push for a close-out agreement.	16.7%
3. to keep the plant open.	11.1%
4. because they were closing.	11.1%
5. to increase severance pay.	5.6%
6. to get back at the company.	5.6%
7. to awaken the company.	5.6%
8. the company was not going to give more than required, so chance to get more.	5.6%
9. to get back at the foreman for treating the workers poorly.	5.6%
Total	100%

\*The percentages represent the response of the 64.3% in Group A who supported the Work to Rule.

Fifty percent noted that the campaign was successful. Most stated that it made the company listen to the workers and it was the catalyst for the close-out agreement. Two less common responses are worth noting because they represent the collective spirit of the campaign and the workers ability to influence the

managers' actions. First, one respondent stated it was an accomplishment because the workers stuck together. Second, an individual mentioned that it helped to reduce the pressure exerted by the foremen on the workers.

The claim by the respondents that the work to rule was successful is valid. In order to prove its validity, a sequence of major events are examined. In retaliation to the work to rule the managers filed an application to the Ontario Labour Relation's Board for a cease-and-desist order against any workforce activities which might affect production (Spectator, April 11, 1984, p. A1). During these hearings, the Allen's decision to negotiate was made. Two main factors played key roles in this decision. First, the employees were working to rule and slowing down production and second, the application for a cease-and-desist order was denied. Therefore the work to rule was the underlying impetus for the negotiations.

On April 12, 1984, the work to rule was stopped and talks began. On May 5, 1984, a close-out agreement was signed by both the company and the union. The outcome was beneficial to the wage earners. The company agreed to pay a twenty-five percent premium in excess of legal requirements to those entitled to severance pay (Close-Out Agreement, 1984). Also, health and insurance benefits for employees and their dependents was extended beyond the contractual lay off provisions for a total of six months coverage beyond the month in which the termination occurred (Close-Out Agreement, 1984). All in all, the work to rule campaign facilitated an increase in benefits which might not have been achieved without the collective demonstration because prior to the campaign the management refused to negotiate a close-out agreement.

On the other hand, 42.9% of the respondents stated it was not successful. The most common reply (75% of the 42.9%) was that it did not prevent the closure. While this statement is correct, it is important to note that the union's aim of the campaign was not to reverse the managers' decision to close.



#### 4.6 THE IMPACTS OF THE EXTENDED ADVANCE NOTICE

Initially, the Company gave the employees to be terminated by the closure the six month advance notice required by the Employment Standards Act. However, the advance notice was dynamic. The continual delay of the closure from April 1984 to December 1984 extended the advance notice by eight months. This extension adds a new dimension to the importance of advance notice because Allen bred uncertainty about the employees' date of termination. The aim of this section is to test the hypothesis that the delay of the closure had a negative effect on the wage earners (employed until the final closure) in terms of emotional stability and ability to find new employment.

The respondents' attitudes towards the delay of the closure varied. When asked to comment on the validity of the following statement,

"It would have been better if the plant had closed when it stated rather than extending the closure until December 21, 1984"

3.6% strongly disagreed, 60.7% disagreed, 10.7% were indifferent, 14.2% agreed and 10.7% strongly agreed. Most of the respondents who either disagreed or strongly disagreed stated financial reasons for favouring the delay. A common response (88.9% of 64.3%) was that it allowed the individual to work longer and therefore earn more wages. Only two respondents stated that it gave her/him time to adapt to the closure (11.1%). On the other hand, those that either strongly agreed or agreed suggested emotional reasons for their disapproval. All of these respondents (100 % of 24.9%) stated that the increase in tension and stress caused by the extension made it difficult to continue working. It is interesting that the individuals who were indifferent commented that the extension was good financially but not emotionally (100% of the 10.7%).

Although only 25% stated opposition to the delay because of emotional reasons, it appears that a larger percentage was negatively impacted emotionally. More than half (53.6%) stated

that the extra months did not help them to cope with the closure. Even more significant, 60.7% were worried by the delay. As a result of not knowing when they would be terminated, 50 % were unsure about the future. Also, almost half (42.9%) noted that it affected their self-esteem. The findings indicate that many of the respondents were anxious as a result of the extended advance notice. In turn the feelings of lost self esteem and anxiety could have lessened the re-employment success.

According to the respondents, the advance notice did not give the individuals a valid opportunity to search for new employment. Most (96.4%) stated that the extension was not helpful for finding another job. Also, nearly half of the respondents (42.9%) stated that it was impossible to look for a job while working a forty hour week. Another common response was that it was difficult to look for a job when the finishing date at Allen was unknown (32.1%). An interesting but less common comment (3.6%) was that the management had the power to decide if workers could take new jobs elsewhere. This may have been a large deterrent. It also appears that some (14.2%) did not want to find a job prior to finishing at Allen because of the fear of losing their severance pay and OHIP support. One last comment worth noting is that during the last few months, many did not believe that Allen was actually going to leave because they kept putting off the shutdown (3.6%).

These findings suggest that the extension of the advance notice produced some negative consequences. It also sheds some doubt on Eleen's (1971, p.5) statement that

"if advance notice is given to the worker it will give them time to plan so as to mitigate the economic and social consequences of displacement including the ability to overcome the shock of job loss, adjust expenditures to meet crisis and look around for a new job".

#### 4.7 THE RE-EMPLOYMENT EXPERIENCE

In this section, the hypothesis that the managers' closing assistance affected the displaced worker's re-employment



experience is tested. As mentioned previously, both the respondents employed until the closure and those laid off previously are examined to ensure representative data and a better understanding of the re-employment experience.

The section is divided into four parts. First, the labour climate in Hamilton between 1983-1987 is discussed. Second, the management assistance granted to the workers and suggestions of potentially helpful assistance which should have been given are highlighted. In the third section, the individuals' job search behaviour before and after their termination is examined. Last, the respondents' ability to find new employment is discussed.

#### 4.7.1 THE LABOUR CLIMATE IN HAMILTON, 1983-1987

Prior to examining the respondents' re-employment experience, it is important to examine the labour climate in the Greater Hamilton area between 1983 and 1987. This is because labour climates have an impact on job search success. Obviously if the labour climate is poor then job opportunities are minimal. The reverse is also true. The employment climate in the Hamilton Census Metropolitan Area (including all of Hamilton-Wentworth, Burlington and Grimsby) is discussed because it is assumed that most of the displaced Allen employees sought jobs in this area.

The growth in the employed labour force between 1983 and 1986 has fluctuated (see Appendix 6). In 1983, the employment rate experienced a 2.2 percent decline. The decline is a product of the shocks felt by the manufacturing sector as a result of the recession in 1982 and Hamilton's dependence on this sector. A 7.4% increase in the employed labour force combatted the previous year's decline, however a subsequent downturn in 1985 upheld Hamilton's grim employment climate. As of 1986, the employment rate had increased again.

