

Amber Tonge's

interview with Hugh Leach.

Me: Hi. I am Amber Tonge and it's November 2nd, 1993. I am interviewing Mr. Hugh Leach, and this is a topical interview, and we're in Mrs. Field's office at National Mine School.

Me: Okay, um, when and where were you born?

Mr. L.: I was born in a small mining location in northern Minnesota. The name of it was the Bennett Mine. The nearest town was Keweenaw, Minnesota.

Me: Oh! Were you born at home or were you born...?

Mr. L.: I was born at home. The roads were so bad that my mother couldn't be taken to a hospital.

Me: Oh! That's kinda neat.

Mr. L.: (laughs)

Me: And, what are the names of your parents?

Mr. S.: Pardon?

Me: What are the names of your parents?

Mr. S.: Oh! What are the names of my parents.
Oh, uh, Edward Leach and Helen Liden Leach.

Me: Oh! And what did your parents do for a living?

Mr. S.: My father was, uh, graduated from the University of Minnesota, as a civil engineer, and worked in the mines in Minnesota, as a mining engineer, later as a manager.

Me: He was also a miner?

Mr. S.: Pardon?

Me: He was also a miner?

Mr. S.: Not a miner, but a mining engineer.

Me: Oh! ... And your mom?

Mr. S.: My mother was a homemaker.

Me: Oh!

Mr. S.: (laughs)

Me: Mine too!

Me: And, um, if you have any, what are the names of your brothers and sisters?

Mr. D.: I had, um, we were a family of seven, in order - Edward, Hugh - that's me, John, Ellen, Joan, Miriam, and David.

Me: So you're the second oldest?

Mr. D.: Pardon?

Me: You're the second oldest?

Mr. D.: I am the second oldest, yeah. And...

Me: And are you currently married?

Mr. D.: Oh yes! I have been married for fifty... two years.

Me: Wow! What's your spouse's name?

Mr. D.: My spouse's name is Mary.

Me: Mary, and do you have any children?

Mr. D.: We have eight.

Me: What are their names?

Mr. L.: And, let's see, I might have trouble with this. (laughs). Susan, Elizabeth, James, Barbara, Peter, Allan, Steven, and Richard.

Me: Wow! You have a lot of kids!

Mr. L.: I got a lot of kids. (can't make out words)

Me: How long have you been working in the iron industry?

Mr. L.: I started in 1935 and retired in 1980. What would that make it? Fifty... forty five years.

Me: Yeah... And, why did you choose to work in the iron industry?

Mr. L.: Well, as I told you, I was born in a little mining location, about 100 yards from an underground mine. Uh, my father worked in that industry and I lived right in and among the mining activity, and it fascinated me, and that's what I wanted to do.

include quotes

④ Me: Do you just get interested by where you

cont.
lived, hey?

Me: Okay, why did you choose... oh... please could you tell me those relatives who've worked in the iron industry?

M.D.: Well my father, of course, and then, uh, my older brother Ed, also worked in the iron mining industry, in the, in the Minnesota and then in Chile in South America.

Me: Oh!

M.D.: And then later in the United States.

Me: And, um, what are the names of the various mines or buildings you've worked in?

M.D.: Well, I worked in the, in the Argon, and in numerous mines, uh, other mines in Minnesota that were all part of a group they, and then, for Cleveland Cliffs, the Hill-Trumboldt, then, oh, wonderless? — couple small mines. The big one was the Hill-Trumboldt Mine.

⑤ Me: And, um, what kind of duties did you perform for

cont.

Me: CCT?

Mr. L.: Well, over the years, uh, I went to work for CCT in 1945 as a superintendent of the Hill-Trumboldt mine, and I worked in that capacity until 1953. Then I was appointed manager of the, uh, I forget, seven mines in Minnesota from 1953 to 1958, I was manager, then I was transferred to, uh, the Sishpeming District, of, uh, Cleveland Cliffs, as manager here, and in 1961, after three years here, I was transferred to Cleveland as vice president of research and development, and uh, from which position I finally retired.

