

though for tactical or other reasons the receptive party cannot break a deadlock by advancing the proposal on its own behalf.

The skillful mediator must bring to his job a solid knowledge of the collective bargaining process, as well as a large fund of tact. He must not lose his temper—unless the needs of the particular negotiation require him to do so. He may be required to know something about pension plans, wage and salary administration, job evaluation systems, the manufacturing process, the personalities and idiosyncrasies of the negotiators, the internal political structure of the union, the competitive pressures which may exist in the industry, and a thousand and one other things which appear on the bargaining tables of the Nation.

There are many things that the mediator must bring to his job, and most of them cannot be taught; they must be learned through experience acquired by exposure to the bargaining process. But in any tabulation of the qualities that a mediator should have before he can be truly skilled, one thing is absolutely essential: He must be able to earn and keep the confidence of the parties. Their confidence can be earned only by an impartial, honest, discreet man.

Collective bargaining requires both strategy and tactics. It is frequently a kind of poker game, with the cards played close to the chest. For a mediator to be truly effective, he must have some capacity to kibitz, if you will, to know a little about the cards which are to be played as the game develops. No mediator can possibly play this role if the parties think that the things he learns in confidence will be told to the public—which includes the party on the other side of the bargaining table.

One way to preserve the confidence of the parties would be for the Service to abolish all of its case records; to allow each mediator to function in silence and on his own, keeping no documents, and communing only with himself. However, orderly administration does not permit the Service to operate in this manner. Mediators must file reports and keep records. They must consult with their superiors, both in the regional offices and in the national office. Since some effort is made to develop not only a broad expertise applicable to any negotiation, but also specific expertise applicable to particular parties in successive negotiations, case histories are developed which can be useful in future years, or for other mediators.

In short, the Service does keep records, and it uses them in the following ways, among others:

1. The Service is engaged in a constant program of training, improvement, evaluation of mediation techniques, and search for ways of increasing its effectiveness. Because so many of our mediators work alone from very small field offices, one-man and two-men offices, they do not have the benefit of close contacts and daily associations with other mediators, so that we do have a systematic program of seminars and workshops in which there can be an exchange of ideas and experience based upon reports and records which are kept in significant disputes. The interchange of information and ideas is essential if we are to do effective work in the fluid and dynamic world of labor relations.

2. Regional offices and the national office must constantly be informed of the status of negotiations. Case reports are used by supervisors—the regional directors and assistant regional directors—and