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BARBARA MARTINEAU ORAL HISTORY

October 11 & 23, 2001 Interview by Frank Taylor

2 of 2 tapes transcribed by Arel Lucas, September 2004

1 MARTINEAU: Ballard and I had had an altercation a few years earlier when I was scheduling
2 the ships. I took over ship scheduling about 1986 after Jack left the Institution, which was a fun
3 time for me. It was a lot of work, but I enjoyed it, because it was dealing with scientists, going
4 to Washington, and doing all kinds of things that looked impressive. But again, it was helping
5 science, which is the part I enjoyed.

6 TAYLOR: Just to interrupt for just a second, the speaker at the last Volunteers Dinner was the
7 person that now schedules the ships, and this is how we go about scheduling . . .

8 MARTINEAU: Oh, Jon? Jon?

9 TAYLOR: . . . ship time, and all that kind of thing. And everybody sat there absolutely
10 fascinated.

11 MARTINEAU: Oh, yeah, yeah. He's got a computer. We didn't have [laughingly] computers
12 when I did it. [They laugh.] We used to do the stair method; you know, throw them down and
13 the one that got it the bottom. They taught me that when I was taking teaching at Methods and
14 Materials. [Laughs.] Not quite true.

15 TAYLOR: I had to ask Bob Dinsmore. I looked at the list of UNOLS ships during that time. I
16 said, "How in the world did you keep tabs on all this, because you didn't have computers then?"
17 Yeah.

18 MARTINEAU: That's how Bob does it. That's how most of us did it. And in some ways it was
19 easier, although I will admit that it's probably more complex now than it was, because right now
20 you have a lot more The cruises are bigger, for one thing. The ships are bigger. The

21 cruises are bigger, and there's a lot more scientists coming who are not at this institution. I
22 mean, UNOLS is working to the nth degree in that sense, that if you look at the number of
23 people and where they're from on the *Atlantis*, very few people are actually Institution users of
24 *Atlantis* these days.

25 TAYLOR: Always amazing! I was walking around the dock last summer, and I saw crates that
26 were marked JAMSTECH on them, and I mean, it's just

27 MARTINEAU: Right. And the *Knorr* just came back from the Black Sea and the
28 Mediterranean, so there's a lot of non-Institution users. The years from '81, really '85 until
29 about '91, I think were my best years in the sense of really the most fun in hindsight. My
30 husband said, "You call that fun?" [Laughs.] It was a lot of trauma, in that there was a lot going
31 on, and there was a lot of interpersonal reactions and things going on, but it was really the most
32 fun, in a lot of ways--a lot of pressure, a lot of stress, a lot of We were in the middle of the
33 *Knorr* refit, and I was doing the ship scheduling. I was just doing all the budgeting and
34 overseeing all the proposal preparation for ships, because by that time they'd hired Joe Coburn,
35 who had gone down to Mississippi to try to get the *Knorr* out. Joe was learning the ropes. He
36 was new in the academic-fleet business. He had a good background underneath him. But he
37 didn't know anything about ship funding, or that kind of thing, the way we funded ships. We
38 had a series of secretaries come through the office. One would leave and the next one would
39 come, and that wouldn't work out, or various things. There was all kinds of things going on.

40 TAYLOR: At this point in your career, can you make a statement about your own personal
41 growth? You came here as a history major.

42 MARTINEAU: [Laughs.] A 30-year-old history major.

43 TAYLOR: We're talking ship scheduling now.

44 MARTINEAU: Right.

45 TAYLOR: And I wanted to ask this, because, in some of the women that we have done oral
46 histories on, they'd made such a huge change from what they were originally trained in. Cathy
47 Oppinger[SP?] . . .

48 MARTINEAU: Right.

49 TAYLOR: . . . for example, was a literature major . . .

50 MARTINEAU: Right.

51 TAYLOR: . . . at Swarthmore.

52 MARTINEAU: Right [Laughs.]

53 TAYLOR: And one of the things I think this institution is done to allow If the person has
54 the basic wherewithal to start with, . . .

55 MARTINEAU: Right.

56 TAYLOR: . . . there's a great deal of growth that's able to take place within the Institution. So
57 sum yourself up at that particular point in your life.

58 MARTINEAU: Well, that's one of the reasons--actually, the chief reason--why I said George, in
59 my opinion, was probably the third most influential man in my life, because George was a
60 southerner, and yet, when I went to interview for him, I wouldn't have pegged his accent as a
61 southerner. I probably wouldn't have taken the job if I'd known he was a southerner, because I
62 had a New-England bias against southerners. Anyone I'd ever met, while being intelligent
63 enough, couldn't get out of their own way. [Laughs.] They didn't seem to Now, I grant
64 you, all those guys that fought in the Civil War probably wouldn't like that. But I was aware of
65 that, that I had this bias against southerners. But he was a remarkable person, in that he'd give
66 you enough rope to hang yourself, and then maybe come and cut you down and say, "OK,
67 what'd you learn from that?" Set you back on your feet. And I really believed him when he
68 said, "You do more and more and I do less and less." And it really was that. He'd say, "OK, I
69 want you to take over ship scheduling." He had Don Molar[SP?] do it for awhile. My husband
70 and I had a trip planned for our 25th wedding anniversary when Jack left, and so George had
71 Don Moller take over ship scheduling, and when I came back after awhile, he said, "I want you
72 to take over ship scheduling." And I said, "Well, why? Don's doing a good job of it." He said,
73 "Yeah, but ship scheduling and funding is like this [GESTURING?]." He said, "And you've got
74 to know one to do the other. And Don--I have a better job, a job that Don'll like." So he gave
75 me ship scheduling, and I had to learn it. And I had to understand what was going on, even
76 though I didn't know physical oceanography, and I didn't know biology, and I didn't know
77 chemistry. I knew what ships cost at that stage, and what drove them, but I had to get out and go
78 talk to scientists and find out what I needed to know to schedule them on a WHOI ship.

79 TAYLOR: So you also had to know not only a scheduling schedule, but you had to know how
80 the ship was outfitted.

81 MARTINEAU: Right. And that was really the aspect that Don did to a large extent. Don and I
82 worked very closely together, and eventually the *Knorr* project began to consume all of my time

83 on the finances end of it. And that's when Don took over the scheduling again. But George
84 moved him from the Port Office over to Water Street, because, he says, "You've got to have
85 Barbara close by, because those two are so integrated" in his opinion. And they are. One drives
86 the other.

87 TAYLOR: You must have had glitches from time to time.

88 MARTINEAU: [Laughs.] We don't talk about those. [Laughs.]

89 TAYLOR: I don't mean it in the negative sense. I'm thinking, oh, for example, when the
90 Galapagos cruise discovered the thermal vents.

91 MARTINEAU: Yeah.

92 TAYLOR: They were all geologists onboard, and they were avid to get the biologists out there,
93 and that meant that a ship had to become available real quick.

94 MARTINEAU: Right. And those things happen. Or the opposite happens, when someone has
95 to go to sea and there is no ship available. Then you've got to find one. The Argo merchant
96 landed up on Georgia's Bank, and that was before my time, but that was a major oil spill, and
97 they had to get somebody out there. And you go to the funding agencies and say, "Look, we've
98 got to do this," and you're really at their mercy as to whether or not they can come up with some
99 money for what, . . . As what's happened in the last few years, is the Institution has gotten a
100 little deeper pockets, and they're able to come out with some money to do some of these things,
101 depending on

102 TAYLOR: The Director's fund.

103 MARTINEAU: Yes. And it's very important. It's very important for those kinds of things to be
104 able to say, "We have to do this for a scientific reason, and we have to do it now. We can't wait
105 till the next funding cycle to do it." [Sighs.]

106 TAYLOR: But the reason I asked that was because, to me, I would have everybody scheduled,
107 in the whole oceanographic community, on one ship, and the others would be still hanging at the
108 dock, . . .

