
S.D. Warren Company

Stories of Maine's Paper Plantation


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Interview with Gary Schauzer

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Gary Scheuzer (Interview, June 13, 2002)

Highlights

- Worked at the mill from 1969 to 1999. Electrician, who eventually got a B.S. Degree and went into management. His prime goal was to rectify problems with management and support he had during his first 15 years as an hourly employee.
- Strong statement of a long-term, dedicated, smart and invested employee disgruntled with the 1990s' management and ownership. He wound up leaving voluntarily, and was confident that he would have survived layoffs at the mill had he stayed.
- Particularly interesting way of describing how new top management began to take benefits away from lower management and had a poor repore. Good to contrast this with his opening comments on the old "family-orientated" style that persisted through the 1980s. Also the piling on/speed-up as other managers were "downsized."
- He was articulate about the competitive pressures faced by the Westbrook mill with advancing technology and entry by European and Asian paper mills in the 1980s and 1990s. (A la H. Reiche).
- Had a lot to say about HPWO efforts. He enjoyed them, thought they produced good results (i.e. following the "Deming Method" - esp. with the cost of quality version). At the same time, he was sour about how top management did not sustain, nurture, or follow-through on programs leading to each effort's demise.