

BETTY FOOTE

R: Where were you born?

B: Idlewild, Michigan. They all have similarities - home problems and everything. Children problems, dope problems with their kids and whatever. And you only find that out when you really working close with them and they become your friends and they really want to share some things with you. So they start talkin' about their lives outside out the plant. So, to me, when you are workin' around auto people, they're really honest inside of that plant. Now it's a different story maybe when they come outta that plant.

R: What do you mean?

B: What I'm tryin' to say is that we share. Everything is about the same thing if you havin' that type of problem. This is among blacks and whites, Jews and Arabs and anybody. They'll tell you everything about their neighborhood, what's happenin' with their kids and how they're runnin' them up a tree and everything like that. Whereas basically it seems like black people think like, god, they're kids are the only ones doin' all these things because it's reported in the paper every day, every day.

But, when you work in the auto plant, those people are really honest with you in that auto plant. But, when you get outside of that, well, 'okay we have the same problems, we make the same money, but I don't really want you comin' to live next door to me.' You know. That's really the big difference. 'But you just told me inside the plant that your daughter (unintelligible).'

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R: What kind of things are similar?

B: Everything.

R: Can you use some examples of people's. I'll tell you what, I'm not going to use the names when I transcribe it but it helps in the telling.

B: If you know, if there's anything. Since I been workin' at the Wayne Assembly, I don't know them people's names too well. They just start talkin'. I mean, we'll just, you know, it's just conversation. You pick out somethin' and just start talkin' about it. And so then it just snowballs into other things. And, those things - child problems, husbands, domestic problems, husband or wife problems, house notes and you know, all of this type of stuff. And, you know, where they don't feel comfortable in their job with job security anymore because of, okay, like in a lot of our plants they have all these different robots and machinery and stuff like that and people really don't feel comfortable with that because they think, yeah, that they're gonna get it.

And plus, there's job elimination. I mean, like they do that all the time.

R: How do they do it? What?

B: They just, they'll cut out them jobs and add on to your job.

R: Can you give me an example? The reason I'm gonna ask for examples because most people that read this stuff don't know what it's like.

B: Well, like in trim. And I don't work in trim, this is just like your friends tellin' you. That they cut out this job and

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gave it to me. So this person might go to another job for awhile, but, now when they, but basically, when they cut that job out that means probably you're gonna get laid off. Like this Friday they laid off 18 to 20 people. Now some of them get a chance to go to that Livonia plant, but those are the first ones. Everybody's laid off first and if other the plants have openings I think they can go, but then if you're the last ones to get laid off you're just gonna be out.

R: You're, you hired, you've been off for 2 years, you say.

Tell me exactly what happened that you had to go on medical leave and workmen's comp.

B: I have to go from 1976 when I first got hired.

R: Okay. If you want to start there, fine.

B: In 1976, June 15th, I was hired at the truck plant and I was a spray painter.

R: What does a spray painter do?

B: Well, you use an electro-static gun, an air gun. So the 10 hours we were workin' during the week and 8 on Saturday, what my doctor said, was too much for anybody to be workin' like that. So, I developed that carpal tunnel syndrome. But I painted 3 years, I was havin' the problem all the time, after I started painting. But, then, I didn't really know what it was until, you know, it got too unbearable and you just got to.

R: What gets unbearable? What happens? What is carpal tunnel syndrome?

B: Well, you just get all this pain all up around your neck

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and your shoulders and your hands. And they keep callin' in tendonitis and they wanna give you those cortisone shots and everything like that. Which is no, basically no cure, except they cut your arm and your wrist and release, I guess, those tendons that are all tangled up. However, if you go back to doin' that same type of repetitious work, any repetitious work that's got to do with squeezing or pulling or pushing or anything like that. It'll just develop again. Now, you can't keep on cutting. I mean, maybe they'll do it twice, my doctor won't do it but once.

So then they took me off of that job cuz I had restrictions, then you know I just floated around. And then I was laid off in between, what, '79 and '83.

R: You floated around, what does that mean?

B: On different jobs.

R: What would a week look like? Tell me what a week's work would like after you got your restriction from being a painter.

B: What do you mean?

R: What would it do. You'd go in on a Monday, what kind of job would you get?

B: You really never knew. I mean, you know, maybe three or four weeks you'd work, like I was wipin' off cars. Then I'd go out to the garage. And it was nothin' really where I could go, 'this is really my job.'

R: Did you like that?

B: Sometimes.

R: Yeah, what'd you like about it?

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B: Because it wasn't boring, you know. It just wasn't boring. And I think I did like that. It wasn't like I had to do the same thing every day, every day. Plus you learn to do some other things, make friends in other departments.

R: And what did you do, you said, goin' out to the garage?

B: Paint touch-up. That's, ahh, take a little paint, touchin' up the cars or dents or somethin' on the cars.

R: And if you were wipin' off the jobs, what would you do there?

B: Wipe off silver and dirt, stuff like that.

R: Like pre-paint preparation?

B: Right, right.

R: And, then after you did that for awhile, what happened?

B: I was laid off. Well, 1980 came. I was laid off in 1980. Then I was at Wayne Assembly for a few months, then I was laid off again. And every time we would go back, just for changeover which is, what, July to September. And that was happening from 1980 to 1983. Then in 1983 I really got permanently placed at Wayne Assembly. So then I was havin' the same problem explaining to people about this gun situation, or any air tool and stuff like that. So I finally got a job that I could really do without any problems.

R: Which was, what was that?

B: It was assembling brake lines, that was putting on four clips. I had to squeeze them a little bit but it wasn't that bad. So, what happened was I was, like if the line stopped or I went in a little earlier, I would just make me up some stock. So my

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supervisor decided, well, I have a lot of time, so, we gonna put a gun on Betty's stock because see, she can make up her own stock. He wouldn't tell 'em that I was comin' in early and makin' up my own stock for my own benefit. You know, like at the last hour I would just lay the lines on the skids and then would just fasten 'em. (UNSURE OF THIS EXACTLY)

R: Explain it. Paint a picture for me what your whole job is, You go to your work area.

B: Right. Sometimes I would come in early.

R: What does that mean; what is early? What time did you get there?

B: Earlier than my regular starting time. Maybe 15, 20 minutes earlier. And I would go back and make up me some stock so the last hour I wouldn't have to make it up. I would just place it on the skid and the fellows in the pit would fasten them, these brake lines.

And my foreman knew I was comin' in 15, 20 minutes early. For my own benefit. But he tells 'em I had all this extra time. You know, she got all that stock made, she got all this time to make this, to have this stock, so she got time to do another job. So then they put an air gun on my job and I tried to tell 'em, look, at my record, you can see, I have a restriction. Well, either you do the job or we don't have no job for you. So that's consequently ended up happening. I did the job because I liked my department, I liked the people in it until I just couldn't hold the gun anymore. So then I had to go. They sent me to Annapolis

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Hospital for evaluation and then he said, in '83 they sent. But this happened in '84. So from '83 to '84 Annapolis told them that my hands had become worse. And I kept tellin' em that, you know, my hands were hurtin' and everything. And they said, well (unintelligible)

R: There's no job for you?

B: There's no job for you. So if I hadn't had the operation they didn't have a job for me.

R: You hadn't had the operation yet? You went for the operation in '84?

B: Uh, uh. So then after I had the operation, then they didn't have a job for me cuz I still had the same restrictions I had had all the time. So they kept me off for about 2 years. Well, I was on medical. They put me on medical. Then I had to go to court to make them say that it was an industrial injury rather than this is something that just happened. Like, they say these things, you know what I mean.

R: You're saying that through all these years you had this restriction it was undetermined?

B: Yeah, undetermined for all these years that I had this restriction. And of course I went to the union officials and these like that to see what, they should, I shouldn't have to get an attorney to get this established. They know it. Since '79 already and this is '84? So I had to get an attorney and I went to court, you know, so I. I didn't get a cent.

R: What happened in court?

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B: Nothin'. I just went. I was just there.

R: You had to pay a lawyer.

B: Yes, I had to pay almost \$2000. I had to pay it. Out of my pocket. And I've never (unintelligible).

R: So what did you get out of it?

B: What did I get out of it? I didn't, I didn't bought the determination right for my record.

R: Can you sue them for \$10,000, or something?

B: Who?

R: The company.

B: Yeah, I think I can if I ever decide that, well I guess, if I didn't want to go back to work or anything like that, you know. \$2,000 and if I have a job it's hard for me to sue. But the doctors says if I want to get (unintelligible) my hands along with my condition is arthritis. You know what I mean. So they hurt. Anything I do. I can't even wring a cloth for a while at times because, you know, they're just that sore and now the job I'm doin' now, it's, they're swollen.

R: What's swollen?

B: This here, right here, it's swollen.

R: Why won't they give you another job, do you think?

B: Why wouldn't they? Because, they, okay, what they want to do is keep you out there long enough where you will drop everything just to come back in there and work. So this is a form, to me, of punishment. I mean, they could care less that you, your limbs hurt and everything. They don't care about that. They just keep

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You out there long enough that, she's got to come back. See, a lot of people go back and drop their restrictions so they'll go back in and hurt and do everything.

R: A lot of people do that?

B: Yep, they sure do. And at this particular time my hands hurt, they're gonna always hurt, so sometimes I don't know whether I wanna work anymore or not. (unintelligible). But they want to, okay, and this is another thing. I told the doctor, the plant doctor. They'll come down and say, "Oh yeah, honey, you can do that job." It's not that I can't do the job. It's what happens to my hands when I'm doin' the job. Yeah, hour after hour. If I have to pull this wire continuously and look over here and pull that one. See, they want to get, they want to get that you can or cannot do the job mixed up with your condition. You can do any job. See what I'm sayin'? It's what's happenin' to your body or your limbs or whatever part has been injured while you doin' that job.

