

Workers at the River Rouge Plant: Standing Together to Alter the Automotive Industry

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“Workers of the world unite; you have nothing to lose but your chains.”

-Karl Marx, German Philosopher, 1818-1883¹

In 1935, a tired 41-year-old man arrived home exhausted with bloodied feet and little energy left to take care of his young family. His name was Valentine Ruman.² Valentine was one of the 100,000 workers at the Ford River Rouge Plant located in Dearborn, Michigan.³ Valentine, like many others, arrived to work every day fearing he would be fired for talking or saying “hello” to another worker.⁴ The owner of Ford Motor Company, Henry Ford, believed that talking would decrease the productivity in his factories.⁵ Automobile workers had hope when they came together to fight for dignity on the job, forming the United Automobile Workers of America, today known as, the International Union, United Automobile, Aerospace and Agricultural Implement Workers Of America (UAW). The UAW was organized to protest the habitual abuse of the long taxing days Ford required. Since the Rouge was built in 1927⁶, workers were treated inhumanely leading to a conflict between the working

¹ “Communist Manifesto” Karl Marx and Friedrich Engels, 1848.

² Loretta Ruman, Telephone Interview.

³ “Historical Insights The Ford River Rouge Plant.” *Ancestry*, Unknown, www.ancestry.com/contextux/historicalinsights/ford-river-rouge-plant-michigan.

⁴ Rosentreter, Roger L. *Michigan. a history of explorers, entrepreneurs, and every day people*. University of Michigan Press, 2014, pp. 286.

⁵ “Historical Insights The Ford River Rouge Plant.” *Ancestry*, Unknown, www.ancestry.com/contextux/historicalinsights/ford-river-rouge-plant-michigan.

⁶ “You Are Here MSHDA Preservation SHPO Programs & Projects National Historic Landmarks.” *MSHDA - Ford River Rouge Complex*, www.michigan.gov/mshda/0,4641,7-141-54317-19320_61909_61927-54580--,00.html.

men and Ford. This conflict caused automobile workers to organize, creating the UAW. Through membership in the union, workers like Valentine gained more power, along with more sustainable working conditions. This paper addresses how the UAW influenced the automotive industry. The UAW did this through a pivotal change in employee-employer relations during The Great Depression. This change happened because the UAW resolved the conflict at Ford's River Rouge Plant.

Forging the Rouge

In 1915, Henry Ford purchased 2,000 acres of land alongside the Rouge River in Dearborn, Michigan. This is where Ford built the largest automotive manufacturing complex in the world, the River Rouge Plant.⁷ Ford wanted his factory to have more order and efficiency than any other existing automobile plant.⁸ The Rouge could take in raw materials while sending finished vehicles out of the plant. Without order, the plant would fail to manufacture automobiles or create thousands of anticipated jobs.

⁷ "Ford River Rouge Complex." *SOM - Ford River Rouge Complex*, Unknown, www.michigan.gov/som/0,4669,7-192-29938_68915-54580--,00.html.

⁸ "Aerial View of Ford Rouge Plant, 1930." *The Henry Ford*, Unknown, <https://www.thehenryford.org/collections-and-research/digital-collections/artifact/87230/#slide=gs-233089>.

One year earlier in 1914, Ford changed his employees wages to an unheard of five dollars a day.⁹ This allowed Ford to have a stable workforce despite the difficult working conditions. Later in 1926, Ford gave his workers an 8 hour day and two day weekend to attract more workers.¹⁰ Ford needed an efficient company and said, “If everyone is moving forward together, then success takes care of itself.”¹¹ Now Ford thought he had order and continuous production.

Indignant Toilers

Workers at the Rouge were unsure if they would keep their job at Ford Motor Company. When the production chief, Charles Sorensen, saw men standing idle he would instruct management to, “...go fire those guys.”¹² Fear drove the workers to work harder than they could imagine.

Ford had hired a World War I veteran who claimed that the work at the Rouge Complex was worse than being in the army. “I tell ye-ye’re

⁹ “Henry Ford Gives \$10,000,000 in 1914 Profits to His Employees.” *The Detroit Journal*, 5 Jan. 1914, p. 1.

¹⁰History.com Staff. “Ford Factory Workers Get 40-Hour Week.” *History.com*, A&E Television Networks, 9 May 2009, www.history.com/this-day-in-history/ford-factory-workers-get-40-hour-week.

¹¹ Ford , Henry. “Henry Ford on Leadership.” *Henry Ford on Leadership*, 6 Aug. 2013, gwclei.com/henry-ford-on-leadership/. Accessed 3 Apr. 2018.

¹² Nevins, Allan. *Ford: expansion and challenge*. Scribner, 1957, pp. 281.

badgered and victimized all the time.”¹³ Terrible working conditions would only be a portion of the problem in the future.

Ford did not only hire men to work on the assembly line. Ford hired men to spy on his labor workers and report back what was happening in the River Rouge Plant.¹⁴ These workers were a part of the Service Department. If Ford received unfavorable reports the workers were terminated. Now the workers fear was becoming hatred.

Harry Bennett, head of the Service Department¹⁵, excelled at getting particular information. Bennett used many tactics to collect information. For example, *The Detroit Free Press* hosted a party at a local hotel in Detroit. Mark Beltaire, a Detroit Free Press writer, attended the party. When he went to the men’s room he found Bennett on the floor seemingly unconscious and intoxicated. Later, Beltaire discovered that Bennett was not unconscious or intoxicated, but listening to conversations.¹⁶ The workers rage was increasing and was directed at Bennett and Ford.

Rouge workers finally lashed out against Ford and his company henchmen. Several attempts were made to murder Bennett. One attempt was made as he drove home from the Rouge; a shotgun blast shattered his

¹³ Streissguth, Thomas. *The roaring twenties: an eyewitness history*. Facts on File, 2001, pp. 272.

¹⁴ “The Great Depression-A Job at Ford’s”, Dir. Jon Else. Perf. Henry Ford (archive footage), Herbert Hoover (archive footage), Francis Immoberstag (niece of Henry and Clara Ford), Joe Morton (narrator), Gore Vidal. PBS Documentary. 1993. Documentary.

¹⁵ “Energetic Union Drive Forces Ford Co. Into Defensive Position.” *Labor Action*, 13 Jan. 1941.

¹⁶ Bak, Richard Peter. *Henry and Edsel: The Creation of the Ford Empire*. John Wiley & Sons, 2003, pp. 154.

windshield.¹⁷ The workers aggravation was more powerful than they realised.

Ford's Workers-Left Depressed

On October 29, 1929, the stock market crashed leaving twenty-five percent of Americans unemployed. Americans lucky enough to keep their jobs experienced wage cuts.¹⁸ As the depression deepened, workers grew determined not to lose their jobs.

Workers at the Rouge were expecting more from Ford. Workers at the Rouge decided they could no longer take the abuse. They came together to fight for safe working conditions, medical benefits, respect, and dignity. Employees protested for medical benefits and safer working conditions.¹⁹ Workers decided to present their demands on March 7, 1932. 5,000 employees²⁰ gathered at the Fort Street Bridge on the border of Dearborn planning to march to the River Rouge Plant.²¹ Now, Ford could not dismiss his workers anger and the benefits they wanted.

¹⁷ Bak, Richard Peter. *Henry and Edsel: The Creation of the Ford Empire*. John Wiley & Sons, 2003, pp. 157.

¹⁸ Wright, Gwen. "1930s High Society." PBS, Public Broadcasting Service, www.pbs.org/opb/historydetectives/feature/1930s-high-society/.

