YOUNGSTOWN STATE UNIVERSITY

ORAL HISTORY PROGRAM

Sheet and Tube Shutdown Project

Sheet and Tube Shutdown

O. H. 170

ROBERT GALMISH

Interviewed

by

Mary Kay Schulz

on

February 3, 1981

ROBERT GALMISH

Robert Galmish was born November 18, 1943, in Youngstown, Ohio. He is the son of Edward and Mary Galmish. He attended elementary school in Youngstown and attended Poland Seminary High School in Poland, Ohio. Mr. Galmish graduated from Youngstown State University in 1968 with a B.S. Degree in Business Administration. During his college years he was employed by the Youngstown Sheet and Tube Company, in the general offices.

In December of 1969, Mr. Galmish joined the Youngstown Sheet and Tube as a student engineer in the Brier Hill Blooming Mill and remained there until the plant closed in December, 1979. At that time he was a roller foreman.

Robert and his wife currently reside in Poland, Ohio with their three children. They are members of Holy Family Church. Mr. Galmish is a member of the National Management Association and the Mahoning Valley Industrial Management Association. He has an active interest in local sports and belongs to the Ohio Coaches Association and the Mahoning Valley Coaches Association.

YOUNGSTOWN STATE UNIVERSITY

ORAL HISTORY PROGRAM

Sheet and Tube Shutdown Project

INTERVIEWEE: ROBERT GALMISH

INTERVIEWER: Mary Kay Schulz

SUBJECT: Sheet and Tube Shutdown

DATE: February 3, 1981

S: This is an interview with Robert Galmish for Youngstown State University Oral History Program regarding steelworkers in the Valley, by Mary Kay Schulz at 8470 Summerland Trail, Poland, Ohio, on February 3rd, 1981 at 7:30 p.m.

Bob, could you elaborate a little bit on your background, where you grew up and something about your family?

G: Okay. Well, first of all, most of my life has been spent in Poland, Ohio. I was about ten years old or nine years old when we moved to Poland. We lived on the South Side of Youngstown, then my family moved to Poland. Most of my life I associate with Poland.

As a result, I did go to part of grade school or most of grade school in Youngstown at Saint Dominic's. But then we moved here and I commuted back for three years to finish. I don't know why, but I did.

S: You mean after you moved to Poland you still went back to Saint Dominic's?

G: Yes, to elementary school. But then, my high school years were spent at home, at Poland High School. From there, I went to Youngstown State University and graduated from there in 1968, December. That's just about the extent of my education.

My parents were Youngstown people. We were brought up, you grow up here. It was a nice place, and we liked it.

We stayed here.

S: Did your father work in the mill?

G: No, my dad wasn't a steelworker.

S: No?

G: He works for Wean United in the plant, but he was not a steelworker. He didn't like shifts. He didn't want any part of that. He really didn't like it. My grandfather was. He was a steelworker. He was a brick layer in the Campbell Works. My mother's father, I don't know what he did. I can't remember, I didn't know him. I never heard much talk about him.

S: Do you have brothers and sisters?

G: I have a brother Ed. He doesn't live here anymore. He was educated here. He was educated at Poland. Now he went his whole career at Poland all the way through. He graduated from Youngstown State. He doesn't live here. He lives in Chicago now.

I have a sister. She's younger, they're both younger than I am. I'm the oldest. She lives in St. Petersburg, Florida. But, she was educated in the Poland schools. Her college work was done at Miami of Ohio and Cuyahoga Community College. She's a respiratory therapist. She decided to go to a warmer climate.

S: I don't blame her.

G: You'll never see her up here again. So, that's our family. My parents are still living. They're still here in Poland and they have no desire to leave.

Well now, I'm married, if you're interested in that. I have a wife, Joan. Now, Joan's not a local girl. She's from Indiana, Fort Wayne, Indiana. We got married while I was in college. We have three children, two girls and a boy. Outside of this past year, they've been educated in the Poland schools, too. I think you're getting the idea. Everything sort of comes back to Poland.

S: Well, that's where your roots are.

G: That's where really I associated with Poland. I liked it here and wanted to stay here. That's really about all I can say on that fact. As far as the family goes, they like it here. That was why my parents moved here from

Youngstown. They liked it here as opposed to a Boardman or a Canfield. They really liked it here. And of course, we grew up with it. I really like it here. My wife likes it here and the kids like it here. That's basically about it on the background that I can think of. That's giving you enough insight into my family.

S: Sure. Now when did you begin working for Sheet and Tube? Was that your first job or did you work there when you were in college?

G: Yes.

S: You started there when you were in college?

G: While I was still in the university, I got hired at the general office as a pricing and invoicing clerk in December of 1967. I wanted to work for the Sheet and Tube.

S: Why?

G: I always felt I was happy in this area. Back then, at least from my eyes, it offered what all I ever would need out of life, as far as a career. And, I could still live here.

S: But why Sheet and Tube as opposed to maybe the other steel-mills?

G: Well, it was local. It was to me "the" company. If you were going to work in a steel industry, it was the company to work for in Youngstown. I really felt that way, I felt strong about it. I wanted to work for the Sheet and Tube because at that time, I was already married. I was working at Wean, but it was McKay Machine at that time. I was working. As a matter of fact, I was making more money then than when I went with Sheet and Tube. But, there was a future involved there. I wanted to do it.

S: What did you major in in college? I don't think we talked about that?

G: Industrial management was my major. It was a general business or business organization minor at the university. So, I went in and got hired in out there in 1967. Well, it was just a booming industry at that time from my standpoint and the way they were hiring people and just going great guns. As a matter of fact, the reason I got hired was they expanded their method of invoicing customers. They went to the IBM system, which was a computerized

system. Invoicing the day your unit went out the door. It was for your good. It was the thing to do I felt, and I was quite pleased to get hired with them at that time.

S: Did you work at the offices down at Stop Fourteen or did you work at Boardman?

G: No, the general office out in Boardman. Now, I started there and that was in December 1967, that I started there. I graduated from college in December 1968, I finished. Then, I started looking for a job. I interviewed with Sperry Rand out of Pittsburgh and the Magnavox Corporation out of Fort Wayne, Indiana and the Sheet and Tube. Now, for a business major they were all comparable at that time. Magnavox was a relocation, which really didn't bother me too much, because it was making my wife a little happy because it was her home. Pittsburgh at that time in my career didn't interest me at all. And Sperry Rand said I'd have to wait till March before I could start. Well, I didn't want to wait two months.

Still, the dollars were the same when I talked to Sheet and Tube, and they had two programs available. One was in sales and one was what was called the student engineer program, which was management in the mill. The first thing they told me was, "If you go into the sales program, we'll tell you right now, you're not going to live in Youngstown or Poland or wherever, because the way our service centers or offices are situated throughout the country, your chances of living in Youngstown--don't even plan on it. You're going to go somewhere. We can't tell you where. Now if you would go into the mill, we know you're going to be here." If you would be transplanted, it would be to Indiana in the Indiana Harbor Works. Well, that's one or the other. Really, you narrowed it down, so I liked that, and that's the way we chose to go.

I went into the student engineer program in February of 1969. I was really quite happy, quite happy at that time. It seemed to us, my wife and I, we had really gotten our foot pointed the way it should go. And, that it was going to take care of us the rest of our lives. I was happy, extremely happy.

S: A lot of room for advancement?

G: I felt there was, and I think as we talk, you'll find that I advanced. Maybe it could have been a little bit faster, but not to the point that I was dissatisfied,

to the point that I wanted to leave the company. I was quite happy along those lines. Financially, I was well taken care of. I did what I wanted to do, I should say, what we wanted to do, our family. We were able to provide with what our desires were in life. I'm sure most people go through, you always have some more wants and desires, but generally speaking, we were well pleased with our progress with the company, and at that time what the outlook looked like too. It was very, very bright to me at that time in my life. Very rosy. The world was a great place to be in.

S: So after you finished your training program, how long did that last?

