

Joseph Germano, speech at District 31 Civil Rights
Conference in Chicago, May 12, 1971

1971

Mr. Chairman and delegates to this convention. I am the co-chairman of the Resolution Committee. I spoke last night in the committee to appeal to the committee to non-concur in this resolution. My reason for it was simply this. Not because we do not encourage the young people, or listen to the young people. I come from a great organization, the United Steel Workers of America. We are a democratic organization. We encourage activities of our young people and I think our deeds speak for itself. I said that this convention was wrong. I said this before and I'll say it again. This convention, this state organization that has no responsibilities to an International union, has no jurisdiction over an International union, can not, force its will at the convention of an International union, that we ought to quit kidding our people. Quit kidding these young people and the old people. The old people know damn different too. We ought to quit kidding these young people that they can come to a convention like this for the purpose of damning the leaders of their International union. We in the United Steel Workers of America, when we felt that our leaders didn't serve membership properly, we did without the assistance or advice of any International union or any state organization. Take action in a democratic fashion. Now for this organization to be used as a podium from people who know damn different, to make these young people feel that they are championing their cause, it is absolutely wrong! you're misleading people. You belong to a great International union. I do not know what you do in your International union. It's none of my concern what you do in your convention. I always wish you well. I like to see all International unions successful in their affairs, and where I can assist I shall do so. But I do not believe

that this state body has any jurisdiction in my International union and they better not stick their nose in my International union. They're not dues paying members of my organization. My Steel Workers understand, you shall not conduct the affairs of their International union and I'm sure that that's the way all International unions conduct affairs. So if anybody has any gripes about their International, not doing the proper thing--they are delegates. And if they're not then, damn it, get yourself elected and go and use your International as a podium for these things. Let George Meany understand, who is the International President of the AFL-CIO. Your leadership are part of that organization. They have a voice in that organization. The only thing we can do here is make recommendations, not to International unions, but you make recommendations if you have a policy that has to do with a national situation. You can make a recommendation to that there organization, to the national organization. If you have here resolutions that deal with your state organization, the well being of our membership of the International and local unions who are in the state organization--that is our job. I come to a point and I think that you people, the time has arrived where you people have to either make this a workers' convention, a convention of meaning, a convention of doing the job you're assigned to do. If you don't do that, four days won't be enough. Fourteen days won't be enough. Because you have no damn business trying to inject yourself in the affairs of of the other International unions. This is the reason why I appeal to the people to reject this resolution--not assign it to the board who can't do a damn thing with it. And I urge you people, the young and the old, because I can tell you that I'm just as young and progressive today as I was forty years ago. I take no second place for anybody. You heard me this morning, understand, read a statement that I made to the newspapers.

I read it to you first. I went to the television. I got my lawyers going. For what? I wasn't pushed by the young people or the old people. My people, the Steel Workers, young and old, support me in this thing. Six years ago when I filed the report--one man, one vote, the young and the old in my organization supported me for that. We ask you this morning for support, moral support. Financial support, we will take care of. Let's not fool ourselves, I'm very sorry to take up this time but I'm getting sick and tired of standing. Either you--the members of this International executive board, the membership--you've got to make up your mind. Tell these people what the facts are so we won't have these resolutions time after time which has no damn business in this here state body. Thank you for your time.

(That was Joseph Germano, Director of District #31 United Steel Workers of America, speaking at the, State convention of the AFL-CIO in the Armory at Springfield, Illinois on the merits of a resolution that would condemn the officers of the various International unions. Calling also for new means and methods to approach the problems of 1971.)

May 12, 1971

Discrimination is an attitude toward political belief or religion. I know discrimination, strange as it may seem to some of you. What I saw as a boy, the discrimination towards the Irish people. I saw signs on plant gates as a little boy, "Irish Do Not Apply." It wasn't too hard for me to accept it because I was a little boy, I was trained. I experienced it and I was trained. It was wrong. So that I fought this thing all my life, all my life. I know that when I was a little boy, I was working in the mills. I used to see my Serbian friends and my Croatian friends being discriminated. I mention my Serbian friends and my Croatian friends particularly because I experienced this. My life in the steel mill was around the blast furnace. Those who worked on the blast furnace, those who worked in the stock house were my Serbian and my Croatian friends. I was a boy, not quite 15. years old, and certainly it kind of irritated me. It was kind of bothersome to me to see them being pushed around. And to see them in the morning as the supervisor came along, to tip their hats. Now many of us understand that it was traditional in the old country, when you saw the padrone, you tipped your hat. So, as a boy, I tried to point out that this was wrong. In many instances it wasn't only because it was a custom in their country but in many instances in this country the supervisor expected them to do it. So it's just been one of those things that I've grown up with. And I know that as a boy I happened to go into the office of the general manager of the Youngstown Sheet and Tube Plant here in South Chicago. I was complaining. I was complaining about these things and I did not belong to the union at that time. Our union had been destroyed in 1919. There was no union at that time, but I did go in there.

