

**USSR:
WORKING
PEOPLE
IN PRODUCTION
MANAGEMENT**



V. DZHELOMANOV

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This booklet shows how all working people in the USSR are drawn into managing industry and outlines the existing patterns and methods of this nationwide form of management.

The writer, Vasili Dzhelomanov, is a prominent official of the All-Union Central Council of Trade Unions.

The Great October Socialist Revolution of 1917 radically changed the status of the working class and all working people in Russia. It changed, first and foremost, their role in the newly born state. The political domination of the bourgeoisie was overthrown and the power of workers and peasants was established. The Russian working class, hitherto enslaved and deprived of all its rights, became a politically dominating class.

Socialism put an end to the domination of private property over the means of production, and socialist property became the economic basis of society. The role of the working class in production changed radically. It has become the collective master, the organiser and manager of the means of production for the first time in history.

The participation of the masses in the management of industry and public affairs in a socialist state is an objective requirement and law for the successful development of a new society free from exploitation, antagonistic contradictions between different social strata of society or among the state and individual members of society.

The majority of the working people who had suffered exploitation and enslavement were not accustomed to regard themselves as masters of production and the whole of the country in the first years of Soviet power. They lacked the necessary management skills and continued to look upon labour as an obligation.

"The workers and peasants are still 'timid,' they have not yet become accustomed to the idea that *they* are now the *ruling* class; they are not yet resolute enough. The revolution could not *at one stroke* instil these qualities into millions and millions of people who all their lives had been compelled by want and hunger to work under the threat of the stick" (Lenin. *Coll. Works*. Vol. 26, p. 409).

The problems of educating the people, of radically changing their consciousness and psychology, their old attitudes toward labour, and the introduction of new skills and methods in the organisation of production and its administration, have therefore assumed primary importance under the dictatorship of the proletariat.

I. Administration of Production under Socialism. Basic Management Principles

The need for administration arises whenever collective labour is employed. Marx called industrial administration a real condition of production; since people need production, they must have administration because productive activities are unthinkable without it.

The successful operation of an enterprise is not only impossible without administration, but requires the most rational forms and methods of management.

The functions of administration become more complex and their importance increases as the scale of production grows. Today management without the creation of a scientific basis for administration is becoming impossible.

The nationalisation of industry in Russia and the establishment of state ownership of the means of production, i.e., their transformation into national property, required the creation and introduction of a fundamentally new administrative system.

Only public ownership of the means of production makes it possible to organise the administration of production on a national scale and on a strictly scientific basis.

The socialist system of administration reflects

the peculiarities of socialist production and its economic essence. The management of economic processes has many facets. It covers the formation of the administrative apparatus, the selection of executives, planning and accounting, as well as administrative and organisational activities. If management is to be regarded in the broad sense of the term, it includes the whole system of economic leadership with all its social and psychological aspects.

All objective prerequisites exist in the USSR for organising scientifically based management which would conform to the modern level of productive forces in the country. The application of the latest scientific achievements as well as the spreading of advanced managerial experience are most essential. This is carried out by Soviet scientists in close cooperation with production managers.

A basic principle of managing the country's national economy is democratic centralism which creates the best conditions for combining centralised planned economic leadership and one-man management with the utmost development of the creative activities of the masses. In this respect the socialist system provides great opportunities for state and economic management.

Collective discussion of problems makes it possible to take the collective experience of the workers into consideration and is a guarantee for finding correct solutions.

Soviet enterprises adhere to the principle that discussion of problems should be collective, while every worker is personally responsible for his particular job.

Every industrial manager should be able to

coordinate the work of all divisions of the enterprise.

The development of a theory of management in the early years of Soviet power was an exceedingly difficult and urgent problem. Lenin called it the major task of socialist society. On his initiative research in the field of organisation of production and management was begun on a broad scale. A coordination centre was set up to direct the work of research institutions on scientific organisation of labour and management. Problems of management, organisation of labour and production were discussed in a large number of books and booklets published at that time. Many of their findings are still valid today.

Lenin, the founder of the world's first socialist state, had repeatedly stressed the need to utilise Western experience in organisation and management. Following Lenin's behests Soviet scientists are striving to find the most rational methods of socialist production.

It was in the USSR that for the first time in history conditions were created for the elaboration and practical application of a scientific system of controlling economic processes at enterprises, in all branches of industry and the national economy as a whole. It must be emphasised that planned development of the economy on a scientific basis is carried out in order to satisfy the Soviet people's material and spiritual needs to the utmost.

Enlisting the efforts of the working people on a mass scale in the management of the national economy is a decisive precondition for the success of communist construction in the USSR. Lenin repeatedly stressed the importance of this

factor. He insisted that "we must enlist an even greater number of workers and labouring peasants in the work of administering industry and the national economy generally; not only must we enlist individual workers and peasants who have best proved themselves on the job, but we must enlist to a larger extent the *trade unions* and conferences of non-party workers and peasants..." (Lenin. *Coll. Works*, Vol. 30, p. 406).

In his article, "Can the Bolsheviks Retain State Power?", Lenin wrote: "...We have a 'magic way' to enlarge our state apparatus *tenfold* at once, at one stroke, a way which no capitalist state ever possessed or could possess. This magic way is to draw the working people, to draw the poor, into the daily work of state administration" (Lenin. *Coll. Works*, Vol. 26, p. 111-112).

History did not grant the working class time to master the art of management in advance. The situation demanded that the country's economy, dislocated by war, immediately be restored and rebuilt on a socialist basis and that all spheres of management be given due consideration.

In the first years of Soviet power, an acute shortage of qualified national administrative personnel to manage production, public matters and state affairs made it a primarily important task to expand the ranks of the workers who were learning to master these absolutely new spheres of activity. Lenin pointed out the outstanding significance of trade union activity in this field for the successful construction of a new society.

He wrote: "...We shall never bring the work of communist construction to its completion..."

unless we convert the trade unions into organs for training ten times as many people as at present for direct participation in state administration" (Lenin. *Coll. Works*, Vol. 28, p. 426).

In accordance with Lenin's recommendations, the Soviet trade unions have done much to encourage the broadest participation of the working masses in industrial administration. The role of public organisations has become even greater now that we have embarked on a period of full-scale communist construction. The role of trade unions as a school of administration, of economic management and of communism is especially significant. The purpose of the trade unions is to help the working people acquire the skills of state and public management, and encourage factory and office workers to participate in drafting economic plans and putting them into effect, in solving labour problems, in shaping administrative economic bodies and participating in industrial management. Since the trade unions unite almost all factory and office workers, it is a question of the broadest masses of the working people being actively involved.

