

No. of yrs.-	1-5	5-10	10-15	15-20	20-25	25
	10	5	3.33	2.50	2.0	1.67

Length of Insurance Coverage while on layoff- Divide the credit cancellation rate depending on your seniority, into the number of credit units in your bank. Example- below assumes each bracket has 52 credits.

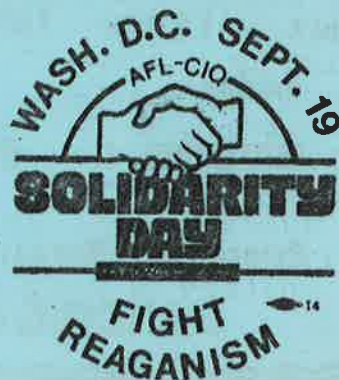
Yrs. of Service-	1-5	5-10	10-15	15-20	20-25	25
Wks. of Coverage	5	10	15	20	26	31

at no cost.

Coverage may be continued after the expiration of free coverage at the cost of \$12 a month for a single person and \$20 a month for a family. If you have been employed less than five years you must pay full group rate during the second year of layoff. Apply for extended coverage at A-C main employment office.

WHY NEWSLETTER

Communication-That is the primary purpose for a regular tractor division newsletter. No individual person or group in our union can speak for the entire membership and say this is the only way it can be. No one person has a monopoly on truth. Many of our articles will report shop news and sometimes opinions. A union can only be democratic with input from as many members as possible. We want to hear from you. Constructive criticism is healthy and will be printed as long as it does not demean other union members. Let's hear from you.



DOWNTIME



BUILDING A BETTER UNION THROUGH BETTER COMMUNICATION
Vol. 1, No. 2
September, 1981

What's Goin' On ?

Frank Shansky
Div. 2 Committeeman

WHAT'S UP, DAVE?

The story has changed 5 or 6 times already. September 25, October 5, first week in November...When, if at all, will Tractor Division shut down, and for how long?

With the press release by David Scott that all Agricultural Divisions of Allis-Chalmers are experiencing hard times and that some type of curtailment will occur, tractor workers and the union were made "officially" aware of what they had already heard on the news and seen in the papers. With the economy stung by high interest rates, tractor sales have fallen off. This,

coupled with the fact that half of the tractors we build are made with foreign parts, has resulted in long term layoffs for many of our members.

Since the SUB fund is depleted and there is talk of a shutdown, union members are rightly concerned about how they will support their families.

Given this real concern, is it too much to ask management to make a formal statement about shutdown to the workers in the shop? As of this writing, the company has still not said anything concrete to the union, even though some foremen are telling the people in their areas about specific shutdown dates.

continued page 15

Solidarity Begins With

Bob Russell
Bargaining Comm.



President Regan wants the public to think that it is all right to refuse to negotiate with the air traffic controllers because they went out on strike.

Laws are tailored to protect certain groups or people. If the president signed a law against going to church, it would then be illegal to attend church.

Striking is the only way the controllers can improve their wages and working conditions. There have been many groups in the past who have had to strike even though it was illegal: teachers, police, firemen, and postal workers to name but a few had to strike just to get pay raises.

The news media has not accurately explained the real issues behind the strike. PATCO's position is:

1) The 11.8% wage increase offered was over a 3 year period, not yearly as reported.

2) Controllers pay for 1/2 of their own retirement, and for 2/3 of their health care insurance, which does not include dental or vision coverage.

Good vision is vital to an air traffic controller's ability to do his or her job.

3) Of the ten major free world countries, the controllers in the United States are the only controllers who still work a 40 hour week.

4) The volume of aviation traffic in the U. S. has increased 45% over the last ten years with no increase in the controller workforce.

5) The F.A.A.'s own figures indicate that an average controller lasts only 14 years on the job.

6) In 1979, according to F.A.A. figures, it cost \$144,967 to train a new controller. In order to replace 12,000 controllers it will cost the government about 2 billion dollars. Compare that to PATCO's revised proposal which would cost only 540 million.

The administration's failure to even bargain and the firing of the controllers is an attempt to destroy the union.

