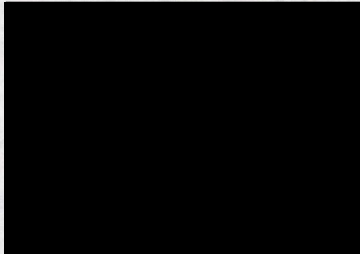


Introduction

me: hi! my name is Brooke Peterson
and I am interviewing John
Peterson and it is Nov. 29th 1993
and the subject of this interview
is mining and it is in the
interview is taking place in
Leppenburg, Mich. at his
home.



Brooke Peterson's interview
with John Peterson

Me: Okay Mr. Peterson, when and where were you born?

Mr. P: OK Brooke I was born in Marquette Mich. on May 2nd 1951.

Me: Okay what are the names of your parents?

Mr. P: My father's name is John Peterson also and my mother's name is Agnes Peterson.


me: what did your parents do for a living?

Mr. P: my mother was a house wife and my dad worked for Lake Superior in Ishpeming railroad.

me: Okay

Mr. P: as a conductor

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

Mr. P. I only have one brother and no sisters and my brother name is 

Mr. P. Paul Peterson

me: Okay are you currently married?

Mr. P: yes, I am.

me: Okay then what is your spouse's name?

Mr. P: my spouse's name is Margaret Peterson.

me: What are the names of your children?

Mr. P: My daughter's name is Brooke & my son's name is John also.

me: Okay, how long have you been working in the iron industry?

Mr. P: I first started working for CCI on March 26th of 1973

me: Why did you choose to work in the iron industry?

Mr. P: The main reason I chose to work for the iron industry is probably ③ most other people's reason the higher wages

Mr. P: there weren't a whole lot of high paying jobs around here, so most everybody was trying to work with CCT.

me: Okay, please name those relative who ^{have} worked in the iron industry.

Mr. P: Well my dad worked for Lake Superior in Ishpeming railroad and they mainly hauled iron ore pellets to the loading docks to the Ore boats + that so really he was the only relative that had that did work in the iron industry.

me: Ok what are the names of the various mine or buildings you have worked in?

Mr. P: Ok. I started off working in ore improvement plant. That's down Eagle mill's location just east of Negaunee occasionally for brief periods I worked at Pioneer ^{pellet} plant those 2 plants more or less worked in tandem to produce those pellets. I also worked very briefly at the Empire ^{mine} in Palmer, but I have been working since 1979 at Gilbert ^{mine} (H)

Mr. P. south of Ishpeming.

me: O.K. Over the years, what kinds of duties have you performed for CCT?

Mr. P.: When you speak of duties, [what they normally have at the mine is you have things called postings] And what you do is you sign for particular jobs and if you have a bunch of other people do apply for these jobs they do pick one applicant that does have the job and it's his posted job from then on. I have held a number of postings. I was originally was a general laborer shortly thereafter I became a conveyor attendant which a little raise in pay did come with that. I've been a rod mill helper & a rod mill operator, operated certain areas in the building. I was a media building operator. But I've been for a lot longer time than the rest of them I've been a plant repair. ③

Include

Mr. P: man. But I didn't just start out being a plant repairman standard I started out off as a plant repairman starter then a plant repairman ^{intermediate} intermediate and then finally a plant repairman standard. I had to go through tests and I've been a plant repairman ^{standard} since approximately 1977.

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

Mr. P: OK. The current job to go in as much detail as possible would probably take a very long time. Basically right now I'm working down in a area of Tilden mine that is known as the boiler room area. But we just don't repair machinery in the boiler room we also have the compresses rooms and the reagent areas. The reagent areas

include

Mr. P: handle all of the chemicals ^{that are} coming into ^{the} mine that aid in the process, we have to work on all the various parts that are mechanical things there. We also have to repair all the machines in the compressors rooms which include: shop air compressors, instrument air compressors, plant air compressors, vacuum pumps. And then in the boiler rooms all of the various machines that have to do with the maintenance and things that have to do with the boilers themselves. Plus the chemical pumps that go out of those. I forgot to mention also on the other side of the basement from those areas we also have a area called ^{check name} the decline basement which isn't which doesn't sound very nice but basically those have to do with big settling tanks they are known as decline thickener tanks. ⑦

↑ include ↓

Mr. P: which help concentrate the
one and we have to work on those
tanks and the pumps that go into
those. Those are the responsibilities
that my crew has right now.

me: OK. Did this job require any special
training or higher education?

