

The LOOKOUT

June - July 1982



THIS ISSUE
Japanese Maritime
Management

Editor's Note:

This issue of the Lookout features four subjects having immediate impact on the maritime community both locally and worldwide.

First, there is an interview with Ports and Terminals Commissioner Linda W. Seale on the role of New York City's port—present and future. Then there is a summary on Japanese management style/s and how they affect Japan's maritime management. Another article asks some pointed questions about the Reagan Administration's proposed Naval expansion program. Last but not least, an interview with the Reverend Paul K. Chapman on the human rights of seafarers merits special attention.

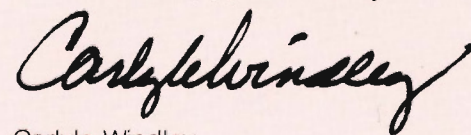
It is hard to believe that in today's world abuse and denial of human rights still takes place aboard certain ships. However, particular circumstances have allowed these infractions to occur with such frequency that seafarer agencies and associations worldwide are alarmed.

As in decades past, the Institute has organized to deal with this problem. It does so out of concern for the seafarer as a human being and the maritime industry of which both the seafarer and this Institute are a part.

To have a few calculating and callous perpetrators deliberately misuse individuals is not only inhumane but an affront to the entire maritime industry. Such practice must be stopped.

We welcome your comments on this issue of the Lookout and solicit your ideas for future editions.

Have a safe, happy and healthy summer.



Carlyle Windley,
Editor



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August, 1980. Linda W. Seale, a soft spoken, personable but unknown Harvard lawyer is named Commissioner of New York City's Department of Ports and Terminals. The department is threatened with fragmentation and some say she will not prove tough enough for the job. Others doubt her ability to handle an industry which traditionally had been a man's domain.



Linda Seale: Woman at the Helm

Today, eighteen months later Linda Seale is still personable and soft spoken. But few doubt that she is tough enough for the job. In fact, Commissioner Seale has turned the Department around, earning a reputation as a brilliant, outspoken advocate for the port and the city.

"The port deteriorated in the 1960s and 70s, partly due to the city's fiscal crisis at that time. There were other priorities — some with more glamour. Few people were looking at the potential of the port," Commissioner Seale explains. "That stopped with the Koch administration. The Mayor saw that the port means jobs, taxes, and prosperity for the city."

Currently Commissioner Seale presides over a strengthened department of 250 employees and a new program of projects designed to revitalize the port and fulfill its contribution to the economy of the city and the region. From a new coal terminal to an air/sea/space museum on the waterfront, Ms. Seale and her department are bringing needed facilities to life.

Ports and Terminals is responsible for the development, management and regulation of all city-owned property along the waterfront, including five shipping terminals. Under the Koch Administration and in cooperation with the Port Authority and the state of New York, Commissioner Seale opened a sixth major terminal last summer, the Red Hook Container Terminal in Brooklyn. The department also runs the Hunts Point market in the Bronx, reportedly the world's largest food distribution center.

Ms. Seale is also directing new projects such as converting deteriorated piers and unused land to housing, restaurants and recreational facilities. The *Intrepid*, a former aircraft carrier, is expected to open July 4, 1982 as an air/sea/space museum on Manhattan's West Side waterfront. A 30-acre residential and commercial complex is being developed on the East River. But topping the list of Ms. Seale's objectives is the development of a coal export terminal on Staten Island.

The terminal, expected to attract \$150 to \$200 million in private development funds,

would provide a strong boost to the city's economy, she argues. "It would create several hundred new, permanent jobs, 2,000 man-years of construction jobs, plus additional indirect jobs in ship repair facilities, chandlery and other services."

"A coal terminal in New York would allow us to capitalize on geographic advantages such as our proximity to Europe." New York has, the Commissioner states, the best natural harbor and the shortest sailing time to Europe of any East or Gulf coast port. And the US has the coal to export — reserves to last hundreds of years — and a projectable 20 year demand. "The coal terminal makes economic sense," Ms. Seale continues.

"It also makes environmental sense," she emphasizes. The fear that the terminal will cause environmental problems has made the project a controversial one on Staten Island. Meeting objections head-on, Ms. Seale, herself a Staten Island resident, believes the facts will bear her out. She has commissioned detailed engineering, en-

Commissioner Linda Seale and her favorite "hardhat" used for port development ground breakings.



vironmental and urban design studies to evaluate the full impact of the terminal on the surrounding communities. But Ms. Seale is not forcing the issue. As the *Staten Island Advance* editorialized, Ports and Terminals, and Linda Seale in particular, "are making a concerted effort to develop a proposal that would benefit the city without any substantial adverse impact on the island ..."

"We believe the project deserves careful, fair minded study," Ms. Seale says. "not a rush to judgment. We are trying to design the facility to keep the problems to a minimum, and stress the economic benefits."

Supporting the Commissioner's position — and her credibility — is her training in environmental issues in law school and at Harvard's Kennedy School of Government. Ms. Seale believes that public attitudes are changing. "We no longer rush to condemn every project. People seem willing to listen and learn. That's healthy. Endless litigation and roadblocks do a disservice to the city and its people's needs."

Besides advocating plans for a coal port in Stapleton on Staten Island, Ms. Seale also has ideas for expanding existing terminals including the island's Howland Hook containerport and facilities on the Brooklyn waterfront. Other projects include: improving rail freight service along the waterfront; conducting a regional port study together with four port cities in New Jersey; coordinating a federal/state/city program to clean up the shoreline, enhancing development opportunities and removing navigational hazards; and finally, initiating a port promotional campaign to "sell" the Port of New York/New Jersey around the nation and abroad.

What is the future? Under the direction of Allen Tumolillo, Assistant Commissioner for Port Planning and Development, Ms. Seale's department has taken the first hard look at the city's port since the early 60s. Having done so, the department has initiated a series of innovative but achievable development projects that increase trade, revitalize waterfront resources and build a stronger port presence.

While Commissioner Seale confesses to no political ambitions it is clear that she has successfully turned the department — and the City's policy on port development — around. If she were to emulate her boss Ed Koch by asking, "How am I doing?" the maritime industry and the port community might well answer, "Right on, Commissioner!" ■



Japanese Maritime Management:

Men or Supermen?

The once legendary insularity of American business is giving way to a new receptivity to fresh management methods, systems and attitudes.

Driven by intense global competition together with high costs of capital, labor and resources, American business leaders are aggressively searching for new, innovative business methods.



"There is a growing consensus — both at home and abroad — that to a significant extent the management practices which had seemed to serve America so well, and were admired around the world, were failing us." Reginald H. Jones, chairman of General Electric commented.

"The weaknesses in American management that have been at fault in our declining international competitiveness," R. Ronald Daniel, managing director, McKinsey & Company, Inc., notes, "have not been so much an over-reliance on analysis or techniques as a failure to fit the application of technique into a broader, more complete, and more coherent concept of what enables organizations to perform in a superior way and to endure over time."

Professors Anthony G. Athos of Harvard and Richard T. Pascale of Stanford, authors of the *Art of Japanese Management*, agree. Yet both writers believe that American business is learning again — and from unexpected sources, including Japanese management.

The success of major Japanese corporations is today universally admired. As is their ability to deliver superior products. Sony, Honda, Toyota, Datsun and Panasonic are today household words in the US. And Japan is number one in shipbuilding and a forerunner in the shipping trade.

In fact, to some observers, weaknesses in American management have led to a decline in the US's position in world markets, allowing Japan, Germany and other nations to surpass US corporations and their products. Richard D. Robinson, a MIT professor notes "... if the US wants to compete successfully in international markets, it will have to change its inefficient, costly ways, if not, protection — and heightened inflation — is the only route."



Does it really matter? In truth it does. Right or wrong, America is a corporate society. Business and industry produce the goods and services essential to our survival and growth — individually and collectively. Questions of corporate strategies, their structure, the systems used to manage them, how corporations treat their employees, develop the skills of people; and, above all, the meaning of corporate activity is critical.

Consider the importance of IBM, ITT, GM, Ford, Boeing, Procter and Gamble, Exxon, Xerox, Prudential or hundreds of other corporations. Their fate — as the Penn Central and Chrysler bailouts made clear — is every taxpayer's business. And how these corporations are managed is no longer a question exclusively for their shareholders or board of directors: they are America's businesses held in trust.