2

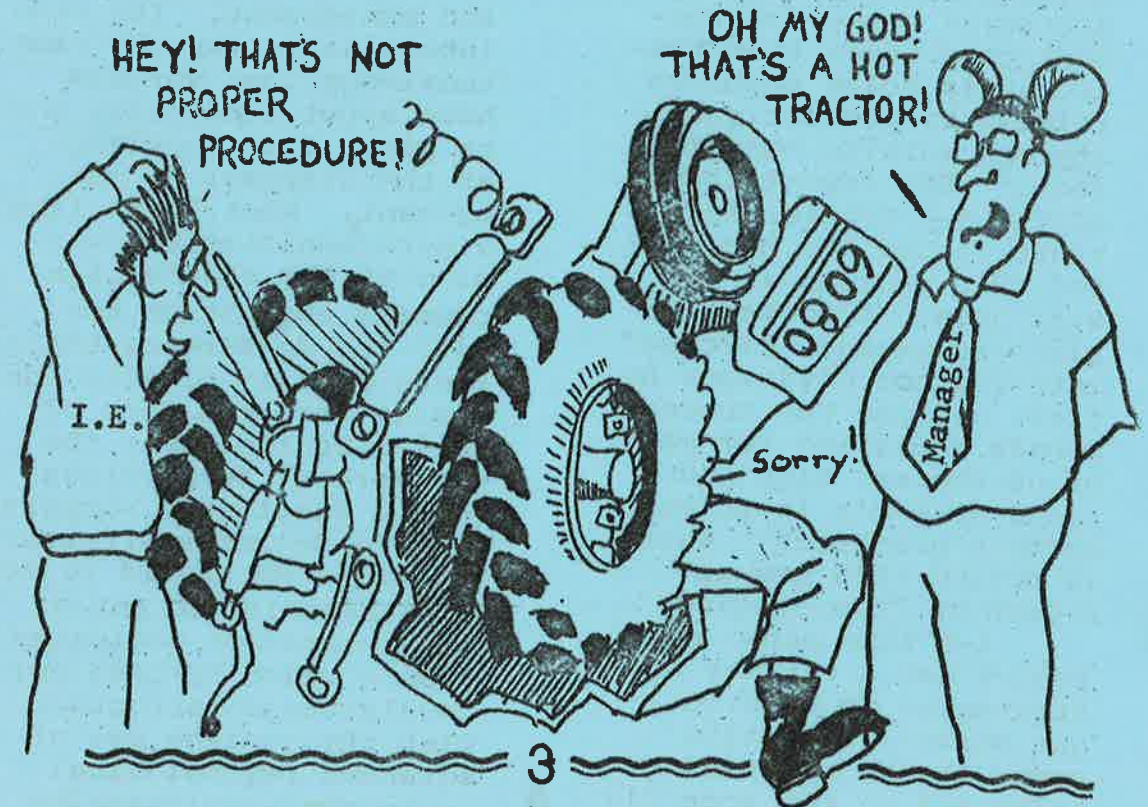
continued page 15

SAFETY QUESTIONS ????

Does anybody know what happened to the monthly safety awards program? We haven't heard much about it lately. It seemed to last about three months.

Did anyone notice that in the latest issue of Tractor Penetrator there was not even one sentence about safety? The first issue had almost an entire page about safety but lately the entire paper seems to be devoted to quality circles. This is despite the fact that a number of serious accidents have occurred lately. The most serious of these was the nearly fatal mishap that occurred on the improperly designed test ramp outside of 4 Tractor. A repair man was testing the Park-Lock on a 6080 when it jumped forward, drove right up the "barrier" and

continued page 7



3

Is It Quality, or Is It Control In the Quality Control Circles?

BEWARE OF QUALITY CIRCLES
IT MAY COST YOU YOUR JOB

Across the country the Business community is importing a Japanese type labor management program. It's called 'Quality Circles.' Quality Circles are company sponsored worker-management committees that 'collectively solve problems related to product quality and working conditions.' The recent issues of the A-C Tractor Penetrator noted A-C has started this program in MSD with great "success" and plans to expand 'circles' into Tractor Division. At first glimpse the concept sounds appealing for many of us who are sick and tired of A-C's inept management practices. What is behind this new approach of "cooperation."

