

MS ~~McAlister~~

TAB D

FAIR EMPLOYMENT POLICIES AND PRACTICES
AT THE FORD BRITAIN PLANT IN NORTHERN IRELAND

cc Mrs M. Owen
Mr Henderson
Mr Kirk
Mr Gray
Mr Murphy

~~John~~

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check to see if these
copies have already been

OCTOBER 1990

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FORD FAIR EMPLOYMENT PRACTICES IN NORTHERN IRELAND

Purpose of This Report

This 1990 report--the third in a series---is published in fulfillment of Ford's pledge "to make available an annual report of compliance" with the fair employment principles Ford adopted in 1987. The report is based upon employment levels as of September 30, 1990. Changes after that date will be reflected in next year's study.

In September 1987, Ford published a study of fair employment policies and practices at Ford Britain's plant in Northern Ireland. The study, undertaken by a team of Ford executives from the U.S. and Europe was intended to provide Ford shareholders and other interested persons with an analysis of past and present employment at the Plant.

As part of the 1987 study, Ford reported on its adoption of newly codified fair employment principles for the Belfast Plant. Modeled on the MacBride Principles of fair employment, the Ford code combines the original MacBride Principles with the "amplifications" published by Sean MacBride. Where the MacBride Principles, as amplified, raised legal or operational problems, Ford made only slight modifications to satisfy these concerns.

Ford Facility in Northern Ireland

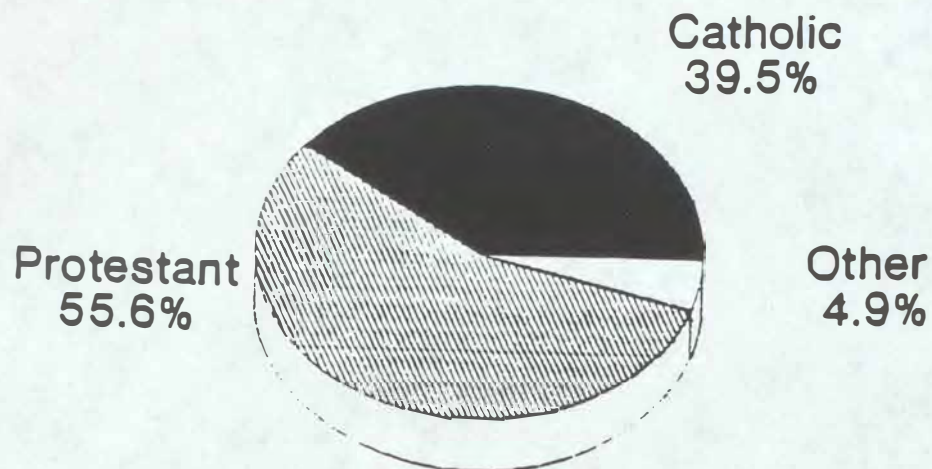
Ford Britain operates a plant in Northern Ireland which presently manufactures carburetors, oil pumps and water pumps for the European market. The plant is on 45 acres adjacent to the M1 Motorway (a limited access highway) in the Ladybrook section just south-west of the city of Belfast. Manufacturing processes at the plant include zinc and aluminum die casting, metal machining, assembly of small components and product testing. The Belfast Plant is one of Ford's smallest production facilities in western Europe. The Plant has a fully unionized work force and fair employment policies and practices are part of national agreements between Ford and the respective trade unions.

Religious Composition of Ford's Belfast Plant Work Force

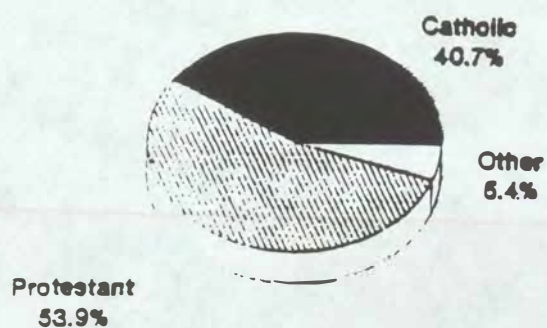
Because of product changes and intense international competition, employment at the Belfast Plant is now less than half of the 1979 level. Ford accomplished the work force reductions at Belfast through retirement, voluntary redundancy programs and attrition. Each of these programs operated totally without regard to employees' religious affiliation, political beliefs, race or sex. With the exception of one employee who was dismissed for cause, no one was asked to leave. Between January 1, 1982 and September 30, 1990, (the date for statistics used in this report), the Plant hired 26 new employees, including 13 technical trainees.

Our 1987 study was based upon a work force of 800 employees. By 1989, employment had declined to 711 employees. As of September 30, 1990, Plant employment stood at 716, a net increase of 5 employees over the previous year. Of the 716, 39.5 percent are Catholic, 55.6 percent Protestant and 4.9 percent undetermined (see Figure 1). Some of the employees whose religion could not be determined presumably are Catholic, although statistically listed as "other" because Ford could not assess their religious affiliation with confidence.

FIGURE 1
FORD'S BELFAST PLANT WORK FORCE
716 EMPLOYEES
Religious Affiliations



Hourly Work Force
572 Employees
Religious Affiliations



Salaried Work Force
144 Employees
Religious Affiliations



(As of September 30, 1990)

Although employment at the Belfast Plant has increased marginally during the past year, it is projected to decline in the future because of new product technology, competitive factors and further productivity gains in the automotive industry. New Ford investment at the Belfast Plant (£32 million in 1987 and, more recently, an additional £50 million for new products and programs) is intended to keep the Plant competitive.

