

# SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

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## NOTEWORTHY BOOKS IN INDUSTRIAL RELATIONS AND LABOR ECONOMICS, 1988\*

In recognition of Richard A. Lester's distinguished service to the Industrial Relations Section, we are pleased to announce the establishment of a prize for the outstanding book in industrial relations and labor economics. This year's winner of the Richard A. Lester Award is John P. Hoerr for *And the wolf finally came: the decline of the American steel industry*.

Chiswick, Barry R. *Illegal aliens: their employment and employers*. Kalamazoo, MI 49007. W.E. Upjohn Institute for Employment Research (300 S. Westnedge Ave.). 1988. 160 pp. \$11.95, paper.

Chiswick provides a very careful and complete analysis of the illegal alien labor market based on a unique data set—detailed demographic and labor market data transcribed from a sample of Immigration and Naturalization Services apprehension reports on illegal aliens in the Chicago metropolitan area. These data were supplemented by extensive interviews of businesses in the Chicago metropolitan area, of whom half were identified by the illegal aliens and half were randomly selected. The study develops and tests hypotheses about the characteristics of the employment of illegal aliens, such as wages, investments in job training, job mobility, and workplace and employer characteristics. It also analyzes employers of illegal aliens and how they differ from other employers. In an area where there has been much conjecture but little hard fact, this book makes an important contribution.

*Cleared for takeoff: airline labor relations since deregulation*. Edited by Jean T. McKelvey. Ithaca, NY 14851-0952. ILR Press (Cornell University. New York State School of Industrial and Labor Relations). 1988. 393 pp. \$38.00, cloth; \$16.95, paper.

This volume contains papers presented by a broad spectrum of authors (economists, union leaders, arbitrators, etc.) at a national conference on labor relations in the airlines. It presents a balanced analysis of an industry under significant upheaval since the passage of the Airline Deregulation Act in October 1978. Among the issues addressed are: trends in the labor force and compensation since deregulation; union representation; seniority and job rights in mergers and acquisitions; dispute settlement under deregulation; alcohol and drugs in airline operations; and whether or not cooperative labor relations can be attained in this industry. A diverse set of management and union perspectives on key labor events, along with interesting accounts and views of the impact of deregulation, help to clarify the industry's dynamic present situation and future challenges.

Heckscher, Charles C. *The new unionism: employee involvement in the changing corporation*. New York, NY 10022. Basic Books (10 E. 53rd St.). 1988. 302 pp. (A Twentieth Century Fund Book). \$22.95.

\* Items on this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

This is a timely and thought-provoking volume which sets forth the thesis that the re-birth of unions lies in their ability to transform themselves into participative organizations that will join with management in a shared fate approach to problem solving. Heckscher calls for the creation of a new form of unionism. Called associational unionism, it would offer representation to a broader range of groups. He describes, in detail, the many experiments now under way in both unionized and nonunionized settings to expand employee representation. Heckscher promotes the idea of a more flexible and decentralized system of collective bargaining, and the expansion of employee rights by the government. This book offers a broad-ranging, historical perspective of corporate and union behavior.

Hoerr, John P. *And the wolf finally came: the decline of the American steel industry*. Pittsburgh, PA 15260. University of Pittsburgh Press (127 N. Bellefield Ave.). 1988. 689 pp. \$39.95, cloth; \$14.95, paper.

This volume is an important social and business history. Hoerr presents a well-analyzed, well-written, and well-documented chronicle of the collapse of the steel industry in the 1980s. Based on extensive interviews with steelworkers, company managers, and union officials, Hoerr's account of recent events expands from the breakdown of the Experimental Negotiating Agreements in 1982 to the work stoppages at USX in 1986-87. He makes effective use of historical flashbacks and conversations with families who were part of the world of steel in Pittsburgh's Monongahela Valley. Hoerr discusses factors other than failures in labor relations or work organization that contributed to steel's decline. However, he argues that the obsolete and adversarial relationship between labor and management, fueled by years of distrust, rendered it impossible for the steel industry to adapt to changes in the global economy—an outcome with implications other industries might learn from. Hoerr argues that increased employee participation in workplace decision-making is a reform worth striving for.

