



PACKARD ELECTRIC

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Mexico

The people

Editor's note: General Motors harness assembly operations in Mexico have been the subject of several stories in the national and local press over the past few months. Most of the attention has focused on business packages which have been moved to Mexico during the 1982 model change. In the three articles which follow, *The Cablegram* attempts to look beyond the headlines and explore the Mexican Operations, the people who work there and the economics of Packard Electric's efforts to become more competitive. The stories were written by Michael Hissam, with special graphics by Michael Verina.

Addition of plants such as Rio Bravo and Conductores has resulted in changes in the outlook on life for their employees. Younger employees interviewed by the *Cablegram* spoke of the chance to learn new skills and develop their futures, while at the same time being able to make a living and possibly enjoy the fruits of their labor. Those who have been employed longer in the Ciudad Juarez area spoke of social changes and a new image for the Juarez area as a result of the influx of "in bond," or maquila industries.

(Continued on page 5)

The plants

Conductores y Componentes Electricos and Rio Bravo Electricos, two of the General Motors subsidiary plants in the Ciudad Juarez, Chihuahua, Mexico area, are very similar on the inside to Packard assembly plants in Warren and Mississippi.

Outside, the plants are functional in design, but offer an essence of Spanish influence when viewed from the front.

It is the appearance of in-plant signs in Spanish that makes one realize these plants are not Packard plants in Warren or Mississippi.

Ironically, most signs on production machinery remain in English; "Big Joe" has yet to be translated. "To/From" labels adorn cells much as they do in Warren and Mississippi and the Packard logo is evident on packaging boxes in both plants.

Fork lifts race components and leads to the assembly departments located along the perimeter of each building.

Both plants — they are about five miles apart — are located in new industrial parks covering what were once cotton fields and cattle yards in the arid and dusty Mexican frontier region. Each site is no more than a mile or so from the United States border and El Paso, Texas.

Packard maintains technical support for both operations.

(Continued on page 4)

The economics

What were once cottonfields and cattle yards are now modern industrial parks in Ciudad Juarez, Mexico.

That change is significant not only for that Mexican city, but also for General Motors which established subsidiaries there, and for Packard Electric which provides technical support for two of those subsidiary plants.

William L. Mitchell, marketing director of the Antonio J. Bermudez Industrial Park in this city of 700,000, said the significance lies "not only in new jobs created in Mexico, but in jobs sustained at Packard and a more competitive position for General Motors."

Conductores y Componentes Electricos, one of two "in-bond" GM plants, or maquilas, for which Packard provides technical support, is located in the park that Mitchell represents. "Packard's competition is also here," he added. "Essex, which sells wiring to Ford and others, has five plants in Juarez and Chrysler has one."

Rio Bravo Electricos, the second automotive wiring plant associated with Packard, is located in a similar, but smaller industrial park about five miles away.

There was another powerful factor in the decision by General Motors to establish automotive wiring and other component plants in Juarez — Mexican laws governing the auto industry.

(Continued on page 4)

News - - briefs

Organization changes

The following organization changes are effective in Mexico on Aug. 1, 1981: Glenn D. Reeser is appointed manager, Manufacturing Engineering — Latin American Operations. Reeser, formerly manager of General Motors' Rio Bravo wiring harness subsidiary in Mexico, will be responsible for the coordination of manufacturing engineering for all Latin American Operations, including the start-up of a new facility recently announced. Haven K. Jenkins is appointed manager, Rio Bravo. Formerly superintendent, Manufacturing Services, Jenkins will have responsibility for manufacturing operations at Rio Bravo. Osvaldo "Dino" de Falco is appointed manager for the new facility. de Falco formerly served as manager, Latin American Supply Development. Reeser, Jenkins and de Falco will report to Jack Williams, managing director, Latin American Operations.

Second quarter earnings

Reflecting higher factory sales and operating efficiencies resulting from intensive cost-reduction efforts, General Motors achieved improved earnings in the second quarter of 1981, Chairman Roger B. Smith and President F. James McDonald reported. They said that net income of \$515 million attained in the second quarter of 1981 represented the third quarter of profitable operations and the highest quarterly earnings in two years. "This continued improvement is encouraging and reflects the intense efforts of our worldwide organization to control costs and improve profitability, despite the continuing pressure of inflation on labor and material costs," the two executives stated.

Insurance office hours

Effective Aug. 3, hours available for personal contact at the Sickness and Accidents Benefits section of the Warren Hourly Insurance Office will be changed. New hours for personal contact will be 9:30 a.m. to 12 noon and from 1 to 4:30 p.m. Monday through Friday. Warren hourly employees who need claim assistance may call 373-3859 and leave messages. All calls will be returned.

Love Seat products

General Motors, effective July 10, no longer distributes GM Love Seat products. All sales and distribution responsibilities for these child restraint systems will be assumed by Hamill Manufacturing Company, Washington, Mich. Hamill has advised that Love Seats will still be sold through department stores, specialty shops, catalog showrooms and GM dealers. Hamill will continue to sell replacement parts and accessories.

Packard Electric Cablegram

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Tradesman a seasoned veteran

Cutter idea earns employe \$10,000

When it comes to suggestions, Al Redman is a seasoned veteran.

