

TorciviaThomas_19921027

RICHARD SHARPLESS: [00:00:00] This is an interview with Tom Torcivia. He's the president of Local United Steelworkers 5503, in Phillipsburg, New Jersey. And it's Friday, April the 3rd, 1992. It's ten o'clock in the morning. This is the modern way of doing interviews, recording. Okay. Mr. Torcivia, how long have you been affiliated with Ingersoll Rand?

TOM TORCIVIA: I'm on my 27th year.

RS: Twenty-seventh year. Okay. And you went in -- what year was that?

TT: Nineteen sixty-six.

RS: Sixty-six? All right. Are you from Phillipsburg originally?

TT: From Easton.

RS: You're from Easton. Okay. And when did you start getting involved in the union?

TT: Oh, about two years after I started. About '68, I became a shop steward.

RS: Okay. How long were you a shop steward?

TT: I was shop steward probably about 13 years.

RS: Uh-huh. Okay. And with [00:01:00] what particular division over there?

TT: I was in the condenser division, in West Easton --

RS: In West Easton.

TT: -- and which Ingersoll had sold.

RS: Okay. When did they sell that?

TT: They sold that in 1977.

RS: Seventy-seven? Okay. And then you moved over here, to --

TT: To turbo products.

RS: -- Tur-- okay. When did you begin to move up the ladder then, in the union? You were shop steward --

TT: I was shop steward -- and in '79, I became a trustee, fill out a term of somebody that resigned. And then later in that year, seventy-nine, I was elected vice president. And in January 2nd of 1980, I became president.

RS: And you've been president--

TT: I've been presi-- well, so, '82 -- which, I didn't run in '82, because I had some health issues, I didn't run -- I was elected chairman of the grievance committee. And '85, I came back as president. I've been president ever since '85.

RS: So you've been president--

TT: Going to be about 11 and a half years.

RS: Eleven and a half years total. Okay. [00:02:00] So you saw a lot of changes take place, at Ingersoll.

TT: Yes, I did.

RS: Okay. Okay. What -- now, we know Ingersoll began to decline, began to lay off a lot of workers, things like that. When did that happen? When did that begin to happen? Like when --?

TT: Well, in 1980, when I was president, we had over 2,000 members. And now we're down to about 525. But we were down to 410. We're coming back. We came back, we picked up over 100. What -- they sold the West Easton plant in '77. Sixty-four, they had -- I think it was '64 -- they closed down the forge shop and the print shop. Used to be 11 division plant up here. And then in '77, they sold West Easton. And then actually, when I went to turbo, then they had a joint venture with Dresser-Rand on the turbines. They moved the turbine division all the way to New York. They shut down the rock drill [00:03:00] division. They shut down our heat-treat. In '81, they shut down our iron foundry. So actually, we're down to just pumps. It's the Cameron Pump and our foundry division.

RS: Okay. Just two divisions left.

TT: And maintenance. But maintenance is small. It's a division. But really just two divisions.

RS: Okay. So this started about --

TT: I'd say sixty--

RS: -- the mid-seve--

TT: Yeah. Well, the first one was '64 --

RS: Sixty-four.

TT: -- when forge and advertising went down.

RS: Okay. Did they transfer these divisions to other places or they just closed them?

TT: Most of them were transferred. They're still in the business, except for the condenser division. They sold that to Ecolaire, which now sold it to Jordan Manufacturing. But all the other -- and the forge were shut down. They didn't continue that operation. But the drill operation, the turbine operation, and the iron foundry, they shut the iron foundry down. That's down. But a lot of the operations, they're still doing. They moved turbines to New York and the drill division to Virginia.

RS: [00:04:00] Okay. They ever give any reasons why they did this? Were -- what do you think was the reason they did this?

TT: Well, it looked to me like Ingersoll wanted to downscale their plants. As far as with the unionized plants, they didn't want them to be so big -- they wouldn't have so much power. They -- downsizing. They were making money here, on the drill floor. They just moved it to--

RS: So you don't think they moved these for economic -- because -- for business reasons.

TT: For business reasons. So -- but I think, with the drill floor, they just moved it down. They wanted to get down in to the South, where it's a better climate for -- it's not so unionized down there.

RS: So you feel that a lot of this was just to escape the unions?

TT: As far as with drill, I believe that's what happened there. And with the turbine, they merged with Dresser, one of their competitors. And now they're...

RS: Right. They combined. Was their wage scales out of line with the industry?

