

**Kevin E. Beard discusses his career as a production worker, union activist,
and UAW Joint Training Representative at the Fisher Body plant in Lansing, MI**

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5 Marilyn Coulter: [sniffing] Fisher Body Historical Team interview with Kevin Beard. Today
6 is Wednesday, January 11th, 2006. We're in the UAW Local 602 Frank
7 Dryer Greenhouse. First, we'll introduce the team.
8
9 Gary Judy: Gary Judy.
10
11 Jerri Smith: Jerri Smith.
12
13 Cheryl McQuaid: Cheryl McQuaid.
14
15 John Fedewa: John Fedewa.
16
17 Marilyn Coulter: And Marilyn Coulter. Kevin, can you please say and spell your name for us
18 please?
19
20 Kevin Beard: [tsk] [coughing] Uh, Kevin Beard. B-E-A-R-D. Uh, it's common that
21 people mispronounce my last name. It's spelled like beard but because a my
22 German ancestry, it's pronounced baird and for some reason, my family
23 hung onto that for years and decades and generations.
24
25 Marilyn Coulter: Hm.
26
27 Kevin Beard: So...
28
29 Marilyn Coulter: [Inaudible 0:51].
30
31 Kevin Beard: Baird, yeah.
32
33 Marilyn Coulter: Baird. And your address please?
34
35 Kevin Beard: [tsk] Uh, currently I reside in East Lansing, 2204 Rolling Brook.
36
37 Marilyn Coulter: [tsk] And, um, you're male. Uh. Are y-, are you married?
38
39 Kevin Beard: I am married. My second marriage.
40
41 Marilyn Coulter: And do you have any children?
42
43 Kevin Beard: I have 4 children of my own. She has 3 children. And, uh, I now have a
44 grandchild.
45
46 Marilyn Coulter: Oh.

1
2Kevin Beard: And another one on the way in March.
3
4Marilyn Coulter: Congratulations.
5
6Kevin Beard: Thank you.
7
8Marilyn Coulter: And your education please?
9
10Kevin Beard: [tsk] Um, high school graduate, college graduate, and a little bit of graduate
11 work at Michigan State University.
12
13Marilyn Coulter: And can we ask you what your degrees are please?
14
15Kevin Beard: It's an English degree.
16
17Marilyn Coulter: Mm-hm. Uh, any military service?
18
19Kevin Beard: No.
20
21Marilyn Coulter: Okay. Um, what did your parents do?
22
23Kevin Beard: My dad spent 42 years working for Oldsmobile.
24
25Marilyn Coulter: Hm. So you had some background with working with the automotive
26 industry.
27
28Kevin Beard: Yeah. He hired in in, uh, 1941 in February and was promptly drafted into
29 the U.S. Army in April of 1941.
30
31Marilyn Coulter: Oh.
32
33Kevin Beard: Uh, but he – his first job was carrying the mail between the Oldsmobile
34 plants in town and then he settled over at Plant 2 and he became a
35 journeyman machine repairman. And so he spent a good 30 years, uh,
36 plying that trade.
37
38Marilyn Coulter: So now were you raised in Lansing or in the Lansing area?
39
40Kevin Beard: Grand Ledge.
41
42Marilyn Coulter: In Grand Ledge.
43
44Kevin Beard: Yep.
45
46Marilyn Coulter: Right. A-...

1
2Kevin Beard: And you asked about my parents.
3
4Marilyn Coulter: Mm-hm.
5
6Kevin Beard: So my mother was, uh, trained as a medical technician but after she married,
7 she decided to – she and my father decided to let her stay home...
8
9Cheryl McQuaid: [coughing]
10
11Kevin Beard: ...[tsk] so the, uh, typical 1950, '60s housewife.
12
13Marilyn Coulter: Oh. Okay. Um, so what did you do before you hired into Fisher Body?
14
15Kevin Beard: [tsk] Oh, before I hired into Fisher Body, I was workin' for Oldsmobile
16 myself.
17
18Marilyn Coulter: And what was it that you did there?
19
20Kevin Beard: Um, in 1973, right outta high school, 17 years old, I hadn't even turned 18
21 yet, uh, my dad trotted me down to the Oldsmobile employment office. And
22 I probably can't remember the guy's name. Same guy that hired him in
23 1941 hired me in 1973...
24
25Male: [Inaudible] [retired 3:26].
26
27Kevin Beard: ...and I went to work on the second shift at Plant 2 i-...
28
29Marilyn Coulter: And what...
30
31Kevin Beard: ...in August of that year [inaudible 3:33].
32
33Marilyn Coulter: ...and what did you do there?
34
35Kevin Beard: Built rear ends. [tsk] That whole operation over at Plant 2 was – uh, i-, it had
36 been a foundry and forge and just before World War II, Oldsmobile bought
37 it and added some assembly operations to it and for literally decades, that
38 plant turned out all the rear end drives put into the '88s, '98s, and Cutlasses.
39
40Marilyn Coulter: Hm.
41
42Kevin Beard: [coughing] And midsize Chevys too. [beeping] [tsk] And, um – so I hired in
43 there in '73 and worked for...
44
45Marilyn Coulter: Hm. [beeping]
46

1Kevin Beard: ...4 months, 6 months, something like that and, uh, remember that was right
2 in the middle a that Arab oil embargo...
3

4Marilyn Coulter: Hm.
5

6Kevin Beard: ...and so by January of '74, boom, laid off. So for, for about a 2-year
7 period, I worked for, uh, a guy I had worked for in high school in Grand
8 Ledge Tire and I was pumpin' gas for'm and goin' to Lansing Community
9 College and livin' at home still.
10

11Marilyn Coulter: So, um, when did you come into Fisher Body?
12

13Kevin Beard: Well, lemme give ya the rest of the story. [door creaking] In June a '76
14 [coughing], um, I got called back to Oldsmobile...
15

16Marilyn Coulter: Hm.
17

18Kevin Beard: ...and went back to Plant 2...
19

20Marilyn Coulter: Mm-hm.
21

22Kevin Beard: ...and from then until July of 1980, we worked like maniacs workin' 3-shift
23 operations, uh, literally buildin' a million rear ends a year to try to keep up
24 with the demand and had all the overtime we wanted and it was great. All a
25 sudden, that came to a screeching halt. Between, between July of 1980 and
26 June of 1982 when I came into Fisher, uh, [door creaking], I spent probably
27 good half a that time laid off...
28

29Marilyn Coulter: Hm.
30

31Kevin Beard: ...in that 2-year period in there. Probably more than half. And I also
32 bounced around Lansing. I got picked up by Plant 3 temporarily and I
33 worked over there on the J-car hood line stampin' out hoods briefly and, uh,
34 that was pretty good work actually.
35

36Marilyn Coulter: So now Plant 3 was a, a fabrication plant?
37

38Kevin Beard: Plant 3 was the m-, is the m-, is/was the metal stamping plant and they
39 pounded out hoods, fenders, doors, all kinds a things for Toronados, for the
40 small, compact, Cavalier-style cars, as well as the Cutlasses and '88s and
41 '98s we were building back then. Um. I worked there about 6 months and
42 got called back to Plant 2. [Inaudible 6:33] great affection for Plant 2. Small
43 place, uh, easy to get to know everybody, good work, lots a overtime and
44 all. So I went back. Worked about 3, 4 more months, got laid off again.
45 Was on the street [sniffing] [tsk] and in – pretty funny because June 21st of
46 1982, exactly, exactly 6 years after [laughter], exactly 6 years after, I went

1 back to work at Plant 2, um, Fisher called and so trotted in the Verlinden
2 gate and talked with [Melody Eldridge 7:12] in the personnel office and got
3 lined up against the wall and got picked out and ended up in the paint
4 department...

5

6Marilyn Coulter: S-...

7

8Kevin Beard: ...working for [Ted Thalen 7:21].

9

10Marilyn Coulter: ...so when you came in to Fisher Body, how did that differ from your other
11 2 plants that you had been in?

12

13Kevin Beard: Oh, [tsk] uh, it w-, it was a, it was a huge difference for me because I had
14 come outta places that were working on, uh, daily production quotas and
15 piece count-type work and so if you were willing and you had a good crew
16 you were working with, you often could meet your daily quota ahead of
17 your 8-hour day and get done early and that was great because you had time
18 then to sit down, read, wander, talk with people and all. It was good. At
19 Fisher, ya didn't have that luxury. You were literally tied to the assembly
20 line. You had to be there when it started and ya couldn't walk away until it
21 stopped [laughter] at break time. Um. Gettin' used to that, that, that took a
22 good first month just to acclimate to that new way a doin' things.

23

24Marilyn Coulter: So were you working days? Nights?

25

26Kevin Beard: Nights. [tsk] Um. And that was another thing that was fun, uh, because, uh,
27 pushed to that, I don't remember now, 4:30, 5:00 start time and, uh, I'd been
28 workin' on a – like a 2:30 start time...

29

30Marilyn Coulter: Hm.

31

32Kevin Beard: ...w-, when I was workin' nights and [well 8:50], I looked at that at Fisher
33 and I thought [tsk] I'm just – I'm gonna stuck on this shift forever. Where
34 at Plant 2, even when things were goin' bad, ya still had a 3-shift operation
35 goin' and you had some flexibility to move around and, uh, had some
36 opportunities. I didn't see any a that at Fisher [inaudible 9:11]. It was very
37 depressing that first summer.

38

39Marilyn Coulter: So what was your first job inside Fisher?

40

41Kevin Beard: I got put on the wet deck up in the paint department. This is where the cars
42 came down outta the ovens. They'd been primed, um, and, you know, little
43 did I know right behind me was the booth that the priming was done in.
44 They went up in the ovens and baked and came back down. And on the wet
45 deck, y-, uh, the job – the whole operation there was sanding this body down
46 and getting it ready for the finish coat a paint in the next booth over. And

1 that was another amazing thing the way this line just kinda snaked back and
2 forth [laughter] through that whole department. Um. And, uh, you couldn't
3 see from one end to the other because of all the walls, partitions, booths, and
4 everything that had everything all chopped up. That wet deck was
5 somethin' else and workin' for Ted Thalen too. Um. S-, see ya have a
6 question on here about supervisors [inaudible 10:11]. [laughter] I got my
7 Ted Thalen story. Happened that first week. Haven't forgiven him yet.
8 Um. [tsk] A-, and I get – I think probably I was fortunate because I got put
9 up on a little higher platform and was working on hoods, roofs, and deck
10 lids and another guy that came over from Plant 2 got put on the floor right
11 down line from me...

12

13Marilyn Coulter: Mm-hm.

14

15Kevin Beard: ...running these big side sanders. He had boots on, he had a rubber apron
16 on, he had rubber gloves on, and he'd grab hold a this huge piece a
17 machinery and lean into it with his body and run this thing back and forth
18 over the side a the car sandin' it down. Had some [sanding] [inaudible
19 10:54] screen or something on it and was doin' that. And that was a brutal
20 job. So reflecting on it, I think I was pretty fortunate that I ended up where I
21 did. He only did that for a couple a days and he quit.

22

23Marilyn Coulter: He quit.

24

25Kevin Beard: He quit. [tsk] There were quite a few a the guys that came over from Plant 2
26 at Fisher that they just quit. And they didn't – see, at that time, [tsk] if ano-,
27 if you were picked up by another plant, you came in on probation again.
28 You spent a 30-day period on probation. Well, all of us that came over from
29 Plant 2, we'd been workin' for the corporation for 6 years. We were not
30 new hires. We were veteran workers but we were treated like new hires and
31 with this 30-day probationary period and all the crap that we had to take,
32 mostly from supervision durin' that 30-day period, um, couple guys weren't
33 gonna take it.

34

35Marilyn Coulter: What types of crap did you have to deal with [inaudible 12:02] even though
36 being a veteran new hire?

37

38Kevin Beard: The, uh, inflexibility and just no compromise or anything a-, about – or no
39 willingness to discuss why you were put on this job as opposed to that job.
40 Uh, you ask questions about how the system works. Oh, you'll figure it out
41 as you go along.

42

43Marilyn Coulter: Hm.

44

45Kevin Beard: The kinds of answers you would get. Um. [tsk] Condescending.

