

Q Okay Lee why don't you tell me exactly what your job responsibilities are? Why don't you start with by telling me what the E.I. program is here and what you actually do with it?

A Well the idea behind it was, from my understanding now, in 1979 the contracts with the UAW and Ford Motor Company and this is a more of a company oriented program. They are the one who pushed it for the program more than the UAW. Anyway it was negotiated into the contract that every effort would be made to get all employees involved in their jobs and be a part of it. I think the theme of it from my point of view was cost savings and quality and you know quality here at this plant was pathetic through the 70's. I could give you an example if you would like. When I was a tape strapper I had free delivery. I seen a truck leave here that had an automatic transmission that had a clutch in it. I'm just giving you an example. People didn't care back then. We were working good and the trucks were selling even though they were bad trucks, it didn't matter and supervision's main theme was they get it off the line, give me 40, 42 an hour, whatever production was at that time. Give me that many and I'm happy. I don't care how they are and naturally we felt the same way in production, you know as production workers, if they don't care why should we? And that is the way it was back then you know and I think that if...and I'm not saying employee involvement...I'm not going to sit here and preach about the good and the bad of employee involvement, but I think that if people hadn't gotten concerned about their jobs and about the quality of the trucks we build and all of the foreign competition that we are getting and the domestic competition we would have been wiped out. If we continued to build the type of trucks we did I can verify, say from 1974 to 1980 because I was in

quality control then and I'd seen it. Heh I'm not no angel. I know that I would do what I had to do to get away with what I could get away with and I think guys back then and they were more or less instructed from supervision. Heh they got, we got to get it out of here. We don't care what kind of shape it is in if we get our quota we are good. And I think that Ford Motor Company is a company that had to make a change and I think the UAW had to go along with the change because we were losing so many jobs back in 1980-81-82 and employee involvement here what we try to do is we have training sessions. We try to train the people how to work together as a group and one of my main philosophies is there is nothing wrong with working with Ford Motor Company and even suggesting things to Ford Motor Company as long as you don't do nothing to damage a fellow worker. You never make any kind of suggestion or thought that involves another man's job, that you are going to do damage to that man. I don't care who it is and from my standpoint whenever I go to a meeting or whenever I train people that we have in our training sessions I try to make that point that ~~do what you can to make Ford Motor Company viable because this is~~ our job and without it heh I don't know what I would do. If Ford Motor Company can make more money fine as long as it assures all of us of a job and we are not doing any damage. Now they may not have that standpoint, they may not have that view of employee involvement, but that is the way I have always viewed it. If we can do anything to build a better truck I am all for it. If we can do anything to make a man's job better out there, fine I'm all for it, but don't do anything to damage another man.

Q Can you give me some examples how the training of others and how the program over the last...give me a little history of how it got started, how you got involved.

A Well the way I got involved...I had never heard of employee involvement to any extent, you know, you just read a little bit here and there and they put this job up for bid, three years ago and I am one of those curious type guys all right and I went down and bid on that job and I didn't know what I was bidding on. I didn't have the slightest idea. I held a jot of jobs here. I have been an inspector, a repairer. I have been a utility. I worked on the fine line. You know I like to change. I don't like to stay in one place. I to get the feel of everything. So I put in for this job and a lot of people say that this job was hand picked and it wasn't. It was, I had to write a resume. I had to do what I am doing right now. I had to go before an outside consultant and be interviewed. So did everybody that made it to the point of being interviewed. The last twenty people and the way they did that they first they went by your record, they give you so many points you know. If your record was bad then you had so many points against you. If your attendance was bad then you had so many points against you and they eliminated it down to twenty people. After they got done eliminating then we had to write our resumes and we had to be interviewed before a consultant. Then we had to be interviewed before the plant chairman which at that time was Charlie Hoskins and J.B. Kelley who was assistant plant manager. They interviewed us. They gave us so many points. Then they narrowed it down to five people. Then we went in before what they call the joint stirring committee, that's union and company and

and they interviewed us as a group with one of us going in at a time. They asked us our philosophies and our views and they more or less voted on us so to speak okay. If you...I can't really go into this in detail because they did the voting and I didn't. Anyway they sat down as a group and they come out and they chose who they thought would be the best man out of five, and their method of doing it I can't say, but I was jointly chosen by union and company to take this job. I came on this job on a Friday and I didn't even know what I was doing. I didn't have the slightest idea. On Monday they sent me to school.

Q What was the school like?

A The school was just more or less, what the process was, what employee involvement is, what our theme behind it is and what our intentions of getting out of there are. It seemed like through all our classes that I went to for they was training people how to get up in front of people and say okay this is what we need to do, this is what we are after and I am sure that Ford Motor Company had a different view of it than what a UAW member would have.

Q You keep saying that what do you mean by that?

A I think Ford Motor Company was, how do you say it...I don't want to say something that I don't believe...I believe that Ford Motor Company's intentions of employee involvement were to get people to be involved in their jobs, not just from the quality standpoint, but from the man power standpoint of it too. You know yourself, you worked out there that you could tell them how to do that job a lot better than what an industrial engineer and I think one of their intentions behind this was to learn how to do these jobs better from the people that do them every day.

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Q After not listening for a long time.

A Oh yeah, you know it. No matter what you would say to your supervisor it didn't matter. No matter if you would go and tell him heh this sealer right here is just not doing the job, can't we get another type of sealer? He didn't care. He really didn't care. As long as he wasn't getting nothing back from down in the front that he wasn't doing his job what you said didn't matter. We were taught to come up and go through different sections of what we called employee involvement to get people involved in their jobs. If you got a problem with your job say something you know, let people help you out and they come in here and they say okay we are going to stop the line. If you got a problem and you can't do your job we are going to stop the line. See they would tell you that message up front, but when you get down here on the line to do your job you know you would catch hell down there. One of the points of our job was to get this, I don't know what word to use...feeling back down on the line heh management up front does care and the union does care. We got to work together or we are not going to survive. If we don't work together as a group. We would go through different segments of listening exercise to teach a guy how things can get distorted from one message from one person by the time it got to people down the line, the distortion you would get and how you really got to listen and understand what people are trying to say and don't be afraid to ask them and we brought salary and hourly, it didn't make any difference and we still do that. We do that probably once a month. We will bring our whole zone in here and we don't try to, I'll use the word, I don't like it, but we don't try to brainwash nobody. We don't try to force anybody into anything. If you want to be a part of it, fine. I don't

believe that employee involvement really is don't happen in happen in this room. Employee involvement is how well that foreman can communicate with that man and how well that man can communicate with that foreman and if you can get them two guys to talk with each other and not harrassing each other heh, if my job is overloaded that foreman should be willing to step up and say heh I need some help for this man. Then again if that foreman has got a problem that man ought to help that foreman. I really don't see messing a truck up to screw an account.

Q And that is what was happening before.