R: You can do any job for a few hours?

B: Yeah, for a few hours. Yeah, if you say, 'Betty, I want you to latch this together for a couple of hours.' I could do it with no sweat. It's not that you can't do the job. Now don't you tell me that my hands do not ache after I do it. If I continue to do it I'm just doin' it under a lot of pain and pressure, that's it.

R: I thought that the EI program and the new management-union relations should be trying to be concerned with your health.

B: That is a far, I do mean it's a real joke. I mean, it looks

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good on paper. You know, okay, 10 years ago I would say it's like the dark ages. Because, they didn't have the EI program, they weren't talkin' about management and employee relationships and all of that. And all they are doin' about it is talkin' about it. Because they, it is not effective, they don't even want it to be, believe you me.

R: You have stereo music in the (unintelligible) just like they do at the truck plant now?

B: We don't have any music except what the employees, the radios they bring in.

R: You don't think the situation's improved since the EI program.?

B: I was going to say when you read in the paper about how unconcerned American autoworkers are and they don't care - that is a lie. It's management. You can tell them, 'look, this bolt doesn't fit in here; this screw doesn't fit in here'. 'Well, just put it in anyway.' Well, you know, they are still doin' that type of stuff. And it really, it really is embarrassing to me to even. You don't even want to tell 'em anything any more because they look at you like, 'well, so what. Just do it. We just tryin' to get these cars outta here.' And after a while then, you don't care anymore because they could care less.

R: You work on the Escort now, right?

B: Umm, hmm.

R; That's at the car plant. And at the truck plant you work on the Bronco and their 400 series.

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B: That's right.

R: Have you found any difference in the quality, in either plant?

B: Umm, well this is what I'm sayin'. From 10 years ago up until now I find management is still the same, it's not the workers.

R: The workers changed?

B: Yeah, the workers' attitudes have changed. I mean, they want to see good products put out. And they want to call management's attention to flaws or anything about the car that isn't right, that they don't feel is right that should be checked out. But management is still sayin', 'All we wanta do is get the car off the line. Don't worry about that. We wanta get it on the outside.' They don't care. The workers care.

R: Uh, uhh. How do you know the workers care more now than they used to when we were workin' side by side?

B: Because. I thought we cared then.

R: Oh, okay. But you say we care more now?

B: Yeah, I think we do more. We probably did then too, but they were always sayin' the same thing they're sayin' now. So I think the workers just said, you know, there's no point in me. Well, it's like, 'why don't you keep your mouth shut when you wanta point somethin' out about a car or how you would wanta improve it or what should be done?'

R: Can't you just stop the line if you have a problem?

B: Hell, no. And don't let nobody tell you that.

R: You can't stop the line? Huh?

B: No, you better not stop that line. That's what I'm sayin'.

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It's the same thing. If you stop the line you gonna go right out there on Michigan avenue. See that's it, that's it. All this talk, and it sounds good, and the workers would like to really be involved with their product. But believe you me when management gets through tellin' you almost to mind your business, they won't say anything. If this bolt doesn't fit, or this screw doesn't fit or this thing is lopsided, you let it pass right on to the next person.

R: Okay, let's take a little step back, okay? I'm not gonna go through question by question. I just use this as a basis to be sure I cover different areas.

You were born and raised in Ottawa, Michigan? Tell me about it.

B: Yeah, it's a famous black resort for years.

R: Where's it located?

B: Up north, about 214 miles west of Detroit.

R: 214 miles west of Detroit? Who used to go there?

B: Everybody. Count Basie. Della Reese. The Four Tops. All black entertainers.

R: Really?

B: So, consequently, even though it was a rural area, it was always like, kinda like a city to us because we got a chance to see all these people. We worked at the restaurants that they came in. We worked at the hotels, motels that they came to. Cuz they couldn't go anywhere else. But they were happy up there in those woods.

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R: What do you mean they couldn't go anywhere else?

B: I mean, like, when they came in town it wasn't like when they come to Detroit. You go to the Pontch, or to Western Market, the Book Cadillac. Up there you just took what they had. You know, you had to stay where they provided for you. So then, you just got to know all these people not only just lookin' at their faces, you got a chance to serve them and all of that and found out they were real people.

R: What do you remember? Share a few memories.

B: (Laugh) Well, we were young.

R: How old were you? How old?

B: Young. Well, we were young. Maybe in about 10th or 11th grade. But what happened was, the club owners would open up their drapes and put, okay, like, put boxes on the outside and we could stand on 'em and watch the show, if we were quiet. Now, if we made any noise or caused any disturbance, then we couldn't watch the show the next night. But we would all watch the show every time the show changed we could go watch it. You know, we couldn't get in cuz we were, of the age. But they would let us do that. That's why we could see. Every show that came up there, we knew everybody.

R: Give me an example of an evening show. Who would perform, what do you remember about it?

B: The Four Tops. They were about the youngest group I think around that time. Then we would go watch them. Now, the only thing. Then on a Sunday, they would have a Sunday matinee,

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then all the kids could go. You know? You could go then.

R: A lot of people came to these shows?

B: Oh, yeah. Umm, umm. For awhile you didn't know if it was a black resort or a white resort. It was just totally integrated. It's always been integrated. Umm, umm.

Then we got jobs workin' in the clubs. See, up there it was kinda like, I guess, family-type of living. Even though, say the police authorities knew your family, you might get away with workin' at the age of 13, you know. I don't know, I don't even know if they had a labor law then about age. I don't know, maybe they did. It was kinda like, up there, you could just kinda get away with a few more things than it would be in the city.

R: What year was this? When were you born?

B: 1937.

R: 1937?

B: All of this started happening around 1953.

R: Uh, uh. About 17 years old. And what kind of work did you actually do in these clubs? These were your first jobs, right?

B: My first job, my first job was the job of renting out bicycles, selling popcorn and, she had this bicycle rental place. So they, people would come and rent the bikes. She had these two tandems, those two bikes put together. And those were a big thing then. After that I worked at a hamburger restaurant. Then, see I was gettin' a little older. Then the next. I used to like to work two places cuz I didn't wanna go home. When you got through workin', at my house, you had to come home. So if I could two

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places, then I was able to hang out a little bit and see everybody. So, I always tried to manage to keep two jobs. Maybe I would keep my regular job and work so many hours in another place, you know. Then I, let's see, I worked at another restaurant. I liked the restaurants, being a waitress, because I liked the shifts. See we only made a \$3 a day up there, for 8 hours.

R: Three dollars a day?

B: Yeah, you made \$21 a week, no days off.

R: Really? This is 1955?

B: Yeah. Still 1955 is right. But I always liked to make tips. I always made more tips than salary. But see what happened when you worked, then we take our money home and give it to my mom, the \$21. You could do what you wanted to with the tips. I don't think my dad realized how many tips I was making. (Laugh)

R: What did you do with your tips? What did you buy?

B: Well, sometimes. During the summer, okay, the \$21 was strictly for the clothes, I knew, my dad, you know, you had to take that home. But the tips, we'd buy things like our own roller skates and, in them days we were wearin' levis. They were, I think \$6.98. We were wearin' those, the tennis shoes then with the red ball, the things with that little red dot on the back of 'em. They only had two colors, no, blue and white and red. So of course, they were like \$6.98 too so you had like three pairs of those, you know, every color. We were wearin' jeans like these other kids do, and sweatshirts. So then, during the summer I

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would use my tips to buy little things I wanted for the summer.

And, so, eventually, all of this went on pretty good, up north, until, at the clubs and everything, until. See, that was the only employment they had up there.

R: Working in the clubs?

B: Yeah. And anybody else that had family, they would have to work in places like Muskegon and Flint. In the factories.

R: What kind of work did your folks do?

B: Well, my dad was a builder. He built quite a few buildings up there. He used to work in the plant in Muskegon. We used to live in Muskegon, I guess, when we were younger. And he hunted all the time and so he decided back to Ottawa.

R: You were born in Ottawa?

B: See, my dad was born in Ohio and my mom.

R: Both in Ohio?

B: Uh, uh. And my dad used to go up north hunting and he decided to move his family up north. By then he had everybody but me. So they were all born in Fort Wayne, Indiana. And I was born up north. My older brothers and sisters were born in Fort Wayne.

R: Where in Ohio?

B: It was little farming town called Palding (sp?) Ohio. His people were farmers.

R: And your mom's people?

B: I don't know much about her people because she passed when I was about 2.

R: Oh, really.

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R: So your dad raised you?

B: Right.

R: Did he ever get a chance to remarry?

B: Yeah, he remarried. He married a really a nice lady. I think she wasn't too many years older than my oldest brother. So he kinda raised her along with us. Really. I mean she's sweet, she's swell. We still, of course we see her up north. She still lives up there and everything.

R: So you were up north. You went to school up north?

B: Yeah, we went to Yeats Elementary. Yeats was in Idlewild. So when we got ready to go to high school we had to go to Baldwin. Which Baldwin is the county seat for Lake County. Everything, the jail, the courthouses, and all that good stuff is in Baldwin.

R: And how far was Baldwin from ah.

B: I think it's 3 miles.

R: Three miles? So how did you go to school exactly?

B: Bus. Bus picked you up.

R: Was it an all-black school then?

B: No.

R: Integrated school?

B: Uh, uh.

R: So you were in high school in 1952?

B: 1951-1955.

R: Got out of high school, still working up there? How'd you end up down here? What happened between...?