Ford's 1987 study established a rigorous methodology for determining the religious affiliations of the Plant work force. It included the use of employee questionnaires, assumptions based on employee addresses and schools attended and judgments of a Plant management panel composed of Catholic and Protestant members. That methodology was discussed in detail in the September 1987 study and it remains available on request to interested readers.

New Law Requires Changes in Methodology. In January 1990, the 1989 Fair Employment (NI) Act became law. This law requires an employer with more than 25 employees to determine the religious affiliation of its work force by confidentially requesting them to: (1) declare their affiliation, or (2) declare the primary school attended longest, or (3) declare the primary and secondary schools attended. The law also: establishes the new Fair Employment Commission (FEC); requires employers to file annual reports on the religious affiliations of their work force; and sets new and tougher penalties for violations of the fair employment law.

Under the new law and regulations, an employer can adopt only one method of declaration for the complete work force. Since it appeared to be the most direct and potentially the most useful method permitted, the Belfast Plant chose alternative (1) declaration of affiliation by each employee. While this methodology differs from previous Ford practice, the actual statistical effect is negligible. Figure 2 shows the number of Catholic employees as of September 30, 1990 using both the previous Ford method and that prescribed by the new Fair Employment law.

Stage two of the Fair Employment Commission's monitoring system requires employers to advise employees, in writing, of how their religious affiliation will be counted in the report to the Fair Employment Commission. Each employee had one week to advise the Company if he/she disagreed with the declared affiliation, and if so, to state the correct affiliation. The revised (or correct) affiliation would be included in the monitoring return.

For those employees who preferred not to make a declaration, or who declared they were neither Catholic nor Protestant, a management team including both Catholics and Protestants assessed the affiliations based upon information available, e.g. schools attended, employees address, or other data available in an employee's record. Those assessments were included in the monitoring return to the Fair Employment Commission. Some of the employees whose religion could not be determined have been included in the monitoring return as "other" or "religious affiliation could not be adequately determined".

X [Ford does not divulge any employee's religious affiliation to the Fair Employment Commission or to anyone else. Figures are used only in aggregate form, similar to those used in this compliance report. All information about employees' religious affiliations is treated as confidential by Ford.]

FIGURE 2

BELFAST PLANT WORK FORCE BY RELIGION AND JOB CATEGORY

Total Number of Employees			Catholic Employees ¹				Number of Catholics 1989	Percent Catholic Availability in Plant Recruitment Area
Job Category	1990	1989	New FEC Rules		Old Method			
			Employees %		Employees %			
Senior Management	13	13	3	23.1%	3	23.1%	2	30%
Middle Management	16	14	5	31.3%	5	31.3%	4	30%
Supervision & Professionals	106	106	42	39.6%	41	38.7%	41	35%
Clerical	9	9	0	--	0	--	--	40%
Semi-skilled	473	477	204	43.1%	202	42.7%	204	40%
Craft & Trades (Skilled)	99	90	29	29.3%	30	30.3%	26	25%
Total	716	711	283	39.5%	281	39.2%	276	37%

1. Box compares two ways of determining employees' religion.

"New FEC Rules" refers to the Northern Ireland Fair Employment Commission and its new regulations which entered into force on January 1, 1990.

"Old Method" refers to the Ford methodology adopted in 1987. This method of assessing the religious affiliations of employees was used in Ford reports prior to 1990.

(All figures are as of September 30, 1990)

The Belfast Plant registered with the Fair Employment Commission on February 6, 1990 and submitted a monitoring return on June 6, 1990.

Ford will continue to publish a Compliance Report in October of each year but, effective with the 1990 report, religious affiliations will be based upon the declaration adopted for the Fair Employment 1989 (NI) Act, rather than the Ford methodology used previously. This is being done to assure consistency of reporting. For readers interested in this subject, the 1990 report shows both sets of figures (the Ford methodology and the new FEC rules). The statistics show only a negligible variation between the two methods. Data in all future reports will be based upon the FEC methodology alone.

Religious Affiliations and Job Categories

Broadly speaking, the Plant has six basic job categories which approximate to the Ford salaried and hourly pay grade system and are related to job responsibilities. (See Figure 2.)

Salaried Categories - totaling 144 employees in 1990: senior management (13 employees); middle management (16 employees); supervision and professional staff (106 employees); and clerical (9 employees). Salaried employment at the Belfast Plant has declined by 15 employees since the 1987 report.

Hourly Categories - totaling 572 employees in 1990: craft or skilled workers (99 employees); and semi-skilled workers (473 employees). This is a net reduction of 69 employees since the 1987 study.

Since the 1987 study, 105 employees have left the plant and 21 new employees have been hired. The 105 who left includes 35 Catholic employees and 70 employees who are either Protestant or whose religious affiliations could not be determined. Eighty employees left under special early retirement or voluntary redundancy programs; 16 employees died during the period; one retired under the Ford medical disability program; three decided to retire under standard retirement rules; four employees resigned; and one employee was discharged for cause.

Ford believes that the proportion of Catholic and Protestant employees in the Belfast Plant work force is consistent with the religious composition of the Plant Recruitment Area. The Plant Recruitment Area for the Ford Belfast Plant forms a rough crescent centered on the Plant and running generally north and south of it. This area encompasses every neighborhood in which the Plant's present employees reside.

