

ALAN
MULARSKI

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Chart 5/26/84

Interview with: Alan Mularski
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Side 1

This is Pat Pilling. The date is June 16, 1982.
I am talking with Mr. Alan Mularski of 641 E. Chesterfield,
Ferndale, Michigan 48220. Mr. Mularski is a *Millwright*
with *Chery Gear & Axle* and is a member of 235.

PP: Mr. Mularski pehaps you would tell me where and when
you were born.

MUL: I was born March 18, 1950 in Holy Cross Hospital in
Detroit, on the East side.

PP: Doyyou have any brothers or sisters ?

MUL: No, I don't.

PP: Let me hear something about your Polish background.

Is your mother Polish ?

MUL: Yes she is. My mother and my father are both Polish.
They were born in Pennsylvania and their parents originally
came ^{here} from Poland. They were coal miners as a matter of fact
and they lived in Pennsylvania during the ^{early} 1900s and at the
time of the Depression when the mines shut down they both
moved to Detroit. My father moved here just to look for
work and my mother moved here because her family did. And
eventually they both met in Detroit.

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PP: Well, actually both your grandfathers worked in a coal mine.

MUL: Right they were all involved in coal mining.

PP: Have they lived elsewhere in the States ? say, in New York ?

MUL: No, as far as I know, No. They may have stayed there for a while but as far as I can recall they came right to Pennsylvania.

PP: Were they from the same town in Pennsylvania.

MUL: No they weren't. I really don't know which town they lived in.

PP: Do you know how your parents met.

MUL: No ... *(Conversation w/wife). Wife - not Polish.*

PP: Do you have any children ?

MUL: No we don't

PP: What do you think about people born, say in 1982, perhaps when they grow up, working in a plant ? Any thoughts about that ? How would you feel if you did have a child, or a niece, or a nephew working in a plant, say about the year 2000 ?

MUL: The first thing that comes to my mind is that the manufacturing _____ in the factories is going to be completely different than what it is now. The amount of people that they are going to need may be 35% of what they're using now, a lot more machinery ~~will be~~ and a lot less people and probably most of the jobs they'll be hiring in will be technical. There won't be a need for unskilled labor any more. Because all that will be done by machinery or robots.

Future work.

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PP: Except you'll still need some people to maintain the ~~re~~ robots.

MUL: That's what I mean, they've got to take trained, skilled people; The day of the unskilled laborer ~~is~~ *an assembler* is gone. Right now they're still being used but as the new machines are being developed they're ~~going to be~~ *gradually being* phased out.

PP: When your father came here, I should say when your grandfather came here did they work in the plants ?

MUL: No, one of them, my father's father eventually came to Detroit but by the time he moved here he was well into his sixties. My grandparents were involved in mining and then they had a real small farm, both of them.

PP: In Pennsylvania ?

MUL: Yeah, in Pennsylvania and they ~~worked~~ *lived* on farms there and they worked in the mines, and they maintained kind of a balance, they grew their own food.

PP: Did they grow anything else ?

MUL: Nothing real extensive. Animals, I don't think so. What we call kitchen gardens here. Just enough to keep themselves and they bought their meat.

PP: Did your father work in the farm ?

MUL: Yes he did.

PP: What kind of work did he do ?

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MUL: He had a variety of jobs. What he spent most of his time at was ^{cutting} with material for upholstery. (of cars)

But I suppose he started right at the bottom on the assembly line, like everybody else does, running a machine and then finally the job he ended up with, upholstery cutting, was a semi-skilled job, in other words he didn't work with a machine, he worked at his own pace. He was given an assignment and he did it at his own speed, he wasn't a slave to a machine.

PP: What plant do he work in ?

MUL: He worked at the ^{Verna (?)} North Chrysler plant.

PP: What about any uncles, any other relatives

MUL: I had one uncle that worked in the Chrysler Tank plant. But most of my uncles were either truck drivers or mechanics.

PP: Well, of course a mechanic has something to do with cars.

MUL: Yeah, but he didn't actually work right at the plant.

PP: Let me ask you a little bit about your feelings about Poland. Do you identify at all with Poland and do you feel at all Polish ?