A Oh yeah, sure, I did it myself. I can remember back in the '60s if there was something that I wanted and didn't get it shit I would let this go. They won't come back and they can't do nothing to me and it did happen sure. Retaliation against the supervisor...the best way you could retaliate against him was to get his ass chewed right down the line for him shifting stuff down the line. It happened, I know it happened. I think from the union standpoint, I don't think you could always be give and take and no give. I think somewhere you go to be able to say okay we understand just like...okay I'll use the absentee part of it...if a guy is legitimately off, fine, but if he works one day a week and the union spends all their time defending that one man then what about this other 90-95% that we are missing. I think the union has got to say hehe we are going to tell that man heh you got a responsibility and we got a responsibility. If they shut Michigan Truck Plant down I don't know what I'd do. I don't know what my next job would be because I don't have that college education and I am not going to stoop to the level where I would do anything that the company wants me to do to keep my job, but I am willing to give

and take. I think that is the way society has got to be, you got to give and take a little bit.

Q What kind of response have you gotten for three years now since the E.I. program? What have you gotten from folks?

A When it first started it was almost all negative.

Q Was it?

A You're here to help the company and which could have been you know, but...

Q So you took a lot of abuse at first?

A Oh yeah.

Q Do you remember any particular stories that you could laugh at about now?

A No not really particular stories because I was the kind of guy...I don't like to argue with people and I was in a position then so I really couldn't state my philosophy because I didn't really know it all that well. I didn't know exactly where I was going at that time either. Now I sort of understand more about what is going on, but people said I was a suck ass and I've always been what I considered a good union man. As a matter of fact, I spend just as much time with the committee now as I do downtown. It was really touch and go then and when we started having these training sessions to where we was able to get those zones in here.

Q A zone is? Give me a picture.

A Okay, one particular zone would be like you was over in paint in the sealer deck. That is just one zone. All right, we would bring all those people that wanted to come in on Saturday and we would go through this training session and we would get one of the committee men to come in here and then we would get one of the managers to come in here and then Brent and I would go through our philosophies.

Heh, just like I told you we would explain to them we feel it is all right to get involved with your job and be a part of it as long as you don't damage nobody. Make sure you don't damage nobody. Don't come up with no ideas that is going to eliminate your job. You know they are doing enough job elimination without us helping them. I don't believe in that. I'll give you a for instance here, that happened and it gave employee involvement a bad name and it was bad the way it happened...the first quality circle they had here was the line on the sealer deck. They brought the IP line in here on a Saturday and all those went around and they relocated the work, reallocated the stock, reallocated some things on their jobs on a Saturday mind you to make their jobs better, to make their jobs easier and like I said here a while ago you can do it, you've done these jobs, you know the short cuts, but you are not going to show no standards man that short cut because you know what he is going to do to you, but these guys did that on a Saturday. On the very next Monday they come in here and they eliminated the job off that IP line. That is not employee involvement, in my point of view that is not employee involvement, if the company is going to eliminate the job let them do it, not the E.I. man. Help him get good stock in here. If you got a problem with your stock send a man out to the plant to sit on that stock. I can go tell them if I am doing a fine job back on the primer line and there is something wrong with them springs and I can go and explain to them what is wrong with those springs much better than what an engineer can.

Q Right.

A That is the way I see to get us involved. Get us involved in building a good truck and productivity, that is productivity right there. You don't have to sit out here in this garage to be a repairer, be damaged again, that is the kind of productivity I am after. Not the kind of productivity a lot of people talk about who need to get people out. I don't believe in that.

Q Let me ask this...when they improve the quality as you pointed out which is taking place and then they realize that you guys make their jobs easier right? They do a little reallocation and figure out the best way to do it. They don't eliminate the job, but then a few months later they have to speed up the line because quality has improved, how do you deal with that? I mean they speed up the line or they decide to lay someone off eventually because and that is a complication of it.

A I'm not sure. I know where you are coming from too and we talk about that a lot and I am sure that somewhere down the road that what we are doing is going to make it easier for them to eliminate a man or as you say lay somebody off. I'm sure it will. I'm not naive, I know it will and I don't know if there is a way that I can as a facilitator can prevent that. I mean anybody that would say heh if we help him to get the quality in here good, to get our stock in here good and everything won't effect us. Sooner or later it will to a certain extent, but I look at it from another point of view if things continued the way they were it is possible that none of us would have a job. So you know I try to let the good outweigh the bad and I know we lost a shift here and that would be the most pleasing thing for me to see to be honest with you if we got that shift back. I would love that, but on your comment there I

I really don't know. I couldn't answer you because I know what you are saying is fact that sooner or later, but again I think you got to out weigh the good against the bad.

Q So you were saying about involvement of folks that at first they were pretty resistant.

A Yeah at first they resisted it and like I said they would give me a pretty hard time. When I would walk out on the floor people weren't as friendly as they had been and I knew most everybody in the plant, but as we got people up here and explained our position and what we wanted and pretty well held the line to it too and not let things happen that shouldn't happen it started to improve and we started to get more people involved, get more people talking and as time went on even right now...okay I will give you a for instance when we first started having these classes we didn't care and I still don't care...well I care, but it doesn't matter if a man comes in here and just gets the eight hours pay. That is all right, at least he gets to hear what I have got to say. Whether it soaks in or whether he believes it at least I get a chance to tell him right where we stand and when we first started we may get ten guys out of a thirty man zone. The last time we did a zone which was back in June before last summer out of thirty-two people we got twenty-nine to come in and again maybe a man said heh I get an easy eight hours pay. Well that is all right with me. It still gives me a chance and Brent a chance to extend our feelings to them of what we think.

Q You work with another person?

A I work with Brent Shelley.

Q His job is...?

A Almost identical to mine. The only thing is that Brent is more

responsible for all the paper work that they do, you know the letters that have to be written. I don't do that and he does all that. We work pretty good and we don't never have any problems and I think it is good that you can work together like that. Now in the last contract that we had in 1984 I don't know if I should get into that or not, but this job was appointed by the international union men.

Q It is an international union job?

A Yeah. I'll rephrase that...it is appointed by the local union and it has to be affirmed by the international. It has to be confirmed by the international. If this local union don't like the way I am doing this job then I am just like a health and safety representative I can be taken off. I have to answer to the local union now. I've got to be a part of it, which heh I think it is great.

Q Why do you think it is better?

A I think that is something is going on that shouldn't be going on and say a committee man for instance is not attending these meetings, he is not a part of it, he still should know that I am the man he goes through. If I got a problem with something that is going on in these meetings that they are doing and I don't like I can't stop it, but I can relay the message to the committee man and say heh this is not suppose to be. It gives me a feeling of heh I am not out here just dealing with Ford Motor Company now I am dealing with the UAW and it is good. It gives me confidence in what I am doing.

Q Sure. The E.I. program and your job is that similar to what you know of and what is taking place in some of the Japanese corporations and I'm not sure do you know much about that?

A No I don't know.

Q They didn't send you over to Japan?

A No. I asked them, but they wouldn't let me go. The way that I understand it is in Japan that these people are taught this from the time they are young and in Japan the jobs are set up different.

Just from what I can understand, that they have the work groups and they work in groups of ten to twelve people and supervisors are very few and it is I guess from what I can understand Ford Motor Company they just pick up the parts of the concept of Japan just like the quality circles and the SPC, you've heard of SPC? The statistical process control...do your job by statistics.

