8-3-2015

Interview with Joe Volpe

RCA Heritage Program

File Name: 0903151121_Joe_Volpe
File Length: 00:45

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[0:00:07] Joe Volpe: My name is Joe Volpe. Joseph officially, but Joe Volpe is what most people know me by. I started I guess in 1958 at RCA Moorestown Division, radar division and came as a B engineer as a matter of fact. I moved over from Minneapolis, Honeywell Brown Instrument division. That was the beginning of a long and interesting career. Very varied, I might add too. Most of which… not most, all of which took place in South Jersey except for… if you want to call it Princeton, South Jersey. That was the end of my career.

[0:00:54] Interviewer: Could you just run through… what was the first project you worked on and what was it like coming to RCA?

[0:01:03] Joe Volpe: Well, for me it was quite a change. I spent all my career such as it was limited at that time from a commercial environment. And I moved into the Moorestown environment which was all government sourcing government specifications and government contracts. It was a very large environment.

The group I worked with prior was a five person group inside of a large research environment which was 100 people. Got to Moorestown and we were talking in the thousands of people. I came in at the end of the BMEWS program. I think probably the main reason they hired me was that they were embarked on a program that used a lot of analog equipment, recording equipment similar to what I had been experiencing, had experienced before at Honeywell.

[0:02:05] So the first program was on the DAMP research ship, as a matter of fact. And we were equipping it to – so it could work downstream of the missile firings that took off from Cape Canaveral at that time. That was the beginning. As a matter of fact, it was interesting because since it was a radar division, the only thing I knew about radar when I joined RCA is that it's about radar forwards and backwards the same way. I had plenty to learn over the next years.

[0:02:39] Interviewer: Is there any particular event or recollection that you have of that first time as far as some instance?

[0:02:50] Speaker 1: Well, as I mentioned when we're talking informally before, when I first came to RCA or prior to when I first came to RCA, I was notified that I was hired. Then I noticed in the papers that the engineers were on strike since I was an engineer, I was wondering what I was going to do when I got there. I was informed by my supervisor to come in, get indoctrinated, get your physical, then you can go out on strike if you want.

The other thing was for the first six months, I remember, I had to count on somebody going on vacation so I could get a desk. That's how overcrowded we were. It was a boom time, as you can imagine. It was it was very interesting. It was funny because being from the outside from a totally different environment, it was very easy to get together and meet friends and meet engineers. It was an extremely friendly environment. That's the best I can describe it. From that day on, I found out that that was probably a hallmark of working with RCA. It was a friendly environment.

[0:04:00] Interviewer: OK. Did you have any mentors or anything when you first showed up?

[0:04:04] Joe Volpe: Oh, that's interesting. I have to think back now. You're really going back into the history. It turned out that one of the fellows who was my supervisor at that time, Dwayne Gunn, turned out to be out a very good friend throughout my career and afterwards. So much so that I still continue playing bridge with him. I'm trying to think of some other guys. They were mostly engineers, I guess, that I… and administrators.

A couple of administrators were very… and technicians, starting to think. The technician was your right arm to the engineers, particularly one an engineer like myself who didn't know anything about radar. We had some very, very good engineers and technicians that I got associated with. Then later as I'm starting think now and recollect, I remember one particular engineer who we became friends till this day.

A matter of fact, I think he's still working there, Dick Cooper. His wife runs the Bridge Club. So that turned out to be an interesting coincidence.

[0:05:20] Interviewer: You mentioned the technicians. Is there anything that stands out in your mind, any story of where a technician was particularly useful to you?

[0:05:31] Joe Volpe: Well, yes. One of the things that… one of my first design projects was working on integrated circuits. At that time, they were transistor circuits. There was a one particular technician who had some reasonable experience in that as contrasted to myself who had no experience of transistors at the time, except for one little circuit that I worked on Honeywell. He was a godsend.