109 MARTINEAU: [Laughs.]

110 TAYLOR: . . . because I would get it so mixed up. How . . . ? You've got University of
111 Washington. You've got the Rosenstiel School. You've got URI, and on and on and on.
112 You've got Scripps. How does all this information come in to a central location?

113 MARTINEAU: Well, the way they do it now is all done electronically. In the old days, before
114 email, before telemail, even, which was the original email in the academic institution, people got
115 together and talked, and they passed paper around, but mainly It came gradually. It's not
116 that kind of a problem. It didn't blow full-blown overnight. It came gradually. People got
117 together and talked, and we used to have a scheduling meeting in Redfield Auditorium every
118 February--put out a notice. And all the scientists were supposed to come down and tell us what
119 ships they wanted and where they wanted to be, so that you could see that this guy in the P.O.
120 Department had to be in the Persian Gulf at this time, and if you were a biologist you could put
121 in your name and go with him. That ceased working very well when the funding cycles
122 when nobody got funded in February. They didn't know where they wanted to go for next year.
123 And the UNOLS paradigm--for lack of a better word, became more and more important, when
124 more and more people from other institutions got to using your ship. And so, this twice-yearly
125 scheduling meeting in Washington came about. People would go down there, and you'd bring
126 all the requests from your scientists to the Washington meeting in June and say, "I've got
127 scientists," and put a map up, "I want to be here and here," because by that time, hopefully, most
128 of them had had funding decisions. So that didn't work, because the funding decisions kept
129 getting put off, although I think that they're doing that more and more now, but in the meantime
130 there's a lot of information exchange between the operating institutions, and so personal contact
131 was important, very important. It was paramount.

132 TAYLOR: Yeah, because if you left one scientist that had been funded off somewhere, this had
133 to be a disaster.

134 MARTINEAU: Well, not only that, but you've got to talk to people. I mean, you can't sit up on
135 your ivory tower on Water Street, or up in the "turret," I used to say, because my office was in
136 the turret on Water Street. I always felt like Rapunzel up there. [They laugh.] You just can't sit
137 up there and expect things to happen. You've got to go out and beat the bushes. And it does
138 take that some days, and it takes contacts within the Institution, and that's where it's very
139 difficult to put a new person into the scheduling job, a non-Institution person, because you've got
140 to have that feel for who to talk to and That's the way I always operated, is on a personal
141 basis, and you keep asking, and you keep your ear to the ground, and it's just like an Indian tribe.
142 You have to hear what's going on out there, so You hear people that have asked for ship
143 time that haven't gotten it, or what's more likely, a new scientists who doesn't really know

144 what's going on. We did a--I say "we," I guess it was Marine Ops people in general, but I
145 participated in it--we did a presentation to the new scientists and the graduate students--it must
146 be 10 years ago now--on how to go to sea. [Slapping sound.] It was an eye-opener [Slapping
147 sound.] to most of them.

148 TAYLOR: I'm sure.

149 MARTINEAU: Because they very much depend on the mentored system in the Institution too,
150 that if they've written a proposal and someone says to them, "Oh, you have to put in a ship-time
151 request form, and you have to go talk to so-and-so." That's becoming more and more automated
152 now, so that the forms get sent over to Marine Ops, and the UNOLS office gets information from
153 NSF, and they submit it electronically.

154 TAYLOR: Did you ever get any pressure from ONR or from NSF or anyone like that, to . . . ?

155 MARTINEAU: Yeah. Yeah. Again, pressure in the sense that they want to make sure that
156 some of these people are covered and are scheduled on a ship.

157 TAYLOR: But they don't do things like bump someone for . . . ?

158 MARTINEAU: Not regularly. It's happened. It's happened. And that's the situation I
159 mentioned with Ballard. That year we had a conflict for the *Knorr*, and there was a person here
160 who was NSF funded who was going to go here, and then there's someone else who's privately
161 funded. Well, the ships are funded by the federal funding agencies. They're owned by the
162 federal funding agencies, and they have--generally speaking--priority over private work. And in
163 fact you have to get permission to do private work. The funding agencies like private work
164 because it helps the pocketbook, but if there's a conflict, and if there's no room, there's no doubt
165 about who goes first, in my opinion. You pay the piper, you get to dance. [Laughs.]

166 TAYLOR: Well, did he get around this by theoretically testing a secret Navy sonar and say that
167 this was really research.

168 MARTINEAU: Oh, I think he went and hired another ship. [Laughs.] Nothing so subtle. [They
169 laugh.] There just wasn't time in the year to do everything before winter ran out. They wanted
170 to work in the Arctic Circle or someplace. Yeah, so maybe he was testing Navy sonars, I don't
171 know. But George left in 1991. Dick Pittenger came in, and there was a different
172 administration, different boss, and . . .

173 TAYLOR: Well, you've gone from a scientist to a military man.

174 MARTINEAU: Right, and there was a big change. [Laughs.] Dick's a wonderful person.

175 TAYLOR: I want to ask you a question about this. It's been interesting listening to you,
176 because you started essentially as a gofer.

177 MARTINEAU: Yeah.

178 TAYLOR: And this job is now very large.

179 MARTINEAU: It was large. Yeah.

180 TAYLOR: I know you have to be modest. I can say it. It was a very large job.

181 MARTINEAU: It was large.

182 TAYLOR: If there was one person in this institution that could probably play a lot of these, that
183 was you.

184 MARTINEAU: Right. Well, I had Well, 1991's a watershed, because George and Bob . . .
185 . I think 1991 was our last large coordinated effort, from my point of view, of the way we used
186 to work in the old days, in that George and Bob were tasked with writing a proposal to the Navy
187 to acquire the *Atlantis*. The Navy had put out an RFP to run the Agor 23 and 24, which turned
188 out to be the *Revelle* and the *Atlantis*. So they holed themselves up on the third floor on Water
189 Street and started writing, George doing the scientific justifications, and Bob doing the history
190 and background of the *Alvin* on a UNOLS ship, and deep-submergence capabilities, and the
191 rationale behind all that. Ruth Goldsmith, who had come down to Water Street with Dick and I,
192 were doing the digging, and Ruth doing the manuscript preparation and a certain amount of the
193 digging, and me getting the databases on what scientists had gone to sea, who had gone to sea,
194 what ships we had used, what ships we had chartered.

195 TAYLOR: So you were doing the justification part of it, essentially.

196 MARTINEAU: Yeah, the statistics, mainly, and George was doing the science work. They put
197 together that proposal in--I won't say record time--but it was a huge job. The *Revelle* went to
198 Scripps because they had lost a ship--that is, the *Thomas Washington* was being laid up, and the
199 *Atlantis* was awarded to the Institution to operate. And one of the things that the award letter
200 said was that they were really impressed with the amount of justification that Bob and George
201 had submitted. The proposal went out under Craig Dorman's name, who was director at the
202 time, mainly because Dick hadn't been away from the Navy for two years. And it was an
203 impressive document, and I would go back to it over the years, looking at the information and
204 the statistics that were in it. So it was kind of a history of marine operations at the Institution in
205 some way.

206 TAYLOR: That must have been an interesting time for you in Marine Ops, where you had an
207 admiral as director of the Institution, and an admiral that was now running the

208 MARTINEAU: Yeah. [Laughs.]

209 TAYLOR: That had to be a real change.

210 MARTINEAU: Well, I didn't deal a lot with Dorman. He and Dick are close friends, and after
211 the *Knorr* refit and the problems that arose from it, Dick was sent down to Water Street. George
212 retired, and went down to the Fisheries down the street, and I enjoyed working for Dick. He
213 presented things a little differently than George would have. And of course George and I had
214 had such a long relationship. I had a 20-year working relationship, and so things were going to
215 be different, and by that time Joe Coburn had come back from the "swamp," after he'd gotten the
216 *Knorr* back, and began to really take over and run the Port Office, and things changed over there.
217 So I became basically the bookkeeper and the corporate memory up on Water Street.

