

CAPSULE REVIEWS

reviewed by Book Review Editor

Dale Ballou and Michael Podgursky, *Teacher Pay and Teacher Quality* (W.E. Upjohn Institute for Employer Research, 1997. 185 pp. \$15.00).

This monograph examines the questions of whether higher salaries have improved the quality of newly recruited teachers, and if not, what other reforms are likely to meet with more success. Using surveys conducted by the National Center for Education Statistics, the authors analyze how to measure teacher quality and then use these indicators to assess the evidence on salary growth and teacher recruitment. In addition, the authors offer an evaluation of the operation of the teacher labor market as well as review the implications for teacher recruitment of various other reforms of current interest. The book concludes with a look at teacher salaries and personnel policies in the private sector to see whether private schools offer a model for reforming public education.

John Barron, Mark Berger, Dan A. Black, *On The Job Training* (W.E. Upjohn Institute for Employer Research, 1997. 207 pp. \$15.00).

The focus of this monograph is on the recognition of on-the-job training as an important example of an “investment” in human capital, and an assessment of the impact of such training on productivity, wages, and turnover. The authors begin by describing a standard theoretical framework and then use this outline to explore the extent of on-the-job training and the characteristics of the usual recipients of this unique education. The authors move on to discuss the gap between employers’ and workers’ perceptions of on-the-job training as well as evidence that this training increases wage and productivity growth, while not substantially reducing the starting wage of employees. The book also investigates evidence that there is a matching of positions with more training to more able individuals and ends with several policy recommendations.

Fair Employment Strategies in Human Resource Management, edited by Richard S. Barrett (Quorum Books, 1996. 319 pp. \$65.00).

This compendium of essays by practitioners, employers, and academics describes and evaluates useful procedures for employers and demystifies the concepts that have developed with respect to Title VII of the Civil Rights Act of 1964, the Uniform Guidelines on Employee Selection Procedures, the Americans with Disabilities Act, and the Age Discrimination in Employment Act. The contributors touch on the history of fair employment law and standards, and they describe the job analysis necessary to produce and defend a selection procedure on the basis of content validity. The book also includes writings on different types of selection procedures, the physical and psychological testing of women, a description of how to reduce adverse impact on protected classes without destroying the validity of selection procedures, the rules of the Equal Employment Opportunity Commission, a comparison of the Americans with Disabilities Act and the Age Discrimination in Employment Act with Title VII of the Civil Rights Act, and the relationship between the attorney and the expert witness.

Labor Arbitration Under Fire, edited by James L. Stern and Joyce M. Najita (Cornell University Press, 1997. 265 pp. \$ 39.95).

The ten essays in this collection analyze the history and attempt to predict the future of labor arbitration at a time when the power and influence of labor unions is declining, but when simultaneously arbitration of non-unionized sectors of the economy is on the increase. The contributors look at grievance arbitration in the private and public sectors, as well as examining the use of arbitration in the more esoteric areas of the federal and postal sectors. Other chapters discuss the Canadian approach of first-contract arbitration, the ways in which arbitrators make discretionary judgments, arbitration's chilling and narcotic effects, and the intricacies of arbitral discretion. Throughout these essays, the writers also attempt to predict what the new age of arbitration at the turn of the century will hold for this field.

Stephen M. Hills, *Employment Relations and the Social Sciences* (University of South Carolina Press, 1995. 167 pp. \$39.95).

In his book, Stephen Hills demonstrates the connections between industrial relations and the entire spectrum of social science disciplines whose contributions to the field have not always been fully recognized. A central proposition of this work is that industrial relations scholars have a unique outlook on the employment relationship and that the field of industrial relations has boundaries that overlap many of the traditional social sciences. Hills examines competing philosophies of social sciences, some which portray the work force as divided among antagonistic groups, while others depict it as a human resource to be screened, developed and utilized by employers. His ultimate goal is to encourage students of industrial relations to cross disciplinary lines and to compare, integrate and debate the principles of human behavior as set forth in each of the traditional disciplines of the social sciences.