

William Hoyle's interview with Mr. Beinlich

Me: What year were you born in?

Mr. Beinlich: 1929

Me: What are the names of your parents?

Mr. Beinlich: My father's name is like same as mine. Sam Eric Junior  
My mother's name was Hilda

Me: What did your parents do for a living?

Mr. Beinlich: My father was a gardener at a large estate he took care of the flowers  
and the grounds and so forth. My mother was just a house wife.

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

Mr. Beinlich: I have one brother his name is Arthur and I have a sister named  
Arlessa

Me: Are you currently married?

Mr. Beinlich: Yes,

Me: What is your spouse's name?

Mr. Beinlich: ~~Kathren~~ Kathryn I better say Kathy she likes Kathy better.

Me: What are the names of your children?

Mr. Beinlich: I have five boys and they are named Eric and Jeffery, Brad, Curt and Greg.

Me: How long did you work in the Iron Industry?

Mr. Beinlich: 35 years.

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

Mr. Beinlich: Well first of all I chose mining as a career and I lived in Pennsylvania I didn't  
live out here so I grown up in the East I chose mining as a career and I wanted  
to find someplace that I could find a job in mining and find a place I liked  
and I ~~worked~~ <sup>include</sup> worked out here at a summer program as a student I liked it a lot and I was  
offered a job and I came back after I graduated from college.

Me: Please name those relatives who have worked in the Iron Industry?

Mr. Beinlich: When you say Iron Industry you mean strictly Iron mining right?

Me: yeah.

Mr. Beinlich: I only have one my brother Arthur?



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

Mr. Beinlich: Do you want them all (yes) <sup>me</sup> Ok at worked at Cliff <sup>shaft</sup> ~~shacked~~ mine the Athens mine the Moss mine the Bunker Hill mine the Matthe A mine the Matthe B mine the Republic mine and the Inspiring Central office.

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

Mr. Beinlich: <sup>possible quote</sup> If I gave them all to you I think you would run out of tape here I started out as a <sup>on 9/1/80</sup> ~~mining engineer~~ became an operating engineer and an underground super intendant and an super intendant and a manager and then a general manager.

Me: In as much detail as possible please describe the main duties of your current job, ~~I~~ <sup>retired</sup> describe the duties of the job you held?

Mr. Beinlich: The last job I held yeah I'm retired. The last job I held I suppose you mean <sup>me</sup> I was general manager of North American mines <sup>possible quote</sup> What does it say describe duties?

Mr. Beinlich: As general manager it was in a <sup>executive</sup> <sup>I on ore</sup> executive administrator executive management of all the Ironore Mines that Cleveland Cliffs had in North America <sup>\* add</sup> in other words United States and Canada and they were my responsibility.

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

Mr. Beinlich: Yes, training in the mining and engineering curriculum I graduated as a mining engineer so that was what was required.

Me: Please describe any special machinery or equipment that you used on the job?

Mr. Beinlich: <sup>includes</sup> On the job I was an engineer I didn't ~~run~~ run equipment or drive equipment. Equipment on the job would be limited to calculators, computers, lifting equipment, I was involved with lots of equipment but, I didn't use it if that's what you mean I was not an operator or driver I was the engineer or manager so I was involved with a lot of equipment but it is less large or what I just used which written would be engineering equipment and engineering technology and ~~so forth~~ <sup>so forth</sup>.

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

Mr. Beinlich: Most challenging or difficult part of your job? You mean all the time I worked

Me: Beinlich: I guess I would have to say the most difficult of all is when there was a serious injury or accident or fatality and then it was my job to communicate it to the family and to the next of kin that was probably the most difficult of all there were many other things to but that was probably the most difficult. <sup>possible quote</sup> <sup>\* add</sup>

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

Mr. Beinlich: Well I thought that was what we can see it please can I look at this (P.2)

Me: yeah



Mr. Beinlich: I guess I misunderstood but then I thought I just answered

Me: Yeah but he has all kinds of other questions to like that.