Mr. P: Not necessarily a higher education.

What we do a number of times
throughout the year is have

seminars that are put on by the
companies that do sell us the types
of machines that we work on.

include

We do have seminars that help
us better use their machines &
the tools that are required to
repair them. So off and on
throughout the time ^{that} I have been
a plant repairman there has
been a number of special
training classes.

me: OK. Please describe any special
machinery or equipment that you use.

me: on the job.

Mr. P. Well outside of the normal tools you
know hand tools, wrenches, hammers
things like that. We do have torch
sets that we use for ^{cutting} steel.
We use different types of welders.
For both electric arc welding
and wire feed welding. Every
year they are coming up new types
of tools that make it easier
to do our job - they now have
instead of AN ACETYLENE & oxygen
torch for instance they have
plasma torches. That do a
much better job to cut a much
wider range of metals than
just excuse me ACETYLENE oxygen
torches. Other tools for instance
that are helping us do our job
better, instead of using things
like dial indicators and
gages to line up cup links between
motors and machinery.

include

Mr. P: now they have laser alignment tool.
So every year there is more special
equipment that we're able to use
to help us do our jobs better.

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

Mr. P: Probably, now, in this part of
my career, the most challenging
part or difficult part of my job
the most challenging is probably
learning to get along with
people. I've work on these
machines for quite a while
now so you get to now pretty
much what to expect when you're
going to repair them, but a lot
of times the personal keep changing
the people on the crews they come
and go. Supervisors come + go.

include

Everyone seems to keep moving around
to different positions in the mine. So
I would think one of the important things

Mr. P: that a person needs to learn
to adapt with people you work
with to try to get along and
get your job done with the least
amount of stress.

me: OK. Thinking back over the years, what
is the most challenging or difficult
duty you had to perform and explain
why.

Mr. P: Probably ^{*} the most challenging or
difficult things ^{+ that} you end up doing ^{good}
are the things that are unexpected. ^{quote}
If you have to work on certain pieces
of machinery over and over you get
to learn what to expect, but I would
say things like, I don't know if you
remember we had a big fire out
there a number of years ago on a
conveyor tube. When you have to go
into damaged areas, when you have
accidents or parts of the plant that
have had fires or had damage for
other reasons and you have to go in
there and repair those its pretty challenging!!

Mr. P: to go in there and not get hurt, to be able to do the job quickly. To get the plant back on line to produce ~~pl~~ pellets. Those can be challenging and difficult because you don't know what to expect.

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

Mr. P: Probably a couple of things. One of the ~~the~~ things is meeting all of the people and getting to know all of the people you work with over the years. A lot of people do come and go. By come and going I don't mean necessarily hiring on with the company and then leaving the company. I mean the place is so big the Tilden mine you have the concentrator area, the pellet plant area, the pit area. ~~So~~ it's so big sometimes people come and work in your area and you leave and you don't see them for years ~~at~~ although you're working in the same mine.

1/2 include
✓ quote

Mr. P: So, I would say getting to develop good
friendships with people. Good working
relationships. Getting to know them.
also another thing I have enjoyed
alot is being able to develop a
sense of accomplishment when you
work on expensive, heavy machinery.
to be able to go in and with confidence
and ~~so~~ repair that piece of machinery
and know that you're doing a good
job. I've enjoyed that alot too.

include

me: OK. what are the biggest responsibilities
of your job?