B: I got our of high school, what happened? I went to Chicago. I

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might have come to Detroit for awhile. But I think I, I ended up in Chicago.

R: It's close to Chicago, Ottawa?

B: No, not really.

R: No?

B: I think I came down here and stayed awhile and then I went to Chicago in '58 and stayed there until 1961. Then I ended up in Detroit.

R: What did you do in Chicago for in '58?

B: Oh, I was a cashier at a clothing store.

R: Did you enjoy it?

B: Oooh, did I.

R: You've always enjoyed your jobs, I hear that, I hear that.

B: Always. Yeah. I get along real well with people and I think, well, the first beginning, I'm from what I think a loving, jolly family. I mean, we all smile a lot, we all, kids, you know, and all this type of stuff. So, it's just a carryover so I don't have any problems dealing with people. You know, I don't have hang ups and all that stuff. You wanna smile and laugh and talk, that's fine. Maybe some people don't like that about me, but I don't care, I like it, you know. Consequently, I don't, I can adjust to any, I feel like anybody and anything.

When I came to Detroit in '61, I married one of business fellows from up north that I used to work for.

R: How come you didn't stay up there? You moved down here?

B: Well, he had two businesses, he had. See, he was a businessman

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down here in the beginning and he went up north and fell in love with it up there. So he developed a strip called Williams Island. And there was really nothing going on with it until he went up there and developed it. He was the one that had the nightclub and the hamburger place and the restaurant and the cottages and everything.

R: Oh, so he made it the resort town?

B: He made it the resort town. He had the horseback riding. Then, after awhile, I think when he started with the club, first he had a bar, built a bar, and after that he built the club, I think he became so involved with the club then he started renting out concessions, like the hamburger place and, he had like a arcade and then he started renting to different people these places and let them go on. And he just stuck with the club.

R: And he just took the rent, very nice. Then you moved down here?

B: He was already down here. But when I moved from Chicago I moved to Detroit. And then he passed, let's see, we married in 1962, December, but he passed in 1963, April or May, I think. So then it kinda, I was kinda young still, 26.

R: No kid yet.

B: Uh, uh.

R: Did you then have responsibility for all this?

B: All this.

R: You got this from an unfortunate situation? But a short thing, after 20 years it's a funny kind of thing, it's a shocker.

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B: Yeah. I made a couple bad investments and lost a lot of money. At that time it had gotten pretty rough in that area, (unintelligible) and John R and Brush. He had two hotels down there, transient hotels.

So anyway I went through all of that, and I ended up remarrying, which was a tragedy.

R: Why do you say it was a tragedy?

B: Because my second husband really was a talented fellow, but he couldn't separate his talents from that liquor, from that bottle. And that bottle really just took him down. I couldn't, I was no competition for the bottle. You know, a lady maybe I coulda dealt with, a bottle I couldn't deal with, so (unintelligible)

After that, that was in 196-, Gail was born in 1971. I was livin' up north then. Yeah, I was working, I moved back up north in '68. So I moved back up north, and I worked at a couple places, county building and all of that. But the pay was, so, oohh, up there, you know, it didn't improve too much. I mean, it was more than \$3 a day, but it wasn't much. 1971 already.

R: Your kid was born up north?

B: One of 'em. Other born down here. I was working for the schools system as a librarian and a secretary for the elementary school. I was bringing home \$126 every two weeks. And so after, of course being born and raised up there you knew everybody. But I couldn't seem to get motivated, you know I thought maybe my mind was getting a little stagnant. I wanted to get back into business world and this type of stuff. I just couldn't seem to

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get nothing going for me up there. So I was explaining to my girl friend, you know Jake? Well, she was back down here already and I says, look, I wanna come back to Detroit. And she says, yeah, come back. They're doin' a lot of hirin' and everything like this. So I got my girls and myself and another fellow from (unintelligible) packed up and we came back down to Detroit. Of course, this is where I knew a lot of people anyway and I still was in contact with all my friends from 20 years ago when I got back down here. This one guy was close and he helped me get a job at a plant where he did some welding work and stuff like that. Then I knew Bill Humphrey already from up north, hunting. So my brother, he asked if I know Bill Humphrey. I says yeah, and he says, well they're hiring out here so why don't you, at the truck plant, so why don't you ask if he can get you a job. So I did and he did.

R: Now let's stop and let me ask you a couple questions, fill in some, paint the picture a little more. When you were a kid comin' up, what did you think you were gonna do? You got married, when you were working in the clubs, 16, 17, what were your dreams about what life could be? You didn't have any idea?

B: I didn't really. Well, you knew you were gonna leave that little town and go away. (R: You did?) Yeah. But I tell you, dreams were really gonna be big because every person that came up there, black person, was a big deal. I mean, it was like lawyers, doctors, the political people and everything like that. And you really, you were always serving, you were serving everybody, but

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you were so close to all these people that you read about in the papers and things like that. So you know, your lives, I don't know, I'm gonna do something. And then, with these type of people, they would say, well, you know, you gonna come to Chicago or Detroit give me a call, maybe I can help you. And really, just that name Idlewild really opened up a lot of doors. When I went to Chicago to get a job, this lady knew a friend my parents that went to school up there and she worked for Illinois State Employment. She said, Idlewild, Michigan? I said, yeah. She says, you know (unintelligible) I said yes, you know ... that lady gave me a job right then, that she sent me on like the next day she told me where to go. So, like, everybody just knew about Idlewild, Michigan and it really just opened up a lot of doors. And when these people were giving you addresses to call 'em, people in high places, it wasn't like when you got down here they didn't know you at all, whoever they were. It was like, yeah, little girl, you used to wait on me when I was up north.

So, it really wasn't like it was a great big struggle for anybody that came from up there to catch on to something when they got to the city. Cuz any city that you would've gone to after you left from up there, you would have run into somebody that had been to Idlewil.

R: Any city in the midwest?

B: Yeah, right. Any of 'em. Cleveland. I mean, it just didn't make no difference, if they gave you an address or telephone number to call them, California, if you was out there. They would

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say, yeah.

R: Is it the same way now? That kind of care, that kind of, this is the cream of the crop of the black community that have made it, that went up north.

B: I don't think it's going to be like that with this generation, they never care less. Everybody's just lookin' out for themselves. Where before, everybody that had made it was lookin' out for the other person, I thought. You know, if they could do anything for you, they really would. But somebody my age would try to help another person but I think in the, what the 20th, the 21st century? I don't think that would happen. Because there's no trust anymore and then, because people enter so many different phases of life like, back in my day, we didn't even know what dope was, we just heard about it.

R: There wasn't a lot of dope up there?

B: No. We didn't know about it. You see what I'm sayin'? If they did it, it was a private thing. You know, it wasn't acceptable and you were gonna be looked down upon if anybody knows you were using it. Because we could look bad. You know. My dad was a great reader, he would go get the Chicago Tribune all the time. And when they had those dope wars and we would all have to stay up and listen to him read this article. And where they had this gang war and dope and all and these people got shot and all that.

R: Tell me about that, I don't know anything about that.

B: About what? In the '50's...(NOT TRANSCRIBED; NOT RELEVANT??)

Not anybody wanted to know anything that they did that didn't

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coincide with our family structure cuz they wanted to have you as their friend. IF a girl, if your girlfriend got pregnant, you couldn't run around with her anymore. You could forget that. You know what I mean.

R: Did that happen to any of your friends?

B: No, uh, uh. ...If they became pregnant, they would be gettin' married...they were gettin' pregnant back in them days but they were gettin' married.

R: Tell me about your dad. You say your dad liked to read, you'd get the paper for him?

B: Uh, uh. And fish, he was a real sportsman. I think that's where we all got our openness from. See he was raised in a mixed environment, bein' a farmer. Cuz they were all, his parents' land connected to this one. And I think this town was like a lot of white farmers and maybe was a couple of black ones. So he never, I don't think he's ever experienced any racial problems. So we never had that to go through with. YOU see what I'm sayin'. Like maybe if he was from a different state, like maybe a southern State, maybe he woulda said something about prejudice that he had run into. But he never, we just never heard about all that.

R: He just had a small farm>

B: Yeah, his parents. I think his parents had the farm and he helped them. Then his parents moved to Coleman Michigan and they did some farming there. Then he moved on, when he moved up North to Idlewild, his parents moved to Coleman. But see, we didn't

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know any of our grandparents.

R: You were saying you'd get the Chicago Tribune. Where would you pick it up?

B: At the grocery store. At the general store.

R: What did Idlewild look like when you were a kid?

B: Well, it was a post office and a couple gas stations and a couple stores.

R: Indoor plumbing or outdoor plumbing?

B: Some indoor, some outdoor. And you could walk, well you had to walk just about every place you went. You walked over to the store. My dad had a car but it wasn't, like he said get a paper you just walked across the tracks and went over to the store and get the paper. But it was nice to walk. Take about 15 minutes to get to the store. Then, that was a form of recreation. You got out and see a few people so you really didn't mind doin' it. Course, we didn't mind doin' it for our dad because we were glad, he kept us together cuz he didn't have to, you know. He might have had a little problem keeping us cuz they thought he couldn't, but my dad didn't have no problem cuz he could cook and was and iron and everything.

R: How many in your family?

B: Six of us, six of the original kids. Then he had one by my stepmom and she had two when she came with us. So really it was nine in the house.

R: Did you have dinner together, nine of you? How did you all fit around the table?

