

Appendix 7. Organizational structure and personnel

Generality

One of basic constituents of the enterprise success is the degree of its controllability and optimality of administrative structure.

In connection with necessity of taking an exact stock of labour hours and of executed efforts the organizational structure of every logging enterprise should correctly reflect functions of each area in view of vital realities. The presence of intermediate areas with not definite tasks results in disordered moving of the staff inside the enterprise, irresponsibility of average executives and managing personnel, increases general turnover of the staff. A problem of fluctuation of personnel is one of the most painful for regions with the small population. The labour legislation strictly used at the periphery gives the employees of such branches as harvesting and in such regions as the northern territories enormous social guarantees and privileges. That is why volume of financial and social obligations appearing at the enterprise to its member who worked sometimes month is not comparable to benefit from his work.

By virtue of the historical realities a brigade is the most widespread form of primary division on any logging enterprise. It is practically impossible to refuse the given form of division in this branch. As the results received at the experimental enterprise show at the correct approach to formation of duties and job prices on production this form is quite viable. Optimization of duties and job prices brings a good economic result. A brigade becomes a stable unit that removes a problem of employee turnover in the basic structure of the enterprise.

A package of the organizational documents regulating structure of the enterprise, purposes and tasks of each sub-unit, mutual relations of the enterprise and its subdivisions, rights and duties of employees can help to avoid the unreasonable personnel decisions.

Following documents can be included into such package:

1. Organizational structure of an enterprise.
2. List of members of staff on sub-units.
3. Internal disciplinary rules.
4. Collective agreement.
5. Contracts with brigades on a concrete working season.
6. Functions.
7. Contracts with chiefs of subdivisions.
8. Regulations on awarding.
9. Personal contracts with each employee.


In the present Appendix we bring some examples of the documents from the list above that act at the experimental enterprise. Basically there are documents having attitude directly to production process.

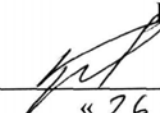
In connection with seasonality of the enterprise work the majority of the documents having attitude to the structure of the enterprise and organization of works are reconsidered and affirmed again in the beginning of each season (end of summer –beginning of autumn in our region).

Organizational structure and list of staff

The organizational structure reflecting a work cycle of an enterprise most correctly should correspond to real stages of production, of which this cycle consists, and fix general provisions on functions of each unit. As an example the fragments of the first organizational structure of the enterprise authorized in 2002-2003 season of preparation are given below.

Ознакомлен:

Генеральный директор
ООО «Чимское ЛЗП»
 /В.И.Учаев/
« 26 » ноября 2002 г.

Утверждаю:
От имени Учредителей
Генеральный директор
ООО «Геркус»
 /Н.И. Красильников/
« 26 » ноября 2002 г.

ООО «ЧИМСКОЕ ЛЗП»

ПОЛОЖЕНИЕ
ОБ ОРГАНИЗАЦИОННОЙ СТРУКТУРЕ ПРЕДПРИЯТИЯ

Общее руководство предприятием по всем направлениям осуществляет
Генеральный директор.

Предприятие включает в себя следующие подразделения:

- I. Администрация.
- II. Верхний склад.
- III. РТЦ.
- IV. Нижний склад.
- V. Ремонтно-строительный участок.

Руководство каждым из указанных подразделений осуществляют непосредственные начальники (руководители подразделений). Каждое из подразделений выполняет определенные ему настоящим Положением функции и задачи. Конкретные условия труда, оплаты труда, нормы расходов, нормы выработки и другие аспекты деятельности определяются дополнительными внутренними официальными документами предприятия (штатное расписание, должностные инструкции, положение о заработной плате, коллективный договор, персональные контракты и пр.).

III. РЕМОНТНО-ТРАНСПОРТНЫЙ ЦЕХ.

Непосредственным руководителем РТЦ является Главный механик.

РТЦ включает в свой состав:

3.1. Бригада вывозки.

3.2. Бригада технического обслуживания.

3.3. Вспомогательный персонал (фельдшер, сторожа, кочегары и прочие, согласно штатного расписания).

Определение и утверждение у Генерального директора состава и количества необходимого вспомогательного персонала входит в обязанности Главного механика РТЦ.