Mr. P: Probably the biggest responsibility
of my job is working on the
heavy machinery and not getting
hurt. That's the biggest responsibility
that I have to be able to go in
and work with overhead cranes
and equipment that weighs 5 tons
a piece or even more and to work

Mr. P: efficiently to be able to get the machinery
repaired and get it back in working
order with a minimum of
risk doing work safely. Because
my biggest responsibility is to my
family and to ^{be able to} work and not get
hurt and continue working and
stay healthy for my family that's
the biggest ~~resp~~ responsibility that
I have.

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

Mr. P: Probably some of those repair
work situations that I've mentioned
earlier & of when you have accidents
at the mine where you have a fire,
we've had a couple of those 2 or 3
of them, or where you have machinery
that has been damaged and you
don't know exactly what you're
getting into. Those can be dangerous
situations, but what you try to do is
eliminate as much of the risk as

include

Mr. P: before you go into those areas and try to start repairing, you don't just rush in head-long without thinking about the safety factors. Those are probably the most dangerous situations that I have been in.

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

Mr. P: yeah, unfortunately I have been in accidents. I would probably say 'I've been involved in a few myself and I've seen a few.' 'It's something you always try to avoid.' Just to briefly describe one time I was lifting a vacuum pump that weighed probably 9,000 around 9,100 pounds. (we did weigh it ~~later~~ later.) I was lifting it by a nylon sling and the sling broke once the crane had reached its upper limits about 20 feet off the floor. It unexpectedly came crashing down and I got out of the way just ^{in time} ₁₅

include

Mr. P: That caused no damage to me thank
god, but it did destroy a 500 horse-power
motor another machine. It was an expensive
accident. Staying with me for now
I also have been burnt with
certain chemicals, sodium hydroxide,
and when you work with these things
all of the time accidents regrettably
do happen sometimes. You have to be
real careful ~~pro~~ and wear protective equipment
when you work with these. I did
have a fall one time outside working
with a friend of mine and slipped
off a cement foundation and damaged
my knee on the fall and that
required surgery and I missed 4
months of work. So getting back
again safety is very important.
"Like we say at work we always
say, oh just this once I'll take a
chance. We've said it 500 times."

include

Mr. P: Eventually ~~it~~ it does catch up with you. you can't say that at all. I have seen other people hurt on crane accidents where people have been knocked down by a crane blocks and different things, but 'a lot of those things aren't really much fun remembering' se.

me: OK. Could you describe the most unique or perhaps humorous situations you have been in over the years or you've seen?

Mr. P: O.k. there has been a lot of humorous situations. we often say out at the mine it doesn't how does that go again you don't need to be crazy to work out here, but it helps. (Ha, Ha) your work is what you make it and there's not a day that goes by where somebody tries 17

Mr. P: to pull a joke or do something
funny. It helps the day go by.
There's a lot of things that we
don't very much engage in
~~horse~~ horse-play. Years ago we
used to, but not anymore. Probably
because the work force, as a
whole, is older now. There
aren't nearly as many high school
students. There are some during
the summer, but the majority
of the work force used to be,
when I was young, in the 20's
late teens and 30's and people
that age will goof around and
that's probably why a number of
accidents happened back then.
The work force is quite a bit older
now and as a average age
if you don't see the horse-play
or part of the joking around. It's
normally just minor things
and it helps the day go by we
have a lot of fun out there.

IMP.
+ include

Mr. P: I can think of any ~~of~~ ^{anything} in particular that we do, but there are a lot of numerous moments each day that go by.

me: OK. Please describe your working conditions.

Mr. P: Working conditions down in the boiler room, where I work, it's very loud, I think you remember that we went out on a tour a couple weeks ago and you remember how loud it was in there. We have to wear hearing protection. Also, when we are working in the reagent areas with the chemicals. Certain chemicals that you work on, you have to wear protective equipment. You have to be very careful when if you work with things like sodium hydroxide, which is ^{CAUSTIC} soda, or AMINE or lime, we work a lot with lime. 19

include

min. P: There's a lot of slippery conditions on the floor. I'm naming safety conditions that you have to watch out for now. But, working at Tilden is a lot better than working at Ore improvement plant because Ore improvement plant, where I used to work, is very, very, very dusty and dry. There were a lot of areas that muddy too. We used to joke about that place. That you could work with hip boots on and be up to your ~~to~~ knees in mud and have to wear a respirator at the same time. That place was a horrible place to work. But Tilden where I'm working now is a much cleaner. It's a much overall better place to work. The conditions have gotten better.

include
+ quote parts

me: OK. How has safety standards changed
and what improvements you see are
yet to be made?

