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INFORMATION REPORT INFORMATION REPORT

CENTRAL INTELLIGENCE AGENCY

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THIS IS UNEVALUATED INFORMATION

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1. The Central Administration of State Machine Centers (Centralny Zarzad Panstwowych Osrodkow Maszynowych-CZPOM) was created in 1949 as a consequence of the program of collectivizing agriculture in Poland which was worked out and approved by the Communist regime in 1948. In 1949, the CZPOM controlled only about 100 State Machine Centers (POMs). According to the Six-Year Plan, it was planned to increase this number to 750 by 1955. In the process of implementing this plan, all Cooperative Machine Centers (Spoldzielcze Osrodki Maszynowe-SOM), which were controlled at this time by the Central Agency of Agricultural Peasant-Self-Help Cooperatives (CRSSCh), were subordinated to the CZPOM in 1952 and renamed Township Machine Centers (Gminne Osrodki Maszynowe-GOM). This move secured the CZPOM a dominant position in the villages through the acquisition of control over almost the entire park of agricultural machines. Since that time, the CZPOM has remained as the most important instrument and agency of the Ministry of Agriculture for the so-called structural development of agriculture.
2. The CZPOM was directly subordinate to the Ministry of Agriculture, and its position and power as a service establishment was equal to that of a department in the Ministry. In 1954, the CZPOM was organized as follows: (See organizational chart on page 11). It consisted of a large central office, located in Warsaw at 55 Krakowskie Przedmiescie, and the following subordinated provincial agencies and units:
 - a. Seventeen voivodship administrations of State Machine Centers (Zarzad Wojewodzki POM).
 - b. About 420 State Machine Centers (Panstwowy Osrodek Maszynowy-POM) with about 17,000 tractors and other agricultural machines and approximately 25,000 employees.

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- c. About 3,000 Township Machine Centers (Gminne Osrodki Maszynowe-GOM) with about 200,000 agricultural machines of all types, mostly horse-drawn, and approximately 20,000 employees.

The CZPOM and its subordinated units cooperated very closely with the voivodship, county, and village national councils as well as with the committees of the Polish United Workers' Party (PZPR) on every level. The executive personnel and cadres of the POMs were selected mainly from a political point of view; political reliability was more decisive than professional skill.

Central Office

3. A general director was in charge of the CZPOM in 1954. He was responsible to the Minister of Agriculture for all the activities of the establishment and especially for the implementation of quarterly and yearly plans. The following were directly under the general director and comprised the central office:

a. Four Sections:

- (1) A Planning Section (Dzial Planowania) which was responsible for the working out and coordination of all development, exploitation, employment, and financial plans to be submitted to the Ministry of Agriculture as well as being responsible for all reporting and statistics.
- (2) A Personnel Section (Dzial Personalny) which was responsible for all personnel matters at the central office and for the supervision and selection of cadres for the entire CZPOM.
- (3) A Chief Accountant's Section (Dzial Glownego Ksiegowego) which supervised the accounting and bookkeeping system and was responsible for periodic reports on the financial and economic activities of the POMs.
- (4) An Organization Section (Dzial Organizacji) which was responsible for working out directives and orders concerning organization, employment, and legal matters for all the subordinate units and supervised their implementation.

b. Three Vice-Directors:

- (1) A Chief Director for Exploitation and Technical Matters (Naczelnny Dyrektor do Spraw Eksploatacyjno-Technicznych) who directed and controlled the development and expansion of State Machine Centers throughout the country, including their technical equipment and supplies and the implementation of exploitation plans. He had two deputies under him.
 - (a) A Deputy Chief Director for Investments and Supplies (Zca Naczelnego Dyrektora do Spraw Inwestycji i Zaopatrzeniowych) who was responsible for all matters connected with supplies and equipment and the expansion and relocation of POMs. He controlled three sections: Construction Investments (Inwestycje Budowlane), Machine Park Investments (Inwestycje Taboru i Maszyn), and Spare Parts and Material Supplies (Wyposazenie w Narzedzia Czesci i Materjaly).