В задачи ремонтно-транспортного цеха входит: подготовка и содержание лесовозных дорог, транспортировка готовой продукции на нижний склад предприятия, перевозка ГСМ, техники и крупногабаритных грузов в соответствии с нуждами предприятия, организация и обеспечение ремонта техники, оборудования и механизмов предприятия, обслуживание и текущий ремонт вверенной техники, выполнение требований администрации по учету материальных ценностей, рабочего времени и объемов выработки.

(Приложения: штатное расписание РТЦ, должностные инструкции, положения о бригадах вывозки и технического обслуживания).

Ознакомлен: руководитель подразделения _____



The ratification of organizational structure of the enterprise by founders gives them an opportunity to influence on a control system inside the enterprise and to have more precise notion about duties and responsibility of the managing personnel.

The list of members of staff of any enterprise is intended, first of all, for ordering of personnel work and correct conducting of bookkeeping reports in part of payroll accounting and appropriate taxation. Thus it is necessary to understand, that the list of members of staff can't be static, but also it should vary reasonably and with logical periodicity. Too often changes of a list of staff are evidence of instability of a production cycle. The list of members of staff should correspond to tasks of the enterprise and change according to industrial necessity. Formation of a list of staff is based on the organizational structure that is why any changes should be made exclusively on the basis of personnel orders.

The correctly generated list of members of staff enables to understand distribution of duties between units and balance between basic and auxiliary personnel right. The analysis of this

schedule can be applied to understanding of the most different questions concerning management and manufacture.

As an example the fragment of a list of members of staff of the experimental enterprise of a 2003-2004 season of preparation is given below.

Also the structure of the enterprise in the whole season of preparation of 2003-2004 years is shown. The given structure completely corresponds to an employee list and working organizational structure of the enterprise.

Штатное расписание за период с 01.08.2003 по 01.08.2004

БРИГАДА ДУНАЕВА

№	должность	кол-во	р-д	ЧТС	сд-		дата введения	дата ликвид.	Занесено
					окладная	статья			
1	Тракторист на трелевке леса	2	6	8,45	√	20	1Ш	01.01.2002	01.01.2002
1	Тракторист на трелевке леса	2	6	6,79	√	20	10Ш	01.01.2002	01.10.2003
2	Обрубщик сучьев	1	3	5,64	√	20	1Ш	01.01.2002	01.01.2002
2	Обрубщик сучьев	2	3	5,64	√	20	10Ш	01.01.2002	01.10.2003
3	Лесоруб	2	2	5,17	√	20	1Ш	01.01.2002	01.01.2002
3	Лесоруб	2	2	5,17	√	20	10Ш	01.01.2002	01.10.2003
4	Оператор ЛП-30Г	1	6	8,45	√	20	1Ш	01.01.2002	01.01.2002
4	Оператор ЛП-30Г	1	6	6,79	√	20	10Ш	01.01.2002	01.10.2003
5	Вальщик леса 4 р.	2	4	6,34	√	20	1Ш	01.01.2002	01.01.2002
5	Вальщик леса 4 р.	1	4	6,34	√	20	10Ш	01.01.2002	01.10.2003
6	Вальщик леса 6 р.	2	6	8,45	√	20	1Ш	01.01.2002	01.01.2002
6	Вальщик леса 6 р.	1	6	8,45	√	20	10Ш	01.01.2002	01.10.2003
7	Водитель на перевозке людей	1	5	6,9	√	20	1Ш	01.01.2002	01.01.2002
7	Водитель на перевозке людей	1	5	6,79	√	20	10Ш	01.01.2002	01.10.2003
8	Чокеровщик	2	4	6,34	√	20	1Ш	01.01.2002	01.01.2002
		Всего: 13							

БРИГАДА ЛЕСОПИЛЕНИЯ

№	должность	кол-во	р-д	ЧТС	сд-		дата введения	дата ликвид.	Занесено
					окладная	статья			
1	Пом рамщика	2	4	4,78	√	20	1Ш	01.01.2002	01.01.2002
2	Контролер	1	1	5,14	√	20	1Ш	01.01.2002	01.01.2002
3	Станочник д/обrab	2	4	4,78	√	20	1Ш	01.01.2002	01.01.2002
3	Станочник д/обrab	2	4	5,44	√	20	10Ш	01.01.2002	01.10.2003
		Всего: 5							