MUL: Well I have to say I feel more like an American. I'm a second generation in this country and the strings are pretty thin.

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PP: Have you ever had any interest in going to Poland ?

MUL: No the thought never crossed my mind. I thought of the Polish events that have been going on in the newspaper.

PP: You're interested about happened to the Solidarity ?

MUL: Oh, absolutely, yes.

PP: Do you make a point of reading that kind of thing ?

MUL: Sure do.

PP: Do you know Polish by the way ?

MUL: No, I don't. My parents never spoke it in the house. They speak it among their relatives but I wasn't brought up knowing Polish. I just learned English and that was all.

PP: Do you know any Polish words ?

MUL: Very few, mostly vulgar terms. I can't read it, I certainly can't write it *and I really don't understand it.*

PP: Where did you live when you were growing up ? in Hamtramck ?

MUL: No, I never lived in Hamtramck. I lived on the East side of Detroit. My parents lived in Hamtramck but before I was born they moved.

PP: Did they own their own home ?

MUL: Oh, yeah.

PP: Are there any Polish people in this area *where I live now.* ~~that~~ you have now.

MUL: Well, Ferndale, I guess is kind of a mixed bag. There's all kinds of ethnic groups that live here. No real enclaves.

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PP: Do you attend a Polish *Parish*

MUL: No, we don't.

PP: Do you belong to any Polish organizations ?

MUL: No.

PP: This is your own house isn't it? *MUL yes it is.* How long have you had it ?

MUL: *3 yrs.*

PP: Were you renting before that ?

MUL: *Yes.*

PP: Do you have anything like a boat or a cottage somewhere ?

MUL: No, not yet. Maybe some day.

PP: Do you consider it part of the American Dream ?

MUL: Yeah, sure.

PP: Have you ever had a parent or a parent-in-law living with you ?

MUL: No, never have.

PP: Let's talk now a little bit about *your work.*

Where did you go to high school ?

MUL: I went to a Catholic all-boys high school, Notre Dame.

In Harper Woods.

PP: Did you have any jobs during that time ?

MUL: Once in a while.

PP: What kind of jobs ?

MUL: Oh, menial kinds really. *One Summer when I was sixteen*

on the milk trucks.
I worked for a dairy company, but I didn't really get my first steady job until after I graduated from high school. That was a manufacturing job _____

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PP: And then ? I'm interested in the progression from there to G & Axle -

MUL: OK. I only worked there for three months and I started at Wayne State and I went to Wayne State for just a little over three years. And I left Wayne State and I traveled around for a while.

PP: What did you study at Wayne State ?

MUL: I was a journalism major. And I traveled around for a while and eventually I landed a job at Ford's ^{Van Dyke plant} just doing assembly work. And I worked there maybe six or seven months.

PP: About how old were you ?

MUL: I was 22, 23.

PP: Did you ever think about maybe finishing your college ?

MUL: Oh, the thought crossed my mind many times but when I was going to college things were different, ^{Things were} ~~I was~~ different and I was single so I figured that one time I'd go back and finish up. So, anyway I worked at Ford's for about 7 months and I left there and I lived in Canada for a while, came back here and started to work in Chevrolet.

PP: How did you get in at Gear & Axle.

MUL: I just filled out an application and they called me to work. It was just a matter of a couple of days.

PP: Where did you start ?

MUL: They put me right out on the assembly line. ^{- for a while}
Well at Gear & Axle we built front and rear axles, what I

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was doint on the assembly line was putting the brake drums
 on the ~~rear~~ ^{heavy work} axles. Long hours. We were working twelve hours
 a day when I first started.

PP: How did you feel about it ?

MUL: I can remember thinking of two things. First of all,
 I was just about broke. ^{really} I didn't have any money when I ~~firstly~~
 got in there. So, I figured, it's good, I'm making a good
 wage. But at the same time, I thought, certainly I can't do
 this for the rest of my life. But at the same time _____
 I did have the idea that if I stayed here, I was going to work
 my way up - ^{through the ranks & get something better} - which eventually I did.

PP: So how did you decide to become a millwright

MUL: Like I said that was in the back of my head from the
 day I started. And after asking around I found that they give
 tests for new apprentice So I decided to take the tests. And
 I took it once, and I took it again, and I took it again, and
 I guess they finally got tired of me taking it so they got me.

