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### Oral History Interview: William H. Sweet

William H. Sweet

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MARSHALL UNIVERSITY

HUNTINGTON, WEST VIRGINIA 25701

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ORAL HISTORY

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Date November 3, 1981

William H. Smith  
(Signature - Interviewee)

6125 Gideon Rd.  
Address

Huntington WV 25705

Date December 14, 1981

Beih Wyant  
(Signature - Witness)



## MARSHALL UNIVERSITY

ORAL HISTORY OF APPALACHIA

HUNTINGTON, WEST VIRGINIA 25701

The Marshall University Oral History of Appalachia Program is an attempt to collect and preserve on tape the rich, yet rapidly disappearing oral and visual tradition of Appalachia by creating a central archive at the James E. Morrow Library on the Marshall campus. Valued as a source of original material for the scholarly community, the program also seeks to establish closer ties between the varied parts of the Appalachian region—West Virginia, Virginia, Ohio, and Kentucky.

In the Spring of 1972, members of the Cabell-Wayne Historical Society joined with Dr. O. Norman Simpkins, Chairman, Department of Sociology and Anthropology, and Dr. Michael J. Galgano of the Department of History in establishing the program. The Historical Society and other community organizations provided the first financial support and equipment. In April 1974, the Oral History program received a three year development grant from the Marshall University Foundation allowing for expansion and refinement. In 1976, the program became affiliated with New York Times Microfilm Corporation of America. To date, approximately 4,200 pages of transcribed tapes have been published as part of the New York Times Oral History Program. These materials represent one of the largest single collections of Appalachian oral materials in existence. Royalties earned from the sale of the transcripts are earmarked for the continuation of the program.

The first interviews were conducted by Marshall University History and Sociology students. Although students are currently involved in the program, many interviews are conducted by the Oral History staff. Graduate students are strongly encouraged to participate in the program by taking special topic courses in oral history under the supervision of Dr. Robert Maddox, program director since September 1978.

The program seeks to establish contacts with as broad a variety of regional persons as possible. Farmers, physicians, miners, teachers, both men and women all comprise a significant portion of the collection. Two major types of interviews have been compiled: the whole life and the specific work experience. In the whole life category, the interviewer attempts to guide subtly the interviewee through as much of his or her life as can be remembered. The second type isolates a specific work or life experience peculiar to the Appalachian region and examines it in detail. Although both types of interviews are currently being conducted, emphasis is now placed on the specific work experience. Recent projects are concerned primarily with health care, coal mining, and the growth of labor organizations.

Parts II and III of the Oral History of Appalachia collection were compiled by Dr. Robert F. Maddox, Director, and processed by Ms. Brenda Perego.

Dr. Robert F. Maddox, Director  
Ms. Brenda Perego, Processor

William H. Sweet was interviewed at his home on Pea Ridge, 6125 Gideon Road, Huntington, West Virginia on April 11, 1980. The interviewer is Nancy Wyant. She is the daughter of George Pease who is mentioned in the interview. Both he and Mr. Sweet were transferred in 1960 from the Bayonne branch of Huntington Alloys/International Nickel Company. E.S. is used to designate Mrs. Eleanor Sweet. Mr. Sweet talks at great length about conditions in Bayonne during World War II and circumstances surrounding the dismantling of the Bayonne plant.

N.W. Okay, what is your full name?

W.S. William H. Sweet.

N.W. And how old are you?

W.S. I am 68.

N.W. And would you tell me how your first came to work for, the Huntington Alloys?

W.S. Yes, I, uh, put in an application, uh, after I got out of college which was in, uh, June 1934. And, uh, I eventually got, uh, a job in the New York office, uh, in September.

N.W. Okay, what did you do there?

W.S. Oh, my first, my first job I had, I walked in to this office, why, uh, there was uh, a young fellow in there working already. This was in the accounting department. And uh, it was Ed Grub, and uh, we were working a price schedule for sheet, Huntington sheet. And uh, eventually another young fellow came in and worked with us, a fellow named Fred Wood. Uh, when that job expired, which was only temporary, why it happened to be around, ah, (pause) ah, New Years. And uh, it was time for them to take a physical inventory in the New York office, so the three of us were delegated to come in evenings when nobody was in there and check the furniture and the fixtures and everything to see if they were, if anything was missing during the year, you see. Well, this lasted for a few months and then when that job petered out,

why, ah, they called us in and they said, well now, (pause) uh, Bill, you're going down to Bayonne, which is where you live, the Bayonne works, and work in the sales department. And ah, Fred Wood, he was delegated to the sales department in the New York office. And Ed Grub, we sent to Huntington, ah, to work in the accounting department. And so, uh, that's the way I got to, uh, Bayonne. And after I was there for a, in the sales department for, I would say a year, something like that, why, ah, (pause) I got a call from Mr. Fitzgerald who is the (pause) one of the assistant controllers in the New York office. They asked me if I wanted to come back into the accounting department and uh, of course I told them I did. So, I was transferred to the accounting department down in Bayonne.