During this time period, the employment opportunities shifted from manufacturing to service sector jobs. The number of jobs in the manufacturing sector increased moderately from approximately 70 000 to 76 200 from 1983 to 1986 (Hamilton

Wentworth Region- Planning and Development Department, 1987, p.2). On the other hand, employment in the service sector has increased substantially. Since 1983, the employed labour force in the service sector has been higher than that in the manufacturing sector (see Appendix 7).

The increase in the service sector has spawned changes in the labour climate. First, it has increased the percentage of part-time employment. Similar to the experience in Hamilton, Twenty-five percent of the growth in Ontario between 1980-1986 was the result of a rising number of part-time workers (Greater Hamilton Labour Force ,1987, P.5). Second, it has increased the opportunities for those with higher levels of education while the decrease in the manufacturing sector's share of employment limits the opportunities for those with less education to obtain jobs other than low paying service-related jobs.

Comparable to the employment growth statistics, the unemployment rate in Hamilton has also varied (see Appendix 8). Overall, the unemployment rates have declined from 1983 to 1987. However in 1983, 1984, and the first eight months of 1985, the monthly unemployment rates were severe with a high of 16.7%, a low of 8.0 and an average of 10.7%. Once again, this is the result of the dependence on the manufacturing sector and the loss of jobs in that sector. Therefore, the labour climate during the time when the Allen employees were displaced was poor especially for redundant workers looking for comparable manufacturing jobs.

#### 4.7.2 THE MANAGERS' CLOSING ASSISTANCE

The displaced workers were offered various types of assistance by the management. The major forms of assistance included advance notice, severance pay, pension benefits, relocation, letters of reference and job placement leads through a joint adventure with the union in thek13H Re-employment Committee. However, these forms of assistance were not offered equally to the general population of displaced Allen workers.

All of the respondents in both Group A and Group B noted that the company gave them advance notice and severance pay.



This is not surprising since both are required by law under the Employment Standards Act. On the other hand, some of the respondents (21.4 % of Group A and 10.5% of Group B) stated that the union was partially responsible for the severance pay. This is because the union pushed for a close-out agreement. In turn, the agreement resulted in the company paying 25% more in severance pay than legally required (Close Out Agreement, 1984).

The amount of the pension benefits received depended on the worker's age. All employees received a pension benefit upon plant termination. However, if the employee was forty-five or older and had at least ten years of service, they received a reduced pension at age sixty (Bonar, 1984, memo). The problem with the pension assistance was that it did not utilize all of the money in the pension fund. There was a \$1 038 975 surplus that was claimed by the company and never given back to the displaced employees (Bonar, 1984, memo). Obviously, if the surplus was added to the pension benefits it would have greatly increased the financial assistance given to the displaced employees.

Relocation to Mexico was offered only to a few individuals (7.1% of Group A, 10.5% of Group B). The offer of relocation was at the company's discretion primarily because the production was moved beyond a two-hundred miles radius of Hamilton. In the collective agreement and close-out agreement it was stated that

"in the event that the company should re-open its automotive trim facility in Hamilton, or locate a new automotive trim facility within the Dominion of Canada and within a radius of 200 miles from the present City Hall at Hamilton, the United Auto Workers union shall be recognized as the bargaining agent for all employees".

On the other hand, if production was moved within the spatial area designated then the company would have had to offer relocation to all of the displaced employees.

As noted, a Re-employment Committee was established in January 1984, as a joint venture between Allen and UAW Local 525. The mandate of the committee was to aid the unionized employees



affected by the company's decision to close its Trim Division in Hamilton with manpower adjustment (Re-employment Committee Report, 1985, p.3). The methods utilized by the committee included mailing out questionnaires to those employed as of April 24, 1984, sending out letters and follow up letters to prospective employers in the Hamilton area, and looking through classified employment advertisements (Re-Employment Committee 1985, p.4). Job leads obtained from all methods were transferred to employees who requested help and were qualified for the job.

Twenty-eight point six percent of Group A and 31.6% of Group B requested assistance from the committee. It is important to note that these percentages are higher than the overall statistics presented by the Re-Employment Committee. That is, only 38 of the 212 (5.6%) offered assistance actually requested help. Of the 28.6% in Group A that requested assistance, 100% stated that it was not helpful for finding a job. Similarly, of the 31.6% in Group B 80.0% stated it was not helpful. This is somewhat representative of the overall accomplishments of the committee since it placed merely seven individuals.

A large majority (67.9% of Group A and 68.4% of Group B) did not request help from the committee. Table 4.7.2.1 shows the reasons given for not requesting assistance. A common response for Group A was not looking for a job (26.3%). The reasons for not starting job search prior to termination are discussed in section 4.7.3. About one quarter (26.3%) stated that they did not need assistance from the company. This response yields two major observations. First, the 26.3% relied on their own capacity to find another job rather than on the managers'. This shows independence of the wage earners. Second, it exhibits resentment towards the managers. Similar undertones are evident in the response that requesting help would not have accomplished anything (5.3%). Another interesting finding was 5.3% did not know about the committee. This somewhat negates the committee's mandate to help the hourly employees still working when the

committee was established.

The most frequent reason given by Group B was their lack of knowledge of the committee (69.2%). This strong majority compared to the 5.3% of Group A who gave the same response show a discrepancy in the assistance granted to those laid off prior to the closure and those terminated as a result of the final closure. It seems to suggest that once a person was laid off from Allen their knowledge of assistance measures dissipated.

The remainder of Group B gave a variety of responses similar to those of Group A. Fifteen point four percent commented that requesting help would not have accomplished anything and 7.7% stated that they did not need help from the company. Last, 7.7% stated that they used other sources to help them find a job.

Table 4.7.2.1: Reasons For not Requesting Assistance from the Re-Employment Committee

<u>Reason</u>	<u>Group A*</u>	<u>Group B**</u>
I did not need help from the Company	26.3%	7.7%
I was not looking for another job	26.3%	0%
I did not want to request assistance	5.3%	0%
I did not know about the Committee	5.3%	69.2%
I knew that it would not accomplish anything	5.3%	15.4%
I was going back to school	5.3%	0%
Uncertain	26.3%	0%
I used other sources	0%	7.7%
Total	100%	100%

\*The percentages represent the responses of the 67.9% of Group A that did not seek help.

\*\* The percentages represent the responses of the 68.4% of Group B that did not seek help.