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- (b) A Deputy Chief Director for Exploitation (Zca Naczelnego Dyrektora do Spraw Eksploatacji) who was responsible for all matters connected with the exploitation of the machine park. He controlled two sections: Distribution and Exploitation of Tractors and Agriculture Machines (Rozmieszczenie i Eksploatacja Maszyn i Traktorow), and Repairs of Agriculture Machines and Tractors (Remonty Maszyn i Traktorow).
- (2) A Finance Director (Dyrektor Finansowy) who directed and controlled all matters of finance and administration. He had five sub-sections under him: Finance, Administration, Employment and Pay, Transportation, and Social.
- (3) A Political Director (Dyrektor Polityczny) who was responsible for the implementation of the main mission of the CZPOM, that is, the furtherance of the collectivization program according to the agricultural policy of the Central Committee of the Polish United Workers' Party. In this respect he supervised the work of the subordinated voivodship administrations of the POMs, the State Machine Centers, and the rural committees of the PZPR.

Voivodship Administration of State Machine Centers

4. Each of the voivodship administrations of State Machine Centers was an administrative office with about 20 employees. It was divided into sections corresponding to the organization of the CZPOM. Each voivodship administration controlled all machine centers in the voivodship area, an average of 24 State Machine Centers (POMs) and, under them, 170 Township Machine Centers (GOMs). The manager of the voivodship administration of POMs was responsible on behalf of the CZPOM for the implementation of the yearly plans of the POMs in his area. He worked closely with the voivodship administrative and Party authorities in determining ways and means of using the POMs to further the collectivization program.

State Machine Centers

5. An average State Machine Center (POM) employed about 20 executive and administrative employees, 10 mechanics, 25 to 40 tractor drivers and their assistants, and five guards. The machine park consisted of about 30 tractors which were organized in working tractor brigades of three to six tractors each. The main task of each POM was the seasonal farming work in the fields of the production cooperatives. In addition to actual farm work, each POM had to perform a political mission in its assigned area; the size of the area depended on the number and location of the existing production cooperatives. Usually, one POM serviced an area approximating one county in size. Each POM was closely connected with its area through the so-called Communal Council of the State Machine Center (Rada Spoleczna POM) which was composed of the chairmen of all the production cooperatives serviced by the POM. The relations between the POM and its council were complicated because the council had a decisive voice in planning the work of the POM and in controlling the implementation of the

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- plans. On the other hand, the POM exercised a control over the individual production cooperatives in that it gave them advice and issued directives on cultivation and production and investment matters and supervised all their plans and accounts. The POM was responsible to the County National Council (Powiatowa Rada Narodowa) for the accuracy of the plans and accounts of the individual production cooperatives.
6. Each POM was organized as follows: (See organizational chart on page 12). The POM was headed by a director who was directly and personally responsible to a number of higher offices depending on the functions involved.
 - a. For all POM technical and administrative matters he was responsible to the voivodship administration of POMs to which his center was directly subordinated.
 - b. For all agrotechnical matters, such as the cultivation of land and the harvesting of crops, he was responsible to the Administration of Agriculture of the County National Council (Zarząd Rolnictwa Powiatowej Rady Narodowej).
 - c. For all POM political matters he was responsible to the County Committee of the Polish United Workers' Party (Powiatowy Komitet PZPR).
 7. The director performed his duties with the help of the following directly subordinate to him:
 - a. POM central office
 - b. Senior Agronomist (Starszy Agronom)
 - c. Senior Mechanic (Starszy Mechanik)
 - d. Political Deputy (Zca Polityczny)
 8. The POM central office consisted of about 12 employees and was divided into the following four sections:
 - a. A Planning Section which worked out all plans and was responsible for keeping production records and compiling periodic production reports.
 - b. A Personnel Section which hired and dismissed employees, supervised the discipline of work, and kept all personnel records and reports. In all personnel matters the Agricultural Section of the County National Council and the County Committee of the PZPR had to be consulted.
 - c. An Administrative Section which administered the buildings and was responsible for all supplies necessary for the operation of the POM.
 - d. A Chief Bookkeeper who was responsible for bookkeeping and financial matters at the POM, seeing to it that the POM stayed within the fixed budget plan. He supervised the distribution of funds for the repair of tractors and agricultural machines for his own POM, the GOMs under it, and the production cooperatives in his area.

