

F. Nordy Hoffmann

Senate Sergeant at Arms, 1975-1981

Interview #1

Knute Rockne and Notre Dame

(Tuesday, June 28, 1988)

Interviewed by Donald A. Ritchie

RITCHIE: We have been doing these oral histories in a biographical framework, and have been asking people about their lives before they came to the Senate. In your case, I really wanted to start with your name. Where did the name "Nordy" come from? Was it a family name or a nickname?

HOFFMANN: It was a family name. My grandfather's name was Nordhoff, that was my mother's name. So when I was born they gave me the name Francis Nordhoff Hoffmann. Well, you're "fuff-fuffing" all the way through. Somebody in my family, it could have been my sister, called me "Nornie," and that moved along until it became "Nordie," and then it became "Nordy." How all that changed, I don't know, except it was easier for someone to write, and that's where the name Nordy came from. It came from Nordhoff, which is an old family name in Seattle.

RITCHIE: And you were born in Seattle?

HOFFMANN: I was born and raised in Seattle.

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RITCHIE: In the Queen Anne area?

HOFFMANN: Queen Anne Hill, yes.

RITCHIE: What kind of a neighborhood is that?

HOFFMANN: Well, Queen Anne Hill is a middle-class neighborhood, very, very fine. It's a beautiful place to be. You're on top of a hill, but Seattle is like Rome, it has seven hills. Queen Anne Hill on the West overlooks Puget Sound and the Olympic Mountains. On the East it overlooks the Cascades, Lake Washington and Lake Union. It's up on top of a hill, and that's where I was born. I lived there practically my whole early life, but I went away to boarding school when I was in the fifth or sixth grade, to what was called St. Martin's College in Lacey, Washington. I was there until the eighth grade, then came back to Seattle and went to Cathedral School, which was on First Hill. I graduated from there in the eighth grade, and then went back to St. Martin's and graduated from there in 1927. From there I went to Notre Dame.

The first time I ever went to a co-ed school was at the Cathedral School, in the eighth grade. At Cathedral they were very strict about writing, learning how to write, and I was given a penmanship test, and I got a note saying that I didn't have to go to the penmanship class, which was great. That's basically

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where I got a lot of free time, so I played baseball. But I was often by myself, so I wasn't too much interested in missing this class, it was right after the noon lunch break and I had nobody to play with.

But my basic background was there. We were a family that owned part of the Bon Marche, which is a big store in Seattle. My grandfather was the Vice President, and we were all raised in the store. Now, this comes from a German family, and a lot of people don't understand this, but in those days when a German family owned a business, you worked in the business. As a kid I carried packages, I worked in every department in the store. Eventually, I guess, they thought that I would go into the store, and I would have, because I was very close to my grandfather. He designed a new store, which is there now, a beautiful store, but they sold it during the Depression in the 1930s. So I gave that up. That never materialized. I was born and raised in that business, but it was not to be for many reasons, including the Depression. I am a child of the Depression. I saw it first hand, and I wish to God I never had to see it because it was so difficult for so many people.

I was lucky. My grandfather had some money. I went to college. I went to Notre Dame--I was going to go to Stanford, and then my cousin, who was in the business, said, "Why don't you go East?" In those days you only had trains, no airplanes, so I went

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to the University of Notre Dame and graduated from Law School there, but it was a combined course of commerce and law, a six year course. Obviously I was going to go into the business. It was a marvelous experience, having gone there. I think that one of the anecdotes that people might be interested in was the fact that I was walking across the campus one day and I ran into a fellow by the name of Knute Rockne. Well, I was a freshman, and I don't think anybody understands this, but talking to Knute Rockne in those days was like talking to God. He looked at my size and invited me to try out for his team. This was my induction into football. Later I was made an All-American and then inducted into the Hall of Fame. And that's the greatest claim to fame that I have, because here I had never played the game, and then I learned the game from him and played for a university that never lost a game in two years, in two different seasons.

RITCHIE: Did they not have football at St. Martin's?

HOFFMANN: No, they had football, but they brought in the people from lumber camps to play, so we didn't have a chance. I was thin until I got to Notre Dame and began to sprout out. I had a desire to play, obviously that's what motivated me. I had learned to run when I was in high school. I played basketball. I

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wasn't that good a basketball player, but the first thing I knew they had me playing football!

I graduated during the Depression. You got out of school, and I graduated from law school in '33, and nobody was looking for lawyers. You were lucky to find any kind of a job, and I did every kind of a job for a long time to keep body and soul together. It was a difficult, uphill fight. I never lost the fact that I could do things, and wanted to do things. That was motivation that I had, and that my folks and grandfolks had given to me, motivation to do better. Rockne had a lot to do with that too.

RITCHIE: Could we go back a little bit? Could you tell me about your parents, and about your grandfather who obviously had a strong influence on you?

HOFFMANN: Yes. Let's start with my grandparents. My grandparents had a business in Buffalo, New York. They had a department store. My grandfather's brother had married a McDermott, and they owned the "Bon Marche" in Seattle at First and Cedar Street. When he became ill, they called and got my grandfather to sell his department store in Buffalo and come out West and take over with my Aunt Josephine. When my grandfather's brother died, my grandfather stayed with Aunt Josephine. They moved that store from First and Cedar to between First and Second,

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and Pike Street, which was more centrally located near the market. They were in that store until 1927 or '28 when they went into the new store, which is between Fourth and Fifth, and Fifth Avenue. My whole life, as I said, was working in the store. That was what I was taught to do as a young kid.

As I grew up, I began driving my grandfather where he wanted to go in cars, and I even conned him into buying me a new '29 Ford when I got to Notre Dame. He said, "It's got to have a rumble seat, and we've got to go out and look at the logging roads. He was just a wonderful, wonderful man. I loved him very much, and also my grandmother. They were so good to me, I can't tell you, they gave me every advantage that a kid could possibly have. I don't know whether I showed appreciation, but I think I did, because we were a very close family.

My mother was born in Buffalo, New York. They moved out to Seattle and my mother was married to my dad. He came from New York City. He was in Denver for a while, and went to Seattle. I mean, I can't tell you exactly what happened, but they got married, and I'm one of the kids from the marriage.

RITCHIE: How many kids were there?

HOFFMANN: Well, we only had a small family: nine. I've got a brother who is the caboose, and I am the engine. In the middle are all girls, except one brother that died during the war

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from spinal meningitis. That was one of the things that I never forgot. Dad worked for a while during the war at Skinner & Eddy Shipyard, during the First World War. He was there during the whole war. Afterwards, my grandfather owned a brickyard, so he made my dad the head of the Lake Union Brick and Fireproofing Company. It was right on Lake Union. He took that over and ran it. Unfortunately, Dad died of a heart attack. One of the reasons for the heart attack was that he used to walk home from work, and there were two hundred and fifty stairs that he'd climb every night after work. He'd climb these stairs to get up the top of Queen Anne Hill from down at Lake Union.

