

HAROLD COLEMAN

YEAH...JANICE AND THE BABY AND MYSELF WILL GO TO WESTERN MASSACHUSETTS FOR A WEEK AND MY MOM WILL VISIT US THERE. WHICH GIVES US A BABYSITTER AS WELL AS GOOD COMPANY. AND THEN WE'RE GOING TO GO OUT TO MAINE...WE ALWAYS GO OUT TO THE EAST COAST. THAT'S WHERE I'M FROM AND I LOVE BEING OUT NEAR THE OCEAN...THE MOUNTAINS. WHAT ABOUT YOURSELF?

Well, we were discussing it this morning and we were thinking about going out to California - Sacramento. We have a sister out there and an aunt and alot of nephews and nieces.

WOULD YOU FLY OUT THERE? YOU SHOULD GET YOUR TICKETS. OK, WE CAN START.

In my travels between the East Coast and the West Coast I have family on both sides - on both Coasts. My father's family is on the East Coast, my mother's on the West Coast. And in between, in Colorado, I've got family. Go to Colorado occasionally and how I would up in Detroit is a kind of a way out story. A coincidence more than anything else.

TELL ME ABOUT IT.

Afetr World War II - looking for employment - with no particular place in mund. I had no family at that time - as far as a wife, children, whatever. And I would up with (four) friends I met in the Service and they resided in Detroit. And I came here, and through them, and my friendship with them I became employed in the one skill I had at that particular time, which was a skill I had learned as a young man in my hometown - the dry-cleaning profession. And I made my living in the dry cleaning institute in Detroit for close to 25 years. And economic conditions and circumstances....it made it feasible for me to think further...for economic growth and I turned my job skills towards the automotive industry. But it was not a coincidence really - it was more of a coincidence than a desire to be a part

of the automotive industry. I had in-laws that worked in the automobile industry for a good number of years and through them I was abreast of the Union and some of its workings. How the factory life functioned to some extent...and we had long discussions about it long before I went into it. And circumstances came out - in the early 60's that it was feasible for me - for my economic growth and well-being for my family, to go into the factory life...and economic advantages. So, at this point, I made a direct \_\_\_\_\_ of getting involved. And through my brother-in-law I got recommended to the plant I'm currently employed at which is Emissions Control Plant (?) He was aware of it from the very inception of the plant opening...and made me aware of the hiring policies as soon as he was advised to it. So, I was hired about five months after the plant opened.

THAT WAS IN 1960...

1964. I was hired in August 1964 and started work in September 1964. And the reason for the dates...because Labor Day weekend - I was hired prior to Labor Day weekend so they called me to come into work after the Labor Day weekend. I actually was hired in August and for 21 years now I have been so employed. It's been an interesting 21 years to say the least. It's pretty much like my brother-in-law knew it would be. Well, he told me it was a life where you worked on an unfinished product. You get a particular phase of an operation. It was part of a system that ultimately was to assemble a unit. In this particular case, a truck (Ford) light trucks. The only knowledge I had of assembly line work is what I'd read or seen. It was interesting. It didn't take a lot of adjusting for me. I learned it quite quickly.

WHAT JOB DID YOU HAVE WHEN YOU FIRST HIRED IN?

When I was first hired in I was assigned to put in...it was called the door build-up. Installing the glass, the latches, the locks and the windshield and...

YOU DID ALL OF THAT?

Well, it was the...yes, it was quite an extensive job. When you tell someone, going all the way back to '64, they'd say - how can you do all that and while it was running? But at this time they only ran 19 trucks an hour. And the units were far apart and the line procedure you had ample time to do all of these things and your stock was quite extensive. You - the stock that you used - a good ten feet of space and it was all your stock and nobody else's. And - but you could not - the way it was laid out - you could not work ahead of yourself by any stretch of the imagination. The time was so allocated that by the time you got through with one unit, as extensive as it was, the other one was right there for you to begin. So, it was the same as having units close together - with less work, of course. I've seen it grow from 19 units an hour to 21 units an hour and when it went to 25 units an hour in 1969, we said it could never be done. It was a fantastic number and yet, but when they increased production to this magnitude - it makes way for new employees. And more people had an opportunity to make a living.

SO MORE PEOPLE WERE HIRED IN 1969?

More people were hired in 1969. The plant was expanded very extensively in 1969 and I would guess, thinking back on it, a good 300-400 people were hired during this. Because at this point they had been working 2 shifts and they introduced a new vehicle at that time also, which was known as the Bronco.

1969?

Yeah. So, with this new truck line, with the second shift, with the plant expansion - it was really a booming situation for a very small, minute plant. And I look back on it now, this plant has grown about triple in size since I started. For instance, where we go, where the main office is, was the cafeteria and the locker room was this small...and where we have the garage area that was just a space. That was just a parking lot.

THAT WAS IN 1971?

Yeah, that was just a parking lot, and it's, the depth of the plant, rather than the width, they added second stories, third stories to sections of it. And all of this time - the growth is taking place - the rumors persisted - that next year they're going to close the plant, or the year after, or whatever. But like any other type of situation where there are a lot of people employed for instance, the rumors get started - and then they peter out after any length of time, but they persist and you get a little upset at times if you let them... But, according to rumor, the place would have closed a long time ago. It was a new experience for me because I had never worked in a factory of any kind. I grew up in a small town in West Virginia, a very small town, a population of 35,000.

WHAT TOWN?

Beckley.

YOU GREW UP IN BECKLEY?

Yeah, Beckley, West Virginia. World War II came along, but prior to World War II, I had the opportunity to go West to live with relatives. My uncle, as a matter of fact, and he had a home, in of all places, Montana. I had never heard of Montana...I had only heard of Montana by way of Western movies... And it was quite a challenge.

...this trip west on a train for a young kid, barely 17, was quite an experience. The first time away from home and so young...so far away and all alone - was a mixture of anxiety, perhaps fear at that time. It was - But mostly pleasure, too, because you visualize certain things about travel. A first taste of travel. It did something to me and for me. It gave me a lust to see more. And I have seen the United States quite extensively in my "coming up" years so to speak. And the summer I spent in Montana was up in the hills...was a lumberjack by trade.

YOUR GREAT-UNCLE?

My great uncle. And I stayed at a lumber camp. There were other kids there. Other families. I wasn't the only kid. It was a fantastic experience to see how - I learned more about lumber - and I said, well, if I can learn this much about trees and lumber as a kid, just imagine how much I can learn about other things if I just tried more. So, this is where the wanderlust came in - and when World War II started...

THIS IS BEFORE THE WAR?

Before the War, definately.

LET ME - HOW OLD WERE YOU?

I was 17 at that time. I was 19 when the War started.

IN 1921 YOU WERE BORN?

1923. And I, ok, when the War started it was like, ok, I'm 19 and they were drafting people, young men, from like 19 on and I was no exception. I was eventually drafted. That was a long time being called - as I went through the classification and everything it seemed like an eternity. And all of my friends around me were being drafted. And I guess it was a "hero magnetism" attached to the military - notwithstanding of fully understanding the war or even why. But it was the idea of the uniform, your friends are

in it. You come home on furlough. It was a romantic type of thing that attracted you.