G: I started with that in February 1969 and in July of 1969 I was ready to be placed. And at that time, the world got a little dark to me.

S: Oh, really?

G: I didn't like the department I was put into. I was put into the Brier Hill Blooming Mill. Fran McHugh wasn't working there at that time. They had it set up that as you're a student engineer, which you you're titled, you tour the whole plant. You spend a week in each department. I should clarify that includes everything from the property protection to the quality control in the management services, which is the computer end of the business. Everything, everything. You were supposed to make three choices, which number one, number two, number three in which department you would prefer to work in. If they had openings in those departments, it was all well and good. But if your choice didn't coincide with their choice, you didn't get your choice. You got their choice.

So, at that time I was told I had to go to the Brier Hill Blooming Mill. To me the Brier Hill Works of the Youngstown Sheet and Tube, at that time. . . this was a little bit of ignorance on my part too. I really didn't fully comprehend the whole scope of their business at that time. I thought the Brier Hill was one of. . . I didn't think this, I knew it--it was one of the oldest plants that the Youngstown Sheet and Tube had. I wanted to go to the Seamless Plant. That was my number one choice. Number two choice was the Bar Mills in the Struthers Works where he worked, I should say where Fran McHugh worked. I had no connection with Fran McHugh at that time, though. I didn't even know the man outside of meeting him. I just liked that type of mill. Then, my third choice was the Open Hearth.

Anyway, I was sent there, so it got a little black.

S: So, Brier Hill wasn't even one of your three choices?

G: No, I always felt like, I don't know if you can remember, but as rumors would always float if anyplace was ever going to be shut down in Youngstown, it would be Brier Hill first. That was implanted in my mind. But, it was ignorance really because I didn't understand the scope of the business. As I found out, that Brier Hill was a major source of semi-finished material for the whole organization. It really, as I stayed with the company, that feeling did change. I wasn't unhappy. I did learn to appreciate what that area did mean to the company. In the end, I was happy. As a matter of fact, it probably was a better thing that I did end up in a department like that. Financially it was shaped better than some of the other ones for one thing. The skills I learned out there are and have and will enable me in my future still. They were very, very valuable skills that I learned from that department.

S: So then, did you stay there?

G: Oh yes, I stayed there. Until we closed the doors December 29th or 30th. I forget the exact date now, 1979. I spent my whole career there up to that point right in that mill in that department, the Brier Hill Blooming Mill. What made it so integral, so important, when I said major supplier, the Youngstown Sheet and Tube was a major world supplier of a seamless pipe for oil country goods. The Brier Hill Blooming Mill was the major source of supply for the whole Youngstown Sheet and Tube of the semi-finished product that made the seamless pipe. That's when I learned to appreciate the importance of this old department which was one of the last to be shut down as a result of this. They made a good product.

S: When you started there, what kind of position did you have?

G: As a student, you stay as a student engineer. Prior to that you didn't have a home so to speak. You worked out of the district manager's office as a trainee. But you're still a trainee. You take a kid like me, right out of college. At that point, I think I was 25, I had never really been in a steel mill. I had no skills as far as a manager went at that time. I had a lot to learn. So, I stayed. I was assigned there. That became my home. I was a student engineer or trainee in the Brier Hill Blooming Mill. I stayed in that capacity

until, I think 1971. This would be June-July of 1969 to the early part of 1971.

But during that period, what you were doing, you learned what made the unit tick from the beginning when you got the raw product from the Open Hearth to the time it went out the door as a finished product for your department. There are various stages of supervision along the way, from a labor foreman pushing the laborers who did the clean-up work, to the final product where it was rolled into a finished product. You had to learn all the skills involved plus the paperwork, the clerical work involved. But during this period of time, that's what I was doing.

S: It sounds like their trainee program must have been very good and thorough.

G: Well, I in the beginning and as you get older you learn a little bit of insight. I found this out also when I started going to other companies. I thought it was slow. At that point I wanted to just blossom and grow, start making money. It was, I felt, a good program. Sometimes maybe each and every program I'm sure has some inequities. I thought it was very good, very very comprehensive. There weren't too many things I didn't know about that unit or department, what made it tick and why it ticked. I felt that if I didn't learn it, it was my fault then. It was a very good program. They were conservative people. They brought you along slower, but I thought it was very, very good.

S: So, then, once out of the program when you were really no longer a trainee, where did you go, in what type of a position?

G: The position--it doesn't sound as flowery as a student engineer--it was called a relief foreman. But, you were entitled to more dollars. You were entitled to share in what they called the cost control program, which was a bonus program based on production and efficiency of how your department was run, et cetera. So, as a relief foreman, naturally I was the youngest guy again. I would work when this foreman in this part of the department was on vacation or sick, then when this foreman in another department was on vacation or sick and the clerical people--I shouldn't say all the clerical people generally, because some of them were in the union--but salary clerical people, they would go on vacation. You would fill in all of these capacities. You were supposed to know the job. So, that's why you were called a relief foreman. If some Joe Dokes wanted to go on a holiday or

vacation, okay, relief foreman you work his shift next week or his turn in the office next week. That was basically my duties until 1972.

I think it was around the middle of 1972. This started around the first of the year in 1971 and the middle of 1972 I really got what I considered to be the best job on that level and it became open to me. It was called the production turn foreman's job in that department. This was around the middle of 1972. You made good money. You worked shifts, but you were compensated well. You had an awful lot of responsibility. You could be somewhat of a decision maker as far as the whole company was concerned by what you did on your job. It was challenging. About the only thing that I didn't enjoy about it was the shifts. I don't find too many people who really enjoyed shift work. We worked around the clock. You're on a 21 shift schedule. You only got one weekend off every 21 weeks, that type of deal. It had its good points too. You were really a viable part of the company. You had a great amount of responsibility. You earned good money. You reported directly to the assistant superintendent. You were a Production Turns Foreman; you had the complete responsibility to run that place, especially on the three to eleven and eleven to seven shifts, and weekends when your superintendent wasn't there. But, you reported directly to the assistant superintendent, who was second in command. So, you had your areas of responsibility. You had a lot of people under you and a lot of pieces of equipment under you that you had to account for. So, it really was a nice position in the steel industry at that time for me.

S: Now did you stay there? I mean, is that the position you held when Brier Hill closed?

G: No, as a result of the 1977 closings in Campbell, there were, naturally, going to be moves sought in other departments. We weren't affected first-hand in Brier Hill by the closings in Campbell. But, there were going to have to be some moves made. There naturally were some good people that should have been retained and were retained from the Campbell mills. Some of these people had slots made for them. So what happened, our higher management in Brier Hill had to make some moves. As a result of it, I got a steady daylight shift job. I considered myself fortunate. At first I didn't like it. You become comfortable maybe is the word, at your job, and I did at that point. I was very comfortable; this is 1977 from 1972. I had become comfortable in my job. I knew my

job. You work with the same people, you know their habits. You really can get into a rut, too. But I was comfortable at that point. You're starting to feel it now, what's going to happen. I didn't like what was happening.

But as an end result, as I got shifted around, I got a pretty good job out of the deal which was, again, the title was Roller Foreman. It was a daylight shift job. I got more responsibility as a result. I got involved with purchasing of equipment, scheduling of repair work, which I didn't do before as a Production Turn Foreman. You got a product from the Open Hearth. You heated it, you rolled it and you got it out the door as fast as you could. You kept the people moving. I think there were about 60 people involved in that.

Now, when I went to the other unit, there were only like sixteen people involved with it, but the equipment was still there. The amount of equipment was still there. The area of responsibility changed where before I didn't schedule any maintenance work or get involved with that too much. I didn't get involved with ordering spare parts or spare equipment, greases, lubricants for the mill, scheduling people. Now I was able to. This was all good planning or training for me to continue to grow in the industry. Well, I learned another skill too. It was how to actually roll steel. Now, I don't know if that means anything to you or not. Does it mean anything?

S: No, I don't know that much about the actual process.

