

YOUNGSTOWN STATE UNIVERSITY

ORAL HISTORY PROGRAM

GM Lordstown Project

Personal Experiences

O.H. 2032

Tony D'Errico

Interviewed By

Tracey Direnzo

On

March 10, 2002

ARCHIVE  
Oral  
History  
2032

YOUNGSTOWN STATE UNIVERSITY

ORAL HISTORY PROGRAM

G.M. Lordstown

O.H. 2032

INTERVIEWEE: TONY D'ERRICO'

INTERVIEWER: Tracey (Tray) Direnzo

SUBJECT: G.M. Lordstown

DATE: March 10, 2002

This project is being funded by the Ford Foundation.

Ok, this is an interview with Tony D'Errico' concerning General Motors Lordstown Project for Youngstown State University's Oral History Program. This interview is conducted by Tracey DiRenzo on March 10, 2002.

DIRENZO Tony, thank you for allowing me to do this interview.

D'ERRICÒ I'm sure you're welcome, Tracy.

DIRENZO First of all, I'm going to ask you where you grew up.

D'ERRICÒ I grew up in Girard, Ohio.

DIRENZO Were you born in Girard?

D'ERRICÒ No.

DIRENZO Where were you born?

D'ERRICÒ I was born in Naples, Italy.

DIRENZO Naples, Italy?

D'ERRICÒ Well, in the vicinity of Naples, Italy.

DIRENZO Do you remember anything about Italy, or were you too young?

D'ERRICÒ I was kind of young. I just have dream-like memories.

DIRENZO Ok. How old were you when you came here?

D'ERRICÒ Six, going on seven.

DIRENZO Ok, it was in Girard that you first moved?

D'ERRICÒ Yeah, that's where we first moved.

DIRENZO Where did you go to school, then?

D'ERRICÒ Grade school, you mean?

DIRENZO Grade school, high school.

D'ERRICÒ I went to a Catholic grade school.

DIRENZO What was it called?

D'ERRICÒ Saint Rose. And I went to a public high school which was called Girard High.

DIRENZO How would you describe the schools that you attended?

D'ERRICÒ I got along with both schools. I got along in the Catholic school, and I wasn't offended in the public school.

DIRENZO Are you still Catholic?

D'ERRICÒ To the best of my ability (laughs).

DIRENZO Once you moved to Girard from Italy, is that where you stayed or did you move around a lot?

D'ERRICÒ That's basically where we stayed.

DIRENZO And what did your parents do for a living?

D'ERRICÒ My parents. Well, my mother, she was a homemaker. My father, he did everything he could. He was a leatherworker, and before he died he had a job at US Steel.

DIRENZO US Steel? How long did he work there?

D'ERRICÒ Almost ten years.

DIRENZO My father worked at US Steel, back in the late 60's through the early 80's. In fact, he got called at General Motors a week after he got hired at US Steel and he felt that the steel industry would be here for a long time and then the whole US Steel thing happened and then he got into GM in '86.

What was the first job that you ever had?

D'ERRICÒ The first job that I ever had was a paper route.

DIRENZO How old were you?

D'ERRICÒ Well, I was in grade school. It was in '63, I was born in '49, so that would be fourteen.

DIRENZO Ok. Was it very difficult, did you have to get up early, or ...

D'ERRICÒ The paper route was pretty cool. I started out as a helper, fifty cents a week. And then I got my own route and I went big time.

DIRENZO Oh, yeah? How much was that?

D'ERRICÒ A few bucks a week.

DIRENZO What jobs did you have after that?

D'ERRICÒ After that, I got a job at a car wash.

DIRENZO Did you manually wash the cars?

D'ERRICÒ No, it was automatic. It was an automatic car wash.

DIRENZO So you kind of collected?

D'ERRICÒ Well, I, I would clean the windows, vacuum the car. Sometimes when we needed to do a better job, I would prep the cars before they would go through the car wash. I would do all the things that were necessary to get done so that we would have a quality car wash.

DIRENZO How did that pay?

D'ERRICÒ It paid pretty good; I got plenty of hours.

DIRENZO Oh, really, was it like a forty hour a week job?

D'ERRICÒ It was probably a sixty-hour a week job.

DIRENZO Oh, yeah?

D'ERRICÒ Yeah.

DIRENZO Did you get any benefits at that job, or was it just a straight pay job?

D'ERRICÒ It was just a straight pay job.