Percentages shown for Catholic and Protestant availability are based upon the working age population, male and female, within the Plant Recruitment ("catchment") Area. For study purposes, Ford has assumed that every person of working age, male or female, is interested in working outside of the home, interested in employment in a manufacturing plant and possesses the education and skill levels such employment would require for at least semi-skilled and clerical work.

There is no intent by Ford to restrict in any way applicants from other, more distant areas. Likewise, Ford makes no effort to restrict applicants who live in neighborhoods within a short distance of the Plant. Ford recruitment is done on the basis of total equality of opportunity for all applicants, including advertisements in three general circulation newspapers: the Irish News, the Newsletter and the Belfast Telegraph.

Some groups and individuals in the U.S. believe that plants in Northern Ireland should mirror precisely the religious composition of neighborhoods adjacent to them. Ford rejects such a quota policy as inherently discriminatory and illegal. It would limit Catholics to employment only in predominately Catholic areas and Protestants to employment only in predominately Protestant areas.

Since relatively few employers are located in Catholic neighborhoods, such a policy (if applied) would exclude the majority of Catholics from ever attaining full participation in the economy of Northern Ireland. It should be noted that Catholics comprise about 25 percent of the working age population living within a five mile radius of the Belfast Plant. The Plant work force is about 40 percent Catholic.

Monitoring By Outside Groups

IRRC
During 1989, the Belfast Plant was visited by representatives of the non-partisan, non-profit Investor Responsibility Research Center (IRRC). Certain Catholic religious orders and U.S. states and cities which have enacted MacBride Principles legislation asked the IRRC to investigate fair employment at six U.S. owned companies with Northern Ireland facilities. Ford was the first company to agree to independent outside monitoring of its Northern Ireland operations by the IRRC.

The IRRC study devotes 33 pages to the Ford Belfast Plant and concludes that Ford's fair employment policy for the Belfast Plant is consistent with the MacBride Principles; that the number of Catholic employees at the Plant is what reasonably would be expected and that the Plant practices fair employment.

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In January 1990 and again in October 1990, the Comptroller of the State of New York likewise published a report on fair employment in Northern Ireland. This report is required by New York's MacBride Principles legislation. The October report said, in part:

"As in 1988, Ford Motor Company not only set a standard for the production of detailed information and careful survey answers, it also continued to be in a class by itself in identifying and implementing anti-discrimination programs, even in the face of a continuing decline in its Northern Ireland work force."

The residential areas in which Plant employees live are listed in Figure 3 below:

FIGURE 3.

BELFAST TOTAL WORK FORCE
BY RESIDENTIAL AREA AND RELIGION

<u>City</u>	<u>Total</u>	<u>Catholic</u>	<u>Protestant</u>	<u>Other</u>	<u>% C</u>	<u>% P</u>	<u>% O</u>
Banbridge	24	8	15	1	33.3	62.5	4.2
Bangor	12	2	10	-	16.7	83.3	-
Belfast	339	201	122	16	59.3	36.0	4.7
Dromore	11	-	11	-	-	100.0	-
Dunmurry	68	30	34	4	44.1	50.0	5.9
Lisburn	174	22	145	7	12.6	83.3	4.1
Newtownabbey	17	5	11	1	29.4	64.7	5.9
*All Others	71	15	50	6	21.1	70.4	8.5
Total	716	283	398	35	39.5%	55.6%	4.9%

* The residential areas listed below have fewer than ten employees, the data have been aggregated to protect their privacy.

Antrim	Dromara	Larne
Ardglass	Gilford	Lurgan
Baflinderry	Glenavy	Maze
Ballynahinch	Glenformley	Meghaberry
Bryansford	Greenisland	Moirs
Carrickfergus	Hillsborough	Newtownards
Crossgar	Holywood	Portadown
Crumlin	Jordanstown	Seapatrick
Derriaghy	Lambeg	Templepatrick

(Andersonstown and Finaghy are included in the Belfast figures.)

Compliance With Ford Principles of Fair Employment in Northern Ireland

Ford subscribes to the following principles of fair employment at the Belfast Plant. Beneath each, in bold type, is the 1990 statement of Ford compliance.

FAIR EMPLOYMENT PRINCIPLES FOR NORTHERN IRELAND

(Ford Motor Company, Ltd. has subscribed formally to these Principles)

1. Increase, by reasonable and lawful means, the representation of individuals from under-represented religious groups in the work force, including managerial, supervisory, administrative, clerical and technical jobs.

During the period covered by this report (September 1, 1989 through September 30, 1990), the Plant hired a total of 15 new employees: 13 apprentices, one hourly paid fire officer and one salaried supervisor. Of the 15, eight are Catholic and seven Protestant.

As of September 30, 1990, the Belfast Plant work force stood at 716 employees, a net increase of five employees during the past year, compared with 711 in 1989. This is a minor change in the general direction of Plant employment which was 800 employees in 1987, and which has been declining steadily for the last decade. The Plant does not anticipate the need for a major recruitment program; a further longer-term decline in employment is projected. New employment, therefore, offers little opportunity in the foreseeable future to change significantly the overall religious composition within the Plant.

A limited number of promotions will be available from time to time as the Plant work force changes (retirements, resignations, etc.) and as the Plant Management organizes production to meet new schedules and competitive conditions. In general, however, promotions for employees, whatever their religious affiliation, will continue to be restricted.

During 1989, the unexpected resignation of the Plant Manager and the assignment of the Personnel Manager to other duties created promotional opportunities within the senior management category. The assistant managers in each case were promoted to fill the vacancies.

