

**LOUISE PETTUS ARCHIVES AND SPECIAL COLLECTIONS  
ORAL HISTORY PROJECT**

**Interview #540**  
**HONEYCUTT, Earl**  
INTERVIEWEE

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Subject:

**Interviewer = Alex Windham (AW)**

Interviewee = Earl Honeycutt (EH)

**AW: This is an oral history interview with Mr. Earl Honeycutt for the Louise Pettus Archives and Special Collections of Winthrop University on May 26, 2017. With interviewer Alex Windham. Mr. Honeycutt you mentioned that you work at the Bleachery from 1955 to 1977. What was it like in the 1950s compared to the end when you left- how was the working environment?**

EH: Well the working environment was real good. The people got along real good and they helped each other. When I first went to work in 1955 I didn't know anything I'd just left the cotton mill and they (Bleachery workers) took me under their wings and helped me. A supervisor by the name of Mr. Neely, on my first day, I was going to quit and he said stay one week and you'll stay a while so, he talked me into it and I stayed there until 1977. In fact, I was laid off in 1977.

**AW: What department were you in- how many different departments were you in?**

EH: I was in the color department and that's the only one I was in.

**AW: What were your responsibilities within the color department?**

EH: The color department when I first went to work, it was mixing the colors for the print machines we had to furnish all the colors that went into the cloth and whether it'd be a five roller or a six roller print. I just made sure it didn't run out and keep the color on the shade.

2:00

**AW: So, you mentioned that when you first got there that the supervisors and management were very good to you-did you see that change any further along you went as far as when you started seeing cut backs and layoffs or was it still pretty cordial all the way through?**

EH: They was pretty good all the way through, the biggest change that I can say, which it may not be very proper is that when the Bleachery and the Federal Government got together and started hiring the unqualified employees. The Federal Government was paying them the employees a part of the salary to get them (The Bleachery) to hire them. From that point on I think the Bleachery started going down after a couple of years there. That was back in the 1960s, I think, when they did that.

3:15

**AW: Are you referring to the African Americans coming in or were they pretty good workers too?**

EH: Well some of them were real good workers but some of them wasn't, the same as...

**AW: The same as whites too?**

EH: Yeah, you got good working whites and you got some bad working whites and the union was of course a good thing. The union was only as good as the employees in a plant. If you've got a bad employee you've got to tell him "You did wrong." That's what our motto was we told them "If you violate the contract then we (the union) can't help you, but if you don't violate the contract then we can help you."

**AW: You noticed from the 1950s into the 1960s and 1970s that the quality of the workers kind of changed and dropped off- they didn't work as hard at their job as what they could have when y'all first started?**

EH: That's exactly right.

**AW: Okay, got you. So, you noticed an attitude change and an attitude shift in the next generation that came into the Bleachery?**

EH: Right, that's what I meant.

**AW: Okay that what you meant I got you now, trying to clarify to make sure they don't think you're... [Laughing]**

EH: The other thing may not be as- take me I was running three jobs and we was only making very low wages. I was working at the- the Dutch Mill out on Celanese and I was also running the projectors at the Drive-in on Cherry Road. So I was running three jobs plus shop steward and that gave me ten dollars a month. You had to try to survive back then, people now I know things are high and everything, but people back in the Bleachery times had a hard time most of them had second jobs.

**AW: So it established a sense of strong work ethic within you because you had to work there and then balance between the other two jobs.**

EH: Right.

**AW: You noticed that as the generations came on (progressed) that sense of work ethic kind of dropped off and that's what led to the Bleachery's decline- is that what you're saying?**

EH: That's what I think may have been it, now shipping things overseas was one main thing too.

**AW: So imports, sending jobs away and outsourcing jobs- and then also importing the goods led y'all being able to make as much?**

EH: That's right.

