



THE LOCAL 34 BANNER

Who's in Local 34?

Job Classifications Covered by Our Contract

- ◆ Case Management Assistants
- ◆ Chemical Health Counselor
- ◆ Chemical Health Counselor, Sr.
- ◆ Child Support/Collection Service Officer
- ◆ Child Support/Collection Service Officer, Principal
- ◆ Child Support/Collections Service Officer, Senior
- ◆ Community Health Specialist
- ◆ Community Health Worker
- ◆ Community Health Worker, Senior
- ◆ Corrections Counselor
- ◆ Dental Assistant
- ◆ Dental Hygienist
- ◆ Financial Case Aide
- ◆ HH Medical Services Coordinator
- ◆ Health Care Quality Improvement Specialist
- ◆ Human Services Representative
- ◆ Human Services Representative, Senior
- ◆ Interpreter
- ◆ Interpreter, Senior
- ◆ Medical Assistant
- ◆ Medical Examiner's Investigative Assistant
- ◆ Medical Examiner's Technician
- ◆ Nurse, Licensed Practical
- ◆ Nurse, Public Health
- ◆ Nursing Specialist, Clinical
- ◆ Psychologist, Clinical
- ◆ Psychologist, Senior Clinical
- ◆ Record Information Specialist
- ◆ Sentencing to Service Crewleader
- ◆ Social Worker
- ◆ Social Worker, Child Protection
- ◆ Social Worker, Psychiatric
- ◆ Social Worker, Senior
- ◆ Social Worker, Senior Psychiatric

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April

Wed. the 3rd - Local 34 General Assembly Meeting

5:30 p.m. Human Services Building,
525 Portland Avenue, Room 110, Minneapolis

Wed. the 17th - Local 34 Executive Board Meeting

5:30 p.m. Human Services Building
525 Portland Avenue, Room 917

May

Wed. the 1st - Local 34 General Assembly Meeting

5:30 p.m. Human Services Building
Room HSB L14 & L15, 525 Portland Ave

Wed. the 15th - Local 34 Executive Board Meeting

5:30 p.m. Human Services Building
525 Portland Avenue, Room 917



Tremayne Odom was sworn in as a steward at the January 2, 2019 General Assembly.

Welcome Tremayne!

(I apologize for the oversight in posting his picture along with the GA highlights in the February newsletter. Jean Diederich, Editor)

MiKayla Handley is sworn in as our newest Member-at-Large.

She was elected to that position at the March 20, 2019 Local 34 Executive Board meeting.

Welcome MiKayla!



President's Report April 2019

Union Family:

HAPPY SPRING! I don't know about you, but I'm really looking forward to warmer weather and sunshine!

Thank you to everyone who attended our Day on the Hill in March at the State Capitol! AFSCME Rocked the House! State Legislators always know when AFSCME is in the House. Our power to influence public policy and the funding for the work we do is greatest when we show up and hold our Legislators accountable. As Constituents, we hold more power than any lobbyist! Keep up the great work advocating for the work we do and the people we serve.

Our 2019-2021 Contract Agreement has now been signed and is available on Hennepin County's Labor Relations webpage, at www.AFSCMEMN.org, and on our AFSCME Memberlink. Knowing your Contract is vitally important as it governs our working conditions, wages, and benefits that we have negotiated. If you believe the employer violates our contract at any time, it is important you reach out to one of our Co-Chief Stewards or one of our Vice-Presidents.

In case you missed one of my recent e-mails, we received the arbitration decision from Class Action Grievance regarding the performance in-range salary adjustments for those with performance reviews 12/23/18-12/31/18. It is unfortunate that Arbitrator Stephen Befort ruled in the County's favor. What this means for the 87 members with reviews during those dates is that you will not receive your step-increase according to the contract in effect during 2018, but instead receive the flat 3% according to our new 2019-2021 contract. This is a huge disappointment for our AFSCME unions and all Hennepin County employees with reviews during those dates. One thing we have learned from this experience is that we cannot rely alone on the grievance procedure to uphold our contract and demands. We must be better prepared to fight for our next contract during negotiation.

In order to continue preparing for our next contract fight, I would like to personally like to invite you to become active with our EEO committee. Our AFSCME Education, Engagement, and Outreach Committee meets the 2nd Monday of the Month from 5:30 -7pm at the Seward Neighborhood Office 2600 E. 25th St, Mpls in room 243 (2nd floor large conference room). They are already planning for any and all actions necessary to win a great contract in 2021, including forming STRIKE Planning Committees. In order to gain the best results, we must be prepared to potentially use our ultimate power, which is the Freedom to Withhold our Labor.