My father was a very quiet sort of a fellow. My mother was very gregarious. She had a beautiful voice, she sang. I guess we were all musically inclined because of my mother. But she ran a great family, a typical German family. I was telling somebody about this the other night. I can remember so vividly that every time we would have noodle soup there would be noodles hung over all the radiators drying out. Someone said, "You don't do that!" I said, "Well, we did in those days."

They were transplanted people. In fact, when my mother was a little girl in Seattle--I have pictures of this somewhere--she had the first electric Christmas tree in Seattle. And that's many,

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many years ago. They lived below Queen Anne Hill, but then they all moved up on Queen Anne Hill, and that's where the family lived. My mother came from Buffalo; my father from New York City; my grandfather and grandmother were both immigrants to this country from Germany and did very well. My grandfather, I have to say, was one of the finest men I ever knew in my life. He really was just a terrific man. He was a stern disciplinarian, but he had a soft-spot, and I knew where that soft-spot was, so we had a great time.

They were a family of hard-working people. Everybody in the family was expected to work, I mean the kids. We all had chores to do. When you raise a big family like that, you put dinner on the table, everybody has to have a part in it, including the boys. They had to wash the dishes and dry the dishes and do all the sort of things that have to happen. I guess we learned that at a tender, early age, which has never been a bad way to go. I think that that made a lot of sense.

We were taught at that time that there were a lot of people less fortunate--we were fairly well-off in those days--and we should spend time trying to help others. That just clicked in my mind, and when I got into football and out of football, hell we've been doing the same thing. We just got through working for the eighteenth year on the Vince Lombardi Golf and Tennis Tournament here in town, which has raised, at our last count, in excess of

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three and a half million dollars for the Lombardi Cancer Center at Georgetown University. That's some of the things that I learned as a kid. We had a wonderful place across the Sound. We were there all summer, at a place called Eglon, which is on the peninsula across from Seattle on the Puget Sound. We were raised out there and learned how to live off the land. I remember digging clams on Friday, because we were Catholics and we had to eat fish. I taught my father how to fish; he didn't know how to fish and how to dig angle worms, or sea worms, salt water worms. I learned a lot of things about the Sound and its operations. I remember so vividly--you know, you go back. I couldn't understand why I would see porpoises coming in, going up to the end of the Sound, and all of a sudden the fish would stop biting. This intrigued me: why had they quit biting all of a sudden? There was a fellow by the name of John Johnson, who was an old Norwegian, I think. I asked him one day, "Mr. Johnson, you go out in your boat to fish. Why is it you come in when the porpoises come in?" He said, "Young man, the porpoises are telling you there's a storm coming, and they will not bite until they go back out." So that saved me a lot of rowing, because I learned from that man.

That's the way we were raised. We were raised with the Norwegians, the Finns, we had people raising chickens for us, they raised eggs for us, we got milk and cream from Finnish people.

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They got all those provisions which my mother bought and provided for them, then they raised them and she paid them whatever it was. It was a very, very small community. The boat went out in the morning and came back at night, that was the transportation in and back to Seattle. So you were there by yourself and you learned a lot of things. I remember my mother one time, she was up baking in the outside kitchen like the dickens, which she always did on Fridays and Saturdays, and the preacher from the church walked by on the road below. He looked up at her and said, "Prepare, sister, for tomorrow is the Sabbath." And my mother said, "I know, but we're not allowed to go to church." He said, "Well, it's only for Christians, not Catholics." I'll always remember that. I got the biggest kick out of that.

You learned a lot of things on Eglon. You learned about boats; you learned about caulking boats; you learned how to fish; you learned about the water; you learned

about the elements. There were so many things that we would not have learned had we stayed right in the city. It was just a great way, and that's what my mother and dad did for us every summer, for all the times I can ever remember. Being a boy, the oldest boy, out there with my sisters, they were always trying to do everything with my hair. They wanted to bleach it, they wanted to use curling irons, and I'd say, "Get away from me, don't do that to me." I had a girls' softball team with my sisters. I played and my brother

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played when he got a little older, and we borrowed one of the girls from out there to make a ball club. We had a great time. It was living like you ought to live in this world when you're growing up as a kid. Just the most wonderful, wonderful way to grow up that I could ever think of. That's what Seattle meant to me.

RITCHIE: How was it you happened to go to St. Martin's school?

HOFFMANN: I was in Coe School, and I had made the first three grades in one year. I had gone to Kindergarten. God, I even remember her name, the Kindergarten teacher's name was Mrs. Holbrook. Now, I am going to be eighty, and I can remember that long ago what her name was. She made a tremendous impression. She had taught us so well that I passed the first three grades, and my mother and father thought that I would be better off--and so did my grandfather and grandmother--if I went to this all-boys' school, St. Martin's. It was grade school and high school, and strangely enough they cut the grades off as I moved up to another grade. I was so young that in the sixth grade they kept me there two years, because I would have gone to college when I was sixteen if it hadn't been for that. Basically, that's why I went to St. Martin's. It was a Benedictine school. They thought that the discipline and everything that went on with it, the orientation of

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making you do things at certain hours every day, would be better to train you. That was my grandfather's idea, and they were right, absolutely. It was just a marvelous place to go to school. It was four miles from Olympia, the capital of the state of Washington.

RITCHIE: And you were there right on through high school except for that one break?

HOFFMANN: Yes, except for the one year. I graduated from there in 1927.
/Reaches into desk drawer/ Think I don't save things?

RITCHIE: Oh, my, the yearbook of St. Martin's College, 1927.

HOFFMANN: But it was a great place to go. I got a little band together and we called it the Mad Martians, and we played for dances and card parties and all

sorts of things like that. I was the vocalist. They've got a picture of us in there somewhere. Here it is right here. Nordhoff Hoffmann "Nordie." See that spelling. "Sing away sorrow, cast away care." That was me.

RITCHIE: Right in the center by the drums.

HOFFMANN: This was the guy who had the band, but that was our band. We played jazz and all that sort of thing.

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RITCHIE: /Reading/ "Jazzy syncopating orchestra."

HOFFMANN: I did all the singing. But it was fun.

It was a good place to go to school. It was a boarding school. You went on a half a day on Saturday and a half a day on Wednesday. I took four years of Latin, four years of math. In those days you wound up taking trigonometry in high school, so when you went to college you were well grounded in what you should have. That was what they were really aiming at, that kind of an education was what they'd give you. So that's why I went there, basically.

RITCHIE: Was there anybody there who was particularly influential for you?