Q Is that the check and assist people now? What is SPC?

A SPC...I went to several training classes on this. Is they train you to do charts and they train you that your job should work within a certain level within a statistics chart. Just like they say okay in your weather they say you are going to have 2-4% bad no matter what you do. So they ask you to chart, keep a chart of what is good and what is bad and see if you stay within that certain range and if you are within that range then it is acceptable, but if something happens that you go out of that range and you are starting to get more defects than normal then something happened to change that and it shows that if you read a chart and you are coming along going real good, staying within your control limits, and all of a sudden something happens, maybe you made a change in

the process, maybe we added work with a man, but they did something different to cause that job to go bad. Now they are starting to use that and that comes from the Japanese concept.

Q So each person in the plant...

A Well the way they were doing it is through the charts that the inspectors keep.

Q I see.

A And supervisors can keep these charts too. I know one group used a chart on bolts. One day they would have twenty-five bad and the next day they would have thirty and their normal bolts that they should be getting in here defected was maybe two or three. So they used those charts to prove to the vendor that his bolts was bad. If you don't straighten the bolts up we will get another vendor and they used those charts to verify that they was sending them bad stock.

Q So the company is spending a lot of time and energy on training folks?

A Oh yes.

Q How much money would you say?

A I wouldn't even venture to guess and also the UAW is going to a lot of time to train people. Of course, again I think they are training for two different reasons. The UAW wants a man to be able to...if something happens to his job here be able to go and get a job somewhere else. Ford's wants a man to be able to do his job better than he has got here and understand it better. I can't tell you what our budget is because I really don't pay that much attention to that. It is heavy.

Q It must be.

A Yeah, but they never question how much money we spend to pay these people. Just like a meeting that they will have in the morning...each zone has got a meeting they set up of guys who want to attend and they will sit down in their zone out there and talk about heh we need to get this straightened out...we need to get this fixed, we need to get this floor scraped, we need to get this area cleaned up and they do that once a week for a half hour.

Q Each zone?

A Each zone, yes, anybody who wants to attend.

Q Do they come in a half hour earlier?

A Yeah.

Q And you are at these meetings?

A If they want me.

Q I see.

A If they want me to be there I'll come. I'll go to any meeting they want me to be a part of. If there is something they need for me to do for them, they will tell me and then I will go to the meetings and help them out with it.

Q How is the examples you used...or maybe they are not...uh of when guys get together before work and talk about this needs to be scraped or the floor needs to be scraped or the gun needs to be repaired...is that different from what the foreman used to do after when the guy used to have to tell them or we get fans. That was sort of a union job. Do you sort of cut into both the foreman's job and the committee man's.

A No what we do there and they have given me direct orders from the union that I don't let nobody in this plant get involved in union

contracts. If a man out there comes up to me and says heh I got have a fan in my area, that I can't make it then what I will do is I will tell him heh go up and see the committee man in your area or I'll go and see the committee man. I don't have no problem talking to the committee man, but don't bring into a meeting that you are having at an employee involvement meeting. If you got a standards problem, if you got too much work, that has got be between you and your committee man. If you think you have too much work don't be afraid to fight Ford Motor Company and I think that will always be my philosophy.

Q What about the astroturf on the floor?

A The astroturf started from Calloway when he was plant manager here and again there are several things that you have to look at benefits from astroturf. I'm not sure about astroturf, but let's talk about the mats. You see the mats all over. They told the guys that we got money here, urgonomics money?

Q What is it called?

A Urganomics.

Q What does that stand for?

A I can't tell you an exact meaning of it, but the idea behind it is to do work without straining yourself, just like heavy lifting and that's...an urgonomics project would be to change a job where you were doing all this lifting. I'll give you a for instance...out here on the battery and you know how heavy batteries are okay. It is rough lifting those batteries up, so they had some money in this

urgnomics project and they bought a lift that will lift the batteries. Now that is the idea behind it. Okay mats come under the same thing that if you could walk on those mats that it would save your legs.

Q That's true.

A Save your feet and you wouldn't go home hurting as much as what you normally would and changes are Ford Motor Company wouldn't have as much medical problems and they give us money here in employee involvement to pay for this stuff, but their requirement was that everybody had to get involved with it...not everybody...if you work in a zone and you know you have heard them talk about zone leaders, the E.I. leaders in their zone and their zone wanted them to put the mats down on their floor it would become his responsibility to go find out who wanted them, where they wanted them, figure out how much they cost and the idea behind that was to get him involved in it and see what it takes to order these things and the benefits behind it.

Q I see.

A He would come up before the joint stirring committee and say okay I need this much money and it got pretty expensive believe me. Them mats cost like \$9.75 a running foot, you know three feet wide and one foot long.

Q Lot of feet.

A And then they would approve, but they let these guys figure out where they are going to go and how much they need and that is just

to get them involved in what they are doing.

Q We'll move to another area in a second, just give me a little picture of the E.I. leaders, how they get elected, where they come from?

A I'm glad you asked me that. I should have already explained that out. What we did here is we had trouble of getting what you would call the quality circles to work like the Japanese had their quality circles, GM had their quality circles, that is when a group of people, 10-15 people sit down and discuss this problem...we couldn't get that to work here. So we wanted to get the people down there involved and their job and Calloway when he was here he said why don't you try getting one person out of each zone to go down and talk to everybody and say what can we do down here to make their job better, to get quality out of this area, what do we need to do and let them pass it on to that leader and then we'll bring that leader off the line once a week for an hour or two hours and let him try to take care of those problems. Let him work on the problems. Let him handle it rather than the foreman handle it or the supervisor handle it. Let him go handle it. Let them choose that leader from within their group, everybody in that zone would have a say as to who was going to be their leader. Give him the time to take care of some of their problems that they have got, just like ordering these mats. Let him take care of getting the PN all written up and everything and then every so often if they want to...it is up to the guys, everything they do is up to them...let them change leaders. Give everybody an opportunity to be an E.I.

leader, to get them off the line, let them come up to the meetings that they have during the day, once a week and it started working better like that. The only problem we had was getting it into these guys that heh you need to change these people as often as possible and give everybody an opportunity. Because if one guy gets in it and believe me right now you can get some good free time on that job. You probably have seen them walking around, you get three or four hours a week to where you are off that job and three or four hours off that job gives you a pretty break, but spend that time trying to help somebody who has got a problem on their job. If that problem has got to do with something out of the plant, like we had a lot of guys who went to Woodhaven, we sent a lot of guys to Chicago.

Q What do they do when they go to another plant?

A They go talk to the people that send them in them bad parts to them, not to their engineers. You know if uh, okay I'll give you a for instance here, radiator supports...we are getting bad radiator supports from Chicago. We have had engineers talking to engineers for the last three years on these radiator supporters and nothing happens. We was able to send three people off that line to Chicago and they didn't talk to their engineers they went down and talked to these people that was building these radiator supports and said heh can't you help us out a little bit, you know you are killing us at the truck plant. You could see improvements there.

q Really, you could see a change?

A Yeah through us talking to you, but if you sent two engineers over there as long as they were inspected they don't care.