46

1Marilyn Coulter: Hm.
2

3Kevin Beard: Tone of voice. Um. And not a lotta help from your coworkers either. That
4 was the other tough thing.
5

6Marilyn Coulter: S-, so now how old were you at this time?
7

8Kevin Beard: [tsk] Eighty-two? I woulda been about, about 27.
9

10Marilyn Coulter: So you're 27, you're seasoned, and you're being talked down to and treated
11 ilily by your supervisors.
12

13Kevin Beard: That's a good summary.
14

15Cheryl McQuaid: [laughter]
16

17Marilyn Coulter: And now you say also your coworkers treated you wrong also or...?
18

19Kevin Beard: Well, uh, you just – my experience was that ya just didn't get much out of'm
20 when ya had questions and things. And, and I don't know as it was anything
21 personal.
22

23Marilyn Coulter: Hm.
24

25Kevin Beard: I just don't think that – they weren't sure if you were gonna be around or
26 not, so why, why bother?
27

28Marilyn Coulter: Hm.
29

30Kevin Beard: Um.
31

32Marilyn Coulter: S-, so after you had your 30-day trial period, did this change for you?
33

34Kevin Beard: [tsk] Slowly. Slowly it did. Um. [tsk] Still didn't g-, seem to get a lot of
35 help from supervisors though.
36

37Marilyn Coulter: Mm-hm. How about your coworkers?
38

39Kevin Beard: Coworkers warmed up quickly and, uh, boy, we had some great people once
40 ya had a chance to get to know'm. [So 14:04] that's another thing that's
41 really tough on the assembly line. Ya don't get many opportunities to talk
42 with people.
43

44Cheryl McQuaid: [throat clearing]
45

1Kevin Beard: Maybe the person walkin' across from ya. Maybe the person workin' next
2 to ya. But, um, when that line's humpin' and you're humpin' right along
3 with it, it's tough to engage in a conversation and get to know somebody.
4 And when ya get a short little 10, 12, 12 or 14-minute break, you really
5 don't have a lotta time to sit down and get to know somebody and engage in
6 conversation either. So ya, you, you really pick it up on the fly...
7

8Marilyn Coulter: Mm-hm.
9

10Kevin Beard: ...and start to get to know somebody that you're workin' across from and
11 try to build from that. Um. Track down people that worked at the other
12 place and came over with ya and, you know, play 20 questions with them to
13 find out, uh, what's goin' on with them. Are they [laughter], are they havin'
14 as tough a time as you are tryin' to make this adjustment? [squeaking] Um.
15 My Ted Thalen story, this was a f-, the – I think it was the first week that I
16 got – yeah, it was. The first week I got called in. I had been working with
17 church youth groups in Grand Ledge and we had that last weekend in
18 August slated for a canoe trip and a course, they call me into Fisher. So I'm,
19 I'm practically beggin' Ted Thalen...
20

21Marilyn Coulter: Hm.
22

23Kevin Beard: ...to give me Friday night off so I can fulfill my responsibilities and take off
24 and go with those kids and, and do that. No way. Absolutely no way was
25 he gonna do that.
26

27Marilyn Coulter: [tsk] Hm.
28

29Kevin Beard: Wouldn't a cost him a thing. And I don't know if he thought I was snowin'
30 him on this or what but, uh, he just...
31

32Marilyn Coulter: [Inaudible 15:56].
33

34Kevin Beard: ...totally inflexible, uncooperative. Didn't wanna hear an argument or a
35 reason why. No consideration at all from him. Like I said, I, I've never
36 forgiven him. [laughter]
37

38Marilyn Coulter: [Inaudible] [understanding 16:08].
39

40Kevin Beard: [laughter]
41

42Marilyn Coulter: Did you find that other supervisors were like him or were some of them
43 more flexible?
44

45Kevin Beard: Well, it took a while to get to know'm...
46

1 Marilyn Coulter: Mm-hm.
2
3 Kevin Beard: ...and after ya get to know'm, yeah, ya found a lot more flexibility and a lot
4 more openness. There were a couple others up in that paint department that
5 were pretty gruff and pretty ornery guys. Um. [John Griffey, Keith Ward
6 16:31] at that time. Holy cow. Um. Uh, there were people who worked up
7 there that were their buddies and got along with'm great, uh, but there were
8 other folks that those 2 guys just didn't have the time a day for. [laughter]
9 [Inaudible 16:47].
10
11 Cheryl McQuaid: [laughter]
12
13 Marilyn Coulter: That's true.
14
15 Kevin Beard: [laughter]
16
17 Marilyn Coulter: And, um, Keith Ward, if I'm not mistaken...
18
19 Cheryl McQuaid: [throat clearing]
20
21 Marilyn Coulter: ...he was a special person since that, uh, he used to be with the union before
22 becoming a manager.
23
24 Kevin Beard: Well, that was my understanding and that was before my time there a course
25 but yeah, he had, he had held a union office. Maybe a district committee or
26 somethin' for a while in there...
27
28 Marilyn Coulter: Mm-hm.
29
30 Kevin Beard: ...and, uh, moved over to management side and eventually he became, uh,
31 like manufacturing coordinator, which handle all the manpower moves and
32 all and, uh, [tsk] um, tough. Just tough...
33
34 Marilyn Coulter: Mm-hm.
35
36 Kevin Beard: ...[tryin' 17:25] to work with him.
37
38 Marilyn Coulter: So [inaudible 17:28] get back to your working area. Did you spend all of
39 you time in paint on the wet deck?
40
41 Kevin Beard: [tsk] No. No, after a period on the wet deck, I got moved over to main color
42 and so probably from about October, October on, really, um, [inaudible
43 17:52] think now. Well, yeah, from October until about, uh, the fall of,
44 [inaudible 17:59] spring, I guess it was, of '83, um, I was workin' in main
45 color.
46

1 Marilyn Coulter: And main color is what?
2

3 Kevin Beard: Main color is where ya put down the finish coats a color paint on the car
4 body. And long booth. Mighta a been about f-, 17, 18 people...
5

6 Marilyn Coulter: [throat clearing]
7

8 Kevin Beard: ...workin' in there sprayin' all the different, uh, corners and doors and
9 motor compartments, and truck lid, trunks, and everything. And at that
10 time, we were spraying lacquer and lacquer could air dry but it was also
11 baked. Um. A little more forgiving than our clear coat system that we –
12 base coat-clear coat system we've been usin' for a while now, uh, but the
13 lacquer took 2 coats a paint and, uh, it was different.
14

15 Marilyn Coulter: What was it like to...
16

17 Kevin Beard: Never done that before.
18

19 Marilyn Coulter: ...what was it like to work in a paint booth?
20

21 Kevin Beard: Dirty. Frankly just plain dirty. Um, that paint got on everything and it got
22 worse. Uh, the lacquer, at least, when it would dry, you could brush it off.
23 With the base coat-clear coat system that we went to in the '80s, that stuff
24 was sticky...
25

26 Marilyn Coulter: [throat clearing]
27

28 Kevin Beard: ...tacky.
29

30 Marilyn Coulter: [throat clearing]
31

32 Kevin Beard: And when it got on ya, there was no gettin' it off.
33

34 Marilyn Coulter: So when you were spraying paint, did you have to wear protective
35 equipment and if so, how did that affect you interacting with your
36 coworkers?
37

38 Kevin Beard: Um. Sprayin' lacquer, no. We really didn't have any protective equipment.
39 Pair a gloves, coveralls, uh, maybe a hat, and that was it.
40

41 Marilyn Coulter: Hm.
42

43 Kevin Beard: I don't recall anybody wearin' any masks or anything, uh, for sprayin'
44 lacquer. Um. Leather gloves [inaudible 20:02]. Dirty, dusty. Uh. Lots a
45 problems with quality; touchin' the paint, bumpin' the paint, slappin' your,
46 uh, paint hoses against the car. [laughter] Making repairs. Lots a problems.

1
2 Marilyn Coulter: Hm. Cheryl McQuaid.
3
4 Cheryl McQuaid: Kevin, did you receive training to learn how to paint and was it – was that a
5 hard job?
6
7 Kevin Beard: It, it was not a h-, physically hard job to do in that all ya really had to do was
8 hold the paint gun in one hand and keep the hoses under control with the
9 other and, and just, uh, move around to spray the surfaces that you were
10 supposed to. Uh, it was a quick job in that you didn't have very many
11 seconds to put your coat a paint down and ya had to s-, really quickly get
12 done with it and be ready for the next job. Especially, uh, when changing,
13 changing paint lines as the different colors a cars came down the line. As
14 far as training, um, you were trained by a utility person...
15
16 Marilyn Coulter: Mm-hm.
17
18 Kevin Beard: ...someone who normally covered absentees and, uh, you learned all a their
19 bad habits and all their shortcuts and [laughter] whatever.
20
21 Cheryl McQuaid: [throat clearing]
22
23 Kevin Beard: And then maybe you'll learn how to paint well and maybe ya didn't. It was
24 pretty much by chance. Uh, there wasn't a system of training people on
25 how to do that. I'm not sure that's really changed much over the years, uh,
26 'cause I remember training a number a people on how to paint and there was
27 no formalized training, uh, when were breakin' somebody in. Um. Some,
28 some people took more time with'm and more care. Other folks said here's
29 the gun, here's what you're supposed to paint. I'm gettin' a cup a coffee.
30 See ya later. Uh.
31
32 Marilyn Coulter: Gary Judy.
33
34 Gary Judy: [Inaudible 22:00] you mentioned interacting with your coworkers. Uh, how
35 did that job differ f-, from the other jobs that you experienced in Paint, uh,
36 and if ya needed to, say, go to the restroom or something like that, how, how
37 did you, uh, contact people? Because you're kinda i-, isolated [inaudible
38 22:17].
39
40 Kevin Beard: Well, the paint booth [sighing], uh, and again, I'm talkin' about my initial
41 few months in there. Uh. That period, '82, '83, before we had the big
42 changeover to the small cars. Um. Paint booth was noisy, dirty. You
43 know, big fans blow-, pushin' air through there. You couldn't hear yourself
44 think let alone h-, carry on a conversation with someone else in there. Um.
45 [tsk] You were on a tag relief system, so there was only a couple a people on
46 break at the same time you were. Uh. In my previous operations, it was

1 usually a mass relief system. So everybody went on break at the same time.
2 Hit the can, grab your...
3
4 Cheryl McQuaid: [throat clearing]
5
6 Kevin Beard: ...cup a coffee and sit down, play a couple hands a cards or somethin' with,
7 with the crew. Um. In my other jobs, you worked more shoulder to
8 shoulder with people and here, you spaced out and somebody maybe across
9 the line from you. It's quite a distance in there.
10
11 Male: [coughing]
12
13 Kevin Beard: Um. And it was not quiet. It was not quiet, so it was almost impossible to
14 carry on a conversation. When we switched to the, to the clear coat – base
15 coat-clear coat system, it was even worse, uh, because now, more and more
16 people started wearing, uh, dust masks on their face. So if ya wanna carry
17 on a conversation in the middle a that environment, now ya gotta peel
18 [laughter] a mask off your face in order to try to carry on a conversation. So
19 i-, my feelin' was that you ended up bein' quite isolated in this crowd a
20 people when you were in the booth. There was a bunch a people around but
21 you pretty much were all by yourself 'cause it was tough to...
22
23 Gary Judy: How did ya go to the r-, if you had to run to the...
24
25 Kevin Beard: [Inaudible 24:13].
26
27 Gary Judy: ...restroom, how did you, uh, how did you do that? How did you contact
28 people to...?
29
30 Kevin Beard: Uh, well, they had a, they had a system where there was a switch on the wall
31 that you would flip and that would light up something outside a the booth
32 and your intermittent relief person would come around and, and ask ya what
33 do you want? [laughter] I gotta go to the can. And all right, make it quick.
34 [laughter] And away ya go.
35
36 Gary Judy: So they kinda, they kinda talked down to ya and were condescending. They
37 were higher seniority employees [inaudible 24:45].
38
39 Kevin Beard: Well, they were all higher seniority. Yeah. Absolutely. They were all
40 higher seniority people. Um. Part of it was good natured but part of it you
41 knew was an inconvenience for'm. [laughter]
42
43 Marilyn Coulter: [Inaudible 24:57].
44
45 Kevin Beard: To have to come in and, and, and paint for ya for a few minutes. Um.
46 [Inaudible 25:04] when we switched to the cl-, base coat-clear coat system,

1 um, and the environment changed now because we went to that, that tacky
2 paint that never dried and was always sticky and they issued us all rubber
3 boots [squeaking] that ya had to wash off with solvent, with thinner, before
4 ya left the booth and the whole darn paint department was just a s-, a sticky,
5 tacky trail across the floors and down the aisleways and again, my, my
6 feelin' was that th-, the people in the paint booths were almost treated like
7 lepers because they were filthy [laughter] covered with this paint and there's
8 paint residue on the vending machines, paint residue on the doorknobs, uh,
9 paint residue trackin' up and down the aisles, and these poor bastards in the
10 booth were the ones that were doin' it.

11

12Marilyn Coulter: Mm-hm.

13

14Kevin Beard: And y-, y-, you didn't have time to take your boots off. You didn't have
15 time to skin outta your coveralls because there wasn't enough time on break
16 to, to, to...