¹⁹ *All Out: Ford Hunger March, Monday, June 5th*. *All Out: Ford Hunger March, Monday, June 5th*, Ford Hunger March Committee, 1932.

²⁰ *Public Investigation: Ford Massacre*, Workers Jury, 1932.

²¹ Historical Marker in Dearborn, Michigan at 10520 Fort Street. Erected in 1992, marker pays tribute to the five people who died while fighting for workers rights at the Ford Motor Company in 1932.

The Detroit Police escorted the marchers to Dearborn, but one problem remained; they never got permission from Dearborn's city council to march.²² Once they arrived in Dearborn, they marched to the plant's gates where three-dozen members of the Dearborn police department blocked the gate.²³ The marchers surged forward, and in response, the police threw tear gas canisters at the marchers.²⁴ Retreating was not an option for any of the protesters who were determined to get Ford to meet their demands.

The Dearborn Fire Department used fire hoses on the marchers. Protesters ignored the water and threw rocks at Ford's men behind the gates.²⁵ The Rouge's gates opened and a solitary car drove out. Harry Bennett stepped out of the automobile. After Bennett stood up in front of the crowd, the protesters threw rocks.²⁶

Bennett fell down unconscious as Dearborn police released a volley of gunfire into the crowd.²⁷ As the crowd scattered, Detroit police arrived at a horrific sight. Four dead bodies laid on the streets while 29 were left

²² "Jobs with Justice honors Ford hunger marcher." *People's World*, Unknown, 6 Oct. 2016, www.peoplesworld.org/article/jobs-with-justice-honors-ford-hunger-marcher/.

²³ Stepan-Norris, Judith, and Maurice Zeitlin. *Talking union*. University of Illinois Press, 1996, pp. 11.

²⁴ "Police Repel Rioters at Ford Plant." *The Daily Northwestern*, 9 Mar. 1932.

²⁵ "Four Killed, Bennett Wounded as Reds Battle Police in Riot at Ford Co. Plant." *The Detroit Free Press*, 8 Mar. 1932. p. 3.

²⁶ "Four Killed, Bennett Wounded as Reds Battle Police in Riot at Ford Co. Plant." *The Detroit Free Press*, 8 Mar. 1932, p. 3.

²⁷ Bak, Richard Peter. *Henry and Edsel: The Creation of the Ford Empire*. John Wiley & Sons, 2003, pp. 202.

seriously wounded.²⁸ Curtis Williams, an African-American worker died from his wounds several months after the incident.²⁹ *The New York Times* later stated, “Dearborn pavements were stained with blood.”³⁰ Ford did not make any public statements about the march or make any modifications to the current working conditions.

On March 12, 1932, over 70,000 people marched to Woodmere Cemetery to honor the martyrs.³¹ Since the protest on March 7, the workers knew if they stayed together, they could change Ford’s vast company.

Standing up, by Sitting Down

One year later, on March 4th, 1933, Franklin D. Roosevelt was inaugurated president of the United States.³² Roosevelt was aware of the imbalance of power between companies and their workers and saw the problem from the workers’ perspective. On January 3rd, 1935, President Roosevelt signed the Labor Relations Act, giving employees the right to organize, strike, and bargain for benefits.³³ Employees from auto companies

²⁸ “Four Killed, Bennett Wounded as Reds Battle Police in Riot at Ford Co. Plant.” *The Detroit Free Press*, 8 Mar. 1932, p. Photo Page.

²⁹ *Memorial Services for Curtis Williams*, Communist Party U.S.A., August 20, 1932.

³⁰ The Creation of The Ford Empire-Henry and Edsel. Written by Richard Bak, on page 202.

³¹ *Public Investigation: Ford Massacre*, Workers Jury, 1932.

³² “Roosevelt Becomes President.” *Capital Journal*, 4 Mar. 1933.

³³ *The Wagner or Labor Relations Act. The Wagner or Labor Relations Act*, Public No. 198 Seventy-Fourth Congress of the United States of America; at the First Session. Held at the city of Washington, January 3, 1935.

all over the country took this opportunity by coming together as the UAW to bargain for workers' rights.³⁴ Workers were gaining power through the UAW.

Nearly two years after the act was passed, the UAW challenged General Motors (GM). Workers were finally united as a 44-day sit-down strike was held against the company.³⁵ The workers had little chance against GM, but with persistence, the sit-down strike ended. The strike ended because GM signed a contract with the UAW. The contract was that GM would finally recognise the UAW.³⁶ Ford's employees now had a chance to gain their demands through the UAW.³⁷

Both automobile companies, Chrysler and Ford, stood firmly against the UAW whose strength and impact was growing. In March, Chrysler workers were on a sit-down strike. The strike ended with a contract similar to the one GM signed.³⁸ Ford Motor Company was the last of the three largest automobile companies (the big three) refusing to negotiate with the UAW.

³⁴ "UAW History." UAW, Unknown, 13 Oct. 2015, uaw.org/solidarity-magazine/uaw-history/.

³⁵ Hauben, Ronda. *Lest We Forget: In Tribute To The Pioneers Of The Great Flint Sit-down Strike*, Agenda Publications, 1987.

³⁶ History.com Staff. "Violence erupts at GM plant strike." *History.com*, A&E Television Networks, 2009, www.history.com/this-day-in-history/violence-erupts-at-gm-plant-strike.

³⁷ Speck, Walter. *The Mural*. oAD, Local 174 headquarters in Romulus, Michigan.

³⁸ *Analysis of Strikes in 1937*. Bureau of Labor Statistics, May 1938.

Impenetrable Forces

In a LIFE magazine article, the editors wrote, “...Vast River Rouge Plant is apparently impenetrable by any union.”³⁹ On May 26, 1937, the union decided to take actions against the Ford Motor Company. UAW organizers, Walter P. Reuther (who would later become the UAW’s international president) and Richard Frankensteen, gained permission to hand out leaflets at the Rouge with other union organizers.⁴⁰ Trying to influence Ford employees to join the union, they invited ten photographers to the scene while they handed out leaflets entitled, “Unionism, not Fordism”.⁴¹ Persuading Ford employees to join the UAW could cause Ford to grant them their demands.

Workers passed out the leaflets atop the overpass above Miller Road near the main gate. A group of Ford’s servicemen marched up to the men and said, “Get the hell off here, this is Ford property.”⁴² Two men grabbed Frankensteen and pulled his jacket over his head rendering his arms useless.

³⁹ “Detroit Faces its First Great Strike.” *LIFE Magazine. Henry and Edsel Ford at Dearborn*, 18 Jan. 1937, p. 10.

⁴⁰ Bak, Richard Peter. *Henry and Edsel: The Creation of the Ford Empire*. John Wiley & Sons, 2003, pp. 224-228.

⁴¹ “U.A.W. Organizers Are Beaten and Thrown Off Ford Property; 80,000 Called Out in Steel Strike.” *The Detroit Free Press*, 27 May 1937, pp. 1-Photo Page.

⁴² Watts, Steven. *The people's tycoon Henry Ford and the American century*. Vintage, 2006, pp. 453.