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B: Well, my dad built a table, big table, and the benches and he built our bunk beds and two girls slept at the top and two at the bottom. And, the boys, well see, then the boys. My three brothers were in the service - one was in the Army, one was in the Air Force and one was in the Navy. So, we didn't really know them too much when we were comin' up cuz they were gone when we were kinda small. My oldest brother's been in the Navy for about 20 years. So, when he got out I was comin' out of high school and we didn't really know him that well. We knew we had a brother but we didn't know 'em.

R: Sure. Did your oldest, how much older than you?

B:(unintelligible) just had a birthday so he's 11 years older than me. And my other brother's 10 years older than me.

R: And tell me what they're doin' now. Paint a little picture of your family for me.

B: Well, 2 or 3 of 'em are dead. Two of my brothers are dead.

R: Natural causes?

B: Umm, umm. My one brother had a heart attack, my oldest brother. My brother that's right before me, he had a stroke. And, John worked at the Romeo Tractor Plant. My other brother, well he's a reformed alcoholic. He was a brain. He used to be secretary for (Unintelligible) at Wayne State and he used to work for audio-visual for the Board of Education. He was, did a lot of that kind of work, secretarial kind of work like that. Then he got caught up in alcohol and he got sick. So he hasn't drunk in about, now about 5 years. We keep crossin' our fingers. So he's doin' pretty

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good about himself, you know. At least he's not drinkin' but he's gotta build up a little more confidence. You know, in himself. And my sister lives up north. In another little town called Willard Park, which is a black resort too.

R: Your dad's still alive?

B: No, he died in '71.

R: That's also when you moved back up there for a little while?

B: Yeah.

R: What was Christmas like when you were 10 years old?

B: We had to go out in the woods and cut down our own tree. Well, we didn't have no light bulbs, we couldn't afford nothing like that. But we would make some flour paste, bring some construction paper home from school and make them little ring things and put 'em all over the tree. So we didn't have all this stuff they had then cuz part of that time we didn't even have electricity because they only had one company up there which was Consumers Power. So, okay, they were on one side of town. Well, comin' down US10 where we lived they didn't have any electricity for that side. So eventually another electric company came in called O and A and when they came in, that's when we got our lights. I can't remember when that was. But before then we had those kerosene lamps and the lampshade cost a nickel. And, god, you had to guard it with your life. You had to wash it because if the wick clogs up. But you better not break it for a nickel. A nickel was hard to come by. And so you had to get everything done befor dark, you know.

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R: So what'd you do at nighttime? You didn't watch TV?

B: No, we didn't have no TV. We had, the one thing we had to do was our schoolwork before dark because the lamp light, my dad knew it wasn't really sufficient, so we had, my dad didn't want our eyes to be ruined so we had to get as much daylight as we can for our reading and all our homework.

At night, we had to sit in front of this TV and listen to the lessons, not TV, radio. With almost 6 kids and sit down in front of this radio and listen and be quiet. And we were quiet because we had to be quiet to concentrate on what these people were saying on account of the story was gonna go. And that was just the way it was.

And, like I say, the school bus come right up to your door and pick you up.

R: What classes, subjects did you like the most?

B: Well, all of 'em cuz back in those days the classes were so small, you did not want to be no dummy. I mean, it's not like it is now you know. I don't know whether the kids don't care or not or there's too much noise and they can't concentrate. But you didn't wanna be no, you can't say special ed because it was never such a thing. I never heard of that word til my kids were in school. Everybody now, I mean, you were gonna learn. So everybody wanted to be top dog so you just studied.

R: And you liked that? I know you like to read now.

B: Oh, yeah. You didn't only study. Okay, you did your studying and then when you had your play time. Like, we had this one ~~one~~

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teacher, she would love to produce plays. And she'd send off and get plays, and have our practice periods.

R: What plays did you do?

B: Christmas plays, our school plays, and we had an Easter play. There always seemed there was some kind of play. And she was really good at doin' that and you always wanted to keep up your work because in them days, hey, if you didn't do your work, you weren't gonna do anything, you know, participate in anything that was relaxing. And then there was this like, we had our class reunion in 1985, we were out of school 30 years, right? But they had to have two classes, 55 and 56 class, they had some kind of crowd.

R: How many in your class?

B: Maybe about 25, maybe and that might be stretchin' it a little bit.

R: So 25 graduated from high school in 1955. Maybe. All right.

B: Maybe more close to 20. And a few of those had passed. Maybe out of that, maybe about 3 or 4 of the '55 people had passed.

R: Did any percentage of them go to college, that you kept in touch with?

B: Yeah, a lot of them. Most of 'em are teachers and lawyers. Just about all of 'em are some kind of professional.

R: Right now you've painted a really good picture of your life growing up and stuff. When you hired into the plant, let's talk about the plant for awhile and then we'll talk about life in general, your kids and stuff. Let's go back to the plant. You

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hired in, what was the date you hired in?

B: June 15, 1976.

R: 1976. Well, at that time there weren't too many women in the plant. What was it like? Also, you were a grownup, you weren't a kid comin' up.

B: Yeah, I was 38 years old.

R: 38 years old, comin' onto the assembly line. What was it like?

B: The thing that really frightened me when I first went in there was the language. I was lookin' for a fight any day because any hour, I said, ohh. I was holdin' my breath. I said, oohh, he called 'em a bad name, I said, god, there's gonna be a fight in here. Then, they had these ethnic names. Hillbilly, like Frank and them will call hillbilly, hillbilly. I said, ooh, now he'll turn around and call him a nigger. There's gonna be a fight because Hillbilly (name of someone?) just keep on paintin' you know. And I was, I was gettin' ready. That's how I got this carpal tunnel syndrome, I was squeezin' that gun too tight.

And when I came home, I was tellin' my brother, you not gonna believe what they were sayin' in that plant today. So I went on and told him so he started laughin', you know, he worked at Highland Park Tractor Plant and other plants. So he knew what I was talkin' about. But I had just never been in an atmosphere like that at all.

R: What was it, what would happen?

B: Nothing. They just keep on talkin' and laughin' and jokin' and I'm standing up here like, ahhh. And you know, I never knew

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anybody's name basically for that first week because they had these other type of names.

R: What did they call 'em?

B: (Unintelligible) and I said, ahh, cuz those were fighting words, what they were sayin'. So I was so nervous that first day I thought, I don't know, I don't think I'm gonna be able to hand here because somebody's gonna start fightin' in here after awhile. Then as the day went on, oh polack, and geez. And, so. Then how they'd call to the foreman. Get outta here, motherfucker, I'm gonna kick your ass. And I said, ooohh. (Laugh) Then, everybody's laughin' and jokin', the foreman's not getting mad, I say, ummmm. So I know I know how to laugh and kid and joke, but I thought that was to the extreme.

Then, there was a coupla low key people in there like Jackson, old man Jackson, and, Dick (unintelligible) he was kinda low key. So we kinda, I was talkin' to the low key people so I could feel myself around here. Then I found out they liked to kid on break. Well, I like that too, you know. So, a couple girls came in there and they couldn't make it because they didn't know how to kid a joke and everything.

R: What do you mean? How would they kid and joke with you?

B: With me? Ahh, they would just say things like, 'oh, you're in nice shape for bein' an old lady,' things like that. Or they might say, we're gonna take a leak. It took me a whole week to get on to knowin' that they really weren't gonna take no piss in front of me. They just kind of feelin' me out and joking with me

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and everything. I mean, I'm 38, they weren't sayin' anything that I didn't know about but I just never would have, just so much of that and all. So. Anyways, then you learn to say some of those little dirty words. It goes on and everything. But they were really good to me. You know, like, I felt you know, I don't think I'm gonna be able to work in here cuz my hands hurt and would become so tired. And Jack would say, 'Now, Betty, you know, you're only, your hands are gonna ache for a little while but you'll get over it.' You know, and then they would say, 'Betty, take a cigarette break and we'll cover for you because, you know, we want you in here with us.'

They were really good people.

R: This the foreman?

B: Umm, umm.

R: Black and white, young and old, didn't matter?

B: Didn't matter. Right. And they would all, and they would give me a lot of encouragement. 'Betty, you're doin' all right.' And if the foreman comin' in say, well (unintelligible) and all of that. So they really, they really treated me really good and I loved 'em. The paint department. So that's just the way it was.

And then, that's when you start developin' friendships and, ahh, and people start tellin' you about their families and things like that.

R: Were you amazed at some of the stories that people would tell you? Do you remember any stories that people would tell you?

B: No, because, I know just from livin' that, we're just all

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people. It doesn't have anything to do with color or, a lot of it is background. But it's just that you have similar or the same types of problems, you know. Divorces, brothers and having babies and the sons gettin' the chicks pregnant and they livin' together. You, everybody had all of that.

R: Besides the language that first week and the way people joked, what other things were sort of like shockeroos, or entering into the auto plant? Do you remember any other things that surprised you?

B: Yeah, that you're just, that nobody really cared about you bein' ill or not feelin' well that day or, you know, like, you were just there and they cared more about this truck than they did the person. I thought that was heartless, I thought, 'where are these people comin' from?' you know. You know, that you leave work and you find out that it's really. Where you wouldn't believe that in the beginning, but it's still the same way.

And it's like, the doctor would know that, to them, they think that they should have those type of doctors. I don't think.

R: What kind of doctors do you mean?

B: Company doctors. Because of they have really ruined a lot of people's health.

R: How do they do that? I thought they're there to keep you healthy so you can work.

B: Are you kidding? They tell you you can do the job and because, let's see, I don't know whether people are absolutely afraid but I guess maybe because... (end of tape 1, side 1, break in talk)

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B: And then I became aware of the union and its functions.

R: Tell me about that. How did you become aware of the union?