DIRENZO Can you tell me, chronologically, can you tell me your job history up until you hit General Motors?

D'ERRICÒ Well that was it. After the car wash I went to GM.

DIRENZO Well let me get into the GM section. How did you first get a job at General Motors in Lordstown?

D'ERRICÒ Well I was told that I had an interview, so I showed up for the interview. And then I was told that I didn't have an interview. And I got all confused and I said, "What do you mean, I don't have an interview?" I says, "I was told I have an interview." I got all upset. So they said, "Ok, wait a minute. Since you're so upset, come into Personnel and we'll interview you." So I went into Personnel, they interviewed me, and they asked me if I could start that afternoon. So I said, "Sure, I can start this afternoon." So I did.

DIRENZO How did you hear that you had an interview when they said they didn't?

D'ERRICÒ My mother told me that I had an interview (laughs).

DIRENZO Did she just want to get you out of the house?

D'ERRICÒ Maybe.

DIRENZO Did you have to submit a formal application?

D'ERRICÒ Oh, yeah.

DIRENZO So you just got right in there.

D'ERRICÒ Yeah.

DIRENZO Lot different than it is today, huh? What was your first job at General Motors?

D'ERRICÒ Trim Shop.

DIRENZO In the Trim? What was your responsibility?

D'ERRICÒ Let me see. My first real job in trim – I had to put what they called anti-rattler plates, they were window mufflers. It took four screws, two anti-rattlers. And then I had to apply some sealer around the lip of the trunk. You know where the light was overhead, I had to seal it. And that was a piece of cake.

DIRENZO So you had an easy job at first?

D'ERRICÒ Yeah.

DIRENZO Which plant was that?

D'ERRICÒ Right here in Lordstown, it was the same plant at Lordstown.

DIRENZO Was it the car plant, or the van plant, or the fabricating plant?

D'ERRICÒ Back then it was Fisher Body and Chevrolet. So I worked for Fisher Body.

DIRENZO So was it the same plant that we're in now?

D'ERRICÒ Right. It's the same plant that we're in now.

DIRENZO Did you find it difficult to adjust to assembly line work?

D'ERRICÒ Yeah, I did.

DIRENZO What did it make you feel like, working on the assembly line?

D'ERRICÒ It felt like I was losing my mind.

DIRENZO Really?

D'ERRICÒ Yeah.

DIRENZO What did you do to cope, as far as on the job? Was there anything that you could do? Read, or socialize or anything?

D'ERRICÒ Socialize. That helped. Socializing helped.

DIRENZO Were you close enough to the worker that had the job before you, to be able to talk to him? Like, in proximity?

D'ERRICÒ Yeah, there was some of that. I met a few people while I was there, or they met me. And they took me in, and they allowed me to socialize with them. But even then, I still had problems. I don't know what the problem was. But I ended up doing a lot of sick leave.

DIRENZO Do you think it was the repetition?

D'ERRICÒ It might have been. It might have been the repetition. It's kind of hard just to do your job and nothing else. It took me a long, long, long time. But I got used to it. And now I can do my job pretty good. If all I have to do is do my job, I can handle that pretty good. Now, what I can't handle real well is doing my job and socializing.

DIRENZO What kind of car did you guys produce at first?

D'ERRICÒ We had the Chevrolet, the full-size Chevrolet.

DIRENZO Did it have, like the Chevrolet Cavalier, did it have like a certain name?

D'ERRICÒ We had Impalas. I remember the Impala. So we had the full-size Chevrolet Impala. The other two I don't remember, which would be the Bel Air and the Biscayne. I don't remember them. And we also produced a Firebird.

DIRENZO So when you first worked there, describe a typical day at General Motors, from the time you clocked in to the time you clocked out.

D'ERRICÒ It was do your job and party, party, party.

DIRENZO How were the relations between the different workers? Were there a lot of conflicts, or was it everyone got along pretty well?

D'ERRICÒ Everyone got along pretty well.

DIRENZO Not too many problems...?

D'ERRICÒ No.

DIRENZO What do you mean by party? You mean after work, or just kind of...?

D'ERRICÒ After work, during work, the whole nine yards.

DIRENZO How did your coordinator handle that?

D'ERRICÒ My foreman handled it pretty good. But I started missing work and it wasn't good. And after that the rest of my supervisors didn't handle it that well. So I left and went to Paint Shop. Oh, boy. In Paint Shop, if it wasn't for the Union, I would have been fired. And after the Union stood up for me, that made management stand up for me, and I started improving.