A-C like other companies use a variety of strategies to undercut our unions collective power at the bargaining table and on the shop fl-



"Management and labor must co-operate... I'll give the orders and you co-operate by obeying them..."

oor. The 'Quality Circle Crusade' concept on paper is like a perfect picture of harmony between workers and management. Its real intent is to tap the vast knowledge that workers have about production and to place that knowledge at the disposal of management. What looks like a more sophisticated version of the old-fashioned company suggestion box, with the difference that these Quality Circles can easily become a form of social control over the workforce. Boris Block United Electrical Workers General Secretary-Treasurer (UE) said: We should reject participation in any of these employer originated groups which by-pass our regular union structure with the goal-by use of advanced psychological techniques-brainwashing

workers into making suggestions that will result in speed-up, combination of jobs, downgrading and layoff."

At A-C one must be skeptical when management talks about "cooperation," "workers are the real experts," "workers brainpower." Our immediate and past experience is completely out of line with this new company "smile."

If A-C is so interested in this new cooperation they would stop overloading assemblers manassignments, speeding up the line while eliminating more jobs. Why don't they put in a proper ventilation on the repairfloor so we don't have to breathe diesel fumes everyday? Why don't they clean up the filthily lunch areas and washrooms? Why don't they use the grievance procedure already set-up to solve problems as they are supposed to? Why don't they work with our elected union officicals at 3rd step to improve working condntions? Why has the company imposed a juvenile disciplinary points system? Why does the company only obey the contract when its in their interest? The list goes on.....

As we see A-C's track record is not one of cooperation or of any love and affection for our rights and our union.

So why Quality Circles? Martin Glaberman who toured Japanese factories and is a professor at Wayne State University an expert on Japanese Industrial relations recently spoke in Milwaukee and briefly summed up the "Quality Circle Movement": The first reason is to place the blame for the lack of quality on the American worker, instead of on American management, where it belongs.

Second is to get the worker to pay for the past mistakes of management and to voluntarily accept the new pressure for improving quality added to the old pressure of increasing quantity.

So far there is no sign that the workers will be given the added time that is required to do (quality) better worker.

Part of the game plan is to convince American workers that, to save jobs, they should imitate the Japanese. But there is no reason for American workers to give up rights or practices that Japanese workers are fighting to establish." ●

CONGRATULATIONS ASSEMBLERS!

As most of you know who receive answers from 3rd step grievances, "winners" are few and far between. Just this week, though, 28 assemblers on the northline of 4 Tractor won back-pay of \$5.44 each because the company illegally added 16 extra hours to their incentive pro-rate for the week of April 27, 1981. The back pay was the result of a grievance filed on behalf of all northline assemblers.

While the amount of money per individual is not great, the ruling reaffirms the fact that management cannot add hours to the pro-rate just because a person is given some help on his job. The fact is that with the type of overloaded man-assignments which have occurred over the last 6 months, there are few jobs that can be done in a quality manner without non-incentive help. It's about time that was finally recognized. Again, congratulations to those affected. Don't spend it all at once!!! ●

6

DONORS NEEDED

To demonstrate **Common Sense-Tact-Compassion** for a superintendent in tractor.

It has been noticed by this writer and many workers in #4 Tractor that their superintendent is severely lacking all of the above characteristics. He does not have the ability to communicate with people. His actions while talking to supervision or workers are totally disrespectful. Most of us know if you treat people with respect and compassion you will be respected. Like Rodney Dangerfield says (I can't get no respect) This superintendent deserves none because he has earned none. He would find out that people are really not that hard to get along with, if they are treated equally and not disrespectfully. Try it Jim.

Bob Russell

SAFETY (from page 3)

flipped over on top of him. The fact that the driver escaped with only a broken arm, cracked ribs, and other abrasions is nothing short of a miracle. The safety and engineering department's response was a letter about "test ramp procedure." They are also in the process of re-designing the ramp to make it safe. The new "Park Lock Procedure" letter ended with a warning that anyone who doesn't "follow proper procedure will be subject to discipline." What kind of discipline? Before or after the person is released from the hospital? Would a letter be placed in the person's file? Or in his coffin?

