Work Stoppages in 1999

Last year was a relatively peaceful one on the collective bargaining front. Over four-fifths of the year's work stoppage idleness stemmed from three disputes involving one major union.

FEHMIDA SLEEMI

All measures of major work stoppages[1] in 1999 were at or below the lowest levels recorded in the 53-year series. Seventeen stoppages beginning in 1999 idled 73,000 workers, and both new disputes and those carried over from earlier periods resulted in the loss of 2 million workdays, or 1 out of every 10,000 available workdays.[2] Comparable figures for 1998 were 34 stoppages, 387,000 workers idled, 5.1 million workdays of idleness, and the loss of 2 out of every 10,000 available workdays. (See table 1 and charts 1 through 3.)

Sectors and industries affected by major work stoppages beginning in 1999

Of the 17 major work stoppages beginning in 1999, 12 were in the private sector, and the remainder occurred in State and local government:

	Number of—		
	Stoppages	Workers	Days idle
Total	17	72,600	961,000
Private	12	46,500	859,600
Public	5	26,100	101,400

In the private sector, 7 stoppages occurred in goods-producing industries, accounting for 782,500 days of idleness; 5 were in service-producing industries, adding another 77,100 days of idleness.[3] Industries that experienced the most days of idleness during the year due to work stoppages were primary metals (760,800 days) and transportation equipment manufacturing (720,500 days).

Disputes accounting for a significant amount of idleness

Over four-fifths of the work stoppage idleness (1.6 million days) in 1999 stemmed from three disputes in effect during the year, all of which involved members of the United Steelworkers. The first dispute was at Kaiser Aluminum and Chemical Corporation and resulted in 750,000 days of idleness; the second was at Newport News Shipbuilding and Dry Dock Company (622,500 days of idleness); and the third was at Continental General Tire Company (252,000 days of idleness).

Newsworthy major work stoppages beginning in 1999[4]

Of the 17 stoppages beginning in 1999, three were large enough to attract considerable media attention: The Newport News Shipbuilding and Dry Dock Company-United Steelworkers dispute; the Bruno's-United Food and Commercial Workers stoppage; and the Atlantic City casino hotels-Hotel Employees and Restaurant Employees dispute.

Newport News Shipbuilding and Dry Dock Company and United Steelworkers. About 8,000 members of the United Steelworkers Local 8888 walked off their jobs at Newport News Shipbuilding and Dry Dock Company on April 5, 1999, after rejecting the company's final contract offer. This was

Fehmida Sleemi is an economist in the Division of Compensation Data Analysis and Planning, Bureau of Labor Statistics.
Telephone: (202) 691-6282
E-mail: Sleemi_F@bls.gov

