

Speech to employees of Tianjin state-owned enterprises

(April 25, 1949)

Dear staff comrades: I have been here for a short time and the situation is not very clear. However, I heard some comrades say that there are some problems in the state-owned factories. These problems must be resolved, or they may be resolved. Because it is impossible to talk with you comrades individually, so let's talk with everyone here. Some issues still need everyone to study.

Why is there a special call for comrades from all factories to speak today? I feel that many issues must be discussed with you so that everyone can be clear before they can unite and engage in production.

The factory now is the factory of the country, the factory of the people, and you are the organizer of the country in the factory. Staff, in the eyes of Marxists, are a special class of the proletariat and a part of the entire working class. The state relies on workers as well as employees, especially factory directors, engineers, and technicians. Now the country needs to develop industry and give us a production task, which is glorious. This task depends on the joint efforts of the factory director, staff, and workers, and also on farmers, because they can supply raw materials, food, etc.

How can we run the factory well? This is a problem that must be solved. China is now under the leadership of the Communist Party, and the factory is also under the leadership of the Communist Party. To run the factory well, we must first establish a good relationship between you and us. Before liberation, you and the Communist Party were not very close, and you and our cadres did not understand each other, so mutual trust had not been well established. It is very difficult to run the factory well without understanding and distrust. Therefore, in the future, military representatives and trade union cadres of the factory have the obligation to understand and trust you. And you also have the right to know about us, what are our advantages, what abilities, what we can do, what you can do, and what weaknesses are each other. Knowing this, you can treat us and our cadres with the correct attitude. Only in this way can we unite and run the factory well.

The Communist Party considers you to be a part of the working class, the Communist Party is the workers' party, that is, your party, and the party represents you. You are a member of our Communist Party. The difference between you and the military representatives is only in the age. In four or five years, you will also become our veteran cadres. In my case, I have only joined the Party for more than 20 years. I have also worked as a worker before, worked iron, turned sand, and wanted to transform China from industry. In three or five years, I believe that a large part of you may become Communists. Therefore, in my mind today, I regard you as family members, and you should

talk honestly, not afraid of offending others, not afraid of making mistakes, and you are the same to us. Now that we have a good relationship with you, mutual trust is a very important issue, so I will focus on this issue today.

Today you have established state-owned factories under the leadership of the Communist Party. This is the case today, and it will be the same in the future. Can we still not be under the leadership of the Communist Party? It depends on whether the Communist Party will collapse. This is unimaginable. Unless the Communist Party commits a systematic and principled error, the Communist Party will not collapse in the future. Some people say that in World War III, the Kuomintang fantasized about turning over in World War III. In my opinion, it is very difficult for the third world war to break out, because the people of the world are very conscious and have learned the lessons of the previous two wars. To start the third world war, the support of the masses must be won. This is not easy. There is a danger of an outbreak, but it is only a danger, and the resistance of the people may suppress it. To take a step back, even if there is a big war, then China will resist the war, and it will resist the war under the leadership of the Communist Party. During the Anti-Japanese War, factories still needed to be started. Therefore, your cooperation with the Communist Party was long-term, and your relationship with us must be well established, otherwise it will suffer long-term pain.

How to build a good relationship with the Communist Party?

First of all, we must adopt an honest attitude, yes or no, admit the truth, obey the truth, and support the truth, which means seeking truth from facts and an honest attitude. Our highest standards are the best interests of the most people. Everything must obey this standard, small principles must obey large principles, and small principles must obey great principles. This is principle. It is not about relatives, friends, face, or factions, but about the truth. If it is not in the best interests of the majority of the people, it is against the truth and principles, and everyone hates it. Whether you are a cadre, party member, or the masses, you must comply. If a communist party does not obey the truth, then it is irresponsible to the people, that is, not responsible to the communist party, and not worthy of being a party member, because the communist party has no interests of its own apart from the interests of the people. Communists must obey the truth, and you must obey the truth. It is wrong if the relationship is only good for a while and cannot be good for a long time.