During the 1981 model year alone, Redman has submitted 42 suggestions, eight of which resulted in awards. It comes as no surprise, then that one of the suggestions should yield the maximum \$10,000 award. And that is exactly what happened.

Redman, a Dept. 954 tool and die maker, earned the maximum award for his suggestion to modify the head on Weather Pack seal applicators in Plant 14. The modification resulted in a savings in scrap and maintenance of \$156,000.

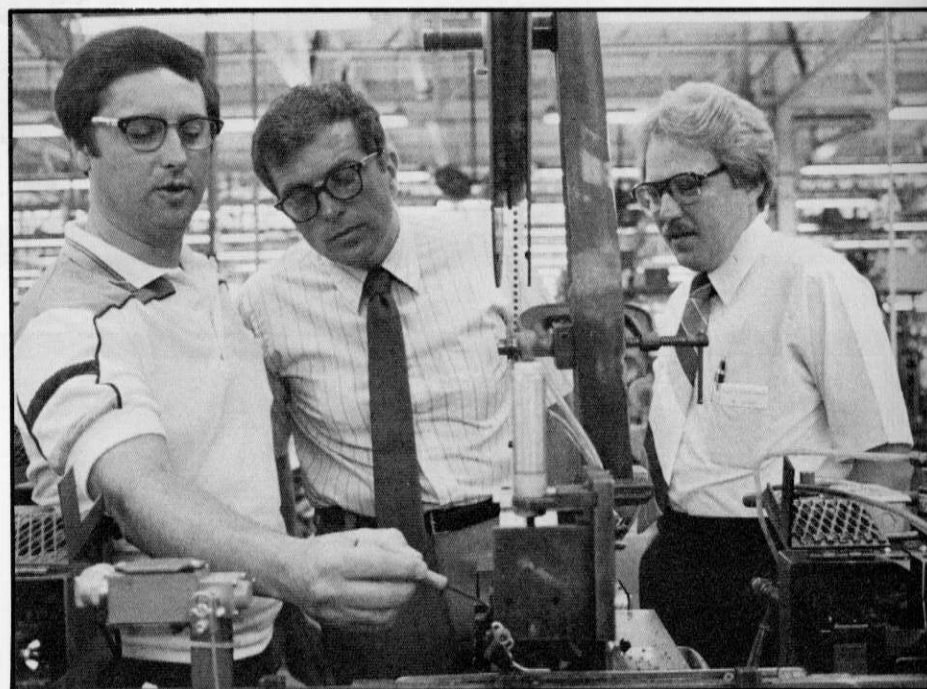
According to Redman, "We had the problem continuously. It took me almost six months to find the problem. There were jam-ups and the cutter was running nearly 50 percent scrap." He said that 1500 leads per shift, per cutter had to be scrapped.

"The applicator would put the seal on and pull it right back off. Then, it would jam the applicator head and knock everything out of adjustment. This would result in a service call," he explained.

He continued, "Basically, I took half the Weather Pack applicator and threw it away. I had the electricians change the electrical timing on it so it wouldn't rely on the fingers, springs and spring releases."

How did Redman come up with the idea? "I just got tired of working on the same thing all the time," he said. "I was practically living on that cutter. All of a sudden, the thought struck me that this idea would work, and I suggested it. I guess I fought that cutter for about six months," he recalled.

"I thought of the idea one day at



SUGGESTION AWARD WINNER Al Redman (left), of Dept. 954, explains the modification of Weather Pack seal applicators in Plant 14 to Ron Schubel, director of Warren assembly operations (middle), and Plant 14 Superintendent Mel Haught.

quitting time and installed it on '267 cutter' the following morning. It has been running well ever since. I changed the others a few days later. They also changed one in Plant 12 when they heard about it," he noted.

Redman said the idea is in use on five cutters presently.

This is Redman's first maximum suggestion award. According to suggestion coordinator Tom Crocker, Redman has submitted 42 suggestions this model year alone. Of those, eight have resulted in awards totaling nearly \$4,000, and savings of \$170,000.

Crocker said, "there are still 22

suggestions to be processed."

Ron Schubel, director of Warren assembly operations, said, "Based on Al's success, I hope we are working on processing his suggestions as quickly as possible!"

Schubel continued, "I would urge all employees to continue and increase their participation in the suggestion program. The program provides an opportunity to contribute to improving our operations. Suggestions are a 'win' for the suggestor and a 'win' for the company. While they are good for the employees, they are also good for our success and long-term survival."

Six Packard-sponsored students graduate GMI, begin assignments

Six Packard-sponsored students were among those to graduate from General Motors Institute (GMI) on June 19.

Those who graduated were Cindi Barnes, Gary Blake, Lauren Casey, Terry Phillips, Marcia White and Ozie Talley.

Cindi Barnes received a degree in Industrial Administration and is currently a Supervisor-in-Training in Plant 13, Quality Control. Her thesis was entitled "Competitive Pricing Analysis." She graduated from Warren Western Reserve High School in Warren, and is the daughter of Harold and Evelyn Barnes.

Gary Blake completed a thesis on "Calibration of an Electric Field Probe" to earn his degree in Electrical Engineering. Blake currently works in Advanced Engineering as an associate engineer. He is a graduate of Moore Haven High School in Florida, and is the son of Mr. and Mrs. Clarence Matison.