N.W. What year was that?

W.S. Uh, that was, umm. I would think probably around 1935. 1935, '35 I think, maybe '36. I don't know. Meanwhile, Mr. Murphy, who I believe was the works auditor at Huntington, was sent up to Bayonne to put into effect in Bayonne some similar procedures they had in Huntington. And so I worked with Mr. Murphy for a while. And eventually, the situation at Bayonne, uh, changed. The works auditor and the superintendent were transferred out and Ed Grub came up from Huntington from the accounting

department and took the job as works auditor. And, uh, Mr. Marsh came from Huntington and replaced the superintendent. And so, at that time then we had Ed Grub. And I think it was anticipated that way and they knew that I had worked with Ed, Ed knew me and I swear they wanted me to go back into the accounting so I would be working with Ed. Well, um, from that time on, why (pause) I worked in the accounting department and eventually ah, became works auditor at Bayonne.

N.W. What does that entail exactly? Works auditor?

W.S. Well, works auditor, that's in charge of, um, accounting, ah, of the accounting and auditing records of the company, in other words you keep the financial records. Ah, at the time, though, it was really more than that, see we were a small, ah, division and ah, so the accounting had the responsibility not only for the financial records but also for the personnel, and uh, eventually we got ah, a standards department in there, that's job study and tied in with incentive pay. And uh, that kind of thing which came under that too, see. Well, as we progressed, of course, why, things got more highly specialized, and so finally the personnel department was taken out of the accounting and given to a special person. However the, uh, wage incentive program, uh, that's the standards, uh, renamed in

the accounting department. And uh, (pause) eventually my title became a little more extensive like works administrator superintendent to encompass a lot of other things over, in other words, over personnel and this. Specified departments under, under, uh, like accounting and personnel purchasing, all those different jobs.

N.W. How many people did you supervise, actually?

W.S. Oh gosh, I don't really know off hand. (pause) Off hand I would probably say maybe about 25 or 30 people. In the, in that part. I, of course, at times in that period Mr. Grub was (pause) and Mr. Flynn was...

N.W. Is that Joe?

W.S. Mr. Flynn.

N.W. Joe?

E.S. No.

W.S. No, Harvey. Harvey.

N.W. Harvey.

W.S. Harvey Flynn. Umm, there were periods of time, well, when Mr. Flynn was superintendent when I was sort of looked upon as the second man in charge, that kind of a thing. Um, never, he was work superintendent which was over everything, but he primarily interested in the manufacture part. But, we eventually also (pause) the sales, by the way had been hand led by the generally, the New York



office. So similar, I don't know, when up, I'd say after the war and probably around 1950 or somewhere in there they decided that it would be better if they, ah, transferred the sales activities from the New York office down right into the Bayonne works. And uh, (pause) when that happened (pause) I sorta was, uh, second and in command over that, over that sales part, mainly because of the estimating, ah, not so much, ah, policy between the, uh, the salesmen and the, uh, they weren't called salesmen they were called sales engineers, I believe. Ah, (pause) mainly it was the estimating prices and see we were able to tie our incentive program or standards, we were able to trans-, ah, (pause) fer the time elements into dollars because of the fact that I had the accounting and the standard knowledge so that we had set up then a procedure whereby when an estimate came the sales department would immediately process it through the, um, through the standards department which would give all the elements of manufacture. Then we'd arrive at the time and yet cost, ah, factors for time and we would then have a pretty good idea of what the cost of manufactures. That would get translated into a selling price. Then when the job came in we would take these workups, which in effect were estimates and turn them over to the department and say,

"Look, this is the way you said you could make it, now what about it?" And so they would then go to work on it and, uh, they would have something to guide them as far as controlling the cost of things. I've forgotten I'm sorry. Now let me point out that, um, I had one fellow working with me, well there was several fellows, during the war I was, I practically ran the whole thing because the fact that it was new around then and they and it was impossible for us to get people because of the war and everything. So, um, we eventually, (pause) we eventually got this thing, um thing working. But, one of the fellows that worked very diligently with me was Al Lynch. I don't know if you know Al. He was, ah, he was purchasing agent at one time. And he also was (pause) head of the standards department eventually when we (pause) broke this thing down. Well, Al was a very conscientious fellow and ah, one of the things we tried to do was to do as little as possible set group standards. We didn't like that because, you see, you have a lot of people in a group and ah, you find that, ah, eventually half of the group is carrying the other part of the group. But, if you can have a standard set for that one particular man, he knows whether there's, he knows he's going to get this money for this. Then you have a good basis for setting your, for

setting your standards. And so we were (pause) we fought off every effort (pause) but possible to put in a group standard. Ah, (pause) in other words, I guess we were really hard nosed individualists. We didn't, of course this is a whole book. I could go on.

