

Sarah Pietro's
Interview with James Fegan

me: My Name is Sarah Pietro the Date is November 22 1993,
I'm interviewing James Fegan. The Interview is to
Further my Knowledge in The Mining Industry
and For RED DUST. The Location of The Interview
Is the Empire Mine In His office.

me: When and where were you born?

Mr. J.: I was born March the 20 of 1935 in
Sue Saint Marie. I'll tell you what
Sarah I've written answers to all of
these biographical information questions

me: ya

Mr. J.: biographical information questions
but do you want to have it on the
Tape is that the Idea?

me: yes, it has to be on tape

Mr. J.: ok.

me: ok. what are the names of your parents?

Mr. J.: Elvin and Francis Fegan

me: what ~~are~~ ~~the~~ did your parents Do For a
Living?

Mr. J.: We had a Family Farm and my Father
worked ~~in~~ on construction

me: What are the names of your brothers and sisters?

mJ: I have one brother and his name is Merland

me: Are you currently married?

mJ: yes I am

me: What is your spouse's name?

mJ: Dorothy

me: What are the names of your children?

mJ: John, _____, Norma, Timothy, Jennifer.

me: O.K. Now we will go on to the Topical questions,

How Long have you been working in the Iron Industry?

mJ: For the past 36 years

me: Why did you choose to work in the Iron Industry?

mJ: Well first I guess I had an interest in geology and Rock Formations, and secondly (as he laughs) because *include* it was a job that was available.

me: O.K. Please name those relatives who have worked in the Iron Industry if there are any?

mJ: There really aren't any, other than some summer students.

me: What are the names of the various mines or buildings you have worked in?

*mJ: Well I guess that list could be almost endless. Sarah I worked at 8 different mines in my *include* career in Michigan it includes the Humbolt and Republic, Tilden and Empire.

me: Over the years what kinds of duties have you performed for C.L.I.?

mJ: That's not an easy question to answer um, I've had a lot of different jobs. Generally speaking they've been in geology and mining engineering and maintenance and operating supervision. And as a Department Head as a manager. *include*

me: In as much detail as possible please describe the main duties of your current job.

mJ: I really doubt if you want as much detail as possible, (saying this as he laughs) but I think my main duty is to provide vision for the future and a plan to achieve that vision to lead and oversee all activities in the active work force.

quite possible opening?

me: Does This Job require any special training or Higher education? If so please Describe it.

mJ: Well, I guess to get employment I needed an

Education as an engineer I ~~needed~~ ^{Had} a lot of Additional training in business and in management field and in Human Relations, so ya its *include* Required a lot of training

me: Please Describe any special machinery or equipment that you use on the job.

mJ: Well I guess the newest equipment I use is the computer we use Both the PC and the terminal off ~~the~~ our mainframe, and rather exciting piece of equipment that where just installing is a piece that puts us into a ~~telecommunications~~ Telecommunications Network with all the other mines in the company. *include*

me: Huh, that pretty neat, wow

mJ: (Laugh)

me: what is the most challenging or difficult part of your job?

mJ: Probably sounds rite? But [The Toughest part of my job is providing Leadership] *quote*

me: Thinking Back over the years, what was the most challenging or difficult duty you ~~had~~ ^{Had} to perform? And explain why.

mJ: There's been many challenging assignments But I think in terms of the most difficult ~~thing~~ The most difficult thing I've had to ~~do~~ Do is inform family members ^{Ever} or relatives when someones been seriously Injured *include*

me: Over the years what have you enjoyed most about your job?

MJ: Boy you got ~~many~~ tuff questions (He says as He laughs)

I guess I think I get enjoyment ~~and~~ ~~from~~ From is just the freedom to lead a large work force to ever improving their performance] *quote*

me: what are the biggest responsibilities of your job?

MJ: you ask tuff questions (Laughing)

* *include* Well I think the obvious responsibility is to provide a quality product and at the same time provide opportunity at a competitive price for people to achieve an atmosphere of fairness and dignity.

me: If it applies to you describe the most dangerous situations that you have been in.

MJ: I'm not sure that really applies to me

me: Have you been involved in, or have you witnessed any accidents? If so please describe them.

MJ: I don't think I've ever witnessed first hand a serious accident I really can't describe any.

me: Have you ever had any friends or relatives that have gotten hurt?

MJ: No I haven't, well I guess everybody that's gotten hurt in the mine is a friend some way or another. No, no ~~relatives~~ relatives.

me: Could you describe the most unique or perhaps numerous situations ^{either} you have seen over the years?

MJ: That's one question that I didn't write any answer for and I'm not prepared to comment on

me: So no comment

MJ: No comment I guess

me: um, Please Describe your working conditions.

mJ: I guess a I have pretty varied working conditions
Everything from a nice quiet office, to out Door
Activity in the mine ~~to~~ to a ~~wide~~ variety of
Conditions in the Plant. All different kinds of
conditions.

me: How have safety standards changed and what
* Improvements do you see are yet to be
made,

mJ: I think the Big change that I've seen is
We have gone from an attitude of protecting
people from ~~themselves~~ themselves and
from machines or maybe you could say
Protecting people from their Environment to
I think an attitude of designing the work
Environment around the people its a pretty
New thing It involves fancy words like
and things ~~we~~ were we
actually are beginning to try and design
The work environment around the peoples
Capabilities, Its a significant change
and I think thats the area were the
the future improvements will be is in
Developing an understanding of the human
creature and how it applies to the
work.

very imp. -
quite part

*me: How have you seen the duties of your
Job change over the years?

mJ: Well obviously I think my job has changed
* with each promotion I've had many many
Different jobs, I think in terms of ten years
as general manager, The Big change has
Been in an extreme amount of attention
We ~~have~~ to pay to the quality and cost
have

imp. -
quite *

And I think To Increase The human concerns and
I think in the recent years very recent years an understanding
of how you control a process with statistics. It AN involvement
of what we call ~~Integrated~~ Process Management.

