

National Academy of Arbitrators
HISTORY COMMITTEE INTERVIEW

Arvid Anderson

NAA President, 1987

Interviewed by Gerry Fellman

May 30, 1987

ARVID ANDERSON
PRESIDENT OF THE NATIONAL ACADEMY OF ARBITRATORS
1987
INTERVIEWED BY GERRY L. FELLMAN
AT
THE CHICAGO HILTON & TOWERS, CHICAGO, ILLINOIS
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Fellman We are attending the 42nd Annual Meeting of the National Academy of Arbitrators at the Chicago Hilton & Towers in Chicago, Illinois. It is May 30, 1989. My name is Gerry L. Fellman. I am interviewing Arvid Anderson who was President of the Academy in 1987. This project is sponsored by the Academy History Committee in order to preserve the account of activities and the background of Academy Presidents. First we're interested in your personal background. How about where you were born and raised first, Arvid?

Anderson I was born and raised in Hammond, Indiana which is just a few miles South of here. As a matter of fact I live closer to the "Loop" than some people who live in Chicago, but I live in Indiana.

Fellman How about where you were educated? What your

majors were? Your degrees and honors?

Anderson

I was educated at Hammond High School in Hammond, Indiana. Also I was educated by the environment that I was in because when I was a 15 year old going on 16 the Lyttle Steel Strike occurred. I was out at the public steel works the day before and the day after they shocked him. I wasn't there Memorial Day 52 years ago. 51 years ago I heard Philip Murray speak from a platform "10 men will picket this plant forever at Bishop's Steel. Speak on behalf of the workers." I heard about labor relations. I was 16 at the time. Then I went to the University of Wisconsin and majored in economics with all of the labor economics I could get from Ed Whitley. Then I went to the University of Wisconsin Law School after the War. That was the day when Ed Feinzinger was there. I was trained to do this stuff. That's how I got into this business. You asked about employment. Other than working as a second helper on a blast furnace for summers and that sort of thing, I just went straight into an industrial relations career. I was employed as the Executive Secretary of the Wisconsin Employment Relations Commission when I graduated from law school after the War. That was

a unique opportunity because the Wisconsin Law of 1935 and then 1937 was not only the Little-Wagner Act of 1935 but it became in 1939 the Pre Taft-Hartley Law. The Taft-Hartley Law is virtually line by line the Wisconsin Peace Act of 1939 except that it also covered agricultural employees. We got a unique opportunity because we could serve as hearing officers. We could serve as mediators. We could serve as arbitrators.

Fellman That's quite a background. You could get a running start.

Anderson That was it, yes.

Fellman That basically covers your employment and service prior to arbitration. Then you actually started arbitrating in their job.

Anderson That's right. I think I was about 26. No, let me see, whenever I got out of law school in 1948. I went to work for the Wisconsin Board in 1948. I was interrupted by ei recall to the Service for a year and a half. Then I came back. I started arbitrating in 1952 on a fairly regular basis.

Fellman How about your mentors in developing your arbitration career if there were any?

Anderson Really there weren't any in a conventional sense. There were in the inspirational sense by the example and the outstanding examples of Ed Feinzinger and Ed Whittey who taught seminars and who encouraged me to go into labor arbitration and to go into the Seals. Nobody supervised my work. We just did it.

Fellman You got the experience on the firing line. How about the volume of cases in those early years?

Anderson You see the Wisconsin Board involved then as it does now free arbitrations of labor disputes. There is no charge to the parties. However, they also have a system which they employ some of the parties selection from a panel and so forth.

Fellman When the parties chose you from a panel then they paid you a fee?

Anderson No. When I was working for the State of Wisconsin I was an employee of the State.

Fellman You were an arbitrator as an employee of the State.

Anderson And I was serving as a hearing examiner and representation and unfair labor practice cases. My primary duties in the early days was as a mediator. I got the total spectrum. I was really a very fortunate person. May be we would hear a half of a dozen cases in the first year or two. Then it got up to may be you would hear a case a month and that sort of thing. It was all that we could do with our other duties.

Fellman You are talking about arbitration cases?

Anderson That's right. They were typically grievance arbitration in the private sector. We were dealing with dairy plants and we were dealing with manufacturing plants all over Wisconsin.

Fellman How soon after that did you apply to F.M.C.S., A.A.A. and any other state agencies or state panels?

Anderson It was a while before I applied to A.A.A. and F.M.C.S.