Another form of management assistance given was letters of reference. The letters were obtained through the personnel office. It was suggested in an interview that the procedure was inefficient (Interview # 4). That is, the letters from the personnel office were standard and therefore not representative of the worker's ability. Instead, it was suggested that the foremen should have given the recommendation letters. This situation exhibits the centralized control of assistance given by the managers to the wage earners.

The findings related to the management assistance yields some major observations. The company gave financial assistance that was required by legislation and/or by contractual agreements with the union. The employment assistance given included relocation, letters of reference and job placement leads. On the other hand, relocation was offered selectively and not available to the general population of workers. The Re-employment Committee did not accomplish much. It failed to spark the workers' interest and confidence in the ability of the committee to assist them as shown by the lack of workers' response to the committee. Also, most of those who did request help did not glean any benefit. Overall, the job search assistance was minimal and ineffective.

Since the managers job-search assistance was unsatisfactory, it follows that they should have implemented better strategies. Over half (78.9%) of Group B and 46.4% of Group A agreed that other types of assistance would have been helpful. The respondents gave an array of methods that they perceived could have been beneficial to them (see table 4.7.2.2). It is important to note that the participants' responses were not limited and therefore they were free to suggest more than one type of assistance. The responses included job placement leads, retraining, job search instruction, relocation in Canada, follow up assistance, assistance with the use of manpower, someone to explain the workers' situation to other companies, political



backing and anything. While all of these suggestions are very valid, this section will discuss job placement leads and retraining.

Table 4.7.2.2: Suggested Alternative Assistance Measures

<u>Assistance</u>	<u>Group A*</u>	<u>Group B**</u>
Job placement leads	38.5%	20.0%
Retraining	30.8%	40.0%
Job search instruction	30.8%	6.7%
Relocation in Canada	15.4%	6.7%
Follow up Assistance	7.6%	0%
Assistance with the use of Manpower	7.6%	6.7%
Someone to explain the workers situation to other companies	0%	6.7%
political backing	0%	6.7%
anything	7.6%	6.7%

\*The percentages represent the responses of 46.4% of Group A.

\*\*The percentages represent the responses of 78.9% of Group B.

Thirty-eight point five percent of Group A and 20 % of Group B stated that job placement leads would have been helpful. One respondent stated that he/she "did not know where to look for jobs, did not know where other factories were located nor what they produce". It is interesting that the respondents saw the need for leads even though this was the mandate of the Re-Employment Committee. However, as mentioned the majority of the respondents did not request help. Also, the committee gave out the job leads only to those who qualified for an open position. A better arrangement may have been a job placement drop-in centre where one could go to see job leads posted on a board.

Another type of assistance frequently mentioned was

retraining (30% of Group A and 40% of Group B). This is not surprising since all of the respondents are unskilled and redundant workers. It is important to note that a government representative gave a brief introduction to the Re-Employment Committee on the government's retraining program. There was also a similar session held for the workers at Mohawk College. (Interview # 3). However, the program was not supported because for many employees it entailed first going back to school to obtain a high school diploma and then going to Toronto in order to take the re-training courses.

A method of re-training that would have been more suitable is on the job training. The managers of different operations could play a direct role in this assistance by providing wages for on the job training. This would have benefitted the displaced workers in two ways. First, it would increase their experience. Second, it would have allowed them to earn wages.

As noted, not all of the participants felt that other assistance would have been helpful (50% of Group A and 10.5% of Group B). The majority of negative responses given by Group A was linked to age (42.9% of the 50%). The remainder represented the poor labour climate in Hamilton (14.3%), the ability to find a job independently (14.3%) and one individual was on disability (7.1%). Both of the individuals in Group B stated that any type of assistance was futile because of the lack of jobs available.

#### 4.7.3 JOB-SEARCH BEHAVIOUR

In order to glean information about job-search behaviour, the respondents were asked about their efforts to find a job before and after their last day worked at Allen. The majority (89.4% of Group A and 78.9% of Group B) did not commence job search prior to their termination. In contrast, 10.6% of Group A and 21.1% of Group B began looking for a job prior to termination.

The reasons give for not looking for a job varied (see Table 4.7.3.1). The most common response was qualification for unemployment benefits (32% of the 89.4% in Group A and 46.6% of

the 78.9% in group B). A common response for Group A but not for the other group was the qualification for Labour Adjustment

Table 4.7.3.1: The Reasons Given For the Lack Of Job Search Prior to Termination

<u>Reasons Given</u>	<u>Group A*</u>	<u>Group B**</u>
Qualification for Unemployment benefits	32.0%	46.6%
Qualification for Labour Adjustment Benefits	28.0%	0%
Uncertainty about the future	8.0%	13.3%
Still working full-time	16.0%	0%
Wanted to stay at Allen	4.0%	6.6%
I was going back to school	4.0%	0%
I did not think Allens would close	4.0%	0%
To go to a new job needed the company's approval	4.0%	13.3%
Not enough time since advance notice and then a quick layoff	0%	13.3%
no jobs with same wages	0%	6.6%
Total	100%	100%

\*The percentages represent responses by 89.4% of Group A.

\*\* The percentages represent responses by 78.9% of Group B.

Benefits (LAB). Labour Adjustment Benefits are last-resort income maintenance benefits given to older workers who are permanently laid off in particular industries that are designated under the LAB Act (Monfils, 1987, p.1). The program is targeted to workers aged fifty-four or older with at least ten years of service at the industry (Monfils, 1987, p.1). The benefits commence once unemployment benefits have been depleted and continue until age sixty-five. The difference between the two Groups' responses with respect to qualification for LAB may be because the individuals in Group A are generally older than those



in Group B. All in all, it is interesting that a strong majority of Group A (60% of the 89.3%) and almost half (46% of 89.4%) of Group B stated that they were deterred from job search by state assistance.

Thirty-six percent of Group A and 26.5% of Group B gave reasons suggesting that the Company deterred job search. The most common responses of Group A included not being able to search for a new job while working (16%) and uncertainty about the future (8%). Other responses included wanting to stay at Allen (4%), not believing it was going to close (4%), and having to get the company's approval to leave in order to start a new job (4%). This last statement represents a tactic of the managers to control labour mobility. Comparably, the frequent responses of Group B were uncertainty about the future (13.3%), wanting to stay at Allen (6.6%) and the lack of time to look for a job because of a quick layoff following an advance notice (6.6%).

Contrary to their actions prior to termination, all individuals in Group A and 94.7% of Group B stated that they searched for work after their job loss. The methods utilized were numerous (see Table 4.7.3.2). It is important to note that the individuals were permitted to state more than one type of method employed.