DID YOU HEAR STORIES ABOUT WORLD WAR I?

Yeah, my father was in World War I and he had spoke on several occasions about World War I. Not a heck of a lot - but some.

YOU REMEMBER ANY?

No, not really. I remember he was in France for a short time before the war ended. Like a matter of months and it wasn't for several years...it was for a matter of months and I remember...it was like made a round trip of this thing....action for the few months that he was there. And I don't remember what year this was in...on several occasions - he was a coal miner, by profession, for most of his life...like in his mid-50's he stopped working in the coal mines and he was one heck of a mechanic. Self-taught...for automobiles. He worked - he took a job as a mechanic.

THIS IS ALL DOWN IN BECKLEY?

Yeah, Beckley. A coal mining environment. He worked as a mechanic until he retired. And it was a good life. It was an interesting life to grow up in...You see, I grew up in a small town, it was like a country environment, a big city environment - it kind of gave you a little bit of both as I look back on it. You were not a stranger to a city when you go to it because you have in correlation, in a small town, it's only magnified in size in the city. And then you have the smallest of the country environment.... by not being closely knitted either. People there had small farms. They had cattle, cows, milk....

DID YOU HAVE MILK COWS WHEN YOU WERE A KID?

No, we were too much into the city ourselves. But, we had relationships and friends who did have cows, pigs, whatever. It was not too \_\_\_\_\_. So, I was kind of thrust into two environments there. And I could learn from both environments to some extent. And I obviously liked the city environment the greatest because I liked making my life in the city environment. And to get back to how I would up in Detroit. I came here through military friendships/ I spent some time with a military buddy and his family and through their relationship - they made me familiar with the city of Detroit, how to get around and how to manipulate everyday life. I wasn't too long finding employment. It was a matter of weeks really, three----four weeks.

IT WAS 1945 WHEN YOU GOT OUT OF THE WAR?

1945. I came to Detroit in 1947. The early part of '47.

DID YOUR PARENTS CARE THAT YOU LEFT? THAT YOU CAME TO DETROIT RATHER THAN RETURN TO BECKLEY?

No. Well, they cared, they were concerned, mostly like, concerned about their son, safety, but they were realistic too. That the young must seek their own, fulfill their own desires. So, it wasn't exactly a "you can't go" type of thing. Or "are you sure this is what you want to do?" It was more of an attitude of understanding why I wanted to go. What was my objective in going? This type of thing and I try to follow this type of thing in bringing up my son and my daughter. Not how I want them to be but how they want to be and how can I help them to achieve what is their goal. I feel that this is a most essential...in a young person being developed. And not to always...necessarily to be the boss. Because being the boss can be detrimental. After being in Detroit for less than two years I met my wife.

We celebrated recently our 34th wedding anniversary. February of this year. We have two children. Two grown children. A son, 32, and a daughter, 28. They're both married. Have one grandchild.

HOW OLD?

Five years old. Be six soon. Six in September or October. She'd kill me if she'd think I forgot. My wife and I are looking forward to retiring from our jobs in the next couple of years. We've got it down almost to the month. Eight months.

YOU HAVE 30 YEARS IN?

No, Nothing like that at all. I'll be coming out with a little less than 24 years. I won't be trying for any even number of years...number of years of service and age to form the coalition of 85 credits and that's what I'll need.

IS THAT HOW IT WORKS?

Yes. Age plus the number of years of service gives you 85 credits and that's for retirement eligibility.

YOU HAVE HOW MANY YEARS WORKING?

I have 21 and I need two years - I need 23 years and eight months to have enough credits and this is working time. Not time spent on medical or anything of that nature. My time is really very defined. I often say if I get sick, its got to be on the weekend.

AND HOW OLD WILL YOU BE?

I'll be 63. I'll be 63, almost 64. I'll have the seniority for retirement in September, but I won't have my 64th birthday till December. So, it's a four month difference between my eligibility and the age itself. So, because of the age factor, I'll have to stick around for another four months. But they'll give me a retirement in 23 years and four months as near as I



can figure it. My wife has been employed at Children's Hospital of Michigan and her seniority exceeds mine. She'll have 30 years in 89 - in 5 years...she'll have 30 years. She'll stop about the time I will. She'll have 25 years.

AND WHAT DOES SHE DO AT CHILDREN'S?

Over the number of years she's had a variety of positions. She's not a nurse. She's mostly been in Clerical Records and History. Keeping records for patients - children. And currently she's assigned to different laboratories throughout the years in a clerical capacity...record-keeping capacities. Making appointments and things. And currently she's in the laboratory for Hematology and Cancer patients. And she's been in this particular department for less than two years now. But Children's Hospital has other forms of enterprises - changing. They're combining with other hospitals, combine with other factories and they revamp their availability and their personnel and things of this nature. So, these are the things that she does. Our son finished high school at McKenzie High here, he finished Wayne. He went right into college the next day just about - he went in the Winter Quarter. He graduated in January...64? The year I started working at Fords he started college. No, 67 he started college. Yeah, '67 he started in college. And he went on to get a couple of degrees. He's currently employed at the University of Michigan.

WHAT DOES HE DO?

He's a director of Personnel at the University of Michigan. But this is a - about two years - and prior to that he had a position at the Oakland University and through his position at Oakland University as a Student Counselor - he was hired at a university in California...so, he went to Southern California

for two years at a university in California - I can't think of the name of the university...oh, Occidental College. And he was there and he thought he would get into industry - at this time, Ford Motor Company, like a lot of other companies was trying to do their best to bring about equal opportunity, specifically for Black and other minorities, in their job market, especially in their white-collar job market. And they needed someone to find this talent. This is where my son came in. Being a counselor he had all of the qualifications that Ford was looking for - but that itself didn't get him the job. Although he applied with Ford Motor Company - his application was put on hold - that he would be advised when they had an opening or whatever. But this was a situation - someone you know can be of great assistance. Well, completely unrelated to the circumstances...developed out in California. An executive with Ford Motor Company - office in Indiana... I'm not even sure what capacity the man was at...the position the man was at. Met my son in California. Was highly impressed with him. Knew what Ford was looking for in the Detroit area and he hired him and sent him here.

I SEE.

And this is how my son got a job. He couldn't get a job in Detroit.

HE BUMPED INTO SOMEONE....

Someone in California hired him and sent him back to Detroit and said here's the man you're looking for. So, they had no choice. So, this individual had a lot of weight. Position mandated. So, he worked for Ford now. In the two years he was with Fords he travelled alot for the Company. He went to College campuses. He interviewed minorities. He hired graduating engineers. He was authorized to offer them a certain pay to start. And he was travelling all of the time. He liked the job but he was always

travelling. He was going to Texas, Florida, New York, like me, he liked to travel. But, when the automobile industry went into this slump, downhill, and their hiring policies took a definite turn for the worse, his job took on a different meaning. It was almost like laying off the people he had hired over a period of time. And then the job became paperwork. Office work. And he said that this is something that he felt extremely over-qualified to be doing. So he went back into the University where he felt his qualifications and his position was more in keeping with his graduate work. And that's where he is now. Seems to be pretty well adjusted to it - back where he's into something he likes to do.

