

YOUNGSTOWN STATE UNIVERSITY  
ORAL HISTORY PROGRAM

Personal Experience

O.H. 1148

RONALD PEASE

Interviewed

by

Mark F. Twyford

on

March 5, 1987

RONALD PEASE

Ronald Pease, the son of Harry and Margaret Pease, was born on October 6, 1937, in East Liverpool, Ohio. He was educated in the East Liverpool Public School System and graduated from the city's high school in 1955.

Following graduation, Pease went to work at the Midland Slag Company. He worked at the slag company until the plant was sold, and he was laid off in 1959.

That same year, Pease was hired by the Crucible Steel Company, where his father and three brothers were already employed. For the next 24 years, Pease worked primarily as a roll turner at Crucible Steel. In 1983, Pease was laid off and he subsequently retired from the mill.

Presently, Pease and his wife Betty reside in East Liverpool. They have four children and two grandchildren. Pease has been self-employed since he retired from the Crucible Steel Company.

--Twyford

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Crucible Steel Project

INTERVIEWEE: RONALD PEASE

INTERVIEWER: Mark F. Twyford

SUBJECT: All aspects of work at the Crucible Steel  
Company in Midland, Pennsylvania

DATE: March 5, 1987

T: This is an interview with Ronald Pease for the Youngstown State University Oral History Program, on the Crucible Steel Project, by Mark Twyford, in East Liverpool, Ohio, on March 5, 1987, at 12:00 p.m.

I appreciate you taking the time to talk with me today, Ron. I see you were born in East Liverpool. What area of East Liverpool?

P: Calcutta.

T: What was it like growing up in Calcutta in the late 1930s and early 1940s?

P: It is not like it is now. It was just a country town then. There was none of these shopping malls or anything.

T: What did your father do for a living?

P: He worked at Crucible Steel.

T: Do you remember about what time he started there? He worked there a long time.

P: He worked pretty close to 47 years in the transportation department.

T: You went to East Liverpool High School. You graduated in 1955, right?

P: Right.

T: Then you went to work for the Midland Slag Company?

P: Right.

T: What was your job there?

P: I was a clerk and waiter.

T: Was that near the mill?

P: It was right on the . . . as you go into Midland, it was the first plant.

T: Was that a good paying job?

P: Yes, it was pretty good.

T: How did it compare to the mill?

P: Not equal to the mill as far as pay rate and everything else. The reason I left there was because they sold the plant to the International Mill Service. Then, they brought in everybody new.

T: I take it you just moved right into the mill as soon as that job ended?

P: No, I was off about five months.

T: Did your family ties have something to do with you being able to get on at the mill?

P: I would assume, yes. [Laughter]

T: You started at the mill in 1959. Do you remember what your first job was?

P: Laboring in the Coal Strip.

T: Was that tough?

P: No, not really.

T: What all did that entail? What was the job like?

P: Well, you sweat most of the time. The only hard job was that you had to shovel . . . once a week.

T: How long were you on that job?

P: Two years.

T: Then, you moved on to what?

P: In the roll shop for roll turners.

T: Is that the one you kept for the most time?

P: Yes, 22 years.

T: What is involved in turning rolls?

P: Well, what you do to your machine . . . you run a lay, and you machine the rolls to whatever the mill wants to roll the bars on. Anywhere from half inch up to eight and a half inch in rounds and squares. That is about what it consists of.

T: Was it a high paying job? Did the job you had at the mill account for what wage you received?

P: It was a high hourly job, but it was a non-incentive job compared to a lot of jobs. We made no ascend, but we had a high job rise. We were considered a tradesman. We served a four and a half year apprenticeship. After that, we served a year and a half until you became a journeyman. All together it took us six years. It was more of a prestige job than a high paying job.

T: Was it real competitive to get into that particular job?

P: They tested you, and you were supposed to be able to score good on the test, too.

T: What were the tests like?

P: Oh, operating machines, making blue-prints, mathematics.