The force of socialist democracy in the life of Soviet society is evident in the development of collective initiative.

The USSR has achieved much in raising the general educational, cultural and technological levels of the working class and of the entire Soviet people. Today over 56 per cent of the country's working population have a higher and secondary education. Among workers the figure is 50 per cent; among collective farmers it is 33 per cent.

Thus, exceedingly favourable conditions exist

for broad participation of the working masses in industrial management.

Higher institutions of learning, as well as specialised secondary and vocational schools, are doing much to tie in theory with practice: students do field work at enterprises in the respective branches of the national economy; various workshops are created at schools, meetings are organised with the heads of enterprises, with industrial innovators, etc.

The construction of a socialist society based on large-scale machine production made the centralisation of labour on a national scale imperative. The trade unions, as an organisation of workers, daily aided Soviet power to set up a new socialist system of organising production not only at separate enterprises but throughout the country.

Trade unions are schools with their own methods of training. It is the training one gets from life, through the experience of state, economic and cultural construction, and as a result of the direct involvement of the masses in administration and production in the interests of society as a whole.

II. The Principal Ways of Drawing Working People into Industrial Administration

Many ways of drawing the workers into the management of production have been developed in the USSR over the years of Soviet power. Their judicious application continues to yield positive results. This is achieved first and foremost through the Soviets of Working People's Deputies representing both central and local government bodies.

Soviets of Working People's Deputies

The Soviets as a form of political organisation of the masses first came into existence during the first Russian revolution of 1905-1907. They sprang up spontaneously as workers' strike committees. The Soviets were first formed in Lugansk and Ivanovo-Voznesensk and later appeared in Moscow, St. Petersburg, Rostov and other cities.

Lenin saw in the Soviets the makings of a new revolutionary form of government—the dictatorship of the proletariat. Thus, the 1905 Soviets became a pattern for Soviet power.

Broad participation of the working people in administering the state and production is achieved first and foremost through the Soviets. The Soviets of Working People's Deputies enlist the multi-million army of workers, peasants and office employees, representing all strata of society, for economic, cultural and administrative work. It is through the Soviets that socialist democracy, the broadest and most representative democracy, is expressed best of all.

The deputies to the Soviets combine their state functions with their daily work at the enterprises and offices. Factory workers and peasants make up 46 per cent of the total number of deputies to the USSR Supreme Soviet; this figure is even higher in the Supreme Soviets of the Union and Autonomous Republics.

The Soviets combine features of both state and public organisations. Their state nature is expressed first of all in a unified system of state power and in their being a basis for the entire national state. Being a state body, however, at the same time they represent the largest mass public organisation which is supported in its activities by the broadest masses of the population.

Any citizen of 23 years of age can be elected to the Supreme Soviet of the USSR, on reaching 21—to the Supreme Soviet of a Union or an Autonomous Republic, and to a local Soviet when he is 18.

One of the main advantages of Soviet democracy is that it does not turn the deputies into full-time professional parliamentarians. The people's deputies to the Soviets continue on the

job at enterprises, or offices or other organisations.

Apart from the deputies many factory workers, peasants and office employees participate in the various committees of the Soviets. This helps to provide for the active participation of the working people in state and industrial management, since the Soviets examine and decide all issues connected with planning and improving industrial organisation, employment, cultural establishments and utility services for the population.

Public participation in state and industrial management is of great benefit to the state apparatus in its work. It provides for closer links between the state bodies and the people, aids the Soviet people in developing the necessary administrative skills and inspires a conscientious attitude towards public matters. The state apparatus created by the people's power functions on the basis of truly democratic principles and is a major achievement of the socialist revolution. The Soviet state construction has completely confirmed Lenin's thesis on state administration. "We must break the old, absurd, savage, despicable and disgusting prejudice that only the so-called upper classes, only the rich, and those who have gone through the school of the rich, are capable of administering the state and directing the organisational development of socialist society. . . ." Lenin wrote. "But every *rank-and-file* worker and peasant who can read and write, who can judge people and has practical experience, is capable of *organisational work*" (Lenin. *Coll. Works*, Vol. 26, p. 409).

Soviet power has given the people the opportunity to display their organisational talents,

and educated its own administrative cadres from among the workers and the peasants. Today factory and office workers, as well as peasants and technical and engineering personnel, actively participate in running the state. Civil service in the Soviet Union has been transformed from an instrument of domination by privileged classes, as it was in tsarist Russia, into a form of public work beneficial to the whole nation.

The 7th Session of the USSR Supreme Soviet held in December 1969 pointed out that the gross industrial output in 1969 as compared to 1968 had increased by 7 per cent, the gross grain harvest amounted to 160.5 million tons, the national income had increased by 6.1 per cent, and the real per capita income by 5 per cent. The directives of the 23rd Congress of the CPSU are being carried out successfully on all major points. The Supreme Soviet of the USSR approved the national economic development plan and state budget for 1970.

The Soviets of districts, towns, regions and territories, as well as the Supreme Soviets of Union Republics, also consider and adopt plans and budgets at their annual sessions.

It must be pointed out that over the last few years the role of local Soviets has considerably increased in all spheres of economic, cultural and community construction. They supervise the work of local industries, housing construction and public facilities.

What are the relations of the local Soviet with enterprises which are directly accountable to the ministries but are situated on its territory? The local state bodies are responsible for supervising the fulfilment of state directives; besides,

they are in charge of checking up on the financial and economic activities of the enterprises and their progress in fulfilling the plan and budget. This is not achieved by administrative methods. It is done through the standing committees of the local Soviets, primarily through the committees for industry and the planning and budgetary committees.

The local governmental bodies render practical aid to the enterprises. Such "interference" is in the interests of the enterprises and frequently they themselves turn to the local Soviets for assistance. This is quite natural. The deputy's concern for improving the working and living conditions of the electorate makes him keep in close touch with the economic management.

Socialist Emulation

The trade unions, as has been mentioned above, play a tremendous role in drawing the working people into administering production. The working people's participation in this takes on many different forms. The most important of them is socialist emulation.

Trade union factory and local committees together with the administration sponsor the emulation and help its participants to draw up economically feasible commitments. They strive to make it possible for all the employees to achieve their goals, sum up the results of the emulation and determine the winners.

The trade union organisations are obligated

to ensure the working people's conscious participation in the emulation on the basis of independently drawn up creative plans. This makes it necessary for the trade union committees to foster an atmosphere of genuine friendship and cooperation in all the working collectives, and promote the development of the creative talent and abilities of the workers concerned.