Mr. P. Safety standards are changing right
along ~~with~~ just about every year.
They require they're much stricter
now. Working in certain areas where
you have to wear ear protection,
you have to wear safety harnesses
when you're up high working on
equipment, you have to be trained
on certain pieces of equipment now
where as years ago you didn't
have to. We used to say years
ago when the boss asked you
to work on a certain piece of
equipment and if he asked you if
you knew how to run it, you always
said yes. That's the only way, there
was no training, you just went in
and operated it. So safety standards
have gotten ^{alot} better over years.

21

Mr. P: For improvements that have to be made I would say part of the improvements now it seems like now there still is a feeling a the mine that if a important job has to be done quickly they would be quite as ~~District~~ ~~strict~~ on the safety standards as if the job hadn't needed to be done quickly. In other words, they'll kind of look the other way until the job is done. Then they will tell you, you should've wore the safety harness or you ~~should've~~ should've done this or you should've done that. As much as a lot of people are trying to change that, those situations still do arise and those have to be corrected.

Me: OK. Now have you seen the duties of your job change over the years?

Mr. P: Oh, well a lot of that has been with the different posting that I have had.

Mr. P: when I was a laborer or a conveyor attendant, a lot of the jobs there were basically shoveling ~~dust~~ dirt, cleaning pulleys. a lot of clean-up work basically and monitoring different machinery when I was on operating as a rodmill attendant and different things. Now that I'm on ^{maintenance} maintenance I've gone more into the fixing of ~~things~~ machines. I don't have to monitor the performance of the equipment out at the mine the machinery. I basically fix the machinery and also

[lately now, in ^{more} the last few years, we've got ^{more} into computer work,] ^{more} into the modern age so to speak. We never had computers years ago to help us do our work, but now it cuts a lot of corners when you have computers to help you with your different aspects of your job like when you have history of the machines you work on

include

Mr. P.: to see what's been done before. Being able to find parts in the warehouse a lot quicker with computers. So it's changed a lot over the years.

me: OK. Please describe what your co-workers are like. Do you remember any special stories that stand out about them?

Mr. P.: Oh, my co-workers right now on my crew at work there's approximately 9, 9 or 10 guys. There's some that do operate the boilers that work with us. What are they like. I tell you there's one thing that I've learned out at the mine and talking about working with people. "If you work with people long enough, you get to know them well enough, you find out that just about everybody you work with has a little bit of weird streak in them!"

include
K G A H

me: ha, ha

Mr. P: which kind of leads you to the con-
clusion, after a while, that I must
have a little weird streak in me
too. Everybody does. But everybody
thinks
has their own quirks and their
own ways they act and that. And
that gets back to what I said
before, you more or less have to
change your personality with each
person you work with to be able
to get along and that was a big
lesson to be learned and you can
get along with just about everybody.
we got some ~~dandies~~ dandies on our
crew. Some real funny guys and
they're all good workers. What
special stories stand out about
them. Oh. I could name a thousand
little funny things that have happened.

M.P.: I have to mention on guy we call him
~~that~~ "Jumpy" he just everybody is
trying to surprise him every now
and then and he jumps and says
goofy things. That's one guy on the
crew. We got another guy that's
we call well we should call the
whistler. He's whistling all the
time. Whistling strange things.
There's just some dandies. You make
fun and joke everything from their
work habits to their eating
habits because we eat lunch
with them everyday and you
can almost tell what each person
has in their lunch ~~part~~ part.
But they're all a good bunch
of guys they're almost like
family after a while."