IS HE IN ANN ARBOR?

No, they live here. He commutes. Almost everyday. In bad weather months he'll stay on campus or a hotel or something but I think in the near future he may contemplate relocating closer. And my daughter, well, our daughter, really, she followed pretty much in the footsteps of her brother. Out of high school on a Tuesday, in college on a Wednesday. That quick. Summer to fall classes and she got a degree in Mass Communications , Psychology...a couple of degrees. She never really left school. She's still in school. Because when she finished school and got a degree and started working on some jobs.....

END SIDE ONE

SIDE TWO

at Wayne...She's still at Wayne University...she, after getting her degree, and fixing to leave looking for employment, positions came up in the University itself and she became employed at the School she had been going to. And she's still employed at Wayne and everytime she thinks of leaving pr getting other

employment, they say, what's the matter? They offer her another raise, or give her another department or..so she's

WHAT RESPONSIBILITY DOES SHE HAVE THERE?

Well, she's in...she was trying to explain it to me. It's not really confusing...it's just that I don't remember these things too well. It's to do with language specifically...it's to do with language and students' relationship to taking skills that have a meaning for their future...like Engineering, Sciences and the reason these particulr subjects - is because alot of students are not aware of the financial benefits that are behind certain programs. If you take certain subjects. She's trying to - her job really is to show students that you have an outlet that can be a learning process, can give you a degree in something you might as well as help you pay for that degree and it also gives you an opportunity to go to school for something there is a market for.

I SEE, I SEE. YOU'RE NOT RELATED TO PAT COLEMAN ARE YOU?

No.

OH, SHE'S A PROFESSOR AT WAYNE STATE.

This is just about where we are as a family unit. We're Michiganders in every sense of the word...although I'm a native of West Virginia. I don't have any family ties in West Virginia anymore. Most of my family, uncles, grandparents are now deceased. The few reamaining distant cousins and things are in different states as I mentioned earlier - on the West Coast or the East Coast. I'm not aware of any relatives in this state any longer.

CAN I ASK YOU SOME QUESTIONS? WHEN YOU LOOK BACK - WELL, BEFORE WE LOOK BACK...WHAT ARE YOUR PLANS FOR YOU AND YOUR WIFE WHEN YOU RETIRE?

Well, travel. We both like to travel. In the United States. We'll probably drive. We have ideas of and hopes to go abroad. Specifically Europe. And its really no spécific reason other than just to go. It's like you know that certain things exist in certain parts of the world. And you say, well, I'd like to see that. The extent of the interest...I'd like to see Paris, Rome, some of the old cities. I'm interested in things that have a history. I'd like to stand there and say - this is where the Roman Empire was, or the Coloseum, or the art gallleries in the world.

WHERE DID YOU GET ALL OF YOUR EDUCATION?

Primarily, well, myself, I don't have a formal education in the sense of college degrees or anything. I took non-credit courses in Military. Mostly just for knowledge. And I just took a variety of classes for personal knowledge. No other reason. I didn't have the intent at that time to...

I didn't look forward at that time to aim towards a specific degree in any particular thing. It never occurred to me as a young - as a soldier. But I did go into differebt educational classes and things and when I was discharged, I used the G.I. Bill of Rights twice for educational purposes. To enhance the knowledge of the profession I was making a living at - dry cleaning. The dry cleaning profession.....see a sign says "Cleaners" you get your clothes cleaned...that's about the extent of that. The average person...but alot involved in such an occupation. Oh, there's chemicals, the knowledge of how to use certain chemicals. Something can be very hazardous to your health, to your skin. It can also be very damaging to certain materials. And if you were in business you would find yourself, without this knowledge, buying somebody a \$500 suit or replacig

an expensive evening gown. Because you didn't have the knowledge to - you know dry cleaners are licensed by the State, they have to pass tests with the knowledge like this to get a license to open a dry cleaners.

IT'S ALWAYS BEEN THAT WAY?

Yes. It's still that way. It's not = ok, I'm going to open up a cleaners. It's not that simple. There are different forms of cleaning compounds that can be used...and they each have different results. Some are referred to as the Quickee Method...you see a sign - clothes in at 9 out at 12... that's just what it is - quick. It isn't necessarily the best process. I don't particularly care for it myself as a past professional in that I am a professional...I have a license in it. I went to school for it under the G.I. Bill of Rights to obtain a license, take the State test. I have a license in California and I have a license for the State of Michigan...so I can operate that machinery. I call it my "past profession" because I've been in the automobile industry for all of these years.

WAS IT A DIFFICULT ADJUSTMENT TO COME...TO COME FROM A WORK SITUATION THAT YOU HAD SO MUCH CONTROL OVER...IN THE DRY-CLEANING WORK TO WORK WHERE YOU WERE TOLD PRETTY MUCH WHAT TO DO...WAS THAT A BIG ADJUSTMENT?

It was a big adjustment, but at the same time, it's also an attitude adjustment. I always look at a thing like- what is my objective for doing a particular thing? Have an objective for it or I won't get involved. It has to have some positive objective. Then I seek to adjust my attitude to meet that objective. The method is really irrelevant as long as its honest, clean, and respectable...and this is what I aim for and always have. And I feel than my son and my daughter do also. And, it wasn;t - it was a big physical adjustment - definately a physical adjustment. I thought the world

was going to come to an end the first few weeks. But once I comprehended the whole process it was a lot easier - physically easier as well as - it never was a mental problem there...because I took care of that before I got there. You know, the adjustment - I just said.... But the physical exertion. I thought I was being punished - I said - what am I doing, you know, what have I done wrong lately and - fact of life - could be better than what it is. See the need for the human body to work like a machine - consistently, continuously, hour in - hour out, to produce a product that's going to stand still until someone decides to buy the product...and they stockpile automobiles, trucks, almost anything that's manufactured, to a great extent - maybe its monetary reasons why they do this - but it seems such an unhuman method to go about it and - I take issue with the productivity... and not the factory itself...its the process that is dehumanizing. You squeeze on a job...you really can't say that I go to work and I do a job and then I come home. Like a man, let's say he was a painter, and he painted. But in a factory life...you're almost like a machine to some extent and to a great extent, I would say, for constant, hard productivity. To ultimately just sit...The dehumanizing process that I'm speaking of is that when a person is doing a job at such a pace, that to occasionally...casually have a cup of coffee or to smoke a cigarette if you want to smoke, or for that matter, to go to the bathroom...and do the job. You are robbed of this particular freedom from productivity. It's true that you have what are called "relief" men...at lunch hour...but a situation where you're dehumanized in the sense that someone gives you a break at 9:00, you're not supposed to need a drink of water, or want a cup of coffee, or go to the bathroom until you get another break...it may be four or five hours later.