Fellman Do you have a kind of a ball park figure?

Anderson I think in may be 7 or 8 years.

Fellman 7 or 8 years after you began with the Wisconsin State Agency.

Anderson Yes. As a matter of fact I was admitted to the Academy when I was 35.

Fellman That's quite young.

Anderson It was in 1956. I would be attending regional meetings in Chicago. I would drive down to Chicago on my own.

Fellman Of the Academy?

Anderson Yes. Bert Luskin encouraged me and he's still around. John Stottlemire, Alex Elson and some of those guys, they gave me a lot of encouragement. Then I said well may be I can do some private arbitrations. I had to get permission to use my vacation time. Then I made sure that I wasn't doing business with people who I would normally be doing business with. That sort of limited my

activities. The amount of work increased.

Fellman How about private panels? Was it very long after the F.M.C.S. and A.A.A. admission to those panels that you got your first panel or panels from the parties? A private panel sort of thing.

Anderson I think the first cases I got were from A.A.A. I think that is what it was. In part because A.A.A. wasn't doing much business in Wisconsin. The State of Wisconsin had the business.

Fellman I see because it was a state agency?

Anderson Yes. Therefore I was given permission to do cases outside of the state. That was one of the ways I avoided the conflict of interest because I wouldn't be doing business with lawyers who were representing people who were in practice in Wisconsin.

Fellman Arvid, tell about private panels like General Motors and the Auto Workers. Anything like that. Do you know how long it took for you to get on that?

Anderson

It took a long time because in the first place I wasn't all that interested in it. I was really interested in building up the Wisconsin Employment Relations Commission. That was my main focus. Then we also had the development of the public sector. Wisconsin was the pioneer in the public sector too. We passed in 1959 in the Wisconsin Legislature, a Declaration of Rights for Public Employees which was implemented in 1962 by our first collective bargaining law.

Fellman

Arvid, I think we can fairly say that the length of the apprenticeship you had was almost infinitesimal. You began with the Wisconsin State Agency. You were thrown in the water right away.

Anderson

I was the staff.

Fellman

You were the sole arbitrator?

Anderson

I was the sole staff from the start. There were 3 commissioners only one of whom was partially active as a mediator. The others were primarily lawyers or P.R. guys. We took something from scratch.

Fellman

They threw' you in the water and you started

swimming?

Anderson That's right and it was a lot of fun. I did have some help from one senior Board member who was William Rule who did know something about mediation. That was invaluable. He'd been a business agent for the Electrician's Union.

Fellman No relation to the William Rule who's currently in our Academy?

Anderson No. I don't think so. He taught me some things about collective bargaining. The knowledge that I gained at the bargaining table was invaluable when it came to the arbitration of labor disputes.

Fellman The next question I don't think really applies to you because you didn't seem to have much in the way of hurdles. The question is what were the greatest hurdles to developing an arbitration career.

Anderson Time. I didn't have the time. Because it was free, we didn't take on everything that came along. We just couldn't do that. I could quit and go out and be a full-time arbitrator. I thought about it a lot of times, but I was really genuinely

interested in the public service. We had this new toy of the public sector.

Fellmari You were sort of a pioneer nationwide too, not just in Wisconsin.

Anderson That's right.

Fellmari As to your membership in the Academy who recommended you to join the Academy and when if you recall?

Anderson I joined the Academy in 1956. As I said I was 35. Bert Luskin, Phil Marshall of Wisconsin, Alex Elson, John Stottiemyre and a couple of others.

Fellman Some outstanding sponsors there.

Anderson Yes.

Fellmari How long did it take before you were admitted, that is with reference to your caseload?

Anderson I don't think that had anything to do with it. It was maybe a few months or something like that. It was almost a routine situation.

Fellman But in those days they didn't have the 50 cases?

Anderson I don't even recall. I submitted whatever cases I had at the time.

Fellman And you were accepted. Now with reference to your first application.

Anderson I don't even know when it is.

Fellman In other words you didn't have to apply more than once. Any assignments? Committee assignments? Regional Chair? Officer positions?

Anderson Yes. I have a long list of those activities.

Fellman How about Regional Chair?

Anderson I was a Regional Chair in New York when I went to New York.

Fellman When did you move to New York?

