the corn pollen was-- I was just out of it for a few days going through there. But the wonderful thing about California, I never had a hay fever problem, so it was one good reason to stay.

CONNORS: So there was your brother, yourself, and--

SCHRADE: And a guy named Leonard Brightman, who was a

friend of ours, lived in the neighborhood.

CONNORS: And your brother's name was--

SCHRADE: Jack [Schrade].

CONNORS: So you ended up in Northern California and you

started to pan for gold?

SCHRADE: Yes, along the American River, and camped along the river. It was just great. We really got to be known in the small town of Coloma by the family that ran the general store, the gas station, the bar. We met old miners sitting around the bar and had a wonderful time. It was very--

CONNORS: How long were you there?

SCHRADE: Let's see. Nearly two months. Although, for a couple of weeks, we went way up into the High Sierra country and worked in a lumber camp. We were recruited in the Coloma bar. One day a guy came through and offered us fairly decent money. We lived in a tent and worked two weeks. That was pretty rough work.

CONNORS: It was cutting trees? Or was it at a lumber

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SCHRADE: Most of the trees had been out down, tremendous fir and redwood trees that were laying along a hillside.

Not;
The end of them were sometimes twenty, thirty feet in the air. We would climb up on those and, with an axe, begin limbing the trees. Or a couple of us were on a chainsaw taking limbs off, stripping the trunk of the tree so it could be moved out. Very freezing in the morning—this was still September, October—and getting up at four in the morning and eating big thick pancakes with Karo syrup which wouldn't pour because it was too cold, and lots of coffee. It was tough work. We blistered fast and got through that period.

CONNORS: Was that park land or national forest land? Or was it private?

SCHRADE: I don't know.

CONNORS: Do you remember the name of the company?

SCHRADE: No, no. But we lasted a couple of weeks there till they stopped work, I guess, and then we just took off and went back to Coloma and stayed for a while, then headed south.

CONNORS: So at Coloma there, you were living there mainly on -- Did you work there other than doing the lumbering? Or was it panning for gold?

CONNORS: No. We did a little deer hunting. My brother

to guys on the general store. They hung it and halped clean it. We just distributed the meat around the community. So we made good friends that way. We were invited out to lots of dinners, brought the meat. We did find a little cabin there. We struck our tents down at the river and found a little cabin where we stayed a few weeks, as I remember. But then we just took off and camped on the way down to— We tried to get work in the cotton fields around Bakersfield just to experience that kind of work, but they wouldn't take us, although they were hiring at that point. We finally wound up in Los Angeles.

CONNORS: Why wouldn't they take you? Was it a question of experience or something?

SCHRADE: No, I just think they saw us as transient Anglos who were not really suited for that kind of work, and they weren't willing to take the chance on us.

CONNORS: Well, here you are looking for the kind of work that migrant workers would do. Even with lumbering, the workforce in lumbering was always a migrant kind of Conscions of this? Or was it just that these jobs showed up, they were possibilities—?

SCHRADE: These jobs just showed up, yeah. We didn't know anybody.

CONNORS: You weren't going out to learn something about

the nature of that kind of work?

SCHRADE: No, no. It was just work. We wanted a little money, and we just took anything or looked for anything we could get our hands on.

One of the things that led us to Los Angeles was that we met the chief of police at the El Segundo Police

Department while deer hunting and drank with him. He told us, if we came to Los Angeles, that he might be able to spot us on jobs around. He knew people around that area, companies around that area.

And we did get to Los Angeles, lived in a small trailer in the back vard of -- You know, this was a common kind of thing. People rented out their trailers this way to make a little money. We lived with the Aimone family in Hawthorne for a while. He worked at North American Aviation. At first, we tried to get into North American. I was turned down because of my educational background. They said, "You're not going to be happy working here, and we are not willing to hire you in the kind of low level work that we've had available."

So we did get jobs at the airport. There were a lot of barracks on the south side of the L.A. airport. So what we were doing was just pulling nails and stacking lumber, dismantling barracks for a buck an hour or something. So the three of us got on there, and that lasted for some

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time. My brother and our friend Leonard were still were shopping for work, and they both got-- Leonard got a job at a refinery in Torrance for a while.