Lauren Casey received a degree in Industrial Administration following a thesis concerning "Sales Administration Training Needs Assessment." Casey works as an administrative coordinator in Plant Engineering. She is a graduate of Warren Western Reserve High School in Warren, and is the daughter of Verlinda D. Allen. In addition, she is married to GMI graduate Michael Casey, currently an industrial engineer in the Methods Lab.

Terry Phillips graduated from GMI with a degree in Electrical Engineering and completed a thesis entitled "An Investigation and Analysis of Methods to Improve the Electromagnetic Field Consistency Inside a Semi-Anechoic Shielded Test Chamber." Phillips is an associate manufacturing engineer and works in Engine Controls. He is a graduate of North High School in Youngstown, and is the son of Herbert Phillips and Nellie Jackson.

Ozie Talley received a degree in Industrial Administration. Talley's thesis was entitled "Accident Cost Analysis." She is a graduate of Warren Western Reserve High School in Warren and is the daughter of Mr. and Mrs. Henry Talley. Talley is on educational leave until early in September.

Marcia White conducted an "Analysis of an Ergonomics Lab Facility at Packard Electric" to earn her degree in Industrial Engineering. White is presently an associate industrial engineer in Industrial Engineering. White has been awarded a General Motors Dual Degree/Graduate Study Fellowship to pursue a masters degree in Industrial Engineering at the University of California, Berkeley. She will begin studies in the fall. She is a graduate of Hickory High School in Sharon, Pennsylvania, and the daughter of Mr. and Mrs. William L. White.



Barnes



Blake



Casey



Phillips



Talley



White

Plant 8 area builds up, not out

by Joe Tori

Build-up, not out, might well be an appropriate slogan for the Dept. 506 build-up area located in Plant 8.

The build-up area, under the supervision of Mike Mainhart, builds a significant number of machines for the Warren Operations, and must compete with outside contractors to do it.

"So far, by all indications, we are becoming more competitive Mainhart said.

Everything we do is by truck or by phone," Mainhart continued. "For example, all the material used in the build-up area is trucked in from two holding areas and various tool cribs. And, all of our communications are by phone." We are not centralized."

The build-up area currently has the task of fabricating hardshell grommet machines which inject hot glue into the hardshell grommets designed to replace the conventional rubber grommets on J-car harnesses. The hardshell grommet represents one of Packard's many steps toward converting Warren Operations to high technology.

"The hardshell grommet is the highest technology and the hardest project we have ever had," Mainhart explained. "We are presently working on fabricating 36 hardshell grommet machines for Hubbard and Cortland. In conjunction with Dept. 515, the build-up area is fabricating not only the machines, but the computer-related equipment as well."

Mainhart pointed out that this is the largest programmable project since the stock plating line installed in Plant 11 in 1980.

Rick Logue, electrician leader, said, "We monitor the computer programs to make sure the machines operate according to the program. Then, we make any changes necessary. It is getting to the point where electricians have to be able to read programs in order to troubleshoot," Logue said.

"This is new for Dept. 506 to work with programmable controllers. We've never done anything like it. An

electrician today has to be what a computer technician was 10 years ago."

Logue noted also that when circuit boards for programmable controllers need repair, they are rarely sent out. "Boards for programmable controllers are repaired in the electronics shops located in Plants 5, 11 and 13. In fact, 90 percent of the boards are not sent to the factory when repairs are necessary," he noted.

In addition, Logue said the electricians in the department had no formal education regarding computers. "Most of our knowledge comes from reading the manuals, hands-on operation of the controllers and from working with engineering."

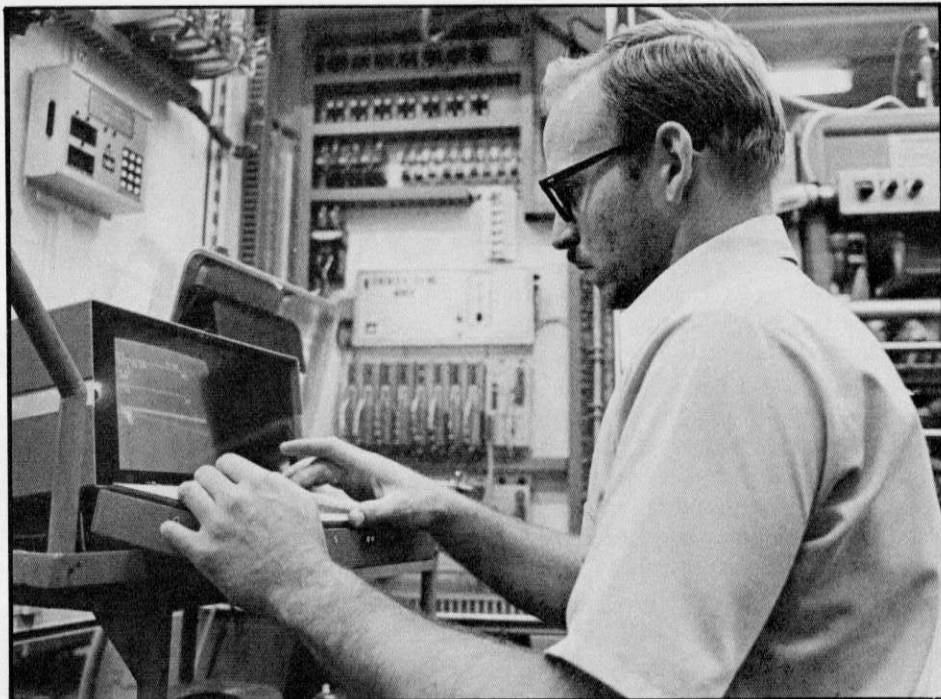
Electricians are not the only tradesmen in the department, however. The department also employs the collective skills of millwrights, pipefitters and tanners in the fabrication of machinery.