N.W. That's alright.

W.S. But, ah, see, when you set these standards the, the process that we have ah, (pause) the way it worked was, ah, there was 60 minutes to the hour. And, ah, this was transferred into units so that you knew if you had a job and it took you, they said that it would be 60 minutes to do that job. Well, if you did it in 50 minutes then you got the bonus for that, see. But, there was also a factor in this, which was called process allowance, and this meant if you didn't make, if you only, if you only, ah, if you took, ah, 10 minutes to do the job, you were out of the money, see. But the program felt that if you were out probably part of the reason was not, was beyond your control. But, perhaps your equipment wasn't in, you know, adequate place. Or maybe something else stopped you on how you worked. So we always modified the ah, the actual performance by this process allowance which meant, for instance if a fellow got um, 60, a credit for 60 minutes in an hour, but suppose he didn't do enough work. So

that all he got was 50 in an hour. We would take him halfway up to 60 and say he got 55. And this way, ah, the fellow didn't feel, "Oh boy, I'm away down at 50." He felt that he was almost there and though he would give a little more effort so he'd, he'd put it in. Well, this was fine, see, except we, when you got into group things it was hard to measure, it was impossible to measure each man's contribution. Everybody was doing something different. And so you set a group standard. Well, on that basis you weren't able to set too accurate a standard. And so the tendency was (pause) to set the standard on the low side. In other workds, not to inflate it too much. And then ah, put in a certain type of process allowance which would (pause) which would give them a bonus, you see. Well, this sort of, ah, softening the thing, see. And as I said you also had the thing where people, also you had the, uh, problem that when (pause) one man would come to me and say, "Hey, Bill, you kknow," he said, "I did all this and I did that and I did that and I know that was a real..., but show me how I gained by that." Well, I couldn't show him because it, it always went into the group, you see. So he, this tended to discourage him from really putting that effort in. He said I'm not going to work like a dog and have these other fellows... So this process allowance I'll call it

process allowance, which is supposed to alleviate this. Ah, it was hard, um, and being a small place, we could do it. It was hard to, the temptation was very great, when you went out to, somebody went out to study a job, to set it on the low side and to put a high process allowance on it. This way it would protect somebody from getting and running away, making a big bonus. And also it would make them lik better on the low side because it would be just a little below 60 minutes to an hour, see. And this kind of a thing, see. So (pause) in a small place we were able to, ah, hold our line on that, you see. But as you get into bigger places, and, uh, Huntington is a big place. And also you have a tremendous overturn of, ah, maybe industrial engineers who were doing, or transitory people. And all this you see. You begin to lose, ah, lose that control. See, and, uh, you have somebody who's socialist-ically minded, and you, well, I'll allow this fellow everything he does, you see. But then I'll put a process allowance and that will cover me. So he won't run away. So in effect what you were doing is guaranteeing the fellow maybe a 15 or 16 or 20 per cent bonus. Ah, just because the standard wasn't set accurately, so it couldn't be used really for anything else. So I would say that ah, (pause) that at Bayonne we tried to do that, and ah, (pause) we

were pretty well successful because of ah, the smallness of the place. Like, ah, maybe a couple hundred employees, all through, you see. (pause) But, ah, anyway, we continued on, we eventually added a department. When I first came there we had a welding electra department, which was, well I would say bordered on the experimental thing, you see. And, uh, the sand foundry was the biggest thing. Well, eventually the welding, uh, supply department (pause) became a big, big department. And uh, eventually we added a precision testing department. And those two departments far outweigh the sand foundry. And, (pause) but um, one of the things we tried to do at Bayonne when Mr. Grub and Mr. Marsh came in, I believe one of the (pause) that was given to them by the company was look we want to make a profit at Bayonne. Now prior to that, um, our work was mostly experimental. I'd say we get, we would get jobs in whether it was some potential... But, (pause) if it developed into anything, um, there were other foundries around that would do it, you see. They were competitive and they would do it. Well, this was, this was alright because basically the (pause) Nickel Company, uh, at that time was there to stimulate the use of nickel. I can go back further on that one, further back, I, I believe it was, um, well, um, (pause) well, I can go back further from what nickel

this is, this is, things that I've read, you see. You see the, the Nickel Company started first, it was the Orford Copper Works (pause) and they were primarily interested in copper. But, in order to get the copper they sometimes had to uh, slag off, uh, stuff and throw it aside. And this was nickel. And it was just a problem to them. So, what, naturally, somebody was always looking for uses for nickel. And um, they finally found one during the first world war, they used it for, uh, strengthening armor plate on battle ships. And uh, so, when the war was over though, (pause) you know, the fleet was scrapped and all that. So, they had no, then, no great use for nickel. And so, uh, along came the nickel tower with Mr. Stanley and Dr. Thompson and all those individuals got together and said, "Look, what we've got to do is to develop the uses of nickel." And so this is what Bayonne was generated to do: to develop uses of nickel. And I think around that same time the Huntington works were put in here to make sheet and rod and roll and things around 1922, somewhere in there.

