

WALTER "JEFF" WASHINGTON

Q Give me some statistics, how many?

A Uhm, I figure just over nine hundred next door at the truck plant and about three thousand over at the Wayne Plant and then your retirees. The newspaper, for instance, I think is like six thousand ah copies, you know, and that's more than enough.

Q What was the high point and the slow point, do you know?

A The high point?

Q Numbers.

A Oh, the highest point. Geeze, I would think that would be back when they bought the local over on Van Born Road, when they built than one. They built that one and they had a big membership, then there was a big layoff and a decline in membership and had to get out from underneath that local. So whatever the count was at time, I, probably, Art Delaney (?) could tell you. I think that was his administration.

Q Your name is Jeff Washington?

A Walter Jeff.

Q Walter Jeff Washington. Should we call you little Jeff or not?

A Naw, just call me Jeff.

Q What was your typical week like this week?

A This week?

Q What do you do as union president?

A Get jobs back, solve problems, handle benefit problems. I used to be a benefit rep. Just problems in general. Some people just like come straight to the top instead of starting at the bottom. I try to set 'em back. But sometimes you know they don't want to hear that, so you

have to individually get involved with the problem.

Q What kind of problems did you have to deal with this week?

A I got a couple people back to work. Well, last week, I got six people back to work. I went into a third stage meeting.

Q What does that mean, third stage meeting?

A Third stage meeting their grievances went through the first, second, and then my level, third stage. I went in, I had some people... I got what they call, like a one-shot deal, you know, and I've been successful in the one-shot deal and they give me a shot at some of these people. Some of 'em been fired three or four times. And I been successful in getting the company in getting the company to believe in that and I had a few that that was it you know.

Q What do you mean one-shot, give them one more chance?

A One chance, yea, because especially if it's the same problem over and over and over. Ten day quits. Guy don't come to work, they automatically send him a ten day quit with five days to respond. If he don't respond, the fire him. You know after three or four times somebody got to learn something you know. And I just ask for one-shot deal. And that's the majority, eighty percent of your cases are ten day quits.

Q Now your president of Local 900.

A Yea.

Q What are all the responsibilities that you have?

A President of the Local 900 is running duties of the local. Being the boss the local. But I'm in dual capacity, I'm chairman of the Wayne

Assembly Plant too. Still over thirty-one hundred people.

Q Directly?

A Directly, like Archie Kinney is at the Michigan Truck Plant. So I'm responsible for that, responsible for the whole committee, I'm responsible for the whole thing. And to tell you the truth, the job is over responsible.

Q Which is the hardest part?

A The hardest part? Coming in and trying to juggle yourself amongst all those things.

Q What kind of demands do people put in?

A Straight to me? I think they respect your decision you come up with. I never had no real problems where I wasn't able to get a lot of problems taking care of. And personally I don't like to bragg, I think on an overall average, I probably take care of ninety-five, ninety-six percent of the problems. They are taken care of, they have 'em. The other four percent, some of just can't do nothing with you know. You should be able to sit down with that guy and tell 'em you know, we can't do that you know. And a lot of times, the majority of the problems are taken care and he ain't gotta come in anyway.

Q What do you mean?

A When they get to me the contract don't even allow them to have it. But I gotta go and get it done because I try to establish that working relationship.

Q Who do you bargain with in the company?

A The supervisor in labor relations. Tony Wright the area manager.

Sometimes it goes as high the plant manager when they get to sticky, something they don't want to touch.

Q You, being a union person, you were born with it. Your dad... Take a little time about how your dad started in the union and when he went in and what was that like when coming up as a little person.

A Well, my dad started probably in the union 'cause my grandfather was in the union. He was financial secretary for Ford car workers. Railroad, for the porter workers. Then when they moved here, both of them moved here from the South of Mississippi, my father went into the automobile industry in 1942 if I'm not mistaken. And I think sometime in 1946 or 47 he ran for district committee man and won.

Q In Local 900?

A In Local 900. It used to be the old Lincoln Mercury Plant, located over there on Livernois and Warren.

Q Were there many other black union officials at that time?

A Nelson Jacket (?) who became vice president of the U.A.W., he was killed. Eddie I think, Danny Alex Ford...

Q Not too many?

A Not too many no, there wasn't that many. They was just on the rise of getting into the union.

Q What do you remember as a kid about how busy your dad was being active in the union?

A Never being home. Never being home, and coming home late at night... Eleven o'clock at night and gettin' back up early and going right back out again. Staying on the road, on trips, conventions, subcounsel two

meetings where the semi-counsel too. He was always a subcounsel two delegate or... Twice negotiator.

Q That was national contracts?

A National contract. Uh, being fired. Being fired, I think it was back in fifty-eight, they fired him because he walked the paint department out for wash gloves. He stayed out almost a year, I think it was.

Q They were out for a year for what was it now?

A Walking the people out of the plant for wash gloves. Used gloves, you know, like painter's gloves, turn back to 'em. Now it's a common thing to have used gloves. Back then it wasn't. I guess the gloves was too tight on the spray painters hands, cutting off the blood circulations and all that.

Q Did you ever think that you would be a union leader?

A Not as a kid. Not as a kid.

Q What did you think you would do as a kid?

A Actually... Not really nothing. Other than getting a good job and making some money. And he got me into an automobile factory truck plant at the tender age of eighteen.

Q What was it first like when you hired in?

A It was an experience. Well, when I first hired in, uh, I was in maintenance though, but I was on the afternoon shift, so, I used to work in a printin' place during the summer time, prior to going to the truck plant. So I knew what cleanup was, so that was no big deal to me, just a big experience to be able to get that big of a check every week, you know, and that was good money back then. We...

Q What type was this?

A Janitor.

Q What year?

A Oh, 1964.

Q So you were one of the people that opened the plant then?

A One of the first for the afternoon shift. They had people, they had production running, 'cause it started something like in February... January or February of 64, and I came in, in March of 64 and they needed a cleanup crew for the afternoon shift, and I was too small. I was only about a hundred and thirty pounds. So you know, being a hundred and thirty pounds, uh, there wasn't to many production jobs that they planned on putting me on.

Q You were lucky.

A Yea.

Q What did you think of the union when you were eighteen years old and...

A At eighteen, not very much. I got one year and my father and them coached me into running for the executive board (?), that was an experience, I won. I won.

Q You won your first election?

A I won my first election.

Q You never lost an election?

a I lost one election in 1968. I run against Harry Clark who was a financial secretary, who was hard to beat you know and uh...

Q He had been around for a long time.

A He had been around a long time, been a financial secretary, you just

don't unseat a guy of that character, just by coming in new, I don't give a damn who you are. I didn't feel bad, 'cause we got Jimmy Coleman elected. I wanted to see Jimmy Coleman get elected. After he got elected then, in a way, it made me go back and assess some of things that maybe I did wrong, too. Because I got to the point there I won, I think it was a couple of elections prior to that and I had the big head. I didn't think I could be beaten, you know. And after I lost, then two years laid off of not running, I ran back for the dimension. I ran for the dimension and I made that in 1970. Being out of it, somehow, made me realize you know, one never gets too cocky that you think you can't be voted out of office you know. And I think that point has paid off you know.

Q You work pretty hard in elections?

A Yea, I try to work real hard you know. I figure if I'm gonna lose, let me lose working. I'll never lose sleeping.

Q What, through all these of being a part of the union, can you share some of the real gains that you've seen, that you've been a part of in the last twenty years, twenty-two, twenty-three years. Also, some of the changes that you see taking place now, and some of the questions.

A You mean some of the changes.

Q Developments and changes...

A Are you talking about relationships or...

Q Where ever you want to take it. What ever you think is important. Like if you were telling a new kid on the block I came in in 64, this is what it was like, these are some of the things that have happened.

A Well, I came in in 64, and I like I say I came in the maintenance, I didn't come in production so I didn't get the real hard core of the... You didn't get into the real kick ass foreman you know. You hired in to cleanup whatever foreman... They had Alex Digesco (?) he was a decent guy, he was an older guy, Greek guy. My father had brought his cousin back from Ohio, transferred 'em back here... Transferred from here out there and then wanted to come back or something, got laid off or whatever, and so me and him had a rapport, so I didn't have no problem with him. Uh, I wanted to go on days you know, man I wanted to go on days bad, eighteen years old, shit. Just started fucking you know. And ah, so ah, Alex told me and said why don't you go on days and see if you like production. See I never really saw production run, I figure, hell, I could put on bolts as well as the next guy you know. Well, when I come on days... He let me come on days one Saturday and it was hot. Man it must of been ninety-eight degrees outside. I had to be a hundred an ten in the plant, and I don't know if you remember the bus tires, they was pretty big, and they put me down there mopping the floor where sweat was just coming out the floor, the humidity. And man I'm sitting there with a mop in my hand wringing wet. These guys, wrestling with these big tires all day. Well, I got back that Monday morning, I almost kissed Alex and told him thank you, you don't have to worry about me going on no day shift you know. I'll stay right where I'm at, you know and that was experience. But, but, after getting involved in the union, then we started... We had a few walkouts, a couple walkouts in the plant, and being involved in the union...

Q Do you remember what they were over?

A Well, one was over ah Fugate (?), which knowing Fugate I sometime I think it was ah probably the worst thing that we ever could of did for the union, to walkout for a no good bastard like he was.

Q What happened?