Q Well that is the crisis in the auto company now engineers don't know how to talk to each other.

A Right, you are exactly right. A guy who works on engines don't know how to talk to a guy in transmissions, right, and they started letting us do that now. Woodhaven used to be one of the worse suppliers here for body sides. You could see our body sides just wavy and they allowed us to start taking, I believe it was 5 guys a week to Woodhaven and we would go where they was making the side panels and then the next week they would send five people over here and show how that affected us when they sent us some bad stuff and you wouldn't believe how the quality of the side panels came up in just a matter of a year. Just because one hourly man was talking to another hourly man.

Q So you could really see a change in product because I'll tell you when I interview folks half see a change, half don't see a change.

A I can't see it by walking out on the floor all right, but I pay attention to the numbers that we get back in here from dealers from warranty figures now are much better than they were. It is a whole lot better. Now I can't walk out there on the line and say that is a better truck than it was eight years ago because eight years ago that truck was good, but the only thing you can go by is the warranty figures and also just like the scrap that we used to have to send back to Woodhaven on these side panels. We don't send them that scrap no more and that don't show up in warranty figures. That shows up in the cost of building this truck see? I am a firm believer that a person that knows more about the job has the ability to correct the problems of that job than what the process engineer, industrial engineer or resident engineer or any of these

engineers...they got all their stuff, very few of them got it from experience. They got it from the book. A few of them got it like I had to get it when I was out on the floor.

Q When you look back over the last three years and your involvement with the E.I. program what would you say is still a weakness and an area that still needs a lot of your attention at this point? I think you have talked about this successfulness and I think that is pretty clear.

A I think the weakness is still management. I think and the management end of it is supervisors. I really think that your plant managers, all your managers at the level...grades 11 or 12 believe in this program because if they don't I don't think Ford's thinks that they can be viable without us anymore. I don't think they think they can run their...exist without us anymore, but they can't relay that message to their middle man right down here on the floor. I think that until we get the foremen to where he is communicating with the ...you as a person, not as a robot down there doing a job, you are a person. I think that this is the weakness part of the whole program is the communications of one of the levels of management to another. I don't think the people on the floor...I think they are in a position right now to where they are willing to work with us and help us. I am not sure that the middle management is ready or that they want to.

Q I see back in the book, back here in Dale Carnegie, effective speaking, listening, psychology...do you read those?

A Now the Dale Carnegie book that you see there I took that course. That is why the book is there. I took in about two years ago. You know about the educational deal that they got where they will pay for you to take classes up to \$1500. It costs \$530 to take that course and they paid for that. I did it because I had problems getting up in front of people and talking. I had a lot of problems with that and it is something I never did all my life and it helped me. They forced me to do it. They made me you know when I went to the classes and that was my reason for taking Dale Carnegie. Now that other management stuff you see up there...I doubt if I ever opened up any of those books you are looking at. One of them was college English and I have read a little bit of that book because I know my English is got something to be desired. For my own personal benefit the only one I ever took was Dale Carnegie.

Q All right let's take a little step back. I think you have helped paint a real helpful picture of the E.I. program. Why don't you tell me a little about when you were little, where were you raised.

You are from the south right?

A Right.

Q You are from where...Kentucky?

A Yes.

Q What did your dad and mom do? How many brothers did you have? You can get as personal...you can tell Christmas stories...pain the picture of Lee.

A I was born in Kentucky in 1944. I have three brothers and two sisters. We were a poor family, real poor as a matter of fact.

Q What part of Kentucky?

A Eastern Kentucky.

Q Coal mining area?

A Yep, my daddy was a coal miner until 1951 and when I was seven years old we left Kentucky and moved to Ohio. My dad worked in Ohio. My dad was poor, my family was poor. We moved to Ohio and worked on a farm. Almost like a migrant worker.

Q What does that mean?

A It means that you go where the work is. You get a lot of Mexican migrant workers that come up to California with the crop in California and then they will come to Michigan when the apples come in. Well when we came to Ohio they had vegetable farms there...celery, lettuce, carrots, tomatoes and we worked on these farms. My dad made \$44 a week working on that farm. My mother worked. My brothers worked. I even started working there when I was probably ten years old. My mother died when I was twelve years old. My dad remarried when I was fifteen. We still lived in Ohio. We stayed in one spot. My dad never worked in a factory until he was...hell...he must have been 60 years old before he ever started working in a factory. We never had any money. We were poor. I was the only one in our family that did graduate from high school. Out of all the kids I was the only one that graduated from high school. I did that down in Ohio in 1963 and I started working on the farm as a truck driver. I began making \$35 a week, an eighteen year old just out of high school and even in 1963 \$35 a week wasn't enough to get by on. SO I got a job in a little bicycle seat

factory and I made all the way to a \$1.50 an hour. Then I got married. That was in 1964 when I got married and I couldn't survive on that \$1.50 an hour so I came to Michigan in 1965. I started working over in Melvindale at the Continental Can Company and they wasn't bad there. They were all the way up to \$1.75 an hour then I think. I don't remember how I found out about this place. Somebody told me that Ford's was hiring. By the way I tried to get a job at Ford's down in Ohio, you know Sandusky. They told me that when I was interviewed that I was to light to work at Ford Motor Company. I weighed 140 lbs. They told me I was to light to work there. When I come up here I got a job at the truck plant and the first day I worked at the truck plant they put me hanging tires on school buses.

Q School buses, that's what they made here?

A Oh yeah.

Q What year was it?

A 1964-65-66. 1965 is when I started and we made school buses and the big partials they called them, the big strip jobs, the chasis. I scanned pretty fast through my younger days. We lived a real poor life all of my life. I mean I am not rich now, but I come to the conclusion when I was a kid in high school that I wanted to be able to live better than my dad did. I couldn't go to college. I had to...I feel I was smart enough. The opportunity wasn't there. I didn't have any money. There wasn't any schlorships. I couldn't go to college. So I didn't want to live like my daddy did.

Q He worked a while in the coal mines?

A Oh yeah. My dad worked for years in the coal mines. My dad worked on the railroad, but none of that stuff lasted. Coal mines is the kind of thing that you would be working today and then tomorrow there is no coal mine. A philosophy of mine is that I would like to live better than what my dad did and I would like my kids to live better than what I did. I am trying to make that philosophy come true now. I got married in 1964 before I come to Michigan and when I came to Michigan my wife was pregnant. We had our first kid. I don't think I have ever had any want for anything. I am not an extravagant liver. I like the easy life style. I like to spend my time at home.

Q How do you like to spend it?

A With my wife. One thing I am proud of is I got a real good marriage. I would put my marriage up against anybody elses. I have been married twenty-two years and I have never had a legitimate argument with my wife. It is really something she is from Kentucky and I never knew her until I was eighteen and then I married her. If there is one thing in my life that I am really proud of it is my marriage. It just seems like that her philosophy is the same as my philosophy. We don't have disagreements and if there is one thing you will ever hear me brag about it is my marriage life. It is great.

Q What has been the hardest part of that marriage?

A I really haven't had a hard part. As far as the marriage goes, the only thing that I regret is that I got married as young as I did.

