

ASHRAE Leadership Recall (formerly Leadership Recalled)  
Transcription

Interview of: Hayward Murray

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Interviewed by: Mike Kearney

Mike Kearney

Good afternoon. My name is Mike Kearney and I'm here in beautiful Baltimore, Maryland on the 30th of June 1992. And it's my great pleasure this afternoon to have the opportunity to interview a Mr. Hayward G S Murray one of the grand men of ASHRAE. And Hay I thank you for stopping by this afternoon and joining us for this interview and welcome to ASHRAE and welcome to Baltimore, Maryland. You're from Victoria British Columbia aren't you?

Hayward Murray

Yes. That's the third or fourth chapter I've belonged to is Victoria.

M.K.

Is that right. Now you started out in Winnipeg you told me.

H.M.

That's right. I only had access to an ASHRAE Guide, or ASHVE Guide at that time for one month. And then I left for Montreal. And then I heard from the Honeywell fellow who said we're going to form a chapter of ASHVE in Montreal and would you like to become a charter member.

M.K.

And what year was this?

1935 about September, October. And having had access to and recognize what it was in respect to what it was earning my small salary I realized that this would be the educational bridge beyond a BA degree into a business.

M.K.

Let me go back a little bit. You had mentioned that your degree was not in engineering but in the arts.

H.M.

That's right. BA not BS or BSC. Clarification - I graduated with a bachelor arts degree specialization math and economics. And then became necessary to earn a living. So I started with the humidifying equipment in Winnipeg for residential and commercial application. Moved to Montreal late '34 and as I say this came up fairly quickly and bang within a year their forming this chapter. And yes I wanted to use the educational capability for that which I felt already. I didn't know a hell of a lot but I knew enough to realize that I needed something else than what I had.

M.K.

Okay then you looked for the society which at that time was ASHVE as your source of information in this field.

H.M.

Certainly yes. And got involved in the starting of Montreal chapter.

M.K.

Hay, you were talking about the job of heating aircraft hangers and that was during the war.

H.M.

Yes. As I said we had this affiliation with Lee Engineering of Youngstown, Ohio who had this highly industrial warm air heating system of very large capacity. Up until that time I'd handled units of one or two thousand CFM direct fired heating equipment for homes and small commercial. But this was the other end of the scale. The biggest one we put was 85 thousand CFM which is quite a chunk, well it took a 40 horsepower motor to run it. And the concept they used was, first off, is you're interested in the first five feet off the floor when in the hanger. The rest of the stuff, the problem is to keep the temperature down and keep the heat down here and not have it overheat up there. And a standard method of control of the other types of heating, steam unit heaters projection type, was that they drove it down the floor for part of the time then they stopped the fans. And of course the stratification started right away and the hangars are drafty, besides they have opening doors. So anyway this system was pretty good and would control the temperature floor to ceiling by confining the air circulation the first five feet off the floor. Now they originally weren't interested above that because it would assume a natural situation. If there was an air change it would be practically flat floor to ceiling. Once you stop the thing and it piles up at the ceiling cold to the floor. And the whole premise was deliver your hot air at the floor, pull your cool air sheet off the floor. And with that equipment where it was about a year before it really started to move. Then at Dunkirk. Before that the war was, you know, a cold war, crazy war. It was a game almost where they just sat and did nothing except bomb England a bit. But once Dunkirk happened the floodgates opened because they had to train the pilots other than Great Britain. They were full of fighter pilots but they couldn't be running training exercises. They moved the whole thing over to Canada. And they sent over people from all over the world in the British Empire to train there. Anyway after two or three years handling these, what we called direct fired by means of coal and stoker and some gas fired equipment. And then they said well, we're having shortages of manpower. We've got to get a central station plant. I said well we can do the same thing with steam blast clouds and use the same air system and it does just as an effective job and it removes the problem of having a heater in every hangar. You could put one steam plant, be the steam to five or six hangars. That was the succession after about three years. And a hundred and so hangars that bought that system. So with the end of the war we had oh, about 235 hangars. Each one of them 200 and some, 164 heated with these systems. Well that was really an interim phase that was caused by the war, shutting down refrigeration, air conditioning jobs. They were needed for other purposes so when the war finished had to convert back to air conditioning. And at that time after 12 years with this other group during which we had formed a refrigeration, air conditioning division of Canadian Comstock Company. Done some smaller work and then some large, little larger work and as they say, we then reentered the refrigerator and air conditioning work because the hangars were finished. And we had to go back to our normal business.