Keep WEARING AFSCME GREEN on TUESDAYS!!! Do not hesitate to reach out to me at any time with questions or concerns. My personal e-mail is jbgm99@gmail.com and my personal phone is 763-300-1047.

Always in Solidarity,
Grace Baltich

Nominations Report:

The following members were nominated for office at the March 6, 2019 General Assembly:

Vice President	Sametta Hill and Kay Powell
Recording Secretary	Aaron Gardner-Kocher
Membership Secretary	Deborah Konechne and Jean Diederich
Chief Steward	Sarah Haigh and Brian Olson
Member-at-Large (3 positions)	MiKayla Handley, Amorette Robeck, Delia Dilday and Miguel Salazar
Minneapolis Regional Labor Federation Delegate (5 positions)	Deborah Konechne, Kenneth W. Garnier, Kay Powell, Kevin Chavis and Jean Diederich (Note: the President is an automatic delegate)
Minneapolis Regional Labor Federation Alternates (6 positions)	Tamika Hannah, Amorette Robeck, Brian Olson, MiKayla Handley, Rhonda Griffin and Anthony Ware

No nominations were made for the positions of Three Year Trustee or St Paul Regional Labor Federation Delegates & Alternates

Motion passed to elect by uncontested ballot Aaron Gardner-Kocher as Recording Secretary and the Minneapolis Regional Labor Federation Delegates and Alternates.

Motion passed to move the names for the contested positions on to the Elections Chair, Cathy Dunaway, to prepare ballots for the 2019 Officer elections to be held April 1 – 22, 2019.

Respectfully submitted,
Jean Diederich, Nominations Chair

April 2019

2019 Elections Chair Report

The elections for the contested offices of Vice President, Membership Secretary, Chief Steward and Member-at-Large will be held in April. The Elections Committee will prepare the ballots which will be sent out from the Council 5 office.

Voting will be done by mail-in ballot in the following manner: Beginning Monday, April 1st, a ballot will be mailed to each member's last known address. A self-addressed stamped envelope and a balloting envelope will be provided to return the marked ballot. All offices will be voted on by the general membership. Members will have until Monday, April 22nd, to return their marked ballot. Any ballots postmarked after April 22nd will not be counted.

Ballots will be counted on Thursday April 25, 2019 at 5:30 PM in HSB 110, 525 Portland Ave, Minneapolis.

If you have moved recently and want to make sure that we have your current address or if you are currently not a member and would like to sign a dues authorization card in order to be eligible to vote in this election, please contact the President, Grace Baltich, at 612-348-0919 or one of the other officers or stewards listed in the monthly newsletter or call the Council 5 Member Action Center at 651-450-4990.

The following has been sent to all the candidates, officers and stewards of our local:

Congratulations on your nominations for our 2019 officer/trustee elections. Here are the rules that we follow:

You **are not** able to use any union resources for your campaign:

- > No posting candidate information on union bulletin boards
- > No posting candidate information on our social media platforms such as our Local 34 Facebook page, web site or news letter
- > You are not able to campaign for office in conjunction with any union activity such as a union meeting, Meet & Confer, labor lunch, etc.
- > You cannot use any membership list you might have in your possession for conducting our union business to solicit members – per the Confidentiality and Nondisclosure agreement, you are not able to use any of the information on our various lists for your candidacy. # 4 on that agreement reads as follows: “Recipient agrees to use the data for daily business use as an affiliate of AFSCMEMN. Recipient shall not use this data for any other purpose or disclose it to oather third party except where a business need arises and a Confidentiality Agreement is in place. The Recipient agrees to hold the Information in trust and confidence.”
- > You cannot approach members in their worksite at their desks or workstations.

You are able to do the following:

- > Ask the Council 5 office to mail out a campaign piece and they will do so but you will be asked to pay for the cost of the mailing up front before they do an actual mailing. Any requests must be submitted to our Field Representative, Kate Black and the cost of any mailing must be pre-paid by the candidate before it is completed by Council 5.
- > You are also able to, on your own time, set up times to do Meet & Greets in a breakroom that is away from the employee work areas.
- > You can hand out campaign literature outside of the workplace as people come into or leave work.

I ask that everyone be courteous and follow the above rules. They work well and prevent any hint of campaign impropriety or fodder for an election challenge.

