

There, new wage rates and salary scales were introduced and the workers' pay went down. This was mainly the result of organizational mix ups: a delay in the delivery of fuel here, a shortage of spare parts there. The council of the workers' collective decided that losses due to stoppages must be paid for by the administration of "Karpogorles". There followed a categorical refusal which resulted in a meeting that lasted the whole working day and caused further losses totalling 20,000 roubles. These losses might have been much smaller if only the Association had admitted it was in the wrong.

In general, the modern manager must see to it that word and deed are one and the same. Because they too are becoming economic categories. The person responsible for an error must be made to pay for it. Such is one of the principles of social justice. The hydrolysis production crew at the Syktyvkar forest industry complex, for example, was the first to go over to self-financing. They are working successfully and showing a profit. Where does it go? To the social development fund, they say. But if that is so, the housing problem should not be so acute: the queue numbers about 4,000 people.

In a word, it is not without reason that these categories of economic reform, democracy and openness (*glasnost'*) are so closely intertwined. It is only when they form a single entity that they motivate *perestroika*. Conditions must be created for work collectives so that everyone has a clear sense of the value of their own work and of the benefit it confers, both on themselves and on the State. At the same time, it is precisely in winter that the loggers most often fail to make sense out of it, when a stream of timber is flowing to the lower landings and the railway cars, as if on purpose, are holding up the run.

As usual it is in winter that the enterprises receive joint instructions from the Ministry of Railways and the USSR Ministry of the Timber Industry about the need to step up production and delivery rates. We didn't miss out on them this time either. But while it is difficult to ignore the instructions, it is even more difficult to keep one's promises. The Ministry of Railways has proved to be an unreliable partner here: not only is it failing to fulfill its increased obligations, but also the regular plan for supply of empty cars. And what kind of empties are we getting?