DIRENZO So the Union helped you out on that?

D'ERRICÒ Yes.

DIRENZO Was there a lot of interaction with your co-workers outside of work?

D'ERRICÒ Yeah.

DIRENZO Like what, for example?

D'ERRICÒ We used to leave work and go party, party, party.

DIRENZO What, like go to bars and stuff?

D'ERRICÒ Yeah.

DIRENZO Did you develop a lot of friendships at work?

D'ERRICÒ I don't know what a lot is.

DIRENZO Did you develop any lifelong friends, through work, or just kind of more casual?

D'ERRICÒ More casual.

DIRENZO Just kind of go out, do your thing, and go home?

D'ERRICÒ Right.

DIRENZO How about like, did you plan, when GM had social gatherings; for example the GM Day at Geauga Lake or something. Did you go as a group with people, or did you not go?

D'ERRICÒ I went a couple of times. That's all I could make it, was a couple of times.

DIRENZO So not much.

D'ERRICÒ No, not much.

DIRENZO What about, did you ever develop close enough friendships at work that your families would get together? Or you would get together on Sunday afternoons? Or not?

D'ERRICÒ I had one friendship.

DIRENZO I'll switch gears a little bit. How have safety issues changed over the years, from the time you started? What year did you start?



D'ERRICÒ '68.

DIRENZO And how old were you then?

D'ERRICÒ Eighteen.

DIRENZO From '68 to 2002, how has safety changed?

D'ERRICÒ It came from management not giving a shit to management... giving a shit. Ok? There was a time that management didn't give a shit about safety so we fought for safety and won something.

DIRENZO So it was do your job or else... philosophy?

D'ERRICÒ Right.

DIRENZO Now was that around the time that you had the GM AD – Auto Division - people coming in? Were they pushy with you guys about some stuff?

D'ERRICÒ Oh, yeah, they were pushy, pushy, pushy.

DIRENZO What did they demand from you guys in the line?

D'ERRICÒ Everything. They wanted us to do everything no matter what the circumstances.

DIRENZO Even... let's say, go above and beyond your job task?

D'ERRICÒ Oh, yeah. In other words, say you needed a pair of gloves to do your job. They didn't give a shit about what you needed. They just wanted you to do the job; they were chintzy, chintzy, chintzy.

DIRENZO Do you think GM is a safer place to work then it was then?

D'ERRICÒ Oh, yeah.

DIRENZO Do you consider it a safe place to work?

D'ERRICÒ Yeah. Now it's a safe place to work.

DIRENZO Did they always have the stop lines painted on the floor with the fork truck, and things like that?

D'ERRICÒ No, not that I know of.

DIRENZO Do you remember a lot of accidents, or injuries?

D'ERRICÒ I remember, well, there was this one guy. He had an injury. He needed a pair of gloves and they wouldn't give him a pair of gloves. Cost him his finger.

DIRENZO Oh, really? How?

D'ERRICÒ Because the job he was doing was sharp or something. His hands were all greasy or something. And they said, "Tough shit (about) the pair of gloves" and he did his job anyway and it cost him.

DIRENZO Did he ever return to work?

D'ERRICÒ Oh, yeah. He returned. Even though he returned to work, he had a sour memory.

DIRENZO How did they treat him after that?

D'ERRICÒ Probably better than before. I mean, once you're too chintzy to help someone and you hurt someone, you say, "Hey maybe we shouldn't be that chintzy." So I imagine they improved a little bit.

DIRENZO What are your feelings on, I would say in the early '70s a lot of women probably started coming into the plant. What are your feelings on that?

D'ERRICÒ Well, when I hired in, there were no women to speak of, in production. So when women hired in, of course it was something brand new. And we had to work it out. We had women in the workforce; now how do we treat each other? Are they just employees like us? Are they women and employees? We needed to know what the rap was. So it was kind of a big adjustment, knowing that we had to work with women. And we also had to treat them with respect. Because you know how guys are; they mess around, mess around, mess around. So we had a lot of learning to do.

DIRENZO Were the women treated differently than the men were?

D'ERRICÒ Not by management. Just by the employees.

DIRENZO Did you ever witness, it probably wasn't as big of an issue back then, but did you ever witness any sexual harassment problems regarding the women on the floor?

D'ERRICÒ Did I ever witness any? No, I never witnessed any. But there was a lot of claims.

DIRENZO What about race relations? Did you ever see any examples between blacks and whites, or american-born to foreign-born?