TT: [00:05:00] As far as the meetings -- we have meetings, in the union, with other plants, you know, that do the same process -- our wages were right in line with everybody else and also with the money that Ingersoll made. It's a profitable company.

RS: Right, so you don't think that they --

[INTERRUPTION]

RS: Did the company reinvest at all, in the '70s and '80s, in machinery, new technology?

TT: In the '70s and '80s, we didn't see too much investment in the plant up here, not too much. But within the last three

years, they just had put over \$40 million in the plant.

All our machinery is all the state-of-the-art. This plant, when they're finished with it, it's supposed to be the best pump plant in the world.

RS: Where is most of this machinery coming from? Is it American-made? Is it foreign-made?

TT: [00:06:00] Most of it, I'd say, is foreign-made, Japan.

RS: Japan?

TT: And there's a lot of Japanese machines here.

RS: Right, right. So you were president, essentially, during these years, when the plant here really began to --

TT: Yes. Yes.

RS: -- lay off workers. Okay. What was the reaction of -- first of all, what was your reaction to this, as this process of downscaling began? How did you--

TT: Well, at first, you it was just a shock to us that they were moving us out. You know, they gave us -- a lot of the places were, like, the iron foundry, they shut it down. They came to us and said, "Well, we have a problem, that we're not making money. We got to make some adjustments." We sat down and negotiated new incentive systems with them, changed some work rules. And after we'd done that, maybe about six months later, they shut it down. They did the same--

RS: Shut it down anyway.

TT: -- anyway. They did the same thing in drill floor. We sat down. We negotiated a new incentive, different language, to try to make the plant--[00:07:00]

RS: With givebacks and all this?

TT: Not really givebacks. The incentive was changed, where they get more production out of it, and we would make more money. But right after -- that's when, especially, I knew, when drill floor went in, I seen the incentive, the way they put it out there. I knew, from like the second month after it went in, that the plant was going to be closed. They didn't tell me. I could just see that the times that they put on the jobs -- guys were making more money and doing less work. And the company sets the times. And I approached them. And they said, "Well, these are the right times." I knew they were trying to get us to reduce and help them shut the place down. I knew it was going down.

RS: Mm-hmm. Mm-hmm. And what was the point in their negotiating?

TT: I really don't know, unless they just come down and say they wanted us to increase productivity, while, you know, helping shut the place down, which they had done in a few other places that Ingersoll has. They brought new management in, told them they were going to stay there.

[00:08:00] And in the meantime, there was letters saying that they were going to shut it down, that the union had got their hands on. I know, in Torrington -- I'm close to the people out there. Like this labor -- Mike [Matusak?] and Keith [Canouse?]. They're labor (phone starts to ring) professors, in Kentucky and Indiana University.(phone ringing)

[INTERRUPTION]

TT: Sorry.

RS: That's okay. How did your workforce respond to that, your members? How did they feel about this?

TT: Well, the members were devastated. They were shocked. But in our contract, we have a pension provision. It's called 75/80 pension. So we're not -- a lot of the workers weren't displaced. If you -- 55 years old and have 20 years of service, you're 75 years -- you could get a pension immediately. And if you're under 55, you had to reach 80 with the combination. And it's a form -- it's a rather good pension. So a lot of the people that were affected got pensions. And in the iron foundry, the people were absorbed. When [00:09:00] turbo went down -- there's where we lost a lot of people, when turbo moved. Because there was just no place to put them. This devastated a lot of people.

RS: Do you have any idea where a lot of these people went, after they were laid off from Ingersoll?

TT: And got jobs in the area. You know, I see a lot of them. Some of them went to work in a Bell and Howell. Some... A lot of our -- at that time, went to Mack Truck, before Mack Truck went down. They were hiring. A lot of our people went to Mack Truck. And they got jobs in the area, at other plants. And not for the same kind of wages, though. They're working for a lot less.

RS: So they ended up working for less money. Yeah.

TT: A lot less.

RS: Uh-huh. Okay. Now, what you're describing was happening across the country, in the steel industry and other industries. What was the response of the Steelworkers' leadership to this kind of thing? How did they react to this sort of thing, you know, when the steel mills started shutting down, [00:10:00] Ingersoll downscaled?

TT: Well, with the steel mills, when they go down, you can see what -- our international president, officers, they went to Washington, to talk to committees, to try to get some kind of quota bills, on bringing the steel in. But mostly, you know, they're just dumping the steel on us.

RS: Right. Which they just start again.