Some people think that discipline is the answer to everything.

Two of the biggest expenditures over shutdown were the park ramp and the cab area roller coaster. Both of these elaborate systems have proven to be unreliable and dangerous. They are still undergoing repairs and modifications to this day.

If you want to take your family to an amusement park, you don't have to drive all the way down to the Marriott in Illinois. We have our own right here at A.C. It's called Tractor Division: The Great White Elephant.

One final question: Why does the so-called safety supervisor go around the plant taking safety articles down off of the safety bulletin board to make room for articles about Quality Circles? IS HE CRAZY? ●



labor donated

"He'll be ready for work just as soon as the cast dries..."

7

Stop Reagan's welfare for rich



It's no secret that many workers helped elect Ronald Reagan, because of the economic woes they felt during the Carter Carter. But while working people bore the brunt of these hardships, Reagan has shown he is much worse. His programs so far have only transferred money from poor and middle income people to the rich and super-rich. Attacks on hard fought gains by unions like Workmens Comp., Unemployment Comp. and OSHA have begun and are going to get worse. Wage earners will carry more and more of the tax burden. While in 1955 corporations paid over 30% of the federal revenue, in 1980 they paid under 19%. Under Reagan it will drop much farther.

Oil companies already take in over 40% of all manufacturing profits and yet Reagan is cutting the windfall profits tax giving them another 12 billion dollars over the next 3 years. As you can see from the chart below, the tax break we're supposed to get is peanuts and will be eaten up by increases in state and local taxes and social security taxes. But for those over \$100,000 Reagan is truly a friend. Check it out. ●

WILL YOU PAY MORE OR LESS?			Tax increase due to bracket inflation & Social Security payments	Real Change-Will Pay
Income	% of All Taxpayers	Average Tax Cut		
Under \$10,000	33%	-\$84	+\$209	\$125 more taxes
\$10,000-\$15,000	15%	-\$367	+\$405	\$83 more taxes
\$15,000-\$20,000	12%	-\$616	+\$634	\$18 more taxes
\$20,000-\$30,000	19%	-\$978	+\$952	\$26 less taxes
\$30,000-\$50,000	15%	-\$1,742	+\$1,658	\$84 less taxes
\$100,000-\$200,000	.7%	-\$9,299	+\$4,891	\$4,408 less taxes
Over \$200,000	.2%	-\$25,604	+\$6,177	\$19,427 less taxes

March on Washington for jobs and justice Sept. 19

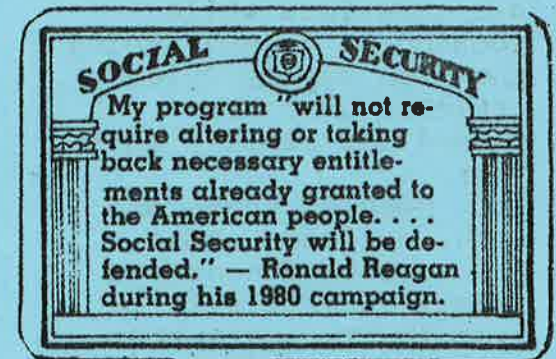
As September 19th nears expectations grow that thousands more will attend the AFL-CIO's Mass rally in Washington than originally expected. In cities like Detroit over 100 buses are expected to go, along with two trains. Steelworkers District 31 northern Indiana will send 10 buses. UAW is sending 100 buses from New England Region 9. 25 from Region 1, 10 from Region 1-B both of Detroit. Afsme in Boston is sending 55 buses. And many others from all parts of the east.

In Milwaukee local unions including the Milwaukee Labor Council, Machinist(I.A.M.) Allied Industrial Workers, (Briggs) AFSME, Bricklayers, Busman 998, A.O.Smith Local 19806, and other have formed a citywide coalition for Solidarity Day called W.C.A.R. E. (Wisc. Citizens, Against Reagan Economics.) The coalition has reserved 20 buses for the Milw. area.