Condense
& include

me: O.K. During your career, were you
involved in any special projects or
have you implemented any new programs?
(20)

me: 26 so, could you please describe them.

Mr. P: Well, those special ~~projects~~ projects there's always special projects going on out there. Being on maintenance, speaking from that point - of - view, those projects when you have to repair certain areas of the building that for some one reason or another have gone down for repair. We have major repairs in the pellet plant that ~~we~~ we've had to go over and work on. Normally 2 times a year. Plus those unexpected things that happen like those fires that I mentioned before, those are special projects that arise. And other smaller projects. There's a lot of small things that are done. That aren't under normal maintenance. For instance, a lot of the machines in the compresses rooms. The ~~concrete~~ concrete that they set on was 27

include

Mr. P: breaking up. For probably a year & a half my job was to remove all of the machines and replace the it's a special type of hard concrete under the sole place that the machine sits on called grout. We had to replace all of the grout under all of the vacuum pump systems. There's 26 systems. So, that was probably a year and a halves work right there that I was on or involved with different people. There's a lot of those different projects that go on all over the mine if you give it time.

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

Mr. P: No, I haven't won any awards. That isn't something that's normally done there.

Mr. P: Have I been recognized for my job performance? In the safety aspects of it. They have put workers into groups of people out at the mine. The electricians might be in one group or the contractors maintenance people might be in one group. Anyway if one of those groups can go a certain length of time without what they call a lost time accident. In other words, an accident where you miss a day because you get hurt out there. If you go a certain length of time, you'll get small awards from the company. In recognition of that. That's mainly in the safety aspect. As for job performance, performing my job, that is something that's rarely done out at the mine.

condensed - safety by [unclear]

Mr. P: Recognizing people for their performance.

Once in a great while, as a ~~to~~ whole, and I'm talking once every 5 or 10 years it will be mentioned. At maybe, we do have informational meetings, it will be mentioned at the guys did a good job on this or that. But individually or what ever, it's very very rare that people are recognized for their job performance.

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

Mr. P: Oh. I imagine at one time or another I felt like it might be nice to do something else, but being a realist I realized that jobs up in this area that have that kind of wages and benefits are very hard to come by. Unless you have a lot of formal education that may make you attracted to secure another job in the area. 30

Mr. P: If you don't have that kind of education
it's very hard to get. And at other times
I've been pretty satisfied with
my job. Most of the time "I don't think
I'd work anywhere else. Liking what
I do, it's close to home. One nice thing
about my job when I leave my job
it stays there. I'm lucky to have
a job that I don't have to ^{bring} if you
want to call it homework home. That's
a very nice part of my job. And
when I get home I can spend time
with my family and do the things
I like to do.

quote

me: OK. Are you now or have you been
a member of the Steelworkers union?

Mr. P: Yeah, I'm a member of the steelworkers
union now I've been a member of
the steelworkers union ever since
the day I started.

me: OK. Have you ever experienced being on
strike? If so, how many times?

Mr. P: Yes, I have been on strike. I've worked well in the last 20 years lets see 1, 2, 3, 4 4 times. Four times in the last 20 years.

me: OK. Now does a strike actually begin?

Mr. P: Well, a strike begins actually it's not anything that happens instantly. We have contracts that normally last to the ratum or approximately 3 years and sometimes more sometimes less, but normally 3 years and we start negotiating, we as the union start negotiating with the company in advance under the ratum of the contract, (which is Aug. 1st normally) and if they can't agree on what the terms on the contract as the deadline gets closer and ~~the~~ ~~we~~ we have to prepare to cease work.