Now that socialist emulation has become nation-wide it proves to be a wonderful medium for displaying people's talents and abilities. Socialist emulation in the USSR has long been a principal means of communist construction, as well as of all-round development of the working people's creative initiative, collectivism, comradely mutual assistance and exchange of experience.

The most important elements of production management evolve in the process of drafting the socialist pledges by work teams, shops, enterprises, state and collective farms. These elements are: improvement of production on the basis of the latest scientific and technological achievements; raising labour productivity by making better use of the inner resources of production; improvement of quality and reduction of cost of the goods produced; better utilisation of farm land and machinery, material and labour resources to increase agricultural output and raise the productivity of livestock breeding; scientific organisation of labour; raising the educational level and production qualifications of the participants in emulation, and many other commitments closely connected with the task of raising production efficiency. Most important is that millions take part in deciding these issues—

a target Lenin set in the first years of Soviet power.

Being a mighty factor in the development and improvement of socialist production based on modern technology, socialist emulation helps to achieve further improvement of the living standards of the Soviet working people. In view of this, emulation becomes an objective regularity in the socialist mode of production, a mover of Soviet economy.

The most important principle of socialist emulation is publicity. The achievements and best methods of work attained at one enterprise become known to all and are used to improve the work of other enterprises and even of some branches of the national economy. This guarantees high labour productivity rates and makes it possible to better utilise scientific and technological achievements in the interests of the whole nation.

The content of socialist emulation in the USSR is constantly being enriched. The main efforts of the participants in emulation are aimed at accomplishing greater economic results and further raising labour productivity on the basis of improved technology, introduction of scientific labour organisation, as well as the latest achievements of science and advanced techniques, the soonest commissioning and employment of production capacities and obtaining the greatest efficiency possible on every bench and installation, the greatest return from every acre of soil and every rouble of capital investment.

These new features have become especially apparent in the course of the nation-wide socialist emulation marking the centenary of

Lenin's birth. Socialist pledges made by the working people in honour of this historic event are an expression of their great labour enthusiasm and initiative.

Socialist commitments include such elements as technological improvement, better work organisation, employment of advanced experience and the most rational and efficient production methods and techniques. Labour plans drafted by work teams and individual workers have become very widespread. This helps to promote better employment of material, labour and financial resources, and cost-accounting methods. Concluding socialist emulation agreements between production collectives, shops, work teams and workers of similar enterprises has become common practice. It promotes the exchange of advanced experience in all fields of production and public life.

There is much practical evidence to confirm this. For example, 97.6 per cent of all workers employed at the Bogoslovsk aluminium plant of the Sverdlovsk region participate in emulation. Widespread emulation for economy, thrift and improved quality of goods in the workshops has brought tangible results. In 1967 alone the aluminium electrolysis workshop brought 360 thousand roubles extra profit due to high-quality metals produced over and above the plan. The workers received 32,270 roubles encouragement bonus. In 1967 and the first half of 1968 the plant saved 134 thousand roubles.

A thoughtful approach to the organisation of socialist emulation is typical of the trade unions at the enterprises and construction sites of all

the republics, areas and regions of the Soviet Union.

The initiative of the workers and office employees of the Shchekino chemical plant of the Tula region, which was approved by the Central Committee of the Communist Party and the All-Union Central Council of Trade Unions, has great significance for the national economy.

The workers of the plant have undertaken to achieve a considerable increase in labour productivity with a smaller number of working personnel through better organisation of labour. As a result of radical organisational and technological changes, labour productivity at the plant increased by 87 per cent over a two-year period and the production output increased by 80 per cent, while the number of workers and managerial staff was cut by 870 people.

The plant's efforts were centred around drafting and taking practical steps to increase labour productivity, elaborate progressive labour norms, render practical assistance to industrial and office workers in mastering new trades and professions, mechanise labour-consuming operations, automate production processes, simplify and improve administration of production and of the enterprise as a whole, and centralise and specialise the factory services.

A system of material incentives and wage and salary increments has been established at the plant due to economy on wages resulting from personnel cuts. It is, by the way, important to point out that none of the laid-off workers were left unemployed for even a day. Some of them were transferred to other workshops of the same enterprise where there was a labour shortage and

others were moved to neighbouring enterprises without any wage reduction.

This exceedingly important experiment successfully combines the interests of the state with those of industrial and office workers. The average qualification rating of workers at the plant has increased from 4.6 in 1967 to 4.9 today. This has considerably increased wages.

All this is a result of the active participation of the plant's industrial and office workers in production management. Without this it would have been impossible to draft and realise such an extensive technical reorganisation plan and achieve tangible results in the plant's productive activity.

This experiment at the Shchekino plant is of great significance for the national economy. More can be produced with a smaller number of workers on the job and after a period of retraining the laid-off industrial and office workers can be transferred to other shops or other enterprises where there is a labour shortage.

Most significant was the appeal of M. S. Ivannikova, an advanced weaver of the Moscow cotton factory named after Frunze, to launch a socialist emulation campaign for the maximum economy in production so that on Lenin's birth centenary, April 22, 1970, the workers would use only economised raw materials. Ivannikova's initiative was widely followed in all branches of the national economy.

Socialist emulation is not only a mighty force in stimulating the country's economy but is also a great asset in educating the new man. Its educational role has greatly increased in connection with the development of the movement to

work in a communist manner. Those who take part in it connect the achievement of their production targets with tasks of political, cultural and technological development, as well as spiritual self-improvement.

The movement to work in a communist manner is a development of socialist emulation on the basis of the Leninist principles of emulation: wide publicity, comparison of results, sharing of experience and comradesly assistance. Today over 35 million industrial workers, collective farmers and office employees are involved in this movement. They are the true vanguard of the working people in their struggle for a successful fulfilment of state plans.

Soviet trade unions share their experience in organising socialist emulation with other socialist countries, and in their turn make use of the experience of other fraternal socialist countries. Mutual exchange of experience helps to fulfil the plans for developing the national economies in all socialist countries and draw more working people into the sphere of production management.

Permanent Production Committees

Production committees, representative democratic and permanent bodies, have become an exceedingly important lever for encouraging industrial and office workers to actively participate in economic development. They are a school for training the masses in the management of

socialist enterprises and improving the work in various offices.

On November 6, 1969, by joint decision of the Council of Ministers of the USSR and the All-Union Central Council of Trade Unions, permanent production committees were established at all industrial enterprises, in transport and communications, agriculture, trade, catering establishments, public utility services, at construction sites, prospecting, surveying and designing organisations, as well as at research institutes and material-and-technical supply firms, which employ 100 or more workers.