CHART 1. **Number of major work stoppages, 1947-99**

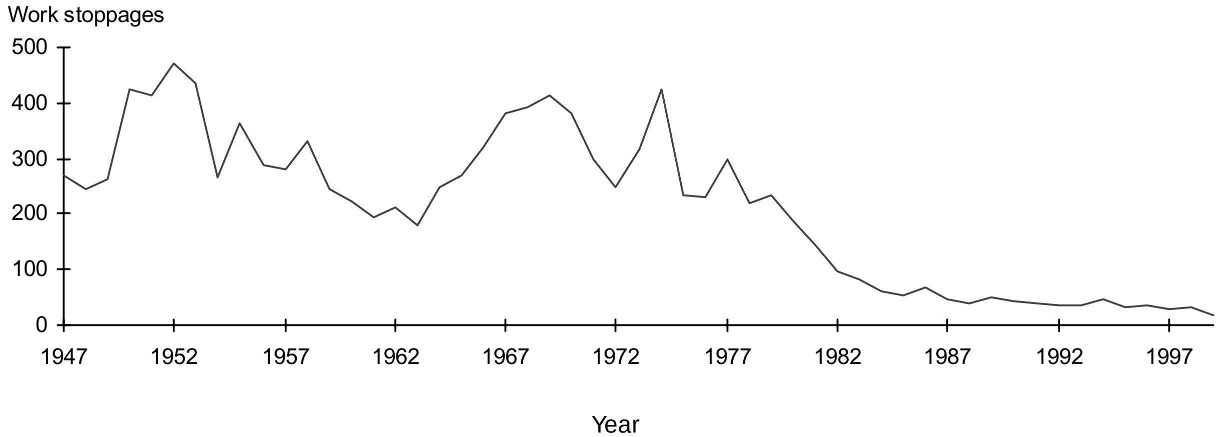


CHART 2. **Workers involved in major work stoppages, 1947-99**

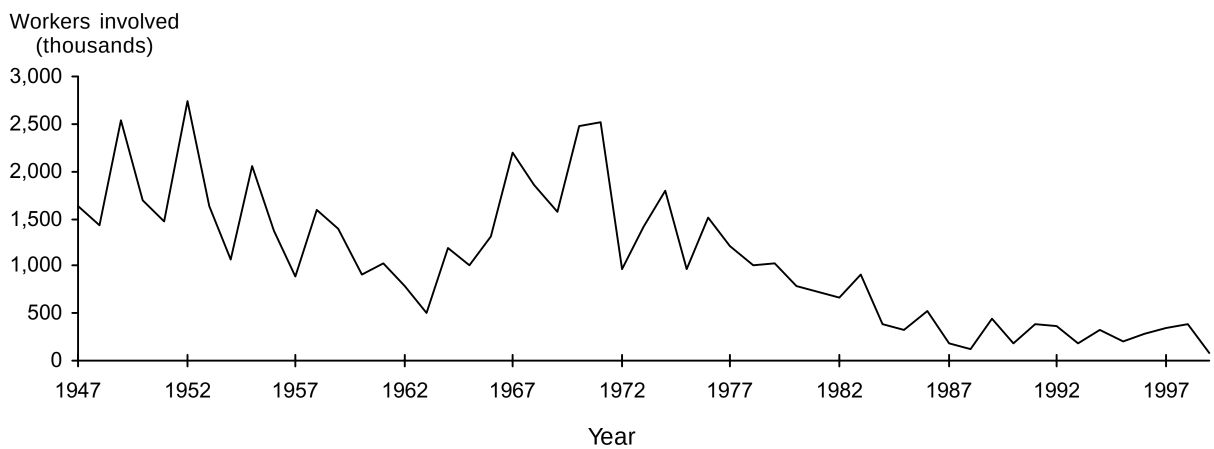
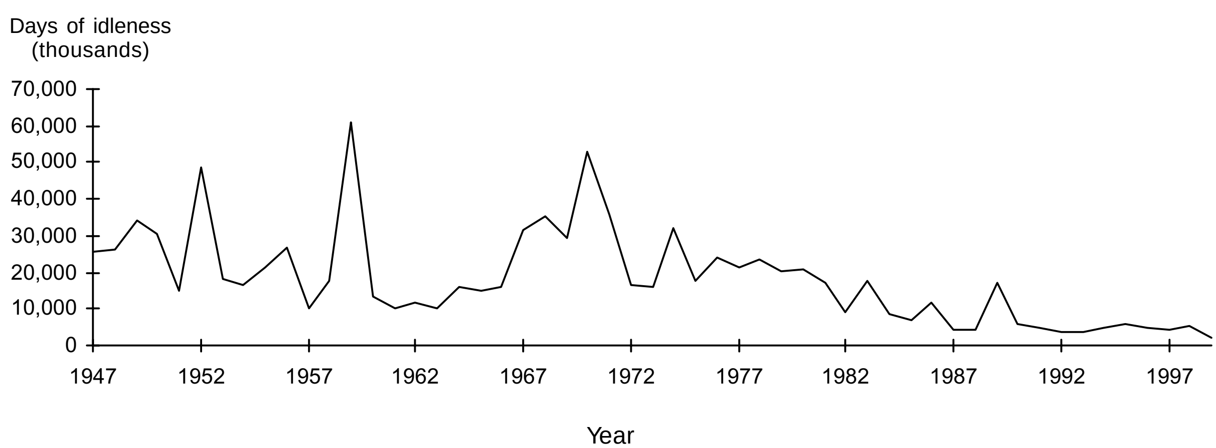


CHART 3. **Days of idleness from major work stoppages, 1947-99**



the first strike against the Virginia-based shipyard in 20 years.

Newport News designs, constructs, repairs, overhauls, and refuels nuclear-powered aircraft carriers and submarines for the U.S. Navy. The company is one of the largest nongovernment-owned shipyards in the United States, and the only one capable of building the Navy's nuclear-powered aircraft carriers. It also is one of only two shipyards capable of building nuclear-powered submarines.

Negotiations for a new contract began in January 1999, approximately 3 months before the expiration of the then-current contract. According to the union, the company initially proposed a 50-month contract with 3-percent wage increases in both the first 17 months and last 16 months of the contract, plus a 3-percent lump-sum payment for the intervening period. The union asked for a 3-year agreement with wage increases of $3 per hour in the first year of the contract, $1 per hour in the second year, and $2 per hour in the third year.