M.K.

Was that cooling you were talking about and was that by mechanical means at this time?

H.M.

We put in a first refrigeration systems in theaters back in '37, '36.

M.K.

Comfort cooling then?

H.M.

Yes, comfort cooling for theaters and that was the first area where cooling was put in was really in theaters. And well the theaters, a few of them, they got very competitive right after war, everybody's in it. We had some license with people for whom we had done these two big aircraft plants firm in Montreal and they used to call us in for advice on some of their industrial applications. We'd work with them or negotiate or do the job, do the work. And in other words my area specialization worked fine with them and they had to oversee my plans and specifications. And expand a lot. My, our, plans and specifications. And we'd send it out part and parcel. This air conditioning started to get industrially oriented because the comfort stuff was very competitive. The industrial stuff, where how you had to apply more brains could be handled, on what we call negotiated contract between the engineer and the owner and ourselves. Not usually through a general. Not normally through a general.

M.K.

This is in industrial.

H.M.

That's the only way they could control it. The generals, chop, chop it. I have become involved in ASHRAE only to the extent that I was served on the Board of Governors because I had a sort of job that I was going, doing a lot of traveling.

M.K.

Is this at the local level?

H.M.

Yeah. I really couldn't nor did I want to get involved in secretarial work, you know, but Board of Governors was a great insight to what makes chapters tick. The shows were great insight into our products, mechanical equipment that we used. And also the techniques that developed by people from ASHRAE and ASRE.

M.K.

When you say shows, you mean the shows associated with the Society meetings or the programs at the local chapter level?

H.M.

Local chapter thing and then there's the annual shows and the regional deal. The annual shows and annual and semiannual meetings where the Mecca for intelligentsia in that area.

M.K.

And this is what you used as your educational bridge throughout your career is it not? You can pick brains every place you went and ASHRAE...

H.M.

Well I was interested in learning because I knew it and through ASHVE, ASRE and their succeeding societies provide all the information and also access to some very important people down here. And all they have to do is be a little controversial. And do the things I did for Honeywell and closing up their hospitality suite and the people were hanging around too late. They said, you know you're controversial. I served non committee for three or four or five times which some of these fellows, you

know McMillan and others. It gave me an insight into society and what happens to people when they are elected to office and they get into channel and they have to like to go or stay. But being a small operator after two or three things I realized no way. Stay out. You haven't got that kind of support operation that's necessary to go anywhere at a national level.

M.K.

That's an interesting point. Hugh McMillan really talked about that also.

H.M.

Critical. Critical. And this was about 50. After the war there's fractionating of sources of information. There's shows all over the lot. Every guy and every person and his dog wanted to get into the shows and they're all wanting a piece of the action, the new big industry. Which was forecast by Madison Avenue as going to pull us out of the depression in 1932-33 which was slight over statement of fact. Anyway so I started to get exposed to the elective side of Society and that was intriguing because the premise was the job seeks the man. But they had two level Nominating Committee. There's one man from each Region and then there's several put on by Society who are tacked in Society's interest and allowed to be the political pushers of people. And I served that side. And I bumped into a president in a cab ride in from the airport in Houston. It turned out to be one of the older presidents and he told us the story of his life during his time to the presidency. The presidency in those times cost him 80 thousand dollars in fees the last year when he went through the chair.

M.K.

You mean in lost business.

H.M.

Yes. 80 thousand dollars in fees in that time. It's eight hundred thousand today. And it pretty near wrecked them. Emphasize. Don't get involved. Serve where you can but don't get involved. That's for very few who have the support organization to back you up and have what ASHRAE wants. And when you start to think of it from that standpoint, you only got a percentage of one to two percent of the total membership to my mind that ASHRAE would want to put in and that have the support to do it.

M.K.

Hayward you were making a point about the number of people that were entering the air conditioning business after the war and it provided you with an awful lot of sources for information.