Then we went to the El Segundo police chief and said.

at North Authoritan Constination
you know, they wouldn't take us on A Ke said, "Well, why

don't you try at the employment office?" We actually went

to the unemployment office in Inglewood first to check

function that A.

in. There was an interviewer/there who had turned me

the Police Chief

down. But NSS said, "Go to the employment office on

He protestal michea phone call
Imperial Highway at the plant." And I was hired. My

brother was hired as well. So I got on as a stock clerk

and he got on as a welder's helper. So we began work

there. It was in November, 1947.

My brother stayed for a while, but then he was writing to my father and mother end decided to go back and get into the family business. So he lasted I guess about five or six months. And Leonard Brightman's grandmother I think was either ill or very lonely for him. His mother and father had died, and he was living with his grandmother and aunt. So he decided to go back. He went back first, I think maybe even before Christmas, in '47. My brother went back in, I think, Echrung, March '47. So there I was at North American Aviation.

CONNORS: You were working first as a stock clerk. Did you

distribution of the contract o

stay at that particular job for long?

SCHRADE: Yes. But soon after -- The next level job was called expeditor. It was probably a two or threa level job, an "A,B,C" or something at different levels of work, in that classification. And I got that soon after, because it was a little higher pay and so forth.

CONNORS: Was it posted? Or did you just hear that there was an opening there and you put in for it?

SCHRADE: Jobs weren't posted at that point. You heard about them, or your assistant forman or lead man would tell you about them. And so I did get that job.

CONNORS: Talking about that stock clerk job for a minute,

I suppose that was mainly just watching the--

SCHRADE: Storeroom.

CONNORS: Yes, the storeroom.

SCHRADE: Yeah, and keeping track of materials, putting out

materials.

CONNORS: But that would have been parts, not so much

tools. That would have been a different --

SCHRADE: Parts and tools.

CONNORS: Oh, parts and tools.

SCHRADE: Yeah, yeah. It was a main parts and tool crib of the experimental department, which was an isolated building with special security arrangements, because at that point they were building the first jet airplane modeled after the German Messerschmitt, which was parked out in the back-

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yard. And here again, the German espect of my heritage came into play, because practically everybody in the supervision in that department, including the top superintendent of the department, were of German descent. Some of them had been in Germany during the War or had migrated earlier and had wound up in the aircraft industry because of their German experience. So here we were building the first American jet fighter based on a German design, using German technology, through these supervisors, in a way similar to building the stomic bomb.

CONNORS: In that department, I guess it would have been separate from the main production ereas.

SCHRADE: Uh-huh. [affirmative]

CONNORS: So did you get to know any of the other guys in say, the main production? Do you have a sense of what the work force was over there, as far as--?

SCHRADE: Early on, no, because I was stuck in that

department and couldn't leave. You were isolated there and toleave you needed what was called a roving badge. But one of the influences on me were the tool and the makers who would come from a building maybe a half a mile away, who were working on the jigs and fixtures to begin structuring this first jet fighter. They were a very high skilled group.

In fact Rudy Sauser, the president of the Alocal was in that although I wasn't aware of that early on. That's

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where I first began thinking and talking about the union, because a few of the were heavily involved in union work in our local and began talking to me about union, at the wary first point.

CONNORS: What did an expeditor do?

SCHRADE: Well, an expeditor was, in a way, a

troubleshooter. If there were parts not coming back into the experimental department from other areas in the plant, you would go out and see what the problem was and try to work it out with the operator or the supervisor on that particular thing for if there were materials needed by the toolmakers, or tools, any kind of thing that was needed in the experimental department. You also ran paperwork through to see that the engineers were adapting to changes that were going on in this whole process. So you would move blueprints up into the engineering department and say, *Look, the tool and dys makers want this rather than this, and the mechanics want this rather than this." And so the redesign was constantly going on as a result of this whole process in the experimental department. So you began knowing the whole manufacturing system that way. You got into every area of the plant.

CONNORS: And the engineers, though, were separate from-Did they ever come down to the floor where you were working
and confer with the mastercraftsmen?