**AW: Can you explain some- just interactions that you had between your coworkers be they white, black, male, female- can you just explain some of those interactions. If you don't know of a specific one just kind of what it was like to work in the Bleachery from the 1950s to the 1970s?**

EH: Well, I can't think of one right now, my memory isn't what it used to be but I've got a- well most of us in the 1950s would get together after the game after work and play softball and I think they still have a lot of softball games around now.

**AW: As far as like church league?**

EH: Yeah things like that, but we had a Bleachery league and we had the Grier Division League. When the Grier Division went out (inaudible)

**AW: That was in 1974?**

EH: Yeah it was 1974, well actually it was in 1973 it had to be around 1974.

**AW: So y'all had that and it was a way you could bond and that was whites, blacks, women and men or was it mostly just white men that were a part of the softball?**

EH: I believe it was mostly white men back in the 1950s.

**AW: Did you notice a transformation as the time went by of the softball leagues- do you know from 1950s- 1960s? Did they integrate more?**

8:20

EH: Well I grew out of it and I got too old to play and so forth

**AW: As I mentioned kind of one of the things I want to focus on is- and I've heard this a lot from your neighbor Leoda Starnes of course too, was that everybody got along and it was very cordial in the Bleachery. That includes even like on racial relations and male female relations right?**

EH: All the races was good and we didn't have any problems with black white or females but you know we always have trouble we females you know? (he was joking)

[Laughter]

9:05

**AW: In the color department I guess that it was mostly men mixing the colors- or did you have...**

EH: Yeah

**AW: Okay so it was mostly men.**

EH: Yeah all men.

**AW: With that being said when did you see the first integration into your department- do you remember when the first black got a job working within the department?**

EH: Well in the color shop?

**AW: Yes**

EH: Most of them went over into the packing department.

**AW: Right and that's where they got their start was in the packing department, and out in the yard and stuff.**

EH: I believe that out in- I can't remember if we, we did have some...

**AW: Did you have cleaners in your department, black cleaners?**

EH: We cleaned up before we left. Now we did have some tub washers. There was a black and a white doing that it wasn't no black job. I don't think the Bleachery had what you'd call a black job. They all treated everybody pretty equal I found.

**AW: That was just across the board you didn't really see too much of people getting into arguments about stuff they were just there to work?**

EH: Right, that's right.

**AW: That's kind of the point that I want to make it had been put in a sort of bad light, and that it was racist.**

EH: Well I was shop steward and chairmen of the shop committee for a while and I had to go to other departments. If they had a fight or something else in the other departments, I'd go and to my knowledge there never was a black and a white fight. Now there could have been but to my knowledge right now I can't remember one. My neighbor up here (Leoda Starnes) she is 90 and she worked in the packing department and she might could tell you.

**AW: Yeah I interviewed her so I've already got that one.**

EH: Well that's good.

12:00

**AW: Yeah I got her right before you. [Laughter] Yeah she is an interesting perspective on it. She said it was kind of “like a family,” – do you think it’s like that kind of idea that everybody treated each other so equal and fair that it was like having brothers and sisters and children and stuff- you’d put them under your wing like you first mentioned when you first got there?**

EH: Well I will give you one example, I was late a lot of times, I’m hard of sleeping, [laughter] my supervisor Mr. Massey waited at the clock and he’d see me coming around and I know he wasn’t supposed to do this but- you had to punch in before seven minutes after so he’d [laughter] punch my card before I’d get there sometimes- he’d wait until he’d seen me now, but it would help me out. he did that a couple of times for me and if they’d (management) have knew it they’d have given him some trouble I would think anyway he helped the workers out.

**AW: He wasn’t there to cause problems for y’all and get you fired he wanted you to stay.**

EH: Right, he wanted to help you anything he could do to help you he would do it.