During the depression where many of our people, many of our old

timers, these people were not only my colleagues but were people who I looked upon as I would look upon my father because I was a boy and they watched over me. They trained me and everything else. When I saw the depression time come along and the way they were pushed around. Many of them lost their money in the bank. Then they were pushed around, no consideration. I went into the general superintendent's office and I tried to explain to him what was going on in that plant. Of course, he looked at me with a big grin and he said, "Well boy, you've got a hell of a lot of nerve coming in here." And I remember very well, why he never dreamed that I would have the opportunity to help him out. But I remember this very moment very well.

You know I didn't go to school too much but I did go enough that I remember a little about history and there was a great man by the name of Abraham Lincoln. In downstate Illinois one time, before he was made president of these United States, he saw the black people being sold around, and he made a statement. I don't know exactly how he put it, but I remember him saying that if he ever had an opportunity to hit this thing, he was going to hit it hard. All I can say to you I said as a young man. If ever I have the opportunity to hit this thing, I'm going to hit it and hit it damn hard. Well, the good Lord give me that opportunity. The good Lord give me that opportunity and I took advantage of that opportunity to do exactly what I said. I tried to do exactly what I thought was right, to see to it that every man, woman and child was treated in this country as they should be treated. And particularly in the mills and factories, understand, that I had the privilege to work in.

I thought it'd be an easy job you know, after we organized people into our organization. After we organized people into our organization I thought it'd be an easy problem. I didn't think we'd have too much

difficulty with the members. I thought that all we had to do now that we're organized was see to it that the companies knew what was right and see to it that the people in the communities did what was right. But to my amazement and to my very very large disappointment I found myself, like many of us did, that not only did we have to fight the companies but we had to fight members of our own organization. Members who belonged to this union, who said they were great trade unionists. And I guess they thought they were because they had organized into this organization, because they would fight the companies, because they were on the picket line. They felt that they were great trade unionists and lost sight of the fact that they were destroying the cause that we really organized. Not only for collective bargaining, but for the purpose of seeing that everybody was treated right.

Well, it took some time. I know in my district here I had to convince many of our people. I had to take sides with the good cause and against their cause, even though they said, "Germano, we helped you organize. I don't think that you should desert us. I think you're wrong;" I said, "I know I'm not wrong when I fight the cause of all the people." I remember in 1942 when we held our first constitutional convention in the city of Cleveland. And Phil Murray thought it was absolutely necessary to do something about this question of civil rights. They formed a national Civil Rights Committee. And I was one of the four men assigned to that committee. And that means that this morning we have the first secretary of that committee who you will hear from later on.

We had many many options. I remember my first experience with one of the companies. I think the Federated Metal boys will testify to that. They had a plant here in the city of Chicago, and they decided to move the plant, I build a new plant out in Whiting, Indiana. It was actually in

Hammond but you had to go through Whiting to get into the plant. The plant in Chicago was, I imagine, 80% black. So when they built this plant over in East Chicago, they were determined, because it was a nice plant, because they had it in a lily white town, the company decided that they were going to eliminate the blacks and that there would not be any difficulty getting white people to work at that plant. Well, we had to take that company on. And to make sure that our black brothers would not be discriminated, and our black brothers would not be eliminated in that plant, we inserted in the contract a clause that would protect our black brothers. That for every white man who was hired, a black man was hired, or a race quota. And I remember them telling me, "Well Germano can't do that. We can't go along with that. Because these people have got to go through Whiting." I said, "Well look, we have lots of people going through Whiting. Now you just make damn sure you hire these people." Well, we were successful then.