SCHRADE: Yeah, they would come down and check things out. They'd have to. There also a group of people called planners, who would write up the processing and assembly tickets so that everything was done in accordance with the blueprint. So you had a ticket with every job, every part every assembly, everything going on. so the engineers and the planners would be coming down, or you would go to them, particularly on emergency stuff. And that's where the expeditor came in to really put these things all together so that the job got done. So you're in a way a troubleshooter, expeditor. You got to know everything. CONNORS: So by telking, though, to the tool and the men, you started to get the union idea. Now, you were certainly aware of the UAW [United Automobile Workers], I suppose, at that point.

SCHRADE: Not too much, I don't think. I'd heard of Walter [P.] Reuther, because he was coming up-- He became president in '46 and this was '47. And I was reading about him. But never any really important connection, except in talking to people there.

And then during early '48, the international union and the local/combined to carry on organizing at North American Aviation. So there were leaflets at the plant. I would meet people at the plant gates, take the leaflets, read leaflets, talk about them in the department, and kind of

Or what would would be self to the self to

get some concept of what was going on. Finally, along about April of I decided to join, because the guys in the tooling group persuaded me that it was a good idea. was accepting leaflets and getting some information that way. So I said, "Where do I join." "Well, you can go to: the union hall, or there are organizers around the plant." Well, there were none in the department. And so I found out about guy who was working in the sheet metal department, maybe a quarter mile away in another building, and I walked over during my lunch break. I still was not an expeditor with a roving badge at that point, so I couldn't do it during work hours. So I went over and signed up. I remember he was a wonderful guy. He's named Oliver Green, and really one of the best organizers the union had--in-shop, a really good guy. And as a result of signing up with him, he either reported it, or it came known in some way, but the next day, the president of the local came over and visited and said, "We understand you walked across the plant and signed up. Not many people do that, and there aren't many -- "

CONNORS: This was Sauser?

SCHRADE: No, it was [E.E.] Parkos at this point, 1948.

Sauser was defeated either in '48 or late '47, because he was still president in '47. So it was during that '47-'48 period where Parkos became president. Amazing

personality. He came up on a white bicycle with his name on it: "E.E. Parker" in big letters. He was a lead man in the maintenance department, so he was around a lot on his bike doing work for the union as well as for his department. And he said, "Look, you seem to be interested in the union. Why don't you come on over? we'd like to talk to you about that."

So I talked to the guys at the tooling group in our

department, and they said, "Well, he's kind of a nerd" -- we

didn't use nerd in that period -- "but at least go over and

talk to him. And there's a chairman of the bargaining committee over there who's a pretty decent guy, and he'll probably let you talk to him." So I went over that night, lewis B. and I met Lew Stowe, who was chairman of the committee, and he said, "Well, we don't have any union representation in that department, and there's probably less that the percent

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know anything. I'm new." And he said, "We'll break you in." So Stowe said, "Well, we not only need a steward, we need a committeeman and five stewards in that department." So I became a committeeman, just being recruited that way. And so I spent some time that

membership in that department. So what we need is some

stewards and committeemen." I think Parkos had mentioned

to me that they needed a steward in my area. And he said,

"Come on over. We'll talk about it." And I seid, "I don't

evening--

CONNORS: So it just by appointment?

SCHRADE: Yeah, because there wasn't an active membership in there. They said, "We'll have to post and open up the job to anybody who wants to run." Nobody wanted to run. So we worked over contract, talked about grievance procedure, but mainly did organizing, because that's what they were trying to do. They certainly wanted the grievance procedure working, but it was mainly an organizing effort. And that's what I mainly got into, and with the help of a lot of really decent guys in the tooling group and a few others in the experimental department who had been long-term members. But they said, "Look, you're going to have a lot of difficulty in here. We're dealing with all these German supervisors, and they're going to come down on you pretty hard." And I said, "Well, that's okay. I'm used to that in my family and stuff, so--

And it was true. We did have a lot of difficulty. It really kept me isolated a lot of the time. But during lunch break and rest periods we had during that period, I was able to get around. I began recruiting people and appointed stewards. We always posted for elections, but nobody ran. We really had to get volunteers at that point. CONNORS: What was the percentage of UAW-organized people at North American at that point?