13:22

**AW: You mentioned that of course you had kids so I want to look into how the company had paternalism- so how they treated y’all like their children type attitudes as far as that- what kind of activities did they do to keep y’all “happy,” keep y’all satisfied...**

EH: Joslin Park

**AW: I know there was the Christmas, Joslin Park, so do you have any memories of taking your kids out to Joslin Park or anything like that?**

EH: We took them all out to Joslin Park and the union one time had a barbeque out there at the Joslin Park and the whole Bleachery came out it was a real good affair

**AW: So, what kind of things did y’all do- did you have horseshoes and swimming?**

EH: Yeah. We would take them (his kids) out there and grill hamburgers and so forth too with just the family.

**AW: Not really affiliated with the Bleachery but because you were a Bleachery employee you got the privilege to go out there?**

EH: Right

**AW; Do you think your working at the Bleachery impacted your kids in a positive or negative light- concerning their work ethic obviously from seeing you work there?**

EH: I would hope not each one of them was an individual and I insisted that they go to high school and all of mine finished high school all of mine has good jobs now. I had six children two have died. One, my oldest boy had a car accident in 1973 and was killed and he was a Rock Hill Bearcat (Rock Hill High School athlete) he played football.

**AW: Do you remember, I know it can be a difficult memory to come back, do you remember the Bleachery doing anything specifically for your family when he passed?**

EH: Well the supervisors Mr. Rees and (He forgot the others name) came down and talked to me. Bill Rees was the superintendent at that time.

**AW: Rees or Reeves?**

EH: Rees, R-e-e-s. There was so many people in this house that it was standing room only in this house here.

**AW: His friends and the people from the Bleachery as well that came to visit y'all?**

EH: Yeah, standing in the yard. The Bleachery showed a lot of sympathy and so forth.

**AW: In all levels of the Bleachery?**

EH: Right.

**AW: Your coworkers all the way to the top level.**

EH: Right. My other boy had cancer he passed away and I've still got four two girls and two boys and they are all doing great.

**AW: That's great, so you instilled that they should go to high school- did you complete high school yourself?**

EH: Yeah I completed high school went two years of college.

**AW: So, you wanted to make sure that they had an education so that they could go on a do other things?**

EH: Right, I didn't finish college and I went into the navy and took some courses in the navy.

**AW: I have this question concerning the next generation working in the Bleachery, did you want your kids to work in the Bleachery or did you want them to go on and do something else?**

EH: I wanted them to do better than I did I wanted them to go on a do other things, which they did. My second oldest boy spent 28 years in the air force and he was a master sergeant [points to a photograph of his son in his dress uniform]

**AW: That's awesome.**

19:00

EH: And he's working with the [laughter] (because he was struggling with the name) the Veterans Affairs (VA) and he handles claims for the VA he is hoping to retire in June I think.

**AW: That's awesome. So, you wanted your children to move on to bigger and better things.**

EH: Right, which I think they have all of them have real good jobs and I think they take care of me too much [Laughter] I have to be careful when I say I want something.

**AW: [laughing] you end up having two or three things in the house because they send it?**

EH: Yeah, I called my son and I was talking and said “my ice maker quit working, on my refrigerator. Which is no problem because I had some trays.” but he told me “Meet me out at the Cracker Barrel (family restaurant) for lunch, he lives in Sumter, South Carolina, he said lets go to Lowes (hardware and appliance store) I asked him what he needed over at Lowes and he said “Come on go with me,” so we went over there and he bought me that refrigerator in there [motioned towards his kitchen] I told him “I don’t need that refrigerator in the other one is okay.” Anyway that just shows you I have to be careful what I say.

**AW: It sounds like obviously you have caring children, and like you mentioned the Bleachery people were caring people, they weren’t just going to work and they cared about their kids and their well-being. Your kids are an obvious example of this.**

EH: Right, there’s another one right there, a TV I didn’t know that one was coming [points behind him at a new TV hanging from the wall].

**AW: So, they appreciated you for that and it gave them their strong work ethic so they could be successful too.**

EH: They take care of me.

