

---

PERSONAL DATA

Age: 26

Sex: Male

Education: upper middle school

Total Years Relevant Experience: 7

Last Year of Relevant Experience: 1978                      Year Left China: 1978

Initial Immigration Status: Legal

Native Place/Overseas Connections: Hong Kong native, returned 1958 w/father

Class Background/Political Designation: OS, worker

---

## OCCUPATIONAL HISTORY SUMMARY

Positions Held: 1) Fitter, Boat Repair Dock, Canton Petroleum Transport  
Company, 1972-78

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

1) Province Commercial Department/(100+)

---

APPOINTMENTS: 1

TOTAL HOURS: 2.5

PAGES TEXT: 4

---

Occupational History (4/28/80, 2.5 hrs.)

The informant worked as a skilled worker in the repair shop of the Canton Petroleum Transport Company, January 1972 to January 1978. He was born in Hong Kong, and moved to Canton with his father in 1958. He and his father both later applied to come out to Hong Kong, and succeeded. The informant arrived in Hong Kong in February 1978.

His work unit was under the Guangdong Provincial Commercial Department (shangye ju). Below the commercial department were several companies, and his was the petroleum company, which was responsible for the transport and distribution of oil to various production units in the province. There were no production units under the company, but they did have transport teams and repair plants. He worked in the repair plant (xiupei chang). They repaired ships, barges, and other boats used by the water transport team of the company. They were responsible for the maintenance and repair of ships, regular inspections at fixed intervals, etc. This included both major overhauls and minor repairs.

He graduated from middle school in 1971, and avoided being sent down to the countryside because he was the eldest son and permitted parents to protect 1 child from rustication. He was chosen by his parents to stay. So he waited 6 months before being assigned to work in a plant as a fitter. They did most types of repair work except welding. The plant altogether had a little over 100 workers. They were very busy, even though people were few, because there were always repairs to do. During this period he went to two different plants for shipbuilding in Canton for 5 months to study technical matters, how to do simple designing, how to measure the thickness of steel plates, etc. After returning he actually did the work of an assistant technician, but in fact he did not have that title.

Wages

When he first entered the plant, he was 'on trial' (shiyong) for a period of six months, during which his wages were 24¥. After six months he was elevated to grade 1 worker, 38.5¥. In his fourth year he was raised according to fixed rules to grade 2 at 45.5¥. He says that in other plant there is a 3-year apprenticeship period before you are changed to grade 1. When he got this last raise it was due to fixed regulations and had nothing to do with a wage readjustment.

There was a readjustment in 1972, right after he started working, and then another one around 1975-77, but he can't remember clearly. But he thinks it was before Deng was knocked down in 1976 because at that time they were preparing for wage readjustments. In 1972 the criteria was number of years of work. If you worked from before 1957 but were still grade 3 you were raised to grade 4. If you started before 1960 and were still grade 2 you would become grade 3. If you started before 1969 and were still grade 1 you became grade 2.

The second readjustment was different. It was according to work contribution, and also according to years of service. So they set years of service guidelines, but not everyone got raises. They would select only those among them who had the best work attitudes.

Bonuses

They restored the bonus system around 1973 or 1974, but did not have one when he started working. They had yearly, quarterly, and monthly bonuses. About 60% of the employees could get a bonus each time. Grade 1 was 8¥,

grade 2, 6¥, and grade 3, 4¥. The groups would meet once a month to appraise for bonuses. The conditions--attendance, number of leaves, promptness in reporting for work, work activism, not causing damage or loss due to mistakes or accidents, and waste levels. Also 'unity' with other workers. Also for the young workers, if you got married early, you could have bonuses taken away. Also there were conditions related to the number of children and their spacing for the married workers. But work performance was the most important condition.

When they first started, they didn't dare give money--they gave towels and other things. But after a year or so they switched to money, because people already had a log of these things in their homes. When he visited Canton during the Spring Festival this year, they had returned to the 'baogong' system of pre-CR days, and he heard that incomes had increased greatly and that people were working much faster now.

### Punishments, Firings

They had one leading cadre sent to a rural area because of illicit sexual relations. This was internal Party discipline. They also had a worker who stole things and then sold them. He was kicked out of the Party. There were no other demotions or firings.

### Worker Discipline and Motivation

The wage conditions didn't make any difference for some people. But others were dissatisfied, especially those who had been stuck for a long time at the same wages. Also those who felt that the raises of 1972 and 1975 or so were not tied to work performance. There were also others of higher grades who might be dissatisfied. So they were less active, and were not willing to study business or technology at night because there was no use in the future in terms of wages or promotions.