SCHRADE: It was probably 35, 40 percent with a maintenance of membership, meaning once you joined, you had to stay in the union until the end of the contract. Escape periods annually. It was really a very weak system, and great problems with heavy turnover. North American went from like 90,000 people down to 5,000 in 1946. And then there was this buildup with the jet fighter going on, so you had a lot of new people, a lot of people from the Machinists Union (International Association of Machinists) coming, and a lot of rotation—people going from contract to contract in the aircraft industry.

CONNORS: Workers who had been in the Machinists elsewhere, say at Lockheed [Aircraft Company] or something--

SCHRADE: Or Douglas [Aircraft Company].

CONNORS: -- and then moving over to North American, but coming in--

SCHRADE: Into North American.

CONNORS: And not joining UAW, but--

SCHRADE: Just being there. Hecause there was no requirement to join, and those people who really felt strongly about the union would sign up. Some of the best people in our union were mine workers who came from West Virginia or Pennsylvania. They were the hard-core union types, wonderful people. But there was no requirement to join. And the aerospace industry was really an open-shop

association. There had been many battles against the union, hard-fought battles, by the companies against the Machinists Union as well as the UAW, and particularly against the UAW. It was considered a communist-run union, and machinists battled on those grounds against the UAW in the professional and so forth. And there was this tremendous competition between the IAM and the UAW, which continued during my early years in that period.

CONNORS: Red [William C.] Aston and Bill [William C.] Oxley and Paul Russo to some degree all spoke of the sort of guys who were these tool and type men, who were just for some reason very genesiance and articulate of what the union was and what it was supposed to be, and very active in spreading that word. Why do you suppose it would be concentrated in that group? Would they have been like autoworkers back east, perhaps, who had made the shift to--BCHRADE: Well, some German, some English, not many, but a very strong, socialist or union background. And I think that the experience and the education of a skilled group also leads people to believe that the union is a good thing and a legitimate way to organize yourself to improve your own situation. Toolmakers are also interested in other people joining in support, so they had interests outside their own particular group. They were not just a very

self-interest kind of group. In fact, that's one of the reasons they recruited me. "Go out and organize this place. We'll back you up. We'll help you out" and this sort of thing, because they saw that they were in a weak position if there wasn't a strong union throughout the whole corporation. I think it's probably a good general rule: the higher the skill, the higher the interest and commitment to unionism.

CONNORS: Well, in your case, then, you must have had some kind of conversion experience. You know, they approached you, and somebody said, "You seem to be interested. Come to these meetings." You must have gone through some sort of thinking that said, "Well, do I really want to be that close to this activity?" There must have been options that you were considering, because, for that matter, you could have been recruited into management. That was one possibility.

SCHRADE: A real possibility.

CONNORS: Why did you stick with the union and say, "Well that's what I want to identify myself with"?

SCHRADE: Because I think of the social position of my family, which, in a way--I didn't really understand this or articulate it during that period--but my family in Germany worked for the monarchy, sort of the gardeners to the monarchy. In Seratoga, as florists and landscapers, we

were working for the Vanderbilts and the Whitneys, kind of this gardener roll. So there's some sort of class distinction that i, in some way, felt and rejected. I thought it was really bad in some way.

The other thing was that, working around the racetrack, some of our heros were the jockeys: Longdan, [Eddie] Arcaro, Bellhouse, the steeplechase jockey. during our leisure hours, when we weren't selling newspapers or parking cars -- which was also part of our family business because we were so close to the track--we would associate with stable hands. And one of the distinctions I recognized later is that the two stables on our street, right next door to us, F. Ambrose Clark of the Clark Knitting Mills had this stable of steeplechase horses. His stable hands were Scotch of Irish, he coming from an English family. His wife had a competing stable down the street where all the stablehands were black. we were not accepted in his stable, but we were among the blacks and the jockeys and the exercise boys down at the cornerA So we walked horses, we associated with the stablehands and got to know a lot about the horses and that sort of thing. And one of the career goals of a lot of Saratoga kids was to be jockeys. But we began to get too They've got to be around 100, 110 pounds, and that's it. And the other distinction I recognize now is that, in

