

We moved on through the mill and soon found another problem area - the high costs of willful planning. The Combine had just shifted from the production of letterpress paper to wallpaper when suddenly the Ministry issued a decree: "Start making newsprint!" This decision was based on the following reasoning: the newsprint situation in the country has worsened and the Krasnoyarsk mill used to produce it. But this "used to" was ages and ages ago. Since then, newsprint requirements have become more refined. The Siberians' achievements were much more modest. Over the course of the past five-year plan they managed to lower the mass per square meter of paper by just three grammes. "How on earth could we reduce it by yet another twelve grammes?" This question was asked by one of the workers who had been asked to do just that. The Central Scientific Research Institute for Paper quickly put together the technical specifications for the Krasnoyarsk Combine's new product. The Combine was to be allowed to manufacture paper that was heavier than that described in the All-Union State Standard. Temporarily, of course.

"This temporariness is what is worrying us the most", G. Konovalov, the Chief Paper Technologist, notes. "Our Combine has no future as a newsprint producer. If newsprint is in such great demand it would make sense to have one of the papermachines specialize in newsprint production alone. But what is happening now? The No. 1 machine is making wallpaper as before, while the No. 2 produces both wallpaper and newsprint. How much time and effort is spent on resetting the machines! The newsprint weighs almost half as much as the wallpaper. Have a chat with the team leader. He's been in the shop since yesterday. Why did he spend the night here? He was resetting the equipment."