2. Provide adequate security arrangements to protect employees at the work place. Prohibit intimidation and physical abuse at work. Make all reasonable efforts to ensure that applicants are not deterred from seeking employment for fear of their personal safety at work.

Ford Britain's safety and security standards are set by its Central Office (Ford U.S. procedures tailored to meet statutory requirements) and plants are audited periodically to ensure compliance. Belfast Plant security procedures include stringent gate checks with regular plant and perimeter surveillance. These are required for the security of the facility and its employees.

Roughly two-fifths of the Belfast Plant work force is Catholic. Ford does not believe that either Catholics or Protestants are intimidated, because of fear for their personal safety, from applying for positions or working at the Ford facility. Recruitment advertising has included the symbol of the former Fair Employment Agency as one way to emphasize that the Plant practices equal opportunity. The new Fair Employment Commission does not have a symbol at this time.

Within the boundaries of Plant property, Ford Britain is committed to provide security to all employees. Ford Britain also will be alert to security concerns which arise outside the Plant but which may affect employees in their travels to and from work. In such cases, Plant Management will take appropriate security measures within Plant property (e.g., tighter perimeter surveillance and gate control) and will also cooperate fully with law enforcement authorities, with the intent of helping to assure that Belfast Plant employees may travel freely and unmolested to and from work.

3. Prohibit the display of provocative religious or political emblems at work.

No provocative religious or political emblems are, or have been, on display within the Plant. During the past two years, Ford's Belfast Plant has been visited at different times by Irish American leaders, members of U.S. state legislatures, U.S. Government officials and the Comptroller of the City of New York, as well as by Ford executives from the U.S., Ford of Europe and Ford Britain, including the Ford Britain Equal Opportunities Office. Each of these individuals verified that no displays of provocative religious or political emblems are permitted in the Belfast Plant.

4. Advertise all job openings publicly, and make special efforts to attract applicants from under-represented religious groups.

Ford Britain is an equal opportunity employer. In Northern Ireland, it previously displayed the symbol of the Northern Ireland Fair Employment Agency at its Belfast Plant (the new Fair Employment Commission does not have a symbol) and it continues to identify itself as an equal opportunity employer in published advertisements. Ford places job advertisements in the Belfast Telegraph, the Irish News and the Newsletter, general circulation newspapers read by Catholics and Protestants. To maximize applications from under-represented groups, these advertisements indicate that Ford has an Equal Opportunity policy.

5. Ensure that layoff, recall and termination procedures are free from religious criteria, and do not, in practice, select employees for reasons of their religious or political beliefs.

There were no layoffs during the past year. Consistent with existing procedures, any layoff would recognize operating needs and Company service, regardless of religious or political beliefs. As previously noted (page 3), 105 employees left the Plant and 21 new employees were hired since the 1987 Report. This net reduction of 84 people since the 1987 Report (Figure 4) reflects:

FIGURE 4.

PLANT CHANGES IN BELFAST WORK FORCE SINCE 1987 REPORT

	<u>Catholic</u>	<u>Protestant</u>	<u>Other</u>	<u>Total</u>
Voluntary Redundancy	13	11	3	27
Special Early Retirement	17	35	1	53
Deaths	6	9	3	16
Medical Separation	0	1	0	1
Other	1	7	0	8
Total	<u>37</u>	<u>63</u>	<u>7</u>	<u>107</u>

6. Prohibit job reservations, apprenticeship restrictions, and differential employment criteria which might discriminate on the grounds of religious or political belief.

Ford prohibits job reservations, apprenticeship restrictions and differential employment criteria based upon religion, race, creed, color, nationality, ethnic or national origin, marital/parental status or sex. In addition to policies already in existence at the Belfast Plant, Ford Britain management agreed with its staff representatives and hourly paid unions in 1988 to a revised and more detailed statement on equal opportunities. The Company and the trade unions declared their opposition to any form of less favorable treatment, whether through direct or indirect discrimination, accorded to employees or applicants for employment, on any of the grounds mentioned above.

This national agreement applies to all Ford Britain facilities. Each plant, including Belfast, is required to operate in accordance with that agreement and is monitored to ensure compliance.

7. Create, develop, and expand training programs which, on the basis of equality of opportunity, will prepare current employees for higher graded jobs as they become available.

The Belfast Plant has reviewed its skilled work force requirements, taking into consideration projected employee attrition and new product programs involving automated production facilities. Based upon this review, the Plant has reintroduced its technical trainee program for young people 16 to 19 years of age. Six students were selected in September 1989, starting their training program at that time. The Plant management has completed a further detailed review of its longer-term skilled work force requirements including projected attrition, and decided to continue its recruitment of trainees. A further seven trainees started their training in September 1990, making a total of thirteen in total. These are included under skilled employees within the work force analysis (Figure 2).

Training seminars for other Belfast Plant employees are an on-going part of Ford employment. During the period of September 1989 to September 1990, seminars were given on Belfast Plant products, technical appreciation, statistical analysis, computer studies, safety and educational requirements. Course attendance statistics are listed below. Some employees participated in more than one seminar. Training seminars vary in length, from less than a full day to up to 35 days.

