WHO DIRECTS
SOVIET INDUSTRY

BY N. SMETANIN
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ORDER OF LENIN
ASST. PEOPLE'S COMMISSAR OF LIGHT INDUSTRY
OF THE U.S.S.R.
MEMBER OF THE SUPREME SOVIET
OF THE U.S.S.R.

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HE industrial development of the U.S.S.R. calls for increasing numbers of administrators with a good knowledge of the processes of production and able to direct them.

During recent years Soviet industry has grown considerably. Its aggregate output is now second only to that of America.

Many new branches of production, unknown to Russia in tsarist times, have sprung up in the last ten years; such are the chemical, aircraft, automobile, tractor and machine tool industries, to mention only a few.

How was it possible to train the necessary people to administer these thousands of new plants? Where did they come from? What manner of people are they?
The Great October Socialist Revolution abolished exploitation in the Soviet Union. The workers, peasants and laboring folk generally became the masters of all the wealth of the country. Tens of millions of people who before the revolution were unfranchised and downtrodden came to take an active and regular part in the administration of the state. Their ranks have produced many talented organizers and directors of industry, transport, and agriculture, and many gifted workers in the field of art and culture.

The administration of the country and its industry was thrown open to women, who constitute half the population and who in tsarist times were allowed no share whatever in public life. The revolution has conferred upon women equal rights with men in law and in fact. There is no branch of government, industry or cultural effort in the Soviet Union today in which women do not take an active part.

The numerous peoples of the U.S.S.R. who under the tsars languished in a state of colonial slavery have been emancipated.
Zinaida Fedorova, Member of the Supreme Soviet of the R.S.F.S.R.,
foreman in the machine shop of the Stalin Automobile Works,
Moscow
from national oppression and, with the assistance of the Russian people, have built up their own industry and a new cultural life. These peoples are also taking an active part in the work of Socialist construction, and their ranks are constantly producing talented leaders.

The vast majority of the directors of Soviet industry were once rank-and-file workers. They secured promotion owing to their abilities and the initiative they displayed in production. They are people reared in the new Socialist technique; they strive to get the very utmost out of technique and to produce the largest possible quantity of goods of the best quality for the benefit of their country.

The national income of the Soviet Union is entirely at the disposal of the working people. Part of it goes for the further economic development of the country, the remainder to satisfy the needs of the people. The richer, therefore, the U.S.S.R. grows, and the more its industry and agriculture produce, the greater becomes the well-being
of its citizens and the higher their standard of living. Hence the Soviet citizen is interested in multiplying the wealth of his country, and he therefore strives to increase productivity of labor and to raise his own level of education and technical knowledge.

In this, of course, he has the assistance and encouragement of the state, which assigns vast sums to educational establishments for the training of skilled forces. Whereas 559,000,000 rubles were assigned from the budget for education in the fiscal year 1925-26, over 20,000,000,000 rubles, or nearly forty times as much, were assigned in 1938. About one-third of this sum was designed for the training of skilled forces.

Every worker in the Soviet Union has the full opportunity to acquire an education and training equal to that of a technician or engineer, to acquire the knowledge needed for the advancement of industry. This not only applies to capable individuals who succeed in securing advancement; it is being carried out on an extensive scale with the vigorous support of the Soviet
state, which has set itself the aim of raising the cultural and technical level of the whole working class of the country to that of engineers and technicians.

Every factory has courses of various kinds at which any unskilled worker who wishes is taught the technical knowledge he needs. The Skorokhod factory, for example, at which the present writer was employed for many years as an ordinary worker, has 17,000 employees, and of these about ten thousand are taking various courses of study.

Workers who desire to improve their qualifications and to obtain a better knowledge of the processes of their industry may attend the Stakhanov technical schools in the factories where they are employed. They also have the opportunity of acquiring a complete technical education. They may attend technical college in their spare time or take a university correspondence course. This enables a worker to acquire the knowledge he needs without having to throw up his work or leave the town where he resides. Nearly all the uni-
versities and special technical colleges have their correspondence departments, and the field they embrace is expanding from year to year.

There are a number of academies in the U.S.S.R. where yesterday's rank-and-file workers are trained to be directors of vast industrial plants.

By the end of 1936 two-thirds of all the workers engaged in large-scale industry had already been through, or were taking, courses in technical training.

About 350,000 young workers are being trained at the factory apprenticeship schools; 385,000 entered technical colleges in 1938 alone.

In every Soviet factory the trade union and social organizations, as well as the special personnel department, help the advancement of workers to more responsible posts. They endeavor to secure for them the most favorable conditions for study, whether at the factory itself, or at schools, courses, etc. They aid their advancement, and they show a constant interest in the peo-
Ivan Gudov, Order of Lenin, Member of the Supreme Soviet of the U.S.S.R., former millwright, now a student at the Kaganovich Industrial Academy, Moscow
ple whose promotion they have furthered.

The absence of a degree or diploma is no bar to promotion. There are plenty of directors of huge industrial plants and superintendents of shops and departments who have not yet finished their education but who have displayed talent in the practical processes or in the organization of industry. Individual tutors, prominent experts and even professors are often assigned to such people to help them to acquire the necessary knowledge in the shortest possible time.

In recent years tens of thousands of Stakhanovites have been promoted to various leading posts in all branches of industry.

In heavy industry alone some five thousand and have been appointed heads of trusts, factories and mines, oilfields and so on.