218 TAYLOR: Was it a difficult time for you?

219 MARTINEAU: Yeah, oh yeah.

220 TAYLOR: I mean, you worked with this guy for 20 years.

221 MARTINEAU: No, it was difficult for me in the sense that I'd reached the stage where I didn't
222 want to be told what to do. [Laughs.] I could be a real pain in the tail. But Dick has a
223 wonderful outlook on life, and I sat in some lawyer meetings with him and other things, and he
224 just, you know, his incisiveness and his ability to handle meeting. I thought Bob was the master
225 at that, but Dick Pittenger just brings the Washington Beltway outlook with him. And don't tell
226 him I said that.

227 TAYLOR: OK, good.

228 MARTINEAU: It was great. [Laughs.]

229 TAYLOR: We've run out of film, close to running out of film.

230 MARTINEAU: OK.

231 TAYLOR: So I'm going to hold it at this point.

232 MARTINEAU: All right.

233 TAYLOR: I want to make a quick note here. The guy that originally [Tape stops and starts
234 again.] Then I have to come back here and do more of this. But she had actually gotten up to a
235 point where she had been working for the same people for 20-plus years, and then a change came
236 in. You had been in Marine Affairs, and . . .

237 MARTINEAU: You mean Marine Operations.

238 TAYLOR: Marine Operations.

239 MARTINEAU: Big difference.

240 TAYLOR: You're absolutely right, and a new fellow came along--Dick Pittenger.

241 MARTINEAU: That's right.

242 TAYLOR: Did your job change at all when Dick Pittenger took over?

243 MARTINEAU: Well, as I mentioned last time, we spent a good chunk of time writing the
244 proposal to acquire the Agor, or to operate the Agor, one of the Agors, anyway, so that . . . that
245 impetus got us through the first few months. The job changed, probably after the *Knorr* set sail,
246 which I think was early in '92. George Grice stepped down as associate director in February or
247 March of '91. '91 was my year from hell. I started out on January 2 with my husband cracking
248 up his car and going into three months of not being able to drive, so he lived in Newport for
249 awhile, and I commuted back and forth. George stepped down in March, and Dick came in, and
250 the *Knorr* was still in refit, and towards the middle of August or so we started into what we
251 called the Ross system, which was a new accounting system. My father-in-law developed. . .
252 who was quite elderly by that stage and was a widower, clearly couldn't spend another winter by
253 himself, so we had to move him and clean out his house, find a place for him to stay in Hartford.
254 [Laughs.] And he died on December 29, so I don't want to remember 1991. [They laugh.] So
255 my job changed--if the job changed at all that year, I didn't notice it. I was too busy. We were
256 finishing up the *Knorr*, trying to remain solvent, to solve some of the legal and financial
257 questions, and by early '92, I think, the *Knorr* had sailed, and we kind of all took a deep breath
258 and sat around and tried to figure out where we were and where we were going.

259 TAYLOR: Was Dick Pittenger's management style very different than what you'd been used
260 to?

261 MARTINEAU: Oh, sure. George was a scientist, basically, and Dick has an analytical bent. He
262 spent 32 years in the Navy, and he's used to being a bureaucrat and very defined in what he
263 wants and where he's going, and he holds his cards close to his chest pretty well. George and I
264 worked so long together, and even by that time he was doing things without daily interaction
265 with me, because we had kind of He had competent managers under him, and I was an
266 assistant to him at that time, and kind of a confidante but not working with him on a day-to-day

267 basis. And Dick came in with his own staff assistant and his own agenda--to get the *Knorr* back
268 in the water and get going.

269 TAYLOR: And in typical military style, he expected it yesterday? I mean, . . . ?

270 MARTINEAU: Well, I remember, when Dick came into the office after I don't know how long
271 a period of time, he looked around, and he said, "My last job I had a staff of 32." And we looked
272 at him and said, "Well you have a staff of three here, so" [They laugh.]

273 TAYLOR: Doing the work of 32.

274 MARTINEAU: [Simultaneously with Taylor] 32. [They laugh.]

275 TAYLOR: That brings up an interesting question. In that department, you have so many
276 different hats that you put on. How much did you have to know about what other people did?

277 MARTINEAU: Well, that was primarily my job, is to know what was going on, and to, you
278 know, pick up after the elephants, [laughingly] I used to say. [They laugh.] That was probably
279 more true in the Biology Department, where scientists would do their own thing, and you kind of
280 had to make sure they were heading in the right direction from a financial point of view, and
281 from an administrative point of view. Obviously, the science, I wasn't involved in the science
282 that much. The associate director's office was a little different because it wasn't a day-to-day
283 hand-holding thing, and it grew more and more to the point where it was fiscal oversight and not
284 day-to-day what was going on, because it was at a different level than at the department office.
285 Dick's style, though, I really admired him, the way he He I remember we had a
286 meeting with a bunch of Washington lawyers, which he regards as sort of the lowest scum on the
287 face of the earth. [They laugh.] And he was just a wonder to watch. It was a real It was a
288 real show and an interest for me, because I hadn't dealt with somebody at that level, who could
289 go in and work the crowd.

290 TAYLOR: Well, he certainly had the reputation of being the savior of the surface navy for
291 funding and things like that. I've heard that from Navy historians. How long did he take to kind
292 of get a handle on the job, so to speak?

293 MARTINEAU: I'm not sure I can really answer that, Frank. He was a wonder to me, in that he
294 worked docks. I mean, as far as I know, he knows everybody in the Institution, and I didn't
295 think I knew anybody that knew everybody in the Institution. I used to pride myself on being the
296 one person who knew everybody in the Biology Department in those days, which was about 125

297 people, including summer people, guest students, guest this and guest that. But Dick learned the
298 job quickly, and he learned the people, and he learned who dealt with whom and other things.

299 TAYLOR: Of course, he was the oceanographer in the Navy at one time . . .

300 MARTINEAU: That's right.

301 TAYLOR: . . . and you know he did have [slapping sound] contact with the Oceanographic
302 Institution, so

303 MARTINEAU: Yeah, but I'm talking really about the people on the docks, the welders and the
304 stockroom people, and He's a fisherman, so he'd, you know, go out and find out what they
305 were fishing for that day, and he got to know people very well.

306 TAYLOR: That's a wonderful management style for someone that's at that level.

307 MARTINEAU: That's right.

308 TAYLOR: That you get to know from

309 MARTINEAU: Right. And of course he knew everybody in Washington, because he had come
310 to this Institution as oceanographer of the Navy, when he retired directly.

311 TAYLOR: One of your jobs was the scheduling of time on ships, [laughingly] which still seems
312 like black magic to me when I hear about it.

313 MARTINEAU: [Laughs.]

314 TAYLOR: I suppose it's easier with computers.

315 MARTINEAU: I'm not sure about that. [They laugh.]

316 TAYLOR: But you've got You know, essentially, the oceans are covered, and you've got
317 to slot people into positions and so on. And I couldn't help but think, because of our sad
318 situation of two or three weeks ago, did you ever run into situations where, because of political
319 unrest and things like that, plans had to change suddenly on where a ship was going, or could it
320 get permission to get there, any of that kind of thing?

321 MARTINEAU: We didn't run into a lot of it. We did run into it when the *Knorr* went into
322 Indonesia. At the time I wasn't scheduling. I stopped scheduling in the late '80s, but I was
323 doing research clearances, and it was not a The Indonesians in particular, when the *Knorr*
324 was there, eventually refused to let the *Knorr* in. They didn't say that, but they required that we
325 pick up an observer, but we couldn't go into their waters unless we had an observer on board,
326 and we couldn't get the observer because they wouldn't let us into their waters unless we had an
327 observer onboard. So it was [Laughs.] . . .

328 TAYLOR: Catch 22.

329 MARTINEAU: Yes. Yes. The State Department, Tom Koch[SP?] at the State Department at
330 the time got research clearances for us, and he worked very hard to get them. And so it's one of
331 the things that new young scientists coming in may have more of an appreciation for than some
332 of the older scientists, that this is now a fact of life, that you have to have a clearance, and you
333 have to plan for it. But it's one of the education processes that the people in Marine Ops have to
334 do continually is to say, "No, you can't go there because you didn't give me seven months to get
335 the clearance from Brazil." And so they have to find new stations, and even then we'll warn
336 them that, if they're going into waters of Mexico or Brazil or some of these other tender areas,
337 that they should have an alternate sampling plan or work plan, because they may not get the
338 clearance. It doesn't happen a lot. I suspect it'll happen more and more.