17

18Marilyn Coulter: Hm.

19

20Kevin Beard: ...actually do that. So ya had to wander around dressed like that and there
21 were chairs in the break rooms that were for the painters because [laughter]
22 nobody else would sit down there because they were sticky.

23

24Marilyn Coulter: Mm-hm.

25

26Kevin Beard: It was uncomfortable.

27

28Marilyn Coulter: So, um, how long – for your whole time there, have you worked in the paint
29 department?

30

31Kevin Beard: No, I, I think I've been really fortunate that I've been able to move around
32 quite a bit. I worked in Paint pretty solid from '82 right up through, uh, '86.
33 Early '86. And in 1986, [papers rustling] uh, General Motors had to comply
34 with a new federal law about hazard communication. They had to tell all the
35 workers everything about the chemicals they were working with and they
36 were lookin' for people to do training. They were lookin' for people to do –
37 to facilitate these training sessions and so I thought what the heck. This
38 sounds like it might be fun. So I put my resume in and I got interviewed by
39 Dave Brown who was the – I think he was the joint training rep at that time.
40 He, he – I think he'd just come on at that point.

41

42Marilyn Coulter: Hm.

43

44Kevin Beard: And [tsk], uh, they eventually selected me and, and half a dozen other
45 people and so for the next 3 or 4 months, we spent almost every Saturday
46 down at classrooms at Lansing Community College's campus and whole

1 departments a people would come in for a half-day session and we would be
2 up front along with a supervisor, uh, running through the overview of this
3 new program, Hazard Communication, talkin' about material safety data
4 sheets and safe use instructions and how the GM program was gonna work
5 at, at the plant [tsk] and then the supervisor was supposed to talk about the
6 specific chemicals [of 28:32] their area and, geez, at least half a those
7 supervisors didn't wanna do it and looked at me [inaudible 28:41] you're the
8 teacher, here, you do it. And so I'd take their paperwork and sit and cover
9 their chemical materials while the supervisor sat on his butt and, uh, didn't
10 participate. Um. But it was really fun. I got to meet a lotta people that way
11 and...

12

13Cheryl McQuaid: [throat clearing]

14

15Kevin Beard: ...discovered I might have a knack for that.

16

17Marilyn Coulter: And so that led to what?

18

19Kevin Beard: What? You want the quick break here for Cheryl's purposes? [laughter]
20 Pause?

21

22Marilyn Coulter: [Inaudible 29:15]. Okay. [Inaudible 29:18].

23

24Kevin Beard: Okay. Um. Reminded me of another experience because durin' that period
25 between 1980, before I came into Fisher in '82 where I was laid off, called
26 back, laid off, called back. I tell people that I had the industrial tour of
27 Lansing...

28

29Marilyn Coulter: Mm-hm.

30

31Kevin Beard: ...because I got to go to not only Plant 3 and stamp out the hoods but I
32 called up over at the main plant, Building 32, where they were fi-, that's,
33 that's final assembly for the big cars at that time, '88s and '98s, and it was
34 an old facility and ya had to park a mile and a half away and walk through
35 catacombs to get over there to where ya needed to be. Um. But th-, th-,
36 they put me on the final line and the supervisor was a per diem guy. [Jim
37 Bixler 30:09] was per diem then. And what a hoot. There were 3 or 4 guys
38 that had come over and were scattered up and down this section a the line
39 and my job was to put in fuse boxes on the firewall underneath the driver's
40 side dashboard, which meant that you had to crawl inside the car. And you
41 didn't just have to crawl inside the car, you had to work in there at about a
42 45-degree angle. So you were tilted at a 45-degree angle...

43

44Marilyn Coulter: Mm-hm.

45

1Kevin Beard: ...and your hip rested right on the rocker panel as ya leaned in and ya had a
2 battery-operated drill and supposedly self-tapping screws that were
3 supposed to zip into the firewall on this fuse box and I had a bruise in the
4 middle a my back as big a softball where I had to brace my back against the
5 corner a the seat, which is already installed, in order to get enough force to
6 drive this self-tapping screw into that firewall and mount that stupid fuse
7 box. The other bruise I had went all the way from my hip down to my knee
8 where it would bang against the rocker as I leaned into the car. And that job
9 was the hardest job I had ever had. It just beat me up. And I was only on it
10 for 30 days. Bixler comes around, he goes, hey, they want ya back over at
11 Plant 2. You don't wanna go, do ya? [laughter]
12

13Marilyn Coulter: Hm.
14

15Male: [laughter]
16

17Kevin Beard: [Inaudible 31:49] are you outta your mind? I am gone. [laughter] Thank
18 you very much. Glad to be outta here. I hated it over there and I – and the
19 things I was observing, I just – I could not believe the way some a those
20 folks worked. Um. A lot of'm had operations, uh, wire harnesses and hoses
21 and things, that they had to install. I'm not kiddin'. When – I'd say there
22 were people comin' in anywhere from 20 to 40 minutes ahead a their shift
23 and would stand there and build stock up in preparation for the start a their
24 shift and they would come back early from break and build stock up and
25 they would come back early from lunch and build stock up because they
26 didn't wanna run out and fortunately I never got tested on this but I told
27 myself y-, you guys are damn glad you didn't put me on a job like that
28 because – again, we got treated like new hires over there too. Well, we're
29 gonna use you and abuse ya. But, you know, we were all veteran employees
30 comin' in...
31

32Marilyn Coulter: Hm.
33

34Kevin Beard: ...over there and I looked at that and I thought, boy, they better not put me
35 in a job like that because if I can't build stock and assemble at the same
36 time, I'm gonna run out and I know they're gonna yell at me. [laughter] But
37 they never did, so I didn't have to test that theory. Uh, but I went back to
38 Plant 2, worked for a few more months, got laid off again. Uh, GM had
39 decided to phase out rear-wheel drive and that was all that plant did...
40

41Marilyn Coulter: Mm-hm.
42

43Kevin Beard: ...it was rear wheel assemblies. And that was it. That was the death
44 certificate for that plant and the r-, bunch of us that ended up at Fisher, quite
45 a number of us decided to stay there...
46

1Marilyn Coulter: Mm-hm.
2

3Kevin Beard: ...and so there's this group a people with 76 corporate seniority that came in
4to Fisher in '82. There's probably 2, 3 dozen of us in that category scattered
5all over the plant. And we decided to stay. [tsk] Uh, I think most of us feel
6it's the best decision we ever made...
7

8Marilyn Coulter: Mm-hm.
9

10Kevin Beard: ...because a whole bunch a guys that were more emotionally attached to
11Plant 2 went back 1 more time. They ended up bein' scattered all over the
12state. Uh, and thank god they jobs to go to in other GM locations but a lot
13of'm have had horrendous commutes, they've had to relocate. Those of us
14that stayed at Fisher didn't have to face that, so we made a good choice. A
15real good choice.
16

17Marilyn Coulter: Coming out of the plant for a second, um, because you had those layoffs and
18back to work and layoff and back to work, were you married during that
19time?
20

21Kevin Beard: Yeah, married and r-, raisin' 3 little kids, uh, during that time.
22

23Marilyn Coulter: [Inaudible 34:29] it [really 34:29] difficult [inaudible 34:30]?
24

25Kevin Beard: Oh, it was – yeah, very difficult. Fortunately, I was married to a woman that
26was able to scrimp and save, so...
27

28Marilyn Coulter: Mm-hm.
29

30Kevin Beard: ...the unemployment checks, [inaudible 34:37] the SUB pay while it lasted
31and all, we were able to get by. And because none a the big industrial
32companies were hiring, it really meant ya had a ton a free time. So it
33allowed me to take classes at LCC...
34

35Marilyn Coulter: Mm-hm.
36

37Kevin Beard: ...during this time period in there and work towards my bachelor's degree
38that I eventually finished up in 1983.
39

40Marilyn Coulter: Um, Keven, you mentioned the term SUB pay. For those who don't
41understand, would you please explain what SUB pay is?
42

43Kevin Beard: Uh, well, according to our...
44

45Cheryl McQuaid: [throat clearing]
46

1Kevin Beard: ...contract, uh, when you are laid off, in addition to the state unemployment
2 checks that ya get, uh, our contract calls for the corporation to provide you
3 supplemental unemployment benefits, S-U-B, SUB pay and those payments
4 along with the unemployment checks will get you closer to a regular week's
5 paycheck so that you and your family don't have to suffer extraordinarily,
6 uh, during these down times.
7

8Marilyn Coulter: Hm. That is, as you said, a negotiated benefit.
9

10Kevin Beard: Yeah, that's a negotiated benefit. Um. If it weren't for that, a lotta people
11 would be out scrambin' tryin' to pick up whatever work they could, uh, and
12 may eventually drifted away. But it would've caused desperation in a lotta
13 households, uh, without those SUB checks.
14

15Marilyn Coulter: Gary Judy.
16

17Gary Judy: Keven, when you talked about SUB pay, did you...
18

19Kevin Beard: Mm-hm.
20

21Gary Judy: ...ever experience, uh, running out of SUB pay because there were times
22 that it didn't last, uh, very long?
23

24Kevin Beard: Well, during that time period, um, there were so many people on
25 unemployment that the fund that GM had set aside...
26

27Cheryl McQuaid: [throat clearing]
28

29Kevin Beard: ...was [inaudible 36:17] – being depleted at an incredible rate. So again, by
30 g-, through negotiation by provisions a the contract, they were able to assess
31 you at more than like 1 SUB credit per week. [In some] [inaudible 36:34] 2,
32 3, 4. I think some people even got assessed as many as 5 credits a week.
33 Well, that meant there were – when your credits ran out, that was it, your
34 SUB pay was gone. And the lowest seniority people got assessed at the
35 highest rates, so, uh, there were a number a people that ran outta SUB pay.
36 That never quite happened to me thank goodness but, um, it could've.
37

38Marilyn Coulter: Okay. Thank you. So now we're gonna fast forward back to [you were
39 training 37:05].
40

41Kevin Beard: Oh. Yep.
42

43Marilyn Coulter: And how did your coworkers like having you as a instructor?
44

45Kevin Beard: I think most of'm were fine with it. There was quite a bit a good-natured
46 kidding about it. You know, oh, how did you get that job?

1
2 Cheryl McQuaid: [throat clearing]
3
4 Kevin Beard: Hey, there's a guy with a clipboard job. Hey, ya suck-ass, how'd you get
5 that job?
6
7 Cheryl McQuaid: [throat clearing]
8
9 Kevin Beard: Most of it was good-natured kidding.
10
11 Marilyn Coulter: [sniffing] Mm-hm.
12
13 Kevin Beard: Every once in a while, you'd run across [laughter] somebody that, that, uh,
14 thought you'd done something improperly to get it. But, um, I think by and
15 far most folks were happy to see one a their coworkers be successful and get
16 a chance to do somethin' like that.
17
18 Marilyn Coulter: So, now, how long were you a trainer? And did you ever go back to the
19 line?
20
21 Kevin Beard: W-, well, that was a real short gig. Uh, that only lasted up until – uh,
22 through the summer. June, July, August, September. In, in that time period
23 in there. Uh, and then that program was over and yeah, right back into the
24 paint booth and back to sprayin' cars and, um, I think I was bein' used as
25 utility, absentee replacement at that time. So I had become a good enough
26 sprayer and knew enough a the jobs where I would, would bounce around
27 and cover people that were gone, run relief every once in a while. You
28 know, slowly but surely, uh, got the hang of it. Now, so, um, [tsk]...
29
30 Marilyn Coulter: So now that you're a utility person, can you tell me what was the
31 environment of the Paint line? What was the Paint culture like up there?
32
33 Cheryl McQuaid: [throat clearing]
34
35 Kevin Beard: [laughter] What was the Paint culture like? I think – well, I don't know
36 [inaudible 39:01] really any different than any other department in the plant
37 because I've worked all over and what I found is that folks that end up
38 spendin' 8, 9, 10 hours a day, 40 [laughter] or 50 hours a week, workin'
39 together tend to become friends and eventually they start spendin' time
40 together outside a work socializing. Um. And if ya don't move around very
41 much, if you stay in 1 operation and other people pretty much stay on that
42 operation, uh, you can develop a pretty good network of acquaintances and
43 friends on the job. Um. Sometimes it can become cliquish where they don't
44 – may not be as welcoming to people that – new folks comin' in, um, but on
45 the other hand, I saw an awful lot of real openness and helpfulness, um,
46 people willin' to go out a their way to help new folks to the area, explain the

