An Interview with

WILLIS DANIEL

OH 235

Conducted by Eddie Ashmore

on

23 August 1985

1

Willis Daniel Interview
23 August 1985

Abstract

Daniel focuses on the origin and growth of the National Machine Accountants Association (NMAA), later the Data Processing Management Association (DPMA). He describes how the changes in business data processing in the 1940s and 1950s led to the creation of NMAA in an effort to pool knowledge and resources as well as increase the professionalism of the emerging position of data processing manager. Daniel discusses the development of the associations organizational structure as it grew. In this context, he describes the start of chapters, NMAA's merger with the National Tabulating Management Society, and the growth of NMAA's support structure. Daniel reviews the accomplishments of NMAA and DPMA presidents and notes the contributions, especially in education, of NMAA and DPMA to the development of data processing management.

ASHMORE: This is Eddie Ashmore, 1985 International President of the Data Processing Management Association. We are beginning an archive collection which includes an oral history section, and as a first interview for that oral history section we are talking today August 23, 1985 with Willis Daniel who was elected president of NMAA in 1957 and served in 1957 and 1958.

I want to begin by asking you what are the earliest recollections you have about NMAA and your involvement in it and something about the early history of the association.

DANIEL: Well, we in the Richmond area first learned about the National Machine Accountants Association in early 1952. I was invited to attend the 1952 conference in Minneapolis at which time the first slate of national officers was elected, but due to conflict with some business conferences that week, I was unable to attend. But we started the mechanics of organizing a chapter in Richmond mid-1952 and in September `52 had our first fully organized -- adopted bylaws and all of the things required by the national NMAA at that time. So we became full fledged that fall and I was elected one of the national directors. In those days each chapter was entitled to two directors, and I attended the first international directors mid-year meeting in Davenport, Iowa I guess it was, in February of 1953. So I was active from then on. I served as the first chapter vice president and then the second president in 1953. I served as a national director. I served on the national publications committee, and in June 1954 at the time of the Cleveland annual conference, I was elected a vice president to a newly established office of vice president education and conference; conference being at the chapter level to develop and encourage daily conferences and chapters for educational purposes. And as education at the time of establishing that office, there was no organized education on the subject of data processing to amount to much. There were only about three schools, four schools in the United States that offered anything in that line, none of them were degree courses. So the association felt that we had to get to work and start developing some educational programs to assist our membership. So I served as vice president of that office for two years, and during that two years we were fortunate in having some good committees who had the expertise and knowledge in putting together some course outlines. We did get some of them into some of the

colleges and universities. We developed courses for the high school level to be conducted by chapters in some areas. So we did make some progress, I think, in those two years, and during that time also it was the beginning of the idea of the CDP. We had those who wanted to have a certificate for a 20-hour course, 30-hour course -- anybody that completed any type of educational course, they wanted to get a certificate to hang on there wall. But Jim Hunt, Bill Andrews, John Swearingen and a few of us helped out that when we started to develop in a CDP course, it had to have some meaning to it. I used to say that it should always try to have that we should aim for the equivalent of an accountant, CPA. So it was a good beginning. Our membership in those days, of course, was small but growing.

ASHMORE: Some of those first educational courses, what did they deal with?

DANIEL: They dealt primarily with principles of machine accounting. We used manufacturers' teaching manuals and materials in order to form course outlines. Most of the manufacturers in those days -- IBM, Remington Rand -- were teaching in their own schools management for industry, mostly two week courses in machine management we called it in those days -- punch card supervisors or what have you. We used much of that material for developing outlines and then for high schools and for some of the chapter sponsored courses, we had to get down and needed to get down into the punch card course. I in Richmond in my shop had an arrangement with one of the high schools who had students in their commercial courses would come over to our shop for two hour sessions under our keypunch supervisor and take keypunching and the high school gave them credits for it, so we encouraged those types of things because it was a great need for trained personnel in machine operations in keypunching.

ASHMORE: Can you tell us something about the early days of the association, how the association really came into being?

DANIEL: Well, there were a number of tabulating clubs -- they were called various names. Most of them were called something like "Tabulating Club" or "IBM Shops" or some terminology and some of them had been established for several years -- Chicago, Houston, Los Angeles, New York -- it was a number of them that had been there quite a few years, so a few of those people began to talk about starting an association and that, in 1951 I think it was in late

summer, a few of them met in Chicago and began to talk about organizing and starting an association -- pooling their resources, pooling their knowledge. So they decided to do it, elected a steering committee, bylaws committee, and then they were off to the races. Then in June `52 they had the first conference in Minneapolis, about 450 people attending, and elected a slate of officers, adopted bylaws, and started. So it was in an effort to pool resources, to pool knowledge, to help each other, and in those early days we emphasized strongly, management development, trying to increase the level of data processing managers. I know a number of times I personally would advocate and preach data processing managers should be a member of the staff regardless of the corporate structure. They should be up at the staff level. So it was an effort to try to better the association to make a profession.

ASHMORE: Some of the early involvement I know that you had to do with working to establish or grant charters and bring other chapters into the association as well as working with some other groups that were beginning to form to merge them into the association as well. Can you tell us about some of those activities?

DANIEL: Well, I was fortunate in having an organization that was dependable. I was required to be on the road within the state a good part of my time in my business so management supported me 100% financially time-wise, and in those days there were a lot of chapters organizing. They wanted information about what NMAA, the forerunner of DPMA, was all about. So I was, you might say, fortunate in being called on in many instances to go around and hold discussions with different groups and then later be invited back to deliver charters and things of that kind. So I was instrumental in helping, assisting in the organization of a number of chapters, and one of the bigger groups of organized people prior to NMAA was the National Tabulating Management Society headquartered in Philadelphia. They had chapters in -- I think it was seven chapters -- Harrisburg, Allentown, Baltimore, Washington. It was seven at that time total. I played a good part in -- a key part I would say in -- getting the two organizations together. The first meeting of that kind was held in Richmond in February 1954 at which time Gordon Couch, the NMAA national president at that time, through me issued an invitation to execute a committee of NTMS to meet in Richmond to discuss a merger. Following that when Dick Irwin was president and Floyd Botchell was president of National Tabulating Management Society appointed committees and following that then the various chapters elected on their own, being a democratic organization, they left it up to each chapter to vote. Baltimore was the first one and then

they all followed on in course and came into NMAA. So that was, I think, a big help for them as well as for us because they had several hundreds of members.

ASHMORE: You mentioned earlier some of the activities of the association of education. What were some of the other things that were going on in NMAA at that time?

DANIEL: Well, vice presidents at that time were elected to an office bearing a responsibility: vice president of education, conference, vice president of advisory chapter, advisory, and subjects like that so the emphasis in those early days where there was not the high standard of professionalism as far as education available as is today, the chapter was trying to take up some of that slack. The National would help them develop and through these various vice presidents and chapter advisory and whatnot and develop programs and educational seminars, workshops to try again to further the knowledge of the managers and bring them up to what the technology was and was developing into. We felt again that everything we could do would fill that void of lack of college and university courses in professional training. Then, too, in those days manufacturers of hardware had energetic sales forces as they do today, but there was a lack of thorough study and understanding in studying systems of the man that had the knowledge, or the woman, that had the knowledge of the machine from its manufacturers view and having no knowledge of the inside of the business. The data processing manager may have been like my own experience -- no experience whatsoever in data processing. It was a new industry. So you had to learn. So we were trying to develop courses, outlines to help to try to get the data processing managers bridged over that gap and try to help the manufacturer people to understand the inner workings of the business, which got a lot of people into trouble by not understanding. A lot of people get systems that just wouldn't do what they wanted it to do -- it was oversold, undersold. So we were trying to help bridge those gaps.

ASHMORE: Some of the things DPMA is involved in today for instance are government activities. Can you tell us about some of the early government activities that NMAA was involved in?

DANIEL: Very little at the national level. In those days it was a little hard, I say hard or difficult, to get particularly

the federal government and a lot of state governments to support their personnel into the activity of the association. In those days there were very few members that were from government installations. That was one of the things that I personally tried to help with because I was a state government person, but I was fortunate in having the full support of the governor down to the highway commissioner in time, finance and what have you. But it was very few local and state governments that supported their personnel in that. In fact, in the early days I don't recall in Virginia or the areas in which I went into that there were any levels of government below a state level that had in the data processing systems to amount to anything.

ASHMORE: What period was it when you worked with the government in relation to bringing foreign students in to study? That was after your presidency?

DANIEL: Yes. That began in 1962 when some correspondents came into the national headquarters from a student in Germany, I believe it was Frankfurt. He was going to the University, expected to graduate the following year, but wanted to come to the United States and work with an airline organization for 6 months to a year to get experience for his help in what he planned as a vocation to go back to be in Germany and work for an airline. So through the association we found that a company -- in fact, John Brock of United Airlines in Chicago said that his company would be glad to receive this man and to help him. But in those days, such cultural or industrial exchange of students was on an individual basis with whoever that was going to take this person into their business for a few months or a year or so, had to be that person's sponsor and be responsible through the immigration process for him. So the association talked about it and they said it would be nice if we could get approval on a blanket basis. So being near Washington I was asked to assume that responsibility and worked on it quite a while through the State Department until we finally had it approved in the State Department that the NMAA, or DPMA as it is now, could sponsor these people and place them around and be responsible for getting in the reports -- I think monthly certain paperwork had to go in -- and that way we felt it would be a big boost to the image of the association, and I was Washington liaison for a period of about 6 years in a number of things that would come just pertaining to association relations and with some of the -- I happened to know some of the people who were in the Senate and in the Congress and if we had a problem I'd go up and talk to them about it and tell them we would like for this not to become an issue

and maybe if it's something the association is interested in, we'd say, "Well, if this can pass it would be great." So that was Washington liaison in those days.