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9. The Senior Agronomist directed the agricultural work done by the POM and particularly the cultivation of soil and production of crops at all the production cooperatives which cooperated with him in working out the work plan for the POM and in drawing-up the work agreements. He was responsible for seeing that all tractors and agricultural machines at the POM were properly and fully exploited. He fixed the working plans for tractor brigades and supervised their implementation. He controlled three to four regional agronomists and all the tractor brigades at the POM. The number of regional agronomists in each POM depended on the size of the area, usually one regional agronomist for several production cooperatives. Tractor brigades consisted of three to six tractors with tractor drivers. The tractor driver assistants were usually assigned from the production cooperatives.
10. The Senior Mechanic was responsible for the technical efficiency of all the tractors and agricultural machines at the POM and for the agricultural machines in the subordinate GOMs and production cooperatives. Generally, he controlled the workshop and store-room of the POM; in particular, he performed the following functions:
- Working out the plan of repairs for all tractors and agricultural machines and supervising its implementation.
 - Supervising the working-out and implementation of repair plans for all the agricultural machines in the subordinate Township Machine Centers (GOMs) and production cooperatives.
 - Working out the plan of supplies of spare parts and repair materials, and ordering them from the regional wholesale agencies.
 - Supervising the standard technical inspections done on all motor vehicles belonging to the POM and keeping accounts on the consumption of fuel.

The workshop of each POM employed about seven to ten mechanics and was well equipped with machine tools and equipment. It was able to produce precision spare parts for tractors, sheaf-binding machines, and agriculture machines which were unobtainable from the Spare Parts Supply Agency. It carried out repairs and periodic inspections on all tractors and agricultural machines. Each workshop had a small storeroom and kept a limited amount of assorted spare parts and tools necessary for repairs on hand as well as stores of fuel for the POM, GOMs and production cooperatives.

11. The Political Deputy was, as a rule, an employee of the county committee of the PZPR and performed his duties according to Party instructions. He was subordinate to the director of the POM on the organizational chart only. His main activity consisted of political indoctrination and supervision of the basic Party organizations and personnel of the POM, GOMs, and production cooperatives and working among the private farmers trying to convince them to form or join collective farms. Subordinated to him were several regional political instructors (polityczny instruktor rejonowy) who worked mainly in villages according to plans and instructions received from him.

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12. The POMs were usually located in or near villages in old adapted farm buildings or in newly constructed compounds which consisted of an administrative building, a workshop, a shed for tractors and agricultural machines, and a number of houses for employees. [redacted] State Machine Center No. 32 at Rawa Mazowiecka (N 51-46, E 20-15) [redacted] This POM was organized in 1951-1952 and was regarded then as one of the best in Lodz Voivodship. It was located in newly constructed buildings about two kilometers south of Rawa Mazowiecka close to the Rawa Mazowiecka - Tomaszow Mazowiecki (N 51-32, E 20-01) highway. [redacted] 50X1
- [redacted] 50X1
- The inventory of agricultural machines and tractors was not in order; no records were kept of spare parts and repair materials in store; and no accounts were kept of how they were used. The director was not fully aware of his responsibilities. [redacted] 50X1
- [redacted] the political deputy, a woman who was assigned there from the Strzelczyk Machine Tool Factory (former John Factory in Lodz), [redacted] this factory had adopted the Rawa Mazowiecka POM in fulfilling their duties of so-called "chieftaincy" (Szeftstwo), a system whereby the factory helped the POM with the repairs of tractors and in producing unobtainable spare parts. (See Para 20 below for a fuller explanation.) 50X1

