

National Academy of Arbitrators
HISTORY COMMITTEE INTERVIEW

Bert J. Luskin

NAA President, 1967

Interviewed by James Stern

May 30, 1989

BERT LUSKIN
PRESIDENT OF THE NATIONAL ACADEMY OF ARBITRATORS
1967 TO 1968
INTERVIEWED BY JAMES STERN
AT
THE CHICAGO HILTON AND TOWERS, CHICAGO, ILLINOIS
MAY 30, 1989

James stern:

We are attending the 42nd Annual Meeting of the National Academy of Arbitrators at the Chicago Hilton and Towers in Chicago, Illinois. It is Tuesday, May 30, 1989. My name is Jim Stern. I am interviewing Bert Luskin, who was President of the Academy in 1967. This project is sponsored by the Academy History Committee in order to preserve the account of activities and the background of Academy Presidents.

Bert, the first topic we'll be talking about is your personal background. If you're willing, would you indicate where you were born, raised and educated?

Bert Luskin:

Sure, I was born in Syracuse, New York. My family moved to Chicago in 1918. I was educated in the grammar schools of Chicago and Syracuse, New York. I attended

high school in Chicago, at Medill High School, which is on the near west side of Chicago. I graduated from Hedill High School and entered Crane Junior College where I spent a year and a half and got what was then known as an Associate of Arts Degree. Completed my prelegal training there and then entered DePaul University College of Law, where after three years I received my degree. I got a Doctorate, in law. From that point on, I studied for and took the bar examination. Passed the bar exam in 1932. I was admitted to practice, in the state of Illinois, in January of 1933. I practiced law in the city of Chicago until 1943, when, after the outbreak of the World War II, I joined the army. I served for approximately of seven or eight months until I sustained an injury and was honorably discharged from the service in late 1943. I returned to Chicago and resumed the practice of law. Going back a little bit, in 1942, I was approached by the dean of the law school at DePaul University and was asked to teach a course in labor law. That was a course that had never been taught before at DePaul and when I told the dean I knew nothing about labor law, he said "Well, that's all right you've got a lot of company, as nobody else does." But he said "I will take you down to the library and we'll take a look at the three basic statutes that controls all labor law in this country." He was right because, I'm trying to

recall now the names of the specific statutes we looked at...

The Wagner Act?

My memory fails me at the moment?

The Railway Labor Act, the Wagner Act.

That's exactly right. The Railway Labor Act, the Wagner Act and beyond that there was nothing on the books that meant anything at all. Within a matter of several weeks in this library, I became an expert. I completed my teaching assignment, that was in '42. After being discharged from the army, I received a telephone call from a former office associate of mine, who later became a member of the Academy, Harry Abrahams. He said "Bert, I didn't know you were back but as long as you're back we need your help." I said "What do you want from me?" He said "We want you to go over to the National War Labor Board and hear some cases for the board." I said "We're still at war, if I can help, I'll help." Harry took me by the hand and walked me over to the National War Labor Board where about one hour later I walked out with four case files. That was my introduction to the War Labor Board and to the system and to the process. I had no

idea what I was supposed to do but I took comfort, from the fact, that neither did anybody else. Everybody was playing it by ear. I think the first case I had involved the lumber industry. It was a case involving the carpenters and it had about fifteen or sixteen issues. Nobody knew what to do or how to do it. There were no forms, no procedure, everybody was playing it by ear. But I was singularly fortunate, in the sense, that the union representative on the board was an extremely able man, who was not what anybody would term typical. A labor "boss". But he was a highly intelligent, articulate man. After some three or four months of hearings, we finished the case and I had to write the award, the opinion and award, which meant dealing with the terms and conditions of the completely new contract. I was still as green as grass but somehow or other we had a fine board and we muddled through. And when we issued the award, we found that it was, not only palatable to the union and to the industry members, but they all voiced the unanimous opinion that they could live with it. They put it into effect. The board adopted it. They functioned with that contract, for about five years or so, Jim, without any changes, except in money matters. But as far as conditions of employment were concerned, they indicated, at that time, that was the first time in the history of the carpenters union that they had some