[0:05:58] As a matter fact, he dug up in-house transistor course that one of the AA engineers used to put on for the other engineers. He'd get them, indoctrinated into this new field of transistor electronics. We got a copy of that and worked the whole weekend. It came in Monday as transistor expert. That was the only thing I could think of. I can't think of his name. That's the unfortunate part about it.

[0:06:27] Interviewer: You had a very impressive career at RCA. Could you just lead us through the progression of your career and the projects and your responsibilities as they move through?

[0:06:42] Speaker 1: Well, that may take a few more words than you have enough recording for, but let's start. I came in as a B engineer, as I mentioned. The pay was so good that I was able to go from a leader back at Honeywell to a B engineer, which was practically the lowest level to slightly above C and still got an increase. Since that was an important part of my life was earning enough money to support my family more than anything else.

That was in design. As I mentioned, design engineering worked on the DAMP program, came back and then sort of had a "ho/hum" assignment working on BMEWS conversion. For some reason, they had to convert all the drawings from one format to another. It was a boring but well-paying job at that time. I'm trying to remember. Somebody was on vacation, it turned out. That's funny thing how incidences and circumstances.

It was Dick Cooper's companion engineer who was working on a radar down in the factory at that time so I took his place and started working on my first radar, really, at that point. As a matter fact, I remember the fellow's name who was on vacation, Dick Durham who was at that time was a union shop steward or something for the engineers.

[0:08:02] From there, I continued to work on RCA on radar because I worked on that one radar. I still knew something about it. My assignment seems to keep coming along that line. That was a FPS-16 radar, which was one of RCA more sounds bread-and-butter radars. I worked on that a couple of programs along that line in design engineering.

Then someone offered me a job and projects. Project engineering. Project engineering was one of the three sections of engineering at that time. Not engineering, of the engineering community. Design projects and systems engineering or the three havens for engineers to hang out. I got started on MPS. I can't figure out all the numbers, but the FPQ-6, which is the MIPIR Radar. I worked on as a project engineer, from project engineer became a project leader and continue to work on radars.

Then from that one, it seems like every time a program was in trouble, like the real time telemetry program, we'd go so far and somehow or other I would get assigned to be the tail end to that program see if I can bring, take it to its conclusion.

I kept going along those lines with project management jobs. We enjoyed project engineering more than anything else. At the same time, I always wanted to get… a promotion. Well they said, "You did all these jobs, but you never took a job from beginning to end." I said, "Okay, give me a job from beginning to end." The FPS-36, which I just happen to look at, there's a final report in it and a few archives. It's very interesting.

I got that job, which is a development of a radar, a mobile radar for the White Sands Facility. We took that program all the way through, from beginning to end, and got it signed off and got the production contract.

[0:10:07] Lo-and-behold, a week later I got a promotion finally from the leader and the manager. I was very happy. That lasted for about two weeks when all of a sudden my boss came down and says, "We got a new job for you." "What side?" I said, "Well, I want you to be project manager of the AEGIS radar." Just a radar which was called MFAR at that time. I don't know if we kept the name. I forgot what the latest name is. I went up there and all of a sudden I became the project manager of the MFAR radar.

We were cranking along on that and that was a very, very intense job. We were involved in everything you can imagine associated with phased-array radar. After a couple of years, I think it was about two years of that. Though the reorganizations and the number of things that happened, I was promoted from the radar project manager to the whole AEGIS project manager. There's a project management and system engineering. That was under Bill Goodwin. My companion was Larry Shipper who had the system engineer, and I had that.

That was probably the most exciting part of my radar experience because I had to get into things like… we're just in infancy and then called software. We had a computer program that was the largest real-time program that I knew of at that time that was being developed as part of the AEGIS program. Well, we cranked along in that and then spent my most of my waking hours at Moorestown doing that, until we finally finished the development phase of the program and about to go into the production phase.

