

2022 NAA MEMBER SURVEY:

Diversity, Practice Characteristics and Remote Technologies

FEBRUARY 2023

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REPORT HIGHLIGHTS

SECTION 1:

Arbitrator Demographics and Diversity

- Membership is overwhelmingly white (93 percent) and male (79 percent)
- Majority (85 percent) see lack of diversity as a problem
- Majority (90 percent) support NAA taking steps to increase diversity

SECTION 2:

Neutral Practice Characteristics

- Two-thirds (65 percent) of NAA members consider themselves full-time neutrals and one-third (35 percent) consider themselves part-time neutrals
- Average labor arbitration fee is slightly greater than \$2,000 per day. Average employment arbitration fee is \$405 per hour.
- Two-thirds (65 percent) of full-time neutrals have experience arbitrating employment cases with average caseloads of 7 per year.
- Less than one-quarter (22 percent) of full-time neutrals have experience arbitrating non-workplace cases with average caseloads of 4 per year.

SECTION 3:

Virtual Hearings

- Over 98 percent of respondents have conducted a virtual hearing since the start of the pandemic.
- Prior to 2020, the median percentage of virtual hearings stood at 0 percent. Since the pandemic, the median percentage of virtual hearings grew to 90 percent.
- High participation rates in NAA Videoconferencing training sessions (79 percent) and relatively low desire for additional training (29 percent).
- Arbitration is perceived as more conducive to virtual sessions relative to mediation

Introduction

In this report, we investigate the professional characteristics, perceptions, and decision-making processes of National Academy of Arbitrators (NAA) neutrals. The survey frame consisted of all NAA members. We administered the survey questionnaire starting in fall 2021 and continuing in 2022 using a combined web-based and physical mailing method. For the web-based administration, neutrals received an initial email requesting their participation with a link to the web-based survey instrument, as well as two follow-up reminders. We then mailed paper copies of the survey to those who requested a physical copy. This combination of web-based and traditional hard-copy mailing yielded [289] useable responses from NAA members, representing a response rate of [43 percent]; this is a respectable response rate and is in line with previous surveys of NAA members.

SECTION 1: Arbitrator Demographics and Diversity

Demographics

We begin by looking at the demographics of National Academy of Arbitrators membership. Table 1 reports demographic characteristics of survey respondents. One of the long-standing concerns in the arbitration profession is a lack of demographic diversity among labor neutrals. We find that NAA members are predominantly male and non-Hispanic white. Specifically, 79 percent identified as male and 21 percent identified as female while 93 percent of respondents identified as White, Non-Hispanic, 3 percent identified as Black or African-American, 2 percent identified as Hispanic or Latin American, and 1 percent identified as Asian or Other. Diversity levels in terms of race and gender within Academy have remained largely unchanged since a 2015 survey where we reported 95 percent of respondents were White, Non-Hispanic and 79 percent were male. The share of females has risen from the 12% figure identified in a 1999 NAA member survey.

Table One: NAA Neutral Demographics

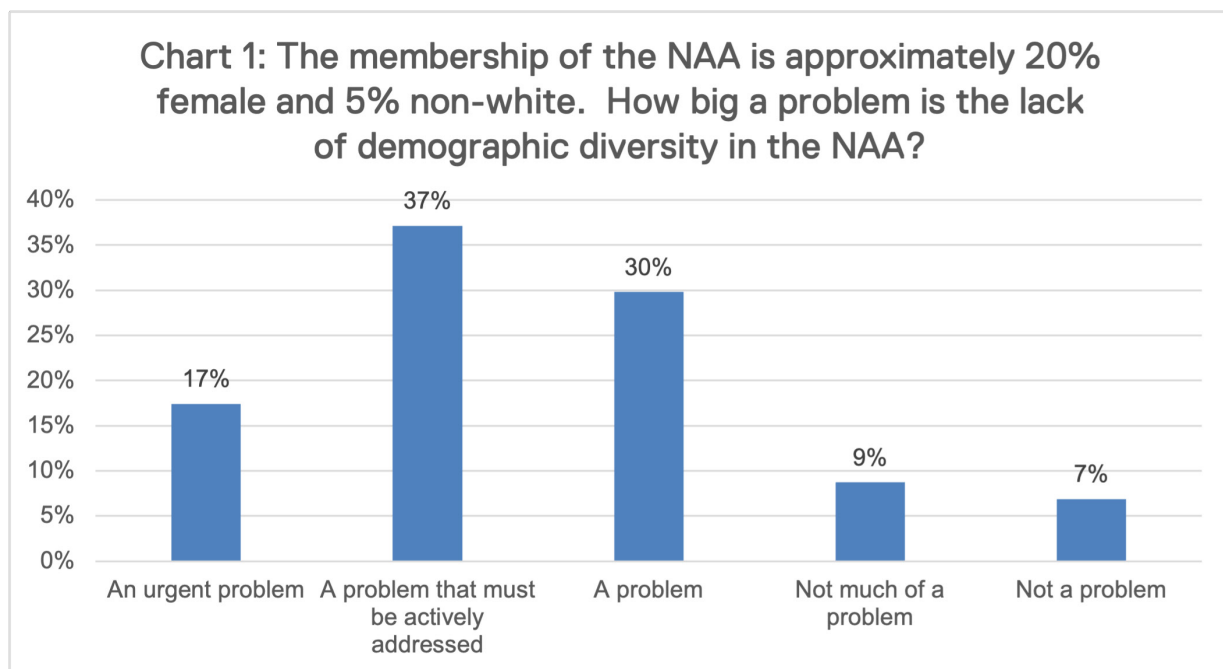
	NAA Members
Gender	79% Male 21% Female
Race	93% White, Non-Hispanic 7% Non-White
Education	74% Law Degree 14% Ph.D. 14% Neither
Region(s) of Practice	42% Northeast U.S. 40% Midwest U.S. 23% Southeast U.S. 18% Southwest U.S. 27% Western U.S. 10% Canada 7% Other

The vast majority of neutrals hold advanced degrees, either Law Degrees or Ph.D.'s; 74 percent of respondents obtained a Law Degree, 14 percent hold a Ph.D., 2 percent hold both a Law Degree and Ph.D. where 14 percent report holding neither. Relative to their male counterparts, female neutrals are more likely to have a Law Degree (88 percent compared to 70 percent), less likely to have a Ph.D. (8 percent compared to 13 percent), and less likely to have neither a Law Degree nor a Ph.D. (4 percent compared to 16 percent).

We asked respondents “[i]n what region(s) do you practice as a neutral?” and report the results in Table 1 above. As respondents could select multiple regions, combining the regions may sum to over 100. Academy member practice in the Northeast U.S. (42 percent), Midwest U.S. (40 percent), Southeast U.S. (23 percent), Southwest U.S. (18 percent), Western U.S. (27 percent), Canada (10 percent), and Other (7 percent) which included, by example, Puerto Rico, the Caribbean, and South Korea. Unsurprisingly, Academy members tend to practice in areas with the greatest union density (the Northeast, Midwest, and Western U.S.).