Mr. Beinlich: Well I let's say that the answer that I just gave before is the answer to that question thinking back over the years what was the most challenging or most difficult was the answer I just gave you ~~ok~~ or ~~not~~ we will go back to this question what is the most challenging or difficult part of your job then I guess the difference is this one means the most difficult you had in your whole career were this one means what is the most challenging or difficult of my present job or my last job because I am retired

Me: I think it was

Mr. Beinlich: I got it easy now because I'm retired I guess to clear up to take that last the answer that I gave you was for 11 and then go back to number 10 and go back to 9 now.

Me: Should I ask you that question?

Mr. Beinlich: yes ask me number nine.

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

Mr. Beinlich: probably the most challenging is the but at the same time challenging is also pleasurable at times dealing with all the people that you work with and many different kinds of relationships and many different kinds of people you work with it's challenging but yet it can be very pleasurable and sometimes it ~~can~~ can not be pleasurable.

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

Mr. Beinlich: ~~Well again I guess that it is almost what I just said to you when some of the most enjoyable things throughout my time I worked with working with all different people I did well all the people I ~~know~~ knew the people that I worked with it was real nice to get to know all these people so that was the best things of all the friends you ~~meet~~ or work with when they become your friends I guess another thing would be along the same time as far as being what does it say most how does it say it?~~

Me: enjoyable

Mr. Beinlich: ~~It is an successful completion of a project successful completion of a project that you spend a lot of time and planning and organizing working it out and ~~see~~ it become a successful completion that is probably one of the most enjoyable things~~



Me: What ~~were~~ the biggest responsibilities of your job?

Mr. Beinlich: The biggest responsibilities of my again I would guess you are talking about my last job. Just the over all management of the all the Iron mines of Michigan and Canada to see that they were successful and were planned that they could be successful over the long run and continue that success.

add \*

quote

Me: If it applies to you, describe the most ~~of~~ dangerous situations that you have been in?

Mr. Beinlich: Well there were many situations underground I worked underground for 25 years before I went into the open pits and into the office ~~eventually~~ eventually. So the most difficult most dangerous situations were underground as far as describing them there are many situations I don't know how far you want to go to that because underground mining it self was dangerous at times and there were difficult situations ~~to~~ So you want me to get into any pitcular things that?