ASHMORE: Low level lobbying [laughs], okay. One of the things that DPMA has always been involved in from the days of NMAA is trying to encourage chapters to provide the kind of resources and opportunities for the members that would be beneficial to the members and part of that encouragement is through the awards program. The chapter outstanding performance award, I believe, was started fairly early in the history of the association. Can you tell us something about the early discussions of that award, how it came into being?

DANIEL: Well, the discussions were lengthy as I'm sure they are every year or every time the subject comes up yet. It's awful hard to draw up a point system for awards that's going to please -- what do you have today, 200+ chapters? Well, in those days we had from 20 on up. I think we had about 140 or so the year I was president. But it was difficult then to please that many chapters on a point system. Remembering that we had, even in those days, you had chapters 25-30 members, you had chapters 400-500-600 members. New York originally was one. One chapter ran in the Los Angeles area that later split into some others. Same in New York. It was always a discussion between the directors of small chapters versus big chapters, the small chapter wanting to protect themselves just as a small entity to where the big chapter didn't have an undue advantage over them by numbers. So it was a lot of discussion to try to develop a point system to where those things would be about equalized. That discussion came about in many areas of association history as to what should be done about the big chapter versus the small chapter. Some of the small chapters were spread out so. The original Pine Tree chapter in Maine was scattered out -- some of those people would drive 125-150 miles to a meeting and they felt that with that kind of effort that should be recognized as well as a man that lived in an area of New York and got to his office and walked down 2 blocks to a meeting. So it was a delicate situation, but we think it was developed fair, and that has had to change over the years -- as you know it's been changed a number of times as things and organizations changed, and the meeting places and chapters broke up, you have to change. Then we had an award for the national conference awarded for distance. The chapter that had traveled the greatest distances to a national meeting -- that was by miles, effective miles times members -- that recognition. In those early years, those first few years, we didn't have a chapter in Japan or in Hawaii. And then the

membership award was started in those early years giving points for new members, old members retained. That was one of the things in the year I was president that we hopped on was the number of retention. We did not advocate a lot of turnover. We tried to . . . said if we got, we had good quality members, we had good quality program and interesting meetings, we'd hold our membership. So we tried to give a lot of help to the chapters in meeting material, and help in getting speakers, and developing programs.

ASHMORE: Some things have remained fairly consistent through the years. Bill, let me ask you about the early structure of the association. Now we are an international association with two national organizations and within the U.S. we have 12 regional organizations, and of course then the chapter is the basis and the heart of the association. Can you tell us about what the early structure was, the first organizational structure?

DANIEL: Well, in the beginning and in the first few years, the national organization was very small as far as headquarters. We worked with an elected part-time secretary and the association office was his office. Each chapter had two national directors at that time, and we had about 4 I think it was or whatever the number, of national vice presidents together with executive vice president and president and a secretary/treasurer. It was in `54-55 I guess that we went to the first division structure. As I recall it was five divisions, such as Western, West Central, Northeastern, and made up of those type of . . . the Central, I think it was about five or six of the regions . . . committees after we went to that . . . previously committees had been just a national committee. Bylaws Committee would just be names you would take and appoint the people that would be interested in who had expertise in that field. But after we went to the divisions, all committees from then on would have representatives appointed from each division around to give some representation on the committees. And, of course, it was that way for a number of years -- I don't know exactly the year it was changed to the first divisional type or regional type structure that we have now, but it was changed to broaden it a little bit as the chapters grew.

TAPE 1/SIDE 2

DANIEL: One of the things that came up during the changing of the association structure, even when we went to the

first divisions, was representation again between the small chapter and the big chapter. We had some of the big chapters, primarily in the early years the discussions came from the New York chapter, who felt strongly that a chapter with 400 or 500 members should have more voices in voting than the chapter with 30 members.

ASHMORE: That is, you came up just . . . this year again.

DANIEL: So even in the first time we went to a structure of divisions, that subject was always debated and was debated each time it was changed. Then when we went to the structure of divisions or regional structures we have now to where we had the regional vice president. When that structure was being developed and being debated, I personally always felt that that was the ideal time to answer this question of representation. I felt we needed to go one step further. The chapters elect delegates to the regional annual meeting on the basis of members. Say one each 50, one each 100, or fraction thereof, and at the region they would be the voting delegates where they would conduct the business and elect their vice president, and at the same time elect international delegates -- the vice president having a vote on the international body, and maybe at the regional level elect a delegate for each 500, or fraction thereof, members. Then you would have answered your member representation and at the same time you would have reduced your international body to where they'd conduct the international business and elect the president exec, and vice president maybe of bylaws, and one or two other international and a secretary/treasurer, you would have reduced that body to maybe a group of 60, 75, 80 people which was a good workable body. That was always my theory on the structure as we have now. We need to go on that next mile.

ASHMORE: Bill, can you tell us something about the early development of support staff and the kind of structure to help the volunteers along that the association went through in the early days?

DANIEL: Well, you used a good word there. It applies to the early days -- voluntary. We had to have a lot of voluntary service, people, offering their services. In the original organization the bylaws provided for an elected secretary/treasurer who was a part-time person, Don Toluchi of the Maccabee's in Detroit, Michigan was elected the first secretary and he served in that until July 1955, I guess, which was some 12-13 years. Well, Don handled it with

his office staff at Maccabee's on a part-time basis. Now that meant that in 2-3 areas, one of the main being

publications, we had to have voluntary help. We had a national publications committee whose responsibility was to

see that the monthly publication was published. In the early days we had people publishing that under agreement

with the association on our per copy basis and much of the work on that was voluntary. The editorial staff, the

editorial work, the solicitation of ads from manufacturers and hardware people, was all done by the publications

committee and the executive committee -- the two working together. So those two areas called for quite a bit of

volunteer help.


ASHMORE: Let me clear up one thing. You said Mr. Toluchi worked until `55. Did you mean `65?


DANIEL: `55.


ASHMORE: You said 13 years.


DANIEL: Well, from `52 . . . oh, four years, five years, I'm sorry.


ASHMORE: Okay, and he was who you referred to as your "dollar a year man."


DANIEL: Yes, "dollar a year man" that's the way we used to always . . . of course he claimed they cost a whole lot

more than that. But of course we'd come back and say, "Well, we'll volunteer our help." I on occasion would remind

him, I said, "The association don't pay a nickel of my expenses. My company pays it or I pay it out of my pocket, and

you're sitting in Detroit and I'm traveling all over the country."


ASHMORE: What made us decide to hire somebody full time? Was it just the magnitude of the work load.


DANIEL: Yes, primarily. Starting in mid-`54 I guess it began to be discussed by the executive committee that we

needed to think about a full time office staff, full time secretary, that the work load was getting too large. That's one

of the things that comes out of a fast growing organization. You got to keep up with times in that respect as well as others. So we began to develop things and a committee was appointed to study and come up with guidelines for responsibilities for a person as a full time secretary (executive director it's called now, I believe), but then that was adopted in February of `55, I guess, as an outline and approved by the board and the board of directors that we go to a full time secretary and an office staffed in an appropriate place. The job was offered to our part-time secretary who had a responsible position with Maccabee's and he declined. So it was discussed then with the president of `54-55, Dick Irwin, who lived at Paris, Illinois about taking over that job. He'd been one of the charter members and on the original steering committee. So in Boston conference in June 1955 a meeting was conducted by the executive vice president, Bob Cross. We retained Dick Irwin as our first full time secretary to have office in the little town of Paris, Illinois. We felt we had to have the office, as we do now, in the state in which we were chartered. There were good facilities around at Danville, and Chicago is just a short ways away. So that's how we started our first full time office.

ASHMORE: Bill, an association is really individuals. We joined together to share and utilize a greater body of resources as you indicated was the reason for the birth of the association, but it is the people who are involved and I would like for you to take some time and tell us about some of the early people who were involved in leadership in the association from your recollections related to their accomplishments and something about who they were.

DANIEL: Well, that's a broad subject. I've been privileged to know them all from the beginning to the present. I don't know how many more the Lord's going to let me enjoy knowing them and something about them. Bob General, of course, was the first, and Bob was a good leader, he was a good organizer, which has been proven by going from a data processing manager (I imagine his title back in the `50s was tab manager or tab supervisor like most of us were in those days) to the top corporate officer of his organization, namely the same organization and the merging into a conglomerate as it has developed over the years, all of his life since I've been knowing him.

ASHMORE: That's Gillette.