Here I can talk about things in our party. Before the Anti-Japanese War, our country had only 30,000 to 40,000 party members. After the Anti-Japanese War, many people went to Yan'an, especially the male and female students. So they recruited hundreds of thousands of party members, so many cadres were new party members. In the beginning, I was also studying labor to create the world... I joined the party, but some people were not honest. When filling in the form, they faked names, ages, hometowns, social relations, abilities, and resumes. They had never entered a university. He said they were college students. I have never engaged in a revolution. I said I did. I originally had nothing to do with the Communist Party. I said it had something to do with a certain group. I had already joined the Kuomintang, the Three Youth League, or a special agency, but I said no. In short, I concealed the bad relationship with the Communist Party and bragged it in favor of the

Communist Party. So many people did not ask, did not change, and temporarily gained a little trust. China is an unstable society, and there is nothing to eat without boasting and fraud, so there are social reasons for the dishonest attitude. When they came to the Communist Party, they also brought the old society's practices. They thought they had to do so to be able to eat well. It was not until 1942 and 1943 that after rectifying the cadres of the three styles of review, they found that many party members were dishonest, everyone. I was surprised. I did find some spies as soon as I chased them, but because the chasing was too harsh, many people who were not spies also admitted to the public that they were spies. As a result, almost 50% of the units admitted that they were spies. It aroused our suspicion, so we decided not to kill even one person, and most of them should not be arrested. We continued to investigate. After half a year and a year, it was found that most of them were not spies. In this case, many people felt wronged, and some even committed suicide. Later, we asked to be honest and confessed. Those who were not spies removed his hat. The main reason for this incident was a dishonest attitude and bragging rights. This was understandable in the old society, but it was really unattainable in the Communist Party. Say what it should be, say what you have done, talk about the situation clearly, explain the past, and not do it in the future. It is still quite acceptable in the Communist Party. Someone wants to join the Communist Party. I asked him why he wants to participate and what he plans to do in the future. He said he hasn't considered it yet. I said then you still think about it. Even if you can hide it when you join the party, how can you hide it for a long time after three, four and twenty years? Some people run into the party to take advantage of the loopholes, get what they shouldn't have, do what they shouldn't, evade the task, and get the benefits. Corruption is also a phenomenon in our party. I went to Wutai Mountain and a member of the Communist Party told me that he had made mistakes in the Communist Party because there was no corruption. His remarks are ironic, that is, some people have been corrupted and have not been rectified, while honest party members have suffered, and then we have rectified the corrupt elements. So be honest People who are right will suffer a little bit, but they will get a big deal in the end. People who are dishonest will get a little bit of money at first, but will suffer a big loss in the end. Today I want to tell everyone that the cadres, directors, and workers of all factories must be honest in order to cooperate. Today, I talked about this to everyone and the new party members clearly. As long as the past talks or writes out in an honest manner, it is good, because the days are longer, anyone will know it anyway. The society of old China was a filthy society. The stains must be cleaned up. As long as it is clear, the past will be forgotten. The Communist Party's transformation of society is to transform people.

Secondly, in order to have a good relationship with the Communist Party, it must have a good relationship with the workers, otherwise it will be a bad relationship with the Communist Party, because the Communist Party is the party of the working class. How can we have a good relationship with workers? Is it right to give workers a little bit cheaper, give some workers a little more wages, and get emotionally attracted to do a good job? This is called no principle. Because only to please a few workers is against the interests of the majority, which is wrong. Even if it is done well for a while, it will finally make him understand that he has been cheated by you. So, how can we build a good relationship with workers? Today I mainly want to talk about this.

Employees and workers are all salaried workers and hired workers. Although one is mental work and the other is manual work, they are basically workers. Therefore, the relationship between staff and workers must be established. I heard that in some factories, the relationship between workers and employees is not well done, and some workers want to oppose the employees and liquidate the

employees. These problems exist as expected, but they were not raised in the past. They have been raised today and must be resolved.