Many locals have already paid for buses for their own members, or will pay 1/2 price for seats.

Originally UAW in Region 10 were going to fly to D.C., but because of the PATCO strike their plans are up in the air. UAW locals like AMC, A-C Delco, and Masterlock will be sponsoring buses from their locals for their members.

Local 248 will take up a gate collection to help differ the cost of the bus trip to Washington D.C. for its members.



Other locals are selling buttons, having gate collections and selling tickets for a fund raising dance Sept. 11th. All proceeds will go to reducing the cost of bus tickets. If you want to go notify Frank Shansky or Bob Russell. Buses will leave Sept. 18th 2p.m. ●

WHO IS THAT MASKED MAN ?

This could be a question asked by the many people who will be touring 4 Tractor this winter. These masks are made by 3M and some of them were distributed by the company safety man last fall when fumes on the repair floor became unbearable. Ask for foreman or steward for one when the fumes get thick. I'm sure that if we all wear them when a tour goes through they may ask questions while looking at us and seeing the "You May Be Dying" articles that were passed out earlier this year.

More of these and other articles about the serious dangers of diesel exhaust will be distributed again this fall. Take time to read them. If you feel sick or tired after working inside with the door and windows shut this winter while tractors are running, go to main medical because this is no joke.

The cheap and inefficient vents installed on the repair floors are worthless. They don't fit on all of the tractors.



When the wind blows a certain way, it blows the exhaust right back into the building. This is a small company contribution compared to all the B.S. they told us was going to happen when they noticed that employees were complaining about the fatal fumes.

We won't even talk about the tractors run on the rollers!

My question is why does this company spend money and time on silly things like ramps that could kill people instead of working together to help solve a problem that would help people in both the union and management live longer and healthier lives?

More to come this fall.

Tom Smikowski,
Repair Floor Painter

RODENTS

Dear Mr. Editor:

Why should an Allis-Chalmers 4 Tractor employee be subjected to the indignity of having his bag lunch partially devoured before he has had a chance to eat it himself? The situation I'm referring to exist's in the 4 Tractor lunch area south of the repair floor. Several employees have left their lunch bags sitting on the lunch tables in the morning, and have found upon returning for their 9:30 break that one of nature's furry little creatures has been there first to eat part of his carefully wrapped dinner.

This disgusting and unsanitary occurrence does not have to happen. All that it would take to remedy this is first to eliminate our friendly, disease-carrying friends by employing a professional exterminator.

Then the burden of the task of keeping Mr. Mouse away falls on company management and the employees who eat in this and other lunch areas. The company should provide the workers a CLEAN and WELL KEPT area,

Thanks
A-C!



with garbage cans for each table. The remainder of the task lies with each of us doing his or her share to help keep these areas clean by putting the garbage where it belongs, not on the floor or table.

I guess what I am trying to say is that I would like to see a cooperative effort between management and the workers to clean up our act and eliminate this unsanitary nuisance.

I would also like to say that co-operation has to start somewhere, and when it does, many things are possible.

Thank You,
Rick Krueger
4 Tractor
Repairman

EVER WONDER?

What QUALITY means at A-C ?

by Jim Dolan

We've heard a lot of talk about quality lately. People all over the U.S. have heard complaints about the quality of American made products when compared to those made overseas, particularly in Japan. Companies such as Chrysler are trying to convince customers that their products are as good as the competition's, and attempts are being made to improve quality in some companies. I wish I could say that this was being done here at Allis-Chalmers, but unfortunately it seems that quality is far down the list of priorities, near the bottom along with employee relations and safety.

Someday, maybe many years from now a wise tractor plant manager might understand that quality, safety, and employee relations are all related, but for now instead all we see and hear is a lot of talk about quality. Those people you see running

around the shops with articles about Quality Circles should go back to Quality Circle School, because they already forgot the first, important lesson. Maybe they weren't paying attention because if they were they would know that until you LISTEN and HEAR your employees you aren't going to get quality.