parking cars -- My mother parked cars around the house. had certain land mear the greenhouses where my father parked cars, which was an extra income for us. And then again, we were so close to the racetrack, we were the closest parking areas to the track, so it was very attractive to people. The chauffeurs of all the wealthy families would line up their cars on our street, and the chauffeurs would associate with my mother for water. had the faucet going and the pitchers and glasses out. And they'd just hang around until they're called, you know. And the call would come from the clubhouse, "Mrs. Vanderbilts car", and then the chauffeur would jump, ba And these were mainly black, Irish, English chauffeurs, too. It was kind of a -- We saw that aspect as well as going out to the Whitney and the Vanderbilt houses to plant in the gardens, but very limited access to the grounds and that sort of thing. So, I don't know, maybe that has something to do with my formation.

But in getting into a factory *ituation, again, the distinctions are there: the supervisors versus workers. And I think the toolmakers and getting to know Lew Stowe and the guys in the union created in my own head that we had to organize ourselves in order to do any better. None of this was going to be given to us. We had to fight to get it.

What were you making when you first went in CONNORS: there, even, say when you hired in as a storeroom --

About minety cents an hour. SCHRADE:

Then when you went to expeditor, you got --CONNORS:

Probably a dollar, a dollar five. Something like SCHRADE:

that. Very slow pace, upward.

One of the problems was the aircraft industry association [Southern California Aircraft Industries (SCAI)], with government intervention -- This was one of the plays such an important role as the major customer, even though there's a commercial customer. A very minor part of North American Aviation, now Rockwell [International customer#. A very minor part of it is commercial, even STATE organization in the factortoday. So the government was generally on the side of the in the factory as well as politically to do M^{Col} (North all the problems that we had there, because of the M^{Col} government. And the government and the M^{Col} (M^{Col}) ($M^$ organization in the factory as well as politically to deal The point of the source of the the policy of the pol the wartime roots -The industry argument was that these so skilled that you had to have all these various of the property of levels, A,B,C,D,E, and F. So you start the second of the property of where \mathcal{U} levels, A,B,C,D,E, and F. So you start at a very low level \mathcal{U} and by merit review von wort

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you needed a promotion to get to the next level, and merit onto the next, so very slow process. Really a very beautifully contrived way to keep people at very low rates of pay and arguing skill level, while at the same time never comparing that with wages in lower skilled work, like in a auto factory, rubber factory, steel factory, and so forth, with always even the highest rates in the plant being well below other factory scales with similar work or lower-skilled work. And that became the principal issue over which we organized and fought, and finally won over the years, in a way.

CONNORS: As you got to know the plant and the company-- I know that, early on, North American was a fairly paternal organization even before the war, and [James "Dutch"] Kindleberger was very much of a presence. When you hired in, was his presence felt?

SCHRADE: Oh, yeah. And he was really well respected by many people. He was out fighting for contracts and was a decent person running the company. He would make jobs, decent jobs for people and that sort of thing.

CONNORS: Did he ever show up in the plant?

SCHRADE: Occasionally he would, yeah. He would walk around occasionally.

CONNORS: Of course, we may get more into this when we start talking about the 1953 strike, but could you feel, or

did people talk about the repercussions of the 1941 strike, even at that point when you hired in? Were people reluctant to take, say, a militant stand on grievance resolution or something because, "Wow, we really got whacked back in '41"? Did that sort of thing--?

SCHRADE: That was there. That was part of it. The union was not considered a legitimate organization because of that struggle, which is a struggle that had to be made and unfortunately was destroyed by the intervention of the army and [Franklin D.] Roosevelt. And there was the split between the right wing and the left wing, the attacks on the leadership of the UAW at the time for being communist or communist controlled.

CONNORS: Did guys talk about this at that point when you're--?

SCKRADE: Well, it got into the politics because—One of the things that I learned early from being recruited, first by the president of the locals, Parkos, and then by Lew Stowe, that Parkos is one faction in the local, part of the R. [Roland] J. Thomas group also connected with Dick [Richard T.] Leonard and George [R.] Addes, therefore considered the left wing of the union, and Stowe was connected with the Reuther caucas, although there had never been a strong Reuther caucas either in the local or in the western region. Reuther, who was elected in '46 and then

again in '47, never really got any support out of Region 6, because the regional director at the time was part of the Thomas-Addas-Leonard faction, although relating in personality more to R.J. Thomas.