1 ropes to'm and get'm settled. Um. Potlucks. Greeting cards, sympathy
2 cards, birthday cards up and down the line. Little collections for this, little
3 collections for that. Somebody has a death in the family, card goes around
4 and the hat's passed and a little collection is taken up. And I think that, that
5 in almost every area I've worked in, you've had that, uh, small group of
6 people that end up becomin' very close with one another and, um.
7

8Marilyn Coulter: And did ya find it to be also true for yourself also?
9

10Kevin Beard: Oh, I did make some very good friends, uh, in there – in those areas and
11 departments. I probably didn't invest as much emotionally in it as some
12 other folks did with their cliques...
13

14Marilyn Coulter: Mm-hm.
15

16Kevin Beard: ...but, uh, uh, yeah, I've made some good friendships with people that I've
17 worked with. [door squeaking]
18

19Marilyn Coulter: Jerri.
20

21Jerri Smith: Uh, Jerri Smith. Um, as being a rehire as you were coming from another
22 plant – I don't consider myself a new hire, I – or rehire.
23

24Kevin Beard: [throat clearing]
25

26Jerri Smith: Um, did you find the people at Fisher Body a little more friendly than you
27 did at other plants or not?
28

29Kevin Beard: I don't think so. I, um, my experience workin' at all these different facilities
30 was that people are people.
31

32Jerri Smith: I found that the people at Fisher Body, I thought, were more friendly. Soon
33 as you walked in the door, rehire or not, they all said – spoke to ya and
34 everything whereas I've been at [chassis 41:57] and people didn't speak to
35 ya at all, so.
36

37Kevin Beard: Well, [sighing] I'm not sure why that might be, uh, but no, I worked for 6
38 years, 6 year? Yeah, 6 years at Plant 2 and I worked with 2 or 3 different
39 groups and crews and we got to know each other really well. And there
40 were times when, uh, we would get our work done, especially on a Saturday,
41 and we'd spend the rest a the shift in the Irish pub. Um.
42

43Jerri Smith: [laughter]
44

45Kevin Beard: [laughter] And then come back and punch out. [tsk] Uh. So I think i-, I
46 think anywhere, you end up workin' with a group a people for a long

1 enough period a time, you're gonna develop relationships [papers rustling]
2 where you can be yourself, frank, honest, open, and have a really great
3 relationship with people.
4

5Marilyn Coulter: Mm-hm.
6

7Kevin Beard: Uh. Yeah. It's not that I didn't find people that weren't – you know, you
8 always come across people that are standoffish or unwilling. Hard to say
9 why that is the way it is but as a general rule, um, I found most of the people
10 I worked with to be open and helpful...
11

12Marilyn Coulter: Mm-hm.
13

14Kevin Beard: ...with rare instances when they weren't.
15

16Marilyn Coulter: Now that's most – Marilyn Coulter. You said that about [throat clearing]
17 the coworkers. Did you find that most of – and you spoke of T-, Ted
18 Thalen.
19

20Kevin Beard: [laughter]
21

22Marilyn Coulter: What made a good supervisor or a bad supervisor [inaudible 43:33]?
23

24Kevin Beard: Flexibility makes for a good [laughter] supervisor. Um. Helpfulness makes
25 for a good supervisor. [tsk] Uh, somebody's willin' to take the time and
26 explain what's goin' on. Who, who, what, when, why, where, and how
27 makes for a good supervisor. Uh. Somebody who'll give ya an explanation.
28 [Inaudible 43:58] [laughter] for all the years I've worked there, I still got
29 supervisors that – in fact, I quote a guy. When I ask him why are you doin'
30 it this way? And the answer was, and this was just 2 years ago, because I
31 said so. [laughter]
32

33Cheryl McQuaid: [laughter]
34

35Kevin Beard: So. Some a those old dogs just [laughter] don't change. Um. Makes for a
36 good supervisor.
37

38Marilyn Coulter: So...
39

40Kevin Beard: And I've worked for a lotta great supervisors but you can never quite forget
41 their role. You know, they're still the boss. They still have responsibilities.
42 Um. They still have to adjust their manpower. They still have to cover
43 open jobs. Um. If you show a willingness to cooperate, a willingness to try
44 new things, a willingness to learn, I found you get a level of cooperation
45 from your supervisors that's usually pretty good.
46

1 Marilyn Coulter: So after having done your instruction, how did your supervisors treat you
2 back when you went back to the line?
3

4 Kevin Beard: Well, that was another fun thing. [coughing] Um. You know, back in the
5 paint booth again [coughing] with, uh, [Bill Frayer 45:16] and Bill, a really
6 young guy. I think he come out as an engineer or something like that and he
7 really didn't have much supervisory experience but he's a really smart guy
8 and a really nice guy. Um. And he was lookin' for ways to make the paint
9 department better...
10

11 Marilyn Coulter: Mm-hm.
12

13 Kevin Beard: ...and paint booth better and knowing that I had some a this expertise in...
14

15 Marilyn Coulter: Mm-hm.
16

17 Kevin Beard: ...there, uh, he was lookin' around for things to have me do. And it was
18 tough because at the same time, you're – you've got a seniority system
19 where...
20

21 Marilyn Coulter: Mm-hm.
22

23 Kevin Beard: ...if you're gonna create new positions or new opportunities, there's, uh,
24 traditional ways that that has to be filled...
25

26 Marilyn Coulter: Mm-hm.
27

28 Kevin Beard: ...with union involvement and all and, uh, ultimately some a his ideas didn't
29 get implemented. Uh, they wanted to put, uh – some departments eventually
30 went to it but it was a fairly new idea then where they would pick up, uh,
31 hourly people off the line and use'm as clerks and, uh, miscellaneous task
32 persons in the superintendent's office or MC's office or somethin' like that,
33 uh, and that didn't work for me. But that was okay. Um. One a the things
34 that happened in the booth that was real interesting and Frayer noticed it.
35 We – when the heck was that? That woulda been late '82, early '83. Must a
36 been late '82. Um. For about a m-, month-long period, the quality in the
37 booth went up and nobody could figure out why quality, j, w-, jobs comin'
38 outta the paint booth, had gone up. In their mind, they weren't doin'
39 anything different, they hadn't implemented any new programs, nothin' had
40 changed. Of the f-, 17 or 18 jobs in the booth, a good dozen of'm now were
41 people that had come from Plant 2 and I pointed this out to Bill.
42

43 Marilyn Coulter: Hm.
44

45 Kevin Beard: I says look at who's workin' in here. You don't have a bunch a new hires.
46 Because generally – because paint booth was perceived as a nasty place to

1 work, people got outta there as quick as they could and it's usually where ya
2 brought the new hires and put them to work. And a course, that's a pretty
3 touchy area and ya get people that are new to the environment, don't know
4 what they're doin'. Um. Y-, you create a lotta problems. Well, at that point
5 in time, the people in the paint booth were these folks that had just come
6 over from Plant 2 but they weren't new hires. They were all 6-year veterans
7 and so they came in with – knowin' how...
8
9 Marilyn Coulter: [sniffing]
10
11 Kevin Beard: ...to work and what to do and the willingness to, to do it. And I think that
12 contributed tremendously to the jump in quality that they experienced.
13 Now, I think it was one a those learning moments that didn't stick with'm
14 though because [laughter] as, as we finally got a little bit a seniority in the
15 system and we're able to transfer and move, we did in droves out to...
16
17 Marilyn Coulter: Hm.
18
19 Kevin Beard: ...trim and body shop and other places that were cleaner and so ya ended up
20 right back where ya were earlier with paint booth bein' the first job off the
21 street for the new hires.
22
23 Marilyn Coulter: Hm. So often time, those were new hires and younger people when all of
24 you were mid to late 20s and...
25
26 Kevin Beard: Yep.
27
28 Marilyn Coulter: ...seasoned [inaudible 48:49] and...
29
30 Kevin Beard: And experienced workers.
31
32 Marilyn Coulter: ...and seasoned workers.
33
34 Kevin Beard: Yeah. So I think that made a, made a big difference.
35
36 Marilyn Coulter: So after you came out of Paint, um, what were your other experiences? Did
37 ya ever get to do any more training? Did ya go to other...
38
39 Kevin Beard: I came outta...
40
41 Marilyn Coulter: ...departments?
42
43 Kevin Beard: Yeah, well, I had another project that came up. Um. Right after the
44 HazCom stuff, the next big project I had to do was, uh, identify all the
45 chemical materials in the plant and label everything in the plant. And I
46 mean everything. From the gallon pails to the drums to the buckets to the

1 lines runnin' through the departments and everything that carried any kinda
2 chemical material. And [tsk], uh, two a the guys that had been facilitators
3 got tagged to do that, so they started workin' outta the safety office. One
4 of'm accepted – transferred to another job, which put an opening in and they
5 reached out and grabbed me. Pulled me outta the paint booth and I spent
6 like the next 7 or 8 months workin' in the safety office for, uh, [Bob
7 McMonagle 49:52]...
8
9 Marilyn Coulter: Mm-hm.
10
11 Kevin Beard: ...safety supervisor at that time. And great guy to work for. Gave us a ton a
12 latitude on how to do things. We had access to cribs, lockers, [laughter]
13 back rooms, closets, uh, you name it. And, uh, we went through and did a
14 complete inventory a every chemical in the plant. Slapped on labels,
15 warning labels, about what was in it and, uh, that was a blast. And when I –
16 uh, when that pretty much came to an end, um, because in the building, the
17 safety department s-, was on one side of the aisle of the office area. On the
18 other side was the training people and they needed some help. And the next
19 thing I know, Dave Brown, [Amy Leblin 50:46], uh, I can't think of his
20 name. Uh.
21
22 Marilyn Coulter: Russ?
23
24 Kevin Beard: [tsk] No. Started with a K. It'll come to me. Um. And [Kevin Goff 51:04]
25 – let's see. J-, uh, Dave Brown had just moved up to be the joint activities
26 rep and Kevin Goff was the new appointed joint training rep, another union
27 – appointed union position. And they reached out and tagged me.
28
29 Marilyn Coulter: Hm.
30
31 Kevin Beard: Come on over and work in Training for us and so I did.
32
33 Marilyn Coulter: And so – and what did you do in Training?
34
35 Kevin Beard: There I worked as pretty much just kind of a gofer, uh, initially workin'
36 small projects and assembling paperwork and keepin' track a data and things
37 like that. Um. [Rod Dietz 51:41] was one a the guys that worked in there
38 and, uh, one a the things I got to deal with was, uh, uh, training records and
39 safety training and it became obvious that we did not have a system to
40 renew people's safety training on a periodic basis. We'd pretty much been
41 doin' it catch as catch can...
42
43 Marilyn Coulter: Hm.
44
45 Kevin Beard: ...when there was an opportunity.
46

1 Marilyn Coulter: So, um, you're in [inaudible 52:20] the training department....
2
3 Kevin Beard: Yep.
4
5 Marilyn Coulter: ...and, uh, you were doing – there was a little process to...
6
7 Kevin Beard: [Inaudible 52:28]...
8
9 Marilyn Coulter: ...follow the – t-, to track the training.
10
11 Kevin Beard: Well, to – yeah, to track, uh, track and schedule people for safety training
12 that they needed.
13
14 Marilyn Coulter: Mm-hm.
15
16 Kevin Beard: And the plant had done some mass training of skilled trades guys back in
17 eighty – [inaudible 52:42] '86, '88, in that time period. I think the plant had
18 gone through some, uh, down weeks. I think there was a period a time in
19 there when we were working – they were runnin' the assembly line for 2
20 weeks and then layin' everybody off for 2 weeks. And then back for 2
21 weeks and off again for 2 weeks. And in skilled trades, they used that 2-
22 week down periods to update all the skilled trades guys on their safety
23 training. And that was great but here we were 2 years later and by law, all
24 this training had expired and needed to be refreshed and there was...
25
26 Marilyn Coulter: Mm-hm.
27
28 Kevin Beard: ...no way to do it. Um. And so with the support of several people in the
29 area, I kinda started takin' the bull by the horns and tryin' to figure out what
30 was goin' on and how we could do it. And that eventually grew into a
31 position where I became the safety training coordinator for the whole plant
32 and I was working with all the department heads and all the shop committee
33 folks tryin' to identify and schedule and set up a process where this training
34 could be renewed [coughing]...
35
36 Marilyn Coulter: So a question...
37
38 Kevin Beard: ...periodically.
39
40 Marilyn Coulter: ...question of ya. How was it taken for you by the management personnel
41 to have an hourly worker take on this type of job? How were you treated?
42
43 Kevin Beard: Um. I re-, I received probably 2 r-, 2 main reactions from people. One was
44 [beeping] thank goodness somebody's doin' this and I don't have to worry
45 about it.
46

1Marilyn Coulter: Mm-hm.
2

3Kevin Beard: And that was the good side.
4

5Cheryl McQuaid: [laughter]
6

7Kevin Beard: The other side was [beeping] who the hell are you tellin' me when I gotta do
8 training? [laughter]
9

10Marilyn Coulter: Oh.
11

12Kevin Beard: So got both those reactions. Um. But in the – amongst the training folks in
13 the personnel department, I think [John Janssens 54:38] was the – he was
14 either the head a Labor Relations or he'd just become the new personnel
15 director at that time. Um. They were all pretty open to it...
16

17Cheryl McQuaid: [throat clearing]
18

19Kevin Beard: ...because they knew that they had some problems with this.
20

21Marilyn Coulter: How did, um, [tsk] the hourly workers – what did th-, what did they thing
22 about all this training that was goin' on? How were they in classes?
23

24Kevin Beard: Well, we slowly built the system over time and, um, initially I think pe-,
25 people were pretty receptive to it. Got'm off the f-, floor, off their job for a
26 while, off into somethin' special...
27

28Cheryl McQuaid: [throat clearing]
29

30Kevin Beard: ...somethin' different. Um. But on – as the years progressed and we'd
31 run'm every couple a years through some a this update training and they'd
32 hear the same speech they'd heard before, it got kinda boring for'm and they
33 didn't see much use in it. There may not have been a whole lot of
34 effectiveness in it. But, um – so we always tried to create a system where,
35 um, we would get the departmental people to identify, schedule, and get
36 their people to training but take responsibility for it.
37

38Marilyn Coulter: Mm-hm.
39

40Kevin Beard: But often, they didn't want that responsibility. Cheryl knows a little about
41 that since...
42

43Cheryl McQuaid: [throat clearing]
44

45Kevin Beard: ...she worked in there with us too. [Inaudible 56:07]. And the, uh – it
46 became a bother.