Another situation, over in the big mill, some of the boys maybe remember, some they don't. Over in the big mill we had no black cranemen. The blacks only had certain jobs and I remember very well when I insisted to the U.S. Steel Company that one of our black brothers be promoted to a crane man over there in the big mill. Earl Moore was the labor relations man. He was the National Labor Relations Director. Earl said to me, he says, "You know what's going to happen if that goes on?" "Yes, I know what's going to happen," I said. "Because some of the white people have already told me. White members of our union already told me what's going to happen. If I insist that this black man be put on the crane they're going to shut the department down." I said, "Well shut the damn thing down." And I insisted that this man goes on that crane. Earl Moore called Phil Murray in and Phil Murray says, "That's what I insisted on. You put

that man on that crane." They put the man on the crane and the department went down. And we just stood back and said, "If they want to shut the whole damn plant down, let them shut it down. That man is going to stay on that crane." He did stay on the crane, the men eventually went back to work.

Another situation over in Bluefield. One of our black brothers was a helper over there, a laborer. Fred Wilson was head of the plant, manager. Fred says to me, he says, "Joe," he said, "They got a fellow out here, one of the black boys, a very good man, good worker, intelligent fellow. He's a laborer now, Joe, I'd like to promote him." "Well," I said, "Fred, why don't you do it?" "Well," he said. "I got a problem." He said, "These guys are threatening to shut the open hearth down." I said, "Fred you tell them to shut it down and if that's what they want to do I'd like for them to come up and see me." They said that if I insist that this man go on the open hearth and be promoted, that they were going to shut the open hearth down. "Well," I says, "Then you'd better shut it down. As far as I'm concerned, and the company goes along with me, that department will be shut down and will stay down until hell freezes over, but that man is going to be promoted." Fred did that, the man was promoted. They did go out. And the result was that they were out a good time and then they went back to work.

I've done these things because these are weapons. So to point out that we had to, even though we said to the people, even though our policies were to not discriminate, that we had within our ranks people who were discriminating and quite frankly we still have them in our ranks today. In our ranks today we have people who have not accepted this question of the weapon of discrimination. Our Mexican brothers, the Indian brothers, all these different nationalities. And it took me some time to know that

these people who come from foreign ancestors way back have forgotten or haven't taken the time to think about or read about or ask about what happened to their folks when their folks came to this country. May be if they'd concern themselves about that, then we wouldn't find some of these problems that we have in this country of ours.

You know, I've told to our members on more than one occasion, "Look, we must accept this thing because it's right to do. And I'm telling you my dear friend, if you do not accept the thing, two things can happen to you. Your union can be destroyed or else you're going to have to do these things by legislation. Legislation is going to force you to do the right thing." "And I don't think," I said, "that we should wait for legislation to force us to do the right thing." In negotiations with these companies for years, we've tried to get from these companies various understandings to eliminate this hiring practice of discrimination that they still practice. And each time we were unsuccessfull. Oh, we'd think we'd make a little progress; for years we didn't make no progress. But at the last new year we made a bill we thought we'd have success with civil rights, which we have not. We thought that we would have a very effective, good, non-discriminatory hiring practices, but we have not. And we warned the companies, just like we warned our members that the day was going to come that we'll have to go to the legislators. And we're going to the legislators and force you to do what we can't make you do contractually. They, knew that we could not make this a strike issue, because they knew, just like I knew, that you have many people within our plants who would not support it at that time. So we had to go to the legislators. And the legislators have done something about it. They've done something about it. They've passed a law for equal opportunities, companies and unions must comply. If the union or company discriminate against anybody,

regardless of who he is, there's a law, understand. We have a law for that.

We object constantly to the companies. You mustn't give people tests. We're against this kind of test you give the people you hire. Because we pointed out how objective. it was for them to discriminate against our people. Men, women, citizens of this country. Good people. Companies had ways that they could discriminate. They give them a test you know. And we said to them constantly in negotiations, you are discriminating against these people. You use these tests for the purpose of keeping out anybody you want. We said to them, "If you test a man or a woman for promotion, that's one thing. But when you test these people and hire them, that's something else." Well, I want to say to you my good friends that the other day the United States Supreme Court of this country, the United States Supreme Court rendered a decision. They found that the employer, Title VII of the Civil Rights Act of 1964 by requiring a high school education for passing of standards for general jobs. The court found that the Civil Rights Act did not preclude examination but the court did forbid the use of such tests as a controlling force unless they are demonstrably a reasonable measure of job performance. That's a poor statement. What Congress had demanded is that any test used must measure the person- for the job and not the person in the abstract. The tests being used by the Duke Power Company were tests popularly used by many employers today which purports to measure general intelligence and a mechanical aptitude test. Neither test was job related and neither conformed. Therefore the guideline was the test issue by the Equal Employment Opportunity Commission. And the United States Supreme Court decision established a precedent of enormous importance to labor organizations which attempt to foster and preserve the rights of senior employees to job promotion.