339 TAYLOR: Did your department ever run into any of these problems where [sighs] some of these
340 countries were quietly demanding--their officials--a kickback of some kind, or any of that sort of
341 thing?

342 MARTINEAU: I only ran into the problem once, and that was with Senegal, because we had put
343 two observers on the *Oceanus*, and it was a last-minute thing, and those observers were military
344 people, but they had other jobs in order to [laughingly] make a living, because the Senegalese
345 military apparently didn't pay them enough. And so they required that they get a per diem. The
346 State Department went through the roof, because that's not . . . not allowed. But we paid. And
347 nobody wants to hear that we paid. It was peanuts. It was like \$10 a day or something, but
348 apparently it made the difference between whether their families could eat or not eat.

349 TAYLOR: How about piracy? Was that ever a problem when you were working?

350 MARTINEAU: No, it was a fear, and it's still a fear with particularly the third-world countries.
351 But we never had a problem with it. I know some other ships that have had problems reputedly--
352 the *Gyre*, and (recently, I guess) the *Ewing*, apparently had some problems when they were in the
353 Mid-East. But we haven't run into it. We try and stay away from those areas.

354 TAYLOR: The reason I'm asking those questions is not to kind of nail someone . . .

355 MARTINEAU: [Laughs.]

356 TAYLOR: . . . to the wall. I don't think the average person would understand the difficulty of
357 getting a ship into an area and getting the personnel onboard to conduct their business.

358 MARTINEAU: Right.

359 TAYLOR: It's very, very complicated . . .

360 MARTINEAU: Right.

361 TAYLOR: . . . in today's world.

362 MARTINEAU: Right. Not only that, but I think one of the things that's really working there is
363 the commercial value of it. An agent is invaluable in that they want to get a ship into port
364 because it's money. The merchants are supplying a ship. The agent's collecting a fee for
365 handling the ship, and if the ship doesn't show up then it's money down the drain. It's a job
366 lost[?]. There are people in the world who don't [laughingly] have the same philosophical
367 outlook. [Laughs.] And I expect that the problems will get worse. It used to be you could go
368 where you wanted when you wanted, but it's no longer the case.

369 TAYLOR: Did you ever, in your department, ever get involved with these controversies over
370 the Law of the Sea or any of that kind of thing?

371 MARTINEAU: The Law of the Sea is something I'm supposed to know a lot about, but I don't
372 know much about it. I know that if the ship is going to go within 200 miles of a coastal state we
373 apply for a clearance, and whether or not that nation has signed a Law of the Sea. And the
374 United States has not signed the Law of the Sea, and so technically we can go not do that, but we
375 follow the State-Department dictates, guidance, whatever. It's useful, when the gunboats show
376 up, to have the State Department on your side, and the [laughingly] gunboats haven't showed up,
377 so [Laughs.] Not yet. [Laughs.] Not usually. You get the clearances.

378 TAYLOR: But what I'm trying to get to, I guess, is the complexities of this job. This is a pretty
379 complex . . .

380 MARTINEAU: Oh, yeah.

381 TAYLOR: . . . operation.

382 MARTINEAU: Yeah, and it goes all the time. I mean, you There's always a ball in the
383 air, or seven balls in the air, you know. You make the call and you put that problem aside, and
384 then you make a call on some other problem, and you put that problem aside, and knowing when
385 to pursue it, and knowing when to let it perk is something. I think that's one of the things that's
386 happened with email and voicemail and faxes and other things, has just compressed the whole
387 world. You used to take two weeks to get a decision; now you need it in two hours. [Laughs.]
388 And it just cranks up the stress level.

389 TAYLOR: When seven balls got thrown up in the air, was your department pretty good at
390 handling seven balls thrown up?

391 MARTINEAU: I'd like to think so, but I think that the It's like a dog, and you're pulling
392 its chain, you know. After awhile if that's the state that life is, then after awhile you don't
393 respond quite as fast. [Laughs.]

394 TAYLOR: The reason I asked is I had a directorate one time that used to throw seven balls up in
395 the air and then walk away. [Laughs.] And everybody's trying to catch the balls.

396 MARTINEAU: Well [Laughs.] Well, reminds me of a story. My husband was working
397 for a defense contractor, and he had a boss who seemed to have a penchant for finding crises on
398 Thursday afternoon to affect Friday afternoon going home, and he'd come in and say, "I need
399 this by Friday noon," and so you'd work, work, work. And the next morning the boss would
400 come in, and my husband gave it to him at 10 o'clock, and he'd say, "What's this?" And he said,
401 "It's what you asked for by Friday noon." He said, "Well, how come it's done?" You know, he
402 expected it to be [Laughs.] It's one of those guys you just want to [smacking sound] smash.
403 [Laughs.]

404 TAYLOR: Now, with the complexity of getting a ship into an area, getting the scientists there,
405 getting all that legally set up, how about the equipment? Who's responsible for getting the
406 equipment onboard? Is that the scientists' job, or you guys?

407 MARTINEAU: Well, we had a Marine Operations coordinator. Don Moller was that person for
408 years. He was the first one in that job, and Don and I, obviously, when I was scheduling in the
409 late '80s and Don was getting equipment, we worked closely together--to the point where
410 George brought Don over to Water Street so that we were hand in glove. Don said it was kind of
411 like being married, because we saw so much of each other--actually sometimes more than we
412 saw of our spouses. When Don retired that job went to Jon Alberts, and John is still the Marine
413 Operations coordinator. It's a liaison between the scheduling person, who Now Jon is both
414 coordinating and scheduling, so that's a useful thing. And the Port Office, the dock people, and
415 the scientists, WHOI Shipping and Receiving. I mean, it's a big logistics thing. And running
416 three ships, and *Alvin*, if you want to consider that a fourth ship, and the ROV as a fifth ship--it's
417 a continual. It's continual. It's like McDonald's. It's two billion hamburgers this year, two
418 billion hamburgers next year, and each scientist views his cruise or her cruise as the only one that
419 counts.

420 TAYLOR: Of course.

421 MARTINEAU: And so. Yeah. So, if there's a disaster with that one, it doesn't matter, you'll
422 hear about it, or the boss'll hear about it.

423 MARTINEAU: Yeah, I know. The scientist has one cruise that they're very much involved
424 with, and you've got a hundred that you're very much involved with.

425 MARTINEAU: Yeah, yeah. And that's where the cruise is being more and more less WHOI
426 people every year on our ships. Makes a big difference.

427 TAYLOR: How does the funding work for all of this?

428 MARTINEAU: [Laughs.]

429 TAYLOR: I noticed a couple years ago, the . . .

430 MARTINEAU: [Laughs.] How many hours do we have? [They laugh.]

431 TAYLOR: . . . the *Knorr* was docked for a whole period of months. She was the UNOLS ship
432 that was out for that How does all that work?

433 MARTINEAU: Um, it's a case of beg and sell apples, to some extent. Usually, with the funding
434 agencies, that is, NSF and ONR now, have some to a tacit agreement that each agency will
435 support its ship during lay-up, and what that really means is a housekeeping, ship-keeping
436 skeleton crew or repairs. You try and schedule repairs during that period, but you need money to
437 do that, and so the longer the lead time is for a ship lay-up, the better off everyone can manage it
438 financially. And that's the thing that funding agencies are working out. NSF owns most of the--
439 well, I can't even say "most" any more--of the ships in the fleet, but the Navy owns the biggest
440 ones and the newest ones. And so when the time comes for those ships to need major upgrade or
441 refit or whatever, the bill's going to be big for the Navy, and how that's going to work out, I'm
442 not re I'm retired, so [laughingly] so I don't need to know. [They laugh.]

