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ON-THE-SPOT MEETINGS AT THE SHANGHAI RADIO FACTORY

By I Ping

SHANGHAI TELECOMMUNICATIONS PLANT

By Hsu Ching-ming
Huang Cheng-shu

- COMMUNIST CHINA -

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FOREWORD

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ON-THE-SPOT MEETINGS AT THE SHANGHAI RADIO FACTORY

-COMMUNIST CHINA-

[Following is a translation of an article written by I P'ing, in Shanghai Kung-shang (Shanghai Industry and Commerce), No 15-16 (combined), Shanghai, 20 August 1958, pages 41-42.]

This was a relatively large on-the-spot meeting. The leading comrades of the two central committees* and the entire body of delegates came to the Shanghai Radio Factory to listen to reports on the factory presented by the private side of management and concerning the conditions and results of self reform with the enterprise as the basis. There were many activities at this meeting. The delegates visited the factory's installation workshop and saw its new product, the semi-conductor radio receiver. They saw the wall-newspapers concerning the "double-anti" movement. At the meeting, the director of the factory, representing the public side [government], the chairman of the trade union and the secretary of the Party branch presented reports concerning the general conditions of the factory. The leading comrades of the two central committees, Chen Shu-t'ung, Li Chu-ch'en, Hu Tzu-ang also delivered speeches.

This factory has one characteristic and that is that private management has a greater number of personnel, especially private technicians. After the promotion of the "double-anti" movement, the contradiction between capitalist enterprise control on the private capital side and the production great leap forward has become very obvious. This has been concentrated in the manifestation of the capitalist technical viewpoint.

According to the revelations made by the workers' wall-newspapers, there are eight types of over-all manifestations: one is the so-called "technical conscience", merely aiming at an individual's technical reputation without regard for the waste of the State's capital and resources. One is the so-called "technical first", using technical ability as a means to gain a livelihood, not to be destroyed by fire or robbed by bandits. One is the so-called notion of "I am the only valuable one", a detachment from reality, dreaming of the completion of a car behind closed doors and despising workers. One is the so-called "Each individual has his own background", without mutual agreement, without mutual contact, without mutual transactions and

*[See note at end of article.]

each going his own way. One is the so-called "peaceful atmosphere", on the surface everything is harmonious but inside everything is troublesome. One is the so-called "respect for beauty and the belief that foreign things are better", worshipping foreign countries and accepting everything in the books. One is the so-called "practice of delaying", slow during regular working days, but when the dead-line comes, perspiration begins. One is the so-called "unable to drop either of two", a desire to hold executive position and authority but hate the responsibilities.

All these erroneous ideologies have brought numerous losses to the enterprise's production. The "double-anti" movement has created a great storm, revealing the dark side of the ideology of private personnel. Under the guidance of the Party branch in the enterprise, government representatives and workers and with the supervision and assistance from the mutual relations among individuals, these errors have been gradually criticised and rectified, enabling the private personnel to attain constant progress in the enterprise's practical production.

The deputy director of the factory, Tu Ching-ping, representing private capital, and the chief-engineer, Chang Yuan-chen, made personal reports concerning the constant development and the constant overcoming of capitalist enterprise control and technical ideologies. They have a common viewpoint: in the past, there existed the problem of duality in ideology but through political rectification, the individual's political problem has been solved. However, judging from the standpoint of the "double-anti" movement, the capitalist ideology has not been overcome. It is not only reflected in the ideology but also is strongly manifested in work and production control. It is absurd to get away from our work and talk about self reforms. Therefore, reform of private personnel must be based on coordination between the enterprise and actual work. In the enterprise, only through relying on the guidance of the Party and the government representatives and accepting supervision and assistance from the workers can errors in enterprise control and working attitude, brought about by capitalist ideology, be constantly discovered and overcome. That we can accept reforms is contingent on our subjective reliance on the Party and our striving for Party guidance.

These facts were clearly indicated on the wall-newspapers during the "double-anti" movement. From these wall-newspapers, we saw that from the beginning of the "double-anti" movement, the people of the private capital side were afraid of pain and troubles and were hesitant. The workers helped them clear the mists and sent them numerous gifts. After the private personnel were educated, they began to help each other mutually. Then, under the guidance of the Party branch, the private personnel used the wall-newspapers as educational materials, grasped several central problems, and launched a movement for debate and self investigation. Again, the Party branch led the

private personnel to make further learning, to "burn out" wasteful conservatism in their technical designs, to analyze the causes of ideological errors, to point out the harm of these errors and ideologically to start from destroying to building.

Then again, the Party branch raised a slogan, "penetrating reform, overtake the situation", leading the private personnel to offer their hearts to the Party and to constantly reveal their true ideology. Finally, the private capital people revised their individual regulations and their leap forward regulations and established a collective reform agreement. Not a few private technical workers overcame their conservative ideology for the first time and in the trial production of new products, they jointly attained achievements.

