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Special Libraries, September 1952

Special Libraries Association

SPECIAL LIBRARIES

Official Journal of the Special Libraries Association

VOLUME 43 **SEPTEMBER 1952** Number 7

Administration Problems in Special Libraries

Management Looks at Special Libraries

The Assistant's Role in the Library

Employment Techniques

Preparation of a Staff Manual

Published by

SPECIAL LIBRARIES ASSOCIATION

SPECIAL LIBRARIES, published monthly September to April, bi-monthly May to August, by Special Libraries Association, Editorial Offices, 31 East Tenth Street, New York 3, N. Y. Publication Office: Rea Building, 704 Second Avenue, Pittsburgh 19, Pa.

SUBSCRIPTIONS: $7 a year; foreign $7.50; single copies 75 cents.

MANUSCRIPTS submitted for publication must be typed double space on only one side of the paper. Mail manuscripts to the Associate Editor.

REPRINTS may be ordered immediately prior to or on date of publication. Send reprint orders to Editorial Offices.

Entered as second-class matter February 5, 1947, *at the Post Office in Pittsburgh, Pa., under the Act of March* 3, 1879. *Acceptance for mailing at special rate of postage provided for in the Act of February* 28, 1925, *authorized February* 5, 1947.

Special Libraries

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VOLUME 43 SEPTEMBER, 1952 NUMBER 7

Indexed in Industrial Arts Index, Public Affairs Information Service, and Library Literature

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Administration Problems in Special Libraries

ELEANOR S. CAVANAUGH

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A PANEL ON ADMINISTRATION problems in special libraries was arranged as a general session in response to the overwhelming interest expressed by SLA members who answered the questionnaire sent out by the 1952 Convention Chairman. In planning the panel, it was possible to obtain really "top librarians" experienced in the administration of their libraries as well as in the various problems of the organizations they represent. The organizations are also "top organizations," representing a good cross section of industry and of education.

It is high time that special librarians considered themselves professionally against the background of the policies and problems of the industrial organization and of the universities of which they are an integral part.

So that problems discussed would not have too local a slant, panel members were selected from widely separated geographical areas. On this basis of selection, it was possible to present a composite picture of the problems under discussion. That the panel was a success was evident by the overflow audience attending.

From comments on the panel expressed at the convention, it is suggested that future convention chairmen consider panels along the same line as part of their plans for general sessions at SLA conventions. "Talking it over" on panels is a good medium for alerting SLA membership to new trends and ideas in administration, human relations, public relations and many other problems with which library administrators may be faced in the future, if these problems are not already part of the present picture.

Industry as a whole is devoting time and intensive thought these days to the orientation and training of new employes, seeking ways to build up its executive manpower pool from within. Every organization is trying in many ways to offer its employes an attractive, interesting and lucrative place to work. Companies are expanding their fringe benefits to employes to include vacations, pensions, health insurance and old

PANEL PROGRAM

SLA CONVENTION
New York—May 27, 1952

Moderator: *Eleanor S. Cavanaugh*

Staff Problems
Isabella M. Frost

Job Classifications and Salary Problems
Mrs. Marie S. Goff

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age security. Special librarians have a stake in these developments and have their share of the contribution to make.

At the present time few special libraries seem to have formal training programs for non-professional workers, and only a small percentage of SLA members work in organizations now operating under union contracts.

The large attendance and widespread professional interest shown in this panel discussion on administrative problems in the special library lead one to the conclusion that there should be an annual review of the special librarian's responsibilities to his organization and to his library staff. Pertinent discussion bearing on current problems, how they affect the special librarian in his work and what is being done to arrive at a satisfactory resolution of these matters has a place on SLA convention agenda.

For the benefit of those who were unable to attend this panel discussion at the 1952 SLA convention in New York, SPECIAL LIBRARIES is devoting space in this issue to the comments of the five Association members who participated in the panel.

* * *

1: Library Administration

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"THE RIGHT MAN ON THE RIGHT JOB" has been the goal of many successful organizations. It is likewise a key factor in successful library administration.

Selection of Personnel

The first consideration in selecting personnel is to examine the job itself and to collect all pertinent data concerning it.

1. What is the scope of the job to be done?
2. What duties and responsibilities does it entail?
3. What requirements, in terms of education, subject specialization, training, skills, techniques, experience and personal qualifications are needed to do the job?
4. What does the job pay?
5. And finally, but most important, what are the benefits to the employe, in terms of job security, promotion, vacations, group and health insurance benefits, pension provisions and working conditions?

The next step is to list the job opening with one or more of the channels or mediums available for finding the personnel required. For professional employes this includes the SLA Chapter employment chairman, SLA Headquarters, library schools and advertisements in professional journals. Let it also generally be known in library circles that you have an opening on your staff. For non-professional employes the company's own personnel department is often the best source. In addition, there are the employment agencies, high school counselors, college and university placement offices.

For the information of the placement officer and in fairness to the prospective employe, it is important to bear in mind when listing a job opening that one should give not only a clear description of the job, the salary and the qualifications required but also the condi-

tions, benefits and opportunities the job offers. Timing is also important. A job opening should be listed, if possible, well in advance of the end of the school year.

The process of interviewing provides an opportunity to size up the situation. For the employe: it enables him to see the librarian and the library in action. For the employer: it enables him to screen and select the right person for the job.

Once the new employe is selected, an orientation program will prove an effective way to get him off to a good start. It should be a three-fold program.

1. *Orientation in the Organization*:

In some companies there is a formal program. Lectures, films and tours are used to tell the employe about the company, its position in the industry and information about its products or services. If there is no set program, much of the same information may be found in the employe handbook, house organ, annual report and organization chart and in articles about the company.

2. *Orientation in the Library*:

An employe should have explained to him the relationship of the library to the organization, its purpose and basic functions, services and over-all operations.

3. *Orientation in the Job*:

Many libraries provide a period of time when no work is assigned. In this way the new employes may become thoroughly familiar with their jobs before assuming responsibilities. This gives them confidence and assurance. Procedure manuals are extremely valuable. They should not only explain in detail how the job is done and what procedures are used to do it, but why it is done and how it ties in with the philosophy of library service.

With a good induction and orientation training program, one can create motivation and enthusiasm. Show the employe that to learn the job well is important to him. During this initial period one can do more than at any other time to establish understanding and attitudes.

Retention of Personnel

Having outlined briefly a selection procedure, consider the factors involved in a sound retention policy. One may hear an employe say "I like my job and I have a swell boss." What accounts for this job enthusiasm? Basic economic considerations are important of course —salary, vacation, group and health insurance and retirement provisions. But more than this, here are the reasons why employes stay on the job. The "boss":

1. Makes good on promises, such as salary increases and promotions.
2. Permits them to do, as far as possible, the things they like to do.
3. Gives them the opportunity to use initiative and develop ideas.
4. Plays fair: work load is evenly distributed. Everyone shares in the easy and tough jobs.
5. Keeps them informed of what's going on.
6. Tells them in advance about changes that will affect them and why.
7. Is never too busy to listen and discuss a problem.
8. Lets them know how they are getting along and where they stand.
9. Takes time to say "Thank you, you did a grand job": gives credit when credit is due.
10. Encourages participation in company activities, sports, hobbies, professional meetings.
11. Remembers birthdays and employment anniversaries and often makes them an occasion for a party.
12. Shows an interest in their families and what they do off the job.

Why Employes Leave

But what about those of us who are not born leaders and who don't have the

wisdom or insight for coping with situations before they become problems? What are some of the staff problems with which we are confronted? How do they arise? What can we do about them? Let's make a frontal attack and find out why employes *don't* stay on the job, what their complaints are and what we can do about it.

Problems and Solutions:

Making the Job Interesting

1. A frequent complaint is that *jobs are static*—"If once you start you may never do anything but cataloging."

One solution is *work rotation.* It is used to provide specialists in one function with operating experience in other functions.

What are the benefits to the administrator?

It assures continuity of work when employes are absent or on vacation.

Emergency peak loads and rush assignments may be handled because one can temporarily combine forces.

Hidden talents are revealed and developed. It gives one the opportunity to find out if a person is best fitted for one job or another.

An employe new to a job often has a fresh approach and can offer suggestions for improved methods.

What are the benefits to the employe?

It allows him to see and participate in several operations in the library.

It enables him to gain experience and assume greater responsibilities.

It builds confidence.

It creates job enthusiasm.

Advancement

2. Another complaint is that the work is often a blind alley with *no opportunity to advance.*

Is there a solution? Yes, in those libraries that have *promotion* opportunities for both the professional and non-professional staff. For professionals, specific grades, such as *junior, senior,* and *assistant* are often used. For non-professionals too, the work should be graded according to its relative difficulty.

In-service training affords opportunities for promotion or transfer to other positions and also keeps employes abreast of technical changes in special fields and in library developments generally. Library-financed attendance in refresher courses in library schools or in business schools or junior colleges offering training in non-professional library skills also provides opportunities for advancement.

Job Openings

3. How can you cope with the problems that often result when library job openings are filled by someone outside the organization?

An important part of a staff development program is preparation for advancement by training an understudy. Teach all you know to the best people you have. Enable them to qualify for the job ahead.

Human Relations

In working out a solution to staff problems, let us not forget the importance of human relations. Actually this is nothing more than good will and applied common sense. As it concerns primarily the feelings of people it must be practiced in terms of personal interest and fair play. This philosophy was well expressed by Clarence Francis, chairman of General Foods, when he said:

"You can buy a man's time; you can buy a man's physical presence at a given place; you can even buy a measured number of skills per day. But you cannot buy enthusiasm; you cannot buy initiative; you cannot buy loyalty; you cannot buy the devotion of hearts, minds and souls. You have to earn these things."

2: Job Classification and Salary Problems

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WHERE THERE is a one-man library, there is no need for job classification. There is a job and the librarian is "it". However, when the library begins to expand and the staff begins to grow, it becomes necessary to define lines of duty and responsibility. At this point, a simple method of job description may be initiated through the use of standard three-by-five inch cards. Head one card *Librarian* and the second card *Assistant Librarian*, and proceed to list on each card the duties of that particular position. Note that the title of the position is listed and not the name of the person filling the position. The assistant librarian should be given a copy of the card listing his duties so that he may be aware of his job requirements at all times.

As the staff grows, so the file of cards will grow. When a new position is created and admits of a definite time schedule, type the schedule on the back of the job card and give a copy of the card bearing the job description and the time schedule to the person holding that job.

This method provides a good management tool and one that the staff will like. Later, should a formal job evaluation program be set up, the library staff, accustomed to the foregoing procedure, will be receptive to the new idea. And it cannot be emphasized too much that for satisfactory personnel relations, the library staff should be prepared for any new system affecting it.