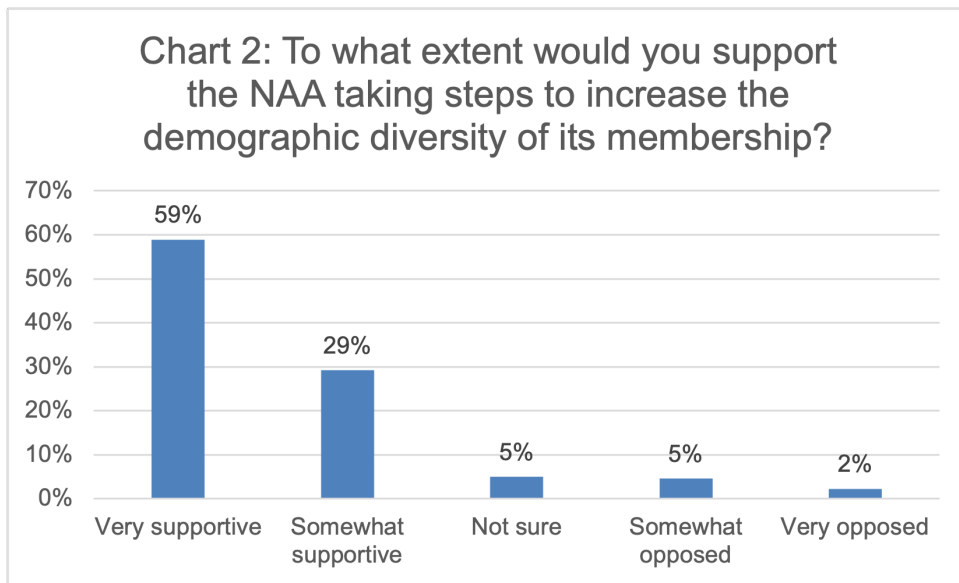
NAA Member Thoughts on the State of Demographics and Diversity

We asked NAA members, “The membership of the NAA is approximately 20% female and 5% non-white. How big a problem is the lack of demographic diversity in the NAA?” Their responses are found in Chart 1 below. Approximately 85 percent responded that lack of diversity within the NAA was an urgent problem, a problem that must be actively addressed, or a problem. A much smaller proportion of NAA members, roughly 15 percent, responded that lack of diversity was “not a problem” or “not much of a problem.”



Support for Increasing Demographic Diversity

We also asked members, “To what extent would you support the NAA taking steps to increase the demographic diversity of its membership?” Their answers appear as Chart 2 below and following a similar pattern to answers from Chart 1. Specifically, nearly 90 percent of respondents indicated they are “very supportive” or “somewhat supportive” while only 12 percent were “not sure,” “somewhat opposed,” or “very opposed.”



SECTION 2:

Neutral Practice Characteristics

Part-Time Status

What do the professional practices of NAA neutrals look like? As an initial point of entry, our results indicate that the majority of NAA members are full-time neutrals.

Table 2: Work Status

Work Status	Count	Distribution
Full-Time	155	65%
Part-Time	63	26%
Retired/Other	21	9%

As seen in Table 2 above, a majority, 65 percent, of NAA neutrals consider themselves full-time neutrals where 26 percent consider themselves part-time. 9 percent of respondents reported they were “retired” or selected “other” which included responses such as “Almost retired,” “Semi-retired,” and “just retiring now.” We have excluded retired neutrals from any of the additional analysis below.

Alternative Occupations

What other work do part-time neutrals pursue? Table 3 shows that among part-time labor neutrals, two-thirds, or 66 percent, have no other occupation, 11 percent are occupied as academics in addition to their part-time neutral practices, 5 percent practice law outside the scope of the labor and employment areas, 5 percent also perform government work, and 13 percent selected other work such as consulting and real estate investing. The large proportion of part-time labor neutrals who do not pursue additional remuneration outside their neutral work may be explained by the relatively older population of labor neutrals.

Table 3: Alternative Occupations for Part-Time Neutrals (*Full-Time Neutrals excluded*)

Occupation	Count	Distribution
None	41	66%
Law	3	5%
Academia	7	11%
Government	3	5%
Other	8	13%

Sources of Income

The percentage of income attributed to neutral work is consistent with neutrals' part-time status, on average. As seen in Table 4, full-time neutrals derive nearly all—88 percent— of their income from neutral work, on average, while part-time neutrals derive 65 percent, on average of their income from neutral work. For full-time neutrals, income from academia, law (outside of labor and employment), writing, training, government, and other sources represents just 2 percent or less of their total income, on average. For part-time neutrals, income from academia, government, law (outside labor and employment), writing, and training represent 11 percent, 3 percent, 2 percent, 1 percent, and 1 percent, respectively. Part-time neutrals reported 10 percent, on average, of their income came from “Other” sources such as social security, pensions, investments, consulting, and real estate. Table 4 suggests that part-time neutrals are not necessarily part-time workers; rather, outside careers, particularly in academia, appear to complement part-time neutral work for many.

Table 4: Sources of Income, by Full or Part-time Status

	Part-Time	Full-Time
Neutral Work	65%	88%
Law	2%	1%
Academia	11%	2%
Writing	1%	1%
Training	1%	2%
Government	3%	1%
Other	10%	1%

Neutral Practices Areas

Table 5 indicates that, among NAA members, employment arbitration and employment mediation comprise a relatively small proportion (4 percent and 3 percent, respectively) of their overall professional practices, which are dominated by traditional labor arbitration work (85 percent). Labor mediation is a small proportion (8 percent) of the average NAA member’s practice, likely reflecting in part the availability of free government agency services in that domain. Non-workplace neutral work (either mediation or arbitration), such as commercial, financial, environmental, or community work constitutes less than 2 percent of the average NAA members’ practice. This distribution is consistent with the 2015 NAA survey, suggesting stability within the practices of members.

Table 5: Professional Practice Areas

	NAA Members
Employment Arbitration	4%
Employment Mediation	3%
Labor Arbitration	85%
Labor Mediation	8%
Other (Non-Workplace) Neutral Work	2%

Caseloads

Table 5 above suggest the overwhelming majority of NAA members' practices are comprised of labor arbitration. Tables 6a and 6b extend this analysis by further exploring the composition of neutral practices in labor (Table 6a) and non-labor (Table 6b) cases.

Table 6a shows that the average number of labor arbitration cases (again, which constitute 85 percent of neutral practices, on average) is 61 per year for full-time neutrals and 31 for part-time. Of those labor arbitration cases, approximately 5 percent and 6 percent are interest arbitration cases for full-time and part-time neutrals, respectively.

Table 6a: Labor Arbitration Cases, by Part-time Status

	Part-Time	Full-Time
# of Labor Arbitration Cases (mean)	31	61
% Interest Arbitration Cases	6%	5%

Table 6b shows that the majority of respondents have experience arbitrating employment cases (i.e. non-labor-management cases involving issues such as statutory or wrongful dismissal claims by non-union employees). Nearly two-thirds, or 65 percent, of full-time neutrals report have experience arbitrating employment cases while a lightly smaller percentage, 55 percent, of part-time neutrals reported the same. Though the majority of neutrals have experience in the employment arena, their caseloads are rather small with full-time and part-time neutrals reporting having been appointed to arbitrate an average of 7 cases and 4 cases over the last twelve months, respectively. Table 6b further shows that non-workplace arbitration experiences are relatively rare within the academy; only 22 percent of full-time neutrals and only 8 percent of part-time neutrals report experience with non-workplace arbitration cases. Further, those few neutrals who do work in this area report very few cases within the last twelve months.

Table 6b: Non-Labor Arbitration Cases, by Part-time Status

	Part-Time	Full-Time
% With Employment Arbitration Experience	55%	65%
# of Employment Arbitration Cases (mean)	4	7
% With Non-Workplace Arbitration Experience	8%	22%
# of Non-Workplace Arbitration Cases (mean)	1	4

Hourly and Per Diem Rates

Rates charged by respondents vary across the different areas of neutral practice. Table 7 shows both the mean and median rates charged by NAA members for different case types. The mean and median are both measures of central tendency, the mean represents the average rate while the median indicates the midpoint of the distribution so that 50 percent of neutrals charge more than the median and 50 percent charge less than the median. As shown in Table 7, we find that hourly rates for employment arbitration and mediation are generally higher than those for labor arbitration and mediation (if converted from a per diem to a 10 or 8 hour workday). Specifically, the mean and median hourly rate for employment arbitration is \$405 and \$400, respectively, the mean and median hourly rate for employment mediation is \$463 and \$400, respectively, the mean and median daily rate for labor arbitration is \$2,058 and \$2,000, respectively, the mean and median daily rate for labor mediation is \$2,468 and \$2,000, respectively while the mean and median hourly rate for non-workplace neutral work is \$413 and \$400, respectively.