Izotov and Dyukanov, recently miners at the coal face, are now directors of coal trusts. Krivonoss, Ognyev and Bogdanov, former locomotive engineers, are now administering big railroads with a large
freight and passenger traffic. Many such examples could be cited. The names of Stakhanovites, people with a high sense of public duty who have mastered the technique of their jobs to perfection, are widely known all over the country. Many of them have been elected to the Supreme Soviets of the U.S.S.R. and the Union Republics. Let us mention Alexei Stakhanov himself, the initiator of the Stakhanov movement, Evdokia and Maria Vinogradova, textile workers, and A. Busygin, forgeman at the Gorky Automobile Works. These are only a few of the long list of rank-and-file workers who in a short period have developed into public figures who take an active part in affairs of state. The majority of them are studying in the industrial academies of their particular branches of production.

Some idea of the rapidity of advancement and development of new commanders of industry may be obtained from the story of my own life.

I was born the son of an oven-mason,
Peter Krivonoss, Order of Lenin, Member of the Supreme Soviet of the U.S.S.R., addressing his constituents over the radio
whose earnings were very meager. Like the majority of workers in tsarist times, my father had no opportunities for education and no chance of transferring to a more skilled and lucrative profession.

In pre-revolutionary days, the Russian government showed no interest in educating workers, and a qualified technical training was practically beyond the reach of workers' children. Many educational establishments were only open to the sons of the nobility. Education was expensive (it is free in the U.S.S.R. today), scholarships and stipends were unknown; and so it was extremely difficult for the sons of workers and peasants to get any schooling at all.

The promotion of workers to executive posts was something almost unthinkable in the factories of tsarist times. The owners preferred to invite experts from abroad for this purpose. In the Skorokhod shoe factory, for example, all the foremen and shop superintendents were Germans.

I first went to that factory in 1918, after my father died. Shortly after the revolution
an apprenticeship school was opened in connection with the factory, and I joined it with the object of improving my qualifications.

After leaving this school I became a laster. This operation used to be performed by hand. After the factory was reconstructed in 1930, it raised its output from two million to twenty-two million pairs a year, and I was put on a lasting machine.

I studied the machine very thoroughly and came to the conclusion that my job could be done much faster without injury to the quality of the product. And by 1932 my output had increased very considerably.

In 1935 I read in the newspapers about the methods of work instituted by Alexei Stakhanov, a coal hewer in the Donbas, and the high productivity of labor he had attained. This gave me the idea that if we in the shoe trade were to adopt Stakhanov's methods, we too could raise our output considerably and supply the country with far more shoes than before.
I began to study my machine more carefully, to probe into all its "secrets" and potentialities, and on September 21, 1935, I established a record: I lasted 1,400 pairs of shoes in one shift, when the standard output was 680 pairs.

This was a historic day in my life. The news of my record soon became known all over the factory. I received the congratulations of the workers, who presented me with a huge bouquet of flowers. I saw sincere pleasure depicted on the faces of my workmates.

This record started a regular movement for higher productivity of labor in the shoe factories of the country. Calculation of movement and economy of seconds became the watchword among the shoe workers.

Very soon my record was beaten by other workers.

I was sincerely pleased with their achievements, for it was all for the benefit of my Soviet country and helped to increase its wealth and might.
I continued to strive to improve the processes of work, to raise productivity of labor, and thereby I considerably increased my own earnings.

I soon established a new record—1,820 pairs in one shift.

It made me happy to know that our people were receiving more shoes than formerly thanks to my efforts and those of my comrades.

The government rewarded my initiative and achievements by granting me the Order of Lenin.

Meanwhile, I was studying very persistently and improving my technical knowledge.

Very soon I was appointed shop foreman, and a year later assistant director of the factory.

In 1938, three hundred thousand voters of Leningrad elected me Member of the Supreme Soviet of the U.S.S.R. In May of that year I was appointed director of the Skorokhod factory, whose gates I had first
Elizaveta Gonobobleva, Member of the Supreme Soviet of the U.S.S.R., former worker in and now director of the Kirov Textile Mills, Ivanovo
entered twenty years earlier as a boy of twelve.

Today I have been promoted to the highly responsible post of Assistant People's Commissar of Light Industry of the U.S.S.R.

There are numberless workers like myself in our country who in a short time have passed from the bench to the management of industry.

I could mention dozens of my comrades, former rank-and-file workers in the leather and shoe trade who have become directors of factories.

Take, for example, Salamanov, a leather worker, who in his spare time studied assiduously and acquired a higher technical education. He first became an engineer and then the director of a big leather works.

Another example is Zatulovsky, who was also a leather worker. He first qualified as a technician and then as an engineer. He is now the assistant chief of the Leather Industry Board of the U.S.S.R.

In a like manner people are developing in every branch of industry of the Soviet Union.
These people are part of the wealth of the Soviet country. They are a pledge of the rapid growth of its might and power. They love their country profoundly and are devoted to the service of its industry. They never tire of studying and improving their proficiency in whatever post their people may promote them to. A feature that marks them all is their persistent effort to transmit their knowledge, experience and discoveries to their comrades and to help them in their development and advancement.

The Third Five-Year Plan of Economic Development of the U.S.S.R. (1938-42) envisages a further big advance in industrial development and in the mechanization of agriculture. This will demand large numbers of new administrators in the most varied fields.

The system of training and advancement in the Soviet Union is a guarantee that this demand will be fully met.