H.M.

Well I just didn't have enough body, enough time to look at, find out where all the meat might be and still do my work that paid me money. And that you have to choose between being an intellectual popper and cutting it back and finding one source. And this started me out thinking can't we do something to get RE and AE together. And that was in the early 50s and about '53 summer meeting at Swampscott and it was one of the first steps towards the ultimate joining of the two societies.

M.K.

That's ASRE and ASHVE which later became ASHAE.

So this is some idea of the competitive nature. We were scared to death RE would get air conditioning into the name before we did. And in '55 the board took action and put air conditioning in our name so it became ASHAE.

So then it join with ASRE, the refrigeration group in '59.

H.W.

The vote was taken in '59. I'm talking about the other people in the industry knew the same thing was going on. And they tried, they talked almost for eight or nine years. But I remember the critical meeting as far as I was concerned was a bull session at the Randall, three o'clock in the morning. Had the heads of both RE and AE in a talking round. And so I asked the off coming president of ASRE who I've known since '40. I said, how long do you think it will take us to put the two societies together. And this guy is a smart person and he says I don't think we can do it in less than ten years. Okay. The first formal committees were formed in '54. So sometime around '63. So I and a lot of other people worked hard and it went forward on the vote on '58 which wasn't bad. Five years instead of ten. Because at that time, '53 I said, I'm not so sure our industry can afford this duplication of effort on the part of their people that they're sending to the wars.

M.K.

To the meetings.

H.M.

I beg pardon?

M.K.

To the meetings or to the war?

H.M.

Yeah. Well I meant all these different people who might become a plant. If somebody's got air conditioning it would outside. It would be a problem and that's why the action taken in '55 had air conditioning to the, instead of the ventilation was a highly desirable step.

M.K.

You attended quite a few of these meetings and sessions and shows. Hayward, do you recall how many you attended?

H.M.

ASHRAE in the distant past was hard working . There are also not total work. There's a lot of people, sense of humor in ASHRAE and there 's some very fine efforts put on during these shows. And the shows are funny things. In the old context there'd be a cocktail bar in every manufacture's room, order books out. Get the sucker. Sign the paper. Go away. But that sort of thing is not where we fit. But Honeywell started a facility that was a real assist to Society. They had a high level group in charge of a suite at all those functions and through that suite practically all the important people of AE, RE and ASHVE went. They would often times have political things go on. And they'd go into bedrooms and they'd do their little duty of meetings of you know at the top of the echelon, not the whole committee. Just two or three people. And that was a necessary function to have and they fulfilled that function and John Haines and his wife Frana and they're both very close friends. In fact Mrs. Haines son called me the day his mother passed on last, just after Anaheim. There was others, Lou Flagg. Lou Flagg in 1957 was our guest at Murray Bay at the children's table. My wife and I were entertaining our children and the other ten children at Murray Bay and we sat with them during the banquet. And Lou Flagg's first introduction was to sit with us at our table. First deal at national level. Okay well that's the kind of thing that goes on and on and on. Course after all your things happened, it's part of operation.

M.K.

Okay, Hay name some names of people that you have particularly enjoyed and things that you remember about them.

H.M.

There's a chap named Bert Farnes in Portland, Oregon. He and I were on nominated committee together. There's also a number of a fellow named Carlyle Ashley, one of the real brains of the industry who was made chair of the Nominating Committee.

M.K.

He was out of New York.

H.M.

Carlyle Ashley, you've interviewed him. Or you interviewed him two or three years, you interviewed him in Ottawa.

M.K.

Okay. That was a different person. I didn't do that interview.

H.M.

But I know it was done in Ottawa because I was there. I wasn't at the interview. Anyway Carlyle was such a nice person. A gentleman of the first wad, the old school, that he would not say the right word damn or no. So Bert Farnes realized with the situation we'd have to be mavericks and be the out riders and keep the damn meeting on the rails and stop the political from the chapters from pushing through the deals. So with, it was one of the best nominating committee we ever had. Caryle handled himself. He didn't say a nasty word. And he conducted of the meeting in between us we came off with a good slate and this is the sort of thing and always chaps you see on the upper echelon normally had one or two or three or four years on Nominating Committee. And that's where you learn what the score is. In fact (unknown name) and I were taken off the committee because we'd been there for too many times. I was all right but the elective process was pretty good. They were producing generally very good people. And it's continued now to this day. Regional send in the boys with the people the regions are pushing. And then the three or five people who are touring society's interest on this meeting is the leavening agent that keeps things on track and forms the actual mechanics of the job. Society selects the man. Not the man the job.