**AW: That’s good.**

21:00

**AW: Okay so we talked about your family and how the Bleachery was there for you when your son passed do you know of anything else- you were there in the 1950s so I am sure your kids would have had the opportunity to do the Bleachery Christmas parties with the Christmas trees.**

EH: Yeah

**AW: How was that do you remember how they responded to it?**

EH: Well they went to it, my wife usually took them I didn’t take them.

**AW: But they always came home really happy about it- they had toys for Christmas**

EH: Right, yeah they did. I thought it was a good thing the Bleachery done it.

**AW: From a previous interview that I had, and he was in the union just like you were, that it seemed to be that in the 1970s the company seemed to care less about the workers so the union had to step up and make sure that y’all got what you got and needed, did you see that as well?**

EH: In the negotiations it was a lot harder to negotiate a settlement than it was back in the 1960s simply I think because the union was a lot stronger in the 1960s than it was in the 1970s. This was because the employees had dropped down, at one time I believe we had around 4,000 people in there counting the Grier Division in there too I believe it was.

**AW: All were members of the union or was it a choice to be in the union?**

EH: It was a choice to be in the union but we had most of them in the union. They also participated in the union meetings. We'd have 200-300 at a union meeting.

**AW: Was that on Wilson Street in the union hall?**

EH: Right it sure was.

**AW: So what were the-and I haven't had many people tell me about the union other than the fact that they were helpful. What were the meetings like and then the negotiation processes that you had to protect workers? With being shop steward if you remember some of those?**

23:39

EH: Well, we had an international representative that would come in and help us (union members) negotiate our contracts and later years I became an international representative and I would negotiate other contracts but not at the Bleachery I never did have an opportunity to negotiate one at the Bleachery without being on the committee. I was on the committee.

**AW: So being on the committee prevented you from being able to do negotiations within it or do I have that backwards?**

EH: No, I once I went with international they assigned me somewhere else. They assigned me to different places like Greensboro, Nashville, Tennessee, and Knoxville, Tennessee.

**AW: So you had to travel to help people?**

EH: Right I had to travel in order to handle their negotiations and the grievances. I would handle arbitration too.

**AW: Do you think the reason that the union sent you to other places is so you wouldn't have a bias (in relation to being a Bleachery employee) or did they just need you at other places?**

EH: No, they just needed me at the other places.

25:00

**AW: As far as being the shop steward for the color department what all did you have to do, what were your responsibilities for the union as a shop steward?**

EH: Just to if there was a problem or an n wants to file a grievance I would take him to the supervisor and see if we could get it settled. Now most of the time we could work it out in the department if not we would put it in writing and then go to the personnel director and try to get it settled. Most of the time I was safe with Massey and the supervisors that we had and we could work things out in the Grier Division.

**AW: Okay, when you went over after the Grier Division closed how was the rest of the plant, the Bleachery?**



EH: Well at that point I took a supervisor job for a small amount of time and then I went on to and was laid off in 1977. I took the supervisor job in 1973 and was laid off in 1977.

**AW: So from 1973 to 1977 you were a supervisor?**

EH: Right

**AW: That was still in color...**

EH: Grier Division in the color department.

**AW: How were you [laughter] as a supervisor to your workers, coming from a worker I guess you were very fair?**

EH: Yeah, well we worked together you know. I think we had a good relationship, [laughing] I never had a grievance filed against me.

**AW: In four years that's very good, that you didn't end up with one.**

EH: That's right.

**AW: I've heard mentioned in other interviews that the Bleachery way was when supervisors were to be hired they came from within the Bleachery ranks?**

EH: Most of the time, sometimes they came right out of college.

**AW: Can you tell me if there was a difference between the two?**

EH: The college graduates didn't work out as well as those hired from within.

**AW: Can you tell me a little more about the college graduates who became supervisors immediately and didn't have the chance to work the jobs and how it impacted y'all?**

EH: Yeah, I can tell you in the color shop because they had one right out of college and made him a shader and he didn't know the colors and he would add some things to that I knew was wrong so I'd tell him "That's not right," and he said "Put it in there anyways." "I'll do it" so I went back there and done it.