Since the personnel policies of libraries follow those of their organizations, a formal position evaluation program may be non-existent. Nevertheless, the simple procedure described may be adopted by the librarian and used to excellent advantage.

In effect, salary administration involves two primary considerations. The first is the determination of the relative importance and value of the positions to the company. The second is the salary treatment accorded the incumbent of the positions. These two phases are presented as two closely integrated programs which I shall designate as *position evaluation* and *salary control.*

Position Evaluation

1. *What it is*:

   A technique designed to establish the relative importance of salaried positions in terms of numerical points. The technique involves the study of the duties and responsibilities of each position, assignment of titles of jobs, the analysis of each position in terms of factors inherent in all such positions, and the systematic assignment of points for each factor in accordance with its importance. The sum of the factor points for each position is the point value for the position.

2. *What it does*:

   Provides a yardstick by which salaried positions can be measured. Permits a grouping of positions by point values into salary classes, for effective salary control.

3. *What it does not do*:

Does not consider the capabilities or manner of performance of the individual in any position. It rates the position content, not the incumbent. This distinction between the individual and the position must be drawn and the position evaluated at the level established for it by the incumbent.

Does not determine if a position is or is *not* necessary nor does it check whether the distribution of duties among positions is correct from a methods point of view.

Salary Control

1. *What it is*:

Involves the administration of salaries paid to individuals for services rendered to the company. Includes the classification of positions by their importance and value to the company, the establishment of minimum and maximum salary rates for each classification, provision for training rates and rates for long-service employes. Actual salaries can be established within agreed limits according to the merits of the individuals filling the positions.

2. *Relation to Position Evaluation*:

The point rating of positions under the position evaluation program indicates the salary classification of positions.

Institution of Program

A position analyst in the organization's personnel division or management engineering division will probably be responsible for inaugurating the program. He will follow some variations of the following steps:

1. Interview with the employe, regarding
   a. Description of duties
   b. Job requirements
      Mental—Education, Training
      Physical
      Skill
      Responsibilities
2. Job evaluation.
3. Written description discussed with librarian.
4. Final form checked and *initialed* by employe.

   At this point, the administrator should do all possible to *obtain professional rating for his librarians,* to see that these positions are rated on a par with those in other departments where educational requirements and duties are comparable.
5. Analysis of position descriptions.
6. Assignment of points for each factor analysed and establishment of the point value of each position.
7. Copy of position description with related information given to librarian. Each member of the staff should be given a copy of his respective job description.

Maintenance of Program

Position descriptions and classifications must be maintained as current as possible in order to obtain the best results from the plan. The duties of a position may change. Creation of new positions may alter the whole picture. They should then be reviewed at least once every year.

The company organization will have a salary classification unit or salary committee which will meet periodically to review, approve and supervise the administration of the program. The library administrator should notify this unit promptly of any changes in the library staff and its duties. There will no doubt be a manager's *manual of salary administration* which will define the company's policy and procedure.

A personnel appraisal procedure may be an extension of the position evaluation program. This is the comparison of job requirements with job performance.

Advantages of Program

1. *To the company*:

The program, inaugurated to serve as a guide to simplified and equitable salary control, insures that:

   a. Like positions within the company receive like compensation.
   b. Salaries within the company are

on a par with those paid by other organizations in the community.

2. *To the employe*:
   a. Maintains good staff cooperation. (Since duties are described in detail, there is always complete understanding of who is *responsible* for every part of the work.)
   b. Boosts employe morale.
3. *To the administrative librarian*:
   a. Aids in intelligent interviewing. (Prospective employe can see in writing what his duties and responsibilities will be, exactly what will be expected of him.)
   b. Permits proper employe selection and placement. (Right person in the right position with proper compensation.)
   c. Aids in training new staff members.
   d. Insures uniform observance of methods.
   e. Valuable in upgrading positions; establishing lines of promotion.
   f. Valuable when increasing the size of the staff. (Since positions are studied and described in writing, the librarian can be sure that all duties are assigned, be sure of the logical relationship of activities and know that the work load is equable.)
   g. Improvements and refinements in operation are readily apparent in writing.
   h. Concrete evidence of what the library is doing—a matter of continuing interest to management and a fine selling point in requesting more staff.

* * *

3: Relations with Management

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RELATIONS WITH MANAGEMENT differ in every organization. They differ from one part of the country to another, with the type of industrial organization, and with the individuals within those organizations. Admittedly there is always room for improvement in relations with management.

This paper proposes to discuss what management expects from librarians and what librarians expect from management.

In considering what management expects of librarians, one must remember that the library is regarded by management as a service unit and as such is considered an overhead expense. The library adds to the income of the company only indirectly. Therefore, the library's value lies in its ability to be of service.

In an interview recently, Ray H. Horton, manager of the Employee Relations Department of the Humble Oil and Refining Company, said that in his opinion, the most important phase of the librarian's training was knowledge of the subject field. He said that he felt it was of far greater importance for the librarian to know his subject than it was to have training in library technique. If the librarian knows his subject, he should be able to anticipate some of the needs of his clientele. On the other hand, it is a waste of time and space to litter the library with material which is used infrequently, especially if this material is available for loan in a nearby library. Another factor which Mr. Horton stressed was the abil-

ity to work with and handle people. He felt that it is very important to decentralize authority. It is his premise that one use a system which can be understood by more than a single member of the library staff. If a librarian builds up an organization with himself as the center figure, he fails to inspire his coworkers to do more than a routine job. Should he for any reason leave the company, the company suffers more than is justifiable from such a termination.

Background and Personality

Management expects adequate academic training, a high degree of resourcefulness, adaptability, analytical power, knowledge of prior art, a capacity for effective communication and loyalty and honesty. In addition, management wants a pleasant personality.

Personality, of course, is composed of a number of elusive qualities. Personality is difficult to analyze but easy to recognize. One may assume that the librarian is intelligent and has been well-trained in his professional art. Add to these strong qualifications an innate thoughtfulness and consideration, a sense of humor and enthusiasm, and librarianship is enhanced enormously. A pleasant voice, a pleasing appearance, a courteous and poised approach—all of these may be cultivated to the advantage of the individual, to the library and to the organization.

The library is essentially a service unit in the organization and it is judged primarily on its performance within the company. Effective library production, therefore, is contingent on basic knowledge of company business and also on an understanding of the individuals forming the company who share the same motivation and the same objectives. The library is in a position to make its services indispensable to the organization providing that the librarian is genuinely interested *first* in the organization's welfare and development and then uses the resources of the library to help further and achieve the aims and objectives of the organization.

Publicity

At a recent meeting of the Texas Chapter in Fort Worth, one of the speakers, Stanton Brown, director of engineering at Consolidated Vultee Aircraft Company, stressed the fact that he believed librarians should have better publicity; that librarians should have the strong, zealous spirit of missionaries; that librarians need to sell what they have to offer. He placed special emphasis on the role of the special library in industry and its contribution to technical know-how. He suggested a more extensive use of the popular press in publishing articles about the special library field.

Librarians are entrusted with the sources of information and records of past work on which future action and judgment may be passed. This information must be made available to clients as the need arises. This is the creative part of the librarian's work, to discover sources of reference information, to acquire pertinent material, to study its contents, to determine its validity, to organize it for later use and to correlate it to the problem presented and direct it to those who require such information. If need be, the librarian must abstract, digest and/or translate items bearing on the subject under consideration.

Achieving Objectives

What do librarians want from management? Here are some points for consideration: recognition of the library's contribution to the organization; professional status on a policy-making level; freedom to act independently in matters such as selection of staff, purchasing books and equipment; time from official duties for professional activities and reimbursement for expenses in attending meetings of professional societies. To achieve these objectives, it is vital for librarians to make certain first of all that library production meets management's criteria, and following that, to publicize and promote the services rendered.

4: Public Relations

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IF WE CAN ATTRIBUTE the unprecedented increase in the number of libraries during the last decade to our public relations program, we have indeed told our story well. But public relations is not merely a matter of words. It means consistent effort to create efficient departments indispensable to the organization supporting and maintaining them. This is the first requirement of a public relations program.

The librarian's human relations with his employer and other employes begin the moment he is hired. In fact they begin at his first interview, when he must sell himself, and they continue as he sells his services and builds up an appreciation of them. Selling yourself and your library is an old phrase but that is the idea behind public relations. Success depends in large measure upon the librarian's personality. He is expected to be courteous and patient, with a desire to supply information answering the needs of his patron, whether he be the president or general manager, the maintenance man or the messenger boy. Every contact he makes day after day, throughout the years, adds to or detracts from the reputation of the library.

Policy

As the library grows and the staff is enlarged, each member reflects library policy. Select and train them carefully so that they will merit the respect and approval of all other employes. Your clients appreciate the photogenic, so place a pretty girl at the circulation desk and watch the attendance soar. Be fair, understanding and sympathetic.

The equipment and physical arrangement of the library should be carefully chosen and planned so that the library affords good working quarters for the staff and an attractive, orderly and clean domain for its guests. The atmosphere should be friendly but businesslike.

Performance

Good public relations means good staff relations and courtesy to all who use the library and to those, inside and outside of the organization, whether they use the library or not. Our popularity is measured by what these people think and say about us. Public relations is first of all dependent upon good performance or the librarian's ability to satisfy his patrons. This paper proposes to examine some of the factors that comprise good performance, and to discuss how the service of the library can be publicized to win the continued and spontaneous support of management and the general approval of the public.

Of basic importance is the well-chosen collection of books and periodicals relating to one's special field, recorded, classified and cataloged in conformity with approved library methods to assure one's clientele the fullest use of the library.

The manner in which requests for information are handled constitutes an important phase of public relations. Special library patrons are not browsers ordinarily. They want information quickly, depending on the library staff to a large extent. Some individuals are adept at asking questions and others are so vague that one must exercise a great deal of imagination and mind-reading in dealing with them. Confidence in the library will be established

in proportion to the librarian's ability to follow through on all questions. This should be done no matter how much searching, how many telephone calls and how much correspondence is required. Be sure there is a good understanding of what the patron really wants. Do not be afraid to ask questions or to admit ignorance. Never give the impression that you are uninterested or indifferent or that you will not make an honest and serious attempt to find the answer.

Clientele

The special library field furnishes a splendid opportunity to become acquainted with library users, to learn their interests and hobbies as well as what projects they are working on. This knowledge enables the librarian to direct pertinent information to the proper channels. Action taken on items suggested for purchase brings favorable response. Some libraries have an arrangement permitting the purchase of books at a discount for their personnel.

Some library patrons do not come to the library at all. Their signatures on correspondence make them known to the librarian and they judge the efficiency of the library by the thoroughness and dispatch of the replies to their letters. Another type of library user is represented by a voice over the telephone, a voice one learns to know and to serve without ever meeting the individual.