[0:11:59] I was getting bored, if you will, over that since the challenge was over. Then the project… not project but chief general manager of Moorestown, Max Lehr, said, "I think I may have another job for you." Lo and behold, two weeks later, he came and offered me a job as chief engineer. I said, "You got to be kidding." That was the most improbable job in the world for me, especially since the chief engineer I was replacing Dudley Connor.

Dudley probably forgot more technology than I knew. I said, "I can't possibly take his place."

[0:12:38] Interviewer: Do you remember what year that was?

[0:12:42] Joe Volpe: Well, let's see. Somewhere around '75, around that time, 1975, because I think AEGIS started actually in the late '69 and '77. It was about five years. My years may be off because I thought it was a little jumbled. I went in as chief engineer and got my comfort zone up pretty fast. I found out I wasn't

going to be another Dudley Connor; I was going to be a Joe Volpe. So I did my thing there.

That was a fun type thing. But a lot of engineers of all size and shapes and a lot of people I knew and respected as well. That's when I came over to a commercial business of RCA, which was a broadcast division. The first part as vice president of the antenna transmitter part of it and then we spent about a year or two again, another reorganizing. We took over the whole broadcast division as vice president and general manager.

I cranked along very nicely for a couple of years where we were struggling but we in the twilight of the broadcast division. Many of the highlights and interesting things had happened in the beginning of broadcast happen before my time.

[0:14:02] But again, it was a challenge to try to keep this division going in. Then I got a phone call one morning that says, "Hey, we sold Hertz and we got a lot of money to put aside as… what they call as reserve account. So we want you to close the division down." We proceeded and close the division down and moved on. I moved on into… it's a waiting spot because I'm a staff. I was a staff vice president.

Well, they try to find a job that I was interested in. If I'm going too far, just tell me. That was a notable year that I spent on staff because at the end of that… towards the end of that year, there was a company called GE that proceeded and suddenly purchased unbelievably RCA. That was probably a very close to my… end of my RCA career. But not quite because I actually retired officially from RCA and then the next week I went up to work for RCA research lab at Sarnoff, which had become an independent lab.

Thanks to GE's foresight and generosity. They needed somebody up there to help them change over from being a corporate lab to earning their own keep. I went up there as vice president of marketing, of all things something else I had never done directly officially. I spent my last four years… I think of it as even… still being RCA although it wasn't. It was officially independent at the labs until I retired. That's been almost 24… that's 24 years ago.

[0:15:52] Interviewer: That's quite a career. What was the best thing about working for RCA?

[0:16:01] Joe Volpe: I guess I enjoyed it. I enjoyed it almost too much as my family would probably tell you because I became a workaholic many times during that period. But the reason I was a workaholic because I was enjoying what I did. When you get up in the morning, I was looking forward to working all kinds of problems which they usually were. But I enjoyed working on problems and thinking of new ways of doing things.

Doing it in an environment where you liked it. I think that I'm not independent in that thought. Most of the people I worked with for where

that kind of people that you got along. It didn't matter whether you disagreed or we're arguing, engineering and projects always were arguing and discussing. But it still was enjoyable. It was fun.

That I think was the thing that sticks out of my mind. If I had it to do it over again, I'd be glad to do it. I really would enjoy doing it.

[0:17:10] Interviewer: What were your supervisors like?

[0:17:13] Speaker 1: Supervisors. Well, I had like everybody, I had my whole list of supervisors that were... what I would consider good supervisors, bad supervisors and whatever. But in general, you could really deal with them. you never felt uncomfortable. Sometimes there was closeness, sometimes a little further aloofness. But in general, I think that… I'm just reflecting as I'm trying to answer you. That's some interesting experience with supervisors.

I remember one. His name was Anderson. Anderson was a very tall guy compared to me and very Polished-looking. I remember working one night, all night I made this wonderful big presentation, all in colored chalk of all the aspects of this proposal.