TT: It's subsidized and they're just dumping on it. And the American steel is still the best steel in the world. It's still the best steel. And -- but they got some kind of agreement now, it's almost -- it's coming down again, where it's running out. They got to get some other --

RS: Would have ran out this week.

TT: Yeah, this week.

RS: Right.

TT: [Just seen Rutter has something about that?] --

RS: Yeah.

TT: -- [Uh, my buddy Rutter?].

RS: So. (laughs) So there were efforts made, political efforts made to--

TT: There was political efforts made. As a matter of fact, when turbo went and shut down -- not shut down -- when they went the joint venture go... And we went to the state senator here, me and Austin Trimmer, and Wayne Dumont. And Dumont had called [00:11:00] Ingersoll's corporate office, to see if there's anything that they could do to stay, you know, if they could give them some kind of breaks or some kind of whatever it is they would do to --

RS: To keep...

TT: -- keep them here. And Ingersoll didn't even return his phone calls. They wouldn't even return his phone calls.

RS: So management wasn't willing to cooperate --

TT: No. No.

RS: -- in any way, to keep the divisions here.

TT: We had talked to them, you know, "Is there something else we can do?" You know, there's only so much you can do or --

RS: Sure.

TT: -- you know, or you're working for nothing.

RS: Yeah.

TT: There's no sense doing that. But they weren't willing to listen to anything. They said, "The decision's made. The plant is gone."

RS: Just like that.

TT: Just like that. End of discussion.

RS: They didn't contact you at all, ahead of time, or--?

TT: No.

RS: They just--

TT: They call you to a meeting, hand you a letter.

RS: Mm-hmm. The--

TT: "The division's going to be shut down."

RS: Right. Okay. Okay. But most of you members, at least, were cushioned by their pensions.

TT: Well, a lot of the members.

RS: A lot of them were.

TT: There's people who got hurt. But it wasn't as big an impact until, when turbo went, there was just [00:12:00] no other place for -- people got hurt then.

RS: Did the members try to get you and the union to do anything about, say finding jobs, things like this, replacing, or finding --

TT: Well, at that time --

RS: -- training or things like that, for them?

TT: We had -- working with the unemployment office, for the job search and the PIC. We had people sent, you know, to fill resumes out, help them get jobs. We did work through them, to try to find the people some jobs.

RS: So--

TT: Whatever agency was available, we got them.

RS: Right. so you did provide some services.

TT: Yes.

RS: Right. Uh-huh. Uh-huh. Where did the -- okay. Most of these people, you say, did find jobs in other industries but for less pay.

TT: Industry, services, yeah. They got a lot of -- some service jobs.

RS: Uh-huh. I was going to ask that, if many of these people ended up in service jobs.

TT: Some of [00:13:00] them got service jobs. But some of them are in different plants. But they're making, you know--

RS: Did this cause any -- as far as you know -- and you don't have to give me any names on this -- but did this cause any family difficulties, for people, you know, who lost their jobs?

TT: Well, we had one incident up here, where a guy -- when turbo was being merged, when turbo moved out, a guy committed suicide. He just couldn't handle it. He committed suicide, blew his brains out.

RS: Was he a older worker?

TT: And part of it was he probably would have had a job. He just couldn't, he just thought --

RS: Couldn't handle.

TT: -- he wasn't going to have no job. You know, we try to, you know, tell everybody, you know, "Here's where it's probably going to fall." And he was a machine operator. He was going to have a job. But--

RS: He just couldn't handle it.

TT: A few years ago, what happened -- we had a guy in maintenance that lost his job, Conrad Garr. He killed his stepson. He just went --

RS: Berserk.

TT: -- he went berserk. Because, you know, he didn't feel like, you know, it was worth [00:14:00] living. And he just went berserk and he --

RS: So these --

TT: -- shot his stepson.

RS: -- were sort of extreme cases.

TT: Yes.

RS: Right. How about, you know, things like divorces, what have you, this sort of thing?

TT: I really don't --

RS: You don't really--

TT: -- think of any cases. If I would, I would say it. But I really don't know. I'm sure there's a lot of problems, though. We also provided, through United Way, we have a labor liaison there, Ed Rice, for, you know, credit counseling. And we did provide that. Matter of fact, we have a school down here once a week now, on Wednesday night, for the whole area, to try to help people.

RS: Okay. I know you're been active in local politics, I'm not going to ask you about that. But what I want to know is what was the reaction of the community, the local community, to this decline, this long-term downsizing here?