"When I say fabrication, that includes the welding together of the frame for the equipment and tin work for guards and brackets. It includes pipefitters assembling and fabricating solenoid valves, lubricating and air dispensing systems, and grease pumps. It also includes the electricians making all the necessary electrical hook-ups," Mainhart explained.

He pointed out that Dept. 515 does approximately 95 percent of the panel build-up, but that Dept. 506 electricians are responsible for wiring and debugging the machines prior to operation.

As for the work environment, Mainhart said, "There have been many changes made in the build-up area that have made it easier to meet the target dates for installation of machines, but there is still room for improvement.

"The flow and storage of material have been improved, and we have hired people in skilled trades to help with the workload. In addition, we have come up with innovative ideas on how to debug machines in about half the time previously required. When something



KEYING ON TECHNOLOGY — Ron Shields, Dept. 506 electrician, monitors the program which will tell a programmable controller how to run an hardshell grommet machine.

leaves here it is 100 percent ready for production. There is very little re-work."

He noted that engineering seems to be reacting favorably to the changes in the department.

Rocky Adduci, production engineer for the area, said, "We issue the area a job package through the PEER (Packard Electric Estimating and Reliability) group. They estimate the hours and make a competitive bid on the project," much like an outside supplier. He noted, "most of the time, the department completes the work more quickly than they estimated, and the workmanship is excellent."

"For the amount of space they have, they get a lot done," he said. Adduci estimated that if the department had a larger area, "they could get even more accomplished."

Mainhart noted the unusual working relationship that exists in the build-up

area between engineering, supervision and skilled trades people. He said, "We have been highly-successful in dealing with job-related problems internally."

Logue echoed Mainhart, saying, "This is one of the best areas I've worked in since I've been here. The work is highly challenging and interesting. When I go home, I feel I've really contributed."

John Roberts, superintendent of Dana Street maintenance and construction, said, "The department's performance is an example of hourly and salaried people working together to accomplish something that benefits everyone."

He pointed to indications that, because of these relationships, the area is becoming more competitive. "With this continued cooperation and communication we expect this area to grow."

Clinton artist airbrushes wall-size J-car mural

by Allan Csiky

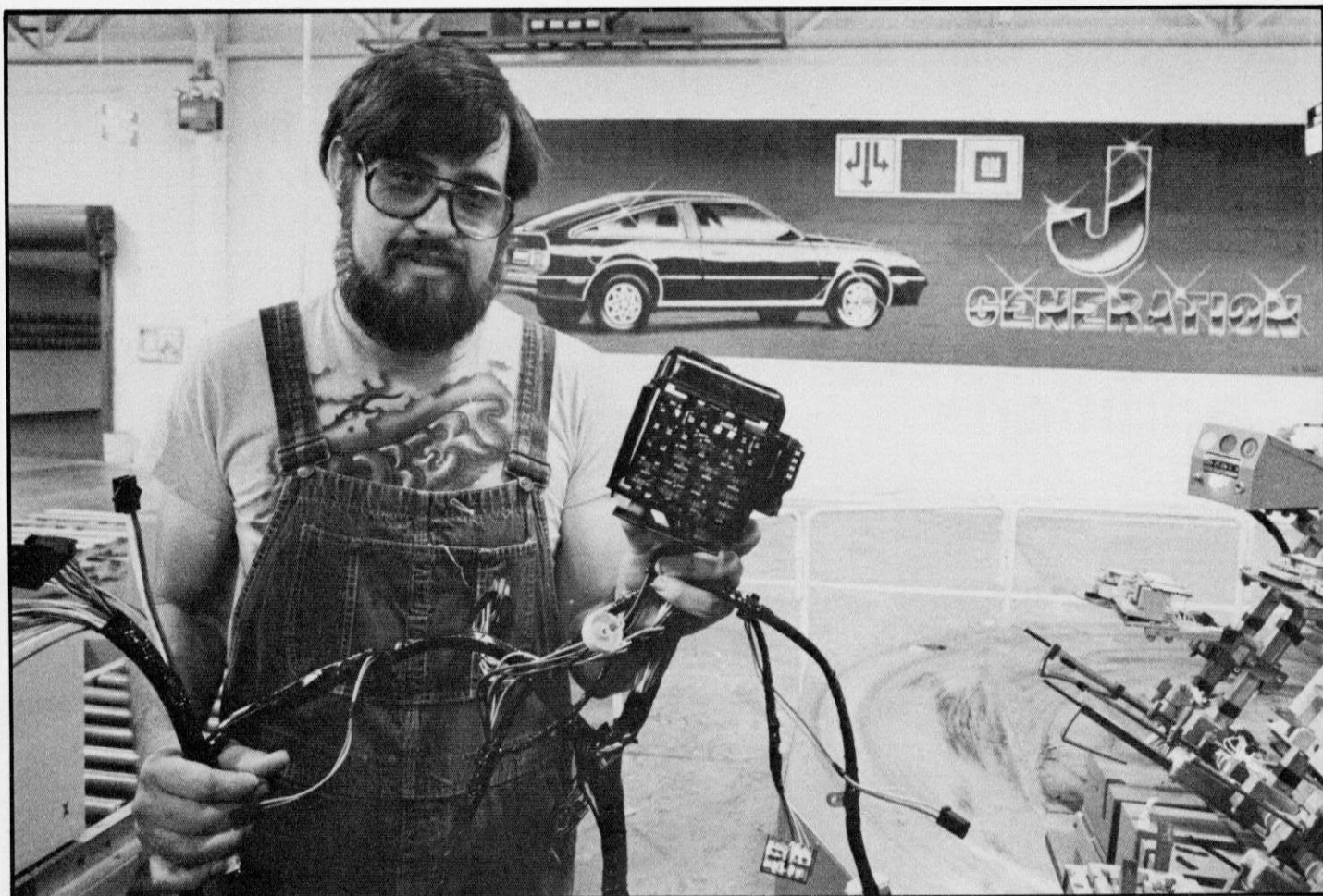
If there is any doubt where the product they build will go, all employees in Plant 24's J-Car harness production area need to do is look up. On the large south wall is an eight by 29 foot airbrush painting of a Pontiac J-2000 done by assembly operator Robert Smith.