[0:18:07] The next morning I'm preparing to give it to him. I'm giving him all these facets which I highlighted with color in it. At the end of the presentation, he said, "That was a wonderful presentation, Joe, but I have to tell you I'm colorblind." We had some interesting experiences like that and some unique ones. Take a guy like Max Lehr who did not have any technical… well, any formal technical background, is he was what we were used to call a number cruncher in those days. He became general manager.

He's running a highly technical organization, a radar organization. Yet, as a leader and a manager, it was unbelievable how he could relate to what you were saying and direct that and provide guidance, things like that that were good. I think that the RCA that I knew was predominantly a very technically-oriented community. I felt it was ran by engineers and controlled by it, which is part of the reason I think that they weren't quite as successful as they should've been.

They needed a few more businessmen that could put some of the technical stuff away. I think when I went up to the RCA labs, Sarnoff labs to give you an instance. We spent there before my time and during my time tens of millions of dollars trying to invent and perfect a solid screen, what we would call an LCD TV. The millions and millions we try to make on a small thing like four by four, and we never quite were there because we were always trying for perfection.

[0:19:56] Now, you can buy a Samsung TV, which I just did, 55 inch which is probably has more imperfections at it than we ever knew. But they were all taken care of with circuitry. An RCA engineer was the one to try to make it perfect.

The businessman over at Samsung said, “This is good enough.” That’s why I guess we just saw… we just invented this stuff and someone else made money on it.

[0:20:23] Interviewer 2: Okay. I’d like you to develop a concept of the AEGIS on one of the greatest programs for the nation, what you did for the nation, the Navy essentially, and bring up –

[0:20:42] Joe Volpe: Well, the AEGIS program, although it was a government program and a Navy program, a contractual program and all the rest of it was rather unique in one major aspect at the interface between the customer and the contractor. It was totally different than anything else I can imagine.

I think that was because primarily of the leader on the Navy community, which at that time was Capt. Myers who happened to be Admiral Myers. We did things totally different. That caused me a lot of strain and pain at many times because I was of the old-school, if you will. Captain Myers was a totally different type of person.

What it did is that we finally start out with a contract to do something. The contract and the performance of the contract was molded to the actual needs of the Navy rather than the words of a contract. That’s the best way I can say it. It was important that every phase of what we did was practical to this Navy, Ensign, officer, whoever, was going to be running it, fixing it and repairing it so that all of a sudden we would design something that was not only a technical ...to a technical specification. But it was something that was going to have to work.

[0:22:15] It proved out to be the truth. I fought it many times because I’m trying to live to the literal of the law, as the saying goes in. Yet, the important thing was to make it so that it could be used. We broke a lot of barriers in doing that. There was communication at every level between from the guys that actually were going to be running it to the captains, admirals and the Ensigns that were in the other side of the Navy and/or engineers.

There’s a lot of communication between the two. In fact, I used to spend almost my whole day in communication with the Navy in one form or another that I spend the next hours from 5 to 12 to actually doing my work. I think the results were… the history will speak for that because I believe there’s 100 of those equivalent radars systems. Systems is a keyword there, combat systems ever built since that time and are continuing to be built.

The other thing was that it was an integrated system. Not if I give such a change in the way the Navy did business in order… the Navy will buy a gun here and a ship here, a ship and a radar and something else and something else. They put it all together and they called it a fighting ship. This was-- we were designing practically the whole ship so that it will work together.

Everything had to be matching, be able to match and mate and whether it was the missiles or whether it was the living quarters or where the radar was situated.

[0:23:59] Every aspect of it had to be worked out. The theme of it being an integrated design to the utmost was the thought. Now, what happened as a result of that, first of all, for RCA as well as a lot of other subsidiary companies, it became a mainstay of their business in any number of years. If you have that kind of situation economically that means it's a job. It's a living. Economically, it meant a great deal to a lot of people not only engineers in a lot of different places for any number of years thereafter.

I'm really proud I've been a part of that development.