As day-to-day negotiations progressed into February, a new issue emerged and became one of the focal points of contract talks. General Dynamics Corporation, a major defense contractor, made a $1.4 billion unsolicited offer to buy Newport News. As a result, the union demanded a successorship clause that would require any company acquiring the shipyard to assume the union contract or bargain with the union for a new contract. Early in March, the AFL-CIO asked Secretary of Defense William Cohen to recommend that the acquisition not take place, on the grounds that it would create a virtual monopoly in the production and repair of nuclear submarines and aircraft carriers, and result in the loss of thousands of jobs.

On March 30, the company made a final offer to the union that called for wage increases of up to 14 percent ($2.50 an hour on average) over a 47-month contract term, a $25 million increase in medical contributions, and an increase in the monthly pension benefit equal to $4 per year of credited service. Union members overwhelmingly rejected the proposal during three mass meetings on April 1, 1999, and voted to strike at the expiration of the contract. The major reason for the rejection reportedly was the company's reluctance to restore wage and benefit cuts that workers had agreed to in 1995 to help the financially strapped company to become more competitive, and, beyond this restoration, to bring wages and pensions up to industry standards. The union had been seeking a $3.95-an-hour wage increase over the term of the contract, plus raises in pension benefits that would provide $900 (up from the existing $506) per month for employees retiring at age 62 with 30 years of service.

On April 14, the Secretary of Defense announced that the Pentagon opposed General Dynamics' bid for Newport News. This news prompted AFL-CIO President John J. Sweeney to urge the shipyard to return to the bargaining table.

Meanwhile, the company continued operations during the strike. It also conducted a publicity campaign in which it provided the financial details of its offer to the union through a variety of communications, including full-page advertisements in local newspapers. The company also provided comparisons of wages and benefits with other companies in the shipbuilding industry.

In early May, Newport News informed union members in a letter that it was implementing its final wage offer. On May 12, the union informed its members that the company's action was illegal because the parties were not legally at an impasse. Nine days later, the union filed unfair labor practice charges with the National Labor Relations Board, alleging that the company had unilaterally implemented portions of its final offer in the absence of a legal impasse, made unlawful threats to members of the bargaining unit in order to implement portions of its offer, and attempted to bribe members to abandon the union's bargaining position by directly communicating with them about the implementation and impact of the imposed terms. In addition, the President of the United Steelworkers filed a complaint with the Occupational Safety and Health Administration (OSHA), alleging nuclear safety hazards at the shipyard. OSHA began an inspection of the shipyard on May 19.

On May 24, the Federal Mediation and Conciliation Service called a meeting in Hampton, VA—the first face-to-face session since the walkout began. At this 1-day session, the union made a counteroffer to which the company did not respond. Federal mediators then conducted separate meetings with the parties—on May 25-26 with the company, and on May 26-27 and June 5 with the union.

On July 7, the parties resumed negotiations with the help of Federal mediators, and conducted nearly round-the-clock bargaining. On July 23, Newport News announced a tentative settlement with Local 8888. The new 58-month agreement was ratified by union members on July 30, 1999. Hailed as both fair and competitive by the company,[5] the settlement brought to an end one of the longest and largest labor disputes in the shipbuilding industry. It reportedly called for:

- Hourly wage increases averaging $1.14 in the first year and 59 cents, 74 cents, and 64 cents in the second, third, and fourth year of the contract, respectively.

- An increase in the monthly pension benefit from $506 to $900 over the term of the agreement for employees retiring at age 62 with 30 years of service.

- Sharing of health care premium cost increases between workers and Newport News, but with a 9-percent cap on employees' premium cost increases in both the second and third years and an 11-percent cap in the fourth and fifth years, if the parties are unable to reach an agreement under a reopening clause in the third year.

- A successorship clause prohibiting the company from selling the shipyard unless the buyer recognizes the union and assumes the terms of the existing collective bargaining agreement.

- A new provision imposing tougher restrictions on subcontracting bargaining-unit work if it would result in the layoff of bargaining-unit workers.

Bruno's Incorporated and United Food and Commercial Workers. Members of United Food and Commercial Workers Local 1657 went on strike at Bruno's stores throughout Alabama on September 26, 1999—the first strike at the company in nearly 40 years. The local represented 7,100 workers at the three units of the company, operating under the banners of Food World, Food Fair, and Bruno's Food and Pharmacy. Bruno's is the largest supermarket chain in Alabama.

