

TIDBITS AND OUTRAGES

¿ Como se dice “It’s so hard to find good help.”?

The Los Angeles Times reports that a Spanish teacher in Beverly Hills, California, has sold 20,000 copies of a book series entitled, *Tell A Maid*. The books offer instruction in how to “tell the hired help to polish the silver, walk the dog, trim the rose bushes, and wash down the tennis court.”

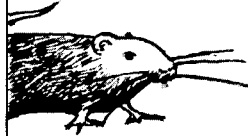
Why, they can barely pay their maids!

During a recent Senate hearing Treasury Secretary Donald Regan objected to a proposed \$700 cap on the July 1 tax cut on the grounds that it would hurt the “middle class.” Senator George Mitchell pointed out that the cap would affect only those earning more than \$50,000 a year, provoking the following exchange:

Regan: I doubt, senator, many people earning \$50,000 consider themselves rich.

Mitchell: If the top 10 percent are the middle class, what are the bottom 90 percent?

Regan: They are the workers of America.



THE RATS, HOWEVER, DEMAND AN ENVIRONMENTAL IMPACT STATEMENT

In Cincinnati, Ohio, state health department officials are licensed to poison rats, but aren't allowed in the sewers, while Metropolitan Sewer District employees are permitted in the sewers, but aren't licensed to poison rats. A joint state-municipal effort is being negotiated.

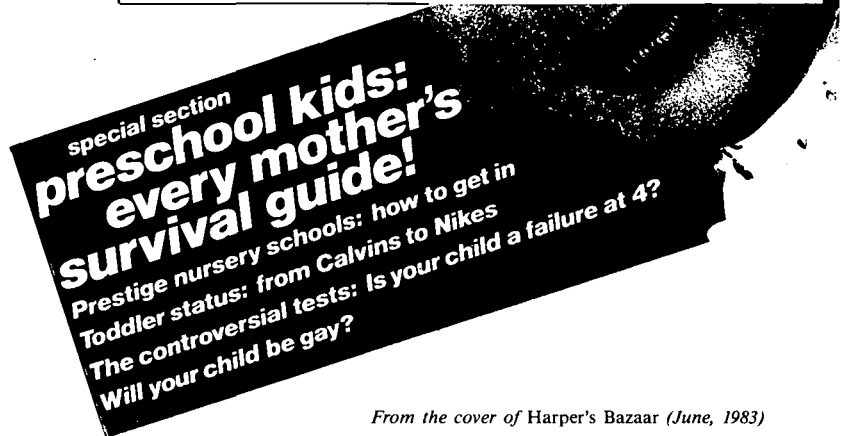
MAKE THAT FIVE Rs

Georgia State University in Atlanta is currently offering a major in rock 'n' roll through its department of commercial music. Among the subjects studied are studio recording, how to scrutinize a contract, and how to “work out in full detail a concert tour for a band.”

BUT CAN IT HANDLE A BRIEFING BOOK?

A recent advertisement for Excelsior-Legal, Inc., of New York featured a “powerful paper shredder that fits on a desk” for attorneys who want the “optimum solution to destroying confidential documents.” The device, which is specially priced at \$389, is called the Shredex™ Watergate Top Secret.

NEXT MONTH Power Lunching for Toddlers



From the cover of Harper's Bazaar (June, 1983)



The vehicles pictured above represent some of the newest offerings from Ford Motor Company, producer of the highest quality vehicles of any major manufacturer in America* Better than GM. Better than Chrysler.

It wasn't easy to accomplish, and it didn't happen overnight.

Here's how we did it.

Employee Involvement

At Ford Motor Company our greatest resource is our people. In plants and offices, on test tracks and in meeting rooms, Ford people are dedicating themselves to achieving quality. Employee Involvement groups meet regularly in almost all Ford plants and locations throughout the United States and are making significant contributions. As an example, over 500 employee suggestions were accepted for improving the assembly process and quality of the 1984 Ford Tempo and Mercury Topaz.

Engineered From The Driver On Out

At Ford Motor Company we're committed to building cars of functional integrity, character and unequalled quality that give you, the driver, real value for your money, and then some. Automobiles with proper steering wheel-to-pedal relationships, spaciousness, with precision-built instruments and controls that are functionally beautiful. With torque and horsepower characteristics that are well-matched to carefully selected transmission and axle ratios. Powertrain, suspension and steering that give a feeling of confidence and harmony, at city and highway speeds, even on rough roads. We call it the completely integrated vehicle. The driver's car.

