

Dr. HAUGHTON. If there had been less good-faith bargaining, the one who was feeling he was having to give too much would have waited for the final arbitration process. But this was not the case.

Mr. SCHEUER. That is the unhappy experience we have had in some of these other public-service strikes—that they never got down and really attempted to solve the main issues.

Can you give us any expectation you might have or any surmise you might have of what the results would have been here had you not had the final arbitration process as a court of last resort, so to speak, on dotting some of these i's and crossing the t's?

Dr. HAUGHTON. Getting fancy, I don't suppose you would say they were locked in mortal combat, but they were locked in combat for a couple of years. And they were hurting just the same as in any war.

There is a figure in the Saturday Evening Post this last week of how much Chavez was spending per month during the war, so to speak. DiGiorgio was hurting. It was a matter of record. They have a fine prestige product, S. & W. brand, which I grew up knowing, and it was being boycotted.

They really could have hurt each other even more, and it would have gone on and on. They both knew it would go on and on. There has to be a will to end these things, and this is what we had there.

DiGiorgio knew that it could get badly hurt on its brand. I am told by the retail people that if you take a brand like S. & W. off the shelves and you get a second-rate brand, you can make more money on it. It is hard to get the retailer to put the S. & W. brand back on the shelves.

From Chavez' standpoint he was spending tremendous sums to support his people. And it could have gone on and on a long time.

Mr. SCHEUER. I think they were all saved by the fact that there was some mechanism to solve the problem.

Dr. HAUGHTON. Yes, and they accepted the mechanism, I would say, almost with enthusiasm, because then, you see, they didn't know who was going to win.

I would say there were varying degrees of reservations on what they got out of the arbitration.

Mr. SCHEUER. It has to be that way.

Dr. HAUGHTON. Yes, that is life.

Mr. SCHEUER. I certainly am very impressed with your testimony. I am very impressed with how this machinery worked, not only in the interest of the union and the company, but in the interest of the public, too.

I think there is a real lesson in here for all of us.

Dr. HAUGHTON. It has been the most exciting thing I have been involved in in 25 years.

Mr. SCHEUER. I think that the formula and the mechanism that you developed will ultimately have some far-reaching implications throughout our society and our economy.

Dr. HAUGHTON. Thank you, Congressman.

Mr. THOMPSON. Mr. William Ford, of Michigan.

Mr. FORD. Thank you, Mr. Chairman.

I would like to join my colleagues in complimenting you on this testimony.

On page 4, I was particularly interested in the last sentence of the first paragraph, where you draw the conclusion that the experience in the case cited should serve as an example of how well the NLRA