

Let's look at the following example. The Balakhna workers have the best indicator for economy of fibre materials at 2.9%. This means that they also have the best coefficient when drawing up the results. But then I.A. Fesenko, Chief of the "Soyuzbumaga" All-Union Production Association, provides us with the following paradoxical information. During a check of the purification facilities at the enterprise it turned out that the suspended particle content in the water was three times and sometimes ten times the norm. The results of test measurements, indicating that a significant part of these fibrous materials were "getting away", that they were not being utilized economically and that the Volga was becoming polluted with the effluent, did not correspond to the cited glowing achievements of the mill.

I asked E. Zyuzin, Chief of the State Inspection Committee of the Balakhna Combine whether or not the quality of the paper could serve as a real indicator of achievement. This is the answer I received:

"On the one hand, this could be possible, if there were only one arbiter of quality for the three mills. But there is no such office. Each combine has its own Technical Inspection Department and its own State Inspection Committee workers. They all, of course, have developed their own relations with the administration which has an effect on the fulfilling of the quality plan. Each mill has its own demands of the paper produced and we have discovered this on various occasions when our workers have met with the quality controllers in the other enterprises. One of the major problems in this area is the undemanding nature of the All-Union State Standards set for these products."