БРИГАДА ПОГРУЗКИ ВАГОНОВ

№	должность	кол-во	р-д	ЧТС	сд-		дата введения	дата ликвид.	Занесено
					окладная	статья			
1	Стропальщик	8	4	4,78	√	20	1Ш	01.01.2002	01.01.2002
1	Стропальщик	4	4	4,78	√	20	10Ш	01.01.2002	01.10.2003
2	Машинист-крановщик козловых кранов	3	5	5,44	√	20	1Ш	01.01.2002	01.01.2002
2	Машинист-крановщик козловых кранов	2	5	5,44	√	20	10Ш	01.01.2002	01.10.2003
		Всего: 11							

БРИГАДА ТОДОРА

№	должность	кол-во	р-д	ЧТС	сд-		дата введения	дата ликвид.	Занесено
					окладная	статья			
1	Раскряжевщик	1	4	4,78	√	20	1Ш	01.01.2002	01.01.2002
2	Разметчик	1	4	4,78	√	20	1Ш	01.01.2002	01.01.2002
3	Сортировщик-штабелевщик	6	3	4,24	√	20	1Ш	01.01.2002	01.01.2002
		Всего: 8							

БРИГАДА ЯКУБОВСКОГО

№	должность	кол-во	р-д	ЧТС	сд-		дата введения	дата ликвид.	Занесено
					окладная	статья			
1	Тракторист на трелевке леса	2	6	6,79	√	20	13Ш	01.12.2003	01.12.2003
2	Вальщик леса 6 р.	1	6	8,45	√	20	13Ш	01.12.2003	01.12.2003
3	Вальщик леса 4 р.	1	4	6,34	√	20	13Ш	01.12.2003	01.12.2003
4	Водитель на перевозке людей	1	6	6,79	√	20	13Ш	01.12.2003	01.12.2003
5	Обрубщик сучьев	2	3	5,64	√	20	13Ш	01.12.2003	01.12.2003
6	Оператор ЛП-30Г	1	6	6,79	√	20	13Ш	01.12.2003	01.12.2003
7	Чокеровщик	2	4	6,34	√	20	13Ш	01.12.2003	01.12.2003
		Всего: 10							

1 АДМИНИСТРАЦИЯ

А/М УАЗ-2206 Г/Н В520КЕ11
А/М УАЗ-2206 Г/Н В905КС11
А/М УАЗ-31514 Г/Н В906КС11
А/М УАЗ-3962 Г/Н В521КЕ11

АНУФРИЕВА
БАХШИЕВ АДИК ОСМАНОВИЧ
БЕЖЕНАРЬ Ж В
ВАНЕЕВА ЕЛЕНА ВАСИЛЬВЕНА
ВАНЕЕВА Ю И
ЖУКОВ
ИВАСЬНА
ЛАУХИНА Г И
МИТИНА Г И
УЧАЕВ ВАЛЕРИЙ ИЛЬИЧ
УЧАЕВ ВИКТОР ВАЛЕРЬЕВИЧ
ФИНАГИНА Е.П.
ЦУБЕРА Ю.Ю. СТАРШИЙ

ЦЕХ И ВСПОМ ПЕРС АДМИН

ВАСИЛЬБЕВА Е В
ЕРМОЛИНА А Н
ЗЕМЛЯНОВ С В
ЗЕМЛЯНОВА Е М
КАЗАНОВ В Г
КОДАНЕВ С М
МОТЫНГА М В
НАГОРНАЯ Е В
РИВОНЕНКО В В
РУДНЕВА П Я
ЦУБЕРА МАЙЯ ЕГОРОВНА
ЧЕПРАГА М И

