

## PERSONAL DATA

Age: 35

Sex: Male

Education: lower middle school

Total Years Relevant Experience: 10

Last Year of Relevant Experience: 1972

Year Left China: unknown

Initial Immigration Status: probably legal

Native Place/Overseas Connections: Shanghai native/OS ties unknown

Class Background/Political Designation: unknown

## OCCUPATIONAL HISTORY SUMMARY

Positions Held: 1) Rubber Factory, Shanghai, 1963-72  
a) worker, 1963-65  
b) group leader, 1966-72

Administrative Level of Work Unit/(No. of employees):

1) unknown, probably Municipal/(1000-2000)

APPOINTMENTS: 1

TOTAL HOURS: 2

PAGES TEXT: 3

Occupational History (4/10/80, 2 hrs.)

The informant worked in a medium-sized (1000-2000 worker) rubber factory in Shanghai from 1963-72, first as a worker, later as a production group leader for 7 years. He started work in 1963 after graduation from a lower middle school. Then he started part-time study, part-time work at this factory. He worked four days a week as a worker, and went to a technical middle school 2 days a week. The system was designed as a four-year process where afterwards it was possible to be raised to assistant technician. He was a grade 1 worker at the time, and was never given a raise during his entire time in the plant. This was because during the CR the wage readjustments, which had earlier come once every three years, stopped. He does remember a readjustment in 1971 or 1972, and now that he mentions it, he remembers he did get a raise then, but can't remember clearly. He did not pay much attention to wages then, but he does remember now that he was given a raise during this readjustment.

Small Group Management

He worked in a small group, and was the group leader for a total of seven years, after having worked a little over two years in the group as a worker. He was promoted over 10 old masters (lao shifu) who had been working since before 1956, and some as early as pre-liberation, and their wages were 80¥. The promotion was decided from above, by the shop director (or branch party secretary), and approved by the plant director, after talking over his abilities with the old masters. They also had a large number of apprentices, about 4-5 in a group which totaled about 20 workers. This was a three-year apprenticeship period, 18¥ the first year, 20¥ the second, and 22¥ the third. Then they would be promoted to grade 1 worker at 42¥, and grade 2 worker at 49¥. The rest of the people in the group were regular workers.

They had a group leader (himself) who was appointed right before the CR started. A group leader for study was the Party member who led the small group in political study. (The implication here is that he was the leader for production, while this party member led study, but it is likely the informant was also a Party member, which may account for his extreme nervousness and suspiciousness). Before the CR political study was held irregularly, about once a week. During the CR they had it every evening after work.

They had the '8 personnel' system in the small group before the CR, but not during or after the CR. He remembers that they had a person in charge of quality inspection, who checks the work of everyone and brings up problems at group meetings. There was also a person who managed livelihood (shenghuo yuan), whose job was to get soap and towels every week to give to the workers. He can't remember too much about this system because they stopped using it so soon after he started work. You can't really say the system was abolished. There was no rule saying you had to abolish it. Generally the group leader would be responsible, and everyone in the group would be responsible in a general way. You can't really say the system 'changed'. Workers would still do the same kinds of things to help the group leader, but they just did it as the group leader ordered, and there was no fixed person responsible for a certain job.

They had meetings for 30-60 minutes after each shift. This included both production problems and the study of Mao thought. They could also bring up production problems. The length of the meeting depended on the day's needs.

As group leader, he engaged in production, but moved around the group to do whatever needed to be done, wherever hands were short. Usually key jobs in the group. As group leader, he did all the work assignments. If someone was on leave, he would assign someone to switch jobs and take their place. Generally, they did the same work every day, and the groups tasks were decided by above levels.

Every day they had to fill out production reports, after working hours, and send them to the shop office. He didn't do this, he appointed a young worker to do this, an unofficial 'statistician' (tongji yuan), to figure up these things after work hours. They did not do the inspection for quality in the group. The goods were sent to the packaging (baozhuang) department and they next day they would then be inspected by this department.

There were no strict regulations and rules, they just did things according to what was effective, and they decided in the small group what was effective. They often had cadres in the group who did manual labor on a rotating basis, and worked along with the workers.

### Bonuses

They had a bonus system for overfulfilling quotas, based on output, quality, and attendance. They didn't assess for bonuses within the small group before the CR. According to the output, quality of the group's work for the month, the entire group would be given an amount of money for bonuses to be split up equally among all members of the group, with deductions for days absent. The group leader gets the same wage and same bonus as everyone else. He does not remember any supplements or changes in wages until the readjustment of 1971-72.

### Cultural Revolution

Their factory was not disrupted very much during the cultural revolution. The biggest influence on their production came from outside--the drying up of orders and the scarcity of raw materials. There were not really two factions in the plant, and no armed struggle. There were a lot of cadres sent down to do manual labor in the shops, and they did stints of varying lengths (vague about this), and then they returned eventually to leading groups. In the meantime, a number of new cadres were promoted from among the workers and youth who were activists and faction leaders. But not all the original cadres returned to the leading group. Some were sent to the shops to be either cadres or workers (again, very vague on this).

He can't remember when the revolutionary committee was formed. He is very vague about PLA representatives, but he does say that they had them. There were no elections for the RC, they were just selected as were the leading groups from before. The old plant director was the RC chairman and the PLA representative helped him run the factory. The PLA people were all party members. The members of the RC were activists and leaders during the CR--workers. They also had several middle-level cadres, and the PLA representatives. He doesn't really know how they led production, and he had no time to pay attention to that kind of thing. They were so busy trying to keep up with production tasks at that time.

### Worker's Congresses

At first, he doesn't remember this name, then he remembers dimly that they had this before the CR. The good workers were selected to participate. He does not remember how often they met, but it was related to work and work activism.

### Technical Education

They had a formal system of technical study classes before the CR, but it stopped during the CR. After the CR the only technical teaching they got was informally when technicians came down to the groups to participate in manual labor.

(Generally, the informant is reluctant to talk about each topic I introduce, and suspicious of my motives for asking, and obviously scared to death of political matters. It is best to end here.)