B: Well, the places I had worked around before, of course, didn't have no union. That was not even involved. And you found out the functions, I guess, what they're supposed to be doin'. For me the things was just to stay out of trouble. Because sometimes you know you just hear it from different employees what happened to them and you wasn't sure you really wanted to be represented by that. You know, if you were in, I always thought if you were in the clique, their friends and attended all the parties, you didn't have any problems. But if you were kinda, just on the outside, and just needed, maybe you were havin' a problem and called on them. They wouldn't take much interest in your problem as they would one of their friends.

R: Did you used to have some problems that required union support?

B: Well, not personally, not personal problems. But it would be like things like over-sways, (unintelligible)booths, things like that. But, when I was there we don't see our committeeman or something like that to tell him our problems. He never come in there. I got into a little trouble then, too. To me it wasn't bad to express it, but to them it was like, 'well, you got to keep your mouth shut.'

R: Who told you this? The union tell you this?

B: Well we called a couple of them, we called a couple of meetings. And I would get up and I would say, 'well, this

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particularly committeeman never comes in the booth and we never see him and consequently everybody's gettin' in trouble because we don't have anybody to explain what's goin' on in the booth, and everything like this.'

And he'd say, 'yeah, I do come into the booth.' And I say, 'well, I never see you.' So they kind of, dislike me. They yet do. I mean, I don't know why.

R: So you were on the outs?

B: Yeah, I was on the outs because I didn't know what they call, 'keep your mouth shut'. But why do I have to shut up? So then I don't, if you don't get into trouble anyway, I feel like that, you can wash your opinion up. People that get in a lot of trouble and always need a lot of representation, they're afraid to speak out.

R: Against the union?

B: Against the union. But, I wasn't because, if I was having a problem I feel I can take care of it myself, deal with my supervisor.

R: What kind of problems did you have that you used to try and settle with the supervisor?

B: None. They were good, they were all good to me. I didn't have no problems, no days of, none of that kind of stuff. It just didn't get down to that.

R: Did you miss a lot of days those first few years?

B: No. They scared me to death. It's like, 'If you miss any days before your 90 days, you're through'. I was going to quit after

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that first week, really.

R: Why?

B: I was so tired. I wasn't used to leaving even my kids because up north, I would drop them off at school, go to my job and when I got off from my job, I would pick them up from school and we all went home together. You know, we were always together. Then when I got here I had to leave them. A couple times I left those kids in the house by themselves and I worried all day long til I got back home. Because, Gail could get up herself and go to school. I had this next door neighbor and I asked her to watch Gail til she go to school.

R: How old was Gail?

B: Let's see, Gail was 10 and Leeann was 4. And it was that type of stuff and I really wasn't used to that and I really wanted to quit. Because my hands were aching and my whole body was a wreck. That was the first week.

Then Donald say, that's my brother, oh you'll get used to it and things like that. But what happened was the reason I didn't quit, that next week, when I got my check I said, 'well, maybe I don't feel so bad.'

R: What did you get (unintelligible)?

B: I don't remember, but it was, I don't know but it musta been about 400 and some dollars and I said, well, maybe I don't hurt as bad as I thought I did. So, you know, every day, it got, it just didn't really get better. But the money was decent and I figured I could do some of the things that I wanted to do and so

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I just hung in there and now it's 10 years already.

R: You got 10 years seniority? What time did you get up in the morning; did you work the day shift?

B: 4 o'clock in the morning.

R: With an alarm? How do you get up in the morning at 4 o'clock?
B: I don't know. Maybe back then I did. I sleep til 7. You wake up at 4 o'clock. Did you drive to work? Did you go with someone?

B: When?

R: When you started.

B: When I started, let's see. Terrell got me a ride with Larry Kane. First Terrell was picking me up. Then he says, I think there's a fella living over here by you named Larry. So then Larry started pickin' me up and I rode with Larry all that time. After that, I moved over here, and then Kirk was picking us up. (unintelligible) and myself. But see Terrell was instrumental in getting all the ladies that needed a ride. He took care of them, yeah. He would hook them up with whoever needed a ride.

R: He wasn't a union rep then, he was just involved?

B: He was involved, right, and he was really good.

R: What would you think about while you were working, while you were painting?

B: Oh, I'd be thinkin about how to invent some different things. I still would.

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R: What do you mean?

B: You know, just, what a household would need and different things like that. Or anything. Maybe something on the truck, or about that spray gun or about how they recognize the paint hoses without puttin' the color on the pain. You know. My mind would be churnin' about how to get out of that plant. That's all.

R: What about during breaks and lunch?

B: Oh, I would mostly socialize cuz I liked the fellas. We always had a lot to talk about because I would try to keep up with sports and all of that so I could be up on it all. You know. To fit in, and that's what I did.

R: Where was, you were saying before that you had to leave Leann and Gail to fend for themselves.

B: That was the worst part of my life.

R: Tell me about that.

B: Well, once I really told the next door neighbor to really listen to see if anybody was trying to break out a window because I had to leave them there. And I just worried myself sick. And so she got Leann and Gail up and sent her to school and took Leann over to her house. But it was something I was totally against and not used to doing. So finally I just had to hire her to just like at night, in the morning. Like at night before they go to bed I would have to take them over there, give them their baths and put their pajamas on, take them over there, take their school clothes. Then I would buy the food for them for all week, the cereal, the eggs. I was really buying food for the whole family.

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My family and their family. But, what could you do? You know, I needed her. Plus pay.

R: What did you pay her?

B: 55 dollars a week. Top. Right off the top.

R: How would you have reorganized it, was there any other alternative? Did other people in the plant face the same problem?

B: Yeah. They really did. It was like, kids were getting up and left, just left at home. And neighbors, like she did for me that one day but I couldn't cut it but that one day, leaving them at home like that.

R: So then they would just sleep over there?

B: Yeah, then they would just sleep over at night. And I would pick them up every day when I come home. But every night they would have to go back over there to her house because 4 o'clock was too early to get them up to get them to go to somebody else's house to sleep. So they would go over there after dinner and everything like that. So before about 9 o'clock they would have to go over to her house. So that's kinda like breakin' up your family. And that really became the breakdown of someone's family, I thought. Because see, they don't have, well see, just like my kids now. They do not have no kinda assistance, not basically money-wise. But if a single parent has to go out, man or woman, has to go out and work, it's just no, they don't give you any help. They'll say you make too much money. My kids never could work in a fast-food place or nothing. Bring in your mother's pay stub, W-2 form. 'Oh, you don't qualify. She works in a factory,

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she makes too much money.' How can you tell me I make too much money? No, they never could, Gail never could work.

R: How did Dennis' kids get a job?

B: I don't know how they do it. But when they signed up for those work programs and they tell you, bring in your parent's W-2 forms, the only ones that get those jobs, in the city, are the ones that, either they're on aid or they're at the poverty level or their parent might have a job that doesn't pay very much. You know, and this type of thing. If I would ask just an agency to send me a homemaker for my kids so I could work, so they couldn't hang in the streets and would be some kind of supervision, they do not have anything like that. Or if they do, they do not supply it or help you in that way. And they want to know how much money you make. And what does money have to do against the help that you need right now?

So, when your kids are in the streets acting a fool while you're not at home, or whatever they doin', you cannot leave your house and know your kid is sittin' right there. (Unintelligible). You know how kids are. Then, they look at you like, 'why do you need a homemaker? She's 13 years old.' That's the point. She's 13, or he's 13. So then, Leann would have company, or she would be over somebody else's house. Okay, these are where the guns and things come in and everything you wouldn't believe your kids probably are doin'. You so damn tired, you don't go in and search nobody's room.

So consequently, at this particular time I can understand

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what any single parent or even married parents that have to work and the kids have just gotten out of hand, it's because they don't have no, nobody wants to help you until everything's gotten out of hand. Until it's too late, right. Then when it's too late, they want to come up with these different programs and stuff like that, then they want to tell you, 'oh, well, you make too much money so you don't qualify to have a babysitter, or a homemaker.' And money really shouldn't enter the picture.

R: Qualify for what, where?

B: For anything. I mean, you don't qualify for.

R: You mean have somebody provide it for you?

B: Yeah, you know.

R: You mean you could have got someone to come in if you paid for it?

B: Yeah, but since I'm trying to say assist. They have all these agencies. You just cannot go out in the streets and get a babysitter. You don't know who the hell you're getting. On your own, just out of desperation. So what I'm sayin' is, you go the agency and they have, they're supposed to train these people to do child care and all of that. So, I don't mind working, but I need a little assistance, or help, with this problem over here that I'm having. Which is

R: A supervision problem?

B: Yeah.

R: So you're not talking, you're not even saying they should pay for it. But you couldn't find the service available to, you were

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willing to pay.

B: Yeah, service available. I'm paying anyway. At least if an agency send them, they might be under some kind of bond, or somebody knows about them. But when you're just out there picking a person out of the street, or from a person that says, 'well, I know that lady,' you don't know.

R: Child care's hard to get.

B: Right. So, it's not that you don't want to pay but they don't even, all the agencies that they have.

R: Not giving family support.

B: Right. It doesn't handle the problems. When we were comin' up, your neighbors could say somethin' to you because they would let your parents know what you were doin'. But now you can't even say anything to anybody's kids.

R: What kind of problems did you have with your two girls?

B: (Laugh) Gail (unintelligible portions here), not that there wasn't problems. The school system. Okay, they had all these kids working in the office and everything. And she had a friend working in the office, progress reports never would get home cuz they knew me. So, that goes in the basket. Kid wasn't even even in school. They ain't gonna tell me.

R: How did you feel when you found out?

B: I was really angry with the school.