Notice of the elections was sent out to all our members in the same letter giving them the notice of nominations. Ballots will be mailed out April 1st and are due back by April 22nd. Any envelope postmarked after 4/22/19 will not be accepted. Ballots will be counted in HSB 110, 525 Portland Ave, Minneapolis., the evening of Thursday, April 25th. Each candidate is allowed to have one observer present. You do need to let me know who that observer will be by no later than Monday, April 22nd.

Here is the link to the AFSCME Local Union Election Manual: <https://m.afscme.org/news/publications/afscme-governance/pdf/Local-Union-Election-Manual-English-2016.pdf>

Please contact me if you have any questions or concerns.

Respectfully,
Cathy Dunaway
Elections Chair

3/20/19 Sent to all candidates, Elections Committee & EBoard members: Today I received reports of campaign issues that I need to bring to everyone's attention.

No one can use work place copiers to make campaign fliers or copy campaign materials.

You cannot put any campaign materials at a work desk.

You cannot put any campaign materials on a Union bulletin board.

You cannot put any campaign materials in client interview rooms.

If anyone sees any campaign materials in the work place please remove them immediately and report the issue to me and it would be helpful to take a photograph to document for the election committee to see.

Please be sure that anyone assisting you in your campaign is aware of the rules. Any questions please contact me.

Also, I was notified today by Miguel Salazar that he was withdrawing his name from the ballot for member at large.

Thank you,
Cathy Dunaway
Election Chair

Who Are We

Who Are We – Child Protection

Child Protection at Hennepin County role is to investigate, assess and provide intervention and treatment services in order to protect children from child abuse, neglect and exploitation. We have various roles and department ranging from Intake Screening, Investigations, Family Assessment, Field (Case Management), ICWA (Indian Child Welfare Act) department, Kinship, Children Services, Foster Care/Adoption, Extended Foster Care, Legal and County Attorney Office.

Some Counties have their workers conducted the intake, investigation and case management services but thankfully, we are in the largest county and have the ability to have workers in specific roles. The job of a Child Protection Social Worker (CPSW) can be difficult. CPSW's have to understand how to work with the departments that I stated above, in addition to understanding federal and state policy on removals, court proceeding, foster care, statues on abuse or neglect, etc. What a CPSW does cannot be written in an article but we want to share with our members outside of Child Protection our role.

The role of the screener is to assess if the allegation constitute a child protection response in accordance with state and federal statutes. The report is then forwarded to the investigation department.

The role of the investigator is to investigate the allegation and determine if it meets child protection guidelines for a maltreatment finding. Their determination can dramatically change the life of a family to being removed from their parents care. Many CP Investigators have seen the worst of the worst cases to family only need some support in order to progress forward in with their lives.

Once the investigators make a determination of maltreatment, neglect or abuse, they are transferred to Field (Case Management). In Field, we create case plans that address the issues why the case opened in Child Protection. If the case is in court we write pre-hearing reports. We assist parents from a wide range from referrals for services such as coordination of visits, domestic violence programing, drug treatment and so forth. This can be really challenging if the parent is absent or resistant to services. One of the hardest part of the job is executing a removal. No matter if the removal is warranted, seeing the child or children crying from being separated from the parents is one of the hardest thing to see. But in the end it is all to keep the children safe.

My role is in case management as well but I am in our ICWA department that solely works with the native community. There are two distinct differences being ICWA Field. One is that the tribe is involved as a party and is an integral part of the decision-making process. The second, we follow the Indian Child Welfare Act. This law is intended to protect the best interest of native children and promote the stability and security of native tribes and families. The law also “sets federal requirements that apply to state child custody proceedings involving an native child who is a member of or eligible membership in a federally recognized tribe” (National Indian Child Welfare Association (2019), Introduction to ICWA).

Submitted by David Yang, on behalf of fellow Child Protection Social Workers

Highlights of the March 6, 2019 General Assembly



Kevin Chavis sworn in as our newest Member-at-Large. He was elected at the February 20, 2019 executive Board meeting to fill the seat vacated by Dawn Coburn-Paden.