Table 7: Billing Rates, by Case Type

	# of responses	Billing Rate (Median)	Billing Rate (Mean)
Employment Arbitration (Hourly)	78	\$400	\$405
Employment Mediation (Hourly)	60	\$400	\$463
Labor Arbitration (Daily)	199	\$1,950	\$2,058
Labor Mediation (Daily)	121	\$2,000	\$2,468
Other (Non-Workplace) Neutral Work (Hourly)	29	\$400	\$413

Sector of Employment

NAA members were asked “Over the last 12 months, approximately what percentage of your labor neutral work is in each of the following categories?” Their responses are found in Table 8. Non-railroad, private sector cases comprise the largest percentage of neutral practices, on average, at 43 percent. State, Local, or Provincial Public Sector cases are the second largest sector and represent 37 percent of caseloads, on average. Federal Public, Railroad, and International cases represent relatively small percentages of the average members’ neutral work at 10 percent, 4 percent, and 1 percent, respectively.

Table 8: Sector of Employment

	% of Neutral Work (Mean)
Federal Public Sector	10%
State, Local, or Provincial Public Sector	37%
Private Sector (non-railroad)	43%
Railroad	4%
International (trade agreements)	1%

Methods of Appointment

How are NAA labor arbitrators appointed? Our results, reported in Table 9, indicate that government rosters, such as the FMCS, public employment boards, and provincial ministries, are the most common source of appointment for labor arbitration caseloads. Specifically, 31 percent of NAA members' labor arbitration caseloads come from government rosters, 27 percent come from permanent panels, 26 come from direct appointment by disputing parties, 15 percent come from arbitration provider (such as JAMS or the AAA) referrals, and 1 percent of caseloads come from "other" methods. However, when describing "other" sources of labor arbitration cases, arbitrators seemed to exclusively list government agencies such as FINRA, Public Law Boards, NYSPERB, for examples.

Table 9: Methods of Appointment

	% of Caseload by Appointment Method (mean)
Direct Appointment	26%
Standing Panel	27%
Government Roster	31%
Provider Referral (e.g., AAA)	15%
Other	1%

SECTION 3:

Experience with hearings conducted with virtual technology

Prevalence of Virtual Hearings

The pandemic engendered rapid changes in the adoption of remote web-based platforms and video technologies to conduct mediation and arbitration hearings. Virtually all, or precisely 98 percent, of NAA members have conducted at least one virtual mediation or arbitration hearing since the start of the pandemic in 2020. Table 10 displays the remarkable increase in the use of virtual hearings; prior to the pandemic, only 4 percent, on average, of arbitration or mediation hearings were conducted virtually while the median percentage of hearings was 0 percent (meaning at least half of all members did not conduct a single virtual hearing). Since the 2020 pandemic, members report 76 percent of hearings, on average, have been conducted virtually; the median is higher at 90 percent, suggesting half of all members conducted 90 percent or more of their hearings virtually between the start of the pandemic and mid-2022.

Table 10: Virtual Hearings Prevalence

	Mean (%)	Median (%)
Pre-2020	4	0
Since 2020	76	90

Virtual Training

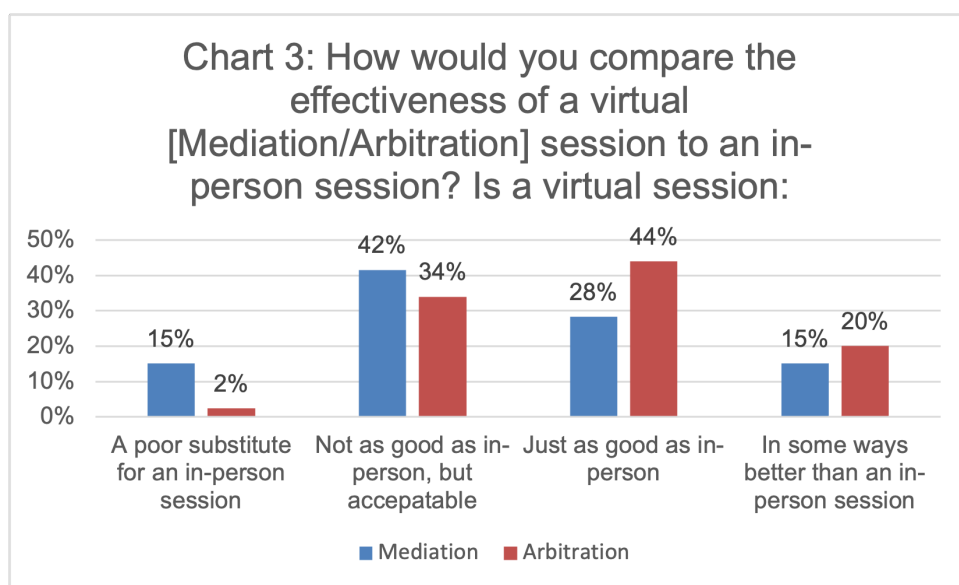
As seen in Table 11 below, respondents report high participation rates in NAA videoconferencing task force training sessions (79 percent) and only about a quarter of respondents (or 29 percent) reported a desire for additional training in virtual technology and the conduct of virtual proceedings.

Table 11: Virtual Training

	Yes (%)	No (%)
NAA Videoconferencing Task Force	79	21
Perceived Need for Additional Training	29	71