1
2Marilyn Coulter: It became a bo-, what do you mean it became a bother?
3
4Kevin Beard: Well, uh, with the numbers a people that we had to train and the amount a
5 training we had to do, um, a lotta folks couldn't see how they get their
6 regular work done and some a the – geez, people weren't necessarily bein'
7 notified in a timely fashion. Um, training would interrupt their work day.
8 Uh, we had to go through an awful lotta discussions and negotiations to
9 come up with a system that would run as smooth as possible to get people
10 into their legally-required training.
11
12Marilyn Coulter: Kevin, when you say the numbers, what kinda numbers were you dealin'
13 with in terms of [inaudible 57:01] people?
14
15Kevin Beard: Oh, we're dealin' with 800 to 1000 skilled trades people or people workin'
16 in the maintenance department...
17
18Marilyn Coulter: Mm-hm.
19
20Kevin Beard: ...and then you're dealing with a number of production people, um, with
21 pretty significant responsibilities on the assembly line working with
22 particular types a tooling or, uh, equipment and things that, that required
23 training. Uh. So it was a pretty big animal to try to get our arms around and
24 figure out who needed what and how often they needed it and, and how,
25 how big it really was. Eventually though we put together a program that,
26 uh, I really think was the envy of a lot a other UAW GM plants around.
27 And, um, the other part a that was we were able to develop a database that
28 made it easy to track people's training and to run reports to identify folks
29 that needed training that the rest a the corporation picked up on and started
30 using. And, uh, again, you know, Cheryl played a part in that. Uh, [Ken
31 Wood 58:14], who's now retired, played a huge part in that. Um, [Rod
32 Dietz, [Mike Gilreath 58:20]. Lotta guys. Lotta people.
33
34Marilyn Coulter: So how long did you stay in Training or did you go back to the line?
35
36Kevin Beard: [laughter] Um. [Inaudible 58:33] think. I did go back to the line in there.
37 [tsk] Um. I worked – that might a lasted maybe 3 or 4 years. Maybe a little
38 – yeah. Maybe 5 years. And somewhere around the early, early '90s, went
39 back to department and I, uh, promptly went down to the body shop at that
40 time. So I've also worked in the trim department.
41
42Marilyn Coulter: So first, how did that work for you going from spraying paint to having the
43 [responsibility 59:12] of training to spraying paint, to having the...
44
45Kevin Beard: To...
46

1 Marilyn Coulter: ...responsibility to do office work and coordinate and then continually goin'
2 back to the line?
3

4 Kevin Beard: Back to hangin' doors again.
5

6 Marilyn Coulter: How did that work for you to do that?
7

8 Cheryl McQuaid: [laughter]
9

10 Kevin Beard: It was frustrating. Definitely frustrating. Um. You've developed some
11 expertise, you've managed a pretty significant program and all of a sudden,
12 you're back on the line where nobody really gives a rat's ass [laughter] what
13 you did last week. They just wanna make sure you're paintin' the right
14 things and hangin' doors properly...
15

16 Marilyn Coulter: Mm-hm.
17

18 Kevin Beard: ...today. And, yeah, incredibly frustrating.
19

20 Marilyn Coulter: And, um, so you went from the body, the – from – into body shop now.
21 Once again, how did the body shop culture differ from paint shop and how
22 was it similar to your fabrication experiences?
23

24 Kevin Beard: It was similar to the work I had done previously at Oldsmobile because I'm
25 workin' with bare metal now [coughing] and frankly, that's, that's the part a
26 the whole build process I like the most is workin' with raw steel and metal.
27 Um. So weldin', boltin', [laughter] punching. [laughter] Puttin' on the
28 leather gloves, throwin' things around. That's a lot more fun, um, than bein'
29 so damn careful about painting and, uh, up in trim, gosh, snappin' these little
30 teeny parts into place and, and, uh, not scratchin' anything. You don't have
31 to worry about too much a that down in the body shop.
32

33 Marilyn Coulter: So how were the people in body shop? How did they treat ya there?
34

35 Kevin Beard: Well, a-, a-, and again, uh, the vast majority a folks, uh, treated, treated me
36 fine and with my, my comings and goings in all these different departments
37 and all these different work groups, um, I always found that i-, if I went
38 along with the jokin' and went along with the hazing and course a lot of it
39 was oh, here's this [papers rustling] guy from the clipboard job, the suck-ass
40 job, now he's gotta work. Now he's gotta work. [laughter]
41

42 Cheryl McQuaid: [laughter]
43

44 Marilyn Coulter: Okay. So now you said you, you had hazing and initiations and pranks.
45 What types of things – can you talk about any of'm? What types a things h-,
46 happened to you?

1
2 Kevin Beard: Well, how far back do you wanna go when talkin' about pranks? Pranks are
3 – is another area that was just lots a fun.
4
5 Marilyn Coulter: Well...
6
7 Kevin Beard: Lots a fun [inaudible 1:01:55].
8
9 Marilyn Coulter: ...well [inaudible 1:01:55]...
10
11 Kevin Beard: [laughter]
12
13 Marilyn Coulter: ...talk to us about some a that fun that...
14
15 Male: [Inaudible 1:01:57].
16
17 Marilyn Coulter: ...some a that fun you guys had in the plant.
18
19 Kevin Beard: Well, lemme go clear back to Plant 2. Uh. [I got 1:02:04] – worked with
20 this bunch a people and guys and got to know each other pretty well. Um.
21 The operation we were on required us to use a small hoist to grab the
22 differential carrier. Had all the gears inside of it. And we'd swing this from
23 a rack over, set it on some pins on a press, and the other part a the operation
24 was to take the axle tubes, mount them on some locating pins and some
25 guides, and then these hydraulic presses, rams, would drive these tubes into
26 the differential and then they'd get cycled through the machine and get
27 welded up. That's how your rear end got built. Um. Break time would roll
28 around. Somebody'd go over to the drinkin' fountain, get a cup a water,
29 climb up the rack, and put it on the top a the hoist. And so we'd just kinda
30 stand back when our lead dog would go in there and he'd grab that hoist and
31 swing that thing and a course that bu-, cup a water would not make the
32 move. [phew]
33
34 Marilyn Coulter: [laughter]
35
36 Kevin Beard: Fall down on him and soak him.
37
38 Marilyn Coulter: Mm-hm.
39
40 Cheryl McQuaid: [laughter]
41
42 Kevin Beard: Uh, and some guys are slow learners. They [laughter] just – uh, eventually
43 you'd look at that before ya moved it and figure out [laughter] whether or
44 not it was safe to do it. Um. Some a the guys got incredibly jumpy and got
45 into a bad habit of, of, uh, either goosin' people or, uh, bangin' a hammer or
46 something on metal or a metal rack just to make noise.

1
2 Marilyn Coulter: Um, some of us never found out about goosing till we came into the plant.
3 Can you please describe...
4
5 Kevin Beard: [laughter]
6
7 Marilyn Coulter: ...what...
8
9 Kevin Beard: Oh.
10
11 Marilyn Coulter: ...goosing is?
12
13 Kevin Beard: Well, this is where ya take either your, [throat clearing] your hand, your
14 thumb, or a tool or an apparatus and ya swat somebody in the butt with it.
15
16 Marilyn Coulter: Hm.
17
18 Kevin Beard: And, uh, this unexpected sensation, uh, will throw some people into, uh,
19 wild fits of, uh, flailing and...
20
21 Cheryl McQuaid: [laughter]
22
23 Kevin Beard: ...and, uh, dancing. And some folks are real hilarious and gosh, ya better
24 hope you're not one of'm that's real hilarious or you will be afflicted
25 regularly by this. And again, I worked with a guy that – he just couldn't
26 help himself and...
27
28 Gary Judy: [coughing]
29
30 Kevin Beard: ...somebody would walk past him and goose him and he would throw his
31 hands out, he'd, he'd let go of the hoist and everything. Ya had no idea
32 where this was gonna travel. If he had a, a tool or something in his hand, he
33 would throw it...
34
35 Cheryl McQuaid: [laughter]
36
37 Kevin Beard: ...and if you weren't duckin' and runnin' [laughter]...
38
39 Marilyn Coulter: [laughter]
40
41 Cheryl McQuaid: [laughter]
42
43 John Fedewa: [laughter]
44
45 Gary Judy: [laughter]
46

1Kevin Beard: ...you had the chance – I remember one time I’m standin’ talkin’ with him
2 and I didn’t see it. Some guy walks up behind him and he’s, he’s got a pair
3 a channel locks in his hand. This guys walks up behind him and gooses him
4 and those channel locks are in the rafters. [laughter] And it’s like well,
5 they’re comin’ down, [laughter] so you better duck and run and get outta
6 there.
7

8Marilyn Coulter: So...
9

10Kevin Beard: And you’d get – this guy would kick you in the shins. He would, he would,
11 he’d, he’d, he’d focus on whatever was in front [inaudible 1:05:15]. If the
12 you were the poor SOB that was in front of him, you got kicked in the shins,
13 you got punched in the chest where the guy behind him was the one that
14 deserved it but you ended up gettin’ it. So y-, most of it was good natured.
15 Every once in a while, somebody would get hurt and that was really bad.
16 The other thing people would do, take nice big metal hammer and walk up
17 and ring one a these big support I-beams, vertical [inaudible 1:04:2] columns
18 in there and these things would ring like the bells a Notre Dame.
19

20John Fedewa: [laughter]
21

22Marilyn Coulter: Hm.
23

24Kevin Beard: And [tsk], um, we had one that had a light circuit, circuit box on it and if ya,
25 if ya hit it just right and just hard enough, you’d kill a whole bank a lights.
26

27Marilyn Coulter: Mm-hm.
28

29Kevin Beard: So not only did ya have the noise, it’s suddenly blacked out...
30

31Marilyn Coulter: Ha.
32

33Kevin Beard: ...and, uh, real entertaining. Real entertaining. It made days go by pretty
34 quick. [laughter]
35

36Marilyn Coulter: Did you find that that was so – also inside the Fisher Body facility?
37

38Kevin Beard: Not nearly as much. There were, there were, uh, much, much, much less of
39 that at Fisher. Uh, there were folks that, that goofed around with people,
40 that picked on people, uh, good-naturedly. Um. Most people took it well
41 and, uh, went along with it and everybody had a good time. Um. But not t-,
42 not nearly to the extent I saw over at, at, at Plant 2. And th-, you know, that
43 was a little different. I – I’m not – don’t know what to attribute it to but it
44 was a different – little different culture.
45

1 Marilyn Coulter: Now, in terms of culture, given the fact that you've worked in all these
2 different facilities and you've had the opportunity to work in all these
3 different departments and do these different assignments, um, what about
4 the makeup of the plant in terms of race and gender and age? Can you
5 speak to that at all?
6

7 Kevin Beard: [sighing] Well, I – you know, you got something specific you...
8

9 Marilyn Coulter: Well w-...
10

11 Kevin Beard: ...you want me to react to?
12

13 Marilyn Coulter: ...were there departments where there were more women? Where there
14 were more people...
15

16 Kevin Beard: Hm.
17

18 Marilyn Coulter: ...of color? Was it predominantly male [inaudible 1:07:28]...
19

20 Kevin Beard: [coughing]
21

22 Marilyn Coulter: ...that you worked at? Um.
23

24 Kevin Beard: Uh.
25

26 Marilyn Coulter: And th-, and how – did ya...
27

28 Kevin Beard: Yeah.
29

30 Marilyn Coulter: ...[note it to be 1:07:33]...
31

32 Kevin Beard: Okay.
33

34 Marilyn Coulter: ...were there any differences that you noticed?
35

36 Kevin Beard: Um. Far and away, male-dominated workplaces and I think that
37 consistent...
38

39 Marilyn Coulter: Mm-hm.
40

41 Kevin Beard: ...where I've been. And white males predominantly. And, uh, [sniffing] I –
42 observing from a distance, I think that there were a number of women that
43 put up with a lotta crap from guys. Um.
44

45 Marilyn Coulter: What do ya mean crap?
46

1Kevin Beard: Well, if it wasn't outright sexual harassment...