They have recognized that tests can be used to discriminate intentionally or unintentionally in selecting employees for jobs. And the only test which can assure a fair and non-discriminatory treatment is one that is job related. Which probably means testing the employee on the job. This is a fact. Some of you people have experienced it. Arbitrators have been dealing with company used tests for promotion. Generally arbitrators have found that employers can give tests to determine promotion, however are against over-emphasizing using tests. And rarely seem to be able to sift out the good tests from the bad ones. The employer usually has some representative of the service which developed the test testify that very complicated -- (tape change) -- that such tests provide proof of anything that the employer wants them to prove. Arbitrators are reluctant to contest the contentions of the professional test assistants. Even the United States government is involved in developing aptitude tests, developing such tests as their ability to determine qualifications like those prepared by the Foley Psychological testing company. Using the psychological tests developed, the test is usually discriminatory against not only the older employees but the minority employees or the culturally deprived employee. The tests are rarely properly validated for the employees being tested. They do not test the ability to perform the job. Often the person selected to administer the test is untrained to evaluate the test or select the test. The mere fact that the test comprises two dimensional objects can create a problem for employees who have their major work experience and training with conventional objects. Tests often involve the use of words and pictures which have no relationship to the job and which tend to confuse those who are not trained to make a comparison between the objects of the tests and the objects of the work. Most employers are fooled by the use of tests and scientific methods, as are the unions which have

not challenged such tests. Thus *not only* may your *senior* employee be hurt by deprivation of job promotion, but the company may be hurt by not using such employee's skills and abilities merely because the employee has little or no ability to take the test. If you feel that a test is being given to determine job replacement or promotion which is not job related, you can file a charge with the FEPC. If such test has been discriminating against the minority groups, you can also file a grievance as an employee who is required to take a test which is not job related. In the latter regard you can use the United States Supreme Court's position as an important basis for showing this inherent discrimination that can be caused by a non-job related test. It's important not to fall into the trap of these other tests. Now this came from our lawyer. This decision came out the other day. Now this is what we've told these companies; this is what we've told our people; by legislation, you're going to be clobbered with this thing; so why don't you do the right thing; this is the right thing. You don't do the testing just to keep people out of employment. They should all be held to that. So you and I know they've done it, because they've done it all these years. So this will eliminate those things and put us in a better position now to talk a little bit about those things when we go into our negotiations.

We have another situation now. We have what we call people who talk out of both sides of their mouth, not only within our union but outside of our union. Too many times we are misled. We are misled by people who profess to be our friends. We are misled by people in the local unions, who run for office every three years, you know, who try to make you believe that they are for you and actually they're not. I know some of these characters. You ask people who run for public office outside the union who profess to be for you, and they're not. They just

want your vote. They want your support. And once you give it to them, they've forgotten about you. I've gotten the experience, the same as you, all these years. All these years, people have used other people. And I think we know enough now, I think the time has come, we're all grown people, that we should be on our guards. I think that we can take a very very good example, a good example of what happened in our last election, in the election of 1968. We saw what happened in that election. We saw that people within the ranks of labor worked for this man Wallace. And what was the reason they voted for Wallace? Was it that Wallace had a better program for this country than Humphrey did? No. They voted for Wallace because Wallace was telling the people, I'm going to save your jobs from these "niggers" and our people fell for it. And they're still falling for it. I saw it in a poll taken the other day, that right today in the machinists union that a certain amount of people favored Wallace. I've wondered about our own union if we took such a poll, what the surprising vote would be for Wallace. There's only one reason, because they haven't accepted, as yet, and maybe they never will, accept the fact that we must abolish discrimination. They haven't accepted one another, haven't accepted our black brothers or our Mexican brothers, or our Spanish brothers. And when they call me dago they haven't accepted me either, you know. So we must keep these things in mind. You remember what happened in Lake County, Indiana, when Wallace run for president. You know the vote he got. You know Wallace beat in Indiana. He beat Matt Welsh. Did he beat Matt Welsh because he had a better program? No. He beat him because of one thing, because this man Wallace was bigoted and they were bigoted too. We had a situation in Gary, Indiana, a few years back, after the present Mayor won for office. He won the primary. What happened in the Fall of the year? He come near to being defeated.