Voice with a Smile

There must be some rule for projecting the idea of a pleasing personality over the phone, the "voice with a smile." This is a real asset. In answering the phone, obtain complete and exact information and make sure in turn, that replies are complete and exact. Speak slowly and distinctly and make the conversation as brief as possible.

When quoting foreign names and titles it is better to attempt a pronunciation. The individual who has made the request will usually indicate if he recognizes the names thus saving the tedious spelling-out process.

To accomplish the first objective in public relations—a job well done for the benefit of one's patrons—outside sources are vital and there again human relations are a factor.

Interlibrary Loan Privileges

Location in a large city makes possible interloan privileges with the public library, university library and other special libraries. One should be meticulous in requesting another librarian's assistance and take particular care to refrain from imposing on the time of others. Have the information as exact and complete as possible. Don't expect others to make a long search or to compile a special bibliography. If this is necessary, go to the library yourself or send an assistant. The public library has long established rules regarding the lending of certain materials. Look upon it as a favor that material may be borrowed for a short time and return it promptly.

Special Use of Public Libraries

Unusual occasions sometimes arise. A patron may become interested, for instance, in the publications of the Atomic Energy Commission. There is a great mass of this material at the public library. The question is of such vital importance that it may be good policy to go with him to the library, introduce him to the person in charge of this collection and help him select books for his study. In general, if the patron can be persuaded to go to the public library, call first and give the person in charge as much information as possible about the prospective inquirer and his interests; this will give him an opportunity to collect material on the subject before hand. The patron will also wish to know the name of the librarian with whom he will be dealing. The great abundance of material and the able and willing assistance given by these public library workers are assets not to be minimized. Expressions of appreciation are never amiss.

What the Library Does

Telling about the job is the second phase of good public relations because it acquaints others with what the library can do and how it operates. For inside consumption, the library publicizes its wares through library bulletins and abstract services. Lists of new books are compiled and widely distributed. Preprints of papers presented at meetings of technical societies are purchased and their acquisition made known. Translations are frequently listed as are also technical reports and other documents. Libraries use bulletin boards and display cases to further enlighten and stimulate interest in their wares. The company paper or house organ usually runs items on new books and other library news.

Reports

The story the librarian tells management is in the form of monthly and annual reports. One appreciates their worth when one has weathered a depression or two. Librarians who have not faced these economic disasters may not realize the value of these records. The reports compel one to keep a daily record of the tasks performed that is ready in case there is a question which may involve a reduction in staff or perhaps the very existence of the library itself. These reports are an excellent means of informing top management about unusual library activities and plans for the future.

Thus far we have examined the internal public relations affecting the library and library clientele. Our public relations program as it affects those outside our immediate organization sells not one library but librarianship as a profession.

Selling the library and the library profession may be achieved through the response given to strangers who inquire about special libraries, how to set one up and how to operate and maintain one. Some of the questions may come from students who are interested in learning how to use the library and in exploring its potentials. They will advocate the establishment of libraries in their own places of employment if they are convinced of the contribution made by the library.

One of the most time-consuming and fatiguing tasks is to explain library work to the official who wants to organize a library and put someone else in charge. Some executives may have the impression that it is possible to learn how to catalog books in a two-hour session. If it is not possible to hire a trained person and a clerk is engaged, one may offer to help step by step, be it the checking in and routing of periodicals, setting up a charging system, or devising a filing system for trade catalogs or for laboratory reports. Many libraries spring from just such collections. In any case, explain to the executive what goes on behind the scenes and what library work involves. Tell him how the hiring of a trained person will relieve him of all his problems of organization. Convince him that one librarian can pick up where the other leaves off; that the systems he has been trained to install will be independent of his presence and memory and will not break down with a change in personnel.

There is also the individual who is merely curious about the library and again one must explain in great detail. This may bear no immediate result but the next time library matters are discussed, this individual will have some idea of the number of routines and techniques involved and will spread the word that more is entailed in operating a library than the handing out of books.

The advantage of publicity through the medium of press releases and magazine articles, radio and television scripts is recognized by all.

Hard work, with confidence in one's self, and faith in people, will win the good will and affection of fellow employes, the support and appreciation of management and the respect of acquaintances.

5: College and University Library Administration

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COLLEGE AND UNIVERSITY LIBRARIES have many administrative problems in common with those of the special library. In interpreting administration for these academic libraries, the problems seem to fall into two groups: (1) those which are broad and general in character and affect the library as a whole; and (2) those which have to do with the human element of the library —the personnel.

Problems Which Affect the Library as a Whole

The first group divides itself into six definite responsibilities:

1. *Planning.* This is fundamental and is reflected on all of the other problems in this group. The objective of this type of library is promoting educational and scholarly pursuits. In meeting this requirement for students, faculty and general university clientele, planning must provide: (1) immediate needs, (collecting and disseminating current and active information); and (2) for long range interests (developing research materials which will prove suitable as appropriate resources for the future).

2. *Organization.* This determines where authority is to be vested. For the university library, especially, this brings up one of the most controversial problems—centralization versus decentralization. It is concerned with the separation of collections from the main library building. Some of the questions it raises are: (1) on what basis shall this be permitted? (2) how shall the collections be organized and administered? (3) if not permitted, what alternatives can the university library offer? While it is generally admitted that decentralization is costly, it is frequently justifiable.

3. *Staffing.* The administrator of an academic library needs strong support to assure the proper functioning of his library system. Variational interests and approaches to the clientele to be served determine the development of these library staffs. There is a place for those equipped with linguistic and scholarly backgrounds; for professional and subject knowledge and experience to help with the planning, supervision and correlation of library operations; for those with appropriate backgrounds and attitudes to make academic atmosphere appealing; and for special skills and techniques to perform effectively the necessary routines and processes.

4. *Directing and Coordinating.* These are tied up with *planning* since they are concerned with the objectives of the academic library. While important, they are not of sufficient interest to a special library group to expand at this time.

5. *Reporting.* This is a problem in common with the special library. It is a means of keeping the administration and the public informed of progress and an excellent way to take stock of the library's strength and weakness, which, of course, relates it closely to the *planning* responsibility.

This brings up the whole problem of public relations. While day-to-day performance and attitude of staff, especially those at the public desks, do as much as anything to advance or retard the standing and reputation of the library and are the best kind of "public relations," there are certain common media which academic libraries employ for handling their so-called public relations programs: exhibits; publications and contributions to student papers;

press releases, book reviews, news items on the library in local newspapers and other publications; cooperation with faculty and student committees; suggestion boxes to discover student reaction, followed by action or, if action is impossible, an explanation of why the suggestion cannot be followed; "Friends of the Library" organizations, stimulated by progressive programs; participation in local, community and national activities; active interest in professional and in related organizations; and representation on committees within the institution and on the outside.

6. *Budgeting.* This constitutes one of the most serious problems. To prepare for it requires constant study, careful planning and proper accounting and control. The library must be concerned not only with sufficient appropriation to meet its requirements but also it must strive to keep the amount of its support in proper relation to that given the institution as a whole. Increases in salary rates and prices have had a great effect on budgets. The larger the library the more expensive become preparation and administration. Emphasis on service and on tools has increased costs. Emphasis on currency and information makes more justifiable a disproportionate outlay on salaries, which no doubt is reflected on special library budgets, for it is definitely evident in many departmental libraries in universities. The proportion of professional staff to nonprofessional varies greatly. A workable ratio which many libraries accept is 40 to 60 per cent. In making budgets, a formula which was favored as a working basis was: 50 to 60 per cent for salaries 30 to 40 per cent for books, periodicals and binding; and 10 per cent for supplies. With all of the influencing factors mentioned, some libraries find a more workable formula to be: 60 to 70 per cent for salaries; 15 to 30 per cent for books, periodicals and binding; and 10 to 15 per cent for supplies. (EDITOR'S NOTE: *In special libraries, salaries are calculated at 60 to 70 per cent of the budget.*)

Personnel Problems

When it comes to the second group, *Personnel,* the problems for the most part are common to all types of libraries: selection and appointment of personnel; incentives for service; employment opportunities; classification plans, job descriptions and evaluations; indoctrination and training within the library; hours of work, sick leave, vacations, retirement plans, promotions, annual increments versus merit increases, etc. Policies vary, of course, from library to library and are defined by the library's position and relationship to other units within their institutions.

There are a few problems, however, which seem to be peculiar to academic libraries and constitute problems with which few special libraries are concerned. Because of the nature and character of academic libraries, they call for special policy rulings, on such things as: academic status of librarians; opportunities for advanced study; leaves of absence for study, sabbatical leaves, fellowships, etc.; participation in the teaching program; etc.

While colleges and universities may have "labor-management" problems in some of their maintenance departments, and while these work under contract, no libraries in academic institutions, as far as is known are affected directly by this problem with which some of the special libraries are concerned.

The closest approach to any kind of a so-called management problem might be the "staff associations" which are being organized in many of the academic libraries. They have found a definite place for themselves today and are factors which may exert a strong influence on the operation of the library. For this reason the leadership in these associations becomes important and careful definition and clarification of aims, objectives and policies are called for. Reports on the activities of these associations are interesting. Many of them have constructive programs and are exerting good influence on their library systems.

Among the outstanding features of the SLA Convention in New York was the joint meeting which took place May 28, 1952, sponsored by the Chemistry, Engineering-Aeronautics and Petroleum Sections of the Science-Technology Division. Three distinguished guest speakers gave management's point-of-view on special libraries. The following papers were presented:

The Technical Library in an Industrial Organization — HOWARD K. NASON
Do Libraries Earn Their Keep . . . . . JOHN HORN
Management is Watching . . HUGH W. FIELD

1: The Technical Library in the Industrial Organization

HOWARD K. NASON

Director of Research, Organic Chemicals Division, Monsanto Chemical Company, St. Louis, Missouri

THE ACTIVITIES of our modern technical libraries differ to a considerable degree between industries, between companies in the same industry and at least to some extent between separate organizations within a single company.

Some problems confront us which must be solved by our efforts in common if the technological tasks to which our hands have been set are to be accomplished. The nature and magnitude of these problems are determined by a number of factors, the most important of which are as follows:

1. The exponential rate of expansion of scientific research and development, and of industrial technology thereby engendered.
2. A corresponding expansion in technical literature, including not only published scientific and technological papers and patents, but also reports, summaries, memoranda and other records of a private nature which are of no less importance because of their proprietary aspects but which often become progressively more difficult to locate as their age increases.
3. A steadily growing need for trained personnel to sustain our expanding technology.
4. At the same time, a declining rate of enrollment in the scientific schools of our colleges and universities.

The situation thus created is one which can be solved only by altering considerably our customary ways of doing things, in order that the talent available may be concentrated on those portions of the task which can be handled only by the highly-trained individual. In this concentration of effort, the technical library is involved in a number of ways.

