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CENTRAL INTELLIGENCE AGENCY

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INFORMATION REPORT

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SECURITY INFORMATION

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(FOR KEY SEE REVERSE)

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SOURCE:

General

- The Reydtanker (Roadstead Petroleum) Shipping Company was set up in 1923 as an independent organization on the basis of the former Kaspar (Caspian) Shipping Company. It acts as the middle link of the Caspian-Volga petroleum conveyor, which operates in the following manner: petroleum products from the Baku oil fields are carried by ships of Kasptanker (Caspian State Petroleum Shipping Company) to the Astrakhan 14-Foot Roadstead, which is 40 to 50 kilometers from Guryev (N 47-09, E 51-53). From this roadstead, shallow Reydtanker barges carry the petroleum to Peshnoy Island (N 46-49, E 51-42) where it is pumped into storage tanks for further shipment via a 30-kilometer pipeline to Refinery No. 441 in Guryev. The main petroleum shipments are carried by Reydtanker vessels from the 14-Foot Roadstead to the storage tanks of GlavNeftesbyt (Chief Directorate for Petroleum Sales) in Astrakhan. At this point, the petroleum is picked up by Volgatanker (Volga State Petroleum Shipping Company) and carried to various ports along the Volga as far north as the mouth of the Kama River.¹
- Vessels can move from the 14-Foot Roadstead to Astrakhan only via the Volga-Caspian Canal, which has an average depth of 3 meters. The Ural-Caspian Canal is less than two meters deep and is, moreover, frequently blocked with earth. Several dredges work permanently along this canal route during the entire navigation season.

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3. The Reydtanker Shipping Company is under the Ministry of Merchant Fleet, USSR, and is directly subordinate to GlavNefteFlot (Chief Directorate of Petroleum Fleet). The company's headquarters is located on 2nd Kontrolnaya Ulitsa, Dom No. 2.
4. The Chief of Reydtanker is appointed (or dismissed) by the Minister of MMF, subject to the approval of the Central Committee of the Communist Party. To help the chief direct the shipping company, there are two deputy chiefs, a chief engineer who is also a deputy chief, and a chief of the Political Section. The company is administered through a number of subordinate organizations known as sections (otdel), services (sluzhba), agencies (agenstvo), and offices [see appended chart on page 30]. Some of these are central administrative organs directly responsible to the chief of the company while others are responsible to the chief through one of his deputies. Several administrative organs are directly under the chief of the Political Section whose authority is on a level with the company chief.
5. In addition to the above-mentioned administrative organizations, there are the following organizations subordinate to the shipping company.
 - a. Ship-Repair Plant 1/n Tenth Anniversary of the October Revolution
 - b. Ship-Repair Shops No. 55
 - c. Guryev Ship-Repair Shops
 - d. Astrakhan Petroleum Agency
 - e. Agency of the 14-Foot Roadstead
 - f. Guryev Maritime Agency
 - g. School for Ship Personnel
 - h. Construction and Repair Section (uchastok)

Central Organizations under Chief of Reydtanker

Chief Accounting Office

6. This office is charged with the direction of the financial activities of the company and its subordinate organizations. Its principal task is to distribute funds among the company's organizations and to keep an accurate account of expenditures. It is also charged with:
 - a. Making up company pay rolls;
 - b. Keeping accounts of expenditures for capital construction and for the repair of buildings and installations;
 - c. Keeping accounts of sums advanced to workers and employees of the company for uniforms.
7. The Chief Accounting Office is also responsible for maintaining permanent direction and control of the bookkeeping offices of the following organizations of Reydtanker:
 - a. Shipbuilding Plant 1/n Tenth Anniversary of the October Revolution
 - b. Shipbuilding Shops No. 55
 - c. Guryev Ship-Repair Shops
 - d. Route Maintenance Services
 - e. Communications Services
 - f. Astrakhan Maritime Petroleum Agency
 - g. Agency of the 14-Foot Roadstead
 - h. Guryev Maritime Agency

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- b. Paying salaries of company employees.
- c. Preparing accounts and invoices.
- d. Exercising control of company's current accounts; liquidating or keeping to a minimum company's debit or credit accounts.
- e. Keeping accounts of hauling costs.
- f. Keeping accounts of the company chief's fund and controlling the spending of this fund.
- g. Controlling fund transfers and seeing that they do not become frozen.
- h. Making up and forwarding to the Ministry and to GlavNefteFlot operating financial accounts and reports.
- i. Ensuring timely payment of accounts by the shipping company.
- j. Exercising control over the cashier offices of the shipping company and its organizations.

Mobilization Section

10. This section is subdivided into the Mobilization and ~~Antiaircraft defense~~ Subsections.
- a. The Mobilization Subsection is charged with:
 - (1) Keeping records of persons (officers, NCO's, and EM) liable for military service.
 - (2) Selecting candidates for special registration in cooperation with the military commissariat.
 - (3) Providing registration for, and taking measures to preserve and supplement, the mobilization reserves.
 - (4) Providing military training for fleet personnel in accordance with instructions.
 - (5) Determining the categories of personnel liable for military service and their military specialities.
 - (6) Conducting studies on the most rapid methods of converting ships into naval units in the case of war.
 - (7) Determining and coordinating with the military commissariats the list of persons exempt from call to military service in case of war.
 - b. The ~~Antiaircraft Defense~~ Subsection is charged with:
 - (1) Familiarizing all shipping company personnel with antiaircraft defense regulations.
 - (2) Setting up a plan for locating the antiaircraft gun positions in conformance with the antiaircraft defense headquarters of the city.
 - (3) Working out a plan for building bomb shelters for company personnel and for immediately camouflaging company property in case of enemy air raids.
 - (4) Determining company requirements for antiaircraft guns and equipment in cooperation with the city antiaircraft defense headquarters.

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- (5) Providing ship crews with instructions concerning chemical and fire defense in case of war.

Calculating Machine Pool (byuro)

11. Such a multitude of necessary and unnecessary accounting forms and reports have been introduced into the administration of the Soviet economic system that 75 percent of office workers' time is spent in compiling various combinations of figures and presenting them on numerous graphs or so-called "bedsheets". Because of this, scarcely any time is left for legitimate work, and employees, engineers, or technical workers, are involuntarily transformed into bureaucrats who write countless pages of reports and compile vast combinations of numbers.
12. "Mechanized accounting factories" or "calculating machine pools" equipped with accounting machines have been set up in several of the larger organizations to enable them to cut down on the time consumed by these complicated accounting systems. Reydtanker's Calculating Machine Pool has four accounting and four adding machines which do work for the Planning Section, Labor and Wages Section, Operational Services, and for budgetary and accounting offices. Most of the employees do not trust these mechanized accounting methods and prefer to retain the old methods even though the old methods require five times as much time.

Administration Section

13. This section is charged with:
- Supervising the work of typists.
 - Keeping records of incoming and outgoing correspondence.
 - Maintaining archives.
 - Providing for the supply of accounting blanks and forms.
 - Providing and keeping records of expenditures for stationery writing materials.
 - Conducting and maintaining the inventory.
 - Supervising heating, cleaning, etc., of office buildings.
 - Providing shore personnel with uniforms.

Legal Advisor (Yuriskonsult)

14. Formally, the legal advisor is subordinated to the chief of the shipping company. In fact, however, he is working under the direction of the Commercial Section and the Labor and Wages Section. His function is to conduct legal cases against various organizations and persons on labor questions. Besides that, he is authorized to settle claims in arbitrations. Since the majority of Reydtanker's conflicts are with the Volgatanker and Kasptanker Shipping Companies, or GlavNefteSbyt (Chief Directorate for Petroleum Sales), the legal advisor's main activity lies in the field of petroleum transportation.

Organizations Under Chief Political Section

15. Central organizations directly under the Chief of the Political Section are the Political Section, the Politotdelets Printing Office, and the Editing Offices of Morskoy Reyd (Sea Roadstead). As instruments of state control, these organs represent considerable power in the shipping company.