Me: Yeah. And um, could you describe the main duties of your, um, the jobs you held? Oh... I just asked that question.

Mr. L.: The main duties of my current job? I'm retired.

Me: Oh, yeah.

⑥ Mr. L.: As a, and a, Oh, as a manager of research.

Very imp
quote

Mr. D.: (cont.) and development it was my responsibility to oversee the development, uh, of new procedures, uh, ordinarily, uh, through metallurgic research, uh, that made, uh, for instance, uh, the Empire and Tilden Mines, uh, feasible, ~~and~~ concentrating low-grade iron ore to produce a better high-grade, uh, rock, and, uh, I was also in charge of exploration, which involved mines in Australia and in Canada. And... and then, uh, the development of true exploration and some research on, uh, oil shale mining and, uh, shale production and exploration for uranium.

Me: So you got to go to Aust-....

Mr. D.: One in Col... the first in Colorado, and uranium in Wyoming.

Me: So you went to Australia, then?

Mr. D.: Pardon?

Me: You went to Australia to explore the mines?

Mr. D.: Hmmm?

⑦ Me: You went to Australia to explore the mines?

Mr. L.: Oh dear, there never was a, the, I was not involved in the actual mining operation, it was primarily the metallurgical research, in the case of iron ore, and then exploration for uranium and a mining development program for oil shale. And a...

Me: Oh!

Mr. L.: Cleveland Cliffs was part of a three company consortium that was working on a development of a mining process for mining oil shale underground and then the metallurgical procedure of, a, producing shale oil from oil shale. Oil shale is a, as its name might imply is a shaly, uh, laminated rock which contains a hydrocarbon. Heating it produces a... a gaseous vapor which could be cooled and, uh, becomes oil.

Me: Did you, did you have to have any special training or higher education for this job?

⑧ Mr. L.: The only special training or higher ed-

(cont.)

Mr. L.: Education were acquired by going to the Minnesota School of Mines, going to courses in all faces of engineering and in metallurgical research. Beyond that, that's the initial training, thereafter, a lot of additional education was acquired by doing the work and, uh, overseeing the development of the various processes.

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Me: How many years did all this education take?

Mr. L.: I was in school for... five years, in college.

Me: Oh! Could you describe any special machinery or equipment that you used on the job?

Mr. L.: I, uh, the special machinery that was, uh, used in, let's say Tilden and Empire, uh, involved some, uh, proper, uh, innovation was the use of autogenous, spelling, grindings. These, these involved, this involved

(Cont.)

Mr. D.: huge mills, oh as I recall 25 to 30 feet in diameter, uh, in which ore is introduced in large chunks, and the word of autogenous grinding means that the ore grinds itself, you do not put any, uh, large grinding, steel grinding balls into assist in the grinding. This was an innovation that made, uh, Empire possible, I think, because, uh, it grinds so fine that the use of grinding balls, uh, a difficult procedure, would have been too expensive. We would have used too much steel.

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Me: Yeah.

Mr. D.: But, the ore grinding on the ore did a fine job.

Me: yeah.

Mr. D.: And we did it; in both mines.

Me: hmm.

⑩ Mr. D.: As to the, uh, oil shale, we had to develop

(cont.)
Mr. L.: an entirely new process, nobody had, for
mining underground, nobody had done
this in a consequential fashion, and a,
we were quite innovative, I think, we
developed procedures that, uh, are still
used in a lot of mines out there, and a,
we proved it could be done that's the
essence of it. And it could be done on
very high — rates, and uh, cheap, hey.

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Me: Yeah!.. What's the most challenging or dif-
ficult part of your job... when you were
working?

Mr. L.: Well the most challenging, as I can look
back and say that the challenge of de-
veloping first the Empire, then the Tilden,
uh, producing a, uh, good, salable concen-
trate at an acceptable cost, from low-
grade ores, in ~~our~~ ^{prior} times, were considered
non-salable, non-usable. And as I mention-
ed, with oil shale specifically, developing an
entirely new process for mining underground.

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Me: Did you have any specific job, I mean,
like a specific job that you had to do?

