

**TELEPHONE CONVERSATION RECORDED MAY 1, 2002 – 3:02 p.m.**

**BETWEEN**

**GARY STEEVES, DIRECTOR, ORGANIZING & FIELD SERVICES,  
B.C. GOVERNMENT AND SERVICE EMPLOYEES' UNION (BCGEU)**

**AND**

**SPENCER GREEN, REGIONAL OPERATIONS DIRECTOR, SODEXHO**

Dial Tone

This is May 1<sup>st</sup> and my name is Gary Steeves and I'm giving permission for this conversation to be taped. It is 3:02, May 1<sup>st</sup>, 2002.

Dialing

Answering Machine – You have reached Sodexho, BC Regional Office. To speak to Maureen McG (unclear wording) press 1, Spencer Green, press 2, for Scott B. . .

Pressed 2

Answering Machine – music (short)

Spencer – hello

Gary – hi, Spencer

Spencer – yeah

Gary – hi, its Gary Steeves.

Spencer – hi Gary, no just let me put you on hold for a minute while I go to another phone

Gary – okay

Answering Machine – music (long)

Spencer – okay, I'm here

Gary – oh good

Spencer – laughter

Gary - well I had quite a day yesterday

Spencer – did you

Gary – yeah I met with George and then he involved a couple of other senior people and we had a long discussion and then we started laying out, or they started laying out questions and I answered as best I could. Um, a, so let me just give me sort of the lay of the land of where we are and uh and uh I need to talk to you about a couple of things.

Spencer – yup

Gary – uh, there's a general consensus that if we were to do this we would be, ah, getting into a lot of shit.

Spencer – yup, yup

Gary – uh, you know we'd be taking a lot of heat from uh, from the HEU and the BC Fed

Spencer – yup

Gary – and I think any Union would that went down this road

Spencer – yup

Gary – um, um, but um, if this new reality was going to come about, um and there was a, you know heat to take, um you know, taking the heat is one thing

Spencer – yup

Gary – but being assured of where the road leads, is another. So, George had 3 or 4 questions that were

Spencer – yup

Gary – kind of pointed. So let me go through the questions. Let me, let's just work through the questions

Spencer – yup, yup

Gary – and then I, then I can get a better sense. He says, well look Gary, let's say this is all true and we go ahead and we take the shit from everybody and we go ahead and we do this so, or we say yes we're interested in this proposal and we start to work out the details, how do I know, and then all of a sudden someone says whoops, Spencer got hit by a car, Spencer's gone

Spencer – yup

Gary - that was just Spencer – right, you know we're not committed to this. Uh, how did you, you know, he said, we're left taking a whole bunch of political shit and getting nothing for it.

Spencer – uh ha

Gary – um, so he said, how do you know, uh that Spencer's got the authority that he's speaking on behalf of the company or if this isn't him just trying to out cut a deal and then uh press the guy he reports to.

Spencer – yeah

Gary – so I said, well you know honestly I didn't have that discussion with Spencer

Spencer – yeah

Gary - but he seemed like a straight shooter to me, um, could you help me out on that.

Spencer – well, I can, I can probably, depending on the timing and depending on what you want to do, I actually have in the province tomorrow, uh the President, President of Sodexho Canada. Uh, if it would be appropriate, and if ah you know you wanted to, to sit down and have a 20 minute meeting with him so that you're hearing it from him also, then that's the top person obviously in Canada.

Gary – that's, that's who you report to

Spencer – Ya, I actually report to a Vice-President, not the President.

Gary – oh, okay

Spencer – but the President of Sodexho Canada, is in BC for the next 2 days, Thursday and Friday so if uh, if you wanted to sit down and have the sense from that person, uh so then you are getting the commitment of the organization and saying the same thing, then I can, I can make that happen.

Gary – okay and he's going to basically tell

Spencer – the same thing I said

Gary - so what you said to me Monday

Spencer – yeah

Gary – yeah

Spencer – if it, if it gives you a comfort level and I understand exactly what you're saying, you know, uh, but you know, so I'm just answering the questions and

Gary – yeah

Spencer – I can, I can actually put the President in your office tomorrow morning if you want to do that.

Gary – okay, alright let me take that back to George.

Spencer – yup

Gary – okay, here

Spencer – timing wise, just so that you know what I

Gary – so that's that's tomorrow in the a.m.