The 29-year-old artist explained he was happy to have the opportunity to work on the project, an opinion that is shared by his supervisors and fellow employees.

"The people really love it, especially those on afternoon turn who watched him create it. The mural gives us a sense of self-esteem and provides us with link to the end product," commented Tom Smith, general supervisor, manufacturing. He went on to say that part of the Plant 24 approach is for employees to be familiar with the end product into which the harnesses they assemble will go.

The mural project originated from that philosophy. One day Robert Smith walked in wearing a J-Car T-shirt he had airbrushed. Tom Smith asked if he would like to do the same thing on a larger scale. After receiving permission to go ahead, Robert began work on the J-Car portrait, a project which took only 5½ days to complete.

The artist explained that he has a business called Airbrush Varieties, (Continued on page 6)



J-CAR ARTIST Robert Smith, a Clinton employee, stands before his wall-size masterpiece displaying one of the J-car harnesses he helps build.

Mexico

'In-bond' plants modern in design

(Continued from page 1)

Conductores

Conductores y Componentes Electricos, or CCE, is the older of the two plants, having begun production in 1978. It is also the first to be managed by a Mexican national. Luis A. Ortega M. heads a staff of 841 hourly (Operativos) and 122 salaried (administrativos) employees.

"We produce rear-body harnesses, turn signal harnesses and switches at Conductores," said Ortega.

Conductores has nine departments in its 260,000 square-foot building. The plant operates on a two-shift basis, Ortega added.

Employees at Conductores share a determination that quality "will never be sacrificed," Ortega noted. "Our motto 'Quality is our Prestige' is very important to these people; they have a commitment to quality. People are our most important resource and they are treated with dignity and respect."

Ortega noted that there is a degree of participative management at Conductores. "We have structured meetings between the supervisor and his workers. In those meetings, the supervisor obtains 'feedback' from the workers about their jobs and the jobs

they are being asked to do."

Although similar, Conductores offers a few notable contrasts to the Warren or Mississippi plants, especially to the North River Road operations. Time

clocks for employees' work records are not found in a gate area but are located in each department. The parking lots are smaller because few employees own cars. Shift-change departures see

employees, for the most part, scramble to crowd into one of the many vans or mini buses that transport them back to their homes.

Rio Bravo Electricos

Rio Bravo Electricos, or RBE, is down the Rio Grande River from Conductores, and Rio Bravo shares the Mexican name for that same river which is contained in a narrow channel only a few hundred yards from the plant site in a hamlet known as Waterfill.

Glenn Reeser, formerly a superintendent in Plant 11 in Warren, until this week managed the plant which has 545 hourly and 66 salaried employees staffing its eight departments. Rio Bravo built its first harness in 1980.

"We assemble forward lamp harnesses and some jumper harnesses for the car divisions. Our plant covers 260,000 square feet of floorspace," Reeser stated.

"We also work two shifts at Rio Bravo. Most of our people, however, live in a small community known as Nuevo Zaragoza. The village is about three miles from the plant," Reeser stated.

He added that because companies such as Rio Bravo are very new to that area "almost none of our employees have had previous industrial experience."

Employee introduction to a new level of industrialization included specialized training, he noted. "All of our employees spend their first week in the formal training program. It is a combination of classroom and hands-on training. We stress in particular the role of quality and the role quality plays in our operation."

"Training was first conducted by American advisors, but more of the training is now being done by Mexican staff members," Reeser stressed.

Many signs on bulletin boards and other signs posted in the plant address the issue of quality at Rio Bravo. Employees are proud of their model year cumulative Quality Index which is nearly 140, Reeser noted.