[0:24:42] Interviewer: You mentioned some intense communications at all levels. Is there any particular instance or story that stands out that would illustrate that?

[0:24:54] Joe Volpe: Well, I'm trying to think of some. There are so many. I remember we had a consoles to maintain for all the displays for the AEGIS systems. The admiral at that time is a captain. I wanted to have it mocked up. Well, that was going to cost a lot of money to do it. I'm trying to project manage my part of the system not to spend any money.

We would verbally fight back and forth.

Finally, the last phase of the discussion, I was up in presentation. I remember coming in with my carpenter's apron and a saw and a hammer hanging up. I said, "I give up. I will make your mockup." But that was just a humorous situation. We spent a lot of time making presentations to one another. I mean when they started building the ship, the shipyard was in there. The missile people were in there. The subs like Raytheon was building, some of the subs.

[0:26:03] They were in there. We were constantly having meetings and talking and discussing. I'm working out the details, specifications that would identify what we were doing and how it would relate the part. I don't know if that answers what you're after.

[0:26:19] Interviewer: It does. What about your peers? What was it like working with your peers?

[0:26:27] Speaker 1: Well, first of all, despite all those presentations I did and working with peers, it was pretty like an informal thing. It wasn't Mr. Volpe, it was Joe. It wasn't Mr. Shipper. It was Larry. Again, like I said, even if we disagreed or whatnot, it was able communicate. There were no barriers for communication.

I don't remember any particular aspect of that. There always used to be a line between projects and design engineer. Well, one of the things that I did when I became as chief engineer is try to break down those barriers and get

even a more meaningful dialogue going back and forth. So that was okay. I think that we were fortunate in that time of the period of… all our lives is that the economy, the business economy was pretty good especially during AEGIS time period.

It was a lot easier to do business and to work without worrying. As opposed to AEGIS era, things got a little tighter and tougher and very competitive in the defense industry, things started to get a little tougher then.

[0:28:03] You had to be a little more careful. Even then, I would say up to the time that I stayed there when GE took over, it was… I used to know and deal with the pricing people, the manufacturing people, the buying people and all of us. It was a nice… as I said earlier, it was a fun time. I think more than anything.

[0:28:32] Interviewer2: In the context of AEGIS, can you correlate that to the idea that you mentioned. That was in the cold war period. What did the AEGIS do in that regard? It became one of the largest programs for the Navy and the Navy has significant impact in the Cold War.

[0:28:51] Joe Volpe: Well, I find it, I don't know, a little hard to respond to that, Joe, because maybe I was being a little myopic at that time because that was… Cold War was there and it wasn't something I was focusing in on. I was more interested in that situation. But in reflection more than anything was happening on at that time. It was really a conversion ... the new Navy. It made all the difference in the world as far as the United States, particularly the defense aspect because up to that time, I had the opportunity to go on some Navy ships that were missile ships and latest… so-called latest technology which were like antiques, if I can say it that way because the technology we're seeing on these latest ships were 10, 15 years old.

Sometimes it would work. The AEGIS was exact opposite. I mean it had to work, and it did work all the time. As a result, I think it made the United States Navy the most impressive thing that existed then and now till this day.

[0:30:11] Very, very effective and reliable. To give you for instance of why that happened is that when we came down, when we're doing the development phase of the radar… well, of that part of the system which was done at Moorestown. We're ready to do a three-day system test, which we've done on all radars. The good captain said, "Okay, before you start, I want every cabinet banded up so you can't go in and twiddle. Now, as an engineer, that was like cutting his fingers off.

I mean it's unheard off. I almost pulled my hair out. Well, I had red hair then. We did it. That just forced the issue. We had to make the equipment reliable and live up to their standards. I think as a result of that, we're thinking a

little broader in the worldwide aspect it, we gained respect as a nation as a military power as well because of this mobility of the Navy and this extremely accurate. The important piece of equipment, which had a lot of fire power on it that it probably had a great influence on the actual worldwide appearance that the United States had at that time.