PP: Did you take the apprentice training ?

MUL: No, I didn't.

PP: They didn't require that ?

MUL: No, it was strictly voluntary.

They kind of gloss over it. They don't really get into any
 detail. They get a little _____

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MUL: Now, in retrospect I can look back. The difference between what I do and what the machine repairman does - I'd still rather be a machine repairman, quite honestly.

PP: What is the date of your seniority ?

MUL: June 1st, 1972. I just passed my ten year mark, yes, just a few days ago as a matter of fact.

PP: So how many people, actually, are under you ?

MUL: Right now there is quite a bunch. Even after all the lay-offs we've had.

PP: Your job is at least safe.

MUL: Oh, yeah I feel pretty secure in what I'm doing now.

PP: When you say you like your work, I was wondering if you ever thought, let's see how old are you now, 32, have you ever thought of some time changing to another kind of work ?

MUL: No, not right now. I feel like I've put a big chunk of my life into this and made a committment to this and I might as well stick with it.

PP: Some people feel they've got so much seniority, they've got a good job, they've got a good trade

MUL: Right now I am studying mechanical engineering, I want to be an engineer but that - still involved in the automobile industry. But as far as going back to what I studied all those years ago at Wayne State, I doubt it.

PP: Well tell me a little bit about how you happened to decide to go back to school. Have you had that wish for quite a while ?

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MUL: Yeah, I've had that wish for, well ever since I became an apprentice I got my feet in the skilled trade and I thought that I could still do better than this. I figured that I had the knowledge and the background to be a good engineer, and that with the extra training I would take, why not ?

PP: Does GM pay for your training ?

MUL: Yes, they do. They pay for, well, 90%.

PP: How many courses can you take a semester ?

MUL: Right now I'm usually taking two. When I first started my apprenticeship I was taking three.

PP: Where did you take your apprenticeship ?

MUL: At Macomb County Community College.

PP: And your mechanical engineering ?

MUL: Right there, same place right now. Eventually I'll move to another school, probably Lawrence Tech.

PP: How do you feel about going back to school again ? Is it hard ?

MUL: It's hard.

PP: What about the students that you're studying with, are they younger than you, are they the same age ?

MUL: Most of them are younger.

PP: Are there any others that are working like you are ?

MUL: Oh, most of them are.

PP: Are they working in the plant ?

MUL: Some work in the plant some work in small shops that deal with the automobile industry. But it's all basically technically related.

Working full-time:

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PP: What about the people who teach you, are they mechanical engineers, are they just people ^{who've been out} in the workplace ...

MUL: Right now, first of all my instructors are not mechanical ^{not yet,} engineers, eventually as I continue along I'll fall into the category ____

Right now most of my instructors are draftsmen, other skilled trades, ^{not} not engineers I just started ~~some~~ mechanical engineering ^{work} about six months ago. I just finished my apprenticeship which is four years, and I lost a year because I was in the hospital with a bad back. So it will be a few more years before I'm actually into the real heavy engineering stuff.

PP: When did you get your ^{journeyman's card} ~~all the red tape~~

MUL: I'm right in the process right now, I'm going to get it very very soon.

PP: When you were in the hospital did you keep your seniority ?

MUL: Oh yeah.

PP: What did they give you, a sort of medical leave?

MUL: They term it O4 and it's sort of like a leave of absence with pay. I don't get my full wage benefit I get a sick benefit.

(I was off ^a year in total.)

PP: Is your back alright now?

MUL: Now it is. I had surgery, the last six months that I was out there. But altogether ~~during~~ the four years that I was taking my apprenticeship I lost about a year.

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PP: Have you ever considered re-locating in another state ?

Have you ever thought about that if things get ^{hard} bad in Michigan ?

MUL: If times got really ^{hard} bad, yeah. I love Michigan but if we couldn't live here any more we'd just have to go.

PP: What would you miss most if you did move ?

MUL: I don't know, the weather probably. That's what I like about Michigan.

PP: Does your wife work ?

MUL: No, she doesn't.