Q But then you might not have married her.

A Right, right. My wife is Archie Kelley's sister.

Q Your wife is Archie Kelley's sister and Archie is the plant

chairman. You are also married in Wendell's family right?

A Okay now Wendell is married to my wife's sister.

Q I am going to try and interview all three of you. Not to talk about your marriages.

A That is all right. That is no problem. It is just great.

Q That is beautiful. There is nothing more probably more important than being able to feel comfortable at home.

A I think I have got a real super wife. It is the kind of marriage that if I want to do something she don't have any problems wit it and if she wants to do something I don't have any problems with it.

I have never went out on my wife. That is another thing you know and I never had no temptation. It is just a super marriage. My wife she graduated from high school the same year I did and she was an honor student, but she is one who didn't want to go on to college. She had the opportunity, but didn't want to go. Then after our kids got grown, well almost grown, she went back to school about a year ago and she got a nursing degree. She is a registered nurse now. She didn't do anything like that until after the kids were grown.

Q That was important? You were glad that it worked out that way?

A Oh yeah. Well I don't know I might have enjoyed that money a little bit, but she works now in Garden City. Two kids are grown and one of them is a sophomore in high school. I got two going to college.

Q Where are they going to school?

A Eastern

Q What do you think they will study or what do you think they will do?

A The older one I don't have the slightest idea. The younger one he is majoring in computers, and computer science. The one I got in high school right now I just wish he would major in high school. He is a good kid and I don't have any problem with him except he is not a real firm believer in education, but I am working on it.

Q What uh let's see...

A Again I went through this sort of fast through my younger days because there really wasn't nothing...

Q Well let me ask you in growing up...clearly a job like this is a job where you deal with people whether you said you didn't have the skills originally to do public speaking, well you didn't have the confidence to do it, but it must have been when you were coming up something your mom or dad taught you about having these kind of values or these kind of interests.

A That would be hard for me to say. My dad and my mom was religious people a lot more so than me. I think they always taught me to respect people and to treat people fair and I think that I've always been that way. Even if I got somebody that I don't like I'll do what I can for them if they ask me to do something I'll do it. I enjoy working with people and I don't know, I think it comes naturally. Again maybe it is something that may have been programmed in my younger days...I don't know.

Q Do you think that both of your folks...your dad is still alive? Do you feel like you have done what you have wanted to do in terms of making your life better than...easier? I don't know easier, better those are different kind of words.

A Yeah I feel that I have improved the status of myself to the point that I never expected to ...okay I'll use the phrase plant manager...I never expected to be...I am satisfied to be where I am at, and the level of living that I am having. I enjoy it. I don't have no regrets. If I had to go back and do the last thirty years over, twenty-five years, I probably would do it the same way because I enjoy life. I have got to give credit I guess to my dad and my mother, as little as I knew her. I didn't know here that long at all. I wouldn't make no changes.

Q What are your brothers and sisters doing now?

A Well I got a brother that works here. He is an inspector out here, a roll tester. I've got another brother that works for General Motors in Ohio. I've got a brother that owns his own trucking company in Ohio and my two sisters are just housewives.

Q In Ohio or Michigan?

A In Ohio. Me and my brother are the only ones that live in Michigan and the rest of them live in Ohio. My dad still lives down there.

Q When you hired in here in 1965 and getting the tire job and weighing 140 lbs. it must have been a heck of a day.

A I think the first week here I must have quit at least twenty times you know.

Q In your head or actually quit?

A Up here in my head. I wouldn't want to walk out in the middle of

the day so if I could make it to quitting time I wouldn't come back, but I was always back here the next morning. It was money that I hadn't been used to. They was paying me something around \$3.00 an hour and I was working 58 hours a week. I just had money to where me and my wife could do what we wanted to do.

Q All that overtime were you able to say that it really didn't adversely effect your marriage? A lot of guys are complaining about that.

A I can understand where a lot of guys would, but I think the way my wife and I lived our life and everything we worked our marriage out around the overtime. Instead of working it into it. We knew it was there and we knew that it was our opportunity to be able to go out and buy us a house if I worked that overtime. So when I was working afternoons I would get off at five o'clock in the morning and she would be up and I would eat breakfast before I went to sleep and we worked it around to where it didn't hurt us.

Q Paint a picture, just like you started of what it was like when you were working those afternoon shifts and then what a day is like now. How has it changed?

A Oh you got a good one there. Well when I worked afternoons and it seems like I dreaded coming to work here and I dreaded everyday. I had to work hard, but I would come in and we started at 6:12 in the afternoon and we would work until 4:42 in the morning. I would get off and I would go home and usually have breakfast and I would get in bed. About one o'clock I would get out of bed and I would start dreading coming to work right then. I really dreaded it. It was hard work. After a while I got used to it, but I didn't look forward coming to work. I did look forward to Friday morning when

I would get that check because that would give us an opportunity to do what we wanted to do. Today, this job I got I enjoy coming in here. I enjoy getting the satisfaction of doing this job. I think that I have been able to help people to do stuff that I've never would have had the opportunity to do before. I have the opportunity to express myself to people that I never had the opportunity to meet before.

Q What do you mean by that?

A Okay, the higher up people in the UAW, Ford Motor Company. In this job here I have had the opportunity to meet with Yokage and Doug Fraser when he was there and with Eathlin from General Motors.

Q He is the UAW vice president?

A Yeah and also Pristillo which is the vice president of Ford Motor Company and Poling who is president of Ford Motor...I got to meet these people. I never would have had the opportunity to meet these people if I hadn't been in this position. Everyday there is something different in here that goes on.

Q When you say an opportunity it is not from knowing you, a little from the floor, but more from this discussion because it is not from a bragging point.

A No, no, no, no. It is from an envious point of view that I like to listen to these people's philosophies and I get to understand more about Ford Motor Company and about the UAW from just getting to listen to these people talk where if I didn't have this job I would be out there doing an inspection job and never getting the opportunity to really know...I only know a small portion of what goes on to make an automobile plant like this run or to set up contract negotiations as to what goes on and it is just to me it just great and I enjoy coming to work on this job. If I would loose this job today and go back to the line and work the line I

wouldn't regret the three years that I spent on this job because it is an enjoyable...just getting to meet people that I never had an opportunity to meet. I...this may sound a little hard fetched it is true that I really pride myself in enjoying helping people. I don't care who they are and I'll use the word how big an asshole they are if I can do something for them I'll do it. If I have to go to the plant manager and ask him to let me do it I will. I have got the opportunity to do it. It is just like the guy who is getting a truck built here if that guy calls me and tells me I'll make sure I know where that truck is at and I will follow that truck for that guy. I'll follow it all the way out to the garage.

Q For what purpose?

A Just to make sure that everything is done right because this man is someone I know personally and I am not saying his truck should be built better than anybody else's, but I couldn't do that to everybody's truck.

Q Sure.

A But if somebody in the plant calls me and says heh I am getting a truck built today, I am going to do everything I can to see that it is right and also I am going to do everything that I can to see that he gets the opportunity in the M10 program we got, they let me operate that.