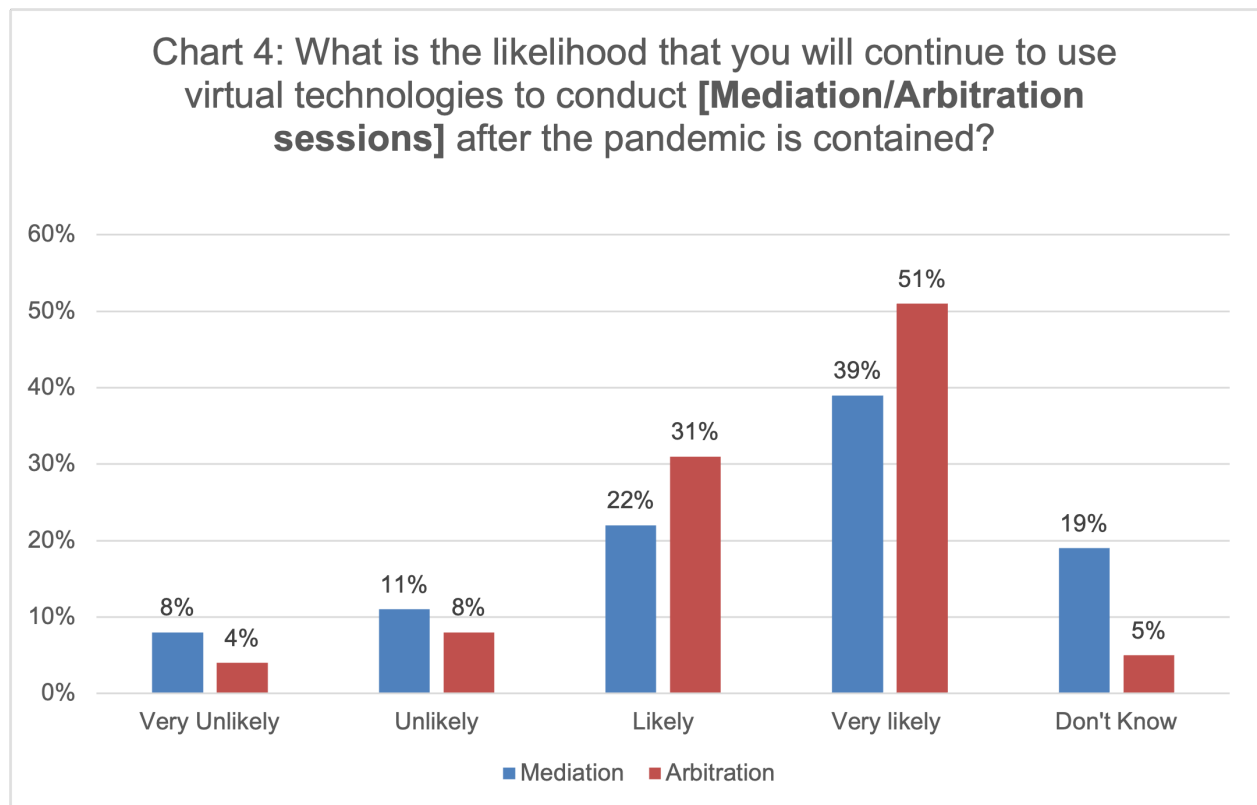
Perceived Adequacy of Virtual Hearings

While there has been ubiquitous adoption of virtual hearings post-2020 among NAA members, there is variation in the perceived adequacy of virtual hearings for arbitrations and mediations. We asked respondents: “If you have conducted any [mediations] [arbitration hearings], how would you compare the effectiveness of a virtual session to an in-person session? Is a virtual session:” Their responses are found in Chart 4 below. Arbitration hearings appear to be more conducive to being facilitated virtually than mediations. Indeed, two-thirds of respondents, or 64 percent, reported that virtual sessions are “just as good as in-person” or “in some ways better than in-person” relative to arbitration hearings whereas only 43 percent reported the same for mediation. On the obverse, over half, or 57 percent, reported that virtual mediation sessions are “a poor substitute” or “not as good” as in-person sessions while only 36 percent reported the same for arbitration.



Continued Adoption of Virtual Sessions

Respondents were also asked, “What is the likelihood that you will continue to use virtual technologies to conduct [mediation sessions] [arbitration hearings] after the pandemic is contained?” Similar to perceptions on the adequacy of virtual hearings, members are more likely to report plans to continue using virtual hearings for arbitrations compared to mediation sessions. 82 percent of respondents indicated they are “likely” or “very likely” to continue using virtual technology for arbitration hearings while a much smaller majority, 61 percent, reported the same for future mediation sessions. The largest difference can be found in the “I Don’t Know” responses; only 5 percent reported “I don’t know” for future arbitration hearings while 19 percent reported the same for future mediation hearings.



APPENDIX 1: DIVERSITY RESPONSES

What barriers to entry do racial, ethnic and/or gender minorities face relative to the arbitration profession?

1. The barriers are numerous and go well beyond the NAA. We have years of societal racism and sexism and the NAA needs to improve just as virtually every other institution needs to do more.
2. It is hard for anyone to break in as an arbitrator. There is a huge reluctance by the parties to select an “unknown.” It is also financially challenging to become an arbitrator since one cannot be an advocate and a neutral at the same time, and it often takes years to get established enough to make a living. I think arbitrators can take aspiring arbitrators with them to hearings (in person or virtually) and mentor them.
3. Mentoring, ability to enter the pipeline and be picked by parties
4. One thing I’ve never heard the NAA consider is the percentage of white women serving as advocates. I’ve been a neutral for more than 30 years and although when I first began, men constituted the great majority of advocates. However, modernly about half the advocates appearing before me are female. Why more of them don’t decide to become neutrals is something only they can answer but I therefore see no reason for the NAA to encourage women to enter the profession.
5. The parties’ and the agencies’ attitude toward “new” arbitrators, irrespective of their skills.
6. They do not have contacts and networks as extensive as others who come from groups that have held power.
7. The social and economic factors that create different opportunities for education and mentorship, beginning at the primary school level
8. Many (perhaps a majority) of the most effective and successful arbitrators in the Philadelphia area are women, African American and from ethnic minorities. While I was a management attorney for 25 yrs selecting arbitrators, I found Shyam Das, Joan Parker, Margie Brogan, Barbara Tener (now Zausner), Alan Symonette, and John Paul Simpkins, for example, to be top notch. Perhaps I am naive, but in the Philadelphia area there do not appear to be significant barriers for anyone who aspires to be an arbitrator and has the talent and background required. Moreover, I have found a willingness among my colleagues in the area to mentor upcoming arbitrators regardless of their gender, race or ethnicity.
9. financial, past practices of the parties
10. Financial means
11. Limited number of minorities in the labor relations pipeline; difficulty of starting anew career where rules prohibit acting as a neutral while continuing to be an advocate
12. Oh please. What are the barriers in graduate education, executives of companies, etc. etc.?
13. Their own misconceptions
14. Not sure

15. Lack of exposure.
16. Racial minorities experience the usual prejudice against Blacks in management positions.
17. A diminishing market in labor/management,
18. harder to be selected since parties rely on who they know
19. They are there but I can't identify them.
20. Don't know
21. I'm not sure, but we all have to reach the threshold in meeting requirements
22. Racial ethnic gender prejudice
23. Same barriers that all new arbitrators face -- difficulty making a living when starting out and the parties desire to continue to use the arbitrators they know rather than trying new arbitrators. Also need to introduce these arbitrators to the parties who make selections and provide greater mentoring and opportunities.
24. Years of work in the field before becoming an arbitrator. Must be able to support yourself while being established as an arbitrator.
25. 3
26. There is no clear path to become an arbitrator for anyone. People without connections through family or friends or work have the hardest time breaking in.
27. Selection of arbitrators - choosing established, familiar arbitrators the advocates are "comfortable" with or who have been vouched for by the established arbitrators (who tend to know people who are of a similar demographic to themselves); parties unconscious bias in selecting women and people of color
28. Primarily the standard systemic issues that exist in the legal profession itself. Lack of representation makes people feel they can't succeed; lack of connection to the powerful people who give recommendations
29. The usual litany of American prejudice.
30. I do not know
31. The biggest barrier for anyone wishing to become an arbitrator is gaining the necessary listening and writing skills, regardless of racial, ethnic or gender.
32. Experience and competence
33. Similar to other professions - old white people established it. Old white people maintained it. Old white people have little interest in leaving their comfort zone and having people without the same cultural, ethnic, and racial background in their group.
34. How to maintain an arbitration practice during the first five years of practice and still be able to eat.
35. The same barriers as exist elsewhere in the society - stereotypes, unconscious bias, unwillingness to give up white privilege,
36. Bias
37. There is a need for greater availability of mentors.