Machinery and Equipment

13. In general, the POMs were equipped with the Polish Ursus 45, the Czech Zetor 25, and Zetor K25 tractors and with a small number of tractor-driven agricultural machines. These tractors were produced mainly in the years 1949-1953 and could be regarded as new. Almost all tractors were on pneumatic tires because caterpillar tractors could hardly be used on the fields belonging to the production cooperatives, since they were so scattered that a great deal of time would be lost in driving from one to another by caterpillar tractor. There were several hundred KD 35 caterpillar tractors of Soviet production distributed among all the POMs. Source did not know exactly how many of the various types of tractors were being used by the POMs. He mentioned that in 1950-1951 mainly Zetor tractors were used. Since that period, the import of Zetor tractors was reduced, the production of Ursus tractors was increased, and the percentage of the latter was much higher in the POMs' park by 1954. The tractor-driven agricultural machines were partly imported with the tractors (plows, sheaf-binding machines), partly of home production, and partly the old prewar German machines which were still in use. The situation with the tractor-driven machines was very difficult; the POMs did not have the necessary number and types in comparison with the tractor park. There was almost a sufficient number of cultivating machines (plows, harrowing machines, rollers, cultivators), but there was a shortage of tractor-driven grain and fertilizer sowing machines and potato planters.
14. Sowing machines designed to be drawn by horses were very often used with the tractors. There was a shortage of new sheaf-binding harvesters and grass-cutting machines; the old horse-drawn types were being used with tractors. Potato and sugar-beet diggers were also in short supply. This shortage of agriculture machines was a bottleneck to the POMs because it did not permit the POMs

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to use their full potential. Furthermore, the low quality of the harvesting machines also discouraged the private farmers from hiring the POMs' services because the machines very often broke down. The machine park of the GOMs consisted mainly of horse-driven agriculture machines which were confiscated by the government from private farmers in 1948, mainly very old machines of German production, and could not be regarded as efficient. On the average, the workshops of the POMs were well equipped with new machine tools and workshop equipment or with older types which had been transferred from TOR establishments. The POMs' workshops did not carry out capital repairs on tractors; the tractors were sent to a TOR establishment for capital repairs.

Township Machine Centers (GOM)

15. Each POM controlled about five Township Machine Centers (Gminny Osrodek Maszynowy-GOM). The Township Machine Center was usually a small depot of horse-drawn agricultural machines. The horses were supplied by the farmers who rented the machines. The machines were loaned to private farmers on payment of a fee which was established by the Presidium of the Council of Ministers. Each GOM consisted of a manager, a machine station, and a workshop and employed about five to seven men. The manager (Kierownik GOM) supervised the lending of agricultural machines according to plans worked out by the agricultural section of the village national council, kept records and inventory and an account of fees paid. He was also responsible for the maintenance and repairs of the agricultural machines at his station. The GOM machine station (Stacja Maszyn) consisted of one or two depots, usually a shed or barn, under a guard-keeper. The GOM's workshop was usually a former village smithy with one blacksmith and mechanic in charge who performed small repairs.

Planning and Its Implementation

16. The implementation of the planned development and extension of the existing net of POMs was very difficult. The need of creating new machine centers was strictly connected with the development of new production cooperatives. Nobody knew a year ahead how many private farmers would form new production cooperatives or join the existing ones. For this reason only a general expansion plan was worked out at the level of the CZPOM and a tentative location of new POMs was planned. For example, if 75 new POMs were to be created during the next year, this number would be provisionally distributed among all the voivodships. If there was some basis for supposing that one particular voivodship might need nine of the POMs, sites were chosen and construction was started on only three of them; the remaining six POMs would be organized and located in some temporary accommodations which would be chosen at a later date. In spite of this, the number of State Machine Centers created constantly exceeded the number necessary for servicing the production cooperatives. As a consequence of this development, a number of POMs found themselves threatened with unemployment in 1952-1953 and did not have the opportunity to use the full production power of their machine parks. To balance this state of affairs, many State Machine Centers were accepting transportation jobs for industry and forestry.