T: Did a lot of men try to get into it?

P: I think they did over the years. I noticed a younger group that came in. One time, they had about 60 people apply for two jobs. They applied to transfer.

T: What made this a desirable job, a respected job?

P: Working conditions. You worked in a clean shop, mostly all daylight. You didn't have to put up with the noise, the smoke, the dirt, and the grime like the rest of the mill people. You are off by yourself in a shop.

T: Since the working conditions there were good, I assume the working conditions you started out in for the first two years were not good.

P: They weren't as good as that. I never had a bad job in the mill. There were a lot of bad jobs, but I personally never had a real bad job where I got into the . . . or the open hearth and blast furnaces. I was fortunate enough not to.

T: Are you familiar with how those were, though?

P: Well, yes. Over the years of being there you generally had an idea of what it was like just from going in and out.

T: You worked there 22 years, or was it. . . ?

P: Well, 24 [years].

T: That's right, 22 as a roll turner. What would you say, based on all your experience, was the worst job in the mill as far as working conditions were concerned?

P: The worst job I think that I saw that impressed me was, when I went into the roll shop and we turned the rolls for the mill, they had what they called a catcher. He took the hot bars coming out of the rolls with a pair of tongs. He would take grab hold of these and take off and loop them in a big circle and stick them in another set of rolls. Now, I watched them, and I thought, "Oh, my." That was to me the hardest job I ever saw in the mill.

T: This required a lot of strength?

P: A lot of strength. These bars came continuously. He worked 20 minutes, and he was off 20 minutes. This is how they worked that. The 20 minutes he worked in the heat and smoke and the whole works.

T: Was that a dangerous job?

P: Oh, yes. If you missed the bar, it could hit you. There were a lot of dangerous jobs.

T: This was near where you worked, or the next step?

P: No, it wasn't near where I worked. It was outside the shop that I worked in. We had little railroad tracks that we sent our rolls out into the mill on a buggy, and this was out there. What they actually do in a mill, they roll bars for front-end parts, axles, torsion bars, leaf springs, and this is what I turned the rolls for.

T: So this guy worked close enough so that he could watch you, and probably started to dislike you guys for working in a nice environment. [Laughter]

P: Well, not really. He couldn't really see us because he was all boxed in. A lot of guys didn't like our working conditions, but when they knew that they made a lot more money, it changed their outlook.

T: The way you looked at it, the working conditions, you were more interested in that?

P: Right. I liked the working conditions.

T: What about the safety conditions where you worked?

P: Well, I think any job you work at in industry you have safety problems. Our biggest was we could catch our hands in the guards and things like this. That was the biggest.

T: Guards, what was that?

P: Well, we had to put our tools underneath guards and pin them in. Sometimes the pins would work loose and you could get your finger caught between the tool and the guard. It never happened in all the years I was there, but I know people who had problems. You had to be careful. You had eye problems with chips flying.

T: You had to wear goggles.

P: Oh, yes. You had to wear safety glasses.

T: What do you think was the most dangerous job at the mill based on what you said?

P: Well, the guy grabbing the hot bar.

T: That was one of the hardest and most dangerous.

P: Well, I think it was one of the most dangerous I've seen, and then some of the jobs over in the open hearth that I've seen guys do. I think the guy grabbing that bar was the most dangerous. I've seen bars go through pant legs.

T: Is that right?

P: Yes.

T: Did you see a lot of injury up there, not in your department, but elsewhere?

P: Well, when I was in the coal strip, I saw a fellow lose one arm and part of his hand.

T: How did that happen?

P: He got it caught in pinch rolls. When you charge a coil, you push it in. It had burrs on the side, and he wore gloves. He was reaching to grab both sides of the coil and shove it in, and the coil got caught, and his hands. . . . He was working in an unsafe manor. He shouldn't have had the pinch rolls down, and he had them down to do it himself. He got caught, and it took him right up into the pinchers.

