

RED

DUST

INTERVIEW
TRANSCRIPT

JOSH SALMI

WITH

JIM HEBBARD

JOSH SALMI'S INTERVIEW
WITH SIM HEBBARD.

ME: THIS IS JOSH SALMI. I'M INTERVIEWING SIM HEBBARD. IT IS DECEMBER 13, 1993. WELL, I GUESS WE CAN START. WHEN AND WHERE WERE YOU BORN?

SIM: I WAS BORN IN ISHPEMING, NOVEMBER 28, 1947.

ME: AND THE NAMES OF YOUR PARENTS

SIM: MY FATHER WAS ARTHUR AND MY MOTHER WAS EDITH ^{BLOCKEN} ~~BUCKHA~~. SHE GOES BY THE NAME ^{Pauline} ~~POULINE~~.
include family tradition

ME: WHAT DID YOUR PARENTS DO FOR A LIVING.

SIM: MY FATHER WAS A PERSONEL DIRECTOR FOR C.C.I. AND MY MOTHER, ALTHOUGH SHE HELPED SOME JOBS, WAS PRIMERILY A HOUSE WIFE WHO PUT FOR AWILE.

ME: WHAT, WHAT THE NAMES OF YOUR BROTHERS OR SISTERS? OR DO YOU HAVE ANY?

SIM: MY BROTHER ROYCE, WHO IS 3 YEARS YOUNGER THAN ME. AND A SISTER JULIANNE WHO IS 7 YEARS YOUNGER THAN ME.

ME: ARE YOU CURRENTLY MARRIED?

SIM: NO.

ME: DO YOU HAVE ANY CHILDREN?

SIM: YES I DO. I HAVE JACKIE WHO IS 26 YEARS OLD, MARRIED, AND JEFFREY WHO IS 29 YEARS OLD. ALSO MARRIED.

ME: OK I GUESS WE CAN START WITH THE TOPICAL QUESTIONS. HOW LONG HAVE YOU BEEN WORKING IN THE IRON INDUSTRY?

SIM: FOR 27 YEARS NOW.

ME: WHY DID YOU CHOOSE TO WORK IN THE IRON INDUSTRY?

SIM: WELL I WAS BORN AND RAISED IN ~~THE~~ ^{THIS} AREA. I WAS FAMILIAR WITH IRON MINING. I ALWAYS LIKED MATH AND SCIENCE, ENGINEERING, AND WORKING IN THE IRON MINES AND PUT THEM TOGETHER.

ME: ~~PLEASE~~ PLEASE NAME THOSE RELATIVES WHO, WELL, HAVE YOU, HAD ANY RELATIVES?

SIM: MY GRANDFATHER, JOHN BLOCKEN, WAS A MINER FOR CLEVELAND CLIFFS. AND MY GREAT GREAT GRANDFATHER, THIS WAS BACK IN THE EARLY 1900'S, WAS ACTUALLY THE CHIEF ELECTRICIAN FOR CLEVELAND CLIFFS. WE'RE TALKING 90 YEARS AGO.
emphasize family involvement in mining

ME: WHAT ARE THE NAMES OF VARIOUS MINES OF BUILDINGS THAT YOU HAVE WORKED AT?

JIM: I'M PRESENTLY WORKING AT THE CLIFF'S RESEARCH LABORATORY IN DOWNTOWN ISHPEMING. PRIOR TO GOING THERE, I WORKED AT THE PIONEER PELET PLANT FOR 11 YEARS, AND ~~WAS~~ ^{AS} PART OF WORKING FOR AT THE RESEARCH ~~LABORATORY~~ THEN I ALSO ^{WORKED} AT THE TILDEN AND EMPIRE MINES. I HAVE SOME EXPERIENCE THERE.

ME: WHAT ARE THE DIFFERENCES BETWEEN THOSE ~~MINES~~ ^{PLACES}?

JIM: BETWEEN EACH OF THE PLACES? *good question*

ME: YEAH.

JIM: WELL, THE PIONEER PELET PLANT WAS A PROCESSED THE ^{UNDERGROUND} ORE FROM THE MATHER ^B WHERE WE GROUND MATERIAL, DRIED IT AND PELETIZED IT. THE TILDEN MINE IS A HEMATITE MINE, APPROXIMATELY 8 MILLION TONS IT DIFFERS FROM THE EMPIRE MINE. THE EMPIRE ORE IS MAGNETIC AND ~~PROCESSED~~ YOU ~~PROCESSED~~ IT WITH MAGNETIC EQUIPMENT WHERE TILDEN IS NON-MAGNETIC AND USED PRIMARILY ~~ROCK~~ FLOTATION PROCESSES.

ME: WHICH ONE HAVE YOU ENJOYED THE MOST?

JIM: OF THE DIFFERENT MINES?