**AW: It must have come back this messed up color.**

EH: Then he took me in the office and he talked to me and he said he was sorry could you help me. I told him I would help him but if you know everything there is no way I can help you. He didn't last but about three months. He's a dentist now in Rock Hill [laughing]

**AW: Oh my goodness. Is he still alive?**

EH: Yeah believe so.

**AW: Well don't disclose his name on here but if I'd like to talk to him to get his perspective on his time at the Bleachery. Cause if he's a dentist I'm sure I can find him pretty easy, he's probably on Ebenezer like**

**all the other dentists [laughter] but so was he one of the few examples like that or did that tend to be a general thing with college grads?**

EH: No, that's the only one I seen in the color shop once they brought that in and it didn't work they pretty much pulled that from the ranks because a lot of things in color that you may not think would work.

**AW: I'm sure it was sophisticated work because it had to be mixed a certain way and if it's not it's going to be messed up.**

EH: Exactly right you could put a half an ounce of color in there and it can make a world of difference.

**AW: Right a half of an ounce too much or too little. Supervisors only came from the ranks and that made it better because you knew what you were doing at that point and you knew how to treat other workers because you had been a worker yourself.**

EH: Right

**AW: So you didn't experience much negativity from your supervisors or notice that others from within the color shop had issues with supervisors?**

30:00

EH: Not in the color shop.

**AW: You said that it was Massey (supervisor of the color shop) pretty much the whole time when you were there before you took the supervisor position?**

EH: Well we had one other fellow came in but I can't remember his name and he wasn't there long.

**AW: Did he leave and go on to do something else or did they (management) find out that he was an issue too?**

EH: They just transferred him back to the main plant.

**AW: So he came over to the Grier Division to help out for a little bit?**

EH: Right, and then it didn't seem to work.

**AW: So, upper management above supervisors how were they? Did you notice any change in them from the 1950s to the 1970s? I mean I'm sure they walked in the plant some of them, how was their reaction when they came through, do you remember?**

EH: I don't see much difference in them.

**AW: So higher level management was pretty much the same throughout that time?**

EH: Yeah pretty much the same.

**AW: Were they involved? As far as how much did you see them come through the plant- were they pretty much just stuck to their offices or were they more involved?**

EH: About the only time I seen him was when we had a complaint and I (inaudible) our negotiations that's about the only time that I seen him.

**AW: He would come in when those came in?**

EH: Right.

**AW: So it was pretty much a relationship as you mentioned you didn't have any grievances placed upon you when you were supervisor but the time being you ended up having if that came to pass that would be the only time they'd really step in and interfere with a supervisor and his people was when there would be a problem?**

EH: Right, if we had a problem that we couldn't solve he would come into the department and try to solve it before it was submitted to a grievance then we'd submit it to a grievance.

**AW: So upper management wanted to prevent grievances because it looked bad on the record?**

EH: Right they wanted to prevent the grievances and they did. I'm trying to remember the personnel director's name I believe it was Jack Howze, Howze, but I don't know whether that's right or not.

**AW: And that was in the personnel department?**

EH: Right.

**AW: So upper management pretty much responded- I'm sure there was a balance of power between the upper management and the union. How did that interaction work out?**

EH: Like I said, we worked pretty well together because we had a contract to go by and if they violated the contract they were wrong. If they didn't violate the contract I had to tell the worker that they (management) didn't violate the contract. Now some of them (workers) would get a little ill for a while but eventually they would see that it's right.

**AW: So contract held the union and management in check?**

EH: Right.