Some workers who had real economic hardships in their family as a result of the wage situation could get supplements if their per capita income in the family had dropped below a certain level over the years, or if the worker was sick. But this was hard to get approved by the leader of the small group.

### Administration and Leadership in the Repair Plant

They had a "revolutionary leadership group" (geming lingdao xiaozu). The leading member was the plant director, who was paid at the national level for a department head. This was below the leadership of the company's revolutionary committee head, who was equivalent to a bureau department (chu) head, or a plant director of a smaller plant. This revolutionary leading group had five members. The head was appointed by the company head. The vice-heads were also assigned by the company with the discussion of the RC of the company. Two others were elected democratically, at the time of the establishment of the RC during the cultural revolution.

Election preconditions: First, you had to be a party member. Second, the existing 3 members of the leading group would select five of the 20 or so members of the Party in the plant as candidates. Third, they then used secret ballots throughout the unit to select. The two with the most votes would be elected. This was done one time a year. You could also vote for another Party member in the plant if you didn't like the 5 on the list. Fourth, the electees were subject to approval by the revolutionary committee of the company, which scrutinized their files for mistakes. It did happen that people were disqualified at this step. Fifth, these people, in addition to the other 3, could be removed and sent to different jobs if they did poor

work. But this never happened. But they did have a leader transferred because of illicit sexual relations.

These five leaders were responsible for overseeing the entire operation. The head oversaw the whole process. He handled some welfare and housing matters, approved expenditures under 300¥, and decided larger questions, and helped solve conflicts. One vice-head handled 'revolution', and one handled production. "Revolution" meant ideological and political work. He led the campaigns and oversaw study, and made sure that workers' activism on the job was sufficient. The production leader oversaw carrying out of repairs and the completion of contracts and orders. He distributed work for each group to perform, and made sure they completed them. The remaining two members have divided up between them various welfare and cultural activities. They also helped workers write articles during campaigns and after criticism meetings.

The first 3 leaders are paid according to the administrative cadre scales. The last 2 are paid according to worker scales, even though they are non-production and do cadre work. Under this leadership group they had a carpentry group, boat repair group, electricians group, a logistics group, and a machine tools group. The logistics group was responsible for the supply of materials, supplies and spare parts, and also for handling of wages, some welfare matters, especially the canteen. They had four trucks for getting the needed supplies, buying them, and bringing them in. The logistics group had the leadership group as its core, and the others were workers--four cooks, 5 designers, one warehouseman, and a few others. But all were considered workers.

The other groups had production tasks, and had group leaders and vice-leaders, all party members. If they were not party members then they would be party members on trial (houbu) for the first year.

Informant worked in the ship repair group, over 40 workers. Since the group was large, they decided to choose a leading small group within the group of 4-5 workers with the highest technical levels. This was flexible, and people were constantly being shifted in and out of it as work progressed. They were selected by the group leader, who also gave out work assignments for different workers in the group. The group leaders and vice-leader handled the statistics and records. The other members of the leading small group within his group were the temporary heads of small work teams assigned to do specific tasks on a continually shifting basis.

They also had some workers, non-party members but with long experience, to be safety inspectors. They used them both before and after-shift to do inspecting of completed repairs. All meetings, study, and criticism sessions were held during the hour of rest at the middle of the day. This was during regular periods. During a particularly important campaign, they would use work time to hold study meetings or write wallposters, for example three afternoons a week.

This occurred during the PiLin Pi Kong, and the "anti rightist reversal of verdicts" campaign held after the Tiananmen incident, which included criticisms of Deng Xiaoping. Production suffered according to the amount of work time used up in meetings. Sometimes they would work overtime in the evenings to make up for lost time. They would get overtime pay for this according to hours they worked, and also overtime supplements. They had to make up for lost time usually because others were waiting on their repairs, sometimes foreign shipping companies. The general effect of the big campaigns was to lengthen the amount of time required to finish a job.

He says he returned to Canton over Spring Festival this year, and that things have changed completely in this respect. They don't waste work time

in campaigns and study anymore.

#### Factions

There were no real factional problems in his unit by the time he came or at any time. There were problems during the CR but these had disappeared by 1972. No cadres were criticized during his experience. They did have internal party discipline and criticism meetings, though. These were closed party meetings. They could not participate in these, or hear internal party reports, as for example right after the Lin Biao incident.

#### Meetings

They had 3 meetings, one hour before work, each week. About 1-2 times a week these turned into mutual criticism sessions for fighting, arguing, poor work attitudes, etc. This was the small group "mutual supervision" system, and it was quite useful.