And this is what I find dehumanizing about it. Meanwhile, you're constantly working from one unit to the next. It's the same as if it was a machine. I think this could be - I think productivity could be better - a better process could be derived, I should say. I feel also that the Union, in the last twenty years that I've been familiar with the Union, as far as factory life, they have - they are effective to a great extent - but they seem to go after the same issues they went after in 1930 - more pay, more time off, holiday pay...and I think they should revamp their thinking along those lines because the worker needs more than more pay. He needs a more leisurely method of doing his job...that's not so dehumanizing. He needs more control over what he's doing as to not any control at all over what he's doing. And once again, it comes to ...like you are an incarcerated, you are incarcerated into an institution of some type from the minute you get there and you have to perform a certain function until its time to leave.

DO YOU THINK THAT THE EMPLOYEE INVOLVEMENT PROGRAM SUPPORTS...IS A STEP IN THAT DIRECTION?

I think the Union Involvement Program...something that came about in two or three years...it has opened some doors that will be beneficial in the long run. Once again, I feel that the Company controls what the employee will be involved with and to me its just another form of psychology that the Company is using as opposed to its old brute force days. Cussing you out, or firing you on the spot, or if they couldn't fire you because of the Union, they'd suspend you for thirty days without pay or whatever...kind of leeway they had to discipline you. They came in from another area - they like to call it employee involvement...but if you think about it...any information that they



give you in relation to productivity, sales, and time off...it's not costing them anything. This information is given to the hourly employees all along. It's nothing really new about it. It's just extended to hourly employees...A cycle game.

GIVE ME AN EXAMPLE.

OK. Salaried employees have always had the advantage of knowing when they are going to shut down for vacations, privy to information of when we were going to work overtime, in advance, or when change-over was going to be, or vacation for that matter, when it's going to be and this information was always kept hush-hush to the average employee until Employee Involvement came about. So, I feel that this information that we're being given and the opportunity to buy stock shares, which I am part of it, is not anything, is something that the company's been doing all along for the salaried employees, like discounts on automobiles to the salaried employees, now the hourly employee has the benefit to the same thing. Just another trickle on the ladder that they are giving the hourly employees that (have been cutting the policy) all along for the salaried employee. So, I don't think it's costing the Company anything for this "employee involvement." I think they would balk if it would cost them a dime. I don't see where they actually spend a dime towards Employee Involvement. I think its "be nice to the guy working on the line" week. And - "I might get more out of them if I do this than when I used to call them in here and cuss them out or give them 30 days off."

WHY DO YOU THINK THE COMPANY DID IT? AND DO YOU THINK ITS IMPROVING QUALITY?

Ok, I think the company did it because the other method wasn't getting them anywhere towards the productivity they were after or for the quality

they were after. And they had representatives to go abroad to look at how the world competitors were manufacturing their products. And how they were actually manufacturing them or how the employee was treated in these different countries and specifically, Japan. And they came away thinking maybe they, in my opinion, maybe we should change our strategy. It can't do any wrong because what we're doing there isn't doing anything. I think quality....

YOU'RE AN INSPECTOR NOW, YOU'VE BEEN AN INSPECTOR FOR HOW MANY YEARS?

I've been an Inspector since 1970. This is 1985. It'd be 15 years this year.

YOU KNOW THE QUALITY THAT COMES OFF THE LINE...

Quality - in different aspects, I work from the very ground of it in the Engine Department, Chassis Department where it's beginning to be born, so to speak, to be put together, and then to Frame, Transmissions, etc., and now I'm in the Trim Department. Inspecting the bodies before they are attached to the frame in the Chassis Department. And I see a lot that can be done better - but, the company will never concede productivity and quality...they will not let quality stand in the way of productivity...They will not let quality stand in the way of their goal. They will try to have them both. But if one must lose it will definitely be quality. The big goal - a million units or whatever....goal they're after over...And I think that quality in automobiles can be, in this country, are so good (?) for economic reasons. I don't think that quality in the automobile industry, other products as well, but I'm only familiar with the automobile industry, without damaging the economy, because if you think about it, unless we need to replace our products, the economy could very well collapse. If they built you a product that would last, and last, and last....you wouldn't have to replace it. They're not going to sell as many. It's no doubt in my mind that

through - The automobile industry has lobbied, 25 years to eliminate every decent form of transportation our country knew - trains, buses, street cars, every mass form of transportation is almost an unheard of thing from coast to coast...in any significant numbers. Sure, you have any given number of buses in any city, you have a few subways in New York and San Francisco and whatever...but nothing to the magnitude that used to carry people to their jobs from their home. When I look back on it, in the late 40's you could get on a streetcar and get to any manufacturing factory that makes cars today - Chrysler, General Motors...So, this was mass transportation that will never come back. So, how can we make these millions of people need an automobile? Take the plant out in left field. And every individual is going to \_\_\_\_\_ devise his living to buy this vehicle just to get to his job. Now, when it comes to a business expense - that's the biggest business expense on anybody's income tax. A business man - yeah, buying a vehicle itself...because you need the vehicle to get to the job to earn the money to pay your taxes in the first place. The executives have this privilege.

I SEE WHAT YOU'RE SAYING.

For tax relief, buy a new tractor, have to buy a new limo to get to Wall Street - tax deductible. So, I don't have the privilege to tax deduct my little ol' Tempo to go to a job thirty five miles away. Things like this just come into my mind. All of this left field stuff, you know, I think these corporations have lobbies in Washington and they get the laws passed and the little guy has to pay through the nose. The little guy, the working guy.

THE AUTO WORKER - BAD ATTITUDE TOWARDS WORK...IS WHY THE QUALITY'S NOT GOOD?

I don't think it's his attitude towards work, I think it's under the circumstances that he's working that forces him not to be quality conscious. You're not permitted the time to do the job right in most cases. Any given plant, General Motors, or Chrysler, they brag about it - as if they achieve some goal...how many units are out.

BUT NOW THEY HAVE - WE CAN STOP THE LINE IN THE TRIM DEPARTMENT TO GET GOOD QUALITY, RIGHT?

This is theory. It depends on how important the particular phase is. The phase is so important that nothing else can be completed until this phase is done, then it's permissible. The theory is you can stop the line anywhere - quality wise. But it's not the case. There are exceptions to it. It depends on what you're doing, and I just feel strongly that the concept of quality is just a concept. They want quality, they want it, but they want it on their own terms. On their terms and not meet the needs of the human body.

WHAT'S GOING TO HAPPEN TO THE AUTO INDUSTRY TEN YEARS FROM NOW?