CONNORS: Who was the regional director at that point?

SCHRADE: C.V. O'Hallaran. Cyril V. O'Hallaran, who I

guess had been elected like in '46, '45, '46. There was a

period when a guy from local 406, Lew Michener, had been

director, and who the was director during the aborted

strike.

So there was this problem of the CIO having this reputation of being communist controlled along with the fact that the union had never had a really successful militant struggle against this corporation. And so those two things were into play in the politics of the local when I came aboard in 1948 and continued through that period. think that I was attracted more to Lew Stowe because he was a very confident guy and militant in terms of the company. Parkos, something of a nerd himself, was also not only incompetent as president, but under the control of some of the other officers. He was just sort of there as a front guy, drank a lot, ran awful membership meetings, and But also very soft on the company. So he not respected. wasn't the person I would follow at that point. was more into really pushing hard on grievances and pushing the company and into the Reuther caucas. I began to really identify with the seuther caucas at that point.

TAPE NUMBER: II, SIDE ONE
JULY 1, 1989

CONNORS: Let's start this by going back and touching on a couple of things that we touched on last time. We were trying to think of a big finance family in upstate New York, but we couldn't think of the name. And I said Rockefeller and think it was Morgan.

SCHRADE: No. Nearly just had it. It's with a B. Simon was the father. [Bernard] Baruch.

CONNORS: Baruch, okay.

SCHRADE: Baruch. Yeah, he was the guy, the financier who used to sit on park benches—I don't know how many times he did that—and sort of gave advice. But his father had some interest in the mineral waters there. So Bernie Baruch gave some money to the state [New York] to research on mineral waters. And on of the other interesting things about mineral water is that the one that's bottled in Saratoga today has just been given the number two slot for seltzer or carbonated waters, since we're into this whole thing of importing Italian and French, with Perrier being—But Perrier got knocked down in blind testing, and Saratoga water came up as the number two, and the number one was some little-known and not available Italian water. It's really part of my history. I love that water.

CONNORS: We were talking last time about the coming of World War II and the situation, but we neglected to mention the fact of the Depression preceding that and how that affected the family. If your father was in business for himself, was it touch and go for him for a while? SCHRADE: Yeah, because flowers for weddings, funerals, and flower boxes and urns and gardens and so forth becomes a low priority item when people don't have the money. that affected us pretty deeply. The other thing was that my grandfather and uncles were sort of taking more out of the business than my father did. He was the hardworking, on the job all the time guy running the greenhouses. And I remember -- and I was thinking about this the other day -- I went out and had a couple of pairs of shoes with holes in them, soled and I can remember putting cardboard in holey shoes just to preserve those shoes, getting sopping wet in the snow and that sort of thing. One other very important memory is that some of the food we got was shipped up from my grandparents' bakery in Poughkeepsie. We used to go down to the post office, and a box of two-or-three-day-old bread would come in, and we'd toast it, and we'd have really good bread. But it was part of the way we got through that period. So we were always working in the greenhouses. We were helping out that way. And why we had jobs after school occasionally, I did a newspaper route,

and during the summer we did everything we could to make a little money.

CONNORS: You also spoke about having eye operations that were meant to repair an eye problem so that you could, in fact, join the army. Was this eye malady something that had been ongoing through childhood?

SCHRADE: Yeah. Actually, I didn't really understand what the problem was, but I have very little sight in that eye, which is not repairable. I only found that out later in life. So the operations I was going through were not necessary in terms of getting sight back. I still don't have sight in that--

CONNORS: So did you spend a lot of time in hospitals as a kid?

SCHRADE: Not a lot of time in hospitals, because generally the operation took a couple or three days, then you were out, eye bandaged, and just resting and recovering from the surgery. So it was a lot of time. It was two occasions, maybe a few weeks each time.

CONNORS: Okay. One thing, when we finished up last interview, you said, "Oh yes, I forgot to mention another person who had a strong influence on us back then, and that was Frank Sullivan." I thought maybe you would like to say a few words about Frank Sullivan.

SCHRADE: Yeah, Frank was a writer who lived down the

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