D'ERRICÒ No.

DIRENZO Never any problems?

D'ERRICÒ One thing about GM, as far as race, color and creed, people seemed to get along.

DIRENZO Were there many people with different religious beliefs?

D'ERRICÒ Well, I know I have religious beliefs, so I am sure people with religious beliefs have religious beliefs.

DIRENZO Were there ever any discussions at work, as far as religious topics went.

D'ERRICÒ Not very many.

DIRENZO I've noticed when I was there; I see signs sometimes that people have Bible studies and things like that. Did they do that during plant hours, or before, or after work?

D'ERRICÒ No, they do those on their own time.

DIRENZO Did you ever witness any pushing, like people pushing people to go to those or anything like that?

D'ERRICÒ Just once. We had a born-again Christian that thought he was better than everybody else. And if you weren't a born-again Christian, he would razz you and razz you and razz you.

DIRENZO Get irritating?

D'ERRICÒ Yeah.

DIRENZO Did he eventually stop, or was it just kind of, you ended up in different areas and didn't really hear from him again?

D'ERRICÒ The whole thing (laughs).

DIRENZO How do you feel about, over the years, the increase in the role of robots in the plant?

D'ERRICÒ Well they serve a purpose.

DIRENZO How?

D'ERRICÒ They do things employees can't do, as far as, they can do time-consuming tasks at a pace that matches the line, ok. If employees had to do some of the stuff that

robots do, there would be a whole bunch of time needed to have it done. And General Motors being a business, they want to do all they can in the shortest possible amount of time. That's where robots come in. When they need to do something quicker than an employee can, they'll go to a robot.

DIRENZO Do you agree with this?

D'ERRICÒ Yeah, I agree with it. I mean, take the windshields, take the backlights. What if an employee had to put the urethane?

DIRENZO Did they used to, or did they always have a robot to do that?

D'ERRICÒ I'm not sure, because I'm kind of new in the glass area. But I can just imagine an employee being that accurate with that much urethane. To do it that quickly.

DIRENZO Just to give whoever listens to this a knowledge of the importance of the urethane on there, what's the purpose of the urethane on the glass?

D'ERRICÒ Urethane on the glass; it's a sealer. When you put the urethane on the glass, and then you pop it on the car, it bonds and then it hardens.

DIRENZO What would be the consequences if they missed some of the spot on there; say if it was a person doing that?

D'ERRICÒ Well, leaks. Water leaks, even quality...

DIRENZO Could the glass fall through, or not?

D'ERRICÒ No, it's not that. You need a big amount of urethane, and it has to be applied in the proper area, and it has to be done quickly. It's not that an employee couldn't do it, but it'd be very time consuming. It's not that we couldn't get the same quality. We just couldn't get the same quality in the same amount of time.

DIRENZO How has the line speed changed over the years? Has it been consistent?

D'ERRICÒ Well when I started there it was sixty an hour.

DIRENZO What is it now?

D'ERRICÒ 'Bout seventy-four.

DIRENZO Oh, really? So the line moves faster now?

D'ERRICÒ Yeah.

DIRENZO Did they ever try to push the line faster to the point where it felt that you were overworked?

D'ERRICÒ I'm not sure about that one. I remember when they had the Vega, we were – I can't remember how many cars we were pumping out – close to a hundred cars an hour.

DIRENZO I've heard some stories about the Vega before. I've actually heard both sides; that it was a low-quality car, and I've also heard that it wasn't the quality but it was more an engineering design problem.

D'ERRICÒ I've heard the same thing; it was engineering design that screwed the Vega up.

DIRENZO That's what you feel?

D'ERRICÒ Yeah. It was a rust trap. And the engineers didn't design the rust out of it; they designed the rust into it. And because it was a rust trap, people said, "This car's a rust trap, give me another car." It was all get-go; people don't like a rust trap. So after people caught onto the rust trap, then the Vega wasn't as popular as it was when it was introduced.

DIRENZO Once it started losing popularity for that, who ended up receiving the blame?

D'ERRICÒ I have no idea. Probably the engineers because they came up with the new product.

DIRENZO Ok. They didn't try to put the blame on the workers themselves?

D'ERRICÒ No, I don't think so.

DIRENZO You never felt that way?

D'ERRICÒ No, because we sold a whole bunch of 'em. And, you know, the employees don't make the car rust. You know, that's not part of the employee's job, to make a car rust. That's the engineer's job. So at least they were honest about that.