443 TAYLOR: But that brings up an interesting question. You said, right at the beginning, that the
444 *Knorr* was in the works when . . .

445 MARTINEAU: Un-huh.

446 TAYLOR: . . . Dick Pittenger came. What's the process? How do you know when you need a
447 new ship? What's the process you have to go through?

448 MARTINEAU: Well, that's a good question for Bob or Dick. The average lifetime of a ship is
449 40 years, 30 to 40 years. It takes 10 years to get a ship from the drawing board into the water--
450 that is, working. And so, right now, there's a planning phase going on for new ships down the

451 line. And you hope that scientists are involved. They're supposed to be thinking of the kinds of
452 exotic things that they're going to need on those ships, or where the science is going and where
453 they're going to be working. Unfortunately, for ship people--who are kind of nuts-and-bolts
454 people--scientists tend to be somewhat dreamers in their own area. And so the object of Dick's
455 job, really, is to plan for the future, to get enough science input so we know where the future's
456 going to be, to go out to the agencies and find the money for these things, or to give input to the
457 agencies, because right now it's the agencies that are building ships.

458 TAYLOR: Now, was it your department that determined where these ships are going to be,
459 given a calendar year?

460 MARTINEAU: No, only in the sense that that also is a coordinated effort. I mean, once science
461 is funded by the agencies, it's really the funding that drives where the ships are going to be: that
462 is, the science funding. The ship is just a mechanism for accomplishing the science, and so
463 science funding drives where the ships are going to go, or where the need is.

464 TAYLOR: There's an awful lot of ingredients in this soup we're talking about here.

465 MARTINEAU: [Laughs.] Well, Jim Griffin, who was one of these ship-operations people at the
466 higher level at URI, sent me a note when I took over scheduling, and he said, "Congratulations!"
467 He said, "Now you'll learn that scheduling is nailing jellyfish to the wall while you're wearing
468 roller skates." [They laugh.] And he might have said, "on a greased floor," because it's
469 [Laughs.]

470 TAYLOR: Well, was there ever a time where literally the rug got pulled out from under your
471 feet when one of these . . . something that you thought was a fete accompli . . . ?

472 MARTINEAU: Oh, yeah, but that happened so regularly that I can't even remember things. I
473 mean, these things happen, and you just have to dance. [Laughs.] I'm sorry. I don't have any
474 very exciting stories.

475 TAYLOR: No, but I mean I can picture myself looking for the closest closet to go into and
476 scream, and then come out.

477 MARTINEAU: Yeah. Yeah, and then once in a while I used to say that I had a teddy bear under
478 the desk, and Don would go by, and he'd say, "Where's Barbara," and I'd say, "She's under the
479 desk assuming the fetal position." [They laugh.] I mean, yeah, every job has its frustrations, and
480 one of the things about ship scheduling is it sounds good. It sounds as though you're going to
481 drive where the ships are going to go. It's not the way it works. Usually there's money

482 involved, or science and what science has been funded by what agencies, and where the
483 scientific efforts are, and a lot of coordination and talking. It's The scheduler is really just-
484 -again--the hand that runs the pen, but [sighs]. [They laugh.] It's good for a week or two, but . .
485 . [??]. I enjoyed scheduling, because for me it was a learning process, and Don was a lot of help
486 in the scientific-equipment end. And we talked a lot. We had to work well together, and we did.

487 TAYLOR: What was the average length of your day?

488 MARTINEAU: Oh, 10 hours probably. Depending. It'd vary a lot. I mean, if you eliminate the
489 one-hour lunch period, and you come in at 7 and you [laughingly] go home at 6, it gets there.

490 TAYLOR: Yeah.

491 MARTINEAU: Yeah.

492 TAYLOR: If you could take the job you held when you retired, and write a new job description
493 for it, what would be ideal, do you think? Knowing what the job demanded, what would you say
494 would be the . . . ?

495 MARTINEAU: That's a hard one, because I hate to say it, but as you get older you lose energy.
496 [Laughs.] As you well know, probably. [Laughs.]

497 TAYLOR: You had to say that, didn't you?

498 MARTINEAU: Yeah. [They laugh.] And the energy you have when you're 35 or 40 is not the
499 same energy you have when you're 60. And times change. I enjoyed my job in the Biology
500 Department because it had a lot of variety. I enjoyed the jobs in Marine Operations. Initially it
501 involved facilities and really a wide range of learning new things.

502 TAYLOR: Would one person do the job?

503 MARTINEAU: No. No, no. I was doing the job of one person when the *Knorr* was In
504 early say '88 or so, because I was scheduling. As I mentioned, we had a change in secretarial
505 staff due to illness of one person, so the secretarial staff kept going through, and basically the
506 people that were there answered the phone, did what you told them to, but they weren't thinking
507 for you. Joe Coburn was down in the "swamp" with the *Knorr*, so a lot of the marine functions
508 over there I was doing, writing proposals, and you know, you just It's too much. It's too
509 much for probably three people or four people, on a day-to-day, you know--for any long period
510 of time. You can do it for a couple of days, but you're just filling in if you're doing it that way.

511 TAYLOR: Well, the reason I asked that was, because, as I told you before, when we did Jake
512 Pierson's oral history, he gave me a rundown of what his day had been like, which was similar to

513 yours. It was very extensive. And he kind of laughed and said, “When I retired, they hired three
514 people” . . .

515 MARTINEAU: [Laughs.]

516 TAYLOR: . . . to take care of all those functions. And I kind of had a feeling, Barbara, that
517 you’d be in the same kind of situation.

518 MARTINEAU: Well, and it’s harder for a new person coming in, because they don’t have the
519 corporate memory. When I started getting introduced as the “corporate memory,” I said,
520 “Maybe it’s [laughingly] time to think about moving on to something else,”: because if you keep
521 looking back, and you’re not looking ahead, you’re not getting very . . . very fresh.

522 [END OF SIDE 1]

523 [Repeats from “same kind of situation.”] It’s . . . you taught school for beaucoup years, and you
524 know the same feeling. Unless you’re learning something new you became stale after awhile.

525 TAYLOR: The need to reinvent yourself constantly . . .

526 MARTINEAU: Well, yes.

527 TAYLOR: . . .to keep things going.

528 MARTINEAU: And if nothing else, computers did that for us. I mean, we all had to learn new
529 ways of doing business with computers, and now that everybody knows computers, it’s just old
530 hat, you know. You don’t have to learn that. But that was always traumatic.

531 TAYLOR: What would be the favorite department to be in, for you?

532 MARTINEAU: I liked Marine Ops. I did. I think the science departments have They’ve
533 all changed. When I was in the science department, there was one executive assistant. Now
534 they’ve got what they call a department administrator and a “mini” department administrator
535 who does all the budgets and the manpower forecasts and things, which I don’t know how the
536 department administrator can function without that information, but then you have to learn to
537 synthesize it. And I was always a person who I had a fair amount of trouble [laughingly]
538 delegating things, so [Laughs.] I had to know it almost intuitively by the back of my hand,
539 or I didn’t really feel it was reality. And it’s probably the biggest failing I ever had, so

540 TAYLOR: Did you see a huge change in the oceanographic field over the years you were there,
541 in how things were carried out? You know, have we gone from the simple to the complex now,
542 or . . . ?

543 MARTINEAU: Well, I think things are more complex. They're more technical than they were,
544 probably before I even came to the Institution. I mean, you know: Swallow floats--you threw
545 them over and watched them go. But now you go home and you watch them on your computer
546 screen or something like that. [Laughs.]

547 TAYLOR: And did this make your jobs more complex?

548 MARTINEAU: I think it makes the ship job more complex. It also makes for a requirement for
549 less ship time, because when you used to have to go out and change the batteries every two
550 months you needed a ship to do that, but now the batteries last two years, and you don't have to
551 go out as much. But I think the quality of what they're getting is probably better. As far as the
552 change in the Institution goes, it's a little bigger. Certainly the plant is quite a bit more complex.
553 I think that there's a general feeling at the Institution of being While they've lost the
554 intimacy that everybody seemed to think that they had, I think the stability and probably the
555 "Stability" is probably the better word, and employee considerations are probably better than
556 what they were.