Since the problem boils down to handling a steadily-increasing work load with a staff which can be expanded only at a much slower rate, ways must be found to divide the tasks into smaller parts than heretofore, in order that these separate parts may be attacked by different individuals, each working to the limit of his ability. A corollary of axiomatic nature is that ways must be found to increase these abilities by thor-

ough programs of personal development and training.

Another fact which should be recognized at the outset is that library scientists of creative caliber are as rare today as are highly-trained technologists in other fields. Hence, the development of more efficient ways for utilizing available talent must include the technical library as well as the other parts of the scientific organization.

The technical library has, of course, long since outgrown the passive function of providing a collection of source material in which the technologist can locate information *if he wants to do so,* and has accepted the provocative role of providing data, often before the user knows his needs. The importance and value of this positive approach is sincerely appreciated. In performing it, the library not only increases the effectiveness of the scientist but provides stimulation and inspiration of considerable, though intangible importance. The pressing need today is to intensify this approach and to utilize every resource available to increase its effectiveness.

This does not imply that the scientist should abandon his traditional familiarity with the classical source works; these are among the tools of his trade. Nor can the scientist neglect the routine scanning of current periodicals in the field of specialization. Of concern is the assembling of basic information from the general literature pertaining to a new problem and the gathering of information from sources outside the usual ones. These may be important to a line of investigation and may even be unusually significant by providing a new approach from the experience of others in an unrelated field. It is in these respects that most can be done to bring information to a worker, information which in many cases he is unaware that he needs.

Objectives

In this connection, the problem of liaison at a planning level between the library and the rest of the organization may deserve brief attention. Obviously, if the technical librarian is to anticipate needs effectively, he must be constantly aware of over-all objectives and specific interests, which, in larger institutions at least, are complex and shift rapidly. Most technical librarians are keenly alert to these factors and do an excellent job of detecting new interests and preparing to serve them. It should not be necessary, however, for the librarian to possess occult powers for maximum professional effectiveness. Most technical managers today appreciate the importance of keeping the library staff advised by including the technical librarian in staff planning functions as well as by maintaining all other lines of communication in good working order.

Increased Efficiency

Although much remains to be done, it is relatively easy to devise programs for increasing efficiency by relieving trained personnel of physical tasks. Thus, it obviously is wasteful for a trained scientist to divert time to the laundering of his laboratory glassware if this can be done by a machine operated by a relatively less-skilled individual. Similarly, it is wasteful for an engineer to occupy himself with the reading of temperatures, pressures and similar data over the course of an observation if these can be done for him by recording instruments. Even calculations of considerable complexity can be made electronically today, and indeed in the case of some equations, this is about the only way they can be handled.

It is not nearly so easy to devise ways for spreading the burden of intellectual tasks and here golden fields of opportunity await the creative mind. The technical library is making very important contributions and can play an even greater part in such efforts.

It cannot be done by the technical librarian taking over tasks which others have done in the past. There aren't enough trained library scientists to make much of a dent. It can be accomplished by accelerating the development of the library as a fact-providing activity, and

by applying new facilities and new techniques to this end. These include the utilization of modern machines and instruments as well as the implementation of a personal development program for the library staff, aimed at utilizing the maximum abilities of all members and at continuous upgrading of these abilities by a systematic training program.

Survey

The first step in attacking a new problem generally is, and nearly always should be, a survey of the previous efforts of others and of the basic data which may be involved. In doing this it is customary for the scientist to consult the classical sources, for example, technical encyclopedias, handbooks, textbooks and compilations such as *Beilstein, Gmelin* and *Mellor.* Then he reviews the periodical literature and patent files and somewhere along the line he probably studies reports on the work of others in his own organization, together with pertinent memoranda, technical bulletins and trade literature. In the not-so-distant past a survey of this type in even the most complicated field could be completed fairly quickly, although not without considerable tedious effort. Today, the bulk of printed information is so great that a really thorough study of nearly any topic will require from several weeks to many months and without *Chemical Abstracts* would be difficult to accomplish at all.

In recent years the technical librarian has taken over much of the burden of extensive literature studies and in so doing has not only enabled the technologist to devote a greater portion of his time to his ultimate objectives, but has also provided a better-organized and more complete summation. Since such studies are time-consuming, and since trained technical librarians are not plentiful, it is not possible to expand these activities very much, although the need for them is increasing. Some relief can be provided by breaking the art of searching down into parts, some of which can be handled by less-skilled personnel and additional help can be secured by training, but there is a limit to these resources. The technical librarian now is faced with the necessity of mechanizing one of the last strongholds of personal endeavor. This will require the talents of many, but the development cannot be successful unless the technical librarian exerts a creative influence and assumes leadership of the project. The committee of the American Chemical Society which has been studying this problem for the past five years has laid down an excellent background and is at the threshold of accomplishments which may truly revolutionize the searching of technical literature. Now is the time for the technical librarian to take hold of these techniques and make possible the realization of their full potential. The practical problems to be solved are many and difficult and the initial "pilot plant" trials undoubtedly will be discouraging, but the goal is both worthwhile and urgent.

Keeping Current

Another problem of concern today is that of keeping current. Familiarity with current literature is vital to technical activity and its role in stimulating creativeness is well recognized. The burden is heavy, however, and is increasing.

Several of the libraries in our company prepare abstract bulletins, each tailored to the needs of the particular group involved. These vary from the simple listing of titles, through competent abstracting, to critical abstracting intended for local consumption. In some cases, the work is that of the library staff; in others the scientific staff participates. None of these efforts nor the measures observed in other organizations are a complete solution to present needs. This is a challenge for creative effort in library science.

Another problem concerns the organization of data for maximum effectiveness in its use by the individual scientist. In years past it sufficed to use ordinary three-by-five or four-by-six file cards for this purpose. As the com-

plexity of information to be handled has increased, more complicated systems have evolved for classifying individual fields of data and organizing these for maximum use or for most efficient presentation. Punched cards such as those of the Keysort type now are widely and effectively used for this purpose. The technical library in an industrial organization can render a great service by providing indoctrination in the use of such systems and in maintaining a constant surveillance over the development of newer methods. As the variety of information to be handled becomes steadily more complex, it will be necessary to adopt more and more complicated methods. Already in certain fields, mechanically sorted punched cards are being used to good advantage. Such systems are not yet ready for general use; disadvantages include cost, complexity, limited flexibility and time required to set up the procedures. The objection that the cards are not directly legible without an interpreting device is being overcome by various devices such as typed legends or the use of microfilm inserts

Proprietary Reports

In the efforts to utilize the published work of others, one often tends to lose sight of the tremendous wealth of information contained in proprietary reports. This is particularly true of the older issues and it is rare that members of an existing organization are really familiar with reports dated back beyond ten to fifteen years. Discouraging examples of lengthy and costly investigations which when completed merely duplicated work done long ago and forgotten are only too common. The indexing of proprietary information is as important as the indexing of published data and this certainly is not a new thought to most librarians. Nevertheless, much remains to be done to insure that data contained in the older proprietary reports is made available as freely as data in the older technical journals. Perfection of indexing systems and inclusion of proprietary information in mechanized indexing systems certainly appear to be indicated.

The Written Word

In some respects, the only "product" of most laboratory organizations is written reports. Yet one of the most common complaints heard is that the average technical man is not adept at English composition. Many reasons have been cited for this. Perhaps part of the fault lies with those who devise the reporting systems. The format of many reports is more complicated than it really needs to be and there is considerable room for simplification in the routine details of reporting practices.

Here again is a logical field of activity for the technical librarian who is, by training and experience, particularly concerned with the written word. It would be desirable for the librarian to take a more active part in the development of reporting practices and in assisting technical people to acquire facility in the written expression of their creative efforts.

The same reasoning applies to research data for publication in technical journals. Experience shows that even though technical personnel are encouraged to publish the results of their work, only a relatively small proportion do so. For the others, the task of reducing data and conclusions to a suitable form for publication is too formidable. The librarian can assist greatly in teaching the technologist how easy it really may be to present his creative efforts in a form which others may read readily and understand.

Correspondence Files

Another problem which confronts most organizations at some stage in their growth is the handling of correspondence files. Usually, this is a matter with which the technical library is not directly concerned, but there is a real field here for the constructive advice of those trained in library science. Files become unusable at an amazing rate and it is a rare file indeed which though older than two or three years is still of any real value. This results

partly from a failure to devise a classification system which is flexible enough and partly from the difficulty of keeping the system up to date. Also involved is the tendency to file everything whether or not it is of any permanent value. Permanent usability of most filing systems would be enhanced greatly by a rather ruthless culling and a liberal throwing away. The use of microfilm for preserving older files which are referred to relatively infrequently has not proven too successful. The newer microcards appear to be of interest and to eliminate some of the disadvantages and inconveniences of strip film. The technical librarian can make real contributions toward improving the usefulness of technical filing systems while at the same time preserving the reference and legal value of such collections.

In summarizing these problems nothing new is being presented. There is advantage, however, in recounting problems for the inspection of all concerned and in emphasizing the steady progress on all fronts that must be maintained. The technical library is an important staff function in today's industrial organization and the technical librarian is a scientist whose creative effort is necessary to the solutions of the problems imposed by a changing society. By pioneering new approaches for the collection, by processing and disseminating information and by aiding all who must use data to do so most effectively, the technical librarian will play an increasingly important role in the technological development which is vital to our country's way of life.

* * *

2: *Do Libraries Earn Their Keep?*

JOHN HORN

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BUSINESSES, and particularly engineering enterprises, need the following stock-in-trade to reach and to serve their customers: capital, facilities, organization, personnel, knowledge and skill.

Knowledge and skill to be true, reside in personnel. But beyond the knowledge and skill possessed by its personnel, a business must resort to recorded information—to books, reports and other forms of documentations. The extent to which such tools are made available and are put to use, determines in some measure the speed with which a technical organization may act in attacking and solving its problems by drawing on the recorded experience of others.

This speed, in turn, depends chiefly upon the provisions made for effective handling and utilization of these tools. It is here that libraries, data bureaus, information centers, documentation agencies, or whatever the name, have a definite place and a real opportunity.

The effectiveness of most information records is in a large measure proportional to the care and skill with which they are indexed and cataloged. Without proper indexing and cataloging, any record containing applicable information in any one case stands the risk of being overlooked and so lost to a cause that it otherwise might have served.

It may seem trite to put this stress on two of the basic elements of library technique. Care and skill is required in executing these operations. Anyone may go to school and learn the principles of an art, but from there on, enthusiasm and ingenuity are needed to apply ac-

quired principles effectively. This point needs emphasis in any practical operation.

Records, as such, are dead things, often dusty and messy. Anyone dealing with them constantly, may develop a certain staleness in the handling of them. If, or when, that occurs, a point is reached where neither the record nor its handler earns his keep.