HOFFMANN: While I was at St. Martin's? Not particularly. Let me tell you one story about that. We were kids, and we went to St. Martin's by the train. At one time Tommy Sullivan, who God rest his soul is dead, had some cigarettes, and he asked me to carry the cigarettes back for him. When I got to St. Martin's, one of the priests searched my place and found the cigarettes. I didn't smoke, and they knew that. They grilled me for two days to find out who the cigarettes were for, and I wouldn't tell. Finally, the prefect of discipline, whoever was the head man there, he took me down and he tried to beat the hell out of me, to

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get me to tell. I never did tell. Chased him around the room and everything until I tired him out, he couldn't catch me. But he never did know.

That was one of the things that I always remember about that school: they were very, very strong on discipline. It was a very religious school. You went to church every morning and you had novenas. You were eating unbelievably good food. Fresh milk all the time. There were nuns there that cooked for you. They had a fellow by the name of Keifer, who was the baker, and he baked all the fresh bread. It was all the good things that you're supposed to have when you're growing up. It was a good place to go to school. Probably I didn't think so at the time, but I did after I got out of there. I hear from them all the time, they still get in contact. But that was where I had my high school days.

RITCHIE: And you thought for a little while about going to Stanford.

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HOFFMANN: Yes, I had really registered at Stanford, and my cousin said, "Why don't you go East?" He had just come back from Wharton School at Penn (University of Pennsylvania), and he said, "Don't go there, it's downtown. Get a place where there's a campus." My grandfather knew a man who was teaching at Notre Dame in the law school. He asked me, "Would you like to go there?" I said, "I don't care." I wasn't crazy about the football thing,

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because I didn't understand enough about it then. But I said, "I'd like to go." They looked it up and found out that it was rated highly for education, and I wound up by my grandfather and grandmother taking me back on the train. And here is a picture of Notre Dame, what it looked like in those days. /Points to aerial photograph on the wall/ I stayed right here in the freshman hall. It's no longer on the campus. There was sophomore hall. That was the University of Notre Dame in 1927-'28. That's the old stadium that burnt down, and they built a new stadium. In 1929 we were traveling. But that was the University that I went to. It has two lakes, and St. Mary's is over there. It doesn't look the same now.

RITCHIE: And shortly after you got there you met Knute Rockne, just by accident.

HOFFMANN: Yes, I was a freshman. I was walking across to get lunch. And I can tell you exactly where I met him. I was walking from here /freshman dormitory/ over to the dining hall, which was over here. Right about here, I was going around this building, and he came out of the main building, came across there, and met me. He said, "How are you, young man?"

I said, "Fine."

He said, "Where are you from?"

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I said, "Seattle, Washington."

He said, "Oh, the pink-faced salmon kid."

I said, "Yes, sir."

He said, "You're out for football."

I said, "No, sir."

He said, "With hands like that?"

I said, "No, sir, I never played high school football."

He said, "Fine, come on out. Nobody could have taught you wrong."

I've said that I'm going to put a statue there one day to mark where I met Knute Rockne.

RITCHIE: So you went to try out for football?

HOFFMANN: I did, but I didn't go out until my sophomore year. What I went out for was track first. The reason I did was because I was a manager, and I was asked to roll the shot-put back to the shot-putters, Joe Repetti and another guy who were putting the shot out. I watched them for about a week, and I thought it was silly to roll it back, so I put the shot back--having watched them back--and I put it at least six feet farther than they were doing it. The coach found out about this, and the next thing I

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had a uniform on. Well, they taught me how to run, they taught me how to put the shot. So I was out for track and made my letters, three letters in track. I made two letters in football. But the point was that I had learned how to run by the time I played football.

First I was a tackle, and then they transferred me to guard in 1931, before Rockne was killed. Having learned to run, and all those things that led up to it, probably gave me a step up over other people who hadn't had that kind of training. And motivation. The whole thing in life is motivation. If you're motivated, you're going to do it. This was new to me. Ted Toomey, who used to be one of our great tackles, was talking about this one time when I was making a speech. He said, "I want to tell you about this guy; this young man, when you looked in his eyes, he had the most piercing eyes to watch everything you did, and then he would come back and do it." He said, "That's how he became motivated." That's what his whole theory was, and I think that whatever success I had was not me, it was the people who were teaching me.

I remember, my father came back to see my play one time, just once, the only time he was back there. He came from Seattle and he was going to New York, and on the way back from New York he stopped. We played somebody, and I intercepted a pass. I thought, "Oh, boy, and my dad saw me." I returned the pass, oh,

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maybe twelve or fourteen yards, I didn't get a touchdown or anything like that. Afterwards, we went out to dinner and I said, "Dad, did you see me intercept that pass?" He said, "Yeah." I said, "What did you think about it." He said, "You remind me of a cow pulling his foot out of the mud." /Laughs/ Which was true, I suppose, from his perspective. That brought me down a peg or two. But it was a great education to have been privileged to play for Notre Dame and for Rockne, and Hunk Anderson and the rest of the guys who were there. It lives with you forever. We meet every two years, the '29-'30 team, Rock's last team, we go out to the campus every two years to meet. In the old days we used to booze it up, now all of us are taking pills we don't booze it up, but we have a great time because we have a rapport. Everybody said, "I never saw anything like you guys. You guys are absolutely nuts about each other." We are. We have a tremendous

respect for each other. I get letters from these guys all over the country, I write to them--and some of them don't write back, but most of them do. It was part of a growing thing that went through my life, having that kind of people around you. They were all good people that worked hard, they were decent people.

I was back a couple of years ago, and a fellow came up to me in the Morris Inn and said, "You're Nordy Hoffmann." I said, "Yeah." He said, "You've always been my hero." I looked at him

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and said, "You've got to be sick. I'm you're hero? What did I ever do?" He said, "When you were a freshman, you and Moon Mullins got arrested for keeping the Ku Klux Klan from going out in front of the campus." I said, "Are you serious?" He said, "Yes, isn't it true?" I said, "Yeah, it's true. Moon and I did get arrested." We were arrested for keeping the Ku Klux Klan from walking on our campus. They came up in masks, they were just walking right up Notre Dame Avenue. We met them and we took their masks off and everything else. I mean, we were playing for keeps. We were arrested and taken down to jail, and I remember we were down there a little while and went before Judge Hosinsky, who said, "Guilty or not guilty." We said, "Not guilty." He said, "Dismissed. By the way," he said, "erase that arrest from their records." This fellow said, "I was a freshman here, and I was never so impressed in my life. You had a lot of guts." I said, "Either that or I was a little bit nutty." /Laughs/ Probably both.