557 TAYLOR: You know, I think it's interesting. I think one of the real challenges the current
558 director, Bob Gagosian, faces is taking this Institution from the 20th into the 21st century, with
559 the new ways of doing things, and the . . .

560 MARTINEAU: Right.

561 TAYLOR: . . . complexities. And you know, we still have people here that were old blue-water
562 sailors.

563 MARTINEAU: [Laughs.] Well, blue water is what it's about. I mean, the National Science
564 Foundation has The facilities people--the ships facilities people--have maintained that
565 that's what they're funding--"blue water" oceanography. They're not funding coastal ships.
566 They're not funding estuarian research. If you want to do that, you go to some other section of
567 NSF. And I'd like to think that we'll always have ships here, because it's what we do.

568 TAYLOR: Did you ever hear any conversation while you were here of the autonomous vehicles
569 taking over for the oceanographer, so the oceanographer doesn't have to go to sea?

570 MARTINEAU: Sure. Sure. I mean, obviously Bob Ballard is the person who proposes that.
571 It's a big thing of his. But I think it's the same reason people want to go to the moon. Sooner or
572 later, some guy wants, you know Some "person," excuse me [laughingly] wants to see it.

573 [Laughs.] Want to get there. People take aerial views of the top of Mt. Everest, but they still
574 want to climb there. [Laughs.]

575 TAYLOR: Now as I [Laughs.] I told you I was going to ask this. You're going to hate this
576 one. If you were made director, what are some of the things you might do to make the Institution
577 work better as far as you would be concerned?

578 MARTINEAU: Well, I think, first of all, I admire people that have long-range planning. I'm a
579 firefighter, you know, and have always been to some extent. Put a problem on my desk, and I'll
580 try and solve it. I'm very difficult at long-range planning. I can demonstrate that by I've been
581 not working for a year and a half, and I'm still planning to move to Hawaii, but I [laughingly] I
582 haven't done it yet. [They laugh.] I may die [??]. [Laughs.] And I think the Institution has
583 gotten better in this regard. But people are the source of what makes a place like this great. And
584 we've had some ups and downs in the past--not certainly in the recent years, and Bob knows
585 what those are. We had a time of troubles where people were We went through re-
586 engineering, and we went through downsizing, and we went through laying people off, and that
587 was very traumatic for the people involved. It was traumatic for the administration too. A lot of
588 people were hired from outside the Institution who thought they knew better than what was
589 going on inside, and that was very aggravating to people that were inside, and so they shut up
590 and kept their nose to the grindstone and didn't raise your head until those problems worked
591 themselves out, which they seemed to do. And a lot of the new people aren't here any more.
592 They came and left. I think Bob's probably doing a good job from what I hear and what I see. I
593 like Bob, and I've known him a long time. Just keep it up. [They laugh.] That's a wishy-washy
594 answer from Barb.

595 TAYLOR: No, it's a tough one to answer, because it's In a sense, this is something I've
596 really been thinking about for a long time.

597 MARTINEAU: Well, I think the biggest thing that the Institution can do is what they're trying
598 to do, and it's difficult in a soft-money place, is to invest in their people. I think the educational
599 program that pays people to go to school is a good thing. I think the onsite computer-training
600 courses, which we didn't use to have I mean, people learned computers by either buying
601 one and sweating it through at home, or you know. The computer classroom is a great thing, and
602 encouraging more people to do that, and paying for them to do that, because a scientist gets X
603 number of dollars, and while he's willing to--he or she is willing to--have a person go to

604 computer class for an hour or a day, if they're charging their time to their grant, that's money
605 down the drain. Not only is the work not getting done, but it's a cost to the grant or contractor.
606 So investing in the people is good. I think the Employee Recognition Day, while it's scoffed at
607 by some people, is appreciated by most. Newsletters

608 TAYLOR: Well, it's a wonderful get-together time, if nothing else.

609 MARTINEAU: Yeah, yeah, and we need that. I mean, we need that, because people are spread
610 all over.

611 TAYLOR: You know, it's one of the things that's interested me is how do you hold this familial
612 feeling in a place like this? Because I know I give tours too.

613 MARTINEAU: Yeah.

614 TAYLOR: And it's been interesting to me that over the past two or years I've had a number of
615 people from the Institution . . .

616 MARTINEAU: Um-hum.

617 TAYLOR: . . . take a tour, because they don't get to see the rest . . .

618 MARTINEAU: Right.

619 TAYLOR: . . . of the Institution. And I To me, that was funny, but not funny "ha-ha."

620 [Laughs.]

621 MARTINEAU: Well, it's sad because people here work long hours, and they kind of know
622 there's a ship down there, you know. We used to try and figure out somehow to get non-
623 seagoing employees to sea, and the majority of people at this Institution are non-seagoing people,
624 it seems to me: the administrative people, the education people, shipping and receiving, all those
625 kinds of things. And I think, after awhile, you have to keep up the impetus on those things.

626 After awhile, you really do get bogged down in fighting the fires, and forget the big overview.

627 And that's really the job of the senior administrators, to look around and say, "Oh, hey, we're not
628 doing enough of this."

629 TAYLOR: How about, you know, when you first started here, it wasn't much beyond the time
630 that women first got the chance to go to sea.

631 MARTINEAU: I guess so. [Laughs.] It was '74-'75.

632 TAYLOR: Well, I remember reading the story about the first grad student who stowed away and
633 went to sea, who was brought back to the Institution and summarily dismissed. That wasn't all
634 that long ago.

635 MARTINEAU: You know, I've often felt guilty that I am not tuned in more to women's
636 problems, the women problem, the "woman" problem, whatever it is. I never felt that way under
637 George, because he, as I said before, he gave me enough rope to hang myself. And he said, "Go
638 do it." And he treated you with respect, no matter

639 TAYLOR: Was that something . . . ? You must have earned that, though.

640 MARTINEAU: Well, perhaps. I wasn't aware of it. I never had problems dealing with men, in
641 that I was always very comfortable, more so dealing with men than women, actually. Maybe the
642 '90s under the second administration, as you put it, was a little bit different. For me, certainly, it
643 was a little different. I began to feel a little bit, kind of in the corner. But I thought about
644 running for the Women's Committee once, and I just I didn't want to get into that, because
645 I think [lets out breath] my way of feeling is that by bringing up women's issues it exacerbates
646 them. I guess I'd rather I'm more of the "mole" approach. I'd rather work from the inside.
647 [They laugh.] Or it was a copout. Whatever, . . .

648 TAYLOR: Watch out for Martineau. She's sneaking up on us.

649 MARTINEAU: . . . depending how you Depending on how you do that.

650 TAYLOR: Well, I . . . you know . . . I've always . . . I've wondered because you know, in this
651 Institution the women are ambitious. You know, you have to be in this . . .

652 MARTINEAU: Right.

653 TAYLOR: . . . place.

654 MARTINEAU: Right. This place fosters ambition.

655 TAYLOR: Sure.

656 MARTINEAU: And And a bit of cut-throatness. Quite a bit of cut-throatness. I mean,
657 you don't survive here unless you go [laughingly] for the throat. [They laugh.] It's good if
658 you're nice about it, but a lot of people have survived who weren't too nice about it, too. The
659 one woman The one time I went to sea, that is, on a science cruise, was a woman scientist,
660 and she was an assistant scientist at the time in the Biology Department. And I had been
661 working to go out on a cruise of some kind. It was a short cruise. It was only a week's worth.
662 And she had a lot of women out there, graduate students and other things. I think I could have
663 gone with one of the guys, I mean, just as easily. It's just that that cruise was short enough so
664 that it suited my needs and was appropriate.