(wife's comments inaudible) *Personal Home help to Seniors.*

(Part-time work)

PP: Do you know of any friends of yours who are Polish in the auto industry who have gone out of state ?

MUL: No, Can't think of any. Even those who are laid off they are here in Michigan.

PP: What do you think holds people to Michigan ?

MUL: I don't know, maybe the possibility that they'll get back in.

(schooling) *How many years of schooling. have you had 8 yrs beyond HS.*

PP: How long do you think mechanical engineering is going to take ?

MUL: Another 2 $\frac{1}{2}$ years, 2 years.

PP: When you get your degree, what do you intend to do ?

Can you
Use it in the plant, do you think they will give you *another job?* ...

MUL: Yeah, that's still kind of a question mark. I always

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could get transferred to another division in GM. That's a possibility.

PP: Would that make you a salaried employee ?

MUL: Yes, it would.

PP: Do you have any feelings about that *being put* in a different classification ?

MUL: Yeah, but it's not like I'll be a foreman out on the floor where I'll have a group of people working under me, I'll have an office, it will be a totally different thing.

PP: In other words you're sort of implying that you wouldn't like to be a foreman.

MUL: Oh, absolutely not.

PP: Why is that ?

MUL: Too much hassle, too much static. You don't make too many friends when you're a foreman. I think it just takes a special kind of person. It's strictly a voluntary thing. If you want to get into management it's strictly voluntary on your part, *it's "we against them"* and as long as you have white collars and blue collars in the same place it's always going to be there.

PP: How do you feel that some of your present friends will look upon you if you became a white collar person ? Would it hurt the friendship ?

MUL: Gee I don't know, it never crossed my mind, I don't think so, no.

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change friends to
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PP: Because, you know, some people feel there is this big difference,

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or so called difference between a blue collar and a white collar. I just wondered how you viewed that.

MUL: Well there is a difference there but I don't look at it as an engineer and anybody in the designing staff, they're white collars but they're not directly involved with other people, as a foreman^{is}, so I don't feel any animosity toward engineering staff people like I would animosity toward a foreman that I'd be dealing directly with.

PP: Why would you have animosity toward a foreman ?

MUL: Because they have animosity toward me.

PP: Even if you've had no ^{real} direct dealings with that person ?

MUL: It's not the foreman's fault, it's part of corporate policy that there is going to be this strict dividing line between the people in authority and the people who take orders, and there's a certain amount of crossing ~~of~~ that line that occurs but not too often.

PP: And yet the foreman doesn't have presumably necessarily very friendly relations with the plant superintendent. - and the gas the.

MUL: Exactly. What you have there is a whole pecking order.

This is one of the things that I've noticed in all of the years that I've worked there. It just amazes me but it's there.

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PP: Have you ever thought about retirement. At what age you might want to retire ? I know it's a long way off right now.

MUL: About the only thing I've thought about retirement is that it's still twenty years away at least so.

PP: So, does this mean that you will possibly retire when your thirty years are in ?

MUL: Possibly, if financial conditions were OK, yeah. I certainly wouldn't want to stay any longer *than I have to*.

PP: Well if you came out, say, at the age of 52, still a young man, have you any idea what you might do ?

MUL: At this point absolutely not. I haven't given it that much thought.

PP: I know you're a long way off there but some people do think about it even when they're quite young. You're in a unique position because if you do go into some form of *mechanical* engineering work suddenly this situation changes, suddenly you're a salaried worker, you're not in the union any more. Now does this also mean that your seniority in the plant changes in some way. How does that work ?

MUL: What would happen, my original hiring date would stay the same

PP: What was the date you hired in ?

MUL: June 1st, 1972

PP: I thought that was the date you started work as an apprentice.

MUL: No, I started working as an apprentice in '76.

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PP: So, actually then, your seniority dates from '72 ? So ^{would} you keep that .

MUL: I keep that. Say I put in my engineering for 18 years, when that time was up I have my 30 years. Now one thing that I have thought is that if I do become an engineer the work won't be as physically gruelling as what I do now so I might be able to stay there a few years longer but that's in the future, I really don't know.

PP: How many times have you been laid off ?