A Ah, it was over, uh, what the hell was it over? I don't know, him and somebody got into... I can't even really remember what it was over. I hate to remember. If I know Fugate like I know Fugate now. He wasn't no good. Ah, there was another walkout, body shop... We used to walkout for various conditions in the plant. Conditions were bad in the sixties you know. You know they had people in line out there you know, they could run out there and hire anybody they wanted and put on the job so, conditions was bad. Uh, they had this, they had this atmosphere in the plant, and you know you was part of a family, a southern family, if you wasn't in that click of that southern family you know you would get screwed over, messed over, and whatever, left over. So, ah, those days have changed since then, ah, we were always saying we was cutting the foreman's throat and he cut your throat and get with the guys, fuck the foreman you know. It wasn't about building cars or... It was about building trucks, they wanted production.

Q They got it out pretty fast.

A Yea, they got along real fast.

Q What do you say it was an advisory relationship then, and now...

A It's a different approach, even in negotiation, it's not like that approach of go in and stand on top of the table and cuss and swear and suck your dick and...

Q You don't want any kind of cursing in there?

A No I don't want any none of that in there.

Q We'll change the language, okay.

A It's now, it's a... I like to be able to say, momma, I don't want to go on record as being no suck ass, 'cause I am far from being that, it's a different approach about how you get things done.

Q Well, that's what I'm trying to understand. That's what I think the American people are trying to understand, what's the difference?

A The difference is, diplomacy. You know I guess it's almost like Ambassadors getting things done in other countries. You don't go in there and threaten to drop a bomb on 'em, you go in there and... You go in there... I think the main thing is learning the people that you work with. You can learn people and ah just a few kind words or a few thoughts about something personal to 'em, means a lot to 'em. And, ah, breaking down those barriers of trying to fuck you and me fucking you and all that. They ain't about that no more, I don't think it's bought that more, and I think if a union rep takes that approach, I think all he can do is hurt the people that he represent. The thing that's most important to me in negotiations is getting all I can get; however, I get 'em, however, I get it, just let me know if I got it, and if I got it, then I feel good about getting it you know.

Q What were some of the things that the union fought for... You can talk about on the local level or the national level, since you've been to the conventions and subcounsel meetings, and all the different kinds of meetings over the years. Different things that the union got one way

with the threat of a strike or the hard nose advisory relationship, and what you see coming up now.

A What I'm seeing coming up now, ah, a new way of doing business. Like a say, a change in attitudes. Ah, a way of sitting down and saying well if I do this, what are gonna do? You know, if I bust my butt, what are the rewards you know. Don't tell me dick breath, dick breath, company people with all the bonuses and stuff like that. They wowing the people back, making the place that we have to come to work, a better place to come to.

Q That's been a big issue? The environment inside the plant.

A The environment, the cleanliness of the plant, the food in the cafeteria, oil on the floor, the dirt... You know, various things of that nature. In the Wayne Plant, we had brought in computers; the truck plant's got 'em too. Computers, that's probably a great thing, we probably put close to eleven hundred people through those computers.

Q Computer classes?

A The computer classes.

Q You can tell me a little about that later on.

A Okay. Physical fitness center, he's got a we're looking at an Associate Degree, college onsite classes. Technology is coming to the plant, and I think our people's got to be ready for technology. I think the more our people are educated, the more they understand... They can understand technology, the more they can understand automation, the more they can understand the reason why some things happen, instead of going on the room with a Jack or Joe told 'em that

we passed out through some politician who think it favorable to bullshit the people so he can elected you know. Educating the people and looking after their health.

Q So there's a lot more in terms of the benefits in the health areas. Inside you have the education program, but you also have the... What is the thing that Andy Wells does in the...

A E.A.P. Reps.

Q What is that called?

A E.A.P. Employee Assistance Program.

Q What is that actually?

A Well...

Q How successful is it?

A It's very successful. It's very successful. We've saved a lot of jobs. We've put a lot of people through that program. We're not batting... I think we're probably batting maybe about thirty percent success rate.

Q These people have alcohol problems...

A Alcohol and emotional problems or marriage problems. You name it.

You know that E.A.P. Rep. is for is to find them some type of help. Sit down with 'em and counsel 'em.

Q How many people have come to it...

A Rick don't give us numbers because we always try to keep that confidential. You know, the more you pry into that, less confidential.

Q Would you say hundreds of people?

A I would say, since Rick been on last year...

Q You mean Andy?

A Andy's at the truck plant. I'm talking about Rick. Rick Boom is in the Wayne Plant, he's my E.A.P. Rep. Andy's in the truck plant. Andy and Archie would probably have to tell you those figures. Basically, I don't know. I couldn't tell you how many went through truck. Wayne probably, and I'm just guessing, somewhere in there, maybe about seventy to eighty people.

Q That's of significance, seventy to eighty people.

A Some, not all, is volunteer now. I'm talking about people with drug addiction. Some, they on their last leg of having a job, and we try to read the riot act to them and tell hey man get your stuff, clean up, 'cause you ain't gonna have a job. Sometimes they'll put people in the street for a while in order for them to realize they got a problem.

Q Have drugs and alcohol gotten worse? You know, people have the image of auto workers being stoned out their mind and drunk out of their minds... putting these trucks and cars together that don't work. What do you say when someone comes up to you and says man you work in an auto plant? You got all drunken auto workers. What do you say?

A I probably tell 'em, shit we make good money, us factory rats. You got some of the best benefits, us factory rats. Ah, I think if it wasn't for us factory rats, this standard of living probably wouldn't be this good as it is. That's giving credit to the unions.

Q Why do you say it's a credit to the union?

A It's was a credit to the union that... I think people today are losing their prespective of how this standard of living got like it was. It

wasn't that these automobiles just voluntarily gave... These companies, any companies, just voluntarily gave 'em anything. It was the union, they brought the standard of living up, they made a profit we wanted. We didn't share in the profits then, but we shared in the wages. You know, they made a, got a raise increase, we wanted a raise increase. And, ah, us rising up, even plants that didn't have the unions, had to pay those similar wages to keep them from getting unions, you know, because the unions was competing with them you know. It was just a matter of time that people was gonna follow the union. I think people losing it now, because I think people... My own personal feelings, and I think people think that...

Q I'll consider all of this your own personal opinions. You're not a representative of the Local 900, you're Jeff Washington who happens to be the president, but this is you as an individual. You're not a spokesman for the union at this time.

A No. I'm just speaking on my own personal. I think the public people, myself, personally, envy... got an enviness about auto workers making thirty, thirty-five thousand dollars without any college degrees. Like ~~school teachers, you know they used to strike in the year to catch up.~~ I remember a time when I was in school, my English teacher, we was on, my father and them was on strike, the auto workers, and there was quite a few of us in the class. She thought it was a disgrace that these people be out on strike and all this. If I could see that bitch now... I would tell her, remember when you told me that and now you is in the union, trying to get yourself caught up you know. I think, ah,

the U.A.W. had a lot to do with standard of living in this country you know. I think civil rights had a lot to do with it too, 'cause ah, marching for the garbage workers, ah, poor people, ah and... What bothers me, is that, for people to tear down the union now and not know why the standard of living is what it is. Some people just think that the company is good to be, I'm qualified for it. Company don't care that much about you being qualified. They care about you producing and for the cheapest rate they can get it for.

Q I'm sure you find even in your own membership people have that attitude.

A Yea. I think that's changing though.

Q What do you mean?

A You mean about the membership thinking that we shouldn't have all this money?

Q Not that the membership doesn't think they should have the money. They don't think that the union was responsible.

A No they don't because they haven't ever been educated by this union to know how they got what they got. Sometime in April, we gonna start classes here. And we got some money in the nickel fund we gonna spend and that's to get people over here for a two-day seminar.

Q Really. Tell me about that.

A Oh, seminar is gonna be, ah, the first day it will be like a joint program. The joint program where the company and the union all joint programs; E.A.P., Health and Safety, the benefits, all these joint programs will be brought over by the company and our people, our reps.,

and we will explain to people what the benefits are. If they got questions about 'em, bring you up to abreast of it. Ah, second day will be a union day. We'll bring 'em the history of this union and try to make people aware of where... how they got what they are, and where they at you know. And I think that's been long overdue and I think they can't do nothing but hurt us, because our biggest thing is, a lot of people don't even defend our union when we go on the streets.

Q What do you mean?

A Rick, what I mean by that, we all middle class people now. You know just think we all got this maybe a neighbor who is a middle class who puts on a shirt and tie and he'll be downing the union, and I'll be sitting there agreeing with him you know. But he don't know, the brother don't know that if it wasn't for the union, they wouldn't have the house next to Joe is the same middle class guy who puts on the tie who doesn't be represented by the union. If he had any sense, he'd tell ole' Joe, the reason you making the wages you makin' is because of this union. The barbers, the grocery stores, all of these, it's a trickle down effect to everybody, the grocery stores, the banks, everybody shares in the wealth of the union.

Q Where did you see the down turn in the kind of respect among your membership?

A It's no big issues. Ten hours a day, weekends is the time and enjoy yourself and relax. If we the union wants a quarrel, we can get a quarrel, we can go out and stir some shit and say there's gonna be strike, just to get a quarrel, we can raffle off t.v.'s as the door

prize and get a quarrel. When we call on 'em and there is something urgent, they come. We just brow beat 'em every month to be there to talk about the union.

Q When I hired in, I couldn't understand...

A But you have to respect people time off too. Like I say, if you want to educate the people, bring over here, keep 'em for two days, sit down run the movie by 'em. The movies when people was getting hit over the head, people were losing their lives and shot at, dogs put on 'em and you know the reason why I think this... I know this program is gonna work, 'cause it's working in Flint. It's working in Local 598, and man, the response of the people when they leave there, then they all have a different outlook of what the union is about. And they right to ask their questions.