Japan is at the center of the controversy. Americans drive Hondas and Datsuns. They watch Sony and Panasonic TVs and wear Casio and Seiko watches. But more than a few Americans feel a sense of guilt. Should they be buying American? And if so, are American products as good? Why are American goods more expensive?

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With nearly ten million Americans unemployed and worker productivity in a perennial slump, the questions are not moot. Japan, devastated in 1945 — losing ten million people in the war; a country smaller than Montana with a population of 120 million — roughly half that of the US — and with virtually no natural resources, is outperforming the US. Particularly in several areas of traditional excellence, such as automobiles.



Professor Ezra F. Vogel, of Harvard and author of *Japan as Number One*, argues that Japan isn't dumping low cost products in foreign markets to gain footholds or that Japanese products are inferior or a result of cheap labor. He contends that the Japanese continued to learn when Americans stopped. "The Japanese, in the habit of looking abroad for things to learn, continue studying, while Americans in the habit of teaching the rest of the world find it difficult to assume the posture of a student even when such indifference to or casual dismissal of foreign success blinds us to useful lessons."

Since the 16th century the Japanese have shown a striking ability to selectively adapt

foreign methods and systems. Their management style has been concentrated on the human equation — on motivating people — even on the assembly line. Production, efficiency and pride-in-product are keys. Japanese banking, government and trade policies are also geared to facilitate rather than restrict trade: cooperation not litigation is another key.

Yet there is a strong sense that what is really wrong with American business — and right about Japanese business — is management. American management often has seen employees, including unions, in an adversarial rather than a supportive and interdependent role. American managers, experts feel, are at home with numbers and short-term profit demands. But too frequently indifferent to the real sources of corporate growth and productivity — people and performance.

"However the system came to be as it is, the fact is that much of American business has become a numbers game," Mr. Frank Gibney, author of *Japan: The Fragile Super Power* argues. "In some industries, like shipbuilding," he states, "the Japanese have put themselves almost beyond over-

taking." In addition, Japanese seamen and officers are highly motivated and held in esteem by their society.

Many Japanese managers are candid in their comparison of US and Japanese management methods. Mr. Sugimoto, Vice President of IINO Lines in New York, for example, sees the growth of the maritime industry in Japan as a necessity: "We have no natural resources. The Japanese economy must grow by exporting finished products." Production efficiency is critical, he notes. But an even more prevalent reason, as Mr. Ed O'Reilly, General Sales Manager for the NYK Line and an American manager in a Japanese company sees it, is "The total commitment of the Japanese."



He says the Japanese commitment in the maritime industry and elsewhere is what really makes Japan number one as producers and exporters. Another American employed in a Japanese shipping firm notes: "You have to realize in Japan the job comes first, the family second. The Japanese have total commitment to their jobs. They give 120 percent. The Americans in this firm work from nine to five; the Japanese stay till nine or ten o'clock — and that's every night."

(continued)

Another reason for continued success in the industry is the harmony that exists between management and labor. Although the maritime union is the only national union in Japan and most Japanese workers are represented by company unions, they still maintain a smoother relationship with management than their counterparts in the US.

As one shipping company executive reports "The Japanese maritime union has basically the same gripes as our unions ... but maybe not as much punch ... they're certainly much more committed to mutual goals than our unions." This support extends to government and business as well.



Unlike the US where companies are dominated by short term financial results and demand for immediate profitability and quarterly reporting — the Japanese believe in long term planning and growth. Most Japanese shareholders are institutions like banks and insurance companies and not individuals which according to Mr. Ron Lopez, of Mitsui OSK Lines Ltd., "Provides additional cash flow and enables the Japanese to embark on more business ventures than ever before."

Unlike the Americans, the Japanese not only have the funds to compete but freedom from restrictive laws and regulations to do so. Mr. Lopez adds, "We set our own restrictions." In fact, government regulation, he adds, is largely responsible for the decline in US shipping and shipbuilding. In addition, Japan already ranks third worldwide in deadweight tonnage.

Can Japan continue to move ahead? Competition from other Asian countries such as China and South Korea now rivals Japan for stakes in the lucrative world shipping markets. It's a new challenge for the Japanese but one they're prepared to meet. Like Japan itself, Japanese

maritime companies have a strong survival instinct. Motivated more by competition and market share than short-term profitability, they have a unique sense of dedication and belief in their mission and their industry.

The development of Japan's maritime industry isn't miraculous. Nor is it an exclusive product of superior management techniques. It is a combination of factors, among which is Japanese determination — as a matter of national policy — to develop their maritime strength. Government, business, industry and labor cooperate to support one another in a common goal.

In the United States, by contrast, the maritime industry is badly fragmented. Government, business and labor are in an adversarial relationship. Policies are often made by litigation. Consensus as to goals and cooperation are frequently minimal. Central planning is poor. Regulations are a patchwork of legislation a half-century old. Competition, division and immediacy — the short-term viewpoint — rule. For the American maritime managers, the challenges are indeed formidable. And their operating environment more complex than what the Japanese confront.

In reality, many Japanese managers are uneasy with the praise lavished on them. They sense that all is not perfect in the Japanese corporation. Emphasis on seniority is often seen as blocking younger talent. And many feel that Japanese management style — and its corporations — are unique by-products of Japan's traditions: unexportable to the US with its own distinct history and concept of the corporation.

Are there lessons to be learned from Japan by the US and by the maritime industry? Emphatically yes. The strides in the management of personnel — or human resources — and of building pride and enthusiasm in performance are very real.

Also, in Japan, large numbers of people are deeply involved in the decisions affecting their work. This system produces high levels of commitment, consensus, creativity and productivity — in short, corporate efficiency.

Japanese workers are also represented by company unions rather than independent ones. The viewpoint of labor is usually supportive of management. Management succession is also handled better.

Japanese workers win promotions a step at a time and are carefully groomed for leadership.



The negative aspects of Japanese management practice and theory are also clear. Japan's efficiency has often been achieved at the expense of women, a full family life and the environment. The Japanese are also rapidly creating adversaries by ignoring the plight of economically depressed third world countries and by resisting the trend toward multinationalism, in which the US pioneered. The Japanese sometimes, it is argued, seem so concerned with competition and market share as to ignore profitability. This could be a problem as they seek to finance overseas investments. Emphasis on seniority often causes under utilization of existing young talent. In short, the Japanese may have to change some time honored traditions and techniques to retain their position as number one.

Yet overall, author Frank Gibney says, the portrait is of an "extraordinarily gifted people, of tremendous energy, with a rare facility for harmony and constructive, almost spontaneous, collective effort." ■

Asia's Maritime Future

Statisticians may argue about the specifics, but there is little doubt that Asia is today the fastest growing economic region in the world. Shiplines and shipbuilders in Asia like their counterparts in Europe and North America must cope with problems of inflation, escalating energy and raw material costs in an intensely competitive environment. In fact, shipping is Asia's lifeblood and a reason for its economic vitality.

Predicting the future of the Asian shipping industry, if in fact it can be viewed as a whole, is risky. Certainly within the next five years, mainland China will emerge as a major factor in Asian and world trade. Japan's preeminence, already challenged by South Korea, Hong Kong and Taiwan, will be sustained only by adroit management. Introduction of new services and ships will continue. Capacity will be seeking out markets for the foreseeable future. Containerization will continue to grow along with demand for larger containerships. Bulk cargoes will also remain strong: cement, ore, coal, steel and grain. Developing bulk fleets will be a concern of governments eager for shares of markets controlled by conference lines who establish rates. Shippers' councils may prove an effective bargaining tool.

Excess capacity — or tonnage — may accelerate rate wars in the Pacific, as they have on the Atlantic. Some shiplines may break ranks as a few have done in the past with rate-making conferences. This could affect shipbuilders as nations reallocate resources to other national priorities other than shipbuilding. Consensus is apparent on the need for administrative, organizational skills and facilities. Ports and harbors must be improved along with reduction in red tape. Expanded port facilities are planned for India, the Phillipines, Singapore and Taiwan and for the People's Republic of China. European and American competitors are also moving into the Pacific markets including Sea-Land, Maersk, Nedlloyd, Zim and Odessa, among them.

Technological innovation continues, along with fleet additions. The CY Tung group, one of the giants controlling one of the world's largest fleets of 150 ships totalling 11 million deadweight tons, recently launched *Seawise Giant* — the largest oil tanker afloat: 564,763 tons and more than a quarter of a mile long. Another example is the world's largest dry cargo carrier being built in Japan by Hitachi Zosen Co. for a Hong Kong company. The Hitachi venture will be 325 meters long and have an ore carrying capacity of 160,000 cubic millimeters.