ME: YEAH

JIM: WELL, I THINK THE 11 YEARS THAT I SPENT WITH THE PIONEER WERE PROBABLY MY BEST YEARS.

ME: OK, I ASKED YOU THE FIFTH QUESTION. IN AS MUCH DETAIL PLEASE DESCRIBE THE MAIN DUTIES OF THE JOB.

JIM: OK, I PRESENTLY HAVE 3 ENGINEERS AND 12 TECHNICIANS WORKING FOR ME. AND OUR JOB IS PRIMARILY TO PROVIDE SUPPORT TO TILDEN EMPIRE. THEY ARE THE MAIN CUSTOMERS SO WE TROUBLE SHOOT ANY PROBLEMS THEY MIGHT HAVE. TRY TO DEVELOP NEW PROCESSING EQUIPMENT FOR THEM. DEVISE ~~IMPROVEMENTS~~ IMPROVEMENTS TO THE EXISTING PROCESS. *include + quote part*

ME: DID YOU DESCRIBE, I MEAN DID YOU; DID THIS JOB REQUIRE ANY ~~SPECIAL~~ SPECIAL TRAINING OR HIGHER EDUCATION.

JM: YES, I HAVE A Bachelor's in Metallurgical AND METALLURGY ENGINEERING FROM MICHIGAN TECH. AND THE 11 YEARS AT PIONEERING THE OPERATIONS AND ALSO HELPS AT THE RESEARCH END AND DEALING WITH THE OTHER PLANTS.

ME: COULD YOU DESCRIBE IT?

JM: PROBABLY NOT BEYOND WHAT I SAID.

ME AND JM CHUCKLE.

ME: OK. COULD YOU DESCRIBE ANY SPECIAL MACHINERY OR EQUIPMENT THAT YOU USE ON THE JOB.

JM: WELL RIGHT NOW BEING IN THE LABORATORY IT'S ALL SMALLER LABORATORY-SIZED EQUIPMENT, BUT IT IS ALL SET UP TO DUPLICATE EACH OF THE OPERATIONS IN THE PLANT. SO ANYTHING THE PLANT CAN DO, WE CAN DO ON A SMALL SCALE TO LOOK FOR PROBLEMS, LOOK FOR IMPROVEMENTS, ETC.

ME: WHAT IS THE MOST CHALLENGING OR DIFFICULT PART OF YOUR JOB?

JM: WELL, IN RECENT YEARS I THINK THE HARD PUSH ~~TO~~ THAT WE'VE HAD TO REDUCE THE COST OF THE OPERATIONS TO KEEP OUR MINES OPERATING AND KEEP THEM COMPETITIVE, IT'S PUT A LOT OF PRESSURE ON EVERYBODY. SOME OF THIS RESULTED IN LAY-OFFS TO FRIENDS, MORE THAN NORMAL MAYBE PRESSURED TO PERFORM YOUR JOB AT A HIGHER LEVEL THAN YOU HAD BEFORE.

JIM (CONTINUED): SO EVERYTHING HAS BEEN COSTERED[?] IN TRYING TO KEEP THE MINES OPEN IN A HARDLY COMPETITIVE MARKET.

ME: THINKING BACK OVER THE YEARS, WHAT WAS ~~YOUR~~ YOUR MOST CHALLENGING OR DIFFICULT DUTY THAT YOU HAD TO PERFORM? AND EXPLAIN WHY?

JIM: AS FAR AS A JOB, I THINK ~~THE~~ ~~ONE~~ MAYBE THE MOST CHALLENGING JOB WAS APPROXIMATELY 5 YEARS AGO. THE TILDEN MINE HAD A PROBLEM WITH PHOSPHORUS IN THE ORE AND THEY HAD, BECAUSE OF THE HIGH PHOSPHORUS LEVEL, THEY WERE HAVING A HARD TIME SELLING THEIR PRODUCT. SO WE CAME UP WITH THE IDEA. THERE WAS ANOTHER ORE BODY THERE THAT WAS ~~THE~~ MAGNETIC, SAME AS THE EMPIRE, AND SO WE PUT A MAGNETIC OPERATION INTO THE TILDEN, WHICH WAS GEARED UP FOR A NON-MAGNETIC OPERATION. THIS JOB WAS PRIMARILY MY RESPONSIBILITY TO DEVELOP IT AND GET EVERYTHING LAYED OUT AND MAKE SURE IT RAN WELL. AS FAR AS A, I GUESS THE OTHER END OF IT IF YOU WANT TALK ABOUT THE MOST, THE MOST DIFFICULT ^{THING} TO DO, ~~AND~~ I THINK IS ANYTIME YOU HAVE TO DISCHARGE AN EMPLOYEE, WHICH I HAD TO DO SEVERAL TIMES AND THAT'S NOT VERY COMFORTABLE, THAT'S WORSE THAN THIS INTERVIEW.