The negotiations took place at a time when Bruno's was in the process of emerging from bankruptcy. Union members feared that, after the company emerged from bankruptcy, Bruno's might be sold by its holding company and members might lose their jobs. Thus, the union demanded a successorship clause that would protect its members from job loss, and preserve their seniority rights in the event of a sale.[6]

Workers were hopeful that the company would accept their proposal because they believed that their sacrifices had helped to rebuild the company during lean times.[7] During the late 1990s, when the company was facing financial problems, employees agreed to forgo regular pay increases and other benefits. When Bruno's filed for Chapter 11 bankruptcy in February 1998, employees of Food Fair and Bruno's Food and Pharmacy continued working under terms of the contracts that had expired that month. Later, employees of Food World also continued working under terms of a contract that had expired in September 1998.

However, in September 1999, when the company made its final contract offer, it did not include a substantial job protection provision for employees. According to the union, the final offer also called for cuts in pay and health benefits. In a vote on September 25, 1999, workers rejected the company's last and final offer and went on strike the next day.

On September 27, the union sent a letter to the company demanding the continued funding of all workers' health care benefits. This came after the company indicated that it would not fund strikers' health insurance. The union contended that the company was morally obligated to continue to pay for employees' health insurance benefits.

During the strike, Bruno's continued its operations by reducing store hours, using a smaller workforce that included some management and corporate headquarters staff members. The union claimed that operations at many stores were significantly reduced, but the company said its operations were not seriously affected.

On September 30, when the company allegedly withheld paychecks previously earned by strikers, the union said it would file unfair labor practice charges. The union claimed that the company refused to give paychecks to strikers unless they participated in a one-on-one meeting with store managers, which the union claimed violated employees' rights under Federal labor law.

On October 1, a Federal mediator called both parties to the bargaining table for a full day session. The talks resumed the next morning and continued throughout the night and into the early morning hours of October 3. The long session resulted in a tentative agreement, and the union agreed to remove its picket lines before the ratification vote. In meetings on October 4 and 5, union members approved the terms of three separate but parallel contracts.

Terms of the new 4-year contracts included job-security language assuring workers that, in the event of a sale, they will continue to be represented by the union and will be covered by the terms of the existing collective bargaining agreements. In addition, the settlement required the company to continue to pay the full cost of employees' health care and pension benefits.

The contracts called for hourly wage increases of $1 over the term of the agreement for Food World employees, and 80 cents for Food Fair and Bruno's Food and Pharmacy employees. New contracts also provided 2 consecutive days off per workweek. For Food World employees, the agreement called for a $1-per-hour premium for working on Sundays. Previously, these workers received time-and-a-half pay for Sunday work.

Atlantic City casino hotels and Hotel Employees and Restaurant Employees. Local 54 of the Hotel Employees and Restaurant Employees union represents maids, bartenders, waiters, food service, and other nongaming employees at 12 major casino hotels in Atlantic City. In their latest round of bargaining, 12,000 employees went on strike at 9 of the 12 casino hotels on September 15, 1999. The casino hotels involved in the dispute were: Bally's Park Palace, Caesars Atlantic City, the Grand, Merv Griffin's Resort, Sands Hotel and Casino, Tropicana Casino Resort, Trump Castle, Trump Plaza, and the Trump Taj Mahal. Earlier, the union had reached tentative settlements with the other three casino hotels—the Claridge, Showboat, and Harrah's.

Negotiators had reached agreement on economic issues and work rules before the strike. The final issue on the table was the union's demand for new contract language that would prevent hotels from leasing space in their facilities (a form of subcontracting) to those outside food service operators who refuse to abide by the terms of the union contract. The hotels objected to the proposal on the grounds that it would drive away some of the well-known restaurant chains that attract large numbers of patrons.

On September 16, 1999, 2 days into the strike, a tentative agreement was reached, and voting was scheduled for September 21, 1999. The workers were asked to report to work on September 18. The timing of the stoppage prompted the speedy resolution of the dispute; it took place in the midst of the Miss America Pageant. Although the Pageant was being held at the Atlantic City Convention Center, which was undisturbed by the strike, Pageant week was a very big event for hotel and casino business, so both sides felt pressure to quickly reach a settlement.

The 5-year agreement contained wage and benefit improvements, but did not provide the ban on employer subcontracting that the union had sought. The casino hotels retained the right to lease space in their facilities to outside operators without the requirement to employ union members. However, the union secured contract language that guaranteed other jobs with the same pay and benefits for employees losing their jobs because of subcontracting.

Large major work stoppages

Large major work stoppages (those idling 5,000 workers or more) are important because they often indicate the severity of strike activity during the year. Of the 17 work stoppages beginning in the year, there were 6 that idled 5,000 workers or more. (See table 2.) These large stoppages kept 56,000 workers off their jobs and accounted for 872,000 days (44 percent) of idleness. The tabulation at the bottom of this page provides historical comparisons on work stoppages involving 5,000 or more workers for the period 1990-99.