*How labor markets work: reflections on theory and practice* by John Dunlop, Clark Kerr, Richard Lester, and Lloyd Reynolds. Edited by Bruce E. Kaufman. Lexington, MA 02173. Lexington Books (125 Spring St.). 1988. 256 pp. \$35.00.

In this thoughtful collection of papers, four of the dominant figures in labor economics since 1945 review their work and the influences and activities that helped shape their ideas and contributions to the field. They also assess the strengths and weaknesses of current labor economics theory and research. This book provides an extensive discussion of the role of these economists in the history of thought in labor economics, and also reviews their salient contributions to the advancement of economic science and the extent to which their theories have been corroborated by more recent research.

*The job analysis handbook for business, industry, and government*. v. 1-2. Edited by Sidney Gael. Somerset, NJ 08873. Wiley (1 Wiley Dr.). 1988. 1383 pp. \$150.00

This excellent desk reference, an enormous undertaking, presents job analysis methods and associated topics in 83 chapters written by experts in the fields of job analysis, industrial engineering, human factors, and human resource management. Section one is devoted to job analysis history, the legal basis for job analysis, and a discussion of major issues and research. Sections 2 and 3 examine the use of job analysis results in organizational administration and human resource management. The next section focuses on how to plan for job analysis, followed by a section on techniques that can be used for collecting job data. Sections 6 through 9 are devoted to industrial engineering, human factors engineering, work-oriented approaches to obtaining information about work activities, and jobs. The final section presents applications of job analysis to 15 different occupations.

Lewin, David and Richard B. Peterson. *The modern grievance procedure in the United States*. Westport, CT 06881. Quorum Books, Greenwood Press (P.O. Box 5007). 1988. 289 pp. \$45.00.

Funded by the National Science Foundation, this study is an important review and analysis of modern, unionized grievance procedures in four major U.S. industries and sectors representing: steel manufacturing, retail department stores, nonprofit hospitals and local public schools. Data are comprehensive for the 1980-1983 period. The authors identify the determinants and measures of grievance procedure effectiveness and examine the consequences of grievance procedure usage at the individual level. Their discussions include a detailed review and assessment of the grievance procedure literature, particularly of the post-1960 period.

Nelson, Daniel. *American rubber workers & organized labor, 1900-1941*. Princeton, NJ 08540. Princeton University Press (41 William St.). 1988. 339 pp. \$32.00.

This meticulous labor history chronicles the rise of mass production unionism in the rubber industry between 1900 and World War II. Nelson begins with an interesting account of a new, turn-of-the century industry concentrated in several hundred small plants around New York and Boston and employing non-union, low-paid immigrants. By the 1930s, however, the industry was dominated by big, mass-producers, located principally in Ohio, and manned by a labor force of highly paid, native born union members. Nelson discusses, in depth, the course of this transformation and the dramatic and sometimes truculent advance of unionism during this period. Organized labor's conflicts and triumphs in Akron in the 30s at the Goodrich, Firestone, and Goodyear plants are brought to life with detailed accounts of notable incidents and the interactions of key personalities. Nelson also discusses the subsequent problems that occurred with union victories: ~~the flight of the industry to Southern and~~ Midwestern low-wage, non-union communities, internal frictions in the United Rubber Workers organization, and rivalry with the American Federation of Labor.

*The older worker*. Edited by Michael E. Borus et al. Madison, WI 53706. Industrial Relations Research Association (7226 Social Science Bldg., University of Wisconsin). 1988. 228 pp. \$15.00, paper.