idea where they were going and what they could do and what they couldn't do. That was the beginning and from that point on I took on a number of other assignments. In the late fall of 1943, I was called in by the director of disputes who said "I've got an unusual assignment for you, will you take it?" I said "What?" He said "I want you to hear an arbitration case." I said "Well, what's the difference between arbitration and War Labor Board decisions?" He said "What you come up with in arbitration will be final and binding on the parties." I said "How about some forms?" He said "There are no forms." He said "You'll play everything by ear." He said "I can't tell you what to do because I don't know, nobody else does." Then he said "Go to Rockford, hear these cases, do the best you can with them, prepare some form of report and recommendation. The only difference is that the National War Labor Board is not required or compelled to adopt your recommendations." And he said "Frankly, if the parties don't like it they'll tell you so and that's the end of it." Now, I made my way to Rockford.

Rockford, Illinois?

Rockford, Illinois. I found that it was a fairyland. The owner of the plant was a rugged individualist who had

invented, what was then known, as a gas cock. It was a little piece of brass that controlled the flow of gas coming into your gas stoves. He had a monopoly on the market and he used to manage, he would manufacture several hundred thousand at a time and put them in barrels. Then he would ship them all over the country. Well, they came up with a dispute. The owner of this plant couldn't understand why he was picked, chosen and selected to be the scapegoat. He said "Why did the War Labor Board pick on me." He said "I'm a small manufacturer with fifty or sixty employees." He said "The only thing I can think of is if they're successful in getting me, they'll get anybody in Rockford. They're trying to break into Rockford " which was an industry dominated town. And he said "If they can get me to buckle under, then they got all the big manufacturing in Rockford, and I know that." He said "I'm the goose or the fatted calf, at any rate, do what you have to do." He said "I'll present my side of the problems to you, if what you come up with is something I can live with, I'll comply. If I can't live with them, then I won't comply and then you'll have to send the army to get me out of my plant." Just as they'd done to labor, if you remember that incident in history. It was a fascinating five days that I spent there. At the end of the five days, when we finished all the hearings, I went back to

Chicago. And I put together, what was then called a report and recommendation to the Sixth Regional War Labor Board. We covered all of the issues. Again, Jim, I had no form to go by. It was all played by ear is the only way I can describe it. When I got all through, this man said, the owner of the plant said "You know, the government isn't as bad as I thought it was, the union is not as bad as I was afraid it was going to be and, somehow or other, if the union can live with this, I can live with it and we can stop this warfare." I felt awfully good about that and returned to Chicago where I prepared a report and recommendations and submitted them. The very next day, I was called into the office of the director, disputes director, who said "What the devil did you do in Rockford?" I said "Why?"¹¹ He said "Well I've already been visited by the industry members of the War Labor Board, I've already been visited by the union members of the War Labor Board and all of them think that, somehow or other, you got everybody drunk because they say that the problem is resolved. The industry will have peace. There will be no open warfare in Rockford. They're willing to accept everything that you put down in your report and recommendations but we still don't understand how you did it. It's a mystery. We thought we'd have to call out the national guard to get compliance but we got compliance and there's no problem."

And I said "The only thing I can figure is that there were six issues that were fundamental to the parties. The union desperately wanted to win three of them because it would give them the representational foothold in Rockford, which they didn't have before. The company desperately wanted to win three issues because they felt, if they had a victory on those three issues, they could continue to operate without any problems and with no interference from the union." And he said "The way it came out, apparently, is that the union won the three issues they wanted. The company won the three issues they wanted and both sides were dancing in the streets." So he said "If you're concerned about the job you did, don't be concerned. It's exactly what we had hoped to get out of this case." Well, that was the very beginning and it was my first case in arbitration. One of my mentors, at that time, was Harry Abrahams, who later on became one of the charter members of the Academy. Also in the office was a man, who was probably one of the greats in the labor movement, a man by the name of John A. Lapp, who wrote somewhere, oh, I think it was probably, twenty five or thirty books on various aspects of the subject of labor law and labor legislation and the concept of the union in the industrial sector. Well, I would sit by the hour and talk with John, John Lapp, who was a fountain of information. Harry was a technician and