It was a great place to go to school, I'll tell you that. And my daughter just graduated from there this year. She put in her four years. Lived in the same residence hall where I used to live. Of course, it's changed a little bit, the girls are there. It's a good thing they weren't there when I was there! But the story that goes with it is to have your child go to that

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same school--and they didn't have girls until about twelve years ago. She wouldn't go to any other school. She wanted to go to Notre Dame. I've had a great life. Doggone, the Lord has been good to me. I've had nothing but good. That's all from my background as a kid. I left home to go to Notre Dame and I didn't go back except to see my father and mother. Before my grandfather died I went into the war, and that's kind of a story that tells you what there was between he and I. My grandmother had died earlier. But my grandfather was alive when we came back into Seattle from Honolulu with casualties and people who had to go to hospitals from Hawaii. We had taken troops out and came back with these ambulatories, as we called them. We got into Seattle, oh I guess it was about two o'clock, tied up at the pier, and I took a cab and went up to see my grandfather. He was ninety-six or ninety-seven, and he was lying there on the couch. He had just had his lunch. I went up there, and unless you're German you probably won't understand this, but he got my hand and held my hand--we

always did that, we were great hand-holders. He held my hand and said, "Oh, it's so good to see you back." I said, "Well, it's over now, everything's going to be all right." He said, "Oh, I worried so much about you, all the time it was going on." But he said, "I'm glad to see you back."

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Well, lo and behold, I went back to the ship, because I had to do some checking, and I came back about seven o'clock, and I got back and he had died. The nurse said, "He said, 'Just tell Nordy I'm happy and everything is peaceful', and he just went to sleep." Everybody said the only reason he kept on going was because I had not come home, and he wanted to see that I was all right. That's the kind of a thing that sticks with you, and gives you an idea of what kind of a family it was. We had a real great family, they were really terrific, cousins and aunts and uncles. When I think of those things, and think how lucky I was to have that kind of chance to get raised with that kind of people around me all the time, you've got to do some good in the world, you can't be all bad, because they were all good.

RITCHIE: Well, can you tell me also about Knute Rockne, who was such a legend. What was he to you?

HOFFMANN: Rockne was one of the special people in my life. Rockne was a motivator. He was a man who was teaching you, although he was teaching you football, he was teaching you that football is an experience in which you are now progressing beyond college and are walking into life. He was the other man who drummed into us, day after day, that those people who are here and are less fortunate, you ought to stop and listen. He said, "Never walk away from somebody who tries to tell you something, because he might be asking for help." I'll never forget that. I've

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thought that all my life. About two years ago, you know what's happened here since they fixed that place up for the people who don't have homes, Mitch Snyder's thing [shelter sponsored by the Community for Creative Non-Violence]. We have a lot of people who come up here and they're asking for hand-outs. God bless them, they're having a tough time.

There was a lady across the street, and I was across the street, but I was in a hurry because I had to get downtown for a meeting. She tried to stop me and I just brushed her off and got in a cab, and then I said, "Oh my god, what have I done." I said to the cab driver, "Go around the block." She was still standing there. I said, "Lady, I'm sorry, I walked away from you and you were trying to say something, what was it?" She said, "I'm hungry." So I gave her some money and said to the cab driver, "We're all right now." She said, "You mean you came all the way back? God will always bless you," and waved. Now that was what Rockne taught me. You ask me what he taught me, he taught me to always listen when somebody is in real trouble. You may walk away from somebody who's going to jump out of a

building, and if you'd have stopped to talk to them maybe it would have made a difference.

Rockne was a teacher that didn't embarrass you in front of anybody else. Whatever he took up with you, he took up with you. One example of that was at one point in time we had played a

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game on Saturday and Tom Conley, and Marty Brill, and I think Johnny O'Brien and I had gone to a speakeasy to have some beer. It was right at Notre Dame Avenue, and there was a drugstore right at that particular point, where Rockne's car was parked when we came out and raced to get the streetcar, so we'd get back in time for dinner. Everybody said, "Oh, he saw us." I said, "Hey, he didn't see us, no problem."

The next day, when everybody who had played the day before was supposed to take it easy, he told everybody not to wear pads except four people, and he named the four of us. He never said a word to us, but he scrimmaged us on Monday, Tuesday, Wednesday, and Thursday. The four of us scrimmaged for four days before another game, and we were tired. That night he said, "I'd like the four of you to stay here." So the four of us stayed there. He said, "Gentlemen, I hope that that beer is sufficiently worked out of your system." That's all that was ever said, but he taught us a lesson. We never went back for beer the rest of the time we were in there! That's the way he taught you. He taught you individually, and he didn't make it general public information.

He was a perfectionist, and he wanted you to be a perfectionist. I think the best story of that was told by my father, and by Rockne the night before he left. He came back from Seattle and he'd seen my father. My father told me this story

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too. He said that Rockne was out there to speak for the Studebaker Corporation, and all the dealers west of Denver were in the hotel in Seattle. My father went up to the head table afterwards and he said, "Mr. Rockne, I'm Nordy Hoffmann's father." So Rockne reached in his pocket and gave him his key and said "Go up to my room, I'll see you in a little while." After he got through he came up and said, "Oh, it's so good to see you." And they talked and yakked. And he said, "Have you got a problem, Mr. Hoffmann?" He said, "Yes, I have. I think my son is becoming conceited." Rockne looked at him and said, "Mr. Hoffmann, don't worry about that. He is not conceited. He is justifiably proud that he can do that job better than anybody else, and let me tell you, Mr. Hoffmann, he can. And he knows it. But that is not conceit. We knock conceit out of them in one play." My father told me this story and Rockne told me this story, so I know it jives, it wasn't something he just made up. That's typical of Rockne. Rockne was as proud of whatever I could do as if I had been his own son. He was that kind of a man.

He wanted to help you be a better person when you got out of school. He was teaching you all these little things, which probably most people wouldn't even look at. We had a guy by the name of Dick Donahue, who's still alive. Dick was always late for practice. There was a big clock up on the tower there and at a quarter after four you were supposed to be there. One day we were

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out there and Donahue hadn't come out yet. We were all getting in a big round circle for calisthenics, that's the way we started to practice. Lo and behold, the gate opens on Cartier Field, and in comes Dick Donahue, and he lumbers across. Rockne waited until he got right up there and he said, "Thank you, Mr. Donahue, for coming for practice. We can begin now that you're here." Donahue was never late again for practice. That was his way of teaching somebody.

He would go out of his way to help people. He said that if the people had the desire to do it, he could give them the tools, which he could. He gave it to us, there's just no question about it. What the hell did I know about football? I'd never played it. And to go to play at a place like Notre Dame? Why, it had to be somebody, and it wasn't me, I'm telling you that. He drilled motivation in, and he wanted to prepare you for life. This was only a stopgap as far as you were concerned, but it was something that would make a contribution into making you a better or a whole person when you got out of school. I don't know what more I can say about the man, except that he was just one of the most wonderful men I ever knew. He had a tremendous effect--he still has an effect on us.