2 ВЕРХНИЙ СКЛАД

А/М ГАЗ-3284 Г/Н В908КС11
А/М ГАЗ-66 Г/Н В648КЕ11
БУЛЬДОЗЕР Б-170-М Г/Н 0924КУ
МАШИНА СУЧКОРЕЗНАЯ ЛП-30Б Г/Н 0438КО
МАШИНА СУЧКОРЕЗНАЯ ЛП-30Б Г/Н 0443КО
МАШИНА СУЧКОРЕЗНАЯ ЛП-30Г Г/Н 0922КУ
ПИЛА "ХУСКВАРНА" 262Р № 9090161
ПИЛА "ХУСКВАРНА" 262Р № 011900051
ПИЛА "ХУСКВАРНА" 262Р № 011900212
ПИЛА "ХУСКВАРНА" 262Р № 011900222
ПИЛА "ХУСКВАРНА" 262Р № 013200328
ПИЛА "ХУСКВАРНА" 262Р №011900202
ПИЛА "ХУСКВАРНА" 262ХР № 002400110
ПИЛА "ХУСКВАРНА" №013200230
ТДТ-55 Г/Н 0441КО
ТДТ-55 Г/Н 0442КО
ТДТ-55 Г/Н 0445КО
ТДТ-55 Г/Н 0446КО
ТДТ-55 Г/Н 0472КО
ТДТ-55 Г/Н 0473КО
ТДТ-55 Г/Н 0474КО
ТДТ-55 Г/Н 0918КУ
ТДТ-55 Г/Н 4997КО
ТДТ-55 Г/Н 4999КО
ТДТ-55 Г/Н 5000КО
ТДТ-55 Г/Н 5501КО
ТРАКТОР Т150 С МАНИПУЛ Г/Н 0923КУ

БРИГАДА ДУБЛЕННИКОВА

А/М ГАЗ-3284 Г/Н В523КЕ11
ТДТ-55 Г/Н 0919КУ
ПИЛА "ХУСКВАРНА" 262Р №011900004
МАШИНА СУЧКОРЕЗНАЯ ЛП-30Г Г/Н 0921КУ
ДУБЛЕННИКОВ Р С
ЛЫСЦЕВ ВАС.ВАС.
ПАВЛОВ В И
РИВОНЕНКО В В

БРИГАДА ДУНАЕВА

А/М ГАЗ-3284 Г/Н В902КС11
МАШИНА СУЧКОРЕЗНАЯ ЛП-30Г Г/Н 0920КУ
ПИЛА "ХУСКВАРНА" 262Р № 011900071
ТДТ-55 Г/Н 4998КО
ТДТ-55 Г/Н 5502КО

ЦЕХ И ВСПОМ ПЕРСОНАЛ В/СКЛ

ЕКИМОВ А.Ф
ЖДАНОВ ЕВГЕНИЙ ГАВРИЛОВИЧ
НАГАЙЦЕВ А Г

3 НИЖНИЙ СКЛАД

КРАН КОЗЛОВОЙ ККС-10 ЗАКОНСЕРВ
ЛЕСОРАМА Р-63 1020/1
ЛЕСОРАМА Р-63 1020/2
СТАНОК ЦБ-6/1
СТАНОК ЦБ-6/2
ТДТ-55 Г/Н 0439КО
ТДТ-55 Г/Н 0440КО

БРИГАДА ПОГРУЗКИ ВАГОНОВ

КРАН КОЗЛОВОЙ ККС-10 РАБОЧИЙ
КРАН КОЗЛОВОЙ ККУ-12,5
ПИЛА "ХУСКВАРНА" 262Р № 2105470
ПИЛА "ХУСКВАРНА" 262Р № 697082100
ДУБЛЕННИКОВ М В
КУДЫМОВ А В
РУССУ Н В
СУВЕЙКО
ТКАЧ Т Л
ЦУБЕРА Ю.Ю. МЛАДШИЙ

БРИГАДА ЛЕСОПИЛЕНИЯ

ПОСТ ЗАТОЧКИ
МНОГОПИЛЬНЫЙ СТАНОК
СТАНОК ЛЬ-100 1
СТАНОК ЛЬ-100 2
ТОРЦОВОЧНЫЙ СТАНОК
АЛЕКСЕЙ И К
РИВОНЕНКО В В
СОЗОНОВ В В
СУВЕЙКО
ТКАЧ С Т

БРИГАДА ТОДОРА

ВАСИЛЕНКО С. К.
ВОРОБЬЕВ А М
ДУБЛЕННИКОВ В М
ДУБЧАК С Н
ИГНАТОВ А Л
СОРОКИН Н П
ЦУБЕРА МАЙЯ ЕГОРОВНА
ЧЕРНОВ А Н

ЦЕХ И ВСПОМ ПЕРСОНАЛ Н/СКЛ

ТДТ-55 Г/Н 0475КО
БАСАЛГИН В Г
ВЕРХУЛЕВСКАЯ Г Н
ВЕШНИКОВА Ж В
КУДЫМОВА О В
МАКАРОВ А В
ПАВЛОВ Ю Я
ПАВЛОВА Л И
СЛОБОЖАНИНОВА В В
УСАТОВА Н Н
ЦУБЕРА М И