(Continued from page 1)

"Mexican laws concerning automobile production in Mexico are very strict," said Jack Williams, managing director of the two wiring harness assembly plants. "The 1977 Automotive Decree requires that at least 50 percent of the content of the car built in Mexico must be Mexican produced. That percentage will eventually grow to 90 percent. In order to sell new cars in Mexico, the cars must be built in Mexico . . . and GM wants to compete in this market."

The method of operation results in more assembly-oriented, or labor intensive jobs in Mexico, additional development of complex tooling and higher-skilled, or capital intensive, jobs in the U.S. and an improved competitive position for GM.

Mitchell noted, "In the mid-1960s, Mexico began to make it known to foreign companies that they were permitted to control up to 100 percent of companies on Mexican soil. The Mexican government also emphasized that foreign companies could own land in the so-called 'forbidden zone' extending to 28 kilometers inside the Mexican border. In addition, Mexico advised foreign companies that they could bring in their manufacturing equipment and raw materials duty free, but that they would have to place a bond on them to insure that the materials or equipment would not show up on the Mexican market." Thus the name "In-bond." Mitchell explained that each "in-bond" item can stay in Mexico only on a temporary basis and must be accounted for as having been taken back out of the country. "Otherwise, you pay the normal tariff."

Williams said that it is under the "in-bond" arrangement that wiring and components produced by employees in Warren and Mississippi are shipped to Mexico for assembly, and then shipped back to the U.S. "Conductores and Rio

Bravo are dependent on Packard for components. The U.S. plants provide the complicated, highly technical skills that require very expensive facilities and equipment. Both Mexican plants then provide the manual labor to assemble the Packard-made components for import back into the states. There is a small duty paid to the U.S. for the value of the labor added in Mexico.

"This concept is successful because it meets the needs of both countries: For Mexico, it provides employment in a country that had nearly a 50 percent unemployment rate. For the United States, it keeps the high-investment plants operating to produce components and it allows for the conversion of the U.S. workforce to higher technology and higher-skilled jobs. In the end, it allows for the U.S. company to better compete because of lower total cost. The arrangement also allows for the U.S. to maintain leadership in technology," Williams emphasized.

Mitchell repeated his statement that the "in-bond" arrangement stabilizes employment strength in the United States. "A survey of the plants in Juarez for 1979 showed that more than 1,000 locations in 36 states in the U.S. were sending raw materials, equipment or services to the more than 100 'in-bond' plants here. It is estimated that more than 100,000 American workers were directly involved in the production of raw materials for use here. We now estimate that number to be 125,000 supplying the materials for 41,500 maquila workers in Juarez. Hence, for every job you see here, there are three jobs in the states involved in supporting it."

"If the one job did not exist here, it is probable that the three in the States would be in jeopardy because the final product would not be as competitive as it would be through this 'production sharing' set up," Mitchell reasoned.

Economics spark Mexico additions

Mexican employees eager to work; seek personal development, future



(Continued from page 1)

Rosa Marie Nibbe

"Adding these plants has not only reduced unemployment in Juarez, but offers a new future—especially for women," asserted Rosa Maria Nibbe, personnel manager at Conductores.

"In the past, the girls here could only be maids or work in bars. Juarez had a bad reputation. Now, with the 'maquiladora' industry, you will see these young women earning a living and being proud. Because they can earn a decent living here, they can help out and stay with their families, and that reaffirms the moral values," she explained.

Besides a future far different from those before them, there is another reason why Mexican employees are so eager to work, she added. "Our social security system provides for those who work. When a person here does not work, there is no unemployment. The unemployed person does not get special support from the government, benefits you know as SUB, food stamps or TRA.

Nibbe also said that during the ten years she has observed and worked with the maquila industry in Juarez she has seen a change in the social system. "Education is more available at all levels. A lot of our young people are now working and pursuing an education. About 70 percent of our salaried people have college degrees!"



Javier Arreola

"What is important to me is that here at Conductores there is an opportunity for those who want to work. I want to develop myself and also move up.

"But, it is also important for supervisors to give recognition to

employees who do a good job, and that is what I do," said Javier Arreola, a 28-year-old production supervisor.

Formerly a Mexican government employee, Arreola, who has a degree in civil engineering, supervises in a final assembly area.

"I congratulate my employees when they do a good job, and I tell my supervisors about them. Communication in this module is very important and I want people in this area to have confidence in their supervisor.

"Communication is very important in maintaining our quality. We don't want to hear bad things from our customers about our products," he said.

Married, Arreola and his wife live in Ciudad Juarez. Their six-year-old daughter attends "kinder," while their twin two year-old sons remain at home with their mother.



Norma Leticia Rosas

"I have learned a lot; this is my first job," remarked Norma Leticia Rosas, an inspector in a lead preparation area at Conductores.

Eighteen years old and a two-year veteran of Conductores, Rosas noted, "Quality is our prestige, and I believe there is much pride in the work that is done here."

Rosas radiated pride when she explained that her knowledge of automotive wiring harnesses has a special meaning for her—and her father. "He sells used cars here in Juarez. I feel proud that I can explain to him about the wires, the cables, the wiring connections and how the harnesses work. He has been selling cars for many years, yet I have been here two years and I can tell him a few things about cars and wiring!"

She noted that in the plant safety is a prime concern. "People here care very much about safety; we take much care in working with machinery. We are very proud of the people who care for us."