He was punched in the head, kicked in the groin, and stomped on his stomach. They stood him up and knocked him back down.⁴³

Forty of Ford's servicemen were beating up union members such as Robert Kanter, who was thrown over the overpass and landed thirty feet below the side of the road.⁴⁴ He suffered a broken back from the fall. J. J. Kennedy was another man present. J. J. Kennedy was beaten and later died of his wounds that he sustained from the service men.⁴⁵

Reuther was seized and then beaten by the servicemen. He was slammed down into the ground repetitively. Soon after, Reuther was thrown down the concrete steps of the overpass. Union women were harassed and beaten.⁴⁶ One police officer pleaded to a serviceman who was beating a union woman, "You'll kill her..."⁴⁷ Ford's servicemen were ruthless against the people, but workers stood together.

Desperate to keep the news to a minimum, Ford's deputies snatched cameras and notebooks destroying the film and tearing their pages.

⁴³ Chinery, Kristen. "Battle of the Overpass." *Walter P. Reuther Library*, Wayne State University, 19 May 2011, reuther.wayne.edu/node/7647.

⁴⁴ King, Gilbert. "How the Ford Motor Company Won a Battle and Lost Ground." *Smithsonian.com*, Smithsonian Institution, 30 Apr. 2013, www.smithsonianmag.com/history/how-the-ford-motor-company-won-a-battle-and-lost-ground-45814533/.

⁴⁵ Elsil, David. 22 Mar. 2018.

⁴⁶ "Ford Men Beat and Rout Lewis Union Organizers; 80,000 Out In Steel Strike." *The New York Times*, 27 May 1937.

⁴⁷ Detroit News. "The Battle of the Overpass - Michigan History - The Detroit News." *Michigan History*, Joyce Jenereaux, 21 June 2013, blogs.detroitnews.com/history/1997/08/06/the-battle-of-the-overpass/.

Photographers and journalists ran trying to keep their photos and notes.⁴⁸ James Kilpatrick, a photographer, ran to his car where he hid the photograph disks underneath the back seat.⁴⁹ When Ford's men demanded the photograph disks, he gave them blanks in return. Most photos from the event were from this photographer showing the public that UAW members were using their rights.

Newspapers from all over the country displayed what happened at the plant telling both the union and Bennett's stories. For those who knew the union's side of the story, they grew skeptical of Bennett since he stated that no Ford servicemen were involved.⁵⁰ It was clear that Bennett did not want the news to unfold to the public. The evidence that was disclosed made the UAW grow stronger. In time, this event would gain the name 'Battle of the Overpass'.

⁴⁸ King, Gilbert. "How the Ford Motor Company Won a Battle and Lost Ground." *Smithsonian.com*, Smithsonian Institution, 30 Apr. 2013, www.smithsonianmag.com/history/how-the-ford-motor-company-won-a-battle-and-lost-ground-45814533/.

⁴⁹ Loomis, Bill. "Walter Reuther was labor legend on a global scale." *Detroit News*, Joyce Jenereaux, 3 Sept. 2017, www.detroitnews.com/story/news/local/michigan-history/2017/09/02/walter-reuther-uaw-giant/105249350/.

⁵⁰ "Ford Blames Rouge Plant Riot on Newspapers and U.A.W. Plot to Hide Failure of Union Drive." *The Detroit Free Press*, 28 May 1937.

One Last Stand

The next four years, Ford fought the UAW and its members. The union released vulgar information about Ford.⁵¹ Ford fought back putting phrases on their time cards such as, “If you go into a union, they have got you, but what have you got?”⁵² Ford tried to convince his employees not to join the UAW since he still wanted to make decisions for his own company.

⁵³ All of a sudden, 6,000 workers signed up for the union in one week.⁵⁴

Ford told his workers he did not want the UAW in his company and fired hundreds of employees that were members of the union.⁵⁵

The UAW needed to bring attention to themselves and conducted a strike on March 13th, 1941, against the firing of union members in the River Rouge Plant. 3,000 workers sat down in a sit-down strike as Ford did nothing. Five days later, the number of union members doubled to sit down until Ford Motor Company agreed to hire twelve union members back. Workers decided strike once more on March 19, 1941. When April came, Ford fired more union members.⁵⁶

⁵¹ “Energetic Union Drive Forces Ford Co. Into Defensive Position.” *Labor Action*, 13 Jan. 1941.

⁵² “U.A.W. Charges Ford Violation of Labor Act.” *The Stanford Daily*, 18 May 1937.

⁵³ Moss, James. “Interview with James Moss.” 29 Mar. 2018.

⁵⁴ Birch, Jan. “River Rouge: 1941.” *Socialist Action*, 1 Feb. 2000, socialistaction.org/2000/02/01/river-rouge-1941/.

⁵⁵ Birch, Jan. “River Rouge: 1941.” *Socialist Action*, 1 Feb. 2000, socialistaction.org/2000/02/01/river-rouge-1941/.

⁵⁶ Birch, Jan. “River Rouge: 1941.” *Socialist Action*, 1 Feb. 2000, socialistaction.org/2000/02/01/river-rouge-1941/.

In the steel rolling mills at the River Rouge Plant, Andy Dewar started a disagreement over working conditions. Soon he started yelling “Strike, Strike!” Other men joined in, and the news was spreading into other departments.⁵⁷

If the employees wanted better working conditions they would need to stop all production within the River Rouge Plant. In order to do this they would need to stop people from entering the plant. Union workers attacked the non-union members who tried to get into the plant.⁵⁸ Workers wanted better working conditions so they harmed the people that worked beside them.

America’s labor workers waited to see how the strike would end. Ten days passed until Ford’s wife Clara threatened to leave him unless he agreed to sign a contract with the UAW. Ford, not wanting to lose the love of his life agreed to sign the contract.⁵⁹

Shaking a Fist

The UAW had influenced workers in all industries across the country.⁶⁰ People from all over the country claimed that if Ford could be taken down any other worker could do the same to their company. The

⁵⁷ “Henry Ford.” *Entrepreneur*, 7 Oct. 2008, www.entrepreneur.com/article/197524.

⁵⁸ *The Picket Line*. Dearborn, Michigan: Picket Lines at The River Rouge Plant, 3 Apr. 1941.

⁵⁹ S., Joe. “Interview With Joe S.” 29 Mar. 2018.

⁶⁰ “North American Workers Encouraged by Ford Victory.” *Labor Action*, 30 June 1941.

newspaper *Labor Action* stated, “River Rouge Was a Victory for ALL Labor.”

⁶¹ The workers were filled with confidence because they had done what was said to be impossible.⁶² If the workers at Ford Motor Company were able to gain more benefits, any other worker could do the same.⁶³ The UAW had changed labor making it possible to unionize any company.

During World War II Ford produced vehicles for the war. Ford’s Willow Run Bomber Plant went on strike stopping all production of B-24 bombers. A newspaper said that the UAW’s actions at the Rouge influenced this strike.⁶⁴ Later the UAW was the first union to fight for women's equal pay. Now the women in the automobile factories were earning similar wages to their male counterparts.⁶⁵ The UAW was using their influence to change the labor industry. Workers were finally being treated with dignity.

The UAW protested racial discrimination during the Civil Rights Movement. Also, the UAW had gained retirement and healthcare benefits improving all workers lives. The UAW had influenced labor making it what it is today. Since the first Ford contract was signed with the UAW,

⁶¹ “Labor Victories are Won on the Picket Lines!- That's the Lesson of the Ford Strike.” *Labor Action*, 21 Apr. 1941, p. 1.

⁶² “Detroit Faces its First Great Strike.” *LIFE Magazine. Henry and Edsel Ford at Dearborn*, 18 Jan. 1937, p. 10.

⁶³ “Strike Threat, Brings Victory in Ford Instrument.” *Labor Action*, 6 Oct. 1941.