2

3Marilyn Coulter: Mm-hm.

4

5Kevin Beard: ...um, it certainly was, uh, kidding, flirting, uh, picking on.

6

7Marilyn Coulter: Did you notice whether or not the climate changed any during your time

8 there?

9

10Kevin Beard: Well, again – yeah, I think it is changed. I think it's changed for the better.

11 I think people are more sensitive to those issues now and you don't see as

12 much a that. Although you still see it. It still goes on.

13

14Marilyn Coulter: Mm-hm.

15

16Kevin Beard: Um. As far as minorities, uh, my first real exposure working with blacks,

17 Mexicans, whatever, was in the factory. Uh. Did not grow up in a

18 community that had a lotta minorities in it.

19

20Marilyn Coulter: How was that for you?

21

22Kevin Beard: Uh. Different. Quite frankly, different. Um. Nervous tryin' to figure out if

23 there, if there was going to be something – some different way I had to

24 [laughter] talk or conduct myself. Figured out pretty quickly no, we're all

25 people here. [laughter] Um. But that was my f-, that was really my first

26 exposure to it. Um. My dad had worked, worked for a long time, had

27 become pretty good friends with a couple of, uh, uh, black guys that were in

28 his trade and we had a, we had a big garden at our home and every year,

29 [coughing] he'd throw in 2 or 3 rows of turnip greens and grow'm and he'd

30 bring'm in by the bushel basket and sell'm to these guys 'cause that's the

31 only place they could get'm.

32

33Marilyn Coulter: Hm.

34

35Kevin Beard: And so they'd come out to the house and [laughter], and help him pick'm,

36 help him clean'm, take'm home, cook'm up and, [tsk] had a great time with

37 that. Um. But th-, it really was my first exposure to minorities. And my

38 first exposure workin' around women too. Um. So lot to learn for a kid in

39 those kinds a situations.

40

41Marilyn Coulter: So a different type of education for you.

42

43Kevin Beard: Oh, absolutely.

44

1 Marilyn Coulter: Um. So you're in the body shop and you've seen things, you've seen some
2 changes and stuff like that. You had pranks pulled on you. And from there,
3 did you stay on the line or did ya do other types of jobs?
4

5 Kevin Beard: Well, I, I was always looking for an opportunity to – not, not just to get off
6 the line...
7

8 Marilyn Coulter: Mm-hm.
9

10 Kevin Beard: ...but to make a different kind a contribution to the organization and to the
11 union and I got involved early on, um, with the education committee. Uh,
12 when [Shelly Grissom 1:11:18] was chair a the education committee. Um.
13 I'd actually run against her the year she was elected as chair and, uh, got put
14 on the committee and started workin' with her on ways to educate the
15 membership through the, through the UAW. And [inaudible 1:11:39] jeez,
16 3 years later, I ran against [laughter] her again and that time, I won. So I
17 became...
18

19 Cheryl McQuaid: [coughing]
20

21 Kevin Beard: ...chair a the [laughter] education [inaudible 1:11:46]...
22

23 Cheryl McQuaid: [coughing]
24

25 Kevin Beard: ...in '93 and I was reelected in '96. And, uh, I took that as a – an
26 opportunity to try to put together some programs. Uh. We were fortunate at
27 that time that we had, uh, resources to work with. We had a president and
28 chairs that were, uh, open. New ideas and ways a doin' thing. Workin' with
29 [Gary Bernath 1:12:12], we instituted a, uh, a quarterly education day for the
30 executive board and the [districts and shop 1:12:21] committee where it'd be
31 4 times a year we'd pull them out for a day and inform or train them on
32 some aspect of, uh, unionism, the law, politics, somethin' that was important
33 and critical and, uh, had a blast with that. And about this same time, um, the
34 responsibilities with education and training in the plant had grown to the
35 point where, uh, they felt – [inaudible 1:12:55] Bernath and, and [Doug
36 Taylor 1:12:56], he was shop chair, felt that they needed a second training
37 rep and under our contract, uh, Document 46, the union is allowed to have a
38 certain number of off-line appointed positions...
39

40 Marilyn Coulter: Hm.
41

42 Kevin Beard: ...that work jointly with management to administrate a whole bunch a
43 programs. Safety, health and wellness, [tsk] uh, employee assistance,
44 education and training. Variety a things. And so they tagged me for that
45 second position and I worked as a, as an internationally-appointed Doc 46er,
46 as the shorthand goes, um, from ninety – was is '95? Yeah, '95 until 2002

1 when the plant started reducing in size and, and, uh, number of employees
2 we had couldn't support all the appointed positions we had, so I was one
3 that got cut at that point. So that period in there, I worked as a, as a training
4 rep responsible for administering with management, uh, the training
5 programs being delivered to the workforce and that's where we got into, uh,
6 employee-involvement programs, quality training, team concept training.
7 Um, a lotta, a lotta the changes – uh, problem solving, statistical process
8 control. Um. Between myself and Kevin Goff and all the folks that we had
9 workin' with us, um, we were responsible for tryin' to get those programs
10 enacted on the floor and get people trained so they could, uh, do things a
11 new way as work was changin' in the plants.
12
13Marilyn Coulter: Okay, so, I'm gonna backtrack a little.
14
15Kevin Beard: Okay.
16
17Marilyn Coulter: During this time when you did this – while you were doing these different
18 training programs, you were continuing your own education and getting your
19 own degree, correct?
20
21Kevin Beard: Well, I had my degree in 1983...
22
23Marilyn Coulter: Okay.
24
25Kevin Beard: ...from Michigan State.
26
27Marilyn Coulter: And I know General Motors had, um, tuition assistance programs?
28
29Kevin Beard: Yep.
30
31Marilyn Coulter: Did you utilize those...
32
33Kevin Beard: I did.
34
35Marilyn Coulter: ...programs?
36
37Kevin Beard: Yeah. Um. Wasn't as – there wasn't as much money set aside then as there
38 is now, uh, so a lot of expenses came outta my own pocket but, um, uh,
39 yeah, that was an incredibly valuable resource to have.
40
41Marilyn Coulter: So now you, um...
42
43Kevin Beard: [sniffing]
44
45Marilyn Coulter: ...were a factory worker with a pretty extensive educational background.
46 Did you find that to be so of many of your other coworkers?

1
2Kevin Beard: Uh, you would be surprised how many people ya work with, and you may
3 not even know, that have associate's degrees, bachelor's degrees, master's
4 degrees, and, uh, you know, we had a guy over at Plant 2 that had a PhD in
5 chemistry workin' on the line. Um. We never could figure out exactly why
6 he did that but, [laughter] but he was there and, uh...
7
8Marilyn Coulter: Mm-hm.
9
10Kevin Beard: ...and so folks develop all kinds of expertise in all kinds a different areas
11 and, uh, whether or not they earn a degree, uh, often doesn't matter much.
12 They become experts incredibly talented and skilled in a whole wide range a
13 things outside a work and, uh, [inaudible 1:16:37] people that, uh, have
14 construction businesses, remodeling businesses, uh, real estate businesses on
15 the side. You'd be amazed how many of our skilled trades guys run their
16 own little, uh, electrical companies or plumbing companies on the side, uh,
17 outside a working hours. Um. Lotta folks were perfectly content sitting on
18 their high school education and...
19
20Marilyn Coulter: Hm.
21
22Kevin Beard: ...not, not really pursuing anything else but a lotta folks did too.
23
24Marilyn Coulter: Mm-hm. Gary Judy.
25
26Gary Judy: Gary Judy. Uh, Kevin, you, you talk about doing things outside of the plant.
27 Y-, you recently ran for East Lansing city council and you won.
28 Congratulations on that.
29
30Kevin Beard: Thank you.
31
32Gary Judy: Uh, could you tell us what inspired you to do that?
33
34Kevin Beard: Well, it certainly wasn't the \$7000 a year pay. [laughter]
35
36Marilyn Coulter: [laughter]
37
38Gary Judy: [laughter]
39
40Kevin Beard: Uh.
41
42Cheryl McQuaid: [throat clearing]
43
44Kevin Beard: What inspired me to do that? Well, in – and I've lived in East Lansing since
45 1984 and I put 4 kids through [papers rustling] the school system out there.
46 Um. Got involved in city issues when they affected, when they affected my

1 neighborhood. And [tsk], uh, when we had a person come in and buy up
2 some duplexes on my block and then proceed to mismanage them, uh, put in
3 bad tenants, didn't control the tenants, um, just things ran amok. And the
4 neighbors got together and we ended up in front of the city council, in front
5 of the city planning commission, in front a the city housing commission,
6 um, arguing against what was going on on the block behind us and my
7 neighbors thought that I was the most articulate one in the bunch, so they
8 kept shovin' me up to the lectern to, to talk. [laughter] And...
9

10Marilyn Coulter: [throat clearing]
11

12Kevin Beard: ...next thing I know, I'm bein' recruited to serve on the planning
13 commission and I ended up serving 8 years on the planning commission
14 makin' those decisions and recommending decisions to the city council
15 about development issues, planning, zoning. Um, you know, big projects,
16 big issues. Um. And I ran for city council 4 years ago in 2001 and just
17 narrowly missed getting elected then. Um. And I've served on the parks
18 and rec commission in East Lansing along with bein' on a neighborhood –
19 an officer in my neighborhood association, um, working with the schools,
20 workin' with the scouts, workin' with the church. Just active in a lotta
21 different aspects and, and, and still finding time to be active in the local
22 union as well, um, and all the things that needed to be done there. So once
23 ya get into that groove and start doin' those things, sometimes it's hard, hard
24 not to get out of it, take time off and relax.
25

26Gary Judy: So do ya find, find it hard to balance your work life, uh, a-, and your, uh, life
27 as a politician?
28

29Kevin Beard: I don't but ya probably should talk to my kids and my wife and see what
30 they say. [laughter]
31

32Jerri Smith: [laughter]
33

34Kevin Beard: Am I gone too much? Am I too consumed by these things? They, they
35 might tell ya that I do spend too much time out doin' that kinda stuff. Um.
36 But I enjoy it and I feel like I'm makin' a contribution and I feel...
37

38Cheryl McQuaid: [coughing]
39

40Kevin Beard: ...like I've got understanding a the issues and what's goin' on and I make
41 good decisions about these things.
42

43Gary Judy: Do you feel your work life at, at General Motors helped you obtain that
44 position?
45

46Kevin Beard: Well...

1
2 Gary Judy: Support from your union...
3
4 Kevin Beard: W-.
5
6 Gary Judy: ...and coworkers?
7
8 Kevin Beard: Yeah, all 3 of'm.
9
10 Marilyn Coulter: Cheryl McQuaid.
11
12 Cheryl McQuaid: Cheryl McQuaid. Kevin, you mentioned your wife and your kids. You
13 worked on the second shift. [musical tone]
14
15 Kevin Beard: Yeah.
16
17 Cheryl McQuaid: How hard was that on your family life?
18
19 Kevin Beard: Um, [musical tone] now we're talkin' about my first ex-wife. [laughter]
20 [musical tone] That's you.
21
22 Gary Judy: [Inaudible 1:21:17].
23
24 Cheryl McQuaid: [It's Frank 1:21:18]. [laughter]
25
26 John Fedewa: Sounds like it's comin' from right here.
27
28 Kevin Beard: Okay.
29
30 Marilyn Coulter: You were asking [inaudible 1:21:26].
31
32 Kevin Beard: Yeah. Cheryl asked about, uh, family, marriage, second shift. All that
33 kinda stuff. Um. I fell into my employment with GM at a period in time
34 when the industry was goin' through big transformations and got touched by
35 every one of'm. The, uh, the shift from rear-wheel drive to front-wheel
36 drive killed the plant I was [laughter] working at, one I hired in at. Um. Oil
37 embargos and gas prices and all that. Shiftin' from big cars to little cars;
38 caught up in that. Um. The massive layoffs and all; got caught up in that.
39
40 Marilyn Coulter: Mm-hm.
41
42 Kevin Beard: And because that meant ya had to bounce around to different facilitates and
43 all, that almost always meant I was on second shift and it almost – it always
44 meant that ya never had quite enough seniority...
45
46 Marilyn Coulter: Mm-hm.