TRAINING SEMINARS - SEPTEMBER 1989 THROUGH SEPTEMBER 1990

<u>Seminar Attendance by Assessed Religion</u>				
	<u>Catholic</u>	<u>Protestant</u>	<u>Other</u>	<u>Total</u>
Hourly Paid	161	200	41	402
Salaried Staff	<u>40</u>	<u>91</u>	<u>6</u>	<u>137</u>
Total Attendance	<u>201</u>	<u>291</u>	<u>47</u>	<u>539</u>
Memo:				
Attendance Sept 88 to Sept 90	472	728	76	1276
Percent Attendance	37.0%	57.1%	5.9%	

Beyond the Belfast Plant, Ford Britain has developed a technical training program for young men and women in the Belfast area. Objectives of the two-phase program are discussed below.

- Phase I: increase the "high-tech" skill capability for school leavers in the Belfast area; and
- Phase II: upgrade the standards and output of the various Community Workshops (government-run training centers) within Belfast. More than 50 percent of Belfast area school leavers attend these Workshops, but Workshop training programs presently are limited.

Phase I - High Tech Skill Capability. As pledged in the 1988 compliance report, Ford has provided the "high-tech" training center in Belfast with flexible manufacturing equipment valued at about \$150,000 to train unemployed young men and women in the new manufacturing technologies of the 1990s and beyond. This equipment formally was handed-over to the Center on September 31, 1989.

Phase II - Community Workshops. The program to upgrade standards for students in the Community Workshops was launched in 1989. A Workshop Management Team for the project, chaired by the Personnel Manager - Belfast Plant is coordinating a pilot program. Workshop supervisors have visited a Youth Training scheme Workshop in the Ford Dagenham Estate to evaluate its program. A Working Group of representatives from the Workshops has been established to review options in developing a Motor Vehicle Training Program. Ford Britain has retained a consultant to assist the Workshop team and to handle liaison between Northern Ireland and other Ford Plants within Britain. The Department of Economic Development has a representative on the Workshop Management Team.

The pilot program has developed slowly during the launch period as the Management Team developed its plan and understanding of qualification requirements in vehicle repair. Each Workshop within the pilot scheme has developed a list of hardware requirements and that material is being provided progressively from Ford Britain Plants. In addition, the Company is reviewing the feasibility for Workshop managers to attend technical training, organized by Ford Britain Service Center.

Unfortunately, and not within the control of the Management Team, one Workshop within the pilot scheme closed down recently. The Management Team is reviewing the feasibility of appointing another Workshop within the Belfast area into the pilot program.

8. So far as the law permits, establish procedures to identify, assess, and recruit employees who have potential for further advancement from under-represented religious groups.

A declining work force offers limited opportunities for advancement. As occasions arise, developmental assignments are used within the Plant to broaden the experiences and skills of employees who have potential for advanced responsibilities.

The 1988 compliance report indicated that a separate university scholarship program for Northern Ireland students would be launched during the 1988/1989 period for two or three Northern Ireland school leavers each year. This has been done. Northern Ireland students previously had participated in the Ford Britain Scholarship Program for qualified students throughout the U.K.

The Ford Northern Ireland Program is now in its second year. Although the number of applicants is still lower than expected, the success rate for a Ford Sponsorship is very high. In 1990, eighteen students applied to Ford Britain for a scholarship (50% assessed to be Catholic) and five applications (28% of those who applied) were selected. Eighty percent of the successful students are assessed to be Catholic.

In addition to a Ford pamphlet advertising the scholarship within the schools, the Company now advertises Ford Britain career opportunities in a magazine called Focus 16. The magazine has a circulation of around 8000 copies within Northern Ireland schools and recruitment centers. The magazine is published by Focus on Northern Ireland, a group associated with the Department of Economic Development. Since 1988, seventeen Northern Ireland students have joined the Ford Britain scholarship program, 47 percent of these students are assessed to be Catholic.

9. Ensure that a member of Senior Management assigned responsibility for Equality of Opportunity in Northern Ireland, implements and monitors these principles. An annual report of compliance with these principles shall be made available.

The Belfast Plant Manager is responsible for equality of opportunity within the plant.

At Ford Britain's Central Office, an Equal Opportunity department has been established to ensure the effective operation of the Company's policies and principles. The department is headed by a full-time Manager who also now has a training and education responsibility within Ford Britain. The Manager reports directly to the Executive Director Personnel.

The first annual compliance report was published in October 1988; the second compliance report was published a year later, with a further publication in October 1990.

*Suppose to be Murphy who reported to the plant manager. She was
partly correct - that was Baker who was the manager with the
responsibility for training and education. The personal evidence file was
also to be kept in it too. To get to find out any further info would require*

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TAB E

Irish news
27/11/90

US investors attack 'lack of special effort' over recruitment

Ford slows up on 'bias'

By Ruth O'Reilly

THE Ford Motoring Company has "fallen short of goals" to tackle religious bias in its West Belfast factory, the head of an American state investment bureau claimed at the weekend.

New York City Comptroller Elizabeth Holtzman said the Finegny Road North plant "pursues a less than aggressive attitude towards redressing anti-Catholic bias".

A trustee of the New York City pension funds which invests in US firms, Ms Holtzman met in July with management of Ford Belfast, a wholly-owned subsidiary of American Ford Motor Company, and Short Brothers, a contractor of Lockheed and Boeing Corporations.

The New York City Pension Funds owns \$64.7 million of Ford's stock and a total of \$81.8 million of both Boeing and Lockheed shares.

Her report, received last night by the Irish News, found Short's had made

"significant progress" in tackling discrimination against Catholics.

But the "Ford Principles", drawn up by the firm as its substitute for the MacBride Principles "did not indicate whether any systematic and careful programme had been adopted or implemented," according to Ma Holtzman.