In the past, factories were under the rule of the Kuomintang. They had to rely on some people to oppress and exploit workers. They found a part of the working class, that is, the staff and some foremen, and treated them better, so that they could rely on them to oppress the workers and exploit the workers, so the staff did something sorry for the workers, such as beating and scolding the workers and deducting wages. In the past, these workers could only hate them and could not appeal. Today workers have the right to speak and want to retaliate, so there is disunity. Another reason is that although employees are laborers, they are mental laborers. They wear robes and the workers call you Mr. There are very few intellectuals in China, and only 10% of the people are educated. College and middle school students account for a very small proportion of the people. The people are precious intellectuals, so they develop the weakness of intellectual arrogance. I am also an intellectual, and I have had this idea in the past. Because intellectuals are educated and high in status, they despise manual workers. This view is wrong. There are only two kinds of knowledge in the world, one is knowledge in production struggle, and the other is knowledge in class struggle, that is, natural science and social science. Apart from this, there is no knowledge. Many intellectuals actually only have book knowledge, because they neither engage in actual production nor participate in class struggle, and workers and peasants are different. Workers and peasants are engaged in production and they must engage in class struggle. They are opposed to bandits, Japanese imperialism, Beiyang warlords, and Kuomintang. Therefore, they have a lot of practical knowledge and it is wrong to look down on the working people. Of course, workers and peasants also have shortcomings. They have no cultural knowledge and no literacy. A long time ago, there was no distinction between manual labor and mental labor in society. Today, the world is divided into two parts: physical labor and mental labor. The knowledge of manual labor is derived from experience, and mental laborers systemize this knowledge and in turn guide Physical labor, therefore, physical labor is the foundation, and mental labor exists by relying on physical labor. When society changes in the future, people can go to university, and the distinction between mental work and manual work will disappear, but it still exists today. Chinese intellectuals are precious, and there is a widespread view among intellectuals that they look down on the working people. Today, if workers stand up, they will inevitably have to take revenge. Because of these two reasons, one is that capitalists used staff to oppress workers in history, and the other is that staff used to look down on workers, so contradictions have occurred. If contradictions are not resolved, struggles will occur. So today I will specifically talk about this issue. Staff and workers must unite with each other, otherwise they will not be able to run factories well, serve the people and the country well. Chairman Mao and Commander Zhu all do things for people Civil service, but the responsibilities and influences are big and small, but everyone is equal in personality and politics. In our army, it is very difficult to distinguish between officers and soldiers, high-ranking officials and lower-ranking officials, which is very good. It is said that in American factories, it is difficult to distinguish between factory directors, engineers and workers. This is the democratic spirit of the bourgeoisie. In the Soviet Union, it was even harder to distinguish. So it should be the same in our factory. I advise everyone to put down the shelf and wear workers' clothing when entering the factory, so that the workers can look like them, and the barriers can be removed. I think this problem can be solved, but the solution is not very difficult. There are two ways:

(1) Correct opinions. In the past, if there were views that underestimated manual labor, they should be corrected. You must see yourself correctly and see them. In the past, you looked down on manual laborers and felt arrogant. If you correct this view today, you can improve the relationship.