M.K.

Well I think that the nominating process at that level and throughout Society is...

H.M.

To me I think one of a very important things that tells you whether you, what kind of stuff you're going to get through the chair.

M.K.

I think the nominating process that we have in this society is a very healthy process.

H.M.

Well Norm McMillan (sic) and the other fellas you've met and have been products of that selection system. They were strong at that and it was good.

M.K.

In your experience and from your perspective in comfort conditioning what changes have you noticed?

H.M.

I tell you one thing this is the first hot room I've hit since I've been here. The other rooms have been so full of drafts that you can't live in them if you have any sensitivity to temperature, air dropping down your neck. And it's been the same practically at every hotel.

M.K.

This room has the benefit of a hot air Irishman.

H.M.

Oh, I'm not talking about this room. I'm talking about the meeting rooms. Have you sat in many of the meeting-

M.K.

Oh yeah freezing.

H.M.

Yeah, we know more about air distribution, Anemostat was one of the smart people in the business. And they knew more about air distribution than these guys exhibit today. And you see these slot line diffusers, you know, slot. I got an air conditioned neck trying to run on that volumeter assessment of how much air was being exhausted from this theater and it was not air conditioned and the air was up around 95. And I was working there for 30 minutes and the air dry and passing over my neck. I got the worst flu I ever had in my life. So I've had an air conditioned neck ever since.

M.K.

Are there any other suppliers that you felt were significant in your career.

H.M.

Anemostat, yes.

M.K.

Significant supplier- or others?

H.M.

They were, I would say they knew more and changed the way the industry as much as any, not the only people, but they came over from Germany and the other people, (unknown name) weren't in the same league. They did, you know, ship's cabins. Some of these, the things you see on an aircraft and turn and twist. But in air distribution they had some very large diffusers that could handle up to nine thousand CFMs through one outlet. The only problem with that, with increased flow through one outlet the noise level also increases. Volume is a consideration in the noise that comes off of it at nine thousand eight hundred at the same velocity as one thousand. Anyway those are the things that happened.

M.K.

It's an interesting point you make Hay, the amount of information and technology in this basic thing that is air distribution, it's not so readily available today. If you try to find a person in a town who really knows air distribution that's very difficult.

H.M.

Well there's lots that know but the industry or our construction progress, process tightens the money down and what happens the expensive of product that has the technology goes out.

M.K.

Becomes a distributor, wholesale or item.

H.M.

Well not matter, substitution. And they have done quite a job by taking a lot of things that Anemostat had, and the ceiling diffusing, diffusers are generally not too bad. But one of the basics was you have a parameter of air stream from a circular diffuser. It goes over like that, inducting air like this and it goes over and carries and should go down the wall and reach a velocity so it doesn't bother you. And sucks air up from the middle of the room. These linear diffusers, good God they're just a sheet of air. And if they're headed downwards you get it. It's a continual pain in my life walking out of meanings or doing this. (pulls up collar of jacket over neck) I do this purposely because it get's some people to realize I do not like the cold draft.

M.K.

Disapprove of that, okay. Well Hayward we're here in Baltimore what stops and travels are you looking forward to while we're here?

H.M.

Well we got a lock in. So many of the meals are functions of, you know, and I've eaten so many places outside that lot of times that eating is an interruption between drinking and talking.

M.K.

Well. We'll try to have too many of those interruptions. We'll get right back to the, to the latter here pretty soon, you and I and I look forward to that. You wish to names some folks that you enjoyed seeing while you're here again and elaborate on that a little bit.

H.M.

Oh, maybe I would say there are several thousand people I met that I've got close enough to know. And at my age and recall which is pretty good but for names, ah it's rough. That is why I wear that thing all the time to give the other guy a break.