Q I think it's a great idea. Charlie talked about the importance of education as well, he thought that was just... Talk about the orientations he used to have him and Jimmy Coleman used to do down in Detroit at one of the hotels or something.

A That's right, bring all in there, sit them down, and talk to them. Like I say, the worst thing, if Jimmy Coleman was there he would have a sign out in the hall, what was it? Ignorance in action. Ignorance in action is very dangerous, or something to that nature you know.

Q What kind of issues to you think will be coming up in this upcoming contract?

A Mass relief.

Q What is that mass relief.

A Eliminating all the relief men; going to a shut down mass relief. Ford says they'll get better quality, because they don't have people going from job to job relieving the duties. Naturally, they say they can get better quality. I don't see how they can make anymore money because your shutting down to relieve.

Q Would they lay off one out of seven people?

A Yea, they can lay off three or four hundred people.

Q That is sixteen percent of the plant, one out of seven.

A Naturally, combining our classifications.

Q Explain the benefits and disagreements you have with classification codes?

A Combining the classifications?

Q That's part of the Japanese style.

A Yea. Combining the classifications probably gonna come in 87, I don't think it's gonna be as drastic as people think, I don't think we'll be down to two classifications. I think they'll narrow it down per department. They'll narrow it down where they make everybody versatility. You know we all versatilities, and the man is versatility, that's what they looking for versatility.

Q What do they get out of that?

A They can put you anywhere. You know, they can sweep the floor with you. You can cleanup, you can go from this job, you can go from that job, you can like... The paint department you can be masker, you can be a sander, be a... maybe even a spray painter if you want.

Q Wouldn't that be beneficial to the guys in the plant, and the woman in

the plant?

A Yea. To me, myself personally, I think what they should do is give everybody a top rate... now you got it, you can do anything.

Q So you're saying pay for that? Compromise.

A Pay for that, yea. You know, like you say if they feel comfortable with versatility man, give everybody the top pay. Then, I don't think people will holler, I'm doin' John job and not getting the pay for it you know.

Q But originally, historically, I think classification was a way to... Was more than just a question of pay, it was a question of toward some control of over your situation. It was sort of a miniature... Control worker's power, to say hey, you're not gonna push me around you know, it's my privelege. Because they used to...

A It probably was back during that time, yea, that my job is this job.

Q So you want to protect yourself from harassment.

A But you had protection because you had the contract and you know they could only work you three days and that was abused then. That was the deal until you write you grievance you know. You can't refuse, unless ~~it does something to your health. So all there was was a committee~~ man's nightmare, you know he'd tell Rick. You know they could classify you if you don't want to. I don't want to, then they take you off.

Q And they would then put you back three days later.

A Yea. Then next week, you back another two or three days, whatever you know.

Q Do you think it's a symbolic issue of the union sort of weakening in

this situation, or is it symbolic we're going to get the most pay for a change of situation. I'm trying to get a sense...

A I think well, let me say this... The way I see U.A.W. looking at this whole thing... They're looking at, you know, it's alright, we really want the people at the Japanese plant. But it's gonna be harder for people...

Q You were saying about the classifications, how you see it.

A Well, if the Japanese come to this country, and they are coming to this country, they're already in this country. They invaded the shores, and planting plants, and it's uh, Honda, Nissan, and Mazda is got a three classification mass relief. Eventually, someday, in order to compete, we have to cut the cost of middle car too. You know, now you're competing with them right here in the country, they ain't just talking about just tariff law and I hope we get a content law to stop that. Just like if you're selling groceries, you got a way of selling groceries and you making more money, you know I'm gonna be looking at to find out how can I make more money by selling groceries the same you do. I'm gonna tend that store the same way. That's what I see is coming, I think the U.A.W. is looking at that, but they trying to break us into that system soft as possible without hurting a lot of people. You know not drastically doing it overnight and everybody's up in arms and talking about the union ain't no good and all that. I think you can gradually take your people to that. That's why I think education is a big point when you make changes, if people are educated to the reason of why the changes are being made.

Q What's the chips the union have at this point? I mean, do you see a strike as possible in the next...

A It's possible that they'll strike, but I doubt it. I doubt it if they'll strike. Maybe if they went to General Motors then, but I don't think they being going to General Motors any more than Fords. Big profits, Ford could share for the bank.

Q Do you see pretty much a mutual relation between Ford and the U.A.W. in trying to the best for the people who are still workers?

A Best for they numbers, yea. I think they gonna come out with that.

Q What?

A I think, I think they'll have less stuff out of this out of this classification. This contract, less shit. I think they will have less shit if it up to Ford about whatever they do. You gotta come up the board and stop giving contract of giving you some highlights. The highlights look like everything until you get the contract and you get all this little fine print on there you know, that's the worst thing I think that you can do to people, is not tell 'em the truth, you know? You a flunky, you a (), and I think they respect you more if they try to hide something.

Q Has that been a weakness in the union?

A That's always been a weakness with a lot of union reps. that have to come back and enforce the contract you know. Find all these little sweet things. Uh, myself, personally, I think, I think presidents and chairmans and committee mans is gonna have to stop relying on international t run your plants.

Q What do you mean? How is that happening?

A Everytime you got a problem you know... It's just like me and wife had problem I hung over at the neighbor all they time, they call me and I solve the problem. I would have problem. I think what we should is go and take care of more problems locally within the plant, you know, and not let them get downtown for a final decision. I've only had some new grounds and I had but two problems that went downtown for some type of final decision.

Q But if usually you got a problem downtown, you're gonna get some serious action that was to scare the company? But that's not what you're saying?

A No, what I'm saying is I think when international get involved in and know the wrong the thing, you've got some reps. in international. Some of 'em get involved and they solve your problems and you ain't shit coming in first place. But, I'm saying is that if you establish a relationship, you don't run downtown. Always run when you only need 'em, when you really need 'em. Don't run down there every week you know, needing some rep out here to solve your fucking problem. And ~~then the power of the union in that location ain't shit no more.~~

Q What are the problems that you face in this next contract here locally? What are some of the issues?

A Locally, there's gonna be some problems with outsource vendors coming into the plant.

Q What does that mean, outsource of vendors?

A Vendors. What I mean by that, uh, this vendor uh, brings a defective

part into the plant, and then, he bring in these people from man power, making three dollars and thirty-five cents, minimum wage or something. Or a mom and pop team, to come in here and work on these lines right along side of people that's making union scales. We been successful, we been able to chase 'em out.

Q You have?

A Yea, chase out, or chase over to the salvage crib and making 'em do it somewhere else you know. That's a solemn note with our people, it's almost like defending them you know. Some of these people come in, and they don't like unions 'cause they're making more money than them, and they you know, it's just that they have this sort of type thing between the people and the vendors you know. And some of these vendors are from the... some of the factories are down south, so now they get to send this cheap this shit up here to us, defective stuff, then they gonna go hire somebody to come in and work on it, when it breaks down out on the street out there, it's are people who they say ain't no damn good. It ain't the vendor that send the bad wiring here or ...

Q So it's a non-union, minimum wage...

A Yea, like the tappens.

Q What's a tappen?

A Fords had some tappens in they engine this last model change and they went over to some little outfit down in Florida, some little non-union shop and it cost 'em millions, it cost 'em two weeks of shut down, had to bring in the people from, it's in the tappers of the engine plant in Dearborn, they put a man and send 'em here.

Q What's a tappen?

A Tappen is in the engine. Tappen's they runs the valves.

Q Okay, I want you to explain to me because I got to put this in words.

A They in the engine. They run the engine. And some how they didn't have drain holes or something for the oil to return back or whatever, and it cost 'em a lot of money. All because they doing business with some little sweat shop down in Florida. But now when the car get out on the road and break down, it ain't the little sweat shop down in Florida, it's just them no-good factory workers out there in Wayne Assembly Plant. They might not even say the engine plant. Just the people where they assemble the cars at you know. But, we don't have any control over that. We ought to have more control over vendors sending something in our plant and then it's defective and damaged, we should send it back to 'em and get another one you know.

Q What about in terms of vendors, in terms of parts. A lot of times and local has been active in putting Ford buy American, buy what you build, and now I'm in trim and there are more parts from Mexico. We're even putting Japanese brake cylinders on now. How do you explain that to folks? ~~Whether it's in the plant or how do you come to grips with it?~~

A I think the people of the plant is almost accepting 'em. You know, you with something all the time and it's just a matter of being with 'em you know. It's hard to bite off you know the parts coming from Mexico. I wouldn't mind products coming from Japan or Mexico or anywhere else, if we could import our products into their country without being tariffed to death. I was in Japan in 83, and I saw two

American products, talked to some people from Japan, Japanese people. And uh, they would like to buy American made products, buy why would he pay twenty-two thousand dollars for an Escort, when he can a Mazda 626 for seven or eight, you know? That's the tariff that they put on us you know. Them are some of things that for reason somebody just don't like to talk about you know. You talk about trade, I'm talking about fair trade. They'll only talk about free trade.

Q Explain the difference of what it would be.

A Free trade is just you trade with my country you could sell your products, but then your saying the things you have to go through to get in there. If we did the same thing to the Japanese, I'm gonna tell you something, it would cost you twenty-two thousand dollars to get a car from Japan. To get in there you got to have special paint, and they inspect it, they make you do this, they make you put the mirrors on the fenders, they make you... you name it; the emission, it ain't even worth trying to get the car to the place you know, because ain't nobody gonna buy it in the first place. And like I say, I only saw two; I saw a Trans Am, and it might have been some millionaire or somebody who ~~just wanted one and he just paid. I saw a big Mercury around the~~ Embassy, the American Embassy, you know so...