(THIS WHOLE PORTION IS VERY MUDDLED. I CAN'T UNDERSTAND MUCH.)

R: Which high school did she go to?

B: Redford.

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R: Redford. And Leann went there too?

B: Leann goes to Cooley. Because they want to tell you, well, we're not no babysitting agency and blah, blah blah. I said, 'that's not even the point.' I said, I'm not saying that you can make Gail stay in school. I'm just saying that I have the right to know that she isn't in school. And they want to tell me, 'I'm sure you got the numbers.' I said, do you believe, do you think that I would get the notice and not do anything about it? She must be intercepting the mail. I said, people can make you act real ignorant because they want to treat you like you're ignorant.

You know, I've had these foster kids for seven years and there's been somebody in this house ever since 1979. And that mailman won't even give me my mail on the outside of the house. He has to drop it in the box, in that slot. Now, if Gail was intercepting that mail, right? She was on the inside of this house. So they want to tell me, you know, I have never seen a truant office at my house. And they act like they were a thing of the past. So then this social worker, school social worker, want to tell Gail, well in July you'll be 16 and you can kind of make up your mind whether you want to stay in school or not.

I said, what in the hell would you tell that? 'It's the law.' Do you tell your kids that they can make up their minds at 16 if they want to stay in school or not, that they can make up their minds?' I said Gail don't (unintelligible) she cannot support herself or anything like that. How could she make up her

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mind what she wants to do? She doesn't have a mind, far as I'm concerned. 'Well, I am just quoting her the state law, blah, blah, blah.' Well, I just walked right on out of there. I was really downhearted.

R: And share with us what both kids are doing now.

B: Gail went through high school. And she went to school at DBI, Detroit Business Institute in Southfield and took work processing and secretarial. Executive secretarial. She didn't finish. She's gonna go down to Wayne State and finish that, November the 3rd. My Leann, she went to (unintelligible) that private black Baptist school over on Schoolcraft last year and she kinda liked it. I was trying to get her, because of what happened to Gail, I was trying to get her into a small setting so that it would be, like in the small school, I guess you have 15-20 kids in the class and they'd know whether she was there or not. So this year she decided she'd rather go to public school. So I decided I would. Sophomore now. At Cooley.

: What do you think Leann will do when she finishes high school? What do you want for the two of them?

: Oh, really, I want them. I guess I went through a lot of changes with Gail and I couldn't do anything about it until she came into her own senses because I was about to lose mine. I'm not going to do that. If she want to get a job, fine. If she want to go to school, fine. But, it seems like, when they become young adults it's all about what they want to do, it's not about what you want them to do, until they get ready to do. That they should

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do it first. Otherwise you would lose your sanity and I'm not gonna lose my sanity. Just get a job, and become self, you know, take care of yourself as best you can. And I'm just not, I just cannot go through that any more. I just hope that she wants to do something. And she knows that she has to work, that's the bottom line. If you want to make \$3.35 an hour because that's the only job out there they're gonna have anyway, which everybody (unintelligible) their kids anyway. You couldn't even pay for a room on \$3.35 an hour.

R: What do you mean, 'people don't want to put their kids (unintelligible)?

B: I mean they're grown, they're adults. Listen, when we were comin' up, if you were an adult, you still had to be in that house. You just couldn't do what you wanted to do. So, it's like, suppose Gail gets tired of my mouth and I'm tired of hers, she's got to do what I say. She might say, well, gosh, I wish I could move. I wish she could move too. But how are you going to move on \$78 a week.

R: You can't get a job at the plants anymore.

(banter back and forth with daughter Gail, conversations about her moving out, getting a place in Highland Park - doesn't seem to be relevant here)

B: Kids that were born in the '60's and up until now have no sense of responsibility. They think their parents are going to maintain them the rest of their lives.

(loud argument between B. and Gail, Richie trying to intervene)

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R: All right, so, you work, you have all these concerns with the kids, what would you do when you came home from work, what would you do on the weekends when you're working these long hours?

B: Ohh, well, one thing I didn't do is cook. I let the kids just have their way. They want pizza, fast food, barbeque. What you do there is you really cater to your kids more than you normally would because you really feel guilty. Here you're gone 10 hours a day, when you get up, they're in the bed and when you come home you're ready to go to bed. I mean you don't have time to hear nothing about it. And so, the weekends you just try to really relax, everything. And just kinda let them have their way. Sometimes we would go downtown and have little mini-weekends. Stay at a nice hotel, like the Book-Cadillac and do some things like that. Do what they wanted to do. They loved it. They learned how to do a lot. I used to take them to Canada, all the time, Toronto, I took them to Wheels, it would just be their weekend.

R: Let's take a few other steps...let us stick in the plant a little longer, then we'll get the full family picture. First of all, you spent a lot of time staying in touch with folks from work outside of the plant. Socialize with folks, hanging out, talking, coffee break, breakfast. Is that common or is that pretty unique? You're a pretty sociable person.

B: It's because we had, all my friends, we had so much in common from years ago, I mean 20 years ago. Either they were in some type of business. Oh, folks at the plant? Yeah, Larry comes over all the time, Gilbert comes over all the time. Well we share a

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lot of problems and plant shortcomings and share information about what to do about your injuries and this type of thing. And we do ask a person that's been through it really more than you ask a union representative because they, well, me, I don't trust them, that's the bottom line.

R: You don't trust them, who?

B: The union representative, at all. And that's, union procedures and plant procedures and things like that, I just, I guess I just talk too much. I tell the truth, I'm not gonna tell no lie and this is where if you don't know to scheme and connive in things like in the auto plant in trying to get a problem solved and things like that, you're just not going to get it solved.

R: You mean you get better response from the company, from management?

B: If I have a problem, I would, I do.

R: Can you give me an example of a problem you had that got solved?

B: Umm, when I first went to the car plant, this particular foreman, I guess he didn't want no ladies or something in his department, he really didn't know anything about me, they had just sent me to his department. So he wanted to shake his fingers in my face and I told that I didn't read no sign language and he could talk to me, I could hear. So he got to doing that. And I just went to labor relations and told them what happened. So they said, we told you about that, people don't like the hands in

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their faces. I mean they just came right down there and told them. So there was no need for me to call a union rep and tell him that, because the union people don't need to know about it. I think Labor relations needs to know about what kind of management is out there not being able to conduct themselves in a proper manner.

R: So what is the purpose of the union then in 1975-1985, what's its purpose?

B: To me, I read a couple of articles by people that have decided, 'god, we don't need the union anymore'. And consequently, when they wanted that particular plant and some other things that were going on in there, and they did, this guy was saying, if they hadn't had the union, there would have some things that they would have done and nothing would have been done about it. So, I guess, by me not being up on a lot of union and political business, you know, I can't say yes and I can't say no.

R: Are you against the union or you don't think it matters or are you just glad it's there and I don't need it too much myself?

B: Yeah, I guess I'm happy however it's functioning now that they have it. But then, my sister worked at Wolverine Shoe Company up in Big Rapids. Now their pay scale isn't of course what the auto plant is, but they have all the vacations we have, they have the first day or two of deer season off, I mean there's just some things that they absolutely have off that you have to fight to get off. Because you are in the union and stuff like that. So, you know, you don't know, basically what it boils down

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to is how fair management is, maybe some small companies have good management. Maybe the auto companies wouldn't be so hard and they don't show that they really are because they'll lie today and say that they're not gonna move the plant and tomorrow the plant is closing up and shutting down. I don't know, to me it's just not a factor in some ways.

R: What would you like to see done, what do you think it should do?

B: First beginning, I think they should get out of Ford's paying them, period. The union pay me. If you're gonna pay me, how much can I talk against you? I don't care how much I want to, you know what I mean. Same way with those bastards. Hey, he's paying me, 'now I know this is what's wrong with you, Betty, but really, I just cannot see it.' You know what I mean. You have to die, cuz I'll lose my job. You have to deal with your hands. If I say well I just gotta do this, and she just cannot work and she cannot do this job, then I might not be sitting here. So I just cannot believe, you cannot ask me if I believe people working for the company and representing me, I don't know.

R: Being in the plant and around the auto industry for the last 10 years, what do you see how women are being treated? Do you have any particular experiences yourself or something one of the other women might have shared with you? Any problems or particular concerns?

B: Women feel like that they should have that law back again that they don't have to work but 40 hours, that's one thing that they

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were discussing yesterday. And another thing is they got women's lib mixed up. It seems that they think women want to be men. That's not what, that's what men think too. Well you see well you want to be equal to men, they need to explain that.

R: How should they explain it?

B: That it doesn't mean that women want to be men but it just means that we just want the equal pay, you know what I mean. But don't tell me I can lift that couch. I know damn well I cannot lift that couch. A man can lift that couch, but maybe I can lift that table.

R: So you want me to pay you the same thing?

B: Yeah, because it's just all, if we're movers, we're movers. And I just happen to be a lady mover, but don't be ridiculous. I cannot lift that couch.

R: So you don't think that's what equality means? How would you define equality?

B: No. Sure I want the pay. If you're gonna say it like that, then I don't want to work 40 hours. I got kids, I want to be with my kids. That's more like what I would say if they want to do, make it, oh, what am I trying to say? It just doesn't mean that you want to be a man. I mean, they lost the whole concept of woman and man.

R: Not that they lost it, they're trying to utilize the fact that, they're trying to turn it around. Is there a lot of harassment of women in the plant? Do you see a lot of that where the company said, you should try to lift this couch, or do the

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job that's impossible for women to do. Is this harassment?

B: I don't see it.

R: What about in terms of drinking or alcoholism in the plant, or drugs, in the parking lot?