34:03

**AW: So that made-obviously made y'all's jobs a lot easier and y'all's livelihood better at the same time?**

EH: Yeah the contract helped a lot because if they tried to file a grievance that didn't violate the contract, then I'd have to tell them "No we can't file that grievance because it doesn't violate the contract." That took a while to get the workers liking that, (and this led to) Now if there was some part of the contract you don't like then we need to change it in negotiations and not.

**AW: Right, not overall rewriting the whole contract or any of that other stuff.**

35:00

EH: Right.

**AW: What would happen in an instance if say the person or the management drastically violated the contract?**

EH: I would go directly to him and tell him "You violated the contract," Show him the contract if they didn't know and if they say "I don't care I've made a decision and I stick by it," then we go to the grievance and most of the time the personnel director would tell him he had to back out.

**AW: Or find another job.**

EH: Right in my department I wouldn't file a grievance unless it violated the contract now in some departments did and when we brought to the committee you'd have to excuse the company and tell them "Look this does not violate the contract," now that's a hard part of the job but a necessary part of it.

**AW: Because it's fair.**

EH: Right.

**AW: So at your meetings you had actual company representatives that would sit there and now did they come – company representatives also come to general union meetings?**

EH: No.

**AW: That was strictly union?**

EH: Strictly union.

**AW: What all did y'all discuss in those meetings- what kind of different things would come up?**

EH: We would discuss what we wanted in our contract and what we wanted to put in there for the committee to negotiate for us and also we voted on the committee (members) and union president and so forth.

**AW: So union meetings helped to establish leadership within the union and also give the leadership that has been given that role the tools that they needed, and y'all's grievances that you had to make your work better.**

EH: Absolutely right, that's correct.

37:26

**AW: You mentioned that race relations were very good at the Bleachery, men and women got along pretty well, everybody was there to cordially work, the union and management was balanced right?**

EH: Right

**AW: You mentioned as things declined it was not only caused by imports and exports to other countries that were messing up but also the fact that worker quality dropped off too. What were your final months**

**at the Bleachery and how were they as far as the layoff did you know ahead of time that the color department was about to get laid off? Or was it kind of just sprung on y'all?**

EH: Well there had been rumors around for years but at the time I don't think anybody believed that they were going to close.

**AW: So that was an attitude pretty much throughout the whole plant, that this is our livelihood and we will be doing this until we're done.**

EH: Right, we never thought the Bleachery would go out nor the Celanese plant we didn't believe that would go out but it did.

**AW: So, there were rumors that the Bleachery would be closing but y'all never thought you would actually lose your jobs in the long run. How does that make you feel as far as when you saw the Bleachery declining both when you were there and after you left- with being a resident of Rock Hill?**

EH: Well it was heartbreaking to see them close, I have to say that because I know a lot of people that depended on the Bleachery because it was the best place to work in Rock Hill as far as I'm concerned.

**AW: What made it the best place to work in Rock Hill?**

EH: Because people, the supervisors, because of the work that you did, you had a job to do and as long as you did that job they (management) left you alone.

**AW: So you didn't have a micromanagers within your depart coming up and checking on you every five seconds saying "That doesn't look right?"**

EH: No they tell you what to do and you go do it of course it was going to show up. You see if you didn't do it right it was going to show up on the cloth.

**AW: You mentioned that it was upsetting to see the Bleachery close do you have any friends apart from your neighbor down the street- that you talked to after the layoff as it dropped down- what were their attitudes like?**

EH: I don't understand the question.

**AW: It was a bad question... [laughter from both] Your coworkers that were within the department, when the time came to- when they said "Okay you're going to laid off tomorrow," What was the attitude within the department were there a lot of people that were confused and didn't know what was going to happen?**

EH: Heartache and people just didn't know what to do, but most of them had enough seniority to move over to the other plant.

**AW: But you didn't have the option to do that because you were pretty much done or had you reached retirement age at that point?**

EH: Well the company didn't recognize the seniority from the Grier Division but if you had the experience then they were going to move you over, so they moved a lot of people over to the main plant.