This is a timely collection of papers exploring the present state of knowledge about the status, characteristics, and problems of older workers. Herbert S. Parnes and Steven H. Sandell begin the volume with an introduction and overview of the topic. They raise significant questions and policy concerns and examine the demographic and retirement trends contributing to the growing interest and concern for older workers. A summary of each of the subsequent essays and a review of common themes that seem to run through the chapters follows. The papers include: "Employment, earnings, and unemployment characteristics of older workers" by Philip L. Rones; "Special problems of older women workers" by Lois B. Shaw; "Functioning ability and job performance as workers age" by Monroe Berkowitz; "The retirement decision" by Herbert S. Parnes; "Pensions and older workers" by Olivia S. Mitchell; "Managing an older work force" by Elizabeth L. Meier; "Organized labor and the retired workers" by Lester Trachtman; and "Public policies and problems affecting older workers" by Steven H. Sandell.

*The parental leave crisis: toward a national policy*. Edited by Edward F. Zigler and Meryl Frank. New Haven, CT 06520. Yale University Press (92A Yale Station). 1988. 358 pp. \$30.00

This collection of essays offers data and recommendations by practitioners, researchers, and policy makers on what is best for the young child whose parents work and what kind of infant care support is economically feasible

for the employer to provide. The contributed essays are arranged in seven sections. Part I concerns the conditions and needs that have led to the formulation of leave policies for mothers who work in this country and abroad. Part II examines the extent to which infants' needs are currently being met in available infant day care settings. Part III addresses the challenge of keeping family systems strong while coordinating parenting and work responsibilities. Part IV includes discussions on existing support for parental leave in the private and public sectors, and also specific leave policies and practices in small, mid-size, and large firms. Parental leave policies in major European countries are reviewed in Part V. The legal, financial, and political issues confronted as the United States attempts to conceive a national infant-care-leave policy are addressed in Part VI. Part VII presents the recommendations of the Yale Bush Center Advisory Committee on Infant Care Leave.

Schappi, John V. *Improving job attendance*. Edison, NJ 08818. BNA Books (Distribution Center, 300 Raritan Center Parkway, CN94). 1988. 254 pp. \$35.00.

Absenteeism is one of the most easily identifiable and correctable drains on productivity. Schappi examines ways of reducing the problem. He addresses various types of leave, including sick, maternity, paternity, military, and jury duty leave, discussing policies and legal issues. Schappi suggests preventative measures, such as reconciling family/work needs, encouraging employee wellness, and managing disabilities. He also discusses various types of corrective measures, including different kinds of rewards, penalties, and assistance programs. Throughout, Schappi provides examples of actual programs that have been implemented and discusses their degree of success.

*Social Security: beyond the rhetoric of crisis*. Edited by Theodore R. Marmor and Jerry L. Mashaw. Princeton, NJ 08540. Princeton University Press (41 Williams St.). 1988. 249 pp. (Studies from the Project on the Federal Social Role). \$12.50, paper.

This is an excellent collection of papers pulled together in the aftermath of the Greenspan Commission which both revisits the origins of Social Security in the U.S. and elsewhere, and examines current and future issues, often with an international perspective. The essays address issues of the structure and legitimacy of Social Security from historical, contemporary, and constitutional perspectives. Retirement insurance is assessed in the context of contemporary retirement policy and politics. The development of disability insurance and medical insurance are addressed as well.

*When public sector workers unionize*. Edited by Richard B. Freeman and Casey Ichniowski. Chicago, IL 60628. University of Chicago Press (11030 S. Langley Ave.). 1988. 428 pp. (National Bureau of Economic Research Project Report). \$49.00.

This volume consists of an excellent selection of papers presented at a conference held in Cambridge Massachusetts in 1986. Contributors use newly collected data on public sector labor laws, labor relations practices of state and local governments, and labor market outcomes to examine a series of questions on various aspects and effects of public sector unionism. Topics considered include the role, effect, and evolution of public sector labor law and the effects that public sector bargaining has not only on wage but also on such nonwage issues as federal aid to schools, quality of public education, and levels of employment.