⁶⁴ “Strike Cripples Willow Run.” *The Detroit Free Press*, 21 June 1943, pp. 1–2.

⁶⁵ Pietro, Denn. “Ford signs first contract with UAW on June 20, 1941.” *UAW*, Unknown, 23 June 2017, uaw.org/ford-signs-first-contract-uaw-june-20-1941/.

twenty-five other agreements with Ford Motor Company have been signed addressing healthcare, retirement, and other benefits.⁶⁶

Reaching the Summit

Labor was not only changed in Ford Motor Company, but across the country due to the change in employee and employer relations. This occurred because Ford did not give his workers sustainable working conditions causing them to rebel. Automobile workers across the country started to unionize and empower the new union, the UAW. Over the years, countless people were injured due to the rebellions, but the growth of the UAW persisted. After years of protests, Henry Ford agreed to recognise the UAW by signing a contract. All workers were influenced by the Rouge and the UAW and were encouraged to unionize.

Now with union representation, Valentine Ruman could finally support his family in the way he needed to while holding a job at the River Rouge Plant. Valentine would come home from work without fear knowing he had more financial stability, better working conditions, and he would be able to converse with his fellow employees without getting fired.

⁶⁶ Pietro, Denn. "Ford signs first contract with UAW on June 20, 1941." *UAW*, Unknown, 23 June 2017, uaw.org/ford-signs-first-contract-uaw-june-20-1941/.

Appendix I



This is an Aerial photograph of Ford's River Rouge Plant. The plant was located on the outskirts of Detroit in Dearborn.

[Aerial View of Ford Rouge Plant, 1930. 1930.]

Appendix II



This historical site was in memorial of the 5 martyrs at the River Rouge Plant. This marker tells the story of what happened at the Fort Street Bridge in Dearborn, Michigan.

[*Ford Hunger March Informational Historical Marker*. Affixed to the Fort Street Drawbridge Bridge Control House of the Fort Street Bridge over the River Rouge in southwest Detroit near Woodmere Cemetery.]

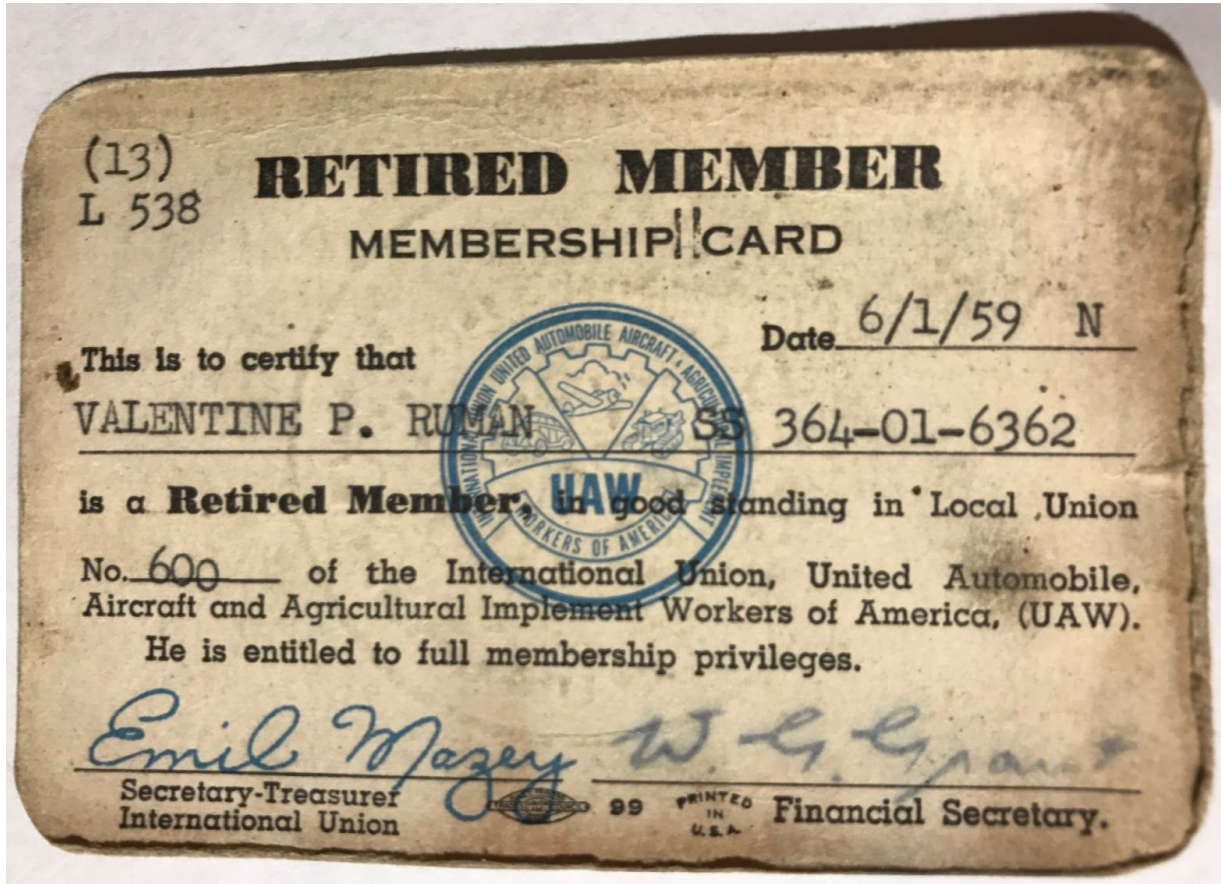
Appendix III



A photograph of Valentine P. Ruman (furthest to the right) who was an employee of the Ford Motor Company at the River Rouge Plant in Dearborn Michigan. He was also a proud member of the United Automobile Workers of America.

[Owned by Loretta Ruman.]

Appendix IV



This was Valentine Ruman's retired membership card of the UAW.

[Retired Member: Membership Card. Oshkosh, Wisconsin.]

Appendix V



This was a standard pin that would be owned by a Ford Employee working at the River Rouge Plant. This pin was owned by Valentine Ruman.

[Ford River Rouge Plant Pin: X2264. Oshkosh, Wisconsin.]

Appendix VI

Ford Workers

UNIONISM NOT FORDISM

Now is the time to Organize!
The Wagner Bill is behind you!
Now get behind yourselves!

General Motors Workers, Chrysler Workers, Briggs Workers have won higher wages and better working conditions. 300,000 automobile workers are marching forward under the banner of the United Automobile Workers Union.

JOIN NOW IN THE MARCH AND WIN:

Higher Wages and Better Working Conditions
Stop Speed-up by Union Supervision
6 Hour Day, 8 Dollars Minimum Pay
Job Security thru Seniority Rights
End the Ford Service System
Union Recognition

Organize and be Recognized - JOIN NOW!

| | | |
|---------------------------|---|-----------------------------------|
| <u>Union Headquarters</u> | } | Michigan Avenue at Addison |
| <u>for Ford Workers:</u> | } | Vernor Highway West, and Lawndale |


Sign up at Union Headquarters for Ford Workers or at any office of the United Automobile Workers

| | |
|-------------------------|--------------------------------|
| 1324 Clay at Russell | 8944 Jos. Campau at Playfair |
| 2441 Milwaukee at Chene | 11440 Charlevoix at Gladwin |
| 11725 Oakland at Tuxedo | 1343 East Ferry at Russell |
| 4044 Leuschner at Dwyer | 3814—35th Street at Michigan |
| 11640 East Jefferson | 2730 Maybury Grand at Michigan |
| 10904 Mack at Lemay | 4715 Hastings Street |
| 77 Victor at John R. | Room 509 Hofmann Bldg. |

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This is a photograph of the flyers the union members were handing out during The Battle of The Overpass. They were used to convince the employees at the Rouge River Plant to join the UAW.