Even though no single stoppage was large enough to dominate the labor dispute scene in 1999, there were three stoppages that each idled more than 10,000 workers. One was the previously mentioned Atlantic City casino hotels-Hotel Employees and Restaurant Employees dispute. The other two stoppages involved teachers in the States of Washington and Michigan. It was the strike by Detroit teachers in Michigan that attracted the most media attention.

Detroit School District and the Detroit Federation of Teachers. About 11,000 employees of the city's school district were idled on August 30, 1999, after teachers rejected a 10-day extension of their old contract. The employees were represented by the Detroit Federation of Teachers and included 8,000 teachers and 3,000 support employees such as social workers, counselors, and speech pathologists.

Teachers were unhappy with proposals for a longer school day and school year, the introduction of merit pay, and other reforms proposed by the district's new chief executive, who succeeded the school district's superintendent after the State legislature voted in March of 1999 to replace Detroit's elected school board with one appointed by the mayor. After taking office, the chief executive promised to make changes in the school district's educational system, which reportedly was beset by mismanagement, low student test scores, and low student attendance and graduation rates.[8]

Historical comparisons of work stoppages involving 5,000 or more workers

Year	Number of— Stoppages	Workers (thousands)	Days idle (thousands)
1990	13	147	3,183
1991	8	337	1,246
1992	6	310	1,321
1993	11	141	2,736
1994	12	254	3,566
1995	9	146	2,055
1996	9	215	3,144
1997	11	298	3,014
1998	8	338	4,174
1999	6	56	872

The previous contract between the Teachers and the school district expired June 30, and was extended to allow for further negotiations. Teachers, upset by proposals coming out of the negotiations, decided to go on strike rather than agree to a further extension. The issues involved in the dispute were as follows:

Class size. Long before the strike, teachers contended that class sizes were becoming too large and that smaller classes were needed to enforce discipline and higher standards. The district and the union representatives had tentatively agreed to study the possibility of reducing class size during the year, but teachers felt that it was time for action.

Merit pay. The district wanted to create a system of bonuses for teachers in schools that met the district's test-score improvement goals, and to close schools in which performance was poor. Teachers opposed the idea because they thought that the criteria were unclear and that ratings might not be objective. Teachers also feared that the system would penalize good teachers at poorly performing schools and that teachers might be held accountable for the test scores of students they really never had a chance to educate, due to the high rate of student turnover in the district each year.[9]

Sick leave. Detroit teachers accrue 15 sick days per year, and some veteran teachers accumulate hundreds of sick leave days that they use as they approach retirement. The district proposed that any teacher taking more than 8 sick days in any year without a valid excuse would be denied a raise that year. Teachers pointed out that banked sick days protected them in case of a catastrophic illness and that they had a right to use them later in their careers. They also viewed the proposal as a rollback of hard-won benefits from past years.

Salary. Teachers demanded that their salaries be brought up to the median for the tricounty area. The district countered the union's request for a 2-percent raise each year with a proposal for a 1.75-percent raise in the first year and a 2-percent raise in both the second and third years.

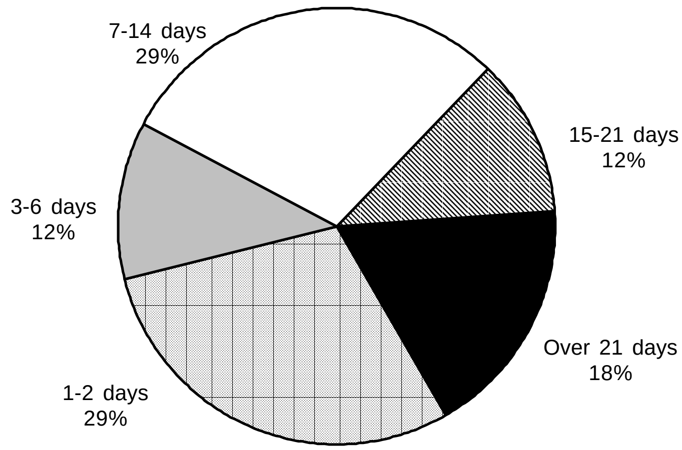
Salary steps. Teachers were unhappy that they had only 10 salary steps, because they can reach a wage ceiling long before retirement. To remedy this problem and give teachers an incentive to improve their skills, the district proposed adding four new steps. A step would be awarded every 4 years to teachers who meet attendance and performance standards, continue their education, or earn certification through the National Board of Professional Teaching Standards. Teachers questioned the need for board certification, and those with master's degrees questioned the need for more college work.