Q So you went to Japan?

A Uhm, uhm.

Q Who did you go and represent?

A I went... Charlie was supposed to go, Charlie couldn't, but I'm telling you he's a scared of heights. Flying over that ocean for

fourteen hours is a long time! I went in Charlie's place you know. It was a great experience.

Q Why don't you share what it was like? What did you do?

A It was a fact-finding tour.

Q You went with whom?

A Mr. Lou Callaway. Lou Callaway, the plant manager. And uh, John Letinin (?) who is the plant manager over here at the Wayne Plant, and Dave Ramsey the bar and committee man they went, and he was a scared of heights. And so, uh, we went and it was a good experience. I got to learn a lot of things. I got to see a lot of things, not only for what they was telling me and they was trying to camouflage, I got to see a lot of things that ain't what they say it is. It ain't no big family affair over there, that everybody's so happy, that we just love each other and the company and we all in this thing together. It's more of peer pressure system.

Q What do you mean?

A Everybody makes sure you do your, your part, 'cause if you don't they suffer, and when they suffer they gonna peer pressure everybody's against you. ~~For one example: We was walking through a catwalk in...~~ was it Mazda, oh, you don't know... Mazda overlooking the plant. Yea, it was Mazda Plant, Hiroshima that was. And uh, looking down at the trim lines, they got four trim lines, not a truck plant with four trim lines, but they got these little marquess, these little lights that flash on telling what you are doing in production, over each line, and they got buffers on. They could shut down three lines and run one, and

I'll tell you the reason why they can do that. And all of a sudden we was walking through this catwalk and they tried to rush us through here you know, they was trying to hurry us through you know. And I looked at the sign that said six error. Six error, I'm sorry, first it said four.

Q It must have been in Japanese?

A No, it was in American, English, that's what I didn't understand. You know, I thought... I would think that they would put that in Japanese, especially if you got American walkers.

Q It's a Japanese Plant.

A Yea, but a lot of things around there in English, so maybe they're teaching the people to learn English too. So, uh, this thing said four error, four error, then it said five error. I looked down, and here this guy is he's running like hell, you know, and they got... Have you ever heard of the pull-cord system?

Q Explain it?

A They got two system. They got two cords: one yellow, caution, need help; and one red to stop.

Q ~~We have that in the truck plant?~~

A Yea, got that in the truck plant. I think Callaway put it in as soon as he came back. So um, this guy is running like hell you know? He's just, I mean he just can't keep up, so he's going in the hole. So he reaches up, he grabs the yellow one, all a sudden, these guys run down there, they got chimes go off when they pull that: Ding dong, ding dong, ding dong, ding. Hank Wilson say something. Hank had to say

something about that, they coming to beat that mother fucker's ass. I mean here comes three guys running like hell down there waving them tools in their hand. They jump on there and they reach up there and they pull that yellow cord to get it going, but they couldn't catch it in time, so they had to pull the red one. It stopped at six error. So the car in the hole. Here it is about, it's about five minutes to ten, and all this was happening; they go on break at ten o'clock.

Q They were trying to get that...

A So the other three lines shut down for break at ten o'clock, this one line had to keep running. As it went from six error, to five error, four error, three error, two error, and when they guys left they had something like four or five minutes of break left. They only get ten minutes.

Q What?

A They only get ten minutes for break.

Q The whole day?

A That morning. They get twenty minutes, ten in the morning and ten in the afternoon, lunch hour.

~~Q What do you get at your plants here?~~

A Six minutes per hour.

Q So it's a hour over a ten hour day?

A Yea. So uh, I saying peer pressure. The other three lines go have tea, and everybody's at the coffee machine enjoying there ten minutes of break. But now, when the line start back up, they all start back up.

Q So those people lost their break?

A They lost part of their break.

Q Someone messed up.

A Because ole Jack just couldn't keep up. Now here's peer pressure. Now, how do think the employees on the line feel about you.

Q I now how they feel about me. They yell at me for dropping screws now, because of that profit sharing.

A So now, I'm beat out of five minutes of my break. You know how you feel, you're tired you want a break. You'd like a cup of tea, now you only get five minutes or whatever it might of been and you back to work with everybody else. So, yea, they right, you got a lifetime job, but when they get through peer pressuring your ass, you gonna quit, you're gonna get out of there. But I also asked them what was the highest crime rate in Japan, 'cause when I toured walked the streets, it was four o'clock in the morning. Women walking the streets like it was nothing. You know, nobody pulling on them, nobody worried about nothing, it just like being down, like being in Vegas at nine o'clock in the evening. You know, everybody just out, plenty protection, nobody mess with no body. ~~The highest crime they got is suicide.~~

Suicide... They said that they try to make to make it... To keep it to the point to where you'd dishonor or disgrace your family when you don't succeed. See they go to the high schools and they get the cream of the crop from the high school and bring 'em to the plants and give the jobs.

Q The auto plants?

A Yea, and/or the colleges to go to the college for managing or whatever, and you work your way up through the system; leader, foreman, or whatever it might be. But, ah, I think it's all to whoever produces the most. Who produce the most. And ah, we got on a bullet train at night, in the evening, we was going up to Nowisaki, somewhere. And everybody gets on with little brief cases, some of these auto workers, brief cases, it's late a night, six o'clock it's getting evening, dark. I says where are they going with brief cases? Well in Japan, it's a prestige thing to come home late at night. It's prestige, that's why they start at nine o'clock in the morning, the day shift.

Q Nine o'clock?

A Yea, so you get off at five-thirty, six o'clock, 'cause it's prestigious to get home late at night, sun coming in, you big honorable man, you know good job. Walk with a briefcase, it might have your lunch in it, or your welding tips. You have to see it to believe it.

Q I can't imagine that.

A You should probably take a trip there and then you know what I'm saying. I learned a lot of things, ah, about the country.

~~Q What do you think that they're gonna take from there and put here? You~~
know we got a Mazda Plant coming up down the street, down in Trenton, not thirty minutes from here.

A They're gonna try to come in with their concept, the peer pressure thing. Team work, they emphasize on team. We're a team, we work as a team. A team will control whoever ain't doing their job.

Q What do you think about the E.I. program in your plants here and ah,

profit sharing which is also part of the team, right?

A Well, yea. Profit sharing is great. People think it's the greatest thing that ever happened.

Q Better than a wage increase?

A Yea, I think they would take that over a wages.

Q Because we've been getting big profits.

A Because we've been getting 'em. You know, you don't get 'em you know. You gonna want a wage increase you know. Maybe if they can wages so in many years they just get profits, instead of making a wage. What I think about profit sharing?

Q The E.I. program.

A Oh, the E.I. program. Ah, in the 1980 and 1981 back in the truck plant, and they brought in the E.I. in 81 or 82 whenever they brought it in, the only money to be spent was E.I. If you was a union rep you had to get in it to get anything. I think most of the negotiations was done in E.I. Some things we that we couldn't during negotiation locally, locally, locally we could get the E.I.

Q Such as?

A ~~Such as astro turf on the floor. Working conditions in the plant. Ah,~~ conditions in the plant, sprucing up the plant, painting the walls.

Q Cleaning?

A Cleanliness of the plant.

Q They took them out of negotiations and put them in the E.I. and then they would have to relate to it.

A Yea, right. And, ah, but they say you couldn't talk about contractual

things, but let me tell you something when you got in there in a staring committee you talks about every damn thing you thought you could get. And you know, you came out with something good for your people.

Q What were the good things that come out?

A Good things to get to people on the line. Go into E.I., participation! It made people feel that they was part of a... regardless of what some unin rep say, it still made people feel that they was part of a system, a company, a part of a... I hate to say a family affair, you know, in something. If you see E.I. people operate and work, they feel, how do you say it, the feel that I am somebody, you know what I mean. There ain't that ole stigma that the foreman is the foreman who tell you what to do, and you belittled to think that you something low. That brought some good points out of it. Then it started bringing out some points to where people did start getting to the point, some E.I. leaders started to deal with bosses then you know. That's why you always have to hold his check. Check those programs you know. Have union reps sitting there.

Q Do you think it will replace the union?

A Oh E.I.? No. The union ain't never gonna let it get that strong. You know, they'll cut it off. They'll replace the union if you let the E.I. people come in and they run, they get water fountains, they get fans for you, I remember the time somebody got some oil leak, and what they did was replace the union.

Q That's not the situation in your plants here?

A No, the company like what we have, but you have to go in and check 'em every now and then. Just like in negotiations, we was asking for certain things, valet parking. You look up and the things that you had on the table, here is some smart ass committee man wants to take it back it to his E.I. class, talking about making himself like he some hot shot, so if we got it in negotiation, he'll make his people feel that he was part of getting it. And then, E.I. all of a sudden, they want to come up with this brainstorm on they want this, and they want that, you have to go in and check 'em. This is not a E.I. project, this is negotiations.

Q What do you think the biggest danger is right now of this... If you look down the road a non-advisary relationship or the diplomatic relationship that exists between the company and the union. What would it mean if it went too far? The diplomatic relationship, if the E.I. program went to far. When do you look forward and say, this isn't what my father and grandfather...

A You mean it got away from the old concept of the way they did business?

Q When would it be?

A ~~There's gotta be changes. You know, and they don't care who is who and~~ what is what it's gonna be changes. Either you work within what you got to work with, or you won't be able to get to work with at all. I think if we stood... strike the plant every the time the company fired, you know shut 'em down and all that, I don't think it you doing your people justice by shutting the plant down everytime one fired. Like I say, you can get it down without going through all the changes, or

going in there and running your blood pressure up everytime you have a problem. You ain't doing yourself no good.