The most common method for both groups was manpower or other government assistance (71.4% of Group A and 84.2% of the 94.7% in Group B). The second most representative remark was depending on their own abilities (32.1% of Group A and 52.6% of the 94.7% in Group B). Less frequently, the participants relied on collective methods to deal with job search. That is, few respondents consulted other individuals such as co-workers at Allen (25 % of Group A and 21.1% of the 94.7% in Group B), family members (28.6% of Group A and 5.2% of the 94.7% in Group B) and friends not employed at Allens (25 % of Group A and 26.3% of the 94.7% in Group B) to aid them with job-search. Last, 14.3 % of Group A and 15.8% of the 97.4 % in Group B did not state what methods

they used.

Table 4.7.3.2: Methods of Job Search

<u>Methods</u>	<u>Group A</u>	<u>Group B*</u>
Manpower/ Government Assistance	71.4%	84.2%
Consulted Co-workers	25.0%	21.1%
Consulted Friends not Employed at Allen	25.0%	26.3%
Family Members	28.6%	5.2%
Myself	32.1%	52.6%
The Newspaper	14.3%	0%
Mohawk College	3.5%	0%
No Job Search Methods	14.3%	15.8%

\*The percentages represent the responses of 94.7% of Group B.

#### 4.7.4 THE ABILITY TO FIND RE-EMPLOYMENT

Most of the employees experienced a lack of ability to find new employment. All of Group A (100%) and 94.7% of Group B were unemployed after losing their job at Allen. The lengths of unemployment experienced vary (see Table 4.7.4.1). However, many were unemployed for an extensive time period. For example 50 % of the individuals in Group A and 26.3% of Group B were without a job between thirty-five and thirty-seven months. Currently, 50% of Group A are employed, 46.4% are unemployed and 3.5% are retired. Similarly, 42.1% of Group B are employed, 52.6% are unemployed and 5% have left the labour force.

Another indicator of post closure experience is the respondents' present personal income. This shows financially how the individuals have fared four years after the closure. It is important to note that the majority (92.9% of Group A and 89.5% of Group B) presently earn less than 19 000 dollars per year. If still employed at Allen without cost of living increases, the average yearly income at ten dollars per hour would be \$20 800. Therefore, the majority have not regained their financial status.

This finding suggests that the financial consequences felt by the displaced workers were long term.

Table 4.7.4.1: Lengths of Unemployment Experience (In Months)

<u>Length of Unemployment</u>	<u>Group A</u>	<u>Group B</u>
Not unemployed	0%	5.3%
1 day- 4 months	0%	5.3%
5 months - 9 months	14.3%	10.5%
10 months - 14 months	28.6%	36.8%
15 months - 19 months	0%	10.5%
20 months - 24 months	7.1%	0%
25 months - 29 months	0%	0%
30 months - 34 months	0%	0%
35 months - 37 months	50.0%	26.3%
Total	100%	100%

Table 4.7.4.2: Present Annual Incomes

<u>Income</u>	<u>Group A</u>	<u>Group B</u>
< 1 999	3.6%	21.1%
2 000 - 9 999	35.7%	26.3%
10 000 - 19 999	53.6%	42.1%
20 000 - 29 999	7.1%	10.5%
30 000 - 39 999	0%	0%
40 000 or greater	0%	0%
Total	100%	100%

#### 4.8 Relevance of the Political Economy Approach

Collectively, the research findings exhibit an overall finding. The findings exhibit the relevance of using a political economy approach. The approach is relevant because it establishes a foundation to examine the struggle between management and labour and the affect that each class has on the other. As shown above, these issues were clearly evident and of importance to the events of the Allen closure.



CHAPTER 5  
THE CONCLUSIONS

5.1 Introduction

The aim of this chapter is to discuss the conclusions of the study. It is important to note that no attempt is made to generalize the conclusions beyond the case study of Allen Industries Inc.. From the conclusions and discussion of the limitations of the study, suggestions for future research are discussed in the last section.

5.2 Conclusions

The study generates major conclusions with respect to the collective actions of the Allen workers, the extended advance notice and the workers' re-employment experience. These conclusions are discussed below.

The study implies that there was conflict between the managers and the wage earners over the control of plant closing events. It appears that the Allen managers had some and probably the majority of control over the worker's closure and post-closure experience. Obviously, their decision to move operations from Hamilton to Mexico in search of cheap labour caused the worker's closure experience to commence. The recognition of the majority (61%) of those employed until the closure that the ability to avoid the closure stresses the capitalist classes' control of production and of the workers' jobs. This conclusion is further substantiated below in the discussion of the extended advance notice and management assistance conclusions.

On the other hand, some workers' collective actions did induce management actions showing the ability of the wage earners to gain some control over the closing events. The work to rule campaign initiated the close-out agreement and in turn, increased severance pay. However, the workers' offer of wage concessions to the company failed to reverse the managers' decision to close. There were two primary differences in the two collective actions. First, the work to rule campaign gained more collective

representation than the offering of wage concessions. Second, the work to rule slowed down production while production was not affected by the offering of wage concessions. The differences in the character and success seems to suggest that collective actions are effective only if they include much collective spirit and more importantly, if they compromise the capitalists class' process of capital accumulation. This conclusion may help to explain the range of successful and unsuccessful examples of collective actions in the literature.

Although some collective workers' actions were successful in enhancing the closure experience, it appears that overall the managers negatively affected the workers' closure experience. The managers seemed to intensify the negative emotional facet of the worker's (employed until the final closure) shut down experience. The extended advance notice from April 1984 to December 1984 bred uncertainty about the final closure date. The uncertainty decreased some worker's ability to cope (53.6%), caused them to worry (60.7%), to be unsure about the future (50%) and the delay negatively affected their self-esteem (42.9%). Remembering that the delay was the result of Allen's failure to get the operations in Mexico in full production, it seems that the managers were delaying the closure to ensure their own success at the expense of the wage earner.

The constant delay of the closure was one of the many factors disabling the respondents' (employed to closure) re-employment success. First, it did not allot time for preparatory job search . Second, it bred uncertainty about when the need for an alternative job would arise.

Another constraint on the worker's ability to find re-employment was the lack of efficient management assistance. The company gave financial assistance and minimal job search assistance in the form of job placement leads and letters of reference. It is important to note that the job placement leads were not helpful. The failure may be due to the ineffectiveness of the committee to spark the worker's interest in the committee



or simply the result of the worker's desire to depend on themselves for job search. It is also important to note that the differences in the assistance granted to the different groups of employees did not seem to affect the overall differences in post closure employment success. However, it does exhibit that once the workers became inactive in production, they became of lesser concern to the managers.