[UAW Organizing, Flyer, Battle of the Overpass. Detroit, Michigan, 1937.]

Appendix VII



(Left to right) Robert Kanter, Walter P. Reuther (UAW President), Richard Frankenstein, and J. J. Kennedy pose for the press atop the passenger overpass as Ford's servicemen walk toward them. Shortly after this photograph was taken, Ford's servicemen brutally attacked these union employees. This event would be called The Battle of the Overpass.

[Kilpatrick, James. *Abor-Strike: Ford Motor Company: Walter Reuther fifth from the left; Richard Frankenstein sixth from the left.* 26 May 1937.]

Appendix VIII



This photograph shows Walter P. Reuther (UAW President) on the left comforting his friend Richard Frankenstein. Frankenstein is on the right with blood on his face and shirt after the beating they get from the servicemen.

[*UAW Organizing, Violence, Reuther, Frankenstein*. Detroit, Michigan, 1937.]

Appendix IX



This was an award-winning photograph captured the violence that went on during the River Rouge Plant strike. In this photograph, there is a man standing in the back on the left holding a stick and wearing a union hat. These men were all employees of the Ford River Rouge Plant and if any fellow employee dared to cross the picket line they would be beaten.

[*The Picket Line*. Dearborn, Michigan: Picket Lines at The River Rouge Plant, 3 Apr. 1941.]

Appendix X



This Photograph is a picture of Harry Bennett signing the first contract between Ford Motor Company and the United Automobile Workers of America. This contract ended the strike at The River Rouge Plant giving the workers benefits, better working conditions, and more financial stability.

[*Contract Signing, Ford Strike.* Detroit, Michigan, 1941.]

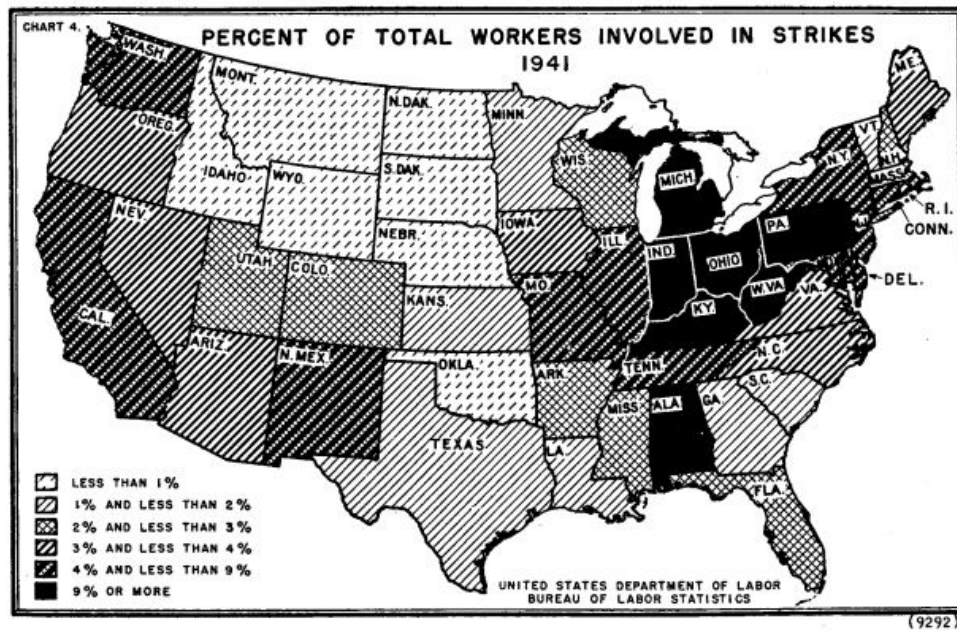
Appendix XI



This photograph captures the moment of Ford workers celebrating the signing of the contract with the UAW. The employees got benefits as well as better working conditions after the contract was signed.

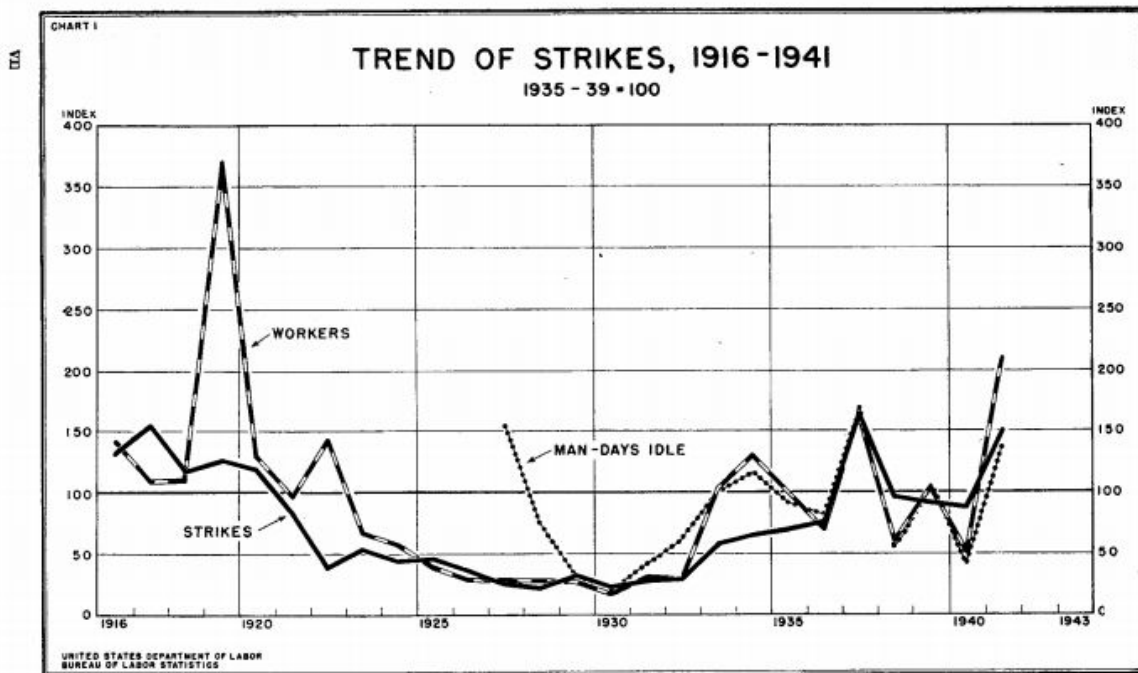
[Ford Signs First Contract With UAW On June 20, 1941. Dearborn, Michigan.]

Appendix XII



This map of the United States of America shows the percentage of workers who were involved in a strike. On the map, you can see that the state Michigan has more than 5 percent of workers involved in strikes.

Appendix XIII



This graph represents the number of strikes, workers, and days the work had idled. On this graph, you can see in the years 1937 and 1941 the number of strikes increased. This is because the River Rouge Plant influenced labor across the country.

[Perkins, Frances. *United States Department of Labor: Bureau of Labor Statistics, May 1942.*]

Annotated Bibliography

Personal Contacts:

Elsila, David. 22 Mar. 2018.