Ex. 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100. 101. 102. 103. 104. 105. 106. 107. 108. 109. 110. 111. 112. 113. 114. 115. 116. 117. 118. 119. 120. 121. 122. 123. 124. 125. 126. 127. 128. 129. 130. 131. 132. 133. 134. 135. 136. 137. 138. 139. 140. 141. 142. 143. 144. 145. 146. 147. 148. 149. 150. 151. 152. 153. 154. 155. 156. 157. 158. 159. 160. 161. 162. 163. 164. 165. 166. 167. 168. 169. 170. 171. 172. 173. 174. 175. 176. 177. 178. 179. 180. 181. 182. 183. 184. 185. 186. 187. 188. 189. 190. 191. 192. 193. 194. 195. 196. 197. 198. 199. 200. 201. 202. 203. 204. 205. 206. 207. 208. 209. 210. 211. 212. 213. 214. 215. 216. 217. 218. 219. 220. 221. 222. 223. 224. 225. 226. 227. 228. 229. 230. 231. 232. 233. 234. 235. 236. 237. 238. 239. 240. 241. 242. 243. 244. 245. 246. 247. 248. 249. 250. 251. 252. 253. 254. 255. 256. 257. 258. 259. 260. 261. 262. 263. 264. 265. 266. 267. 268. 269. 270. 271. 272. 273. 274. 275. 276. 277. 278. 279. 280. 281. 282. 283. 284. 285. 286. 287. 288. 289. 290. 291. 292. 293. 294. 295. 296. 297. 298. 299. 300. 301. 302. 303. 304. 305. 306. 307. 308. 309. 310. 311. 312. 313. 314. 315. 316. 317. 318. 319. 320. 321. 322. 323. 324. 325. 326. 327. 328. 329. 330. 331. 332. 333. 334. 335. 336. 337. 338. 339. 340. 341. 342. 343. 344. 345. 346. 347. 348. 349. 350. 351. 352. 353. 354. 355. 356. 357. 358. 359. 360. 361. 362. 363. 364. 365. 366. 367. 368. 369. 370. 371. 372. 373. 374. 375. 376. 377. 378. 379. 380. 381. 382. 383. 384. 385. 386. 387. 388. 389. 390. 391. 392. 393. 394. 395. 396. 397. 398. 399. 400. 401. 402. 403. 404. 405. 406. 407. 408. 409. 410. 411. 412. 413. 414. 415. 416. 417. 418. 419. 420. 421. 422. 423. 424. 425. 426. 427. 428. 429. 430. 431. 432. 433. 434. 435. 436. 437. 438. 439. 440. 441. 442. 443. 444. 445. 446. 447. 448. 449. 450. 451. 452. 453. 454. 455. 456. 457. 458. 459. 460. 461. 462. 463. 464. 465. 466. 467. 468. 469. 470. 471. 472. 473. 474. 475. 476. 477. 478. 479. 480. 481. 482. 483. 484. 485. 486. 487. 488. 489. 490. 491. 492. 493. 494. 495. 496. 497. 498. 499. 500. 501. 502. 503. 504. 505. 506. 507. 508. 509. 510. 511. 512. 513. 514. 515. 516. 517. 518. 519. 520. 521. 522. 523. 524. 525. 526. 527. 528. 529. 530. 531. 532. 533. 534. 535. 536. 537. 538. 539. 540. 541. 542. 543. 544. 545. 546. 547. 548. 549. 550. 551. 552. 553. 554. 555. 556. 557. 558. 559. 560. 561. 562. 563. 564. 565. 566. 567. 568. 569. 570. 571. 572. 573. 574. 575. 576. 577. 578. 579. 580. 581. 582. 583. 584. 585. 586. 587. 588. 589. 590. 591. 592. 593. 594. 595. 596. 597. 598. 599. 600. 601. 602. 603. 604. 605. 606. 607. 608. 609. 610. 611. 612. 613. 614. 615. 616. 617. 618. 619. 620. 621. 622. 623. 624. 625. 626. 627. 628. 629. 630. 631. 632. 633. 634. 635. 636. 637. 638. 639. 640. 641. 642. 643. 644. 645. 646. 647. 648. 649. 650. 651. 652. 653. 654. 655. 656. 657. 658. 659. 660. 661. 662. 663. 664. 665. 666. 667. 668. 669. 670. 671. 672. 673. 674. 675. 676. 677. 678. 679. 680. 681. 682. 683. 684. 685. 686. 687. 688. 689. 690. 691. 692. 693. 694. 695. 696. 697. 698. 699. 700. 701. 702. 703. 704. 705. 706. 707. 708. 709. 710. 711. 712. 713. 714. 715. 716. 717. 718. 719. 720. 721. 722. 723. 724. 725. 726. 727. 728. 729. 730. 731. 732. 733. 734. 735. 736. 737. 738. 739. 740. 741. 742. 743. 744. 745. 746. 747. 748. 749. 750. 751. 752. 753. 754. 755. 756. 757. 758. 759. 760. 761. 762. 763. 764. 765. 766. 767. 768. 769. 770. 771. 772. 773. 774. 775. 776. 777. 778. 779. 780. 781. 782. 783. 784. 785. 786. 787. 788. 789. 790. 791. 792. 793. 794. 795. 796. 797. 798. 799. 800. 801. 802. 803. 804. 805. 806. 807. 808. 809. 810. 811. 812. 813. 814. 815. 816. 817. 818. 819. 820. 821. 822. 823. 824. 825. 826. 827. 828. 829. 830. 831. 832. 833. 834. 835. 836. 837. 838. 839. 840. 841. 842. 843. 844. 845. 846. 847. 848. 849. 850. 851. 852. 853. 854. 855. 856. 857. 858. 859. 860. 861. 862. 863. 864. 865. 866. 867. 868. 869. 870. 871. 872. 873. 874. 875. 876. 877. 878. 879. 880. 881. 882. 883. 884. 885. 886. 887. 888. 889. 890. 891. 892. 893. 894. 895. 896. 897. 898. 899. 900. 901. 902. 903. 904. 905. 906. 907. 908. 909. 910. 911. 912. 913. 914. 915. 916. 917. 918. 919. 920. 921. 922. 923. 924. 925. 926. 927. 928. 929. 930. 931. 932. 933. 934. 935. 936. 937. 938. 939. 940. 941. 942. 943. 944. 945. 946. 947. 948. 949. 950. 951. 952. 953. 954. 955. 956. 957. 958. 959. 960. 961. 962. 963. 964. 965. 966. 967. 968. 969. 970. 971. 972. 973. 974. 975. 976. 977. 978. 979. 980. 981. 982. 983. 984. 985. 986. 987. 988. 989. 990. 991. 992. 993. 994. 995. 996. 997. 998. 999. 1000.