JIM AND ME CHUCKLE:

ME: OVER THE YEARS, WHAT WAS THE MOST THING YOU ENJOYED ABOUT YOUR JOB?

SIM: PEOPLE. THE PEOPLE YOU WORK WITH AND ASSOCIATE WITH. THAT ALWAYS MAKES THE FUN OUT OF THE JOB. MUCH MORE SO THAN WORK ITSELF. *include*

ME: WHAT IS THE ~~THE~~ BIGGEST RESPONSIBILITY OF YOUR JOB?

SIM: AGAIN YOU COME BACK TO PEOPLE, SUPERVISING PEOPLE. MAKING SURE EVERYBODY KNOWS WHAT HAS TO BE DONE, GETTING IT DONE, MAKING SURE, PRODUCTIVE, COST AFFECTIVE MANNER. *include*

ME: IF IT APPLIES TO YOU DESCRIBE THE MOST DANGEROUS SITUATIONS THAT YOU HAVE BEEN W.

SIM: GENERALLY ALTHOUGH THE MINES ARE *inherently* DANGEROUS, I DON'T FEEL I HAVE REALLY BEEN EXPOSED TO ANY LIFE-THREATENING ~~SITUATIONS~~ SITUATIONS. THERE WAS ONE CASE ONCE WHEN A, BENTANITE *check this sp.* IS A VERY FINE POWDER THAT'S USED TO MAKE THE BALLS THAT ~~EVENTUALLY~~ EVENTUALLY END UP AS PELETS, AND I WAS IN A CONVEYOR GALLERY WHEN THE LINE BROKE, AND WE WERE PUMPING THE BENTANITE AT THIS TIME, YOU PUMP IT WITH AIR, AND THE LINE BROKE AND I WAS IN THERE WITH THIS BENTANITE, AND IT JUST ^{TOTALLY} CUTS OF YOUR ABILITY TO BREATH, BUT I SAY IT WASN'T LIFE-THREATENING BECAUSE THE DOOR WAS ONLY 10 OR 15 FEET AWAY, AND I WAS ABLE TO GET TO THE DOOR. IF I HADN'T BEEN, I DON'T KNOW WHAT I COULD DO, BECAUSE YOU JUST STOP BREATHING IMMEDIATELY. *immediately*

ME: SOUNDS PRETTY DANGEROUS TO ME.

JIM: IT COULD HAVE BEEN. YES, WHEN YOU REALLY THINK ABOUT IT, I DIDN'T AT THE TIME, BUT WHEN YOU LOOK BACK AT IT DOES.

ME: HAVE YOU INVOLVED, HAVE YOU BEEN INVOLVED IN OR HAVE YOU ^{witnessed} WITNESSED ANY ACCIDENTS.

JIM: I'VE NEVER HAD AN ACCIDENT MYSELF, BUT I WAS CLOSELY INVOLVED IN 2 NEAR-FATAL ACCIDENTS WHEN I WAS AT THE PIONEER PELET PLANT. ~~FORGOTTEN~~ FORTUNATELY NEITHER ONE OF THEM WERE, BUT THEY WERE CLOSE TO BEING FATAL.

ME: COULD YOU DESCRIBE THEM?

JIM: SURE. ONE WAS WHEN A FELLOW WAS PUSHING ON A LEVER THAT HAD A WEIGHT ON THE OTHER END AND THE LEVER KICKED BACK AND CAUGHT HIM IN THE STOMACH AND IT RUPTURED HIS STOMACH AND ALSO RUPTURED HIS ~~LARGE~~ LARGE INTESTINE, AND ~~AND~~ JUST BECAUSE OF THE POISON AND SO FORTH THAT'S IN YOUR BODY, THAT COULD HAVE BEEN FATAL, AND ~~FORGOTTEN~~ HE ~~ACTUALLY~~ ACTUALLY COULD HAVE BEEN CUT WORSE THAN HE WAS. ANOTHER ONE THAT WAS REAL BAD WAS, DOWN IN THE WELDING SHOP, THERE WAS A TORCH THAT WAS LEAKING, A WELDING, A CUTTING TORCH, AND THE ~~HEAD~~ ^{acetelyne} ASETYLENE FROM THE TORCH, FROM THE LEAKING HEAD HAD GONE UP INTO A CABINET UP ABOVE AND WHEN THE

SJM (continued) EMPLOYEE CAME IN, HE STRUCK AN ARC TO LIGHT HIS TORCH AND IT BLEW THAT ^{acetylene} ASSETTE AND THAT WAS IN THE CABINET AND ACTUALLY BLEW THE MAN ^{RIGHT} ACROSS THE ROOM, SOME 20 TO 30 FEET. PINNED HIM AGAINST THE FAR WALL WITH THE DOOR FROM THE CABINET RIGHT ACROSS HIS CHEST. HE HAD SOME PRETTY SEVERE WOUNDS, BUT HE CAME THROUGH IT ALL RIGHT, TOO.

include all examples of danger

ME: OUCH! COULD YOU DESCRIBE EITHER THE MOST UNIQUE OR PERHAPS HUMEROUS SITUATIONS THAT YOU HAVE SEEN OVER THE YEARS?