Approved the Consent Agenda

Accepted the January 16, 2019 Executive Board minutes

Announcement that Member-at-Large seat vacated by Bobbie Miller Thomas will be filled with special election at the March 20, 2019 Executive Board meeting

Approve appointment of Yunuen Avila as MAT Coordinator to fill vacancy left by Bobbie Miller Thomas

2nd and final round of nominations taken - see Nominations Char report on page 2

Election held for CBTU - Rhonda Griffin, Tamika Hannah, Sametta Hill & Paul Madison elected with motion approved to accept results of the election

We have 68 members signed up so far for Day on the Hill

Nellie Stone Johnson Scholarship Dinner to be held March 21, 2019 - Grace Baltich, Jean Diederich, Kenneth W. Garnier, MiKayla Handley, Paul Madison, Lindsay Schwab and David Yang approved to attend on behalf of the local

Motion approved for up to 8 hours lost time, mileage and parking for up to 12 members for Organizing Day at South Hub on March 20, 2019

Motion tabled for up to 8 hours lost time, mileage and parking for up to 10 members for Organizing Day at the Government Center on April 23, 2019

Motion failed to send members to Know Your Rights training put on by Local 2822

Motion approved to support resolution #STANDWITHILHAN

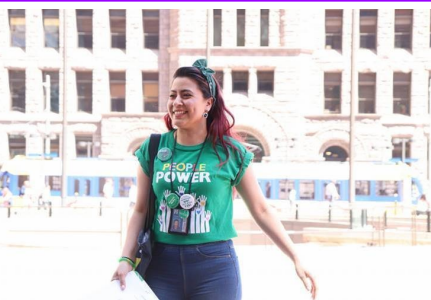
Election held for Netroots Nation—Kenneth W. Garnier, MiKayla Handley, Amy Kelvie and Brian Olson elected with motion approved to accept the results of the election

Motion approved to reimburse \$35.00 for Survey Monkey to do survey of METS area

Paul Madison to research costs of laptops and report back to the April GA

Tamika Hannah reported that she has requested an audit of union bulletin boards for all buildings

Jean Diederich reported that she attended the retirement party for long-time member and activist, Maggie Keating. Maggie noted that she will miss her Local 34 sisters and brothers as well as the good work that we do.



Hello hello HELLO! ☺

My name is Yunuen Avila and on March 6th, our President: Grace Baltich, appointed me Member Action Team (MAT) Coordinator!

A HUGE thank you to ALL of my Union Siblings for moving and passing the motion to allow me to officially step into this new role!

A special THANK YOU to our previous MAT Coordinator, Bobbie Miller Thomas, for her perseverance & hard work. May the State (DHS) be treating her well as she deserves.

I've been a full dues-paying Member of our union since April 2016. I became active in Oct. 2017 when I attended the Council 5 Duluth Convention. Both our President: Grace Baltich and our Membership Secretary: Deb Konechne, helped me understand the importance of joining the fight. Since then, I've become involved in the Onboarding Committee, Anti-Discrimination Committee, Project Diversity Committee, became a MAT Leader, and was elected as Member-at-Large in May 2018.

I'm very excited to be stepping into this new role and continuing the great work MAT Coordinators before me have come to exemplify. It is my goal to grow and strengthen the Union as much as possible, while continuing to harbor partnership and solidarity with all of my Brothers and Sisters. I'm honored to take on this challenge, and with your help, we'll become stronger than ever!

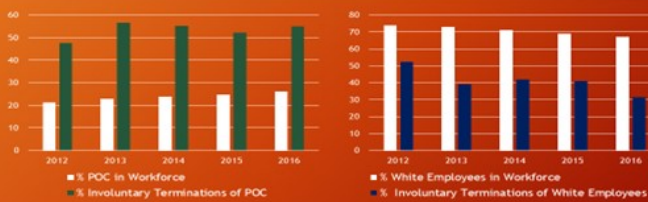
Thank you and in solidarity,
Yunuen Avila

April 2019

Report: AFSCME 34 Anti-Discrimination Committee Meets with Administration

Another Look at Disproportionate Involuntary Terminations Employees of Color (POC) vs White Employees

12



The Anti-Discrimination Committee has been working together for over a year. We requested a meeting with David Hough to present our findings and on March 13th the Anti-Discrimination Committee held a meeting with David Hough- County Administrator, Kathy Megarry-Labor Relations, Michael Rossman-HR and Tonya Palmer-Diversity and Inclusion. In the meeting we presented our analysis of Hennepin County's Data about Involuntary Terminations which disproportionately affect workers of color in Hennepin County. In addition we presented an analysis of the survey we carried out with members of Local 34.