The teachers' strike came a day before the classes were to start for a new school year. Teachers refused to come back to work without a contract. All classes for more than 180,000 students were cancelled throughout the district. Although the strike was in defiance of a 1994 Michigan law that bars teacher strikes and penalizes them 1 day's pay for each day on strike, the school district did not invoke the law.

The parties bargained throughout the strike. The school board and the union agreed upon several issues on September 5. On the next day, they arrived at noon to start a final closed-door session, and reached a tentative agreement on September 7. On September 8, the teachers voted overwhelmingly to return to work, and classes resumed on September 9.

The 3-year agreement included raises averaging 4 percent a year for teachers at the top of the pay scale (about 70 percent of teachers), and 2 percent a year for others. The agreement also called for a compromise on sick leave and on smaller class sizes for 44 elementary schools starting in the 2000-01 school year. The pact left the issue of merit pay unresolved. The union continued to object to merit pay as unfair, but the school district contended that it could be imposed without the union's approval. In addition, the settlement granted the school district contract language increasing teachers' accountability for students' performance.

CHART 4. **Duration of work stoppages beginning in 1999**



Duration of major work stoppages

The average length of major work stoppages beginning in 1999 was about 16 days, compared with 26 days in 1998 and 20 days in 1997. Disputes were concentrated in the 1- to 2-day and 7- to 14-day ranges. (See chart 4.) About 70 percent of stoppages lasted for 2 weeks or less, and 18 percent extended more than 21 days. The longest stoppage beginning in the year was the previously mentioned Newport News-United Steelworkers dispute, which lasted 117 days.

The longest stoppage in effect during the year was at Kaiser Aluminum; the strike began in October 1998 and continued into 2000. The second longest stoppage in effect was at Continental General Tire Company.

Kaiser Aluminum and Chemical Corp. and the Steelworkers. On October 1, 1998, almost 3,000 members of the Steelworkers struck Kaiser Aluminum and Chemical Corp. after the union rejected the company's final contract offer. According to the union, terms of that contract would have:

- Eliminated at least 400 jobs.
- Gutted many supplemental and local agreements.
- Resulted in the contracting out of more bargaining unit work.
- Provided for inadequate increases in pensions and wages.
- Capped the company's contributions to retirees' health insurance at the 1999 level, thus lowering retirees' pension benefits.
- Locked the union into a 5-year deal at a time when it had very little trust in the company.

In addition, the union alleged that the company committed several unfair labor practices by refusing to provide critical information that it needed to negotiate; making the contract offer contingent on workers not striking; proposing to take pension service away from workers who might strike; and refusing to bargain over mandatory bargaining issues.

After intermittent bargaining in October and November, the union floated a comprehensive settlement offer to end the strike on December 1. Contract talks adjourned so that the company could review the union's proposal.

On December 17, the company countered with its own comprehensive settlement proposal, but then contract talks stalled. On January 13, 1999, the union offered to unconditionally return to work. In response, Kaiser locked out the strikers 1 day later. The company said that the action was taken to support its bargaining position.

Intermittent contract talks were held during the rest of 1999. Both of the parties floated proposals to resolve several areas of disagreement, but they were still far apart on key issues by the end of the year. Given the acrimonious nature of the parties' bargaining history, this was not unexpected.

Continental General Tire Company and the Steelworkers. On September 21, 1998, 1,400 members of Local 850 of the Steelworkers union walked off their jobs in Charlotte, NC, when negotiations with Continental General Tire Company failed to yield a new agreement. Continental General Tire, a division of Germany's Continental AG, also has U.S. tire manufacturing plants in Mayfield, KY; Mount Vernon, IL; and Bryan, OH. According to the union, key issues in the dispute were guaranteed hourly wage increases, cost-of-living adjustments, pension contributions, and work schedule changes. At the time of the strike, the parties were far apart on these issues.

During the 1995 contract talks, employees agreed to concessions that eliminated raises and cost-of-living adjustments for the life of the contract to help the company to become more profitable. Since that time, the company had become more profitable; during the 1998 negotiations, workers were expecting to have wages, cost-of-living adjustments, and pensions brought up to industry standards. According to the union, the company's final offer on these negotiating points was significantly below the level at other major tire manufacturers. In addition, the company wanted concessions on work schedules, mandatory overtime, vacation scheduling, health insurance, drug testing, and seniority.