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17. The government and the Party tried to convince the private farmers of the superiority of collective farming over individual farming and husbandry through the offices, activities, and services of the POMs. The nature of this convincing activity was changeable and depended on the existing Party policy towards the peasants. In practice, the provincial Party authorities were responsible for the development of collectivization in their areas. They exerted economic pressure against those peasants who were supposedly promoting the so-called class struggle in the villages. According to this theory, the peasants in the villages were divided into three groups: small holders (Biedniaki), medium farmers (Sredniaki), and rich farmers (Kulaks or Kulaki). The economic pressure was used mainly against Kulaks and medium farmers and usually took the form of not allowing them to get any help and service from the POMs and GOMs, usually by charging exorbitant fees for the services. There were also cases of other kinds of pressure against those private farmers who were reluctant to join the production cooperatives, such as increased quotas in deliveries of grain and cattle and high taxation.
18. The service agreements concluded between the POMs and the production cooperatives were the basis of the POMs' work. The agreements were based on work plans drawn up by the production cooperatives and the senior agronomist. The plan for using a POM's services had to utilize the full capacity of that POM's machine park. This capacity was recorded in terms of potential for plowing at an average depth. For instance, it was determined that one Ursus tractor should plow 356 hectares in one year; for planning and recording purposes, all the work done by that tractor was converted into hours of plowing time. This was done by calculating and assigning a plowing time coefficient to every type of work the tractor was capable of doing. A POM was permitted to work for private farmers only if the requirements for the POM's services from all the production cooperatives in the area did not exhaust the full production capacity of the POM.
- Cadres
19. Poland, in general, did not have a sufficient number of trained technical and administrative specialists, and the situation in agriculture was particularly bad in this respect. The difficulties in obtaining qualified cadres were the main obstacle to the planned development and increase of POMs. There was an acute and constant shortage of tractor drivers, experienced mechanics, reliable bookkeepers, properly trained agronomists, and executive personnel. It should be mentioned that the situation was aggravated by the high demands from the political authorities. Every employee was assessed not only on his professional agricultural or technical ability, but on his political reliability as well with much more stress on the latter. There were constant changes among the executive personnel of the POMs because they were often disqualified by either professional or political inadequateness.
20. In order to help the POMs in their personnel and technical problems, which apparently could not be solved by the Ministry of Agriculture through official governmental channels, the PZPR organized an action called chieftaincy (Szefostwo), under which each POM was "adopted" by the nearest capable factory, which then

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- a. The published price list of fees for POMs' services indicated that the production cooperatives paid about 50% less than small and medium private farmers. For some services 75% had to be paid in cash and about 25% in grain.
- b. The price list for POMs' services showed a political bias. It did not mention the service for Kulaks at all and favored the production cooperatives.
- c. The price list for renting agriculture machines from GOMs underlined the political intent even more. Small and medium farmers had to pay an average of about 50% less than Kulaks. For threshing grain, Kulaks had to pay about 30% of the fee in grain and about 70% in cash. Taking into account the fact that free market prices for grain were about three times higher than those paid by the State sales agencies, the fees paid by the Kulaks were approximately 100% higher than the fees paid by the small and medium farmers.
- d. The prices fixed by the government for so-called neighborly aid, particularly those paid by the small farmers to the Kulaks, were very low in comparison with the fees paid by the Kulaks for POMs' services. They had to be paid in cash.

Conclusion

24. Up to 1954, according to source, the CZPOM was neither efficient nor successful in fulfilling its mission of promoting the structural development of agriculture. The results achieved in the economic field and in the political indoctrination of the peasants were still meager, mainly because of a shortage of qualified personnel. As far as the agriculture services were concerned, the existing number of POMs was capable of cultivating at least 100% more land than the production cooperatives possessed in 1954. In spite of this, the CZPOM should be regarded as a very important instrument of the Communist régime in Poland. A further intensive development of the POMs, up to the point where they had 40-50,000 tractors and the necessary tractor-drawn agriculture machines, would enable the POMs to cultivate five to six million hectares of land in one year and give the régime the means for carrying out the full collectivization of Polish agriculture.