G: It's a skill that is used in the industry worldwide. It's something you don't learn from a book. It's more like along the lines of a skilled trade. You learn part of it from a book, naturally. But, it's a physical application. You have to get down and do something. Physically work at it to learn. So, I was able to learn that too, along with my management training. I felt at that point in my career I'd benefited from the Campbell closings. I benefited financially, I benefited from the hours that I could now work, and I benefited from the knowledge that I got in the steelmill as a result. It was a pretty good time for me when they started the Campbell closings. I said earlier that you started to feel it, but people are funny. I would have to assume that most people, all people are pretty much similar in their feelings. And that's why I said you started to see things happening in 1977, but then, you can feel some rough spots at times, which you did, then after a

few months as things got rosy again for me, I pushed the bad thoughts out of my mind.

S: But, they were there?

G: They were there, they were there. They were definitely there at that time. If you say they weren't, you were really naive. In some cases, I think people just didn't want to accept the thought that they were there, but they were there. I really got the feeling more when I did go to this roller's job, because of the fact that how I was involved with purchasing products, talking to suppliers, purchasing agents or maintenance people; how things got tighter, how your purse strings were held tighter. If you had to order something six months in advance, you couldn't do it. You had to work closer. A six month lead time was really nothing in that kind of industry. To get a major product six months, twelve months sometimes is nothing in ordering. You were really tied down.

As a matter of fact at one point it was at the end of the year in 1978 going into 1979, I was told, now I want to be sure I give you the right number here. My hands were tied so much that you could not order anything. Oh shoot! I can't give the answer now. Really, to sum it up, I forget the--not to be misquoted--the time period we were given. You literally worked from day to day is what it got down to at that point in going from 1978 to 1979, that holiday period there. I was told in my department if I could get by without something to get by without it. Don't even consider ordering it. It was such a thing. It was like a two-week or three-week lead time, but I don't want to be quoted on that, because I can't remember exactly. It was a ridicuously short period of time that I was told to work by.

So when you're trying to run a unit, we knew we were going to run for awhile yet. For how long, well, my unit ran until August fourth. That day I remember very, very close. At the beginning of the year, you didn't know whether you were going to go to March or June or August or December or what. But to try and run a unit from day to day, this made people unhappy, equipment broke down, you started to get frustrated. There was no future in sight at that point. It was inevitable, as far as the company was concerned, as far as I was concerned that they were phasing your department out. So, you still had that responsibility to perform for them at that point, but the inner feelings, you didn't have that; it's not

patriotic, it is patriotism, but that's not the word to use. I can't remember.

S: I know what you mean.

G: You have that feeling that you owe it to the company. You really owe it to them, and you get caught up in them. You really believe in what you're doing. That was leaving you, that inner feeling. It was being drained. You're almost like a robot. You would go out and go through the motions just to fulfill your responsibilities at the latter stages. You did it because you were being paid. Thank God you're getting paid. You owe that to them. But, you didn't have that inner drive to really just keep going and going and going, because you knew.

S: As a commitment to the company?

G: Yes, that's a good way to put it. Your commitments change. You could really feel it coming at that time.

S: Well, let's talk a little about the changes that occurred over the years while you were there. What did you see changing? How did things change from the time you started there to the time Brier Hill actually closed?

G: The one major thing that I really did see change was what I had just mentioned; the way they spent money. You had to prove that you needed something, but usually it was pretty easy to prove that you needed something and you could get it. But then, the belt got tightened more. The purse strings got tightened more and more and more, to the point that even the common laborer noticed that supplies that they were getting to work with weren't coming in like they should be just to perform their job.

Another thing I noticed, oh, probably about half-way through 1975, 1976, the quality of some of the spare parts that you were getting, the materials, they weren't what they should be. Less money was being spent for the quality, more so was the quantity thing. What can we get for the least amount of money, rather than what can we get that's going to do the job and last. The quality aspect was changing in the equipment you were getting to work with in the mills, and for your people to work with. Lubricants, we had things like lubricants, hot saws, bearings, things like that. The quality was changing.

There was a point when money was tightened up. Salaries were tightened for a while around that middle period

there. It didn't used to be that way before. You had long-range projections. Now, those long-range projections weren't there anymore like they used to be. Oh, they'd come in, but they were half-hearted projections. You started wondering, but you never really felt anything until 1977. The first real impact from my standpoint. You saw these things. Of course, we were taken over by Lykes earlier in the 1970's.

S: What about the changes? Do you think most of these changes came about after the merger, or do you think the merger was like that?

G: The Lykes merger or the LTV merger?

S: The Lykes.

G: Yes, definitely. Again when I went with the Sheet and Tube, they were just booming I felt; that they had money that they spent money. They were conservative in their attitudes. If it was going to benefit you in the long run and you could show it, they would do it.

S: Sheet and Tube?

G: Yes. Because, they were interested in that fact, I believe, keeping it going. And they would do it, whereby as the other company came in. . . I remember one thing. We had a house organ, the Sheet and Tube Bulletin. They came in and you knew you had a good cash flow. I couldn't quote you dollars. You knew the Sheet and Tube had a good cash flow and how they were expanding the Indiana Harbor Works, the seamless production, the flatroll productions. Everything was just going and going. You felt the future.

Then over the first couple years after Lykes, I read this magazine, the Bulletin and it said, "Lykes commits to this largest CB line in the world," and they were ship builders. To a little guy in the organization like me, I wondered about that. Then gradually and gradually and gradually you saw your equipment starting to deteriorate. You started reading and hearing how the cash had been drained from the steel end of the business. Then, you see these great big beautiful ships in every time the Bulletin would come out. You'd get these little clips of pictures of just how great the shipping business was going. You wondered where in the heck did this company get their money. They didn't have any money in the first place and all of a sudden now they can go out and build

these multi-million dollar boats and become one of the leading merchant shippers in the world. You should have known then. People like you and me and everyone else should have known then that something stinks. It really did.

Then you could see it. You weren't getting what you should be getting down there. You knew you had an old piece of equipment to work with. You should have had new capital put into it, not just nickels and dimes. You should have had dollars put into it if you were going to continue to exist.

The last mill I ran was driven by a steam engine. Fathom that if you will.

S: Really?

G: Steam engines, you know what a steam engine looks like?

S: Yes, I think I do.

G: That's old. It was made by the Tod Company. I found a gauge one time on that machine that was 1887.

S: And that was in operation?

G: Yes, that's what ran my mill. We had old equipment up there. Capital wasn't being infused into it.

But, the ship building was always growing, growing, growing, growing. Where was the money going? Then gradually you found out. It went into that and other areas of their business. But, it was being taken away I felt, still feel and still believe that that was their whole basis. They were just going to get the money. They didn't give a damn about Youngstown, Ohio, no more than the man on the moon did.

S: Do you feel that the economic picture at the time, or the power of the labor union, helped contribute to the decline of steel making in the Valley, or do you see Sheet and Tube's case really revolving around the fact that Lykes took over and took over for a purpose?

G: As far as Youngstown Sheet and Tube is concerned, Lykes probably hastened their departure. As far as the Youngstown Valley is concerned, I think we've probably seen it probably coming since, was it the early 1960's when Republic started phasing out some of their older plants here, their open hearths. But, they were old,

very, very very old. The markets had expanded west, middle west and west.

S: Why do you think that happened?

G: The country grew I think. The country grew, transportation methods grew, roads became better, railroads became able to more accessful places, waterways.

But to go back, our country moved east to west, Pittsburgh, Youngstown, Cleveland, Chicago, Gary, Hammond, these places became steel centers because the waterways were in pretty good proximity. Waterways weren't more close to Youngstown. I don't believe that was the major contributing factor. It might have helped.

The labor unions, they have the same unions in Indiana Harbor, and they still have them in East Chicago. I ran into some militant individuals, but I don't think they were decision makers or people who could influence decisions to the point that you would close a plant down. No, I don't think they were a factor, a major factor.