They are made up of elected workers and office staff as well as of representatives of factory and local trade union committees, the administration, the Party and Komsomol, scientific and technical societies and the society of inventors and rationalisers. At many enterprises the heads of public designing and technological bureaus, as well as rate-fixing and economic analysis groups, the innovators council and other creative associations, are also elected to these committees. Such a membership of the permanent production committees enables them to discuss all production matters thoroughly and knowledgeably and to adopt recommendations on the improvement of technology and quality of the output as well as on cuts in the cost prices.

Production committee members are elected at general meetings of industrial and office workers, which is a guarantee that these committees are founded on democratic principles. Representatives of public organisations are elected to these committees at meetings of their respective bodies. Representatives of the administration are ap-

pointed to the production committees by heads of enterprises or offices.

The permanent production committees report on their work every year to the general meetings of industrial and office workers, which also ensures democracy. The permanent production committees elect a presidium, the chairman and the secretary at its first meeting after the election. At least half of the presidium members must be industrial workers.

Each presidium member is responsible for a certain area of work. The chairman guides the work of the production committee meetings. The secretary is responsible for preparing the agenda, taking the minutes, listing proposals, phrasing resolutions, organising check-ups on the implementation of recommendations and giving notice on meetings to be held. Other presidium members take part in preparing the agenda, guide commissions and work teams and examine the implementation of resolutions taken by the permanent production committees at the production sectors and in the shops.

Permanent production committees work under factory, local and shop trade union committees in accordance with adopted plans. The committee meets as the need arises but at least once or twice in three months at enterprises, building sites and state farms and once a month in the workshops.

Permanent production committees were formed in the USSR in 1958. Since then they have become popular authoritative organisations. Whereas there were 138 thousand plant and workshop production committees by January 1, 1968, today there are more than 143 thousand

committees at enterprises, building sites and state farms. The membership of the permanent production committees during this time has increased by 600 thousand reaching 5.3 million. Besides elected members, many industrial and office workers take part in the work of the committees. Thus, scores of millions of people are drawn into the sphere of production management and participate in deciding major organisational problems through the production committees alone. One-and-a-half million proposals and recommendations are adopted every year by the production committees. Their realisation is economically beneficial to the respective enterprises, state farms and building sites.

Permanent production committees aim to guarantee the successful operation of the enterprise, building site or state farm. They concentrate mostly on problems of production development and methods of raising economic efficiency, improvement of labour organisation and the wages system, better utilisation of material, labour and financial resources, increase of labour productivity and dissemination of experience of front-rank workers and innovators.

Production committees directly participate in drafting and discussing projects of current and long-term production plans, as well as proposals for improving inner-factory planning. Managers and shop superintendents give them account of all economic activities and their results.

Much of the production committees' attention is devoted to rate-setting, technologically correct output quotas, and helping the workers to cope with them successfully. The committees do much to promote higher educational, cultural

and technical standards and to raise the professional level of the workers and staff. They see to it that students are granted all privileges guaranteed by the state, carry out inspections to establish whether all workers are given jobs in accordance with their professions and qualifications, and discuss measures to strengthen labour and production discipline.

Production committees have a positive influence on improving the quality of output. They take concrete measures to coordinate production processes, promote closer ties between research institutes and production, help to introduce advanced work methods proposed by the inventors and rationalisers, draft recommendations on improving inner-factory administration and the staff's work, and inspect timely implementation of these recommendations.

Permanent production committees actively participate in implementing the Party and government measures for further agricultural advances.

They devote attention mainly to producing raw materials for industry and high-quality foodstuffs for the population, at factories and state farms, as well as other agricultural enterprises.

The administration's task is to facilitate the work of production committees in all possible ways and take effective measures to eliminate shortcomings in the work of the enterprise, workshop, department or individual workers. It is to take timely measures to do away with them upon the committee's recommendation on improving the work in sections, shops, and departments by assigning necessary personnel to them.

It must also systematically inform the committee members about the implementation of production committee resolutions.

To ensure a thorough examination of problems raised at production committee meetings managers must render all possible assistance in their preparation and inform their membership about the existing state of affairs at the enterprise, state farm, workshop, or department and place all reference material at their disposal.

Managers issue orders and directives on the implementation of recommendations adopted by the committees and assign persons responsible for this within a specified time limit. Such orders and directives are displayed so that everybody can read them. This enables not only the production committee membership but every industrial worker and staff employee to check up on the implementation of the committee recommendations.

The work of the permanent production committee at Ball Bearing Factory No. 2 in Moscow may serve as an illustration. The broadest range of questions is discussed at the meetings here and the workers and specialists participate most actively in them.

The implementation of proposals adopted at the meetings helps to improve the organisation of production and labour, and to increase profitability. On the permanent production committee's recommendation over the last two years alone manual work was eliminated at the enterprise and the following machinery and mechanisation techniques were introduced: a multi-position press for stamping coil separators, semi-automatic devices to clear rivet holes in mass

separators, and mechanisation of bearing encasement. All this improved labour conditions considerably and raised both the productivity of labour and the wages.

The production committee at the Kuntsevo mechanical plant is also very efficient. It facilitates the successful implementation of the production plan and raises the efficiency of the enterprise.

The permanent production committee at the Volgograd factory "Krasny Oktyabr" initiated regular reviews of production resources. To quickly eliminate the shortcomings that were discovered, a joint meeting of the production committee's presidium, the administration and trade union committee drafted a resolution on concrete measures to raise production efficiency and establish direct contact with raw material suppliers and the consumers. Extra remuneration was introduced for shop collectives fulfilling cooperative delivery orders. Actively working production committees help the enterprise overfulfil state plans, as well as their socialist emulation commitments.

Office staff meetings are very effective in improving the work of the administrative apparatus. Many years of experience show how important they are for enlisting the services of office staff in solving problems which confront government bodies. Unlike at enterprises, building sites and state farms, permanent production committees are not formed at state institutions.

Lenin greatly emphasised the need to train the working people in the management of public matters and state affairs as a whole to actively improve the Soviet state apparatus.

The Communist Party and the Soviet government, as well as all public organisations, are constantly engaged in perfecting the state apparatus—the way it functions and the methods it employs—for much depends on it in correctly using the country's natural resources and deciding all questions of providing everyday services for the working people.

Office meetings are held at state institutions, bodies and organisations, in their divisions, departments, branches, laboratories, etc., with the aim of enlisting the whole staff in active discussion of various questions on the activities of the institution concerned. Joint office staff meetings of various affiliated divisions and departments are also held. The meetings determine what are the concrete problems for various divisions, departments or groups to be solved.