SJM: I TRIED TO THINK OF THAT ONE, I DIDN'T HAVE ANY GOOD ANSWERS I DID THINK OF ONE TODAY WHEN I WAS LOOKING OVER THESE QUESTIONS. AND THE PIONEER PELET PLANT, ~~was~~ WHEN I WORKED THERE, ~~was~~ THE PROCESS WAS DRY AND THE ORE WAS VERY, VERY DUSTY. WE HAD A REAL PROBLEM IN OUR PARKING LOT WITH DUST. SO WE HAD PURCHASED AN OLD STREET SWEEPER FROM THE CITY AND WE WERE GOING TO GET ~~the~~ OUR PARKING LOT ALL CLEANED UP. THE EMPLOYEE CLIMBED INTO THE STREET SWEEPER AND I WAS STANDING THERE WATCHING, STARTS IT UP AND HE HADN'T GONE 5 FEET AND THERE WAS SO MUCH DUST INSIDE THE CAB, ~~you~~ COULDN'T EVEN SEE HIM ANYMORE. SO THAT WAS THE END OF THAT PROJECT.

ME AND SJM LAUGH:

ME: COULD YOU DESCRIBE YOUR WORKING CONDITIONS?

SJM: WELL, ~~the~~ ~~mine~~ ~~are~~ ARE MOSTLY PRETTY BORING. I PROBABLY SPEND 75% OF MY TIME IN MY OFFICE. I DO GET EXPOSED TO THE EMPIRE AND TILDEN ON SOME OF THE VARIOUS PROJECTS THAT WE HAVE. MOSTLY, I'M SITTING IN MY OFFICE.

ME: HAVE YOU, HOW, HOW HAVE SAFETY STANDARDS CHANGED AND WHAT IMPROVEMENTS DO YOU SEE ARE YET TO BE MADE?

SIM: WELL THE EMPHASIS ON SAFETY JUSTS INCREASES EVERY YEAR. PEOPLE ARE MORE AWARE OF JUST HOW MUCH AN ACCIDENT COSTS, COSTS THE COMPANY A LOT OF MONEY, AND OF COURSE IT COSTS THE INSURED EMPLOYEE, COULD COST YOU A LOT OF MONEY, AND ~~OF COURSE~~ OF COURSE PERSONAL DISCOMFORT. SAFETY NOW IS JUST ~~STRESS~~ STRESSED EVERY HOUR OF ~~EVERYDAY~~ EVERYDAY. AS FAR AS THE IMPROVEMENTS, I THINK MORE EMPHASIS IS PLACED NOW ON THE EMPLOYEE BEING RESPONSIBLE FOR HIS OWN SAFETY. IT USED TO BE THAT THE SAFETY FORMS THE ONLY ONE PREACHING SAFETY AND NOW IT IS REALLY STRESSED TO EACH EMPLOYEE THAT EVERY HOUR OF EVERYDAY IT IS HIS JOB TO WATCH OUT FOR SAFETY BOTH FOR HIMSELF AND HIS FELLOW EMPLOYEES.

ME: HOW HAVE YOU SEEN THE DUTIES OF YOUR JOB CHANGE OVER THE YEARS?

SIM: I THINK PROBABLY THE BIGGEST CHANGE ~~WHICH~~ I NOTICED WAS WHEN I TRANSFERRED FROM AN OPERATING PLANT FROM THE PIONEER ~~OPERET~~ PELET PLANT BACK TO RESEARCH AND DEVELOPMENT. THESE ARE TOTALLY DIFFERENT JOBS AND THEY REQUIRE TOTALLY DIFFERENT ^{WAY OF} THINKING ABOUT EACH JOB. IT WAS QUITE A CHANGE. I WAS SURPRISED AS BIG AS IT WAS.

ME: COULD YOU DESCRIBE WHAT YOUR CO-WORKERS ARE LIKE?

SIM: I THOUGHT ABOUT THIS ONE ~~SOON~~ AND I DON'T REALLY HAVE A GOOD ANSWER FOR YOU ON THAT. I THOUGHT ABOUT SPECIAL STORIES AND I SUPPOSE THERE'S HUNDREDS OF THEM, BUT I COULDN'T COME UP WITH ANYTHING THAT WAS SPECIAL. CO-WORKERS ARE PEOPLE. THEY ARE PEOPLE I ENJOY WORKING WITH, BUT I DON'T KNOW HOW YOU QUITE DESCRIBE THAT.