On payday, she said, Rosas helps her family (seven, including parents) with expenses. She also sets aside money for transportation to and from work. A portion of her earnings also enables her to buy new clothes and to enjoy a local disco, a popular place among Conductores employees.



Jose Alfredo Aguilar

"This job offers me a base for my own development," stated 19-year-old Jose Aguilar, a technician (tecnico) in a Rio Bravo tool room. "I want to work here during the day and study during the evenings to become an electrical engineer."

Having already completed three years of technical school in Ciudad Juarez in addition to nine previous years of schooling, Aguilar spoke of his desire for more job experience: "Experience is worth more . . . I want to acquire more experience."

Going beyond his own immediate employment situation, Aguilar said that he saw the maquilas as being very important for the future of the Ciudad Juarez region.



Abraham Bautista

Abraham Bautista, personnel supervisor at Rio Bravo, has a unique perspective of the social impact of the arrival of the maquila industries into the Nuevo Zaragoza-Juarez area.

Bautista was the person who solemnized the marriages of many of the parents of the Rio Bravo employees, baptized many of the children who would one day go to work at the plant, heard their first confession, and gave them their first communion.

Until 1980, Bautista was a Roman

Catholic priest in that community.

"People now have a chance to earn a living and satisfy their needs," Bautista said when asked about the impact of the plants on the community. "Without a doubt, the maquilas have changed the mode of living. These people now have a constant income; not only to earn their food, but to educate themselves. They can also help other family members, especially those who are studying.

Bautista remarked that the new industry, in reality, has had both good and not-so-good effects on the lifestyles in the community. "There have been the improvements in wages, schooling opportunities, standard of living, individual development, clothing and savings. However, there is also a change in the family structure — it must be remembered that the family is very important in Mexico. It used to be that the father was the only breadwinner. Now, the children are also earning and that is giving them more independence. Money does have power."



Linda Chavez

"Work is important because work is needed in order to live," stated Linda Chavez, a 22-year-old Rio Bravo employee who is classified as an operadora, the equivalent of an assembly line operator. "I have learned much in assembling harnesses, and I realize the importance of quality. Without quality, we could not make a good harness and that could cause us problems at Rio Bravo."

Chavez, an employee for nearly five months, added that her learning experience has increased her desire to improve her position. "I would like to be a quality auditor some day."

She noted that despite the relatively short time she has been employed at Rio Bravo, there is an attitude in the plant she readily detects. "There is teamwork here. Because of that teamwork, we are one . . ."



PACKARD EMPLOYEES from Warren and Brookhaven make the final check on a stationary board used for the Volkswagen engine harness being produced in Plant 23. The Volkswagen business is new for Packard and the production area will include 12 stationary boards, four part numbers and 17 employees in full operation. The first harness was produced July 22. Shown checking the board are, from left, Lyn Esparza, Nick Goodman, Albert Frederick, Dixie Moak and Larry Matola.

Artist creates large J-car mural

(Continued from page 3)

located in the Appleridge Shopping Center, which turns out everything from custom T-shirts to color separations for commercial silk-screen production firms.

"I've always been interested in art—I could draw before I could do anything else," Smith said. "I really 'mainstreamed' into airbrush art about three years ago after a religious experience."

Smith, who quit school after the seventh grade, joined the Marine Corps for six years. He said he didn't really see a purpose to life and had bad experiences with drugs and a marriage that failed. "Then I met a Christian, I mean a real Christian, not a phony, who helped me get on the right track with the help of the Lord. I used to have a lot of fears, I was scared of death, of the end of the world. I didn't get straight right away, but I know where I can go for help now," he said.

After his religious experience, Smith said his life began to turn around. He met his second wife, Melinda, whom he terms "a financial genius" and began concentrating on developing his artistic talents. He has never had a formal art lesson and has taught himself many of the complicated concepts in art, such as perspective, through experimentation and trial-and-error. He began working at Packard Electric in April, 1977, while pursuing his artistic endeavors in his spare time.

The work that Smith does is heavily influenced by Salvador Dali and M. C. Escher, an artist whose surrealism became popular with the counter-culture of the late 60s. "I was about 10 years old and I saw some of Escher's work on the 'Today' Show. I was spellbound and I've been trying to achieve his style ever since," he admitted.

With regard to the Plant 24 mural, Smith says he can't describe how he approached it. "You just start at the beginning and go through with it. Discipline and believing in yourself are the two main things."

Plant 24 has four lines and six crews building instrument panel harnesses for the J-Car. The mural was completed June 29, and was painted with full support from Ben Williams and Mary Shelton, the supervisor and general supervisor respectively, of J-Car departments.

There are no firm plans for a sequel, but Tom Smith would like to see other GM end products featured as part of the Plant 24 decor. As it is now, the walls of the plant, office and cafeteria areas are graced with promotional photos of GM cars and trucks from dealer packages.

The time may even come when model change for Plant 24 not only includes new tools and dies, but signals Robert Smith to unpack his airbrushes and make the necessary styling changes on the walls of the plant.