Mr. P: and it isn't something that happens
in a blink we keep in touch with
our negotiators where ever they
may be negotiating and we start
gathering at the union hall and
keep the lines of information going
and if we realize that, right up
until midnight, the last day in July,
that there isn't going to be an
~~agreement~~ agreement we start gathering
out either at the ~~#~~ union hall or at
the particular mines that we work
at by the access roads and then
we are informed by our negotiating
committee. Whether we are on strike
or not but we do give them an
authorization to call a strike
normally a month or two before
there is a strike. So, when they
go into negotiating they will know
whether we are willing to go out on
strike. For the things they are trying
to get for us, as the negotiating committee.
So, it isn't something that instantly
happens, but we prepare for it and

Condense & include

Mr. P: ~~unfortunately~~ if there is a strike, then
I'll be at midnight on that hour were on
strike.

me: Ok. Well the tape seems to be end so
I'll flip to the other side.

other side
me: Ok. Now, ~~many employees~~ does a strike
usually involve?

Mr. P: A strike involves all of the active
hourly employees that happen to be at
the mines. Salary people still report to
work, but the hourly people, in other
words the members of the stockholders
union are on strike. I don't know
exactly how many get involved. Probably
around 1,800 people.

me: wow!

Mr. P: at the Tilden and Empire at the general
shops.

me: Ok. What is the purpose of a picket
line and describe what happens there.

Mr. P: Ah! the picket line the purpose of a
picket line is basically to display and
show the employees that we have no
out negotiating team to show our
resolve on how much we believe in the
issues that we are on strike for.

Mr. P: That's basically the purpose of a picket line. years ago you've heard of violence on the picket line where people were prevented from going into the mine and that's not, from what I understand, legal. So we would hope that different companies that do have business with the mine, that were picketing, we hope that they would not enter a picket line but I don't believe we have the ~~ability~~ ability to stop them. So, it's basically just to show people we are on strike and to show our resolve and our belief, that we're on strike for.

me: OK. ~~Do~~ Do you know of any interesting stories about an accident on a picket line?

Mr. P: In the past strikes that I've been on I haven't heard of any accidents.

me: OK. In general, what is the most interesting or unique story that you can remember from any time the workers were on strike?

Mr. P: Oh, I don't think there has been any unique stories. It's a couple questions before 33

Mr. P: what happens on the picket line to. Basically we just sit around and talk about the issues of why we're on strike. We boost each other confidence, and try to make each other feel better. One thing it's nice to be on strike and sit at home you think you're by yourself and it's pretty hard to be strong in your beliefs and that but when you have a place that you can meet it's a lot better for each other you know you're not the only one. There's a lot of other people going through what you're going through. strikes aren't for it's kind of a ~~scary~~ scary thing, really. But, there are times when you have to go with what you believe in. But, I can't remember any strong ~~the~~ stories when I was on the picket line.

possible quote

me: OK. what takes place at a union meeting or a union rally?

Mr. P: basically a lot of the same things that happen on a picket line. you boost each other confidence. I'm talking about rallies now. Rallies, they're basically confidence boosters and to show

Mr. P. of your resolve. At union meetings there are business that you take care of. You meet, it's like a legislative meeting that's conducted. You talk about new business and old business and vacations. You talk about accidents. Now to make things worse at the mines. But, these are regular union meetings that you have. They don't necessarily have to be when you're on strike. You also have elections of officers. You have different officers of local unions. So, it's almost like a club meeting.

me: OK. In your ~~own~~ opinion, why is the steelworkers union so important to the workers?

Mr. P.: Well, the steelworkers union is very important. First off, I'd like to say that the steelworkers ^{union} is a whole as a group of people have a bunch of talented, hard working people. And I would say the Cleveland ^{Cliffs} Iron Company is a pretty much good company as a whole and trying to say here, it's a fairly good place to work.