a superb lawyer. Harry had a great influence in his own way in the founding of the Academy and the development of the Academy's history. I had two fine mentors, is all I can say. They didn't operate as mentors because they couldn't, there was no system for it. In those days, you were thrown to the wolves. You were handed a file or two files and were told set your hearings up. Whatever that meant. You played it by ear. Now we had a remarkable group of people who were members of the Sixth Regional War Labor Board. About half of them came from Milwaukee and from areas contiguous to Milwaukee. The other half were from Chicago and northern Indiana. Some of them were very able. Some of them didn't belong. Some of the panels chairmen would come back from hearing an assignment, very proud of what they had accomplished. They'd say "We got a signed contract in this case." We'd ask "How did you do that?"¹ And I remember one man, from Milwaukee, his name escapes me now, he said "Well, you put a little pressure on them, you threaten them a little bit. When you do that somehow they fall in line and they do what is right." I said "Well, that doesn't sound like a logical way of getting an agreement. If you have to bludgeon them into an agreement, if you have to blackjack them into an agreement, I don't think you've done the job. And I don't think you've done it well. An agreement that is reached based upon threats is no

agreement." Sooner or later, it's going to blow up right in their face. At any rate, that was the way it worked in the early days of the War Labor Board.

How many cases would you guess you had during the War Labor Board Days?

I didn't hear you Jim.

About how many cases, would you guess, that you did during the War Labor Board days? A couple hundred, or is that too high?

No, no. I resigned from the board after a year and a half. I would think, in that period of time, that I must have handled upwards of forty or fifty cases. But each case, of course, was a multi-issue case. You start out with as many as twenty, thirty, forty issues in dispute. By the time you got through, it was your job to settle them all. And resolve them all.

Was this like, what we call interest arbitration, today?

Sure, exactly.

These were not grievances under a contract?

No, no, no. These were fundamental issues, Jim, which included the union security clause. It included classification structures. It included rates of pay. It included the progression systems, in some cases you even had the incentive systems, bonus systems or incentive systems, because the War Labor Board was gung ho on getting as many agreements as they could, that was structured on the basis of a bonus system or a classification structure with great ranges. The reason for it was simple, they were right. Because if, they could get an agreement that incorporated bonuses or any type of system that would seem to pay the man for an improvement in his work production or work effort, the War Labor Board was tickled to death. Because it meant it was not inflationary. If you had a carpenter or welder who was working for, under a company system, for a dollar and a half an hour and he went to a dollar and sixty cents an hour, their theory was, that was not inflationary. It would not upset the apple cart for the system. The theory being that, if you hire somebody at a dollar and a half an hour and later on you gave him a dollar sixty it was based upon an improvement in production. And if this man is improving his production, giving him an increase is not inflationary. That was the concept. Of course we saw a lot of games being played with that concept in history, Jim. There was one company

in Chicago, famous at the time, a large manufacturer who put a bonus system into effect. It was recommended by a man, who was a high binder and a charlatan, who did what his client wanted him to do. And that was raise my wages, raise the weigh structure. Because if you raise the weigh structure, I can pirate enough people from other plants to fill my needs. The problem was where do you get these people, where do you get the skilled labor. The only way you can get them is to steal them from somebody else.

When you left the War Labor Board, what did you do after that?

I went back to the practice of law after I resigned from the War Labor Board. And just picked up where I had left off. And a strange thing began to happen, Jim. I began to get telephone calls from people with whom I had worked, asking me if I couldn't come in and help them resolve a couple of problems they had in the plant. It may have been a discharge., It may have been a demand by a union man for a right for a better job. He wanted a promotion, which he was denied and wasn't getting. The company felt of course that his hands were tied by the economic restriction imposed upon employers in those days. You couldn't raise wages. You could raise them only if you could prove to the satisfaction of the board

that the man was being compensated only for increased production.

This is still during the war, around 1945.