M.K.

The name tag.

H.M.

And it just, it's impossible but I've had associations with so many people.

M.K.

Yes I'm going to get your name tag and let's do take a shot of your name tag as you've got quite a number of what we call ribbons on it. And we're going to hold it up so, hold it up there so the camera gets that. Well hold it up on your chest and even if it flashes for a moment at least the folks who view this video can see that you got a few service ribbons there youngster.

H.M.

Yes. First was Distinguished Service in 1967 from efforts in the merger. The next one, that's the Distinguished Service. Next one was life member which they gave me life member in San Francisco.

M.K.

That's for a living through all this stuff.

H.M.

That's right. They gave me life and they sent, they caught up with me and the Los Angeles chapter had me and presented me with this. And then the Fellow, I think that was probably for efforts on Research Promotion and the founding director of ASHRAE Research Canada. And I've been involved in well, since '62 or 3 in funds for research and it's come a long way. Just after the merger finished I sat in New York on the finance commission and had them read out the total take for, other than show, other than



portions of dues or other special things, about 27 thousand dollars. You know the kind of figures were talking now a million in a year just as easy as that.

M.K.

A million to a million and a half now. Yeah those are significant numbers.

H.M.

Very much so and that was a long way back.

M.K.

It's an interesting process this process we call ASHRAE isn't it?

H.W.

One of the things that is important to me, it's been part of my productive effort. It is also provided me with more friends than I have. When I move outside of ASHRAE with all the friends I have, I have very few because you know, twice a year you go, you go, you go. And over the years you get to quite a lot of people.

M.K.

We ought to remember on this tape our friend Herb.

H.M.

Herb Maybank. Well Herb has the same initials as I did. He came along at Comstock after I left to start up my own business in 1946. And Herb, he's an alumni of the same firm that I worked for 12 years of my life. And he has a same kind of crazy sense of humor like another person, next director Jake Klassen who'll crawl half a mile up a sewer to set up a joke.

M.K.

Crawled halfway up a sewer to make a joke? That's good.

H.M.

And after all you can be as serious as hell but if you haven't some way of relaxing you miss a lot. You go up the wall.

M.K.

You've been chairman of the committee for not missing too much within ASHRAE.

H.M.

No as a matter of fact I'm not unhappy to, if I had done over, was sitting down now to plan it I probably wouldn't have planned it the way it went. It simply evolved by being there and being part of these things that transpire. And I'd hate to have done some very thoughtful planning beforehand and missed all of the things that I happened to fall into by chance. And I think one of the beautiful things is this association. We're coming out of Philadelphia on a train after a show and I hadn't had a problem with sound in the biggest theater I did from the refrigeration pipelines, a sort of organ effect. And it was bothering me and I was getting the runaround by the Montreal people representing this and finally gone down to the show and coming out of the show from Washington to New York by train that so full were standing in the vestibule. And there's a another couple there and I started talk to them. It turns out he was, works for this firm that made these compressors. And so chance put you in the vestibule of a nine car train with 700 or 800 people and the very guy I would have loved to have talk to, I do. And this is the kind of thing that amazes both Herb and myself. And we have so many things for, while he's sleeping next door to me and so he moves in when he lost his room down in Anaheim. And the way it went is I need the room for the night and I said where are you staying Herb? He says something 13. I said I'm in

11. But I was wondering whether you were noisy in your room. So and that's happened so often it's amazing.

M.K.

ASHRAE is a good breeding ground for unusual coincidences isn't it.

H.M.

Yes. It's absolutely fantastic and there has been a lot of people who have gone from the scene and there's a lot of people who are fine people.

M.K.

Would you remember one or two of those friends of yours that are now gone?

H.M.

One or two? A million I can remember. All Newton, Herman Sporeher.

M.K.

Herman Sporeher. I'm glad you mentioned him.

H.M.

