

staffs. In Azerbaydzhan, for example, a forestry enterprise staff included the following: a director, a chief forestry inspector, an engineer, an economist, a technician, two or three accounting personnel, a secretary and a cleaning lady. Their average pay was 125 roubles. If only managers are converted to the new wage rates, practically all other specialists will have to be dismissed. What can we do? We see one solution. We must amalgamate various establishments and review their management structure. We must create the so-called forestry operation (proizvodstvo), a new structural subdivision of the base forestry enterprise association, which acts as the latter's branch. The forest districts are subordinate to it, and a director is in charge.

This reorganization will enable management to concentrate mainly on forestry proper while transferring some of its functions, for example, planning, construction, marketing, sales, and so on, to the base forestry enterprise. Opportunities for downsizing administrative staff will arise at the same time.

Logging and woodworking operations can also be instituted for performing forest industry work, a move which will allow us to intensify intra-establishment specialization and relieve forest districts from excessive loading with industrial activity.

If, in an administrative district, forest area is small and work volumes are low, we can leave an amalgamated forest district as an alternative to a forestry enterprise. Authorities, incidentally, have proposed doing this in Bashkiria and Kaliningrad Oblast. In this case, pay administrators can