Enthusiasm

One problem, then, is how to develop and maintain enthusiasm and ingenuity. In a degree, these two things are inborn characteristics, but much can be done to bring them out and to spur them on.

Enthusiasm seems to be a natural result if one proceeds on the following six bases:

1. Bear constantly in mind the satisfying knowledge, pleasure and aid that the ultimate user can derive from books and other records.
2. Be ever mindful of the benefit accruing when the answer to the problem is found, or, if not the answer, at least some information relating thereto, providing some of the foundation blocks on which to build. The client's satisfaction is the library's most valuable asset.
3. Know thoroughly the collection in your custody and put it to good use. The lift that comes from handling tools well in any situation promotes enthusiasm.
4. Evaluate the extent to which library clientele is satisfied and build higher goals.
5. Consider clients as friends who are not to be let down.
6. However tough the going may seem, remain cheerful and courteous and don't be irritated because clients know little about library technique. Admittedly a good many of them are cranky, unappreciative, impatient and fault-finding. It takes skill to handle cranks and even the crank may become a convert.

Enthusiasm can be developed and maintained by discounting the monotonous and unpleasant phases of one's work and by focusing attention on accomplishment and justly won awards.

Ingenuity

As for ingenuity, it is well to keep four points in mind:

1. "There is always a better way," the main slogan of the General Electric Company's Suggestion System, applies also to libraries.
2. When what you are doing fails, or stops you, go at it again in some other way. There must be another way and you surely are the one best qualified to find it.
3. Be daring; try the untried and if it does not work, drop it.
4. Analyze successes and failures; determine how they came about and chart your course accordingly.

Ingenuity, then, comes when we leave conservatism behind and adopt the spirit of progressive modern approach.

These remarks have been directed principally to indexing and cataloging. Ingenuity and enthusiasm apply also to routing and lending. If these are the tedious and bothersome functions that they might well be, one may accept the philosophy of the old-time librarian who locks up his library for the weekend, says to himself: "Ha, what a wonderful library I have, every book is back in its place on the shelves."

The effectiveness of a library is hinged on the extent to which its items are out in use (basic reference books excluded perhaps). Is it not the librarian's problem then:

1. to get them out in use,
2. to get them back, and
3. to start that cycle over again.

This means work and bother, particularly where the borrower is uncooperative to the extent of holding on to items longer than he should. The mere sending out of overdue notices often fails.

What should the librarian do then? Put ingenuity to work. Try a telephone call perhaps—a call saying that you know the book is important to the borrower and that you want him to have

it, but that you would like to use it for just a short while. It is essential that routing and lending be carried on with a human touch.

Publicity

Coupled with routing and lending goes the further step of announcing or advertising library collections and additions. Just to gather items and to put them on shelves or in drawers is of little use to clients. A few prospective users may drift in occasionally and discover what the library has, but it is the librarian's job to tell his clients what items of interest have been acquired and to keep telling them. This requires periodic publishing of a list that will reach the user at his desk regularly.

In laying out such announcement listings, a prime factor should be to so design them that the recipient, with the least amount of effort, will spot the items that are of interest to him. Grouping of items under appropriate subject headings seems logical.

Also, it is important to put first things first, and as concerns technical literature, the title and the annotation of the contents are firsts as compared with author's name and source. In this respect there is a difference between the general run of technical writings and popular literature. The great majority of those who produce technical papers and articles are not writers of renown, but individuals whose *work* has produced findings that are worth reporting to fellow scientists, engineers and other professional people. The author's name has secondary interest. Not so in the area of popular literature. There one is interested in picking a work by a favorite author and hence the author's name has prime significance. The lesson of this analysis is that one must be flexible and adapt one's self to do similar things differently as the situation demands. Library work like most professional activities has enough facets to require varied action.

In the areas of bibliographic service and literature research there are many opportunities for profitable endeavor. A bibliography of well selected items may be very helpful to a client. Such a bibliography may possibly be arranged in groups of items (1) relating directly to an indicated subject or problem, and (2) items of secondary reference value —that is of items that may not deal directly with the subject but contain contributing information.

Bibliographic Service

The library should offer bibliography service wherever it is practical to do so. Prompt attention should be given to requests for bibliographies and reasonable effort suiting the need should be put into the preparation of bibliographical listings.

In view of the considerable work that this often requires it might be profitable to maintain a file of prepared bibliographies—this file to include at least such bibliographies as are likely to be in repetitive demand. It may even be worthwhile to keep such bibliographies up to date by adding new items as they appear.

In the electrical machine builders' field, for instance, a subject like *contact brushes* is likely to be of much concern to designers. Any engineer requiring information on that subject, on which new work is constantly in progress, may derive much help from a ready-made, up-to-date bibliography on contact brushes.

The shortage of qualified manpower may be the reason for scant literature research. Weeks of costly research or testing have been saved by searching through literature and making up a summarizing report on the endeavor of earlier investigators and their main findings on a particular subject. On the basis of this knowledge literature research is recommended as a means of contributing to work and cost savings. Perhaps such work may be offered to retired or otherwise unoccupied professionals interested in working on a part-time basis.

It is easy to spend money, particularly the funds of someone else, on the acquisition of new books and journals.

To spend money wisely takes skill and thought. Only the best and the most needed literature should be obtained for the available funds. In doing this, a great deal of thought ought to be given to resources already available in one's vicinity. A liberal drawing on the collections of others will spare funds for more of the special items that relate to the particular branch of science or business of one's organization.

There should be a close tie-in between the activities of purchasing and inter-library cooperation. This, in turn, suggests that the best of contacts be developed for resorting to the available resources of others.

Summary

Do libraries earn their keep? Yes, provided library knowledge is combined with a common-sense appreciation of business principles and industry's aims.

Special librarians are fortunate in having before them exceptional opportunities to render valuable satisfying service. The library profession can and is making itself indispensable to industry.

* * *

3: *Management is Watching*

HUGH W. FIELD

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IT WOULD BE ENTIRELY PROPER to change the title of this paper to *Management is Watching and Wondering,* because in approaching this subject to the relationship between the technical library and management, there are two ways to look at it. First, management is watching how the library is performing; and second, management is wondering what it could and should do for the library to further improve its functioning.

What does management desire as far as the technical library is concerned? The primary function of an industrial library is to pass on to the users important information necessary in their work. For this purpose it serves as a storehouse of literature; and the services of the library consist in getting the information quickly, in convenient and usable form, to the person who should use it. The efficient library will serve this function only if it takes the initiative in sending information to the right person at the right time rather than just having the information available for people to use. Thus, the library must store books, periodicals, documents, photostats, microfilms, reports, and sometimes patents and technical correspondence. This material must be easily found and frequently must be condensed and often translated from foreign languages.

Selling the service of the technical library to those who should use these services is a prime necessity. There are many worth-while and valuable services that only librarians and their organizations can perform but all too often these services are not used because the people who should use them simply do not know what is available. One may say that technical people should be interested enough to find out for themselves what the library can do for them. Nevertheless it is the librarian's job to advertise continually and to sell his services so that he may attain the desirable state of having a really efficient library with everyone concerned taking full advantage of it.

It is particularly pertinent to be thinking in this way at this time in view of the current technical manpower shortage. Industry in this country is facing a shortage of many thousands of technical personnel due, among other things, to low enrollment in technical courses in the universities. Every effort is being made to overcome this deficiency. The powerful Research Committee of the National Association of Manufacturers has taken this problem as its main concern and the answers will be forthcoming but it will take at least four years and maybe longer before the remedy can become effective. This throws a brilliant spotlight on any function of industry which can conserve for more efficient use the time of trained technical personnel. Librarians and their libraries are in such a position.

Having established the potential importance of the technical library, what are the desirable physical and mental attributes of the library and its staff? The library should be attractive, roomy and comfortable. It should be located where it is easily accessible to the worker who uses it and if operations are far-flung geographically, there should be libraries located at such separated spots. The library staff should be competent, the librarians should be technically trained and the clerical staff should be efficient and willing. It is management's responsibility to provide funds for a good library and staff it with competent people, but from there on it is up to the librarians to run the shop in such a manner as to make it fully effective.

Library Functions

What are the functions of the library that should receive particular attention as viewed through management's eyes? First of all, rapid growth in organizations, changing from a small organization to a large organization, always creates problems involving the orientation of new employes. Practically all companies these days feel the need of definite orientation activities for new employes and in such orientation activities the library and the librarians can become very valuable. For example, at the orientation meeting the librarian has the opportunity to give a brief talk about the library and its services, and can begin the selling approach. It can be very valuable to have a new man assigned to the library for a few days to read past project reports and otherwise obtain background knowledge in his new assignment. If this is done it gives the librarian an ideal opportunity to describe and show the location of the material in the library, distribute pamphlets and other material on the organization and services of the library and a list of rules of the library. The selling of the library and its services to its customer, the technical man, can not be emphasized too much. At this time the man's name can be put on library periodical circulation lists and particularly on the circulation list of the library bulletin of abstracts, assuming that such a bulletin is part of the library services. And finally, the new man can be introduced and become acquainted with each member of the library staff and made aware of how the library and staff function as a well-coordinated unit.

Management Responsibility

It must not be overlooked that here management picks up some responsibility that must not be circumvented. Management must encourage the use of the library and allow time for each man to take advantage of the library facilities. True, there will be some abuse resulting from such encouragement but in the long run the benefits far outweigh the drawbacks from possible abuse of library privileges. Next, management must allot sufficient funds to operate the library and to keep the library abreast of current information. Management should appoint a library committee, a man from each of the important fields such as physics, chemistry, engineering, etc., such men to be on the executive level to back the library and the librarian, to encourage the use of the services and to decide matters of policy, purchase of books and generally to assist the librarian.

Management should see that the librarian is invited and encouraged to attend all departmental technical meetings in order that the field of activity of various individuals can be recognized by him. In this way he will be able to send the right information to the right person at the right time. Further, at the expense of making management somewhat vulnerable, the librarian should be encouraged to be active in technical societies and to travel to conventions even though a convention may be in San Francisco or some other remote point. Assuming that management follows through these responsibilities, management is entitled to expect special services and special performance in return.

Service

What really sells the library is the service performed which proves to the individual how valuable a library can be. Translations, literature searches, reference questions are all important. Most organizations are well equipped with telephones and a telephone call from the librarian about a pertinent recent accession can do more to sell library service than a dozen notices sent through the mail. The library should be able to obtain on call photostats or micro-films on material available in other libraries. The librarian should assist in setting up personal files, punch cards, etc. It can even settle personal bets by providing the correct answer to the controversial question. This may seem irrelevant but it is merely indicative of a library and staff willing to function flexibly and quickly on a wide variety of matters. The librarian is in an excellent position to give additional help by personal contacts, showing interest in the workers' activities, obtaining reprints of articles for their personal files, obtaining bibliographies of people for social and business contacts and assisting in the preparation of technical reports. Chemists or engineers may have good ideas on how to improve library policies and they should be consulted. An all out selling program of library services by the librarian is an important part of the job.