MUL: I was laid off once in 1973 for about 3 ½ months.

PP: So what did you do during those 3 ½ months ?

MUL: I had a good time, ^(Laid off) collected my unemployment and had a good time. But there again I was in a unique situation as far as being laid off because before I left I knew I was going to come back. They told me it was a temporary lay-off. So I was kind of care-free, I knew that a couple of months from now I would be back in so might as well have a good time while ² you got the chance.

PP: How would it make you feel the possibility of a permanent lay-off like some of these people who are in this situation, they don't know whether or not they are going to be called back. Would you get some re-training, what do you think you'd do if you were permanently laid-off ?

MUL: Well, that's a tough question. It's hypothetical. I really would have to sit down and think about what I'd do ^{with} the rest of my life now.

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PP: At the moment if you were in a situation ^{when} ~~that~~ you were laid off, they said everybody up to 12 years is laid off, I thought that, at least in your situation you ~~would at least~~ take more courses.

MUL: Oh definitely

PP: So you ^{do} actually have a plan at the moment of _____

MUL: Yes, as far as that goes, sure would. But if the lay-off dragged on and on and on well, I'd end ^{up} getting my degree but I'd have to get work some place else. I can't live ...

Mrs. MUL: You could teach

MUL: Yeah, I could teach.

PP: What would you teach ?

MUL: Oh, drafting or mathematics.

PP: What do your parents feel about you going into mechanical engineering, you know, something different ?

✓ MUL: I think they're pretty proud.

PP: How do they feel about you going from college journalism to working in a plant, from being a potentially white-collar worker to blue-collar work ?

MUL: Well, I never really explored that with them too much. My parents are pretty conservative ^{people}. At the time that I was going to Wayne State it was the late sixties, early seventies, they thought that Wayne ~~State~~ was a hotbed of radicalism. So I think when they found out I left there they just kind of wiped the sweat off their brow, breathed a sigh of relief

Mrs. MUL: Your Dad is ^{very} proud ^{of you}.

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PP: What do your friends think about you doing this mechanical engineering course work ?

MUL: They think it's a good idea. There's a couple of my friends that are doing the same thing.

PP: What do you feel about someone taking early retirement, in other words retiring when they are fairly young, ^(say just as 50) because they've got their 30 years in without going on for a few more years.

Retirement
 MUL: Well that's _____ It's a good idea. Well for two reasons. First of all for their own benefit if they can financially afford it they should go and get out into a healthier environment than plants are. Secondly, as they leave they're opening up another space for a new employee and that in the times that we live in right now that's very important. There's a lot of guys out there who are knocking on doors trying to get into the automobile, they pay good wages. The highest blue-collar wages in the world are in the Detroit, the big three automobile plants.

PP: What do you mean about it not being healthy in the plant ?

MUL: Well, it certainly isn't like working in a hospital or an office, there's a lot of dirt, dust, oil mist, all kinds of nasty things. You can't help but breathe, you can't walk around with a respirator all day.

PP: How did you get your back problem ?

MUL: It wasn't a work related injury, no.

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PP: I just wondered ~~whether~~^{if} you had to lift heavy things.

MUL: Oh, the job I do now, yeah, but all the times that my back started to flare up on me was from things I was doing outside. I never got hurt in the plant

PP: Is bowling one of your favorite hobbies.

MUL: Yeah, that's a nice sport. I like to play golf.

PP: Anything else ?

MUL: I used to play baseball before the back thing came up now I don't do too much of that any more.

PP: Do you feel that affirmative action has had anything to do with job lay-offs ? or are they strictly based on seniority ?

MUL: Yeah, the lay-offs are based on seniority, that's the bottom line, I don't think affirmative action has had anything to do with whether one man's going to stay or one man's going to go. It depends on the day you hired in.

PP: Have you played an active role at all in the union ?

MUL: Other than voting in elections, no. In the ten years I've been there I've probably been to three or four union meetings.

PP: Do you go to the skilled trades meetings ?

MUL: Those are the ones I've gone to.

PP: What about taking any education classes _____ the union

MUL: No, I never.

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PP: If you knew now what economic conditions were going to be like with our inflation, the problems that we have today especially in Michigan, would you have possibly tried a different kind of work ?