Oh yes. Oh yes. Still during the war. And the War Labor Board continued on until, oh maybe, six months after the war ended, in late '45. It was the exposure there that got people interested in the field. And the results were very good. Inflation was held down at a critical point in our history. The Board was doing a good job. We were here in Chicago in the Sixth Regional War Labor Board and we included Milwaukee and we included northern Indiana but it was a highly successful operation. It eventually ended the way it should have ended, with the elimination of the Board and elimination of the restrictions. Once that happened, of course, we went back into what could be termed a period of almost wild inflation because everybody was fighting for the experienced operator. We go into a plant and the members of the public panels chairman did an excellent job. We'd go into a plant and there might be a foundry, Jim, and you'd take a look at it and you always had to go and view the operation. You'd look at it and then you'd look at their wage structure and you begin to ask some questions. "Why is Mr. Smith, over here, earning a dollar and a half

an hour and Mr. Jones, over here, is earning a dollar and sixty five an hour. What's the disparity? Why should he be getting more money than the other man? They're making the same product, aren't they?" "Oh yes." "Well why should this man get fifteen cents an hour more?" And the answer invariably would be "He needs it." "Well, tell me why he needs it." "Well, he's twenty eight years old, he's married, he has six children already and he has a lot of mouths to feed." "But don't you think that might be unfair to the man who's getting a dollar and a half an hour?" "No, not really because he doesn't need it. He's not married, even. So he can bring home a smaller paycheck and still get along." Well, there was this kind of inequity, of course, that really was the impetus for the tremendous expansion in collective bargaining.

Let me move you along a bit. Were* you a charter member of the Academy?

Yeah.

Yeah, OK. So, How did you get involved in that? Did somebody just declare a meeting and uh ...

No. Harry Abrahams said to me one day, we off iced together then, he said "I was asked to attend a meeting

in Washington." And he said "It was an organizational meeting for a new organization called The National Academy of Arbitrators." Re said "We're still fighting about the name." He said "We're not sure whether it's going to be The National Academy of Arbitration or The National Academy of Arbitrators." Although it would appear to be a distinction without substance, there is a major distinction. In other words, if The National Academy of Arbitration, then really, anybody who is interested in arbitration ought to join. If The National Academy of Arbitrators, then the only people who should be permitted to join are those people who actually arbitrate. Then the question came up, he said, at the organizational meeting, as to who do we invite. "Who are the experts, who are arbitrators." Well, that was worked out and I came back to Chicago and they asked me to attend the next meeting. And I did attend the next meeting and was elected to membership in the Academy. There were no forms, there was nothing. All you had to say was "I think I'd like to join." And that's how it worked.

Well, let's talk about your Academy membership. Do you remember some of the positions you held prior to the time that you became president? That was about a twenty year period, I guess, from about 1946 on to '67.

Jim, I tried. From '45 or '46 to 1967, I would have to guess that I heard, in that period of time, probably as many as a thousand cases, in that period of time. We had another impetus, of course, that came along, we got involved in the Korean War. Because in 1951 or '52, I think, when the war broke out, the government found it necessary to reestablish some type of control and some type of system that would prevent runaway inflation. I forget the name of the organization as it was called at that time, but I know I was called back. And I was asked to come in and help. Of course I did. But that lasted, I think, about two years. From that point on, it seemed that the calls were getting more frequent. And these were requests from people who were directors of labor relations and who were operating the plants and who were handling the labor problems. In those days, the theory behind the hiring and retention of people who were responsible for the labor relations policy of the company was a test. The test was, can he handle that? Now it sounds almost laughable today but that's the way it worked. You'd walk into a plant and you'd see a man walking down an aisle and he's got riding britches on. He's got boots on. And when you found out who he was and where he came from you found out that he was a retired army colonel. And manufacturing plants were looking for those kind of people because "They could handle men."¹¹

That was the concept, which was the most asinine, ridiculous thing in the world and why we didn't have labor revolutions, is beyond me. Because the climate was there. But somehow or other we muddled through. We muddled through and we made it. And, as the years went on, these people became more qualified. Universities began to teach labor law. Law schools began to teach labor law, which they hadn't done in the past. But everybody learned it. And you learn from doing. There were no such thing as experts. If you had handled a case, and you didn't have a revolution, you were an expert. You survived.