Self-criticism. It is to admit mistakes and correct them. I think some people, especially the foremen, because they are more skilled than the workers, or have some ways to become foremen, they directly conflict with the workers and arouse their opposition. A small number of employees also have this kind of thing (most of them don't). If this happens, they should admit their mistakes to the workers and correct them later. People cannot be without mistakes, and they should admit and correct their mistakes. Confucius rewards people for reforming, and Xiangzi is happy when he hears it. Confucius calls it "virtue", which is a good tradition in China. Even if you made mistakes in the past, if you use these two methods, you will gain the understanding of the workers, eliminate the opposition, and achieve unity. I think this will work. Our Communist Party has many experiences, and many mistakes are solved by this method. The Communist Party has never concealed its own mistakes. It has made many mistakes in the past, such as Chen Duxiu's right opportunist mistakes. As a result, the Great Revolution suffered defeat and exploited a loophole for Chiang Kai-shek. Later, he made the mistake of "Left" opportunism, thinking that no one except the workers and peasants was revolutionary, and even the national bourgeoisie and the third party would be brought down, and he did not like the petty bourgeoisie, so many mistakes were made in policy. , Resulting in the failure of the revolution. The united front policy during the Anti-Japanese War was correct, but there were also right-leaning mistakes. During the land reform, a few months of "Left" mistakes were made and many people were killed in disorder. Of course, many of them were guilty, but many were killed by mistake. Therefore, our Communist Party has made some big mistakes and small mistakes often, but we review, criticize, and correct them as soon as we find them. Our self-criticism and correcting mistakes are for the sake of a good relationship. There was also a period of swearing and corruption in our army. After being pointed out by the soldiers, some officers found opportunities to retaliate in the line of fire. This is called warlordism and it has a very bad relationship. Our method is to criticize and engage in democratic movements. Originally there is no democracy in the army, but we have done this in millions of our army, and we have done it very well. In the army it is called the officer-soldier relationship, and in the national factory it is called the employee relationship. There is a similar situation in employee relations. The employees have bullied the workers, just like the soldiers bullied in the army. In our army, commanders and division commanders publicly admitted their mistakes. At first, some military cadres disagreed. They were afraid of losing face and losing their credibility. Some even didn't believe that the army could engage in democracy. They thought that the soldiers were only forced to beat and curse, and there was nothing else. It can be said that if there is no fight or scolding, the army will not be taken away and cannot go to war. They do not agree to cancel the fight and scolding. Later, we made it clear to these cadres that anyone who made a mistake would know that there was no need to save face, and at the same time ensure that they would not be punished by their superiors. They reluctantly accepted it, but they still did not agree. Believing in democracy can be implemented. So we started with the highest-ranking officer, self-criticizing to subordinates and admitting mistakes. Next, it doesn't matter if you, a senior commander, admit mistakes. Probably it doesn't matter if we admit mistakes. This creates a self-criticism atmosphere. The soldier vomited, but when he saw that the officer had admitted his mistake, he lost half of his anger. Some are not thorough in self-criticism. Subordinates put forward opinions, criticize bravely, and distinguish right and wrong, and then the officer accepts or explains. Some considers for a few days and admits the mistake. Generally speaking, it is the cadre who admits the mistake. As progress has been made, the relationship between officers and soldiers has

improved, the soldiers are well led, disciplined, supervised by each other, brave in war, and combat effectiveness has improved. There are no more people who run away, so there is a movement to love the soldiers. This can be done in the army, and I think it can be the same in the factory. To improve employee relations, employees can start by self-criticism, admit their mistakes, and declare that they need to be corrected later. If they don't change, everyone can supervise them. Of course, they can't over-admit it. If there is something to admit, there will be nothing. So after admitting the mistake, should the superiors and the workers still be held accountable? I can assure you today that in general, the past is not blamed, and only a few have committed obvious and serious mistakes. In order to unite the workers and relieve their accumulated hatred, they need to be held accountable, but even if they are held accountable, they are also treated with leniency. We adopt the policy of "punishing the past, treating the sick and saving people" to treat the sick, not the dead. The purpose of self-criticism is to unite the employees and eliminate the opposition, so that they can work better in the future. Besides this, is there a better way? Everyone can think about it. Can the problem be solved by suppressing workers without self-criticism? Workers cannot be suppressed. Some workers may have to blame for the past, they have to fight, and they have to be fired. If we act like them, can the problem be solved? unable. On behalf of the Communist Party, I can say that the Communist Party does not agree with the opinions of this group of workers. Some workers say this: We can't still produce without staff. We do not agree with this opinion, we must rely on you, and the factory cannot be done well without yours. Of course, there are bad elements among employees today, but most of them are good, so if we want to organize an anti-staff movement in the factory, we do not agree. So what method should be used to improve employee relations? I think it is to use self-criticism. You must be mentally prepared, because workers may have a lot of opinions. If you are prepared, it doesn't matter if you mention a hundred items. You can solve the problem by admitting your mistakes. If you have a better way, I am willing to agree with your opinion, if not, then we ask you to do ours Method to do it. We have done it in the party and in the army in the past, and it has proved effective. In our team, when conducting self-criticism, some company commanders just say or say more about benefits, and the subordinates are not satisfied. On the contrary, some company commanders and platoon commanders just said they were wrong, not the benefits. In the end, the soldiers said that our platoon commanders, company commanders, and what other benefits are there. They pointed them out fairly and improved his performance. prestige. Therefore, I suggest that it is best for everyone to say nothing about the benefits, and to speak more thoroughly, so that the workers will tell you all the benefits. If the workers do not speak, military representatives and trade union cadres can still mobilize to cause the workers to speak, but they cannot force it. After the military officers criticized themselves, the soldiers also confessed their mistakes and admitted that they were wrong. The same is true in the factory. After you criticize yourself, the workers will also be self-critical. Self-criticism on both sides can unite.