Q Which is the M10?

A Where they let everybody take an opportunity to take a truck home every night. You probably have seen on these screens the names of people...well I pick them out of this list we got here and I am not prejudice. I just go down the line and pick people, but if a guy buys a truck then I make it a point that he is able to drive that truck home that night and I get satisfaction out of doing that for

people. If I can help a person I will.

Q So guys drive home trucks?

A Yeah, they uh, okay the M10 program is a quality program that gives everybody in the plant an opportunity to take a truck home and do a quality check on the truck. If the paint is bad then there is a form in there, write down the paint is bad.

Q I see.

A If you got a problem with the brakes then let people know you have got a problem with the brakes on that truck and it gives a guy a chance, again, to be a part of their job and part of the truck that they build.

Q And most folks bring them back the same day?

A Oh yeah. I don't know if we have ever had...

Q Didn't a guy from a body shop...

A Oh yeah, I remember. I'm sorry I forgot about that. I'll tell you the name. Humphrey took one home Thursday night and he forgot to come to work the next day which run that into a weekend and he was going to keep that truck Thursday night, Friday night, Saturday night and Sunday night. I don't want do anything that would jeopardize that program for people.

Q I'm laughing because it is so ridiculous.

A Well I went to the committee man and I said heh I need some help. I said I got a man who took a truck home and he didn't come back today and I got to get that truck back in here. I didn't involve the company in it because I know the kind of attitude they take with stuff like that so I went through the committee man and Hank

called him. He called his mom and he told his mom. And Bill Humphrey, I don't know if you remember Bill...when he worked here, Bill was his dad. He told Bill we got to have that truck back today. So about an hour later here comes Humphrey in here with the truck. That is the only occasion I had, but again it was sort of funny. Like you said it was funny when he did that. We had one wreck. One guy had a wreck. When you have a wreck that is the chance you have to take. They brought the truck back in and they fixed it. I think it is good and I enjoy getting to let people do this.

Q You have been in the plant for almost 23 years?

A Almost 22 years.

Q And coming from the job you had as well as to the job you have now you have seen lots of changes in the plant as well as people. Let's take a few minutes to talk about some of those changes. Have you seen, how have you seen the relationship with among the folks in the plant change, people in the line change over the years?

A Well I don't think people now are as uh, I don't know what word to use here...uh I am trying to think of the right word to use, but anyway people and I think one big change that caused it was back in 1980 when everybody got afraid they were going to lose their jobs. People are a little more reluctant now to...well I'll use the word fight Ford Motor Company then they was back in the late 60's or early 70's. Back then it didn't take much to create a walk out in the plant like this. Not just this plant and people has changed their philosophies. Age might have something to do with it. I

don't know maybe it just isn't 1980, us losing a shift and losing a lot of people that sort of scared these people, maybe they just mellowed with age a little bit. People are just not as I don't know what word I want to use.

Q Frisky?

A Frisky, okay. The violent part of them is not there anymore. You know at one time if a foreman and a man got into it they was ready to go to blows. You stand there nose to nose fighting with a foreman and you just don't see that anymore.

Q You don't see that. I can't think of any time I have seen it in the last few yea

It has changed and I don't know what you attribute that to, whether people really care more for their jobs or are afraid of their jobs.

I really don't believe that too many of them are afraid of their jobs. Well again maybe they are.

Q They have more to lose.

A More to lose, right. When you are 50 years old, 40 years old, 45 years old, it is hard to go out and get a job. I think that is the big thing I have seen change as far as the people goes. They are not as quick to jump as they used to be and I don't know if that is good or bad. You know we used to do a lot of damage to ourselves and not get nothing out of it.

Q What do you mean?

A Well I think just like, I don't know if you were here when we went on a wildcat strike. We had several of them. The only thing we

ever got of it was ten or twelve people fired. The company wouldn't even talk to them until we went back in, until we come back to work and we had a lot of people get fired because of the wildcats that we had back in...the one you are talking about back in paint...

Q They got fired, but we got them back.

A Yeah. I don't think people is as quick to do that type of thing these days. Maybe it is union and company can sit down and bargain better today than they could then. Maybe they are better educated.

Maybe the union is better educated to handle the situations when it comes up and ont let it get to the point where a man has to walk off his job to get something settled. Maybe it is just better education amongst the company and the union on how to deal with change that I have seen is uh again I can't say the difference in philosophy...I am having troube with these words. I am trying to think of them.

Q Well I think it is clear and it is fine.

A I'm trying to get the picture across that to me that is the only big difference between then and now is I would say the ability to communicate rather than to fight. I just don't see the yelling and screaming.

Q There is clearly a lot less of that.

A I think automation may have had something to do with that.

Q What do you mean?

A I think automation has got people right now worried about it taking

over. Are we going to lose our jobs to machines? I think in that point people has changed. In 1960 we didn't know what the hell a robot was. We had never heard of a robot. It was all man power. I think people now are changing their philosophy to where I am concerned about what the robots are going to do. How do I change my life style out here in the plant to deal with the robot and I am not sure we can. I am not sure that we can, but I think people out there are concerned with it.

Q They are concerned that the robot will replace them, that they won't have a job? What do you think this plant is going to look like in ten years? The day you retire...?

A Well I hope it is here is the first thing. If this plant stays opened and I've got no reason to doubt that it will. I've been through the Louisville plant and Kansas City plant and our plants will look like theirs.

Q What do their plants look like?

A Body shop is 90% automated. Ours is going to be the same way if we are still here. And again if they don't automate we may not be here. Ten years from now the changes are going to be enormous I think.

Q It sounds like there is a bond, right? They're either automated and those people won't be here and or they don't automate and nobody will be here.

A I am not saying that is going to happen you know, that that is they way it is going to be, but that is the picture I get that Ford

Motor Company is sending out. That if we don't stay up with automation, if we don't stay up with the new generation of doing things, the new way of doing things here then the plant is not viable. I am not sure that I agree to that. I am not sure that I could do a job better than a robot. I am not sure...

Q Or could you do it as cheaper?

A Yeah.

Q It is not so much if you could do it better, but could you do it cheaper?

A Yeah your right, yeah. And ten years from now I just look for the place to be a lot more automated than it is. I look for us guys with my age to be gone and there will be younger people working in here and I hate to say it, but maybe for the same wages that I am making today.

Q What do you mean?

A I got a feeling that you are not going to see the big wage increases in the next ten years that we had seen there for a while.

Q Over the last ten years?

A Right.

Q Because our wages have gone up. What when you hired in you made how much the first year?

A \$3.00 an hour.

Q \$3.00 an hour and now you make?

A \$13.00.

Q \$13.00.

A So I don't think you will see that big an increase in wages in the

next ten years. Inflation done us a lot to get us where we are at and we done a lot get inflation where it is. Every time we would get a raise of 50¢ or 75¢ the cars would go up. Ford Motor Company wasn't going to pay for that. They would make us pay for it buying the cars. So I don't know if it is good or bad. Concesssions, they keep asking for concessions.

Q What do you think will be the next concession that they ask for?

A In this plant? I think the next concession they ask for in this plant will probably be a consolidation of classifications.