Me: Saw

Mr. Beinlich: There are so many

Me: Well pick one that you can describe the best

Mr. Beinlich: Well how does it read their the most dangerous?

Me: The most dangerous situations that you have been in.

Mr. Beinlich: I could give a situation of an underground fire was very criticle and very dangerous fortintly we were able to handle all them so that nobody was hurt or killed or anything like that but underground fires were very dangerous situations and that saved a few times. falls of ground are very dangerous fall of the rock piece of rock from the ceiling or the roof. People get hit with those they are dangerous and I myself was hit by falling ground so that I experensed that and had a very serious accident myself I think that there is a question further on isn't this?

include

Me: oh boy

Mr. Beinlich: on injuries.

Me: Yes its right here

Mr. Beinlich: I thought so

Me: do you think I should just skip that one

Mr. Beinlich: Well no you can ask that if you want in that the next one

Me: yeah

Me: Have you been involved in or have you witnessed an accident? If so please describe them.



Mr. Beinlich: Yes I was involved in one unfortunately it was a serious accident were I was at the time when I was underground super intendent at the Weather Mine and I was it was near the end of the morning I was coming out to the shaft when I understood or heard that the pit production was stopped and because the ore passed the main ore passed to our crusher station was blocked. So I went in the crusher station to see what was going on and there were already probably ten or twelve men working their trying they have been working over an hour so we were trying to get it going because with it stopped the way it was the haul mine production was stopped there was nothing that could be treated this is where all the ore goes into the skip and then it is hoisted up the shaft and everything was stopped so this concerned me because the whole mine was basically down I went up that area and I looked to see what the problem was and doing so just when I looked a large chunk of something which we will never know came down and hit me on the head. It sent my helmet nocked my hardhat off and sent that down the crusher way below and a man behind me a <sup>supervisor</sup> behind me grabbed me so that I didn't fall down also or threw and pulled me out and I had a serious head injury at that time I was after that it was weeks that I was in a coma in intensive care I was taken to Detroit to be to really save my life which they did and I recovered and pulled out of it but it was a very serious head injury fortunately I can now live with only a few remaining injuries or remains of the injuries I was able to come out of it pretty good.

include  
+ quote

Me: Could you describe either the most unique or perhaps humorous situations you have seen over?

Mr. Beinlich: I can't think of any one in particular that doubt with miners just theres you know 35 years their are hundreds of them but I can't think of any that just stand out that much I'm not helping you much in that one. A unique situation or a ~~humorous~~ humorous there are many humorous things but I can't get any in particular.

Me: Please describe your working conditions?

Mr. Beinlich: Here (laughing) which job?