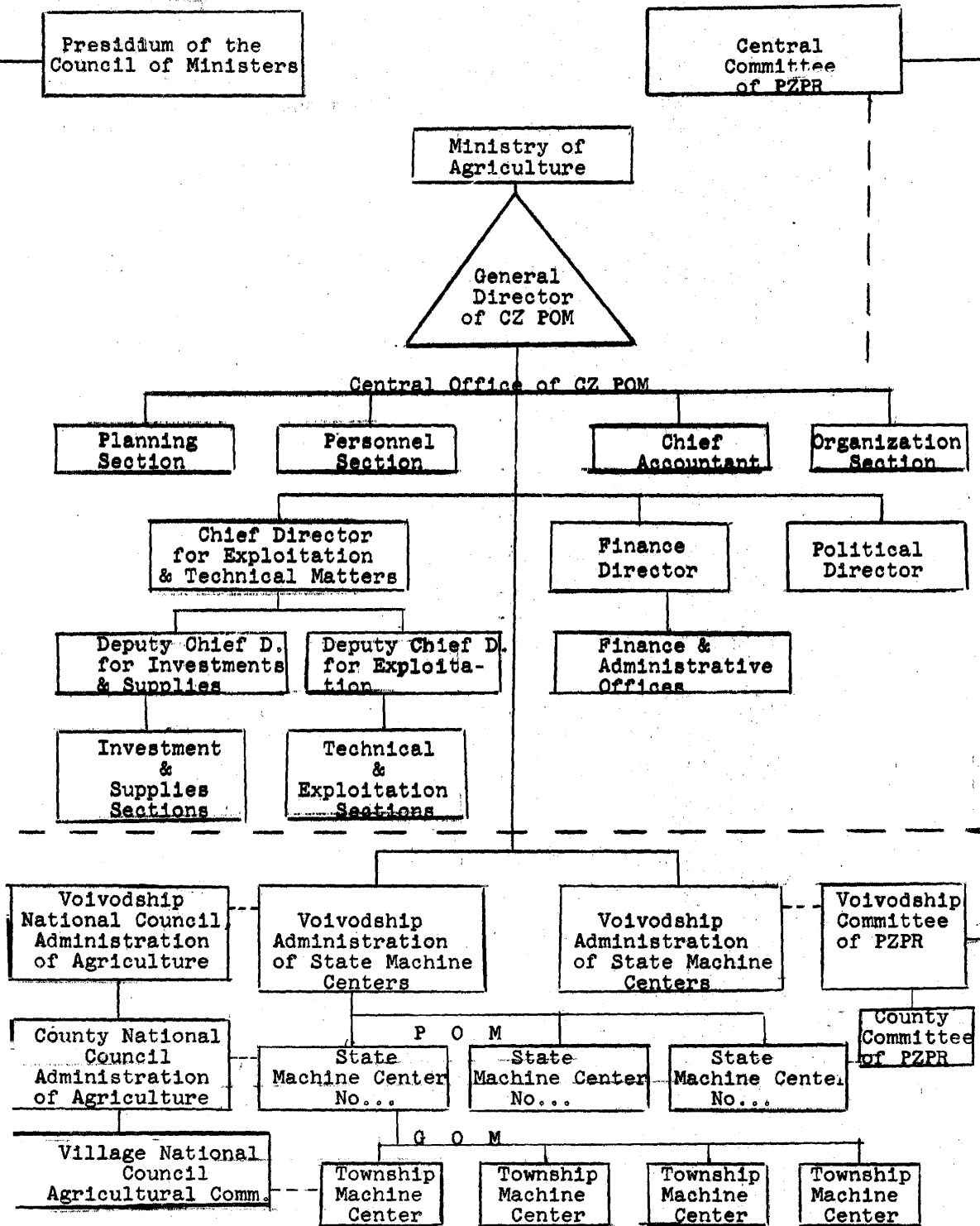
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Organizational Chart of the Central Administration of State Machine Centers (CZPOM) and Subordinate Agencies.