ME: Please Describe What Your Co-Workers are Like.

MJ: Where did you find that question? 'OH I missed one
(Laughing)

Well I like to think of my co-workers first is just most of them is very descent likeable human beings. I'm not going to share any particular stories about them

ME: O.K.

During your career ~~where~~ were you involved in any special projects or have you implemented any New Programs? If so please describe them.

MJ: I guess when you've been at it for 36 years obviously you've been involved in many special projects. I guess the thing freshest on my ~~memory~~ memory and currently most exciting is introducing and trying to develop a concept of total quality management and also as part of that a statistic based innovative process management style where people are more involved and get to make more ~~decisions~~ decision ~~about~~ about their work. So its been pretty exciting.

ME: Have you ever won any awards or have you been recognized in any way for your job performance?

MJ: Well just to touch philosophically I think a every time I've been promoted is probably a recognition of good job performance. Recently our company was recognized by the Ishpeming Chamber of the buissness of the year and I got to except that award on behalf _____

ME: Interesting

At any time have you felt like changing jobs or your career? Why or why not?

MJ: I guess on a number of occasions I've thought about that not out of any dissatisfaction with my job but a out of an intrest to explore the field of Law and Religion. I came pretty close to doing that a couple of times.

ME: Opinions and Insights

What do you think the future holds for the Tilden and the Empire?

MJ: Well I think the future probably holds opportunity for us as long as we can improve what we do and find products that we find _____ in the market. The future is promising. *quote*

ME: Do you think they could ~~possibly~~ possibly connect?

MJ: That's a possibility but I'm not sure its very likely.

quote

me! What does the future look like for the iron and steel industry in general?

mJ: The iron and steel industry has become extremely competitive and has become iron and steel have become commodities that are really global and determined to a competitive nature. I don't see that changing I think they will continue to be a competitive ~~both~~ in ~~both~~ terms of price and quality of product. *include*

me! What do you feel must be done in the future for C.C.I. to remain competitive?

mJ: I think the biggies are to improve on productivity we need to ~~continue~~ continue to improve our quality we need to continue to reduce the cost I think we need to be on the look out for new ~~of~~ of iron ore products to conserve what ever the market is in the future. *quote*

me! What do you think has been the key to the success of C.C.I. where other companies have failed?

mJ: Well, I think there's two key pieces that probably lead the industry in the application of technology and we've had the great fortune of owning a lot of minerals. *quote*

me! Looking far into the future how do you think history will ^(Laughs)

Remember the Cleveland Cliffs Iron Company and its workers?

mJ: I wrote an answer to that ~~words~~ C.C.I. would be ~~the~~ remembered as one of the best iron ore producing teams in the world. *quote*

me! That's a good outlook!

How has the role of women changed in the iron industry, and what direction do you think it will take in the future?

mJ: Well obviously in the last couple of ~~years~~ decades the women have come to be accepted in the work place also in some technical and leadership jobs, I think that we'll continue to see that role expand continuing into the future. Women are not very prevalent in the senior management position and I think we'll see them there eventually and I think the role will ~~continue~~ continue to expand. *include*

me: What skills do the young people of today need to develop
if they plan to work for C.I.C.I. Someday?

mJ: Well I think a young person ~~probably~~ have to realize that
probably

* there are going to be fewer and fewer non-technical
jobs and jobs at all levels of activity are going to
require the people have more than just the ability
to work physically. I think they need to develop an
dedicated work ethic. They need to learn as much
dedicated

Industrial math and statistics as they possibly can
and they need to have contemporary computer skills
probably sounds a bit odd but for almost any job

We have from now going forward you have
to understand math and statistics and computers

me: In a related question, what advice could you give
in general to the students of today?

mJ: I'd tell them to get all the education they can
and work as hard as they can get the best marks
they can get as much work experience as possible
as early in life they can get it. And a long with
that they should know right from wrong and
live with a positive attitude.

me: Please describe what you enjoy doing in your spare
time,

mJ: You know what my hobby is?

me: No

mJ: I raise chickens. I take them around the
country to poultry shows so I'd say
spending time with my family and
raising ~~chickens~~ and showing my chickens.

me: Very ~~interesting~~ interesting (both laugh)
if you had to do it all over again, would you make
the same choice? why or why not?

mJ: Well first ^{career} off I'm not sure I know ^{the} ~~the~~ answer to
that question because I don't think we make absolute
career choices in most cases. I like what I do and
I like the direction my career ~~has~~ is taken, but a career
can only take a certain direction if the opportunities
are there if we were doing it over I don't know
what opportunities would be there

include
+ quote

include
+ quote

mJ: But a I would make a, The same choices if they were available

me: Looking back over the years, what impressions stand out most in your mind concerning your association with C.C.I.?

mJ: Another one of your ~~blatant~~ EUFF questions. I say my impression is I worked for a very good company and a great many innovated people. *innovative* *parts*

me: Before we end the interview, is there anything else that comes to mind that you would like to add?

mJ: ya, learn your statistics and your math. (laughs)
~~That~~ That went quick.

me: ya, I'd like to thank you for doing the interview

mJ: Well, I appreciate you coming to interview me

me: ya

mJ: Looks like you were well prepared, I had the answers all written down (laughs)

*Very imp't
interview.
work very hard
to trans from this
into the super
strong it can be!*

M. Job Duties - Job Duties \$1

te. Safty Standards - purple 3

3. Special Projects - black 2

A. Skills For young People - orange 5

5. Special Machinery - yellow 4

6. the future - green 6