Whatever the future for Asia's shipping and shipbuilding, it is a safe bet that the era of big ships, big bucks and big risks is far from over.

Of SSSSS's and ZZZZ's

How are human societies to be organized to produce services and goods?

One benefit of Japanese competition has been a new look at both Japanese and American management and the corporation. Two professors (Pascale of Stanford and Athos of Harvard) outline the "Seven S's" — strategy, structure, systems, staff, style, skills and superordinate goals — as keys to successful management. William G. Ouchi, professor of management at the University of California describes "Theory Z", a system of classifying corporations into categories A and Z: A for American prototypes and Z for Japanese prototypes. Ouchi's key question is: Are there underlying characteristics of successful organizations regardless of nationality or culture? Another concept is "Q.C's" or quality control circles: a way of building group participation in decision-making and consensus on goals.

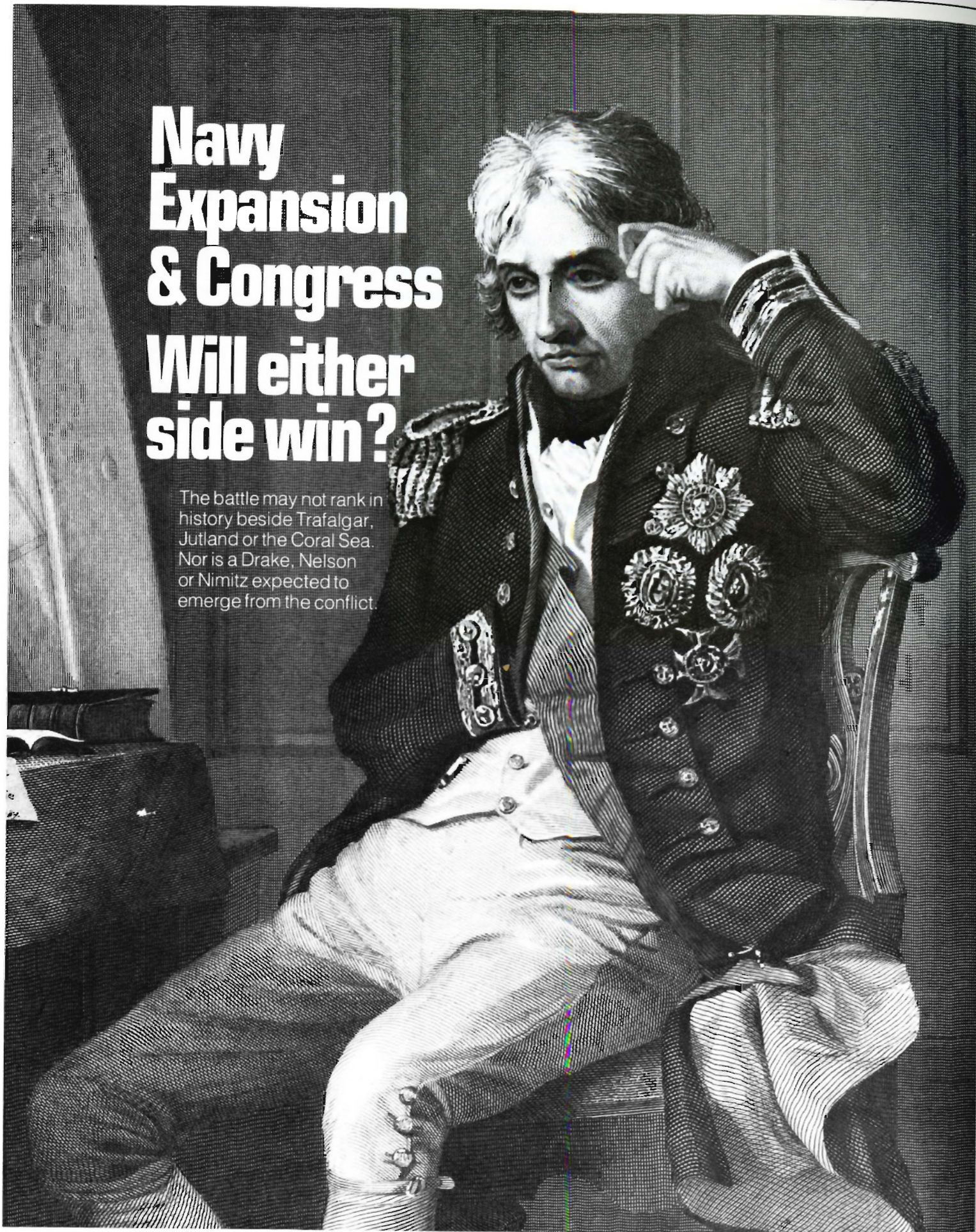
There may be no easy answers to how mankind can organize itself to build more productive corporations, societies and nations. But there is something reassuring about the fact that so many people are now trying.



Navy Expansion & Congress

Will either side win?

The battle may not rank in history beside Trafalgar, Jutland or the Coral Sea. Nor is a Drake, Nelson or Nimitz expected to emerge from the conflict.



Yet the struggle for Congressional approval of the Reagan Administration's proposed \$164 billion expansion of US naval power may prove decisive. Both for the Navy and for the US maritime industry.

"Clear maritime superiority must be reacquired," John F. Lehman, Secretary of the Navy and a tough minded advocate of naval expansion argues. "This is not a debatable strategy. It is a national objective, a security imperative."

The core of the Navy's five year plan is a 149 ship fleet expansion at a cost of \$92.2 billion and an increase in naval aircraft by 1,917 at a cost of \$71.7 billion.

The 600-ship navy would be a byproduct of new shipbuilding, conversions, recalls and overhauls as well as new aircraft purchases. Combined, it would make the program the largest peacetime naval expansion in US history. And the most costly.

At root is a conviction of Secretary Lehman and other officials that the United States has fallen far behind the Soviets in its naval strength. Once little more than a coastal defense unit, the USSR has over the past decades built a high-seas fleet with the ability to project Soviet power anywhere in the world.

"The significance of Soviet naval development has been by no means lost on the governments and nations in whose harbors Soviet warships linger and Soviet merchantmen bid energetically for cargoes," Thomas H. Etzold, of the US Naval War College faculty commented.

Since 1945 the Soviet navy has grown to more than 500 ships including aircraft carriers. One recent example is the *Kirov*, the largest battleship, apart from aircraft carriers, built since World War II and the Soviet's first nuclear-powered surface vessel. Commissioned in 1981 the *Kirov* and its surface action groups can effectively challenge US task forces in the Mediterranean and elsewhere.

Soviet expansion of its merchant fleet has also been formidable. More than 50 major ships will be added this year, including expansion of the Soviet containership fleet to reach a one million ton capacity. The Soviet merchant fleet according to estimates, "gained an ever increasing market share of world cargo." In fact, the Soviet merchant fleet unlike the deteriorating US flag fleet—which has declined in strength—is operated to maximize Soviet political and economic objectives.

Approval of the five-year Navy program by the US Congress would represent a basic shift in American naval strategy and have a profound impact on the US civilian merchant marine. In fact, there may be a renewed awareness of the weaknesses of the US merchant marine fleet and belated recognition that civilian maritime strength is a basic element of national security policy and economic independence.

The US may well ask, as Admiral Alfred T. Mahon, a leading 19th century naval historian did: "Can this navy be had without restoring the merchant shipping? It is doubtful. History has proven that such a purely military sea power can be built, but like a growth which having no root soon withers away." Indeed to sustain the traditional arguments that US maritime strength can be split between defense and private sector objectives may need analysis.

Among the benefits to the maritime industry of the Navy expansion program would be a revitalization of the US industrial base, notably shipbuilding, needed for the fleet additions. As well, the condition of American ports and the transportation infrastructure which sustains the ports could benefit. Technological spinoffs might also contribute to the private sector.

"This ship construction comes at a time when our shipbuilding industry desperately needs work. Their capacity to build a 600 ship navy is not at issue," Vice Admiral Robert L. Walters asserted. For Congress, maritime business and labor, the program translates into contracts, jobs and long-term security. In addition, maintaining the fleets developed in the five year plan will impact bottomlines.

"To back up friends, to warn potential enemies, to neutralize similar deployments by other naval powers, to exert influence in ambiguous situations, to demonstrate resolve through a deployment of palpable force—all these are tasks that naval power is uniquely able to perform," Elliot L. Richardson, a former Secretary of Defense wrote. But are these tasks to be achieved without parallel, planned growth in the merchant marine?