Mr. D.: Did I have?

Me: What you had.

Mr. D.: No, I think it was, it was, uh, not so
much a specific job, my part, it
was overseeing the specific jobs
that other people did. (laughs)

Me: Yeah. Um.. Over the years, what did
you enjoy most about your job?

Mr. D.: Oh! I think the challenge. uh, there
was never an end to it, uh, I never
had to worry about what I was
going to do when I went to work.
I always knew there was more to
be done than I was going to be able
to get done on one any particular
day, and it was all going to be
interesting, challenging, the type of
things I enjoyed thinking about,

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Mr. L. ^(cont.): Talking about with you, and a, so it was a pleasure, not a chore.

Me: So you liked it?

Mr. L.: Pardon?

Me: You liked it?

Mr. L.: I liked it. Yeah.

Me: Oh! What were the biggest responsibilities of your job?

Mr. L.: Making... the biggest responsibility, and I didn't do this alone, of course, making mines out of Tilden and Empire, in addition to little ones, and making the mining operation of them work in oil shale, that was a big task. Overseeing the, the, exploration for uranium, uh, which had to be, uh, done through drilling, you couldn't see it, or anything. Through geologic efforts, uh, we determined where it might be and then drilled for it. In addition, we did, I

include concentrate in uranium

Mr. L.: think it was a challenge, exploration and development in Australia - it was a challenge. And then other exploration projects in Canada and the United States.

Me: Um, how old were you when you started working in the mines?

Mr. L.: How old was I?

Me: Yeah, when you started?

Mr. L.: Oh! Yeah, when I got out of college! (laughs) Twenty-three, when I started. Well I had worked several before that, in summertime jobs while I was going to school.

Me: Yeah.

Mr. L.: But the first regular job was in engineering, when I was twenty-three.

Me: Could you describe the most dangerous situation you have been in, if any?

Mr. L.: I don't, outside of being involved in a plane crash one time, uh, which, uh, was potentially disastrous, but none of us got hurt. I don't recall that I had any dangerous or heroic experiences, uh, there was always the opportunity of falling off a horse, or falling off a boat when one capsized, but, uh, nothing unusual or anything.

Me: Have you ever been involved or witnessed any accidents?

Mr. L.: Oh, I haven't been involved specifically in accidents, but I have been certainly in circumstances where I was responsible for what was to be done following that accident, uh, there was some blasting accidents, this involved immediately, uh, taking care of the victims, getting them to the hospital. Trucks tipping over, such things. Uh, I didn't witness the actual event, but I certainly was responsible for, for, what was necessary to do to get victims

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(cont)

Mr. J.: to assistance,

Me: In the plane crash that you mentioned-
did you... actually, were you actually in the
plane crash?

Mr. J.: Oh yes! The pilot simply mistook - late
at night - mistook, I think streetlights, for
what he thought was a landing strip.
(laughs) And, uh, thank goodness we didn't
land on the street, we did just beyond it.
And, uh, there would have been a real bad
accident.

in check

Me: Nobody got hurt, then?

Mr. J.: Nobody got hurt. We kinda ... smashed
up the airplane, but, uh, we all got
out of it all right.

Me: That's good. Um, could you describe the
most unique or perhaps humorous sit-
uations you have seen over the years?

Mr. J.: The unique or humorous situations.

Me: Yeah.

Mr. d.: Oh dear! I would have to think about some of that. One of the interesting things involved oil shale, uh, say that, that uh, we had to decide on where to put the entrance to the mine we had to put it in a safe place. Another engineer was very critical of our location and he had his own idea about where this mine ought to go. So we went out, uh, to the field, to look at this, while we were standing in front of a high cliff. And where he had envisioned the mine entrance to be, a tremendous fall of rock occurred. And, uh, that settled the discussion. It was obvious we didn't want the mine entrance there.

Me: yeah.

Mr. d.: And it solved all the questions. (laughs)

Me: Um, could you describe what your working conditions were like?