m.p.: they're a good company, but "human nature
being the way it is, people will generally
take advantage of other people unless
there is a balance of power." We've
seen what happens in 3rd world
countries when there's a great, great
number of workers going for a
very few jobs. They will be taken
advantage of. They'll be paid very,
very little. The working conditions
will be ~~to~~ terrible. Basically, with
the union, that's another good part about
being in a union: no one person will
be persecuted or picked on unfairly.
OK. There are labor laws out in the
U.S. which protect people from that
to a certain degree. But, they
can't hire someone for an ~~open~~
~~unintentional~~ reason. Also with the union
there are, there's more of a say with
safety aspects on how the union runs.
There has been sayings that union protect people

condense &
quote part

Mr. P: and like in any other world place, anywhere
else, you do have lazy people. The union
protects as a whole great workers from
exploitation and I did mention before
that the company is generally a good
company to work for, but there are people
in any company that will take advantage
of people and this helps elevate that.
You do have a certain amount of power,
on both sides and when you have
a balance of power like that, that's
generally a good thing. The union isn't
more powerful than the company and
for the most part the ~~the~~ company
isn't more powerful than the union.
So, it provides a balance of power
and enables things to be a lot more
equal."

Mr. P: OK. What do you think the future holds
for the Tilden & Empire?"

Mr. P: Oh! I think the future looks pretty good.
One thing that is an advantage about
a business like this in this day is that
you hear a lot about corporations searching
out to find the scrap labor and they will 39

m. Practically close plants that are profitable
to go somewhere else. Either in different
states or countries to make even bigger
profits because of lower labor costs and
other reasons, lower product cost. But one
advantage of the Tilden and Empire is
they can't move the ore bodies. See what
I mean. They're there in the ground and they
have to do what they can here. So, that's
a big advantage that we have as workers.
It's makes it a little more secure. Also,
I think Cleveland Cliffs, as a company,
they're what I like to call a survivor.
They did get into a couple of different
branches of business that wasn't really
what the core of what CCT is about.
They went into oil wheel and different
things and they seemed to retract
from that and they got back into their
core ~~inter~~ interest which is iron ore.
And they're great at that. I would say
the future does look good. ~~New Republic~~
might be starting up and they're going
into best iron type of business which
means iron mills, which are a competitor. 40

Mr. P: to the integrated steel mills. They seem to be more or less if you can lick 'em for ever at it, would I hope that I hope that they ~~would~~ won't go and just try to supply mini mills and abandon the integrated steel mills, but I don't think they will. I think the biggest part of cost is business and trying to supply the integrated steel mills with iron ore pellets and I think that it will go on for a long, long time. I think the future is bright.

me: OK. What does the future look like for the iron & steel industry in general?

Mr. P: I think it's fairly bright. I don't think you'll have the boom years that you had in the 70's. But, I don't think it's you also have a lot of down years in the 80's, but I think it's going to even out and I think things are going to pretty steadily for quite a while to come. From what I understand through some of the informational meetings that we've had the demand has gotten a lot closer to the capacity. The capacity for the total steel industry of the U.S. through a lot of unfortunate plant closings (41)

Mr. P: has come down alot to more orders meet the demand they're more through right now. So, I think the big transitions are about done and I think it's pretty much going to be a big deal for a while.

me: OK. What do you feel must be done in the future for CCT to remain competitive?

Mr. P: Probably to be flexible. To change with the times. There are initiated programs out there now where they are working in closer association with the workers that work for them. They listen to more of their ideas. We as a union as the hourly workers have more input. We get to share our ideas alot more and I think that's a good thing. I think that's going to help. But, I guess just to remain flexible and to use your workforce & the machinery to the greatest extent.

me: OK. What do you think has been the key to the success of CCT where other companies have failed?

Mr. P: I'd almost have to say their workforce has been a good workforce. possible gain (12)

Mr. P: I would say typically for this area of the country and I have heard this from people that do come to the mine from other companies to work on certain pieces of machinery that we have an excellent work ethic in this part of the country. As a whole, I'm not just saying the hourly people that work for CCT, but the people as a whole in the U.P. Being probably a little, old fashioned and behind the times that we all we still have a good work ethic up here. As compared to the other parts of the country and I think that work ethic is carried on through the work that we've done at CCT. Both hourly and salary. I think people do the best job they can. They have a lot of pride in their work. And I think that has helped them a lot and I think the

possible
quote

possible
quote

me: OK. Looking far into the future, how do you think history will remember the Cleveland Cliffs Iron Company and its workers?