This email was from the David Elsila who was an editor for the UAW's Solidarity Magazine. He currently runs the Michigan Labor History Society. David Elsila has taught me more information about the River Rouge Plant helping me understand the full effect it had on the workers at the Rouge and the UAW.

Loretta Ruman, Interview.

Loretta Ruman is the youngest child of Valentine Ruman. She experienced the Great Depression first hand and saw what her father was like after a days work at Ford's River Rouge Plant. She was also the owner of several photographs of her father. Talking to Loretta helped me create my essay by hearing her emotions and her own words about what it was like seeing her father after one day of work at The River Rouge Plant. She also expressed how grateful her father was when they formed the UAW and his experience with the union.

Moss, James. "Interview with James Moss." 29 Mar. 2018.

James Moss is an Automotive Historian working at the Edison and Ford Winter Estates: Homes-Gardens-Laboratory-Museum located in Fort Myers, Florida. He helped me understand the working conditions at the Rouge and in other factories. Jim also told me about how Henry Ford strongly disliked the UAW since he did not like being told what to do. Knowing this information has helped me understand the working conditions and Henry Ford's opinion about the unions.

S., Joe. "Interview With Joe S." 29 Mar. 2018.

Joe S. is a volunteer at the Edison and Ford Winter Estates: Homes-Gardens-Laboratory-Museum located in Fort Myers, Florida. Joe knows a lot about the River Rouge Plant and how they manufacture vehicles. Joe has helped me understand more about the Rouge since he visited the complex two months prior to our interview. Joe showed me several pictures of the Rouge which helped me understand what it really was like at the River Rouge Plant in present times.

Primary Sources:

Analysis of Strikes in 1937. Bureau of Labor Statistics, May 1938.

This article published by the Bureau of Labor Statistics has taught me about all the strikes that happened in the year of 1937. This article has mentioned the GM and Chrysler sit-down strikes which have given me reliable information about the strikes.

All Out: Ford Hunger March, Monday, June 5th. All Out: Ford Hunger March, Monday, June 5th, Ford Hunger March Committee, 1932.

This flyer was for the unemployed and employed workers at The Ford Motor Company influencing the workers and their families to march. I used this flyer to help me see all 14 demands they marched for. I also used this flyer to see how desperately the people wanted these demands to be met to help improve their lives.

“Communist Manifesto” Karl Marx and Friedrich Engels, 1848.

The communist manifesto was written because of the political, economic, and social issues that were happening in Europe at the time. The last sentence of the pamphlet was translated and slightly changed by Engels. The updated phrase became popularised and is adapted to what we know today. This quote put the Conflict and Compromise of the River Rouge Plant into perspective. Knowing this has helped me shape my paper showing how the people working at the Rouge stood together fighting for their rights.

Contract Signing, Ford Strike. Detroit, Michigan, 1941.

This photograph was taken as Harry Bennett was signing the contract with the UAW. This photograph led me to understand how important this contract was. As well as, knowing how many people had to be present for the signing of the contract.

Cruden, Robert L. *The End of The Ford Myth. The End of The Ford Myth*, Union Labor, 1932.

This pamphlet explains why the Ford Hunger March was conducted. Also, it explains what happened during the event happened. The opinion of the Americans was also affected after the event happened. This helped me understand the reasons Ford’s workers took the first sections of standing together against Ford and why they persisted through till the end.

“Detroit Faces it’s First Great Strike.” *LIFE Magazine. Henry and Edsel Ford at Dearborn*, 18 Jan. 1937, p. 10.

This magazine main article was about how Ford was not negotiating with the UAW. This helped me understand why Ford did not want the union in his company. I also learned how this affected the workers. I learned what the rest of the economy thought would happen with the Ford River Rouge Plant.

“Energetic Union Drive Forces Ford Co. Into Defensive Position.” *Labor Action*, 13 Jan. 1941.

This newspaper was about the River Rouge Plant and the UAW. This newspaper article explained how the United Automobile Workers of America are starting to unionize the Ford Motor Company. This newspaper also told me how the workers were not going to give up fighting to get benefits. This has taught me how much unionizing Ford Motor Company meant to these workers. This also showed me how everyone in the country ordering *Labor Action* would read this article and understand what the workers were going through.

“Ford Blames Rouge Plant Riot on Newspapers and U.A.W. Plot to Hide Failure of Union Drive.” *The Detroit Free Press*, 28 May 1937.

This newspaper told the view of Harry Bennett and how he claimed none of his servicemen were involved in the fighting. I realized how desperate Harry Bennett was trying to keep this information to a minimum by lying to the press.

Ford , Henry. “Henry Ford on Leadership.” *Henry Ford on Leadership*, 6 Aug. 2013, gwclei.com/henry-ford-on-leadership/. Accessed 3 Apr. 2018.

This quote has helped me understand how Henry Ford tried to keep his workers employed by raising wages and having them work fewer hours. This helped production stay consistent and this quote represented that.

“Ford Men Beat and Rout Lewis Union Organizers; 80,000 Out In Steel Strike.” *The New York Times*, 27 May 1937.

This newspaper went in depth of the casualties at The Battle of The Overpass as well as the beating the union men and women took. Since I knew how many people were

severely injured and what men and women were involved this helped me understand how important the event was.

Ford River Rouge Plant Pin: X2264. Oshkosh, Wisconsin.

After looking at this artifact in person this has helped me to see and partially experience what Valentine Ruman had to do every morning to get into the Rouge. This has also helped me understand the vast size of the plant by looking at the identification number and letter.

Ford Signs First Contract With UAW On June 20, 1941. Dearborn, Michigan.

This photograph captures the excitement of the Ford employees at The River Rouge Plant. This shows how happy these men were to get better benefits and be treated fairly unlike before. I now understand from seeing this photo how the effects the UAW contract with Ford Motor Company had on its employees.

“Ford Workers Authorize Strike.” Labor Action, 29 Sept. 1941.

This newspaper was about how the River Rouge Plant workers were confident in the UAW. They were confident that the UAW would present and win all of their demands and would keep fighting until they would gain the working conditions and benefits. This helped me understand how confident the workers were. This also helped me understand how determined they were go get treated better than they currently were.

“Four Killed, Bennett Wounded as Reds Battle Police in Riot at Ford Co. Plant.” The Detroit Free Press, 8 Mar. 1932.

This newspaper gave the views of many different people at the massacre. It also contains many photos and the details of who was injured and how badly. This had helped me analyze what had happened through the multiple perspectives of the marchers and lead me to realize how appalling these events turned out to be.

Hauben, Ronda. Lest We Forget: In Tribute To The Pioneers Of The Great Flint Sit-down Strike, Agenda Publications, 1987.

This article was written about the Flint, Michigan sit-down. This was the first sit-down strike at an automotive manufacturing company. This has helped me understand what

happened during the first sit-down strike and why this was not the most important automotive sit-down strike.

Kilpatrick, James. *Abor-Strike: Ford Motor Company: Walter Reuther fifth from the left: Richard Frankenstein sixth from the left.* 26 May 1937.

This photograph taken by James Kilpatrick helped me visually see Ford's servicemen coming toward the union workers before they brutally attacked them. This photograph helped me understand that the servicemen would take no remorse on the UAW men.

"Labor Victories are Won on the Picket Lines!- That's the Lesson of the Ford Strike." *Labor Action*, 21 Apr. 1941, p. 1.

This newspaper was for the labor workers telling what major events that were happening, This newspaper contained a large article about the contract that was signed with the UAW and how it affects the other workers in the workforce. This helped me understand how the strike on The River Rouge Plant did not just affect the Ford workers but the whole workforce.