Spencer – I can either do it, tomorrow, any time tomorrow, I have an 11:30 meeting tomorrow which I need to

Gary – yeah

Spencer – uh, about 10:30 or so, uh anytime between 8:00 – 10:00 o'clock tomorrow and 8:00 – 10:00 o'clock on Friday, so either day, I get a little bit more flexibility on Friday morning but uh, 8:00 – 10:00 basically

Gary – okay

Spencer – each day, Thursday or Friday, we can, I can, we can get together.

Gary – Yeah, I don't know what George's schedule is but

Spencer – yeah

Gary – but this is a, obviously high on our agenda

Spencer – yeah

Gary – uh, okay, here's the next one

Spencer – yup

Gary – We're, we uh, uh there was a lot of discussion around wage rates and that kind of stuff and

Spencer – yup

Gary – and I know on Monday I went through with you

Spencer – yup

Gary – and you were talking, well you actually changed, one point you were talking about \$8 to \$10 an hour range and then you were, you were talking about the \$9.50 to \$10.50 range

Spencer – yup, yup

Gary – George says, well, alright how do we know that we go ahead, we sign an agreement with Sodexo, say it pays \$10 bucks an hour

Spencer – uh ha

Gary – um, then 3 other companies, you know you listed the 4 companies

Spencer – yup, yeah

Gary – ah, the 4 other companies, the other 3 companies go ahead and sign deals for \$12 bucks an hour and I look like, after taking all the crap

Spencer – yeah, yeah

Gary – I look like the world's uh most unshrewd leader

Spencer – yeah, yeah

Gary – um, so he said, how do we know the environment in which we're a, we're bargaining

Spencer – yeah, I well, the only thing I can, you know obviously I can't answer that question. Uh, how, you know, I just don't know what people are going to do. Now

Gary – yeah

Spencer – however, what I do know is that ah, ah even if, health care is, acute health care has a little bit different feeling about wages, like you know, if, if it was my, you know, gut feeling that they say they don't want me to pay \$8 bucks an hour, okay, I would, I would actually say that I don't think they don't want me to you know, now do they want me to pay \$12

Gary – look when you say they

Spencer – they the hospitals

Gary – yeah, okay

Spencer – yeah, because, I, you know because if I was to pay \$12, I mean they're already paying \$17 now, the reason that they're getting rid of the existing staff is to get rid of the existing deal, you know

Gary – yeah

Spencer – so, you know, you know I think they're going to be looking and saying uh could they take somebody at \$10 – uh to me it would be absolutely stupid to do it, I mean you're talking, every buck is worth about \$3,000 on a year you know, per employee

Gary – yeah

Spencer – you know, I don't think that'll happen. I think the, however, at the same point, I don't think that the hospitals are going to want to take the bids at \$8 bucks an hour. Now when I did the Children's one, uh you know I bid it between \$9 to \$10.50. That's where the range for the, over the course of the deal was.

Gary – yeah, that's, this is on the pilot project at Children's, the

Spencer – yeah, now see the other problem I've got

Gary – now did you get that?

Spencer – no it's still has not been announced yet so and it should, and I think it's all tied up with this political stuff right now so I don't have it or not have it so it still up in the air, now the other thing that is coming out, I talked with somebody else yesterday, uh and actually this is the guy I'm meeting with again tomorrow at 11:30 tomorrow, uh its either going to be out today or tomorrow they're putting out 5 housekeeping sites which are small ones, just like this Children's deal, and they're putting out the food service/retail at Vancouver Hospital and Lion's Gate so these, those, so the 4 housekeeping and the 2 food services are coming out like, there's an RFP either today, tomorrow or Monday and the Children's one I'm laying back on (words unclear) so uh you know, hopefully because once I get the Children's one then I gotta move because the problem with that Children's one is

Gary – yeah

Spencer – a brand new building and they're going to want me to open this thing in like in ah, you know a week, week and a half

Gary – yeah, yeah, well its only what, 11 people

Spencer – yeah, its not, its not terrible

Gary – um, but what's the process, I mean are they going to just roll from the pilot projects into the whole expanded one?