Anderson I got seduced into going to New York in 1967 because they created the Office of Collective Bargaining out there in the City of New York. Let

me finish in with these other things. I was on the Membership Committee. I served a 3 year term there. Then I was made a Program Chairman of the Academy. I served as a Program Chairman in 1966 when Bob Fleming was President. Then I was made a member of the Board of Governors of the Academy. I have also served us a Vice President of the Academy. I have also been made Chairman of the Membership Committee of the Academy. Then ultimately I was nominated to be President of the Academy.

Fellman You became President?

Anderson Yes.

Fellman President Elect and then President.

Anderson Yes, President Elect and then President.

Fellman We wondered about annual meetings attended, educational conferences, regional conferences. Do you want to summarize what you did there?

Anderson I think, I'm not sure, I attended about 25 to 26 annual meetings.

Fellman How about the papers you presented?

Anderson Particularly on the developments in the public sector, the fact finding procedure and how it resolved labor disputes in the public sector.

Fellman That's one of the areas where you gained your national prominence.

Anderson Right. I was also Chairman of the Public Sector Developments in the Academy for about 3 years in preparing reports. Then I attended educational conferences. I think I attended 4 of the 5 educational conferences: in Chicago, in Cincinnati, in Milwaukee, and Minneapolis.

Fellman It's quite a bit that you've already described but any other contribution to the Academy before you became President? Anything else you would like to add?

Anderson I really think I've sort of covered the water front. I maintained a very active interest. The only time when I didn't attend a few meetings was I had gone to New York as the Chairman of the Office of Collective Bargaining for the City of New York.

That's a jointly selected and jointly paid job: half by the unions and half by the City of New York. It's an umpireship. The Office of Collective Bargaining is really a public sector labor relations law with ultimate dispute settlement powers including interest arbitration.

Fellman Just to take a moment on that because I think it's so interesting, did you have hearing officers under you or arbitrators under you?

Anderson Yes.

Fellman Did you hear any cases yourself? Did you hear some of the major ones?

Anderson Yes. I wound up at the bottom of the garbage pile when I went to New York meaning the Sanitation Strike of 1967. It was February of 1968. I worked in February of 1968 the Garbage Strike. I thought it was a labor dispute.

Fellman It wasn't?

Anderson No it was a dispute over the Republican nomination. The difference is in cents per hour. The

difference between what was offered and demanded was less than a quarter of a cent. We had that so re-adjusted that nobody could know anything. We couldn't settle it because it became who could be more impressive in dealing with public employees: Mayor Lindsay or Nelson Rockefeller. Lindsay was demanding the National Guard. Rockefeller said "No way!"

Fellman Fascinating.

Anderson But what came out of that and we're jumping ahead a little bit here was ultimately the enactment of the final and binding Interest Arbitration Statute in New York. That has been enforced since 1972.

Fellman It was one of the very first?

Anderson The very first.

Fellman It was THE very first?

Anderson Certainly of that of that magnitude. There were some. I think prior to that time Michigan had passed an Interest Arbitration Law for police and fire.

Fellman Yours in New York was not limited to just police and fire?

Anderson No, all city employees. It didn't cover transit or teachers but that's another aspect of it.

Fellman To shift gears a bit do you think that the membership in the Academy affected your caseload?

Anderson Yes. I believe that the parties use the Academy reference even though I didn't advertise it in anyway. They became aware of who were Academy members. I think it had some affect on it. Yes I believe it.

Fellman Arvid) before we go on to the next category is there anything that comes to your mind that you wanted to add concerning the Academy membership, or have we pretty well covered it?

Anderson I think we have.. I've been very pleased and honored to be a member of the Academy. The Academy has treated me exceptionally well. I think very highly of the organization and of my colleagues. It's a very unselfish group to be associated with.

Fellman When you became a President Elect were you surprised at your selection?

Anderson I was aware of the possibility but I didn't do any campaigning at all. I guess people don't campaign.

Fellman No billboards?

Anderson No billboards. I was surprised that it happened. Howard Block was the Chairman of the Nominating Committee. I was very pleased and flattered to serve. It was something I wasn't counting on. I welcomed it but I wasn't counting on it.

Fellman That really covers how you were nominated to the extent of your knowledge anyway. How about your duties as President Elect? Do you recall?

Anderson The big duties were to continue to serve as a member of the Board of Governors which means at least two meetings a year. Beyond that, the major responsibility was in committee assignments. Not for the current year but for the forthcoming year. To try to think ahead and to persuade able people to take that over for me. That really was the job. I was very fortunate in the main committee

assignments that I made. One was Jim Stern as Program Chairman. I've known Jim for a long period of time. The other was Mark Thompson who was the Arrangements Chairman. That was particularly fortunate because he was THE Academy member in Vancouver. He really had a heavy load but he did a beautiful job. In my comparison of the three tasks that I had to perform in terms of the time and energy, being Chairman of the Membership Committee is by far the heavy load.