4 РТЦ

БЕНЗОКОЛОНКА
ЭКСКАВАТОР ЭО-2621 Г/Н 0437КО

БРИГАДА ВЫВОЗКИ

А/М ГАЗ-33073 БЕНЗОВ Г/Н В607КЕ11
А/М ЗИЛ-4502 САМОСВАЛ Г/Н В707АО
А/М КАМАЗ-4310 Г/Н В674ВХ
А/М КАМАЗ-55111 Г/Н В675ВВ
А/М КРАЗ-257КС Г/Н В516КЕ11
А/М МАЗ КС-3577-3 КРАН Г/Н В517КЕ11
А/М МАЗ КС-3577-3 КРАН Г/Н В907КС11
А/М МАЗ-509А Г/Н В284АР
А/М МАЗ-509А Г/Н В285АР
А/М МАЗ-509А Г/Н В593ВВ
А/М МАЗ-509А Г/Н В683ВВ
А/М МАЗ-63035 Г/Н В518КЕ11
А/М УРАЛ 4320 Г/Н В513КЕ11
БУЛЬДОЗЕР ДЗ-170 Г/Н 1671КО
БУЛЬДОЗЕР К700А-БКУ Г/Н 4909КО
БУЛЬДОЗЕР К701 Г/Н 0444КО
ПОГРУЗЧИК ЧЕЛЮСТНОЙ ЛТ-65 Г/Н 0436КО
ПРИЦЕП МАЗ СОРТИМ Г/Н КМ0774 11
ПРИЦЕП ТМ-11 ТРАЛ Г/Н 0447КО
ПРИЦЕП ТМ3 1 ЛЕСОВОЗ
ПРИЦЕП ТМ3 2 ЛЕСОВОЗ
ПРИЦЕП ТМ3 3 ЛЕСОВОЗ
ПРИЦЕП ТМ3 4 ЛЕСОВОЗ
ПРИЦЕП ТМ3 5 ЛЕСОВОЗ ДЕТАЛИ

АЛЕШИН Ю. В
БАРАНОВ А С
ВАЛЕНКОВ В.Г.
ВАЛЬЦ А В
ДЫМОВ
ЖАВОРОНКОВ В Л
КИСЛИЦЫН Н М
КОРЯГО Г Е
ТРИФОНОВ В С

РЕМОНТО-ТЕХ ГРУППА

БЕНЗОРЕЗ
МОТОПОМПА ТН-5
ПОСТ СВАРКИ
СТАНОК СВЕРИЛЬНЫЙ
СТАНОК ТОКАРНО-ВИНТОР.
ГВОЗДЕВ А М
КИСЕЛЕВ В В
ПЕРЕТИНЦ М М
УСАТОВ Н
ШВАЧКО В А

ВСПОМ.ПЕРСОНАЛ РТЦ

БУДНЯЦКАЯ Д Н
КИСЛИЦЫНА С И
НАЗАРОВ Г
ПАВЛОВ О Я
СОРОКИНА Л.В.
ТКАЧ М А
ЧУВАШОВА Н А

Contracts with divisions

The structure of the prime cost of production accepted in the majority of the working enterprises of the woodcutting branch corresponds to division of manufacturing on sub-units. Result of activity of any department is a certain product (for example it is a round wood on a forest

depot prepared for transportation to an industrial log depot and also for delivery to a forestry of an allotment). Therefore it is necessary to understand, that actually a plenty of auxiliary operations belong to work of any department. The estimate of costs on each of sub-units consists of the following charges: salary and appropriate taxation, petroleum products, service of engineering (including spares and repair), servicing, which, depending on the size of the enterprise and chosen technology, can include organization of works (management of a department), guards, etc. The charges on servicing can be regulated by the size of salaries and norms of outgoing precisely enough. But the level of expenses on direct manufacturing and degree of its predictability is to a great extent depends on regulation of mutual relations between the enterprise and its divisions. As was mentioned above, the basic divisions in a woodcutting branch are brigades. Job rating of each brigade should be made just on the basis of the final for the given unit result (for tree-hauling – by quantity of wood delivered to an industrial log depot or to a buffer warehouse).