DANIEL: Gillette Corporation in Massachusetts. Bob had great leader qualities and was the man for the hour when

we were organizing, which was recognized I'm sure by the numbers in Chicago in 1951. They gathered there and elected him to the steering committee. Gordon Couch, our second president, worked for John Hancock in Boston which was a big organization, and Gordon was like Bob and a lot of others. He had good leadership qualities. He was executive vice president to Bob General. He was a perfect gentlemen, true Massachusetts person. He and I used to enjoy bartering a little bit about the rebels and the confederates, you know. Gordon was president at the time the national board of directors came to Richmond in February 1954 for their meeting. He had a good year, a good presidency. Dick Irwin was the third president, was vice president on their regional committee, regional slate, worked for U. O. Colson Company in Paris, Illinois. Dick was young and aggressive, a little different personality from the others, but he had that energy and drive that tend to appeal to the younger person and would draw them to him. He had a good year as we were growing fast in those days, and then of course, in June of `55 he was appointed to the first full time secretary. Bob Cross was the fourth national president from California Edison, I guess it was called, in Los Angeles. Bob was a solid individual, probably a little bit more aged than some of us in those early days, but a lot of good leadership qualities that were still needed, and for the growing years when we were adding education, conferences, and debating full time office, Bob's managerial ability in his company and the experience he had gotten there gave the association what it needed for leadership in the trials and tribulations it had during his year. Don Garrity, the fifth national president with Aeroquip Corporation in Jackson, Michigan, was a young dynamic man, great personality, and made a good leader. He, I think, had the support of all because of the type of outgoing individual that he was. I had the pleasure of serving as executive vice president under Don Garrity, and he was a good president. We did good things that year. We started some of the awards programs during the year of `55-56-57 that were the beginning of those. I think Don got talked into something that after he went out of office to go into the sales job, and I don't know how many data processing managers are not good salesmen, but he wasn't apparently a good salesman. He went to the West Coast with an organization but he didn't last too long. In a few years he was back in Michigan with Aeroquip Corporation, but I have found that data processing managers have to be good salesmen in many ways, and grew up in an engineering organization I found that accounting was a necessary evil, so you have to be a salesman. The sixth president, I had the pleasure to fill that office. I had been elected a vice president in 1954, served two years and then exec under Don. I was just a little country boy. I know Jerry Geckle and I talk about that. We were both just little country boys, and what we learned and knew we had to learn by our

13

bootstraps.  But I had the privilege of having worked with an organization, even though it was a state government, that gave me 100% support from the top, from the governor on down to the highway commissioner, and I was given opportunity to learn.  I used to preach in the early years of NMAA, and we ended up that year (`57-58) with over 11,000 members, that we had in those days over 300,000 years of experience that was being pooled through the association.  Nowhere in the world was there that much knowledge of office automation, and if the members of the association did not use it, it was their own fault.  There was no other source that would give them the knowledge and help in any line other than NMAA could afford, and that was what we emphasized in all those early years and that I think was one of the factors that helped build a solid foundation on which the organization was built and grew.  Les Hill out of Ryan Aeronautical in San Diego was the seventh president and served as my executive vice president. Les Hill was a dynamic man, and a man that had a lot of knowledge stored up between his ears and a lot of ability.  He was a great leader, great personality, and tragically he died of a heart attack in Wichita, Kansas on his way to St. Louis to a meeting of the board during the mid year of his presidency.  So the Lord saw fit to take him, but he was a I enjoyed knowing over a number of years and working with.  D. B. Paquin, who was out of Wisconsin originally, at the time he filled the presidency he was Les Hill's exec, then finished his term as exec, and then was elected to the eighth president.  Paq was a brilliant man.  At the time he was elected -- I guess he was with the organization that manufactured . . . Mercury Motors, I believe, in Wisconsin -- and Paq as I say was a brilliant man and had a lot of ability.  Sometimes his aggressiveness would get in his way and divert his thinking a little bit or dilute it, and after the year of his presidency he was not active.  I don't know what the reason or where he is or what the problem is, but at the time Paq had a lot of ability, had a lot of support.  Monty Montgomery was one of the deep south school of southern gentlemen.  Monty loved people, people loved him.  He was a good mixer.  He had a lot of ability.  Monty was elected a vice president the year I was president.  He was nominated after being seated as the alternate director of Shreveport, and southerners for some reason in some states are good politicians.  That southern caucus was sitting back there and reading the score.  In those days we elected office by office, by roll call ballot.  As the drop-off came and it began to build up, about four people for one particular office, that caucus began to buzz.  Machinery began to move.  The director was called away from the meeting and it was perfectly legal.  The alternate director was requested by the president of the chapter to be seated, and in five minutes he was nominated for office, fifteen minutes later he was elected.  But Monty was a great guy and did not live many years after his presidency.  Alf Pia

followed Monty. Alf had been an active member all the way through representing the Salt Lake City chapter. A perfect gentlemen, great guy, a lot of ability, and we used to call him in the old days, us old timers, called him the "pin man." Alf played a big part in the design of logos of national jewelry -- vice presidents' pins, national presidents' pins and things of that kind. Before becoming president he was on that committee for several years and he was instrumental in much of that type of work, developing that. Elmer Judge, president in 1962. Elmer had been on the board from, I know, `53 because he was on there the first meeting I ever went to, and he was one for some reason or the other, even though he did a lot of good work, served on a lot of committees, he would always get dropped by the wayside. He'd be on slates and he'd lose all, drop all, lose out. But we used to kid him and say, "Elmer, you stick around and you're going to finally make it." So he finally made it in 1962. Bob Gilmore was the 12th president, and he was a young man out of Torrence, California at that time, and Bob has had a good year as president and he has been a faithful supporter of the organization over the years, still is. And there are many others -- John Swearingen was a powerhouse as far as a thinker, a developer, instigator of program and getting program completed. At the time in the early years John was with General Electric so he was along in the, I would say, the completion, the culmination of our CDP development and bringing it to its point and stage that we in the early `50s visualized and fought for -- a good, solid program. Dan Will is, I think, our only national . . .

ASHMORE: Before you move on, John Swearingen has some special meaning to me. He was the first of the . . ? . . chapter people who was elected international president and Ted Rich came along a few years later, and I'm the third out of . . ? . . which has always made me feel very good about my chapter, too.

DANIEL: Yes, and I don't have any reservations in saying that that's probably the only chapter in the whole organization that's got more than one . . . having three. I believe it's the only one that's ever had even two or three presidents. Well, John was, like I said, a thinker, a good solid individual. He was one that didn't speak unless he had something to say. A lot of us should learn that. So he and I have been great friends over the years, his wife Helen. I had the privilege of working with him and Al from Florida Harris (?) for two, three years a few years ago when we were establishing the Washington office, and he's a great guy. Dan Will in 1965, I guess Dan was the first and still the only international president from Canada. We had several vice presidents who were Canadians, of the Canadian

chapters. Dan was with the Canadian National Railroad and retired not too many years after he finished his

presidency. Dan and Esther were a great couple, and Dan had a lot of ability. Billy is a good old typical Texan --

Forth Worth -- and was a very strong leader in the association and a lot of ability.

ASHMORE: That's Billy Field?

DANIEL: Billy Field. Ted Rich (Theodore Rich), the Kentucky colonel, followed him in 1967. Teddy was another one

of those guys that just bubbled over with drive, with enthusiasm, outpouring out his friendships. You couldn't help

but love the guy from the time you met him. Ted is still very active in the association. Charlie Davis, of course,

followed him -- Big C from Big D -- Charlie until the year of `68, and is one of our presidents that died a few years after

coming out of office and . . .

TAPE 2/SIDE 1

DANIEL: D. H. Speed Warnke, Milwaukee, followed Charlie. He was president in 1969, and Speedy, I would say, had

a good year. Speedy, a lot of people had reservations about him -- they thought he was a little bit of a playboy.

Speedy enjoyed having, as a lot of us have, a good time, but the association recognized that that was good

leadership there, that he had ability. He'd been a member, and an active member, for years and nobody knew any

more about the association and its objects and its goals, than did Speed, and I think they are the main qualities that

people recognized and elected him to that office. He is one that had to do a little politicking and have some support

as he was nominated from the floor but overcame that strike which several have done over the years.

ASHMORE: Yes, I have had some of that myself.

DANIEL: And as you know, you have to have support and friends and get things rolling a little bit and have a

caucus or so. J. D. Parker out of originally Shreveport, now Houston, was the president in 1970. He played a big part

in the CDP program and some of the other programs that have been developed in the mid years, and he was a good

leader.  In years past J. D. Parker was a very good poker player, but he is a poor loser in shooting crap.  He'll know

what I'm talking about.  Ed Lineback out of Seattle was president in 1971.  Ed is one that I think appreciated the honor

as much as any man that's ever been in that office.  He was a good solid individual, dedicated, and a good leader.

When he had his heart attack, I was the first one the family called and I've never forgiven myself that I was committed

that evening at that hour and I just couldn't get away, but we did get other help to meet the boys in the family at

Washington, but I have told the family on a number of occasions that I just regretted the fact that I couldn't get up

there to be with them at that time.  Herb Safford `72 is a guy that the association owes much to.  Herb has done as

much or more than maybe all of us combined or more than any of us individually, I would dare say, in educational

programs, conducting seminars, and staying right with that type of work -- still does and has been doing it for years -

- and it's been a pleasure to know him over the years.  Jim Sutton, another boy out of the South being from

Birmingham.  Jim, I think, made a good president.  He'd been a good supporter of the organization, and still does

when Grady lets him get away, but Grady Burr keeps him pretty busy.  Ed Palmer, at the time he served as president,

was out of Massachusetts, I believe.  He served as president and then served for several years served as association

executive director.  So the ability of Ed is recognized and he was with us and lead us for quite a while.  Ralph

Leatherman, a man out of Texas -- I think Houston area at that time.  To me when I see and talk to Ralph Leatherman, I

think of the rock of Gibraltar -- big, solid individual.  Another one who thinks before he speaks, and I guess, I don't

know, I'm not too familiar with this, but I would venture a guess that Ralph has done more or as much as any other

individual in DPMA in developing its relationship with AFIPS, and we are all indebted to Ralph.  Bob Maragon in `77

followed Ralph -- also out of Massachusetts -- was a good leader.  It was during his presidency or maybe it began

right at the end of Ralph's, but then Bob Maragon's and it came out of Ralph's experience with AFIPS, it was their

idea to establish a Washington office.  Bob Maragon appointed Alf Pia chairman, Floyd Harris out of Atlanta, John

Swearingen out of Washington, and myself to the committee to study that and develop it, set the guidelines and

setting up the office as it was originally established.  Bob was married the year following his presidency and I told his

wife at the time of the past officers down in Washington that she had to be careful because he was a bald headed

man and all bald headed men were sexy, and the first thing I knew I heard that she was pregnant.  Del Atwood,

another good, solid Christian, upright, deep-thinking man out of Salt Lake, was a good supportive member and a

good working commander for years and did a tremendous job as president.  Del was a good leader.  George Eggert

out of Chicago was another of those individuals who was not satisfied with status quo.  He was a worker, thinker, and a doer.  Now he's, what, secretary of AFIPS?  executive director of . . .