Fellman And you were Chairman yourself?

Anderson Oh yes.

Fellman When did you actually start making these? Was it as soon as you learned you were President Elect?

Anderson Yes, well I made some inquiries about people who had served. I had to get a list of people and what their past service had been. There is a laundry list of service.

Fellman But in terms of when you started in on that?

Anderson I started fairly soon on that. I had everybody

named I would say by the Fall. I don't remember precisely but everybody by the Fall. I don't know a particular date. Sure some people you don't even name until the time that you take over but almost everybody was filled. You have to have the enormous task of sending out the questionnaires and getting back all those questionnaires.

Fellman It's not only the Chairman but all the members on the individual committees.

Anderson Yes, you have to. Then you have to look at those selections with the idea of some geographical representation and a matter of rotation. People should not normally be expected to serve more than 3 years in a particular capacity. Some people have served longer. Arthur Stark fortunately has been willing to give us time as Chairman of the Ethics Committee and that, sort of thing. Then you have to consult with the people who have agreed to serve as Chairman as to their willingness to serve with particular people. Who do they want. Who will they accept.

Feliman It sounds like a delicate task in many instances.

Anderson It does require some diplomacy. It didn't for me require a great deal of arm twisting. I think that's a tribute to the worthwhileness of the organization and the willingness of people to serve in an unselfish endeavor. I was very satisfied with it.

Fellman To get back to personal, do you recall how your caseload volume was affected, if any, after your nomination?

Anderson I had to say no to a few people. I just had too much. It wasn't for lack of demand. The demand was there. If anything the notoriety increases a little bit although there was no special effort made to publicize that fact as far as I was concerned.

Fellman But you had no control. I mean the Academy publishes the fact of who is elected President Elect.

Anderson Yes, but we didn't give it to the newspapers in New York or anything like that. It could have been done but I didn't do that.

Fellman But there was some self regulation feeling that there are so many hours in a day.

Anderson That's right.

Fellman Do you have any suggestions for future President Elect officers?

Anderson The best thing I can do is to urge them to name their committee as early and as carefully as possible. That's it because you can't be everywhere. You can't do everything. That's a critical thing. That's one thing I learned from Bob Fleming. I would check with Bob as to program details. He wasn't interested. "Bring me the package." That sort of thing. "Don't tell me the troubles at sea just bring the ship to port." It doesn't mean he wasn't interested at all.

Fellman He had confidence in you.

Anderson That was gratifying. It was very clear that the caliber of people generally you're dealing with in the Academy do not need to be spoon fed all the time. You got to be with certain guidelines but you don't have to check everything with them.

Fellman Turning to your Presidency, when were you actually elected President?

Anderson The formal luncheon was in the annual meeting in May of 1987. I think so.

Fellman How about major goals of the Academy during your term? Major problems?

Anderson The major goal that was underway, as I perceived it, was to continue the discussion about the Code and its relevancy to the Academy. We took that seriously. The Code was part of the program in Vancouver. It was part of the educational program in Cincinnati. You can even see the Code being carried through in this current program. It is one of the major recommendations that had been made by the Future Directions Committee. They appointed the Code Committee. One of the recommendations of that Committee was that the subject be addressed in some format. Not that that was the total subject but that it be addressed. I made a conscious effort to follow through on that. The other thing that I have to do and I had some concern about it but actually it sailed beautifully, I nicked every member for another \$100.

Fellman The dues increase.

Anderson Yes. I expected people to be more outspoken in their criticism of that. Particularly because Dallas Jones has been such a successful Secretary/Treasurer in being so careful with the money. Somebody might question whether we need all that money. It went through without a glitch. I was very gratified that that went through. Those were the two major concerns. They weren't all that major crises. They were events. One is the necessity of a dues increase in sort of anticipation of particularly the need to move the offices of the Secretary which we're going to have to pay rent instead of live off of somebody else. And the Code.

Fellman Any other areas that you would label as major problems? Did you pretty well deal with it?

Anderson That was really it. Sure there may be some committee person wanted something else or some committee assignment had to be changed. Those were not major items as I recall. Those were the only two great issues as I think of them.