OK, I feel that the automobile industry in the United States, and the signs are all around, I don't think it will be so much the automobile industry in the United States - I think it will be a world automobile industry. Too many American companies have invested into foreign automobile manufacturing. Japanese is just one to name a few, but there are others in Europe. American Motors, for instance, is - they're controlling stock (in foreign plants). So, you have a situation where a Union contract comes up, with American Motors, the Union is now talking with people in Kenosha, Wisconsin, geographi-

cally located, but they're from France. Until some guy in France gives the okay, because they've got 51% of the American Motors stock. What the UAW is doing - has to negotiate with France to radicate, to get an agreement with a company in the Unites States. I see this is a continuous trend towards a world market, an auto market. There's several million dollars or percentages mentioned, 25% is a big cooperation and Japan is now a (dollars and a half) and if you think about it, you have not seen, or read, where any automobile industry, or company in this country is lobbying in Congress to restrict those Japanese products. So, if they claim to us, the hourly worker, that our chief competition is the Japanese and they just robbing us of our sales and our jobs, if this is the case, why are they not lobbying in Washington to change the import laws? They're not because they have no \_\_\_\_\_ they want the pie and eat it too. So, it's no American made product that I grew up with in my day. I bought a Frigidaire because it was being made somewhere in the United States but I'm not too sure where it's being made now. Assuming in Texas, but the parts might come from Taiwan, we're dealing with all types of laws and conditions that have been changed politically for whatever reasons, and I don't think there's such a thing as an American product.

THE T-SHIRTS IN THE PLANT ARE "BUY WHAT YOU MAKE" "BUY AMERICAN" AND THE BUMPER STICKERS IN THE PLANT PARKING LOT WERE "REMEMBER PEARL HARBOR, STOP TOYOTA." BUT...

It's just - what's the word I'm looking for? Its like any other useless slogan. It's just a slogan. Make a statement about something you know little or nothing about. Probably nothing about.

THE GUYS IN THE PLNAT BELIEVE IT?

It's easy to believe a concept and take the concept to be real - it doesn't matter what the concept is, if I talk about it long enough and loud enough, yeah, that's right, but I'm just talking about a concept, not a fact...

END SIDE TWO

SIDE THREE

...I don't want to go into a political statement. It's not a political statement, it's more my views as I see it and what's happening in the automobile industry. I see it becoming a world market.

LET ME, LET'S GO BACK A LITTLE. I KNOW THAT YOU'RE A MUSIC LOVER AND I WAS WONDERING WHAT KIND OF MUSIC YOU WERE LISTENING TO WHEN YOU WERE COMING UP IN BECKLEY, WEST VIRGINIA. HOW THAT'S CHANGED AND WHAT KIND OF MUSIC DO YOU LIKE NOW?

In Beckley, West Virginia, it's hard to put a description - it was a Country and Western town.

ISN'T THAT THE HOME OF THE GUY THAT HAMMERED THE RAILROADS? WHAT'S HIS NAME? JOHN HENRY?

I really don't know. But, ok, mostly the music I heard on the radio was Country and Western music, mainly because it was Country and Western songs that were being played. It was a predominantly white city with maybe - 35,000 population, I read that in the history of West Virginia about ten years ago because growing up I had really no idea of the population. But it was 35,000 residents in - during the years I was growing up, I remember reading about it. The boundaries have changed somewhat but I would say 30% of that population was black. So, there was black music there, it was a southeastern state, however, it was Rhythm and Blues in the Black ethnic sense I was exposed to coming up. The only famous people that I knew of personally

that came there to perform in the known clubs, town halls, golf courses, and being a young dude, a young boy 15, 16, when I was really conscious of the music for the first time. I was seeing people in person by way of looking in a door, a crowd, getting out of a limo, going to the stage where people like the Mills Brothers, the Ink Spots...

ARE THEY FROM THERE?

No, they would come there - see, New York was just seven hours away on the train. New York City was very close, see more an Eastern State as opposed to a Southern state. Of course, my father and some of his friends, I never went but one time, go on a weekend trip. It was no big deal to go to New York, it was that close. Seven hours.

I'M A BROOKLYN BOY.

Yeah, you could get to New York in no time at all. Just a matter of hours. So, it was an interesting exposure to music. Even now I find myself, and always have, enjoying Country and Western. Some of my co-workers at Chrysler products ....some Country & Western artist is currently famous today...and some of the rest of them (?) But this is because I was fond of it way back then and I still am. Exposed to it...and now my music taste has taken more of a jazz....I'm a jazz enthusiast to say the least. I have an enormous connection with jazz music, for lots of types of music and to some extent rock music, not heavy metal rock or the real heavy rock, the Rolling Stones, Some of the more classic heavy rock. '60's rock. And I have some Fleetwood Mac and some Foreigner. A whole lot of Santana - but see, my musical tastes changed in the house, in the home, with my son having a taste of his own and my daughter, a taste of her own. And they brought their music home and I was exposed to a variety where I normally wouldn't have gotten

involved. And my wife was the one that introduced me to jazz because she's the one that loves listening to jazz music.

SHE'S A DETROITER?

She's a Detrouiter. So she and he brother have been jazz buffs from way back and through them I have learned the jazz process. And so we just have a wide variety of music. I had a friend one time looking through my record collection looking for something to play and he said - "just what is your favorite?" "You've got everything."

YOU LIKE THE CLASSICAL JAZZ OR SOME OF THE NEW STUFF?

Some of the fusion stuff I like. It's interesting. I find it's best not to have a favorite anything. Not a favorite where it goes to one item - product. Because it cuts you off from other avenues. ..if you lean towards just one particular medium. Whether it's art, music, or whatever. People for that matter. Well, if you say, I don't like that kind of a person.... I've seen a cartoon to illustrate it - my thinking. It was just a cartoon, no words written. There's a man walking into the room and on the side of the room it had "One Way" written and it said "No Left Turn" "No Right Turn" "No U Turn". So, you picture yourself in a position like that in life. You can't look to your left and you can't look to your right, you can't think to your left and you can't think to your right. See, I took all kinds of meaning into this because I felt this is what the artist was trying to say. Not literally a "road". He was trying to say - don't get caught in the one way direction in anything. And if you do so, you'll never know what's to your left or your right, or up pr down. And if you figure you can't make a U-Turn and go back, you're in bad shape. You know, I take a good bit of reading into the simplest little things, the cartoon.



YOU READ ALOT?

Not as much as I'd like. Reading is my number one pasttime.

WHAT DO YOU LIKE TO READ?

I like to read novels - all types of novels. Some of my favorite writers - are Hemmingway. I'll go back aways - Somerset Maughm - people like that. Mostly would be English writers because I feel they are fantastic in their storytelling. They really display their characters well beyond some of the American writers, although we have some very good American writers - Steinbeck. I like mysteries.

ANY FAVORITE? IF YOU HAD ONE BOOK, ONE RECORD YOU COULD SAVE, WHAT WOULD YOU SAVE?

That's something else, you know. Because I think it would be Ernest Hemmingway. The first book I read by him - For Whom the Bells Toll.

THAT'S ABOUT THE CIVIL WAR ISN'T IT?