ME: DO YOU HAVE ANY PARTICULAR ONES THAT STAND OUT? AS FAR AS STORIES

SIM: NO, I LIKE PEOPLE IN GENERAL AND THERE ALL, THERE ALL PRETTY GOOD.

ME: DURING YOUR CAREER, WERE YOU INVOLVED IN ANY SPECIAL ~~PROJECTS~~ PROJECTS OR HAVE YOU IMPLEMENTED ANY NEW PROGRAMS?

SIM: WELL I DISCUSSED EARLIER THE ^{magnatite} MAGNATITE PROCESS AT TILNEN, THAT TOOK UP A COUPLE YEARS OF MY LIFE JUST PUTTING THAT TOGETHER AND GETTING ~~IT~~ WHATS CALLED CDS ~~AT~~ TILNEN MAGNATITE NOW. RECENTLY I BEEN WORKING IN QUICOSEY

SIM (Continued): WITH THE PROJECT OF THE REPUBLIC MINE, WHERE WE'RE LOOKING TO MAKE

include - to emphasize constant research
WHAT'S CALLED A DIRECT ~~REDUCED~~ REDUCED IRON FOR SALES TO THE MINI MILLS, MINI STEEL MILLS. ONE OTHER THAT MIGHT BE OF INTEREST WAS, I WAS INVOLVED, THE TILDEN MINE IS VERY, VERY FINE IN NATURE LIKE FACE POWDER AND BECAUSE OF THAT, AT ONE STAGE OF THE PROCESS, WE HAVE TO REMOVE THE WATER FROM THE ORE AND THAT'S CALLED FILTRATION. IT WAS EXTREMELY EXPENSIVE AT TILDEN, LIKE ~~3~~ 3 DOLLARS ^{A TON} MORE THAN EMPIRE. WE'RE TALKING 8 TONS A YEARS, SO THAT'S 24 MILLION DOLLARS MORE. WELL WE WORKED ON THAT FOR 2 YEARS AND WE CAME UP WITH A NEW PIECE OF EQUIPMENT THAT WAS ACTUALLY MANUFACTURED IN AUSTRIA AND WE WERE JUST ABOUT READY TO TOTALLY REPLACE THE FILTERING SYSTEM AT TILDEN AT A COST OF ABOUT 22 MILLION DOLLARS AND JUST MONTHS BEFORE WE WERE GOING AHEAD WITH THIS THE EXCHANGE RATE BETWEEN THE AUSTRIAN MARK AND THE U.S. DOLLAR DOUBLED AND THE PRICE OF THE EQUIPMENT WE WERE GOING TO BUY DOUBLED AND THE PROJECT DIED.

↑ **WHOLE PARAGRAPH.**

ME: HAVE YOU WON ANY AWARDS OR HAVE BEEN RECOGNIZED IN ANY WAY FOR YOUR JOB PERFORMANCE?

SIM: NOT THAT I COULD THINK OF OTHER THAN SOME JOB ADVANCEMENTS AND PROMOTIONS THAT I GOT ALONG THE WAY.

ME: AT ANY TIME HAVE YOU FELT LIKE CHANGING JOBS? OF YOUR CAREER?

SIM: I THINK EVERYBODY THINKS ABOUT THAT ONE TIME OR ANOTHER BEING NOT HAPPY ABOUT YOUR JOB AND ~~ANOTHER~~ ANOTHER OPPORTUNITY COMES AROUND. THERE WAS A FEW TIMES I DID, FOR THE MOST PART THOUGH I LOVE THIS AREA AND CHOSE TO LIVE ~~HEAR~~ HERE. MOST OF THE OTHER JOBS WERE SOME OF THE LOCATION, I CHOSE NOT TO.

ME: OK. WE'LL GO TO OPINIONS AND INSIGHTS. WHAT DO YOU THINK THE FUTURE ~~HOLD~~ HOLDS FOR THE TILDEN AND EMPIRE?

include
SIM: I THINK THE TILDEN EMPIRE WILL ~~BE~~ CONTINUE TO BE VERY STRONG PRODUCERS OF IRON ORE FROM THIS AREA, I SAY FOR THE NEXT 10 TO 20 YEARS. OF COURSE OUR NATION'S ECONOMY CAN CHANGE THAT IN A HURRY. THESE MINES ARE, IF PEOPLE ~~ARE~~ AREN'T MAKING STEEL AND THE COUNTRY IS ON A REAL DOWN TREND AND OF COURSE YOU'RE NOT GOING TO SELL THE ~~PELETS~~ PELETS AND STEEL.