B: They have a lot of drugs at that plant.

R: Coke and stuff?

B: Yeah, it's all there.

R: When do folks do it?

B: I don't really know. They do it all the time. They have had a couple people OD, not so much at the plant, but in their apartments where they live. But you have to really, really be a strong person not to try to take drugs to walk into that plant. Ten hours, let me tell you. You really have to be geeked up some kind of way. You have to keep your mind elevated to God, I'm going accomplish this goal so I can get out of here. You have to be on some kind of high. So if you don't choose to get on an inventive high, or a musical high, or try to keep yourself happy, you are going to resort to something. Some people are getting high on alcohol or drugs or whatever.

R: What makes it so hard to work 10 hours a day in the plant?

B: Your body is tired. And that's all you know. All you do is work and sleep. You cannot function doing anything else. The hours, 6:00 in the evening to 4:30 in the morning. It takes an hour to get to work and an hour to get home. You're going to stay up hour till your kids get off to school because you won't be able to sleep anyway. That's 8:00. Then when you finally lay

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down, then you have to get back up and leave by 4:00. That's eight hours. You can't do any running around or anything. You're like a damn zombie. You're just walking around and you could care less. If your kids ask you something, you hear them, yes, but it's always yes, you don't want no arguments, you don't want anything. Sometimes I don't even think you're aware of what's happening until you've been off, like the two years I've been off, and I found that I got along much better with my kids, we have more communication, I was able to listen to their problems, and if I was bugging them, I was able to see. But when I was working, it was more like, "OK, whatever it is you want, it is fine with me, yes, yes, yes" all the time. Then when they do it and you come to your right mind, you say, "God, did I tell you you could do that?"

Ten hours every day for years and years and years and years, and working a Saturday on and a Saturday off.

R: Why do you have to do the 10 hours? Why don't the autoworkers work eight hours?

B: Because when you talk to the union about it, they all say, "Well, this is what the company and the UAW agreed to do." But how can they agree to do something that you are doing? I'm the work who works. Maybe I don't want to work for eight hours.

R: Do most people want to work 10 hours or eight?

B: I think most ladies don't want to work ten. The men, yeah, they want to work 10. One thing is, they're so geared to that check that eight hours to them looks like a ridiculous pay. But

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the ladies, they would gladly take it. I would. Just give me eight hours and let me go.

R: Since you've been in the plant, you've seen robots come into the plant, and technology and automation. What kind of response do you have to that?

B: Job elimination, that's the bottom line.

R: Is that eliminating the bad jobs and giving you the good jobs?

B: It is eliminating bad jobs, like some welding jobs that some of the ladies and some of the fellas have to do. Maybe it takes two or three of them when this big machine come down, everything they had, that maybe six people were doing before, hey, it's done.

R: What does it look like? Can you describe what it does?

B: This welding thing. Where Therese (?) and those were taking this gun and shooting these holes and whatever, now this machine is like flat here and it comes down on the side. It goes all the way over this car, and where they have to put the chrome, it just..

R: What does it do?

B: Puts those welds on and everything like that, and all you have to do is stick that chrome on; whereas before Teresa and those were doing it with their hands, and there she goes with her carpal tunnel syndrome and they want to keep shooting her up with some chromosome (?) stuff, telling her that what she doesn't have.

R: So do you think the technology is a good thing or a bad thing?

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B: I think it's good. They're really giving people an opportunity to go to school so they can. I guess anybody that really, really want to sacrifice getting up two hours early to travel 100 miles to get a couple hours of schooling in so that they can prepare themselves to repair or run a machine. They're giving us training. But you have to work 10 hours, and if you want to go to school two days, three days a week, you have to get up and go out to the plant two hours a day.

R: So they have it before the afternoon shift and after the day shift? Is that when the classes are?

B: It's from 4 to 6, so it's after the day shift. When the day people get off, they can go to school. But the night people have to come in at 4:00 and go to school until 6, which is starting time.

R: Have you taken any classes?

B: No.

R: Why not?

B: I tried. I tried to take some brush-up classes just to get back into spelling and stuff like that, and I'm like this...`

R: Nodding your head.

B: I couldn't concentrate.

R: You have 10 years in the plant now. Do you think you're going to retire? Are you going to work another 10, 20 years? What are your plans?

B: Thirteen years. If I can make these next 13 years, I'll be 62, if I make it that long.

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R: Do you think you'll make it that long? You don't plan on quitting or anything?

B: Not really. I'll probably have to come out before then, because my hands, they really do hurt. But my thing is now that if I'm home and in the back and I have to rake or do anything that involves my hands, they hurt. So I might as well make the money and let them hurt, you see what I'm saying? Because I don't think that a suit will solve the problem. I'll just get a little bit of money that I could make in a couple of years, just go ahead and working and hurting, unless they're just absolutely became too painful where I couldn't.

R: What do you think are the big issues that face autoworkers, either in the plant or at home? What are their big concerns in 1988, in 1990? You'll be getting out in, what, 2001?

B: That sounds like a long time. Really, I'm gonna tell you, they do not want any more money. They want some health and safety concerns met.

R: Such as? I thought there was a lot of health and safety stuff now. They have health and safety meetings, and they take us a whole day Saturday to teach us about chemicals and stuff. What kind of health and safety?

B: I went to see those movies. This guy laid on six chairs and went to sleep through the whole darn movie. I liked it, because it let you know what you are working around. However -- now this is where the joke come in -- they gave, when I wiping my cars and stuff in back, they gave me these green rubber gloves. And the

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film said that these gloves are not sufficient to handle this stuff because this solution leaks through the gloves, get in your skin and your bloodstream and so consequently you're gonna have a reaction. Now suppose I had said, "Well, look, I cannot do this job because these rubber gloves are not the proper thing to use because this is what's going to happen to me." "Well, that's all we have, what you want us to do?" Now this is the answer I am going to get. "Now, let me call a union rep." "Well, Betty, just use them tonight, and maybe tomorrow they'll have some more gloves." I'm telling you, does that sound familiar?

R: So health and safety is one issue, what are some other issues? If you are going to put the demand forward for the next contract, what would you put forward? Health and safety, what else?

B: Shorter hours. A few people don't need to work 10 hours; the mass don't need to work 10 hours. You know, just have three shifts and let everybody get a little bit of money. Then you wouldn't have a lot of carpal tunnel syndromes and neck problems and back problems and all these health problems that people have. That's one thing. My doctor said ten hours is too long for anybody to work, constantly.

R: But don't you think the pay is worth it?

B: No, no, I was off two years from work because of the hours and the pain, and this is what it did for me. So, give me the eight hours and let me go home and rest my body at a normal working time. You couldn't go to work at 6:00 in the evening and get off at 4:30 in the morning. You working the rest of the evening, the

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midnight shift and all up into the morning shift. Now here's my problem. Now when I get home, the kids are out in the summertime playing. That takes care of that, and so I have to wait until they decide to go somewhere in somebody's basement and listen to some music. Now, school time, everybody's getting up getting ready for school. The buses are blowing, the cabs are picking them up, and I'm just waiting until everything quiets down again so I can go to sleep. It is not worth it.

R: How have the relationships in the plant changed in the time you've been there? Have they changed much? Is there much animosity among the employees?

B: Not really. I just think you just have a certain group of people -- utility people, relief people, people that have jobs that are not necessarily dirty, and guards -- that think they're a little bit better than you are. That's the only thing I see at the Wayne Assembly. At the truck plant, we didn't have utility people and upgrades.

(Rich corrects her on that)

B: Well, they think they're just a little bit better than the line people. But basically, I don't really see any change.

R: What about between management and the workers? Have the relationships changed much over 15 years?

B; Hell, no. I was reading in the paper that the foremen was supposed to be retrained, these people in management, and they really need to be retrained, because they are ridiculous.

R: What do you mean, ridiculous?

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B: Well, they still.. This is what they do. They'll put you on a job, a little job. They have nobody to even absolutely show you even the basics of this job. You either ask another employee "I'll be alright, I know a person that you can say that "Where is this and where is that and where is the other?" And now the job that I'm on at this particular time, it's inspecting all the electrical wires on the inside of this, under the hood, on this motor and stuff. Now the foremen, they have a sheet of paper, the ??sensor, the ?sensor, the firewall, the harness, the engine this and the engine that. Now I don't know all of these terms. I didn't know any of them. The foreman don't know. Go down and see the inspector. But the inspector's way down at the end of the line. My job is way up here. So if this business comes down unfastened, not connected, then I have to run down here and ask Frank. I say, "Frank, what is this?" I show him on the card. And he's honest and he'll tell me and I'll write it down. Sometimes the term is on the paper and sometimes I have to write it in. This is not a proper way to work on the job, to me.

R: They didn't train you, huh?

B: I trained myself. I had another girl that started off with me. The second or third day, I told my foreman, I'm going down into these loans (?) and ask the foreman to point these different pieces or mechanisms out to me so that I know what I'm doing, because if I put a mark where it doesn't belong, somebody's going to get in trouble about it, because I don't know what the hell I'm doing. I'd rather not mark it at all. If I can put it

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together or connect it myself, I'll just do it and leave it off because I don't believe I got to mark something, I don't do that. So that part of it is still the same. These people are still bad woods (?) as far as I'm concerned about how to run an operator job. They're not consistent about nothing. You would think that they would know these things. They're just simple things. Even if they never had any training. Just because they've been a foreman, they should recognize these things themselves. But they just seem to don't. But for 10 years, looks like that's the way management's been all the time to me. Then if I miss something: "Well, baby, the inspector say that you missed that." "Well, of course, I missed it. I don't even know what the hell I'm looking for." I'm just doing it now by trial and error. And eventually...now I really know basically everything about the car, except I don't know all the terms. I know what to look for as far as electrical and stuff there that's connected, but to say what it is, I don't know.