Another thing we didn't bring up before we go any further, I think the federal government is another thing we should consider. We had the unions, sure. We had old plants, sure. We knew our geographic location, sure. We're not but an hour away from the Great Lakes, and from the Ohio River, and the Allegheny. They functioned for seventy and eighty and ninety years and as transportation got better I think they were able to compensate for those places. If you saw the last company I worked for, they're nowhere near an open body of water. We'll get into that later.

I really firmly believe the company had gotten into such an economic state they had to pay high wages. I think the auto industry is starting to feel the effect of that too. It was an effect, but not a major contributer. I think the one major thing was the buildings, the plant and the equipment was so old. With Sheet and Tube's case, they were conservative. They only had the other plants operating out in the Chicago or Indiana Harbor. Where places like US Steel and Republic, they had other plants all over the country which were more modern. They could afford to put more money into them and we'll just work Youngstown on a shoe string. It's old. We know it's old. It's declining. They don't give a damn anymore about you or they do me either. It's a dollar.

S: Did you feel that way about Youngstown Sheet and Tube when it was locally owned or was that looking back?

G: No, I really didn't. No, to go back and to get away from my bitterness a little. The personal feeling I felt was that in the middle times and the end, no, they didn't care about you no more than the man on the moon. I really believe the fact that it was the age of the equipment, the feelings of Lykes, that they didn't care about the Youngstown area, and their major concern wasn't basic steel business as opposed to a US Steel and a Republic. That's the point I'm trying to make there. I think there were some very, very poor management decisions from the steel point of view. From the shipping point of view maybe not. The union cost probably affected it. I think the federal government didn't help with the EPA. [Environmental Protection Agency] I have very, very, very little respect for these type of people when they put stringent controls on air pollution control.

S: Do you think that came too fast?

G: Well, it came too late in a time when you needed help, you gained more hinderance. Dollars and dollars and dollars were to be put into this equipment that I think, if I were a manufacturer, I would have to think twice about too. At that point if that was my only thing to consider, dollars that could not be recovered unless you passed it on to the consumer. Really, I feel they did more harm that they did good as far as clean air acts and clean river acts. We have so many thousands of people out of work now. Who gives a damn if you can float fish in the Mahoning River, so to speak as ridiculous as it sounds. And who gives a damn if there isn't any red smoke going up in the air now in Campbell. When you're hungry now, you'd like to see that red smoke going up in the air. That's the way I feel. They put stringent controls on too late for these people or companies were in a position that they just really had to think twice about investing in it.

S: So, you think the EPA really didn't help the situation?

G: No, I really think they were one of the minus factors in the whole thing.

S: But all together, they all kind of combined?

G: Yes, they didn't help. The economic situation, the ages of the mills we're talking about. . .

S: What about the actual union worker? Do you think he produced less? Do you think his work ethic changed over the years as the union become much stronger? Do you think there's been a change that occurred over the years?

G: I'll only speak from my personal association with it. There was a change in the type of worker we got.

S: In what way?

G: Well, the age of the worker, in the early 1970's you had a lot of people that had spent their careers. They were ready to retire and you had the man that was 65 years old. It seemed like you had an awful lot of them all at one time, and they were going out, and the younger worker you were getting in. You were getting the rebellious group, the late 1960's early 1970's. I hate to use these terms, but I do use them. The dope, the long hair, the 'to hell with authority' attitude coming in. You got an awful lot of this. I think the whole country experienced that attitude.

That type of worker came in, 'You owe me something! I don't owe you a darn thing! You can't tell me what to do!' Another thing you had at that time that affected the type of worker was the civil rights movement. The blacks got stronger. You had the equal rights with the female workers coming into your factories at that time. You had a lot of things affecting the change in the type of worker you were getting.

The type of worker that I saw going was the old Italian, the Irishman, the Slovak, the Hungarian, the German, the old timer. Not an educated man. Chances are his parents didn't even speak English. A lot of them at that time spoke broken English. But, they were proud, hard, tough workers. They came and gave you 110%, 90% of them 95% of them. They gave you that 110% that you needed to get a job done.

Now, the type of worker coming in, he doesn't want to give you 110%. He doesn't want to give you 90%. He wants to give you nothing if he could, and that's a general scope. Plus, you had these other things. You had the equal rights, you had the black, you had the female movements all coming in at that time, that type of change, definite change.

Now, these people got a little bit older in the latter part of the 1970's. The militancy died down. The female worker that was going to become a good worker stayed. The one that wasn't, that couldn't do it, she was lost. The black radical, he was gone. The good ones stayed. All these people, the guy that had hair down to his butt, he's now got it cropped and it's only to his ears or it touches his collar. He looks good. And, a lot of them got married then too. They started having responsibilities of their own. They found out that life just isn't a 'give them hell to the other guy' and 'you owe me' and this or that. They did change again. I feel I experienced that type of change. They started to become a pretty good work force again.

At the same time, you had the guys, when these were coming in, that were already working there and were 35 and 40 years old. Now, they're 50 years old, and their attitudes helped mold these younger people and these radical militants or whatever you want to call them. That's kind of strong. But, they were out of that element.

We had a lot of problems with dope and booze earlier. That started to fade in the last few years. I think that was through maturity. That's the type of changes I experienced in the front line workers that I dealt with.

S: That must have made people's job in management all the more difficult because you're coping with that end of it plus the other end saying, "Tighten up," and everything's happening at once.

G: You were trying to accept the fact of the company. You were led to believe that the company was just feeling economic hard times. We're going to come out of it, so you would try and relate this to this type of worker. That made it tough many a time. It always seemed to happen on the night shifts, drunks, dope, fighting as a result. These things always went on. You had these things to cope with. You're a middle man between higher management and them. It was tough, but that was the challenge of the job. If you went in there, you accepted that fact, and I did. I liked it. I can't say I didn't like it. My stomach didn't churn or I didn't get all bent out of shape. I didn't lose sleep over it. There were some trying moments, but I enjoyed it until the end. That's when my stomach started doing flip flops at night and worrying. That type of agitation.

No, I won't tell you it was an easy job being with those people and the economic problems of the company, but that was part of the challenge. I have no regrets.

S: How far before the end did you know the end was coming?

G: I think I should have seen it sooner. But, like I had said earlier, maybe it was something that I just put out of my mind. I don't think I really felt it for Brier Hill. We already know Campbell's gone. I had no inkling of Campbell, none.

S: None? That was a real shock?

G: That was a shock. I had had meetings, company notices, feelings of cutbacks, but maybe I was a little naive at that time to the fact that I felt that, "Well, they're going to start laying off wholesale." But, that doesn't mean shut down. That was coming in the latter part of 1976 and 1977. You knew there were going to be cutbacks, but I thought it was belt tightening. So, I can't say that I really felt the wholesale cutbacks.

S: How did you feel when you heard about Campbell on that day?

G: I was shocked.

S: Were you?

G: I was on jury duty. Yes, I went out for lunch and I was up on Belmont Avenue and I had the news on in the car. I thought, "What the hell am I hearing?" Well, like I said, we had been told that there would be belt tightenings so to speak. That's what I thought they meant, but that's not what they meant. I called the office. Everyone was in a state of shock. I couldn't get a straight answer out of anyone until I got a hold of Fran McHugh, who was my superintendent, later that evening at home. Since I was not working and we lived close to each other I called him. He told me what he knew at that point. I was shocked. I was appalled. I couldn't believe it. I really and truly couldn't believe what had happened. I just didn't think those things happened. We've read about them happening somewhere else in other countries, but I just really and truly didn't believe that that could happen. I was shocked. I was really shocked.