DIRENZO Do you feel that the employees at GM deserve the wages and the benefits that they get?

D'ERRICÒ Well, it's like this. When I started there, in 1968, I had wages and benefits. My wages were \$3.50 an hour. I worked there for thirty years and now my wages are \$25.00 an hour. I think I deserve \$25.00 an hour; I've been there for thirty years. I mean, would I still be there if I was making \$3.50 an hour?

DIRENZO I don't think so (laughs). Let me move a little bit toward the management side. How do you feel the management treated the employees? And kind of start from the beginning. How maybe their treatment of employees has changed from when you first started to now?

D'ERRICÒ Management's always treated an employee as a warm body. "We need a warm body, and that's all we need." That hasn't changed. It's always been that way.

DIRENZO So they look at you more as a thing more than a person, almost?

D'ERRICÒ Right. Almost. Unless you excel, then they appreciate you.

DIRENZO Do you think they have always been fair?

D'ERRICÒ I don't know. For example, I thought it was fair that if I had to stay there till quittin' time, my work was done. Let's say I get off at 3:30, right? At 3:30 I'm no longer on the clock; I'm no longer getting paid. But according to GM, even though I'm no longer getting paid, I still have responsibilities. And what I said is, "Hey. You're going to be giving me a hard time; I'm going to be giving you a hard time." Which was cool. But when they gave me a hard time, it was cool. But when I gave them a hard time, it was not cool. So I had the philosophy that GM wants their cake and they want to eat it too. And you know how that is; who the hell wants all that? Not me. You either have your cake or you eat it. And that's the way that we feel as a Union. As a Union, we feel that you're not supposed to have your cake and eat it too. That's supposed to be an impossibility. And so we argued and argued and argued and that's what the argument's all about.

DIRENZO As far as any conflicts that you've had or you've witnessed between management and labor, is it more reasoning or is it more yelling?

D'ERRICÒ It's yelling about reasoning.

DIRENZO What do you mean by that?

D'ERRICÒ Well sometimes cool reason isn't enough. So you have to get up about it, you know what I mean? Let's say that I have reason and you have no ears. Well maybe you can't hear so well, so I have to speak up.

DIRENZO You think that foremen are degrading towards labor; that they belittle them?

D'ERRICÒ Yeah, I do think so. I think that management thinks that it is hot shit and that employees are nothing but a piece of shit.

DIRENZO Would you ever want to be a foreman?

D'ERRICÒ I turned it down.

DIRENZO You'd turn it down? Why?

D'ERRICÒ Because I don't want to go around, making life miserable for employees. That's not me.

DIRENZO Is there a pay increase to be a foreman?

D'ERRICÒ Probably they make more an hour than I do.

DIRENZO But you just don't think it's worth it?

D'ERRICÒ No.

DIRENZO Probably, a foreman, you'd get it from both sides?

D'ERRICÒ Yeah.

DIRENZO From management's point of view; try to think about their point of view; do you think that they are justified in the way that they treat their employees?

D'ERRICÒ Oh they have a mission.

DIRENZO And what does that mean?

D'ERRICÒ The most money for the least work.

DIRENZO So do you think they are justified in, let's say, adding more robots and cutting more jobs?

D'ERRICÒ Well, yeah. I mean, it's their business. I mean, if you had your own business, you'd want the least amount of expenditure for the most amount of profit, right? So what are you going to say about that?

DIRENZO I just know that some people really take offense to that, though. I know that some labor really takes issue with that issue. You know what I'm saying? But you don't take it personal?

D'ERRICÒ No, I don't take it personal.

DIRENZO Do you think that management can be fair to employees and yet be competitive in the market?

D'ERRICÒ Theoretically speaking, yeah.

DIRENZO What do you mean by theoretically?

D'ERRICÒ Everybody needs to eat. So I believe that if they would feed their troops, they'd get the quality and the quantity.

DIRENZO How do you feel management and Union relations are, or have changed over the years? How were they at first?

D'ERRICÒ At first they were always volatile. Very volatile.

DIRENZO How has that changed?

D'ERRICÒ We bend a little.

DIRENZO So you feel that the Union today is not as powerful as the Union in the early days?

D'ERRICÒ I feel that the Union today is doing the best they can with the power they have. Get them standing. When I got hired in at GM, it was an employees' market. Jobs like GM were a dime a dozen. But now it's not the way it is. Jobs at GM are not a dime a dozen. So the Union has to deal with that.