ASHMORE:  He's executive director of ICCP.

DANIEL:  He's executive director of ICCP but he was active in those fields of relationships when he was coming up to the presidency and during his presidency.  Bob Finke, Ohio?

ASHMORE:  No, he's Indiana.

DANIEL:  Indiana, next door.  Bob was an aggressive young man and a man that did a good job, in spite of some setbacks and tragedies in his life.  Roger Finke is -- in `81 -- Roger was another one of a quiet, reserved type of man, but a doer and a thinker and kind of solid as a rock.

ASHMORE:  Roger was president my first year on the executive council.  Bill, is there some qualities that you've seen in the leadership through the years that have remained fairly consistent?

DANIEL:  Yes, generally I think the leadership has recognized the need, has recognized the benefit, and worked toward an association of professionals, of managers, management.  As I mentioned awhile ago, in many of the programs in the early years, they were all geared toward uplifting the level, the ability, the level of the man in the management job, and to try to make it a management association.  As I recall in the meetings, and I've been to them all, all of the presidents emphasized that point and the need for it.  Presidents of this association are kind of like the president of the United States.  We don't always get across and get over and into action all of our ideas.  I had some of that in `57 and `58.  You've got a body of board of directors that establish policy and certain guidelines, approve certain programs, and we always don't get over what we want.  But I think by and large the majority of them had been advocating and working towards the stature -- increase in the stature -- of the DP management, making it as many of us had preached over the years, a corporate staff level position.  That and mostly a good, sound fiscal policy.  We

18

had a few years we got into a little trouble, but as we all know, it didn't take long to overcome it; didn't take us as long to get out of that problem as it's taken the United States government to get out of the national debt problem, thank God. But we have tried to, and I think all that I have observed in the program and now administrations is that they work hard toward a good, sound fiscal problem; a good, sound service organization -- service to the chapters -- and remembering always that the chapter, the member in that chapter, is the association. The association is not at Park Ridge, Illinois. The association is out in the field in the 40-some-odd thousand members in all of the chapters that they make up, and we need never forget that and I think by and large the presidents and their programs have remembered that and worked towards that, and good service to those members.

ASHMORE: You mentioned earlier that many of the people who have served in a leadership role in the association have also become significant leaders in their own organizations.

DANIEL: Yes, that's one of the things that I think is the result of just what we talked about -- having the interest of the profession at heart and working towards its upgrading, the educational program, and keeping up with technology, has brought that on because they themselves have increased their stature and their standing in their corporations. As we know, many of our past presidents have gone on to top management positions -- president, chairman of the board, CEOs, vice president, executive vice presidents -- of big corporations. That is what the association is all about, and that's what comes from having a pool of expertise and knowledge and picking each others' brains, learning from each other. As Jerry Geckle tells us many times, the association has made him. I said the very same thing. I was a little country boy and came up through the ranks in the highway department by my bootstraps, and it's through business and professional associations -- DPMA, and the old NMAA -- that I owe much of my success to, and I was reputed to be successful in my business, in my work, in my line, but I owe it all to that. But the person, as we should tell our members all the time, should always have an open mind, be open to learn something every day. There's no standing still in this business. If you're not going forward, you're going backward.

ASHMORE: Bill, I'd like for us to spend some time now talking about your personal involvement in the association from the standpoint of the offices that you've held and the accomplishments that you feel were important during your

tenure in the association from an officer's standpoint. You want to tell us when you first decided to run for office and were elected in the national association?

DANIEL: In 1954 at the board of directors meeting -- in those days the nominating committee nominated at the February meeting, the election was at the June meeting -- a good friend of mine out of Ohio, J. Wesley Palmer, was nominated for vice president of publications. He died between the February meeting and the June meeting. Some friends of mine in Virginia and North Carolina and other areas contacted me to see if I'd be willing to be nominated at the June meeting from the floor to fill that office that Palmer had been nominated for. I agreed and had secured approval from the company, I know, before I went to the June meeting in `54 in Cleveland. In those nominations there also was a nomination for the office of vice president of education and conference. Eugene Murphy out of New York, who worked for the Metropolitan Life, was instrumental in getting a course in the University of New York and was an instructor there in that course, so he had been nominated for the first establishment of this office of education and conference. Upon arriving at Cleveland, I was asked to run for that office from the floor rather than the office of publication, and it took some convincing of a number of friends to make me agree to it, but I finally agreed, and I was elected then to the office of education and conference in 1954, and as far as I know, that's the only time that an officer has been elected to the same office twice, once one day and once the next, because it was some opposition, some question of people on the floor that did not have a ballot. The bylaws committee got confused on it and parliamentarian, and so that first election by which I had won by one or so votes, was declared null and void and at the next morning's session it was a re-ballot and I won the second time by a little better majority. So as far as I know that the first and only time of such a happening. So I was solidly in there, having been elected to it twice. But that was the beginning of the education and conference as I mentioned I think earlier, and of course the birth you might say of the idea of doing that year and the following year of the CDP program and some of the other educational programs. We had very few educational programs in those days available, so we were doing everything we can as I mentioned earlier to get them in. I served two years as vice president of education and conference, conference being local chapter and regional conference. Then I was elected executive vice president and served as executive vice president under Don Garrity. Then in June 1957 in Chicago, I was elected president. I don't know what you people do now but I know it's been customary for years to have officers sit on the hot seat before an inquiry, like a Senate

hearing.

ASHMORE: Yes, famous or infamous nominating committee experience.

DANIEL: I was nominated, or elected the first time of course from the floor, but elected the following year in `55 in Boston as vice president of education and conference for the second year. I was elected executive vice president and president and never appeared before a nominating committee. Now, why, I don't know, but . . .

ASHMORE: Well, frankly I personally don't feel that's fair and you ought to have to go back and pay your dues [laughs].

DANIEL: Maybe that's why I've had to join the association about three times in the last . . . [laughs]. But it was an interesting four years, or five years, served as the outgoing president on the board at the end of the table before being pushed off, but we had some big growth, fast growth in those days. But again, we were pushing that professionalism, quality, and I think we built on solid rock. And, of course, the bylaws of the constitution in those days restricted regular membership to active people working in the industry, or such as some of the auditing firms, having a direct interest in. Anyone having a job that provided a source of income from sales or service was not eligible for regular membership; they were associate members. That posed no problems in the earlier years. In fact, I think in many ways with the two classes and the way we developed it and kept in constant contact with all the big supportive companies who did have the sales forces -- IBM, Remington Rand, U-Arco Moore (?), Monarch, and you name them -- they were supportive of the association and did not want their sales forces as active members subject and entitled to hold office and that type of thing. They wanted that structure and supported that structure. So my five years as active officer on the board was rewarding. We had some hard times. As always the publication is the big issue, big problem; getting printers' agreements and whatnot, advertisers. That and the recognition and the equalization of representation of membership through chapters to the national and service back to the national. But we did accomplish, I think, a lot in my five years. I enjoyed it. It was rewarding to me. My company supported me 100%. The association was free of any financial support for my activities all the way through except for some part of

the expenses at the headquarters suite in Atlantic City in June 1958, other than that the association never had a nickel of support. I was in some 33 chapters in I don't know how many states over a period of two to three years. I was privileged to be invited to chapters to speak to their members. It was one interesting event among many that I recall was at the time of the third electronic business systems conference in San Diego in the fall of 1957. I was supposed to speak to the group one night after dinner, and some good friends of mine out of New England had always accused me of not knowing the English language and how to speak -- that I spoke with a foreign tongue -- and at that same meeting or same city, same time, it was a meeting of government people going on in San Diego from the Philippines, the Hawaiian Islands, and many of the western states, and IBM had developed an interpretive machine -- a machine where you would speak in English and it would put it into the earphones of everybody in there in several languages at the same time -- so they had installed that system over at this other hotel for this other group -- I think it was mayors of different political groups throughout the west in the Islands -- so my opening remarks were that night that there were some there that had trouble understanding me and understanding my language and my accent, but that I placed an interpreter -- the mayors had this machine tied up at this other hotel -- but I had placed an interpreter at each table who'd be glad to assist them. We used to try to have a little fun and a little light humor along with things. So it was a great experience and enriching to me and I think was a tremendous help in my career in the years to follow because of the people that recognized the things that the association had contributed to me and in my ability to be a manager, and went on to a good career in business and in management.

ASHMORE: Bill, one of the things I believe happened in the early days when the executive committee broke up, you had direct communications with many of the leaders of the companies in the industry related to mutual concerns about what was going on in the profession. Do you want to tell us a little bit about that procedure, process?

DANIEL: Well, I guess it was along about 1955-56 area, along with Bob Cross and Don Garrity and following on through the year I was president, we recognized that the association needed the support and the help of all of the manufacturers of hardware and software. We tried to cultivate that, I would say fellowship, one with the other. In those days as I mentioned a minute ago, associate membership, with the others. So we started in various areas of the country when we'd have our executive committee meetings four times a year that some of our members enroute back

to their home or destination after the meeting . . .

TAPE 2/SIDE 2

DANIEL:  . . . would accept the responsibility of calling on top management people in the company that was convenient and not too much out of the way enroute back to discuss the association policies, activities, and to see if there was anything the association could do to help them in their advertising programs, their exhibits during conferences, and also to discuss what they could do to help us to iron out any misunderstandings, but just as a good will cultivation.  I had the privilege of calling on Mr. Washington at IBM on a couple of occasions, and we would try to get to the top person and also, if convenient, have in the conversation, discussions, their national sales manager as well as advertising manager and exhibits manager and just discuss generally things.  It was very helpful to us in those days.  I know two or three times when I called on top people like that, in those years they were supportive, actually put out letters to the national organization asking them to join a local chapter to help, but to follow the ethics and policies we had in those days of not making any sales pitches during a meeting but be completely supportive as a member of the association with the interest of the association at heart in the program, and it was very helpful to us in those days to do that.  Then at the national conferences we would always arrange a breakfast session called the exhibitors breakfast, and we'd invite the people in charge of the exhibit for a company -- not all of the personnel manning it but the company rep that was there responsible for that exhibit, as most of them would have a person -- and we'd place one of the members of our executive committee or exhibits committee at each table.  We'd have breakfast and we'd discuss that conference and what we could do to help, inquire as to what their impressions were, what their results were.  Usually these breakfasts were during the latter part of the sessions, the meeting.  So they were two of the important things in those years of relationships and cultivation of relationships with suppliers of hardware and software.