The meetings raise such questions as organising the institution's efficient and economical work, fighting bureaucracy and red tape, improving the management of enterprises and offices, disseminating advanced experience and introducing scientific methods of work. At educational establishments staff meetings discuss questions connected with improving instruction and educational work among students, achieving high academic results and training highly qualified specialists for the national economy. At medical institutions they discuss questions connected with improving medical and prophylactic work among the population and employing scientific achievements in medicine. In trade organisations and the daily services shops, questions are raised connected with improving service, etc.

Office staff meetings do not go beyond issuing

recommendations, but the office managers must consider submitted proposals with great attention, together with trade union committees, and work out practical measures to implement them, eliminate shortcomings and improve management.

In agreement with the trade union the management appoints a permanent secretary of the meeting. This person, however, is not relieved of his or her main job.

The work of permanent production committees at enterprises and staff meetings at offices is aimed at increasing the collective's role in solving all problems connected with their work. They are laying the foundation for communist public self-government and training millions of industrial and office workers in the art of administration.

General Meetings of Workers and Office Staff

General workers' and staff meetings which are attended by most of the workers and administrative staff are extremely important for enlisting the efforts of the broad masses of industrial and office workers as well as collective farmers in production management. A general meeting is not valid unless it is attended by at least two-thirds of the employees.

Meetings are a school of mass political education, an important form of work with the masses, a means of mobilising industrial and office workers to fulfil production plans successfully, improving socialist labour discipline and de-

veloping the working people's consciousness. The Party and government consult the people on major issues of communist construction through general meetings.

It is through general meetings that the working people execute their right to participate in the elections of state bodies. They nominate candidates to the Soviets of the working people's deputies, elect members of their collectives to election commissions and representatives to the area election meeting to discuss the nominees to the Soviets of Working People's Deputies.

Industrial workers and office employees participate in the work of their collectives and learn the art of statesmanship in solving problems of building a new society by participating in general meetings.

Meetings are planned by the trade union committees and the agenda is usually announced ten days in advance. Workers, engineers and technicians as well as office employees, permanent commissions of factory, local and shop trade union committees, trade union group leaders and all trade union activists and the management are invited to take part in preparing meetings. Whenever necessary, temporary preparatory commissions of trade union and managerial activists are set up. Proposals for the agenda are collected during the preparation of meetings. All this helps to conduct general meetings on a highly organised and business-like level. Meetings are held at the most convenient time for the factory and office workers. An atmosphere conducive to the broadest criticism of shortcomings of the management and trade union organisations is created at them.

A wide range of questions is proposed for discussion at general meetings: reports on domestic and foreign policies of the Soviet government, concrete problems of raising the efficiency of social production, labour productivity, increasing capital investment returns and fixed production capital, improvements in employing labour and financial resources, strict economy, elimination of excess and unproductive expenditure, better utilisation of working hours, improvement in planning and economic stimulation of production, material incentives for the whole collective and every worker concerned to increase the output of production, and improvement of the work of state institutions.

Also discussed at general meetings are such questions as draft production plans, socialist emulation commitments and their results, draft collective agreements and the implementation of bilateral commitments, improvement of working conditions and developing production, utilisation of enterprise funds, fulfilment of housing and cultural construction plans, as well as other problems which arise in the work of the enterprises and offices, with due consideration for the suggestions moved by the working people.

The factory, local and shop trade union committees devote much attention to the selection of able speakers to present effectively to industrial workers and office employees problems of economic and cultural construction and to give exhaustive answers to questions which arise at meetings. They regularly invite speakers working in the fields of education, public health, the judiciary, trade, public catering and everyday services.

General meetings play an especially important role at small enterprises and offices where permanent production committees are not formed.

Meetings are effective only when their resolutions and the suggestions of the membership are implemented. In view of this, trade union committees, together with the management, examine the resolutions, critical remarks and suggestions voiced at meetings and deliberate concrete measures for their realisation. At many enterprises the managers issue orders and directives on the implementation of these resolutions specifying the people in charge and the deadline.

At every meeting the trade union committees and management inform the workers of the implementation of previously adopted resolutions. This serves to increase the meetings' role and heightens the working people's interest, as well as their participation in discussing problems they raise.

The AUCCTU,¹ the central trade union committees, as well as their local bodies and trade union councils, devote great attention to increasing the role of general meetings in drawing the masses into managing production and public affairs. They render practical aid to factory, local and shop committees in preparing and conducting general meetings, and train and instruct trade union workers and activists. They send their representatives to the locals to take part in the meetings and make reports there, as well as spread positive experience in preparing and conducting meetings of this kind. They help

¹ All-Union Central Council of Trade Unions.

to increase the responsibility of local trade union committees and the administration for making the meetings more effective and implementing their resolutions as quickly as possible. Trade union bodies encourage the ministries and departments to sum up proposals made by the working people at meetings, draw practical conclusions from them and periodically inform respective collectives accordingly.

The Urals aluminium plant, for example, devotes much time and effort to the organisation and preparation of general meetings of industrial workers and office employees. Many trade union activists help in the preparations. The opinion of the working people themselves is primarily considered when the agenda is drawn up. Many shops maintain letter-boxes inscribed: "What would you like to discuss at the next general meeting?" At the end of every meeting the chairman asks the membership to propose topics for future debates. All adopted resolutions which require administrative support are used as a basis for orders and directives of the enterprise and shop managers in assigning people in charge and setting a time-limit for their implementation.

Such preparatory work for coming meetings and implementation of previous resolutions and the workers' proposals makes the meetings more effective and heightens their prestige, as well as promotes the active participation of enterprise collectives in production management.

Collective Agreements

Collective agreements concluded every year between the management and the collective rep-

resented by the local trade union committee are another form of directly drawing the working people into the sphere of production management. It is enough to mention that in the process of discussing and concluding collective agreements, as many as one and a half million proposals to improve economic management are submitted annually. This fact alone shows that collective agreements create exceedingly favourable conditions for the working people's active participation in managing their enterprises.

A collective agreement is a document which combines the personal interests of every worker with the public interests of the whole collective of the enterprise linked indelibly under socialism. That is why the collective agreement on the one hand consists of separate commitments of both parties and on the other of joint commitments by the management and local trade union committee.

The workers of the enterprise pledge active participation in socialist emulation and in its highest form—the movement to work in a communist manner. They also work for the fulfilment of the production plan ahead of schedule and the achievement of the highest possible productivity of labour, efficiency of social production, and careful handling of implements and equipment. They strive to constantly raise their general educational, cultural and technical level, professional qualification, and strictly observe socialist labour discipline.

In its turn the management pledges to carry out a complex of organisational and technological measures and introduce the latest scientific and technological developments in production, give

timely and due consideration to rationalisation proposals and constantly supervise the workers' welfare facilities. The management pledges to create all conditions for highly productive labour, not to allow equipment and workers stand idle during working hours, and to take measures to prevent industrial accidents, etc.