T: You saw this happen to him?

P: I was right there, yes. I was 30 or 40 feet away. I heard him scream. I didn't see him going in, I just heard him scream.

T: Would you say then that most of the injuries that occurred were because people weren't taking necessary precautions? Do you think the mill provided good safety conditions if the men took advantage of them, or how would you say?

P: Generally, I think the mill provided good safety if the men practiced safety. The only thing that I would say the mill encouraged was, on the incentive jobs, they would practice unsafely to get more incentive. Rather than wait sometimes for there buddy, they would go ahead and work in an unsafe manor, but make the incentive. I think this is what the mill encouraged more.

T: You mentioned the fellow that would catch the rolls. He would work 20 minutes and take 20 off. What was your work schedule like?

P: We worked from 8:00 to 4:00, and sometimes we would work from 4:00 to 12:00. We never worked 12:00 to 8:00, vary rarely.

T: Did you get breaks during the day?

P: No, just our lunch break, a 20 minute lunch break.

T: So, that was a little different from the. . . .

P: Yes. Well, not too many jobs worked 20 on and 20 off. Most of the jobs, you worked the whole day. In production you didn't even get an actual lunch break on your time. You ate your lunch when you could. You didn't have any designated time. We ate from 12:00 to 12:20. In production jobs, we were running around and we didn't get that privilege. We ate on the run.

T: Did you notice an improvement in working conditions during your time there? Was there a noticeable improvement?

P: I never saw any change to be honest. Everything usually stayed the same as far as I could see.

T: Safety-wise, also?

P: Well, Oshek came in, and they made a lot of safety rules that were just as hazardous as the ones they were trying to correct, I thought.

T: Can you remember any of them?

P: No, not off hand. I know they made you put slings on cranes. The slings were more of a problem to try to use. They would catch on other objects and catch on you.

T: What was the purpose of the sling?

P: They wanted the slings in there instead of using cables. They felt the slings were safer rather than the cable, because you would have to double it over. We always felt that the cable was safer, because you were out of the way. If you hooked the cable up to the sling, you had to keep it in place with you hands until they could get it picked up. Your hands were always in the way. We fought that for a couple years. They never did change it.

T: They still use the sling?

P: Yeah, Oshek still . . . but the last few years, Oshek kind of left the safeties out.

T: Did Oshek do anything you felt was helpful? Did they correct any problems that. . . ?

P: No, not in my area. I couldn't see where they did any help. I mean, they did crane inspections, and they maybe changed bad cables, but other than that, no.

T: Was the union strong when you entered the mill?

P: Oh, yes.

T: For example, the fellow that worked outside that had the hard job that worked 20 on and 20 off, was that his schedule the whole time you were there, or did the union consistently make it easier for people?

P: Oh, the union consistently made it easier for us, for generally everybody. From time to time they kept working on different working conditions. The people who had it tougher would get better working conditions and stuff like that.

T: When you started, was that fellow's job a lot harder then? I mean, did he have to work longer without breaks?

P: Not in my time. It was always that way. In the middle 1960s they shut that mill down that did that, and modernized.

T: Do you think that the mill on a whole modernized effectively, or do you think the lack of modernization is one of the reasons for the decline in the mill?

P: No, I think the mill was in pretty good shape. I never understood why it shut down. They had the most modern hot strip in the whole country that has never been used yet. They had new furnaces, up to date electric furnaces. I don't know what the problem is.

T: Towards the end, were you aware that the mill was declining?

P: Oh, you saw the problems coming, but I don't think anybody--I know I didn't and most people I worked with--thought that it would shut completely down.

T: That is because it had always been there.

P: You just never anticipate a complete shutdown. You thought there would always be something.

T: Did you see in your job or other jobs, waste? Did you see things that you would say, "If I were in charge, there is something I would change or make better"?

P: Yes, I think you always see that. You always see things that is not the way you think it should be done. Definitely there was waste.