I just recently went to South Bend when they had the Rockne Hundredth birthday stamp unveiling, and I was asked by President Reagan to go out with him on Air Force One, so I did. It was a

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big day as far as I was concerned, because this memorialized a man whom I felt was really worthy of it. Going back and thinking about what he had done for me as a kid, not that I ever became anything great, but I mean, his greatness in being able to diagnose what turns you on and off, to me that is the greatest thing in the world. But that's the way he was. He was always, always a gentleman. Rockne said in 1929 we were the ramblers, because we had no stadium and so we traveled. All our games were on the road.

RITCHIE: The stadium had burned down at that stage?

HOFFMANN: Yes, the stadium burned down and they were building the new stadium, which is there now. He said, "You are playing for a great university and you ought to look the part." He said, "The traveling squad will not wear sweaters, they will not wear tee-shirts, they will come out with a tie and coat (he called it a jacket), and you'll be dressed that way when you're going anyplace representing

the Notre Dame football team." We went to go out of Plymouth one time, I think we were going to play the University of Pennsylvania in Philadelphia, and three guys came down in sweaters. Now, these were three starters, whose names I would not reveal to you or anybody else, and these three starters Rockne took a look at them before the train got in

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and said, "Manager, would you take these gentlemen back to the campus and get their jackets and their ties. Now, if you can't make it back here in ten minutes, don't bother coming back." They never made the trip. That's how he taught people a lesson. He felt that if you were going to be good enough to play for Notre Dame, you were representing a great university and ought to look like it. That's what he made you do.

RITCHIE: That says a lot about him. I guess more people are familiar with him from the movie with Pat O'Brien. You must have seen that movie many times. How accurate a portrayal is that?

HOFFMANN: It's pretty accurate from the standpoint of George Gipp, and O'Brien did a good job in that movie also. It was realistic, there's no question about it. There was a lot of stuff they threw in that probably didn't belong, but by and large it was accurate. It was a good movie and it told something about him.

RITCHIE: I remember the locker room pep talks.

HOFFMANN: Right. Oh, those were great. He gave those. I'll never forget Southern Cal. We were playing Southern Cal in 1930. Southern Cal was undefeated and we were undefeated. We were going to the coast and we were kind of a beaten up team. We had a lot of injuries. He looked at us. There was a training table and I was sitting right at the bottom of the training table

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and he was standing over there looking at us. He said, "Gentlemen, I salute you. You've done everything. You've won for the university, you've won for Our Lady, you've done everything you possibly can. It's just too much to ask you to go out and win another one. Just go out and play like men and don't worry about anything because in my book you're the greatest bunch of men I have ever seen." Then he stopped and he said, "There is one thing I would ask of you. Moon Mullins" (who was a full-back) "comes from Alhambra" (which is out in Los Angeles). And he said, "If you would get fourteen points in the first half, I would let Moon start the second half, because there's thirty thousand people from Alhambra in here just to see him play."

Well, we tore off the locker room door going out of that place. We went out and scored twenty-eight points--and they called two touchdowns back in the first half.

We were just alive, and he started Mully in the second half, as he said he would. He had us so high we could have walked on top of that stadium without even touching the ground. We were ready to go because here was a guy we loved, we'd played with him, and Rock said we ought to do one for Mully. And Mullins was a very popular guy. Moon went out and started the second half, and somebody hit him too hard, and Bert Metzger took him to task out on the field, didn't cause any problems, but that's the way he motivated us. How he got our team back up is a longer story. It started in

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Tucson, Arizona, when we were playing there. I might as well tell you this, because it gives you an idea of the man. We were at the University of Tucson and we went to work out. Tom Conley and Marty Brill--I always say these guys together because we were always together, we were just buddies--we went out to the field and one of us tried the dressing room door (there were big doors on both ends where we were supposed to dress). I don't know whether it was Tom or it was Marty who tried the door and said, "The door's not open." I said, "Well, how far is it from those mountains down to here?" Well, Tom was the captain. First thing, the guys didn't even look at the door, they came out and watched us. Rockne comes out, and we were supposed to be dressed and on the field at ten o'clock, it's now ten-twenty and we're not even dressed because the door wouldn't open. Rockne came in the dressing room and the door's open--it was just stuck. He said, "Get dressed." We got out on the field and he said, "Gentlemen, I've called you together to tell you: I have phlebitis and I think I'm going to get the evening train and go back to Chicago. You don't need me, you're not listening to me." As a result of this, everybody just hung their heads.

Well, I think we had seven defenses against Southern Cal, and we had our offenses, and so Marty spoke up and he said, "Mr. Rockne,"--we always called him Mr. Rockne--"give us another

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chance." He said, "That was tough that that door stuck, but why should I give you another chance? I'm not going to get another chance with phlebitis." We said, "Please give us one more chance." He said, "All right, I'll give you one more chance. We will be back out on the field at one o'clock. Go back to the hotel, get your lunch, and be back out here at one. I will question ever member of the offensive and defensive teams" (we had to play offense and defense, we didn't have two ways to go then) "and anybody misses a question, I'm going to get on that train."

I tell you, we went back and we studied every defense and every offense. He questioned every single guy on that traveling squad, and nobody missed a thing. He said, "Okay, I'll go to California with you." That's where the football game was won, just on a stuck door. This is what it was. It wasn't planted, because we didn't

know the door was stuck, but that's how he turned that around to make it the most important thing there was. That was his ability to do. That's the way he was.

RITCHIE: And he'd get you thinking like a team, pulling together.

HOFFMANN: You'd better believe we were thinking like a team, because if anybody had missed the assignment, the rest of the guys would have killed him. So everybody went back and studied.

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Nobody ate lunch. They just studied. Boy, I can remember that day, even though it's been a long time.

RITCHIE: Did he really tell stories about "the Gipper?"

HOFFMANN: He did not when I was there. He was sick one game and Tom Lieb took us to play Northwestern. He was assistant coach at the time, and Bonnie, his wife, sent a wire to us to do good. Lieb got the telegram and got all welled up and said, "I can't read it, I'm crying." Moynihan was the center, and Moynihan said, "Give it to me, I can read English." So he read it, and it was the thing that turned the football game around.

RITCHIE: What was the telegram?

HOFFMANN: The telegram said: "Please do your best for Rock." He did have a lot of stories that he gave you. Most of the stories were true stories. He knew how to motivate people, like the thing at California. You know, you've done everything you could and we don't want you to think you have to go out there and win again, and we were dying to win because we wanted the championship. But he wanted to see if that would just kind of eat at us a little bit, and then he gives us this bouquet of roses, Moon Mullins, to go on. Then he gives you the thing about learning all the plays offensively and defensively.