Imagination and judgment are two important traits that must be emphasized in adopting this selling technique for promoting library service. Both of these traits come into play in the librarian's constant awareness of the needs of the key people in the organization, executives as well as workers. These traits are important in preparing attractive news letters and other literature that should be sent to the library clientele.

Judgment is of supreme importance in decisions to let all the usual rules go by the board when really fast action is required in an emergency. Librarians sometimes are inclined to regard the rule as all-important and to be observed at all times and at all costs. The important thing is the service to the organization—rules or no rules!

ASLIB CONFERENCE

The central role of technical information and research data in British industrial development to-day will be illustrated in the opening address:

"The Significance of Information in Present-day Industrial Society"

by

T. U. MATTHEW, M.Sc., Ph.D.

Professor of the Principles of Engineering Production at the University of Birmingham

to be given at the twenty-seventh Annual Conference of Aslib at the Hayes, Swanwick, Derbyshire, which opens on Friday, 19th September, 1952, under the Chairmanship of Sir Stephen Tallents, K.C.M.G., C.B., C.B.E.

This important survey will be followed during the week-end by factual papers showing the practical application of information at all levels of society.

THE ASSISTANT'S ROLE IN THE LIBRARY

HAROLD LEO ROTH AND BONNIE LOU RICHEY

WITH MORE AND MORE professionally trained librarians entering the special libraries field, the problem of the assistant and his place in the library is becoming more apparent. Gradually a change is taking place and the feeling is growing that there is a greater need for recognition and opportunity for the professional growth of the assistant. To encourage the best of them to stay in the field it is urgent that the role of the assistant in the library be re-evaluated.

What is an Assistant?

The assistant is usually that person in the hierarchy of the library who ranks below the librarian and director in responsibility for library operations and who has an equal responsibility for seeing that work is done well and with a maximum of good will. In addition, the assistant is one who usually hopes to be a full-fledged librarian some day and while on the job is essentially in training for the top administrative post, either in that library or elsewhere.

His Role in Administration

One definition of administration is "getting the job done." To get the job done, the assistant must know where in the scheme of operations he belongs. If that position is not made clear, the assistant then has every right to ask for clarification. No job can be done properly unless there is a feeling of belonging; that there is a position which is being filled and filled in the best possible manner.

Part of that feeling can be achieved for the assistant by allowing him to participate in making decisions at regular staff meetings and in discussion of particular library problems as they arise. The library after all is not a place for competition, but for cooperation in which the assistant should have a contributing part. Since much library work is performed on an individual basis the approach of the assistant has as much importance as that of the librarian to the particular client seeking a solution. To the ambitious person, each job often brings up a new method of solution that could be put to use or could aid in development if discussed. Not all solutions are necessarily the correct ones, but without a partnership set up in the organization it is difficult for anyone to know how far wrong the assistant has gone or whether he has gone wrong at all.

The Ideal Situation

Since the assistant needs to grow, the best situation for him, then, is one in which allowance is made for expected individual growth. Where encouragement is offered to the individual trying out a new method or presenting a new suggestion, the library develops and benefits along with the assistant and librarianship itself. If the library is to develop, not only must allowance be made for the assistant's growth, but for encouragement of that growth and of the assistant's desire to grow.

Human Relations

One of the fundamentals for both the librarian and assistants is the ability to handle human relations. Technical training can be taught whereas good relationships must be experienced and practiced. The staff that gets along well with one another usually gets along well with the library patrons. Since the library's business depends largely on its dealings with people, its success or failure very often rests on the good relations that can be and are developed.

Some users of libraries may be described as "characters," or those unreasonable people who by their very nature are hard to satisfy. They call for extra services and often don't even say "thank you" when the service is completed. It is easy to become riled at these people, but then that would not be doing the job right. With the use of understanding and a minimizing of the tendency to be equally rude, the assistant can and should be able to work with those people who are irritable and cantankerous. The librarian is not expected to be placid, but because of the constant need to work with people, he should be understanding.

Professional vs. Non-Professional Attitudes

The terms *professional* and *non-prosional* have been frequently misused as synonyms for *capable* and *incapable*. It is important to establish simple definitions of these terms, and to clarify their application to the library profession, in particular, to assistant librarians.

Professional means having a background of formal education and training which has merited a library degree. *Non-professional* on the other hand, is *experience-on-the-job* training. These definitions apply to assistant librarians, not only as individuals, but to their attitudes as well.

There is a basic desire for formal educational background, but the value of experience-on-the-job training must also be recognized. Recently, SPECIAL LIBRARIES published an article entitled, *Technical Work in a Petroleum Research Library*. The opening statement was, "Petroleum librarians seldom come ready made." This may be further applicable—advertising agency librarians are seldom ready made; marketing research librarians are seldom ready made. The fact is that because of the very diversified nature of problems confronting *special librarians,* few come "ready made." Requirements differ from industry to industry, as well as within an industry, where companies' policies

The greatest anomaly in the table of organization of the library, the special library in particular, has been the assistant. He goes by the title of library assistant, assistant librarian, and in some cases is also called librarian. The title itself frequently has little to do with the job that is being done. The result has been that few people know what the "Assistant's Role in the Library" really is. To determine what that role might be, the convention committee decided to arrange a program approaching the problem from the assistant's point of view and providing an opportunity for assistants to participate in discussion.

The program covered four aspects of the over-all problem. Panel participants included two assistants and two head librarians. One member of each category had professional training while the other had received most of his training on the job. Robert E. Kingery of New York Public Library, who has had wide experience in personnel matters, officiated as panel chairman and moderator.

The discussion, May 26, 1952, was programmed as follows:

1. *The Assistant's Role in Administration.* Harold L. Roth
2. *Relations Between Library Personnel and/or Librarian and Clients.* Ernest F. Spitzer
3. *Professional vs. Non-Professional Attitudes in Assistants.* Bonnie Lou Richey
4. *Promotional Hopes.* Jeannette Sledge

The analysis presented here was prepared by two of the panel participants, Harold L. Roth, assistant librarian, The New York Times, and Bonnie Lou Richey, librarian, Stewart Dougall and associates, New York.

and procedures serve as rules by which actions are guided.

Assuming that the assistant librarian has subject knowledge or professional library background, this is simply the starting point. In either case, training continues throughout the fulfillment of the responsibilities assumed by the assistant librarian, through observation and retention and through special courses which are offered from time to time.

Setting Standards

Today's complex business world is more competitive and demanding than ever before. This fact has been important in bringing about the prevalence of specialization. Small groups have banded together for a common purpose and have established recognized standards which have widely influenced the activities of many industries. The American Society for Testing Materials, whose standards are widely-known in the field of science, and the National Better Business Bureau, reputable in the field of business, are examples of this. The status and influence of librarians will be more highly recognized through establishing and maintaining standards. The importance of cooperation among individuals and as a group cannot be overestimated. Much of the success of Special Libraries Association, its chapters and divisions, has been dependent on this. All of these factors may be summed up as a "professional" attitude. It is not enough to say that the assistant librarian "as a future librarian" has a responsibility toward the profession. The responsibility begins with the entrance into the profession regardless of position! Professional attitudes must be emphasized; once gained, no effort seems too great. Assistant librarians operate in a service capacity, and daily activities must be guided by "the greatest service for the greatest number."

This responsibility should extend beyond the "nine-to-five" job, to active participation and interest in conferences and library meetings. If there is a common desire to gain knowledge through the exchange of ideas, the opportunity to learn may be shared equally by all.

Promotional Hopes

The assistant librarian has a unique position, usually that of a "middleman." He is responsible as an administrator, owing loyalty to the librarian, while sharing the duties of other members of the library staff. Through keen observation and understanding, the assistant can better realize the problems of all and gain wisdom for the time he will be called upon to establish procedures and make final decisions.

Experience

Professional training identifies the tools to be used, but facility in using those tools must be gained through experience and self-development. Many components constitute a program of self-development and the basic key is the prefix of the word, "self." Professional training alone is not the "open sesame," for character assets are necessary as a balance for good administrative competence. Organizational ability, patience, diplomacy, loyalty and a challenging spirit are among the most important. As the assistant betters himself, his scope and opportunities will be broadened beyond the duties of his own job and his library.

The library field is rich in opportunity both in public and special libraries. Increasing numbers of associations, industries and educational institutions have felt a need for a central source of knowledge and have set up libraries. The assistant librarian may choose opportunities within a field, thus specializing; or he may move about as a "generalizer."

The library profession needs a younger generation. It has been said that good administrators are not born, they are made, made as assistant librarians. As we prove our own value as capable assistant librarians, so will we prove the value of the library profession.

Q. Isn't there another word that would make a better impression than "assistant" librarian?

A. If one proves himself, his title is of little consequence.

*Library Research Costs Less**

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THE OBJECT OF PETROLEUM refinery research is a new or improved product or process that will have economic value. The objective is attained by applying a new or previously unapplied fact or group of facts to what has been known before. In its final analysis then, a thought process is applied to a more or less practical problem. Thought is required to break the problem down into its simplest terms. In fact, it has been said that a clear statement of the problem is one-half its solution. Thought is required to identify the key fact or group of facts that will give the desired result. Once the key fact has been identified, it can be sought in the library or in the laboratory. If it can be found in the library, the cheapest answer will usually be obtained because:

1. Library research usually moves faster and gives a result sooner than laboratory research.
2. Fewer man-hours are required thereby achieving further reduction in the cost of research.

The most valuable library research will result from a complete coverage including:

1. Previous published work.
2. Previous internal company work.
3. Current publications.

Whether the library research succeeds or fails in finding the needed fact, the experimental work will usually be simplified and made less expensive by the related facts that the library research has found.

It is significant that small organizations with extremely limited experimental facilities and limited budgets use the library because economics force them to. As they become larger and wealthier, more of them do less library work and more experimental work. There are many reasons for this, but it is sufficient to note here that more library work may be one of the solutions for the research manager who is worried about the high cost of research and the shortage of technical manpower.

Like all other good things, the results from library research must be used with discretion. Not all of the information that has been published can be trusted. Further, there is no simple way of separating trustworthy information from unreliable information. Where the information is directly applicable to the problem at hand, it will be helpful to have the technical man involved read the original reference so that he may examine the experimental details and assess the reliability from these. Further, if the information is particularly pertinent to the problem, it will usually be desirable to check it in the laboratory anyway.

That library is not used as much as it should be by the technical man in the refinery. This may be due to some confused thinking about library research. It does not yet seem clear to certain refinery workers that:

* Paper presented before the Petroleum Section at the SLA Convention in New York, May 27, 1952.