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Political Section

16. Reydtankers Political Section was organized in the first half of 1950 with a T/O of 14 members. Its function is to organize political and educational work among company personnel. The section is concerned with all organizations of the merchant fleet located in Astrakhan. A list of these organizations follows:
- a. Reydtanker Shipping Company
 - b. Directorate of ReydTekhFlot (Reydtanker Maintenance Fleet)
 - c. Ship-Repair Plant i/n Karl Marx.
 - d. Astrakhan Inspectorate of Morregistr (Maritime Registry)
 - e. Astrakhan Shipyards of the Ministry of Merchant Fleet.
 - f. Astrakhan Sea Port (Dry-Cargo Agency of Kaspflot).
17. The principal functions of the Political Section are:
- a. To drive for the fulfillment of production plans by means of introducing socialist competition and stakhanovism.
 - b. To organize political education among sailors.
 - c. To promote propaganda and agitation in the fields of politics and production.
 - d. To conduct special work among the Komsomol (since World War II, the Komsomol organizations in the USSR have had no influence or authority). To direct this work, there is a special assistant to the chief of the Political Section.
 - e. To organize mass cultural and educational campaigns, i.e., the fight against hard drinking, etc.
 - f. To organize the work of Party groups and "corners" on ships.
18. To best understand the Political Section of Reydtanker, some of the real aspects of its activities must be brought out. To start with, all members of the company's Political Section are very poorly educated, with the exception of the Chief of the Political Section. After short courses in the history of the Communist Party and in the biography of Stalin, these political workers think that they know everything and that they are far superior to engineers and technicians. It is interesting to note that Timofeyev - Deputy Chief of the Political Section, Kochkin - Chief of the Propaganda Sector, Generalov - manager of the Party Study Groups (Kabinetny), and several instructors are former employees of the MGB.
19. The political officers carry out their work from very comfortable offices. They use little tact in their dealings with people who are nearly always much better educated and trained than they are, and the methods used by these semi-literate authorities are dictatorial and rude, making relations humiliating for honest employees. Political education amounts to little more than the teaching of Communist Party history and Stalin's biography to the sailors while mass agitation work is nothing more than the promotion of stakhanovism among the workers. Mass cultural work among the sailors consisted of little more than a system of informants among the sailors. No real educational or cultural work was carried out. Meetings were utilized by the political workers as a means of collecting information about non-cooperative persons. Every member of the section carried several booklets in which he entered facts of a political or moral nature about persons discussed at the meetings.

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20. At first, efforts were made to transform the Komsomol into a type of Party organization by dictatorial methods. The result was that the Komsomol organizations started to fall apart. Sailors threw their Komsomol tickets (bilety) overboard, did not pay membership dues, and tried every "legal" method of getting out of the organization.
21. Sailors' trade unions and all Komsomol and Communist Committees of shore and ship personnel are, in fact, subordinate to the Political Section.

Editing Office of Morskoy Reyd (Sea Roadsteads)

22. The editorial office of the Morskoy Reyd newspaper, while financed by the shipping company, is directly subordinate to the company's Political Section. Morskoy Reyd, like all Soviet press, is an instrument of state control. For this reason, it is much better off financially than the company generally and is even allotted company funds which further restrict the company's economic activities. According to one editor, party directives had instructed the paper to slander persons not in favor of the Party. If the person slandered could not clear himself, he was sometimes further persecuted until he lost his job or was even formally prosecuted by law. In this way, a person who could not be dismissed on legal or formal grounds could be dismissed through action of the press.

Politotdelets Printing Office

23. This office prints the newspaper Morskoy Reyd which has a circulation of 1,000 copies (sic). It also prints various document forms for the shipping company and other organizations of the merchant fleet located in Astrakhan. In addition, it takes orders from outside organizations. Formally, it is subordinate to the Publishing Office of the magazine Morskoy Flot (Merchant Fleet) but, in fact, it is under the Political Section of Reydtanker. From the financial point of view, it is organized on both a budget and a cost accounting basis or system. With the financial organizations, it is registered as a budget organization financed by the publishing house of Morskoy Flot. All sums received from the customers are transferred to the account of the publishing house which operates on a cost accounting basis. The publishing house, in addition to paying for its own activities, also pays for the costs of the printing office. Profits are turned over to the State budget. These organizations are not permitted to set up a directors' fund.
24. Besides the Politotdelets Printing House, the following other maritime fleet printing houses are known:
- a. Morskoy Flot (Merchant Fleet), of Ministry of Merchant Fleet.
 - b. Bolshevik Kaspiya (Caspian Bolshevik) of Kasptanker and Kaspflot Shipping Companies.
 - c. Sovetskaya Baltika (Soviet Baltic) of Baltic Shipping Company.
 - d. Chernomorskoy Moryak (Black Sea Sailor) of Black Sea Shipping Company.
 - e. Moryak Severa (Sailor of the North) of Northern Shipping Company.
 - f. Sakhalin Moryak (Sakhalin Sailor) of Sakhalin Shipping Company.
 - g. Tikhookeanskiy Moryak (Pacific Sailor) of Far East Shipping Company.
 - h. Moryak Zapolyarya (Sailor of the Arctic) of Murmansk Shipping Company.
 - i. Latviyskiy Moryak (Latvian Sailor) of Latvian Shipping Company.

Organizations Administered through Deputy Chief for Fleet Operation

25. The following organizations are under the Chief of Reydtanker but are administered through his Deputy for Fleet Operation.

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Operational Service

26. The Operational Service, which is charged with the organization of POL transportation, is made up of an Operational Planning Branch and a Dispatch Branch.
- a. The Dispatch Branch is charged with:
- (1) Directing fleet operations. It must dispatch ships in accordance with the Month Plan of Operation and must coordinate petroleum hauling with the Kasptanker Shipping Company.
 - (2) Issuing directives on the composition of ship cargoes to be unloaded and issuing operational directives to the fleet.
 - (3) Issuing daily schedules of fleet movements.
 - (4) Preparing dispatch summaries (communiques) on the location of the fleet, on the amount of freight arriving in Astrakhan or available at the roadstead, and on the amount of freight enroute to the roadsteads on Kasptanker ships.
 - (5) Issuing directives to the Astrakhan Petroleum Agency, to the Agency of the 14-Foot Roadstead and to the Guryev Roadstead Agency concerning their daily work loads, i.e., loading and unloading operations.
 - (6) Publishing daily summaries on the fulfillment of the petroleum hauling plans as of 1800 hours. (Fulfillment of the daily plan is calculated by taking the amount of freight shipped from the 14-Foot Roadstead to Astrakhan before 1800 hours. For example, a barge shipped from the Roadstead at 1801 on 25 June would be included in the plan for 26 June. The month plan is estimated from the amount of cargo shipped from the 14-Foot Roadstead to Astrakhan until 2400 hours of the last day of the month. Reyd tanker hauling plans are calculated according to dispatched cargoes.)
- b. The Operational Planning Branch is charged with:
- (1) Establishing fleet work norms or so-called indexes of empty runs, loaded runs, layover time during loading and unloading operations, etc., and preparing indexes for operational directives.
 - (2) Breaking down the hauling plan according to individual ships, i.e., the so-called Planning Directive (Operativnyy Plan) No. 2. Planning Directive No. 1 is prepared for each petroleum shipping company by GlavNefteFlot of the Ministry of Merchant Fleet. This plan assigns hauling quotas to companies as individual units. Planning Directive No. 2 is the breakdown of Planning Directive No. 1 according to individual tanker, or, as is the case of Reyd tanker, according to individual tugs. There is always a considerable discrepancy between these two directives. For example, if GlavNefteFlot assigns Reyd tanker a monthly hauling quota of 600,000 tons of POL products and Reyd tanker has 20 tugboats, it would be expected that each tug would have to haul 30,000 tons per month in order to fulfill the company's plan. However, Planning Directive No. 2 is not based on what a tug actually must haul to guarantee fulfillment of the company's assigned quota, but rather on the physical hauling capabilities of the individual vessels. For instance, if the tug BOGATYR is able to tow one 10,000 ton barge and to make a round trip in 86 hours, then it will be able to make seven, or at least six trips per month. Consequently the Planning Directive No. 2 will assign to the tug BOGATYR a monthly quota of 60,000 instead of 30,000 tons. This system is used purposely to save the company from having to pay bonuses to the tugs for overfulfilling work norms which would certainly be the case if the BOGATYR were assigned only 30,000 tons. And, since every petroleum shipping company on the Volga-Caspian

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"conveyor" normally overfulfills its assigned quota, the shipping companies are getting special bonuses, a large part of which should be turned over to the tugs for their participation in the over-fulfillment of the plan. The tugs rarely get any bonus, however, as their norms are artificially set too high. Instead, the bonuses become additional company profit.

- (3) Keeping accounts of tug and ship operations according to dispatch summaries.
- (4) Working out petroleum-hauling data for the next navigation season.
- (5) Preparing a composite report of plan fulfillment of ships on a basis of the dispatch summaries. This report includes all indexes of petroleum hauling by ships.

