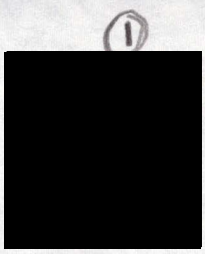


88

Melissa Salo
interviewed
Gary Salo



me: O.K. This is Melissa Salo and I am interviewing Gary Salo at his home in Ishpeming Michigan on November 27, 1993, on his former job at CCI.

me: First I'd like to ask you a few questions on your history.

me: When & where were you born?

Mr. Salo: February 26, ~~1949~~ 49 in Ishpeming

me: What are the names of your parents?

Mr. Salo: Walter and Marie Salo

me: What did your parents do for a living?

Mr. Salo: My mom worked as a house wife and my dad worked in the woods and in the mines.

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

Mr. Salo: Ken, John, suzy * and ^{Noreen?} Norine.

me: Are you currently married?

Mr. Salo: Mhm (yes)

me: What is your spouses name?

Mr. Salo: Barbara Jean

me: With a laugh I asked, what are the names of your children?

Mr. Salo: uh, Christopher, Melissa, and Amy and Brenda.

Me: O.K. First, How long did you work in the Iron Industry?

Mr. Salo: 16 years

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

Mr. Salo: For the paying benefitts.

Me: Please name those relatives ~~those~~ who have worked in the Iron Industry also.

Mr. Salo: Well, My brother John, my brother-in-law, and lots of cousins and uncles and grand parents

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

Mr. Salo: Empire & Tilden mine.

Me: Over the years, what kinds of duties have you performed for CCI.

Mr. Salo: Warehousemen, Mehcanic laborer

Me: In as much detail as possible, please describe the duties of the job you held.

Mr. Salo: When I was a mechanic it was to maintain and repair production equiptment and all of there mobite equipment, gas and deisel power.

Me: O.K. Did this job require any special training or higher education?

Mr. Salo: It required going through there training program, approximately four years long. *include*

Me: O.K. Please describe any special machinery or equipment that you use on the job.

Mr. Salo: Just basic hand tools and test equipment.

Me: What was the most challenging or difficult part of your job?

③

Mr. Salo: Trouble shooting, ~~et~~ electrical and hydraulic problems. *hydraulic*

Me: Thinking back over the years, what was the most challenging or difficult duty you had to perform and explain why?

Mr. Salo: Trouble shooting steering system, a problem that many people looked at and it was just a very minor thing we have never ran into before, it took a while to find. *include*

Me: Over the years what did you enjoy most about your job?

Mr. Salo: The challenge of trouble shooting and repairing and then getting fast and thorough manner.

Me: O.K. what were the biggest responsibility's of your job?

Mr. Salo: The biggest responsibility was when I was shift supervising and being accountable for a 14 man crew. *include*

Me: what is shift supervising?

Mr. Salo: shif supervising is being a boss.

Me: O.K. Have you been involved in or have you witnessed any accidents?

Mr. Salo: No

Me: could you describe either the most unique or humorous situations you have seen over the years?

Mr. Salo: Just that one time when my daughter Missi was born. (he said this as a joke).

Me: ~~laughing~~ still laughing I asked please describe the working conditions.

Mr. Salo: Working conditions are good. They are as good as they I think they can be considering all the dust, dirt and equipment that is being used. I ~~thia~~ think the working conditions are

maintained well.

me: Did you have any changes in your job over the years that you worked there?

Mr. Salo: Did I have any changes in my job he asked wondering. Like what?

me: I don't know. Did you change your job at all?

Mr. Salo: oh ya. Well I went from laborer to warehouse man to mechanic trainee to mechanic to forman to mechanic again.

me: How have safety standards changed and what improvements do you see are yet to be made.

Mr. Salo: The safety standards are always being upgraded and made better for the working man and I think that what your going to ~~see~~ see change is there quality and the noise reduction.

me: Please describe what your co-workers were like.

Mr. Salo: I had good people to work with. They were all good people.

me: Do you remember any special stories that stand out about them?

Mr. Salo: no

me: During your career, were you involved in any special projects or have you implemented any new programs.

Mr. Salo: Back in the 1980's there were ladies who were part of the labor management ~~part~~ participation

teams that an ... we came up with many different ideas to improve the working conditions and the way we did things and we implemented several different things, just small things but things that made our job easier, better, safer and more productive for our company.

~~me:~~ ~~Have you ever won any awards~~
me: O.K. Have you ever won any awards or have you been recognized in any way for your job performance.

Mr. Salo: No mam

me: ~~At~~ At any time, have you felt like changing jobs or your career?

Mr. Salo: Yes, I did five years ago, I left CCT.

me: Why

Mr. Salo: Just because I didn't like shift work and weekend work. *include*

me: What did you change to?

Mr. Salo: What did I change to? I went to work for a local Catipillar ^{SP} dealer.

me: O.K. what do you think the future holds for the Tilden and Empire mine?

Mr. Salo: I think that the Tilden and Empire mine are going to be here for quite awhile yet, being that the technology and process and car is improving all along. The low grade car that is being hauled away is dirt that I think in years to come can be recycled.

me: What does the future look like for the Iron and Steel Industry in general?

Mr. Salo: I think it's going to be very competitive as it is today and it's something we've all heard about on the news and the global market. It's something that we've really got to be concerned about and we have to be in competition with steel producers all over the world, not just in North America.

Me: O.K. what do you feel must be done in the future for CCI to remain competitive?

Mr. Salo: To keep cost to a minimum, productivity at the highest. include

Me: What do you think has been the key to success for CCI where other companies have failed?

Mr. Salo: I think it's their location and the people they have working for them. include

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

Mr. Salo: as a very significant and very important part of the steel industry and that they produce a majority of the steel that's used in the United States.

Me: ~~At~~ O.K. How has the role of women changed in the Iron Industry?

Mr. Salo: They have gone from working in the office to doing the same job as the man in the mine.

Me: What direction do you think it will take in the future?

Mr. Salo: the same.

me: What skills do the young people of today need to develop if they plan to work for CCI someday?

Mr. Salo: I think the young people of today should, number one learn how to work, which no one was born with this ability, I think you have to learn this as you grow up, I think you have to want to work and I think special ~~training~~ training, whether it be electronics, computers, equipment repair, whatever is going to make a better employee. *include*

me: O.K. In a related question what advise could you give in ~~the students of today,~~ general to the students of today?

Mr. Salo: Work hard and get a good education.

me: ~~Alright~~ alright, please describe what you enjoyed doing in your spare time.

Mr. Salo: sleeping

me: still laughing from the previous question I went on asking if you had to do it all over again, would you make the same career choice?

Mr. Salo: NO

me: why

Mr. Salo: Just because of the shift work, I think that the career that I have is a good career but, I think I would have gone to school after high school to get a better education in what I'm doing rather than learning it all through experience.

me: D.K. Looking back over the years, what impressions stand out most in your mind concerning your association with CCI.

Mr. Salo: That they take pretty good care of there people there. They're a pretty good company

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

Mr. Salo: NO

Me: Allright thank you very much for your time.

- ① job duties + special training - blue - blue
- ② Working conditions - red
- ③ Safety Conditions - brown
- ④ future and some advise for the kids of today - green
- ⑤ changing jobs - yellow
- ⑥ The role of women - orange
- ⑦ enjoyable + challenging parts of job - pink
- ⑧ Key to success - purple