[0:31:40] Interviewer: Okay. Now, as the news tightened up, with AEGIS, also with Broadcast Systems, there were layoffs. Now you as one of the movers and shakers, what… how did you feel about that? What did you do with the layoffs when you were facing them?

[0:32:05] Joe Volpe: Well, of course, the major layoff I was involved in was broadcast when we had to close it down. I think at that time we had about 500, 550 employees, or whatever. As a matter of fact, I remember, when I got the word, I was in the process of doing my five-year strategic planning. I was told to shutdown the division.

Well, that was probably one of more memorable days of my career because I had to pass the word along to all the employees. We had most of the employees right… well, not too far at the Paint Works in Gibbsboro at that time where the Broadcast Division was stationed.

We gathered everybody there. We probably had maybe 400 or 500 and some people were available for the factory from the engineering department. This is what happened. I announced what we had to do. We had to close down the plant, etcetera, and tell them everything we're going to try to do to get people place and all the rest of it.

At the end of my speech or presentation, I got an outstanding bunch of clapping and cheers. To me that was a very memorable period because basically they all said, "Well, we know you're going to do what you can and you've done everything you can to protect our jobs and all the rest of us."

Actually, we were very fortunate again because it was a good time and we placed actually everybody, except for the skeleton crew that was remained in other divisions of RCA. I think we actually laid off maybe five or ten people out of all that. Everybody took almost six months to get everybody placed.

We got everybody placed and that was really a wonderful aspect of life. I didn't have any opportunity to go through many other layoffs during the rest of my career, except for that one major one.

[0:34:17] Interviewer: We have heard from several people that we've interviewed a term 'The RCA Family.' What does that mean to you?

[0:34:28] Speaker 1: Well, it means, as I said, it was fun to work there. You did feel as though you belonged. Where are you from? I'm from RCA. I mean that was it. As you'll find out, RCA… I'm just thinking my little piece of it. But RCA as a larger

community, particularly in the Camden South Jersey area, I've met so many people who have had some member of their family working for RCA from back in the 20s, 30s, and 50s, 60s.

It has had a presence in this area, South Jersey area for years and years. My own experience and the reason why I think of it as a family is that there were a lot of personal relations. I don't know what it's like working in the corporate world nowadays. But I suspect from what I hear and see on the peripheral here that it's not the same.

It certainly wasn't the same when we were taken over by GE in that short period of time. It was always something that you could count on. It was there. There was no question about it. It's something of the past. I don't know if it exists anymore or there are an equivalent. It was such a shock that this family could be sold. I think a lot of people, myself included, still don't believe it.

[0:36:08] Interviewer: Do you believe that RCA changed South Jersey?

[0:36:12] Joe Volpe: Oh, I don't know if they changed it. But they were such a part of it that they… how do I say it? More than changing than they originated more… they were more a part of the beginning of it rather than the changing of it. And if you think about it, how many different places there were in Jersey, particularly South Jersey, that you could still work at RCA and still be there?

I mean I worked on how many different places and I never had a move over 25 years because I still work for RCA. When you have that many people, I think at one time they released , 25,000 working back around the Second World War timeframe. It can help but have a major impact on the lives of so many people. It's like in the core there. It still is. I'm sure.

Still running into people. Yeah. "You worked in RCA?" "Yeah." Sooner or later, their father or their uncle and then we may work in the same place at one time.

[0:37:27] Interviewer: Okay. So what was the worst thing about working for RCA?

[0:37:33] Joe Volpe: That's an interesting question. The worst thing. Well, I'm trying to think of that. Maybe I'll just think… start by saying I'll think of some of the worst things that happened to me and then maybe we could correlate them.

As I mentioned earlier, I had an opportunity to start in the AEGIS program. What I didn't mention is that along with that, change of position, it effectively promoted me to work for the general manager on his staff. I was a manager in the AEGIS program. But I was working for the general manager who was Phil Peer at that time.