1. What the librarian knows and what she is clever enough to find are two different things.
2. The relatively short time spent in the library on a search is usually much cheaper than a single attempted solution in the machine shop.

Management Reduces Research Costs

It is not enough for the library to have an adequate supply of journals, periodicals and books. If the librarian is to serve to the best of his ability, he should be informed as soon as a research project is approved and assigned so that pertinent material may be noted as the current literature is reviewed. This may be started even before the main library research on prior art so that likely items are referred immediately to the proper individual. Internal company research and development reports are more of a problem. They should be made available to the librarian for searching in connection with new research and development problems. These reports are usually considered confidential by the management and the research manager is reluctant to have them out in the library where just anyone can have access to them. Research management should see that some mechanism is established so that every research and development report is abstracted and abstracts indexed and filed in such a way that they can be used by the librarian in searches. This file can be kept confidential if the management prefers. After some such system is established, money need not be wasted in the future, duplicating work that has already been described in company files.

Organizing a system for abstracting internal company research and development reports is not a simple task. Research and development workers have many devious ways of reporting their results and it takes an ingenious abstracting system to put these in order. The system has to provide a cross reference arrangement usually involving raw materials used, name of process or reaction, name or composition of catalysts and name or type of product. Because of this complexity, research managers will be justified in arranging for a careful study of the needs of their own organization so that a system can be installed that will meet these needs. This is not a task for the librarian to do in his spare time. It must be planned and attacked forcefully with the librarian's cooperation as well as the cooperation of the technical men involved.

Once this system is installed it will be found that it is so valuable that a number of people in the organization will want a set of the abstracts or search cards. The patent department or the patent coordinator will be one of the first to demand them and this demand should be anticipated. Unless the library set is particularly accessible, the research director will want one. Group leaders and section heads may want complete sets, or, at least, the cards that relate to their own work. Research management should restrict the number of sets to a minimum, but it will be an unusual petroleum research library that can keep the number below six.

Informing the Librarian

Research management can help the library reduce research expenses in another way. Since the informed worker does the best work, the librarian should be present in every research and development meeting where information is being discussed that will help the librarian in furnishing the best possible service. Only in this way can the librarian be well enough informed to spot the maximum number of published items pertinent to the work in progress. The exact meetings to be attended by the librarian must be chosen with care; too much time spent in meetings means too little time spent in library work. A few trials will usually determine an optimum and it should be up to the librarian's good judgment to stay out of meetings where experience has shown a small yield of useful background.

Library Reduces Costs

Probably every good petroleum research librarian has more to do than he can possibly do in the time available. Prompter service is required to reduce research expenses. If the research worker finds he can make an experiment or two in the laboratory before he can get the results of a search back from the library, he can scarcely be blamed for going to the laboratory instead of to the library for his answer. If the librarian is snowed under with work he should tell his superior. It is fairly obvious that library work is cheaper than laboratory work and that more money can be saved if the library results can be made available more quickly. More manpower in the library is not always the solution to the problem of faster service. Work should be streamlined. The urgency and therefore the priority of each search should be established when assigned, but, in so far as possible, searches should be regarded as urgent. Work directly with the researcher who is enthusiastic about an idea.

Greater effort should be made to gain the confidence of the technical man in the refinery. Try to find out the problems without being inquisitive. If help is requested, prompt and efficient service will add to library prestige.

Research

Increasingly, modern petroleum refinery research is spreading into more basic fields of science. Good reference books and journals in chemistry and chemical engineering are no longer sufficient. References on mechanical engineering, physics, metallurgy, statistical methods and instruments are essential. The best in each field should be made available.

By serving top management the librarian can make refinery research more effective and consequently cheaper. The oil industry is growing at a rapid rate. To each company management this means getting more crude oil, expanding refinery capacity and expanding marketing facilities. In expanding refining capacity, management must avoid building plants for an obsolescent process. The most progressive thinking and the latest advances are wanted, yet at the same time no management wants to be the guinea pig for the first commercial plant using someone else's new process. Even the best pilot plant data do not suffice to take the risk out of building the first commercial plant on a given process, because management wants the most modern *economical* plant. The librarian can help by providing management with good coverage on new or recent processes and information on what processes other companies are installing as they expand. From this information, management may favor a certain process for its own use or it may decide that competition is too great to permit use of existing processes. This may mean an assignment to research and development to bring forth a new process that will not only meet current competition but will provide a margin of safety for some years to come.

Alternatively management may decide to set up a pilot plant on one of the existing processes to see how the process fits into the specific needs of the refinery. More usually the development division will already have become interested in the process and want money to install the pilot plant. If the library has kept management informed, management will be prepared for this request and will see the justification for it.

Saving Research Money

By the device of trying to help save research money, the librarian can be useful to the research worker himself, to research management, to the technical men in the refinery and to top management. Outside of top management, there is no center that has its fingers on the pulse of the present and the future of the refinery like the library. It is a responsibility that is worthy of the best work and imagination.

EMPLOYMENT TECHNIQUES*

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TODAY, IN ALMOST all organizations there is a growing awareness of the vital part that human relations play in this world of work. Many companies maintain departments whose main concern is the morale of their employes and which give training courses to the supervisors who work with them and counsel them. In the library field, as in all other areas, human relations are of utmost importance. In order for each person to find the job which uses his capabilities to the greatest extent, it is necessary for applicants and employers to work together for their mutual benefit.

Finding the right job is just about the most important thing in life to the average adult. He knows that he will spend from seven to eight hours a day, five days a week or more, for thirty or forty years. Ideally, the job should be one which allows use of his particular abilities, one which holds challenge for the future and one which utilizes most of his talents. It should provide real opportunity for growth.

From the point of view of the recent library school graduate, the first professional position is an exceedingly important one. This first job will determine whether or not he really likes his chosen career and will demonstrate to what extent he is going to be successful in the future as a librarian. The candidate, in seeking this first step on the professional ladder to success, must decide what kind of job he wants (public, college, university, school or special library) and what qualifications and training he has to offer that will fit him for such a position. He must present these qualifications to a prospective employer in such a way that he will be considered for and will be able to secure the desired position. He must know how to prepare a resumé, how to write a courteous, to-the-point business letter, how to dress and conduct himself at the interview and he must know what information to present to the employer.

Presenting Information

In general, the kind of information the fledgling librarian must present is his training and related courses, work experience that would be applicable to the particular job, personal information and description, character and business references, information about his hobbies and outside interests, the organizations to which he belongs, the organizatravelled, when he will be available, at what salary range and where he can be located. If he has stressed the important data and yet not oversold himself, if he has shown the employer how he will fit into the particular organization, he may still have difficulty in securing the position he wants, but nevertheless these are techniques which cannot be ignored by the job seeker, not only in the library field but in any field.

Job Description

The employer, on the other hand, has the responsibility to present the details of the position as clearly as possible. He must know what he wants and must give a true picture of the work to be done. He must describe working conditions, hours, salary, chances for advancement, vacation, sick leave and other pertinent information. Whenever possible the candidate should visit the library, meet co-workers and learn something of the policies of the institution, to see whether he would fit in and be happy in that particular situation.

* Based on a talk given at the SLA Employment Chairmen's Round Table held May 28, 1925, at the annual convention of Special Libraries Association in New York City.

MEASURE OF LIBRARY SERVICE*

Statistics

GERTRUDE SCHUTZE

IT IS POSSIBLE to discuss at length the advantages and disadvantages of collecting statistics, but it is unlikely that such discussion would add much to the solution of the general problem of measurement. Compiling records represents a definite effort on the part of the librarian to examine the results of his work. These figures enable him to review and to analyze the year's activities carefully so that he may appraise his department critically and thus have a factual basis on which to make wise judgments. Statistics also constitute the facts which describe to management the manner in which the library has operated and its achievements. It is doubtful that statistics can "evaluate" our services, but we do know that they lend themselves to interpretation, thereby helping to determine the significance of the library in the organization.

There is a tendency for librarians to practice extremes in the matter of records. Either they compile no statistics, or they collect a disproportionate number of figures. The actual records needed to tell the story of the library are few, take little time to keep and should be compiled continuously. The information required involves: (1) a quantitative record of the output of work by the library staff, and (2) a record of the use made of the library by the clientele.

The quantitative aspects of the library are measured by circulation, acquisitions and cataloging statistics. These statistics reveal the work done and this information is useful in assessing the staff needed to handle expansions of work. Circulation of books may be described by tabulating each day the number of charge cards. Data on the circulation of various classes of books will prove helpful in book selection and show up subject groups which need building up. A study of individual titles will indicate what books must be duplicated. It is interesting to break down the periodical circulation figures into three categories: the percentages indicating regular routing of periodicals, loans directly traceable to the *Library Abstract Bulletin* (if the library issues such a publication), and loans made in connection with reference work. The figures from one technical library serving a research staff show fifty per cent, fifteen per cent, and thirty-five per cent respectively. Circulation data, however, are not entirely meaningful since they do not report the use of books and periodicals consulted in the stacks but not withdrawn. It tells nothing of the use of reference books and certain periodicals which are seldom allowed out of the library, nor does it report the use of books in office or laboratory collections.

Accessions may be reported in terms of the numbers of books, patents and vertical file material acquired. Such information is useful in showing the growth of the library resources and, assuming that the librarian is competent in the selection of research materials, it is a measure of the adequacy with which the library is able to meet its requests for information.

The number of titles processed (this includes books, pamphlets, patents, docu-

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* Paper presented before the New Jersey Chapter of SLA, April 10, 1952.

ments, periodicals, films, slides, etc.) may be used to judge roughly the work associated with the contents of the library collection. One library groups these interpretive operations (classification, cataloging, indexing and abstracting) together under the heading "cards added to the catalogs." The year's total can be compared with previous years to show an increase or decrease in the quantity of technical information handled. Since the catalog is the backbone of the library, each card added is another key to its resources.

It is advisable for librarians to keep statistics on "attention notes" sent to clients as well as responses to these notes. Attention notes may take the form of a memo or merely a page reference adjacent to the name of the reader on the routing slip attached to a journal. This information tabulated in the annual report is concrete evidence to management that the library is being sold to the clientele. It is also a factor in evaluating services since each response gives a clue as to whether the information was worthwhile.

The most important measure of the effectiveness of the library is the extent to which it is used. This factor is measurable.

It is interesting to know how many people in the organization use the library each day and which individuals or groups use the library most. It is important to know who the non-users are. One library records visits on a form listing the names of all the members of the research staff grouped according to the unit in which he works. As each visitor enters the library the library clerk makes a mark against his name. Analysis reveals those who visit the library frequently, others who use it occasionally and those who make no use of it. Further study indicates the units or departments making the most use of library facilities. Very often this information will prompt us to start a selling campaign to attract new friends to the library.

