

ature is another question. It may be said without undue cynicism that the converse is possibly nearer the truth—there is little doubt that the literature is well dotted with 'gleams in the eye' and hopes that have as yet not come to fruition." C. K. Balmforth, in treating management information, reminds us that "the medieval chained book implies an earlier decision based on the statistics of theft, or conceivably on even more reliable data about the Fall of Man." And R. F. Eatwell of Surrey has a sound and contemporary treatment of what we Americans call bibliographic instruction.

The volume reads easily, has a commendable index, is on nonacidic paper, has a brief glossary (the only curiosity being that OCLC is explained as the "Ohio College Library Centre"), and the masculine pronoun is seen to be the accepted editorial style of the Library Association. —*David C. Weber, Stanford University, Stanford, California.*

Martin, Murray S. *Issues in Personnel Management in Academic Libraries*. Foundations in Library and Information Science, V.14. Greenwich, Conn.: Jai Press, 1981. 266p. LC 81-81649. ISBN 0-89232-136-9.

This book, as stated in the preface, "is not intended to be a comprehensive guide to personnel practices, but rather a consideration of major issues which are likely to persist over the next decade." The author's intention is to show how research in sociology, operations, management, and organization can be drawn upon to improve personnel management in libraries, and he approaches this goal through a series of essays on a broad range of topics, ranging from the rationale for personnel management to libraries and the future.

The author demonstrates a sophisticated knowledge of primary sources in his discussion of such familiar territory as the organization of libraries, leadership, professionalism, communication, staff development, management styles, and salaries. His approach, however, is often fresh, providing new insights into issues that academic librarians have been grappling with for decades. Not the least of the strengths of the book is its clear, concise, and fluid writing style. One leaves the book with the feeling of having spent several worthwhile hours with a

knowledgeable, concerned, and justifiably critical academic library administrator.

Martin offers no easy solution to the many problems in personnel management facing academic librarianship, but he seems to be optimistic about their eventual resolution despite his recognition of the inertia inherent in the profession. For example, in the chapter on "The Organization of Libraries," he briefly discusses the harsh realities of insufficient funds for library support in a period of manifest technological change. It may be clear to some that these realities cry out for innovative, if not revolutionary, approaches to the organization of academic libraries. Martin, in quoting Brunelle, points out that "academic libraries seem better prepared to provide stability than to initiate change." The danger of such tendencies is clear: "As heirs of a conservative tradition, and as managers within a conservative academic environment, today's librarians are faced with the difficult choice of introducing change quickly and effectively or surrendering their role in the information world." Many would argue that academic librarians have already abrogated their responsibilities to the information world. But, although Martin acknowledges that "the last few years have been remarkable for nothing so much as for failure to unite the libraries of the country in the face of these changes," he holds out hope that academic libraries will meet the challenges of the technological revolution and emerge with much different organizational structures in the years ahead.

It is undoubtedly a moot question, but could academic librarians have come to grips with such pressing problems as technological change and library education in the 1970s if less time had been spent on the status of librarians in books, articles, and seemingly endless discourses at ALA Council meetings? Unfortunately, however, the problems of professionalism and status are still with us. Perhaps the author sums it up for too many academic librarians when he states that like the old adage about money, "Nobody discusses status as much as those who don't have it." Faculty status, which promised to provide all the answers for some in the early 1970s, has failed to live up to the great expectations for many who lobbied long and hard for its recognition at their home institutions

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and its endorsement by ACRL. Martin's position on the topic of faculty status is not new to those familiar with the literature on the subject. The cries of woe heard throughout the country from those forced to cope with promotional criteria designed not for librarians but for teaching and research faculty clearly indicate that Martin, as well as hundreds of other academic librarians, including this reviewer, see other avenues of pursuit in seeking improvements in their individual status. Martin sees professionalism and status as one of the challenges in this decade. Those still grappling with such problems, as well as those disillusioned or frustrated with their current institutional status, would do well to consider Martin's analysis of the issues and his remedies for their resolution.

In the epilogue, the author states: "The goal of personnel management is to match personnel resources with programs. It appears that this aspect of management faces no diminution of its importance in the years ahead." Despite their imperfections and limitations, he finds that performance appraisal programs, staff development, MBO, and other tools and techniques of personnel management all have a role to play in meeting the challenges of the future. He sees the real problem as one of developing new programs to meet the challenges of technological change, the crisis in scholarly publishing, financial stringency, retrenchment in higher education, and increased user demands.

After bringing his seemingly irresolvable problems to the attention of a former university library director, a colleague once told me that his experience was inspirational, "like calling Dial-A-Prayer." I came away from this book with a similar feeling, not because Martin provides ready answers, but because he has the ability to make one excited by the challenges we face. Martin does not list the ability to inspire as one characteristic of good leadership, but I doubt if he would disagree that good leadership includes the ability to motivate librarians to see the forest as well as the trees.

The references at the end of the book provide a good bibliography of recent writing on general management topics, personnel management, technology, resource sharing, and organization. Unionization is only referred to briefly, and only several works on the sub-

ject appear in the references.

The book should be required reading in library schools. Its timeliness and importance should put it high on the reading list of all academic librarians.—*Frederick Duda, Columbia University Libraries, New York City.*

Creth, Sheila and Duda, Frederick. *Personnel Administration in Libraries*. New York: Neal-Schuman Publishers, 1981. 333p. \$19.95. LC 81-11348. ISBN 0-918212-25-1.

Those involved with personnel administration in libraries at all levels will find this a useful source that examines the essence of personnel functions. This volume provides background information on current trends and developments, focuses on major areas of responsibility, and provides direction on techniques that may be effective in various types and sizes of library organizations.

Edited by Sheila Creth and Frederick Duda, the book is divided into seven chapters. Chapter one reviews the legal framework governing personnel administration in libraries and summarizes the many changes in policies and practices that affect employee management including laws, arbitration rulings, local ordinances, and administrative regulations. Three chapters are devoted to staffing patterns, personnel planning and utilization, and staff recruitment and selection. Each underscores the importance of communication, the need for careful planning, well-defined position descriptions, classification systems, compensation packages, and search strategies. Information on internal and external pressures that govern the size and complexity of staffing are particularly useful. Collective bargaining, contract negotiation, and grievance resolution, which have become key factors in the administration of library personnel, are ably covered in this volume.

Staff development and performance appraisals, while capsuled in separate chapters, share a common goal—to assist the employee in reaching maximum potential. Many libraries are using the appraisal process as a tool for recording accomplishments and outlining areas that may need improvement, as well as a means for identifying goals or development opportunities that can facilitate the growth of the individual and the organiza-