Spanish, Mexican conflict with the United States. I read it a couple of times and it was the only novel I read that they made a movie out of it that to my opinion was identical to the book. The dialogue, the scenery, the climax was so well translated to the screen. I was amazed because Hollywood has a tendency to give its own theatrical climaxes and put in love affairs that were never there just to make it sell. But not in For Whom the Bells Toll. Because, you see, in For Whom the Bells Toll, was about a revolutionary fighter. But he wasn't just fighting for one particular battle, he was trying to convey, in my opinion, through the character Robert Jordan, and he did his best to convey to the people that were revolting against the government, it was a new concept at that time apparently, so, you concur that this government is corrupt, that this government is not for the people, but in revolution

what are you taking in place of it? What are you giving the people instead? I - you couldn't answer. You see, in this particular point in the book, as well as in the movie, specifically, because you go into the character's mind, that's why I like books better than the visual effects. The visual effect is entertainment. The novel is for insight. And I go into the character's mind and I see here, where he has no answer. He just wants to revolt because this is corrupt. This is no good. Well if so many things in life need to be changed...but what are we going to use to take its place? Do we have something to equal it? Or surpass it? Or even below it? And all one has to do is look in history and see where one group of revolutionaries has been no better than the group they put out of office so to speak. It's just business as usual with new names. And this is why country after country, business after business, in many cases, stays pretty much where they are. The people, specifically the people...

WHERE DID YOU GET YOUR THIRST FOR KNOWLEDGE, YOUR DESIRE TO READ? YOU HAVE BEEN RAISED IN BECKLEY, IN THE 20's & 30's DURING THE DEPRESSION, JOHN L. LEWIS....

I saw him - in person. John L. Lewis. My father had taken me to a lecture. He was trying to gain power, he was in all the coal camps speaking. He was a big, brawny guy, he spoke - he was the first...probably the first public speaking I've attended. First one of that magnitude of course. I guess the first public speaker a child is exposed to is a preacher in the pulpit, really, when you think about it, of course you really don't think of it as public speaking at the time. I find it - I was just captivated by him. And trying to understand, even as a youngster, I knew that he had something to do with

coal mining and my father was a coal miner. He was speaking of safety in the mines, of a decent wage, but mostly safety. He was very strong on - a man is not just going to work just to do a job, it's not enough. I must have some assurance of my safety while I do this. This was (the mine)... like any corporation, get their money and get their butt out. Human life is so cheap when it's someone else's life. I wonder sometimes does the world like children at all? They mass murder so many of them in starvations and things of this nature and I think its the other way around, I think sometimes the world hates kids. Because they don't take kids into consideration when they start wars, when they drop bombs, I think it's very dehumanizing. The human race - to draw these concepts - not to consider these things and Lewis was very strong about these things....

WAS YOUR FATHER A UNITED MINE WORKER?

Oh definately.

WHAT DO YOU REMEMBER FROM GOING TO THE UNION MEETINGS WITH HIM OR THE UNION HALL?

Well, not too much really, nothing that I can put a....I remember mostly the argumentation that my father and other fathers in the community would have over issues that had apparently been brought up at a meeting...the pros and cons of a particular issue. And how violent some of the arguments were - not violence in the sense of violence, but it was violence of opinions - over - I wouldn't say it was pros and cons of the Union itself, a particular process, a particular idea, a debate. And they impressed me. These differences of opinion. I think this is the first time I'd seen two people differ but they still belonged to the same thing - they both were involved. I said, how can this be, you know, how can they both be a part of something, and be so widely disagreeable about something within that framework?

YOU AREN'T INVOLVED IN THE UNION?

I saw the Union as important, ok, contractual, I see the Union as a very important entity, language with the company, with guidelines for their employees with regards to hiring and firing policies, some type of job security, or a type of job security, that relates to the employee being dismissed just on a whim...just because somebody didn't like you, or his personality just rubs edges with some foreman. Or maybe a racial thing, who knows? But the Union has been beneficial, I feel strongly, in to give some guidelines to tell the company, you can't do this. This is not permissible...I think this has been the strongest...and when a company dismisses a person, the Union investigates, I strongly feel they do, in many cases, retains this person's employment...and gets him back to work. I feel that without the Union at all we would completely be helpless. I think that the Union should change its directive like I said earlier, it goes into many categories that were necessary in the past, but the time and the framework for these, a man needs some assurance that he's going to have a job next week or is the company going to sell this plant and move out? Look at the Rouge complex . They sold the Rouge Steel complex. I have a friend who worked at the Rouge complex for as long as I've been at the truck plant, we got in at the same time, about three months apart even Rouge Steel...his job has taken a complete difference - in classification as well as in pay, because Ford decided to sell the steel to the subsidiary. This type of thing. So the Union can go into areas like this and deal with a man's future. A man works for 25 years or so for a certain company and this company.... within the last ten years of his employment decides...boom, no more...

DO YOU THINK THERE'S ANY OTHER ROAD FOR CAPITALISM TO TAKE? WE WON'T TALK TOO MUCH POLITICS. WHAT EFFECT IS IT GOING TO HAVE ON THE YOUNG PEOPLE COMING UP? YOU'RE ONE OF THE GENERATION THAT HAS MADE LIFE...YOU'VE HAD SECURITY. YOU'VE WORKED HARD, YOU'VE MADE IT YOURSELF, BOTH INTELLECTUALLY AND...I MEAN, YOUR FAMILY IS INTACT, YOUR CHILDREN ARE BOTH ALIVE AND DOING WELL. YOUR CHILDREN ARE OLD ENOUGH WHERE THEY'VE GOTTEN THROUGH...WHAT IF YOU HAD CHILDREN THAT ARE 10 YEARS OLD NOW? WHERE ARE THINGS GOING? WHAT DO YOU THINK ABOUT ALL THAT?

I just wonder sometimes what direction its taking. I feel alot of emphasis is put on the electronic age. Computer Age - its definately a big difference into our lives. And in a century it'll make perhaps a big difference then. In communications and things of this nature will be quite noticeable in our everyday lives...but what it'll do for the young...its...I think certain things won't change at all....in order for it to maintain some order, some capitalist system of order, unless this whole system turns around, which is strongly unlikely, it will probably continue pretty much as it is. I think there will be a few corporations controlling all of the wealth. WHAT'S GOING TO HAPPEN TO THE 50% OF THE KIDS NOW THAT ARE DROPPING OUT OF HIGH SCHOOL IN DETROIT? WHAT'S GOING TO HAPPEN TO THEM?

It's going to be a waste machine. It's going to be a terrific human waste. It's like - it's going to be a human waste - individuals cannot - for a lot of reasons. There's as many reasons as there are people. To find a niche in this particular "new society." That's what it will be - a new society. SOUNDS LIKE A DECAYING OLD SOCIETY RATHER THAN A NEW SOCIETY.

