

Budd, John W. *Employment with a human face: balancing efficiency, equity, and voice*. Ithaca, NY: Cornell University Press. 2004. 263 pp. ISBN: 978-0-8014-4208-7

In his analysis of employment, Budd draws on various perspectives—industrial relations, human resource management, critical industrial relations (which in turn use multiple scholarly disciplines) as well as moral philosophy and theology. He emphasizes the balance needed in employment among productivity and human factors and creates a triangular model for evaluating employment practices, systems, institutions, and outcomes for their usefulness in balancing what he identifies as the essential aspects of efficiency, equity, and voice. He sees a need for wholesale rather than piecemeal reform of the U.S. industrial relations system. As an example of imbalance, Budd notes that while “defrauding shareholders has a maximum penalty of twenty-five years imprisonment; willful violation of safety standards that results in a worker's death has a maximum penalty of six months imprisonment.” He advocates a new form of unionism that allows individual employees to determine their own outcomes within a union-negotiated framework of procedures and calls on employers to establish a new social norm that includes respect for workers' rights.