MUL: Well, maybe I might have but it's hard to say

PP: You were lucky you were hired in, you were able to get into an apprentice program, this might not be the situation for somebody five years ago.

MUL: That's true.

PP: Let's talk a little bit more about economics. I want to know what you feel about Japanese, about foreign cars, do you feel one way or another about foreign imports of cars ?

MUL: Well, to tell you the truth I ^{think} feel that the foreign automobile companies do build, as of this moment, today, June 16th, 1982, they are building a better product than the Americans are, I believe that

PP: What makes you say that ? That's quite an admission from an American automobile ...

MUL: Yeah, it is quite an admission. I think their technology ^{has} spiraled upwards while American technology kind of stagnated. Now just to give you an example of this: We have a new machine that's being put up in the plant that I work in. It's not built in America, it was built in Italy.

PP: Which plant is it ?

MUL: This is plant 4. It was built in Italy and the reason that they bought this machine rather than buy an American

For cars

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machine

1 was because the Americans right now don't have the technology that this Italian machine does. It changes its own tools, it can be set up for all sorts of different jobs, I've never seen anything like it, it's really amazing. It's still in the process of being assembled, ² it's not actually functioning as yet but from what I've read of the literature and what they tell me this thing is just amazing. But anyway getting back to the cars I think the Europeans put out a better product. Unfortunately, I don't think that the trade laws, set up the way they are right now are very fair for American companies either to export their products like it is for the European companies to export theirs to the States. That's the one real beef I've got. The Japanese have real tough laws. When an American car goes to Japan it's got to pass some really stiff tests, they practically tear it apart again before they put it on their sales box so the price of course quadruples. While over here in the States those things just roll off the ships and run on the lot and that's it.] So, I suppose that's had a great deal to do with the ^{bad} /layoffs that have been going on in the last couple of years but it just seems to me that Americans have got to put on a better product. I think they've got American people convinced themselves that the European products are better. People say, I've got to buy American but I'd rather buy European if I had it, you know, _____ European car had the money, like the Porche...

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PP: Would you feel differently if some of these cars were assembled in the U.S.?

MUL: Yeah, that would probably soothe some of the pain, at least it would put some Americans back to work *again*.

PP: And yet the parts of some cars are ~~fine~~ *made*. I understand that the engine in the LUV truck, for example, -----

MUL: I understand, that's strictly a management decision. I really didn't have anything to do with that. I don't think it's a good idea but GM is in the business to make money and they're going to go to the cheapest source they can and if it's Japan it's going to be Japan.

PP: What kind of car do you drive ?

MUL: We have two cars and they're both Chryslers. Two Dodges, yeah.

PP: What years ?

MUL: 76 and ~~80, 79~~ $\frac{1}{2}$

PP: What is it considered ?

MUL: It's a 79 but I didn't get it until 80.

PP: What made you get a Chrysler ?

MUL: *Since* I started *owning* ~~only with~~ my own car. I had three Chrysler products, top notch vehicles, no major problems with any of them, so I'm sticking with them until I get a lemon and maybe I'll change.

PP: What do you think about the quality of work *life circles* in the plant ?

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MUL: I think it's a good idea, excellent idea.

PP: Why do you think that _____

MUL: Well, it kind of goes back to what I was talking about

before about this division between management and the labor

force. This is an opportunity in *Quality of Work Life* to

get together, one on one, face to face with management

people and discuss the problem with them rather than just

take an order and go do it. You really get a chance to really

hash out all the problems that you're running into, possibly

come up with some ideas to make it better, it's a real good

concept. I understand that it's not an American concept at

all, it came from overseas too.

PP: Do you think it's got a long range use. Do you think
it will improve things in the plant ?

MUL: It's improving them right now. Just to take one small

thing as an example. We've always had a problem with oil

and water on the floors in there. Very dangerous. You

could fall and break your neck. OK, this was brought up

in *Quality of Work Life* and Gear & Axle went out and invested

some money in some wheeled machinery to drive around and suck

this stuff up off the floor. Otherwise I don't think they

would have done it, but finally enough people got together

and complained about it they decided it would be worth the

investment.