Mr. d.: Oh, our working conditions were very widely, of course, from, from, being in, uh, a nice office in Cleveland, uh, downtown in the heart of the city, uh, Shpeming, uh, nice office here, and, uh, very fine town, and, uh, up in Kibbing, we had a good office, same circumstance, and then, of course, with some of these, uh, field work, uh, was

(cont.)

Mr. L.: very intense, and, uh, well it could be crude conditions. But, uh, always acceptable. I didn't mind. Uh, I was born and brought up, uh, one might say, in the bush, and, uh, very willing to accept whatever circumstances might step ~~in~~ in, which is very handy (laughs).

Me: Yeah.

Mr. L.: I mean, handy to have that attitude, you know. (laughs)

Me: Yeah.

Mr. L.: You could, you don't have to worry about what field conditions are going to be like.

Me: Yeah.

Mr. L.: A lot of people - we had some people who were quite bitter about, uh, crude conditions that we put up with some places, but it never bothered me.

Me: Yeah. Um, how have safety standards changed, and what improvements do you see are yet to be made?

Mr. L.: Well I'm not... a... I think, of course safety standards have improved markedly, uh, specifically in the iron mining industry although I don't have statistics, uh, I know

(cont.)

Mr. D.: that the, uh, accident rates in mines, in both open pits and mines underground have dropped steadily over the years and, uh, and it's due to the, uh, the hard work on the part of the iron industry, and its supervisors, to make sure the conditions ^{are} as safe as they can possibly be.

include
& pits

Uh, we never can totally over run human error. And when I mean error - not deliberate mistakes that man makes, but, but, uh, errors in judgement that can create an accident.

Me: Yeah.

Mr. D.: But we're doing... we're doing a good job, I think, and, uh, I suppose I can say there's always room for improvement. But we're trying. (laughs)

Me: Yeah. Um, how have you seen the duties of your job change over the years that you worked? Or were they really the same?

Mr. D.: I didn't... the duties, of course, change with the various projects. And, uh, obviously, you'd find yourself with a different set of duties, uh, working in an oil shaft versus working on an iron ore project. Even as to iron ore, working in Australia on a project or Canada as to working here in Lon-

(cont.)

Mr. L.: pening. But in general, uh, these don't
purpose problems. Most people are quite
flexible, I always thought that I was.
And, uh, I changed with the circumstances, uh,
and I got along just fine. I think it's
true to most people.

Me: You could do any duty, then, mostly?

Mr. L.: Pardon?

Me: Any duty would be good for you, in other-
words?

Mr. L.: Oh sure! I could accept anything.

Me: Yeah. And, could you describe what your
co-workers were like?

Mr. L.: My co-workers, in general, were a bunch
of fine men. Uh, uh, they, they uh, all of
them, uh, one might say, uh, were, uh,
particularly involved in engineering and, in
uh, mining engineering and, uh, metal-
urgical engineering, they were all capable,
very well educated, uh, outstanding pil-

(Cont.)

Mr. d.: was in their field, and, who did remarkable
work. And again, if I may say specific-
ally, look at Empire and Golden today,
that's the result of some brilliant work
on the part of some very hardworking
people. *quote*

Me: Yeah, I agree. Um, do you remember any
special stories that stand out about them?

Mr. d.: Oh dear! (laughs) lots of humorous lit-
tle events, but uh, nothing that I can
really, uh, think of. I suppose when I,
when I have time to think about it more
then some things will come to mind.
Uh, uh, ... Well, there was humorous events
that occurred everyday, but, uh, nothing...

Me: What is ... what do you mean by humorous e-
ventor?

Mr. d.: Oh! We're joshing about the job or, uh,
circumstances in the ... but nothing that
I can, uh, recall specifically now.

Me: Yeah, um, during your career were you in-
olved in any special projects or have you...

(cont.)

Ma: implemented any new programs?