Commercial Section

27. This section is charged with:

- a. Making out freight invoices for its customers in accordance with hauling costs. In presenting accounts to GlavNefteSbyt, the section uses a tariff manual.
- b. Concluding agreement with GlavNefteSbyt on the hauling of petroleum products.
- c. Concluding agreements with other organizations on the leasing of ships.
- d. Keeping accounts of fleet layover caused by Volgatanker and GlavNefteSbyt.
- e. Representing the company in legal matters concerning the company and other organizations.

The Commercial Section plays an important role in the financial activities of the company because the Finance Section allocates money to the company on a basis of the accounting of the Commercial Section.

Route Maintenance Section

28. Only the Danube and Reydtanker Shipping Companies have Route Maintenance Sections in their organizations. All other Route Maintenance Sections are subordinate to ports. Reydtanker's Route Maintenance Section was transferred from the Astrakhan Directorate ReydMorFut (now ReydTekhFlot - Roadstead Maintenance Fleet) to Reydtanker by order of Shirshov, former Minister of the Merchant Fleet.
29. The Route Maintenance Section of Reydtanker is charged with maintaining safe and regular navigation on the Volga-Caspian and Ural-Caspian Canals. The following are subordinate organizations of this section:
 - a. Maintenance Sector of the Volga-Caspian Canal (headquarters in the village of Olya).
 - b. Maintenance Sector of the Volga-Caspian Canal (headquarters in Guryev).
30. The Route Maintenance Section has two main groups: the Route Maintenance Group (promerno-izyskatelno-proyektirovochnaya gruppa - sounding, research, and planning group), and the Navigational Aids Maintenance Group (Eksplotatsionaya Gruppe - Operational Group)
 - a. The Route Maintenance Group has the following responsibilities:
 - (1) To take periodic soundings of canals and to issue charts giving these soundings (summer and winter depths).
 - (2) To observe regularly the water level in the canals and to issue graphs containing this data.

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- (3) To carry out salvage operations in the canals.
 - (4) To draw up plans for canal construction and to design canal equipment.
 - (5) To plan channel-dredging work which is carried out by ReydTekhFlot (Reydtanker Maintenance Fleet).
 - (6) To compile estimated costs of channel-dredging operations and to coordinate this data with ReydTekhFlot.
 - (7) To control fulfillment of dredging operations by ReydTekhFlot.
 - (8) To keep accounts of work done by ReydTekhFlot for the purpose of assuring payments for this work.
- b. The Navigational Aids Maintenance Group has the following responsibilities:
- (1) To assure the constant operation of navigational aids on the canals (beacons, buoys, markers).
 - (2) To overhaul channel markers and to take inventory of navigational aids during the winter period.
 - (3) To make observations on the condition of the canal channels and the water level in them.
 - (4) To register and to draw up statements concerning damage done to channel markers by passing ships.

Communications Service

31. The Communications Service is made up of five groups (uchastok). They are the Radio Station, Radio Bureau, Radio Workshop, Telephone Station and Workshop, and the Field Radio Stations (at Guryev, Olya, and the debarkader DONBASS).
- a. The Radio Station maintains constant radio contact with Moscow, Baku, Guryev, Krasnovodsk, Makhachkala, 14-Foot Roadsteads, and Olya. Its main duties are:
- (1) To communicate in the clear with the above-mentioned points at specified times. In particular, the station is in communication with Moscow between 12 and 13 hours and between 18 and 19 hours daily.
 - (2) To transmit and receive correspondence in cipher.
 - (3) To maintain permanent radio contact with ships at sea or at various ports.
 - (4) Together with the first group, to check the radiogram texts in order to insure that no message is sent in the clear when ciphered text should be used.
- b. The Radio Bureau's main responsibilities are:
- (1) To register incoming and outgoing radiograms.
 - (2) To type and decode radiograms sent in the clear.
 - (3) To control radiogram texts to assure that no message which should be ciphered is sent in the clear.
 - (4) To control radiogram texts for the purpose of preventing misinterpretations.

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- (5) To deliver incoming radiograms.
 - (6) To assure compliance with radio regulations
- c. The Radio Workshop repairs coastal and ship radio equipment.
- d. Reyd tanker's Telephone Station has its own independent switchboard called "More" (Sea), which consists of 200 numbers. The station provides communications with sections and services of the company which are located both in Astrakhan and on Zayachyy Island, which is located on the outskirts of Astrakhan. Through the "More" switchboard, the company also has direct connections with the oblast Communist Party, the oblast Communist Party Executive Committee, the Trusov Rayon Committee of the Communist Party and with the apartments of leading company officials. At the telephone station there is a telephone workshop which is charged with the maintenance of company telephone lines and apparatus.
- e. The Field Radio Stations maintain the following radio communications:
- (1) Reyd tanker with Olya, particularly in connection with operations of the Maintenance Sector of the Volga-Caspian Canal.
 - (2) Reyd tanker with Guryev and the Agency of the 14-Foot Roadstead, in particular in connection with the Guryev Maritime Agency and the Maintenance Sector of the Ural-Caspian Canal. It also provides radio communications between the Guryev Maritime Agency and ships attached to it.
 - (3) The Agency of the 14-Foot Roadstead (debarkader DONBASS) with Baku, Guryev, Maritime Agency, Reyd tanker, and ships of Reyd tanker.

Maritime Inspectorate Section

32. The Maritime Inspectorate is one of the controlling and consulting organs of the shipping company. Since mid-1949, special attention has been paid this organization and more responsibilities were given it in connection with strong anti-accident campaign. At this time, the accident rate had reached enormous proportions. The reasons for this high accident rate were:
- a. Because of the loss of many ship officers during the war, the fleet had to depend on young inexperienced ships' officers who had received only short courses in their line of work.
 - b. Labor discipline in the merchant fleet had sharply fallen (drunkenness, laxness, and sleeping on duty posts, etc.).
 - c. There was a lack of navigation equipment and supplies on ships.
 - d. There was a shortage of ship personnel, which made necessary long and tiresome watches.
 - e. The practice of operating ships in poor repair during the war was not yet discontinued.
 - f. Following repair work, ships received inadequate inspection by the Maritime Inspectorate and were released for duty while still in poor condition. There were cases where bribery or drinking bouts determined whether or not a ship was ready for operation.
33. The Maritime Inspectorate Section has on its T/O inspectors, captains, mechanics, firemen, and skipper-instructors. The responsibilities of the section are:
- a. To investigate and keep registry of accidents.
 - b. To determine costs of ship accidents.

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- c. To consult navigators on safe methods of navigation and to consult technicians on the proper operation of ship machinery.
 - d. To supervise the fulfillment of "Regulations for the Technical Operation of Ships" by ship crews.
 - e. To see that ships are provided with navigational equipment and supplies and to make out orders for needed navigational equipment.
 - f. To procure navigational equipment for ships within the limits of the approved allocations and to assure that this equipment is properly maintained.
 - g. To provide ships with up-to-date sea charts.
 - h. To compensate compass deviation in ships and to prepare deviation correction tables.
 - i. To regularly inspect ships.
 - j. To periodically examine ship crews to see if they possess the minimum technical knowledge requirements.
 - k. To take part in commissions involved in summing up the work accomplishments of ship crews for the month, quarter, or entire navigation period for the purpose of determining award winners.
34. When a vessel of the Soviet Merchant Fleet is damaged, it may fall under one of two categories, "Accident" or "Wreck". The Wreck category is by far the most serious one and offenders in this category may be given any punishment including court prosecution.
35. The amount of damage done a ship has no bearing on which category it falls under. For example, if two ships touched, even though only slight scratches of the paint resulted, the category Wreck would be applied. Similarly, to run a ship aground without damaging the ship at all is considered a most serious Wreck. At the same time, the loss of an anchor or ship propeller, which would mean a loss of thousands of rubles, is considered an Accident and no serious punishment is meted out to the responsible person. In spite of several proposals to assess accidents according to the amount of damage done to the ship, the Ministry retains the old method and has even discouraged further discussion of the problem.