And she said that "company officials tended to be defensive" when questioned about its anti-discrimination policy.

"Significant complaints of discrimination continue to be made against Ford by human rights activists and some Ford workers.

"They contend that the company has failed to implement anti-discrimination policies, as called for by its own 'Ford Principles'," she said.

"For example, Ford has not made any special efforts to attract applicants from underrepresented groups, and in some cases has limited hiring to internal candidates to the detriment of Catholic workers," she said.

She also attacked the firm's holiday policy of closing on July 12 and 13 and remaining open on St Patrick's Day, declaring that "works against Catholic employees".

And she claimed that efforts to set up joint management and union equal opportunity committees had "not proceeded in due time".

"Ford Belfast, while committing to equal opportunity, still seem to have significant difficulties in achieving its goals and making its position clear in the community," she concluded.

A spokesman for Ford UK last night said the firm upheld the Fair Employment Laws and that the proportion of Catholics in its firm matched recommended levels in all areas.

And he said the firm recruited internally in a bid to save its workers' jobs as the recession in the UK motoring industry had led to thousands of redundancies in recent years.

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In the January 1990 Northern Ireland report of the Comptroller, the sentences introducing the review of Ford Motor Company response read: "As in 1988, Ford Motor Company not only set a standard for the production of detailed information and careful survey answers, it also continued to be in a class by itself in identifying and implementing anti-discrimination programs, even in the face of a continuing decline in its Northern Ireland work force." With a change in date (and perhaps the addition of one or two other companies to the top class), virtually the same could be said again this year.

One of the most disappointing features of survey responses generally is companies' lack of effort to collect information that is requested--it seems to be the norm rather than the exception that companies will state that the information requested is unavailable, when it is clear that it is information that could easily (or relatively easily) be collected if the company so desired. Apparently a request by an owner--a substantial shareholder--does not in many cases create such a desire.

Ford Motor Company, in contrast, has gone to some effort to produce the requested information--including information requested for the first time in the most recent survey. For example, a careful breakdown of the workforce by catchment area, and the religious makeup of each such segment was provided.

Ford is also one of the only companies to assess what percentage of its employees walk to work (noting that it did a spot survey in May 1989). Most companies respond to the question concerning workers' safety while commuting by stating that it is not their legal responsibility to protect workers on their way to and from work. The Comptroller has never suggested that companies exceed their legal requirements, much less take illegal actions, so it is a little unclear why this is deemed a responsive answer. Again, in contrast, Ford supplied information indicating that the company makes efforts to discover whether employees encounter difficulty while commuting. The company does not suggest by such an answer that it is responsible for employees' commuting safety. Rather it makes clear that having this information makes it possible for the company to do what it can within its own physical perimeter and legal parameters to minimize commuting problems. For example, it maintains, as noted in previous reports, two entrances for employees to choose from to enter the facility.

Although it indicates a disappointing first year turnout in its scholarship program, Ford continues many of the outreach anti-discrimination programs described in previous years. With a workforce that has shrunk from 1504 in 1979 to 711 in 1990, we consider this an impressive effort.

While preparing this Report, press accounts noted that the National Irish Caucus has continued its boycott of Ford products in the United States and has recently expanded the scope of that effort to the United Kingdom. In light of the apparent cooperation extended to the Comptroller by the company in submitting, what we considered some of the most detailed responses, there appeared to be an inconsistency. The data and information provided by the Company suggests that, whatever its past history, it now does much more, not less, than other U. S. companies to combat discrimination. Yet, articles and information provided the Comptroller by the National Irish Caucus question the veracity of statements made by various Ford officials regarding the employment practices and data in Northern Ireland and counter the Company's claims.

concerns and allegations of the literature of the Caucus other than to note the discrepancy of data regarding workforce composition and catchment area. IRRC, in its publication **Religion and Fair Employment in Northern Ireland: Case Studies of Six American Companies** (January 1990), discusses in great detail the differences between data pertaining to the catchment/recruitment area for the Ford facility. Citing figures used by Ford, the National Irish Caucus, the UK Government and Eversley & Herr, IRRC devoted more than five pages to a discussion of the complexity of the issue of catchment definition. We refer the reader to the IRRC publication for a more in-depth review of the allegations, responses and discrepancies.

Hopefully future review of monitoring returns by the FEC and on-site visits by IRRC will clarify the situation. At the very least, this exchange underscores the difficulty of implementing independent monitoring programs such as 423-a in an objective and thorough manner.

[.]





COMPANY: Ford Motor Co Ltd

LOCATION: Finaghy Road North, Belfast BT11 9EF

PRODUCTS: Carburettors, oil pumps and water pumps

EMPLOYMENT: 709

PARENT: Ford Motor Co, Dearborn, Michigan, USA

BACKGROUND: The Northern Ireland company was established in 1965 as wholly-owned subsidiary of Ford under the name Autolite primarily to accommodate carburettor manufacture. The plant was later restructured as a branch of Ford Motor Company. In the early 1980s the factory employed 1,500 people, but due to reduced sales of Ford cars and a continual drive to improve productivity with increasing emphasis on automation this has now dropped to approximately half this level. Since its establishment the Company has received many packages of selective financial assistance.

McBRIDE/FEA: The US parent company has been the object of much attention by McBride proponents in the USA, but none of the resolutions proposed at AGMs have been successful. A representative of Ford has testified at State legislatures against McBride. Ford did carry out in 1987 a major investigation into its employment policies and practices at the Belfast plant, which concluded that by and large the workforce reflected the make up of the travel-to-work area.