Spencer – well at Children's they have told me and the way the RFP at Children's was worded, an actually the way it came out, was that the wording was something to the effect that the, I have it sitting right in front of me, but something to the effect that the, uh this RFP will serve as the basis and your submission for the, for the future add on and expansion of services for other sites you see

Gary – so you'd be on the inside then, what, if you get the pilot

Spencer – they, the guy now happens to be a personal friend of mine too but uh what he's saying and the way the RFP came out, is saying, I want to take, the person we're selecting now obviously is going to do such a wonderful job so we take away all these quality issues in health care and all that stuff, and after we give the 60 days notice, you're going to roll into the rest of the hospital. That's their intent. Now can something happen just like anything else, sure it could. You know

Gary – yup

Spencer – and they're going to say well we have to tend to the whole goddamn, not the whole thing but the, the hospital. Now the same things true with these 4 or 5 sites that are coming out next week. Just because we got the 4 or 5 sites doesn't necessarily mean that we're going to get the, you know the whole bloody region either, you know what I mean.

Gary – yeah

Spencer – so, but I, we had lunch today with one of the CEOs out of the region and uh you know talking about this, its, its definitely going to be a huge advantage to me to have some kind of you know reasonable deal with a Union. There's absolutely no doubt about it you know, so it puts me

in a very advantageous position to be able to have a, a because they're likewise, because if they take somebody that's none unionized, uh its, its a real crapshoot , you know.

Gary – uh, what do you mean?

Spencer – well because if I go in the un-unionized and I'm going, the likelihood of staying un-unionized is probably pretty high – right – especially if this thing gets big, uh its one thing to, you know worry about unionizing 10 people, the next thing you know if you've got 100 employees you're a prime target you know. Uh, but I would think that what HEU would be sitting in there so fast trying to unionize this thing, it wouldn't be funny you know.

Gary – yeah

Spencer – and then you've got labour's disruption because you can't settle the thing and strike issues and all this other stuff you see, so

Gary – well you've got the, not that what you call the non-performance clause

Spencer – yeah, that's exactly right and then you'd be gone

Gary – now is that, is that built into the contract between you and the health authority or is that uh, I mean, are they offering that or is that something that you're insisting on?

Spencer – no, well we do it both ways. I don't do the non-performance one but I'll act on tracks uh that we, we will not, I'll just say from our side, the company side, all the contracts that I have or can have signed have to have what it called a, a no-fault cancellation clause in it anyways, so meaning that without reason too either party can, can cancel the contract. So what it does, it actually protects us in case, you know some unforeseen bullshit thing happens, you know we can cancel the contract. No, I've been, I've been around 35 years and I've never done it. Uh, but all the contracts have to be written with that clause in it.

Gary – yeah

Spencer - and also on their side they want it too because they don't want to get in a situation where ah you know that they can't, they can't have an out for whatever reason. You know say for instance our company gets sold again and somebody else buys it and they don't like the, you know the philosophy of the organization, the ownership or whatever else, that they have, they have an opportunity to do something about it.

Gary – yeah well remember when I was uh putting the scenario to you about you know you go in non-union and then someone comes along and organizes you and they lay \$17 on the table

Spencer – yup

Gary – and you say well look I'm on a fixed, fixed rate here from government. I've only got uh you know \$9 to pay so if you're over \$9 bucks we're outta here

Spencer – yeah that's exactly right – the employees are gone, somebody else is doing the job.  
Yup

Gary – uh, but how, I mean, how does, I can't um, I was talking to someone by another in the health planning branch, um, and I also asked them but I didn't want to get to, you know

Spencer – yup

Gary – uh, but uh, uh, but how can government, how can government have you just walk away, someone's gotta, you know, do the cleaning or cook the food or

Spencer – get another company. You see, there's 4 major companies that can do this anyways so the reality of it is, let's just take it you know a, if a, if I'm doing the job now and I can't come to a, you know an agreement, uh you know with HEU or whatever else it is, HEU has got a, you know the, I'll give you a real life situation. I mean, I'm certified at South Granville Park Lodge with HEU, this is one of my certifications

Gary – right

Spencer – okay, this is a fact – so its, its public record, now they certified us 2 years ago last November

Gary – uh ha

Spencer – okay, the first contract still is not agreed to. The ah, it's a privately owned facility, uh and you know, we, I've got the lowest rate I can negotiate with HEU and be reasonable or whatever and we take it forward. The guy now has gone to get Compass to give him a price you know to do the job. Now, he very reasonably, he can take, can cancel my contract, bring Compass in and do that. Uh, you know, I mean its just a fact of life.

Gary – yeah

Spencer – and I'm going to be walking surprized if it doesn't happen.