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Some of the guys had not been doing too well in that, and it was lousing up our formations, so he made everybody go back and study them. And he knew that we would kill the guy that didn't know, because Rock would have done back. I mean, that's the way he did. It was just remarkable the way he could sense what was in your minds. He just did it so beautifully.

RITCHIE: And you were undefeated both those seasons.

HOFFMANN: Yes, '29 and '30. Ran though both seasons. And he was killed March 31, 1931, after we had completed those two seasons. I played one year afterwards.

RITCHIE: That must have been a terrible blow for you when he died.

HOFFMANN: Probably the worst blow I'd ever had, up to that point, because the man was so close to all of us. I tell you, you couldn't believe walking across that campus at noon when we found out that he had been killed in that airplane crash. It was just an unbelievable thing, in Bizar, Kansas. It was a very, very sad day for all of us, and it stayed sad for a long time. It was one of the biggest funerals I'd ever seen. Well, the Lord knew why he wanted him. He had just become a Catholic not too long before that. He had a rosary bead in his hand, and he was going to California to talk about "The Spirit of Notre Dame," they were

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going to make the movie. And that's where he got lost. It was a very sad day for all of us.

He had greatness in himself and he transmitted to you the fact that you ought to be proud that you were there, and proud that you were playing for Notre Dame. That all worked on our minds, it was a very, very difficult problem that we had to handle. We did handle it, and we came out very well after it was over, because I think most of us felt that's the way Rock wanted us to go. Rockne always will be a legend, and a strange part of it is that all those young men that were on that football team, we never called him anything but "Mr. Rockne." Not coach, not Rockne, not anything, only Mr. Rockne. We had that kind of respect for him. Now for kids the ages we were, I was about eighteen or nineteen, and some were younger and some were older, we all had that same respect for him. That is a lot to say about the man.

RITCHIE: So your program was really a six year program at Notre Dame and you stayed for law school.

HOFFMANN: I wasn't finished until '33.

RITCHIE: And for a period you stopped playing and you coached, didn't you?

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HOFFMANN: I coached two years, as an assistant coach. I don't think I was very good, but then that's neither here nor there. We coached two years and then they let us all go, and Elmer Layden came in and took over. But that was the university. It was so tough when we got out of school. Nobody wanted to talk about anything but football. They didn't want to talk about putting you to work, or a job, and that's what we wanted. And it was tough, I'll tell you. I lived through the Depression. I hope it never, ever happens again. But it taught us a lot of things that we learned to do for ourselves that we wouldn't do before.

I think we were maybe taking too much for granted. That's what this thing is telling us now, this horrible drought we're having out West. I lived in Kansas

during that time, and I know what the drought was. I saw the dust storms. I was coaching out there at the University of Wichita, and it was tough, it was really very, very rugged. I suppose it was to teach us a lesson, I don't know, but those things, what they do to those poor farmers, it's just unbelievable. And then three or four more years you've got the caterpillars coming out eating the corn. All those things teach you to get your act together, as they say.

RITCHIE: Did you think of yourself as becoming a coach?

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HOFFMANN: No, I did not. But I was asked to coach, by Hunk Anderson, coach the line, guards and tackles. He thought I could do it, so I did. Moose Krause says the only reason he wasn't a great player was because I coached him! We're very close friends and we just kid each other about it. But I coached there, and it was tough going through law school, because I had to do a lot of scouting, and I was out of town a lot. But we made it. You just put your nose to the books and got going, when you had the time to do it. It was an interesting experience coaching. I coached a little bit after I got out. I left there and then went to work at the White Motor Company, and then went back to coaching at the University of Wichita. I didn't like coaching there. Coaching was fun for me to do, but I didn't like the University of Wichita because it was a city university. Everybody could call you up and tell you how bad you were doing, and what you were doing wrong as a coach. I said, "I don't need this!" So I quit, resigned and went out to Seattle. I lived in Seattle for a while, lived in Bremerton, Washington, for a while, and tried to get things together. Then I came back East and went to work for the Curtiss-Wright Corporation in Pittsburgh.

RITCHIE: What kind of a business was that?

HOFFMANN: They were making hollow steel propeller blades. I worked there and became interested in the union. The Tool and Dye Makers kept saying to me, "You're a college graduate. You played

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football. You ought to get involved in the labor movement." And I didn't like the labor movement, because I didn't particularly like one particular thing, which shall go unmentioned because I'm still in this city. But I really and truly didn't like it too much, but I had a great respect for the Tool and Dye Makers, because they were a unique people who could create. Finally, I went in to Pittsburgh and saw Clint Golden, who was a vice president of the Steelworkers, and he took me in to see Phil Murray, and Dave McDonald. They offered me a job to go to work for them. I still wasn't convinced, and I was working the night shift at Curtiss-Wright, on Neville Island. They [the management?] sent a messenger to tell me that if I needed any money to fight the union, they would make it available. Well, that made me mad. I said, I'm going to go into the union, because I don't like this.

This stinks. So I did, I became involved in the trade union movement, went up to work in Pittsburgh, and settled some strikes. Wherever Phil Murray assigned me, I went to do those kind of duties. I think it was very, very interesting that it would be at that time in my career that I would do this, because there was a lot of unrest in the labor movement at that particular time.

RITCHIE: This was about 1937 or so?

HOFFMANN: This was about 1939. So I went to work for him, and whatever assignments he gave me I did. Finally, I guess in

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1943 I enlisted in the Navy. When I got out of the Navy in 1946, Phil Murray said to me, "Where do you want to go?"--going back to my job. In the days before I left I was doing research for the International Union in Pittsburgh, and I was also doing a lot of comparing notes and redoing things in plants so that people would understand, setting up benchmarks and studying the various manuals which they had to go through. This was in '46. I said, "Where do you want me to go?" He said, "Well, we have an opening in Philadelphia as a director. You can go up there for a while. You can go to Cleveland. Or you can go to Washington." And Washington to me in those days was not one of the things I wanted. I said, "Where could I best serve you?" He said, "You could best serve me in Washington." I said, "Well, I don't know anything about it." He said, "Yes, but you can learn, and you're a quick learner."

So, in 1947, I came to Washington, not knowing anything about the legislative process. Nothing. I knew nothing about it. I later became the legislative director for the Steelworkers Union. Strangely enough, the man who had more influence on me in that day and age was a man who in 1948, during the summer when Congress went home, didn't go home. The chairman of the House Rules Committee, his name was Al [Adolph] Sabath. He took me to his office every morning during the week, five days a week, from

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nine until twelve. He taught me everything I could possibly know about the legislative process. He took me under his hand. I knew nothing about it, and this man was so remarkable. He would go over it, and he had such great patience with me. I said, "Mr. Chairman, you must think I'm stupid, but I don't understand how you can do some of these things." He said, "Well, that's the legislative process. That's what you're learning." He told me the committee process. He told me everything.