CURRENT ISSUES: In January 1989 Ford announced its decision to produce fuel injection systems and oil and water pumps for the new 'Zeta' engine at its Belfast plant.

However, on 9 April 1990, Ford issued a Press Release of its decision to source the second phase of the engine programme at Cologne stating that it needed to ensure continuity of supply to its continental plants.

Employees at Belfast, where some of the new engine components will be manufactured, were assured that high volume production of engines would continue and that significant employment levels would be maintained.

COMPANY PERSONALITY: Mr J J Collins - General Manager.

CLIENT EXECUTIVE: Pat Murphy

October 1990

Electronics Division

Irish Echo 20 October

Caucus Calls for Support of Firms Backing 'MacBride'

In a new twist for the MacBride Principles campaign, the Irish National Caucus is now calling on Irish Americans to support U.S. firms that do business in Northern Ireland and have agreed to implement the MacBride fair employment guidelines.

"We are hard on the enemies of justice but kind to its friends," said Fr. Sean McManus, director of the Caucus.

The Caucus is asking individuals and businesses in the United States to express support for the five American companies doing business in the North that have endorsed the MacBride Principles. They are Digital Equipment, Federal Express, Honeywell, NYNEX and Pitney Bowes.

According to the Caucus all five have agreed to implement the fair employment guidelines

and cooperate with the monitoring efforts of the Washington-based Investor Responsibility Research Center.

"While justice should be its own reward, we feel that supporting these companies is a way of expressing our appreciation of their doing the right thing," said McManus.

The MacBride Principles are a set of nine fair employment guidelines named after the late Sean MacBride, which prohibit discrimination against Catholics in the work place in Northern Ireland where Catholics are twice as likely to be unemployed as Protestants. They have been adopted by 12 states and many cities in the U.S.

The call is a new twist for the MacBride campaign which up until now has concentrated on having the principles approved at the state level. The Caucus

has been a particularly vocal critic of Ford Motor Company. It claims Ford discriminates at the company's Belfast plant. Ford vehemently denies this charge.

"If we boycott Ford for refusing to sign the principles, then it only makes sense to support those companies who accept their fair employment responsibilities," explained McManus from the Caucus's Washington office.

Practising what the organization preaches, the Caucus recently purchased a postage meter and weighing scale from Pitney Bowes.

"The more Irish Americans patronize these five companies, the more eager other U.S. companies doing business in Northern Ireland will be to support the principles," said McManus. Kevin Brady

Mr. Shedd
Mr. McCadney
Miss Thompson

by fax

Is P. McAulister

wonder how

we can use

this? let's

have a word

next week.

Andy Henderson

19/10.

19-B
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FORD DOES DISCRIMINATE AGAINST CATHOLICS IN BELFAST

[A reply to the article written by Mr. William P. Kelly—Manager of International Governmental Affairs at Ford Motor Company—entitled "Ford Hires Catholics in Belfast" (*Irish Echo* August 15-21, 1990)]

By:

Fr. Sean McManus, National Director, Irish National Caucus
413 East Capitol Street, Washington, D.C. 20003
Ph. (202) 544-0568; Fax (202) 543-2491

Sure, Ford hires Catholics. Even the very worst discriminators in Northern Ireland hire some Catholics. But the point is that Ford does not hire enough Catholics.

Ford is located in West Belfast which is about 80% Catholic with the highest unemployment rate in the whole of Western Europe.



Ford plant in Catholic West Belfast: only some Catholics need apply.

Washington, D.C. is about 80% African-American. Now suppose Ford had a plant in Washington and Black Civil Rights leaders complained that Blacks were not sufficiently represented in the plant. And suppose Ford replied by saying: "the low percentage of Blacks employed are proportionate to the number of Blacks in the whole of the United States."

African-Americans would rightly reject this outrageous explanation. Well that is exactly the type of arrogant nonsense that Ford wants you to accept about its plant in Belfast.

Ford continually states, in its defences against Caucus charges, that because there are roughly 40% Catholics employed in Ford and since Catholics comprise about 40% of the working age population in the whole of Northern Ireland, Ford's hiring pattern, therefore, is just.

Proportionately speaking, there is a valid parallel between these two examples. Irish-Americans, therefore, must very clearly let Ford know that they will not accept Ford's attempt at deception.

The Proof

In Ford's Belfast Plant, Catholics are discriminated against in both the top and bottom paying jobs. Here are some facts that even Mr. Kelly—who has an enormous capacity for denying—cannot deny:

- Even though Ford's plant is located in West Belfast that is about 80% Catholic, only 27.8% of Ford's skilled labor force is Catholic.
- Only 3 persons in Ford's Belfast senior management of 14 are Catholic (Until the MacBride campaign began there was only one Catholic).
- No clerical employee is Catholic
- No secretary is Catholic
- In the Quality Control Layout Department there are 7 skilled workers—no Catholics.
- Ford is the only U.S. company in Northern Ireland to be found guilty by the British government FAIR EMPLOYMENT AGENCY (FEA).

I challenge Mr. Kelly to deny this. (And Mr. Kelly, please stick to the issue of discrimination at Ford. Do not try to get off the hook by resorting to ad hominem arguments or personal attacks on myself or other MacBride Principles campaigners).

Ford Testified Against MacBride

Mr. Kelly goes over the limit when he shamelessly tries to deny that he testified against the MacBride Principles at a Hearing in Chicago, Illinois on October 9, 1987.