38. With respect to the parties, the biggest barrier is the parties unwillingness to try aspiring arbitrators
39. Institutional barriers to entry. Agencies and NAA can do a lot to knock down barriers.
40. Similar to the barriers in other professions; not significantly different than, e.g. in law.
41. Similar to the barriers faced in all professions
42. I see little barrier. I know many minority arbitrators (racial and women) and they have been extremely successful mostly due to their own hard work and merit but also with the help of AAA and NAA.
43. Overcoming racial and gender stereotyping by parties who select arbitrators.
44. It has always been difficult to transition from law practice, government office or teaching position to become a full-time neutral. I think this entry problem has become almost intractable and discourages any one to opt for this business.
45. Parties being unfamiliar with them; lack of arbitral experience
46. One, Unconscious bias of the people with the power against certain minorities. Two, Unconscious bias of the aspiring arbitrators - towards non-minority arbitrators and power holders. To a less degree, the power holders know they dont want to share the "club" with those not like themselves.
47. Familiarity with the parties
48. I suspect it is barriers all the way from entry to law school / post secondary education to being appointed or accepted by the parties.
49. Parties have a tendency to select the same arbitrators which does not allow for opportunities for newer neutrals who may be of color or women.
50. Gaining access to information about the opportunities, identifying potential mentors, meeting the parties and earning income while building a practice without compromising neutrality.
51. Lack of availability of a gradual onramp to the profession. Too much financial risk in going 100% neutral.
52. Lack of mentors, lack of acceptance by parties, likely financial barriers during entry period.
53. Selection by the parties
54. It starts a lot sooner than arbitration; it is law firms, law schools, etc.
55. To answer this question, I would say there are way more barriers than I can list in a short time. It boils down to assumptions and missed opportunities, some of which may be invisible to the aspiring arbitrator.
56. They face the same difficulties as non-minority people. It has always been very difficult to gain acceptability.
57. The same barriers as in other professions.
58. In my experience, those with comparable backgrounds do as well.
59. Tendency of the parties to refrain from using new arbitrators
60. Time. It takes a long time for parties to get to know you. Reputation and comfort drive selection process.
61. Racial, ethnic and gender bias.

62. Inadequate informal, network, family connections to the Appointing: parties, institutions, agencies.
63. Parties favor experienced and successful arbitrators; declining demand for labor arbitration; more lucrative opportunities available for those who have what it takes to succeed as labor arbitrators.
64. CBAs that require that arbitrators be NAA members. And general biases.
65. Acquiring acceptable credentials.
66. The parties' willingness to use other than the old standbys.
67. Selection by the parties and exposure to the field
68. Barriers at every step in the pipeline before they even get to a point where they can apply to become an arbitrator.
69. Getting to know the parties so they are selected.
70. Implicit bias. Difficulty getting known. Risk aversion - lack of role models to demonstrate the way to build a career.
71. Not being taken seriously
72. Acceptability.
73. Parties tend to select based on their implicit biases toward people that look like them or who have a traditionally "judicious" demeanor (i.e. older white people who look like judges). There's also a tendency not to assume that they are as capable as their white or male counterparts. Male attorneys are occasionally more disrespectful of women than they are of men. The biggest issue, however, is the financial barrier to entry. It's simply too difficult for younger people from a more diverse set of communities to undertake the financial burden of hanging their shingle without promised income.
74. getting parties to view new entrants as "acceptable"
75. Dont know
76. It would be entirely speculative for an arbitrator to opine on this question.
77. Lack of mentors would be the number one thing that comes to my mind.
78. To summarize in this VERY short space and avoid having to create an adequate bibliography for this survey: implicit bias and disparate expectations and perceptions that manifest themselves in too many ways, means, manners, and places to be addressed here but it is near ubiquitous IMO.
79. Parties need to pick and accept minorities to allow them to achieve the required caseload to be recognized and listed with agencies and eventually gain admission to the NAA.
80. Experience in labor relations; It takes time to become experienced in labor relations. Academic background, to me, often fails to bring experience about how employee relations and work practices play an important role in understanding the context of the hearings. Old saying is true, practical experience is very important. That said, education is very important. Also, I have BA and MPA in political science and government. that coupled with nearly 40 years experience work in labor relations has been very helpful for me. Someone who understands the reality of labor relations and the workplace. Currently, I am mentoring a black female who wishes to become an arbitrator. She will do well as her work experiences were in a multiple union employer.

81. finances; learning curve
82. There should and must be more diversity in the arbitration profession. The question is how many non-white, non-male individuals desire to become arbitrators. Will organizational initiatives make a difference? The outcome is still unknown. Initiatives for the sake of having initiatives is not enough. To my knowledge, the arbitration descendants of Jean McKelvey out there have been self-motivated. What is needed is high quality mentoring programs. Once individuals have shown the self-motivation and desire to become arbitrators, the NAA should have a more comprehensive mentoring program than it presently has. As a Past Chair of the NYS Bar Assoc. Arbitrator Mentoring Program, I found it very difficult to find existing arbitrators to be willing to be mentors. The first diversity initiative the NAA should undertake should be to have current members commit to becoming mentors. Then we should step-up our Mentoring Program .
83. Lack of acceptability that we all face when starting. It's hard to start a new career with no guarantee of success.
84. Lack of training
85. Reluctance of parties to use new Arbitrators.
86. Many are not given the opportunity to participate as Union or management representatives. It is improving now.
87. Acceptance similar in nature to all aspiring arbitrators.
88. Parties' tendency to deal with known arbitrators.
89. getting to know the advocates
90. The substantial growth of women in the ranks makes it important to distinguish "gender" minorities from the other minorities. It's hard to see a case that there are still barriers to women. As for racial/ethnic minorities, it's important to ask whether their underrepresentation is reflected in the professions that typically serve as "feeders" to arbitration. In other words, is it the case that minorities who become advocates, arbitrator interns, federal mediators, professors in relevant fields, NLRB agents, etc., have more trouble breaking into arbitration than do whites, or is it that there are simply fewer minorities in those "feeder" professions (which obviously raises another set of questions)? I have not seen an answer to that question.
91. getting the experience to be accepted by other parties
92. DON'T KNOW
93. It is a difficult practice to break into because the acceptability by the parties is a critical element. As those roles that provide exposure to the parties (agency staff mediators, hearing examiners etc) hire more diverse employees, the arbitration practice will see more diversity.
94. The industries using arbitration are predominately directed by white males who are more likely to rise to executive level positions who are involved in selecting arbitrators.
95. I am very much in favor of more diversity, however I am opposed to lowering any standards for admission into our profession.
96. white-haired, white, old men as advocates
97. I would guess that the barriers begin with entry into the professions from which arbitrators come, such as law and labor relations positions in unions, and private and public sector employers.

98. Racism and sexism primarily.
99. Economic barriers are exacerbated. Bias, both unconscious and conscious.
100. Selection by the parties
101. I think the barriers are significant and I do not think that the NAA has done enough or made enough efforts to reach out to assist minority Arbitrators in the arbitration profession. With the NAA having been around for 74 years and with only a 5% minority membership the numbers are an indictment of how little the NAA has done to increase minority representation.
102. Labor arbitrator diversity is a trailing indicator of three sources: university faculty, neutral agency staff, and labor or management.
103. Unwillingness of the parties to select new faces
104. the parties' reluctance to appoint new/untested arbitrators
105. The greatest barrier is getting known. Minorities are just as qualified as they mostly come from the legal profession. It is important to cultivate talent among the minority legal/academic pipeline so that they see it as a legitimate career path.
106. Many NAA guidelines for admission protect the good ol' boys.
107. Same barriers as a white-male -- the catch 22 -- you don't get cases until you are known and experienced
108. Parties acceptance
109. Basically, like much else in the business world, this is a profession where one has to be "known" to be accepted. In many ways, with few exceptions, it has been an "old boys club." That is also who is presenting the cases and they feel most comfortable with people like themselves. VERY difficult to overcome. I had an experienced male black former labor relations person shadow me for over 2 years. He finally gave up as he got ZERO cases. Yet, by all appearances everyone seemed to like him and he was certainly qualified to be an arbitrator.
110. Who you know.
111. Getting exposure to the parties and getting on the FMCS and AAA lists. Once people get to hold hearing and make decisions, their work product will dictate their future success.
112. Acceptability by the parties
113. Lack of experience
114. The labor and management representatives who select arbitrators do not have selection of new arbitrators as a priority, and where they do they may not have selection of minorities as a priority.
115. Many of the same obstacles faced by anyone wanting to become an arbitrator, i.e. difficulty being selected for cases, getting on panels with little experience. NAA case requirement for those with some experience.
116. The prohibition on simultaneous advocacy work; this makes it economically unfeasible for many to start an arbitration practice. This is a barrier to entry for all regardless of race/ethnicity but because the status quo is so white, this barrier to entry tends to freeze the status quo.
117. lack of diverse mentors