The anticipated budget battle in Congress over the proposed naval expansion program will be formidable. Are the Navy's needs justifiable in relation to the Army and Air Force's foreseeable requirements? Is the Navy's strategy sound in relationship to the resources of NATO and other allies? Sound in relationship to Soviet goals and ambitions? Above all, is the program sound in relationship to the needs of the American people not only for defense but for a strong economy and merchant marine—on which defense ultimately rests?

Those who argue the case for a five-year program are as likely familiar with budgets and bureaucracies as ballistics and ballast. There may be no clearcut victory. However, whomever "breaks the line" could well determine our naval and merchant strength for the decade ahead. ■



John F. Lehman, Secretary of the Navy

SCI Establishes Center for Seafarers' Rights

EDITOR'S NOTE:

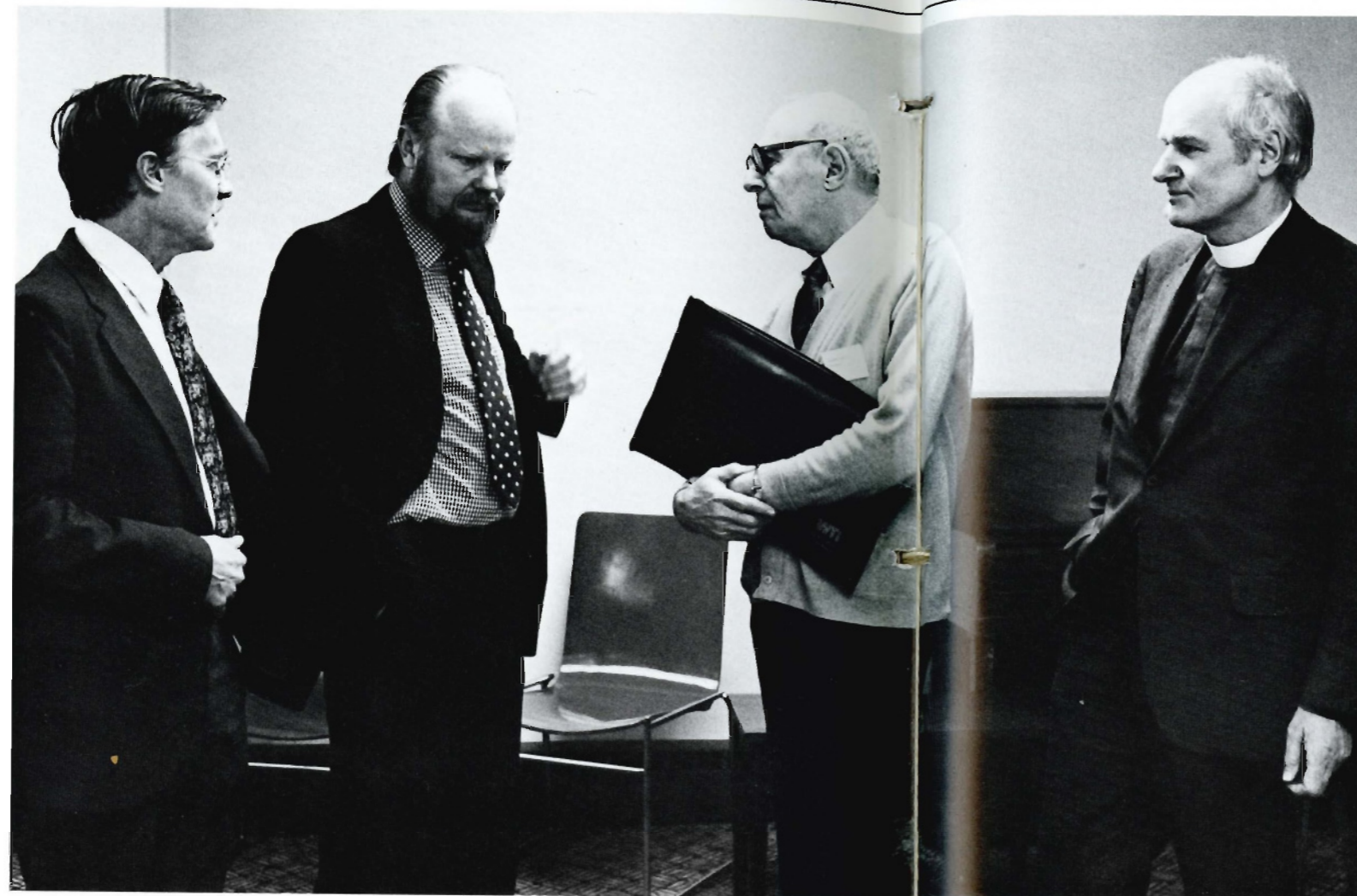
The Seamen's Church Institute of New York and New Jersey has recently formed the Center for Seafarers' Rights. In the following article, Carlyle Windley, *Lookout* editor, interviews Paul K. Chapman, Director of the Center.

Windley: To begin, can you tell us why has the Seamen's Church Institute created the Center for Seafarers' Rights?

Chapman: The Center was created to provide a central source for research, education, information and assistance on the problems of seafarers' rights. The Center also seeks to work with the international maritime community to eliminate abuses and continue the Seamen's Church Institute's historic concern with the welfare of seamen of all nations. This includes confronting the problem of inadequately paid crews aboard substandard ships which thereby compete unfairly in the maritime marketplace.

It is important to note that the majority of the world's 25,000 merchant ships maintain high standards for their crews. However, there are numerous ships on which the basic human rights of seafarers are being violated. In such cases, there is a radical discrepancy between the power of seafarers and that of the owners. Because of the massive complications surrounding the legal process for seamen subject to the laws and conditions of more than one country, seafarers are often undefended.

We also want to place the work of the Center within the context of the Preamble of the Universal Declaration of Human



(l. to r.) Paul Chapman; Mr. Ake Selander, Associate General Secretary of International Transportation Workers' Federation (ITF); Herbert Lebovici, Esq., a leading advocate of seafarers' rights, and Dean of Seafarers' Lawyers; The Rev. James R. Whittemore, Director, Seamen's Church Institute.

The Rev. Michael Chin conducts class at recent Seafarers' Rights seminar at SCI.



Rights, affirming "the inherent dignity ... and the equal and inalienable rights of all members of the human family."

Windley: Can you tell me some of the ways in which the rights of seafarers are being violated?

Chapman: Specific, and common, areas of abuse include withholding of compensation and benefits, excessive duty hours, false or broken contracts, illegal terminations, denial of right to counsel, subhuman living conditions and disregard of safety standards aboard ship.

Windley: Is the problem of rights more acute today than in the past, for example when Dana wrote *Two Years Before the Mast*, or Dr. Archibald Mansfield helped clean up the New York waterfront?

Chapman: We are still fighting the same battles. But the battles are being fought in different arenas. Courts for example. Dr. Mansfield, who was the Director of the Institute during the first decades of this cen-

tury, believed that it was not enough for Seamen's Agencies to offer consolation and the promise of eternal salvation. The agencies, he believed, must help establish human justice for those who crew our merchant ships. Thus he worked for national legislation as well as port reform. Today in fact, we do have some of the same problems, and some are quite different. Presently the situation is most difficult for the growing numbers of men and women of the Third World — who already compose at least one third of our seafaring population. The most vulnerable of these seafarers are those who because of serious unemployment in their home country are willing to be hired regardless of the contract, salary, or ship. Consequently, they often sail without ever having seen their Articles of Agreement. Or they sign multiple contracts of which only the meanest reflects the owner's true intentions. The other contracts are shown by the Captain, as needed, in ports to satisfy either union or port authority rules.

Windley: Are there no laws protecting seafarers against such abuses?

Chapman: Not really. Although there is a heritage of accepted maritime tradition, the present statement of laws protecting seamen is really inadequate. Centuries ago, before each nation wrote its own separate maritime codes, there were internationally accepted maritime laws, beginning with the Laws of Oleron in 1300 A.D. But today there is an uneven patchwork of laws. They vary country by country. With the growing number of sovereign third world states seeking to place their citizens on foreign-flag ships, the national laws are more likely to protect employment rather than the employee.