Thus, it is necessary to stipulate and coordinate with brigades conditions of their work, duties and job prices for a final product beforehand.

At the same time it is necessary to take into account, that harvesting as a whole and work of each department separately is a continuous cycle, such as steel melting. For the avoidance of mutual claims and mutual irresponsibility between sub-units and divisions it is reasonable to combine cycles of manufacture inside each sub-unit up to a final product into one regarding duties of divisions of a unit.

For example: tree hauling from a forest depot to an industrial log depot depends directly on the quality of work of both lumberyards. As a rule it is accepted to isolate preparation and road maintenance on the logging enterprises. Employees engaged on maintenance of roads are not dependent directly on volume and quality of final product and not interested in final result of work of any of industrial sub-units. The absence of financial interest in the final result provokes negative profit for both employer and employees.

As an example of association of all process in a single unit from a beginning up to a final product on a site the extract of duties from the contracts with a tree hauling brigade is given below. An ultimate aim of works of the given site is to deliver all prepared wood to the bottom timber landing of the enterprise.

«1.1. A brigade undertakes to carry out work under orders of the enterprise specified in item 1.2 of the present contract.

1.2. The brigade undertakes to carry out the following work: monthly tree-length and cut-to-length material hauling from an upper to a bottom or a buffer timber landing of the enterprise during hauling period, loading of tree-length and cut-to-length material onto motor vehicles, unloading of motor vehicles by a tractor in the buffer timber landing, clearing of wood-roads during winter, preparation of roads leading to allotments, haulage of petroleum products to a warehouse of the enterprise, transportation of logging engineering to places of work and other kinds of works connected to transportation of goods. »

One of the major factors influencing quality of brigade's work is the level of the job prices and their rectangular components for final product manufacture. At the correct approach of administration of the enterprise on the part of a piecework pay, the interest in achievement of real results on volumes and quality of production should be generated in a brigade. For example, for felling brigades it should be expressed in minimization of the downtime periods caused by technical malfunctions, lack of maintenance materials, etc. As the experience shows, if payment for running repairs of engineering in a forest is included to the piece-rate and payment of downtime periods is obviously reduced by decrease of the all-in hourly rate of tariff, within 2-3 months a brigade is trained to repair engineering right at the place without move to the basic territory of the enterprise. It results in absence of necessity for the enterprise to pay the nominally reasonable idle times.

This example shows that it is meaningful to include a maximum of operations on self-service into the piece-rate of a brigade on any allotted work. Thus in the effort to earn probably

large sum of money an ability to interchangeability, team teaching and aspiration for reduction of downtime periods occurs inside a brigade.

The extract from the contract (on 2003-04 felling season) with a brigade of tree-length preparation concerning formation of job rates is given below.

« 3.1. The complex piece-rate includes payment for delivery of workers to a place of work and back, payment for month's volume of prepared and organized as log decks wood without knots by the brigade. Repairs of engineering at the upper timber landing and move of a brigade are included into the piece-rate.

3.2. Under the present contract the price consists of the following elements:

- the piece-rate established from rates of output, depth of snow;*
- the premium for overfulfillment of rates of output, quality of work, economy of diesel fuel.*

The rate of output on a machine per shift makes 34,2 m³ in view of a technical readiness factor (it is equal to 0,9). The plan target is a result of multiplication of quantity of tractors by the rate of output on a machine per shift and by quantity of working days of month except for days of maintenance service. The foreman of the upper timber landing gives the plan target monthly.

3.3. For a cubic meter of prepared wood the piece-rate without the account of the northern and the regional factors makes 12,2 RUR. At depth of snow up to 80 cm the piece-rate on all complex of works makes 13,25 RUR/m³, at depth of snow from 80 cm up to 1,0 m the piece-rate makes 13,63 RUR/m³, at depth of snow over 1,0 m the piece-rate makes 13,9 RUR/m³. At performance by a brigade of volume of the prepared wood over 2100 m³ the stable complex tariff makes 28,65 RUR/m³.