All in all, the lengths of unemployment exhibit that many were either displaced for numerous months or are currently unemployed. This in turn, suggests that they were not assisted efficiently with their prospective labour re-entrance experience. It appears that an underlying cause was the lack of positive assistance and presence of negative actions exhibited by the managers on the workers. On the other hand, it is incorrect to assume that the constraints on job re-employment success were the sole consequence of management actions. Other influences may have included the poor labour climate in Hamilton between 1984 and 1987, the personal characteristics including age and sex and deterrents to job search such as unemployment benefits and Labour Adjustment Benefits.

While the study generated the aforementioned conclusions, limitations of the study prohibited the ability to support other conclusions. First, the study represents the views of the wage earner oppose to the managers. Therefore, it was not possible to support two interesting speculations. The lack of job search assistance given to those still employed may suggest that the managers did not want the wage earners to find new employment. The rational may have been that the loss of essential workers would decrease production. A management tactic supporting this claim because it put constraints on the labour mobility, is the workers need for management's approval to finish working early at Allen and begin a new job elsewhere. However, more research is needed to substantiate this hypothesis. The second speculation revolves around the manager's level of input into the Re-Employment Committee. It would have been interesting to



determine whether the Company's commitment was genuine or a measure to spawn good public relations. Second, the study represents a small percentage of the overall population of Allen workers. This inhibited learning more about the conflict amongst the workers and especially the aim of the offering of wage concessions. It is important to note that other potential questions that arised from the study include why do individuals rely on their own capacities to find a job? and to what does government assistance such as unemployment benefits and Labour Adjustment Benefits deter job search?

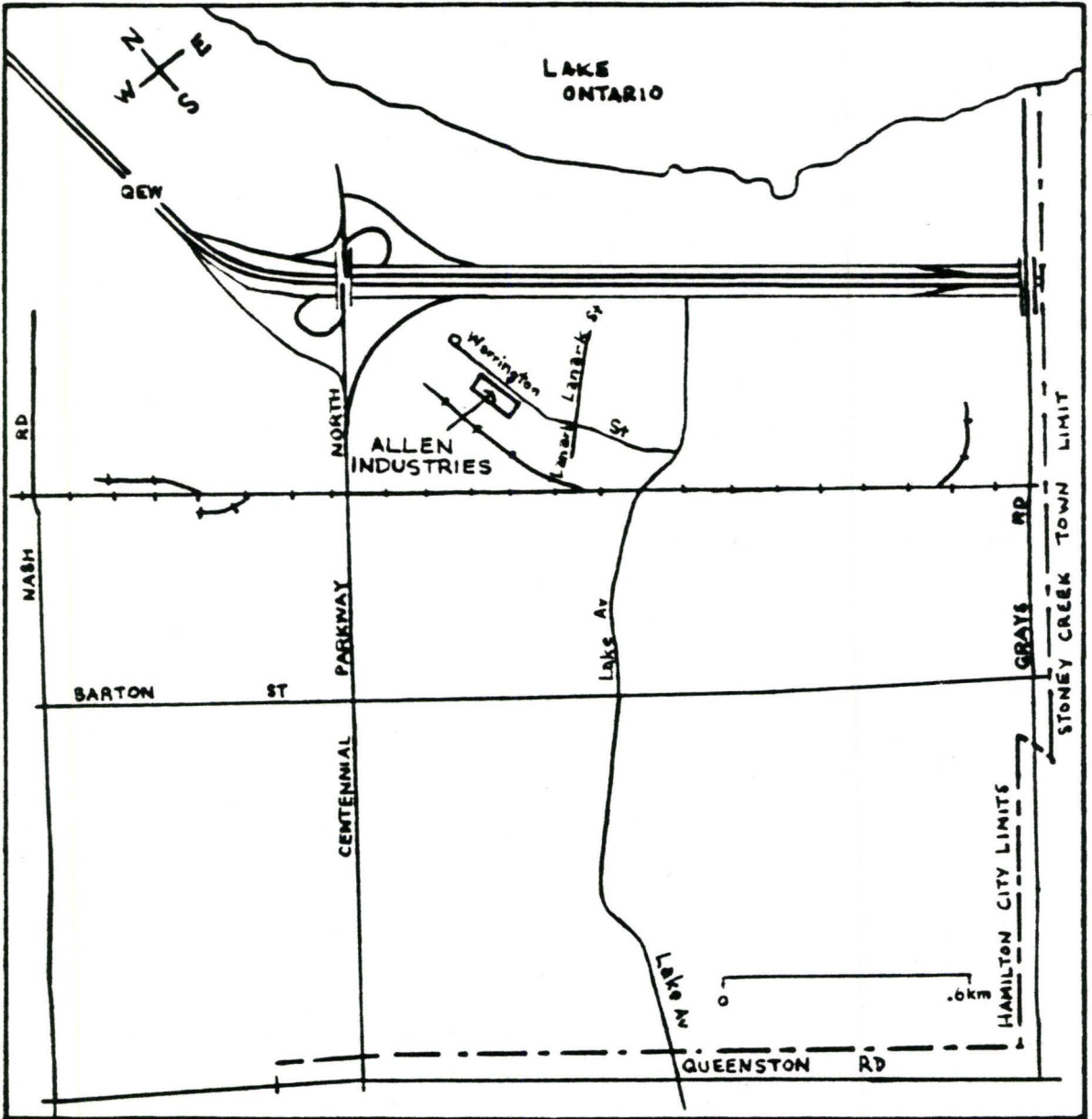
### 5.3 Future Research

Future Research is important because of the character of plant closures. That is, they disturb the lives of those displaced. Since this thesis like most literature on plant closure is a case study, the need arise for more research because case studies are closure specific.

Since important questions were suggested in the study but not answered, they are possible hypotheses for future research. The case study of Allen Industries exhibits the need to understand conflict amongst labours. This can be met by closely examining the reasons and outcomes of conflict amongst the workers. Second, future research should concentrate on the managers underlying aims of their closing assistance. This may be accomplished by directly consulting the managers. An effective stratedy to glean information on the two aforementioned potential research topics, is to intitiate a study in a plant where a closing is foreseeable. This would facilitate studying the entire closing process instead of the final outcomes. Overall, a longitudinal study has much information to offer.

To be sure, the prospective avenues for future research extend beyond those mentioned. However, a suggested commonality in future studies is that they should utilize the political economy approach because it is the best method to explain labour' closure experiences and labour-management relations in the midst of a closure.