As the company came along, I still thought we had a chance in Brier Hill. That was one of the times when I

was thankful, really thankful that I had been sent to Brier Hill, because I was still working. Like I told you earlier, I got a better job out of it. I thought gee, well. And they kept telling us this. "You're going to have a chance." Now this is 1977, 1978. Well, at the end of 1978 going into that 1979 year change is when I was told. Well, then I knew it's gone. Don't hold your breath or anything else, it's gone. I was thoroughly convinced in the end of 1978 that Brier Hill, as a basic steel producer, was gone. What day or what month I couldn't. . .It might have even been another year or two years, but it was gone. That's when I was convinced Brier Hill was gone. As far as Campbell, I was shocked.

S: So, then when did Brier Hill actually shut down production?

G: They started in August. Well, years prior to that, well we won't get into that tube mill they shut down. I think they shut that down in the early 1970's. Were you aware of that?

S: No. Is this in Brier Hill?

G: Yes. They had a tube mill, an electric weld tube mill that shut down. This really wasn't a part of this shut down that you're talking about. That was a true economic move necessary to the business. They couldn't compete in that industry anymore. That plant was shut down. Let's forget about that.

S: We were talking about from the time you really realized they were going to shut Brier Hill to the time you actually worked your last day there. About how much time are we talking about?

G: The time that I realized they were going to shut Brier Hill down? The time I believed it was the end of 1978, let's say December of 1978. That's when I believed they were going to shut it down. We shut, I think my unit, the round mill it was referred to, the 24 inch merchant mill to be specific, was shut down, it rolled its last pound of steel on August 4th of 1979. The blooming mill and the melt shop or the open hearth closed down the last week of December, 1979. I forget the exact day because of the holiday change there, but it was the last week of 1979.

Now, they still have a small bar mill running up there, but it's part of Jones and Laughlin that I think will probably exist for awhile. But as far as the basic steel production, it ceased in December of 1979 in Brier Hill.

S: Did you ever at any point think of getting out before the inevitable happened or had they made you offers to go anywhere else?

G: Yes, I really thought about it and that's what I did. I went out. I started looking for a job. I rewrote my resume' in February of 1979. Easter of 1979 I went on my first interview with another company. I proceeded that full year to interview and look for another job with another company. I was very bitter at that time. I think my case was a little unique. I like to think that. That doesn't get me any medals or anything. But, there were some things that happened in my individual case that the company could have done better, that I possibly could have done better, that I may not have left the company as I did. I was extremely bitter to the company at that time and I really didn't care to stay with the company.

I started in February rewriting my resume' and putting it out the week of Easter. I can't remember the exact date, but that is how I remember. The week of Easter, 1979 is when I went on my first interview. So, I started and I was bitter, very, very bitter to the company. They lost all track of morals. There were no morals. That's when I say they don't give a damn. They didn't give a damn about you or me or anybody else at that point in time; none whatsoever.

Because you think there were a lot of people down there. People get the negative aspect of the union. I had some tough times with the unions. I was threatened. My family was threatened by union employees. Fights, physically fighting with people, phone calls, there are some bad times with the unions. But, you know there were a lot of good times too. A lot of good people that aren't educated people. That was their lives. The guy that's 45 years old who worked there for 22 years. He came out of high school, he went to the service. He came out of the service, he went to work in the Brier Hill Blooming Mill and he did a good job for you. He learned a job that you or I could learn in a matter of a few weeks, but he performed it well. He was satisfied.

He was raising a family. He was a credit to his community. What the hell's this poor guy going to do? He doesn't know anything else but Girard; living in Girard, living in Brier Hill, living in Youngstown, living in Poland. That was his whole life. That's what he worked for,raising his family, and he was happy. He was a credit to his community. But, what's this poor guy going to do? There were an awful lot of them. What the hell are these poor people going to do?

That's why I say there was no feeling at all for these people? Oh, they did come out and say, "We'll offer you jobs," but where? In Louisville, Ohio, Pittsburgh, Pennsylvania, these people don't understand that. They weren't educated on the fact of picking up and relocating.They're not educated people. They don't have skills. And they really truly couldn't afford to do it. And the jobs weren't there because if you read the paper here just not too long ago, J & L just announced a major closing in their Pittsburgh Works. So what are these poor guys going to do? An awful lot of good people's lives were literally destroyed.

Now I used to believe, and still do believe, in the old Protestant work ethic. You want to work, you're going to work. That's true, but why were these people here? Because there was work available. To say, "Well, go to Houston, Texas, there's work down there." Well, what's this poor guy going to do. He's worked for a company for 22 years. He has a home. That's his whole life, his whole money if he could touch his equity. There is no one to buy the home now. So, what's he do? He's lost that and he's just going to pick up and go to Houston, Texas on the blind? No, there were an awful lot of people hurt; very, very hurt that may never recover. That's why I say the moralistic aspect of it all was a shame the way it was handled. These people were destroyed.

I have an education. I'll get something. I'll move, I already have. It wasn't my primary goal in life, and that's why I stayed here. Fortunately, I have an education. Somewhere in this world it'll be used. But look at these poor people. We're talking thousands of people. We're not talking a hundred. We're talking thousands of people, and then their children. I just really think it's a sin. It's terrible the way it was handled.

S: What kind of a responsibility though do you feel a large company has to a community in general? Now, maybe not in this case because maybe you feel that because of

outside takeovers that this was a planned sequence of events to take the money out of the industry.

G: Yes, definitely, this one company.

S: But, in general, do you think that company who has employed workers in an area for a long time that feels it's no longer feasible for them to produce in that area for whatever reasons; do you think they have a responsibility to the community?

G: Definitely.

S: You do?

G: Because the communities usually were results of the industry, not the industry a result of the community. I think this is a good case in point right here in Youngstown. The steel industry is one of the reasons that, the major reason why this area grew and became populated. They do. You see, I'm a funny person. I like to think I'm a hard, nasty guy on my job. By nasty I don't mean unfair. I really believe I'll do a good job for a company. Then, I get a little moralistic. I get a christianity feeling. I believe in these things. This is where I think they did wrong, and they lose the thought of any christian feeling or any moral feeling at all.

Oh, they'll say, "We had unemployment compensation available. We contribute to that. We lobbied so that the federal government would set up the TRA benefits for you." That doesn't last too long. And the guy, the good productive worker, doesn't want that handout. On top of all that, I think the money that they do, the amounts of money that they do give people is wrong, but that's another subject.

Yes, I think the companies should have a moral feeling to the people and they do have a responsibliity to the communities. They do. And if they do fail, I firmly believe and a case in point is their poor management decisions made, and if there was a good decision made, that's where the other feeling comes in that they didn't care about the individual or the community. In this case, I think there were some poor management decisions made. And a little bit of both, that they didn't care either. In Lykes case, they didn't care. In the other companies' cases, they didn't care, but the decisions made also. They could have spent more money earlier. This money had to be spent ten years ago. The major, ten to fifteen

years ago, the major influx of capital. Two years wouldn't have helped. I think the federal government, see get me into that too, you keep on going back to the company. The federal government had a hell of a lot to do with it, too.

S: In what way?

G: They could have helped.

S: Do you think they should have bailed them out?

G: No, no don't get me wrong there. I don't mean take-overs by the federal government or subsidies and such. But, I think through legislation things could have been done. For instance, James Carter, who said, "Well, I don't know anything about the steel industry." If you remember, he didn't even want to get involved in the 1977 closings. Well no, he didn't care, because he was too involved with getting himself motivated in his political career. That's my feelings there as an individual. I'm sure an intellectual or an historian could probably tear that apart. But as the leader of our country, I firmly believe they could have, through legislation, done a lot more to help the people, help the companies.

That gets me back to the EPA. They could have controlled quite a bit, who would, I think, have or could have influenced the thinking of some companies with these old plants. These old plants did belch out a lot of impurities into the air. There's no denying that. They never denied that. They did. But, how many people died from it. I'd like to see statistics on that. Just how unhealthy was it living here? How much of a result of the Mahoning River being polluted are people's lives really affected by that. Sure there are pollutants in there, but they're not PCB or something like that. Not that kind of pollutants. You never did depend on the Mahoning River for seafood or drinking water, never. Unless you go back to the early 1800's. So, those are factors, too, that have helped I believe.