Here are just a few of many key points we learned from our analysis and presented at the meeting, included:

- Workers of color at Hennepin County are involuntarily terminated at a significantly disproportionate rate. For example, per Hennepin County's data: in 2016, while workers of color made up 26% of the workforce, workers of color accounted for 56% of the involuntary terminations.
- Hennepin County has been successful in recruiting and hiring higher numbers of employees of color since 2012, with 28% of the workforce comprised of employees of color in 2017.
- However, treatment and retention of sisters and brothers that are employees of color is problematic.
- In the Local 34 Survey, 38 different County supervisors (some managers and above) were identified by name (12 were identified more than once) as being observed to "bully, discriminate, or retaliate against" workers.
- When asked if "ever considered leaving Hennepin County or transferring positions due to discrimination, harassment, bullying, or retaliation by a supervisor": 30% of respondents said yes.
- For more information on the entire Hennepin County data or Local 34 survey data, please contact: deborah.Konechne@hennepin.us or kimberlyschmitt@hennepin.us

The Anti-Discrimination Committee spent much time on constructing what Hennepin County could do to "right the wrongs" both retroactively and going into the future. We presented our asks in the meeting. Mr. Hough and the others agreed to take these proposals back to look at more in depth and will set up a meeting to give us their response.

AFSCME Local 34 Anti Discrimination Committee Asks of Hennepin County

1. Because Hennepin County's data shows specific disproportionate terminations of workers of color, we therefore request a review of ALL terminations for the past 7 years for workers of color for possible discrimination. We request reinstatement and/or reparations for workers of color that may have included discrimination at any step. This would include both involuntary terminations and voluntary terminations-ineligible for rehire.
2. Clear all HR and Supervisor files of employees disciplined that involves possible discrimination for past 7 years.
3. Track all disciplines (oral, written, suspension and termination) by race, ethnicity, age, gender, gender expression, sexual orientation, religion, and length of service. Share tracked data every 3 months with AFSCME HC unions.
4. Initiate an independent review and data collection on results of the Non Discrimination and Respectful Workplace process, for example: how many complaints ended up favorable to the grievant. Share all data every 3 months with AFSCME HC unions.
5. Replace the current NDRW process with an objective and independent body -that is not comprised of employees of Hennepin County- that will utilize clear and well-defined criteria to investigate complaints of discrimination and implicit bias in the workplace. Develop truly confidential means of reporting.
6. Establish an independent review to identify institutional policies that facilitate discrimination against workers of color and institute needed policy changes.
7. Mandate intensive training for management beyond the 12 hours of diversity training
8. Collect and track data on Supervisors that details disciplines and terminations of workers, especially workers of color, as well as grievances and complaints of discrimination from workers.
9. Hold discriminatory supervisors accountable by demotion/termination/removing from positions of power.
10. Institute processes for annual mandatory performance reviews of supervisors- to be completed by direct workers or staff. Results should go to appropriate Dept. Director or higher. All concerns/complaints must be addressed.
11. Provide county time for Union Representatives to visit and discuss rights and reporting options at team meetings.

Thank you, Members of the Anti-Discrimination Committee: Deborah Konechne, Sametta Hill, Kim Schmitt, Yunuen Avila, Michelle Barnes, Amorette Robeck. Thank you to Bobbie Miller Thomas for all her work on this committee before taking her new job.



Membership Secretary Report:

Workers United Will Never Be Defeated!

Greetings Union Sisters, Brothers, Siblings.

As Membership Secretary, *I thank you for all that you have done and will continue to do for our union.* Whether it is being a member, talking to coworkers, wearing your green shirt at work, helping to organize others, carry out actions.... it all counts and is so important!

As we enter Spring 2019, we are stronger than ever. Despite the efforts of the ultra-wealthy union-busters, our union has emerged stronger and more determined than ever to defend the rights and benefits that those before us fought and died for. Our membership is nearing 90%, the highest ever!

2019 will be a year of continuing to strengthen the connection with you, our members, and to fight for our members. Over the past 3 years, we have carried out Organizing Days and Labor Lunches at the various sites we work. As Membership Secretary I continue my commitment to connecting, listening, sharing knowledge, and fighting together for our rights. We respect and appreciate involvement, participation, action and leadership from all members!

The areas of work that we will continue in 2019 includes:

Organizing Days: Workplace visits and organizing, connecting, listening and talking to members at all the sites we exist.

New Employee Orientation: Visit with and orient new staff on their first day in orientation.

MAT (Member Action Team) Helping to build a communication and action network within our local that can quickly get information out and organize members.

Labor Lunches: Lunches at various sites with union information, know your rights training and food.

Phone Calling Day: Do daytime phone calls to nonmembers and invite to join

Union Buddy System: Pair union members with new members just starting at Hennepin County, to check in and be a union contact from the time they start.