Actually, what we want to turn to now and stick with, is the Academy.

Right.

And your functions in it. And the question I asked was, do you recall, before you became president, what other position within the Academy you had held?

Sure.

Just name a few because we mainly want to talk about what you did as president.

My first office, within the Academy, was that of the regional chairman. And I was the regional chairman for the Chicago district, which encompassed Chicago, well, encompassed Illinois, Iowa, Wisconsin and Indiana. Now within our group we had some giants, absolutely superb, arbitrators, who knew what they were doing, who had learned their craft, learned it well and we go back to include some of the best men we ever had in the Academy. Now what we were going through in that period was a weeding out process. The first people coming into the Academy were either Academicians, Theoreticians and some old timers, who had handled labor relations problems under the aegis of the Federal Mediation Conciliation Service. I don't know if you're aware of this but in the late '40's, late '30's early '40's, there was a core of arbitrators working under the direction of the Federal Mediation Conciliation Service. At the very beginning, those people were on salary. And the initial arbitrations were paid for, by the government, out of a budget, that FMCS had. That changed as time went on. That changed primarily during the War Labor Board days, when everything came or was funneled through the board. When it was funneled through the board, the government paid for it. Those of us who were in there at the very beginning, were paid \$18.75 a day. That was the fee. If you traveled, you got twelve dollars a day. That had to

pay for your hotel, you had to pay for your food, had to pay for everything. They would give you a voucher for the travel and if you had to go up to Milwaukee on the train, you put through a voucher request for \$2.50, to be reimbursed for the train fare. If you stay in a hotel, it was expected that your hotel bill would never be more than three dollars a day.

Let me be a little rude ...

Go ahead.

... and try and keep you on the track of Academy stuff rather than arbitration. Of course, you recall in our oral history you told us some of this material, which is in that volume about how arbitration operated in those days. But what we don't have on tape is your recollection of this organization of which you were president and what happened during your term of office. So, let me get to that. We're talking now, 1967. Was there a president elect system then or did you just become president?

No, in 1967, we had already adopted the president elect concept. I worked long and hard to get that through because I had served for five years as secretary. And as secretary of the Academy, I saw everything that was going on that was wrong. For example, if we held our annual

meeting in December, as we used to, a man never knew that he was going to be elected. He never knew what electioneering was going on behind him. The nominating committee would come up at the business meeting of the Academy with a list of names and recommendations for the various offices. Now, they had started working the night before and overnight they had to come up with this list. Then they had to find the nominee here at the meeting, take him to the side of the room and say "Look, you're going to be nominated for president. Will you accept it?" "I don't know, I need some time to think." "We haven't got time, we've got to announce it at the business meeting tomorrow." "Well, alright, I'll do it but what am I supposed to do?" "Well, talk to Bill. He'd been president the year before. He'll tell you what to do." Now as secretary of the Academy, I was outraged by that system.

What years were you secretary?

I was secretary from 1950 to 1955 or '56. Now, when I became secretary, I was handed a file like this. That was the Academy. Everything that was important was in that manilla envelope. There was no correspondence. There was no record of anything. Gabe Alexander had just finished the term of secretary and Gabe handed me a check

for a hundred and twenty five dollars. That was the Academy treasury. And he said "Here Bert, do the job." Now, the dues were ten dollars a year. I think we had somewhere in the neighborhood of seventy five to a hundred to a hundred and ten members of the Academy at that time. Dues, as I said, were ten dollars a year. Now, I had no papers.. I had no documents. I had nothing. There was no budget for the secretary, who also served as treasurer. For the same money, they could hire the same man, like they hired me. But, it was a lot of fun. The office was in my office, my law office. The only secretarial help we had was my secretary. No allocation was made. Nothing was asked for, I didn't want it. I didn't need it. And we limped along but as time went on things got better. The membership increased. We got to a point where I think we were charging fifteen dollars si year. At the annual meeting, for the first time in the history of the Academy, we no longer were running in the deficits. When an Academy meeting finished, a couple of the old timers would go around to other old timers and would ask for contributions, to pay the deficit, what we owe the hotel and what we owe for this, that and the other.