TT: Well, at first, when they first started shutting them down, you know, they wanted to talk to them and see if they could

do anything, the towns, to give them some kind of break, to help them stay here. But then, I got to be honest, at the end, when we tried to keep turbine, they just told them -- the whole reaction [00:15:00] from the town politicians and also the state -- we met with, like I said Dumont. We had [Etienne?] down here and Littell. And they just come out and said, "Well, if they don't want to be here, let's get out altogether," just, "If they don't want to cooperate, don't want to at least talk to us, then just -- we might as well just get out now."

RS: Mm-hmm. So there really didn't -- Ingersoll didn't make any effort, really, to--

TT: No effort. And that's the feeling of the membership right now. "If they're going to shut it down, shut it down. We're not giving nothing back. If you're going to keep the plant, you're going to keep it. If you're not, then just shut it down."

RS: Mm-hmm. Over this period of time, in your negotiations on contracts, did you make concessions to Ingersoll?

TT: In '83, where we had a month strike, which was a real disaster for us, where we changed our medical benefits, we had -- we had, like the Cadillac plan in New Jersey, Blue Cross.

RS: Right.

TT: And then we went to Aetna, which is a comprehensive plan, just [00:16:00] a big major medical plan. It's 80/20. You know, you pay a hundred dollars first. Then they pay --

RS: Yeah. Eighty percent.

TT: -- 20 percent, up to 3,000. Then it's 100 percent. And we pay \$10 a month for single and \$20 for family.

RS: So in effect, it was a -- changing plans like this --

TT: It wasn't a change. And --

RS: -- cost money.

TT: -- we had from '85 'til '90, we didn't get any raises. We got like, two or three years, we got \$500 bonus.

RS: Five years.

TT: I think, three out of the five years, we got \$500 bonus, and, you know, nothing on your rate. So, you know, 500's like 350.

RS: Was the company making money in these years?

TT: Well, the corporation was making money. And the divisions, in the last -- I'd say, the last two years up here, the pump made about \$33 million.

RS: So they're very profitable, at least now.

TT: Yes. They're really, you know, com-- the corporation made money. And they were in a transition of combining and consolidating, which does cost money. If you're --

RS: Sure.

TT: -- going to invest, it costs you money to get the
[00:17:00] plant back on its feet.

RS: Did Ingersoll's -- I mean, talking about Ingersoll as a
whole, not just the Phillipsburg plant -- downsize...? In
other words, did they cut their workforce --

TT: Yes.

RS: -- wherever they are?

TT: I think at one time they had like 47,000 employees. I
think they're under 40,000 now. They did downsize.

RS: Uh-huh. You think that their production of their various
divisions is still as high as it was with the higher,
bigger workforce?

TT: I don't -- I really don't know. As far as up here, our --
you know, they holler about production all the time but
they just had two record years. They just had two record
years.

RS: So the reason I ask that is, in a lot of places, they're
producing, you know, for example, steel or components and
they're doing the same as they were 5, 10 years ago, with
about a third of the workforce.

TT: Workforce.

RS: Yeah. Uh-huh.

TT: What we have left now is the Cameron. And the workforce is
[00:18:00] probably -- It used to be 600 people. And now

it probably has about 350. And, you know, with the new machines and the technology --

RS: Right. Technology.

TT: -- it does cut a lot -- you know, manual machines no more. You got CNCs now.

RS: Right, right. The computer--

TT: Yeah.

RS: Computer-run.

TT: They had NCs. Now they got CNCs. You just really operate it.

RS: Does Ingersoll provide training for the workers on these new machines?

TT: Just what you get in the shop --

RS: That's what I mean--

TT: -- the operator. You know, when they put a new machine in, the roadman from the company, be in there, show somebody how to run it, how it work. And then we'd just go from there. The men would teach each other. There's no program, though, that they have, where they--

RS: No training program.

TT: That was one of our bitches all the time, you know, we need a training program. We needed people to be -- but they went into the cell manufacturing. We've got so many cells in the machine shop, but we don't have one cell. They have

it on paper, I guess, for their [00:19:00] corporate, because it looks good, they got -- but they don't have one cell out there. They have them, but they don't. Nobody in any of those cells can run every machine. Those guys -- each guy comes in and runs the same machine every day. It's the same as before, except there's newer machines.

RS: Mm-hmm. Mm. Did your recent contracts begin to make up, to some extent, what was lost in those five years there?