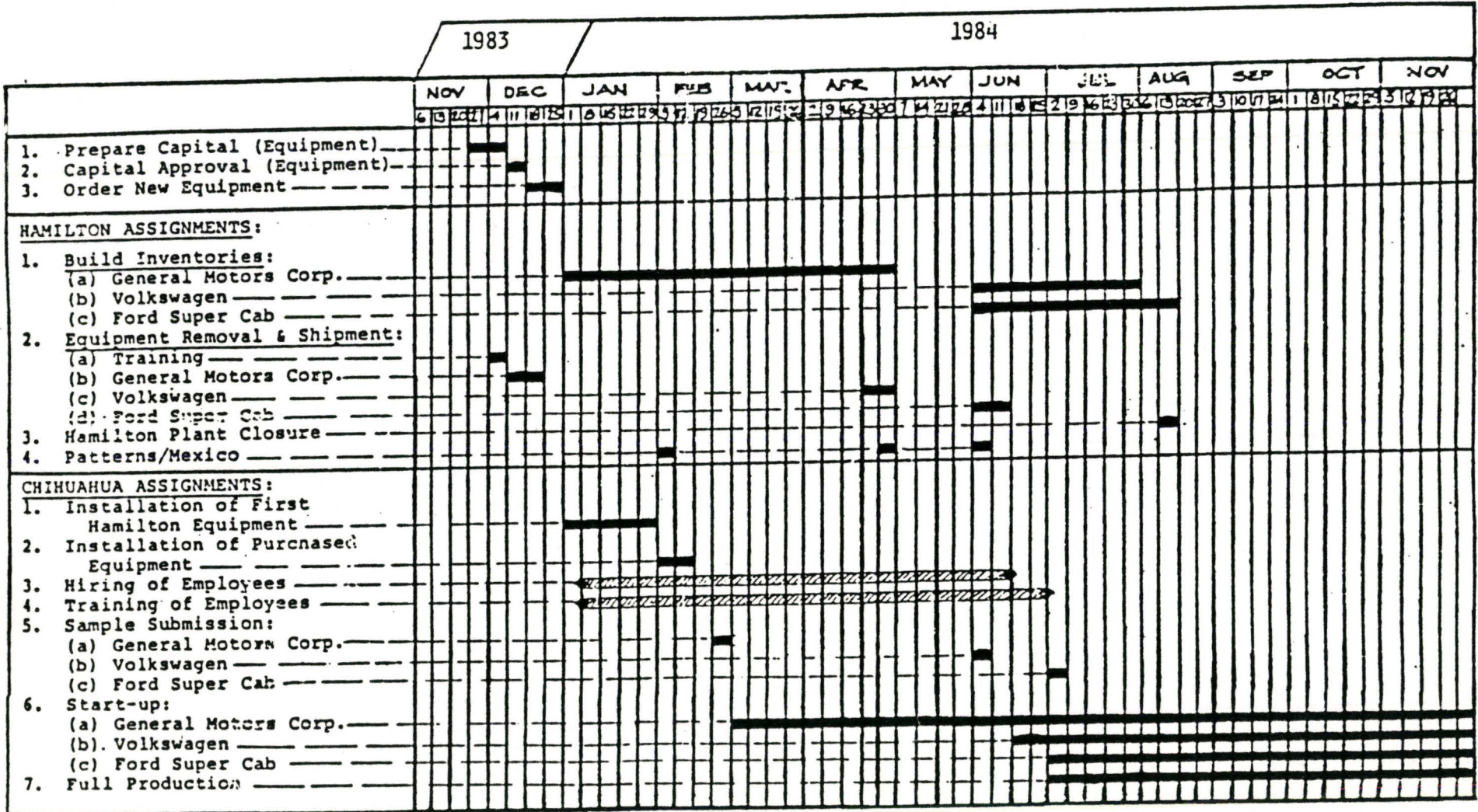
APPENDIX 1  
THE FORMER HAMILTON LOCATION OF ALLEN INDUSTRIES





TIMING CHART

Transfer of Cut & Sew Operations  
from Hamilton to Mexico



APPENDIX 3

TELEPHONE QUESTIONNAIRE (ADMINISTERED  
TO THOSE TERMINATED BY THE FINAL CLOSURE)

ALL RESPONSES ARE CONFIDENTIAL

Part A: General Information

- 1. How many years were you employed at Allen Industries Inc.?  
\_\_\_\_\_ years.
- 2. When was your last day worked at Allens?  
month \_\_\_\_\_ day \_\_\_ year \_\_\_\_\_
- 3. What was your occupation title at the time of closure?  
\_\_\_\_\_

Part B: Information About the Closure

- 1. What was your reaction to the closure?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 2a. Do you feel that the Allens closure could have been avoided ?  
Yes \_\_\_\_\_  
No \_\_\_\_\_  
Uncertain \_\_\_\_\_
- b. Why? (for all responses)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



c. If yes, how could it have been avoided?

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3a. Do you remember the issue of the employees wanting wage concessions?

Yes                   —  
 No                     —  
 Uncertain           —

b. If yes, did you support wage concessions?

Yes                   —  
 No                     —  
 Uncertain           —

4. I understand that there was a union election held during the closing, Was the election needed?

Yes                   —  
 No                     —  
 Uncertain           —

Why? (for all responses)

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5. I understand that the Allens employees were involved in a Work to Rule program, this is when the employees blew the whistles.

a. Did you support the demonstration?

Yes                   —  
 No                     —  
 Uncertain           —

b. Why was the demonstration done?

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c. Did it accomplish anything?

Yes                   —

No                   —

Uncertain           —

if yes, what did it accomplish?

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if no, why not?

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Part C: Re-Employment Data

1. Were you offered any of the following assistance through either the company or the union during the closing? (Please state yes, no, or uncertain)

relocation                   —

retraining                   —

job placement leads       —

job search instruction     —

advance notice             —

severance pay               —

early retirement           —

another form of assistance   — if yes, please specify



---

2a. Was any of the assistance you mentioned offered by Allens?

Yes \_\_\_\_\_  
No \_\_\_\_\_  
Uncertain \_\_\_\_\_

if yes, which assistance?

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b. Was any of the assistance you mentioned offered by the union (UAW, Local 525)?

Yes \_\_\_\_\_  
No \_\_\_\_\_  
Uncertain \_\_\_\_\_

if yes, which assistance?

---

c. Do you think that the assistance which was not given to you would have been helpful?

Yes \_\_\_\_\_  
No \_\_\_\_\_  
Uncertain \_\_\_\_\_

If yes, which methods of assistance would have been helpful and why?

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3a. Did you begin to look for employment prior to the closure?

Yes \_\_\_\_\_  
No \_\_\_\_\_  
Uncertain \_\_\_\_\_

b. if yes, did you look for a job

when the closure was announced in November 1983 —  
 between December 1983 and March 30, 1984 —  
 between April 1984 and August 30, 1984 —  
 between September 1984 and December 21, 1984 —

c. If no, did any of the following reasons affect why you did not look for work prior to the closure?