Well, it's a lot different today. But let's move now, back to '66, when you were president elect. Do you remember who approached you

or were you surprised at that time ...

A committee.

Oh, a committee did?

Oh yes, by that time, things had stabilized. We were in solid shape. I think we had upwards of as much as two thousand dollars in the treasury. I think. I was approached by the chairman of the nominating committee, who asked me if I would serve as president elect. Now, I knew the structure because I had created it originally. Created it, Jim, in the sense that I had planted it every year for years to have a system installed that would permit the man who was going to be president to know one year in advance that he was going to hold the office. He could make his plans. He could think about his committees. He could think about Academy purposes. He could think about committees to structure the functions, to prepare for the next annual meeting and it gave the president breathing time, to get himself ready to take the office. I think, if I'm proud of anything of what was accomplished in that time, it was the development and installation of the system, that gave the officers, a full year in advance notice and time to prepare for the following year.

In addition to preparation, did the president elect have particular duties to perform during that first year?

Oh yes. The president elect was always put on the ...
What is that committee?

The executive committee.

Executive committee, of course. He would serve on the executive committee. So, he would be privy to everything they had going on for a year. He sat there. He learned. He was educated. He had an exposure and he would always take on an assignment that only the president elect should have been entrusted with. He oversaw everything that was going on. If it was handled correctly, and in most cases it was, it was a wonderful learning experience for the president elect. It gave him time. He had time to think. He could formulate his committees. He could determine well in advance where the Academy was going. If there was a particular project that was close to his heart he had enough time to install it. He had enough time to sit with the old timers and pick their brains. He had enough time to test out some of the theories and concepts. And it was a remarkably effective system. I think the results prove* it.

Well, let's turn now to your stint as president. OK?

Uh huh.

Thinking back, what were the major goals of the Academy during that time? Or perhaps you could think about it in terms of your goals. You mentioned that as president elect you had the chance to think about it. What did you want to accomplish during your term as president and were you successful?

I wanted, number one, to preserve the Academy. There were times, of course, we went through some very difficult crisis. In my time, in my period of time, we put in some constitutional amendments that prevented people from coming into the Academy if they were advocates. That whole problem was tearing the Academy apart. Year after year, we were faced with these terrible decisions and they'd go back and say "Now hey, you got Bill Jones, and Bill Jones tries cases for clients. He represents unions. He represents management. If he's in the Academy, why am I being kept out? I know as much as he does. I'm as honest as he is. Why are you keeping me out?" Well the answer was that we had, back in the early days, several bad experiences. We'll mention no names but there were some people, who were primarily management advocates, who were

buttonholing arbitrators in the Academy, saying in effect

...

... major goal and major problem during his term of office. The problem was the participation of people who were principally advocates and how this was handled. I gather, Bert, that then you put through the language which said that advocates could no longer be members of the Academy.

Exactly. The one thing, however, we have to avoid was a possibility of a law suit. And we got around that by putting into the constitution a grandfather clause, that those people who are currently members of the Academy could continue to serve as advocates if they desire to do so. We discourage it, however. And actually, once we got by maybe six, eight or ten members of the Academy, who were the ones who really created the problem, the problem resolved itself. I think the Academy did a remarkable job in cleaning house. Did a remarkable job in preserving the Academy because, undoubtedly, the Academy would have been destroyed by the internal problems created by situations where members of the Academy would show up at an arbitration hearing serving as advocates for a union or a company. I think, once we got over that major hurdle, we were alright. I remember now, the ones who I think were the persons most

responsible, were Ralph Seward, Bill Simpkin, the original grandfathers of the Academy, if you want to call them that, who during moments of crisis, when it looked as though the whole thing was going to blow up, would calm everybody down a little bit and would speak their words of wisdom and the members listened.

Today, the office of president is very time consuming. Thinking back to '67, How was it then? Did it, you find it necessary to reduce your caseload or ... What took most of your time? Was it this problem we've already discussed?