Just imagine a ship with a multinational crew, on which there is one seafarer who is the only national of a given country — Sri Lanka, for example. The laws, even the language of the nation under which the ship sails are foreign to him. His captain is from still another country, the ship's owner from another yet, and the ship travels between the shores of two other nations. Six

different nations are involved somehow in the work of this seafarer. If a question of his rights should arise, to whom can he turn? In fact, would he even know what his rights are?

Windley: I get your point. But it's difficult to imagine that the kinds of problems you describe persist in the 1980s. How have you discovered these abuses?

Chapman: As you know, ship visitation is at the heart of our mission at the Seamen's Church Institute. Our ship visitors seek to board all of the ships that berth in the Port. (In the process we have uncovered exploitation that we cannot ignore.) This is also true with our sister ship visiting agencies around the world. Together we've begun to collect information in a systematic way to help us identify those particular ships, ports, owners, agents, and flag-countries that ignore basic human values in their merchant marine policies and practice.

Windley: And with this information, what remedies does the Center for Seafarers' Rights propose?

Chapman: First, we must evaluate the issue of jurisdiction. As long as the ship is on the high seas, and for most internal matters on shore, the laws of the flag country are in control. And these laws technically are enforced by the appropriate counsel. Once the ship is in a port, the laws of the port country prevail in certain cases, such as wage disputes, or in cases where the peace and tranquility of the port

is threatened. Clearly the trend is toward the local port asserting more authority. But in this regard the United States lags behind Europe. If, for example, navigational equipment is faulty, threatening the safety of other ships and the shoreline, the local port can exert considerable authority. This is defined by the Safety of Life at Sea Convention of IMCO, the intergovernmental maritime organization. Overall we want to develop remedies. It is by knowing what can be done in a given situation that we can encourage and help others to effect remedies.

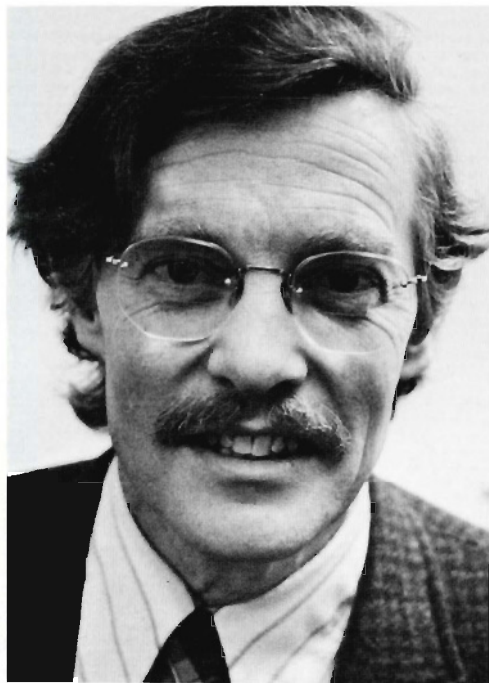
Windley: I've heard it said that cargoes and ships sometimes get better treatment than crews. Do the ports have authority over the lives of seafarers as well?

Chapman: In reality, every port is different, and every flag country is different. Again it has been the task of the Center for Seafarers' Rights to collect the labor and maritime laws of the various countries so all can know what protections the seafarer can expect and who will enforce them.

Windley: That appears to be a major task. What do you do with your data?

Chapman: Cooperation from the unions and from the maritime nations that hire foreign nationals on their ships has been good. Once we have information, we distribute it in several forms. Currently we are

(continued)



Mr. Chapman

publishing pamphlets on the rights of foreign seafarers working under different flags: Panama, Greece, Liberia and others. The Institute, together with other cooperating agencies around the world, has distributed thousands of these pamphlets. We also publish a Bulletin for lawyers, consular officials, port chaplains and other involved or interested parties. This summarizes the relevant laws and court decisions of the various maritime nations. By the way, this Bulletin is \$20 for the first six issues and is available by writing our office here at 15 State Street, New York. We try constantly to educate and inform, seeking out all possible means of exchanging information and raising the awareness of the entire industry to the problems.

Windley: Is that why you recently held a workshop here in New York on the Rights of Foreign Seafarers?

Chapman: Yes, this was the first of a series of workshops which we plan to sponsor in various ports around the world. The workshop was originally planned for port chaplains and others seeking to improve their advocacy skills in dealing with the legal problems which we encounter. About 50 workshop participants from 18 ports in North America worked on cases of wage, contract, repatriation and safety problems, and heard lectures from experts from three continents.

Windley: I understand that you also meet with individual seafarers who have problems on their ships, and that you advocate for them. If so, are you successful?

Chapman: Sometimes, but not always. When an individual seafarer comes to us, we first determine if we are dealing with a case of discontent, or perhaps a communication failure, where differences can be reconciled in conversations between Captain and crew. In other cases it is necessary to go to court and even seize the ship to resolve an issue. Sometimes there are just no laws protecting the seafarer. To fill these legislative and legal gaps, we are working with governments, with intergovernmental agencies, with human rights and maritime groups around the world.

Windley: What is the ultimate goal of the Center?

Chapman: That's a big question and so is our answer. The sea is an immense, open and inspiring part of our world, not belonging to any one nation, but to all peoples in common. It is exhilarating when one thinks

that all the ships which sail this vast and open sea are the vital link that is uniting the nations of the world through international commerce. The community of the sea and particularly the seafarers with whom we work, are men and women of virtually every hue, faith and tongue, not bound by the national, racial and social barriers of the nations.

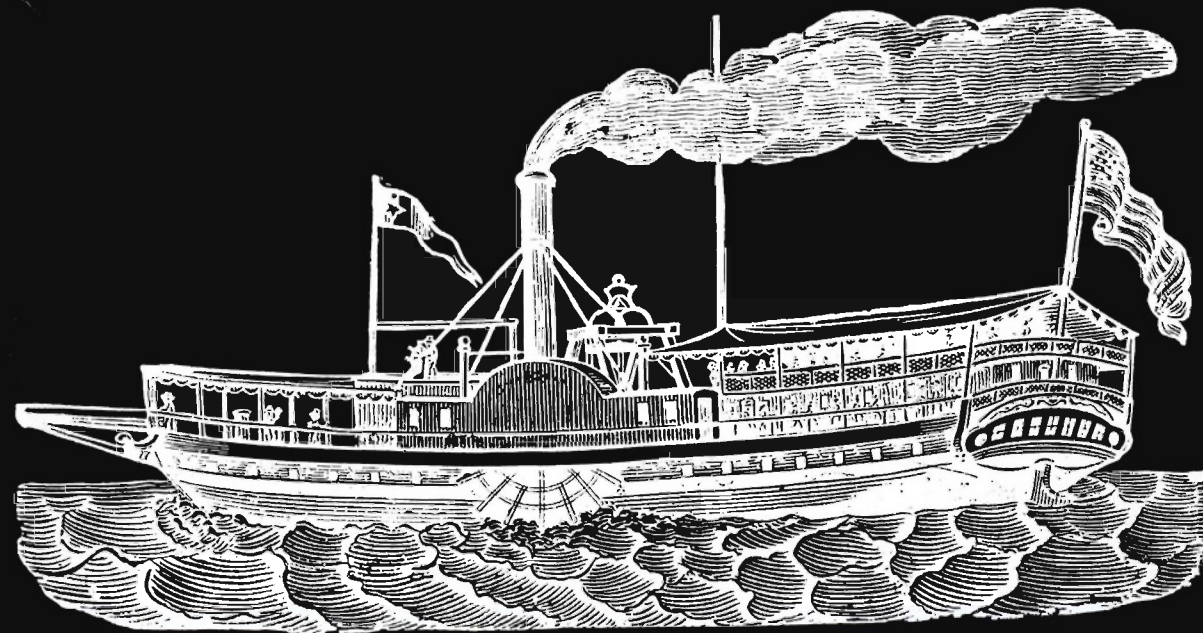
It is our goal, working with these seafarers and the maritime industry, with international governmental and voluntary organizations, and with the larger commercial community to make the sea the model workplace reaching beyond national boundaries to where justice reigns and human dignity is honored and celebrated.

Windley: That's a big order. Does the Center have the resources to do all of this? What about your staff?

Chapman: Clearly we can't do this job by ourselves. We see ourselves as a kind of leaven seeking to affect the rest of the industry. Fortunately, there is a great advantage in working in New York where we can call on the considerable resources not only of SCI, but of volunteers from unions, admiralty law firms, and concerned organizations. We also have a satellite office in Melbourne, Australia, staffed by our Asian Associate, the Rev. Michael Chin. In addition, the work for the Center has also been endorsed by and cooperates with seafarers agencies around the world — the Apostleship of the Sea, the Missions to Seamen, the International Christian Maritime Association, and the International Conference of Seafarers' Agencies.