Qualification for Labour Adjustment Benefits —  
 Qualification for Unemployment Benefits —  
 Uncertainty about the future —  
 other, please specify \_\_\_\_\_

4a. During the closing there was a re-employment committee established.

Did you seek help from the committee?

Yes —  
 No —  
 Uncertain —

b. if yes, how many times did you request help?

Once —  
 Twice —  
 Three times —  
 More than three times —

Did the committee help you to find a job?

Yes —  
 No —  
 Uncertain —

c. If no, why did you not request help from the re-employment committee?

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5. Who was responsible for setting up the re-employment committee?

Allen Industries Inc.           \_\_\_  
 The UAW                           \_\_\_  
 The federal government       \_\_\_  
 Someone else, please specify \_\_\_\_\_  
 Uncertain                       \_\_\_

6. Did you ask any of the following for help to find a job?

Co-workers employed at Allens                           \_\_\_  
 Family members   \_\_\_  
 Friends not employed at Allens                       \_\_\_  
 Manpower or other government assistance           \_\_\_  
 Another source, please specify                       \_\_\_  
 None of the above                                       \_\_\_

7a. Were you unemployed after the closure?

Yes       \_\_\_  
 No        \_\_\_

b. If yes, how long were you unemployed after the closure?

\_\_\_\_\_ months.

8. Are you presently employed?

Yes       \_\_\_  
 No        \_\_\_

Part D: The Extended Advance Notice

1. The closure was delayed from April 1984 to December 1984.  
 Was this extended time period (from April to December)

helpful for finding another job           \_\_\_ or  
 not helpful for finding another job     \_\_\_

2. Did the extended time period (April 1984 to December 1984)

a. help you to cope with the closure?

Yes                           \_\_\_  
 No                            \_\_\_  
 Uncertain                   \_\_\_



b. cause you to worry?

Yes            —  
 No             —  
 Uncertain    —

c. cause you to be unsure about the future?

Yes            —  
 No             —  
 Uncertain    —

d. affect your self-esteem (how you felt about yourself)?

Yes            —  
 No             —  
 Uncertain    —

3. Would you strongly agree, agree, be indifferent to ,disagree or strongly disagree with the following statement:

"It would have been better if the plant had closed when it stated, rather than extending the closure until December 21, 1984"

Strongly agree       —  
 Agree                —  
 Indifferent         —  
 Disagree             —  
 Strongly Disagree   —

Why? (for all responses)

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Part E: Demographic Information

1. The respondent is

Male       —  
 Female    —

2. What is your date of birth?

month \_\_\_\_\_ day \_\_\_\_\_ year \_\_\_\_\_

3. What is your marital status?

Single           —  
Married         —  
Separated       —  
Divorced        —  
Widowed         —

4. Was your marital status the same at the time of closure?

Yes             —  
No              —  
Uncertain       —

5. At the time of the closure, were you the main wage earner in your family?

Yes             —  
No              —  
Uncertain       —

6. Which of the following categories best describes your (personal) last years total income?

< 1999                               —  
2 000 - 9 999                       —  
10 000 - 19 999                     —  
20 000 - 29 999                     —  
30 000 - 39 999                     —  
40 000 or greater                   —

THE END

APPENDIX 4

TELEPHONE QUESTIONNAIRE (ADMINISTERED  
TO THOSE LAID OFF PRIOR TO THE FINAL CLOSURE)

ALL RESPONSES ARE CONFIDENTIAL

Part A: General Information

1. How many years were you employed at Allen Industries Inc.?  
\_\_\_\_\_ years.
2. When was your last day worked at Allens?  
month \_\_\_\_\_ day \_\_\_ year \_\_\_\_\_
3. What was your occupation title at the time of closure?  
\_\_\_\_\_

Part B: Information About the Closure

1. What was your reaction to the closure?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 2a. Do you feel that the Allens closure could have been avoided ?  
Yes \_\_\_\_\_  
No \_\_\_\_\_  
Uncertain \_\_\_\_\_
- b. Why? (for all responses)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



c. If yes, how could it have been avoided?

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---



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Part C: Re-Employment Data

1. Were you offered any of the following assistance through either the company or the union during the closing? (Please state yes, no, or uncertain)

relocation \_\_\_\_\_  
 retraining \_\_\_\_\_  
 job placement leads \_\_\_\_\_  
 job search instruction \_\_\_\_\_  
 advance notice \_\_\_\_\_  
 severance pay \_\_\_\_\_  
 early retirement \_\_\_\_\_  
 another form of assistance \_\_\_\_\_ if yes, please specify

---

2a. Was any of the assistance you mentioned offered by Allens?

Yes \_\_\_\_\_  
 No \_\_\_\_\_  
 Uncertain \_\_\_\_\_

if yes, which assistance?

---

b. Was any of the assistance you mentioned offered by the union (UAW, Local 525)?

Yes \_\_\_\_\_  
 No \_\_\_\_\_  
 Uncertain \_\_\_\_\_

if yes, which assistance?

---

c. Do you think that the assistance which was not given to you would have been helpful?

Yes \_\_\_\_\_  
 No \_\_\_\_\_  
 Uncertain \_\_\_\_\_

If yes, which methods of assistance would have been helpful and why?

---



---



---



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3a. Did you begin to look for employment prior to the closure?

Yes \_\_\_\_\_  
 No \_\_\_\_\_  
 Uncertain \_\_\_\_\_

b. if yes, please specify approximately which month you began to look for a job

---

c. If no, did any of the following reasons affect why you did not look for work prior to your layoff?

Qualification for Labour Adjustment Benefits \_\_\_\_\_  
 Qualification for Unemployment Benefits \_\_\_\_\_  
 Uncertainty about the future \_\_\_\_\_  
 other, please specify \_\_\_\_\_

---

4a. During the closing there was a re-employment committee established.

Did you seek help from the committee?

Yes \_\_\_\_\_  
 No \_\_\_\_\_  
 Uncertain \_\_\_\_\_

b. if yes, how many times did you request help?

Once   
 Twice   
 Three times   
 More than three times

Did the committee help you to find a job?

Yes   
 No   
 Uncertain

c. If no, why did you not request help from the re-employment committee?

---



---

5. Who was responsible for setting up the re-employment committee?

Allen Industries Inc.   
 The UAW   
 The federal government   
 Someone else, please specify \_\_\_\_\_  
 Uncertain

6. Did you ask any of the following for help to find a job?

Co-workers employed at Allens   
 Family members   
 Friends not employed at Allens   
 Manpower or other government assistance   
 Another source, please specify   
 None of the above

7a. Were you unemployed after the closure?