1
2Kevin Beard: ...to preference to day shift or something like that. So yeah, I spent tons a
3 time on the night shift and it does not give you a chance to participate with
4 your family in anything. And I thank my lucky stars and all of the union
5 and management folks that tagged me for these special assignments 'cause
6 frankly, if it hadn't been for that, I never woulda seen day shift.
7
8Marilyn Coulter: Mm-hm.
9
10Kevin Beard: Ever. And so that was a real blessing. Honest to goodness, a real blessing.
11 But the stress that that puts on the family, that, man, that's tough and [tsk]
12 you're doin' your part, you're bringin' home the bacon but ya can't be there
13 emotionally.
14
15Marilyn Coulter: Mm-hm.
16
17Kevin Beard: And because my wife was a student and tryin' to finish up her degree the
18 same time, um, that meant I get home at 2 or 3:00 in the morning, try to get
19 some sleep. She would be up and out the door with these little kids. I
20 would probably have to get up at 6:30 or 7:00, get them ready for school,
21 um, or take them to nursery school and then try to get a few more hours a
22 sleep before they got home in the afternoon and when she would get home
23 from classes, uh, just long enough to kiss her goodbye and I'd head off to
24 work. And, uh, it's, it's very difficult to carry on a relationship through, uh,
25 an occasional phone call...
26
27Marilyn Coulter: Mm-hm.
28
29Kevin Beard: ...and I – you know, wasn't just me. Uh, there was a lotta families that
30 suffered through that. And i-, when ya have a chance of, of lookin' forward
31 to the opportunity to eventually get to the day shift and get onto a normal
32 schedule, maybe ya can tough it out and get there. But for a lotta folks like
33 me, just about the time ya got in position, something would happen and
34 bang, you're goin' back the wrong way.
35
36Cheryl McQuaid: [throat clearing]
37
38Kevin Beard: And we just went through this here a couple years ago. As the plant started
39 sh-, layin' off the shifts and shuttin' things down, here we are guys with 20
40 years in in this plant now suddenly found themselves on the worst crappy
41 jobs on the worst possible shift again...
42
43Marilyn Coulter: Mm-hm.
44

1Kevin Beard: ...um, because they didn't quite have the seniority compared to everybody
2 else in there to hold, hold their preferred shift. And maybe they'd worked
3 days...
4

5Marilyn Coulter: Mm-hm.
6

7Kevin Beard: ...for...
8

9Cheryl McQuaid: [coughing]
10

11Kevin Beard: ...for 10 years or 12 years and all of a sudden, bang, they're on nights.
12

13Marilyn Coulter: Hm.
14

15Kevin Beard: And, yeah, it just causes a huge disruption.
16

17Marilyn Coulter: There's a lotta things. Um, Marilyn Coulter. Kinda going back for a brief
18 moment, um, [laughter] you are an elected official. Um.
19

20Kevin Beard: I am now.
21

22Marilyn Coulter: Now. And you were elected inside your union and you were also elected in
23 your community. Now, were you, um, a rare occasion or are there other
24 coworkers that also hold elected positions [inaudible 1:25:41]? Or have in
25 the past?
26

27Kevin Beard: Oh, I know of [sighing] – I think I know of 2 others that have held –
28 [inaudible 1:25:51] 3 now that, that [inaudible 1:25:53] are holding or have
29 held elected office. Uh, 4. Okay. Comin' back to me. Um. Got a member
30 out and a friend a mine who was on the school board in the Lakewood
31 school district.
32

33Marilyn Coulter: Hm.
34

35Kevin Beard: Another one who served a couple – maybe 3 or 4 terms as mayor of
36 Charlotte. Another one served as mayor of the small town of Potterville.
37 Um. Maybe he's still in that position. [Grossnickel 1:26:18]. I think he
38 might still be. Maybe not. Um. There was somebody else too. But, yeah,
39 occasionally that happens, uh, where one of us coming out of the blue-collar
40 ranks will, uh, run for...
41

42Cheryl McQuaid: [throat clearing]
43

44Kevin Beard: ...and be elected to those kinds of positions and it's – I n-, it's not typical...
45

46Marilyn Coulter: Hm.

1
2 Kevin Beard: ...really. We tend to elect white-collar professionals or business people in
3 our communities to these positions. We...
4
5 Marilyn Coulter: Mm-hm.
6
7 Kevin Beard: ...we don't usually elect blue-collar workers.
8
9 Marilyn Coulter: Mm-hm.
10
11 Kevin Beard: So it's pretty rare.
12
13 Marilyn Coulter: And often times, it's a misconception because a lotta times people don't
14 understand that just because somebody's a blue-collar worker, doesn't mean
15 that they're not qualified and educated to do the job. Um. So you've, um,
16 had an opportunity that's been unlike a lot of factory workers. You've had
17 opportunities to work on the line, you've had an opportunity to make a
18 difference in training. [tsk] Um. Lansing Fisher Body has often been called
19 the capital of quality. Why do you think that is? And what makes them
20 different from other facilities?
21
22 Kevin Beard: Lansing in general, but I really – I think Fisher body in particular, just
23 seemed to have an attitude about the work. They take it more seriously. I
24 think they understand the importance of it. They have better understanding
25 how the role or position that we have, uh, tremendous pride in what they do.
26 And all that leads to producin', uh, quality products which help build the,
27 the reputation that we've got. Um. I, I've found people are willin' to do –
28 they're willing to do whatever it takes...
29
30 Gary Judy: [coughing]
31
32 Kevin Beard: ...to do the best job they can as long as they feel supported in that. And
33 [that 1:29:13] where we, where we break down is where we – we don't
34 necessarily follow through on, uh, implementing a particular program or
35 way of doin' things. We can leave people hangin'. Uh, but where we do
36 follow though...
37
38 Cheryl McQuaid: [throat clearing]
39
40 Kevin Beard: ...and everybody's able to see that management and union think that this is
41 important and are willing to lead...
42
43 Cheryl McQuaid: [throat clearing]
44
45 Kevin Beard: ...and demonstrate leadership [inaudible 1:29:55] the folks get on board
46 with it pretty quick and work real hard to make things happen.

1
2 Marilyn Coulter: Um. Fisher Body Lansing...
3
4 Cheryl McQuaid: [throat clearing]
5
6 Marilyn Coulter: ...Lansing [Cars said 1:30:10] that they've had a lot of different programs.
7 One of the big things that has happened over the years has been employee
8 involvement. How do you think that has affected the growth of the
9 business?
10
11 Kevin Beard: My first special...
12
13 Cheryl McQuaid: [throat clearing]
14
15 Kevin Beard: ...involvement, if you will, was as EPG facilitator, employee participation
16 group facilitator...
17
18 Cheryl McQuaid: [throat clearing]
19
20 Kevin Beard: ...up in building 21, 3rd floor. I – when I got outta the booth, I took a relief
21 job up there and was runnin' relief on the polish line and the groups, the
22 work groups, the teams, if you will, at that point were, um, organized around
23 supervisors' area. So ya had anywhere from 25 to 45, maybe 50 people in
24 your work group or team and somebody in the area volunteered to be the
25 facilitator for it and up in [21-3 1:31:28], I volunteered for that and took that
26 position.
27
28 Cheryl McQuaid: [throat clearing]
29
30 Kevin Beard: We had gone from having that kind of a system back in mid to late '80s to
31 bein' down to 4, 5, and 6-member teams where the team coordinator now
32 with the level of...
33
34 Cheryl McQuaid: [throat clearing]
35
36 Kevin Beard: ...or an expectation of employee involvement much [higher 1:31:55] than it
37 was then. Um. [coughing] Twenty years ago, you'd hold a meeting once a
38 week and most of it was communication to the people on the floor about
39 stuff that was goin' on and maybe a chance to answer a few questions. Now
40 the expectation is that each a these teams is going to be responsible for
41 managing their affairs in their little work group. They're gonna learn each
42 other's jobs, they're gonna rotate around those jobs, they're gonna have a
43 coordinator that supports them on these jobs. Um. If they have problems,
44 they will raise concerns about it immediately even to the point of maybe
45 stopping a line temporarily to get something fixed where in the good old
46 days, you didn't stop that line for nothin'.

1
2Cheryl McQuaid: [laughter]
3
4Kevin Beard: [laughter] If ya had a problem, [tsk] you put that car in repair [laughter] but
5 keep that line running. Um. I-, i-, yeah, it's changed tremendously. Um.
6 What, what the corporation wants is to imitate the Toyota production system
7 and I, I tell people I – that it really isn't difficult to learn how to do a
8 particular operation in the plant, um, that within a week, you take almost
9 any person out there and train them on those – that set of repetitive tasks and
10 they will be competent and can be left on their own to do it and they'd be
11 fine. But that's not your job anymore. Your job isn't just welding and
12 painting and snapping parts together. Now your job is improving the
13 process of welding and painting and snapping parts together. And that
14 requires a whole different set a skills that we've been tryin' to train people
15 on for the last 20 years. Intercommunication skills, interpersonal skills,
16 problem solving, statistical process, team-based systems, team concept, um,
17 the whole operations a the business, how to increase quality, how to cut
18 costs, how to arrange your work areas to be more efficient. All kinds a
19 different strategies and approaches that just weren't a concern 20 years ago
20 that are now.
21
22Marilyn Coulter: Mm-hm.
23
24Kevin Beard: And...
25
26Gary Judy: Gary Judy.
27
28Cheryl McQuaid: [throat clearing]
29
30Gary Judy: Kevin, do you feel, uh, management is more on board with those programs
31 now than they were in the past? Uh, uh, ['cause 1:34:55] at some point in
32 time, they were called flavor-of-the-month programs and you'd try it for a
33 few weeks. And did all managers, uh, feel the same about those programs
34 or did you experience different, uh, opinions about'm?
35
36Kevin Beard: [tsk] Definitely had a lot of different opinions about the programs, uh, both
37 from the workers on the floor and from the managers. Um. Some folks
38 embraced it, some folks were highly skeptical but willing to go along, and
39 others just reject it outta hand, uh...
40
41Cheryl McQuaid: [coughing]
42
43Kevin Beard: ...almost with an attitude of geez, why bother to learn anything and it ain't
44 gonna be around next month anyway. And too often, there was, there was
45 [laughter] too much truth to that. Um. What, what the organization as a
46 whole just never seemed to grasp the idea is that implementing these things

1 or doing training on these things, to be effective, can't be treated as a one-
2 time event. It's gotta be a process and it's gotta be reinforced and supported
3 over a long period a time and too often, we treat training and we treat these
4 programs as another task to do to check off our to-do list and once I get it
5 done, I can forget about it and so ya don't get continuity. On the other hand,
6 standing where we are now in 2006 and looking backwards, knowing what
7 we're gonna have in place at the new plant out in Delta, you can look back
8 to employee participation groups and, and recognize that as being the first
9 attempt to develop a team-based system.

10

11Marilyn Coulter: Mm-hm.

12

13Kevin Beard: You know, a very superficial treatment of the whole thing. You know, they
14 didn't, didn't expect much out of it but they started it clear back then 20
15 years ago and it's been evolving ever since and all the attempts up to this
16 point, um, [tsk] EPG to first-time build to team build to now the, the GMS,
17 are all steps in that direction of implementing those team-based systems.
18 Um. As far as the support goes, [inaudible 1:37:32] seen all kinds a, uh,
19 reactions, uh, to it.

20

21Gary Judy: You think the managers today are, are more in favor of it than they were, uh,
22 you know, 10, 15 years ago?

23

24Kevin Beard: Well, I don't know as when you say in favor of it.

25

26Gary Judy: Well, in support of it.

27

28Kevin Beard: I think that – I think the managers that are around now have a much better
29 understanding of how it works or how it should work. They still don't
30 necessarily, and we're probably gonna have to wait till we get to Delta to
31 really see if, if, if it's gonna work, whether or not they believe they're
32 implementing a system that is process-dependent or people-dependent.

33

34Marilyn Coulter: Hm.

35

36Kevin Beard: Because what makes it work for Toyota is a huge focus on the people and
37 every time GM has tried to implement this stuff, they've focused on other
38 things.