Gary – so, so Aramark or they would just go, the health authority would just go to whatever you mentioned, Service Master

Spencer – to be honest with you, I, the rates that we negotiated with HEU in the package that was there was not a half bad package. I mean its no where near the \$17 an hour so but its still, these people don't, you know when you're looking at it, there's a huge difference between say \$9 and \$11 you know. I mean its real easy to add up to \$60,000, \$70,000, \$80,000 a year even in a small department and you take a 3 year contract, it's a quarter of a million dollars and if its privately owned, people look at that you know.

Gary – yeah, now are, are the RFPs all out?

Spencer – the, like I say, the, no they

Gary – so I didn't have a time to check, George asked, as a sort of an aside, and I said geez you know I don't know and I didn't ask Spencer that.

Spencer – no, nope, the only one that has come out right now, I'm bidding on actually ah, 3 more but they're smaller ones are the privately owned senior residence stuff that I said that you know kinda was in or out or whatever



Gary – yup

Spencer – they actually, one of them is actually ..... (line interrupted for a second)

Spencer – continuing ...that there were those but the major stuff, one is out that's the Children's one and the other 4 or 5 housekeeping is coming out, ah like I say, the end of this week, first part of next week along with 2 big food service ones, so the 2 retail, there's a retail at VG and Lion's Gate. I don't know how many employees would be at the retail at Vancouver Hospital but I would guess there's probably 50 and probably Lion's Gate, I'd probably guess the retail being about 20 /25,

Gary – yeah, uh yeah, cause he was say, well George was asking me about, well is this a Sodexo scheme or is this actually ah, ah you know are other companies involved or is this, ah you know is there some authorization from the health authorities. I said, well my guess, and my take generally from what our meeting was that, you know I can't see Sodexo dreaming this up, there must you know, they're have to be RFPs and proper documentation would come from the health authorities cause otherwise, I mean, what business guy would go ahead with that.

Spencer – the health, the health authorities will have to ah bid the business out you know. There's absolutely no way that, the only way you can potentially get around it is like the Children's one where they competitively build out a site like the ambulatory care site then they could, they could structure the thing as an add on to the you know the rest of the business but basically all of the stuff is going to have to be put out to an RFP if its going to go out.

Gary – yeah, see George was, one of the concerns he had was how quickly we've have to move on this if we go down this road and I said well I mean the timelines up in the air and I, I explained to him generally what you'd explained to me on Monday. I said, look George, you know they're going to go ahead with these little, I call pilot projects, test runs, whatever. I said I don't know how long they're going to be but ah to my way of thinking it looks like somewhere between the beginning of summer, the beginning of fall, they'd have to move on this stuff but ah

Spencer – one of the ways this could be and I don't know if ah depends what happens with this Children's one, this Children's one is going to happen real soon, okay, the other ones I don't even know what the timeframe is on responding to the RFPs and the status of the dates and the ones that are coming out now, but what you could look at, I don't know if this makes any sense on your perspective too, is to say okay we want to get involved in this Children's one which is the ambulatory care one and do whatever, and partly I need to make sure that I'm comfortable setting up a deal with you so it works both ways you know.

Gary – yeah

Spencer – I mean I don't want to be doing business with you and the next thing I can't put a deal together you know and

Gary – yup

Spencer – and you know we're both in a mess you know

Gary – yup

Spencer – but the what you can ? end up doing say ?, okay let's get involved with this Children's thing cause it is a first one, let's see what happens with no commitments to, and then as these other 4 or 5 come up I'm going to push you to say look I need you to, you know make a commitment, you know

Gary – yup, yup

Spencer - so you know you could say hey we'll make a commitment over here ah and then you know, then at least you, you evaluate and see what happens and make a decision after that.

Gary – yeah, no, see that, that leads up to the last one and George was ah, ah George was ah asking me about ah you know, ah you know he said we take all the risks, we get involved in a hostile political environment

Spencer – yeah, yeah

Gary – he says ah, one of his big worries and I don't know what comfort level you can give him on that, maybe the President can, but he says like, how do we know, we say okay to Sodexo

Spencer – yeah

Gary – we sit down, we work out some details, we put things together, we go down the road of the Sodexo proposal, how do I know that we get there, all of a sudden the other companies get all the works, Sodexo's got 20 employees, uh I've taken all the shit uh as, you know I've taken all the criticism and the heat and Sodexo ends up representing virtually nobody.

