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have the manuscript carefully reviewed by an experienced Hispanist prior to publication.

Benjamin Martin

Former Senior Labor Specialist of
the State Department

stance cannot significantly blur the clarion call of the book.

George W. Brooks

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Reclaiming Our Future. By William W. Winpisinger; edited by John Logue. Boulder, Col.: Westview, 1989. xi, 267 pp. \$18.95 cloth, \$8.95 paper.

In this book "Wimpy" has provided an encouraging, and sometimes inspiring, argument for those who believe we need a labor movement committed to a better society. The goals are world peace, a more equitable distribution of wealth, jobs and care for *all* people, and union democracy at the workplace. The book is an impressive statement from one of America's outstanding labor leaders; Winpisinger recently retired from the presidency of the International Association of Machinists and Aerospace Workers. As one who rose from the ranks, he conveys a strong sense of the need for a labor movement that is *not* solely concerned with increases in wages and benefits.

The heart of our problems, as Winpisinger sees it, is the conduct of Corporate America, which controls not only our wealth, but also the political process and the allocation of our resources. This control, he notes, is most conspicuous in the military-industrial complex—a noteworthy comment from the former leader of a union with a large membership in the munitions industry.

Although Winpisinger regards the development of Corporate America as disastrous, his response is not one of defeat, but rather of challenge. Labor (and the rest of society) needs, he believes, a strong move to the left, with alliances and coalitions with many other organizations. He has considered the possibility of a Labor party or other third party, but concludes that the only practicable solution is to achieve a major change in the Democratic party. He regards such a change as a strong possibility in the relatively near future.

Achieving Winpisinger's agenda will not be easy. His analysis is complex, and he is not always persuasive on such matters as the role of government in a capitalist society and the role of unions in corporate decision-making. But these discordant notes from the reviewer's

Grievance Arbitration: Issues on the Merits in Discipline, Discharge, and Contract Interpretation. By Arnold M. Zack. New York: American Arbitration Association; Lexington, Mass./Toronto: Lexington Books, 1989. xi, 287 pp. \$44.95 cloth.

Arnold Zack succinctly summarizes this book's purpose in his introduction:

This volume is intended to explore some of the new problems and to provide the tools union and management representatives need to process and resolve them. The problems set forth throughout this book are presented in a fashion that allows the three main participants—management, union, and neutral—to view a single fact situation and its ramifications from different perspectives. These different perspectives might provide the insights necessary to properly investigate and prepare their cases and resolve a dispute before invoking arbitration. For the arbitrators in particular the book will suggest relevant issues that must be considered in presentation and in the arbitrator's decision making.

The author has ably accomplished this objective. His use of actual cases from his wealth of experience as an arbitrator results in a series of "master classes" on a variety of grievance arbitration issues. He presents over 70 separate cases to illustrate the 50 topics he addresses. Each case focuses on the preparation and presentation of a single arbitration issue. The topics include management rights, union activities, discipline and discharge, wages and classifications, leaves and other benefits, hours and schedules, holidays and vacation, layoff, seniority, and promotion.

This volume is a "mass of accumulated information about the nuts and bolts of labor arbitration," as American Arbitration Association President Robert Coulson aptly describes it in the Prologue. Zack begins his discussion of each topic with a detailed and balanced review of arbitral principles. In particular, he identifies the

subjects over which disputes arise. The relatively short cases that follow present the pertinent facts, the parties' positions, and Zack's ruling.

The cases are followed by numerous questions and answers illustrating fact variations that advocates and arbitrators should anticipate, and substantive issues that Zack wishes to highlight. This dialogue is the heart of the volume. The discussion is fact-specific and directly related to the preceding case. The author stresses that arbitration cases are won or lost on the evidence presented at the hearing. He identifies the key facts in the case, and discusses how the results would change with different facts. He also explains how different evidence and arguments could have strengthened the parties' positions. This explanation should help advocates to improve the cases for which they are currently preparing, and it also affords them an opportunity to anticipate both the opponent's strategy and the arbitrator's concerns. Arbitrators can apply the analysis to their own cases. The questions and answers also probe how the parties could have prevented the dispute.

This volume is especially good in reviewing particular kinds of evidence on which arbitrators rely. Zack identifies and discusses corroborative evidence that would be important in each case; witness credibility; evidentiary issues; and the need to produce specific evidence rather than relying on unsupported generalities.

This practical information can, of course, be applied when the parties are investigating and processing grievances. The "window" into the arbitrator's thinking gives fresh, detailed answers to the parties' perpetual question in discussing settlement options: "How will an arbitrator rule in this case?" That information will promote settlements, in addition to improving arbitration advocacy.

The author also discusses the arbitrator's role in awarding remedies, particularly those not specifically sought by the parties. He reviews the arbitrator's role in the hearing process, stressing that the arbitrator is bound by the evidence in the

record. The final chapter reviews the grievance process from the beginning to arbitration. It discusses arbitrability, timeliness and definition of a grievance, rules of evidence, and the arbitrator's decision.

Zack directs particular attention toward the effect grievance arbitration has in several "new areas and fields" that he correctly perceives as needing further examination: management-administered arbitration for employment at-will terminations; newly unionized sectors; new issues and problems within traditional labor management relationships, such as alcohol and drug abuse and sexual harassment; and the "constant influx of new union and management personnel."

The reader will discover, however, that this volume is extremely useful for arbitration disputes in *all* fields, not just the "new" ones. It is a first-class resource that should be a part of every advocate's and arbitrator's library.

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Economic and Social Security and Substandard Working Conditions

Unemployment Insurance: The Second Half-Century. Edited by W. Lee Hansen and James F. Byers. Madison, Wis.: University of Wisconsin Press, 1990. xvii, 485 pp. \$40.00 cloth, \$22.50 paper.

This extraordinary volume is one that all people interested in the unemployment insurance (UI) system will want to read. Although research on a wide variety of aspects of the UI system has been published in many articles and monographs in recent years, this volume represents an attempt to summarize what is known about many aspects of the subject in one place, to provide some new findings, and to speculate about future research and policy directions. The thirteen included papers, written by a mix of scholars and practitioners, are