S: What about unemployment compensation? You said that's another subject, but it all has a bearing too.

G: What do you mean, what about it?

S: Well, you said you think some of that was wrong. Do you think the benefits were not adequate? Do you think they

were more than adequate? For example, if someone was laid off temporarily, do you think those benefits were adequate for his unemployment?

G: Temporarily, what do you mean, a week, two weeks? These things will happen.

S: If you're laid off for a month or something.

G: Yes. You're in that type of employment, which in the steel business through the years it went like that. You could almost predict, until you had a certain number of years in the mill, you were going to be laid off for one or two months. Now, that's not wrong. Don't get me wrong there. What they've done, they've tried, I think, the social agencies of our country and the companies too influenced these. I think they have tried to help the people.

Now, taking care of your aged, yoursick, they'd be interested to get into what I experienced. I lived in Saskatchewan for eight months, and that's a socialistic state. They do this, I think you should take care of your sick and your aged with different means. Because especially people today or ten years ago, a lot of them don't even have pensions and they are living on social security. I don't mind paying for those people at all. I really and truly don't. It's through no fault of them that they're ninety years old, and they had to work in a mill where they didn't have a pension and they were paid a menial wage. They just have enough barely to get by. I think we should take care of these people. I really do. The fellow that accepts the position in the steel mills should get some kind of help when he's laid off. He accepts the fact, through those cycles, business cycles, he's going to be laid off. That I don't think is wrong. But what they've done, it seems to me, with this aspect here. . .Okay, let's look at it this way. They shut the doggone places down. These good people, they're out of work. Well, they come across with this, they're not going to go back to work either. So, they have unemployment compensation, which I think average family income comes to $202 a week. But, the company said and the federal government said, "If you can prove that your company was shut down because of foreign imports, we'll go through with the TRA (training and re-education.) That's another $135. every two weeks. So they get $269. every week. That's not bad.

So what happens to this poor fellow, is he loses his incentive. Now, unfortunately, what's wrong if they're

out of work, and they're not going to go back to work. But if you pay that man so much money, you're taking the incentive away from him to finally realize, kick himself in the butt and say "Maybe I am going to have to go to Houston, Texas to support my family." That might be the lever to hit him between the eyes and say, "I have to go somewhere else." That's not an easy decision to make. I find that hard to encourage someone to do that. But when you get hungry, you're thinking is going to be different. That's why I say they made an awful lot of money available, that's like dangling the carrot in front of the burro to get him to move. I think you're giving these people a lot of false hopes by giving them that much money. But to help them out, now that's not wrong. We owe people as a good country. I think one of the reasons we do get involved like that is we have to pay taxes, and everyone complains about taxes, sure and social security and all of that, but, I think, that there again our federal government has misused a lot of these funds. So, as a result, we have to pay more to take care of the aged and the sick. I really, firmly believe we and the country have a responsibility to take care of these.

S: Okay, let's get back to when you actually left then, when you left Sheet and Tube.

G: Okay when I left.

S: Did you stay until the Brier Hill Works actually closed down?

G: I stayed until the last day.

S: You did?

G: There were some things involved there. It was my method of leaving the company. I already had a job to go to. I knew that. I was leaving the country at that point in time. I found the best job, through the past year, financially, was in Saskatchewan. That's what I was doing. I had problems securing, not problems as such, you had to go through a lot of bureaucracy of governments to get into another country, and it takes time. So, as a result, here I was, I knew I had a job, but I didn't commit that to J & L. Neither did J & L commit to me that they were going to terminate me, sever me at the end, or put me on layoff status or offer me a job. If they would have offered me the right job, at the last day. . .I'm still bitter now, very, very bitter. Up until the last day if

they would have done what I feel was the right thing, this is where I take it personally. If they would have done it the right way, I would have stayed. I would have gone to work with them in Aliquippa. Because I feel and I found it out to be true, the skills that I learned I knew more, and I believe this, knew more about making seamless rounds than anyone in the Brier hill Blooming Mill at that point in a management position. The actual, in the plant, front line supervision of making them. I wasn't in a position of a Fran McHugh or a Dick Fisher, who were my administrators. They knew more about running the department, but as far as the actual front line making of the seamless rounds, which J & L was having problems making and still does, I should have been given better consideration that I was.

Well, I stayed until the end to see what they would do, plus the fact there were some dollars involved that were beneficial for me to stay to the last day to see which way they would commit. Then I left. January 3rd I was on an airplane. I moved into Saskatchewan.

S: How did they finally tell you that they did terminate you?

G: I don't think we should get into that though really. Those are some things that I don't feel that should be brought out because of the people involved in that thing. I'd rather not get into that. What I will tell you though is this: In November, there again I can't quote you an exact date, it might even have been the end of October. The end of October or early November it seemed like they were dangling that carrot at you; tokenism, I put it. They sent two interviewers in from the personnel department. They sat down and they took each man that was a salaried employee. . .We didn't have any girls in our department that were supervisors. We had one girl and she was a secretary. But anyway, they took each man to one of the interviewers. And, it was like tokenism. They called you in and they had about ten questions that they asked you. It was just like going through the assembly line. The questions were like, first of all, "Who are you? What's your position? Okay, would you relocate, yes or no? What do you think you should be offered? What type of position?"

Well, at that time, I told them what I felt I was worth. I knew what I was worth anyhow from talking to other companies. I talked to enough companies by this time. I knew what I was worth on the open market. Well, I had

told them that. I told them what I felt. But, it was a very simple. . .no more than ten or twelve questions. Where would you live? So, I also at that point felt that I should have some kind of say in my own destiny. I told them where I would live and where I wouldn't live. They didn't like it, people telling them that way at this time. They really expected you, I felt they expected you to really just say, "Oh yes, here I am. Where do you want me to go? I need this." Well, I wasn't brought up that way. Not that I was belligerent, but I was a little upset, bitter. I told you I was bitter toward them. But, I knew what I was worth. I had gone out on the open market. I knew I was worth something, and I was telling these people that I was worth something. If they didn't know it, they weren't doing their jobs. By saying that I felt that I should have some control of where I could live, and it was inevitable we were going to have to relocate even if we stayed with J & L, with the exception if they would have sent me to Aliquippa, I could have still lived here. So, I did this. And, nothing's happening, nothing's happening.

Well, in the mean time, I finalized the deal in Canada. That started in July. With that company there, I started negotiating with them in July, and I finalized it in the first week of November. I accepted the position and set it all up. It's funny how rumors start. Not too many people knew this. Living in a little town like Poland, everybody and my friends knew it, that we were making a hell of a move. Here I am, I'm going to leave finally and I never wanted to leave.

The guys around here like Fran and the guys from the football team, they had a big party for me and gifts. They spent a lot of money on me. They had a going away party. It was known that I was leaving the area. But, I didn't feel J & L was entitled to know that at that point. So, at the end of November, I was called on the phone by the head of personnel out of Cleveland.

S: So, you were contacted?

G: I was contacted by a man out of Cleveland. I don't know if you're interested in names or not.

S: It's fine if you want to mention the name. You don't have to.

G: There is no need to?

S: No.

G: I'd prefer not to. If you'd want it, I'd give it to you.

Okay, he's in charge of personnel for this district like for J & L. Now, we've already gone through the mergers. We skirted over that merger a little bit.

S: Yes, we didn't talk too much about the LTV and the J & L. We can get back to it later if you want.

G: If you wanted to. I don't care.

S: If you have some views on it.

G: He called and said he wanted to talk to me, well fine. So, I had to go down to Stop 14 to talk to him.

First thing, now up to this point in my career, I had really gained a lot of confidence. And like I told you, I traveled around the country talking to different people with different companies. I knew that people handled these things on a professional basis.