How can these same people talk "quality" when 1) the worker's air, lunch facilities, and rest rooms are filthy and dangerous, 2) the assembly line is down for 45 or 60 minutes and they speed it up so the "required" number of tractors can be taken off so someone can tell his boss that we are on schedule, 3) there are **42** tractors being run per day when there is only time allowed to build **32**, 4) proper tooling is nearly impossible to get, 5) there is pressure on the repair floor to pump out garbage such as when two of the so-called quality engineers told a repairman to squirt some sealastic inside of a turbocharger to stop it from rattling when the turbo should have been replaced?

Even foremen agree that it is hard to ask people to do good work

and show respect for their products when these things occur.

When talking about quality circles, many people point to Japan as the greatest example of what quality is and should be. What they forget is that twenty years ago people would never even consider buying a Japanese product because they were junk. They still had quality circles back then, too. By contrast, Volkswagen has always been known to make excellent, reliable, long lasting quality cars, and they never had quality circles. What does this mean? It means that a critical factor in producing a quality product is MANAGEMENT'S ATTITUDE towards quality work.



In an issue of Productivity magazine, a manager of a large, successful program stated that "a manager can't just say 'get me one of those' to his staff and expect it to work. Quality Circles requires an 80 to 85% change in the attitude of management towards it's employees." The American Management Association's own study of quality circles says on page 34 that "workers understand that some problems cannot be solved overnight and that some priorities must be set. Nevertheless, the workers do expect that management will show evidence of good intentions by addressing the problems related to the personal well-being of the workers and by taking action on long standing causes of poor quality and productivity problems such as obsolete equipment, unrealistic specifications, and lack of preventive maintenance, to name but a few."

There are similarities between the small cars of a few years back with the small tractors of today. Basically, management and engineering just didn't have it together enough to design

EVER WONDER? (cont.)

and produce small cars or tractors, whereas the Germans and Japanese had been building them for a long time. This is lack of foresight and planning, not poor workmanship.

Some of the people making big bucks in the office weren't doing their jobs. An American worker can build whatever you want him to, but you must give him credible parts and tooling and design if you want a credible product.

Remember the Vega? Remember the Gremlin, and the exploding Pinto? Remember the 7000 tractor? Why were these cars and tractors discontinued? Because they were junk. They were poorly designed and hard to work on.

Now we have a new small tractor, the 5040-50 series. Basically, these tractors are pretty poor. As anyone who works on them eight hours a day or sells them for a living, and they will tell you all about the wierd design, bad materials, and crummy workmanship. Are these tractors made in West Allis? No. LaPorte? Nope. South Carolina? Hell, no. They are made in Italy, and even in Romainia, behind the iron curtain.

Articles in the company's own newsletter, the Tractor Penetrator, have mentioned that the quality of these tractors is poor. How can these people expect us to build a decent product when they give us junk to work with and try to jam it past us? Why does this company talk and write about quality when it lays people off and buys garbage overseas.

Money is why. It's a damn shame that we have to put our name on such a product. Perhaps they should try quality circles in Romainia, because it doesn't look like the corporate mentality here is ready for them.

The same article in the Penetrator stated that "we take pride in what we build."

Yeah, well some of us try to, anyway. Others just talk about it ●



PATCO CONT. PAGE 2

Labor is facing a severe test these days. We must support PATCO's struggle for dignity. Who will be next? Regeans proposed revisions of labor laws and the watering down of O.S.H.A. are just the beginning. Labor must stand together. Our future depends on it. ●



"Go Out and See If You Can Reason With Them, Schweiker"

WHAT'S GOIN ON? cont. p.1

This type of communication must stop. We want to know what's being planned so we can plan the next few months with our families.

The story we got from management on why the media was notified before the people who work here at A-C just doesn't wash. We were told that the stockholders had a right to know before we did. But the stockholders only have money invested in this place while we have our lives. It's about time we found out what's going on. ●

ON TO WASHINGTON!

No 1500 FUND RAISING PARTY

Friday

9:00 PM - ?

SEPTEMBER 11



\$2.50 Donation

Prince Hall Masonic Building

600 W. Walnut

DANCING & ENTERTAINMENT ●