118. Parties tend to prefer arbitrators they know. Unless parties choose to use minority arbitrators, it will not happen.
119. Systemic discrimination within institutions; too many to list...
120. It is difficult to find minorities who have the experience to get selected. Therefore, they must be brought into the profession earlier so as to get them accepted.
121. getting through the steps to where the parties can choose those of color and/or women. parties appear to this neutral to be happy to have persons of color on the arbitration rosters.
122. selection bias and acceptability
123. Discrimination
124. joint acceptance by parties
125. The main barrier is the unwillingness of parties and their advocates to select minorities as arbitrators, in other words hesitancy to give minority arbitrators a chance. There's also occasional blatant racism and sexism involved.
126. Financial, mentorship, lack of previous professional access/opportunity continues to be barrier.
127. Acceptability to the parties.
128. the parties are reluctant to try new arbitrators
129. I do not believe that aspiring minority arbitrators face discrimination. The pool of arbitrators is drawn from experienced people. Thus, the "problem" will be resolved over time. The process can be accelerated with care
130. The older, more experienced arbitrators, are often selected for their experience and track record. Unfortunately, they tend to be less diverse. Parties selecting arbitrators tend to go with known commodities, especially in important or big dollar cases. This will only change when these arbitrators retire or die.
131. All the bias issues in society in general, less money to sustain them while developing a practice
132. Systemic white male privilege. Failure on the part of existing practicing neutrals, employers and unions, advocates, designating agencies, the NAA to invite, groom and develop new neutrals from diverse backgrounds. Exclusion of younger and diverse neutrals from exposure and podium time in organizational events.
133. Acceptability is a problem across all categories.
134. Discrimination; lack of sufficient qualifying experience due, in part, to prior discrimination as well as other factors
135. The "economic barrier" is the same for EVERYONE. Ceasing to serve as an advocate in labor-management grievance dispute resolution can carry a prohibitive cost to aspiring arbitrators. This is ironic because advocates have the best experience and training in labor-management ADR.
136. The designating agencies require labor arbitrators to be full time neutrals. That means that many people in their 40s and 50s cannot afford to become labor arbitrators. Employment arbitrators may continue to hold their "day" jobs so there is greater diversity among them than labor arbitrators.

137. Many of the arbitrators who are from ethnic or gender minorities are younger and the older usually white male arbitrator has a long history with the parties. The parties are reluctant to choose young arbitrators
138. Bias against women and minorities, although it's significantly less than when I first became a full-time labor relations neutral in 1972 as the Executive Director of the Los Angeles Employee Relations Board. We maintained our own list of arbitrators, and back then there were only a couple of females and a couple of minorities in the business here in California.
139. Parties tend to select who they know due to comfort level and fear of taking a risk with newer arbitrators. Some advocates have preconceived notions of the bias of an arbitrator based on race and gender.
140. Acceptability and perception of lack of competence
141. They are reluctant to travel.
142. Appointment
143. Need to facilitate in experienced arbitrators to gain experience.
144. Selection by the parties
145. Massive barriers that are well beyond the profession. We should do as much as we can but society needs to be more inclusive.
146. Lack of contacts and labor relations experience
147. This is in part an experience seniority issue.
148. There seem to be too few opportunities for minorities to work in areas that would prepare them to be arbitrators. And, the parties are still loathe to select arbitrators that they don't know.
149. I was involved in the NAA's Diversity, Inclusion, Equity and Belonging committee and a lengthy interim report issued which referenced many barriers which need to be corrected.
150. I have been replaced on a major panel by completely inexperienced persons, simply for diversity reasons
151. initial opportunity to be assisted to make contact with the parties; opportunities to show their talent to potential selectors; opportunities to be appointed to be able to show how they manage a hearing and write decisions; opportunities to remain in the relevant public eye as a leader in arbitration
152. The greatest barrier for anyone (regardless of diversity considerations) is obtaining acceptability to the parties.
153. need to be taken on as apprentice
154. One problem is that most arbitrators do not find their way into the profession until they have had years of experience as an advocate or agency neutral. At least that is my understanding. if correct, then there is a lag time before current efforts to increase diversity in college, law school, and labor related professions are realized in the arbitration field. That is just one thought.
155. 1. Discrimination 2. Parties pick arbitrators they are familiar with and they are often less familiar with arbitrators of color. Less so for female arbitrators.
156. Reluctance of the parties to use anyone new.

What steps, if any, do you think the NAA should take to increase the demographic diversity of its membership?

1. I think we should have training on the value of diversity and why it is imperative for us to increase diverse members in the NAA. The NAA should establish a mentoring program focused on having NAA members recruit and mentor diverse individuals who could be future arbitrators. The NAA should consult experts on how to achieve these goals and adopt some of those recommendations.
2. Encourage potential neutrals to consider this as a career, mentor them, and really promote them.
3. See the DEIB report
4. I'd like to see NAA establish a program for people of color with at least a decade of experience working as a union or management advocate and/or as an employee of a neutral agency such as the NLRB or a like state agency or FMCS or a like state agency, completion of which would result in some sort of certification of minimal knowledge of the arbitration field. For a brief period long ago, UCLA Institute of Industrial Relations had such a training program and my understanding is the career of a couple dozen excellent arbitrators was jump started by its completion.
5. Outreach and mentoring. And making the NAA a more welcoming place for diverse individuals.
6. why? diversity is not a substitute for ability
7. Same thing I have been saying (and doing on an individual basis for years) . Identify talent. Nurture talent. Support talent.
8. Go into the universities, the law schools, and the high schools to alert young people to this career path and then set up programs to assist talent
9. I recommended that the NAA bring into membership a former law firm colleague and friend, a management labor lawyer for 10 years, who retired as a distinguished federal district court judge a couple of years ago, who is now serving as a labor arbitrator. The NAA's current rules would not permit him to be a member because he hasn't written scholarly articles. It strikes me that the rules could and should be amended to allow such a distinguished individual, who happens to be black, immediate consideration as a member.
10. DEIB
11. Encourage apprenticeships.
12. Education internally and externally
13. Actively partner with Employer-Union pairs that routinely use a permanent panel of arbitrators to diversify those panels--USPS is a prime example where progress could be readily made.
14. I'm involved in the on-going efforts.
15. Begin meaningful discussions
16. mentorship
17. I am aware that some Regions are developing mission statements and encouraging mentoring, but I believe some regions may be waiting for guidance/the position of the NAA.
18. Not sure.

19. mentoring new arbitrators by individual members
20. More arbitrator training, more networking and mentoring opportunities
21. NONE
22. It should be a priority but do not believe we should designate a % of membership dedicated to minorities.
23. Not much. Encourage mentorships.
24. Not sure
25. None
26. Increased mentoring and providing support for changes in lists sent by designating agencies and those who establish permanent panels to include greater diversity.
27. Promote mentoring
28. 1
29. Networking and seeking out new arbitrators and doing things like salons, trainings, etc. that are open to non-NAA members. I think an NAA committee should carefully examine the criteria we currently have for new NAA members to see if any pose particular barriers to women and non-white potential members.
30. Increase the use of salons to help newer arbitrators expand practices, gain entry to the academy; support the RCI efforts and newly established separate RCI Board - financially and by endorsing the approach with parties and designating agencies
31. Mentorship programs for aspiring arbitrators; lobbying the designating agencies to be active in increasing diversity on their panels
32. My encountered great hostility when I was a new young, white, male arbitrator at NAA meetings. So God only Knows how others were treated. Yes, NAA should be involved, I do not know how to be successful.
33. affirmative action by inviting those qualified to participate in training
34. My belief is that the NAA should be willing to accept anyone who is qualified to become a member, but I firmly believe that the aspiring member should be required to take the initiative to become a member, not the other way around. Making anything too easy dilutes the value.
35. Have the regional groups seek out interested minorities
36. Take it seriously and do more than typical NAA lip service through a bloviating committee.
37. Increased training in diversity-related subjects.
38. Active to the extent of welcoming newbies, mentoring them, editing their work and help providing contacts for them to pursue.
39. Find talented individuals with training in the issues who are interested in arbitration and mentor (being done in some cases), but more emphasis on identifying these individuals and then encouraging them and supporting them to switch chairs to become neutrals.
40. Mentoring new arbitrators. Educating parties. However, I firmly believe that arbitration is a creature of the parties' agreement and neither an arbitrator nor an organization the arbitrator belongs to should involve itself in the selection process of the parties in any way.