Astrakhan Maritime Petroleum Agency

36. The Astrakhan Maritime Petroleum Agency is a sea tanker port which is both administratively and operationally subordinate to the Reydtanker Shipping Company. All other ports of the USSR are independent of the shipping companies. Generally, ships are under the direction of the shipping company while they are at sea, but they are under the direction of the port authorities while loading or unloading at ports. When ships are in port, relations between the shipping companies and the port authorities are handled through dispatches (receipts for payments made the port by the shipping company for loading or unloading ships on or ahead of schedule), or demurrages (receipts for payments made to the shipping company by the port for detaining vessels over the time allotted for loading operations). At present, there is a vigorous campaign underway to cut down excessive layover of ships in ports. In 1950, the Ministry of State Control, USSR, issued an order stating that port chiefs guilty of detaining ships in ports would be fined. The fine would be equal to the sum of the damages brought about by the ships' detention. Moreover, port chiefs responsible for repeated excessive ship layover were to be prosecuted according to the criminal code. Nevertheless, excessive ship layover during loading and unloading operations continues to be a significant problem. For example, unproductive layover of Reydtanker barges at the 14-Foot Roadstead exceeds 50,000 ton-days per month. In Astrakhan, this figure is in excess of 100,000 ton-days per month. Two hundred to three hundred thousand rubles per month are lost in this way. For their own protection,

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company heads frequently cover up the amount of time lost in unproductive ship layover and sometimes try to find "justified reasons" for this time loss.

37. The Astrakhan Petroleum Agency, as mentioned above, is really a port. It is headed by a chief who has two deputies, one in charge of operations, the other in charge of the Economic Office. The financial activities of the agency are performed by the Chief Accounting Office headed by a chief accountant.
- a. The Operations Group is charged with organizing loading operations in Astrakhan within the limits of allowed time. It consists of a Dispatch Office located at the Petroleum Agency, and a Receiving Office located at the Petroleum Base.
- (1) The Dispatch Office has the following responsibilities:
- (a) To receive dispatch summaries from the Operational Service concerning the arrival of ships and a chart of ship movements.
 - (b) According to information on ship arrivals, to arrange with GlavNefteSbyt and Volgatanker Shipping Company to place at the disposal of Reydtanker wharves, tank capacity, and pumping equipment.
 - (c) To control loading and unloading schedules and to make up a chart including this data.
 - (d) To make monthly and semi-monthly reports of loading and unloading operations.
 - (e) To control the operations of and to keep accounts of the Roadstead Fleet's operations.
 - (f) To establish norms for unloading operations and for the Roadstead Fleet's operations.
 - (g) To direct the work of the tanker cleaning details.
- (2) The Receiving Office has the following responsibilities:
- (a) To provide quick loading and unloading of ships at piers of the petroleum base.
 - (b) To make up accounts of loading and unloading operations in cooperation with representatives of GlavNefteSbyt and forward them to the Dispatch Office.
 - (c) To make up accounts of loading and unloading operations at petroleum bases.
 - (d) To control the quantity and quality of POL products shipped or received.
 - (e) To give the Dispatch Agency hourly data on loading and unloading operations.
- b. The Economic Group has the following responsibilities:
- (1) To supply the fleet with spare parts, navigational equipment, and other technical supplies.
 - (2) To supply ships with fuel, water, lubricating oils, and cleaning fluids.
 - (3) To organize mess facilities on ships.
 - (4) To assure that the debarkaders and piers are kept in good technical condition.

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- (5) To direct the work of freight trucking units.
 - (6) To provide technical equipment for loading and unloading operations.
 - (7) To control the T/O of the auxiliary fleet assigned to the company and see that the fleet is kept in good technical condition.
 - (8) To keep accounts of expenditures for materials, fuels, lubricants, and wiping and polishing materials.
 - (9) To service and maintain vessels lying in ice in winter.
- c. The Accounting Office of the Agency does not have its own account in the bank but receives its currency from the shipping company. It has the following functions:
- (1) Pays salaries to shore workers of the agency and to ship personnel of the auxiliary service fleet and the POL transport fleet.
 - (2) Pays allowances and bonuses to the above-mentioned personnel.
 - (3) Keeps accounts of food expenditures according to the cost of collective messing.
 - (4) Keeps accounts of expenditures for uniforms of ship personnel, of the transport and auxiliary fleets, and of the agency's shore personnel.
 - (5) Controls and keeps financial accounts of the work of ships operating on a cost accounting basis.
 - (6) Keeps financial accounts of materials and technical equipment.
 - (7) Supervises accounting offices of ships.
 - (8) Forwards all kinds of financial records to the shipping company.
 - (9) Forwards to the shipping company accounts concerning compliance to the Labor Plan.
 - (10) Keeps accounts of supplementary payments made to ship personnel at the ship-repair bases during the inter-navigation period.
 - (11) Supplies currency to the Agency of the 14-Foot Roadstead.

Agency of the 14-Foot Roadstead²

38. This agency is a direct connecting link between the Reydtanker and Kasptanker shipping companies. It is located 110 miles from Astrakhan and its offices are quartered on the specially-equipped vessel (debarkader) DONBASS. The DONBASS lies at anchor at one place during the entire period of navigation. The main task of the Agency is to provide for the rapid and uninterrupted unloading of Baku petroleum tankers. The Agency is divided into a Dispatching and a Receiving Branch. It is run by a chief and his deputy.

a. Functions of the Dispatching Branch are:

- (1) To chart movements of Kasptanker and Reydtanker vessels.
- (2) To forward information about the departure and movement of Baku tankers to the Office of Operations of Reydtanker.
- (3) To coordinate the movements of barges and tankers.
- (4) To supervise the loading of barges and to record these operations.
- (5) To supervise the making up of barge convoys and to direct them to the Astrakhan and Guryev Roadsteads.

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- (6) To compile monthly and bi-monthly reports of fleet operations at the roadsteads and reports of ship utilization while the ships are at the roadsteads.
- b. Functions of the Receiving Branch are:
- (1) To direct loading and unloading operations on ships.
 - (2) To check the quality and quantity of freight received from tankers.
 - (3) To make up freight receipts.
 - (4) To compile summary reports on loading and unloading of ships.
 - (5) To coordinate time norms for loading and unloading operations.
 - (6) To see that barges are correctly loaded.
- c. The Accounting Office of the agency has the following responsibilities:
- (1) To pay salaries, allowances, and awards to workers of the agency, and to ship crews of the auxiliary fleet of the agency.
 - (2) To keep accounts of expenditures for feeding workers of the agency and crews of ships assigned to the agency.
 - (3) To keep financial record of agency material assets.
 - (4) To forward all financial accounts to the Astrakhan Petroleum Agency.
 - (5) To submit a report concerning compliance with the Labor Plan to the agency.
 - (6) To supervise accounting offices on ships assigned to the agency.

Guryev Maritime Agency

39. The Guryev Maritime Agency, located in Guryev, Kazakhskaya SSR, is directly subordinate to the Reydtanker Shipping Company. In character, the agency is much like a small shipping company. After transport barges of Reydtanker have arrived at the Guryev Roadstead, they are put at the disposal of the latter organization. Here the cargoes of POL products are transloaded into smaller barges of the Guryev Maritime Agency and the empty Reydtanker barges are sent back to the 14-Foot Roadstead. The Guryev low-tonnage barges are towed along the Ural-Caspian Canal up to the petroleum base on the Peshnoy Island where they are put at the disposal of the Receiving Branch of the Guryev Agency which unloads them (petroleum is transported from Peshnoy Island to Refinery No. 441 at Guryev via pipeline). The empty barges are then returned to the Guryev Roadstead where they are again loaded.
40. Petroleum is pumped from Reydtanker barges to the smaller Guryev barges by pumps located on the Reydtanker barge NOVBOGATINSK, the steamship KALININ, or the debarkader MARY. On Peshnoy Island, the petroleum is unloaded by pumps installed on the shore which are operated by the petroleum base. The Guryev Sea Agency transports 300,000 to 400,000 tons of petroleum (gazoil) during a single navigation period.
41. The Agency is run by a chief and his deputy and has the following branches:
- a. Dispatcher Branch - this branch is very poorly organized. It is located in the shipping company building in Guryev while all problems connected with transporting petroleum are determined at the Guryev Roadstead which is located 40 to 50 kilometers from town. Communications between Guryev and the Roadstead are very poor. There are no service cutters

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and the wireless station of the agency is located on Peshnoy Island or on the debarkader MARY stationed at the Guryev Roadstead. As a result, the Dispatcher Branch has no direct contact with the fleet and, under such conditions, it is doubtful that the Dispatcher Branch is very effective in helping the shipping company fulfill its plan.

In actual practice, all problems connected with petroleum hauling are settled by the deputy chief of the Agency who stays at the Roadstead during the entire navigation season. It would be very simple to have dispatchers at the Roadstead during the navigation season. As it is, however, the Receiving Branch representatives who live at the Roadstead do both their work and the work of the Dispatcher Branch. Meanwhile, personnel of the Receiving Branch who live at the Roadstead get a salary of 650 rubles per month while dispatchers on shore get 830 rubles per month.