Mr. P: That's a hard one. I don't know if history will remember us any more than any other company, but I would say they would say CCT was a US

Mr. P: company who could cope with the changing times and they were survivors. They did what they needed to do to insure the success of the mines. A lot of other mines have closed and Tilden and Empire kept running so, that's something to be said there. And the workers themselves getting back to what I said before, I think the workers have a good work ethic. And I would just say it's a great bunch of people that work out there. There's a lot of talent and what people don't realize there is a awful lot of people out there that have college educations that are doing the same kind of work that I am. Because probably there aren't a lot of high paying jobs around here and they end up doing something they weren't necessarily schooled for. But, something they could say in the area with and job wise, there is a lot of talented, smart people working in the workforce and I think that shows. And will be ~~that~~ remembered for that.

me: Looking far into the future. Gaps, wrong me. How has the role of women changed in the iron industry, and what direction do you think 44

me: it will take in the future?

Mr. P: Well, I remember years ago there wasn't a female working at the mines and now there's quite a few working out there. which is good. a few years ago we had our first well the job posting is called plant repairman, but this was a plant repair person I suppose you could say. It was a girl that came became a plant repairman standard. I don't know if they changed the job class, but it shows you that women can do anything that men can do and now they have a lot of women in different positions out there. From working in the lab as testers to laborers to anything else and it's refreshing to see the women working right out there next to the men.

Possible question

me: ok, what skills do the young people of today need to develop if they plan to work for CCF someday?

Mr. P: It depends if you're planning on being an engineer of course you need to go to college and graduate with engineering degrees and from a _____ college. But I would say being that the vast amount of workers out there aren't engineers I would say today, the testing being

mr. P: hard to get into there than what it used to be,
I would say to be generally well rounded
in your education. Since we're getting more into
computers, be good in computer work. As for
operating machinery and different things, you
have to get any training and that would help.
But, I would say go for a college education.
Get a well rounded education. years ago,
when you did one thing with C.T., that's about
all you did. But, now what they're looking
for out in the mine is people that are
good at a lot of different things and I
would say don't just focus in on one
thing, but try to get a well rounded good
education.

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

mr. P: I think I've just answered that. In
the question before, get a well rounded
education.

me: OK. Please describe what you enjoy in
your spare time

mr. P: I think you know what I like to do.
I do a lot of different things. City League

Mr. P: basketball, bowling, to pass the winter. Skins occasionally. My main number one passion is fishing and with that comes I'm very active in the Trout Unlimited Chapter. Working to enhance our streams, to make our streams ~~that~~ healthy. So, our trout population especially, that's ~~was~~ what I'm interested in most can repopulate the streams the way they once did years ago. Being a fly fisherman, I learned to tie flies at a young age and over the years I've tied a few flies for the sports ~~shops~~ shops and that. So, I'm ~~is~~ tying flies most of the year now. So, that's probably my biggest hobby. My fly tying.

me: OK. If you had to do it all over again would you make the same career choice? Why or why not?

Mr. P: Considering the education that I had
I would say yes. I'd do the same thing
over again. It's been a good place to work.
I've enjoyed working with the people there.
My job does have advantages like I mentioned before when I know what shifts I work when I'm working, I'm not called out very often to do any special things, and my 47

Mr. P: Time is my own when I leave my job and that's a luxury that a lot of people don't have.

Me: OK. Looking back over the years, what impressions stand out most in your mind concerning your associations with CCT?

Mr. P: That's kind of hard to answer, but I would say working with the people that I've worked with. A lot of good people I've met. A lot of people that work out there and I've enjoyed working. I never guessed in a thousand years that I would be a plant repairman.

I never had any schooling or training for that and basically the training that I did get was on the job training and I've really enjoyed that part of my work out there too. So, the impressions that I've had over the years that it's been a good place to work and a good bunch of people to work with.

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

Mr. P: Nope (Ha, Ha)

Me: Okay

Mr. P: That's about it.

Me: Thank you.

Excellent information - can be a great story!