Q Charlie knows you have high blood pressure.

A Yea, right, I got it now.

Q Really, you have high blood pressure now?

A Yea, while I'm thinking of it, I'm gonna take my pills.

Q Since you been doing the job? Charlie called it the pressure cooker.

A Yea, since I been on the job, yea. I've had a, I had a... But I quit smoking, I gained weight too. So I don't the job, well, some pressures causes it. But I think since I quit smoking...

Q Where were you raised? When were you born?

A I was born in Detroit. We moved from Detroit in 58, 59... 59.

Q What year were you born?

A 46, February. We moved.

Q Happy birthday.

A Yea, twenty-eight! We moved to Milan, Michigan.

Q That's a long way. What is it like out there? Why did you move from the city out to Milan?

A ~~I think father always like to farm. He come from a farm. He always~~ wanted to go back, and I think that all the kids he had, and the only way you could raise 'em and feed 'em was a farm you know. There was twelve of us.

Q Twelve brothers and sisters?

A Brothers and sisters, yea. I think when we moved out there, I don't think it was twelve then, I think it was something like nine or ten.

Q Where was your grandfather? Where was your father raised?

A Mississippi.

Q Mississippi? What town?

A A place called Pontiac. Fire and buy'em Mississippi. Outside of Jackson.

Q Your mom, having twelve kids I imagined she stayed home and took care of kids.

A My mother worked for the post office too when we was living in Detroit, and then, when we moved out there I think she went to Fords in... She went to work for Fords. 72 or 70. It seemed like she come out at 79. She only a year to go. 70 or 71 somewhere in there. She went to Saline Plant Fords.

Q So you were raised on a farm, you were about ten years old?

A When we moved out there, ten or eleven years old.

Q What do some of your brothers and sisters do?

A Who?

Q Your brothers and sisters?

A All of 'em at one time worked at Fords.

Q All twelve?

A No, no, no. Maybe four or five of 'em. All of us is Ford family. Sister-in-laws they're there. I got one sister, a wife, and mom in plastic. One brother was at Saline, he got fired, and one at Ross Town, he quit he worked there for on and off. We're a Ford family.

Q Any other union officials beside yourself?

A No, my sisters belong to the E.A.P. record at Milan Plastics. She's at

Milan Plastics my sister.

Q Now you're married and you're living out in Milan too?

A Out in Milan.

Q The same area?

A Yea, same farm.

Q Same farm?

A Yea.

Q I see, you built a house?

A Yea, he gave us all two acres. I went back there in 76, I moved back there and built a house.

Q Do you have children?

A Two boys.

Q What are they?

A One's nineteen, no, one's twenty I'm sorry, damn and one's seventeen, he'll be eighteen in March.

Q What do they do?

A One's in Eastern, and one's going to Milan High.

Q Did you like being raised out in the country?

A Yea.

Q Better than living in Detroit at that time?

A Well yea. Because see when I lived in Detroit, we only lived around certain segment of people. When I moved to Milan, I got to see a variety of people.

Q Paint a picture a little more.

A Whites, blacks, Mexicans, you know, everybody. You know, you was in

school, you was probably about twelve percent black and ah, whites, most probably whites and Mexicans. It was a great experience because you got a chance to learn people, you know. You got a chance to learn people and you know people are different you know. That's what I liked about the country.

Q Do you think it helped you when you look back, sort of prepare you to relate... Because you do, clearly have a fantastic rapport with folks in the plant regardless of what folks might say on a day-to-day thing, Jeff didn't do this or whatever. No doubt you have a fantastic rapport with people.

A Yea, I think it helped a little, cause it got me the chance to understand people you know. I didn't just take people for, well, the color of their skin or the way they look. I thought that's the way everybody was you know. Probably if I'd a stayed in that school where I was at, there was some whites in school then, I would have probably wouldn't have thought that way. And actually, actually, I think I preferred coming up out there better, not at the beginning, but I preferred coming up out there than I would in a big city. It gave you a little bit more values or breathing.

Q What do you want for your children? They're grown adults now.

A I want them to want for whatever they want. I hope it's the best you know. I like to see them be better than me.

Q In what way? Financially.

A Financially.

Q Better than you. You're pretty secure, you do nicely.

A Yea, I do alright. I do okay.

Q Any kind of particular work you would like for them?

A I would like for them 'em to be doctors, but I don't think that's gonna happen. The young one, he was talking about getting married and wanting to be a president. My oldest one I thought he would probably wind up being an orthodontist, but I don't think he's leaning that way. I think he's leaning that way, I think he's leaning toward Mazda Plant. He's looking at the Mazda Plant, the money.

Q Jim Vernatter's son is gonna be working there.

A Yea, Jim Vernatter's son, he's gonna be team.

Q So you think that might be a future for your young son or a short temporary future?

A Yea, a short temporary future.

Q One of the things that has always impressed me about you as president, has been this sort of independence of if you want to say something you say it, if you want to do it, you do it. I'm thinking in particular of Labor Day, when the float for Local 900 was supporting the trade unions in South Africa and something you've always been part of the Labor Day activities, why has that been something that's important to you and you try to get folks to come, even though the turnout is pretty limited.

A Because I used to be in Labor Day parades when I was young. I remember Labor Day Parades, the Governor coming down there and I don't know. I always thought they was exciting you know to be in 'em and I always like to be around people, and they're all thinking the same way. It's just a joyful day I guess.

Q What do you remember about the Labor Days when you were a kid?

A Shaking Governor William's hand. Things like that exciting, the floats, riding, riding on a wagon pulled by a horse you know. City kids onto to something big you know. All the people look at they children you know.

Q So you rode the horse?

A Yea.. No the wagon yea. I rode a wagon.

Q Two years ago you had your had your little car.

A My little 26 Ford, yea. I put my folks in there, I'm building a 32 now.

Q 32 Ford?

A Ford yea.

Q You've always be into cars?

A Yea, I always like cars. I like building... I like doing things with my hands. I like uh, build a house, the house I live in. I build cars. I like to take a challenge on... what most people might think they can't do. I like to be able to get out and do it, do it, you know. If I don't know, pick up a book and learn something.

~~Q You actually built your house and you build these cars?~~

A Uhm, uhm.

Q When you say build, what does your house look like and what did you have to do to build it?

A It's a nice house. Probably a hundred thousand dollar home maybe a little bit more. I done the basement, I done all upstairs. Uh, me and my brothers and another guy and friends all got together on the

weekends, or through the week, like a year out of my life and I went on midnight shift just to build it you know. But I built it with one goal in mind, not to have a house payment. So much more things you can do if you ain't got a house payment tying you down. My father gave me the land, so that didn't cost me anything. I had a house in Inkster and I sold it. I just wanted to be able to do that and I say I done that. I wanted to be able to build a car. I like hot rods. I used to like to race, they got to expensive so I just wanted to build something. When I want to get out on a Sunday and get out and enjoy a holiday, I can get and go out and do that. And right now, my dream is to build that 32.

Q A 1932 Ford.

A Ford, yea.

Q What's the difference between the 32 and the 26? Why did you pick the 32?

A The 26 is a Roadster.

Q What is a Roadster?

A It's got a comfortable top you can take on and off it's too cold. I'm getting too old to ride in that. I'm gonna give that to my son. But the 32 has got a chop top, dark window, it's more like a old Al Capone car. It's just hot rod style you know petty wheels, pretty paint.

Q Does it have running boards?

A Yea, I'm gonna show it, I'm gonna show it first and then I think after showing it for a year or two then I'm gonna drive it. I'm in to the frame now.

Q So you're building...

A From the bottom up.

Q Where do you get parts and things like that?

A Order parts. Got catalogs to order parts to get this.

Q When do you have a chance to do this? You're a union president.

A Saturdays. I try to make my Saturdays my day to just to do stuff around my house if I can unless I got duties or somewhere to go you know.

Q What would be the dream car you could make?

A That 32 and then I think that'll be it.

Q What are your dreams and expectations or goals in terms of the union for yourself?

A I like to be an asset to them you know. Time's right and the calling's right I would like to be something bigger than what I am. I would maybe one day be vice president of the U.A.W. you know, maybe one day. Depends on what the times is looking like.

Q What do you think you would have to do to prepare for that kind of increase in responsibility and glory?

A You know.

Q You were talking about dreams, expectations, or goals of the union.

A Yea, I like to maybe be one day vice president of the U.A.W. you know if the calling gets close. Let me tell you something, when they crying for me to get out of here and retire, I'm getting out of here. Because life is... it ain't worth all the aggravation in trying to be all those things and then come in and live a year after.

Q Is your dad still alive?

A Yea, my dad still alive.

Q How many years did he put in?

A My dad's got about forty-three, forty-four years. He is still there?

Q So you don't seek copy, not in those steps. You're getting out at thirty?

A Yea, 'cause when I have thirty years I'll be forty-eight years old. Probably till I'm fifty year old, five at the most.

Q How many years you got now?

A Twenty three in March.

Q I see a picture Walter Ruether and Martin Luther King. What do you think both those individuals mean to you? How they guide you? It's different from the mirrors in past presidents.

A They standed for people. They standed for what was right. I think anybody in there doing their people any good died of some type of violent death in this country. This country has notoriously taken on people that believe in people, but they were assassinated or whatever it may be. I dont' know, I guess you just love people like that. I probably ~~cried at too many men's funeral,~~ but I cried at John F. Kennedy's, Ruethers and Martin Luther King, Jack Edwards, you know, I don't know, maybe it was the era of the sixties you know gave me that feeling you know. Maybe any other era I probably wouldn't have felt like that.