T: Can you remember anything that caught your eye, things that people or the mill were doing that weren't right?

P: Well, you never got anything on a personal basis. You always got things as rumors or hearsay. Most of the time, everything was pretty accurate like times they would make you work a lot of hours in a lot of production jobs that people didn't want to work. So, they would have things they want to do, and there were

certain guys that would say, "Well, we'll just break it down." You always heard this, whether it was legitimate or not, I don't know.

T: Where you worked, you put in an eight hour day.

P: Right.

T: I know some of the people I've talked to said they might have a job to do. If that job took them four hours and they got it done, then they were over catching some Z's for four hours. Did you have a job you had to get done in those eight hours?

P: Well, we had a certain amount of work we had to do, and we paced it out to last the eight hours to be honest. This was always one of my pet peeves. The way they had it set up was if you did everything you could do, you did yourself out of a job. You went in in the morning and looked at what you had to do. You said, "Well, I have to do this much today to get my eight hours." They had an equivalent to reach. I always thought you had to fit the time to the job, rather than the job to the time. This was always one of my pet peeves, you just had to make the job last to suit the time.

T: Did everyone in your department see it the way you did, or is that how everybody did it?

P: Oh, no. [Laughter] No, we had 21 people and probably 21 different ideas about it.

T: Was one foreman over you directly?

P: We had two foreman, a general foreman, and a superintendent.

T: Did you get along well with them? When I say "you," I mean the people in your department.

P: Yes, basically we had pretty good relations all the way through. We didn't have any real problems in our gangs. Well, if a fellow was sick in the morning and he would call off, and he felt better at noon, he could call in and ask to come out on afternoon turn. Most of the time, they would let him come out to get his time. We really had no real problems.

T: It sounds pretty ideal as compared to some of the other ones I've heard about.

P: There was a lot of exaggeration, too, in a lot of these. Most people tell a lot of stories, because a lot of people want to hear the stories so they could put the blame on people.

- T: How did the foreman see it? You said he put the time to the job, how did the foreman see that?
- P: Well, our foreman came up through the ranks and understood it. So really, we didn't have any problems. Like I said, they were experienced through the ranks, and we had no problems.
- T: You talked about maybe doing yourself out of a job. Do you think that is if you did too much?
- P: Right.
- T: Do you think, that being the case, that hurt the mill? You know, instead of getting as much as you can out of the employees?
- P: I don't think in our particular case, because we were so small. It was a real minute situation. If it was wide spread over the whole mill, then yes, it would have been a problem. But, they bring in people, superintendents from out of the companies, who have different ideas. One superintendent may have the idea that he wants a lot of managers in the department, and he would overstaff the department to make him look good. Another one would come in and want less men to save cost. You were always in that in between area. You always had to look out for yourself.
- T: Were men in your department moved around to other places with the change in foremen.
- P: Well, they would lay off from time to time. I was laid off once in 22 years. Once Hunt took over then Colt took over from Crucible, they made a lot of changes in the high personnel. We were getting a lot of younger guys by that time, and were getting laid off for weeks, two weeks, months, and called back for a few weeks.
- T: Did you notice an effectiveness in the way the mill was run with these changes in ownership?
- P: Colt seemed to be more geared to making money, and they seemed like they would spend the money to make money, but they were less tolerant with everything.
- T: In what respect?
- P: Well, they wanted their profits now. They put money in it. They expected profits, and they didn't want to waste any time getting it. They were ready for it.
- T: The foremen, they were mostly men who came up through the ranks?

P: Our foreman was, except the superintendents weren't.

T: Did you ever have an opportunity or desire to be a foreman? You obviously had a lot of experience.

P: Well, I had an opportunity, but I had no desire.

T: Why was that?

P: I never really wanted to be in supervision. I felt more comfortable being a union worker and working that way. I am thankful that I didn't, because the man that took the foreman's job when I had the opportunity had one day in the roll shop less than me, and the same amount of years. He comes out with no pension, and I get a pension.