3.4. Condition of awarding:

For achievement by a brigade of the plan target the premium is paid at a rate of 20 % from a piece fund of payment, for each percent of overfulfillment of the scheduled task 2 % from the piece-work fund is paid. Maximal percent of the premium is 100 % in view of the premium for achievement of the scheduled task.

The sum of the saved diesel fuel calculated as a result of multiplication of saved diesel fuel by 6 RUR is paid by results of month's work of a brigade.

3.5. For poor-quality manufacture of works, violation of technology of cutting areas development and leaving of trees on portages, leaving of high stumps, etc. a brigade pays a penalty. The foreman of the upper timber landing or experts of forestry define the sum of the penalty.

3.6. For overexpenditure of diesel fuel a brigade pays to the enterprise the sum equal to product of the overexpenditure of diesel fuel by 6 roubles.

3.7. The payment for the executed work is carried out by distribution of money resources in cash department of the enterprise. »

As appears from the extract above normalization of output and normalization of charges on petroleum products and spare parts of the industrial process are strongly influencing formation of the tariff.

It is reasonable to calculate the rate of output for a brigade from norms of productivity of engineering given to the brigade. Thus if the tariff is formed per unit of a final production, there is an interest in an optimum structure and there is no aspiration for the unreasonable increase of crew size. The threshold of the rate of output per unit time should be close to the greatest possible under the characteristics of engineering, but should be a little below. In such situation the brigade has motivation to increase productivity for achievement of quite possible size of output. As experimental data shows the economic benefit of growth of productivity surpasses expenses for increase of the tariff.

It is not a secret that larceny of petroleum products and spare parts on the logging enterprises takes place. Everyone, who is engaged in logging in action, also faces a problem of not economical and not rational use of mentioned products. In the general cost price at absence of

larceny and maximum possible reduction of slovenliness these items occupy 15-20 %. It is quite serious to pay rapt attention on them.

For reduction of irrational losses it is necessary to approve norms of charges at the beginning work of a brigade as well as the piece-rate and the rate of output. Under condition of a coordination and validity of norms of the charges and also at introduction of the premium for economy of petroleum products the brigade does not spend time for larceny and realization of merged petroleum products, but on the contrary, tries to earn the maximal premium for economy inside a production cycle. That indirectly results in necessity to look after a condition of engineering and to reduce time of engineering operation on limiting modes. Besides the degree of accuracy of engineering running is already looked after by a whole brigade, and not just by a tractor operator. At assignment of the premium for petroleum products economy at a level of 60-65 % from a purchased cost the economy is obvious.

Below you can see a fragment of the Appendix to the Contract with a brigade of tree-length preparation regulating the charge of petroleum products.

« With the purpose of material interest of the members of a brigade in the careful attitude to the entrusted engineering and economical expenditure of diesel fuel:

The Contractors have coordinated introduction of a complex norm of charge of diesel fuel on tree-length preparation on the upper timber landing of the enterprise at a rate of 2,25 liters per m³.

The complex norm of the charge of diesel fuel consists of a norm on skidding of wood by tractors TDT-55, a norm on mechanized tree trimming by the lopping machine LP-30G, a norm on preparatory and auxiliary works by a tractor. »

The basis for signing the contracts with brigades is the documents that actually form a brigade. The rules about a brigade and protocols of a brigade assembly with confirmation of rights and duties of a foreman relate to these documents.

Fragments of a situation about a brigade working at the trial enterprise are resulted below.

« The General Provisions

A brigade is the basic industrial unit at the enterprise on felling works, mill yard, tree hauling, processing of lumber.

The elective foreman supervises over the brigade, who is elected on a General Meeting of the members of the brigade. The decision of the brigade on selection or displacement of the foreman is formed as a Protocol of the General Meeting of the members of the brigade. The foreman is the organizer of manufacture. The brigade delegates the foreman to represent its interests in Administration of the enterprise and to sign documents of material reporting and documents on account of remuneration of labour.

Rights of the foreman

Three days prior to the beginning of a next month the foreman has the right to request a scheduled task for the month from a supervisor.

In case of absence of labour activity directly stipulated in the Contract with the brigade the foreman has the right to distribute workers on realization of other industrial works as agreed with the supervisor or with the stage's chief.