N.W. Um-hmm.

W.S. So, uh, I would say at Bayonne up to, ah, that time (pause) it had been looked upon more as a sales accomodation in other words, a salesman would go out and if somebody said, "Look, how do I make

this part?" The salesman would say, "Well, look, let me take it down to Bayonne and we'll see if, if we can make a sand casting." See, cause they, they couldn't shape it any other way. And Bayonne would practice on it and send it out and if it worked, why then, they just developed another use for nickel, you see. And so this was the way the, uh, the whole thing, uh, always came out. Well, (pause) somewhere around the middle of, 1950's, I believe it was. The precession casting actually I think it was, ah, probably in the middle 50's. Because in, ah, 1953 we had a strike in Bayonne, and...

N.W. I never knew that.

W.S. Yeah, well, they had a strike at Bayonne. And the reason it is so, so fetched in my mind is that the strike was on but nothing was happening. And one day on May the 13th, May the 13th, the pickets go a more vigilant. And they wouldn't let automobiles across the picket line. And there was all this shoving and everything else. And uh, we had the company car inside, see, inside the, ah, the plant. And we were wondering how we were going to get the car out. Well, (pause) all of a sudden about 4 o'clock in the afternoon the phone rings. And my wife had been taken to the hospital to have my third daughter, see.

N.W. Oh, yeah!



W.S. So I went in to, ah, I went into the people who were running, who were managing it. I don't know whether I think Mr. Grub was there, although at that time he had been transferred to Huntington, and he was supposed to go down to Huntington, see, but the strike came in. And so he hung around for awhile. Now, I believe he was still there and Mr. Flynn and Dick Cable in the New York office, and Charlie Fetzer and Glen Mehlretter and they were around there. Anyway, I went in and spoke to them and they said, "Oh, go ahead, Bill, take the company car." So, I went out, took the company car, drove right out through the gate, nobody stopped me. And I reached the Bayonne Bridge, I lived out in Westfield, and I reached the Bayonne Bridge and as I reached the Bayonne Bridge this car comes speeding up and running like this in front of me. Well, I knew the fellows, they were, uh, 3 or 4 of the strikers. And they said, "Bill, where are you going?" I said, "Oh," and I told them and they said, "Oh, that's alright, go ahead, we thought you were taking something out of the plant." Well, I continued on my way and when I got there the, uh, next morning before I left to work why (pause) Farley or Ed one of them called up and said, "Bill, when you bring the car back, don't park it in the plant, park it some place outside, so you know, when time came to go out for lunch or to

go some place, use the company car, they'd just walk out of the plant and go over and get the car and leave. So we, that's one of the ways the car got out of the plant without, you know, running into a problem with the strikers. But um, anyway, we had the strike and shortly after that, uh, one of our big, ah, jobs in our precision casting department was power recovery buckets on, um, airplanes and that was a big job. Well, all of a sudden in the middle of the thing the government decided that they were going to curtail their aeronautical program, so they cut back on 'em and that hurt us bad up in the precision casting department. Well, that combined with the strike that we had and the bad experience that the company had as a result of the strike, I think probably, uh, generated the closing of the plant in Bayonne. How I feel on that and really, (pause) we, let me see, let me get my train of thought here. I, I'm trying to remember a lot of things you know, but somewhere around 1960 I believe it was or a little prior to that (pause) we began to disband the company. Oh, I didn't tell you the fact that, ah, that I think an additional factor was we used to get the, ah, the electrical wire made in Huntington, they used to make the coils of wire we would take it up there and cut it into lengths and then they would make wire welding electros out of it.

But, (pause) it cost, it naturally cost money to transport that wire from here up to Bayonne and back. So that was another factor, why, if it was down here they wouldn't have that expense, so there's another factor. Ah, that was one of the things I was going to say before and I got interrupted. But, anyway, around 1960, why (pause) it was just about finished at the plant. But in (pause) and a lot of people were more youthful employees less senior some of them were let go with then, you know, some kind of allowance two or three weeks allowance or something depending on how long they were at the company. Other employees were transferred to other parts. Some of them went to the research lab where George worked and some of them went to the New York office. Ah, some of them, a large number of them, came to Huntington. Um, some, some of them were (pause) the older employees who were not taken were (pause) some of them were given separation pay and then ah, when they reached 65 they collect a pension that kind of an arrangement. Well,...