41. Active recruitment and training - the salons for example.
42. Actively encouraging the parties to broaden their perspective
43. Recruit regionally to locate promising arbitrators and mentor them.
44. Recruit members;
45. Outreach to and encouragement of members of target groups.
46. It is limited in its influence. It can encourage and inform advocates to actively implement policies that foster diversity,
47. I don't really see a problem. I think it is wrong to assume that a white arbitrator cannot fairly decide a case involving a minority grievant, and vice versa.
48. Offering programs which will expedite minorities' becoming qualified to be listed as arbitrators on panels provided by appointing agencies.
49. Actively pursue minority and female applicants in public sector (state, local and federal) labor relations agencies.
50. continue salon process
51. I've never heard it called Ray Corollary. NAA asks its members to step up to mentoring minorities and newer, less experienced arbitrators. The NAA should keep its quality up first, and then be very open minded when judging all candidates for admission. I do not favor lowering our quality / experience expectations just to get more racial minorities, or more members to replace our shrinking membership. Idea off the top: There could be a period of 2-4 years where a newer, really well credentialed, but still less well-known arbitrator is given "protege/NAA approved deserving of a chance" status. This would be as difficult as setting membership standards, so I can't imagine how to do it.
52. ?
53. It should actively encourage potential arbitrators from diverse backgrounds to apply. It should review its admission criteria to ensure there are no systemic barriers that cannot be justified or modified.
54. The NAA has recently eased some of the requirements for membership. We are presenting salons for aspiring arbitrators with an emphasis on diversity. The NAA Outreach Committee is working on this issues.
55. Stress the importance at the regional level of having members identify potential arbitrator and facilitating the ability of prospects to interact with established arbitrators on an informal basis.
56. Conference internships for advocates of color. See proposal to REF by Roose and Nielsen.
57. Active mentorships, encouraging designating agencies to create lists that are all person of color - providing one or two people on the list who are people of color looks good, but may do nothing.
58. Educational programs for parties and NAA members. I am willing to consider other ideas.
59. Nothing
60. NAA should only respond when minorities get selected more. This is up to the parties, not NAA.
61. Encourage members to mentor diverse prospective arbitrators and to suggest to parties that they use those diverse folks.

62. The NAA does not have a significant role in increasing diversity. Admission to membership should be based strictly on merit without regard to gender or race. The parties can select minority or female arbitrators if diversity is important to them.
63. Assist with training and introduction to parties. Encourage parties to try out newer arbitrators. The NAA should NOT support quotas or RCI, nor should it deviate from its firm insistence that labor arbitrators be neutrals.
64. We should publicize the organization widely to get applicants and we should select all applicants who meet our standards. We should not use diversity as a factor in admission.
65. Outreach to the parties
66. Encourage newbie/mentor programs and relationships
67. Outreach, recruitment of neutrals, and expansion of NAA to cover neutrals for all workplace disputes.
68. Mentoring of minorities who may express an interest in the ADR profession, which is not broadly understood or known.
69. Cooperate in training programs, encourage members to serve as mentors, and recommend to the parties that they choose those who you believe have what it takes to be successful.
70. recruiting new arbitrators and setting up a serious mentor program.
71. Do not know
72. Actively promote internships with newer minority arbitrators. Encourage parties to include minority arbitrators among their permanent panels.
73. Should encourage individual members to undertake initiatives to achieve diversity only if they are inclined to do so. The NAA should not as an organization implement any program that would lessen requirements for membership or make exceptions to its requirements on the basis of diversity.
74. Finding more diverse people to help along.
75. Outreach to historically black law schools in the form of training opportunities. m
76. Continued outreach to prospective arbitrators.
77. Mentorships, but the mentees must come to the NAA with labor relations experience.
78. I think the academy can help identify potential arbitrators from the advocate ranks. create training programs (not just skills but also how to start thinking about career years in advance). Include diverse arbitrators on programs
79. sponsorship and presentations to affinity bar groups
80. Find ways to recruit, support, and mentor new and aspiring arbitrators.
81. More explicitly find opportunities to support new arbitrators financially, either through work, apprenticeships, or stipends. Endorse initiatives to expand the diversity of rosters (like RCI) and engage with the parties more actively to make them address the selection issues.
82. encourage experienced arbitrators to take on "apprentices" who will increase age, race, and gender diversity

83. Go to the law schools and urge minorities to consider becoming neutrals
84. Continue the salons and outreach efforts.
85. Actively seek to invite aspiring minority arbitrators to our meetings, assign each one of them an established mentor, try to find parties who will use minority arbitrators in some way, perhaps at first in expedited proceedings.
86. Anything and everything it can reasonably think of, starting with a talk to all members that begins with the question of "How many African American, POC or diverse aspiring arbitrators are you reaching out to, to offer support, encouragement, and mentoring and/or sponsoring opportunities?;and if the answer is "Zero", following up with "Why do you think that is, and what could enable you to do more?"
87. Local outreach to minorities to include in local events. National initiatives to mentor minorities.
88. More regional training directed to that audience. Not just the same annual training programs offered. IE Cary Singletary's labor relations training program in Tampa FL is excellent.
89. set goals; take immediate action for self awareness; efforts for identification and recruitment of underrepresented groups
90. See previous answer. Once we have a comprehensive Mentoring Program in place, then the NAA should do the unthinkable -- have targeting paid publicity. Place paid information announcements about our program in periodicals such as the ABA Magazine, minority alumni magazines, and labor & employment magazines. That's getting the right message out to the right audience.
91. Offer workshops to aspiring arbitrators before they decide whether to take the leap.
92. Create arbitrator development programs.
93. When there is more diversity in Arbitrators, there will naturally be more diverse arbitrators qualified for membership.
94. I am a member of the Outreach Committee. We are working to increase the diversity by way of mentoring and regional salons. We are seeing some level of progress.
95. Encourage mentorships and training classes to include prospective arbitrators and participating parties.
96. Regionally have members offer to serve as mentors to aspiring individuals who have a background and experience in labor relations and who have not "burned their bridges" in prior labor-management undertakings.
97. make sure that every region has mentors
98. I think the first step is to analyze why there is insufficient diversity in the first place. Until that happens, everything else is a shot in the dark. For example, I am not aware of "steps" that were taken to increase the membership of women in the Academy, but clearly it has happened. Until we know why it hasn't happened as much for other underrepresented groups, we can't design sensible remedies.
99. More mentoring opportunities for arbitrators of color.
100. NONE
101. Encourage diversity among jobs that will establish acceptability among the parties for future arbitrators.