I was then the legislative director of the Steelworkers, and we had an office at 718 Jackson Place, the old CIO Building. I learned from that man, Al Sabath. He was chairman of the Rules Committee and did a marvelous job. I've got to tell you one story: the Steelworkers had a bill up, going through the Rules Committee. I went

up there that morning and I said, "Mr. Chairman, you don't have enough votes to get this through." He said, "You take care of the Steelworkers, I'll take care of the Congress." I said, "Okay, but I'm worried." "Don't worry," he said, "I'll take care of it." Well, they went into session and we were all outside, couldn't go in. All of a sudden the doors flew open and someone said, "The chairman's had an attack!" I went in and he was laying on one of those black rubber couches with all the buttons on it that were so prevalent around here in those days. He was lying on the couch, and I thought, oh, my God! I said, "Mr. Chairman." He opened his eye and he said, "I told

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you they wouldn't get a vote!" [Laughs] So I learned that there were a lot of ways not to get a vote. But he taught me everything I could know about the committee procedures, about what it was to get a bill through the Senate, and all those sorts of things, before I got involved in this thing.

We formed a committee, which was known as the legislative committee of the Steelworkers Union. One of those guys is a Congressman now, Frank Annunzio, he was on that committee with me. Frank and I are old friends who go way back. What I was trying to build in those days was a second echelon, in other words, when the district directors became old, I wanted to have somebody to go in there and take over, without pushing him out of the way on the way. I had these conversations with these people. That's what I was building. Phil agreed that that was a great way to do it. And we did build one hell of an operation, all over the country.

We went into summer institutes at land grant colleges. We brought in the local unions. I had a blackboard, and I'll never forget it. It was a flip over blackboard. One unit would come in and I'd say, "All right, what's wrong with your International Union?" And I'd write it all down. I had two gals in there who were taking down shorthand, everything was taken down. The next class came in and I flipped the board over without erasing it. And invariably, practically everything was on there. As a result

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of that, we wrote a manual, called the Legislative Education Manual. From that, we got a picture made in 1958, a movie on pollution and that sort of that thing. As [I.W.] Abel used to say: "Nordey, the only problem with you, you were ten years ahead of your time." That pollution thing hadn't come up, but we used this as an example.

I remember one time President Kennedy said to me, "Nordey, I have never gone to a city in the United States where the Steelworkers weren't out there to greet me." So we were building a good organization. One thing we did, we tried to make it foolproof so that you were not running against the director or something like

that. If somebody took a slice out of it, the committee just took action, said: "Look, get out of there, you're not going to do that." It worked very well, as long as Phil was there. It dissipated a little bit later on, but I'm, not going to go into the details of that. The men are dead, so I just don't think it does any good to raise those kind of things today. But we were building it. Some people were for it, some people were against it. As Kennedy said, we were there at the front lines, and we got him votes all over the United States. We had them organized. What we did there, and I think this is important, I learned this because somebody came to me one time in Cleveland and said, "Nurdy, why are we opposed to Bill XYZ?" I said, "I don't know,

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why?" He said, "Well, we got this letter from you guys saying we're opposed to this bill. You can maybe tell me why, because I don't see why." I looked at him, and I said, "Frankly, I've never seen the bill, and I don't know why, but let me find out about it." Instead of going back to Washington, I went back to Pittsburgh. I said, "Phil, I think I found a key of what we're doing wrong." He said, "What?" And I told him the story. I said, "What we've got to do is bring these people in from the local unions and let them tell us what we ought to be doing, like I did in the institute. I said, "I think it would be very, very helpful to you if we were able to do this." He said, "Go with it." So we began doing that, we began listening to what *they* said, rather than us dictating to them what *we* said. That changed the whole sphere, and it was a practical reaction.

Well, I stayed with the Steelworkers until 1967, when Mike Mansfield and Ed Muskie asked me if I would head up the Democratic Senatorial Campaign Committee. I got permission from I.W. Abel and the rest of them to take an early retirement and went to work in the Campaign Committee. That's the picture you saw of those people who worked for me then, they're all doing successfully. Again, it was a question of how you get these kids to do stuff. These were young people. You had to motivate them. Go back to Rockne, go back to Notre Dame, motivation. I said to them, "Look, the Democratic National Committee is supposed to make the Fact

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Book. They aren't going to make the Fact Book. We've got to make the Fact Book. How are we going to make this Fact Book? Are you guys stupid enough that you don't know how to do this?" They said, "Give us this task," so I did. The Fact Book came out every four years, so in '67, '71, these guys did the Fact Book, these young kids whose picture you saw. They worked hard, overnight, they were motivated to do it. It was teaching them the same thing that Rock had taught me. These kids were so dedicated, they worked so hard. I tell you, I'd never have gotten anyplace if it hadn't been for those kids. It was the people who were there who were doing the real job.

It was so impressive, because all the time that Nixon was around, we never lost the Senate. I always take great pride in feeling that we did *not* lose the Senate. At one time, it was very close, and I coined the expression "SOSS": Save Our Seven Senators. That's what it took, and that's what we were able to do. This was done not because of me but because of these dedicated young people who really and truly worked hard. I was reminded reading this book [Warren Featherstone Reid Oral History], I was right across from [Warren Magnuson] Maggie's office. Maggie used to kid me and say, "Boy, you've got the youngest kids on your staff." I'd say, "You've got a lot of young people working for you too, Maggie." He'd say, "Yeah, they're smart too."

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But we were trying to build something. We brought in all the guys who were exhibitors of new media, or radio, of anything that was new in campaigns. We took pictures of the stuff that they used, and we ran a movie projector and showed them how somebody else had done it. We were able to stay right with it through the whole thing. It was fun. I loved it. I mean, that's the kind of test I love anyway. I like to be busy and right into it. We brought these people in, they'd come in for a Saturday and we'd have everybody over in the Dirksen Building Auditorium over there. These guys would just show their wares and answer questions, so that we were a better equipped bunch of candidates than had been up to that point. I'm not knocking anybody who was before us, but that was the changing time when the TV was coming in and costing a lot of money. We brought a fellow by the name of Schwartz, who was the greatest radio guy I ever saw, from New York, and he did one hell of a job for us, I'll tell you. These were the kinds of things that were interesting to me because they were new, on-going. We did not have not lots of money, but we had enough money to get by. I would go out and raise the money to pay the staff. It was not easy, but I've got some friends who I knew over the years, and I would call them and say--we need some money." "How much do you need?" I'd say, "I need about fifty thousand dollars. I've got to pay the staff and so on and so forth." Give them a list of

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things. The first thing I'd know, about an hour later I'd get a call saying, "Your fifty thousand is on the way." That's the way we paid the staff and how we were able to do it. It was a very difficult problem to do, but these kids were so dedicated. This picture is a party we just held this year. They come down here every year. One of them came from Denver, one of them came from Seattle, just to come back to have lunch together with this group of people. Now, that says a lot for kids that have been out of it for a long time. That was 1967 to '75.