ASHMORE:  While we're talking about the profession, in the early days of where the tab supervisors were moving into becoming really a professional in their organization, what were some of the difficult issues that faced the manager in the computer or tab operation as far as merging the equipment with the organization?

DANIEL: Well, of course, in the early `50s when there were only punch cards -- IBM, the round hole and the square hole, Remington Rand and IBM -- and I don't know how many people recall or knew of the Bull line from France that came in. They used a little card about an inch and a half wide and about three and a half inches long -- that was a 70-80 column card, I don't remember exactly -- but I went to New York and when that was brought in from France by one of the American companies as a sideline to try to promote it, it was an ideal system in merchandising -- big department stores, sales control, stock control. You punch up your stock numbers and . . . it was a cute little system . . . little sorters, tabs, and very neat, and good machine. But in those days it was that damn IBM department or tab supervisor or something of that kind. We didn't become data processing managers until a few years later. But I was in the highway department, put in their system, punch cards in `45-46-47. Managed it until we started going to computers and stayed there until I changed to another state agency. But it was an organization of engineers. Accounting was a necessary evil. The nearest $10,000 was good enough for any engineer but not for accountants, so I had to be the sticky wicket -- a necessary evil -- so I was known as in charge of the associate fiscal manager in charge of that damn IBM department down there. But they are some of the things that in the early years then advocated, promoted, worked on, was to upgrade the status of the tab manager or supervisor or what have you and to talk about management. We advocated that a manager of the data processing department should be a corporate staff member. I had the privilege of being on the staff in my job, and in later years as control at Turnpike (?) I was in top management. But we worked to try to upgrade that. That's why we started the bosses' nights. We would start getting in top flight people for one or two day sessions or conferences -- that was the beginning of this conference program -- and get in top grade people to conduct that and we'd invite in management people to go with the tab manager. We'd have corporate level to vice president of finance or controller or what have you. And it was through those things that we upgraded in the eyes of the industry, the people, the business, the importance of having somebody in the data processing shop -- the manager -- that knew the business. I used to advocate that whoevers' in there ought to know everything there is going on in that business, otherwise how can he develop good procedures and give those people the information they need. They don't understand the technicalities of computer systems or punch card systems. They have to depend on the manager in that shop to do it, and if they don't have a full knowledge of the company business, they don't know what to give management. I was taught that in the early

years. The highway commissioner did not want over one page report. If you'd give him more than one page he would throw it back at you and say give me something I can understand. So that's why we needed in data processing managers somebody that knew the business from bottom to top in order to give management what they needed to get to do their job -- corporate management. Therefore, you needed somebody who would sit in on council meetings, on board meetings and top management level conferences to really know the business.

ASHMORE: That seems to still be one of the places we have to concentrate today that's to not to depend just on our technical knowledge but to merge that with the knowledge of the organization in order to truly meet the needs of the organization.

DANIEL: If we think only of the technical knowledge, I've known people in my years in the association that believe that if you run a 100-page report you're really trying to prove to people that, man, this is a big job, it's a lot to it that you don't know. But they were defeating their purpose. If you get a 100-page letter, what are you going to do? You're going to read the first paragraph and the last paragraph. You don't get the meat that's in between and it won't be much meat in there. The meat is when you condense that down to one or two pages. Just like you can go to a group and talk on data processing for two hours, but have somebody tell you you've got 15 minutes, you've got to do some work.

ASHMORE: Yes, tell them what's important. What were the tasks that were being done on tab equipment in those days?

DANIEL: Well, it used to be that a lot of people and a lot of the hardware sales people, the first thing they would say is payroll. One reason, I mean because I guess it was the easiest. But no system, even punch card days, could justify a system with just payroll. So in my job, first was cost accounting. The highway commissioner wanted to know everything about a mile of road. He said each mile of road is a personality. It has a right-of-way width, it has a pavement width, it has a shoulder width, it has a pavement type, it has a pavement depth, and it has a traffic volume that goes over it every day. He wanted to know everything about it, how we engineered, responsible for

maintenance, construction, traffic and planning -- need to know. So our first big job was cost accounting. Then second to that was your accounting, your ledgers, general ledgers, subsidiary -- we had about 3,000 subsidiary accounts and 600 general accounts. I don't know how many people in the association ever did ledgers with old transfer posting machines -- tab run sheets or 405s, 403s, 404s and 407s -- to transpose posting machines to ledger cards which they wanted in those days. The state auditor wouldn't accept just a tab sheet. He said, "I can't read it or understand it." We finally got him to understand it. And then payroll -- truck hire -- we had some 10,000 payroll accounts, and then the state controller ran the salaried peoples' checks and payrolls but we had to record every one of them as if we were running the checks and make up check cards, issue cards, because we were responsible for accumulated earnings and getting out W-2s at the end of the year so you had to do the same thing as the other office. In later years we developed procedures and got them to work to where we could use each others' decks which you have to build to that, get the confidence of. And then equipment cost accounting. We had some 6,000 pieces of rental equipment and some 10-12,000 pieces of non-rental equipment. The equipment division was a self-supporting division. That is how I got into accounting in the highway department was starting into equipment cost accounting to determine exactly what each piece of equipment cost to operate and maintain for the year and to establish rates. So that was a big job. And then roads materials, warehouse inventories, some 26,000 items to get material accounting. In business, of course, you had accounts receivable, accounts payable, payroll, sales volumes, commissions, and all of those things, and with punch cards it was a little difficult. In my early procedures and in those days the data processing manager was a systems analyst and everything else -- you did it all -- made up your flow charts, your manuals of procedures for operators to go by . . .

ASHMORE: . . . even swept up card chips from time to time . . .

DANIEL: Once in awhile. So, find hairs in the contacts behind a plugboard that was causing short circuits when the service personnel couldn't -- what'd they call them, custom engineers -- couldn't find them. But, 28 steps in the payroll procedure before we got the 604s, which shortened it some. We had a 60-program 604 when they became available. That was a godsend to many of the procedures. But in the old days with the old 601 multipliers and the 602s and grinding out cards at that slow speed, and collators, reproducing punchers, 405 tabs, and then a 403 bill-

feeding machine for check writing, and it was quite slow.

ASHMORE:  What were some of the jobs and job titles that were involved in a tab department?

DANIEL:  In my circle, in my experience in other places that I'd visit in the `40s and the first year or two in the `50s, there were job titles similarly to other accounting personnel.  In the Commonwealth of Virginia when I started the consolidated system and put in the IBM equipment in 1945, our machine operators and keypunch operators and verifiers were just accounting clerks.  A number of other companies I knew of were having the same problems, but by the late `40s, early `50s, we had gotten approval to establish position classifications -- we called them accounting machine operator, A-B-C-D; accounting machine clerk for pre-audit people in the pre-audit section -- batching, batch controllers and all that type stuff -- so we did get through the phases of that and after we got into 650s for engineering and some of the first computers, then you began to establish programmers and other classes -- systems analyst, and some of the other jobs that you had to have in order to handle it.  It used to be all in one and when I was responsible for the highway system, I was in charge of the system, in charge of 60 field officers of all accounting and inventories and responsible for system development, procedure development, flow charts, manuals, so it all came under one head in those early days as it did in many industries, but then computers brought on a lot of the other classifications.  But an important thing in that is as we get into data processing managers, or whatever title at the management level, and then systems, programmers, and all, it is still vitally important as it was in the early days in punch cards and others, that the key people in systems development, systems analyst, programmers, know all of the inner workings of the business systems and not just be strictly technical people.  They cannot do their job if they don't know anything about the job their doing -- what is going to be the result of it.  They've got to know what this department's going to need, what this man should have on his desk, and they've got to know those jobs, know the essentials of the operation in order to get the result.

ASHMORE:  I know in some cases in the early days a company would maybe hire somebody away from a vendor or whatever to head up their operations, but I think for the most part and I include myself in the group, most of us in the early days came out of the management within the organization rather than coming in as a technician and I hear you

saying that was a much preferable way of doing things.  Having somebody who was first familiar with the organization gaining the technical expertise rather than bringing somebody in who had the technical expertise and have to gain the management expertise.

DANIEL:  Absolutely.  I have been a strong believer and advocate of that all of my years of experience in data processing.  You can take a line management person, somebody that's had a few years experience in various jobs in the highway as I was -- I had come up from the field jobs.  I knew when I designed a cost accounting system, payroll system, I knew what the source of the data was in the field, who had to make it up.  Some of those guys couldn't write.  Their daughter or the wife would make out a time sheet.  But I knew that, therefore you knew how to design a system and what you wanted and needed to get the job done because you got to know what the source was, the original source and where it comes from, and the abilities of those people.  Now, a technical person hired from the industry of hardware and software that has all the technical knowledge of what the equipment can do and is capable of doing and is supposed to do, they don't know anything about the business that it's going to handle or the systems that it's going to handle, and then you're in trouble, and I've seen so many people get in deep trouble as a result of that, that gap, and get a system in and then six months later have to throw it out because they never have gotten anything accomplished in that six months.  Now that happened and I don't say it on the account of I was involved, but when I left the highway department to go to Turnpike Authorities as controller, we had been in the midst of a computer study for the old 702-705 IBM machine for six months.  We had a brilliant man who was working on it with me but we work -- he'd go, "well, we always go do this."  I said, "whoop, wait a minute.  Five years down the road we want to come off here maybe with a branch.  We're going to develop another system that needs to be added in and it's got to come here.  You got to have audit trails."  He couldn't see those.  So if you leave it entirely up to the technical people, you're in trouble, and I've seen so many systems go in and get in trouble and finally just have the top board of directors or somebody and say we got to get rid of that damn thing, we can't live with it.  And the same thing happens when you get some management people in there that want to build an empire.  They know something about the business, but they want to build an empire and they'll put that 50-page report out here when it should be two and try to impress somebody.  They'll go into a meeting and they'll talk entirely in technical language instead of maybe this guy is a gruff old guy and might have been from the boondocks somewhere and has come up

through the line, but he don't want to listen to all that buzz. He wants you to talk in ordinary language. So those are the things that are so important in developing systems and good careers, too.