Better Fit And Finish

The way things fit and the way things look are pretty good indications of how well a vehicle is made. At Ford Motor

*Based on a national survey measuring things gone wrong after three months of ownership, conducted among over 14,000 people owning Ford and competitive 1983 new vehicles, introduced prior to Feb., 1983.



Get it together—Buckle up.

Company accuracy and uniform fit are checked constantly by a hand-held computer called Datamyte.™ It makes sure the tolerances between doors and body, trunk and hood conform to exact design specifications. And the interior design and manufacture of the car are just as important, down to seemingly minor details such as making sure the carpets are secure.

In addition, by utilizing advanced technologies such as electrostatic painting, we are producing some of the most beautiful cars on the American road.

Quality Working Relationships Improve
The Quality Of Our Work

An historic labor agreement, a commitment to quality, and a sense of pride have created a new industrial revolution. Ford Motor Company and The United Auto Workers are working together like never before. Together we are developing more efficient

assembly methods, greater productivity, and better quality.

Take a close look at our quality and judge for yourself. After you do you'll understand that at Ford Motor Company, quality isn't just an abstract idea, it's very, very real.

We Weren't Always This Good

At Ford Motor Company things have changed. For the better. Right now, we're producing the highest quality cars and trucks of any major manufacturer in America. And that's only the beginning. A tremendous investment of time, money and hard work is producing the greatest outpouring of new products in automotive history. We've got a lot to be proud of at Ford Motor Company, and yet there is still much to be done.

We have dedicated ourselves to the task of making the quality of the American automobile, once again, the envy of the world.



Quality is Job 1

Ford • Mercury • Lincoln • Ford Trucks • Ford Tractors

Why The Banks Get Away With It

by Curtis Seltzer

It's hard to remember a time when the news from banks has been so bad. The pyrotechnic collapses of Jake Butcher's empire and Penn Square in recent months followed a year that saw the largest number of such failures—42—since the Depression. The billions in loans that Chase Manhattan and other giants have poured into developing countries are, as we all know, on the edge of default.

It wasn't the recession that pulled the Butcher banks and Penn Square down. It was, more than anything, the bad loans the banks' directors doled out to themselves and their friends. The nation's biggest banks have been the tool of their own undoing as well. Eager loan officers, under pressure from their bosses, have shoved out the money as fast as they could, in the largest chunks that anyone would take. And meanwhile, those who have neither friends in high places, nor the loan appetite of a foreign government, have been pushed to the back of the line.

It's mainly not their money that these bankers have been so recklessly lending. It's ours, and you would think that somebody would have stopped them long ago. But nobody has, and that's the great mystery of the banking crisis that we face today.

As it turns out, the answer is not all that obscure. These days most people don't think much about the problems down at the bank, for a simple reason: they've got nothing to lose if their bank fails. Meanwhile, the people in government who are supposed to be watching the banks, aren't doing the job.

To understand how this happens, and why, I suggest a little tour. The first stop is a place call-

ed the National Bank of Washington, located just a few blocks from the U.S. Treasury. From there it's just a few more blocks to the second stop—the federal agencies that are supposed to prevent the kind of misdoing in which the NBW and too many other banks have been engaged.

BANQUET BOARD

In the summer of 1980 a scandal broke at the NBW after the *Baltimore Sun* and then *The Washington Post* uncovered some questionable dealings. Federal examiners who followed the leads found that the bank had bestowed millions of dollars in loans to bank directors, stockholders, and officers, and that three-fifths of these loans were "high risk." Six directors resigned and the comptroller of the currency took the unusual step of requiring the major shareholder, the United Mine Workers, to relinquish two-thirds of its seats on the bank's board. The comptroller also prohibited bank directors from meddling in the day-to-day operations of the bank.

One way to understand the events at the bank is to look at its chairman from 1978 to 1979, the late Joe Danzansky, who showed that it doesn't take a bad man to lead a bank into bad things.

Joe was the local boy who made good. Born and educated in Washington, Danzansky started his own law firm in the thirties. He joined the board of one of his clients, the Giant Food chain, and became Giant's chairman in 1964. For the next 15 years he was never far from center stage. If a local businessman was involved in some good cause, more often than not it was Joe Danzansky.

When Danzansky became NBW chairman in 1978, it was natural that he would bring his embracing personality to that post as well. If you knew Joe Danzansky, you had a friend at the bank, and quite a few did. In less than two years under his leadership, the bank dispensed at least \$30 million in \$100,000-plus loans to Danzansky,

Curtis Seltzer is author of Fire in the Hole, a forthcoming social history of the American coal industry. He is currently writing a novel on a union-owned bank and organized crime. Kurt Eichenwald assisted in the research of this article.