↓ **WHOLE PARAGRAPH**

ME: WHAT DOES THE FUTURE LOOK LIKE FOR THE ^{IRON} ~~STEEL~~ AND ^{STEEL} ~~IRON~~ INDUSTRY IN GENERAL?

SIM: WELL, IRON AND STEEL INDUSTRY IS CONTINUING TO SHRINK. IT'S GETTING SMALLER

BEST OF PARAGRAPH

SIM (continued): AND SMALLER, NOT SO MUCH WITH THE AMOUNT OF TONS ~~MADE~~ THAT ARE BEING, TONS OF STEEL BEING MADE, BUT MORE AND MORE TONS ARE BEING MADE BY ~~MINI MILLS~~ MINI MILLS RATHER THAN VERY LARGE ^{integrated} INTEGRATED PLASS MILLS. SO I THINK MORE AND MORE MOVEMENT INTO WHAT I WAS CALLING DRI, OR DIRECT REDUCED IRON, WHICH THE REPUBLIC MINE IS BEING LOOKED AT A POSSIBLE SOURCE WITH IT.

ME: WHAT DO YOU FEEL MUST BE DONE IN THE FUTURE FOR C.C.I. TO REMAIN COMPETATIVE?

SIM: **ALL UNDERLINED**
WELL WE'LL HAVE TO ~~REDUCE~~ CONTROL OUR COST. WE'VE BEEN WORKING VERY HARD TO DO THAT, THAT HAS TO CONTINUE. BEING IN RESEARCH AND DEVELOPMENT I THINK WE NEED A VERY STRONG ^{RND} RND PROGRAM, BECAUSE OUR RND CAN COME UP WITH THE PROJECTS THAT WILL REDUCE COSTS. AND I THINK THE OTHER ONE IS THAT WE'VE CUT SOME BEFORE IS JUST DIRECT REDUCED IRON. I THINK WE HAVE TO GET TO THAT AREA, AND WHEN WE START SUPPLYING MANY UNITS TO THESE MINI MILLS.

ME: WHAT DO YOU THINK IS THE KEY TO THE SUCCESS OF C.C.I., WHERE OTHER COMPANIES HAVE FAILED?

SIM: WELL, OBVIOUSLY THE STRONGEST THING IS THAT WE'VE HAD THE NATURAL RESOURCES IN THE AREA. CLIFFS PROBABLY WENT BACK 100 YEARS, HAD THE ^{foresight} FORSIGHT TO PURCHASE THESE LARGE ORE BODIES EVEN THOUGH SOME OF THEM WERE VERY LOW GRADE SUCH AS TILDEN AND EMPIRE, THEY WEREN'T SOMETHING THAT COULD BE SOLD AT THAT TIME, BUT AS THE YEARS WENT BY AND THE HIGHER GRADE ORE STARTED ~~TO DISAPPEAR~~ TO DISAPPEAR, TECHNOLOGIES DEVELOPED, AND YOU COULD PROCESS THESE LOWER GRADE ORES, SO THE NATURAL RESOURCES IS ONE OF THE REASONS, I THINK OUR WORK FOR US ^{UP THERE} IS ANOTHER REASON, GOOD EMPLOYEES, GOOD ~~WORKING~~ HARD WORKING EMPLOYEES. THEY CARE ABOUT ~~THE~~ THE AREA, THEY CARE ABOUT THE MINES AND I THINK THAT HELPS US. THE OTHER THING WE'VE HAD IS FAIR LOCAL AND STATE TAXATION, AND THAT'S IMPORTANT, TOO. I READ THINGS IN THE PAPER RECENTLY WHERE THEY'RE LOOKING TO UP THE SPECIFIC ORE TAX. THIS CAN HAVE A VERY DRETRIMENTAL EFFECT ON THE MINES. SOME TIMES YOU CAN AFFORD THAT, ^{OTHER} ~~SOME~~ TIMES YOU CAN'T AND IT MIGHT BE ENOUGH TO SHUT A MINE DOWN.

ME: LOOKING FAR INTO FUTURE, HOW DO YOU THINK THE HISTORY WILL REMEMBER THE CLEVELAND CLIFFS IRON COMPANY AND ~~THE~~ ITS WORKERS?

SIM: OH BOY, I THINK THEY WILL BE WELL RESPECTED. HARD WORKING PEOPLE. IT'S A TOUGH BUSINESS, HARD BUSINESS, DIRTY BUSINESS, BUT I THINK PEOPLE WILL LOOK BACK AT THAT AND SAY THESE ARE SOME TOUGH OLD FINLANDERS, OR SOMETHING

ME AND SIM LAUGH

ME: LIKE WHY WOULD YOU THINK OF THAT, LIKE HAVE THEM REMEMBERED AND NOT SOMEBODY ELSE FROM, WHAT'S THE WORD, CAN'T THINK OF A WORD

SJM: WHY THEY REMEMBER CLEVELAND CLIFFS RATHER THAN SOME OTHER MILL?