E.S. Maybe there are some questions you want to ask?

W.S. Well, I think...

N.W. Not yet.

W.S. I think in, um, and I'm trying to remember this. I think the Bayonne plant remained up there (pause) for about 4 years. In other words, after I left it

continued to, you know, phase out and, you know, or gradually get rid of certain things and... BREAK IN TAPE... It happened that everything just stayed where it was then, you see, and when the last person pulled out, ah, though it seems to me that in 1964 then (pause) we, we tried to transfer equipment, you know, from Huntington down and everybody said, "Well, let's send that to Huntington, let's send that to Huntington." Well, frankly, I don't think, I don't think any of it was, ah, really, ah, going to use, so you just thought that and they sent it to Huntington and Huntington stored it some place and happened, I don't know what ever happened to it. But, anyway, this was the thing. But, finally when they had gotten everything that they thought they could use out of the place. And I think this was in '64. And they called me up and they said, "Hey, Bill, why don't you go up and get rid of all this stuff?"

N.W. Laughs.

W.S. There's a big plant with...

N.W. What a job!

W.S. Oh, devastating.

N.W. Laughs.

W.S. So, anyway, I don't know whether, you know, there's Burl Pricer, he, he works down the plant. He worked at Bayonne, he was transferred down here and he was on the maintenance department so he knew...

N.W. Chuckles.

W.S. All this equipment. (pause) So, I sat down and wrote letters to every foundry company in New Jersey.

N.W. Yeah.

W.S. And said, "Look, we are going to be there for one week at a certain time if anybody is interested in buying equipment, why they can (pause) they can come up." So Burl and I went up and we stayed there for one week (pause) and (pause) a fair number of people came in. And bought this and that and other things, you know. Really, there's ah, (pause) just to get rid of the stuff actually, although we tried to find out what the depreciated value was and all that. But, the price on it, most of the stuff was pretty well used. And so when we got back, an we, we had a, a whole (pause) well, what do I want to say, room, a couple of rooms up, patterns, wooden patterns that have been made for the same casting wire all the years that it had been there and these were stored here and there and we had to get rid of those. So, Burl got a truck and a couple of guys and we loaded all these wood patterns on and we took it down to Jersey City to the incinerator and dumped it all in there. And so, we really had a busy week there. And then, when that week was over, we left and came back.

W.S. And all we could say is, "Look, there's what's down there and there's the building, anybody that wants to take it can take it." And throw it out of the, like we had a crane up on and run along there. Which was failrly old, it was a pretty old crane. But, all those different things that you couldn't do anything with, so... Well, finally the New York office had this stuff on their backs, then we didn't have to worry it and they eventually sold it and I think, ah, probably some, I think some, ah, real-estate firm bought it and then used the buildings to rent to the, ah, manufacturing or, ah, photographers or, ah, you know, people like that who could use their buildings. (pause)

N.W. There was a group that was sent to upper New York state.

W.S. What's that?

N.W. Wasn't there a group of men sent somewhere to upper New York state?

W.S. Yeah. You see, there was a laboratory, ah, Bayonne Works was on one side, one part of this property and the research lab was on the other side, um the research lab was where George Pease worked, see. And uh, also, ah,...

N.W. Dick Rhoda.

W.S. Oh, a lot of people, you probably know. Ah, anyway, there was two things, well, the research

W.S.        laboratory eventually built a big new lab up in Sterling Forest and they transferred their activities to there so...(pause) They eventually tore down, I know, they tore down all the buildings. And those were beautiful buildings those research labs. They were built meticulously. They, every little thing was supervised. They were beautiful buildings. But, they tore them down because they wanted to build, uh, one family homes. (pause) But, so I was transferred to Huntington here as assistant works auditor. And eventually (pause) Jerry Dunfellow was the works auditor at the time. Well, Jerry wasn't in too good a habit. And (pause) finally he had to retire. And, um, the New York office, ah, appointed Malcom McPhee as the, ah, actually the title had been changed to controller so, in there, he was made controller of the company. And, um, I worked with him as assistant controller, oh, for a couple years. Then, ah, (pause) Joe Coffs, who had been assistant works auditor before I got there, ah, (pause) had been transferred to the job. I don't know what you call it, they called it, ah, (pause) I believe it was administrative assistant which was in the administration department under Bob Simmons and all that. And he handled a lot of things like the salary and transferred employees and ah, oh, a

lot of the administrative duties of importance. Well, Joe, ah, finally retired and Dick Moore I believe took over for a short period of time. And then they transferred me into that job. So I worked there on that job up until the time I was retired.

N.W. Did you know a man named Clarence Beebor when you worked here?