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Yes,
 PP: /I would think that given the type of work being done at Gear & Axle that you would have a lot of oil.

MUL: Oh, definitely. Some spots are still bad. It ~~will~~ take ^{is} ~~Quality of work life/a~~ fairly new idea and it's going to take a long ^{time} ~~while~~ before all the gears mesh up and it really starts to work well.

PP: Are there accidents from time to time, people sliding ?

MUL: Oh yeah, bad accidents at times.

PP: Do they have any rules about certain types of shoes ?

MUL: Yes, they're pretty strict about the rules there.

Safety glasses and safety shoes, steel-toed shoes. A lot of people don't wear them. I have to wear them. And wrist watches and rings can get caught in moving machinery, they're real strict on that.

PP: So where do you put your rings and your wrist watches ?

MUL: Oh we have lockers.

PP: What do you think about young people training for more than one kind of job ? Have you ever thought about that ? Say you were 18 and you were suddenly faced with getting some kind of work, say you are a young person just graduating from high school, ^{today,} in fact, a lot of young people are graduating all over the Detroit metropolitan area. Some of them will go to college, Some of them will go into the work force. What do you think about the idea of ~~them~~ ^{perhaps} training for more than one kind of a job?

MULARSKI

MUL: I think it's an excellent idea and I think it should start before a person leaves high school. They should start right in high school, as soon as possible. Obviously you go to school for one reason and that's, well I shouldn't say it's to learn a trade, it's not, that's not why I went to school, that idea wasn't even in my head, but especially a man; a woman maybe, it might be different, she could, well she could possibly go into two fields if she wanted to.

PP: Why do you say it will be different now for a woman - things have changed somewhat, more women are preparing for some kind of career.

MUL: Right, a lot more women are career oriented than

PP: And yet their career, for example school teaching, as an example, now there are less children in the schools, a lot of teachers are out of work, librarians are out of work _____ and suddenly after five years they are out of work, my point is they might be in exactly the same position as a young man who goes into a plant and after five years is laid off.

MUL: It is maybe a good idea to get some kind of dual training, maybe one set of training for a technical field, another for a service field like school teaching and something else. How that would be set up I have absolutely no idea. I'm not even sure what they do in high schools ~~now~~ *any more*

PP: How do you rate the importance of a man's job to the way that he looks at himself?

Ch. Educ

MULARSKI

MUL: Oh, I think it's pretty important.

PP: Why do you say that ?

MUL: Well, your job is going to take up one-third of your day.

That's a pretty big chunk, and if you're doing something that's satisfying to you it's going to make you feel better. It will make you look at yourself better. *(dog barking)*.

PP: So, actually, if you were talking to somebody about problems in the auto industry, ^{taken} from the point of view of yourself as a worker, what do you see as a major problem ? Obviously those who are on the point of being laid off see the actual unemployment as a problem but, are there any particular problems that you see, that should be taken care of over all, you mentioned about technology.

MUL: Yeah, that's one of the main things.

PP: What do you think should be done to make things better for the worker, boost the auto industry from the point of view of the worker I'm not talking about bottom line from the point of view of the manufacturer but of the working person ?

MUL: Well, The Quality of work Life program is one step in the right direction. It seems to me that there has to be a little bit more input into the decisions that are made around there by the worker himself. He's the one who ~~is~~ involved at building the car. Nobody knows his job better than him.

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 He does it every day and he's going to know all the points of finesse about it. So there's got to be more communication I think between management and the labor force, that's a problem that's been going on, and some of the older guys that I've talked to over there when they hired in twenty-five or thirty years ago, it's been the same thing. So this **Quality of Work-Life** program is really kind of a departure from the structure that's always been there, the animosity between management and labor is just, sometimes goes into such awful proportions, it's incredible. You can't get anything done. A whole job will stop, will shut down because here's a guy arguing with his boss. Now, ___ they have perfectly good gripes, I've had arguments with my boss ^{es} many times, **B**ut there's got to be a little bit of give and take between the people who make the decisions and the people who actually do the work. That's one problem that could probably solve a lot of other problems. Just the input from the people who ^{do the} work.

PP: Well I think that's a nice note ^{on which} to end.