Obviously to address effectively this problem of seafarers' rights we need support from many quarters — financial as well as practical assistance. To date, we have funded the development and operation of the Center from the Institute's limited resources. But, as Jim Whittemore, the director of the Institute puts it, we are now reaching out for financial assistance from other sources. This is the only way that the Center's work can be furthered and strengthened, and the objectives met.

We are committed to working with all parties within the maritime industry to pioneer international cooperation and maritime justice in the course of human rights for seafarers. To do less would be to see individuals harmed and the reputation of an industry tarnished. To confront and eradicate the problem is to help build a stronger and more productive maritime community. ■



WAVE ON THE MISSISSIPPI

TOWBOAT STYLE

by Michael Allen



When I was a boy, there was but one permanent ambition among my comrades in our village on the west bank of the Mississippi River. That was, to be a steamboatman.

Mark Twain, in *Life on the Mississippi*



Life on the Mississippi has changed a good deal since Mark Twain wrote his classic works in the late 1800s. The graceful steam-powered sternwheelers of Twain's day have been replaced by snub-nosed, diesel-powered towboats, and many of the sleepy old river towns that once lined the banks of the Mississippi have grown into industrial and commercial centers. Yet despite these changes, the Mississippi River still retains that aura of romance and adventure that has attracted and fascinated Americans, including Twain, since DeSoto's famed "discovery" over 400 years ago. And the Mississippi's fascination is not limited to just those who live along its banks. The call of the River reaches all over America — even to the Pacific Northwest. That's in great measure why in 1978, I decided to leave my hometown of Ellensburg, Washington and go to Greenville, Mississippi to look for work on the River. I was not disappointed. For nearly three years I found work and a fascinating life as a cook and a deckhand aboard several Mississippi River towboats.

Life Aboard a Towboat

In this age of increasing transportation costs, river barge commerce is one of the most efficient and economic modes of transportation available in the United States. The towboats (actually "towboat" is a misnomer — the boats "push" their barges in front of them) vary in size from 600-700 horsepower harbor boats in St. Louis and New Orleans to 10,500 horsepower monsters that can push forty-two grain barges upstream against a strong current. The boats I first worked on were around 3500 horsepower, and pushed four 100 yard-long oil barges back and forth between Memphis and New Orleans. Their crews consisted of twelve men—two pilots, two engineers, a cook, first mate, and six deckhands—who worked long, twelve-hour days (six hours on, six hours off) as the boat moved up and down the River. The pilots did the navigating, the engineers kept the boat running properly, and the first mate and his deck crew "made tow" — connecting the oil barges together with steel cables and hand-winchers so that the cargo could be pushed up and down the River to its destination. As cook, I prepared the huge meals which these "river rats" wolfed down daily. A typical towboat dinner, served at noon, consisted of roast beef, mashed potatoes and gravy, green beans with bacon, blackeyed peas, okra, biscuits, potato salad and pecan pie and ice cream for dessert. And six hours later the crew was always ready for more!

All kinds of men and women (many cooks are female) are attracted to river life, and I met some real interesting folks on the Mississippi. For instance, there was "W.T.," the old pilot from Alligator, Mississippi, who had been on the River since 1927. Or Bill Evans, the political reactionary and racist captain of the "Ole Miss." "Fleety" Hodges, one of our cooks, was 70 years old and preferred cooking on towboats to drawing her Social Security pension. Andy Robitschek was a deckhand known as the "red-headed African" because he grew up in Kenya with his missionary parents. Andy was also a professional saddle-bronc rider in the Arkansas-Oklahoma-Texas rodeo circuit and a sometime Junior in Journalism at a state university in Kentucky. John Bearden, an oil tankerman, was born in Israel in 1947 and was saving his money to return there to live. Jimmy Dale Berryhill (a Mississippian who liked

to be called "Choker") was a cockfighter and ex-Marine and Vietnam vet, who kept a loaded .32 automatic pistol in a drawer by his bed. In contrast, Captain Dave Miller — the "hippie" captain steered the boat to the accompaniment of a rock 'n roll system and, when off-duty, sang and played beautifully the six-string guitar. There were all kinds including longhairs working alongside rednecks and "good ole boys." Obviously they had something in common: a desire to leave "the bank," as they called it, and to work on the Mississippi River.

Why would a person want to leave life on the bank to work on a towboat for 30-40 days at a time? The work is hard — often exhausting in the sweltering heat of the humid Mississippi Valley. Nor is the pay always good. In the deep South non-union deckhands make \$40 to \$50 a day for twelve hours of work. This is barely minimum wage, with no overtime. Why then? Surprisingly, one reason is economic. The pay is not great, but room and meals (and what meals!) are provided and, of course, there are no expenses whatsoever. A man who earns \$1500 a month can thus save a great deal of money — more than on a better paying job ashore. But there are other motivations involved. Many towboatmen are true "loners." They enjoy leaving the hustle and bustle of life on the bank for 30 to 40 days at a time. They also enjoy the status and prestige that river rats enjoy; especially in the South. As "Choker" once told me: "Now you take a mechanic, a clerk, a plumber, or a druggist — that's nothin' special. But you tell someone you're a TOWBOATMAN ... Well now, that's got a ring to it." Despite the long hours and hard work, the romance is still there. Perhaps this fact is best borne out in the hundreds of tales and yarns that comprise the folklore of the Mississippi River towboatmen.

Tall Tales

Whenever I worked the graveyard shift, I would spend at least an hour up in the pilot's house swapping yarns with Captain Dave Miller. He had been on the River nine years, and his dad for forty years before that, so he had a lot of good stories about the River and towboats. Dave showed me where boats had sunk after smashing into the treacherous Vicksburg Bridge. "Once in 1903, the *Memphis Queen* rounded that bend south of Vicksburg," he told me, and no one ever saw or heard from her again!" Andy Robitschek claimed that "Charlie,"

the ghost of an old Negro cook who had gotten drunk and drowned in the River, haunted the "Ole Miss." "Why ol' Charlie turns on lights, and sometimes you can hear him running up and down stairs and slamming doors in the galley!" Andy exclaimed. Charlie was also responsible for several "cold spots" around the boat ("Ghosts always leave cold spots," Andy informed me, in a style that was reminiscent of Tom Sawyer and Huckleberry Finn themselves). Bud Brooks, first mate on the *City of Greenville*, showed me "Freedom Point" — a place in Louisiana where, in the early 1800s, a Negro slave swam the entire width of the swift Mississippi in order to escape his master. Bud also used to spin yarns about *killer catfish*. "Those catfish are four to five feet long, and weigh up to 200 pounds," he insisted. "And I know for a fact that one of 'em ate two skindivers down by Greenville, Mississippi last summer!" But the most typical River stories involve a bunch of river rats hitting the bank and getting into a drunken brawl. According to Captain Dave, a Louisiana tavernowner once had a good reason to regret evicting a whole crew of drunken towboatmen from his dockside bar. "Those boys sure got their revenge," Dave assured me. "They went back to their boat, tied a couple of lines to that tavern's dock, and pulled that bar, customers and all, right into the Mississippi River!"

History

As we moved slowly up and down the River, I daily became more aware of the incredibly important role of the Mississippi in our nation's history. Just south of Memphis, Tennessee I could see remnants of Indian mounds — mounds constructed by an ancient (500-1500 AD) Indian civilization as highly advanced as that of the Mayas and Aztecs of Central America. Helena, Arkansas, a small town which our boat passed just north of Greenville, boasts the distinction of being visited by LaSalle, Marquette, and Ponce de Leon during their respective treks down the Mississippi Valley. Kaskaskia, Illinois, a town on the upper Mississippi, was a focal point of General George Rogers Clark's campaign in the western theatre of the American Revolution. And along the Mississippi boundary of Iowa, Illinois and Wisconsin, the great Sauk warrior Black Hawk made his last stand — trying in vain to protect his tribe's ancestral domain. I visited Nauvoo, Illinois, the former Missis-

sippi River home of the Mormon Church. Nauvoo was the site of Joseph Smith's murder, and the base of operations from which Brigham Young led the persecuted Mormons on their trek to Utah during the 1840s. Every time our boat passed Vicksburg, Mississippi, I tried to construct in my mind images of the great siege which that city endured during the Civil War. All of this history and much more was apparent at every bend of the River: Reconstruction, the Westward Movement, the Steamboat Age, the Age of Southern Demagogues (like Huey Long — the "Kingfish" — of Louisiana), the Great Depression and the Tennessee Valley Authority, and the Civil Rights struggles of the 1960s. Through all of this history, the Mississippi runs like a continuous thread in the fabric of the American republic.