Welcome Committee: Welcome cards with information about our union sent to all new members.

Share all updated information from organizing days or labor lunches with Council 5.

Issue work: Anti-discrimination work on disparities in disciplines and terminations in Hennepin County, and Work on Improving Onboarding and HSR work conditions.

AFSCME Policy Committee of Hennepin County. The 6 AFSCME locals are developing a timeline and strategic plan for the next 2.5 years leading up to the next contract.

If any of these above activities are of interest to you, or you would like to explore these or other actions, PLEASE notify me- Deborah Konechne - Membership Secretary, ANYTIME! (see info below) We respect and appreciate any involvement you would like!! The MORE the BETTER! There is much work to be done, and many ways to be involved!

2019 so far:

-Held 2 Organizing Days and 2 Labor lunches at HSB and Northwest Hub, talking to over 150 workers.

-Carried out 4 New Employee Orientations (NEOs.)

-Organized 2 working gatherings for LTSS staff and Social Workers.

-Submitted an Outlook Survey of SWs and LTSS staff regarding the Mileage and Expense difficulties; presented at 3 Meet and Confers with Labor Management who are to follow up with the Dept. to create an easier and consistent method for mileage reimbursement.

-Anti-Discrimination Committee met with David Hough, County Administrator and others to present data and findings on discrimination in Hennepin County.

- Onboarding Committee is finalizing data and solutions to present to David Hough and upper management.



Next Important Dates:

March 20th South Hub Labor Lunch Room 122 (11:30-1p) and Organizing Day 9-4

April 23rd Government Center Labor Lunch –Auditorium (1:30-1pm) and Organizing Day 9-4

May 15th Brookdale Library/Satellite Labor Lunch (11:30-1p) and Organizing Day 9-4

2nd Monday of every Month 5:30-7pm: EEO (Education, Engagement and Outreach

Committee of 6 AFSCME ***Thank you for your commitment and dedication to our Local 34!***

In Solidarity, Deborah Konechne AFSCME Local 34 Membership Secretary

(612-816-4321) deborah.konechne@hennepin.us; deblkon@yahoo.com

April 2019

Nuts and Bolts

A brief guide to your Local 34

STEWARDS

Jamoda Acevedo

Brenda Blaisdell

Julio Blee Alarcon

Teisha Broomfield

Jacqueline Coleman

Solange Davis-Rivera

Delia Dilday

Shanaya Dungey

James Edin

William Fernow

Emily Frazier

Sarah Haigh

Tasheema Hopson

Janine Hudson

Cindy Johnson

Kathy Kelly

Caroline Malone

Watchen Marshall

Zachary Nagle

Tremayne Odom

Dawn Olmstead

David Paurus

Sheri Peterson

Jonathan Reeck

Shawnice Reid

Amorette Robeck

Alyssa Saby

Karla Schulz

Lindsay Schwab

Shakiya Shafer

Sean Watkins

Florence Williams

All Stewards serve a year long appointment beginning in May and lasting until April of the following year

LOCAL 34 OFFICERS

President— Grace Baltich

First Vice President — Tamika Hannah

Second Vice President — Sametta Hill

Treasurer—Paul Madison

Secretary—David Yang

Membership Secretary— Deborah Konechne

Sergeant-At-Arms— Andrea Lazo-Rice

Senior Chief Steward— Kenneth W. Garnier

Junior Chief Steward— Remy Huerta-Stemper

Members-At-Large—

Angel Alexander

Yunuén Ávila

Kevin Chavis

Aaron Gardner-Kocher

MiKayla Handley

Brian Olson

Trustees

Christina Eichorn

Council 5 Field Representative

Kate Black



AFSCME

We make America Happen

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Email the editor: jean.diederich@hennepin.us

Council 5 Member Action Center

651-450-4990 - call if you are not able to reach an officer or our Field Representative. Field Representatives are on hand to answer your questions Monday - Friday, 8:00 - 4:30

Memberlink - sign up now to access/update your information with Council 5

<https://members.afscmemn.org/>



<https://www.facebook.com/groups/Local34/>

Closed group: email **Amanda Abell** for an invite

"A leader is best
When people barely know he exists,
Not so good when people obey and acclaim him.

Worst when they despise him.
'Fail to honor people,
They fail to honor you,'
But of a good leader, who talks little,
When his work is done, his aim fulfilled,

They will say, 'We did this ourselves.'"

Lao Tzu, Tao Teh Ching



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