The functions of the Dispatcher Branch are:

- (1) Coordinates with the Agency of the 14-Foot Roadstead the movement of petroleum barges to the Guryev Roadstead.
- (2) Directs the movements of the Guryev fleet from Guryev to Peshnoy Island.
- (3) Compiles dispatch summaries on the quantity of freight arriving from the 14-Foot Roadstead, on the quantity of freight being transhipped at the Guryev Roadstead into the low-tonnage barges, and on the quantity of freight being unloaded from the low-tonnage barges at Peshnoy Island.
- (4) Compiles, reports, and accounts for plan orders (plan-prikaz) of ships.
- (5) Keeps accounts of work performed by the fleet between the Guryev Roadstead and Peshnoy Island.
- (6) Compiles work norms of the fleet and coordinates them with the shipping company.
- (7) Breaks down petroleum hauling plan according to individual ship.

b. The Receiving Branch is divided into two groups, one group stationed at the Guryev Roadstead and the other stationed on Peshnoy Island. Functions of the Roadstead group are:

- (1) To direct the transshipping of POL products from Reydtanker barges into the smaller barges of the Guryev Agency.
- (2) To carefully examine the quantity and quality of the freight received.
- (3) To compile freight receipts
- (4) To keep accounts of ship loading and unloading operations.
- (5) To coordinate time norms for loading and unloading operations.
- (6) To assure that barges are loaded correctly.

Functions of the Peshnoy Island group are:

- (1) To supervise petroleum pumping from the smaller barges at piers of Peshnoy Island into storage tanks of GlavNefteSbyt.
- (2) To examine the quality and quantity of the delivered freight.
- (3) To compile freight receipts.
- (4) To compile summary reports of unloading operations.

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c. The Administrative, Economic, and Financial Branch of the Agency has the following sections:

- (1) Accounting Section
- (2) Labor and Wages Section
- (3) Planning Section
- (4) Administrative and Economics Section
- (5) Supply Section
- (6) Fire Brigade and Guard Detail
- (7) Communications Section
- (8) Ship Repair Shops
- (9) Maintenance Section of Ural-Caspian Canal
- (10) Office of the Agency's Chief, which includes cipher clerks, economists, and secretariat.

42. Transshipping station personnel of the Agency, of GlavNefteSbyt, and of Refinery No. 441, work on the principle of "Who is going to cheat whom?" Agency personnel try to deliver poor-quality freight (petroleum with water in it) and to deliver less freight than is shown on the papers. At the same time, GlavNefteSbyt tries to show that either insufficient freight was delivered or that it is of poor quality. This is enough to bring a penalty to the shipping company.
43. At the start of the navigation season, when agreements are concluded with shipping companies, the transshipping personnel try to show that the capacity of their petroleum pumps is less than it really is. This makes it possible for them to then fulfill the norms for petroleum pumping easily and even to get bonuses for overfulfillment of plan.
44. Transshipping personnel of Refinery No. 441 try to show that the petroleum received is of low quality and that the shipments are short. This sometimes brings a penalty to GlavNefteSbyt.
45. All these sections work under the direction of the shipping company. Operationally, all of these sections, and for that matter all the agency's organs, are unable to settle business questions independently. On all necessary or unnecessary questions, they are afraid to take the responsibility and are always asking directions from the shipping company. This fear of responsibility is characteristic of Soviet institutions. Because of it, employees write tons of unnecessary papers. Soviet laws show no mercy to workers who make mistakes or neglect their duty.
46. The Fire Brigade and Guard Detail have little to do except collect their salaries as there is no longer any port, as such, in Guryev. GlavNeftePlot has not reduced the T/O of the Fire Brigade or Guard Detail in spite of the fact that there is no need for them since the port is no longer in use.

Tanker Cleaning Detail

47. The Tanker Cleaning Detail is a part of the petroleum agency. Its primary task is to clean remains of POL products from barges and to clean self-propelled vessels before they are brought in for repair. Reydtanker's Cleaning Detail is the only one in the Merchant Fleet where the cleaning is done manually. The main tools used are pails, brooms, rags, water, sawdust, and scoops. The detail employs 80-100 persons, all of them women, including the chief. The women sometimes faint and must be pulled out of the ships' holds because of the strong gases encountered there.

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48. The Tanker Cleaning Detail is broken down into crews consisting of eight to ten women each, including the crew chief. Working hours are not regular but rather depend on the readiness of ships for cleaning. The crews may be called upon at any time to start work on a new ship.
49. In addition to cleaning ships' holds, the detail has the following responsibilities:
- a. To launder ships' washable equipment (mattresses, curtains, covers, special clothing, etc.)
 - b. To sew and re-upholster mattresses, curtains, covers, etc.

In spite of the very hard working conditions, the women workers are underpaid. The crew chiefs belong to the third category and are paid 1 ruble, 30 kopeks per hour while the workers get 1 ruble, 10 kopeks per hour. Only with great difficulty can these women raise their salaries to 400-450 rubles per month.

Organizations Administered through Deputy Chief
for Shipbuilding and Ship-Repair Industry

Marine Engineering Service

50. The Marine Engineering Service is responsible for the technical operation of the fleet, for fleet repair, and repair documentation.
- a. The Technical Operations Branch is made up of group engineers and group thermal technicians who are specialized according to ship. Its functions are:
 - (1) To constantly supervise the technical operation of the fleet. To carry out this function, a 24-hour watch, made up of group engineers, was organized to check the condition of incoming ships and to fill out forms stating their condition. With these forms to refer to, group engineers analyze a ship's condition and then take the necessary action.
 - (2) To conduct thermotechnical and dynamometric tests of ships in order to find ways to improve their operational qualities.
 - (3) To adjust main engines and auxiliary machinery.
 - (4) To compile summary reports on defects of ships' hulls and machinery and to determine the necessity of having interchangeable spare parts.
 - (5) To supervise the repair of ships in plants, dry docks, or repairs made while the ship is in operation.
 - (6) To investigate causes of machinery breakdown.
 - (7) To conduct tests of ships in operation.
 - (8) To coordinate with the Inspectorate of Maritime Register problems concerning ship operation.
 - (9) To conduct ship inspections.
 - (10) To see that the ship crews know and comply with the "Regulations for the Technical Operation of the Merchant Fleet".
 - b. The Repair Documentation Branch has the following functions:
 - (1) To plan for the repair of the fleet, both during the winter period and during the navigation season.
 - (2) To compile summary reports on types of ship repair and estimated costs of this repair on the basis of summary reports on defects of ships, barges, etc.

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- (3) To keep accounts of repair costs.
 - (4) To plan and to keep accounts of expenditures for fuel, lubricants, and wiping materials.
 - (5) To keep accounts of spare parts on hand and to make up orders for new ones.
 - (6) To compile repair progress reports.
 - (7) To compile ten-day repair charts.
51. The existing system of planning repair operations of the fleet is full of defects and contradictions. The Ministry plans repair allotments for the fleet on the basis of actual repair expenses for the preceding year rather than on the detailed orders on necessary repair work prepared by the shipping company. Frequently, the money allotted for repair work is too small to pay for even second-rate repair work. It is impossible to exceed allotments because the sums are under the strict control of a bank and the shipping company chief can be criminally prosecuted for excessive expenditures.
52. The repair work done on a ship is adjusted to fit the sum allotted for this work rather than the need for repair. As a result, many defects cannot be taken care of and must, therefore, be taken care of by the ship's regular crew which gets no additional pay for this work. This situation is causing constant disagreements between captains, mechanics, and group engineers on one side, and ship repair yards on the other. Also, there are disagreements between shipping companies and inspectorates of maritime register because the latter organization does not permit the operation of poorly repaired ships. The most important task of ship-repair personnel apparently is to return ships without having done much repair work on them.
53. The organization of ship-repair work by the ship's own crew during the winter plays an important part in the Marine Engineering Service. This method was first introduced in 1946 and afterwards used extensively. In carrying out this work, the ship crews are divided into two parties. One party, consisting mostly of the deck crew, is assigned to such work as guard duty, removing ice, emergency jobs, etc. They are paid 90 percent of their regular salary for this work. The second party, made up mainly of machinists, is assigned to repair the main and auxiliary machinery. They are paid by the piece-work system.