Mad: Well, I think I referred to some of those.
Gilden and Empire.. Gilden was, uh, well
taking can't make out words of Empire, although
the process of, uh, concentrating, uh, magnetic
titanate? had been researched for many years
nobody had done this, uh, or, as fine grained
as the Empire. And, uh, there were a lot of
people who thought it couldn't be done. Well,
it proved it could be done, and they did it
very well. And I thought that this grinding
scheme was one of them that, uh, that uh,
really made, uh, Empire a success. Gilden,
on the other hand, is a hematite. And,
nobody had concentrated hematite taconite
uh, previous to Gilden. This was the first
in the industry. And, it's been duplicated a
few places elsewhere. And, uh, but I think,
uh, Cleveland Cliffs is known around the
world for this. The Chinese came over here
and wanted us to come to China, to show
them how to do it. (laughs) We told the chi-
nese you come over here and watch us. We're

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(cont.)

Mr. D.: ~~too busy to go to China. (laugh) We did, uh, very, uh, I think we did a very innovative program on oil shale, and, uh, proving that you could mine oil shale underground on a basis that had never been attempted before. Uh, I think we were outstanding. We.. we did a lot of procedures that — people —. And, uh, showed that it could be done.~~

Me: Oh! Excuse me. (someone came to the door).

Mr. D.: Sure. (tape stops)

Me: (tape starts) Okay, um have you ever won any awards or have you been recognized in any way for your job performance?

Mr. D.: I don't recall that, uh, ... I was recognized for my job performance, uh, of course, by being given, uh, conditional duties and advancements from, as I mentioned, pioneer superintendent to pioneer vice-president of a search, and, uh, we were going to receive an award for our, uh, our developments in, uh, as I recall, Chile, uh in metallurgy, but uh, we, uh in the research department as a group, de-

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(cont.)

Mr. D.: decided that nobody was going to be given the soul award for this. We felt that, uh, American Institute of Mining Engineers should give this to, oh, say, half a dozen of us. And they wouldn't do it. So we said - Okay, forget it. And... (laughs) that was considerable. I didn't feel that I should take the, uh, credit for this, because I was only one of a large group of people who were involved in this. It was a real team effort.

include

Me: Oh! Okay, um, at any time have you felt like changing jobs or your career?

Mr. D.: No, No, I always wanted to continue doing what I was doing, I was happy with it, and uh, I had opportunities to, uh, to go to work for other companies, there was a lot of other jobs, but I couldn't see any reason why I could leave Cleveland Cliffs. I enjoyed the company and the people, so I stayed with it.

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Me: Oh, well, what do you think the future holds for the Tilden and the Empire?

Mr. d.: I think that the future for Tilden and Empire, at, for the present is good. We are doing a good job we're producing — and products at reasonable costs, and, uh, however, uh, I think it's apparent that the steel industry is going to change. Blast furnaces? will probably be reduced in importance, and as a consequence, we're going to have to change the product that is produced by Empire and Tilden, uh, to match the requirements of the blast furnace industry.

not quote

Me: Oh, what do you think must be done in the future for C.C.I. to remain competitive?

Mr. d.: We'll... I think we'll have to... we'll have to, uh, make these changes in the metallurgy of, uh, of Tilden and Empire, to make something that's not inferior to the steel industry. We're getti-

(Cont.)

Mr. S.: ~~ing away from blast furnaces and more into, uh, the electric furnace, uh, production which means that, uh, we're going to have to produce a product that will function in an electric furnace. It's called direct reduced iron - D. R. I. And, uh, I think it is going to move in that direction. Cliffs will have to move with it.~~

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Me: ~~What do you think the future looks like for the iron industry in general?~~

Mr. S.: ~~I think there's always going to be a strong iron and steel industry in this country, I think there has to be. Uh, aluminum has, has, cut into sale production, plastics probably even more, but, uh, for heavy machinery, for big projects, bridges, various construction types, steel is better — for the benefit, and the best factor. Who wants a bridge made out of aluminum... or plastic (laughs).~~

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26 Me: ~~Um, what do you think has been the key to~~

(cont.)

Me: the success of C.C.I. where other companies have failed?