T: Is that right?

P: That's because I stayed with the union, and he was supervision. All those years in the union, and he got nothing.

T: Was the thought of the security of being in the union a big thing then?

P: It was for me. They never offered any real incentive to be a foreman in our area. The pay wasn't anything great to be a foreman, and you didn't have any benefits. You worked an extra hour a day, from 8:00 to 5:00. You had an hour for lunch, but you still had to stay till 5:00. You had to work call-outs or whenever it went bad. I just never had that ambition to be a foreman.

T: Did you attend the union meetings they had up in Midland during your time there?

P: No, I think that was one of the real problems of our union. We paid through the payroll deduction. I knew guys that were never in the union, they never went. I went to a few meetings, but I can't really say I went to union meetings.

T: Did you make suggestions to the union? Did you feel the union helped you?

P: Yes, the union helped. I am definitely a union person. The union helped, but we had very few problems in our department. We had very few grievances, very little problems. I can see where the union helped, I mean, a lot of working conditions. One of the things was that

they bought us a pair of safety shoes every year. A lot of mills never got that. That was just one of the local working issues that we had.

T: What were union dues? Do you remember about how much?

P: I think it was two hours pay.

T: Every two week period?

P: For every month. I think it was two hours pay for every month.

T: Did you attend the union meetings towards the end? I know they met at Midland a lot to talk about possible options?

P: Yes, I went to all of those when Cyclops was going to by us. I went to all the meetings about the insurance and pension.

T: What were your thoughts when you attended the first of those variety of meetings? Did you think there was hope for the mill?

P: Well, I really thought that Cyclops was going to buy it. I was anticipating. We had already agreed to a cut in wages and certain benefits.

T: The men had done that?

P: Right. From what I understood the men in the union agreed, but somehow Colt didn't want to sell to Cyclops, and they shut us down. They must have been able to make more money.

T: Do you feel that through it all, even through this last period that the union acted in the best interest of the men? Is that your opinion?

P: You would have to say. I don't think the union really had any choice in the matter. I think the union was the same as me. I don't think they were given any alternative from what I can understand. When Colt came to them and asked them, they just said on a certain day that it was gone. The union had no choice.

T: I'm not trying to sway you here, I just want to get your thoughts on things. Some people have mentioned to me that the union suggested that the men not go along with certain things that were being offered, but as we speak today, those people that were officers in the union are employed at the new mill now. So, the men are basically unemployed, but the people that were high up in the union still have jobs.

- P: Well, I think that if you are realistic in anything in life, you have to realize that these men will be hired whether you agree or approve of it. I think you have to realize this. It is all just part of life. If anybody is to blame, it was all ourselves to blame for not going to the meetings and letting a handful of people rule over four or five thousands. I look at it that way. It is as much my fault that we didn't get more involved. I went to one union meeting a year or so before the mill shut down, and I think there were 31 people there at that meeting. I mean, that tells me the story that the people let a handful run it. So, you might as well figure that that handful is going to get jobs. I mean, that is the way I look at it.
- T: I am going to go back just a little bit. I wonder if you could describe to me what a typical day would be like for you at the mill, from when you woke up in the morning until you went home at night. Just go through what you would do during the day.
- P: You mean, what time I got out of bed and started?
- T: Yes.
- P: Well, I would get up around 7:00, leave here about 7:30, and get to work at 7:45. I would change into my work clothes, and usually by that time it was 8:00. I would start to work with a cup of coffee sitting there, and I would clean my work area up. I would go in and get my work schedule, and probably by 8:15, I was starting to work. I was actually working at 8:15. I mean, I was working from 8:00, but it usually took us 15 minutes to get started.
- T: What would you do once you got started. The job you started at 8:15, was that the same thing you were doing at the end of the day?
- P: Usually most rolls would last from one day to two days per machine, depending on the number of passes that we machined, or whether we worked the automatic lay or whatever. Usually you might make one roll change a day.
- T: How long did it take you to learn how to do your job? I suppose it is on the job training.
- P: Well, like I said, we served a four and a half year apprenticeship. They sent us to Crucible just to go to the ICS correspondence school. We would go two hours, twice a week, and we had our teacher there for our blueprint readings, drawings, machine training, and

learning how to run the machines, instrument readings, and things like that. During our apprenticeship, they paid our wages and we had to go there twice a week.

