

their money. And so I dream of a time when it will be possible to build namely for money. And so the cheque system is, in my opinion, that first step in that direction.

Of course, all our masters have now started to count their expenses. Write-offs for expenditures on motor transport and machinery have been eliminated. Direct participants and organizers of construction may now be held specifically accountable for the non-fulfillment of plan assignments. Many contradictory questions came up regarding the cost of labour. For example, according to the wage rate, a "DT-75" bulldozer driver receives 28 rubles 96 kopecks for eight hours of work. But if on top of this he fulfills the output quota, his pay will be 37 rubles. Why? Such questions crop up often.

We began counting, and the results already began appearing towards the end of the first month under the cheque system. Profitability in February exceeded that of January by a factor of more than two. Not unexpected too was the sharp decline in profitability in the months that followed: our subcontractors (suppliers, transport people, mechanization specialists) had not adopted the cheque system. Our cheques are disregarded at enterprises. A driver with a cheque is to be avoided: what's that paper in his hand? The "circulation" of cheques must not be limited only to intra-trust subdivisions. Otherwise the result will not be savings, but just a game.

We became convinced that it was much more complicated and difficult to switch to a cheque system than to collective contracts. We decided to study the experience of other trusts in Vladimir and Daugavpils. We came to the conclusion that the