**AW: So there was a split between the Bleachery and the Grier Division basically?**

EH: Right, on seniority.

**AW: If you had been working there in your case twenty years even though you had all that seniority built up the second you moved over you became low man on the Totem pole again?**

EH: Yeah in that respect.

**AW: If you had the experience they would have put you in those skilled jobs?**

EH: Right.

**AW: Because you knew what you were doing over somebody who is fresh out of school?**

EH: Right.

**AW: Well at last in that respect they were good about it.**

EH: It made common sense.

**AW: So what did you do after you were laid off from the Bleachery? What was your (path) did you go to work again?**

EH: Yes I went to work with the international unions, the Amalgamated Clothing and Textile Workers Union. I started organizing for a few years and then went to handling negotiations and so forth. I worked for them for about fifteen years.

**AW: What was that union again?**

EH: The Amalgamated Clothing and Textile Workers Union. Better known as ACWTU.

**AW: So you worked with them for fifteen years in different plants and helping with their negotiations?**

EH: Organizing too.

**AW: So you helped to organize other unions within other plants.**

EH: Yeah I helped organize plants in Alabama, and different states.

**AW: So you mentioned Alabama, Tennessee, did you do any in North Carolina?**

EH: Yeah North Carolina, South Carolina.

**AW: Did you go to Georgia as well?**

44:00

EH: Oh Yeah Jacobs Georgia.

**AW: So that was pretty much throughout the entire south for the fifteen years?**

EH: Right.

**AW: Did you ever take a trip anywhere far up north for the union or did you pretty much just stay below the Mason-Dixon Line?**

EH: I went up to Baltimore, Maryland.

**AW: So your responsibility in that was that you would go into the plants within maybe the union halls and talk to them and help them with their grievances and things that happened on the large scale?**

EH: Right and in some plants if they had a grievance I could go in the plants and talk to the workers while they were working and they could tell me what their problems were and so forth. We would meet with the company officials and solve it right there. If we couldn't solve it of course it went to arbitration and that would cost the company money and cost the union money. We would rather level that out.

**AW: Keep it out of court and stuff.**

EH: As much as we could on a discharge like that its hard to settle them.

**AW: So do you think without unions like the ACWTU that textiles would have lasted as long as they did? With or without them would it have sped up the decline?**

EH: I don't think the union had anything to do with closing the plants.

**AW: So they protected and prolonged the plants?**

EH: I think the union like I said is a good thing and as long as you've got good workers in there that honored the contract and the company honored the contract you don't have any problems. Now when you get a supervisor that don't, who wants to run his department his way then you got problems and it's going to cause arbitration almost every time so I know in Columbia, South Carolina we arbitrated almost every month. Of course it had a lot of people there.

**AW: I guess to close up to finish up- Your time at the Bleachery why was it a positive influence on your life and your family?**

EH: Well because of the people I guess and because of the supervisors and I never was harassed or anything like that. They just used common sense if you were wrong learn to admit you are wrong. Then when you are right push all the way. That was my theory if the contract says and sometimes it wasn't black and white sometimes you had to use a little common sense.

**AW: So it led to being flexible?**

EH: Right.

**AW: You had to be flexible because if you were inflexible like you mentioned like if a supervisor was inflexible you be leading to maybe costing money to both the company and the union.**

EH: I know a lot of arbitrations that the supervisor knew he was wrong and wouldn't admit and he wanted to get rid of the fellow because he didn't want him back in there anymore and if he disliked the fellow he fired him because he disliked him.

**AW: Not because he was a bad worker.**

EH: Right, we won a lot of cases like that

**AW: In that respect there was nothing wrong with him as a worker it's a personal problem.**

EH: Right, the attitude wasn't real good but you shouldn't fire him for his attitude unless it's creating a problem for work.

**AW: Effecting his production or the production of the overall department.**

EH: Right.

**AW: Well with that being said thank you sir and we will finish this interview up.**

End of interview 49:35