T: Did you think the way people were promoted, was that political? Were people promoted on performance? When I say political, that is like, you know, your brother. . . .

P: You are talking about nepotism?

T: Well, something like that. Friends for that matter.

P: Definitely there was a lot of nepotism, friendship involved in promoting, because over the years, most of it was family in there. I had my dad and three brothers in there, four of his sons was in there. Three of them were in supervision, my three older brothers. I definitely think that it had something to do with it to an extent. I see nothing with it, if people did their job.

T: Just within your own family is it safe to say that all of your brothers and your father feel the same way that you do about the union and about the closing of the mill?

P: No, I don't think they feel the same as I do.

T: So this is a controversial thing?

P: No, I think my brothers feel more that the union did more to hurt the mill than supervision, and I feel that supervision did more than what the union did. It is not a big thing in the family, no, just a difference of opinion.

T: How or what year did your father retired? Was he retired when the mill closed down?

P: He retired in about 1968 or 1969.

T: When he started working there, there wasn't a union?

P: Right.

T: So, he really got to see the benefits of what the union could do.

P: Right. He stayed union all his life.

T: Have any of your brothers, yourself, or your father developed any health problems or anything that could be attributed to the mill? Are you familiar with health

problems that arose from working at the mill at any rate?

P: No, other than a few people I know that were injured. I had a brother that was injured in an accident in the mill.

T: Which brother was that?

P: Jack. Other than that, no.

T: You feel that most . . . there was no real animosity between the workers and the management, at least not in your department.

P: No, I don't think we had any great animosity that I could see in any of the areas that I was around. I think most of it was pretty good working conditions, because most of the management were friends and relatives. One time there was us four boys, I had a son, and my brother had a son and daughter, and there were married son-in-laws all in there. I think we totaled 12 or 14 people.

T: The mill was good to you?

P: Oh, the mill was definitely good to my family.

T: When you think about the decline of the mill, what factors do you feel were involved? Do you think there was a wide range of factors involved?

P: I think Colt spent a lot of money to upgrade the mill, and after a year to a year and a half, it didn't produce what they wanted. I think that was all they wanted. They were a large company, they thought they spent a substantial amount of money there, it wasn't giving them the dividends or profits they wanted, so they got out of there.

T: Were the men aware that Colt had been losing money?

P: I think from different newspaper articles and things you read that they weren't producing the way they wanted to.

T: Do you think that the decline of Colt and Crucible can be blamed on some of the same factors as the decline of the steel industry in general?

P: Definitely. That had a lot to do with it. Foreign imports, the general down trend of the whole steel industry in the early 80's. Not only us went down, Aliquippa J&L, B&W Tubing, all in Beaver County, they lost a

tremendous amount of jobs, and Youngstown. I think it was just a general decline, and Colt just wasn't going to go along with it anymore.

T: One of the things I have been asking the last few people I've interviewed, is that people are going to listen to this tape and read the transcript later, and they are going to find out what a person's job was, and how management and labor got along. I was wondering if you could remember any humorous stories about working at the mill? Just like everywhere else, in addition to having a hard job, you can also have fun at the mill. Do you remember anything that. . . ?

P: Well, there was always a lot of humor and a lot of fun. It's hard to put it in any certain story. A lot of it was on a day to day basis where you would work in the shop and have shop humor, nationality humor, and ethnic humor. I saw very little trouble in the mill as far as between any nationality or race. I would have to say the prejudice in the mill hardly existed, in my opinion. You didn't care what anybody was, you associate with them. We were just there.