The development process of the wall-newspapers fully demonstrated the transformation process of the ideology of private personnel. Just as Chen Shu-lee said, "Production leap forward and ideological reform are inseparable. Ideological reforms must use criticism and self-criticism as weapons. The best forms are the wall-newspapers and the great debate. The wall-newspapers we saw demonstrated the progress by which the private personnel underwent their ideological struggle. Only through ideological reforms can the private personnel understand the importance of the Party's leadership and the worker's supervision and only in this way can they meet the needs of the socialist construction general line."

At the meeting, Chiang Chun-han, the chairman of the factory trade union, used concrete persons and facts to demonstrate how certain people of private capital had attained progress through their willingness to accept reforms. His report was welcomed and supported by the workers. As to those people of private capital who were irresponsible and did not make a good showing, they must be criticised and attacked. The workers were willing to supervise and help. They also hoped that the people of private capital would continue to exert and strive for self reform.

Chien Yen-ling, the secretary of the Party branch in the factory, presented the experiences and understanding he had obtained from the Party branch's policy of implementing the idea to reform private capital on the enterprise basis and of guiding and helping private capital to begin reforms. He said that the Party branch's over-all method was to hold fast to conditions as the motivating power, to hold fast to the State's production great leap forward, the enterprise's great leap forward and the workers' sky-high morale. Following the contradiction between private capitalist enterprise control and technical ideology, the Party branch organized the workers and helped private capital to clear its mind, to look for errors and to educate private personnel in order to heighten their awareness in reforming. The second step was to coordinate production, organizing private capital to start debate and criticise erroneous ideologies, uniting themselves with their work, with some success and some failure.

Following this, the Party branch led the private personnel to offer their hearts to the Party so that they could receive help from the Party and the workers. The secretary of the Party branch believed that after the rectification movement, the people of private capital have attained a higher morale than that in the past, but there still was a great amount of various forms of capitalist ideologies existing; thus, the continuous self reform movement must be accelerated. He said that reform itself is the process of ideological struggle. Private personnel need only rely on the Party and rely on the masses and they will attain good reform. Private personnel constitute wealth, but they must be reformed and reformed well before they can demonstrate their function as wealth. On the one hand, they must rely on the Party's guidance and on the other hand, it will be decided by the private personnel's own attitude.

The leading comrades of the two central committees addressed the meeting, giving a very high appraisal of this on-the-spot meeting. They believed all those who attended the meeting had received a very profound education. The delegates also felt greatly satisfied. When the meeting was concluded, the Shanghai Radio Factory used one of its own new products, the "High-Quality Comprehensive Radio," to broadcast the complete speech made by Chairman Chen Shu-t'ung. This received enthusiastic applause from the entire meeting.

[Note: The reference to the "two central committees" (liang-hui chung-yang) is vague. Other articles in the same periodical, however, referred to the local China Democratic National Construction Association (abbreviated to "Min-chien Wei" in the Chinese text) and the Federation of Industry and Commerce. The reference is probably to the committees of these two organizations.]

SHANGHAI TELECOMMUNICATIONS PLANT

[Following is a translation of a news report written by Hsu Ching-ming and Huang Cheng-shu in Chieh-fang Jih-pao, No. 4029, Shanghai, 3 July 1960, page 1.]

The Shanghai Telecommunications Plant specializes in the manufacturing of advanced, large-type communication equipment. In the 1960 continued leap forward, the viewpoint of the all-out fulfillment of the State's plan has been firmly established. The cadres have penetrated into the first line of production, holding fast and doing careful work, so that 12 products, including toll switchboards, photo-telegraph machines, relays, switchboards, motors, etc., attained fulfillment and over-fulfillment of the plan in the first half of the year. The value of total production was fulfilled ahead of schedule on 9 June. The production cost in the first half of the year, as compared to the 1959 annual average, was reduced by 10%. Labor productivity increased 180% compared to that of the same period last year. Profit remittances were fulfilled seven days ahead of schedule. Quality goals of the various products were completely reached. At the same time, the trial production plan for new products was fulfilled one and a half months ahead of schedule.

