

possibilities. In other words we have to establish good contacts with the forestry enterprises. This will bring in good results.

We have to overcome any internal opposition to this general plan. But in general I believe we are on course. I, for one, was not too sure that the workers had fully understood all the changes that had taken place (although the enterprises are offering study sessions on them). Then suddenly I heard these comments from the chairman of the workers' council at the Yaksha plant: "We want it arranged so that not just bonuses depend on profits but our salaries as well, and that this holds true not just for the workers but for the engineers and even the director as well."

L.P. In other words they are proposing another, more risky model of the profit-and-loss accounting system?

L.G.K. Yes, and we have decided to try out this experiment.

L.P. Is this one of your more successful plants?

L.G.K. Not exactly.

L.P. Director Kotlyar, I know that twelve of your fourteen plants have been excused from paying for funds and seven do not pay for labour resources and that the Ministry provides you with two million roubles annually...

L.G.K. Up to now we have not instated the full profit-and-loss accounting system. The two million provided by the Ministry will not be granted indefinitely but just until we get within range of our goal. Our financial situation is far from uncomplicated. We have two plants that run at a loss...