Me: any of them really

Mr. Beinlich: My last job was when I was General manager of It was basically at the main office It was office job I visited the mines here both here and Canada frequently but most of my time was spent in a office as an administrator job. that was my last job. Prior to that one I was Manager and Super Intendant and engineer conditions varied from underground mining conditions which are wet dirty and very physical to open pit which was on surface which was much cleaner and better conditions and then I ended up in the office as I said.

include

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

Mr. Beinlich: Well the safety standards have improved a lot over the years although when I started with the Cleveland Cliffs in 1952 they had a very good safety program and in fact I think the Cleveland Cliffs led the way in underground mining and in mining in general federal government the State got involved a lot more so there is much more strict standards now but they have improved their is no doubt about it there is less injuries now (P. 5)

wrong  
include  
quote

include



now the fact that their isn't underground mining more helps in that respect in some case because their were more injuries underground. It's inherent in the type of mining. What was the second part of the question?

Me: improvements are yet to be improved. What improvements ~~are~~ <sup>you see are</sup> yet to be improved.

Mr. Beinlich: I guess all I can say is just to continue to enthuse on safety. You can never let up. You can just never stop on this safety and always looking to work the safest. Their all be improvements because in time is on everything improves so they will continue improving also in safety. \*

Me: How have you seen the duties of your job change over the years?

Mr. Beinlich: Well I guess we kind of went through that already in some of my answers before I talked about being an engineer underground and then to an Operator engineer, then I became a mine captain and then a super intendant and a manager and the general manager so my I say how your duties, How did your duties change?

Me: How have you seen the duties of your job change over the years?

Mr. Beinlich: Well from being in the beginning in the engineering and coming out of college and starting as a mining engineer was more just planning and technical admotive and the engineering as I progressed from one job was promoted from one job to the next and it became more of a job of dealing with people more of a job of not just dealing with technical but also working with people.

Me: Please describe what your co-workers were like?

Mr. Beinlich: (laughing) What were the co-workers were like?

Me: and do you remember any special stories that stand out about them?

Mr. Beinlich: (laughing) Well my co-workers through the years were tops and that's what can make your job better or worse it the people that you work with your coles and for the most part they were very fine people so they were a pleasure to work with all the years and what's the second part?

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

Mr. Beinlich: No really because there are so many it's hard to single one out that I remember a store when their is alot of things your remember but nothing particular.



Me: During your career, were you involved in any special projects or have you implemented any new programs? If so, please describe them.

Mr. Beinlich: Yes I was you know bound to be in lots of special projects say in 35 years alot of things happen and your part of them when your in engineering and operation I guess lets see their I don't know were to tell you all of them which one I think as far as underground it sticks out in my mind being sent to the Mather Mine in 1963 and began 18 months really to change the Mather Mine from 800,000 tons a year mine 200,400 tons a year in 18 months that was a big task but we did it we successfully completed it so it was a big task it took alot of hard work and required everyone but it changed the mine really to 3 times the size and in about 18 months so it took alot of effort and it said off that was one thing there were many, many other projects you know alot of them were small although in something really they were unigue and they were good projects and everything else but you could name dozens of them I guess I will just let it go at that.

add  
\*

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

Mr. Beinlich: Well to me a recognition of job performance is progression promotion and I was promoted through the years from starting as a young engineer and then before I retired toward the end of my career reaching the general manager division so that to me is recognition of performance if you then perform you would never you simply ~~not~~ just wouldn't move up the ladder and I think I would've been there or that bases, awards their were safety awards things like that but that would be getting noticed the whole mine got it so we alot of men you got a safety award generally the whole mine got it so we alot of men got safety awards and I was part of that at times there is not any other awards I can think of their may be some but I can't think of them right now.

include

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

Mr. Beinlich: No I never did and I like my job the whole time I never thought of changing ~~to~~ to a different job or changing my career I was satisfied I was happy my job and that is basically that part of being successful being happy is to like your job I liked it so I never did their one of those things.

Me: What difficulties did underground mining have that open pit does not?

Mr. Beinlich: manag (laughed) you what particular

Me: Well you can name alot of them if you want I mean



Mr. Beinlich: Well I'll name the main ones I think the main ones of all this is what read it once more:

Mr. What difficulties did underground mining have that open pit mining does not?