Mr. D.: I think our ability to, to, innovate, our hardworking research, uh, and exploration groups that, uh, that uh, went farthest in their field. You can say again, that, uh, some of these projects and, uh, we've been willing to take some chances. We had the, we had.. Cliffs has an additional, uh, advantage. Over years, Cliffs acquired, uh, ownership of the ore bodies that they now are mining. We, thus we were able to, to develop consortiums, uh, from other steel industries, produce the ore, uh, that they mined, and they would sell it out.

very imp

Me: Oh, um, looking far into the future, how do you think history will remember the Cleveland Cliffs Iron Company and its workers?

Mr. D.: well I think Cliffs will be known in the future as it currently is known. As a good company. A good company that worked strong and a good company that worked
well, the steel industry knows Cliffs as a good

(cont.)

Mr. J. company to work with. We produce good ore. We satisfy the steel industry's needs, uh, they're happy with us. They take good care of the employees, I already said that, and uh, good, good court management, I don't think there'll be much of a change, and uh, I don't think there'll be, be uh, ... (tape ends 1st side)

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

Mr. J. The job, in the past, within my experience, uh, women worked, uh, as secretaries, uh, primarily, uh, they were not involved in work in the, in the mines or in the mills, uh, except in World War II. Uh, in Minnesota, the industry hired a lot of women to work in the, in the mills, never in a mine. I assume as the war ended and the men became available, we had an agreement that we would, uh, lay off the women and, uh, we had, and hire men, which we did. Now, women I, are driving trucks. And, uh, lots of trucks in the mines. And of course working in the other capacities in the, in the, uh, engineering and research. And, uh, and I presume, if anything, this will expand. Computer operations and other places for them to work. No reason why they can't. Plenty reason why they can. And I think that...

Me: Um, what skills do you... do young people of today need to develop if they plan to work for C.C.I. Someday?

Mr. D.: The three R's, are still the most important.

I think reading, writing, and arithmetic. The ability to read and understand what you're reading. The ability to write, uh, and other people to understand what you're writing, and write coherently.

And, uh, proper use of, uh, arithmetic. I come from a little town near Cleveland, Ohio, and it's really shocking to learn that the Cleveland schools, uh, about... students who go through the twelfth grade are functionally illiterate. They can't read, they can't write, they can't do simple arithmetic.

That's terrible. Kids don't need to know where Jim Buckeye is. You could get a job at Cleveland

Cliffs without ~~knowing~~ that, but if you can't read and write and do arithmetic competently, uh, you don't belong in, on Cleveland Cliffs pay roll, or on anybody else's, for that matter. Uh, I

think students should have some responsibilities, uh, to educate themselves, with the assistance of the schools and all of us, but we are in a complicated age. Computers today, of course, uh, a student almost has to know, have some basic knowledge in computer operation, good use, in order to function in the

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part

(cont)

Mr. d.: business work department,

Me: Yeah. Um, in a related question, what advice could you give in general to the students of today?

Mr. d.: Maybe.. (laughs) Maybe I said that. Study. Study, Study, Study. Now that doesn't mean to spend all your time studying.

Me: Yeah.

Mr. d.: You should spend some of your time reading. Because this is an effective way to study, uh, how to communicate, how to write, set structure, how to put ideas into, uh, usable language. Reading is, I think, very important. Uh, you'll never get that watching T.V. or listening to the radio. But reading'll do it for you. Uh, I mentioned computers, uh, but further, the interest in government, I think students ought to uh, watch what's going on in government. I think you should be informed. Maybe it's a little too early for eighth graders, but it doesn't hurt. But as you go along, to be informed of what's going on in government, and to be wary of what's going on. There's a lot of governmental people who are really not working. Uh, and in our best interest, they say they are, and they appear to be. But, you'll go through life with somebody always trying to get a grip on your mind. And get your vote. And you should know what to believe and what not to believe, when you vote for them. But, um, these are very important things in .. in this modern world.

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Me: Yeah. Um, are you now or have you ever been a member of the Steelworker's Union?

Mr. d.: Have I been where?

Me: Have you been a member the Steelworker's Union?

Mr. d.: Oh, no. Never, never have been. Um, when I worked in the mines there were no unions. Back then in the 30's. And, um, then of course, when I started working as an engineer, I was not even eligible to be (laughs), even though there were none.