Well, the first thing I do, we come in and shake hands and introduce ourselves, then sit down. First thing he does, he said,"I hear you took another job." I said, "I don't quite understand what you mean." And he just was arrogant from minute one. He said, "Well, I want to know what you've been up to." Well I told myself right then and there, "It's none of your damn business. I'm not going to tell you anything, " to myself I said that. So, I played really dumb. And I said, "Well, I don't quite understand what you mean?" He said, "Well, I just want to get one thing straight. I don't have a job to offer you today, but I want to know what you've been up to." And this is a quite, "And I'll go one step further. I know what you've been up to." And he starts pointing his finger at me. That's just so unprofessional. I just sat there and kind of looked at him. And he said, "I'm going to go one step further. I'm going to tell you took a job, and you took a job with Algoma Steel."

And I couldn't help it, but I started laughing. I sat there and just started laughing. It really was an insulting laugh. He said, "I got you." Just like that, like a Dick Tracy or something. He said, "I got you didn't I?" And I had made up my mind that I wasn't going to lie to the fellow. I was just going to evade him. But at that point, shoot, I don't have to lie to

the guy. And he's really out of line. I went on laughing. And I said, "I can't lie to you." He said, "I got you, huh?" He was like a little kid. I said, "You didn't get me. I'll tell you the truth. I did not take a job with Algoma Steel." His eyes must have got that big!

Well, he was so short sighted, instead of sitting down and asking me what I would like to do, like these interviewers supposedly had done a month prior to that, and then, taking it from a standpoint of possibly placing me and utilizing my talents in the company. No, he took the opposite approach. That really upset me. Then when he said, "I don't even have a job to offer you today," and this was the end of November. We know we're locking the doors. Why should I even owe him the courtesy of telling him what I'm doing at that time. So, I didn't. That's all I told him. I said, "I will go one step further. I do have some opportunities available to me at this time, do with them what you may. If you want to talk to me, I'll talk to you. I really will, but I didn't take a job with Algoma and I'm being completely honest with you."

What's funny is when I came back here in October of 1980 and was talking to them, they still insisted that I took a job with Algoma. So anyway, that's what happened at that point in time.

I couldn't understand a man handling a situation like that; a professional man who was in charge of a personnel department.

S: What do you think his purpose was if he did have a job to offer you?

G: Well, he didn't want to have to pay me severance pay.

S: Oh, okay.

G: He didn't have a job for me at that point in time. They did have a job for me in February. Fran McHugh can tell you this because they contacted him after I had already left. It was either the last week of January or the first week of February. And paying severance invested pension, see I had all of this. They owed me a nice chunk of money if they didn't place me.

S: I see, okay.

G: That's why I said earlier it was to my benefit and it worked out just as well due to the bureaucratic process that I had to go through to get into Canada that I was willing to stay to the end. And as I said, if they would have come through, if he would have sat down and said, "Bob, we have the general foreman's position," things that I was eligible for and competent enough to handle. "We have the general foreman's position and supervisor's position available in Indiana Harbor or Pittsburgh or in Aliquippa," Well shoot, there would have been no problems. "It won't be available until February 1st, what do you think about that?" Well, that's no problem. We could sit down and talk about it on a very nice personable basis, but they didn't approach it that way. Those were the only two times that I had conversations with a representative of that company outside of my own immediate supervisor, the only two times. One was that little half-way interview, a short twelve question job, and then with this man.

I shut my mill down August 4th. I did other jobs for Fran McHugh in the Brier Hill Blooming Mill from August 4th until the end of the year which I could perform, duties that I could perform. Those are the only two times they ever contacted me. I was really appalled at this last conversation I had with that individual at J & L. His reasons were, he was trying to get me to admit that I already had a job, but he didn't know what day I had a job and where I had a job. He had an inkling. They had a decision to make and they were trying to get me to commit that I had a job or I didn't have a job. Those were the reasons why they had to pay so much money. I really, to this day, believe that they made a mistake. I think they did too for some of the experiences I've had since I came back a year later. It could have been a lot smoother. I could have still stayed with J & L. There were some mistakes made. I think we can leave it at that.

S: Okay, so you stayed in Canada then how long?

G: I didn't stay too long. I don't think we're going to have too much to say about it. It just was an experience. I went January 3rd, was the day I landed. My wife and children came the first week of April 1980. I left August 21st of 1980.

One thing I found out, after all we could say, bitterness, and the experiences I had with the way the plant was

closed down, I still think that there's not too many places to live better than the United States. One thing we hit on a little earlier was the social aspect of taking care of people in the aged and sick and the unemployed. They do that in Canada too. But, I lived in a strictly socialistic province where the government, they own the phone company, the water company, power, electric, the gas company. You name it, they own it and they administer it. They administer the hospitalization programs, the major medical programs, the eye programs, the dental programs. It was a new experience. It was socialistic along those lines, but you paid for it through your taxes. That I didn't care for.

The people weren't bad people. I didn't mind the people so much. There was a little bit of anti-American feeling. The company I worked for, I was the only American, at that time, with the company. These people weren't basically Canadians. They were or had become naturalized Canadians, but they were from Great Britain, Germany and Croatian people. Those three ethnic groups were there, and an awful lot of them were first generation in that country, not born in that country, naturalized Canadians. I ran into what I didn't expect; a little anti-American feeling also.

I just plain didn't like it at all. So, we decided to come back to this area and start over again.

S: Okay, then why the Mahoning Valley?

G: Well, I had to have a starting point to where I knew people, to where I could go again. When I went into the job market the last time you see, you say why the Mahoning Valley? Well, I don't expect to get a job in Youngstown. If I do, I've been one of the most fortunate people in the world. But, I couldn't get one the last time I looked for a job. That's not my primary goal, but then you think about it. Number one I had to have a base. To boil it right down to it, I hated where I was in Saskatchewan. I'm not going to use that as my home base. I wanted to get out of the country. Have you ever lived out of the country?

S: No. I've traveled out of the country, but I've never lived out of the country.

G: No, that's different. Travel's no problem. When you live out of the country, you're in a different scope. You just don't function back and forth across those

borders as a tourist. You are now living there. You have certain responsibilities, and I had dual responsibilities to the United States and Canada. It made it difficult to function out of Saskatchewan, and I wasn't even going to hunt for a job in Canada at all, let alone Saskatchewan. So, I had to get back into the United States.

Number two, the Mahoning Valley is a good place to look for a job; to be, when you're looking for a job, because a lot of people here are looking for the people that are out of work, other companies, other cities of the country. So, that part of it's not too bad either.

Number three, when you sit back and look at the Mahoning Valley then you look around the Mahoning Valley, you're only within 45 minutes of the other side of Warren where you have very good going concerns. A very good industrial complex in Warren, Niles. And, you can go over into Pennsylvania where you have Greenville. And then, you have everything down along the river, New Castle. Pittsburgh isn't that far, but you have Ambridge, Aliquippa, Monaca, Rochester. Below us you have Salem. An awful lot of small manufacturing in Salem, Columbiana.

So, around the area there is opportunity. But if I should be fortunate enough to find something again here, all well and good. If I don't, I'm gone again, but I will not move out of the country. I'd never do that again in my life. Never's a long time, but I mean that sincerely. I would never leave the United States to take up my home. It's not all that bad. It's not that bad at all.

S: What do you think about the future of the Valley, I mean of Youngstown?

G: Since I've come back and started talking to these people in places like Warren and Niles, Greenville, Aliquippa, Rochester, I've skirted around. I really think things like plant takeovers of these old plants, I don't have much faith in that.

S: You don't?

G: No, but I do have enough faith in the fact that this won't become a ghost town, because of the areas I mentioned. There is Lordstown. These are all major employers in this small populated area, so this area and an awful lot of these people did already work in those areas that live in the Mahoning Valley.

I think Youngstown proper won't become a major metropolitan area again. And really, that had declined anyhow in the last 25 years as far as the metropolitan area is concerned. I don't think this will become a ghost town though. I think the population will probably level off pretty soon because of the surrounding areas. Let's face it, gee whiz, we're close to Chicago, we're close to New York City. When we break it down further, we're close to Pittsburgh. We're close to Cleveland. We have a great source of major roadway systems. We have rail systems, major airports we have at our access. So we're still not that bad off, outside of losing our one major industry.