I felt real good as an individual. All of a sudden I've been fighting to become a manager. Now I'm up at the… right at the staff level. I worked that for about a year or so and also not get a call… actually, I was told there was a reorganization in which they shuffled AEGIS and the other part of Moorestown. They did it together.

Instead of working for the general manager, all of a sudden I was working about three levels below. Same job. Everything is the same, same pay, and all the rest of it. But still it feels that you've been demoted. I was feeling pretty blue and I got call from Irv Kessler at that time who was the vice president… in charge of all the divisions of RCA at that time, government divisions.

He wanted to console me, I know he felt bad about the change and the reorganization. He says, "Well, look, I have my problems too. They just had to vote. I was hoping I was going to become on the board of RCA and they didn't vote me in." I said, "Oh, I feel so bad for you." That was not too bad. That was one of my low points of my career that it bothered me.

But it worked its way out. What was the worst thing about working for RCA? I'm really hard pressed to think about the bad parts of it.

[0:40:00] There are so many good things that I can relate, especially if I'm trying to convey a message of what it was like there that I don't really know how to answer you otherwise.

[0:40:17] Interviewer: On your co-workers, did you spend any time outside of work with them?

[0:40:24] Joe Volpe: Socialization. I'm not a big socializer. My wife could tell you. Best answer to that, probably not. There's a very good reason for that because I spent all of my free time at RCA. I mean I remember being told that I only spent… I had seven meals in seven months at home during the month period of the AEGIS program.

I guess the only times that I remember being outside was in groups which would be Christmas parties. I used to enjoy the Christmas party particularly. The thing I used to like about the Christmas party particularly when I… like when I became chief engineer is that I would always sit, not with the other managers, but with the other engineers because that was my way, my way I enjoyed it. I felt comfortable.

I knew as many cleaners and janitors as I knew vice presidents.

[0:41:24] Interviewer: You mentioned before playing bridge, is that with any coworkers?

[0:41:30] Joe Volpe: Well, yes. Now that you mentioned it, I forgot, that's how I learned to play Bridge was at RCA at lunch. Lunch time was the time when everybody would

do something, play pinochle, play bridge or whatever they do. Or go outside and do walk. But my thing was playing bridge.

As a matter of fact, we had a bridge group going for three or four years and we kept constant score going. That was a good past time. A lot of things like that.

[0:42:03] Interviewer: How would you sum up your career at RCA? Just a job or what?

[0:42:12] Joe Volpe: It was a life. It was a big slice of my life. You have family life and you have other things, maybe they're very strong with hobbies or whatever. I wasn't at that time. It was a big part of my life. I spent more time at work than I did in any other thing during my days or years I spent at that time. It was a good life.

It was a time that I would not want to trade for anything I can think of. It was varied enough and interesting enough that it kept me, well, mentally occupied. It was a good time of life. I'm very glad to have had the opportunity to have lived that.

That's about what I can say.

[0:43:17] Interviewer: Well, this has been a really good time. Are there any other stories, instances, or anything that popped into your head as we were talking before we…

[0:43:28] Speaker 1: I don't think you have enough video storage to get all of that in there. I brought in one of the memorabilia with the Emmys that we were awarded to the broadcast division. That was a wonderful experience to go up and represent the division and the people and all their efforts. Just like when an actor goes up there and he's speaking for all the directors and all the costume makers and everybody that made it happen.

He's their spokesman. That's the way it was when I got up there. I was able to accept them for achievement. That was a wonderful experience. The very last one was when I was up there and I was able… I had the opportunity to say effectively goodbye to the industry when we closed Broadcast.

It was a wonderful feeling, a very emotional period. But again, it was with all these people. This happened to be mostly non-RCA people from all broadcast community. It really felt good to be a part of that. That was a very good time.

[END OF TRANSCRIPT]