665 TAYLOR: Did you get seasick on it?

666 MARTINEAU: I always get seasick, but I get over it in a day or two. I get seasick on my own
667 sailboat. [Laughs.] Anybody who gets seasick on a sailboat is not a sailor. [They laugh.]

668 TAYLOR: That was your only time at sea, uh?

669 MARTINEAU: Well, and I used to try and con trips out to the shipyard and did a short cruise
670 back from New York City once. I never was able to work it to go through the Panama Canal,
671 though, and that's probably one of my big regrets. [Laughs.] I was the big shot in Marine
672 Operations, and I couldn't get onto the cruise that went through the Panama Canal.

673 TAYLOR: You know, that's interesting, because you don't know how many tour companies I
674 have contacted. I don't want to go on a tour. I just want to go through the Canal . . .

675 MARTINEAU: Right.

676 TAYLOR: . . . from one end to the other. [Laughs.]

677 MARTINEAU: Right. Talk to Dick. [They laugh.]

678 TAYLOR: Maybe I'll do that.

679 MARTINEAU: Unfortunately, they probably won't be coming back through, except in two
680 more years.

681 TAYLOR: I'll take the plane. That's all right. [They laugh.] Is there anything I've forgotten.
682 Are there any stories that you think are important to be told, or . . . ?

683 MARTINEAU: Oh, there's probably a lot of them. In fact, I was thinking about our comments
684 about George. I You asked me what George was like, and . . . and he's a pretty remarkable
685 guy in some ways. People either loved him or hated him. And some of us who loved him hated
686 him some days, too, you know, but it's I was The fun kind of went out of the job
687 when George left, because you never knew what fun thing was going to happen, and it was fun in
688 a sort of a strange sense, and it was always coming at you. I remember one day going down to
689 Water Street, I used to start work around 7 in the morning, then, struggling for my key. And I
690 don't know if you know the door in Water Street is a left-hand door, and you always skin your
691 knuckles coming in there. So I was struggling for my key, and the bell tower was ringing 7
692 o'clock, and I got the key in, and the door stuck a little, and so I shoved it with my shoulder, and
693 then realized it wasn't going to open, and inside the vestibule is no more than three feet square.
694 And I looked in the window of the door, and in the vestibule were these big five-gallon pails that
695 rope or chain or drywall comes in, you know. And there were as many pails as could fill this
696 three-foot square thing, and sticking out of the pails on their tails, looking at me with their

697 baleful, dead eyes, were bluefish, just all these pails full of bluefish, all [laughingly] standing on
698 their tails. And so I managed to get the door open and get upstairs, and George was sitting at his
699 desk, always looking like a Cheshire Cat when he did [laughingly] something like that. And I
700 said, "What's with the all the fish." He says, "I had a good night." He said, "And they're there
701 for George Hampson." He was giving them to Hampson, who smokes bluefish. But those are
702 the kinds of things. To the day I die I'll remember all those fish looking at me. [Laughs.]

703 TAYLOR: Well, I guess he has to be your most-admired person here at the Institution.

704 MARTINEAU: Yeah, yeah. I admired George in a lot of ways. As I said, there were days when
705 you could just throttle him, because he would go off and do things that would But he was a
706 very caring person, although I don't think he really wanted anybody to know that. I admired a
707 lady, Dave Rudden, who just retired last year as assistant comptroller, who was just the
708 quiet force down in the Challenger office. Dave was acting comptroller three times. Either
709 various comptrollers left or got ill. George Conway had his aneurysm and died very suddenly.
710 He was the comptroller at the time Dave took over. But he never wanted to be comptroller.
711 Stella Callagee, who had been in the Education Office You're laughing. [Laughs.]

712 TAYLOR: I'm laughing because I've had dealings with Stella, and when Stella left, all of a
713 sudden things that I had taken for granted . . .

714 MARTINEAU: Ah, yes.

715 TAYLOR: . . . didn't happen.

716 MARTINEAU: That's right. [Laughs.]

717 TAYLOR: And I found out Stella was pulling funds in from some of these really strange places
718 . . .

719 MARTINEAU: Yeah.

720 TAYLOR: . . . to make things work.

721 MARTINEAU: That's right.

722 TAYLOR: And to me she was kind of emblematic of the kind of female they had in that
723 particular position here in the Institution?

724 MARTINEAU: Yeah, yeah, yeah. Well, again Stella had come up. She started working for
725 Morris Tavares in Accounting, and then went on to the Comptroller's Office. I forget what her
726 title was then, but she basically is the one who set up the Comptroller's Office to re-educate
727 those folks after the ships were taken out of sponsored programs. And she decided that she

728 didn't like that particular kind of work, whatever she was doing down there, and that's when she
729 applied over in the Education Office, and I think she fit in very well there. But she was a peach.

730 TAYLOR: Every time I saw John Farrington, "Have you seen Stella?" [They laugh.] I went
731 home and discussed this with my wife. I [sighs] had turned down a job at one time as a boys'
732 lacrosse coach to take the girls' lacrosse game, . . .

733 MARTINEAU: Um-hum.

734 TAYLOR: . . . because I wanted to make sure that girls had the same kind of break that the boys
735 had. And I had a daughter, and I wanted to make sure she got the breaks . . .

736 MARTINEAU: Ah.

737 TAYLOR: . . . and I had a wife, and I wanted to make sure she had the breaks. We were talking
738 about women that came up in the '60s, '70s, and around there. They only had a couple of
739 options. They could have been teachers. There wasn't really an awful lot out there, and there
740 were a lot of people. Stella would be an example. At the risk of embarrassing you, I would say
741 you would be a definite example of women who really were much better than the job demanded,
742 but then built that job into something that was . . .

743 MARTINEAU: Yeah.

744 TAYLOR: . . . pretty significant. And that's why I think they'd replace you with two or three
745 people.

746 MARTINEAU: [Laughs.]

747 TAYLOR: And when I ask about women's issues or anything like that, that's the kind of thing I
748 mean.

749 MARTINEAU: Yeah, yeah. Maurice Tarares--obviously I worked for Maurice a long time.

750 Maurice taught me anything I knew about proposals and other things. And he's a person who's
751 stuck to it over there. He's had a heart attack, and he's still cranking it out and trying very hard
752 to keep his feet on the ground and keep the Institution legal and solvent, and looks out for the
753 best interests of the Institution. Barrie, obviously, Barrie Walden--I think Barrie's neat. You go
754 to a meeting with Barrie, and there's a lot of "Yak, yak, yak, yak, yak," and Barrie doesn't say
755 anything, and finally I just sit and wait and say, "OK, what's Barrie going to say?" And Barrie
756 comes out. He cuts right to the core. He really does. He can see things that--the essence of a
757 problem. I admire that. He's an engineer. You go see Barrie after hours. He's not doing
758 management. He's playing with black boxes. He likes to That's what keeps him going.

759 TAYLOR: When I did John Porteous's oral history, he said when Barrie first came to the
760 Institution, I think it was Brody Broderson . . .

761 MARTINEAU: Yes. Brody. [Laughs.]

762 TAYLOR: . . . or someone in the group said, "Give him this job grinding the syntactic foam,
763 which is the most miserable . . .

764 MARTINEAU: [Laughs.]

765 TAYLOR: . . . shift up there, because some day he's going to be running this operation."

766 MARTINEAU: Good for Brody!

767 TAYLOR: So they did. Hey, they had him doing all kinds of terrible things, and then when I
768 mentioned that to Barrie one time, he said, "Yeah, give me the worst job in the Institution," and
769 he said, "Well, some things haven't changed."

770 MARTINEAU: [Laughs.] Well, it's true in some ways. He seems to be able to walk in the
771 other fellow's moccasins.

772 TAYLOR: That's a rare skill.

773 MARTINEAU: Don't ever play poker with Barrie, though. To this day, when he'll say, "Well,
774 when you going to get that done?" And I'll look at him and say He's pulling my leg,
775 because he knows this is impossible, or it couldn't possibly be done in that time or whatever.
776 And you don't know if he's pulling your leg or not. I mean I don't. To this day, I don't really
777 know whether he's joshing me or not.

