

was a very worthwhile endeavor, in a climate that is not a good one in our country, I still think it was worth the effort, and there was never any thought on my part that we were not going to be completely successful.

Mr. KUYKENDALL. One last question: You mentioned yesterday the series, I believe you said over 30 years, of horizontal increases.

Mr. WOLFE. Yes, sir.

Mr. KUYKENDALL. Are these usually 2-year contracts?

Mr. WOLFE. No, sir. They vary. We have had quite a number of 1-year contracts, some 3 years.

Mr. KUYKENDALL. Let's say there have been probably 15 settlements over the 30 years; is that generally correct?

Mr. WOLFE. Yes.

Mr. KUYKENDALL. Have any of them been compulsory up to this moment on the subject of horizontal wage increases?

Mr. WOLFE. Compulsory?

Mr. KUYKENDALL. Compulsory settlements, such as is suggested in House Joint Resolution 559. Have any of these settlements in the past 30 years on wages in your industry been compulsory?

Mr. WOLFE. I think there was one during the Government seizure that the Government itself designed the wage increase.

Mr. KUYKENDALL. I believe you recognize yourself that these horizontal increases compounded the problem to the extent that we are in the bind we are in today.

Mr. WOLFE. Yes, sir.

Mr. KUYKENDALL. Why did you settle? It takes two to tango.

Mr. WOLFE. Yes; it takes two to tango.

You see, in the beginning of the across-the-board cents-per-hour increases, the so-called horizontal, was 1937. Our country had not yet come out of the worst depression in its history.

There is every reason to try to make agreements without the threats of strike and all of the unpleasant things that go with them. The unions wanted across-the-board cents per hour increases and we agreed. That was the first increase.

Then in 1941, just before Pearl Harbor, we had demands for wage increases, fringe benefits and so forth. Senator Morse, by the way, was the Chairman of the Emergency Board at that time.

By the way, we were not actually in war but we had for some time been preparing for war. Perhaps for all practical purposes we were at war.

The unions at that time were thinking a great deal about dealing more with the underpaid. I don't mean underpaid in its literal sense, but the lower paid. It was a cents-per-hour increase.

In 1962, I believe it was, and I can be corrected on the date, we had an Emergency Board that did recommend 5 cents an hour and an additional 2½ percent. In its findings the Emergency Board made it clear that that was to help widen the margin between the unskilled and the skilled, and if future wage increases would be on a percentage basis in time the compression would be relieved.

But the shop craft organizations at that time, as they had for many years, were a part of the bargaining team of all the nonoperating unions. The shopcrafts did not bargain by themselves until 1964.