The problem was the actual day-to-day running of the Academy. And I had my own system that I had created. I used my secretary to handle the day-to-day work of the internal operations of the Academy. We had no money in those days. So, in effect,, the president was subsidizing the Academy, to a significant extent. And nobody wanted to be reimbursed for it. This is a remarkable commentary on the Academy. There was no budget for the president. There was no budget for his own secretarial help or requirements. There was no travel budget. If the president felt that he should travel, and should visit a region or two, he did it and paid for it himself. I can think back to some of the earlier presidents who, when we urged them to send us bills for reimbursements for out of

pocket expenses that they incurred on behalf of the Academy, refused to do so. And I recall specifically, for example, that Ralph Seward was one of them when he became president. I was secretary at that time and I said "Ralph, we now have some money in the treasury. There's no reason for you to subsidize us." "Ah, what the hell. I can afford it." And that was his response. I know I never sent the Academy a bill for a single red cent, never. I said "I can afford it, and it gives me pleasure to do it. Let me do it." Now, but, that was not the right way to do it. The Academy didn't have to go begging and the Academy didn't have to subsist on the largess and on the good will of the man who served as president. That's not the right way to run an organization. In the early years, no officer, including a member of the board of governors, was ever reimbursed for anything, unless the Academy asked him to come to a special meeting. Now, the only one, that we literally almost forced to accept some reimbursement for, was the secretary of the Academy. And I recall that Joe Stashour was secretary for years. And Joe would come in from Cleveland and he'd have to come in early because he had to be there when the Academy was meeting. He had to be there when the committees were meeting. I think we reached a point finally where we prevailed upon Joe to take, to accept, reimbursement for his plane or train

fare, whatever it would be. That was it.

Mentioning the committees reminds me of a question that's here. We have two more that we need to cover. The first one is, what committee do you think was the most important during your term of office as president?

Membership, and I say that without hesitation.

Alright.

Because it was a membership committee that stood guard, really, over the affairs of the Academy because of the caliber of people that they admitted into membership into the Academy. If you ever let that slip, then the Academy was going to go downhill. If you ever let the membership committee let the bars down, it didn't happen very often, but every once in a while we'd be faced with a problem. We'd take a look at a man's background and say "Oh my God, look where this man came from. Look what he has done during his adult career. That doesn't comport with membership in the Academy, doesn't belong here. He's a died in the wool labor baiter. He's a man who hates labor unions with a purple passion and this man wants to become an arbitrator?" And that's where you have to stand guard. And those men who are on the membership

committee, that includes all of the chairmen, and we had some great ones, I always want to tip my hat to these people because of the job they did, and Jim, it was a difficult job. We were threatened from time to time. We were told that unless you open the doors and let us in we'll sue you. We had that and yet we weren't going to be blackmailed. Nobody can tell you that better than a man who served as president and he's sitting across from here. Because he had that problem.

Let me ask you a final question then. In terms of the Academy, and looking ahead, what do you think is the most important qualification we should look for in picking an Academy president?

I would look to his career. Where did he come from? What has he done? How has he advanced the concept and the use of the arbitration process? How did he serve the Academy? Did he use the Academy as a stepping stone to line his pockets, to improve his status? You learn, after a while, the caliber of a man. You learn who he is and you learn whether he's a man of integrity or whether he's an opportunist. Character. You see a man who has stood up for what's right during all of the years he was a member of the Academy. You see the man who has been a giant in the profession. You take a look at the people who have molded the profession, who have molded the

concept of arbitration. Who have either ability in their own example made a career out of labor arbitration. And we've been very fortunate through the years, Jim. I think that I can count the foul balls, whoever got up to major office in the Academy, on a couple of fingers of my hand.

On behalf of the Academy History Committee, let me thank you very much for consenting to be interviewed and tell us about your role in the history of the Academy. And let me personally say it's really been fun and your obvious dedication to the Academy comes right through and I hope that the people listening to the tape will realize that a great part of your life was dedicated to the advancement of the Academy. Thank you very much.

Thank you very much, Jim.