39

40Marilyn Coulter: Mm-hm.

41

42Kevin Beard: They focused on robotics, automation, you know, pull cords. We've had
43 that damn pull cord in there for a long time. We've never really had a clear
44 understanding of how it's supposed...

45

46Cheryl McQuaid: [throat clearing]

1
2Kevin Beard: ...to be used to support the people on the line. To, to the point where if ya
3 pull the cord, ya get your butt chewed. [laughter]
4
5Marilyn Coulter: Mm-hm.
6
7Kevin Beard: And that's exactly the wrong way to go about it. Every time that cord is
8 pulled, it is supposed to be flagging a problem but, you know, our culture
9 doesn't – or has not treated it that way. Um. So where Toyota takes that
10 information and digs in to figure out what's goin' wrong and solving the
11 problem, we turn around and, and, uh, tell our people don't pull the cord.
12
13Marilyn Coulter: Mm-hm.
14
15Kevin Beard: So we got all kinds a problems that never surface and never get solved.
16
17Marilyn Coulter: Um. Marilyn Coulter. Do you – how do you feel that it affects, um, the
18 process? Because it used to be oftentimes supervisors came from the floor.
19 They were rank and filers who eventually got on to supervision and now
20 they've gone to a process of contract supervisors who may not have had
21 any, um, dealings with manufacturing before they came into the facility.
22 How do you think that affected Fisher Body?
23
24Kevin Beard: There are definitely negative aspects a that and I got to see that firsthand up
25 in the paint department because my last, uh, stint on the line was [inaudible
26 1:30] paint...
27
28Cheryl McQuaid: [laughter]
29
30Kevin Beard: ...just before they closed the plant down.
31
32Cheryl McQuaid: [coughing]
33
34Kevin Beard: Um. And there they were cyclin' through these contract supervisors left and
35 right and their, their, uh, [tsk] ownership of anything in particular was pretty
36 low. They knew they were collectin' their paycheck. They were doin' what
37 they had to do.
38
39Marilyn Coulter: Mm-hm.
40
41Kevin Beard: They didn't really have a huge emotional involvement in it. Um. A few
42 of'm were hoping and praying that GM would pick'm up as full time.
43
44Marilyn Coulter: Mm-hm.
45
46Kevin Beard: Um. I don't know as you can, uh, really condemn...

1
2 Cheryl McQuaid: [throat clearing]
3
4 Kevin Beard: ...GM for doing that, bringing those contract supervisors in, because from
5 their point of view, knowing...
6
7 Cheryl McQuaid: [throat clearing]
8
9 Kevin Beard: ...full well that these operations were going to cease at some point and that
10 they were going to need far fewer salaried supervisors out there, they
11 woulda been incredibly foolish to hire permanent supervisors and to make
12 that permanent commitment to [papers rustling] people that they knew they
13 were gonna have to either let go or place somewhere else. So hirin' the
14 contracts, uh, solved that problem for them. They didn't have that
15 permanent – they didn't create that permanent relationship with'm. On the
16 other hand, they brought in a whole bunch a folks and did a piss-poor job of
17 orientating'm to...
18
19 Marilyn Coulter: Hm.
20
21 Kevin Beard: ...not only the operations but their responsibilities in those operations. And
22 while I never got to experience it first hand, um, uh, I'm aware of a few
23 situations where, uh, the contract supervisor obviously believed their job
24 was to, to issue orders, make demands, kick ass...
25
26 Gary Judy: [coughing]
27
28 Kevin Beard: ...take names, and discipline people.
29
30 Marilyn Coulter: Mm-hm.
31
32 Kevin Beard: And a lot of – some folks, some folks had really rotten experiences with that
33 – with those contract supervisors, so that you can hang on GM's doorstep.
34 They did a terrible job of orientatin' those contract supervisors to, to their
35 responsibilities in the plant and they created problems that didn't need to be
36 there and that'll just – that was just really foolish on their part. Really,
37 really foolish. Now [when we 1:43:00] get in the new plant, you're not
38 gonna have contract supervisors. You're gonna have permanent supervisors
39 out there. And the other part a your question was they're, they're requirin'
40 it now that these folks have, uh, [tsk] bachelor's degrees and other
41 credentials...
42
43 Marilyn Coulter: Mm-hm.
44
45 Kevin Beard: ...in order to become supervisors. Again, ya got a lotta folks on the floor
46 that already have those credentials. If they sought a management position,

1 they could do that. And bringin' people up off the floor to fill those
2 positions isn't always the best thing to do. You know, we talked about
3 Keith Ward.
4

5Marilyn Coulter: Mm-hm.
6

7Kevin Beard: [laughter] You know, not only did Keith come up through the ranks but he
8 was also a union official.
9

10Marilyn Coulter: Mm-hm.
11

12Kevin Beard: But the minute he put his management hat on, it's like he forgot all about his
13 previous [beeping] life and relationships...
14

15Marilyn Coulter: Mm-hm.
16

17Kevin Beard: ...and, and became the best company guy that [beeping] they coulda hoped
18 for.
19

20Cheryl McQuaid: [throat clearing]
21

22Kevin Beard: Um. Wether or not a person's a good supervisor really depends on their
23 personality, their willingness to, uh, conduct themselves in a professional
24 fashion with their employees, uh, whether or not they have a clear
25 understanding a their roles, whether or not they've been trained properly...
26

27Marilyn Coulter: Mm-hm.
28

29Kevin Beard: ...more than where they came from.
30

31Marilyn Coulter: Hm. Um. Couple of questions as we come near close. Um. Number one,
32 what was – during your time there, what was – what would you say was
33 your happiest or [most 1:44:38] victorious moment working there? And
34 then what did you feel about working in a plant that closed? How did the
35 closing...
36

37Cheryl McQuaid: [throat clearing]
38

39Marilyn Coulter: ...[inaudible] [Body 1:44:49] – how do ya feel about that?
40

41Kevin Beard: My best moment. Hm. [tsk] Hm. [Inaudible 1:45:08]. [Inaudible 1:12] so
42 many good moments.
43

44Marilyn Coulter: Would you like to share one of them with us?
45

46Kevin Beard: [laughter]

1
2 Marilyn Coulter: [laughter]
3
4 Kevin Beard: Hm. [tsk] [Inaudible 1:45:30] it's hard to say. [laughter] Um. Probably,
5 probably for me, personally the best moment was when we went toe to toe
6 with the National Center for Human Resources on training records. Now,
7 this is not somethin' that folks on the floor are ever gonna know about
8 because this is all behind-the-scenes stuff.
9
10 Marilyn Coulter: Mm-hm.
11
12 Kevin Beard: But, uh, our geniuses down there, uh, knew that most places were doin' a
13 piss-poor...
14
15 Cheryl McQuaid: [throat clearing]
16
17 Kevin Beard: ...job of managing their training records and they went out and hired a little
18 computer software company to create software to manage training records
19 and they spent time in their ivory tower and then they trotted it out and, you
20 know, this'll solve all your problems. And it shows up on our doorstep and
21 we looked at it and went, you know, that's pretty cool. And we played 20
22 questions with'm and there was just no way that this software was capable
23 of handling the data comin' out of a facility as big as Fisher Body or the
24 Lansing site. There's just no way. If it was a little, a little shop like an
25 [SPO 1:47:25] in Indianapolis or, uh, the Ford's plant in [tsk] Ohio or
26 somethin', it would work great for'm but not managin' the kinda data we've
27 got. And we had to go, almost literally, uh, toe to toe with'm to talk'm outta
28 doin' this and to provide evidence and demonstrate to them that what we
29 had in Lansing was already working for us with a few modifications would
30 be better and what's more, corporation already owns it...
31
32 Cheryl McQuaid: [throat clearing]
33
34 Kevin Beard: ...and can make it accessible to everybody real quick and easy. And
35 [coughing] eventually they saw it our way. So professionally, that was
36 probab-, that was a huge success. Um. Not just the fact that it took our
37 system and got it spread around the whole corporation and that it validated
38 all the work we had done but that it really was the most efficient way to do it
39 and it saved the company tons a money by workin' with somethin' that
40 already existed rather than goin' out and creatin' something that was
41 ultimately gonna prove to be inadequate. So that was good. That was great.
42 I think th-, for me, the best times have been [tsk] workin' with the folks in
43 the safety office, in the training office. We have just had s-, I – so many
44 great people to work with. Um. Ken Wood, Cheryl McQuaid, Rod Dietz,
45 Mike Gilreath, Kevin Goff, [John Rosendal 1:49:16], [RJ 1:49:17], Amy,

1 McMonagle, [Angelokas 1:49:20], you know, and run right down the list a
2 folks...
3
4Marilyn Coulter: Hm.
5
6Kevin Beard: ...and [tsk] ya develop relationships and friendships.
7
8Marilyn Coulter: Hm.
9
10Kevin Beard: Oh, geez. [Joe Halstead 1:49:29] and [Tom] [Inaudible 1:49:31] and right on
11 down the list. All these people. I – too many to name'm. And when the
12 day is done, that's the most satisfying part of it [voice wavering] and see,
13 I'm gettin' emotional about it [laughter] thinkin' about it. It's...
14
15Marilyn Coulter: Mm-hm.
16
17Kevin Beard: You know you've made a contribution...
18
19Marilyn Coulter: Mm-hm.
20
21Kevin Beard: ...you know you've done good [voice wavering] work...
22
23Marilyn Coulter: Hm.
24
25Kevin Beard: ...when the people you work with respect your work...
26
27Marilyn Coulter: Mm-hm.
28
29Kevin Beard: ...spend time with ya, [tsk] enjoy your company...
30
31Marilyn Coulter: Mm-hm.
32
33Kevin Beard: ...and ya develop relationships out of it. [tsk]
34
35Marilyn Coulter: [Inaudible 1:50:11].
36
37Kevin Beard: Lookin' back, that's gonna [voice wavering] be the best part a the whole
38 thing.
39
40Marilyn Coulter: That's [great 1:50:17]. [Inaudible 1:50:20]. And...
41
42Kevin Beard: So y-, you asked about the closing a the plant. [tsk] Um. And I'm lookin' at
43 this, uh, probably a little bit differently because I didn't spend all my career
44 at Fisher. I've watched [laughter] – you know, I left the plant, it closed, and
45 it got reborn a couple a times but I, I walked away from it and – into Fisher
46 because I thought I had a better future there and turn out I did. You know, I,

1 I've had tremendous opportunities that I may not have had had I stuck with
2 Plant 2 and gone back...

3

4Marilyn Coulter: Hm.

5

6Kevin Beard: ...'cause I woulda been bounced around and lord knows what woulda
7 happened. [sniffing]
8

9Marilyn Coulter: Mm-hm.

10

11Kevin Beard: So, you know, if, if, if we weren't lookin' at goin' to the Delta plant, I'd be
12 a m-, a lot more depressed about the closing of Fisher but knowin' that
13 we've got a whole brand-new facility to go to with brand-new models to
14 build probably for the next 4 or 5 years, um, I think we're in a great
15 position. And so while there's certainly a sad side to seein' the facility close
16 and the way things had been done in the past come to an end, we've also got
17 a great future ahead of us and we're really fortunate we're in the right place
18 at the right time...
19

20Marilyn Coulter: Mm-hm.

21

22Kevin Beard: ...with the right people that Lansing is the center a General Motors'
23 universe right now. As, as a community, this is the, this is the center a the
24 universe and, you know, the corporation needs to get back on track, they
25 need to be successful, they need to sell a lot more cars, they need to reclaim
26 market share or all of our futures are in jeopardy. [tsk] And we're in a
27 position to curn-, control a portion of our destiny here. Um. It's an
28 opportunity not very many people have in their...
29

30Marilyn Coulter: Mm-hm.

31

32Kevin Beard: ...life.

33

34Marilyn Coulter: [Inaudible 1:52:26]. I've – we've totally enjoyed, um, our interview with
35 you today. Is there anything that, um, we haven't touched on that you'd like
36 to touch on before we close out this interview?
37

38Kevin Beard: [laughter] Oh, heaven's sakes. Who knows? Somebody'll ask me a
39 question in another day or two or I'll...
40

41Cheryl McQuaid: [throat clearing]
42

43Kevin Beard: ...leave here and think a all I shoulda said, but I'm just glad you guys are
44 doin' this frankly.
45

46Marilyn Coulter: Hm. Well, thank you for your time and for a great interview.

1
2Kevin Beard: Glad to do it.
3
4Jerri Smith: Thank you, Kevin.
5
6Cheryl McQuaid: Thank you.
7
8John Fedewa: Thank you, Kevin.
9
10Gary Judy: Thanks, Kevin.
11
12
13/ad
14
15