The foreman has the right to require apportionment of necessary mechanisms, materials and petroleum products at the level that agrees to the defined consumption rates for fulfillment of industrial tasks from the management of the enterprise.

By his leadership the foreman estimates the work of each member of the brigade and depending on his performance distributes the coefficient of labour participation in the range from 0,6 up to 1,6.

The foreman has the right to dispute about any unreasonable decision of the supervisor or the chief of a stage with the general manager of the enterprise.

At employment of a newcomer to the brigade the supervisor of the stage coordinates the decision on acceptance with the foreman in a written form.

Duties of the foreman

The foreman is obliged to carry out the orders of the direct chief, to take action on increase of productivity of work and quality of carried out work, preservation in integrity and safety of material assets that are at his operational disposal.

The foreman is personally liable for anientisement, overexpenditure of petroleum products over the consumption rate.

The foreman is obliged to conduct the daily account of petroleum products spending and to report to the supervisor of the stage one time a week.

The foreman is obliged to conduct the daily account of appearance at work of members of the brigade.

The foreman forms the brigade from among the qualified workers; the quantity of members of the brigade is established depending on machinery given to the brigade ... »

The instructions for the personnel

The personnel management and the organization of correct interaction between divisions and employees means presence of the documents regulating ways of realization of either one or another operation. The instructions on realization of operations simplify work of the personnel a lot and reduce working time spending on coordination and solving of disputed situations. As the experience shows, the personnel gets used to carry out the internal instructions which are not included into a standard set (safety measures, etc.) not at once. After the internal instructions begin to be carried out by everyone strictly, the activity of the personnel becomes simpler, that the necessity of tight control on rules maintenance on the part of administration and founders disappears.

A fragment of the internal instruction on a circulation of material assets working on the trial enterprise is given below.

- « 1.1. The material values from a warehouse of the enterprise are given out either directly on manufacture for realization of works on a concrete object or a mechanism or on account of materially responsible persons.*
- 1.2. Spare parts, auxiliary and building materials, petroleum products are given out from the warehouse directly for use in manufacture. The equipment and the tools are not given out for manufacture.*
- 1.3. Material values are given out only on account of extremely materially responsible employees of the enterprise. Consumption and auxiliary materials, equipment, tools and petroleum products are given out on account. Large spare parts are not given out on account.*
- 2. Reception of material assets from a warehouse.*
- 2.1. For reception of any material assets from a warehouse for direct realization of works or repairs of mechanisms the employee of the enterprise, attached to an object or responsible for the mechanism, makes out the waybill through the bookkeeper on materials in the established form. (Appendix 1. The waybill IIP). The employee of the warehouse puts on a current transparent number according to numbering in the logbook of the waybills at the warehouse. (Appendix 2. A logbook of the waybills IIP).*
- 2.2. To take any material assets from the warehouse on account the employee of the enterprise makes out the waybill through the bookkeeper on materials in the established form. (Appendix 3. The waybill IIO). The employee of the warehouse puts on a current transparent number according to numbering in a logbook of the waybills at the warehouse. (Appendix 4. A logbook of the waybills IIO).*
- 2.3. The distribution of material assets from the warehouse of the enterprise is made extremely according to the waybills with the signature of the director general or other person nominated by him. All employees are obliged to receive the signature of the direct chief before taking the waybill to the director general. The employee of the warehouse which is carrying out distribution of material assets, checks presence of the signature of the director general on the waybill and gives out material values*

from the warehouse strictly according to the specified nomenclature and quantity only to the person specified in the waybill. The employee who has received material values signs the waybill in the column «Received». The employee of the warehouse who has been giving out material values, signs the waybill in the column «Given out». At finding out circumstances of variance of quantity of the written out material assets or variance of the nomenclature the material values are not given out by the waybill. The employee of the warehouse is obliged to inform on variances to the bookkeeper on materials immediately and to coordinate with the bookkeeper on materials presence at the warehouse of the specified material assets by quantity and nomenclature. After the coordination the bookkeeper on materials edits the waybill, which is then passed for all necessary signatures. »

In conclusion it is possible to say, that it is necessary to find the correct balance between formalization of processes and creative freedom of the personnel for achievement of optimum structure of the enterprise, correct organization of works, and also for simplification of conducting the operative and tax account. Absence of the internal regulating documents, as well as their surplus can do much harm to the business equally.