Why? Because his program wasn't as good as the other man's? No. Because he was black and the other man was white. As a matter of fact, well, I hope we don't have the same situation in the city of Gary this coming year. A man has won. Unfortunately we have two good friends of ours. Bad for us when we have this kind of a situation. It puts us in a very bad position but I think our Gary people, I think we all handled it very, very well. I think we've found out, or I'm hoping, that we've learned our lesson from four years ago. I'm hoping that this time we will do the right thing and support this man. And not let the world look upon us as trying to defeat him because merely he's a black man.

Now, these things go on. I cite some of these things but only for the purpose of showing you that it's wrong. For the purpose of showing that we have a lot of ground still to cover. What good if we have a Civil Rights Committee? What good if we have a policy and then we will not accept the policy? I think our policy is good not only for our union but it's good for our country. When we say, equal opportunity for all, and when we say to give people the right to live where they want to live, in the kind of home that you want to live in yourself. Good homes, homes where you can raise your children in a decent atmosphere. Is that asking too much for the sake of everybody? I don't think it is. I don't think it is. I don't think it is. And I don't think we should be forced by law to do these things. We say we are a great trade union, we should be the leader. We should do these things within our organization. Not that we have to. We have to go to the legislators not only because of the the enemies outside of our movement, but we have to go to the legislators to pass laws that the members of our union be forced to do the right thing. You know, I picked up a Daily News here the other night and read about Theodore Hesburgh. He is a Civil Rights Agency chairman, appointed

by Nixon. Now this is his agency. This is a committee he appointed that tells us that they're lying in their teeth. You know. that they are dragging their feet. Now here is a federal bureaucrat from the White House, who is, at least according to its agency, still is dragging its heels in enforcing the Civil Rights, law. In some cases, notably the Department of Housing and Urban Development, which in the decade of the '70's is expected to occupy center stage in the question of equal and fair housing, it had actually been restrained, not moving ahead, re-treating. This is the opinion of the United States Division of Civil Rights headed by the Rev. Theodore Hesburgh of Notre Dame. The Commission surveyed the scene of jobs, housing and federal benefits programs several months after issuing the 1,150 page report last October, which found the federal government lacked some of the tools, but more important lacked the will power to head the nation toward racial justice. The Commission, at that time, it almost said that the great promise of the Civil Rights Law, presidential orders and court decisions, had not been achieved. The Commission called upon President Nixon to exercise his moral leadership to inspire the nation as well as the policy makers in the age of bureaucracy. In its current 55 page look backward it found an exceedingly minimal amount of attention still being paid to its hundreds of recommendations and only a scattering of promises of action. In a great number of cases, especially among some vital instruments of government, as the financial regulation agencies, whose policies have a direct effect on non-discriminatory housing, the Commission found that no action had been taken on the recommendations. No action was planned and none was even under study. The civil rights agencies, whose chairman is the Rev. Hesburgh, University of Notre Dame president, and five other members are appointed by the president, have found that the White House staff has

provided assistance, and Mr. Nixon's civil rights message, as well as contributing to other White House activities (inaudible). Nonetheless, no specific programs of Civil Rights goals, timetables and priorities have been adopted by the White House. What are the Commission's goals? To research and educate, propose, help and legislate civil rights laws and policies. Was it even taken seriously by the administration? Leading officials appear to be (inaudible). This should have been completed with details on what action has been taken or contemplated to enforce civil rights and administration programs. Why just look at the Chicago Daily News, Monday's Chicago Daily News to show you that our officials talk out of both sides of their mouth. And I don't think that we should be involved in these kind of activities. I think that we know what our policy is, that we should act on our policy. We're going to make mistakes. We're going to make mistakes, because of what we're trying. If we don't try to do something, then we won't make any mistakes. But if we try to do what is right and the mistakes come from the head and not from the heart then we're going to be successful. We're going to be successful. God-only knows, in order to carry out this program to do an effective job, we need the help of every man and woman who is active in the organization, regardless of their color, their nationality, their creed, anything. We need everybody together.