Then one day I was working for Maryland Economic Development, the governor had appointed me, it was a free job. I was a commissioner, and I got a call down there. They said, "You've just been nominated to be Sergeant at Arms of the Senate." I said, "Hell, I wasn't even running for it." So I got back up here, and that

night they told me, "Yeah, you're going to be the Sergeant at Arms," and that was in 1975. So I became Sergeant at Arms of the Senate, and the rest will go on from there.

RITCHIE: Could we go back a little bit? You mentioned that Phil Murray hired you. He's a towering figure in labor history. What kind of a person was he to work for?

HOFFMANN: Phil was one of those geniuses who come along once in a lifetime. Scotch-Irish. He lived in Pittsburgh. He headed up the old CIO and the Steelworkers. I worked for him directly,

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and was very close to Phil. When he'd go to Florida they used to send me down just to see that he got to go where he was going. I learned about the labor movement through him. Talks about the old coal mining days and things which were very interesting to me, to go back over that history, which was unbelievable. Phil was a very quiet man. I think he probably wouldn't have taken the job of President of the Steelworkers Union except they wanted him to take it. But he was the most loved guy that I ever knew in the labor movement. Everybody loved Phil Murray. He was a great family man. He was a builder. He had a vision of things that he wanted to do.

He was not against things, but you've got to remember he was a coal miner, and coal miners--one of the things they didn't believe in was anybody with a college education working for a trade union. I had a college education. He and Clint Golden were very close in this thing, and Phil just gave me assignments. Some of the assignments he gave me I thought about later, and I thought, "Why did he do that to me?" He sent me up one time to Clareton, the coke works, to settle a strike, most difficult thing I ever did in my life. We were having real trouble up there, and I was explaining what we were going to do, and how we had to control production, and with controlled production it's pretty hard to give them an incentive. We were going to try to

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manufacture this incentive with the help of the corporation. This guy yelled some obscenity from the floor about me. So I just got off the platform and said, "Stand up, you bastard, whoever said that. I want to see who you are." The guy wouldn't do it. I said, "Gentlemen, all in favor of this, say aye." Everybody said aye. The strike was over. That's how you did it! [Laughs] I remember Rockne used to do those things, get them while they're hot. But Phil was that kind of a man, he wanted you to do well.

I got to know him so well because he did not like to take the train to Pittsburgh. In those days you did not have too many planes to start with, and he didn't like the airplanes anyway. So I used to drive him from here to Pittsburgh when he wanted to go home, and then I'd come back. But that was a privilege for me

because I could talk to the man all the way up and listen to him. He was a needler.

One time I was in Pittsburgh, bringing him back down this way, and he said, "Well, let's take this other way. Instead of going through Breezewood, let's go to the next place down, then we'll drive through this little town." So I said fine and dandy and we drove through this little town, and I don't know this, but he does. I go through this town and the first thing I get about two blocks and a siren comes up. He said, "Don't worry, I'll take care of this for you." The cop comes up, and he says, "You were

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going x number of miles in this speed limit." Phil said, "I'll take care of this." The cop said, "Follow me."

So we followed the policeman down to the magistrate's office, we go in there, and Phil's going to plead my case. We go in there, and Phil says, "I've been trying to tell this big guy to slow down, but he won't slow down, he insists on going faster!" This magistrate looks at me and says "Twenty-five dollars and costs." I paid thirty-two fifty, or something like that, which was about all the money I had in my pocket. And Phil is laughing all the way. He came back here, he told everybody this story, how he got me arrested and saved me from getting thrown into jail. [Laughs] This is typical of what he would do.

He was a man who built a new structure as far as the Steelworkers were concerned, and I think even greater than that--he was the man who wanted to drive the Communists out of the Steelworkers and the CIO. He did. I was one of the guys who had to do this. I know what I'm talking about. He was motivated to do this. He did not like to hurt anybody, but he said it had to be done in a justifiable way. One time, many years ago, we had a director in one of the cities, and I was told that this guy was a Commie, and had been leaning towards the Communists. They had a meeting of the inner circle in Chicago. This guy's picture is taken going into this place. He comes back, and I get a copy of this picture. I said to Phil, "This guy is a Commie, and he's on

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your payroll, and your allowing him to go to these meetings, inner circles. He said, "You got proof?" I said, "Here's his picture." So we called the guy and brought him in to Pittsburgh, and he said, "I'm not a Commie." Phil said, "What do you mean you're not a Commie. You went to their meetings." "I never went to their meetings." In the meantime, I'd gone to John Cunnif and I said, "Prepare this for Phil." Phil called the guy and said, "Mr. Cunnif, bring me in this piece of paper." So he went in, and here is his expense sheet, Cincinnati to Chicago and back. There was no meeting, no reason for him

to go, and there was his picture. So Phil said, "Here are the facts." The guy said, "I resign." He said, "You're fired." That's what Phil did.

Phil worked very hard to rid the old CIO of Communists. There were people who were in top positions, and people like that, who we knew had to get out. My job was basically to clean them out. Not totally, but I mean I had to look at it from that standpoint. I think we did a pretty good job. We kept our head above water and we didn't have to worry too much about it. But that's the kind of a man Phil was. Phil was a very dedicated, wonderful, family man. Loved his family, loved his union, and he really and truly worked very, very hard to do what could be done. I'll always remember that. I remember when he died in San Francisco. We had had a late supper together. He had gone to a banquet but he never ate there. He'd gone up to bed with his

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wife, and they called me about three o'clock in the morning and said Phil Murray had just died. I had to get him back to Pittsburgh. It was another low point in my life.

But I think all these things about these great men had a great, wholesome effect on me. When you look at what they did, and how they did it. They took time to smell the daisies on the way, and that I think is one of the problems we may have overlooked. But Phil Murray was a great man in his particular field, and the field was labor. He had somebody on the other side of him who had an ego that wouldn't stop, in John L. Lewis, but Phil took this job with the Steelworkers, and he built the CIO, and then brought it into the AFL-CIO, he was a builder. A fine, fine man, just a great man.

RITCHIE: I'd like to continue these discussions, but it might be good to call a halt at this stage. It's fascinating information, and your character studies are particularly strong. This has been great, thank you very much.

HOFFMANN: I don't know if I helped anything.

RITCHIE: Oh, yes. We really set the groundwork, and I'd like to go into more depth in each of these areas.

HOFFMANN: Whatever you want to do. Because I've been a lucky man.

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RITCHIE: You have, and there have been some fascinating people that you've worked with.

HOFFMANN: There's no question about it. It's been marvelous.

[End of Interview #1]