Spencer – that's a possibility. That could happen. I mean, I can't, I know I'd guess I'd hope that it wouldn't. The only thing I can say, my bigger concern and I'm being honest with you, you and I are being honest with each other here, my bigger concern – I still don't buy the fact that you know for whatever reason this whole thing is going to happen to begin with, you know like, you know we're all sitting here saying you know can they contract out everything and you know like I say we're talking huge numbers of employees here

Gary – yup

Spencer – without HEU going back to the table and developing a two-tier pay system and coming up with a scheme that lands up keeping the existing employees working on, you know what I mean.

Gary – yup

Spencer – then to me that's as big a possibility that has not happened and there's a lot of people that swear up and down that you know that the potential on both parties isn't there to do that but you know, I don't know, when push comes to shove and we start looking at, you know taking out thousands and thousands of employees, you know it's (words unclear) to change that to

Gary – so HEU comes back and lands somewhere between \$8 and \$17 dollars and

Spencer – that's right

Gary – and continues to represent their members

Spencer – that’s exactly right. I mean to me I sit back here and look at this thing and say, guys, I, I, you know if I was an employee at Richmond Hospital right now or something, I’d, I’d be more than happy to vote for a, you know a modest rollback in salary and benefits and then let everybody else come in at \$8.50 an hour and develop a two-tier pay system, you know. Then over the course of time you get attrition taking care of the problem, you know. Uh

Gary – yeah, well you might really be interested in that if, if that they knew that the corporate proposal was HEU employees wouldn’t be hired.

Spencer – well, I’m saying its everybody and I ain’t hiring them. So, I mean its ah, you know, and I, and I think I, you know, I think that’s pretty, I think it’s the thing that anybody would do. I mean, now you got a huge problem, we’re trying to figure where to get all these bodies from but the ah, you can’t be hiring people with those kind of pays and benefits and think they’re going to come and work for you for ah, a third of the cost you know and be happy.

Gary – yeah, well I ah, you know I said um, one of the, one of the, this is the last question. This is more my question than George’s, um you know I told them I thought it was all the 5 health authorities that would be going down this road and looking at contracting

Spencer – well the two of them, let me interrupt, the two of them, we were actually submitted a bid or a tender and the two that are outside, there’s one over on the Island, and there’s two health authorities in the Lower Mainland, and there’s one in the Interior and one up North, okay, the one up North we’ve actually already given an RFP to, okay, and actually responded to it

Gary – oh yeah

Spencer – housekeeping, food services and laundry. However, what the North has said, uh there’s two Health Care Authorities, the Northern one and the one in the Interior, okay, basically the Interior everything from the Alberta border back to Kelowna and

Gary – right, yeah, the Central Interior, yeah

Spencer – both of those Health Care Authorities have come out and said at this stage in time we will not contract out any employees, okay. Both of them have said that, however, what we are going to do and require the existing employees to perform to corporate and industry standards of performance, other words, workload. So basically what they’re saying is, and we did this with the one up North, the one up North we put a proposal together basically said about a third of the labour force, roughly, ah needs to come out if you want to meet industry standards in terms of productivity. Those two hospital groupings have said okay we’re going to allow and give these employees the opportunity to perform based, and if I can take out that 30%, I think we will be okay, alright, if I cannot do that and you know they want, you know they want to deal with all the workload issue bullshit and all that other stuff, then they’ll look at contracting out but both of those two places right now have said and put out in the front, we’re not contracting out we’re going to take this approach. The three that are on this side over here, I’m very much saying we’re getting rid of everybody, you know.

Gary – yup

Spencer – so that’s kind of

Gary – so that's where and that's where you were saying they're going to save, they anticipate what \$10,000 per FTE?

Spencer – oh I say its more than that because an FTE in food services/housekeeping right now with HEU in the province, cost that at about \$38,000, that's about what its worth, uh you know and even if you don't change the productivity level you know of the employees, you know if I hired somebody at say \$10 bucks, let's just say at \$10 bucks an hour for a round number, you know, you know that's \$2,000 a year, \$20,000 a year and you know then you tack on 12% benefits and taxes and whatever, so what's that another \$3,000, so even if you're up to \$23,000 grand, from \$23,000 from \$38,000 is \$15,000

Gary – yeah, you're still, yeah I was going to say \$14,000 or \$15,000 saving

Spencer – yeah when you start talking you know like Richmond Hospital alone has got over a 100 people in the food service department so ah and actually I have the contract at Richmond Hospital so but I've managed, I have managers there, I don't have the employees, the employees work for the Hospital but there's over a 100 of them there. So you take a 100 people times 14 grand and it's a million and a half bucks.