Capital Construction Section

54. This section has the following functions:
- a. To draw up estimated costs of capital construction projects provided for by the plan, and, after the approval by the Ministry of Merchant Fleet, to register them in the industrial bank.
 - b. To coordinate with the city architectural section, all civil construction projects (buildings, settlements, clubs).
 - c. To supervise organizations engaged in the repair or construction work, both from a standpoint of the quality of work done and the proper use of assigned funds.
 - d. To make up invoices for the organizations for which repair or construction work has been done.
 - e. To keep accounts of capital-repair and construction work performed.
55. In 1951, the Capital Construction Section fulfilled the following tasks:
- a. Supervised fulfillment of capital repairs of Volga-Caspian and the Ural-Caspian Canals by ReydTekhFlot from a financial point of view and invoiced bills for these works.

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- b. Checked the quality and volume of work done by the Construction Directorate No. 1 including:
 - (1) Construction of a launching slip for the Ship-Repair Plant i/n 10th Anniversary of the October Revolution.
 - (2) Construction of workers' settlement of lumber on Zayachiy Island.
- c. Directed construction of a two-story stone residential buildings consisting of 16 apartments on Ulitsa i/n Babushkin, No. 4, in Astrakhan.
- d. Supervised the activities of the Construction and Repair Section of the shipping company.

Supply Section

- 56. The Supply Section of the shipping company is, in fact, a procurement and supply office (ZagotSnabKontora). Instead of procuring materials from GlavTekhMorSnab, the main procurement supply office of the Ministry of Merchant Fleet according to approved orders, it is forced to procure most of the materials by its own means, both through the MorTekhSnab (Maritime Technical Supply) Agencies and through other organizations. It must be pointed out that problems of material and technical supply are very grave in the USSR.
- 57. The following materials are considered as most scarce for the various organizations in Astrakhan:
 - a. Timber and lumber
 - b. Construction materials
 - (1) Bricks
 - (2) Paint
 - (3) Drying oil
 - (4) Plumbing for buildings
 - (5) Pipes
 - (6) Cement
 - (7) Fittings for doors and windows
 - c. Sheet steel
 - d. Spare parts for the internal-combustion engines
 - e. Steel cables
 - f. Anchor chains
 - g. Some kinds of profile steel
 - h. Navigation instruments
 - i. Electric cables
 - j. Electric wiring
 - k. Red glass for light buoys
- 58. The Supply Section of the shipping company is charged with the following responsibilities of supply: planning and accounting, procurement, distribution,

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and supervision of motor transport. It functions in the following manner:

- a. Collects material supply requests from all organizations of the shipping company.
 - b. Draws up a summary request for the necessary materials for the shipping company. This summary request, together with an account of available funds and of materials on hand, is forwarded to GlavNefteFlot of the Ministry.
 - c. On the basis of approved funds, materials are either received from the Ministry of Merchant Fleet, or provided independently through the MorTekhSnab Agencies or through some other organization.
 - d. All materials received proceed first to the transient warehouse which is located on the left bank of the Volga in Astrakhan, where they are registered.
 - e. From the transient warehouse, the material is transferred to the warehouses located on Zayachiy Ostrov, on the left bank of the Volga, where it is again registered. to prevent possible theft by the warehouse men.
 - f. From these warehouses, the materials proceed to the customers, organizations of the shipping company, and to the fleet, through the navigation warehouse.
 - g. The Accounting Office of the Supply Section keeps accounts of, and distributes the material received.
59. Supply men are very severely punished for hoarding materials which have not been used during the current year, or during several years. There are two reasons for this hoarding. One is to have the material on hand to satisfy possible future requests. The other is that there is a law prohibiting the selling or exchanging of materials to organizations of the Ministry of Merchant Fleet without the permission of the Ministry and that is very difficult to obtain. As a rule, materials which are not in great demand are hoarded, for example, steel wire, lime, incomplete machinery, damaged manometers, etc.
60. Supply men are also severely punished for having more materials on hand than the shipping company actually needs, as the warehouses are only authorized to carry necessary equipment. Supply men nevertheless try to keep on hand scarce materials which would be difficult to obtain when needed. The best warehouse men are those who have important connections, as personal favors play an important part in the field of supply.

Planning and Designing Section

61. This section, organized in 1947, is run by a chief on temporary payroll. The section's designers, draftsmen, engineers, technicians, and tracers are paid by the piecework system, according to approved norms. It has the following functions:
- a. Prepares blueprints for ships not having them (plans of the ship's hull, superstructure, main and auxiliary machinery, and other details).
 - b. Works out drawings of the new parts and units of ships which are to undergo repair.
 - c. Works out plans and drawings for modernizing ships and ship machinery.
 - d. Works out plans and drawings of ships and of ship machinery which has to be replaced.

Guryev Ship-Repair Shops

62. These shops are charged with the repair of self-propelled vessels and barges of ReydTanker which are attached to the Guryev Maritime Agency. However, they

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cannot provide medium and capital repairs of ships, so such work must be sent to Astrakhan. The shops are generally very poorly equipped and are in poor technical condition. This situation was brought repeatedly to the attention of the Ministry but neither the necessary sums nor tools were made available to them. For this reason, work at the shops was sometimes done by semi-primitive methods, which were reflected in the poor quality work performed. Altogether, the shops did mostly hull and painting work. When they did repair machinery, the ship repaired would break down after only 20 to 30 days of operation.

63. Administrative and shop personnel of the Guryev Ship-Repair Shops are grouped together in nine units. There are from 30 to 40 production workers. Gross output is about 500,000 to 600,000 rubles per year.
64. The shop's work plan is approved by the shipping company, as is the T/O for the administrative and technical personnel and production workers, within the limits approved by GlavNefteFlot's Labor Plan. The shops work on a cost accounting basis and have their own accounts in the Guryev section of the State Bank.

Ship-Repair Shop No. 55²

65. These shops are housed on three, old, steel petroleum barges tied permanently to the shore on Zayachiy Ostrov. In addition, the shops have a warehouse and a garage on the shore. The shops perform current and medium repair of transport and auxiliary vessels during the winter period. In addition, they perform navigation and accident repair work during the navigation period and clean engines and boilers.
66. The workshops are subordinate to the Reydtanker Shipping Company. They have their own account in the Trustov Section of the State Bank in Astrakhan. They are run by a director, his deputy, and the Party organization "elected" by the collective of workshops. "Election" of the Party organization is directed by the Trustov regional committee of the VKP(b). The shops are divided into administrative, shop, and non-industrial groups.
- a. The administrative group has the following subsections:
- (1) Planning and Production Section
 - (2) Accounting Section
 - (3) Labor and Wage Section
 - (4) Design Bureau
 - (5) Technical Supply Section - acts on supply problems through the supply section of the shipping company.
- b. The shop group has the following shops:
- (1) Machine Shop
 - (2) Filler Shop
 - (3) Boiler Shop
 - (4) Forging Shop
 - (5) Copper Tubing Shop
 - (6) Electrical Shop
 - (7) Carpentry Shop
 - (8) Tool Shop

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(9) Auxiliary Shop

c. The non-industrial group includes:

(1) Electric Power Plant

(2) Steam Power Apparatus-used mainly to pump water from the barges used as workshops.

(3) Estimates Group

(4) Motor Pool

67. Production activity of the workshops amounts to 3 million rubles gross production per year. Of this, 2.5 million rubles is for repair work, 200,000 rubles for orders of the Ministry of Merchant Fleet, and about 300,000 rubles for orders from outside organizations received via Party organization recommendations. The plan for repair jobs is drafted by GlavNefteFlot, which bases its figures on the volume of repair work estimated by the shipping company and on the amount of funds assigned to the shops for repair work.

68. Hiring and firing of personnel and the maintenance of a personnel file is carried out by the Personnel Section of the shipping company. The T/O of the administrative personnel of the workshops is approved by the State T/O Commission of the Council of Ministers, USSR, while the T/O of the shop and non-industrial personnel is approved by the shipping company on the basis of labor limits approved by GlavNefteFlot. The average yearly number of workers employed at the workshops is 160 to 200 persons. The maximum number of workers is employed during the winter repair period between December and May. At this time, additional workers are recruited from ship crews.

69. All financial and statistical reports of the shops pass through the shipping company office. Workshop production charts are approved by the shipping company. Overhead costs run about 150 percent.³

Ship-Repair Plant i/n Tenth Anniversary of the October Revolution

70. This plant is an industrial enterprise charged with current, medium, and capital repairs of barges and self-propelled vessels of the Reydtanker Shipping Company. It has two floating docks for mooring vessels. The plant has its own account in the Trusov Section of the State Bank in Astrakhan, through which it can transfer money to other organizations and persons to pay salaries, expenses, etc. It works on a cost accounting basis.