Fellman

So in terms of greatest accomplishments or greatest disappointments, do you have anything that would fit in this category?

Anderson

There was one other thing I wanted to give emphasis to. That was that I wanted a major section of the program, to be at least offered in the alternative, to deal with the public sector because I viewed my election as sort of a recognition that the public sector had come of age. Even though I did and still do substantial arbitration in the private sector, I think I symbolize for a number of people the public sector. That was done. There was a piece on sub-contracting both public and private sector in interests dispute settlements at the Vancouver meeting. That was offset by some other private sector program at the same time. I accomplished that. I was pleased at that. I don't know if it was a major problem but it was one of my concerns at least.

Fellman

Is there anything in the category of great disappointments?

Anderson

I don't know whether it was a great disappointment but one thing that I let fall through the cracks,

which is being taken care of now and which is going to be taken care of in the future, is the recognition of the honorary life memberships in the Academy. This had been a recommendation of a prior committee. It was necessary to designate a committee and to do some other Board approval. I didn't follow through on that. But that's being followed through now.

Fellman You can't do everything in one term.

Anderson That's true. That I don't regard as major although maybe we failed to . . . It is significant as some of our members become very old and unable to continue their practice but still have an interest. There's a way that they want to be sure that they are either recognized or that they take full advantage of dues waiver and that sort of thing. It has some significance.

Fellman Again back to the personal, what would you say was the effect of the term of office on your caseload?

Anderson It about stayed the same. I had to say "No" to a few more people but I also got a few more requests. I really was extremely fortunate. During my term

of office I still was the Chairman of the New York City Office of Collective Bargaining. I had a limit on what I could do but I also had the great benefit of some outstanding support: some office support and some secretarial support which was devoted to Academy work very frankly. It was some minor recognition. It's not as if it affected my current circumstances as it would have if I were a sole practitioner. Then may be it would be more severe because in dictating letters and so forth you have to follow through and do all of it. As it is, you just dictate something and it's done. It's not quite that simple.

Fellman

What would you say took the most time during your Presidency?

Anderson

I think what really took the most time was two things. One was the preparation both annual meetings. It is really almost a week of time for both of those. Also visiting some of the other Regions. I think I went to 5 Regional meetings. I went to New York. Of course that was simple, upstate New York. I went to the Canadian Region. I went to the Philadelphia Region. I went to the Southeast Region and maybe one other. Those would

involve about two days. It's not a great deal of time for each one but they did involve travel and some preparation. Other than just giving greetings you try to have something constructive to say. They were always pleasurable activities. The subject of the effectiveness of Regional meeting is one that has been a continuing concern to the Academy. Certainly I was impressed with the Regions that I did attend. I also attended the Michigan Region. The request came to go to California but it was too late to attend. There is some demand in there and some moneys available to pay for transportation. That does demand some time. I suggest that any future President make sure that the Regions know that he or she is available and hopefully the Regions will, if they're interested, make known to the President in sufficient time that he can reasonably schedule it.

Fellman The next question is what committees you consider the most important. I think you've already said the Membership Committee?

Anderson Membership, Program and Arrangements. Those are the 3 ongoing institutional committees. There are other major committees which perform great

services: Future Directions of the Academy and that sort of thing. Those tend to be more singular events. I think Membership, Program and Arrangements are really the heavy duty committees of the Academy. Of course I could be gracious and say the Academy History Committee.

Fellman Indeed, Yes Indeed. Next what do you consider is the most important qualification for Academy President?

Anderson Obviously he or she has to be a person who can be congenial and get along with their colleagues. More than that, hopefully you can find somebody who really is dedicated and interested in the Academy as a profession rather than any self aggrandizement. Fortunately, I think almost all of the people who have served in that position fit that description. I don't know that they have used the Academy as a stepping stone to something else. Some people have gone on to some other activities. For the most part you see that people are continuing to serve in critical places. Dick Mittenthal is here making a speech. We also have Mickey McDermott serving. We have a number of people who serve the Academy not only as Presidents

but who continue to serve in different ways years afterwards. You need real dedication and commitment. How you measure that, who knows?

Fellman How about suggestions for future Presidents? I think in our conversation here you've already made some suggestions. Do you have any additional ones? Anything that strikes you?

Anderson No, not at the moment. That's one I should have given further thought too. The basic thing is to take the care to settling carefully and in as timely a fashion as you can your committee people. You should check with people who have served and who have indicated an interest in serving and giving some geographical balance.