Yes   
 No

b. If yes, how long were you unemployed after the closure?

\_\_\_\_\_ months.



8. Are you presently employed?

Yes

No

Part D: Demographic Information

1. The respondent is

Male

Female

2. What is your date of birth?

month \_\_\_\_\_ day \_\_\_\_\_ year \_\_\_\_\_

3. What is your marital status?

Single

Married

Separated

Divorced

Widowed

4. Was your marital status the same when you were laid off?

Yes

No

Uncertain

5. At the time of layoff, were you the main wage earner in your family?

Yes

No

Uncertain

6. Which of the following categories best describes your (personal) last years total income?

< 1999

2 000 - 9 999

10 000 - 19 999

20 000 - 29 999

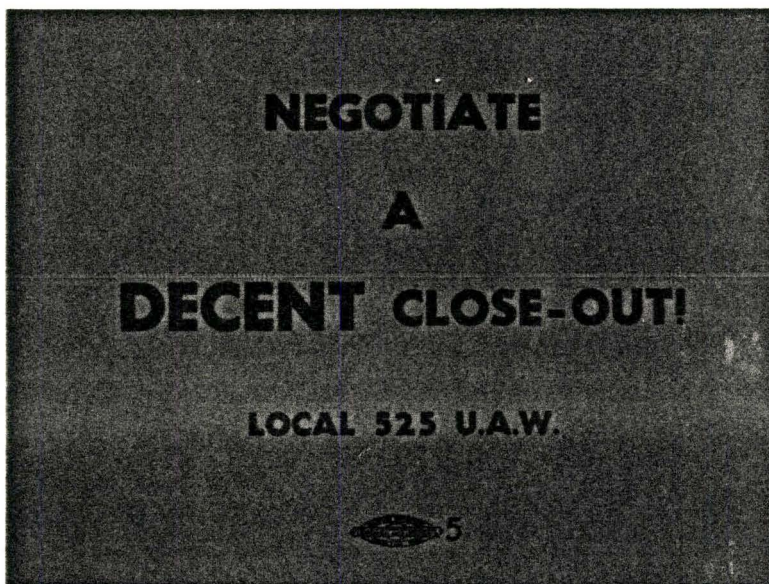
30 000 - 39 999

40 000 or greater

THE END

APPENDIX 5

BADGES WORN BY THE WORKERS  
DURING THE WORK TO RULE CAMPAIGN



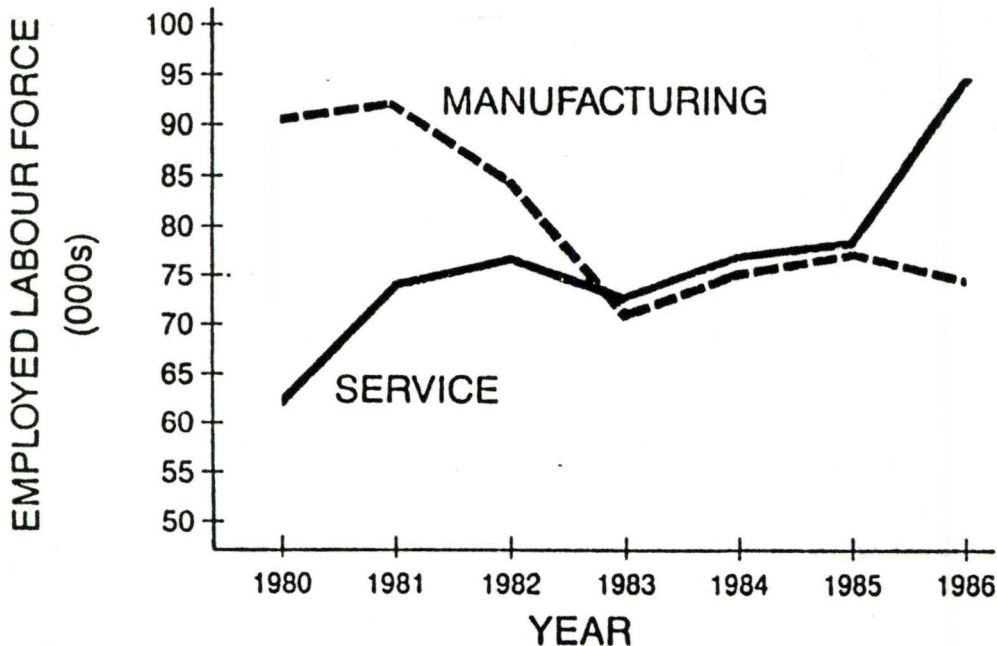
APPENDIX 6  
AVERAGE ANNUAL GROWTH IN THE  
EMPLOYED LABOUR FORCE IN THE HAMILTON CMA

<u>YEAR</u>	<u>HAMILTON CMA</u> <u>(% GROWTH)</u>
1983	-2.2
1984	7.5
1985	-0.9
1986	7.2

Source: Statistics Canada, Labour Force Annual Averages, 1983, Catalogue 71-529, Labour Force Catalogue 71-001 (1984, 1985, 1986)

APPENDIX 7

**EMPLOYED LABOUR FORCE  
 SERVICE AND MANUFACTURING INDUSTRIES  
 HAMILTON CMA 1980-1986**



Sources: Statistics Canada, Labour Force Survey Sub-Division, Household Surveys Division, Microfiche Files, (1980-1986)



APPENDIX 8MONTHLY PERCENT UNEMPLOYED  
IN THE HAMILTON CMA BETWEEN 1983 TO 1987

<u>MONTH</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>
JANUARY	16.7	11.1	10.4	7.1	7.2
FEBRUARY	16.7	10.5	11.1	7.7	8.2
MARCH	15.7	11.8	12.3	6.1	8.5
APRIL	14.1	8.6	11.4	5.5	6.5
MAY	13.1	10.0	10.6	5.1	7.1
JUNE	11.2	9.7	10.0	7.3	5.0
JULY	11.1	10.4	9.0	7.6	6.1
AUGUST	11.1	9.2	8.5	7.5	6.3
SEPTEMBER	9.4	9.9	5.8	7.2	5.8
OCTOBER	7.7	9.6	6.3	6.6	5.0
NOVEMBER	8.5	8.0	5.5	7.0	4.9
DECEMBER	8.6	8.9	5.6	7.9	4.5
AVERAGE	12.0	9.8	8.9	6.8	6.3

Note: these are actual figure and not seasonally adjusted.

Source: Statistics Canada, Labour Force Survey.

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