This matter should be carried out in the factory under the leadership of military representatives and staff, not without leadership. The superior will send people to help with this work. After you go back, you can fully brew it first, so that the staff and foreman can rest assured. Propaganda among the workers must be done in cooperation with the employees. The employees are their own class brothers. As long as they admit their mistakes and correct them, they will not be blamed for the past. They must preach forgiveness like Confucius. Once the preparations are mature, it can be carried out. Just a few weeks It's going on indefinitely, and it's not good to have no bottom.

Self-criticism must be appropriate. Too much or too little admission of mistakes is not right. Exaggerating or reducing it is no principle. The workers must also be careful not to retaliate. We must not allow factional struggles. We must criticize others and ourselves in a democratic and honest spirit. We can criticize both military representatives and our leaders. There are soldiers in the army who propose to promote or demote which cadre should be considered by their superiors. Of course, the soldiers' suggestions cannot be appropriate, but most of them are appropriate. Leaders should be good at accepting opinions. This cannot be done in the factory today, but it will be done in the future. Today, there may be some employees who cannot figure it out and are unwilling to criticize themselves, so they should wait for a while. In the army, not only can recommend cadres, but also party members. Party members in the army are open, and I think party members in the factory should also be open. Let the masses see clearly who is good and who is bad, don't be afraid of being seen by the masses, if it is really bad, let the masses check. I think that the sooner the party members are made public, the better, not too late.

Again, the factory organization is heard to be changed, because our factory was established by the Kuomintang, and the lower-level organization is too large to be named. Incompetent people come in because of relatives and friends, spend casually, workers do private things, and good people are paid very low. These unreasonable phenomena are called bureaucratization, which erodes bureaucracy into the factory. This is very influential. The production mood of the workers should make the factory organization lean and improve efficiency at the same time. Wages that are too high or too low should be adjusted appropriately. Redundant workers, spies, and bad actors should be eliminated. If the factory is not reorganized, the spirit of the workers will not be refreshed, and they will not be able to fight economically to develop production and prosper the economy.

Naturally, in this way, some employees will be unemployed. Our government should figure out a way to give them proper placement, and also introduce work or study. If there is no job for a while, the government should solve his life problems, including his family members. . In addition, it may be worse to find a job, but you have to be patient. But if the Communist Party has food, you also have food. The country should not abandon any useful person. The factory must be reorganized, otherwise the workers' production sentiment is not high, which will be detrimental to the people of the country. You staff comrades, may also wish to automatically study, who are too high or low salary, too high or too low, and who need adjustment or elimination, you can put forward your opinions. Everyone should cherish the factories, cherish public property, and work hard to serve the factories of the people of the country. Just like to your own, you should cherish the cause of the people and the country. This spirit is the spirit of communism, and it is good to continue until the communist period. of.