W.S. I, I heard of Clarence Beerbor. I saw in the paper recently where he died, but I had no business relation or personal relation with him. Ah, that was similar with Lloyd Beebor, I had very little business relationship with Lloyd, but I do remember, you know, talking to him and, ah, once in a while we might have talked business but it wasn't very much.

N.W. Can you tell me about how you got laid off?

W.S. How I got laid off? (Laughs) Now wait a minute. You'll have to ask somebody I have, ah, I have, you know, my opinions but I, ah, there is something to be said on both sides.

N.W. I know my father didn't...

W.S. In about 37 years it was all done in about 15 minutes. See... But, anyway it's life, that's the way. Other people have other things happen to them like, um, some people were drafted and had to go to Vietnam and fight other people like (Laughs) Story. He didn't have to go. So, ah, it just



happens where the ax falls, see.

N.W. Do you know how many men...?

W.S. If you don't like them. Nobody likes some things that happen to them, sure. But...

N.W. Yeah.

W.S. It happens to them and so you just have to do the best you can, the best you can with it. (pause)

N.W. Well, what have you done with your time since then? Did it take you a long time to, to get over your bitterness? Do you think you have?

W.S. Well, I don't, I don't know, ah, about the only (pause) thing that I know of (pause) is the, um, in the beginning (pause), how is this going to affect me financially?

N.W. Sure.

W.S. See, I had a daughter going to college.

N.W. Sure.

W.S. But (pause) I had never thrown my money away. I mean I, I hope I was using it ...

E.S. Wisely.

W.S. Wisely.

N.W. Well, was she the only daughter living at home at the time.

W.S. Yes.

N.W. And you had three daughters?

W.S. She had just started, just started up in, (pause)

E.S. Ohio Wesley.

W.S. Ohio Wesley University up in there. And uh, anyway, ah, it was just a financial thing. And then after awhile I said, "Well, it looks like I can make a go of it." And then I found out what I could do, see. Well, (pause) I wasn't the kind involved with an artistic, I wouldn't do painting. And I wasn't the kind of guy that did this. I was more interested in sports and things like that. So, um, I just continued on. I can't say whether I like it. I mean whether I liked it before or what things are kind of dim now, you know.

N.W. (Laughs)

W.S. And as the years gone past. The only comment that I can make is that, is that one thing which we were never able to do like when I was working was travel around. And so, that was one of our first things was to travel. We wanted to see, you know, these historic places that we had been reading about all of the time. Like Greece and Rome and, ah, the Hawaiian Islands and, ah, Germany and England ah, the kings of England and the Tower of London and Spain. And this kind of stuff. That's what we wanted. So we went. And we did these things. We went on tours here and there and so... All over the last eight years we went. However (pause) we do find it now increasingly difficult to do those things, for the simple reason that it costs

so much, it costs a lot more to see or do these things then it did before. As a matter of fact uh, (pause) shortly before we started going to these various countries it really looked... Look, if you got a dollar, you can go there and get two dollars worth of stuff, see. Well, shortly after that, the dollar began to weaken all the way along. And ah, (pause) just began, you know, just began to become more expensive to do these things. Ah, it come down to where like ah, two dollars for a cup of coffee over in, over in Europe, and this kind of thing. This stuff, you know, we are over here for a quarter. Well, of course, see, when you are on tour and you aren't going to the cheapest places, you are going maybe to some of the high class places that's on the way. But, um, that was our main interest in that, um, particular thing. Also we were interested in, (pause) you know, our children. And so, we spent, you know, we would go out to Tuscon, Arizona once, at least once a year, and the daughter.

N.W. Is that your oldest daughter?

W.S. That's the oldest daughter.

N.W. What' her name?

W.S. Her name is Carol.

N.W. And she, she just got married, is that correct?

W.S. Yeah, she got married again.

- N.W. How many children does she have?
- W.S. She has two. Two boys.
- N.W. Two boys?
- E.S. Sixteen and eleven.
- N.W. Sixteen and eleven.
- W.S. Yeah. And uh, my other daughter, um, Lois, who is living in Durham, she married a med student. And, uh, he became a doctor and had to serve in the navy, so now he is in Chesapeake with my daughter. So, we would go there, you know, maybe, ah, three or four times a year.
- N.W. And they have three children?
- W.S. No, they didn't have any at that time, see.
- N.W. But they do now?
- W.S. Then they moved to Portsmouth and they had this little girl. And so, then we would go back and forth every oh, eight times, every month and a half about. We would take a trip down there for a week and then come back. Then Eleanore has a sister, who retired, her husband retired just about the same time I did, only his was a physical, he had to retire. And he, um, she moved, um, down to Florida, And so, once a year they want us to come down there for awhile, so we go there for two or three weeks. And uh, spend time. So ah, it's been a pattern of travelling here and there.
- N.W. You, ah, Janet, Janet, she's your youngest?