Q What did that get to you in the sixties?

A Feeling that there was hope for poor people. There was hope for under

privileged people, trying to put something in this society. There was hope for black people that really wanted to stive. I'm not saying a lot of people strive to be and want to be and still a lot of things keep 'em from being. I still say that there is hope. As long as there is hope there's always a chance.

Q Do you think this is an era of hope? Do you think your children are being raised with a sense of hope?

A No 'cause I don't think... I don't think kids of today, really understood what the kids in my generation came up and what they had to go through to make changes. There's a lot of changes, the Vietnam Wars, and Civil Rights. Now... ah, you talk to my younger brother and them about Civil Rights and stuff, it's almost a joke you know. You know, it's nothing they can feel. That pisses me off. I think sometimes things have to go back to real bad in order for people to understand why they got the things that they got. I don't think my son really know. You can sit down and preach to 'em and you can talk to them all day long about Civil Rights and this is right and this is wrong and all that, but they never feel, you know, it don't sink in like it should.

Q How similar is the feeling of the sixties similar to what you see in the union now today. People don't have the sense of what happened.

A They don't have that. Right, that sense that feeling. The same thing even applies to the unions, you know. It's a shame that people have to die or lose or suffer in order for people to be woken up you know. But that sense is human nature. If it ain't no pain, it ain't no pain, no

problem you know.

Q Do you see the period ahead as a period of where the union is going to have to struggle? You really can't create that same kind of feeling among the membership... unless something really drastic happens.

A I don't think the unions can go back and create that feeling of the Walter Ruethers. Walter Ruether was a colorful individual you know. And at times he was... while the union was still growing, he was getting things, he was making headways, he was in the limelight, he was taking on the governments you know, the government. He was doing things that people liked you know, and it's hard though. I think Beavers is probably just as sharp, smart. I think the approach that he takes is a sensible approach. Yogetch (?) is the little foreigner, he's always back there lit, you know. A lot of people have a little hole back in the Ford Department. 'Cause that's after Eathen(?) left you know. I tell you man after Eathen left, you know, Steve Yogetch(?) was like martyr.

Q But breaker?

A Yea, but also understand Eathen's, I didn't understand it at first, uh, ~~Eathen's approach to alot things was a diplomatic way. Reason why we~~ sharing the better profit sharing than General Motors is because of Eathen's negotiation. People don't give him credit for that 'cause he's over at General Motors now where they don't have it, which Own Beaver negotiated that.

Q Owen Beaver negotiated G.M.'s?

A G.M.

Q Eathen did the Ford?

A Fords right. So everybody, guys in Ford don't like Eathen because of the E.I. And the guys at General Motors don't like Eathen because of the profit sharing. And he was responsible for the E.I...

Q At Fords?

A At Fords, and Beaver was responsible for the profit sharing at General Motors you know.

Q Why is General Motors in so much trouble? I mean like guys in the plant walk around like Ford is, you know, like we're special. We're really the smart ones, we work for the smart company, and G.M. is the real dumb one.

A Now because Ford sacrificing and all, not Ford, we sacrificed in the early years of the eighties on up, the cut backs. Ford cut back and started trimming, people were sacrificed, production and salary people along with our people.

Q How many jobs were lost do you know in your plants here?

A Shit. From 80 up, probably somewhere about sixteen, seventeen hundred.

Q That's from the truck plant?

A Yea. ~~The truck plant and a combination of a lot of 'em bumped into the~~ Wayne Plant and that reduced people too. Some of the people didn't have recall rights back then. Low seniority people. Years of 1980 and higher... 1979, 1980 seniority. A lot of people being transferred to other plants.

Q So you say about sixteen, seventeen hundred people.

A No, I'm talking about the number in reduction. I can't remember.

Q There used to be twenty-eight in our plant, but now there's a thousand and some. There is eighteen hundred missing.

A Twelve hundred yea right. I just know sixteen, seventeen, eighteen hundred, but alot of 'em went into the Wayne Plant. I don't recall...

Q So you see G.M. just doing what Ford did in the early eighties.

A Yea, General Motors gonna come back and tighten their belts now. Try to come back and show a big profit. But it's gonna take four or five years to do it. What thing I admire General Motors about, now you know, I give respect to 'em. Hell they did spend some money in this country, they build new plants in this country. Ford Motor Company didn't.

Q They haven't build their plants?

A Hell no.

Q They built all automated...

A Whatever plants they try to go in a revamp you know. They spend as least as they possibly could you know. Built a big plant in Mexico.

Q Ford did?

A Yea. But ah, General Motors built ah you know, Pole Town.

Q Texas Plant.

A Yea, Texas Plant you know. They bought Heated(?) Aircraft, E.D.S. They spend a lot of their profits too you know.

Q What do you think of Lee Iacocca, this great folk hero of America?

A Lee Iacocca is the father of concessions. He is the father of concessions, he run around. He didn't save Chrysler, the Chrysler workers saved Chrysler. He just took a stern position and just at the

right time, the right moment. And ole Lee went to Washington and got a little money with the help of U.A W. and everybody else to get it. And he come back and he looked like the big folk hero. He don't talk about all those auto workers that gave up all their money too you know.

Q So you wouldn't go out of your way to shake his hand yourself? What did you and Mr. Polling talk about when Mr. Polling was in the plant.

A Talk about the second shift.

Q I saw that. He sent a little note. You mean one shift of the truck plant for six or seven years now it seems right?

A Say what?

Q There has been one shift at the truck plant for six or seven years.

A Yea, since 1980, yea. We talked about the second shift. He talked about how great Edison was doing.

Q What?

A Edison Plant, New Jersey.

Q That's where they make... That's your competitor?

A Escort. And the only reason he brought that up is to, he talk about the sixty-two dollars savings they made out there. The only reason he brought that up to let you know that mass relief is what they're looking at, 'cause that's what they've done out there. You know, that's where gonna close Edison. Told me I got to go back and cut X amount of money out of the car and they cut out... they say sixty-two dollars. They gave 'em mass relief, I don't know what else they gave 'em. You don't talk about everything. So in so many words is ah, well let me tell you something. If Wayne location was doing so damn bad,

they wouldn't be spending no money out here talking about revamping and adding on to it. They making money here. They ain't bullshitting nobody.

Q They make money on the Escorts?

A Hell yea, they make Escorts. They make money in the Wayne Plant, they making good money out in the Wayne Plant.

Q How come they say the profits on an Escort like of one percent.

A Say what?

Q Profits on a Escort or the small cars are like so small.

A They making more than what you think they make. I went to Japan and they said they only had twenty-four percent of Mazda. But an executive secretary chairman told me it was forty-eight percent. I don't think Ford is letting Mazda run through they plants and do what they want to do if they ain't got that... no big percentage of the shares in Mazda you know.

Q So the books aren't open? It's not like there is this is union company relations that the union... What do you think, I'm amazed, I was amazed when I went into the plant and saw how they can get an engine from one side of the plant to other for it fit on the right color truck. That blew my mind to see how technology works. It's an amazing process.

A Yea, the scheduling.

Q Yea, the scheduling and right colors with the right seats, it is an amazing process. Now with the technology, the robots coming in, and you have many more at your plant than we do, what impact is that gonna

have on folks?

A The robots?

Q Yea and technology.

A It's going to impact jobs you know.

Q Is there anything you can do about it?

A The local? Yea, we gonna try to do everything we can do here locally for job security.

Q What does that mean?

A Job security is being able to maintain jobs and end costs. Without maintaining our jobs and gonna be none left anyway. I think the U.A.W. and negotiations has got to come up with something. Something to offset the mass relief, commanding the classifications. They gotta come back with a package of jobs to carry 'em.

Q So those are the two sides?

A Right. Guaranteed. And uh, I believe that's what they gonna come with. You know, you got to offset people, we had skilled trades meeting, skilled trades, and I tried to send skilled trades to the skilled trades conference to let them know, not just he representatives, the skilled trades or people from the floor, so they know what's going on in these conferences. So when they come back, they say hey fellas we got a problem coming, and they don't believe a rep. See, they ain't gonna believe no representative. They think because your a representative and your paid to go, that you paid to lie. But if you send somebody first hand, they come back and say waid a minute, yea I was paid to go and paid back. Let me tell you guys

something, something's coming and better get your shit together and be ready. At the skilled trades meeting, these guys was talking about upcoming negotiations and everything. The talk was about job security. And they talked about they's even going to be combining the classifications even in the trades. But they talked about, they talked about, uh, uh, job security. You know, I think a guy, if a guy feels that he's got, if he can get his retirement, this is the fear. If he can get his retirement and if he can get a decent living like he's got until he get out of there, then that's all he want. Somebody got to be able to secure that for him. You know, there's a lot of things he might do, if he had that security in his hand. You know to come up and say, I got twenty years and we're shutting your plant down Jack. Here's a guy fifty some years old, where in the hell is he gonna go and get a job making that kind of money and maintain the house that he has. You know, that's why these companies is got to start looking at the... taking care of these of workers when they shut these plants down, they gotta be able to give these workers a guaranteed pension, a guaranteed retirement with a good dignity in life. Shit, I it would probably scare the shit out of me if somebody told me they was shutting down the Wayne Truck Plant and I'm sorry you out of it. I might be comfortable at home, I got my home that's paid for and all those things, but my standard of living would just change. I got to go find me a job working in a car wash somewhere. I might not be able to do the things I used to do you know. I'll survive, I'll survive, I'll survive, and I think they will too, but I think these companies owe

these people more than just rob their youth from 'em and rob they life from them and work them at least five and six days and ten hours a day, and then all of a sudden, throw out in the streets and say sorry Jack.

