WOA CONFIDENTIAL

MEMO



TO:

Mr. D. J. Frueauf

LOCATION:

Westmoreland

FROM:

Mr. W. B. Brock

·LOCATION:

Westmoreland

SUBJECT:

MINORITY EMPLOYMENT

DATE:

October 1, 1982

This is to recap and update significant events and communication surrounding the VW Black Caucus involvement with Westmoreland and Corporate management.

Subsequent to our August 4, 1982, memo, a meeting was scheduled on Saturday, September 11, 1982. Since it was our request to have Mr. Richard Cummins present and his schedule did not fit with that plan, the meeting was cancelled. During the interim August 4 and September 11, 1982, I attempted on numerous occasions to reach Mr. Cummins at his office and home leaving messages with his secretary and wife of the urgency of my request to speak with him. Over the Labor Day weekend, I reached Mr. Cummins at home and he indicated that depending on your and Mr. Langenbach's consideration, he would be present at our meeting. This coupled with the fact that the September 11, 1982, meeting was cancelled because of his inability to attend gave us clear implications that Mr. Cummins would participate in at least our initial meeting to air our specific allegations against VW Westmoreland.

On Tuesday, September 14, 1982, Mr. Doug Hunter and Mr. Bill Craig were in Westmoreland on another matter and requested to meet with the Caucus at 2 p.m. that day. In that meeting, Mr. Craig indicated that Mr. Cummins would not participate and that Mr. Robert Johnson was assigned to investigate our charges. Upon hearing this, we showed you a letter we intended to send to Dr. Hahn and members of the Vorstand. Dialogue continued and we were convinced of the integrity of the investigation process. On Wednesday, September 15, 1982, I informed you that our group would not send the letter to Germany, go to the press, nor file charges because Mr. Johnson had appeared and showed signs that his character was unimpeachable.

On Saturday, September 25, 1982, I suggested to you in your office that we should begin to correct discrepancies which had surfaced during the investigation as it developed and that Corporate need not intervene or that if they did, "we" (Westmoreland management and the Caucus) could tell them that we had already resolved our differences.

On Tuesday, September 28, 1982, several members of the Caucus met with you to inform you that we felt a need to contact Mr. Cummins and tell him we were being harassed during the investigation proceedings. Specifically, our concerns were that: Chuck Penn was undergoing what he perceived as an aversive evaluation although Ron Saunders' and mine were being delayed due to the volatility of the current circumstances; my employes were being assigned as tally writers even though I was

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never consulted in the decision-making process, and when I was informed, adamantly disagreed; Betty West was being required by Wayne Ure to exceed normal documentation requirements over her medical conditions for workmen's compensation purposes; Beverly Coleman was receiving insulting feedback on comments by Wayne Ure that she was "one of those"; Ron Johnson was being counseled by Wayne Ure over a statement by and an uninvestigated incident between the union and himself; Mike Dixon had received a phone call that the company and/or union may be trying to "get him" because he was accepting payoffs in the vehicle purchase plan; Ron Saunders had received a harassing phone call over his American Express bill and was singled out in a staff meeting on a petty question by his superior; and there were numerous breakdowns in communication over meetings with Mr. Johnson for which VW management was responsible. protests over these problems were vehement and you appeared to understand. In fact that same day, you informed me that Mr. Roller had worked out a way to accomplish the tally writing without the Performance Managers, and Mr. Brusher, you, and I discussed a concurrent attempt to forgo Mr. Penn's evaluation temporarily. However, by 4:40 p.m. that day, I was informed that Mr. Penn's evaluation would be completed and my people would be taken.

On Wednesday, September 29, 1982, I informed you that my promotion, the delay of Mr. Penn's evaluation, and the maintenance of my employes were not conditions for resolution of differences between the Caucus and VW with Mr. Johnson as witness. On Thursday, September 30, 1982, we labored over the mechanics of meeting with Mr. Johnson because of VW's need to operate smoothly and efficiently and the Caucus' need to remain cohesive. The deterioration of the process began to imply the Caucus' need to resort to its original plan to file complaints, inform Germany, and go to the press. Our discussion over that, though not direct, was unpleasant. In fact, you commented that, "If this thing appears in the press, what can we do if, say, Charlie Scales was found dead with a bullet through his heart in the back of the plant?"

Since you entertained the notion of contacting Dr. Daniels over this situation, I will take the liberty to discuss it from a Performance Management framework. Westmoreland has and continues to punish cooperation. In other words, the Caucus did not file complaints, communicate with the press and/or Germany, and it resulted in intimidation, harassment, and mistreatment. On the other hand, the positive immediate and certain consequences to such action is at least a temporary acknowledgment that there is a problem and sometimes a temporary relief from the problem. Your indication to me is that you need to exercise a little Performance Management over this situation. I suspect someone in Westmoreland management misunderstands punishment. Be informed that everything including death can be reinforcing under certain circumstances. Also, overuse of punishment weakens its effectiveness if people get used to it. You may wish to call Dr. Daniels to confirm that. His number is (404) 939-7428.

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In this writer's opinion, any commitments stated or implied between the Caucus and VW Westmoreland management have deteriorated irreconcilably.

William B. Brock Administrator Operational Improvement Programs

WBB/mdc

cc: Mr. B. Brown - Byrd Brown

Mr. R. Cummins

Dr. C. Hahn - VW AG

Mr. R. Langenbach

Mr. N. Phillips

Mr. J. Short

U.S. Justice Department

U.S. EEOC