There were no negotiations until December, when contract talks reconvened with the help of a Federal mediator. Contract talks continued sporadically into mid-January of 1999. On January 18, Continental made its best and final offer, which, according to the company, would have provided employees with more than $35 million in increased wages and benefits. The union submitted a counterproposal on February 3, demanding a $59 million increase in wages and benefits, and modified it to $47 million on February 11. The company rejected the union proposal on February 12, calling it unreasonable and excessive, and said the parties had reached an impasse in negotiations.

During the strike, Continental continued operations first by using supervisory personnel and then by hiring replacement workers beginning in November 1998. Two months after the strike began, Continental indicated that it would make the replacement workers permanent. Along with the original strike issues, the union was now concerned with the problem of permanent strike replacements.

After 113 days on the picket lines, the union launched a corporate campaign against Continental. It took steps to put pressure on the parent corporation (Continental AG) by organizing protests at the German consulate, persuading workers to stage a sympathy strike at a Continental plant in South Africa, and hiring a financial consultant to convince the company that continuing the strike was a financial mistake.

Meanwhile, the union filed unfair labor practice charges against Continental with the National Labor Relations Board (NLRB), alleging, among other things, that the company had withheld information that the union needed for negotiations and had threatened to discontinue investing capital at the facility. In turn, the company filed charges against the union, alleging multiple acts of violence and illegal behavior on the picket lines.

On June 30, 1999, the NLRB issued an unfair labor practice complaint against Continental. In the complaint, the Board found that the strike was caused and/or prolonged by the company's unfair labor practices. The Board also held that the company failed to provide information necessary for bargaining, and that it engaged in unlawful surveillance of striking workers. Charges pending against the union, including multiple acts of violence and illegal behavior on the picket lines, eventually were resolved through a settlement agreement between the parties.

Although no formal negotiations took place after talks collapsed in February, a number of sessions were held among a small group of high officials from both management and the union. Exploratory meetings took place on an ongoing basis during the summer, but talks intensified after the company made a proposal on July 15. In several sessions during late August and early September, the parties were able to hammer out their differences and work out the details of a tentative settlement.

On September 19, 1999, the rank-and-file overwhelmingly approved the tentative agreement. In exchange for contract improvements, the union agreed to withdraw unfair labor practice charges against the company that were scheduled for a hearing on September 30. The company also agreed to drop its legal actions against the union.

The new 6½-year agreement provided:

- General wage increases of 75 cents per hour over the term of the contract.
- Cost-of-living adjustments that could add up to $2.97 per hour over the term of the contract.
- Increases in the pension multiplier over the term of the contract, from less than $30 per month per year of service to a minimum of $41.
- Improved incentive pay provisions.
- Preservation of several benefits and contract protections, includ-

ing health insurance coverage, bidding rights, seniority, voluntary overtime, light duty pay, and protection against random drug testing.

- Special economic benefits for employees who opt to retire early.
- Rehiring within 180 days of all strikers who want to return to work—at their prestrike jobs or similar positions. In addition, workers would be paid 80 percent of their average weekly earnings until they are recalled.

Conclusion

Although 1999 was a year with low strike activity, a number of major disputes during that time attracted significant media attention, either because the disputes were sufficiently large or because the protagonists brought the disputes to the public's attention through mass rallies, publicity campaigns, or legal actions. It is unclear whether these disputes will have any lasting effects on collective bargaining or whether they will simply be footnotes in the bargaining histories of these parties.

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[1] Major work stoppages are those involving 1,000 or more workers and lasting a full shift or longer. They include worker-initiated strikes as well as lockouts by employers. A strike is defined as a temporary stoppage of work by a group of workers (not necessarily members of a union) to express a grievance or enforce a demand. A lockout is a temporary withholding or denial of employment during a labor dispute by employers to enforce terms of employment upon a group of employees. Because of the complexity of disputes, the Bureau does not attempt to distinguish between strikes and lockouts in its statistics; both are included in the term "work stoppages." For more information, see "Major Work Stoppages Technical Note," in this issue of *Compensation and Working Conditions*, p. 78.

[2] The idleness figures include all stoppages in effect during the year—those beginning in the year and those carried over from a previous year. Four work stoppages began before 1999 and continued into the year; they kept 7,800 workers off their jobs and accounted for slightly more than 1 million days of idleness.

[3] Four additional disputes in the private sector began before 1999 and carried into the year. They accounted for slightly more than 1 million days of idleness in goods-producing industries and 32,000 days of idleness in service-producing industries.

[4] Descriptions of these disputes and others in the text are based largely on secondary sources.

[5] Michelle Amber, "Steelworkers, Newport News Shipbuilding Reach Agreement on 58-Month Contract," *Daily Labor Report*, no. 142, July 26, 1999, p. AA-1.