102. Encourage government and private arbitration service providers to diversify rosters and encourage employers/unions to select minority neutrals.
103. Make our standards well known and if someone can meet the standard, then admission should be granted. I don't believe the qualifications should be "bent" or lowered for admission.
104. provide more training for diverse new arbitrators and arbitrator applicants
105. Thinking quickly, the NAA could host locally based programs, reaching out to state, local governments, larger private employers, and unions for attendees, in which the practice and opportunities are discussed. There could be reaching out efforts to mentor new arbitrators, or have prospective arbitrators attend hearings.
106. Make publicly clear that we support diversity in arbitrators and discuss with the parties their reluctance to choose women and minorities who are not yet well known
107. More mentoring and promoting of aspiring arbitrators who are minorities. Scholarship funding if it can be available to ease some of the financial burden of developing an arbitration practice.
108. Offer training and mentorship and, possibly, certification of having matriculated an NAA mentorship program.
109. Urge the parties and appointing agencies to select greater diversity and add more diverse people to their panels.
110. Create Mentorship Sponsorship Programs, with the emphasis on Sponsorship. Mentoring is the easier part of the process, NAA members must use the contacts that they have gained over the years to assist minority Arbitrators in actually obtaining work or mentoring by itself will be meaningless.
111. The Salon program has been relatively effective and should continue. Additionally, the Academy could consider a establishing a formal and concentrated training program, somewhat like that of the FMCS but expressly aimed at increasing the diversity of the profession.
112. Continued outreach, mentorship and development. Advocating diversity to the parties
113. reduce the requirements for membership to enable arbitrators with less experience to join and be mentored by experienced arbitrators
114. I don't think the NAA has kept the membership from being diverse. There must be diverse applicants who apply for membership that can help increase the numbers. Once admitted, the NAA can seek to be inclusive of these new members by getting them involved in programming and leadership opportunities.
115. Work with organizations like the USPS and its unions to recruit highly qualified minorities who lack experience writing awards.
116. Encourage active members of the NAA to take on apprentices of color. Introduce the practice of arbitration to audiences that include people of color.
117. Educate parties; take on apprentices
118. Simply encourage those who seem interested by mentoring them in ways that you can. Real problem is programs to become an arbitrator are costly and many simply cannot afford the costs to attend training or even conferences to meet people (like ABA, even the NAA).

119. Encourage interns. Invite potential arbitrators to observe hearings as arbitrators guest and introduce. Propose interns for cases when possible.
120. I'm not sure.
121. Don't know
122. Increase mentorship programs
123. Members who know of minority aspiring arbitrators should offer to mentor them and encourage them to attend NAA meetings. The NAA should also encourage appointing agencies to have training programs, and members should participate as trainers.
124. Consider modification of case requirement, perhaps with a mentorship component.
125. Mentor and promote arbitrators of color. When they meet the requirements for membership, encourage them to apply.
126. more structure for when individual members, like me, or are willing to mentor newer people, including forming diverse teams of mentors
127. The NAA should continue to recruit diverse arbitrators, introduce them to the profession and the parties, and encourage parties to use them.
128. Be pro-active in addressing under-representation; leading the industry in this area.
129. Actively encourage minorities to get active in the profession. The problem with this is that not many folks are getting into labor law these days.
130. mentorship of women and minorities. Very few of total arbitrators seem to be doing this. NAA could make know those women and/or minorities who would benefit from mentoring. ie circulate names of those who have signed up for the FMCS arbitrator training program to all NAA members.
131. publicize it
132. Eliminate the requirement that neutrals not be employed by Unions or management.
133. actively seek out more diverse arbitrators and be pro active
134. I would encourage NAA members to reach out to minority bar associations and other organizations to establish mentoring relationships with would-be minority arbitrators.
135. Not get in the way of initiatives which would assist underrepresented to transition to neutral careers, e.g., forcing identified, competent, underrepresented individuals to sever financial ties with their jobs immediately in order to practice labor/management arbitration. Insisting upon traditional standards of neutrality early in an aspiring neutral's career guarantees the demographics will not change. The definition of insanity is to keep doing the same thing and expect a different outcome. 40 years of identifying the problem - and approaching it with the same prerequisites - will not change the outcome. By insisting on strict adherence to the same restrictions, NAA is part of the problem rather than a force for discovering the solution.
136. continue current initiatives, follow advice of diversity experts
137. work more closely with the designating agencies. Talk to the parties about trying new arbitrators

138. The main method the NAA should use is mentoring qualified individuals. The other method which appears promising is to work with appointing agencies and parties to ensure that at least some minority candidates appear on panels without reverse discrimination.
139. It will be hard to have an impact with declining numbers of labor arbitrations and the current number of decisions needed to satisfy membership qualifications. Some efforts are underway to change the criteria, but the old guard does not want to water down criteria that might lead to a loss of respect for and the reputation of the NAA.
140. Actively recruit and provide mentoring
141. Start in the law schools.
142. Partner with FMCS, AAA, NLRB, State Labor Boards to aggressively invite, train, groom, mentor, promote and give experience and exposure to younger and persons from diverse backgrounds. Provide free or low cost opportunities for aspiring and interested neutrals to attend and participate in NAA conferences and video webcast events.
143. I don't think it is up to the NAA, arbitrators have to meet entry requirements. The barriers are raised before they apply.
144. I feel strongly that it is NOT the responsibility of the NAA to become involved in the selection of arbitrators. Nor should different standards be applied. Rather, I support mentorships and adoption of innovative systems to encourage the Parties to try out diverse neutrals to see if they are acceptable, perhaps NAA designed/sponsored expedited arbitration systems at lower/no cost.
145. None. (It is not the role of a professional organization to engage in "social engineering".)
146. Encourage the designating agencies to allow labor arbitrators to keep their "day" jobs even if that day job includes employment or labor advocacy. As long as they disclose their work as advocates and do not accept appointments that involve their clients as parties, the Canon of Ethics permit them do so.
147. More training, pushing the parties to try arbitrators of diverse background
148. The NAA cannot "make" new arbitrators — that is the sole province and responsibility of the parties who pick their arbitrators. IMHO the only thing the NAA can reasonably do is to provide training and mentoring to well-qualified persons seeking to enter the profession.
149. Mentor and promote new arbitrators of color and make them feel welcome at meetings especially regionally.
150. We should encourage and mentor all people who are interested.
151. I don't know
152. Sponsor more programs
153. Needs to continue to support efforts.
154. Encourage arbitrators to help find and recruit others
155. Train membership on diversity.
156. Mentoring,
157. Change the membership standards

158. The NAA has taken major steps by adopting the Ray Corollary and by tasking a committee with developing a strategic plan to address the racial disparity in the profession at large and the NAA specifically.
159. The NAA DEIB interim report laid out many areas in which the NAA could be helpful or take the lead in increasing the diversity of its members and the profession as a whole. I am involved in the Outreach initiative, and through the use of the Salon mentoring model throughout the country we are actively seeking out diverse promising arbitrators, mentoring and training them, introducing them to advocates, suggesting them for work and otherwise doing what we can to make them successful. I am very proud of our efforts along with the RCI initiative
160. I don't know. In the 1990s I formed the only diversity group in the West. Neither the NAA, the agencies or the law schools meaningfully participated. I got frustrated and quit.
161. increase opportunities for those considering an arbitration career to be supported and mentored through the process; increase opportunities for those who have chosen an arbitration career to meet the potential selectors and to shadow established arbitrators; fair opportunities for selection (e.g. through the RCI); fair opportunities to speak at arbitration conferences; greater opportunities and support to be admitted as Academy members
162. Reach out to minorities and provide mentors for them.
163. I think that I would have to give this question a lot more thought than is possible in a purported 30-minute survey.
164. run a program like Jean McKelvey did for women
165. In line with what I wrote above about lag time, maybe we should be trying to recruit younger minorities into arbitration work, and provide them with mentoring opportunities.
166. I have served on the committee to develop a strategic plan to increase diversity, equity, inclusion and belonging in the profession and the NAA. It is critical that the plan now be implemented.
167. Mentoring and teaching aspiring arbitrators.