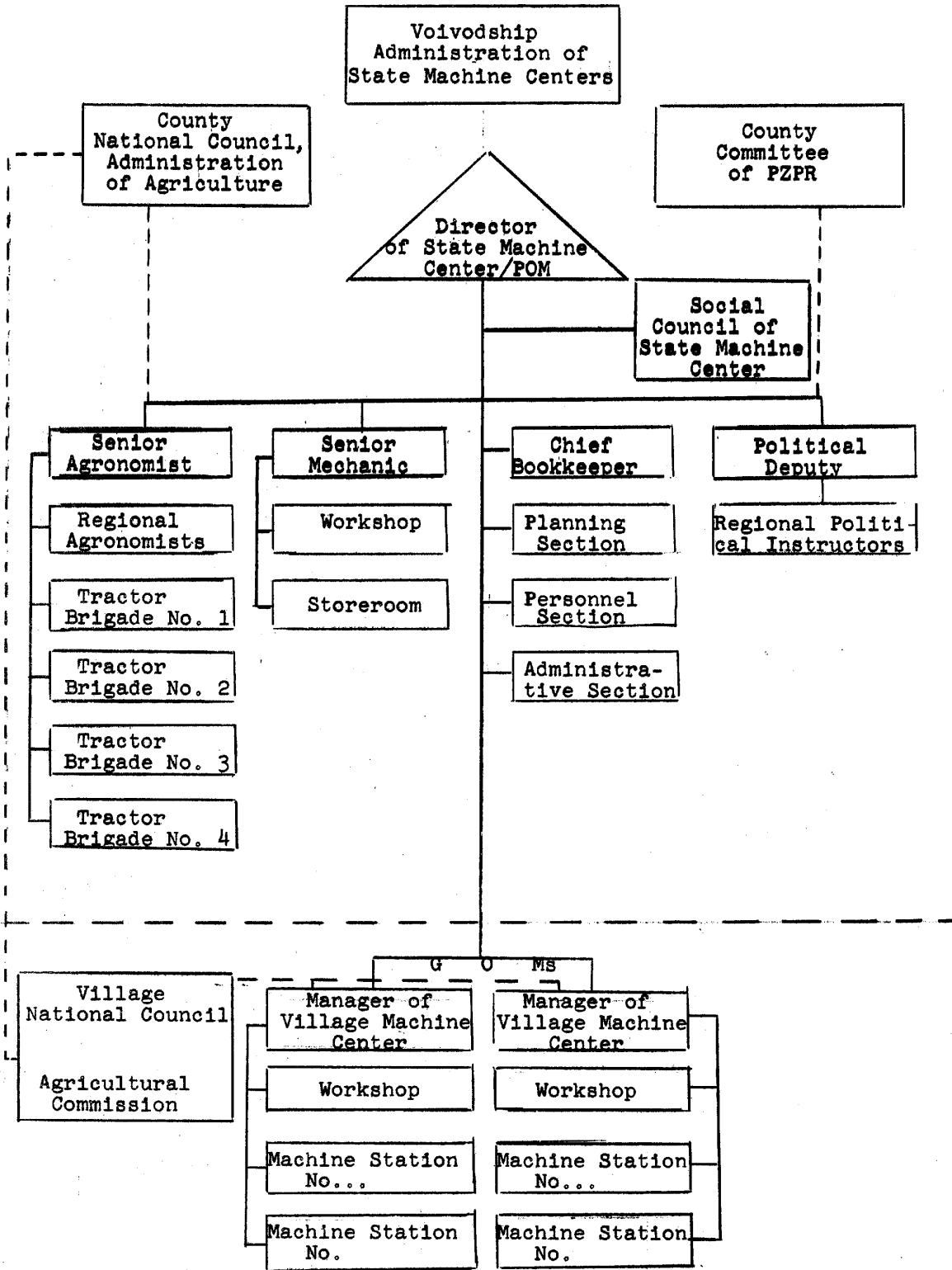
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Organizational Chart of a State Machine Center (POM)



