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ORGANIZATIONAL ADVANCES AND DEFICIENCIES
AT USSR HEAVY MACHINE BUILDING PLANTS

PRODUCTION ACCOUNTING RAISES PRODUCTIVITY -- Alma-Ata, Kazakhstanskaya Pravda, 13 Aug 53

The Stalino Machine Building Plant imeni 15-Letija Komsomola Ukrainy has established a new system of daily production accounting. In each shop, a work schedule in norm-hours has been set up for machine-tool operators and assemblers. At the end of the working day, it can be ascertained exactly how the equipment has been utilized. If the schedule is not fulfilled, it is possible to determine and eliminate the causes of machine-tool stoppages.

With the aid of this system, the production unit shop is daily putting out 160 norm-hours of work above schedule. Other shops have also increased their productivity, and the plant as a whole is producing more for the same expenditures.

Other plants have shown interest in the accounting system.

PLAN TO ELIMINATE DEFICIENCIES -- Moscow, Moskovskaya Pravda, 23 Sep 53

Serious deficiencies at the Elektrostal' Novo-Kramatorskiy Plant, reported in a Moskovskaya Pravda article, are acknowledged by the Ministry of Transport and Heavy Machine Building.

The ministry states that the basic shortcomings are unsatisfactory work and low-level mechanization of the preparatory shops during the current construction operations. These shops produce an incomplete supply of semi-finished items.

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Measures have been worked out to improve production organization. The Main Administration of Heavy Machine Building Enterprises has revised the plan for increasing the production of semifinished items as well as for increasing gross production. The administration is concentrating on setting up a division for preparing molding sand, mechanizing its delivery to the molders, and rebuilding two annealing furnaces.

The plant has been allotted materials for casting hydroturbine blades in molds of chrome-magnesite composition. This will improve the quality of the castings and reduce the cost of cleaning them.

Construction of the iron foundry is to be speeded up. When completed, the foundry will release two bays for steel casting.

POOR PLANNING HAMPERS WORK -- Moscow, Pravda, 13 Aug 53

In the postwar period, the Sverdlovsk Uralmash Plant imeni Ordzhonikidze has produced more than 200 types of machines, including excavators with 3-cubic-meter bucket capacities, and powerful mills for making rails and structural steel. The plant has also built machines for its own use in molding large, heavy parts.

In the past 4 years, the plant's production costs have been reduced almost 25 percent. Standardization of products has played a large role in these cost reductions.

There are still serious shortcomings at the plant. In some of the shops, labor is not well organized. Though waste has been reduced, there remains room for improvement. Work is still irregular, due partly to planning authorities, since yearly and quarterly plans are received too late.

Production might be considerably higher if the growth of the semifinished-metal shops had been commensurate with that of the machine shops. Unfortunately the Ministry of Transport and Heavy Machine Building and the Ministry of Construction underestimate the importance of a balanced development of shops.

The Uralmash Plant is experiencing shortages of forged and cast semifinished products, while a number of enterprises in the Ministry of Transport and Heavy Machine Building are not properly utilizing their new facilities for the manufacture of these products. As a result, there is increased procurement of supplies from distant areas, placing an undue burden on transportation facilities. For example, iron castings are received from the Ukraine, and plate and bar stock from the Donbass, though these products are produced at metallurgical plants of the Urals.

The Uralmash plant is obliged to make, for its own use, some small units and standard parts which could be produced at one fourth the cost by specialized plants. -- K. Vinogradov, Director, Sverdlovsk Uralmash Plant imeni Ordzhonikidze

ASK CENTRALIZED CASTING OPERATIONS -- Kishinev, Sovetskaya Moldaviya, 12 Apr 53

An engineer of the Kishinev Machinery Plant imeni Kotovskiy writes that the time has come to centralize the production of castings to effect economies, to use productive facilities more fully, and to achieve higher quality. He cites the case of the foundry at his own plant, which has two cupolas, each with a 3.5-ton capacity. If adequately utilized, this foundry should serve all seven plants in the Kishinev area which are now using their own foundries.