Q Explain to me how that works and how that saves money.

A Okay. I'll use skilled trades as an area. The way the do...just like they did the Jefferson Avenue Chrysler plant. Say for instance you have got ten different trades...an electrician, pipefitter, millwright...if you call a millwright done to do a job and he is doing that job and something comes up for a pipefitter to do this millwright won't do it. He'll sit back and stand and wait for a pipefitter to do it. When they combine these classifications they are going to train that millwright how to do that pipefitter's job. Then he can complete the whole job. You won't have to have a millwright, a pipefitter, an electrician to do one job. That is their idea behind it. That is the reason why that Ford Motor Company wants all these job classifications. If you read in the paper that Chrysler went from 87 different classifications in this new plant, this new agreement that they got down to 10, well that is the same way in production. You won't have a chasis utility, chasis repairer, chasis assembly, hydraulic rivoter and inspector. What there will be is everybody will be doing the same job.

Q I see.

A I've never seen it happen, but that is my view point. If an inspector is under the hood checking something and he sees a wire laying there instead of writing it down on a ticket, he will reach over and plug that wire in. He becomes a repairman then. He can't do that now, but if they got the ability to combine them two classifications, inspector and repairer together and make it one classification then you save a lot of money.

Q And that will be job elimination.

A That will be job elimination. It sure will. To me that is what they are going to be fighting with the UAW for and that is what Chrysler already got and I believe that is the thing that they are going to be shooting for at the next national contract.

Q You have two more contracts that you will live under. Two more negotiations...what would you like to see, do you think you can see anything or do you just hope that you don't lose anymore?

A That's me, if I stay status quo I am happy.

Q You'll be all right.

A I'll be real happy.

Q You'll feel as if you are in good shape.

A I'm in good shape.

Q You'll feel set in life in terms of not needing to accumulate or to take care of...

A Yeah. I'll be eligible to retire when I am fifty. I am not sure I will want to quit work when I am fifty, but I'd like to get into something where I wouldn't be coming in here every day.

Q What do you think you might do?

A I don't know.

Q Consult. Do you think you will be able to consult for employee involvement?

A No I don't think so.

Q I bet ya'. That is because you will be able to tell engineers how to talk to each other. That's what they are asking for right? There is a shortage?

A Oh yeah. I figure I would like to do something and I haven't made up my mind yet to where if I wanted to do it today I can and if I don't want to do it tomorrow I don't have to. I don't want to be tied down to something like I am tied down here. My wife won't be able to retire until she is 55. That is about four years after I am eligible to retire. I might even work here for that other four years. I like to do farm work. Now I wouldn't mine after I am retired to just have a couple acres. You know you can do a lot of work on a couple of acres and something to keep me busy there. Again I have got eight years to decide that, but I don't want to wait until the last minute.

Q So are you preparing now?

A Well I thought, well several different thoughts...I even uh, besides this farming you know just raising my own gardens...is going into video work. Taking videos of weddings and graduations and stuff like that. Ford's has given me an opportunity to learn a lot of stuff about this video equipment.

Q Tell me about that. I see you walking around taking movies with the video all the time. How did that get started and what do they

use all those monitors for?

A The monitors is just a communication thing. They figured that that is the way they could send anything out to the guys that they needed to know what is going on at Ford Motor Company, what's the news at Ford Motor Company and anything in the plant, any messages.

Like I use it now, I put weather up on there and I'll put the cafeteria menu on there. If the union has got a message they want to send out to the guys I'll type that in and send it out to them. It is just another means of communication. The video equipment...most of the stuff that I do is just to give the guys an opportunity to see their self on TV.

Q What do they think of it? What do guys say?

A Well I'll tell you I did that for the open house we had here ast fall. I went around in the whole plant and I tried to get a shot of everybody and I wanted was just a quick shot, 2-3 seconds because if you take one guy for a minute people will say you are checking the time on his job and I would never do that. I would go out and get a quick shot of everybody and then I would play it back and I would do that during open house and people would sit down there for twenty minutes just to see a glimpse like that. People enjoy seeing themselves.

Q Oh yeah.

A I did the union picnic last Saturday and I showed that on TV. I did the parade downtown on Labor Day. I went down there with the local and I put that on the monitors here.

Q So it is right on the monitors and everybody could see the Labor Day parade.

A Yeah I wrote, I printed it up Labor Day Parade on the front of my

tape and I would run it 2-3 times per day. I made copies for them to take next door to Wayne and they runned it over there. If we get some bad stock in here from Chicago or some place whether than try to convince them that it is bad we will go out there and take a video of it and show them this is the stuff you are sending us.

Q I see.

A That is what we use it for.

Q So you run the video.

A They sent me downtown. They only send you for two days training. You don't learn that in two days. I still don't know it good, but I know it good enough to operate it. I read a lot on it and I enjoy doing it. They have loaned me the equipment here to to that parade with. We used Ford Motor Company equipment. I went and asked them and they let me have it. I enjoy doing that. It is possible, I know they have got a class at Wayne or at Westland John Glenn at their vocational tech. center over there that will teach you how to really do that right and I would to take that class. Then I could go out and shoot these weddings that I want to do.

Q My buddy just had his wedding done and it was real nice.

A I don't want to do it where I might not take the right kind of picture that I want to take. When I show a man and his wife their wedding I want it to be beautiful.

Q Right, sure.

A Here it don't bother me if a guy comes up to me and says man that is a helluva picture you took. That don't bother me. You would be surprised just how much people really like to see themselves.

Q It is the same thing with just doing interviews. I have just got a few more questions.

A Were you here when they did the advertisement for Ford commercial?

Q No I was on medical with my hand.

A Have you seen the commercial on TV?

Q Yeah.

A You would be surprised how many people have come up to me and tell me heh I saw you on TV. Just because it was a Ford commercial and I was on there for two seconds, two whole seconds I was on that TV and I really got a kick out of seeing myself on TV. It didn't matter to me if it had been this TV here or if it had been the one at my home. People just like to see themselves.

Q I remember people watching after the open house and people talked about it a lot.

A I got some criticism back then because they thought they would use that to put a standard on my job. I never, it ain't no way that I would ever let something like that happen.

Q One guy said he didn't want his wife to see him doing that job, he wanted his wife to see him doing another job. He was more proud of the other job.

A I just tried to get a little bit of everybody that I could and it turned out great.

Q Over the years since employee involvement is an area that deals with people becoming more satisfied with themselves and plant and it probably has a lot to do with self esteem.

A I am sure it does.

Q You can talk a little about that and how if you could talk about the changes you have seen in terms of alcoholism or some of the stealing and how that has been dealt with or if you have any

relationship to that because I know we all got can you think of any sort of graphic stories from the past.

A Well I only deal with guys self esteem. I won't credit employee involvement with it. Maybe it is just a change in people. You know back in the 70's and 60's if you weren't one of these real violent type of people you weren't recognized by the employees out there. Do you know what I mean? If you understand where I am coming from.

Q Say more, say more.