ASHMORE: In the early days, what were the salary ranges, say, for a keypunch operator, a tab operator, and then for a supervisor of the tab division?

DANIEL: $1,500 to $3,000 for a keypunch operator back in the `40s. A machine operator, $3,000 to $4,200 maybe. One thing some people would do in lining up responsibilities and systems that I didn't go with, they would have a 25-28-30-step procedure you use in sorters, collators, reproducers, punchers, tabs, and have a sorter operator. You'd have a collator operator. You'd have a tab operator. In some jobs that was alright, but when you do that you've got to have more supervisory people. Somebody has got to know what they're doing, and my policy was -- and fortunately we got it approved with the state personnel department in the old punch card days -- it was 28 steps in the payroll procedure. Well, we would assign a batch of cards -- maybe there would be three or four payrolls that came in, some 50-60-70 batch or different sub-organizations would come in -- so as we got a batch maybe several hundred, we'd give them to an operator with a job sheet and have that operator follow that procedure all the way through. It was 28 steps to the end result -- payroll register and checks, with the idea that that operator was held responsible for turning that payroll register and checks onto the supervisor's desk knowing they were right. Therefore they didn't have to be gone through by a supervisor in detail. That operator was responsible for recognizing inconsistencies and errors. So that type of operator was a top-graded operator. In some jobs we'd just have sorters because we'd have a million cards to sort from -- certain statistical jobs. But we set them up by responsibility feeling that an operator, and later on a computer, that that operator needed to know what they were doing, every step in that procedure and not just the first step. So it ran from $1,500 to $5,000-$6,000 for tab supervisor . . . $7,000, and I don't know, when it finally got up to around $10,000. But in those days, of course, it was low but it was comparable and used to be a debatable point and sore point. I had some 25-30 people in pre-audit -- batch sheets, batching documents, control documents which was your batch document, things of that kind -- they were clerks, accounting clerks. Their pay scales were a little bit less than accounting machine clerks and tabulating clerks, so it used to be kind of a sore point. But I'd say, "you're learning here and now when you get down in

29

keypunching and whatnot, machine operations, you'll know more about your job." The payroll . . . . ? . . . . from the source. So it's grown as the industry grew and, of course, as other things grew. I remember engineers back in those days who worked in the highway department were only making about $3,000 a year and charging 150-200-300 miles a road.

TAPE 3/SIDE 1

ASHMORE: Bill, the training that the early professional received, someone who was going into tab supervision, where did they get both the technical and the management training?

DANIEL: You had to do some searching to find a few key people to fill a few key spots and then you'd do your own training. We trained out own keypunch operators. But in the early years when we started out, I found that there was a young women in Detroit, Michigan working for Chrysler, . . ? . . Michigan, I think she was with Chrysler in Detroit or something, whose family lived in Richmond. I employed her as keypunch supervisor. She was a little Syrian girl that could cuss like a sailor. But we kept production control on every operator. The job sheet went all the way through, and verifiers, errors, cost variable. Full position as a keypuncher to base (?) after training, they didn't go to the regular salary until they could produce a certain number of cards per hour, so many holes per hour at a certain rate of accuracy. Well, she was excellent and had the experience. She was a good teacher. So we ran even for one of the high schools we started running a training course to teach keypunch operators as a part of the commercial program in one of the high schools, and then the high school gave them credit for it. But it depended on companies. I had an excellent technician that had had experience with another company in wiring, programming. She could get out of machines things that they weren't designed to do. The first 407s -- we had the first two in this part of the South, and she, after her and I went and had a course in wiring in Philadelphia, she taught that for IBM to other users. So you had to depend on in-house training in most cases. When we started the ledgers, I found there was a young man in the University of Texas that was running a little -- while he was going to school and after graduating was working in a little tab shop they had down at the University. He'd married a girl from Virginia and he wanted to come back to Virginia, I'd found out. So we brought him in to head up the ledgers. He had a good accounting background, had

30

studied that type of thing in school. So I put him in charge of the ledger procedures. You just have to look to find your key people and then you train the others in in-house. Then we started in the early `50s developing little curriculums for principles of machine accounting and the chapters would sponsor those and we'd enroll members, and by, I would say `55 or `56, we were beginning to reap the results of that in trained personnel.

ASHMORE: So essentially I know there was a good bit of training on a specific piece of equipment done by vendors, but DPMA became a very important part of the training, both technical and management in the early days.

DANIEL: Yes. I went to management school to start off with. That is when I found out that what had been contracted for to install initially would never do the job it was supposed to do. In some instances it would be oversold and in other instances undersold to get a foot in the door.

ASHMORE: You're talking about IBM management school?

DANIEL: Yes. Well, Remington-Rand was about the same. I visited a lot of Remington-Rand installations and some parts of the hardware of Remington-Rand I liked better than IBM back in the mid-`40s. They had some pieces of equipment a whole lot better than IBM was producing in those days. But it was the same story there. Pennsylvania was using Remington-Rand there for years, and other places that I was familiar with and went to look at. But we found that you would get a dependable operator in half the time to do in-house training because you were training them on the procedures they were going to have to do and handle. If you go to IBM class, they were using your standard stock procedure that was supposed to be a universal thing but would fit only a few places without, you know, revamping it putting it in. For instance, payroll. Industry payroll was entirely different from government payroll. Accounts payable was entirely different. In our accounting procedures you had to encumber when you ordered a sizeable order. You encumbered the funds that was going to pay for that through the funding process. In business you don't do that. So it's a different thing than when you use a standard off-the-shelf stock thing, it's got to be revamped and all and we found that we'd get -- and many of the industries that I know of felt that they would get faster and better results by in-house training.

ASHMORE: I assume when somebody got trained and recognized for being a very capable supervisor, that had some effect on their salary, possibly, and that may have had some effect on something else that happened and still in some ways happens in the profession. I don't know if it happened in the early days as it did a little later on or not, but that's something that perhaps the profession has gained a negative reputation on as much as anything else, and that's job hopping, moving from one organization to another just for an increase in salary or whatever. Can you tell me about when that trend started or is that just human nature?

DANIEL: Now I would think that that trend started with possibly the second generation of computers. The first generation of computers that I'm familiar with -- the RAMAC, Sperry-U -- Sperry . . . Rand . . . I don't mean . . . Univac. Your Univac, your IBM 650s, 701, 702, you still in the schools that I went and in the experience that I was having, you still did not have all of this branch-out of two-three levels of data processing management and programmers and system analysts and things of that kind. That came along when the second generation was coming in, when government -- the State of Virginia did the same thing -- when big business began to go into specialists. The Commonwealth of Virginia organized, put a top department under the governor responsible to develop systems for the entire Commonwealth; were supposed to take over all of the, all of it be operated under the central. They determined they were going to have about three different locations, three different prongs of it. That's been in the making, what, 15-20 years? They're still in a chaos. They've had about four, five top directors -- doctorates and Ph.D.s and all of that -- that knew nothing about the health department, motor vehicle, commonwealth, state retirement system. When they took over the state retirement system, they got behind two years. If you wanted to retire and wanted to know what you might figure out if you actually, it might take you two years to get it back in those days. Well, the same thing happened in business. The reasons for that was they were taking out of schools your systems analysts, your programmers, and all that coming out of degree programs as your education was available throughout the country, and employing them into a big shop like that or big setup as a systems analyst. They didn't know what the hell they were going to analyze, but they knew the technical part of it. They knew COBOL, they knew FORTRAN, what have you, but they didn't know nothing in the world about what the end result would be or supposed to be. Then as they'd get in trouble here -- and we've got good friends of mine right here in

Richmond -- your personnel placement companies came into being. How do they make their money? By placing a person. So you get a good person, a good developer. And I have a good close personal friend, Ray, in Richmond. The last ten years he's been on five big jobs. Well, they place them here. He's a good man, good woman. Knows how to get the job done. Has a lot of common sense by wanting to find out what all the ramifications of the end result is to be. Alright, a year down the line, eight months, somebody else is in trouble, because the person who's in there didn't know what to do with it, didn't have that interest. They go to this person -- "I've got to have so-and-so, I've got to have some money to do this" -- so people go, "Hey, interested in changing jobs? I'll give you about $10,000 more a year more money." So there are those that do the lane-hopping but they are being, I think, lead into it sometimes, pushed into it by your personnel placement people who are making a big profit out of personnel placement. So you get your job hopping and that's why a lot of companies are in trouble because when that person goes in there and got all the knowledge but it's going to take them awhile for he or she to get their feet on the ground, to know something about the business their going into. You may have been in Richmond Foods which is a cooperative place for a grocery store. Richmond Foods in Richmond is a tremendous organization. Warehouses cover a hundred acres. Big job there in data processing. Hundreds of stores that are members and they ship to. This friend of mine was manager there but somebody else needed a man that has a good head on his shoulders, he switches. He's switched three times since, and this other company is going to be in trouble for a few months because the person, if it's a job that decisions have got to be made by, it's going to take them awhile to know what decisions to make and when not to make a decision in a certain way for the benefit of the company. In the early days we didn't have that. The tab manager, data processing manager, the damn IBM department head, had to do it all -- he or she. But that's one of the ills of progress and we're going to see some more big changes in the next five years.