Herman Sporeher, I asked him going out to Vancouver in 1959 I believe it was. No, 1960 on a train. We'd been to Edmonton. We were on the train and going into the piano bar at Jasper Park lodge and here's Herman Spoeher. So I sit down, I met him years ago in Montreal and gone out with him in Montreal and town. And he loved to sing. He used to rent the Skyway Suite, big suite in Chicago every time he had a show there and he'd have a piano and he'd sing harmony. It's just, if you see that harmony well done, they really did it up brown in those days because it was part of the advertising. And Herman of course used to love to sing and we sang at his home outside of Saint Louis. When that annual meeting, we went over for a cocktail party on Sunday night. And his brother had presented him with a nice red fire truck. The old Seagrave fire truck complete and operational that his brother bought for him as a Christmas present. We haven't been getting as many good sing songs as we used to have.

M.K.

Seamus Homan was trying to play the piano last night.

H.M.

Ok. Seamus I've known long enough to tell you that I don't want him singing on my side. Seamus is a nice guy and all the rest of it. Pearly Barker is the guy that used to be able to play the piano. He's around here. And I was saying we got to get a piano.

M.K.

I'm pleased you told a little story about Herman Spoeher.

H.M.

Herman was a dear friend. Ok through what? What the hell would I would be up with a head of Alco Valve. Not Alco Valve, Sporlan Valve. And all off a sudden John Dube. And I asked Herman do you think John Dube is serious that he only wants to stay one year as treasurer. We put him in to plug the leaks, a bad situation in the treasury in 19-coming up this was about 1950. And Herman says, don't kid yourself Murray he'll go through the chair. I went, OK. He did. Herman was a pretty wonderful guy. And this has been the story of my life. ASHRAE not only gave me an educational bridge but it came, it gave me a whole host of people that I consider friends

M.K.

And ASHRAE has now become a social bridge as well.

H.M.

These social gatherings were mere evidences of a lot of friends. Period. And that's served two functions. So you know why I feel the way I do about ASHRAE.

M.K.

And as we bring this to a close, Hayward is there anything else you'd like to add to the interview?

H.M.

Heresy. Would you like some?

M.K.

Oh yeah let's give us some heresy. It wouldn't be a Hayward Murray interview without some.

H.M.

Well they forgotten what a buck is worth up at the top.

M.K.

In what regard do you mean?

H.M.

Well when I first went to show I went to the Commodore and stayed in the studio suite for 7.50, myself and my wife. You know what the charge for today, 125-135 - to keep from going to the poorhouse I have to get a bed companion that'll share the expense with me.

M.K.

I can appreciate the cost of the hotel.

H.M.

No, no it's the whole the structure and the amount of money that's going through has gone up exponentially. This has been peaking on total people 65 thousand back to 55 thousand. And I never expected it to happen. We have moved really except on the international divide. We lost here. We're making , they're making members on the international set but it will never make up for that people we're losing here. I'm a Canadian and a love a lot of people here. And so all you can say well is this the way they got to go or does somebody's got to be a little rougher. Well it's just the same as the government. You get big, you get sloppy. I'm not saying sloppy in respect to things they do in an engineering way. I'm talking about allowances for travel and stuff and too many people traveling. Sure, big show, take it over to the orient. And unfortunately I come from a different area. A dollar was a dollar not a cent. Is that too critical?

M.K.

No. I think you and I should go spend a couple of those dollars down to the bar here pretty soon.

H.M.

You would have to spend a dollar.

M.K.

We'll spend a couple of them.

H.M.

All right.

M.K.

Is it about time for that?

H.M.

Ok. It's a deal.

M.K.

Hayward thank you for joining us this afternoon. You've been a delightful interview and great insights for the Historical Committee.

H.M.

Well I've written, tried to write some history on ASHRAE and there's a million stories. Absolutely a million. One that I love in Montreal where we're heating and ventilating engineers is these fellows used to come up, be sent up to New York to address the Montreal chapter. And the middle of winter sometimes would be ten or 20 below. And we used to have a delegation of fellows that walked down to the station out on the platform to meet the guest speaker and walk back with them. And do the same when he'd finish the meeting and on the midnight train to Toronto or New York. And then if it was very cold sometimes we'd get across the street to Mother Martin's where they made the best onion soup in Montreal and I also had good hot toddies and rally round.

M.K.

Well Hayward we'd like to thank you for joining us this afternoon. I think it's time for you and I to find a place to rally round as you say.

H.M.

Thank you.