In a letter dated June 25, 1990, Mr. Kelly writes:

"By the way, I testified **in favor** (his emphasis) of the same bill supported by most Irish American organizations. It passed."

And in the *Irish Echo* (August 15-21, 1990), he writes:

"Fr. McManus treated your readers... to pure fiction when he insisted that I testified against the MacBride Principles in Illinois in 1987."

Since Mr. Kelly blatantly persists in this incredible denial, let us provide you with final proof. At the Illi-

(over)

nois Hearing, witnesses had to let the Committee know whether they were Proponents or Opponents of the MacBride Bill so that the Chairperson could announce their position as they were introduced to testify.

Let me quote from the official transcript of the hearing and let you be the judge of Mr. Kelly's veracity. Here's how Committee Chairwoman Barbara Flynn Currie introduced Mr. Kelly to testify.:

"CHAIRWOMAN CURRIE—'If we could have Father Raymond Helmick and William Kelly. Father Helmick is from Boston College and Mr. Kelly is with the Ford Motor Company. Both are appearing in opposition to House Bill 1374.'"

In his actual testimony, Mr Kelly states that the Principles were:

"simply not workable..."; there were "...legal uncertainties..."; "...major operational obstacles..."; "...the MacBride Principles could not be endorsed by Ford..."

Now what does this tell you about Mr. Kelly's credibility? He simply cannot be believed.

Furthermore, the Chairman of the State Senate Finance Committee announced at a Hearing in Harrisburg, PA. on September 19, 1989 that Ford had informed him it was opposed to the MacBride Principles legislation.

No Catholic Need Apply

Mr. Kelly also denies our accusations that Ford does not advertise all job openings as it is obliged to under its own policy. Let me give you a recent, specific example. Ford has appointed a new security officer. The job was never advertised internally or externally.

And the job grading of the person who got the job went from a Grade 7 to a Grade 8. In other words, an important promotion was made without advertising. No marks for guessing the religion of the new security

officer.

I challenge Mr. Kelly to deny this.

No Equal Employment Opportunity

Two unions in Ford refuse to recognize Ford as an Equal Opportunity employer and, therefore, refuse to sign an Equal Opportunity Agreement with Ford. *I challenge Mr. Kelly to deny this*, and if he can't deny it, why should he expect the Irish National Caucus to recognize Ford as an Equal Opportunity Employer?

Ultimate Insult

Mr. Kelly, in a letter, recently wrote: "I am not aware that there is any evidence that American companies practice religious discrimination in Northern Ireland." (Letter to Washington Attorney, Frank R. Hammill, Jr. dated August 8, 1990).

Nothing could more eloquently attest to his bad faith.

All decent people admit that there is systematic, endemic anti-Catholic discrimination in Northern Ireland. Are we to believe that American companies—that employ 11 per cent of the work force and that are controlled, in general, by the same Orange bigots as most of the other companies in Northern Ireland—are somehow miraculously saved from discrimination?

What Mr. Kelly, therefore, wants you to believe is that there is no need for the MacBride Principles.

The MacBride Principles came into existence because of the need to stop US dollars subsidizing anti-Catholic discrimination in Northern Ireland.

Yet Mr. Kelly says it is all unnecessary because there is no discrimination by American companies in Northern Ireland. Ford, therefore, denies the very reason for the existence of the MacBride Principles. That is the ultimate insult against the MacBride Principles. And that is why all Irish-Americans worthy of the name must Boycott Ford until Ford signs the MacBride Principles and stops anti-Catholic discrimination in its Belfast plant.



BOYCOTT FORD

*If You Have "Driven a Ford ... Lately" You Have Subsidized
Anti-Catholic Discrimination in Northern Ireland*

Write and/or phone:
Mr. Harold A. Polling
Chief Executive Officer
Ford Motor Company
Dearborn, MI 48121
Phone 313-322-3000

TAB 5
BELFAST TELEGRAPH

4 APRIL 1991

Ford workers form committee, claim

A GROUP of workers at the Ford car plant in Belfast have formed a committee in support of the McBride Principles, it was claimed today.

The Washington-based Irish National Caucus said the local committee had formed to protect the job interests of Catholics in west Belfast who, it claims are under-represented in staffing levels.

President of the Caucus, Father Sean McManus, said the members of the committee would remain anonymous "for fear of intimidation and dismissal".

"Its main organisers will liaise with unions and shareholders in the United States, by passing the local Ford management in Belfast," he claimed.

The Caucus, which has been conducting a Ford boycott in the US since October 1986, has been monitoring the company's employment practices and alleged incidents of anti-Catholic discrimination at the Belfast plant.

"Obviously some of Ford's Belfast workers believe they will only be treated fairly using the corporate conduct guidelines and independent monitoring of the McBride Principles," said Father McManus.

Unaware

A spokesman for Ford, however, today said they were unaware of the formation of such a committee and strongly denied allegations of discrimination.

"We operate in full adherence to the fair employment and equal opportunity principles," he said.

He added that the company constantly monitored its staff composition.

"Our most recent report shows that 38.8pc of our workers are Catholic in an employee enrichment area which has a Catholic percentage population of 57pc," he said.

cc Mr Spence
Mr Smartt
Mr Smith, DB
Mr Pat Murphy, IDB
Ms McAleer O/R
Mr McAuley
Mr Henderson
Mr Kirk
Mrs McDowell
Ford file
INC file

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5/4/91.