Factory and local committees must regularly inspect the fulfilment of housing and cultural construction plans, carry out mass cultural and educational work, develop physical culture and sport, help organise recreation for industrial workers and office employees and their children, see to it that medical and everyday services are improved.

Trade union committees and the management jointly pledge to develop socialist emulation and render the workers assistance in fulfilling their socialist emulation commitments, as well as spread the experience of leading workers and innovators.

Thus, both parties concluding the collective agreement pursue common aims: they strive to develop social production in every way; to promote the soonest creation of the material and technical basis of communism; to raise the productivity of labour, and on this basis to improve the living standards of the people, to develop the workers' socialist consciousness, as well as to raise their general educational, cultural and technical level and professional qualifications.

Scientific and Technical Societies

Scientific and technical societies and the All-Union Society of Inventors and Rationalisers

working under the trade unions are one of the most effective means of enlisting the efforts of working people for public management of production, raising their creative activities and, first and foremost, solving problems of technical progress.

What sort of organisations are the scientific and technical societies and what is their role in achieving technical progress?

Scientific and technical societies created in all branches of the national economy are voluntary mass organisations which unite workers in science and production. They enjoy great popularity.

On January 1, 1965, the scientific and technical societies united two and a half million people and had about 50 thousand local organisations at enterprises, building sites, state farms, research institutes and designing offices, but today their membership has reached almost four million and there are 74 thousand locals.

The steady growth in membership indicates great interest among leading workers, researchers, engineers and technicians in the activities of the scientific and technical societies.

Scientific and technical societies are engaged not only in scientific and technical research but also participate in determining directions of technical progress for various industries and enterprises, and elaborating and implementing plans for the development of new techniques and equipment. Basing their work on creative cooperation of scientists and industrial workers, scientific and technical societies promote closer ties between science and production.

Over half of the local scientific and technical societies have assumed and successfully carry out

the functions of productive and technical councils at enterprises.

Over the past few years scientific and technical societies were active in working out and solving many important problems connected with the development of the most progressive enterprises, creation of modern machines and equipment, introduction of comprehensive mechanisation and automation of production processes and improvement of economic work at enterprises, etc. Scientific and technical societies drafted over 470 thousand recommendations in 1966-1968 on important scientific, production, technical and economic problems.

For example, a plan for the coordination of designing national paper-producing equipment was drawn up and adopted by the USSR Council of Ministers' State Committee on Science and Technology on the initiative and on the basis of recommendations of the scientific and technical society of the paper and wood-processing industry.

The initiative of the scientific and technical society of the oil and gas industry, which drafted recommendations on developing drilling and oil prospecting on the Mangyshlak peninsula, is also noteworthy. The realisation of these recommendations by the drilling associations of "Kazakhstanneft" helped to increase the commercial speed of industrial drilling by 30 per cent and to expedite considerably the sinking of oil wells.

Other scientific and technical societies also carry on great organisational work in enlisting the efforts of workers, engineers and technicians for solving problems of production and labour organisation. They encourage scientific and tech-

nical research to improve the quality of production and initiate movements for elevating its culture. They constantly participate in deciding problems of rational utilisation of the country's material and mineral resources and hold contests for the best proposals on economising metal, raw materials, fuel and power, as well as tapping new production reserves.

Here are some facts on the active participation of scientific and technical societies in the elaboration and fulfilment of research plans and the introduction of the scientific and technical achievements in the national economy. The branch scientific and technical societies of the power, building, light and many other industries discussed at plenary sessions their draft five-year plans on the introduction of new equipment. Their recommendations were considered by the ministries when they compiled their plans for branch industry development.

The All-Union Council of Scientific and Technical Societies, which guides all branch societies, drafted and submitted its proposals for inclusion into the plans of the USSR Council of Ministers' State Committee on Science and Technology for determining the basic directions of scientific and technical development, and the main scientific and technical problems. They will be considered in the new five-year plan for the development of the country's national economy in 1971-1975.

Scientific and technical societies, together with their respective ministries, conduct annual inspections of the implementation of research plans and the introduction of scientific and technological achievements in the national economy. This is

an effective means of enlisting the efforts of workers, engineers, technicians and scientists in production management. It has scored good results in the numerous activities of scientific and technical societies.

The USSR Ministry for manufacturing instruments and automatic systems remunerates members of the scientific and technical societies for active participation in implementing plans for the development of new techniques and equipment and for conducting public inspection effectively. As a direct consequence of this, all enterprises of the Ministry invariably fulfil state plans for the introduction of new equipment. There are many similar examples of this kind.

Scientific and technical societies direct the efforts of scientists and industrial workers towards finding the most rational solutions for burning scientific, production and technical questions by organising scientific and technical conferences, meetings and debates and discussing the results of research and design work.

Scientific and technical societies work intensively to develop the creative endeavours of specialists, industrial workers and staff employees. They guide the work of 105 thousand creative teams with a membership of over 500 thousand, numerous public technological bureaus, around 64 thousand public bureaus of economic analysis with a membership of 500 thousand, over 3,000 public research institutes and laboratories with a membership of around 55 thousand and about 34 thousand technical information bureaus with a membership over 180 thousand.

The creative work of these public associations of the working people covers such an important

range of questions as improvement of production, utilisation of resources to raise labour productivity, increase and improve the quality of output, etc.

Scientific and technical societies devote much effort to publicising scientific and technological achievements, spreading advanced industrial experience, and raising the cultural and technical level of specialists and the skills of industrial workers. In 1968, over 4 million people were trained at courses, seminars and classes sponsored by the scientific and technical societies to study advanced industrial experience. At present the activities of the people's universities of technical progress and economic knowledge have become widespread.

The scientific and technical societies' houses of technology are doing useful work. They organise seminars and courses to study new equipment and progressive technology, inter-factory schools of advanced experience, public universities of technical progress, lectures, reports and consultations on technology, economics and organisation of production, demonstration of scientific and technical films, etc.

The joint decision of the Presidium of the All-Union Council of Scientific and Technical Societies and of the State Committee on Science and Technology, "On the Participation of Scientific and Technical Societies in Settling Problems of Scientific and Technical Development and Introducing Scientific and Technical Achievements into the National Economy," played an important role in improving the work of scientific and technical societies and outlined concrete measures for enlisting the efforts of scientists

and engineering personnel to determine the basic directions of scientific and technical progress, draw up long-term plans for the development of science and technology, and aid research institutions and industrial enterprises in finding solutions for major scientific and technical problems and practical employment of new production techniques.