TT: Well, the last one we had was '90. It was so much on the table for five years. We got some raises. We got, you know, we got some decent raises. We got some money in the pensions. But again, the medical, they wanted us to increase our medical cost from, you know, instead of paying the 10 and 20, it wants to pay 20 and 40, and pick up a third of the increases, for the second and third year of the contract, for each of the contract. And right now, if we would have took that contract, we'd be paying \$177 a month, right now, today --

RS: Hundred and seventy-seven a month.

TT: -- yeah.

RS: That's incredible. (laughs)

TT: -- with the third. See, Ingersoll is self-insured. We have Aetna as [00:20:00] our insurance. They're self-insured. But, you know, when you figure it out, last

year the Aetna -- people now who are on the Aetna, the cost would be 771 a month per employee, which is really high. Because we have HMOs, which take up the other half of the -- but they're not paying 771, because they're self-insured. They only pay, you know, whatever it is. But that's what you base it on. And that's what the figures came out to. And we would be paying 177 a month, for a family. We did have a two-month strike in 1990.

RS: Yeah, which would have been -- that was when you were negotiating this contract, right?

TT: Yeah. We had a two-month strike.

RS: Were there any other kind of concessions made then, that you're trying to get back now?

TT: The biggest was the medical--

RS: The medical.

TT: We had some language changes but they weren't devastating changes. The medical is the big thing, the medical.

RS: That seems to be the big issue in all the contract negotiations now, wherever you look, the medical.

TT: Well, during our s-- [00:21:00] when we had our strike. It was, like I said, five years with no raises. And the medical was one of the big -- but also was the money. And we were out for seven weeks. And the company took the medical off the table, to keep the medical the same. And

we gave them a vote. And the people voted it down. And then they came back the next week and put another million and a half dollars in the package, which they said they were never going to do. But they put it back in the next week.

RS: Uh-huh. Uh-huh. Do you find -- is it tougher negotiating with them now, than it was, say, when you started?

TT: Oh, yes. It's -- I thought, with our first contract, 1980, you know, it was just like how much can you get. You know, your bag was filled. You know, you know you're going to get things but just how much. Now you don't know. It's really, really tough now.

RS: They fight you on every point.

TT: Everything, especially, you know, the medical, the pensions, retirees. They -- it's a lot tougher now, today, a lot tougher.

RS: Okay. And I g-- I [00:22:00] don't know if they t-- oh, hello, Austin, how are you?

AUSTIN TRIMMER: Oh, yeah!

RS: How you doing?

MARTIN DESHT: Austin Trimmer.

AT: Gosh.

MD: How are you?

RS: I interviewed him --

AT: How you doing?

RS: -- some weeks ago.

MD: Alright!

TT: Yeah, he told me -- told me.

AT: Doing well.

MD: Somewhere (inaudible; conversation continues in background)

RS: Some people at Ingersoll -- not only at Ingersoll, at other places -- have said that the attitude of workers in the mills and in the plants has changed over the last 10 years, there's a kind of attitude now that -- first of all, they're afraid for the jobs. But there's an attitude that, because of the changing way management has treated them, many of them just don't give a damn. Do you find that--?

TT: I think that's true. A lot of people, they don't want to lose their job, like I said before. But if Ingersoll comes back with -- they want to take concessions on this, concess-- they'll just say, "Just close the plant down." We've told the company many times, just, "If that's what you want, then just shut her down. We gave you concessions. We negotiated new agreements." Every time [00:23:00] we did it, they shut the division down anyway. And they just had enough of it.

RS: And the attitude of the workers is you're not, you know--

TT: Right. They don't --

RS: Don't trust the company.

TT: No way that they trust the company, no way.

RS: So you think then that relations between labor and management have actually worsened then, over the last--

TT: Oh, without a doubt, within the last 10 years. It's gotten bad, especially when you get to contract. It's really gotten bad, really bad.

RS: Many people say, and I believe it, anyway, that the last two administrations in Washington, this one and the previous one, with their anti-labor attitude, have really hurt labor, organized labor, throughout the country. You feel that way?

TT: Oh, sure. We haven't gotten any major labor legislation, since, really

RS: Since LBJ.

TT: Yeah. Right. I was just -- since LBJ. And we're just fighting to try to hold on. Now they're even trying to -- the Wagner Act -- and -- [00:24:00] and the [Vaccan?] Act. They're trying to fool around with them now, with prevailing wages. We're just trying to hold on to what we have. We haven't gotten any help out of Washington.

RS: In other words, you find doors that you could go through are closed to you now.

TT: Oh, yes. Yes. And some of our friends, you know, they're still our friends but they don't want to be --

RS: Associated.