71. The plant is subordinated to the Reydtanker Shipping Company. It is run by a director, his deputy who is the chief engineer, and by the Party organization. The plant consists of administrative, shop, and non-industrial groups, which have a number of sections.

a. Administrative group:

(1) Planning and Production Section - plans financial and operational and production activities. This includes planning the use of and the accounting of funds which are allotted for a year and the working out of control figures for the next year. Also included is the planning and accounting of production (output) activities of the plant.

(2) Main Accounting Office - runs the financial activities of the plant under the control of the shipping company administration.

(3) Labor and Wages Section - standardizes work norms, works out T/O of all plant organizations, supervises labor laws and workers' records, conducts socialist competition, and organizes accident prevention.

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- (4) Personnel Section - hires and fires workers and maintains a personnel file.
- (5) Planning and Design Bureau - prepares required designs and blueprints for the plant.
- (6) Administrative and Economic Section - maintains inventory of plant properties and buildings, keeps archives, and registers incoming and outgoing correspondence.
- (7) Technical Supply Section - handles the material and technical supply of the plant, mainly through the Supply Section of the shipping company.
- (8) Secret Document and Mobilization Section - handles records, correspondence, and keeping of secret documents, and also the record of persons working in the plant who are liable for military service.
- (9) Finance Section - settles financial questions. Gets money from the bank for paying salaries and prepares accounts and invoices.
- (10) Chief Engineer's Section - sees that the plant's electric power plant, steam power apparatus, and machine tools are in good technical condition.
- (11) Capital Construction Section - keeps record of technical documentation on capital construction and repair of buildings and installations and supervises this work.

b. Shop group

- (1) Machine shop
- (2) Fitter shop
- (3) Boiler shop
- (4) Forging shop, copper piping
- (5) Foundry
- (6) Electrical and electric welding shop
- (7) Wood processing shop and sawmill
- (8) Carpentry shop
- (9) Painting and roofing shop
- (10) Tool shop
- (11) Auxiliary shop
- (12) Docks

c. Non-industrial group

- (1) Electric Power Plant - provides the factory and workers settlement with electricity in case the city supply fails.
- (2) Steam Power Plant - heats buildings and provides power to steam-powered machinery.
- (3) Motor Pool - provides for motor and water transport and cranes.
- (4) Estimates Group - determines estimates on the repair of ships' hulls and machinery, and coordinates them with the shipping company.

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- (5) Office of the Commandant - an auxiliary organization administratively subordinated to the eighth detachment of militarized guard.
- (6) Oxygen Station - produces oxygen necessary for gas welding and cutting work. It also produces compressed air necessary for starting internal combustion engines and for operation of compressed air hammers.
- (7) Housing Section - handles problems connected with workers' housing.
72. Technical Control Section - this section controls the quality of production. It is an independent section directly subordinate to the Chief Engineer. The T/O of the Technical Control Section follows:

<u>Position</u>	<u>Number of persons</u>	<u>Salary</u> (rubles)	<u>Remarks</u>
Chief of Section	1	1,200	
Senior Engineer	1	950	Controls production.
Engineer	1	830	Machine and Assembly shops
Engineer	1	830	} Boiler, and forge welding shops and foundry
Engineer	1	830	
Technician	1	600	} Laboratory testing of materials
Engineer	1	790	
Laboratory Assistant	1	450	
	8	6,480	

73. The Technical Control Section has three main functions:
- To control the quality of individual parts and units produced in the plant's shops.
 - To control the quality of work done on ships or other projects.
 - To control the quality of materials used in production. The section examines the materials used in its laboratories.
 - Every engineer of the section is specialized in a certain field of production.
 - When a part is produced, the section checks its technical condition and a responsible individual gives his stamp of approval.
 - If there is disagreement between the inspector and the shop foremen or chiefs, a decision is rendered by the chief of the Technical Control Section. If, however, the plant's chief engineer intervenes, then the Technical Control Section is relieved from responsibility. In this case, however, the chief engineer must give his approval of the piece in written form.
 - The inspector approves the worker's wage chits if the item produced is satisfactory. He gives an order to withhold money from the worker's salary when an item is rejected, if the worker is responsible for the reject. Frequently, a worker is blamed for a reject only to save the time which would have to be spent in determining the real reasons for the defective work and to keep the administration from blame.
74. The gross output of the plant is about 12 to 14 million rubles per year. This includes 10 to 11 million rubles for ship-repair work for the shipping company, 1.5 million rubles for orders of the Ministry of Merchant Fleet for other enterprises of the Ministry, and 1.5 million rubles for organizations outside the Ministry. The latter organizations have no connection with the Ministry of Merchant Fleet. Their orders are accepted according to directives of the Oblast Party Committee. This work cannot be planned and frequently must be

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done when the plant is busily engaged in fulfilling its own production plans and thus disrupts the plant's planned schedules for ship repair. Ship-repair schedules are fixed by GlavNefteFlot which determines these dates, taking into consideration the volume of work which is suggested by the shipping company on a basis of the amount of work to be performed and the funds available for the work.

75. The plant is paid by the various organizations concerned for the repair work. The T/O of the administrative personnel of the plant is approved by the State T/O Commission of the Council of Ministers, USSR. The T/O of the shop and non-industrial personnel is approved by the shipping company on the basis of a Labor Plan approved by GlavNefteFlot.
76. The average number of workers employed is 1,000 to 1,100 per year. The maximum number of workers is employed between December and May when the winter repair work is done. Additional workers are acquired during that period from ship crews.
77. All financial and statistical accounts of the plant pass through the shipping company office and the ship-repair schedules are approved by the company. During 1941-1945, the plant produced aerosleighs (aerosan), mine throwers, and artillery shells, and it repaired naval vessels and tanks.
78. Overhead of the plant amounted to 150-170 percent of labor costs.³

Organizations Administered through Deputy Chief
for Personnel and Training

Personnel Section

79. The Personnel Section is made up of the Ship Personnel Sector, the Shore Personnel Sector, and the Sector for filling out and keeping account of Workers' Booklets. It has the following functions:
 - a. Hiring and dismissing personnel, and maintaining records of ship and shore personnel.
 - b. Producing and keeping current Workers' Booklets.
 - c. Keeping records of personnel transfers.
 - d. Reassigning surplus ship personnel during the inter-navigation period.
 - e. ~~Making~~ ship T/Os when the navigation season opens.
 - f. Making up ~~leave-of-absence forms~~, forms for personnel awards and promotions, and forms for persons who break labor discipline, to be forwarded to the office of the public prosecutor.

Housing Section of the Right Bank

80. This section serves residential buildings belonging to the shipping company located on Zayachiy Island. Its functions are:
 - a. To maintain a record of accommodations and of lodgers.
 - b. To collect rents.
 - c. To assure that the lodgings are kept in good condition.
 - d. To assure adequate sanitary condition of the lodgings and to guarantee fire control measures.
 - e. To report maintenance needs of lodgings and to issue orders for their repair.
 - f. To assign accommodations and to find ways to utilize living space the most efficiently.
 - g. To allocate accommodations in dormitories and barracks.
 - h. To supervise operation of the lodgings and dormitories.

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- i. To provide cleaning and garbage service.
- j. To provide regular operation of the public bath and to see that proper sanitary conditions are maintained.

Housing Section of the Left Bank

81. This section serves the residential buildings of the shipping company located in Astrakhan. These buildings include the five-story residential building on Kirov Ulitsa No. 20, a two-story residential building on Voroshilov Ulitsa No. 4, and the administration building of the shipping company on 2nd Kontrolnaya Ulitsa No. 2. Functions of the Housing Section are:
 - a. To maintain a record of accommodations and of lodgers.
 - b. To collect rents.
 - c. To assure that the buildings are kept in good technical condition.
 - d. To assure that adequate sanitary conditions are maintained and to provide fire control.
 - e. To report maintenance needs of the buildings and to issue orders for their repair.
 - f. To supervise compliance of occupants with house rules.
 - g. To provide cleaning and garbage service.
 - h. To provide heating and to see that the central heating system is in good condition.
 - i. To satisfy the specific requirements of the oblast and city Party leaders who live in the building on Kirov Ulitsa No. 20.

Construction and Maintenance Section

82. This section of the shipping company is an auxiliary enterprise. It provides for secondary and capital repair of the residential and service buildings. It operates in the following way: First, the volume of the repair work is determined and estimated costs are drawn up. These in turn are sent to Glav-NefteFlot which generally sharply reduces the estimated costs before approving them. As a result, the section is forced to cut down the volume of the planned repair work. Finally, a construction and financial plan is drawn up and labor and material requirements are determined on a basis of the approved funds. The section then carries out its activities on the basis of this construction and financial plan.
83. Reydtanker's Capital Construction Section supervises the work of the Construction and Maintenance Section. Funds allotted by the Ministry for the repair of residential and service buildings are so small that not enough projects can be planned to keep the Construction and Maintenance Section busy. For this reason, the section is often forced to obtain work from outside organizations in order to keep its working force intact. The section's workers are paid by the piece-work system according to established norms.
84. While the section is frequently idle, it still is not given the task of maintaining the residential building on Babushkin Ulitsa No. 4. This is partly explained by the poor personal relations between the chiefs of the Maintenance and Construction Section and the Capital Construction Section.