Retirees' corner

Joseph Perhach
Dept. 1002 — 33 years
Tassie W. Stancher
Dept. 965 — 31 years
Violet R. Goss
Dept. 1127 — 20 years
Calvin L. Mullins
Dept. 1057 — 32 years
Gladys C. Hillman
Dept. 1274 — 24 years
Hobart A. Mozingo
Dept. 952 — 25 years
Clara Woitanowski
Dept. 1431 — 33 years
Mary S. Radu
Dept. 4274 — 28 years
John F. Cola
Dept. 956 — 27 years
Helen S. Dagati
Dept. 1174 — 13 years
Dorothy P. Coble
Dept. 843 — 19 years
Mary Lou O'Malley
Dept. 858 — 21 years
Robert L. Cox
Dept. 351 — 46 years
Daniel Sweda
Dept. 547 — 31 years

George T. Manus
Dept. 1209 — 18 years
Alfred V. Petrarca
Dept. 1006 — 28 years
Lucy R. Patrnchak
Dept. 1353 — 21 years
James O. Park
Dept. 956 — 24 years
Rita S. Airato
Dept. 1235 — 21 years
Duane E. Daugherty
Dept. 952 — 37 years
Eileen A. Thompson
Dept. 1422 — 30 years
Anna D. Haltman
Dept. 1274 — 22 years
Margaret Bertolasio
Dept. 374 — 30 years
Clark E. Ward
Dept. 147 — 26 years
Robert E. Holmes
Dept. 956 — 24 years
Lendell Streets
Dept. 304 — 31 years
Philip B. Carbone
Dept. 954 — 15 years
Grace P. Whiteside
Dept. 83 — 26 years

George T. Murcko
Dept. 903 — 41 years
Joseph A. Kimpan
Dept. 65 — 15 years
George Vinovich
Dept. 1074 — 33 years
Vera M. Murphy
Dept. 836 — 48 years
Donald B. Crowe
Dept. 148 — 40 years
Steve Stocz, Jr.
Dept. 69 — 33 years
Lyle E. Holmes
Dept. 511 — 19 years
Joseph F. Szczurek
Dept. 1069 — 34 years
Aurora J. Subosics
Dept. 1431 — 24 years
Kathryn T. DiPersi
Dept. 4203 — 28 years
William V. Young
Dept. 956 — 26 years
Charles A. Gillette
Dept. 906 — 32 years
Chester W. Rodgers
Dept. 152 — 22 years
James E. Heathman
Dept. 44 — 42 years

Packard probe

QUESTION: What are your feelings about President Reagan's nomination of a woman to the Supreme Court of the United States?

Helen Greenawalt
Dept. 1217

"I feel that women are as well qualified as men."



Greenawalt



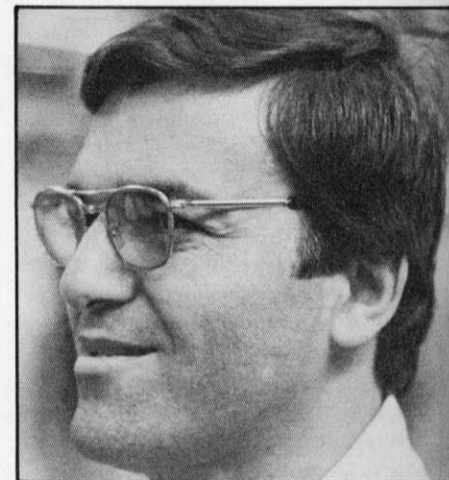
Burks

Julie Burks
Dept. 142

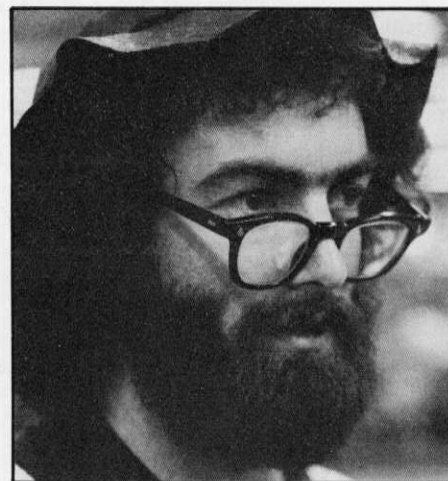
"I think President Reagan picked an outstanding candidate for the position and her sex is immaterial."

George Gati
Dept. 1271

"I feel she is certainly qualified. It's about time we had a change on the Supreme Court."



Gati



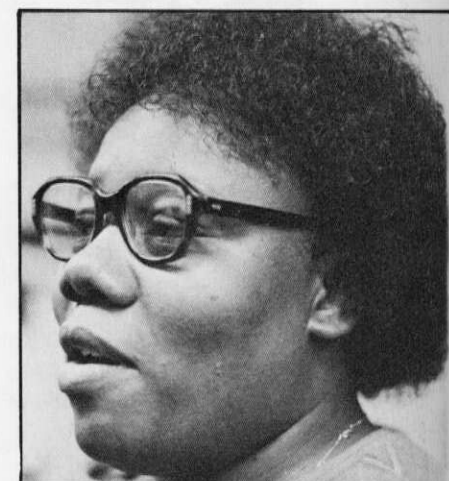
Reeves

Rex Reeves
Dept. 2325

"I don't see anything wrong with it. Women are in every other kind of job nowadays. I don't see how it will make any difference."

Myrtle Minter
Dept. 2047

"I think it's great... women have been in the back seat long enough and it's time that we made a stand."



Minter