Gary – yeah

Spencer – in one year.

Gary – yeah, yeah

Spencer – that doesn't include the housekeeping department or anything else you know so this is what the whole problem is. It's a, it's a big money issue so

Gary – yup, yeah I know I understand, I understand the money

Spencer – (unclear wording) I've also got, uh is that I've gotta figure out like ah you know even when we sit down and talk you know and say okay what's the ah, you know the appropriate salary, what are we going to pay people and you know the range I'm talking about which is somewhere between the \$9 to \$10.50 range, but the, I've got to also be careful, you know I'm not even paying that at the existing places I've got you know so somehow we've got to figure out what makes sense all the way around you know.

Gary – yeah, well uh, traditional mechanism is collective bargaining but it doesn't sound like there's a lot of

Laughter – both sides

Gary – a lot of, a lot of room there

Spencer – yeah, well that's, so but you know, so somewhere in the process, you know I don't know if it makes sense or not. I personally, you know like I said, I think it creates, it's a strange difference. A lot of times I look at development partnerships with people in my business, like I'll go get Starbucks and you know you add on people and things, you know to add, add things to your business. I mean there's no question, I mean I could have a few other Unions lined upside to do business with, you know foaming at the mouth to go in and do this with me but you know I gotta have somebody that uh it's like having a credible, I don't want to call you, its not a

partnership, Unions don't want to be partnership with me but the, you know its one of the things that you, I could bring labour peace through the process. You talk about what would your ability to land up with only 20 employees instead of 2,000, uh you know I think if I had to go in with you know a decent you know meaning not ludicrously cheap and not you know we're giving it, we're getting the hospitals what they really want and they get labour peace out of it, to me its almost like a no brainer decision for to them to go with us, you see what I mean.

Gary – yup

Spencer – rather than dealing with Aramark or somebody else that says you know what are you offering, yeh you're paying \$8.50 an hour or \$9 bucks or whatever the hell it is, I mean how long is that going to last, you know.

Gary – yeah

Spencer – laughter – yeah, you know, like

Gary – yeah, well it's a much more contentious discussion here that I'm having with our guys so, laughter - it's a, its, there's a lot more uh

Spencer – I'm here today until uh oh I don't know, 5:30 – 6:00 o'clock, so if there, if there and also to like to even if its Friday morning, catch me on my cell or whatever but the, if its in terms o comfort or how I represent the organization or you know anything else, like I say, I can, I can have the President of the company in there tomorrow too.

Gary – well, well I just think ah I hadn't thought of it when we met on Monday but it is a legitimate concern to say how do we know what, what's going to happen when we go down this road. I mean, um, I mean I wanted to get back to you yesterday and give you a yea or a nay. Uh, but

Spencer – I wouldn't be pushing you if I had the Children's decision you know

Gary – yeah

Spencer – and I don't yet and that's why you know I'm not pushing you uh you know to say hey we've got to get off the pot and make some decisions you know, so

Gary – yup

Spencer – once I get or you know once, or even if I don't get that job, that's fine somebody else got it, uh I'm still going to be you know unless you say just buys us a little bit more time to deal with these other 4 or 5 or 6 others that are coming out you know this week, you know.

Gary – yeah, now you bid on them all?

Spencer – we haven't, they, the tender hasn't come out yet.

Gary – oh, I'm sorry. Yeah

Spencer – its coming out this week. Its supposed to be out this week and no later than Monday, so

Gary – okay

Spencer – yeah

Gary – alright uh well those are the, those are the main things. I, I uh, I uh, you know it was a big deal with George not to be out of synch with everybody

Spencer – yeah

Gary – um and um so ah anyway I'm hoping to get his undivided attention about 4:00 o'clock so

Spencer – not a problem

Gary – I'll either get back to you this afternoon or I'll get back to you very first, very early tomorrow

Spencer – okay, not a problem

Gary – okay, Spencer, thank you

Spencer – if, if you want to do that I can set that up for anytime you know, you know between 8:00 – 10:30 tomorrow and Friday

Gary – yeah I think if we're going to do that um well I think I need to get back to you this afternoon but

Spencer – no problem

Gary – Um, Friday is always a fallback anyway

Spencer – okay

Gary – thank you

Spencer – thanks a lot now

Gary – Bye Spencer

Spencer – Bye bye now

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