DIRENZO You think that they do a good job of dealing with that?

D'ERRICÒ Oh, yeah. I do.

DIRENZO Do you feel that the United Auto Workers were more unified in earlier years?

D'ERRICÒ No, no I don't. I think that in earlier years we got more because the law of supply and demand says that they need the supply so we can demand. All right? That's changed a little bit. It's like a role reversal. We need the supply so they can demand.

DIRENZO How do you feel the Union leaders, for example the Committee men or zone men, how do you feel that they relate to those that they represent?

D'ERRICÒ I think they relate just fine. I mean they relate just fine to me. If I give them an impossible task to do, they say, "Hey T", that's an impossible task."

DIRENZO So they know their limits?

D'ERRICÒ I would say so, yeah.

DIRENZO Do they try to push those limits?

D'ERRICÒ Sometimes, yeah.



DIRENZO Have you ever felt like Union leaders have acted like they were above those that they represented, or not?

D'ERRICÒ Not me, I haven't ever felt that way, no.

DIRENZO Do you feel they fight for you enough?

D'ERRICÒ Yeah, I do.

DIRENZO So you believe that you are represented well?

D'ERRICÒ Yes, I do.

DIRENZO In today's market, do you feel that unions are necessary?

D'ERRICÒ Yeah, I do.

DIRENZO Why?

D'ERRICÒ Because management would run roughshod over a non-union shop.

DIRENZO Don't you think that government laws have changed the way management can do that type of stuff now?

D'ERRICÒ Well we have a government in the shop, and the union provides that.

DIRENZO Ok. If you had it all to do over again, would you work at GM again, or would you have chosen something else?

D'ERRICÒ I would probably give it another shot (laughs); I love pain (laughs).

DIRENZO So you've enjoyed it?

D'ERRICÒ Yeah.

DIRENZO You have no regrets; working there?

D'ERRICÒ Nah.

DIRENZO Would you want your child to work there?

D'ERRICÒ Only if they wanted to.

DIRENZO So you wouldn't push it?

D'ERRICÒ No, I wouldn't push it.

DIRENZO I know that some people, that I've heard, really resent their jobs and say that they would not want their children to work there. You don't feel that way?

D'ERRICÒ I feel that it would be their decision and not mine.

DIRENZO Do you think it would be a wise decision on their part?

D'ERRICÒ Of course. Of course.

DIRENZO Sort of to wrap it up a little bit, what do you feel the future of Lordstown is?

D'ERRICÒ The future of Lordstown is a small car with fewer employees.

DIRENZO Is that assuming that they will get that new product?

D'ERRICÒ That's assuming that they get that new product.

DIRENZO Do you think that they will get that new product or not?

D'ERRICÒ I'm optimistic that they will get it.

DIRENZO What makes you so optimistic?

D'ERRICÒ GM Lordstown is a special place to work; and it is so special that I feel like we're going to get the product.

DIRENZO Even with the volatile union relations like of the past? Do you think they'd overlook that?

D'ERRICÒ They've always overlooked it (laughs).

DIRENZO If, just hypothetically, if the GM Lordstown plant were not to get a new product, how do you think that would affect this area?

D'ERRICÒ It would be depressed. This area would be depressed if we didn't get a new product.

DIRENZO Do you think it would kind of be similar to the collapse of the steel industry of the '80s and '70s?

D'ERRICÒ Yeah, similar. You know, when you lose something, it's depressing. When we lost the steel industry, it was depressing. And this would be no different.

DIRENZO Do you have any other stories, or any other things that you want to say about your life at General Motors?

D'ERRICÒ Not everybody appreciates GM. But there are people who try. And I think that in the long run, those people who try, they will figure it out.

DIRENZO Do you appreciate it?

D'ERRICÒ Yes.

DIRENZO So you're more thankful that you've had this job?

D'ERRICÒ Right.

DIRENZO What do you think gives you that positive attitude about it?

D'ERRICÒ Work is a vocation. And when you figure that out, there ain't no shame.

DIRENZO Do you feel that at Lordstown you put out a quality product?

D'ERRICÒ I do.

DIRENZO All right. Is there anything else you have to say?

D'ERRICÒ Not that I can think of.

DIRENZO Well, Tony, thank you very much for allowing me to interview you; I appreciate it.

D'ERRICÒ Thank you.

DIRENZO And I wish you the best.

D'ERRICÒ Thank you.