Well, a little of both. I think the big cities are fighting a losing battle, but I think a big city, like New York, Detroit, Chicago, I think are things

of the past. I think they were a necessity when things came along. It was like a center for everything else to branch out from. But you see, everything is branching out, not around the corner, but around the world. And that's where the whole \_\_\_\_\_ comes in - from branching out around the world. We will have a world order. Go back just a couple of weeks to the conference in Japan which President Reagan recently attended. It concerns many monetary things. Economics. And they're trying and they've been trying on and off to bring the monetary denominations in alliance around the world. Same thing the world round or vice versa. So, I find it's a step towards what I've been speaking of. A world common market. A world corporation. A world automobile industry. And Ford'll be part of that like General Motors and Toyota.

WHAT'S GOING TO HAPPEN TO THE "WASTE MACHINE"? THE HUMAN BEINGS? AND I ASK YOU PARTICULARLY, I'M NOT ASKING SO MUCH THEORETICALLY. YOU'RE SOMEONE WHO CAME UP HEARING JOHN L. LEWIS, KNOWING WHAT MARTIN LUTHER KING WAS ABOUT, KNOWING WHAT THE CIVIL RIGHTS MOVEMENT WAS ABOUT, KNOWING WHAT THE HEROES ARE IN TERMS OF HEROES. I'M ASKING YOU - HOW YOU LOOK AT THAT - WHAT WOULD YOU TELL YOUR GRANDCHILD TO DO? LOOK THE OTHER WAY? IGNORE THE WASTEMACHINE?

There's still a generation of people that's the - this waste product that's coming out of - a small percentage came out of my generation too...and they will make a certain impact on society. See, society can't change but so much for it to maintain a certain order.

EVEN IF THE ORDER IS CHAOS?

Even if the order is chaos because even in chaos there is order. Somewhere. Because we have to control the chaos...so we have politicians that - I think it was the uh, uh, the humorist, wow, Wells?

WILL ROGERS?

Will Rogers, definately...that said a politician has two ambitions - and I have to agree with him...you know, the ambitions, you know, to get elected and to get re-elected. And I think that's about where it ends.

SO, COLEMAN YOUNG, WHAT DOES COELMAN YOUNG MEAN TO THE CITY OF DETROIT?

Well, for downtown...I have mixed emotions about Coleman Young. I think alot of us do. And then again, we see certain things that happen and probably would have happened regardless of who was Mayor. So, with him happening to be the Mayor, naturally, the coach catches the blame. You see a city decaying, and regardless of who's in political office at that particular turn of events, will be blamed. Just like the coach will be blamed for the team that loses. But at the same time, if the city was winning - supposed to win, no credentials, no awards, you know, you're supposed to win because you're the Mayor, you're the coach. Um, Civil Services went downhill. They used to pick up trash twice a week, spray the trees to keep them from becoming diseased. Alot of community services are things of the past. But it has a lot to do with tax dollars. The City lost about a million residents in the past decade. So, that's a million tax dollars. I say theoretically because what percentage was actually paying taxes or whatever, or what percentage was children as opposed to working, tax-paying individuals. So, the money isn't coming into the city coffers to bring about certain city services and I think any service you have to cut out the things that...uh...that's not productive. That's not bringing in the dollars and cents. So, you - then when a politician's in office, he can only get ideas to come to life when someone in the power structure with monies sees some feasibility in that productivity. That product. So, someone with money apparently seen where

they could make millions with the Renaissance Center, otherwise it would just be an idea. If someone didn't have the idea they could make money with the Joe Loius Arena it would still be an idea. But Coleman Young, being the Mayor, he had to egotiate with the money people, the financiers, to bring about what was probably - he couldn't show them...well, let's add on more garbage trucks...that wasn't going to make no money for them. He - they would have laughed him out of his office the minute they called him in. You have to sell the products that are sellable to get the things you want.

EVEN IF THE QUALITY OF LIFE GOES DOWN, IF THE QUALITY OF LIFE AT WORK GOES DOWN, AS LONG AS IT SELLS THE PRODUCT IT'S ALL RIGHT?

And I feel that this is pretty much the way it is in a lot of things. And we also have a generation of people, young people now, that to not relate to anything I'm speaking of, World War II, the Japanese bombing Pearl Harbor, this is my problem, you know, this is my history. I mentioned something to one guy, like, Japanese getting involved X-number of years ago, they were trying to take control of the country, he said - "I wasn't even born then." So, it's like, it doesn't mean anything.

THAT'S WHAT ... I'M TRYING TO WRITE THIS...

It doesn't mean anything to him. He can't relate to that. It doesn't mean anything to him anymore than if a young kid out there was born in 1970, that would make him 15 years old now, and he would say - what are you talking about the "racial conflict?"

END SIDE THREE

SIDE FOUR

WE'LL CALL IT A DAY AND WILL SEE BECAUSE WE CAN GO ON FOR A LONG, LONG TIME. A TREMENDOUS AMOUNT....HOW HAVE THE RELATIONSHIPS IN THE PLANT CHANGED SINCE YOU'VE BEEN THERE? IN 20 YEARS? BETWEEN BLACK AND WHITE, AND WOMEN, FOREMAN AND WORKER?



The relationship between the workers has been - I'd say - good all along and there are several reasons, I feel, the relationship between the Black workers and the White workers, if we're to use a definitive of racial context, to make a point, has been good and I feel from my experiences in the plant, I've been all over the plant, sometimes downright humorous.

CAN YOU SHARE SOME?

For example, I feel that the younger generation, like I just said previously, could not relate to Japan, the bombing of Pearl Harbor, they say "I wasn't even born yet." Or as one young man said - you speak of Martin Luther King, or the struggle of the Blacks in (justice) in the South in the 60's - he says "I wasn't born till 1960. I was a baby crawling, what are you talking about?" And these instances mean nothing to him. To him its been like this all of the time. Black guys and White guys working together all of the time as far as he knows. And he's right - all of his life. So, this here, going into the same cafeteria and eating and I find through conversation, not only do they work together, they go to each other's homes and they get invitations, because personally, I've got from a white co-worker, to his wedding, and I know the guy for only a matter of a few months. They brought him into the line and I felt that I was helpful to him to learn his job, I tried to be to any new employee, it just happened to be him, and in a few months he spoke of his upcoming engagement, and he said, gee, I hope this job works out because I'm getting married in X-number of months, and I got an invitation to his reception, which I attended the reception, but I couldn't make the wedding because of my working hours. I went to the reception and found that it was really nice. Because you're working with a generation of Black and a generation of White in the Truck plant that were teenagers at the same time and young men at the same time and they could not relate to these incidents...only to what they've read, have been told by their parents,

or as someone put it, "I heard it on the 6 o'clock news." Which has to be kind of a joke...because they say, if it wasn't on the 6 o'clock news, it didn't happen. I say the 6 o'clock news because nobody in their right mind would stay up and watch the 11 o'clock news. So, this, so, I find that the people in the Truck Plant, the people that's there now, is a much older generation. They eliminated a lot of employees by going down to one shift, they have an older group of employees there, people with 20 years seniority. I think the normal seniority there is about 12 years. Minimum 10-12 years. And most commonly 20 years. So, you're dealing with a generation.... so, they have a pretty decent relationship. I even heard a comment recently - one fellow says he just got married and says he is looking for a house, he says are there any houses on your street? Making a reference if there are any houses for sale, this is a Black guy asking a White guy, and he says there's houses on the street where I live...and he says how many? He says, it's full of houses. He says, are they for sale, fool? Yeah, one or two for sale. He lives in Taylor, I think. I don't know the name of the realty, the signs got their numbers right on it, I'll write the numbers off and give them to you and you see if you want to call them.