[6] "Bruno's Employees Rebuild Company Out of Bankruptcy: Workers prepare for Strike," United Food and Commercial Workers' press release, Sept. 21, 1999, on the Internet at http://www.ufcw.org/press/viewrelease.cfm?id=66 (visited Aug. 1, 2000).

[7] Ibid.

[8] Peggy Walsh-Sarnecki, "With strike over, all sides ready to resume reform," *Detroit Free Press*, Sept. 19, 1999, on the Internet at http://www.freep.com/news/education/qstrike9.htm (visited July 26, 2000).

[9] Tracy Van Moorlehem, Mario G. Ortiz, and Peggy Walsh-Sarnecki, "Strike a study in division: Hard-fought issues include class size, merit pay system, salary, sick leave," *Detroit Free Press*, Sept. 1, 1999, on the Internet at http://www.freep.com/news/education/qstrike1.htm (visited July 26, 2000).

TABLE 1. **Work stoppages involving 1,000 workers or more, 1947-99**

Period	Number of stoppages[1]		Days idle[1]	
	Beginning in period	Workers involved (thousands)	Number (thousands)	Percent of estimated working time[2]
1947	270	1,629	25,720	([3])
1948	245	1,435	26,127	.22
1949	262	2,537	34,420	.38
1950	424	1,698	30,390	.26
1951	415	1,462	15,070	.12
1952	470	2,746	48,820	.38
1953	437	1,623	18,130	.14
1954	265	1,075	16,630	.13
1955	363	2,055	21,180	.16
1956	287	1,370	26,840	.20
1957	279	887	10,340	.07
1958	332	1,587	17,900	.13
1959	245	1,381	60,850	.43
1960	222	896	13,260	.09
1961	195	1,031	10,140	.07
1962	211	793	11,760	.08
1963	181	512	10,020	.07
1964	246	1,183	16,220	.11
1965	268	999	15,140	.10
1966	321	1,300	16,000	.10
1967	381	2,192	31,320	.18
1968	392	1,855	35,367	.20
1969	412	1,576	29,397	.16
1970	381	2,468	52,761	.29
1971	298	2,516	35,538	.19
1972	250	975	16,764	.09
1973	317	1,400	16,260	.08
1974	424	1,796	31,809	.16
1975	235	965	17,563	.09
1976	231	1,519	23,962	.12
1977	298	1,212	21,258	.10
1978	219	1,006	23,774	.11
1979	235	1,021	20,409	.09
1980	187	795	20,844	.09
1981	145	729	16,908	.07
1982	96	656	9,061	.04
1983	81	909	17,461	.08
1984	62	376	8,499	.04
1985	54	324	7,079	.03
1986	69	533	11,861	.05
1987	46	174	4,481	.02
1988	40	118	4,381	.02
1989	51	452	16,996	.07
1990	44	185	5,926	.02
1991	40	392	4,584	.02
1992	35	364	3,989	.01
1993	35	182	3,981	.01
1994	45	322	5,020	.02
1995	31	192	5,771	.02
1996	37	273	4,889	.02
1997	29	339	4,497	.01
1998	34	387	5,116	.02
1999	17	73	1,996	.01

[1] The number of stoppages and workers relate to all stoppages that began in the year. Days idle includes all stoppages in effect. Workers are counted more than once if they are involved in more than one stoppage during the year.

[2] Agricultural and government employees are included in the calculation of estimated working time; private households, forestry, and fishery employees are excluded.

[3] Data not available.

TABLE 2. **Work stoppages involving 5,000 workers or more, beginning in 1999**

Organization, location, and union	Beginning date	Ending date	Number of workers[1]	Estimated days of idleness in 1999[1]
Newport News Shipbuilding and Dry Dock Company Newport News, VA Steelworkers	4/5/99	7/30/99	8,000	622,500
State of Washington (teachers) Washington Washington Education Association (NEA)	4/14/99	4/23/99	11,000	25,600
Ingalls Shipbuilding, Inc. Pascagoula, MS Pascagoula Metal Trades Council	5/16/99	6/4/99	7,000	98,000
Board of Education, City of Detroit Detroit, MI Detroit Federation of Teachers (AFT)	8/30/99	9/7/99	11,000	66,000
Atlantic City casino hotels Atlantic City, NJ Hotel Employees and Restaurant Employees	9/15/99	9/16/99	12,000	24,000
Bruno's Incorporated Alabama United Food and Commercial Workers	9/26/99	10/2/99	7,100	35,500

[1] The number of workers involved and days of idleness are rounded to the nearest 100.