The Cultural Legacy

If the Mississippi figures importantly in our nation's history, its contribution to our folk culture, literature, and music is just as great. The Mississippi plays an important role in American folk stories and "tall tales" like the Mike Fink legends of the 19th century. As for literature, the Mississippi provides a setting for hundreds of American novels including Herman Melville's *The Confidence Man*. And what would 19th century American literature be without Mark Twain and his famous works *The Adventures of Tom Sawyer*, *Life on the Mississippi*, and *The Adventures of Huckleberry Finn*? Finally, several good examples of the Mississippi's influence on 20th century American literature can be found in the works of the "beat" poet and novelist Jack Kerouac. In *On the Road* Kerouac talked about the Mississippi several times, and used the River as a powerful symbol in his imagery of the American landscape:

"I took the wheel and drove clear through the rest of Illinois to Davenport, Iowa via Rock Island ... And here for the first time in my life I saw my beloved Mississippi River, dry in summer, low water, with its big rank smell that smells like the raw body of America because it washes it up."

Nearly every form of indigenous American music — Jazz, Blues, Country and Rock — was born and came to maturity in the Mississippi Valley. There the African musical heritage of the black man somehow meshed with the folk music heritage of Scotch, Irish, and English backwoods-men, and from this blending came a unique "American" music. As a towboatman, I daily passed the cities and coun-



The author, Michael Allen

tryside where American music was born, like New Orleans, the birthplace of Jazz at the turn of the century, whose "Storyville" district was home and workplace for the earliest practitioners of Ragtime and Dixieland music. In Mississippi and Tennessee, states known for their blues artists, Robert Johnson, Leadbelly, Furry Lewis, and W.C. Handy wrote and sang the music which was so much a part of the Southern black man's way of life. Today bluesmen like John Lee Hooker and B.B. King carry on the Mississippi blues tradition. Country-western singers like Hank Williams, Jimmy Rodgers, Roy Acuff, Dolly Parton, Porter Wagoner, and Loretta Lynn all were born and raised in the Mississippi Valley; and Nashville, Tennessee, home of the Grand Ole Opry, lies in the center of this important region.

Indeed, the Mississippi Valley's blues and country musical traditions proved to be key influences on young, white "Rockabilly" singers like Elvis Presley, Jerry Lee Lewis, Conway Twitty, and Carl Perkins — all of whom (along with black musicians like Chuck Berry and Little Richard) drawn to Memphis in the mid-50s, gave birth to "Rock 'n Roll", a fusion of black blues and white country music forming another truly original form of "American" music. The Mississippi's influence on American music is truly felt if one takes a final look up-river.

(continued)

Is it just a coincidence that Bob Dylan, the folk-rock genius of the 60s and 70s, grew up in Hibbing, in the Mississippi Valley of Minnesota? And is it just a coincidence that one of his first albums, *Highway 61 Revisited*, is named after US Highway 61, the "Great River Road," which parallels the course of the Mississippi River from Minneapolis to New Orleans? It is impossible to gauge just how a river — a geographical entity — can shape a people's music, yet the evidence supporting the Mississippi's influence on American music is pervasive.

Problems on the River

Just as in its strengths, the weaknesses and drawbacks of the Mississippi and its towboat commerce provide a microcosm of America. De Facto segregation still thrives on the lower Mississippi. In the late seventies I did not see one black towboatman on any boat owned by a company based between St. Louis and New Orleans. At the same time, economic prosperity on the River was accompanied by a gradual disappearance of free competition. The independent towboat company, operating a small fleet of one to four boats, is a dying institution. Several huge corporations, some of them owning as many as forty boats, now control much of the towboat industry. On the other hand, northern union leadership seemed as power-hungry as the corporations. Thus it is only a matter of time until the truly independent towboatman will be a thing of the past.

Finally, the concern for environmental protection is only just beginning to be felt on the Mississippi. Many of the towboats dump kitchen garbage, old engine oil, and raw sewage directly into the River. The heavy use of the Mississippi as a route for bulk fuel transportation means daily oil spills and pollution, much of which goes unreported. The Coast Guard has in the past few years become more vigilant in its enforcement of environmental legislation, but only time will tell what kinds of effects this abuse will have on the Mississippi Valley. Fortunately, it is not too late to act.

And Always, There is the River

In the long run, the land and its plant and wildlife are the enduring legacy of the Mississippi Valley. Take away the men, women and towns; the locks, dams and towboats — and still you have the River and its valley. The Mississippi River Valley stretches like a green, meandering tunnel from Minnesota to Louisiana. Its tree-lined banks are the home of a huge animal population. I've seen as many as a hundred deer feeding by the River at night, and game birds, bald eagles, ducks, wild turkeys, coons, foxes, bears, alligators, and wild pigs abound. Many stretches of the River are still wilderness, where oak, willow, and cypress forests stretch for hundreds of miles.

Some "greenhorn" deckhands soon became bored by this long, winding river valley and towboat life. They "hit the bank" as soon as possible and never return. But a real river rat — and many have been on the River 30 to 40 years — can sit on the stern of the boat and stare at those forested banks for hours on end. Most of them do. The Mississippi comprises a large part of the towboatman's life, just as it comprises a large part of the historical and cultural life of the nation of which the towboatman is a part. Mark Twain once wrote of Mississippi riverboating: "If I have seemed to love my subject, it is no surprising thing, for I have loved the profession far better than any I have followed since." After my brief stint as a towboatman, I feel much the same way. Although the Mississippi River has changed a great deal since the days of Mark Twain, its beauty, power and "romance" remain unchanged. The River's grandeur is obvious to anyone who has ever travelled along its course and Huck Finn summed it up as well as anyone when, in *The Adventures of Huckleberry Finn*, he observed that the Mississippi was "kind of solemn ... and awful still and grand." Huck was right. That's why Americans have always loved the Mississippi River, and always will. ■

User Fees: A question of equity

A national consensus on new ways to finance operations, maintenance, and improvements of the nation's ports and waterways may be difficult to realize.

Strong opposition has been mounted to the Reagan Administration proposals to impose "user fees" on vessel operators for Coast Guard and Corps of Engineers activities relating to ports and waterways. The Reagan Administration is attempting to reverse policy dating back to the founding fathers which considered search and rescue, navigation aids, channel dredging, flood control and other Federal activities as a benefit to the nation as a whole. Historically, funding has been paid for from general revenues — in other words, the taxes paid by all of us including mariners.

"Sustained development of the nation's waterways is a clear need," Daniel B. Curll, III, president of the New York Towboat and Harbor Carriers Association, notes, "but the Federal government is asking for 100% recovery of its investment from users who already generate customs revenue in excess of the Federal government's marine related expenditures." Mr. Curll explains, "first we pay as general taxpayers then we pay customs duty on imported cargoes, and now we are being asked to pay a third time via so-called user fees."

Curll, who is also vice president, Atlantic Coast Region, The American Waterways Operators, Inc., (AWO) argues that the US Department of Transportation has not adequately analyzed the long term impact of its proposals. "Particularly on the inland rivers, barge operators compete directly with railroads. "How much" he asks "will the imposition of user charges on barge movements allow the railroads to increase their rates which are now being compelled lower because of our competition? If user fees are collected uniformly and redistributed based on regional needs, how will this alter patterns of economic growth? Alternatively, what will be the national defense and local employment consequences of forcing ports and river segments with high costs to pay their own way?"

"How will user fees be collected?", asks



Mr. Curll

Mr. Curll. He points out that the simpler the system is, the greater the chance that it will be highly inequitable for some who are required to pay. On the other hand, the more flexible and detailed the collection mechanism, the more burdensome the accounting will be for both the mariner and the government. Mr. Curll notes that some proposals under discussion by Congress allow local port authorities to design their own user-fee tax. This could result in a blossoming of schemes that would make the bookkeeping as a vessel moved from port to port a real nightmare.

A graduate of Harvard with an MBA from the University of Michigan, and fifteen years' experience working in and consulting for major corporations on transportation and distribution matters, Mr. Curll also suggests that equity requires that the railroads reimburse the Federal government for taxpayer's subsidy of the Railroad Retirement Act Pension Fund. "Whether the Administration's actual goal is equity or a new source of revenue, they have no logical reasons for ignoring railroads and taxing mariners."