Me: Yeah. Um, could you describe what you enjoy doing in your spare time?

Mr. d.: Oh! ... Well, one of the things I enjoy specifically is what I just came in from. Hunting (laughs). I was born in this little mining community with, where I could start hunting almost 100 feet from my back door. I spent my youth there until I was fifteen. Um, constantly, otherwise hunting or fishing and, um, a very active boy scout troop, we hunted and all of that. That carried through until I retired from scouting a year ago. I like to travel, um, I like to garden, and I like to read. Particularly, historical things. I think we can all learn a great deal from reading

(cont)

Mr. L.: You can learn about things, you can learn what's going on. In the United States, or, around the world. You learn something every time.

Me: Um hmm. Um, if you had to do it all over again would you make the same career choice?

Mr. L.: Yes I would. Because, as I said before, I never regretted uh, studying mining engineering, uh, I would do it all over again. I enjoyed every bit of it. ~~uh, every bit of~~ ~~uh, every bit of~~ ~~uh, every bit of~~ ~~uh, every bit of~~ of the time I spent in the industry. I'd love to start all over again. (Laughs)

Me: Yeah. Um, looking back over the years, what impressions stand out most in your mind concerning your association with C.C.I.?

Mr. L.: I thought Cleveland Cliffs was an honest company. Uh, they were fair. Fair to me, fair to everybody else. They were hard, they were a hard driving company, but, I say that in a complimentary sense. ~~We worked hard. We had to work hard, uh, to get accomplished the things that we needed to do, uh, to stay competitive in~~

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(cont.)

Mr. J.: this very competitive industry, and the
fact that we're still ahead of them. One
of the leaders in uh, iron ore production a-
round the world, uh, it's, I'd say, a pretty
good testimony that, uh, what Cleveland
Cliffs worked on was successful.

Me: Why do you say they were fair?

Mr. J.: Why do I think they were fair? I just, I
think they were fair, at least. Uh, I sup-
pose there's always disputes about that, uh,
some ~~of my~~ ~~employees~~ ~~may feel~~ they were
not treated fairly, but uh, and, but uh, is it
fair to say that, uh, that, uh, an employee
may have a grander notion of his work
and his contributions than maybe the com-
pany does. This is" well, I'm not being
critical, this is not abnormal at all. Uh, I'm
sure that you, you will say Amber, to your-
self, Amber you're trying your best. A teacher
might say, Amber, you're not doing quite as
well as I want you to. Now here's a better
difference of opinion. And, well, I think the
company has been fair and I the company
has been, uh, hardworking, it's required abot

include

(cont.)

Mr. d.: of its employees, but success is the good measure of what the company did.

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

Mr. d.: No, I, I think I've said it all. Uh, the standpoint of the students, uh, get an education. And work at it. That's ~~is~~ going to last you the rest of your life. What's there's nothing that will better prepare you for this cold, hard world out there (laughs) than getting an education and being able to function under almost any circumstance. That's what's going to make the world a lot less cold and a lot less hard. You're going to have a lot more fun in it. Uh...

Me: Okay.

Mr. d.: Does that sound alright? (laughs)

Me: Yeah. Thank you Mr. Leach.

Mr. d.: What do you think about that? Is that still on?

Me: Yeah.

over

Mr Leuch is an impt.
man. This is an excellent
interview that can be
a super story!

① His Past

② Duties and Responsibilities **blue**

③ Future of Tilden and Empire + Message to kids **purple ↗**

④ Position / Rank

⑤ Mines worked in

① Him and His Past - **orange**

⑩ Women in the Industry **green**

② Duties and Responsibilities - **blue**

③ Future of Tilden + Empire + Message to kids - **red**

④ Interesting situations - **purple**

⑤ Co-Workers - **black**

⑥ CCI - as a company - **pink**

⑦ Machinery + Processes - **green**

⑧ His Job + Preparation for it - **black** + **yellow**

⑨ Working Conditions + Safety - **blue**