Memorial Services for Curtis Williams, Communist Party U.S.A., August 20, 1932.

This flyer held the details of what was planned for the funeral of the fifth person killed in the riot at the River Rouge Plant. While using this source, I have learned that some of the injuries did not turn fatal until long after the incident. This caused great pain and suffering to the unfortunate enough to get wounded.

"North American Workers Encouraged by Ford Victory." *Labor Action*, 30 June 1941.

This newspaper had several articles concerning the Rouge River Plant. This newspaper has taught me what happened during and after the strikes. This newspaper has also taught me how the Rouge influenced other parts of the country. Other workers from across the country decided to unionize and strike to gain better benefits.

Perkins, Frances. United States Department of Labor: Bureau of Labor Statistics, May 1942.

This report on the strikes in 1941 gave me a larger picture of how the River Rouge Plant affected the number of strikes that would happen. Looking at the maps, graphs, and tables this taught a lot about the details of strikes that year. Some of the details that were included were how many workers participated, how long the sit-down strike occurred,

when the strikes happened, where the strikes took place. Knowing this information could help me see how unionizing Ford Motor Company affect the rest of the country.

“Police Repel Rioters at Ford Plant.” *The Daily Northwestern*, 9 Mar. 1932.

This Wisconsin newspaper contained an article about the Ford Hunger March and what happened in Dearborn. This article has helped me understand what changed the march into a riot and how the riot influenced casualties on the protestors.

Public Investigation: Ford Massacre. Public Investigation: Ford Massacre, Workers Jury, 1932.

This flyer of the public investigation of the Ford Hunger March described the charges as well as the aftermath of the riot. This has helped me get a better picture of how this event was handled and how it affected the workers at the plant.

Retired Member: Membership Card. Oshkosh, Wisconsin.

This was Valentine Ruman’s retired membership card for the union. After looking at this I now understand how powerful the union got after the first strike at the River Rouge Plant.

“Roosevelt Becomes President.” *Capital Journal*, 4 Mar. 1933.

This newspaper was about the inauguration of President Roosevelt. This helped me understand when Franklin Delano Roosevelt was elected and when the Labor Relations Act was published.

Speck, Walter. *The Mural*. OAD, Local 174 headquarters in Romulus, Michigan.

This mural was painted after the Flint, Michigan sit-down strike. This mural has taught me how important the UAW was to the people working in the automobile factories. This has also taught me how well known the union was at the time of the first strikes involving the UAW.

“Strike Cripples Willow Run.” *The Detroit Free Press*, 21 June 1943, pp. 1–2.

This newspaper was about the sit-down strike at the Ford Willow Run Plant and compared it to the strike at The Ford River Rouge Plant. This helped me understand how influential the River Rouge Plant really was.

“Strike Threat, Brings Victory in Ford Instrument.” *Labor Action*, 6 Oct. 1941.

This newspaper article is written about what benefits the Ford men won and how other workers could strike and do the same. This helped me to understand how the workers got the benefits and what benefits they got. This helped me understand how the River Rouge Plant strikes affected other workers across America

The Picket Line. Dearborn, Michigan: Picket Lines at The River Rouge Plant, 3 Apr. 1941.

In this award-winning photograph, you can see a group of union members wearing their caps beating another worker at the picket lines. This photograph has helped me from my essay showing that the UAW members at Ford’s River Rouge Plant did not want fellow workers and this shows how badly they really wanted that and helped me understand the full beating and how desperate they were.

The Wagner or Labor Relations Act. The Wagner or Labor Relations Act, Public No. 198 Seventy-Fourth Congress of the United States of America; at the First Session. Held in the city of Washington, January 3, 1935.

This act lets labor workers organize, strike, and gain benefits in a company. This helped me analyze the events that were subsequent after the act was passed and how it played a role the automobile companies signing the contract with the UAW.

“U.A.W. Charges Ford Violation of Labor Act.” *The Stanford Daily*, 18 May 1937.

This magazine had an article about the battle of the overpass and helped me understand what information was being printed not just for the ordinary working man but by a top college for their students to read.

“U.A.W. Organizers Are Beaten and Thrown Off Ford Property; 80,000 Called Out in Steel Strike.” *The Detroit Free Press*, 27 May 1937, pp. 1-Photo Page.

This newspaper released by The Detroit Free Press told what happened at the River Rouge Plant during The Battle of The Overpass. This has helped me understand how much Ford's servicemen destroyed and what evidence survived and was handed to the newspapers.

UAW Organizing, Flyer, Battle of the Overpass. Detroit, Michigan, 1937.

This flyer was used to persuade The River Rouge Plant workers to join the UAW. Seeing this flyer led me to understand what the workers saw and how this may influence them to join the United Automobile Workers of America.

UAW Organizing, Violence, Reuther, Frankenstein. Detroit, Michigan, 1937.

This photograph of Walter P. Reuther and Richard Frankenstein let me see the damage Ford's servicemen did to these union workers. This photo also shows how tired and run down Richard Frankenstein looks with the blood on his shirt and face.

Secondary Sources:

"Aerial View of Ford Rouge Plant, 1930." *The Henry Ford*, Unknown, <https://www.thehenryford.org/collections-and-research/digital-collections/artifact/87230/#slide=gs-233089>.

This website states the order and efficiency of the plant and other factories of its time. It contained photos helping me to understand the colossal size of the plant and why this efficiency was necessary.

Bak, Richard Peter. *Henry and Edsel: The Creation of the Ford Empire.* John Wiley & Sons, 2003.

This book is about Henry Ford's life as a child and till he died. This book told the struggles Ford had taken to make his company have the highest wages and lowest prices. Reading a book about the history of Henry Ford helped me understand all the hardships Ford had gone through with his son who worked behind the scenes.

Birch, Jan. "River Rouge: 1941." *Socialist Action*, 1 Feb. 2000, socialistaction.org/2000/02/01/river-rouge-1941/.

This website tells the story of African Americans working in Ford's River Rouge Plant. It also elaborates how the union affected these workers giving them better benefits and more respect in his company. This has helped me understand how the union affected people of all ethnicities and helped me understand the member count of the UAW and what caused the first strike at the plant.

Chinery, Kristen. "Battle of the Overpass." *Walter P. Reuther Library*, Wayne State University, 19 May 2011, reuther.wayne.edu/node/7647.

This website was in memory of Walter P. Reuther the president of the United Automobile Workers of America. This website tells the story of the union through photographs, pamphlets, and articles. This has helped me visually see what the UAW members went through what helped me significantly to stress about the working conditions in Fords company.

Detroit News. "The Battle of the Overpass - Michigan History - The Detroit News." *Michigan History*, Joyce Jenereaux, 21 June 2013, blogs.detroitnews.com/history/1997/08/06/the-battle-of-the-overpass/.

This article explained the 1937 General Motor strike and how that influenced the UAW to hand out leaflets at gate number 4 of the River Rouge Plant. This helped me understand how the GM strike influenced the Battle of The Overpass.

"Ford River Rouge Complex." *SOM - Ford River Rouge Complex*, Unknown, www.michigan.gov/som/0,4669,7-192-29938_68915-54580--,00.html.

This article is about the structure of the River Rouge Plant. Elaborating on the different complexes in the plant, and square footage. Since I learned the architecture of the plant it has helped me understand how many people were involved in the plants strike's.

"Henry Ford." *Entrepreneur*, 7 Oct. 2008, www.entrepreneur.com/article/197524.