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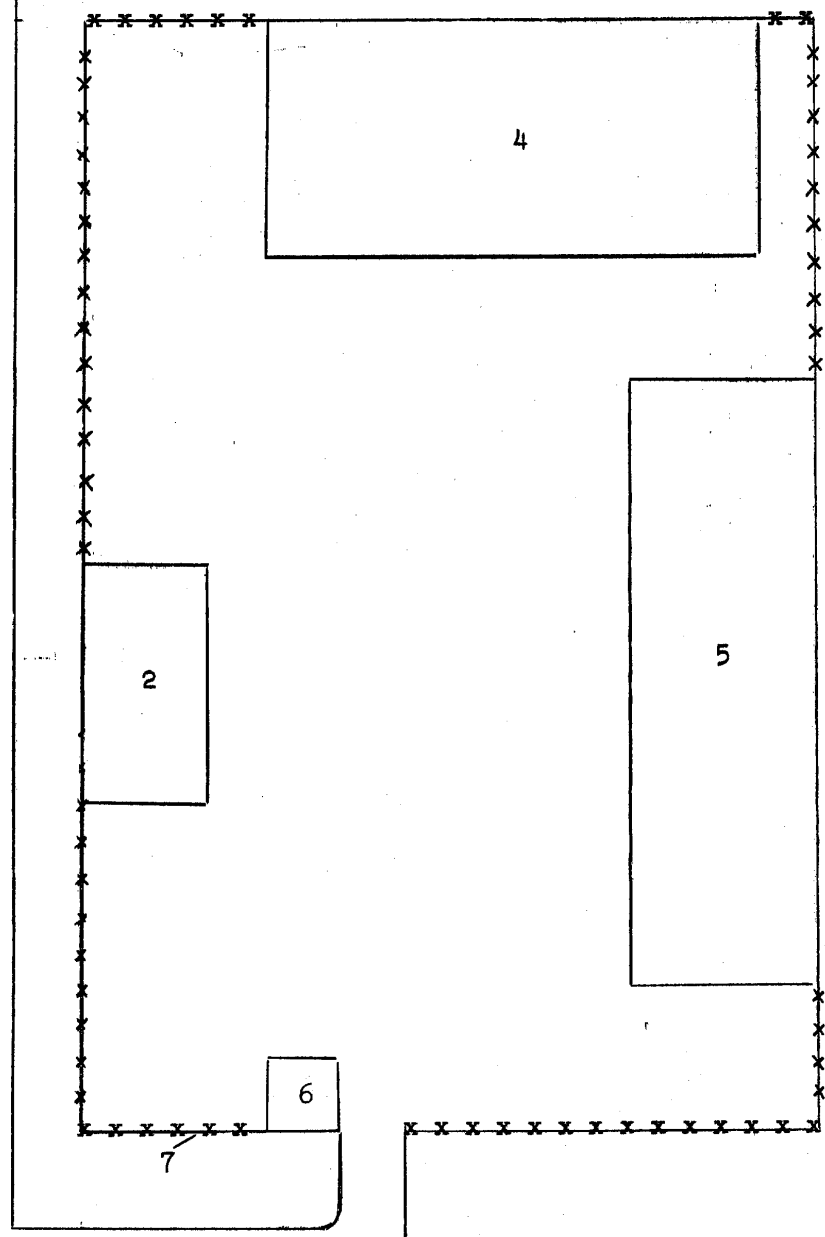
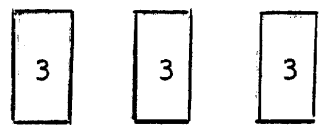
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Memory Sketch of State Machine Center No. 32 in Rawa Mazowiecka - Approximate Scale 1:500, 1cm=5m

Tomaszow Mazowiecki



Rawa Mazowiecka



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Legend to Memory Sketch of State Machine
Center No. 32 at Rawa Mazowiecka. (See
Page 13)

1. Rawa Mazowiecka - Tomaszow Mazowiecki Highway - About 12 meters wide with paths for cyclists on both sides.
2. Office and administrative building - One-story brick house approximately 10 x 20 m., housing offices, recreation room, and mess hall for employees.
3. Apartment houses for employees - Two-story brick buildings approximately 6 x 10 m., each usually inhabited by two families.
4. Repair workshop and storeroom - One-story brick building approximately 20 x 40 m. with a wide door through which a tractor could drive in. The southern part was occupied by a workshop with work benches on the western side and machine tools on the eastern side. The northern part of the building was separated by a brick wall and used partly for storing spare parts and repair materials.
5. Shed and garage for tractors and agricultural machines - One-story brick building of about 12 x 15 m. partly with open walls and only a roof above it.
6. Guard house - Wooden barrack, about 5 x 5 m., located at the gate. This gate was guarded by an armed guard.
7. Wire-net fence around the whole compound of the POM.

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