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USE FACILITIES FAR BELOW CAPACITY -- Moscow, Pravda, 17 Oct 53

At the Chelyabinsk Strommashina Plant of the Ministry of Transport and Heavy Machine Building, in 1953, the cupola was utilized at only 35.6 percent of capacity, the electric furnace, at 51 percent, and the Bessemer converter, at only 18 percent.

These low figures are attributed to a shortage of working area. While this is partially true, even under the present conditions many more castings could be turned out if facilities were better organized.

SUPPLIES TANGLED IN RED TAPE -- Moscow, Moskovskaya Pravda, 18 Nov 53

The Moscow Machinery Plant of Moskul'tstroy (Moscow Cultural Buildings Administration) has not only fulfilled its task of quickly establishing production of sand elevators, worm conveyers, cement apportioners, sand sifters, and other construction machinery, but also has utilized its internal reserves to lower production costs 6.5 percent more than planned.

However, there are unused reserves outside the plant which require serious consideration.

The plant monthly processes a large quantity of metal which comes indirectly from the producers via the Karacharovo bases of Glavmetallobyt (Main Administration for the Sale of Metals). This adds to expenditures by over 30 percent of the cost of the metal. The breakdown of these extra costs is as follows: 7.5 percent to the Central Supply Administration of Mosgorispolkom (Moscow City Executive Committee), 2.1 percent to Moskul'tstroynab (Supply Division of Moscow Cultural Buildings Administration), 2 percent to the supply offices of Moskul'tstroy Trust No 11, 7 percent for actual transport costs, and 13 percent in wages for unloading and loading.

The plant must pay these huge added costs because of the incredibly complicated five-stage system of supply. Orders for metal are transferred from Glavmetallobyt through all the organizations listed above and the Karacharovo bases before reaching the producers. At each stage the documents are registered and recopied; at each stage more charges are added. Days and even weeks are lost before the orders reach the proper destination.

It is time to abolish the existing system of registering funds, with all its superfluous intermediate steps. If funds were allotted to the plant, metal could be ordered directly from the suppliers or from the Karacharovo bases without red tape. As repository of its own funds, the plant could demand metal of the required size and type, eliminating considerable waste. Supplies would be received more quickly, and less of the plant's working capital would be tied up.

Year-round construction of schools and hospitals requires an uninterrupted supply of building materials, a fact which supply organizations appear to disregard. They have set up their own schedules without regard to their consumers. For example, the Central Supply Administration of Mosgorispolkom does not receive customers on Sunday, Tuesday, Thursday, and Saturday; Glavelektrosbyt and Glavmetallobyt does not receive customers on Tuesday, Thursday, and Friday. On other days, they receive customers only 3-4 hours. Many days are unnecessarily lost in getting documents registered.

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Supply organizations should be required to receive customers 8 hours a day, not just at their own pleasure. Such a system would facilitate the work of plants and builders alike, resulting in lower production costs.

In addition to these artificially created difficulties, several organizations (for example, the Central Supply Administration of Mosgorispolkom) at their own discretion set deadlines for picking up supplies, and add a levy of one percent of cost per day for failure to meet these deadlines. Such large, groundless fines impede normal activity of the plant and divert working capital into unproductive channels.

The inability to meet these deadlines is not always the fault of the plants. Long lines of trucks wait for metal at the supply bases, because of a shortage or complete lack of mechanical loading and unloading equipment. Thus, transport costs are high, and the plant must send three or four workers to help load each truck. Even then, the trucks hardly make one trip in a working day.

The supply bases should be furnished with loading equipment. They should be limited to a fixed fee for such service to compel the management of the bases to speed up mechanization of their activities.

For inexpensive construction, it is necessary to use standard items to facilitate assembly operations. Supply organizations fail to recognize this. When they failed to have on hand such items as enameled cast-iron sewage traps, the organizations stated: let the Moskul'tstroy plant produce makeshift traps of welded steel. These traps are not only more expensive to produce, but also corrode soon. When cast T joints and elbows for water mains are not in supply, the plant is told to make them of welded sheet steel and pipe. The product is not only expensive but unsatisfactory. These are only a few examples of a frequent practice.

The struggle for lowering production costs cannot be carried out by one plant alone. It involves the active cooperation of supply and planning organizations as well as of related plants. -- M. Sheynin, Director, Moscow Machinery Plant of Moskul'tstroy

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