Now, the reason I say that plant takeovers that you read every now and then that people want to, let's say Brier Hill for instance. A group of guys are going to come in and run the mill that work there. Well, that's pie in the sky because they have to buy a product somewhere and they have to sell it to somewhere. They have to run a whole marketing program. They have to have one hell of a major influx of capital and where are they going to get that?

So, those are obstacles that they're really not telling the public. I think something we experienced is when that Ecumenical group promoted takeover. That was really a shame. That gave so many people false hopes. But it was impossible to do. Where were they going to get that capital?

S: Do you think the religious community should have gotten into that at all?

G: Not really. I really believe they gave people a lot of false hopes. I don't think they should have done that. They may have meant well, but from what I have experienced, I wouldn't have given them a dime of my money. I wouldn't have pledged a dime of my money. I just could not see it being feasable at that point. I really think they were wrong. Too many false hopes were generating. There were actually people who actually had faith in that.

S: Oh, I'm sure they did. One thing we didn't talk too much about, when that layoff on Black Monday came at the Campbell Works and you said you were shocked, do you feel that the company owed those men some kind of notice that that was coming?

G: See, that's a good question. We've asked ourselves that, because we went at it the other way. I don't know which way was right to be honest with you. I was shocked, and in the long run I was affected. I've sat here and talked to you and told you how I felt. How I was dragged out over a period of months. At the end there, I was bitter. I told you that, and I told you my attitudes towards this personnel individual. I get to the point where my stomach was really bothering me a little bit too. It was tearing me up a little bit. I don't know which way would have been better, to be hit between the eyes, or to be just tortured. I don't know.

S: It's not good either way.

G: Yes, what's right, what's wrong? The end result is the same, but which way? I can't answer that for you because I went the other way and I didn't like the way I was handled. The only thing I will say, the way I was handled I had an opportunity to go out in the market place and find a job. These fellows were thrown into the market place.

Now, there were a lot of people even in my situation that didn't go out and look for jobs. I know that for a fact that they were the ever optimists and that something would happen to them. But, I don't know. That part would have been easier and was easier looking for a job while I still had a job. To be just lumped into the market place so many hundreds of guys whether you're a supervisor, salary supervisor, or an hourly employee, that influx in the market that changes your bargaining power a little bit too. I don't know which way is better. I find pros and cons in the way I was handled.

S: Is there anything that we haven't talked about or touched on that you feel that you would like to talk about, any aspects of this whole thing at all?

G: Oh, you got me going on some of the things I was really turned on about, people, situations, company, how I felt about them.

I'd never give it another thought to look beyond. I would hope that the J & L people had the foresight to take care of the people who are left a little bit better. To try and keep the plants going here a little bit better, the Seamless Mills, the Bar Mill that's functioning up in Brier Hill, as well as the other companies

that still do have facilities here. I would hope that they would utilize that.

I don't know, Mary Kay, I think we've covered it pretty good. I've said what I wanted to say to your questions. If you have anymore questions, okay. If we've covered what you want, no, I don't think we have to add anymore.

S: In summing up the whole thing, do you think that the decline of the steel industry in the Valley has a greater impact on the uneducated man, the laborer, on the union man than it has on the people that were in management, who at least had some background and can go out and look for other things? Do you think the impact on them is more devastating than on you or people in your position?

G: I think, in the long run, yes. I really do. But, I think I told you earlier I used the 45 year old man. A good employee who had really no skill. You used the term, "union man." Now, you have some union people that have skills. You have welders, pipe fitters, machinists, tradesmen that didn't work in the production line jobs. Those people will find work if they want to. They may have to relocate, they may not. They'll probably find work easier than the other man will. But, the other man, that would be the fellow that I would lump into a catagory.

S: The steelworker?

G: The steelworker. That's it, the steelworker. That's a good way to put it. It's probably going to be tougher on him than anyone. I'll survive as an individual because I've been fortunate. I really believe that. I've been fortunate. I'll survive. They'll survive. I'll survive a lot easier than they will as a result. I have sympathy or compassion for those people. It's going to be hard on them, very hard. Because, I'm tied to the area. I think they were more so tied to the area. They're the guys who would be at Shady Run watching baseball games on Monday nights, Sunday afternoons. They're the guys going up to Cleveland to see the Browns play, going down to Pittsburgh to see the Stealers play or the Pirates, or the Indians, just going to the high school football games on the weekends, going to high school basketball games. They're the guys that that was their life and they're going to have a tough time, I think. I don't think it's fair. Through no fault of their own. They didn't know any better.

Neither did I really, know any better, but I had more opportunities. I've got an education. I will be able to use it fortunately. I put that in the same category as the man that has the trade. He'll be able to survive a lot better than the other fellow, too.

Education whether it's academic or in a skilled trade, that will pay off. Still, it may have to uproot them. That's the tough thing. Are you from here originally?

S: Yes.

G: Have you ever moved?

S: No.

G: Do you have feelings about that?

S: Well, I think I do and sometimes I think maybe it wouldn't be so bad to have to move. But, that's because I've never had to do it. If the actual thing happened to me and I really did have to do it, I'm sure I wouldn't want to move.

G: It's a feeling. That's why I said earlier it would be tough for me today to encourage someone to do it. The only way I would really and truly encourage them was if they got hungry. But just to say, "Well, why don't you move," that I could not. It would be hard for me to stand up on my soap box and say, "Well, go ahead and move." It's tough, especially for someone like me.

S: Why do you think that is so tough? I mean, people move around all of the time and work for large companies all over the country. Why do you think people have such a hard time pulling up stakes in this area? I'm sure there are other areas that have the same kind of feelings, but that seems to be a running theme in the area that people don't want to leave this area. Why do you think that is?

G: I don't know why. I can just speak for me. I like it here. Places I've traveled to, I'll tell you what. There aren't too many places in this world or in North America--that's the extent of my travel--that I've seen that I would really and truly rather live than in Poland, Ohio. This is a pretty doggone nice place to live. In Poland, Ohio, we have a good school system. We have good people living here, very little crime. It's just a doggone nice place to live.

Now, I'll go one step further though. My brother and my sister both left. Now, my brother, he has no ties. He's lived in Alliance, he's lived in Canton. He's now living in Chicago. As soon as he graduated from college, he said, "Goodbye." That's what he wanted to do. Well, my sister when she got married, well she went away to two different universities. I went to school at Youngstown State, but he did go to Youngstown State. But, she went away to college right away out of high school. The point I think you can see where I'm getting at, they left at younger ages. They went out at younger ages.

Shoot, I lived in New York for four months one time when I was in college for a summer job, but that was a lark. I had no intentions of staying there, upstate New York.

But, I was 36 years old. I didn't know anything else either. I did anything I wanted. I've satisfied my desires and wants in life, so I didn't need anything else either. And, that really is, if you traveled extensively, with the exception this time of the year, we're thinking wouldn't it be nice to live down in Florida. When I talk to my little sister and, "Yes, it would be nice to be down there with you or the Pacific side of California." It would be nice living in those places, sure. But, when it becomes July and it's 82 degrees here, you have the same beautiful sunshine that they have, green trees and rolling hills. It's nice. We have those things. If that makes it tough to leave, yes. It did on me.

I think age had one thing to do with it too. Now, I did tell you earlier I'm sure that my wife didn't mind moving, but Joan had already moved. She moved, oh, we got married in 1965. I think she came here in 1963. She was only 21 when she moved and she came from Fort Wayne. So, she already relocated away from her close family ties. She had friends here. She didn't have family here when she moved here, so she had already relocated. I hadn't though. And if I'm a typical person in this area then that could be the reason why. That could be it.

S: Okay. I think that's it then unless there's anything else you want to say.

G: I don't think so. I really don't. Like I said, if you have any other questions?

S: Well, that's about it. Thank you.