Section of the Construction Foreman for the Construction of the Residential Building on Babushkin Ulitsa No. 4

85. In 1950, the Ministry of Merchant Fleet allotted 400,000 rubles for the construction of a 16-apartment residential building. The funds were to be spent

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from the excess profit funds of the shipping company. A special crew of workers was organized on a temporary basis under the direct technical supervision of a construction foreman and an accountant to carry out the construction work. This section was to be liquidated after the building had been completed in January 1952. Even before the building was finished, the best apartments, which were to be given to workers of the shipping company, were distributed to the following persons: Secretary of the Kirov Regional Committee of the VKP(b), a representative of the Water Transport Section of the MGB of Reydtanker, and to two important city Party members.

Officers' Training Combine (Uchebno-Kursovoy Kombinat)

86. The Training Combine is charged with the instruction of low-ranking officers of the Merchant Fleet (diesel and steam-engine mechanics third class, coastal shipping navigators, captains of ships under 200 tons, and other specialists such as firemen, mechanics, radio operators, seamen, helmsmen, etc.). In addition, courses are given for freight transloading personnel and first mates.
87. Training is given to ships' officers either as full-time courses or on-the-job training. They are paid three months' salary before starting the course but not more than 600 rubles per month. The Chief Directorate of Educational Institutions of the Ministry of Merchant Fleet approved a plan for training an average of 140 persons per year. Of that number, 50 were low-ranking officers enrolled for full-time training. The plan allots funds for training facilities and for student and instructor salaries. Instructors are generally appointed from engineering and technical personnel of the shipping company.
88. Altogether there are five different courses:
- a. Full-time courses for low-ranking officers - the instruction program for this course, as approved by the Ministry, lasts nine months. Graduates become coastal shipping navigators, diesel or steam-engine mechanics third class, or skippers of ships under 200 tons. Prerequisites include three years of sea duty and a minimum of seven years' education. After graduation, students are given certificates which, after a specified period of job experience is completed, are replaced by appropriate diplomas.
 - b. On-the-job training for low-ranking officers - these courses are usually organized by order of the chief of the shipping company and are not a part of the ministry's training program. They were planned to give a minimum of technical knowledge to ships' officers and mechanics. The course requires two hours of attendance daily during the inter-navigation period and lasts one month.
 - c. Full-time courses for seaman specialists - this course, which is based on the program approved by the Ministry, lasts three months. It trains firemen, mechanics, seamen, helmsmen, and pilots. Students are required to have not less than one year of sea duty and not less than five years of education. The courses are given during the inter-navigation period and graduate students are finished in time to start working in their specialty the following navigation season. About 60 to 70 students are enrolled in each course. They receive about 200 rubles per month while enrolled. They receive a certificate of graduation at the end of the course.
 - d. Part-time courses for transloading personnel and first mates - these courses are given during the inter-navigation period. They are taught only to ships' officers (mates) and transloading personnel who are already on the job. About ten to fifteen students are enrolled in each class.
 - e. In addition to the above-mentioned courses, individual training of seaman specialists is offered. For example, an experienced mechanic or ship's officer will train (for a definite period) a second-class seaman so that he may qualify for first class. When a trained person passes an examination, he is given an appropriate certificate and his instructor receives a cash reward.

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School for Ship Personnel

89. This school was organized in 1948 by the Ministry of Labor Reserves with the purpose of preparing ship personnel for the Reydtanker Shipping Company. In 1951, the school was turned over to the Ministry of Merchant Fleet and subordinated to the shipping company. It is located on Zayachiy Island. The course, which lasts two years, trains second-class seamen, firemen, mechanics, and engine operators. The students are 14 to 16 years old and are recruited on a mobilization principle, as it is done by the Ministry of Labor Reserves. The 100 to 200 students enrolled in each course are divided into groups of 25-30 according to their specialty. The training and living conditions of the students are organized on a military basis. The students practice close-order drill and go to classes and meals in military formation. An entire class is called a company and each class is divided into groups called platoons. Students live in the barracks on Zayachiy Island. They are provided with clothing and food. After graduation from this school, a student is obliged to work for at least four years on ships of Reydtanker or Reyd-TekhFlot (Roadstead Maintenance Fleet). The instructors' staff is made up of former ships' officers. The school is run by a chief and his deputy for instruction.

90. A chart of the organization of Reydtanker as drawn by source appears on page 30.

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Comments:

1.

2.

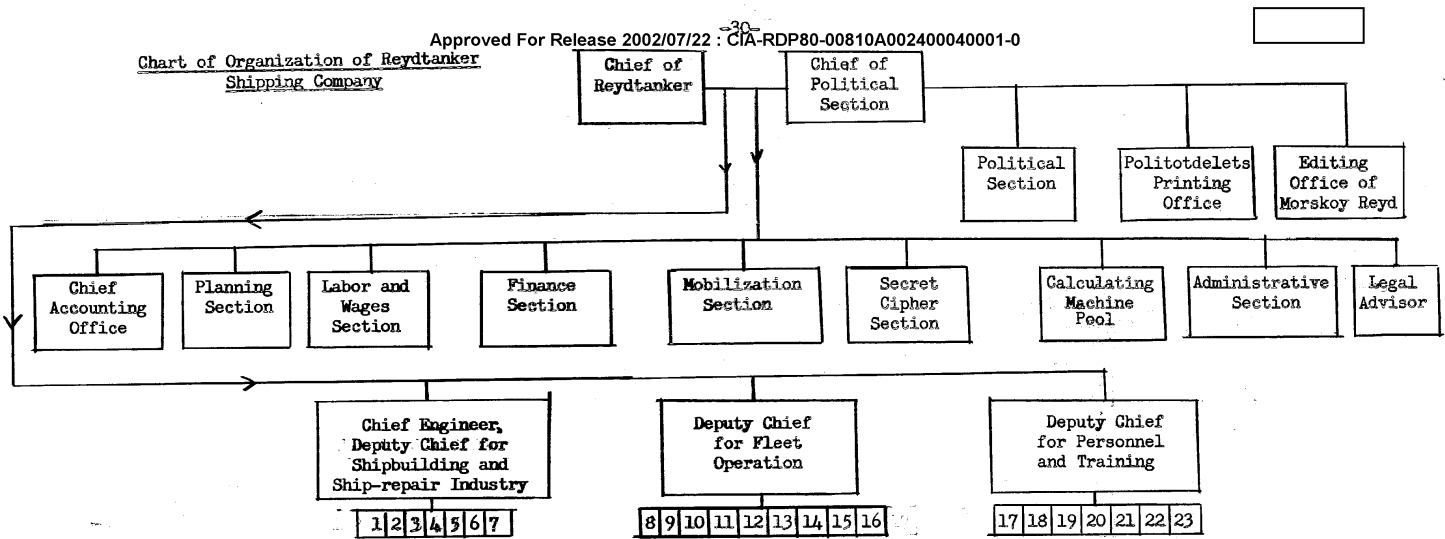
3. This percentage represents the amount charged for labor above actual labor costs. It does not include the cost of materials nor a 15 percent charge above material costs.

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Chart of Organization of Reydtanker Shipping Company

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- 1. Marine Engineering Service
- 2. Capital Construction Section
- 3. Supply Section
- 4. Planning and Design Section
- 5. Guryev Ship-Repair Shops
- 6. Ship-Repair Workshop No. 55
- 7. Ship-Repair Plant i/n Tenth October Revolution

- 8. Operational Service
- 9. Commercial Section
- 10. Route Maintenance Section
- 11. Communications Service
- 12. Maritime Inspectorate
- 13. Astrakhan Maritime Petroleum Agency
- 14. Agency of 14-Foot Roadstead
- 15. Tanker Cleaning Detail
- 16. Guryev Sea Agency

- 17. Personnel Section
- 18. Billeting Section on Volga's Right Bank
- 19. Billeting Section on Volga's Left Bank
- 20. Construction and Maintenance Section
- 21. Section of Construction Foreman
- 22. Officers' Training Combine
- 23. School for Ship Personnel

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