The All-Union Society of Inventors and Rationalisers

The All-Union Society of Inventors and Rationalisers is another important medium for the participation of working people in production management. It is a mass voluntary organisation which unites all workers who wish to engage in invention and rationalisation.

The main aims of the All-Union Society of Inventors and Rationalisers are as follows:

— to draw the broad masses of the working people into active participation in invention and rationalisation work aimed at accelerating technical progress;

— to achieve the maximum efficiency by applying inventions and rationalisation proposals in the national economy;

— to aid inventors and rationalisers in developing their creative abilities and raising their educational and technical level;

— to ensure public inspection of the timely consideration, elaboration and introduction of inventions and rationalisation proposals into pro-

duction and the observance of the law in the sphere of inventions and rationalisation;

— to advocate the broadest application of inventions and rationalisation proposals in the national economy;

— to defend the patent rights of the inventors and rationalisers as well as state interests in the sphere of inventions and rationalisation.

To achieve its main goal of drawing the working people into the sphere of technical creation, the societies publicly inspect conditions for invention and rationalisation existing at the enterprises and hold contests for technical solutions in specific fields.

Public reviews are one of the most active forms of encouraging the working people to control the introduction of inventions and rationalisation proposals. They help to improve the organisation of creative technical work among the working people.

Between 1963 and 1967, over 60 public reviews of inventions and rationalisation work were held at the enterprises of the metallurgical, machine-building, coal, textile, light and other industries. Numerous proposals were submitted to the Societies of Inventors and Rationalisers while these reviews took place at the enterprises which brought total savings of 2,673 million roubles. As a result of a review jointly conducted by the Central Council of the All-Union Society of Inventors and Rationalisers, the trade union central committee of workers and office staff in agriculture, state purchases and the all-Union association "Soyuzselkhoztekhnika," the number of rationalisers at the enterprises of this branch increased, compared to the previous five-year

period, almost by 20 per cent, the number of applied proposals—by 25 per cent and the total savings—by 33 per cent.

Competitions also play an important part. From 1964 to 1967, 20 competitions were held for the best solution of concrete technical problems. The national economy benefits considerably from utilising inventions marked at the competitions, while their authors are encouraged materially. For example, the competition for replacing and saving non-ferrous metals in machine-building and electrotechnical industries resulted in 292 proposals being introduced, 7 of which were awarded prizes. The implementation of these seven proposals saved more than a million roubles.

Branch meetings of inventors and rationalisers jointly held with ministries and trade union central committees encourage creative initiative and active work of inventors and rationalisers on the most acute problems of technical progress.

These meetings discuss and approve recommendations on the future development of invention and rationalisation in the respective branches of the national economy, and check on implementation of inventions and rationalisation proposals. With due consideration for recommendations adopted at meetings, ministers issue respective orders on their implementation.

However, the movement for the creation of a rationalisation fund of economy has become the basis for encouraging creative technical work among working people. The first congress of the All-Union Society of Inventors and Rationalisers in 1959 undertook to create a rationalisation fund in honour of the seven-year plan, amounting to

10,000 million roubles. The actual savings from applying over 18 million rationalisation proposals and inventions in the national economy reached 11,270 million roubles over the seven-year period. To give an example of what this means it is enough to say, that it would have been possible to build 14 power stations as large as the Bratsk project with the money saved through invention and rationalisation during the seven-year period.

This remarkable movement has received a further boost in its development in the course of the competition among inventors and rationalisers to mark the 50th anniversary of Soviet power by creating a jubilee rationalisation fund of 4,200 million roubles. The commitments were successfully fulfilled by October 1, 1967. Over 5,270 million roubles were contributed to this fund.

The mass movement of innovators for the creation of a rationalisation fund greatly facilitated the efficiency of inventions and rationalisation proposals. The following facts illustrate this. The average savings from every proposal accepted over the last few years increased from 1,110-1,200 roubles to 1,440 roubles.

At present the commitments of many creative collectives are marked by purposefulness and economic necessity. Whereas in the past the commitments merely stated the amount of savings resulting from the application of the proposals, today they point out more frequently what aspects of production should be improved to obtain such savings. Consequently, the efforts of creative collectives today are concentrated on solving the most urgent production problems.

Innovators in the USSR receive complete support from both the public and the management.

The varied activities of the All-Union Society of Inventors and Rationalisers and of its local bodies promote the drawing of more working masses into the sphere of technical creativity.

Whereas by January 1, 1965, the society had 50,000 local organisations of inventors and rationalisers throughout the country with a membership of 3.6 million, there were over 60,000 local organisations uniting 5.1 million people by January 1, 1969.

The All-Union Society of Inventors and Rationalisers is working extensively on popularising information on patents and participates in forming local patent funds and improving their application. In 1967, 24 thousand invention patents were taken out with the help of public patent bureaus. The Gorky auto plant's patent bureau has accumulated some remarkable experience in this respect. It is noteworthy that this bureau's public experts helped to take out 1,000 patents, many of which are recognised as inventions. All members of the bureau are inventors themselves.

The nearly 9 million members of scientific and technical societies and the societies of inventors and rationalisers influence the rate of scientific and technical progress in the country by their active work. The great interest of Soviet people in the scientific and technical revolution and its application in the reconstruction of production may be explained first and foremost by the fact that the Soviet people are masters and managers of the means of production. Scientific and technical progress opens up great opportunities for

creative labour and makes work truly enjoyable only under socialism.

Drawing the broad masses of working people into discussions of draft plans for the economic development of the country and production plans of enterprises is an important field of Soviet trade union activity. It is a rule that these drafts are broadly discussed at meetings of factory and office employees, at production committee meetings, production, technical and economic conferences, as well as trade union committee meetings, conferences and congresses. Higher economic bodies consider and adopt these draft plans only after they have been broadly discussed by the working masses and trade union bodies with due regard for all submitted proposals.

III. A Rise in Creative Activities of the Masses Accompanying Transition to a New System of Planning and Economic Stimulation in Production

As it has been stated, production management in the Soviet Union constantly improves with the active participation of the broad masses of the working people. An important measure in this respect is the consistent introduction of the new planning system and economic stimulation of production connected with radical changes in economic management.

The essence of this major economic measure consists in improving industrial management and state planning, encouraging economic initiative and independence of enterprises in solving the most important problems for improving production, organisation of labour and bettering the living conditions of factory and office employees.

The economic reform, as practice shows, plays an exceedingly important role in stimulating production and providing incentives for collectives and individuals.