Last year, there were seven months in which fulfillment of the State's production plan was not attained. Because of unsuitable product variety and inferior product quality, the various units that used these products were unable to accelerate construction, resulting in a great amount of idle State capital. According to incomplete statistics, in one month last year, 12 letters were received from customers, ordering complete sets of spare parts; some letters complained that product quality did not meet specifications. In order to meet this situation, the factory Party committee, at the beginning of 1960, with the hope to implement the general line and to guarantee an all-out leap forward, began an earnest study and analyzed the reasons for the non-fulfillment of the 1959 plan: first, the people in leading positions lacked an over-all viewpoint but merely held fast to production value and neglected product varieties and the raising of product quality. Because attention was one-sidedly given to the attainment of production value, confusion was created in enterprise control. The original democratic control system was not firmly implemented. More im-

portant was the fact that the leadership was not penetrating enough; it was superficial and complained that things were difficult. The leading cadres did not have any plans in mind. Based on these problems, the leading cadres organized the cadres immediately and began a free discussion and debate. At the time, there were two viewpoints concerning whether the State's plan could attain an all-out fulfillment; some people thought there was contradiction in all-out planning, that is, if we want great production, we cannot guarantee good quality; and if we want good quality, we cannot guarantee great production. But, there were many people opposing this idea. These people believed: production and quality constituted a contradictory unity. If there were no production, there would be no quality, and if quality were no good, there could be no production and this would constitute the greatest waste.

Through debates, ideology becomes unified and understanding raised. We must let the cadres know that one-sidedly looking for production output is the reflection of capitalist management ideology. Whether the State's plan can attain an all-out fulfillment depends on the problem of implementing the general line. Consequently, in order to implement the general line and to attain an all-out fulfillment of the State's plan, we must learn the 1959 lesson, overcome the ideology of one-sidedly seeking production output, firmly establish the viewpoint of an all-out fulfillment of the State's plan, be able to produce as many of the products as the State needs or to produce fewer of the products that the State does not need urgently or not to produce at all those products that the State does not need.

To hold fast to an all-out production, we must first lead the cadres to reform their attitude and arouse the spirit of coordinating sky-high morale and scientific analysis, holding firmly, carefully and practically.

The most difficult production task confronting the factory is that the 1960 production plan is twice that of 1959. The number of new products for trial production and for regular production has greatly increased. Among these, about 80% of the product varieties have had successful trial production in 1959 but quality has not met requirements yet.

In order to meet this new situation, the Party committee analyzed carefully and discovered three principal problems confronting the all-out fulfillment of the 1960 production plan: the technical problem, equipment problem and raw material problem. The Party committee raised a slogan, "Overcome the three technical, equipment and raw material difficulties, so that every new product will be well made, every product will be well matched, and every product will meet specifications." It fully aroused the masses to promote a technical revolution and provided timely consolidation and expansion of reform achievements. The factory's leading cadres carried on

their work in five different ways (production plan, high and precise, technical revolution, cultural revolution, and welfare work); penetrating deeply, joining labor and leading production. As such, the leading cadres established a close relationship with the masses, discovering and solving problems in time, and guaranteeing the all-out fulfillment of the plan.

For instance, in the No. 3 Workshop, there was a precision product on which the technical workers thought there was no technical information so they came to the conclusion that it was "impossible to produce." After the leading cadres penetrated into the situation, it was discovered that the reason for this difficulty was that the technical workers were "dreaming behind closed doors" and were unwilling to rely on the masses. So, they organized a coordinated unit, comprising leading cadres, workers and technicians. After 283 unsuccessful trials, this unit finally overcame the technical difficulty and attained successful trial production.

The constant improvement of enterprise control and the firm application of small unit democratic control constituted an important measure, guaranteeing the all-out fulfillment of the plan in this factory. To meet the needs of the leap forward and new situation, a new system for enterprise control was established enabling the superstructure to meet the needs of the economic foundation. The entire factory carried out the small democratic control system and the economic calculation method. In the past, the small unit knew only the plan for production value but not the plan for product varieties. Now, all production goals are disseminated to small units. Through the mass calculation method, the viewpoint for an all-out fulfillment of the State's plan is established among the workers, so that the masses thoroughly understand production goals, thereby the most reliable all-out fulfillment of the State's plan will be guaranteed.

For instance, the plastic work section in No. 1 Workshop was formerly the most backward unit, where waste was greatest, damaged products numerous and late fulfillment of tasks most frequent. But after the application of the small unit economic calculation method, the viewpoint for the all-out fulfillment of the State's plan has been established and now this factory has become an advanced factory, which has fulfilled the State's plan in a "more, faster, better and cheaper" manner.

At present, this factory, from the bottom to the top, has summarized its experiences in the first half of 1960 in fulfilling the State's plan and has decided to continue the development of the working attitude of: "all-out holding, holding firmly, holding carefully and holding practically." It insists on political prominence, the promotion of a mass movement and striving for a better and more all-out fulfillment of the State's plan in the last half of 1960. To reach this goal, preparation work for the third quarter was well

arranged one month before the scheduled time. The workers of the entire factory are filled with confidence, launching the struggle for the month of July. They are determined to fire the first shot in the last half year's production.

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