This article was about Ford founding the Ford Motor Company and how the 1941 River Rouge Plant strike began and how the disagreement was settled. This website contributed to my essay because it gave an in-depth look at what happened at the Ford River Rouge Plant.

"Henry Ford Gives \$10,000,000 in 1914 Profits to His Employees." *The Detroit Journal*, 5 Jan. 1914, p. 1.

This newspaper released in 1914 was about the unheard of five-dollar-day wage. This helped me understand how Ford would convince people to work for him with a high wage while putting an enormous burden on his employees.

“Historical Insights The Ford River Rouge Plant.” *Ancestry*, Unknown, www.ancestry.com/contextux/historicalinsights/ford-river-rouge-plant-michigan.

In this brief article on the River Rouge Plant summarizes what the plant was and how it affected where people were from and where they originated from before coming to Dearborn. This website is accompanied by photographs within the factory. This has helped me understand how badly people wanted a higher pay that they were willing to travel from other states just to work in one of Ford’s plants.

Historical Marker in Dearborn, Michigan at 10520 Fort Street. Erected in 1992, marker pays tribute to the five people who died while fighting for workers rights at the Ford Motor Company in 1932.

This historical marker gave tribute to the men who died in the Ford Hunger March. It also gave a brief description of what the march was for and the casualties that were inflicted on the marchers. This has helped me write my paper because I have learned that this was an important event because the Michigan Department of Natural Resources decided to put this up. It has also helped me understand what it was like when they gathered at the Fort Street Bridge.

History.com Staff. “Ford Factory Workers Get 40-Hour Week.” *History.com*, A&E Television Networks, 9 May 2009, www.history.com/this-day-in-history/ford-factory-workers-get-40-hour-week.

This website about the 40 hour work week helped me understand that Ford did try to make accommodations to the workers and just did not put them off to the side. This helped me know that even though Ford gave the workers better things the workers expected more and decided to strike creating the UAW.

History.com Staff. “Violence erupts at GM plant strike.” *History.com*, A&E Television Networks, 2009, www.history.com/this-day-in-history/violence-erupts-at-gm-plant-strike.

This was a brief article about the General Motors sit-down strike. This helped me prove why this strike was less important for the automotive industry and helped he understand how it affected Ford and his company.

“Jobs with Justice honors Ford hunger marcher.” *People's World*, Unknown, 6 Oct. 2016, www.peoplesworld.org/article/jobs-with-justice-honors-ford-hunger-marcher/.

This site paid tribute to a River Rouge Employee named Dave Moore. Dave described what happened at the Ford River Rouge Plant in 1932 at the riot. Reading the first-hand

perspective helped me realize what all the workers thought of Ford. Dave also participated in all the riots and strikes.

King, Gilbert. "How the Ford Motor Company Won a Battle and Lost Ground." *Smithsonian.com*, Smithsonian Institution, 30 Apr. 2013, www.smithsonianmag.com/history/how-the-ford-motor-company-won-a-battle-and-lost-ground-45814533/.

This website explained how Walter Reuther, Richard Frankensteen, and other union members were severely beaten. This has helped me write and explain the beating in my essay, and has also helped me understand how severe the beating was.

Loomis, Bill. "Walter Reuther was labor legend on a global scale." *Detroit News*, Joyce Jenereaux, 3 Sept. 2017, www.detroitnews.com/story/news/local/michigan-history/2017/09/02/walter-reuther-uaw-giant/105249350/.

This article tells the history of Walter P. Reuther and how he became the president of the UAW. The article says what major events happened when he was president of the UAW and how he did. Knowing Walter Reuther's life It helped me understand how Reuther was able to conquer Ford's vast River Rouge Plant.

Nevins, Allan. *Ford: expansion and challenge*. Scribner, 1957, pp. 281.

This book tells the story of Ford Motor Company from 1915 to 1933. How he created an automobile affordable for everyone and got complete control over his company. Knowing Ford's goal helped me understand why he treated all his workers so poorly and helped me stage my essay against him.

Pietro, Denn. "Ford signs first contract with UAW on June 20, 1941." *UAW*, Unknown, 23 June 2017, uaw.org/ford-signs-first-contract-uaw-june-20-1941/.

This website has helped me because it explained the events that set off Ford's wife Clara to convince her husband to sign the contract with the UAW. This helped me understand what happened in the words of the UAW.

Rosentreter, Roger L. *Michigan. a history of explorers, entrepreneurs, and everyday people*. University of Michigan Press, 2014.

This book goes into the history of the state Michigan before it was owned by the United States of America. It tells about the first people who lived here opening fur trades and lead to the entrepreneurs who helped create the businesses that shaped the major cities.

Knowing a brief history on Henry Ford helped me see the major events that happened and not all the small details. This helped me shape my essay by including the most vital points.

Stepan-Norris, Judith, and Maurice Zeitlin. *Talking union*. University of Illinois Press, 1996.

This book took the first-hand accounts from the men and women who worked at the River Rouge Plant. This helped me understand the people who experienced these events what they went through and has helped me shape my essay by arguing their working conditions in the way they saw Ford and his company.

Streissguth, Thomas. *The roaring twenties: an eyewitness history*. Facts on File, 2001.

This book is about the historical events that happened during the twenties. This includes the stock market crash leading to The Great Depression. Knowing what happened in the stock market crash helped me understand how Ford Motor Company was impacted and how he responded.

Stepan-Norris, Judith, and Maurice Zeitlin. *Talking union*. University of Illinois Press, 1996.

This book took the first-hand accounts from the men and women who worked at the River Rouge Plant. This helped me understand the people who experienced these events what they went through and has helped me shape my essay by arguing their working conditions in the way they saw Ford and his company.

“The Great Depression-A Job at Ford’s”, Dir. Jon Else. Perf. Henry Ford (archive footage), Herbert Hoover (archive footage), Francis Immoberstag (niece of Henry and Clara Ford), Joe Morton (narrator), Gore Vidal. PBS Documentary. 1993. Documentary.

This documentary was about the great depression and how it affected Henry Ford's River Rouge Plant in Dearborn, Michigan. This influenced my essay because most of the conflict happened during The Great Depression and let me see with footage how badly the Ford employees were affected.

“UAW History.” *UAW*, Unknown, 13 Oct. 2015, uaw.org/solidarity-magazine/uaw-history/.

This website tells the history of the UAW since it was founded and to the current information happening every day. This has helped me understand what major events happened concerning the UAW awhile trying to unionize the Ford Motor Company.

Watts, Steven. *The people's tycoon Henry Ford and the American century*. Vintage, 2006.

This book was about Henry Ford's life from a child to his death. It told the story of the unions and helped me understand why Henry Ford had his view of the plant and helped me understand why workers did not like his conditions and what he thought.

Wright, Gwen. "1930s High Society." *PBS*, Public Broadcasting Service, www.pbs.org/opb/historydetectives/feature/1930s-high-society/.

This article was about the start of The Great Depression and how it affected Americans and their companies. Knowing how the depression affected so many companies I can see more of the patterns in how it affects the labor industry.

"You Are Here MSHDA Preservation SHPO Programs & Projects National Historic Landmarks." *MSHDA - Ford River Rouge Complex*, www.michigan.gov/mshda/0,4641,7-141-54317_19320_61909_61927-54580--,00.html.

This website describes general information about the River Rouge Plant. This gave me an overall view of what the Rouge looked like. This website also taught me what time period all the abuse that happened to the workers started and how long it was happening before the workers started to rebel.