The main target of the economic reform, which tens of millions of factory workers, engineers, technicians and office staff strive to achieve, consists in raising the efficiency of social production by utilising the opportunities of the new socialist

system to the utmost, guaranteeing a substantial increase in industrial and agricultural output and achieving on this basis a speedier improvement in the well-being of the Soviet people.

In the sphere of planning the national economy the reform aims to raise the scientific level of planning by ensuring the economic feasibility of the plans, more correct determination of economic prospects, proportions of economic development, distribution of production according to economic areas, and the correct combination of centralised state planning with the broad economic initiative of the enterprises.

The economic reform creates the most favourable conditions for implementing the Leninist concept of factory and office workers' participation in production management and furthering the democratic principles of administration. One of these concepts is expanding the rights of enterprise collectives.

At present enterprise collectives independently decide the most important economic problems at their enterprises on the basis of general plans for economic development, control the fixed production capital and current assets, determine the structure of management and personnel, etc. At the same time the number of indices set by higher planning and economic bodies has reduced almost fourfold. This was not a mechanical reduction; it was a substitution of some indices by others. The new ones considerably stimulate efficiency and production quality, as well as raise the working people's incentives. These indices make it possible to coordinate the interests of the state and the enterprise to a greater extent, as well as centralised planning with the enormous

potentialities of expanding the economic initiative and creative abilities of the working people.

The development of initiative at the enterprise and among all working people is the principal method of raising the efficiency of social production. However, to encourage this initiative among rank-and-file workers, the reform provides for several major economic changes in management of social production, its planning and material incentives for the working people.

In this connection the enterprises' rights have been extended and articulated in the new Statute of the Socialist State Production Enterprise endorsed by the USSR Council of Ministers.

In accordance with this Statute and in order to develop the creative initiative of the working people, the management of the enterprise must enlist the efforts of the local bodies of the All-Union Society of Inventors and Rationalisers and the Scientific and Technical Societies in elaborating long-term and current plans, introducing new techniques and equipment, as well as implementing these plans. It must create favourable conditions for the successful work of public designing, technological and rate-setting bureaus, as well as councils of innovators of production, research laboratories, bureaus and groups of economic analysis, and provide them with premises, instruments, tools and other equipment, technical literature and reference books.

The Statute also stipulates that the management and the trade union committees must jointly and regularly convene production, technical and economic conferences and meetings of advanced production workers to discuss methods of improving technological processes, scientific organisation

of labour and application of scientific and technical achievements, as well as spreading advanced experience of innovators in production; economic measures to develop the enterprise, improvement of quality and reduction of cost prices of production, as well as practical steps to overcome shortcomings and create favourable conditions for highly efficient labour of all factory and office workers concerned.

The Statute also points out that the managers must give account to factory, plant and local trade union committees on draft plans, the results of production and economic activities, implementation of plans and collective agreement commitments, measures for improved organisation and conditions of labour, betterment of cultural and everyday services of the workers and office staff, and eliminating shortcomings.

The economic reform stimulates creative participation of the working people in production management and heightens their interest in the financial and economic results of the enterprise's work.

The reform has raised incentives and made the workers more interested in the results of their labour. It has activated their search for resources to increase output and encouraged the most economical use of enterprise production potentials. Increased incentives stimulate the workers' interest in achieving the highest planned indices and encourage them to find resources for increasing production, to utilise them as quickly as possible and to improve the entire system of production.

The experience of factories, construction sites, state farms, as well as trading enterprises, catering establishments and everyday services, confirms

that the new economic methods are more effective in finding and using production resources and drafting bigger plans on these grounds. The enterprises are now paying more attention to economics and organisation of production, strengthening and developing inner-factory and shop cost accounting, and improving the rhythm of production. The enterprises are making better use of production funds and are employing more progressive planning methods. They are devoting more time to problems of improving quality and reducing price costs.

By the end of 1969, 36,000 industrial enterprises, which had switched to the new working conditions, produced 83.6 per cent of the gross industrial output and accounted for 91 per cent of the total profit. The average wages of factory and office workers increased considerably and were higher than at enterprises which had not yet changed to the new work system.

For example, the Saratov fat-producing factory overfulfilled the plan in 1968, and produced an additional output worth 1,657,000 roubles; its labour productivity rose by 3 per cent as against the plan. When the enterprise changed to the new system of planning and economic stimulation the influence of the trade union organisation on all aspects of production and public life of the collective appreciably increased. The movement to work in a communist manner has developed on a great scale and 80 per cent of the workers are now participating in it. The factory and shop trade union committees are paying great attention to the application of scientifically organised labour, dissemination of scientific and technical achievements, advanced production experience,

boosting the creative initiative of the workers, engineers, technicians and managerial staff in speeding up technical progress, improving industrial safety measures and the cultural and everyday services for the working people.

What are these achievements due to? It is primarily due to the ability of management and the specialists to work in close cooperation with public organisations, their reliance on the experience of the masses and correct approach to the problem. The application of scientifically organised labour is combined with the gradual instalment of new equipment and use of new techniques, improved planning and supplying, as well as the introduction of an effective system of material incentives and moral encouragement. The improved labour organisation embraces not only individual work benches but work sections, shops and the enterprise as a whole.

The reform has raised new questions connected with the fact that the wages of the workers, engineers, technicians and managerial staff are now growing not only at the expense of the wage fund but also due to assignations from profit. In this connection the trade unions together with economic bodies are elaborating a new encouragement system of remuneration both for current work and the annual economic results of the enterprise.

The trade unions, being a school of production management, have taken an active part in preparing and implementing all phases of the reform. Together with state and planning bodies they drafted method and rate-setting instructions. All aspects of the economic reform which concerned the vital interests of the working people were

always decided by state, planning and economic bodies with the direct participation of the trade unions.

The AUCCTU, the trade union councils and committees promote the economic reform and achievement of high indices in the financial and economic activities of enterprises, development of the creative activities of the masses and their greater participation in production management. They do this primarily by studying, generalising and spreading the positive experience of enterprise collectives and trade union organisations which has accumulated under the new economic conditions.

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The activities of the trade unions in the USSR are inseparably connected with the efforts of the Soviet people for the victory of communism. At all stages of socialist construction the unions have served as militant organisers of the masses. Their role constantly increases in all spheres of production and in the life and cultural activity of the Soviet people. Drawing more people into production management and public affairs has always been a primary concern of the trade unions.

The present period of communist construction is characterised by all-round development and improvement of socialist democracy, and the broadest participation of all citizens in state and economic administration as well as cultural construction.

В. ДЖЕЛОМАНОВ
УЧАСТИЕ ТРУДЯЩИХСЯ СССР
В УПРАВЛЕНИИ ПРОИЗВОДСТВОМ
на английском языке
Цена 15 коп.