778 TAYLOR: You were hard to replace, weren't you?

779 MARTINEAU: I don't know. [Laughs.] I know one thing. If I had to teach the job to
780 somebody from outside the Institution I'd still be here. Larry Flick took my job, and Larry had
781 been, again, someone else who worked his way up through the Institution. He'd been with the
782 Deep Submergence Group, that was, the ROV Group, and was able, I think, to move over into
783 this job without a lot of trauma. At least I hope it wasn't a lot of trauma. He had questions, but
784 everyone's going to have questions. But there was a lot that he didn't need to be taught.
785 [Laughs.] You're asking me questions, Frank, that're [Laughs.]

786 TAYLOR: One of the things that amazes me about the Institution is that I see so many people
787 who were not trained for what they do, and they do it so damn well.

788 MARTINEAU: Well, but that's the nature of education is you're supposed to train someone to
789 be adaptable in these days. Nobody, very few people can train

790 TAYLOR: Well, a history major that's scheduling ships. A Cathy Oppinger[SP?], a literature
791 major who's running [??] Operations.

792 MARTINEAU: Well, Cathy probably has more talent.

793 TAYLOR: A Martin Bowen who trained as a biologist . . .

794 MARTINEAU: Yeah, um-hum.

795 TAYLOR: . . . but his real thing is ROVs.

796 MARTINEAU: Mechanics.

797 TAYLOR: It's mechanics. I've never seen that at other institutions. Even--you mentioned
798 teaching. Even in teaching, I don't see the history-trained person teaching the math class, or . . .

799 MARTINEAU: No.

800 TAYLOR: But that happens here, and it happens at a very high level.

801 MARTINEAU: Well, if you ask me one of the things I'd have the director do, is I'd send
802 everybody--after a year at the Institution--send them up to Johnson O'Connor[SP?] to do an
803 aptitude profiling up there, and then take that person and put them in an area where they're really
804 good, and not where they have to struggle to get there. Which I think is what a lot of people do
805 in any job. You struggle to find your level of competency, and it helps if you have a boss who
806 can afford to send you off to training, and who can appreciate you for what talent you've got, and
807 not try to fit the square peg in the round hole, because that's expensive, and it's traumatic. And
808 there are a lot of people who've left the Institution who've done well in other places. I always
809 said WHOI was a good place to be from. [Laughs.] Because a lot of people have done that, and
810 I don't mean that as a snide remark. A lot of people come to this place and find out that they're
811 not really suited for the aggressiveness in the science departments that's necessary to survive, or
812 they don't want to play that game.. But a good aptitude test would benefit a lot of people.

813 TAYLOR: So you see that there could be some changes in the human-resource end, how you . . .
814 . ?

815 MARTINEAU: Yeah, yeah, yeah.

816 TAYLOR: Well, that's worthwhile.

817 MARTINEAU: [Laughs.]

818 TAYLOR: How about the directors? Fye was the director when you started?

819 MARTINEAU: That's right. Fye was the director when I started.

820 TAYLOR: So you've been under what? Three, or four?

821 MARTINEAU: Fye, Steele, Dorman, Gagosian: four.

822 TAYLOR: What'd you think of the directors?

823 MARTINEAU: I think they're fine fellows. [They laugh.]

824 TAYLOR: I can guarantee I'm not going to send this to them, you know.

825 MARTINEAU: [Laughs.] Fye I didn't know well. We talked about Fye last time. John Steele

826 was a very approachable person. I had known John casually before As I mentioned, he was

827 a personal friend of George's, and he would come by, and you could chat with him, but I didn't

828 work with him closely. I worked with none of the directors closely, actually. Dorman was here

829 for awhile, and he and Dick were very good friends--or my understanding is they were good

830 friends personally. And it was Dorman that appointed Pittenger to that position, so I assume that

831 they are. And Bob Gagosian I've known the longest. I like Bob, and I think he's doing a good

832 job, and I like to hear him talk. I think he talks a good show. But the job really didn't deal a lot

833 with the directors. Certainly, in the Biology Department, the associate director for research is

834 probably the person you dealt with more than the director, actually, and they changed over the

835 years, too. And by the time I got down to Marine Operations, that was primarily a fiscal job by

836 that stage, and most of the problems we had were in the fiscal area, and so dealing with the

837 Comptroller's Office, and who the comptrollers were was really more important.

838 TAYLOR: It was a whole part of the WHOI evolution, and then when Columbus Iselin first ran

839 the Institution, of course he could talk to everybody. There were probably only 30 or 40 people

840 here in those days, anyway.

841 MARTINEAU: Right, right.

842 TAYLOR: Someone like Fye came along and made the directorship a much more businesslike .

843 ..

844 MARTINEAU: Right.

845 TAYLOR: . . . kind of thing.

846 MARTINEAU: All of the directors knew who I was, though, which was kind of like me and the

847 Governor of Rhode Island. That impressed me the first time. For better or for worse.

848 TAYLOR: Yeah, I was going to say, sometimes you'd say, "Gee, I wish they didn't know who I

849 was."

850 MARTINEAU: Right, duck low. It was an interesting 26 years.

851 TAYLOR: You'd do it all over again?

852 MARTINEAU: Well, yes. I might do it a little differently. Probably put a little more starch in
853 my backbone. But if someone had asked me when I graduated from high school, would I be
854 working in oceanography? I didn't know what oceanography was. Oceanography didn't exist in
855 1959, to the extent that it does now. So, good.

856 TAYLOR: Well, thank you very much . . .

857 MARTINEAU: Thank you, Frank.

858 TAYLOR: . . . for your oral history.

859 MARTINEAU: And I think Garfield too, for manning the camera. [They laugh.] Click off.

860 TAYLOR: You know, you're absolutely right, though, it was 1950 that the first commission to
861 set up what oceanography was going to be for the next 50 years . . .

862 MARTINEAU: Yeah.

863 TAYLOR: . . . came about, and [laughs] when we had that big convocation here a year ago last
864 March, trying to build a tradition for oceanography, the new Stratton Commission . . .

865 MARTINEAU: Um-hum.

866 TAYLOR: . . . hadn't even got underway because John McCain was the chairman, and he was
867 busy running for president.

868 MARTINEAU: Yeah.

869 TAYLOR: So they hadn't even appointed any members to the committee. But I look at that
870 original group that was on that first commission, you know, the people like John Knauss . . .

871 MARTINEAU: Right.

872 TAYLOR: . . . and Bob Dinsmore, who was basically a kid . . .

873 MARTINEAU: Right.

874 TAYLOR: . . . but he had to be held in very high regard by many people, because he held an
875 awful lot of high positions at a very early age.

876 MARTINEAU: Yeah, Bob was a remarkable person.

877 TAYLOR: I didn't really appreciate that up until the time that we did the oral history . . .

878 MARTINEAU: Yeah.

879 TAYLOR: . . . with him. And I said, "Ooh, this is a quality [laughingly] individual here.

880 MARTINEAU: Yeah, and he still is. I mean, his

881 TAYLOR: And with a good sense of humor, too, a very quiet sense of humor.

882 MARTINEAU: And a memory like an elephant. He really has He's known so many
883 people, and he's such an inquisitive person. Bob must be 75, 76 years old now, and he's still out
884 looking and digging and asking questions. He's just

885 TAYLOR: One of the few people I have met that had a full understanding of how Washington
886 worked and how to deal with it [a drumming sound] . . .

887 MARTINEAU: Yeah.

888 TAYLOR: . . . and was comfortable pacing the quarterdeck.

889 MARTINEAU: Yeah.

890 TAYLOR: That's kind of a rare talent.

891 MARTINEAU: Yeah.

892 TAYLOR: Dick Pittenger's probably in the same boat.

893 MARTINEAU: Yeah. Yeah. And they're interesting paired together. [Laughs.]

894 TAYLOR: [Sighs.] I've got to go down and talk to Dick Pittenger one

895 [END OF SIDE 2]