R: What do you think the auto plant is going to look like in 13 years? How will it be different?

B: They'll probably have a lot of robots walking around, I would imagine. I don't think they'll be making as many cars as they are now. Then we could probably go in there and run the factory in about 13 years.

R; Who could?

B: Henry.

B: Because who's gonna buy them? No one's gonna buy them. This

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is what people are going to be working. Let's face it, Gail will never be able to buy a brand new car, unless she has some help from me. And I need a car myself. What I'm saying is, the people that are eligible for retirement, a whole lot of years in, at this particular time they basically got easy jobs. So they don't want to come out. They still, they like that dollar, and they don't have to come out. They have the right-to-work law and everything like that, so anybody else, if even some of those people...like Burroughs, I got a couple girlfriends that work at Burroughs in the secretary's office. Hey, these girls are upset, they don't even know what will happen to their jobs.

R: What happens if they got laid off?

B: Hell, Burroughs is laying off 9600 people.

R: And some of these are your friends?

B: (More on her friend that works at Burroughs.)

R: Have the jobs got harder or easier on the line over the years?

B: They didn't get no harder. They just got more work. And they're taking faster work. If they're gonna eliminate 18 jobs out of Trim, that means 18 people are gonna do this next person's job that got laid off. You talking about running.

R: You run at work?

B: Not me.

R: You refuse to?

B: I'm too old to start that work.

R: A few other short questions. The truck plant went down to one shift in 79, 80, 81, right? And there's still only one shift at

the truck plant, you're at the car plant. What do you think caused the auto crisis? Why is the auto industry still on the decline even though they're selling some cars? And what do you think about the Japanese imports?

B: I don't think people are just going to run out there and stick their neck out now to buy a whole lot of American cars. They really don't need them. Because before, a lot of people got caught up in a lot of debt. And now, I don't think cars and I guess what you would consider luxury items-- you know, a car is a car that takes you anywhere you wanna go, it belongs to somebody -- I don't think that means as much to people as it did before. They're not as sure about their jobs as they were once before, even the ones that have a lot of seniority. I mean, they just wanna kind of cool out, because they feel like that 18 or 19 or 15 years don't mean nothing no more.

(Conversation about her brother and the Romeo plant)

R: What do you think caused the auto crisis?

B: Let me tell you right now, those Escorts we're working on now, they are total chaos and I would not buy one of them.

(End of tape; break)

B: You were asking why I thought American-made cars had declined. This year, they are having so many problems with the motor mount and the engine and they just keep putting these cars together instead of really solving the problem and stop making them. And they're shipping the cars to some dealer and saying well, you take them and we'll finish them and put on whatever parts you

have to have on. As many autoworkers that work in the plants across the country, if everybody felt like, god, I'm going to take care of my friends and I'm not going to buy any of those imports this year anyway. You see what's going on through no fault of the workers. I don't see why they keep saying American workers are shiftless, cause they are lying. If I'm say it, and this one over here in this plant say it, then after awhile, who wants to be a darn American-made car and you looking at it with your own eyes and they don't care, all they want it is out of that door.

R: So nothing's changed.

B: Heck, no. My girlfriend bought a Cutlass Supreme that had a Nova motor in it, a diesel engine. A lot of people have had problems with those cars. Her car is brand-new, she barely has 50,000 miles on it, but her motor is shot. So shes' not going to buy another American-made car. Her nephew had the same problem, and he's not going to buy one now.

(Talk not transcribed about this person's car problems.)

R: What are some concerns you have about life in the city. What do you think some of the political questions are and what do you think about Lucas running for governor?

B: Well, I don;t have much comment about Lucas because I don't know his background from before. He was what, Wayne County sheriff or something? I don't know what his function was.

Now about this crime in the city, now I think Mayor Young basiucally is a little too negative. Like, the other day I was

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really surprised that he didn't come to the DPOA meeting that they wanted him to come to. The DPOA wanted him to come to this meeting and talk about crime, and he wanted to say, well there's no more crime in the city than before, but that's not the answer, the people are not wanting that answer. I didn't like that answer, I was surprised that the mayor was even saying that.

I like Detroit, but these young kids out here, there's no reason. I have had it with these young kids anyway doing all this type of shit. So I don't even know how they would even attempt to solve that problem. One thing about it is that they want to tell these kids about all the rights that they have at 16 years old. They almost tell them you can kick your parents' behind if you want to. And that is basically their problem, they have given them too much authority to govern themselves, when they can't do it. How can you say, OK, say Leann is pregnant at 13 and so she might tell me, well, mom, I want to keep my baby. I would say, "You can't even support a baby. How you gonna keep it? And I have to work to support you|?" You talking about a right to life. I'm for abortion. I mean, when she gets tired of taking care of this baby and all of her friends are going out in the street, then her baby's gonna catch some hell. That's where that child abuse and stuff comes in. They hate them kids: "Look what you've done to me," they're going to tell their kids, "I can't do nothing. I gotta take care of you." So they start slapping them around and everything. I think they just give them too much authority and they're not ready for that at all. They

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just give the kids too much authority, and take the authority out of the parents' hands.

R: Who's they.

B: I guess the government. They tell you, you can't hit them, that's child abuse. You can't do anything. Well, let them see what they're going to do, let them make their own decisions. Hey, we didn't make our own decisions. You're not equipped to make them.

R: What did you think of No Crime Day?

B: I think there's some other things that could have been done besides that.

R: What sorts of things?

B: I heard somebody say that the dopers said, OK, Isiah, we're going to give you this one day, just out of respect. One day!

R: I think all it did was show that folks care, that everybody in Detroit's not a doper.

B: Right, and they get that all mixed up too. I don't understand that. They take the ones that are bad and make it seem like all Detroit are dopers and they don't care and they're not concerned. One thing that I did find out was this: The reason they didn't want to have no better control than they did. When they went over there and busted up Bolivia, the dope factories in the fields and things like that, now they turn around and told the United States, now you got to send us 100 billion dollars, because now we don't have no income. So this is why they let it flourish. They don't want to pay this other country. You gotta

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make a living so you can ruin our people over here, and then we don't have to pay you. I didn't know that until I read that article about how the states had to pay them because we had destroyed their income and their earning potential, while this country...if a war did break out, these old addicts wouldn't do anybody anything anyway.

R: What do you think of Ronald Reagan?

B: I don't know. He has had so many crooked people in his office, everybody stealing and taking bribes. So you wonder where did all these crooks come from? So, then, consequently, hey, sometimes you can understand how some people feel. They want to get on this little welfare fraud that's going on. And you almost have to do it if that's what you're going to live on, you gotta fraud to get more money. But these people are frauding for billions and millions of money. So everybody's doing it.

R: What do you think about our involvement in Central America and South Africa?

B: I wanted to know why he didn't want to help them and he helped the Nicaraguans.

R: He's not helping them, he's trying to overthrow the Nicaraguan government.

B: Is he? I thought he was giving them some money...

R: Explains what the contras are, and who Reagan is supporting in Nicaragua and South Africa.

B: I thought a lot of companies in America were pulling out of South Africa...My brother said, what they're going to do is ship

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it over to England and then ship it back over here, so they can sell it cheaper.

R: Why do you think some of the autoworkers voted for Ronald Reagan?

B: I really have no idea. I don't really know what they thought he was going to do. What kind of dreams did they think he was going to fulfill? I just never got onto that.

R: What do you want to do when you retire?

B: Oh, I don't know, maybe go up north. I really want to go to school to study gerontology, because I wanna be involved with the elderly. I want to be involved with the ones that are on jobs and things and working because those people need a lot of different types of support because you don't know whether some are working because they have to or they don't have anything to do. They need to be able to know that there's some other resources available. Come on out of them plants, they don't need to be working and working, you know, because they don't have anything to do. There's plenty to do.

R: Two final questions. What has been the best part of working in the auto industry for you?

B: I love those people, they are just so colorful.

R: What makes them so colorful?

B: Well, they remind me on Richard Pryor and Eddie Murphy type people. They're really comical, and to me they can be uplifting, and then you might hear another side, about some other not-so-nice things happened to them in the plant or in their home life.

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and then you get an all-around picture of, things are not just happening in this neighborhood or in this area to these type of people or those type of people. You really learn a lot.

R: What's the hardest part about working there?

A: The hours. That's all. Because I've always gotten along with all the supervisors since I had to kind of get them straightened out in the beginning, since they find out that you're alright. It's basically just the hours and being away from my family for too long a time.

INTERVIEW ENDS AND THEN TAPE BEGINS AGAIN WITH THIS:)

R: They didn't have any supervisors, and just let the employees run their department, because believe it or not, they have a lot of respect for each other, and if they know that you are the dependent, the company is dependent on you to get this product out, it's going to get out, but you're not going to have the harassment from a dumb supervisor that if a person don't know their job, they act dumb and make some unnecessary remarks and files that they shouldn't, only because they don't know your job and they're trying to make you think that they know the job. But an employee that works on a particular machine every day, they know what they're doing. They don't need you to tell them, because you don't know anyway. They know that if they need a particular part, that's what they need. If they don't have it, they would be more honest in stopping the line or in saying, well, we have to get the right part. Whereas the supervisor, "Oh, I got to get this car off the line, so let it keep on

rolling, and let somebody else get it." They need to get rid of

the supervisors, period.

R: What other changes would you make?

B: Get rid of the supervisors. They don't need them.