

Mr. D. J. Frueauf
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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. Our 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