W.S. Yeah, Janet's here, she's still...

E.S. She's a court reporter.

N.W. Oh, is that right?

W.S. Yeah. Well, Janet, see, Janet went to Ohio Wesley and she wasn't happy and she wanted to go to Marshall and she came back and she graduated then from Marshall. And then she got a degree in (pause)

E.S. Political Science.

W.S. Political Science.

N.W. Oh.

W.S. And uh, when she got finished, she, her only thing would be to go to law school. But, she didn't want to do that. And, um, so we said, "Well, what do you want to do?" Well, she latched on to this court reporting. So, she took a course in court reporting at Huntington Business College.

N.W. Um-hmm.

W.S. And now she does court reporting. She actually isn't in court. She isn't in the court. Actually what she does is (pause)...

E.S. Take depositions.

W.S. Take depositions...

E.S. Grand jury.

W.S. And grand jury things and all this. So, acutally she's been on that, she's been doing this for about a year, but ah, for six months of that year she taught court reporting down at Huntington. After

she graduated, see, she taught it for six months. Well, she found out that she couldn't teach and so this job because she couldn't tell when a job was going to bob up. And then she couldn't teach, so she had to finally, uh, like they say, fish, uh, fish that are cut bait. She had to separate herself from that or to do it. And so she took the gamble and she started, ah, doing that as a full-time job. And frankly, and I don't know how she is doing now because I haven't, I haven't heard from her, you know, but anyway...

N.W. Is she married?

W.S. Yes, she, she was married in, what, '78? Wasn't that Eleanor?

N.W. Your mother lived with you for a long time, is that right?

W.S. Yeah, when we moved here from Bayonne in 19, 1960, my mother was with us. And, ah, she died, she died in '71 too. She died in May of '71 and I was re-tired in September of '71.

N.W. Oh.

W.S. And so, that was...

E.S. I'd like to hear you interview your father.

N.W. His time will come. (Laughs)

W.S. The funny part of it was, you know, that shortly before that (pause) you know, the company was always having these, ah, seminars or courses for

W.S. you to go there, see. And, ah, I went to one, it was up in Ohio someplace. It was human relations. And basically if you want to know what it was teaching you, it was trying teaching you how to talk to people, see. In other words, in other words not real salesmanship but it was trying to ah, you know, how you can get off on the wrong foot with somebody and that ruins the whole thing. So they were looking human relations how to get along smoothly with everybody and all that. And then it seems to me one of the things, one of the examples you had was where you had to discharge somebody or lay them off, how do you talk to them and not make them feel miserable, make them feel good, see. Well, it seems to me that the people that did this early retirement down there didn't take that course, you know?

BOTH LAUGH

W.S. But that's the way it is.

N.W. Do you know how many men altogether were let go?

W.S. No. No. As a matter of fact, I don't know, I don't really know anything, anything about it or how many, how many there, there were. I know there were a lot of people in our accounting department there.(pause)

E.S. Unclear.

W.S. Listen, you're not supposed to be talking here.

N.W. (Laughs)

E.S. They can't hear me.

W.S. Yes they can. I bet you that will be on there probably better than my voice.

N.W. (Laughs)

W.S. But, ah...

N.W. Yeah, I got to put you in.

E.S. Huh?

N.W. I got to write it all down.

BOTH LAUGH

W.S. But I, I, that's about all. There were a lot of things over the years that I, I, after I think about them I can remember, but...

N.W. Do you keep in touch with any of the men you knew then, uh, worked with?

W.S. No, not, uh, not a regular thing. Al Lynch, I know Al. And of course, Frank Maser and Glen Mehlretter and Charlie Connors and Frank Holland and oh, there's a lot more. Well, every once in awhile something will come up and we will get together. Uh, we have, uh, a fairly close group.

E.S. Moore, Al Moore.

W.S. We have a fairly close group down here. We have, ah, Ken Spicer.

N.W. Oh, yeah.

W.S. He was, ah, he was well, he wasn't looked upon as a real Bayonne guy. He, he was in Bayonne for a



W.S. little bit. And then ther's Walter Turkle and Bob Csernica.

N.W. Oh, yeah.