Mr. Beinlich: The biggest one of all to me was the underground mining you had no matter how much planning you did how much engineering you did and how much hard work you did at times you were still in trouble because you had less control over the conditions in underground mining than you do in open pit mining on you know were things are you know what to expect underground you're at the mercy of mother nature and that was the biggest problem of all if mother nature being conditions your working in if they got bad sometimes you didn't expect it you got some real surprises you may hit a water pocket you may have a lot of wet conditions and wet conditions means squeezing or pressure because you were so deep we were mining at 35 hundred feet down from surface 35 hundred feet deep which is 2/3 of a mile and the deeper you went the more pressure you got so any tunnels you had down there were drifts as we call them, but the deeper you got in the ground if the ore was soft it would start to squeeze most like we called it the plastic ore just imagine something like peanut butter squeezing on you and you can't keep it open no matter how much steel you put in there and no matter how much concret and everything else it would just slowly squeeze we couldn't control that and we had a lot of that our production our mine production would be down so this happened frequently and when it happened so suffered from ore sometimes but before you could overcome that recovery and get it back on the beam again in open pits you didn't have the big surprises and the big mistakes sometimes it happened underground and you had no control over that's probably the biggest thing I believe second is the conditions this is the difference now between open pit and

very imp. 100%

Mr. Yeah

Mr. Beinlich: Working conditions are certainly different underground is I mentioned earlier in your questions it's wet, tape pipes wet and very humid about 95 or 96% humidity it dries the air isn't your not breathing fresh oxygen underground so that the air isn't as good a lot of things like that working conditions just aren't as favorable as they are on surface safety we talked about that a little bit before, safety was much more serious things underground only serious in anything you do, but in underground you have ~~problems~~ probably a lot more things you have to be continuously aware of or watch and not take chances with because there was just more safety problems underground because of the type of mining that you did one more thing was the physical effort was much greater underground

include more 100% imp.



~~the way they~~ open pits is big equipment large machinery electronic equipment in the mills all types of equipment is doing the work underground you try to do that as much as possible you try to get as much as equipment you try to mechanize as much as you can but you still get down to back breaking work at times it is much more physical than in much more work involved than there ever was in the open pit. I think that is true.

Me: Why did C.V.S. switch to open pit mining?

Mr. Beinlich: ~~primarily because of cost of things which is why most switches were made in any type of manufacturing or engine or operation or any thing else most switches are a cost related and its a cost thing you have to put out the best product you can at the lowest cost open pits you used large equipment fewer men to put out and a ton product than you do underground underground takes alot more men labor intensive to it is going to be more costly to the switch come as a reason being cost to stay competitive but it couldn't be made the brake threw came in the 50's one C.V.S. L.C. research department made it possible to pelletize low grade ores that are mined on surface ores on the open pit are much more lower in iron only 35% iron 30 to 35% iron underground ores are 60% iron which was direct shipping nothing had to be done to it the open pit ore has to be broken down crushed ~~to~~ ground and then pelletized made into little steel balls before they were shipped that became possible when the research department made that break threw in the 50's and it could do it economically so slowly they replaced the underground so another thing is the underground ore bodies has started to deplete to depleted all the good ore bodies or underground ore bodies the main ones are mined out so it make you go deeper and the deeper you went the more problems there are underground mining the more problems there are the higher the cost is so it just got tuff and tuff the underground wouldnt compete really any more with the open pits so ~~know its all open pit~~~~

1M PX

Me: OK  
Mr. Beinlich: You are going to be taking a mining course out of this thing I think (we laugh)

Me: What are the biggest changes you have seen & the iron industrie?  
Mr. Beinlich: Well one of them we just talked about and that was the change from the underground methods to the open pit methods that is probably one of the biggest change in the iron ore industrie when I came here in 1952 there were 15 underground iron mines and no open pits now there are 2 open pits and no underground. ~~that probably the highest change is the question change in?~~ (p.9)

\* get numbers in your story possible you see



Me: What are the biggest changes you have seen in the Iron industry?