ASHMORE: What are some of your predictions for the next five years?

DANIEL: Well, I think your PCs are going to change. The systems are going to have to go into a complete communications system -- complete -- and it's going to bring in other things with it, you know, necessities, in order to get it accomplished, but it's going to get where business just cannot operate. I was listening to a program here the other day and I was reading about one of the bank systems. They want to do completely away with bank statements

and sending canceled checks back. They just keep on file the microfilm of all your account checks. Some still want to go to the checkless society which someday we'll probably have to come to; won't be able to handle billions of pieces of paper without it. But it brings about changes of utmost importance because you're dealing with your lifeblood and mine when you're dealing with your money and things that you need to control and live on and you still have the human error element. So that's why we're going to need more dependable people, more people interested in their work, in the job. As a kid one time during the summer I carried hard for brick layers and I remember distinctly four, five men on a wall of a big building. They were always battering each other as to whose got the straightest wall, who put the most brick into that wall that day. But nowadays it's 8:00 to 5:00 and the least brick that you can possibly get by with and you don't care whether it's straight or crooked. So it's the same theory -- dedication, quality workmanship, and as we get into these further stages of automation with the lasers and new type of transmissions, the source is the key. It has to be. You don't get any result that is not put in correctly so you've got to have dependable, quality workers, not just clock watchers or payday watchers. But there's going to be some big changes.

ASHMORE: Bill, as far as the association and the importance of the conferences since NMAA began and the importance of getting people together and providing the education with that large a conference each year, can you tell us something about the conferences and how they developed and emphasizing some of the things that took place in year as president, 1958 conference?

DANIEL: Well, in the early years we had the office of elected vice president of national conference. He and the executive committee relied heavily upon local committees in the area in which the conference was going to be held, and much of the burden of all conference arrangements, the development of format to include the educational part of the program, the exhibitors, the contacting and working out of contracts with the exhibitors, in the first few years was handled by the local committee. You'd have an exhibits chairman, program chairman as fair as educational programs, housing chairman, and all of those things. And it was a big help and I think a big improvement as the association worked into having persons on the staff at headquarters that could assume much of that responsibility and the continuity of year to year contact with exhibitors. A more broad knowledge and working list with personnel, individuals that were available for certain seminars or educational programs, and too, going to the appointed

conference manager instead of a vice president from, the manager being from, that area. I think that helps with the business end of planning and putting together a conference. That had to be each year a complete new committee with only some part of the executive committee having the background knowledge of what went on, and of course, the executive committee still had to review those programs as they do now, I'm sure, and approve certain parts of that conference coming up a few months hence. But it was a big improvement when we changed to the appointed conference manager and relying on staff members as persons who wouldn't have the continuity for program, housing, registrations, and the things of that kind. It was a much better system, but in the early years we just didn't have that wherewithal to get it accomplished. I think we have stuck to good educational emphasis and good programs. There have been times in the history of the association where I think we had a better turnout of members. It seems now that many of the companies are beginning to be a little restrictive on numbers of people that they sponsor to come to these programs -- the registrations fees, housing, and all the other expenses -- more so than it was a few years ago. However, 1957-58, when I was president and we had the conference in Atlantic City in June `58, we hit a slight recession. We would have had at that conference, I have no doubt, 2000 to 2500 members attending, not counting your walk-ins and whatnot, full registration. But due to that slight recession then we had some cutback on numbers of people and the total conference was somewhere in the area of 1800, so we did have to make some last minute changes a few months before the conference to reduce expenses and also that we wouldn't jeopardize the conference budget. But I think we still need to come to what we've discussed many times over the years, is a circuit of a few major cities located so that we have the good communications, air and land in and out, somewhat centrally located in order to draw more people, and then in doing that it's going to be a help to the people we rely on as exhibitors, people who plan and put on conferences, it will reduce tremendously the amount of legwork and detail work that has to be done year to year when you go East Coast-West Coast-North-South, whatnot. I know it's a lot of opposition to that thinking but I have been a member of associations where you had to do it. American Management used to always, in the finance and insurance risk management, would meet in Chicago because that's where we could get the best attendance. It was more suitable to the majority of those who would want to come. I've been to the conference of American Road Builders. They would have 68,000 registered in Chicago, using the hotels in Milwaukee, Chicago, and all around. They would have a road show with exhibits nine miles long, but Chicago was the only place you could have it. That was when we had the stock yards exhibit areas out there and they'd add on to,

35

but I don't know where they go now, but in those days that was the only place we could go. So there is an

advantage to a circuit, say of four major cities, or five. Your hotels know what you want, know what your needs are,

every 50 of you back there every fourth year. It reduces your load tremendously.

ASHMORE: Has a conference always been looked on as a profit-making venture?

DANIEL: There have always been hopes that it would be a break-even venture. We used to discourage in the years

that I was active on the board, we would discourage the thinking that we wanted to make a big profit from conference

because you never could count on it. So many things could happen between planning and execution and we felt it

was dangerous to count on that as a big source of income. I have always felt that the source of income, the stable

source of income, in the association should be membership dues, and as I mentioned in Anaheim last year, I think the

association dues, starting off with $3.00, then $5.00, and then $10.00 and up to $60 or $70 or whatever we are now, is

ridiculous. It shouldn't be less than $100. Even if the data processing manager or the member, now programmers or

what have you, if they're not interested enough in their own profession, even if they've got to pay it out of their own

pocket, then it's worth it if they're interested in their profession. So I think it's dangerous and a little bit

unpredictable, for instance the Atlantic City conference `58 with that slight recession, we had to cut about $18,000 off

of what was planned to keep from running a deficit. Now suppose you couldn't have tied everything together to do

that. I did most of it over the telephone with the conference vice president, Marlon Harold. But suppose it hit you

too quick, you didn't have time to do that, too far down the line. I don't remember, but one or two conferences, I think

Cleveland we lost some money mainly because of meals -- there wasn't good estimating as to guaranteed numbers for

certain meal functions, so we lost four or five thousand (?). But so many things can go wrong and we should not rely

heavily, I don't think, on income from conferences.

ASHMORE: Yes, I think I agree with you there. What are some of the specific recollections you have of the `58

conference as far as program and activities and . . .

DANIEL: Well, we had a good program, I think, and two major points in making that statement, one was in handling

registrations for the conference and for seminars and workshops -- and we had some 70 or so parts of the program --
we put a limit on the number for each session of the workshop.  If you get over 20-25 people, 25 I'd say outside,
you're not going to get much accomplished.

TAPE 3/SIDE 2

DANIEL:  A seminar, we felt, of 70 in number was a good number.  If you got more than that you were going to have
problems -- the leader, instructor, in getting over his message.  So we limited it to 25 and 70 as I recall.  We issued, as
we do now, tickets for those but nobody could get in that didn't have a ticket.  Now we handled registration and
seminar tickets with an IBM RAMAC computer that was installed in the lobby of the headquarters hotel in Atlantic
City.  If a person decided after they got there they wanted to change to another seminar or workshop or they wanted
another ticket for another friend or another member of the company, they could go to the machine there -- the
operator -- and the machine would tell them if it was available space in there and if so, they then should take it, and
we had the flexibility where you could switch and change around provided there was space.  But I think that added
much to the value of the educational program by not having too many at each session.  Each session, I think, was
repeated three times during the meeting, and those things, I think, add to the value of educational programs.  Get too
many, it's too much diversion, too much distractions.

ASHMORE:  Right.  You said there were two factors.  One was the limiting of the classes . . .

DANIEL:  And the other was having the flexibility of changing to the computer.

ASHMORE:  Flexibility, okay.  I'm sorry.  Yes, great.  Are there any other conferences in the early days that stand out
in your mind because of either exciting things that happened in the way of new announcements or feeling that the
association gained significant new recognition or . . .

DANIEL:  Well, I don't know if there was one that would particularly stand out.  In thirty-plus years it's hard to recall

certain things that were the happening turning points. I do recall that in the years of limited production of hardware, and limited in the sense that in the early years of your computers you didn't have as many pieces of the system as we do now -- personal computers, and monitors, and all of that, but it was, I think, beneficial to the membership of the association that when Univac came out we had in the exhibit area . . ? . . new hardware. As IBM would come out and in later years Sperry-Rand as well, there would be come of the mainframe systems come in -- GE and some of the others of the bigger computers would bring in those computers. Now it's so many different things and it's so many of the small computers and the systems made for diversification and decentralization. A few years ago we used to be preaching centralization. Now with the systems we have, we're going back to decentralization because you can transmit from here to San Francisco almost instantly over terminals. So it's brought about a complete change, I think, in the type of exhibits we have and as well as the type of educational programs. And, of course, the software people have been taxed as well to keep abreast of systems to fit and be used with the developments in the hardware.

ASHMORE: One thing about the conferences that has always sort of been obvious is the opportunity for informal sharing of ideas and that translates a lot of the time into the hospitality and the enjoyment of the conference as well as the more formal education courses. Has that been a tradition in the association?

