

ton-kilometres to payment per ton-hour. The basis for remuneration is the number of tons hauled per hour of work. This frees the driver of the need to crank up odometers, and to make tons of fuel disappear.

I believe that ton-kilometres should be used only for runs of at least one hundred kilometres. In fact, they work very well for intercity drivers. On that kind of haul it is easier to organize vehicle loading for the return journey, and empty runs are reduced.

Maybe consideration should be given to leasing contracts. Much is being said now about outright leasing of trucks to drivers, and there are already examples of this, at the Lithuanian "Mir" sovkhos, the "M. Mametova" sovkhos in Tselinograd, and the "Zybino" livestock sovkhos in Tula.

Six years ago I met some Moscow drivers coming back from Belgium, where they had been working under contract. It is noteworthy that the company was completely disinterested in odometers, and none of its employees ever checked them, on the perfectly reasonable grounds that the odometer is an instrument for the driver, just like the other instruments on his panel. On the other hand, the vehicles' working time was severely controlled. One of these drivers once decided to knock off work for 20 minutes to go about his own business. That very evening he was given a warning.

Leasing contracts are appropriate as starting points in small organizations. But for large, "basic" industries, with haulage on a massive scale, "basic" methods are needed.