Mr. Beinlich: Well that's the biggest right there the change from direct shipping ore which was the underground produced to pelletized products you know to the little pellets that are shipped now the ore used to be shipped directly as it was mined from the underground nothing was done to it was just mined in chunks and piled and then shipped on the ore boats it was a handling problem no matter where it was handled now it is all put in pellets in shipped and it is much better to handle that railroad cars in boats and in everything else so the change in direct shipping ore to pelletized ore was also a big change like the change from mostly physical labor really to produce the ore in the old days much more physical to mechanized operations were you use all these equipment you can and the larger equipment the trend in the open pits from small open pit equipment to larger, larger, larger equipment such as the trucks which used to be a 30 or 34 ton truck open pits it is when the open pits just started 30 or 35 ton trucks now they go as high as 200 ton trucks so the trend to bigger equipment trucks shovels things like that I guess there are many other ones on a smaller base ~~but~~, but.

1 MPX

Me: What do you think the future holds for the Udden and the Empire?

Mr. Beinlich: Well I think they have a good future ~~they~~ both the mines are competitive now there is a lot less mines in the United States than there used to be the Udden and Empire both made it through that period so I think there will be continuous emphasis by those mines to be to stay right up front in technology and if they do that they will be successful and probably mine for another 20 years or 30 years as long as their reserves are still there.

include

Me: What does the future look like for the iron and steel industry in general?

Mr. Beinlich: In general it's probably much the same as I just said for the Empire and Udden mines the thing that's a lot different now than it was when I started 35 years ago in the iron ore industry is its world wide in competition it used to be you had to be competitive with the mines in the Minnesota Michigan area now you have to be competitive world wide because it's a world wide industry, so its very tough situation because labor costs are much lower in foreign countries particularly South America Africa places like that so that the costs are much lower also the other thing that makes it very difficult to compete for our mines in the United States is the ore bodies in Australia, South Africa places like that are huge ore bodies of high grade ore which makes it much ~~more~~ easier to mine the ore than it is for our situation here but as long as we maintain our technological improvements keep working on that ore at time and keep improving as we always have we can't stay competitive its not going to be easy its never going to come back to where it was 20 or 30 years ago when we probably led every body in that but how we can still be successful in what we have now if we continue our progress and I think we will.

include



Me: What do you feel must be done in the future for C.L.S. to remain competitive?

Mr. Beinlich: these questions are a little bit overlapping & think (he laughs) I probably just answered that a little bit in the previous question & think what they have to do is to keep working on technological improvement keep working on better methods that the only way you can stay competitive is to improve has to be continual improvement that is something that C.L.S. and any company has to do now days is working all the time.

Me: What do you think has been the key to the success of C.L.S. were other companies have failed

Mr. Beinlich: There is probably quite a few of reasons but huh I guess I would have to say one of the reasons is the work force that they have just good people working for them both in the engineering at the operating end the workers the whole work force & mean it's an excellent labor situation and the people themselves I think and been behind Cleveland Cliffs going through the whole organization again this over laps a little bit in the other questions that get back in technological improvement working on new methods new systems C.L.S. has always done that they have had to reach there have had to reach there mistakes in the 50's they were the only ones in the iron industry that had research lab and as a result of that they were able to pelletize the ore and if they didn't do all that research they did there long time ago we wouldn't have the Empire mines and the Tilden mine and I think they will continue to do that type of thing that the type of things that make C.L.S. so successful in the four front of improvements good labor good work force I've been alot of places in the United States and the Canada in the mining areas some of the things we find out when we talk to people from the other areas and you can see it that we probably have the best work force the best area for working people out of many places we really have } quote

quote  
include more  
include

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

Mr. Beinlich: I think the Cleveland Cliffs company will be remembered & hope in the future that they will still be here you kind of make it sound like they won't be here a Cleveland Cliffs any more (he laughs as he says that) there going to be here for a long time what I think they will be remembered by as the premier iron mining company in the industry as the top one I think they'll have that name and they deserve it. What was the other part of the question?

include  
quote

C.C.I. = The Premier Iron Mining Company - possible title (p.11)



Mr. the Cleveland Cliffs Iron Company and its workers?