DANIEL: Yes, in all of the associations. I've been active in three professional associations and in others as American management, Southern management, things like that. The informal, relaxed periods to where you have a chance to eye-to-eye with another member discuss problems, developments, technology, or what have you, I think is . . . even if you . . . as many and it's right that they do so, have a glass of water or a glass of ginger ale in their hand instead of a highball, but in every area of experience in things of that kind, invariably you're going to pick up as many and some times more, key ideas or solutions to a problem standing around in an informal discussion with other people. I know I have, and that's why years ago we used to have this exhibitors' breakfast in a relaxed atmosphere and all to discuss mutual problems. We used to encourage that. This exchange of ideas session that we've had I think is great, and I think I related to things that I've always been a believer in awhile ago, that when you put this many people together -- say 40,000 members and 5-10 years experience, say 10 years each, 400,000 years of experience -- where else are you going to buy that reservoir of knowledge? You can't get it all sitting listening to a seminar or

workshop.  In a workshop you get a little bit more informality and they discuss mutual problems, but you have to have the informal sessions.  I think you pick up a lot.

ASHMORE:  Right, I totally agree with you.  Let me ask you a little bit about the beginnings of the past officers' group or club, how the past officers began to have their annual meeting as well as some other meetings in conjunction with the conference and some sub-organizations that we'll talk about in a minute.

DANIEL:  Well, it was either Cleveland in `54 or Boston in `55 -- I believe it was Boston in `55 -- that Lou Lang, who was on the original executive committee when the organization was formed, he was with the American Airlines in New York.  We had had two or three turnovers, partial, as we do now, it would be a few vice presidents or so that would be on the next slate.  But presidents would be outgoing, serving only one year.  I don't remember any exec in those days that didn't go on to president.  It wasn't automatic.  We have had several instances to where he didn't make it, in which case he became a candidate for past officer.  But after that second or third slate and . . .

ASHMORE:  You say there have been situations where an exec did not make it to president?

DANIEL:  Yes.

ASHMORE:  I was not aware of that.

DANIEL:  Yes.  I would be a little hesitant to mention any one, two, or three -- then I may overlook some -- but there have been -- I'm speaking of now those nominated and I think one, I believe one, that was actually in office that had nominations from the floor oppose him.

ASHMORE:  As the president?

DANIEL:  As the president.  I believe I'm right.  I won't . . .

ASHMORE: Because there's a bylaws amendment this year to make the position of executive vice president the position of president-elect.

DANIEL: Well, that I think is a good move. It puts more burden on the nominating committee. I think maybe there should be a little bit more in the bylaws governing that. I believe in doing it that way, in thinking of some past experiences, that you should have a safety valve in case something changes and that individual is not doing a good job for the association. He should have been out and not be stuck with another full year, year and a half, or what have you.

ASHMORE: Yes, that's one of the concerns I have about . . .

DANIEL: That's your problem and that should be put in at the time any action is taken to establish it. I've been a member of organizations that has that provision that you have a president-elect. It works good as long as the board of directors, the electing body, the nominating process, really puts aside personalities, personal feelings, and use their head instead of their heart in nominations and in elections. You know what I mean. It has to be. Now, as you know, many times personalities get involved.

ASHMORE: Sorry I sidetracked you. Go ahead and continue with the . . .

DANIEL: So, I think it's been a process of maturing and growing up. The conferences, I think, now are conducted and run well, have good meat and good programs in them.

ASHMORE: We were talking about the past officers group and how they got started.

DANIEL: Well, it was in that `54-55 year that Lou Lang, after he'd went off the board, started to inviting -- and it was not done much in advance, it was done on the scene -- inviting the group because it would only be some eight or ten

-- in those days it was only the past elected officers -- and we'd get together for dinner and a little socializing. Lou Lang died along in the mid `50s, somewhere along in `58, `57, I don't remember exactly the time, but after he died several of us felt that we would want to continue getting together at national meetings. So I assumed the responsibility and started keeping an updated list of all past officers, elected international officers, and would correspond with them two or three times a year. I went through the local conference group or friend or past officer living in that area, make arrangements for place, and in cooperation with the national office try to work it in where it did not conflict with something with the current executive committee because we started then after I took over of inviting the current executive committee, the elected officers. Of course now under the current process, the regional vice president is not an elected international officer although he's ratified, the action of the region is ratified by the board of directors. In those days we didn't have that situation. But I kept it up until I retired and through the help of the national office in correspondence and arrangements, we have been continuing it. I have thoroughly enjoyed it. I think it adds a period of relaxation -- just sitting down jawing for awhile -- and it has helped I think tremendously in keeping the support and the attendance of past international officers, particularly presidents. What was it, 15 in Anaheim last year, or something like that? In many organizations that's unthinkable. It shows a dedication to the organization and to friends. And of course, the senior body, the troop, started in 1965? 1960. We'll celebrate our 25th year, I think it is, in Houston. We started about 1960. It used to be strictly a fund group. I think it got so a lot of people would be disappointed if they didn't see the troop, and I know a lot of the exhibitors that have come year-to year-to year got so they looked for us. They were disappointed if we didn't show. Through the efforts of Jerry Geckle and I, we got away from this different dressing (?) every year. That was a burden on a couple of fellows at the last minute to go out and find something, and having been on that committee a couple of times and in a city like Toronto and Washington, DC you wanted to know where to go to find what you want. So we tried to put a little dignity into the group. We're now 18 people. We were at the highest about 20 or 21. I don't know of any group of people that's more dedicated to each other and to the association that those 18 people, and to each other. I know it's been a joy to me and helpful at many times in having close, close friends. So we hope the troop has added a little to the organization. We feel like it has and the organization, we know, is responsible for most of us in our careers over the years.

ASHMORE: The troop has always been . . . and I've missed in recent years seeing them as much as I remember in some of the early years. I always used to look for that red-coated brigade walking around and having fun. That said to me something about what the organization was as far as the kind of individuals that were involved in it, as far as the commitment of those individuals to one another. That's something that was recognized, at least for me. It said not only something about the quality of the organization because of those individuals, but it said something to me about the stability of the organization, because seeing that group around was always sort of a "everything was okay."

DANIEL: Well, I know that there are those who think of it as just a fun group and not having any depth or real purpose, but in spite of my comments at many conferences when you all would run a little late and say you're infringing on my bourbon lapping time, we have had some fun and I think, my personal feeling is, having many years going background through areas, and exhibit areas, and what not, I think it has helped in that exhibit area when we'd go around through and stop and look at the pretty girls and have pictures taken and the guys coming up and wanting to know who we are, you know, and they'd hand us a card and say send us a picture -- all of them wanted a picture -- and they I think by and large appreciated -- think is adds a lot to the event and to the crowd, and of course we had a little following (?) when we ran through there, too. But it has been a great experience.

ASHMORE: One thing that's always impressed me about leadership at DPMA, it's been a work-hard, play-hard group. There's some exceptions to that, but . . .

DANIEL: As we get older we don't play quite as hard as we used to [laughs].

ASHMORE: How was the troop originated?

DANIEL: Dave Marlboro out of Chicago and Carl Summers and Charlie Bristol out of Grand Rapids (?). There in `65 . . . where were we? Where were we before? Chicago or New Orleans. But about 25 years ago this year they hatched up the idea of getting together coming to the meeting. In those days they'd ride a private car or they'd come in a

caravan by campers or tenters (?) or whatnot, and Elmer Weinthaler and a bunch of those guys around Chicago would usually come with them. They weren't all members of the troop but many of them were aspiring, but they, three or four of them, got together and talked about it and they would invite others to come in and have a few drinks, and I was invited that way too the year after I went off the end of the table as past president. I was invited to come to the suite one morning and have bloody marys and then I was invited and sponsored to be a fledgling member of the troop. I have sponsored three other members -- I think I'm about the only member of the troop that has sponsored and got into the troop three different people. So we don't mean to be selective. There's a lot of others we'd like to have in but the philosophy of the troop is that if you get too big, you lose some of that camaraderie, close relationships. So I've enjoyed it. We just met, eleven of us, in Williamsburg about a month ago. Had a delightful weekend. Eleven guys and eleven dolls. When Carl Summers and Nina were married mid `60s in Moline, Illinois we had twenty members. All twenty of us and the wives were at the wedding. That's a wedding Moline, Illinois will never forget.

ASHMORE: Bill, are there any other things that you would like to record for posterity?

DANIEL: Well, I don't know Eddie. We've gone over so many things and talked about so many things, I feel like my memory banks have been refreshed and then emptied. I know in the last day plus here that many things I've enjoyed and participated in over the years has been brought back to the forefront and I've enjoyed thinking about them. There are other people in this association that I think are going to be, and many of them, that are going to be very important to this project, and as I mentioned there are some that I personally want to write a note to and follow up the release. There are some who the release maybe did not get to that Bill and I will go over. I may mail up to him after I compare these lists and all some names. But there are some that we've discussed -- Bob General, Dick Irwin, Alf Pia, John Swearingen, Jerry Geckle, others, maybe Leatherman and Herb Safford -- and all that I think should be asked and could add invaluable oral contribution to our history and the more we think about the subject and the project, we'll think more of individuals who were at crises points, at turning points of our history, and I think they are the ones we -- you and Bill and I -- will want to be sure to get to take apart.

43

ASHMORE:  Well, I want to say on the part of the association how much all of us appreciate the efforts that you have put in through the years, and by "us" I mean those of us who have followed and have benefitted from the leadership that you and the other forefathers of DPMA and NMAA have provided to us, the heritage that you've left us.  It's with deep gratitude that we feel for the contributions that you and others have made, and especially you in some ways that don't relate to others because you have maintained that leadership role of the past and have continued to both reassure us and goad us on when we needed it at times and I'm very proud that you were the first one to be involved in the recording of the oral history.

DANIEL:  Well, I felt it an honor to be asked by you to assume the responsibility as chairman of this thing because it was a subject that was close to my heart, and I had been trying to share this stuff that we've gone over the last day or two with somebody and glad to do it.  I'm proud of all of my children over the last 30-plus years and my friends.  I said children because you said as one of the forefathers.  I'm proud of them, proud of the accomplishments that have been made and I hope 30-plus years from now, you, Bill, others, will be able to say the same thing.

ASHMORE:  I agree. Thanks again.

END OF INTERVIEW