TT: -- too close to us. (laughs) They don't want to be too -- they're not with us, where they used to be.

RS: How has the union leadership -- your union, for example, at the national level -- and, of course, they're in touch with you and, you know, you talk to them. How do they respond to all this? How are they, you know, what's their feeling? I mean, they're digging in, of course. That's true.

TT: Well, I think the Steelworkers have one of the best legislative programs in any union, in Washington, with our lobbyists there. They're always out there trying to get legislative moves -- in the forefront of -- [00:25:00] in fact, when we had the race in Pennsylvania last year, Wofford --

RS: Yeah, Wofford. Right.

TT: -- the Steelworkers were right out there.

RS: Were right behind him.

TT: We had -- matter of fact, I was one of them. That's why I wasn't around -- I was away eleven weeks, I worked full-time, to get out the vote.

RS: So the Steelworkers, at least, are going to be -- feel that political action is --

TT: Oh, yeah.

RS: -- a major part of the agenda --

TT: Political -- whatever we negotiate can be legislated away from us. We know that negotiations and political process go hand-in-hand. Whatever we negotiate can be legislated away from us. So. And in our local, we're very political.

RS: Yeah. Russ said that. Yeah.

TT: We're very political, which, I mean -- we're very political.

RS: Uh-huh. Do you see any change down the road, next couple years, say, three, four years, in, say, labor and management relations [00:26:00] or in the political climate, that may make it, you know, may help you people?

TT: Well, labor and management, we're -- in negotiations, it's tough. And Ingersoll is not an honorable company, where you can believe what they're saying. But the last two years, as far as in the shop, with worker grievances and that, it's been fairly pretty good. We've been settling a lot of things. And we just got into a program with them now, Total Quality and Leadership, you know, one of those programs, matter of fact, we just started it yesterday. We had problems getting started with that. We -- they wanted

to do it their way. And we said, "No, you got to do it this way." We wanted some say. And we weren't going to do it. And they just came back and then they says, "Okay, what do you guys want to do?" And we gave what we wanted. And they said, "Okay." So now we got a lot of say in it. And it's just to keep away from the contract.

RS: Right. Uh-huh. How about your membership? Do they feel more strongly about the union now than--? Have they come to depend on it more?

TT: I think, since the shutdowns [00:27:00] and the closing, yeah. Because they've finally seen what that negotiation with the pension meant to people and what the benefits -- and if they could -- even though we had concessions in '83 in the medical, they know what they couldn't do. They could make them worse. They changed the salary, people's pensions. Because, you know, they just change them. "Effective this day, here's what you're going to have." I think they come to realize, and they're a lot more behind us, because what that strike in '90 showed -- the company thought we would be out two, three weeks and then we would be hollering to come back. But I had -- I was here, during that strike, every day from seven, eight o'clock in the morning to eight, nine o'clock at night. I never really

had anybody really coming down saying, "We got to settle," even though some, you know, people got hurt.

RS: Sure.

TT: They stuck together. And Ingersoll didn't think we were going to do that. I think, just what you said. People are realizing that, the more they stick together, the better off we are.

RS: So actually coming together, as a result of this.

TT: Yes. Yes.

RS: Uh-huh. Uh-huh. [00:28:00] You think this is true with the Steelworkers nationwide, sort of the feeling, this sort of attitude?

TT: The --

RS: They've been devastated.

TT: Yeah, the conferences and the people I talk to, I think it is a nationwide thing. Right now, they're just trying to hold onto what they got. But they're all sticking together, with -- you see what they're doing, at the Bethlehem Steel plant up here and --

RS: Yeah.

TT: -- the one in, I think, Steel --

RS: Steel.

TT: -- to Johnstown?

RS: Right. Yeah. Jo--

TT: Johnstown's going to be--

RS: Johnstown's gone.

TT: Matter of fact, Johnstown's -- they can shut it down on the 28th. That's the 90th day, which is the Workers Memorial Day. The 28th of this month is their 90th. They can shut it down that day. But I don't think they're going to do it that day. But, yeah, the people are -- I think they're a lot more united now because --

RS: That--

TT: -- you see what could happen, when you're not.

RS: Yeah. Mm-hmm. Okay. Okay. Anything else you might want to add?

TT: No, that's about it.

RS: Okay. Okay. Well, thanks, a lot. I appreciate it.

TT: Sure.

RS: Let me--

MD: [00:29:00] Can I have a good shot of you, just--?

TT: Sure.

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