Mr. Beinlich: and its workers going back to what I just said in the other question I think the workers will be remembered as <sup>the</sup> best, I think we had ~~the best workers~~ the best work force, the best groups and that's the way I think they will be remembered

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

Mr. Beinlich: The role of the woman in the iron industry well there are more since I've been in the time I've been with Cleveland Cliffs and anytime I worked there were more women working in the mines now the numbers are still not a lot I think more could be increasing as time goes on I think women will be in more fields than they are now and there will be more numbers. When I was working underground ~~there were~~ it was somewhat of a problem that there weren't any women working underground and women did start to work in the open pits they were still not allowed to work underground that might of change had we if we had any more underground mines we don't have any underground mines <sup>now</sup> so that's not going to happen but they do work in the open pit mines now and I think there will be more of them in the future I don't see that as a problem at all it is over due.

include

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

Mr. Beinlich: Well I think that where a bit of change over the years but as far as skills are needed years ago you really didn't need any skills other than in the old days in the underground mines all you needed was your back and strong muscles but more and more now days, you, a education you need in particularly a technical area in electronics in mechanization in all types you just have to be more technical then before its just that type of jobs, now that are left in the open pits and the technical end of it of more of anything its not just having muscle anymore so you need a lot more of an education.

include  
include  
+ quote

Mr. In a related question, what advice would you give in general to students to day?

Mr. Beinlich: get all the education you can particularly in the technical area so that you can meet the requirements to be in a computer field or the mechanical field in the electrical field electronic field you just need more of an education all the time you get the better job if you don't you may end up working in the Mc Donalds or some place (we laugh)



Me: Please describe what you enjoy in your spare time?

Mr. Beinlich: Now that I am retired

Me: Yeah

Mr. Beinlich: I have lots of spare time (he laughs as he says it) fishing, traveling, being with my grand children, which I have alot, camping, being at my camp at the lake, attending sports events, I guess thats enough.

Me: If you had to do it all over again, would you make the same career choice? Why or Why not?

Mr. Beinlich: yes I think I would make it I like the job that I had I liked the ~~career~~ <sup>career</sup> I had it would be different now but if I did it I would still do it thats what I wanted then and I dont have any reason why I dont want it now.

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

~~Me:~~

Mr. Beinlich: could you read that again?

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

Mr. Beinlich: Well there are many we discussed some of those in all the answers some of the questions many projects many jobs I had very interesting challenging but I guess I would say the best thing of all the years I worked with C.C.S. the one thing that sticks in my mind is all the people that I worked with that I just when you really get down to it when you leave when you retire the thing you miss most of all is the people you work with part of the job you can do other things you can do things in life but alot of people you work with you spend more time with them than your family every day and you get to know those people so well do that really the best thing of all the wonderful people you meet and the friends you make during your career

include people

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

Mr. Beinlich: about the interview?

Me: Yeah about anything

Mr. Beinlich: Well the interview was fine its interesting just to sit here and answer some of the questions you asked me I dont have anything else to say about my job or interview (P. 15)



Mr. Beinlich: because I think that was a lot of that was in a lot of those questions  
you covered practically everything there was (he laughs) I really don't  
have anything else to add

Me: Thanks for coming

Mr. Beinlich: Your welcome what are you going to do with that

This is impt.  
information from  
a very influential  
man. Please put  
your best effort  
into making it  
the terrific  
story it can  
be!

(P. 14)



✓ p. 13 accidents

~~p. 8 difference in underground mining like that goes pit work~~

✓ p. 9 switch to open pit mining

frisco goes down net

✓ p. 10 biggest changes in iron industry

✓ p. 10 future look for iron & industry

✓ p. 15 B. Artway

~~p. 7 duties change over the years~~

✓ the kinds of different jobs have you had

✓ Reason for joining the mining industry

✓ Enjoyable part of your job