A white brother was saying to me, "You know, after all we talk about discrimination, we talk about poverty, you know. Some people say, well hell, you're talking about poverty, you're talking about the black. Oh my dear friend, I've said it before and I cannot say it too much. There are more people in this country, more people in this country living in poverty who are white than are black. So don't think you're fighting just for the black person. Fight for the people of this country. The

people, the poor people who need help. And I guess we're going to, as long as we live, if we don't straighten out this situation that we have in this country, then we are going to have constant turmoil in this country. Whether we have a war in Vietnam or no war in Vietnam. Because once the war in Vietnam, is over, and its going to be over, I know we're going to have to address ourselves to these problems that we have in this country of ours. You can't turn your back to them. There's millions upon millions of people living in poverty. Millions and millions of people who are living in homes that are not as good as in Caracas. This has got to be straightened out this time. This has got to be straightened out this time. This has got to be straightened out. But the only way it's going to be straightened out is by us working together. Pulling together. Pulling together. You know the other day one of my colleagues said, "When are you coming down South?" "Well," I said, "You know, I was invited in 1942. Oh, I wasn't invited, Bill Murray assigned me to a commission down there. To do investigations. One was in the Alabama territory and one was in the Tennessee territory. Dave McDonald at that time was Secretary-Treasurer. He was invited to go down and address a Steelworkers Conference down in Chatanooga, Tennessee. Dave said to me, "Joe, Phillip sent you down with the Commission. How about you substituting for me down in the Motel at this conference?" I said, "Well, did you talk to Murray?" "I'd be very happy to." So he did and I went down there. Drove down there. Got there until late Saturday night. So I didn't have a chance to look around. The next morning I was looking for mass, for a church. A black boy; walked up to me, you know, I talked to him, he started shaking. I asked him, "Where's the Catholic Church?" He looked at me and said, "What?" 'He said, "You're from the North." I said, "Yeah." He said, "I know, You've made a few mistakes here this morning. "One," he

said, "you talked to me. And you asked for the Catholic Church."

I went to the meeting.* All the black brothers and sisters on one side, all the white brothers and sisters on the other. I walked down the middle of the aisle. I was not accustomed to that kind of business. I had met people who had told me about it but I never experienced it myself. So I walked up there in the middle of the aisle and stepped on the platform (inaudible). And I guess that name Germano startled them because nobody would talk. And I started to talk, gave my speech and I thought there'd be a good place, you know, a good place to sit back and talk about the union. I'd talk about the Harrisburg Convention and the resolution, be conciliatory (inaudible). But my experience, like I told you here this morning, my experience as a boy, I come from Italy, I'm sure you know that by my name. And I'm not accustomed, I said to walking into a hall, on one side the black brothers and sisters, the other side the white. And the black ones are just as good at paying dues as I am. Well hell, I had applause, ladies and gentlemen. All from one side, 500. I took advantage of them. When I got done with them, so help me God, there wasn't one white person. Bill Foster was the director at that time. Even he said, all I was brought up with was the black people. I was very happy about that. But I just wanted to show you that we have made progress here; we have made a lot of progress here. A lot of progress. And we've got to make more. We've got to do it. We've got to accept one another. What's the use kidding ourselves? What's the use kidding ourselves if we say we're going to go into contract negotiations now? And we don't know what we're going to be facing? We need one another's help. We've got to work together. We've got to work together. And so we mustn't forget all this history of struggle in the labor movement. It was done together, it wasn't just done by one group. This is the reason why I say, ladies

and gentlemen, you treat your brother and sister just like you want to be treated yourself, just like you want to be treated yourself. Don't begrudge things to others that you like yourself. If we do that, I'm sure, I'm sure, that we will make more progress. We'll make more progress. You know, this is the reason why when we talk about political action, we must, elect our friends and defeat our enemies, because for the reasons I've told you, that where we are not successful over the bargaining table and we have talked about this so many many years with the employer and never made progress. And where we're not successful over the bargaining table we must have legislation. We must have friends to help us legislate laws. When we ask, for contributions and ask for participation what: we want you to do is very very important. Well I think I have talked enough for this morning, but let me say to you my dear friends, you cannot talk too much about this.

You're a good audience, good people, and I certainly want to thank you for your very very kind attention.