A Well okay. You really didn't care from one day to the next if was was running a truck off the end of the line. If you could stand there and fight with your foreman, the people actually, a committee man...I'll give you a for instance there...is a committee man will get more votes for fighting with a foreman than he would for correcting a job. It is just a different philosophy of people. Now people have got some pride in their work and they feel like they are accomplishing something and I don't think you see...I'll use the word sabotage and I know this happened, I wasn't part of it and I didn't do it, but I seen it happen when I worked the frame line. We used to have a break down once a week for a half-hour because some guy would stick a frame spacer in the line. Now the guy takes more pride in his job and that extra half-hour isn't going to make him or break him. You don't see that happening now. People have got a little more concern. I think concern would be a good word. They got more concern about how the trucks turn out.

Q They don't like the half-hour off any more or what?

A Sure they like it if it happens, but they don't want to be responsible for making it happen. I've seen them back there down for one hour and a half over something a guy would do intentionally. You never see that happening no more. You very seldom see somebody intentionally sabotage something in the plant to get time off the job. It did happen. I think people have got more pride in what they do and I think the union has helped in that point that they sort of made it known that we are not viable as a union if we don't build a good truck.

Q Where do you think that came from? How did that develop?

A I think from loss of jobs. You know the UAW is a powerful organization and they survive with what we pay them and every time that I am not here for a month they lose \$27.00 so they got to convince people out here that if we don't build the kind of vehicles that people is going to buy they'll keep losing that \$27.00 a month and that strength could dwindle real quick if they lose all their people and we lost a lot of people. They lost a lot, can you imagine how much money the UAW lost? I think the UAW now they are more to the point of trying to work with General Motors, Ford Motor Company to make sure we get a good truck out of here. To make sure we get good cars built so you'll buy a Cheverolet and not a Toyota. They are going to make their money out of them. They are going to make their money out of Mazda, out here in Flatrock. The UAW stands to lose a lot of money where you know Ford Motor Company and General Motors are going to protect their self. If they don't own in this country they will own in another country. I don't know if that is your philosophy, but that

is what I think. I think the UAW is not more interested, but I think they want to see the best quality trucks for the cheapest price that they can. Again that is something that is down the road and time will tell.

Q We'll just end it with uh...as being in this position and seeing auto workers what are the other areas of concern that folks on the line have that you see and you are able to help out within your job?

A That is a touch one.

Q Yeah I'm just...

A It is hard. That is the hardest question that you have asked me because there are so many different things that I do to try and help them out, but as far as they are concerned they don't bring a lot of their concerns to me you know, because of what I already explained out to you. I think a lot of it is because they understand I am not a committee man and I can't go that route, but I will help them out if I can. As far as the concerns go I don't know.

Q Is there any conflict between you and Archie and Brenda having three different roles as family members?

A No. As a matter of fact, since Archie has become plant chairman here it has made my job a lot better because I can confide in him a lot, more than I did with Charlie. And I like Charlie and everything like that, but I feel more free going up and telling Archie a problem that I got whether than Charlie because I don't want to go bitching to Charlie about things that I didn't like what was going on.

Q What kind of areas would you like to see E.I. involved in or what kind of changes do you think need to take place over the next five years to make the company more competitive and continue getting good quality?

A I think the changes has to come from the management end of it. You know when I first took over this job they told us that of all the problems that Ford Motor Company had that management was 85% at fault. I still feel management is the biggest majority at fault. I think for employee involvement or anything if management wants us as hourly people to really be involved in their jobs and in our jobs they have got to become more involved in their jobs.

Q What do you think they have to do? How do they get the foremen or general foremen to do it?

A I think it is something that is going to take time no matter what and I wish I had an answer how they should do it. I don't know. I wouldn't be bashful about telling them. I do tell them at times. I think their foremen are right now they just give their foremen an area to run his area is one thing. Why have a foreman there if he can't make the decisions? They got to put some of that authority down to a foreman and let that foreman be responsible. If his line needs to be turned off, let him turn it off. Give him that authority. Don't make him have to call a general foreman and say can I do this? I think they are going to have to change their philosophy on managing before they can expect us to totally change our philosophy on the way we are doing things.

Q Aren't they looking to eliminate foremen and having these check and assistance folks or SPC folks, I don't know, become the foremen?

A Well you know that is one thing that I am not sure I agree with is check and adjust to start with. What they did is the union sat down with the company before they ever put these in and made it clear that they would not be a glorified supervisor. They were there for quality purposes, not for supervisory purposes. He don't take time, he don't hand out checks. They are doing a good job of setting it up in this plant.

Q Is it not like that in other plants?

A No. That is why they sat down, it took them three months to get that job in here and get it going. These other plants they just came in and started it and the foremen would come around and hand him checks and you go pass the the checks out. When it came time to check a man in in the morning the check and adjust people did that and they don't do that here. The union would not let them. I'm sure they are looking for ways to eliminate the supervisor. They would like to go to the team type of concept where you would have twelve people on a team and you wouldn't need a supervisor. Everybody, we work as a team and if you are not here we would cover for you. Now that is the concept that they are putting into the Flatrock plant.

Q What is that?

A The Mazda plant.

Q How are they doing it?

A You work as a team. General Motors has also got it at Poletown. You work as a team.

Q They don't have foremen?

A Uh uh. They got them, but not in the same system that you got here

now. I have never been associated with that type of thing, but I don't believe that is what check and adjust is for. I think that check and adjust are quality people, but I don't know that Ford's is wanting to do away with the supervisors if they can and I don't know how they are going to do it.

Q Do you think the videos are always going to be one way in terms of telling us or will they eventually use the videos to be watching the people on the floor?

A I don't believe they will ever do that. I don't believe that as long as we got a union that they will do that. I know one thing for a fact that I'll never be part of that. Heh I like my freedom.

There ain't nobody going to put a monitor up there and look at me and I would never be a part of it happening to anybody out there on the floor and if I am out there taking a picture and you say I prefer not to be in there...

Q Yeah, but I am not talking about your pictures.

A Yeah I know, but I mean that is my philosophy and I don't believe they will because I think as long as we got a union it won't happen. I believe we will always have a union. Because you are taking away a man's right to privacy. I've got a right to privacy and I got it everywhere I go. I am really...as long as I am on this job that wouldn't happen with me being involved in it. I don't believe it will.

Q So unless people's philosophies are real clear all these lines of separation between company and union, what's right and what's wrong, check and assist folks, foremen I mean all of these become very blurry unless they are real clear. I mean you are very strong

in just saying heh I will not be part of them watching the line, but they come along and say if we watch we can eliminate fifty foremen, we can save this amount of money and these other three hundred people keep their jobs.

A I couldn't go along with that no matter what they would say. If Ford Motor Company...they are going to eliminate people no matter what we do. You as an hourly person, me as an hourly person, Ford Motor Company is always going to be looking for ways to eliminate people. They are going to do it no matter what I do. They are going to do it, but if there is anything that I can do to make a man walk out of this plant with some satisfaction that it is not going to be hard coming back here tomorrow morning I'm going to do it, but I'll never do nothing to damage nobody. Knowing, I'll never knowingly do it and I am not afraid of a guy coming and telling me if I do because I'll admit it if I do.