Fellman How about the area of projects? Does anything come to mind? Any future projects for the Academy that you would recommend?

Anderson One of the things that I would like to see strengthened and some steps have been taken in that direction involve two financial goals that the Academy needs to look at. One is done very well in securing its own status, now, after a terrible

trauma. We were \$46,000 in the red about 6 years ago or so whenever Dallas took over. Our assets now approach \$ 0.5 million which is great. We need strengthening of the Legal Representation Fund to prevent further assessments. I think we need to spend more time and more attention on being able to submit more appropriate briefs amicus particularly in the Supreme Court and U.S. Circuit Courts of Appeals on such subjects as arbitrator immunity or mediator immunity and that sort of thing. The sort of thing we did in Misco. The sort of the we did in AT&T Technologies. We rely a great deal on members but some of that also requires payment for not only printing costs but also perhaps some legal research. More moneys should be secured to support legal defense of the institution of arbitration, not to defend particular arbitrators in particular cases. Although some moneys go for that but basically the institution. That's one area. The other area is to strengthen the Foundation. The Foundation has about 80 Fellows of people who have either given \$ 1,000 or who have pledged to give \$ 1,000. Its assets are approaching the high seventies. Strengthening the Research Foundation would also be a backstop for not only institutional protection but doing

increasing research to enhance and expand the usefulness of arbitration. Those are two institutional goals that I see that the Academy can pursue.

Fellman Any other suggestions that you can think of?

Anderson No, that really covers it.

Fellman Finally, how would you characterize the economic and industrial relations environment during your arbitration career?

Anderson I've been privileged to serve almost in the entire Post-War II expansion and explosion of collective bargaining as an institution in the U.S. Both in the private and then ultimately in the public sector. The expansion of the public sector collective bargaining law is still incomplete. There are a lot of states that still do not have comprehensive collective bargaining laws. Or if they have such laws still do not have effective ways of resolving impasses. A further evolution has to take place in those jurisdictions to expand the use of arbitration. One of the strange phenomenons on economic conditions, except in

severe hardship situations, the business contraction almost has an inverse impact on the amount of arbitration because people who are laid off can't get other jobs. They seek the assistance of the union in pursuing those grievances. Otherwise people who are discharged, unless they have a substantial point in time involved in industry, just go to another place. Of course, the general shrinkage in industrial unionism has had an impact on availability.

Fellman How about the amount of money unions have available to them on paper?

Anderson They don't. What has happened also is that the public sector has largely picked up that slack. You had almost a plateau of the volume of arbitrations in this country because the public sector has gone up. The private sector has gone down. A.A.A. is now nationally almost 50% public. Obviously the long term impact, if the slide in the private sector continues, will have a negative impact on the availability of arbitration.

Fellman What about the impact on arbitration of economic problems of the unions and about how good times

economically and bad times economically effect the number of cases that go to arbitration?

Anderson

I was just observing that there were several limits to unions' resources in terms of the declining membership. Actually in economically depressed times the unions are importuned to pursue grievance arbitration on behalf of members who have been discharged because they don't have all of the alternative employment opportunities. When there is excessive prosperity people go elsewhere for a job. The other thing I wanted to say is that there has been this great growth in the public sector. We now have an increasing interest in importance to interest arbitration as a means of resolving labor disputes. I'm flattered to be asked to serve as the guinea pig arbitrator for the A.B.A.'s labor law section in Hawaii on interest arbitration. That's this coming August. We will do both a conventional and we also do a last best offer arbitration. I am persuaded that grievance arbitration has led to the development and the acceptance ultimately of interest arbitration. It is demonstrated that in Walter Ruther's words that "the power of persuasion can be as important as the persuasion of power." And that "reason can be

substituted for muscle." Not that that's a nirvana and a solution to all problems, no. Clearly arbitration has served a tremendously useful purpose. I'm very pleased to be associated with an institution which is almost totally free of taint in terms of people who are bought off or in terms of scandal. It's almost absent that. It doesn't mean that we're mortals without sin. The fact that we're watched so carefully by the parties shows that the institution works and should be encouraged. I'm pretty satisfied with this career. May be I'm too satisfied. I find it an exciting place to be and to work in interest arbitration and in labor arbitration generally.

Fellman

Arvid, thank you so much not only on behalf of the History Committee but the Academy for all of your contributions to the Academy and for the interview today.

Anderson

Thank you.