Q What do you think the U.A.W. and your union can do something where the steel workers, look at Youngstown, Ohio. Look at Flint.

A Flint is being wiped out too. Even the local that's putting on this program they're trying now to education us.

Q Right, they had the education, then they close it up.

A Right.

Q How confident are you?

A That the union can what, get job security?

Q Yea, that this contract can make...

A I think that's union's business. If they don't be a strike, it would be a reason for us to get job security. I think what they're gonna have to do is they're gonna have to come up with a program. They came up with the fifteenth. You got fifteen years of G.I.S. program.

Q What is that?

A Guaranteed Income Strainer. If you get laid off, you got fifteen years that they'll pay you fifty percent of your salary until your age sixty-two. But you know how many guys they laid off and none 'em. You know and the guys stayed laid off, they'll get two or three of 'em laid off like ah here are two repairman. For one example: Mel Senders(?) they laid him off, fifteen years, paying him fifty percent he went on the street he didn't care. But they they had to pay him fifty percent of his salary until the age sixty-two. They hurried up and put him

back to work.

Q That's what they got in the 82 contract?

A Yea right. 82? Was it 82 or 83. No, no, it was the 82 contract. That was the Guaranteed Income Strainer. I think Eathen got that.

Q So there was guaranteed part of your...

A Fifty percent of your salary...

Q For fifteen years or ... It was the last contract. It was three years ago.

A If you get laid off from Ford and you got fifteen years, your guaranteed it. I think General Motors is ten, but your plant's gotta be shutting down. You know you're guaranteed that you know. Of course they got the right to put you to work somewhere else and pay you the difference you know. You got to work there too you know. But you get paid up the difference of that fifty percent. They got to come up with something. They got to come up with something and not... automation, technology coming into these plants, and as long as people, and you know I just left from my graduation from computers. You know why I think the biggest reason why we got so many people participating in computers and some of the educational programs we got going in the plant, is because the fear that the job might not be there. The job not be there, they want to be ready, they want to be ready to go to the outside world and be able to do something, have some knowledge of something. Just like, ah, skilled trades testing we had over there, we put on a preapprenticeship classes. We had three hundred and twenty-seven people went through the preapprenticeship...

Q What would you have gotten, say ten years ago?

A Shit, probably thirty or forty.

Q So you almost got ten times as many people.

A Three hundred and twenty-seven went through that preapprenticeship classes just to bring this up for backup so that they can be able to take the test and be able to compete with somebody that just got out of school. We had five hundred people tested. Probably never had five hundred people to test for apprenticeship testing. You know, people interested in job security, and I think it's in the trades the technology. I think it's in education. I think when you bring these programs on to your own site, I think people appreciate that more than anything, because they think somebody is looking out for their future, and that's what this union rep is going to be. Making sure that they gotta future to get their families through their retirement or whatever it might be.

Q That's pretty much the main dominant role with the union at this point?

A Yes. That's my personal... that's how I feel.

Q I think that's pretty clear, that's what it is. There's no doubt in my mind that we might work faster on the line now, it's cleaner, more toilet paper in the bath room, the floor's got the turf, atmosphere is a lot better than what it was ten years ago. No doubt, foreman relations a lot better. So on one end, we're being taken care of right, and the other hand, the union which once was sort of the leading edge of change in the country; bettering conditions for everyone, it's really not doing that now. It really doesn't represent anything to

someone who is not working or someone who's got two years seniority.

A No.

Q To the people who got laid off, it's really sort of taken... Putting it's wagon's around and taking care of it's people.

A Taken care of what it has. Taken what's it's got left. Probably the greatest thing they could of ever did was when they had the layoffs. Retrained people. You know it might not meant a lot to a guy that's working that just got laid off, some people... But to a lot of people, they put a lot of people through their retraining program. Taught people how to drive trucks, get 'em jobs driving you know. Some people went through Mo-Tech, put through computers, they put 'em through, I know a lot people that work at some jobs that don't want to come back to Ford because of the training center. I think that's the union's responsibility, is to be able to take care of their people, whether they be back with Ford or be back with somebody else. Either a transfer agreement. If you want to stay with Ford, they made it possible that you could to Atlanta, Georgia and work, you can go to St. Louis and get a job, you can go to Chicago if you want to...

~~Q You were not able to do that in the years before?~~

A No. Not before.

Q What do you think when you retire, that's only eight to ten to fifteen years, turn of the century, the twenty-first century, what do you think the U.A.W. will look like, its impact, what do you think the truck plant is going to look like and the car plant?

A You ever seen a Gulf plant?

Q No. What does it look like?

A It's flat with a hundred and eighty people in it. Sixty people per shift. I think, don't quote me, I think they say something like three thousand cars a day.

Q Which plant is it?

A The Gulf Plant and Volkswagon, the Gulf Plant in Germany.

Q So that's what...

A I don't think at the turn of the century, in the next ten years that our plants will be that far advanced, you know. I just... I don't even know how they produce cars with a nature like that. Whether they doing it effectively you know. You can show a film and say how modern our plant is, how down pat it is, and you can be losing money on it too you know.

Q What do you think is gonna happen to all these kids that aren't getting in here? I mean you started out this interview talking about how the U.A.W. fought in a time when the economy was expanding and made the middle class. Made the unskilled worker a middle class, respectable person, contributing to the economy, why? What is going to happen to these new kids, the young kids?

A I don't know.

Q What did Martin Luther King and Walter Ruether, what do you think about that?

A Go out there and make those changes. Change 'em you know. But like I say, I think that we gonna have to fall on hard times in order for people to start respecting unions again. People take unions for

granted. You know, you go to a P.T.A. Meeting or a meeting where school teachers talking about a raise, when half of 'em are driving imports. When you ask 'em why you driving that import because it's my dollar that pays your wages and you want for me to vote for millage, let me tell you something about a high-quality car from Japan. I think we ought to start importing high-quality people from Japan to teach our kids so they don't be so dumb. High-quality barbers to cut our hair so that we don't look so bad you know, things of these nature. You know, so ah, I think sometime we all our own worse enemies you know. And like I say, some are professional people.

Q You see professional people at work?

A Professional people hates union because I think because I think because, my opinion, my opinion again, I think it it... middle class people have to the point to where you couldn't distinguish who was who and what was what. I went to school and say I got a Master's Degree and ole Jack works at Wayne Assembly everyday and makes just as much money as I make, live in the same neighborhood, drives the same type of car, got the same swimming pool, Jack didn't spend all this time in school. ~~But Jack spent all his time with a group of people that went~~ out and did their little thing and maybe three years for a contract.

Q Do you think quality has increased and gotten better in the plants?

A Uhm, uhm.

Q In the sixties it was like we could mess up the job, get it on through, that's what the company said counting numbers. What you'd really have to add when Japanese started selling. What do you make about all that?

A I question all that, you know what? And I question that to the point to where, was quality really that bad? Huh?

Q I don't know anymore.

A I don't know, you know, I don't know.

Q Mustang's been selling forever.

A Right. Trucks. But everybody jumped up and said that Ford's quality is bad. Red Foland(?) said this on the auto worker and all that. But they never did say anything about the people that told me to buy it. You know, force 'em to buy it. I don't really think, myself personally, I don't think, and I'm saying this in my own opinion, I'm not an expert at this, I don't think quality was really that bad. I think it was the gas crunch. You know the gas crunch brought on a lot of things, people jumped up and got a bunch of Japanese cars you know. And everybody said, well I'm buying it because the quality. They wasn't buying it for the quality, they was buying it because it was cheap on gas you know.

Q They just wanted to make it sound good.

A Right, they just wanted to make it sound good, yea.

Q Like David Howell(?) was saying in the reconning, the book the Reconning, you should really pick it up, he compares Nissan to Ford. It's a real nice well written piece. He says the reason that Ford, all all the American corporations didn't deal with decoding here in the United States until way ten years after Europe, they didn't deal with front wheel drive, and most of the changes that Europe and Japan were instituting, the U.S. just laid back.

A Laid back, 'cause they was doing alright so...

Q You were saying Walter Ruether...

A Walter Ruether told 'em back in the fifties that they gonna have to come out with a small car. They should be building small cars, Fords come out with those little Falcons, little things, Comets. But they didn't really go all out because they cars was selling. I, myself, personally, I think it was a conspiracy in this oil thing. I think the country, ah, had a lot to gain by the oil crisis. Big business, ah, putting unions in they places, the start of 'em. Breaking down unions, breaking down the morale of people that believe in unions.

Q How have they done that? Can you think of some things the anti-union said in the last ten years?

A The reason you laid off, is because the union. The reason you lost your job, because the union. They don't believe in the merit system, they only believe in the seniority system you know. Your qualified, that don't mean anything to a seniority guy. You know I've seen people with tears in their eyes for being laid off. Some of these people real good model employees, come to work every day and produce. You know, ~~were there you know. And I think the seniority system got to the point~~ to where, if I had seniority, I did have to worry about my nothing. I don't have to worry about layoffs, I don't have to worry about producing, I don't have to worry about anything, I got seniority. Which the seniority system, I believe started off to the point to where it was, it was there to protect. But the seniority employee, all employees was good employees. As a union sometime we can over

protect, and what I mean by over protect, we don't look at the moral nature of the problem, we only look at the contract portion of it, and we are here to enforce the contract, 'cause that's what people vote for. I think we have to start looking more at the overall problem.

