lot. It also kept occurring to the reviewer that he might be in a foul mood or suffering from some inability to read and understand. Chapter 3 on "Public Librarians" might have been the detail that the authors were good at recording. And what fortune! They announced their intention to concentrate on the Chicago Public Library as an early example (mid-1950s) and the New York Public Library as an extended example and a contrast to the older Chicago unit. Since the reviewer had no first-hand experience with CPL, he took what was written as gospel. But then, the NYPL example, instead of showing the authors' adeptness at case studies, confirmed his worst fears of ineptitude. Sentences with no basis in fact leaped out from the page. Example: "At the end of 1974, the administration announced the closing of several branch libraries, and in only a few months over sixty professionals from the Research Libraries were also terminated" (p.49). Briefly, the truth of the matter is that NYPL threatened to close several very busy branches and this "Statue of Liberty closing" bluff was called. Those branches were not closed. "Over sixty professionals from the Research

Libraries" were *not* terminated "in only a few months." In fact, they were *never* terminated.

Such gross inaccuracies, in addition to too many typographical errors, a piddling two and one half page index, and the already cited murkiness of meaning are not worth twenty-five dollars even in these inflationary times. Here's one that all libraries can ignore.—*Billy R. Wilkinson, University of Maryland Baltimore County.*

Bailey, Martha J. *Supervisory and Middle Managers in Libraries.* Metuchen, N.J.: Scarecrow, 1981. 218p. $12. LC 80-23049. ISBN 0-8108-1400-5.

The title of this book may lead one to think that it is a guide to the latest techniques for library supervisors and middle managers. Nothing could be further from the truth. This is a research-oriented monograph that reviews the literature on middle mangers in libraries through the late seventies. It also includes the results of questionnaires and interviews conducted by the author. Some of Bailey's research on academic library administrators was done under a Council on Library Resources Fellowship and the report on this work has already been available for some time.

After some introductory material that includes descriptions of the organization of academic, public, and corporation libraries, Bailey has a short chapter on personnel management that briefly reviews some of the areas of concern to library managers: job descriptions, evaluation, staff development, collective bargaining, etc. This is followed by a longer chapter which summarizes the responsibilities of supervisory managers at all levels of the library organization, discusses librarians' attitudes toward supervision, and reviews the last thirty years of literature on the topic. Bailey then attempts to profile middle managers in general and follows this with three separate chapters (one each on middle managers in academic, public, and company libraries.) The chapter on public libraries is considerably shorter than those on academic and company libraries and few comparisons are drawn about the similarities or differences among middle managers in the three types of libraries. It is also unfortunate that the author does not compare library

management with management in other areas. Although Bailey notes in her introduction that library activities are often difficult to compare with others, she offers little justification for this view: her work draws almost exclusively on library literature. The book's final chapter discusses the characteristics of "good" management and offers a few suggestions for those wishing to move into middle-management positions.

In summarizing the information on middle managers in academic libraries, Bailey reports that there is little consensus on the various levels of middle management. The average manager has a master's degree from an ALA-accredited library/information school, and most have worked at least five years before obtaining their first middle-managerial positions. There is also general agreement, both by middle managers and top administrators, that library schools are doing a poor job in teaching management and administration. For those working in academic libraries, Bailey offers no surprises or new information, although this study may offer scholarly confirmation of what might otherwise be only personal or institutional perceptions.

The book contains chapter summaries, and notes and bibliographies follow most chapters. Brief lists of "selected journals" and "selected references" are included as appendixes, and there is an index. It is evident that the author has devoted a good deal of time to her research and the result is a descriptive study which offers no startling conclusions and few suggestions for change. Those engaged in research on this topic may find that this book provides good background material, but this work is not likely to appeal to a wide audience.—*Elizabeth M. Salzer, Stanford University Libraries, Stanford, California.*

The Professional Development of the Librarian and Information Worker. Edited by Patricia Layzell Ward. Aslib Reader Series, V.3. London: Aslib, 1980. 332p. £20.50 (£17.50 to Aslib members); paper £12.50 (£10.50 to Aslib members). ISBN 0-85142-135-0; 0-85142-136-9 paper.

Readers are librarianship's way of rendering centripetal what would otherwise be a highly centrifugal literature. They are our black holes, our way of concentrating at a single point those journal articles, book chapters, and report excerpts which are scattered across the landscape of the discipline. In the Anglo-American community of librarians, the production of readers is an addiction. The utility of the genre goes, perhaps wrongly, without question. Thus, the reviewer of a reader is reduced to making two inquiries: how well is it organized and has the editor chosen wisely? With regard to *The Professional Development of the Librarian and Information Worker*, the answers to these questions are, respectively, very well indeed and fair to middling.

The editor, Patricia Layzell Ward of the Centre for Library and Information Management at Loughborough University, sees this book as a contribution to the professional (i.e., organic) development of individual librarians and information workers. It is to her everlasting credit that she regards professional development as extending well beyond those technical aspects of librarianship (e.g., the application of computers and telecommunications to library operations and management) which are the current obsession of continuing education in the United States. Professional development, in her view, embraces "the formation of a personal philosophy concerning the role of information, books and knowledge, and their free transmission in society, and this may well involve the development of a personal set of ethics." This outlook is reflected in a set of readings which consistently emphasize the human, philosophical, and ethical dimensions of the library enterprise.

The sections of the reader constitute a deductive progression from the general to the particular concerns of librarianship. They are (1) library and/or information science, (2) research, (3) philosophy and ethics, (4) the planning of services, and (5) management (including the human side and the technical aspects thereof). This organization renders the book open to either reading seriatim or to more random consultation. It is much easier, on the other hand, to quarrel with the choice of readings, some of which evoked a distinct sense of deja vu, others an unhappy pedestrianism. At least six of the contributions were excellent, however, and merit further comment.