ME: YEAH.

SJM: PROBABLY BECAUSE IT'S SO UNIQUE. WHEN YOU'VE GOT RIGHT NOW, MICHIGAN, YOU HAVE TWO IRON ORE MINES AND THEY'RE ABOUT 2 MILES APART, YOU CAN'T GO ANYWHERE ELSE TO FIND IT. *include*

ME: HOW HAS ROLL OF WOMAN CHANGED IN THE IRON INDUSTRY AND WHAT DIRECTION DO YOU THINK IT WILL TAKE THEM? TAKE THAT IN THE FUTURE?

SJM: WELL WHEN I STARTED WITH CLEVELAND CLIFFS, WOMEN WERE SECRETARIES ONLY, NOW YOU SEE WOMEN EVERYWHERE, WE HAVE TECHNICIANS AT THE LAB, ♀ FEMALE. YOU GO TO THE MINE YOU'LL FIND WOMEN IN ALMOST EVERY ROLE. I THINK THAT ONE OF THE GREAT ~~THINGS~~ THINGS IS THAT WOMEN HAVE SHOWN IS THAT THEIR WORK ETHIC, THEIR WILLINGNESS TO WORK IS PROBABLY BETTER THAN THE AVERAGE MALE, WE REALLY FEEL THAT THEY ARE BEING PAID TO COME TO WORK AND GET A JOB DONE. THE WOMEN I WORK WITH ARE VERY HARD WORKERS. *include + quote*

ME: THAT'S GOOD, WHAT SKILLS DO YOUNG PEOPLE OF TODAY NEED TO DEVELOP IF THEY PLAN TO WORK FOR C.C.I. SOMEDAY?

SJM: WELL, I GUESS THE FIRST OBVIOUS ONE IS, IF IT IS YOUR DESIRE, WOULD BE A COLLEGE EDUCATION. I KNOW COLLEGE ISN'T FOR EVERYBODY, BUT THE MORE EDUCATION YOU GET THE BETTER OFF YOU'RE GOING TO BE. IF NOT, SUCH AREAS ELECTRICAL AND INSTRUMENTATION ARE VERY STRONG AREAS, CLIFFS ALWAYS NEEDS PEOPLE LIKE THAT. IN FACT THEY HAVE A HARD TIME FINDING QUALIFIED, SKILLED PEOPLE. LIKEWISE, I SAY THE MAINTENANCE, WELDING AREA. THERE'S ALWAYS JOBS FOR GOOD PEOPLE THERE AND THOSE ARE WELL-PAYING JOBS ALSO. *imax*

ME: IN A RELATED QUESTION, WHAT ADVICE COULD YOU GIVE IN GENERAL TO THE STUDENTS TODAY, OF TODAY?

SJM: I GUESS I COME BACK TO THE QUESTION BEFORE, GET AS MUCH EDUCATION AS POSSIBLE, OR IF NOT A FURTHER EDUCATION THAN A FORMAL EDUCATION, PICK UP A GOOD STRONG SKILL SUCH AS WE TALKED ABOUT.

ME: PLEASE DESCRIBE WHAT YOU LIKE DOING IN YOUR SPARE TIME.

SJM: PRIMARILY I LIKE TO GOLF. IT'S A LITTLE HARD THIS TIME OF YEAR.

ME: HOW ABOUT BASKETBALL?

SJM: I PLAY BASKETBALL, I BOWL, DO SOME FISHING, LOVE A GOOD CARD GAME, WELL

ME: I GUESS MY NUMBER ONE LOVER WOULD BE GOLF.

ME: DO YOU GO GOLFING A LOT?

SJM: LOTS. 3 OR 4 TIMES A WEEK IN THE SUMMER. I USUALLY GO AWAY FOR A WEEK OR TWO IN THE WINTER TO GOLF. SO, I DO ENJOY IT.

ME: AND I GUESS YOU HAVE BASKETBALL ~~EVERY~~ ONCE EVERY MONDAY NIGHT, TOO.

SJM: YEP, WITH MR. ANNALA

ME: IF YOU HAD TO DO IT ALL OVER AGAIN, WOULD YOU MAKE THE SAME CAREER CHOICE? IF SO WHY? OR WHY NOT?