"The private sector is being asked to pay for Federal services such as dredging by the Corps of Engineers but given no voice in the projects or priorities chosen by the Corps. The maritime industry will have no

(continued)

more voice in setting project priorities than it does now under the Administration's proposals," according to Mr. Curll. "In addition, no new controls will be placed on the productivity of Federal agencies that are charging mariners for their services. With a new source of revenues from user fees, Congress will have little interest in controlling Corps and Coast Guard expenses since fees can always be increased to balance these budget line items."

"Waterway and port user fees raise tough questions for the industry and government agencies," Curll argues. "New locks and new channels will be needed in many parts of the country in the next few years. The old system of funding such improvements was unacceptably slow. Channel projects could take twenty years from initiation to completion. The nation cannot afford the hiatus that has now been created because of the debate over funding mechanisms. We need continuity in Federal policy and closer examination of the full economic impact that user fees will have. No single segment of industry should be singled out to pay a disproportionate share. There must be fairness but there must not be delay to modernization and improvement." ■

Guidelines for Waterway Users

The NY Towboat and Harbor Carriers Association is among those organizations voicing concern over the current federally proposed user fee legislation.

1. Is the tax or charge simple to administer?
2. Do all beneficiaries pay their share of the costs?
3. Are those who do not benefit exempted?
4. Is safety recognized as a benefit to the entire nation?
5. Does each region pay only its own costs?
6. Do Federal user charges and subsidies treat all transportation modes equitably?

Following is a list of guidelines put forth by the Association against which Federal legislation can be considered.

7. Has the legislative branch retained oversight on the activities of agencies like the Coast Guard and Corps of Engineers?
8. Is the productivity of Federal agencies equal to that of the private sector?
9. Do those who pay have a voice in how the funds are spent?
10. Will projects progress from conception to completion faster than at present?

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That's right. Come to the Institute. Our conference rooms, auditorium and food service facilities can accommodate 25-300 people — weekdays and weekends. New York's harbor and lush green Battery Park is literally just outside our door. (When's the last time you took a sunset ride on the Staten Island Ferry, visited the Statue of Liberty or strolled — or jogged — along the promenade of one of the world's great harbors?)

Our Mariner 15 restaurant and piano bar offers good food and entertainment and for special groups we can even arrange on-site housing. Moreover, our staff is friendly and helpful, and our prices are affordable.

For more information call or write SCI's Banquet and Conferencing Services, 15 State Street, New York, NY 10004. Tel: 212/269-2710 ask for Mrs. Breidster.



Fleet's In

Forty handcrafted, built-to-scale ship models ranging from a one and one-half inch sloop to large ornate 17th century galleons and state-of-the-art racing craft made up an exceptional exhibit seen by thousands of people at the Institute's Visitor's Center in early spring of this year.

Built by members of the New York Shipcraft Guild many of the models had won top prizes in competition and all were prime examples of the quality craftsmanship of many of the region's best model builders.

Featured in this special exhibit were static and radio-controlled models including the *USS Constitution*, the English vessel *Sterling Castle*, the sidewheeler *Chatterbox* complete with crew and passengers, as well as a variety of frigates, destroyers, submarines, and other rigged vessels. In addition, models carved from wood and ivory and a number of unique specimens made from copper with brass sheeting were shown. A noteworthy selection of ships-in-bottles plus scrimshaw evoking ships and life at sea were an added attraction.

Various models demonstrating the progressive states of ship model design and preparation from both "scratch" and kits were also exhibited.

The New York Shipcraft Guild (formerly the New York Shipcraft Club) was founded in 1954 by Captain Robert E. Cropley, a noted ship historian and then assistant curator of SCI's Marine Museum.

Attended by some 20 model builders in 1954, the New York Shipcraft Guild now quotes a membership of close to 10,000 men and women ranging in age from eighteen to eighty and living in 48 states as well as Mexico, England, Canada, Holland, West Germany, France and Australia. Among its early members was the eminent marine artist Gordon Grant. Through the years other noted artists and writers such as Howard Chapelle, Alan Villiers, Charles Evans, Alan Bates and Dean Cromwell joined the ranks of the New York Shipcraft Guild.

In addition to its monthly meetings held at the Institute, both a monthly paper, "The Binnacle" published by the Guild and an

extensive library of books and ship model building plans are a major resource for the members who share a common interest and love of the sea and ships.

As one of the most active and experienced coalitions of model builders in the states, the New York Shipcraft Guild keeps alive an uncommon craft and the traditions of the sea.

The recent exhibit was the first time this extraordinary selection of models has been shown as a group and is part of a continuing series of marine art exhibits at the Institute.

Persons interested in contacting the New York Shipcraft Guild may do so by writing to Mr. Abraham Taubman, Secretary, New York Shipcraft Guild, 11 College Drive, Jersey City, NJ 07035.



A special feature, the NY Shipcraft Guild's spring exhibit at the Institute was a selection of built-to-scale ships in bottles by Klaus Schwanke, 2nd Officer of Hapag Lloyd's *Koln Express*. The result of years of historical research and extraordinary craftsmanship; Mr. Schwanke's models are also housed in collections around the world. The photo below shows Officer Schwanke with a sampling of his handiwork.



At The Institute

Courses in Inert Gas Systems, Crude Oil Washing and Jetty/Terminal Safety To Be Taught Late June - Early July

In response to industry need and demand, the Seamen's Church Institute's Maritime Education Division will again offer the intensive 4-day course in *Inert Gas Systems and Crude Oil Washing*, July 5-8 at the Institute in Manhattan.

Taught by the distinguished faculty of the Hazardous Cargo Handling Unit of Leith Nautical College of Edinburgh, UK, the course is especially designed for all ships officers and terminal personnel having direct responsibility for the loading and discharging of tankers.

Included is comprehensive, in-depth instruction in the technology, operations, health and safety procedures of both the inert gas and crude oil washing systems. The course complies with IMCO guidelines, fully satisfies requirements for training and updating of ship and shore personnel in handling potentially hazardous cargo.

Certificates, accepted by the USCG, UK Department of Trade and the Liberian Maritime Administration will be awarded to those who complete the course.

From June 27-July 1, the Leith College unit will also teach a 40-hour course in *Jetty/Terminal Operations*.

This course is specially designed for operators/refinery supervisors and those shipping company personnel who have responsibility for cargo transfer and jetty/terminal operations. The course covers the procedures necessary for the safe transfer of hazardous cargo such as hydrocarbons, crude oil and products, chemicals, LNG, LPG, and chemical gases.

Ship/Shore interfacing regarding safety procedures and various real case studies will be an important part of the course.

For additional information and brochures describing these courses, please call Mr. David Wood, 212/269-2710 ext. 402 here at the Institute.



United States Coast Guard Commandant-Elect, Vice Admiral James S. Gracey, was the honored guest at an April luncheon of the Maritime Friends of SCI.

Prior to addressing the Friends, Admiral Gracey was presented with a "memento" to mark the occasion by Eric Guy deSpiret, president of Belgian Line, Inc.

During his informal, often humorous talk, Admiral Gracey did emphasize that the Coast Guard — as a sea-going, transportation-oriented agency concerned with safety — should remain within the Department of Transportation and not be transferred to the Department of Defense.



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P O E T R Y

WHY I COME HERE

Here, where the chandler's cat,
A gauntling gaunt as gauze,
Makes a Celtic circlet of himself
To fit the crusted coil of cable;
Here, where the sharp smells of ships
Thick and oily swim,
And the seagulls ride, rocking
Their ghosts on moonspilt water;
Here, where the freighters flench
Their hides against their hawsers
Hot with the heave of moon versus metal
And swell against seawall;
Trimmed to the tempo of the tide,
It is not sane to say for certain
Which is in motion,
The wharf or the wave.
Here, where the harried heart
Drifts like a dory undone by the deeps,
And love seems a loner,
I am wrong in my sorrow.
There is a heaven, I have decided,
A heaven of harbors, full-rigged and masted,
For all the shipless sailors
Made homeless by the sea.

June Owens

BY A NON-SAILOR

Although I do not sail the sea,
or see the world around;
a mislaid course within this life
could run that life aground;

So wary be of easy ways,
the ways not compassed clear;
that seem the simplest from the first,
the price paid ... could be dear.

W. Allan Collette

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