W.S. And uh, and we get together with them occasionally and go to a play down at Marshall or something like that. And uh, Al Lynch, well, he's not very socially inclined. But every once in awhile I'll call him or he'll call me. And that's all. And uh, so we, we have that. Now the other day Al called me up, this was around Christmas time. Al called me up. He said he'd thought I'd, he had gotten the address from somebody, of a fellow, Fred Crepsman was the fellow's name. And Fred was a very, very nice fellow and he was a, a, well what do you call them, well that's, clerk at Bayonne, a very, very, efficient fellow in the foundry. And would help you out with anything. And that he had worked for the company for years before we had even started. So, he retired a long time ago, and he probably is now, what in his 80's or something like that. Well, Al somehow got his address, see. I don't know who he got it from, some fellow that Al knows. So, he called me up and gave me the address and asked me, he said he felt that maybe I would want to send a card to him, so I sent a Christmas card to them. But this is the, as far as a lot of the people are concerned. John Gaulka for instance, he was, a,

W.S. lead man up in Bayonne, the foreman. Well, he was going through here one day and stopped down to see Frank Collins. He had worked fairly close to Frank Collins. So Frank called up and we went down.

E.S. Do you want some coffee?

N.W. No thanks.

W.S. But this is, ah, that's the relationship. I haven't heard, I, I have, ah, the, there was a girl, Katherine Borm who was personnel manager at Bayonne when, when the, the department was separated from the accounting. And she also was secretary too. Ah, Ed Grub and Harvey Flynn, we write back and forth once a year. Christmas card, this type of thing. But, that's, ah, I mean I'm not (pause) you know, in contact with them all the time. Ah, Alec Moore, he was, he was not from Bayonne. He was a New York advertising manager. So, we stop in to see Alec once or twice a year and sometimes he comes down here. We, last November we went to, um, Washington with them. We took a trip to Baltimore to see the Smithsonian Institute and, ah, Art Gallery. So, ah, we do that too, you know.

N.W. And you garden.

W.S. Huh?

N.W. Do you garden?

W.S. I take care of the lawn. I take care of the lawn and plant flowers but I don't claim to be a

W.S. gardener.

N.W. (Laughs)

W.S. But I figure if you don't put something down,  
nothing will come up.

N.W. (Laughs) Yeah.

W.S. So, I put it down. And sometimes it doesn't come up  
and sometimes it does. But I, I don't. I do this  
stuff sometimes. Like I say I do this stuff but I  
don't see anything, any accomplishment from it. I  
fertilize the lawn, I cut the lawn. We put seed in  
and when I get all done and I go out and I look at  
my lawn and I look at the fellow over here who didn't  
do anything, but let the... I don't see where I  
gained anything. Oh, well. But, it is something to  
do. That's what I tell Eleanor. I go in her room,  
I go in her room and look and I say, "Gee, every-  
thing looks great to me," you know. But it's time  
to clean the room. But I don't see any dust or any-  
thing coming up but I clean it anyway. I hope the  
vacuum cleaner is, is recording some dust in there.

N.W. (Laughs)

W.S. Because I don't see it. So, actually what it looks  
to me like what I'm doing is going through motions,  
you know.

E.S. What are your children doing today?

N.W. They are with their father. They are with their  
father.

E.S. Oh.

W.S. So that's the way it goes. Oh, the other things I think as you get older, if you want to say that, as you get older you, ah, (pause) I don't know whether it's, it's your frame of mind, ah, changes or whether you really look back and see something more than you did when you were younger. But, frankly, all I can see right now is that right now is that we've got socialism in our country. We've got socialism. The only thing we don't, we don't know is that we are not saying it. We are forcing money into the government and putting out. And the only way you can make any money is goint to treasury bills or money markets which is all with the government finance thing. Take the moeny out of the industry where it, where it should be and put it in that. And, ah, they are taking money in oil companies and, who's job in this country is to claim more oil, that's, so the way we find more, the way we promote then is like taking away the money that they make and giving it to somebody else. And it should be kept in there too promote more oil. And so the way I look at it everything goes in the other direction. And the direction is socially, see. Life is the same thing, you see. We've got to face up to it. What we want is, we want everybody to have, you know, to have enough

W.S. money to live on, that's what we want, see. And so all we do is we take money from one place and let, how long are these people here going to work for that money? When it's taken away and given to somebody down here. Plus the fact that the dollar is, um, a very confusing thing. I got to, I mean this, that (pause) you base everything on dollars. Well, I'm saying this now well, well, let's take unionism. Now you like that, you like the work. See, you like what you are doing, see. But if somebody came down to you and said, "Nancy, if you come into this bank here or if you come into this I'll give you twenty thousand dollars."

N.W. Um-hmm.

W.S. So what? So you're out of your... And this is happening all the way through industry. Industry you have people who are engineers or people who are chemists or people who are professionals in other lines of work, see. What they reach a certain peak in their wages and so then somebody says, "Well, you know, if you left this, this engineering job and went into administration you could make more money at administration." The fellow doesn't want to administrate but how long is he going to live, he's only got 35, 40 years to make, um, the money he's going to live on. So, he goes into there. So money destroys that. So

W.S. again what do you have? A claim again for social-  
ism where everybody has a say. In other words,  
people will do what they want.

END OF TAPE