SJM: POSSIBLY, BUT ACTUALLY WHEN I GOT OUT OF HIGH SCHOOL, AS I MENTIONED IN THE FIRST PART OF THIS INTERVIEW, I REALLY ENJOYED MATH. I THOUGHT I WOULD LIKE TO BE A HIGH SCHOOL MATH TEACHER. BUT THE TEACHER

Kivisto

SJM (continued): I LOOKED BACK ~~TO~~ THE MOST AT WAS RUDY KIVESTO WHO IS THE ISHPEMING HIGH SCHOOL MATH TEACHER AT THAT TIME AND HE MADE QUITE AN IMPRESSION ON ME. HOWEVER, AT THE TIME I GOT OUT OF HIGH SCHOOL, WHICH WAS 1960, TEACHERS WERE VERY, VERY UNDERPAID AT THAT TIME. SO I WENT FOR THE MONEY AND I WENT IN ENGINEERING. NOW ENGINEERING AND TEACHING ARE PROBABLY CLOSED TO EQUAL, BUT TOO LATE TO CHANGE.

ME AND SJM CHUCKLE

SJM: ENGINEERING HAS BEEN REWARDING THOUGH. I DON'T REGRET IT. IF THE MONEY WAS DIFFERENT, I MIGHT BE A SCHOOL TEACHER TODAY,

ME: LOOKING BACK OVER THE YEARS, WHAT IMPRESSIONS STAND OUT MOST IN YOUR MIND CONCERNING YOUR ASSOCIATION WITH C.C.I.?

SJM: WELL, C.C.I. IS, THEY HELPED PAY MY WAY THROUGH COLLEGE AND THEY FED ME AND MY KIDS FOR 20 SOME YEARS. I THINK OVERALL IT IS THE ABILITY TO MAYBE FACE THE CHALLENGES THAT GET THROWN AT CORPORATIONS OVER THE YEARS. C.C.I. HAS BEEN ABLE TO MAINTAIN A STRONG EDGE IN IRON ORE. THEY MADE SOME MISTAKES OVER THE YEARS, SUCH AS THE PERIOD WHERE THEY WERE TEMPTED TO ^{Diversify} DIVERSIFY. THEY GOT INTO OIL, OIL WELL DRILLING, COAL, OIL SHALE, COPPER, GOLD, AND THEY WERE LOOKING IN ALL THESE AREAS AND NOTHING EVER WORKED OUT, BUT FORTUNATELY ~~PROCEEDED~~ THROUGH ALL THIS IRON ORE CARRIED THE WAY FOR THEM AND IT CONTINUES AT CLIFFS NOW IS FOCUSING ~~STRICTLY~~ ALMOST STRICTLY ON IRON ORE. THEY HAVE SOME COAL HOLDINGS, BUT VERY LITTLE AND THEY'RE LOOKING TO GET RID OF THAT AND WANT TO BE LARGEST AND BEST IRON ORE MANUFACTURING, IRON ORE PROCESSERS.

impt

ME: BEFORE WE END THE INTERVIEW, IS THERE ANYTHING ELSE THAT COMES TO YOUR MIND THAT YOU WANT TO SAY?

SJM: NOT THAT I CAN THINK OF. I THOUGHT ABOUT THAT FOR AWHILE. I ^{CAREER} HAD A GOOD CAREER IN THE IRON ORE INDUSTRY, I'VE ~~HAD~~ A GOOD ~~CAREER~~ ^{CAREER} BUT IT'S BEEN A GOOD LIFE, GOOD COMFORTABLE LIFE. I NEVER GOT RICH, BUT IT'S BEEN A GOOD LIFE, GOOD COMFORTABLE LIFE.

ME: ^{I GUESS} SO, THAT ENDS THE INTERVIEW AND THANK YOU A LOT

SJM: THANK YOU JOSH. IT WAS EASIER THAN I THOUGHT IT WAS. RIGHT?

ME AND SJM CHUCKLE

ME: ONLY I GOT THE HANG OF IT

SJM: YEAH, THIS WENT BY. IT WAS A LOT QUICKER. WHEN YOU READ OVER THE QUESTIONS, SOUNDS LIKE IT WILL GO FOREVER. WHEN I STARTED WRITING ANSWERS, IT TOOK QUITE AWHILE TO DO IT.

ME: YOU CAME OUT FORWARD WITH THE ANSWERS. I DIDN'T HAVE TO MAKE VERY MANY BACKUP QUESTIONS. MANY PEOPLE DON'T COME OUT RIGHT AWAY, YES OR NO ANSWERS

JIM: DON'T SAY ANYTHING, IS THIS YOUR FIRST ONE?

ME: YEAH

JIM: THIS WOULD BE YOUR ONLY ONE?

ME: YEAH. OK ^{THEN} I GUESS THAT'S IT.

JIM: OK THANKS SOBH.

This can be an
excellent story
emphasize the
technical end

- 1.) JOB DUTIES - BLUE
- 2.) SAFETY - PINK
- 3.) SCHOOLING / TRAINING - YELLOW
- 4.) OPINIONS - PURPLE
- 5.) FUTURE - BROWN
- 6.) HOBBIES - GREEN

Handwritten notes in blue ink, including the words "SCHOOLING" and "TRAINING", are visible in the background of the page.