AND THAT WAS UNHEARD OF 10-15 YEARS AGO?

It wasn't unheard of, it just wasn't common. It just wasn't spoke of in a casual manner - like ... and I had a...at the time I was looking for a place. Several of my young, white co-workers, say - houses on my street for sale - you know, my sister wants to sell her house, and it was in Dearborn Hts., I beg your pardon, Inkster, Cherry Hill Road, up in that way, going up to Inkster Road, either the street before I got to Cherry Hill, anyhow, they showed me all through the house, and it was really nothing we could use. It was rather small, at that time my two kids were still in school.

HOW DO YOU THINK WOMEN HAVE BEEN TREATED IN THE PLANT?

Oh, I think they have been treated...

BY BOTH THE COMPANY AND THE FELLOW WORKERS?

When women first came into the plant it was more of a surprise than anything else because no one could really believe that women would ever work there.

IN THE TRUCK PLANT?

They related women working in the car plant...General Motors, Chrysler, whatever, as women that had been with the car plant back many years ago and had the seniority - they were working there before, but as far as hiring new women in, they weren't doing it. The women that were employed in the factory had been there when they really people to work and they couldn't get anybody, so they hired a few women and they still had their jobs, as far as women being hired into the factory on a day to day basis...was unheard of, so, I think it was a surprise. It certainly was to me and guys would say - what could they possibly do? You know, that was question Number 2, but I think they were treated like another employee in many ways. A lot of men became romantically infatuated with the women that got employed...for whatever reasons. Good or bad, I'm in no position to say, nor would I say, if I did.

WAS THERE MUCH ABUSE OR DIVORCE BECAUSE OF WOMEN COMING INTO THE PLANT?

Abuse of the women? No, I don't think...I don't know if it was what women could term as sexual abuse...but they were certainly paying a lot of attention to them, that's for sure. And some of the women, some of the men did marry the women that they met there...but I don't know what their marital status was before that...I have no way of knowing. Supervision was, yes and no, like any other group of people, they're no different. They had their likes and

dislikes. If there was a young lady or a woman assigned to their department and they took a personal liking to the person - a physical liking, we like people for physical appearance, personality, the first time we see them, there's something about them we like. ...individual...and help them in their job. There's some people you don't like the minute you see them. You can't think of any reason and you don't care what kind of job you give them - the hardest, dirtiest, roughest job there is...and maybe the foreman isn't to blame, maybe that's the only job he had available, but then again, sometimes I got the impression that wasn't necessarily so. If a foreman took a liking to a particular lady, he would see that she got a nicer job, I think a lot of personality was involved in these things, and a lot of men that had been there a good number of years had been entitled to some of the less strenuous jobs, they gave them to the women - the new hires. The female hires. And maybe they felt that's all the women could do. Who knows?

TWO QUESTIONS AND THAT'S IT FOR THE DAY. WHAT EFFECT DO YOU THINK THE ROBOTS AND AUTOMATION COMING INTO THE PLANT WILL HAVE? THAT'S QUESTION ONE, Automation into the automobile industry will definitely make a difference in the company's employee payroll, that will help them make a product faster, in certain departments. Like, in the Truck Plant, they have them in the body shop. Automatic welders. They weld more precisely...each unit in a precise, controlled point. But they don't weld everything. It's still a lot of manpower...steel welding....so, I find the computer into the automations aspects of automobile making limited (?) I find it limited for two reasons...the enormous cost attached to the equipment, one. Maintaining the equipment, two. And what the equipment is limited to do. A computerized

welding machine can only do - welding. But if a man was welding and he could paint, he could do a variety of things a machine could never do. A machine can only do what it's designed to do. And I think this automation is a lot of bull when it comes to replacing manpower. It'll enhance productivity quality in certain areas, but overall, I cannot visually see automation of a machine putting glass in a door or windshield, or securing molding around a window, putting a doorknob on, a latch on. I don't believe it. Even if I'm completely wrong in this area, and they eliminate another 20,000 factory workers, where will they sell their product? It's the working class that buys their product. If they're waiting on the multi-millionaires to buy their Tempo, they're up a creek. It's me that buys their Tempo, the guy that works on the line that buys their Tempo. They replace me and who's going to buy their Tempo? If you just make the big luxury car, and they sell for \$50,000, \$30,000 or whatever, you're dealing with a limited clientele. This is only the richest nation to the ones who are already rich. This is not the richest nation to the guy that's on welfare. This is not the richest nation for the guy who needs food stamps next week. Or the unemployment line getting his last check. This is only the richest nation to the ones who are rich. I don't care how much the slogan implies.

LAST QUESTIONS. WHAT WOULD YOU TELL YOUR GRANDCHILD...THAT'S BEEN THE MOST IMPORTANT...WHAT ADVICE, WHAT WOULD YOU SAY TO HER ABOUT THE FUTURE AND WHAT WOULD YOU WANT HER TO REMEMBER ABOUT YOU?

Ok, I want to say to her about the future what her parents have already prepared her for the future...as much knowledge as she can attain, in the shortest space of time that she can possibly attain it. To be able to,

not necessarily make a lot of money, that's not - that's a false objective. I think the objective to attaining knowledge is for one to be able to live and know how to live with this knowledge...and ultimately in a profession you'll derive from your education. Statistics will show, whatever trust you put into statistics, but statistics will show, its like a critic's review of a movie, you pay attention to it, but don't necessarily believe his whole philosophy. People with knowledge, specifically people, there are exceptions, of course, with college educations...have a lower divorce rate, have a lower child abuse rate, they have a lower break-up of community ties and family ties. So, you just don't gain knowledge. You gain a way to live. A way how to deal with your emotions, your anger, sexual activity, your sexual life....knowledge changes it all. And just imagine someone saying...I'm afraid to swim...that go into the water...and the people that say that are the people that don't know how to swim. Once you attain the knowledge of something, the fear is gone...automatically. It's almost as if one eliminates the other. I think it was a novel I was reading - Somerset Maugham. A young lady, she told him that - don't fear - love conquers all things, and he says - only in the mind. So, you see, so many things are only in the mind. It's not a reality. We have to have knowledge to accept and to understand what is real and what is an opinion and it's a very thin line. A very fine line. So, I would like my granddaughter to achieve this. She's a very bright kind, of course all grandparents feel this way, but I feel exceptionally so, that to attain knowledge, to learn how to live with this knowledge and derive some type of momentum to cope with life because life will constantly be a challenge to her...in many avenues, you know.

END