Q For example if someone has a constant drinking problem and they're out all the time, and they get fired. Will they get fired for stealing? The different issues. The union always protect people that are caught for stealing.

A Yea, we protect a lot but we don't if they get for knocking the foreman down.

Q Well that I can understand. Stealing, I drove my morals and my principles somewhere.

A Right. Everybody got morals and principles. I think that the reason, if you want to go back and elaborate on why people might... some people in the factory might down the union is because, for example: A young lady came back off of layoff, come to work everyday doing the job and getting a lady. Finally found a job, it was a job that too many people didn't like, but she was doing the job. Committee man comes down 'cause he's got this person, don't work half the time, but she likes to come in and pick her job. And because this lady was on the job, she think she might like it because it's a lade doing it, I guess she must of though it was easy. She had the union go down and displace this person off the job.

Q Based on seniority?

A Based on seniority. Put her on the job, probably worked three days and

back out a again. Come back, put the lady, the other lady back on the job, three days later she back, she knock her back off. Now here's an employee who comes to work everyday, don't miss a lick, don't cry, don't complain, don't to nothing but want to work. But here' the union down there taking her off of her job, it's not her job, all jobs is Ford jobs. But taking her off of that job all the time and just keep putting this old dead-head that won't work. You know, there's some where we got to adjust morals somewhere.

Q What would you do? What would you do in this situation?

A In my situation, and trying to change this, hey, if you come to work everyday, you entitled to something. You know, you're not entitled to disregard seniority, but if this individual's got the same classification you got, then find her some work somewhere, that she can do part-time, you know, where they can... Don't go down there and mess that employee who's coming to work, because what you're doing is you're destroying the union. Because the people that, the ninety-five percent of the people that come to work and do they job they job and you get messing over them for the five percent, then you ain't got much left, ~~because the five percent ain't gonna come and support the union in the~~ first damn place, they ain't there. You got to start looking at the people do care about they job and do care about making the money, and we got to start protecting those people.

Q Do you think that is simply from view the union had fifteen years?

A Yea, it's different from the... Like I say, back then Ford, General Motors, all those, they was all half-greed, they had profits, they

didn't care nothing about nobody, and we try to institute a contract... But when unions came, it was building the unions, I think when they came in with the seniority system, all that then, they was trying to protect older workers, and I believe that the older sector of people back then was a better breed of people about coming to work. Because back then, hey, if you go down to some of the southern plants, and your father had you in the plant, got you hired in there, they didn't go get the union to go talk to ole Rick, they went and got ole Rick's father to come to Rick. Rick father come down there and tell you, he say hey man, you straighten up or I'm gonna recommend that they get rid of you. Because you not gonna ruin my name. You know what I mean? So Rick's father straighten you up, they don't run to the union or the company. And, uh, that's the... The most of the old ways of doing business back when Ford had it's plant. I mean the early days of the union and Ford. Let's say some how we got away, where we started being over protective of the same old people that do the same old thing over and over and over and over. You know, somewhere we got to draw a line. The line's got to say hey, brother, forth time, it's the fifth, the third time, okay. So we got to come to a conclusion, some kind of guidelines that where do we stop representing. Where do we start, where to we stop. I know we start at the beginning, but where to we stop? You know, I know some guys who beat your brains everytime they get a problem. You know, you can't even get them to come over here and vote for you. But the guy that you mess over all the time, he'll come over and still vote for you because he think you still good, even

though you done messed him over. Somewhere we got to draw the line on our morals, how far to we go, and like I say, I got a system now that's a one shot deal. You know, if you been three or four time loser for the same thing, and you come to me and ask for your job, I'm getting your job back, but it's a one-shot deal. That's it.

Q The last time?

A Yea.

Q The line is clear?

A Right, yea.

Q You assume that responsibility?

A I assume that responsibility, as a matter of fact, I have to take that responsibility because if I don't, that ninety-five percent gonna keep getting messed over.

Q Just for the sake of what you're doing for a few?

A Right. I don't ask my borrowing committee to just send me all of they grievances up here, 'cause can't take care probably ninety percent of the people that need to be taken care of. They always send me the worst of the cream, you know. Like I say, I like to say, this is it you know.

Q What's the health and safety situation in the plants right now?

A It's... Rick, uh uh, I'm not trying to be no sucker here, I think Fords commitment is greater now that it's ever been because of the six deaths they had in Ford last year.

Q They had six deaths?

A Six deaths through Ford's system. They putting on more seminars now

about health and safety and more things. I think if you was a committee man now, and you saw health and safety, you could shut the line on it. You know what, when nobody come down there and do a damn thing to you, you know, if it was health.

Q Serious health and safety.

A Serious health and safety. In my plant we had a guy who almost got killed.

Q What happened?

A Uhm, he was working between some engines, where he should not have been, trying to catch up, but he was where he wasn't supposed to be, and uh, the hi-lo driver was letting down these five tier racks of engines. He pulled three off, so he can expect those two, he was bringing 'em over to the line where he could inspect 'em, but he wanted to catch up. So he went in there, so when he let these three down, he was backing out and they went to rocking, and they came over on 'em. And now he's up there at University of Michigan, they thought it would be another year before he could get out of there.

Q This is a general story about the engines.

A Yea, a general stroy about the engines, but I don't want to tell the story about what he was doing, 'cause he was wrong. He was wrong and you know, if I had to sit up and tell him that he was wrong for where he was at. I don't say it was Ford fault, but I have to go back and say it was Ford fault because they should have been over there watching 'em.

Q He shouldn't have the pressure of catching up.

A Right.

Q This is a sensitive area, I'm just putting it on the tape here. It's just a good vivid example of the kind of...

A But, but, but, but it woke me, it shocked me. Because we never had a fatality at Wayne Assembly Plant. Kept going to meetings you know about the other plants, but you know, it don't really hit home until it happens, then, now, if I caught a guy in the same area I would probably grab onto his neck and choke him and pull him out of there. Like the skilled tradesman, one of the skilled tradesman. If I catch one of 'em in a buck and not being locked on, I'm gonna ask that they are disciplined.

Q The union is going to ask the company to discipline someone if they're standing in a body buck?

A To take him up and sit down and put something in his record, because this things is more serious than a lot of people think. I don't think people really think. And I don't think it even hit the committee man's who there. Man, death is the most (). It's gone you know. I think I would rather have that guy pissed off at me and say I'm a no good mother fucker than it would be for me to sit down and tell his wife would benefits she got now, 'cause he dead you know.

Q Are these skilled trades guy getting killed?

A Most of them, a lot of them are tradesman. Not using safe practice you know.

Q Rushing?

A Rushing to get to in 'cause they want to go on break or rushing to get

the job done they don't lose production. A lot of it is Fords too now, Ford pushes to these guys to the point, they don't ever go and tell them not to do that, but they turn they heads when they see it, knowing it you know. All they want is production. I think...

Q The electricity should be turned off.

A Human life should be number one. Number one, safety to production and everything else you know.

Q What are you going to do when you retire?

A I don't know.

Q What do you want to be remembered for when you leave Local 900?

A Just a good man as the president, just as the president of Local 900. I'd like it if they say I was the best. You know, sometimes you don't never meet those goals. But I think to be able to go, but 900's gonna be around for awhile. You know we building a new local.

Q Tell me about that.

A We building a new local. We sold this to the dental clinic, about time that we getting into something new. And a lot of times when people see that your putting up a new local, it make people feel that there's a future you know, to go out an spend a half million dollrs in a local, which ain't gonna cost us nothing because we sold this one and we gonna a new local for it. I hope this don't come off afterwards. I want to name it after Jack Edwards. I'm gonna name it after Jack Edwards because ah, he was a man that rose from... from the bottom to the vice president of the U.A.W. Nobody ever gave him any recognition. All the rest of 'em...

Q That's what Charlie was telling me. Charlie was saying the same thing.

A Yea, other vice presidents have been named after local unions, benefit centers. Joe Boss(?) named my benefit center after Doug Fraser you know what was wrong with Nelson Jack Edwards.

Q What do you think it was from?

A Because he was he's black. That's the reason why. You know that's the reason you know nobody want to think of recognition... Jack was a type of vice president, I don't care where you was at, and the way he got killed he shouldn't have been at. He was a little bar in a little ghetto place. But he like to be around common people. He never thought he was above that. He could relate to kings and queens, and he could relate to common people. And uh, that's what I want... I want to put that down. I want to get that local union up and I want to get it named after him.

Q So you got to get re-elected?

A Yea I got to get re-elected otherwise...

Q Otherwise you won't be able to name it?

A Yea right, a new guy will come in might name it next, whoever you know.

Q What does Nelson Jack Edwards represent to you? Black vice persident, one of the first?

A Uh, uh, yea, first black vice president.

Q The only other one is Mark Step(?) right?

A Right.

Q There was only two.

A Yea, right, him and then Mark Step. He was the first, he was a

pioneer. He didn't bite his tongue. I think he was a leader of militancy back in a time when militancy wasn't about check you know. He ran it should as good as Ruether (?) did. Like he was a threat and eventually believed the president of the U.A.W. I just don't think nobody ever paid enough recognition to 'em you know. I mean some of the things he done, and some of the things that other vice presidents did, you would think somebody would recognize him you know. The U.A.W. don't recognize him. If I can do that, I'll feel good about it.

Q The part about the person who was hurt between the two engines, want to make it real clear that it wasn't a union rep who was saying that the man was in the wrong or anything like that, we want to make it real clear that all the complex issues are very sensitive to the situation.