T: So, would you describe working in the mill as being fun? Did you enjoy working in the mill?

P: I never realized how much I enjoyed it until after I was out. That's the way I would describe it. While you are there you have the job, and it becomes drudgery some days. My job wasn't the most exciting job in the mill. I don't think I realized until I was out of there a year or two how much I really did miss the men, working with the fellows, people you don't see anymore. You didn't realize at that time how much you did miss them until you were out a year or two. I thought all I wanted to do was get out of there. I was 46 years old with a pension, and I thought that was the life I always wanted, but it is not that great.

T: There were a wide range of nationalities?

P: Anything you want. [Laughter] I think there was every nationality there.

T: For the most part people just treated each other as men?

P: For the most part, yes. I don't think I ever saw a difficulty simply because of nationality or race. The only difficulties you had is maybe two guys doing a job and maybe one guy not liking how the other guy did the job. They might get into a heated debate, but as far as nationality, I never saw any.

T: When did you become aware. . . . You thought when Cyclops was going to buy the mill that there was still a chance. Is that right?

P: Right.

T: When did you become aware that there was really no chance?

P: I became aware when they walked out one day and said, "Go down and get some oil, put it on these machines, and start covering them with newspaper."

T: You worked right up until the end, then?

P: I was the last one to leave our shop. There were three of us. We were the last three to leave the shop.

T: What were your thoughts when you were leaving the shop on the closing of the mill?

P: At that particular time, like I said, I was 46 years old and I knew I was going to receive a pension. I thought, "Wow, this is great! Where else can you live like this?" After I was out a year or two, I found out it was not that great at that age. You are not ready for it. In other words, you become very bored, very listless, your emotions are . . . it's much harder to cope with life, I found out. You find out that you can't do what you wanted to do, and you can't live the way you used to live. It took a year or two to realize that you weren't as well off as you thought you were going to be when you knew you were going to get a pension.

T: Did you take advantage of--I think they offered some retraining. Did you get involved with that?

P: No, that was another one of those catch 22 type things. You had to be in the Stainless Division. We were marked off into Alloy and Stainless. The Stainless Division got training, but the Alloy Division didn't. This was one of your government rulings. The Stainless Division was caused by imports, so your TRA would become effective, but your Alloy Division shutting down had nothing to do with imports, so we didn't get the same training that the Stainless Division got.

T: That is the first I have heard of that. That leaves a lot to be desired right there.

P: That is the way it turned out. There were people who got TRA payments, and then there was us that worked in the Alloy Division that couldn't receive the benefits that the other half or three-quarters of the mill got.

- T: When you were first laid off or retired, did you have plans of retirement for good, or just a year or two? What were your plans?
- P: My plans were, like I said, "Oh, this is great. I can go golfing. I can do the things that I always wanted to do. I will have all day." After the first full winter of sitting here in the house, I realized that this isn't worth anything. I was way too young. I realized I had to continue to do something or else I was going to go nuts.
- T: So, what are you involved with now?
- P: Well, I do some painting and wallpapering and general repairs for friends.
- T: So, you're Jack-of-all-trades now?
- P: I try. [Laughter]
- T: Is there anything else you can think of that went on at the mill, maybe something I haven't thought to ask you, that might be important somewhere down the line?
- P: No, nothing that I can think of. The only thing I can say is that I would like to sit down sometime and see how people coped and how people that were running Crucible at that time and really knew what they were going through why they would spend all this money to repair certain parts of the mill, build knew furnaces, and then take around 3,000 of us and put us on pension for doing nothing. I get \$832 a month to do nothing. It just seems like such a total waste to me. All this money that they are paying out, why couldn't they keep the mill going? That is my question.
- T: That's a good question. I appreciate you taking the time to speak with me today. I learned a lot, and I think this will be real helpful to people. Thanks a lot.
- P: You're welcome.

END OF INTERVIEW