Much time and effort is expended in the preparation of library bulletins. The usefulness of this service can be measured if the number of loans traceable to the bulletin are tallied. Then we can compare the use of the library as such with its use as a source of the original material cited in the bulletin. From this information we can also gauge to what extent the abstractors are successful in selecting pertinent references.

Searching for information is a fulfillment of one of the principal objectives of the special library. Therefore, inquiries should be counted and lists of reference questions should be kept. This information may be classified in various ways. In some libraries questions are distributed according to the nature of their difficulty and relation to serious investigation: fact-finding, bibliographies and searches. Analysis of specific questions suggests a break-down into broad subjects on which information is required such as chemical, medical, physical, engineering, etc. Such data can be turned to good account in book selection as well as in determining what training and background is required of the library staff. Other libraries place the emphasis upon the time it takes to produce the answer to a question and tally requests under the following categories: (1) on-the-spot fact-finding, (2) requiring a search up to thirty minutes, (3) requiring a prolonged search, and (4) requiring compilation of a bibliography. This method is entirely inadequate as a qualitative measure since the time used in gathering information is a variable factor and therefore unreliable. Furthermore it ignores the important objective of reference work: aid to the inquirer.

Requests for information may also be classified by the inquirer, so that the librarian knows what percentage of the work is requested by the various groups of the research department and what proportion for the other departments in the company which the library serves.

From the foregoing it is reasonable to assume that a record of reference work provides essential data for evalu-

ating this service. It constitutes far more than an evaluation of the internal efficiency of the library. These records furnish a clue to the attitude of the users of the library. An increase from year to year in the number of reference questions indicates that the clients' habit of referring to the library has grown. A growing increase in the difficulty and complexity of reference questions indicates that the client has learned to trust the library staff's ability to produce reliable information.

Many other tasks and services can be studied and measured but only those that require a continuous record have been recommended. The time spent on keeping records should not encroach on time required to service the organization, the library's chief function. If, from time to time, an appraisal of some phase of library work is required, random sampling can give the necessary information. For instance, if it is desirable to know how often microfilm material is used, a count can be made for a designated period and this will provide an approximate estimate.

Statistics provide a graphic presentation of the various phases of library service useful both to the library administrator and to management.

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Preparation of a Staff Manual

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EVERY SPECIAL LIBRARY, large and small, should have a *Staff Manual,* a *Manual of Procedures,* or a *Work Manual,* whichever one wishes to call it.

If this first aid to library organization, administration and interpretation is well done, it is not too much to claim its usefulness as follows:

USES TO LIBRARY STAFF:

1. Aids the individual who writes any portion of it,
2. Presents in black and white a complete analysis of organization and procedures,
3. Assists staff member to a broader point of view,
4. Makes a more responsible staff,
5. Minimizes friction,
6. Promotes mutual understanding,
7. Furnishes each worker with specific information, and,
8. Gives assurance of the importance of the work.

USES TO LIBRARY ADMINISTRATOR:

1. Provides a means of standardization,
2. Reveals outworn methods,
3. Reveals irregularities,
4. Places responsibility,
5. Establishes precedent, and, perhaps most important of all,
6. Speeds up absorption of new staff.

USES TO COMPANY:

1. Gives a complete picture of the varied types of work and processes a library staff performs,
2 Answers the criticism of a library being over-staffed,
3. Affords an opportunity to understand the intellectual as well as the clerical demands made upon a library staff,
4. Promotes a better appreciation of the library's service and, last,
5. Serves as a sort of sales manual for the promotion of one's library and a splendid means of publicizing the library to the organization. The publicity value lies in the fact that it shows how the library is organized to serve the company and what services are offered.

Any one of these reasons would justify the time and effort that it takes to

prepare a manual. Most librarians are far too busy and have too many demands upon their time to spend long hours teaching a new assistant routines which he could learn from a staff manual containing this information. When the turnover in staff is high, a manual saves precious hours and wear and tear on the librarian or supervisor responsible for training new assistants.

The manual may be used to answer the criticism of library over-staffing. If there exists in black and white a notation of what each member of the staff does and the amount of work done there is a much better chance of providing and keeping an adequate staff to continue to give the service required or demanded. Other uses of the manual are equally valuable.

Until copy has been used and a fairly standard text established, it would be wise to produce the manual in loose-leaf form to permit changes and revisions. A systematic procedure should be developed to provide for revision. The manual should be flexible—not too fixed or standardized. There should always be an attempt to find better ways of doing things—more time-saving and effective methods. Some librarians may prefer a loose-leaf form for the permanent edition. Others may wish to have it bound, and at the same time interleaved, so that changes and additions can be made from time to time.

There are few staff manuals to be found in special libraries, yet it is amazing how many librarians wish that they had them. Everyone seems to agree that staff manuals are desirable, but few librarians have taken the time or the effort to prepare one. As a guide, to those interested in preparing a manual the following is the table of contents of the manual in use at McGraw-Hill:

1. The McGraw-Hill Companies
   a. Organization and functions
   b. Publications and services
   c. List of McGraw-Hill Advertisers
   d. McGraw-Hill Memberships in Technical, Industrial and Business Associations
   e. Magazines received by other departments and individuals
2. Personnel policies
3. Functions and objectives of Library
4. Library policies
5. Staff duties:
   a. Librarian
   a. Assistant librarian
   c. Cataloger
   d. Indexers
   a. Secretary, Order Clerk
   f. Circulation, Filing
   g. Periodical routing
6. Business manners and self-improvement
7. Publicity
8. Publications
   a. Annual report
   b. "What's New in the Library"
9. Financial procedures and forms
   a. Petty cash, expense account, travel advance, etc.
   b. Inter-departmental requisition forms
10. Acquisitions and discards
    a. Routines of ordering
    b. Requests
    c. Exchanges and gifts
    d. Discards
11. Binding
12. Microfilm
13. Indexing of McGraw-Hill magazines
14. Cataloging and classification
    a. Books
    b. Serials
    c. Maps
    d. Motion pictures and films
    e. Ordering cards from Library of Congress
15. Circulation
    a. Statistics
    b. Charging books, etc.
    c. Overdues
    d. Lost books
    e. Routing of periodicals
16. Reference service
    a. Inter-Library Loan
    b. Photostats
    c. Statistics
17. Sources of information
    a. McGraw-Hill periodicals—special issues
    b. McGraw-Hill indexes
18. Government documents
19. Back magazines, out-of-print books, and government publications
20. Bibliography and bibliographic form
21. Miscellaneous forms

Manuals should be designed to fit individual needs. It is interesting to see how various librarians have handled the same problem—no two manuals are exactly alike. There are a few staff manuals at SLA Headquarters in New York that may be borrowed by members who wish to organize a library or to prepare a staff manual.

Outline for a Staff Manual

- Title-page
- Preface
- Contents
- Introduction:
  - History of library
  - Plan of organization (or organization chart)
  - Functions
  - Objectives
  - Job classification and analysis
  - Person or persons to whom responsible for various aspects of administration (if university or college, library faculty committee)
  - Roster and titles of officers and executives
- Administration
  - General regulations
    - Hours of opening
    - Holidays
    - Miscellaneous
  - Staff
    - Appointment
    - Tenure
    - Rating
    - Promotion
    - Schedules
    - Vacations
    - Leaves of absence
    - Student assistants (if university or college)
      - Selection
      - Duties
      - Hours
      - Rates of pay
    - Clerical assistants
      - Selection
      - Duties
      - Hours
      - Rates of pay
    - Staff meetings
      - Purpose, frequency, etc.
  - Publicity
  - Publications
    - Annual report
    - Handbook
    - Bulletin
    - Miscellaneous
  - Financial procedure (Budget)
  - Building
    - General regulations
- Acquisitions
  - General
  - Checking of requests
  - Verifying items
  - Routines of ordering
  - Exchanges and gifts
    - Records
    - Acknowledgments
  - Serials
    - Records and routines
    - Accessioning
    - Binding and repairs
- Cataloging and classification
  - Processes
    - Books
    - Serials
  - Files and filing
    - Card files
      - Office records
      - Records in public rooms (if university or college, or large library)
    - Vertical files
      - Office records
      - Materials available to clientele
  - Shelf-listing
  - Inventory
- Circulation
  - Special objectives
  - Desk routines and schedules
  - Statistics
  - Charging books
    - Reserved books (if university or college)
    - Non-reserved books (if university or college)
  - Return of books
  - Overdues
  - Fines
  - Lost books
  - Shelving
  - Relations to other divisions of work
- Reference service
  - Procedure
  - Administration and organization of the collection
  - Routines and schedules
  - Teaching service: instruction in the use of books, bibliographic sources for clientele (if university or college, graduate students)
  - Interlibrary loan
  - Special aid to various members of organization (if university or college, faculty)
  - Records and statistics
  - Relations to other divisions of work
- Other services
- Index
- Appendix
  - Sample forms for all processes, (properly labeled, if use not obvious), supplies and source of purchase

All routines and processes should be clearly defined and all records should be accurate and kept up to date. The above outline is general only and can be varied to fit your particular library. It is expanded to include special departments of a university, college or public library. This will not apply to small libraries in business concerns.

PRESIDENT'S MESSAGE

RE: DOCUMENTATION

A few years ago many of you were probably a little baffled, as I was, about this new science and/or profession called documentation. Gradually a simple explanation came to be generally accepted: "Documentation is concerned with the production and distribution as well as the utilization of documents." Other aspects of the theory often mentioned were: "The most important scientific literature is now being put out by the government in the form of unpublished documents. Librarians, of course, can't cope with this problem because they are trained to handle only books. A new profession is being evolved. This new profession will supplant librarianship."*

Documents in Special Libraries

This reasoning seemed baffling to me because I couldn't reconcile it with the working practice of special libraries as I knew them. There was nothing new or strange to me about the idea of handling unpublished documents. My own files were full of them and so, I believed, were most special library files. Furthermore many of us even took a hand in producing and distributing publications for the organizations we served. SLA had certainly produced bibliographic tools to help make such material available and usable. Where, I said to myself, had we missed the boat? Why was there a new name for processes which were part and parcel of everyday special library service?

There surely were developments, however, and they were so important that the Graduate Library School of the University of Chicago scheduled a thoroughgoing discussion of documentation, under the title *Communication of Specialized Information,* for its annual summer conference.** With the hope of reconciling the divergent points of view the Executive Board asked me to attend the sessions.

An impressive cross-section of documentalists, librarians, scientists and information specialists took part in the conference. In spite of the variety of their titles it was very apparent that everybody was really concerned about the same thing—ways and means of controlling the appalling flood of current publication so that it would be possible to get at all the exact information needed for any specific purpose.

Verner W. Clapp of the Library of Congress expressed this solid base of mutual understanding in his opening paper. He said that there is nothing really new in the *kinds* of problems we are facing. They are the same problems librarians have always faced. They merely seem greater because of the pressures of the times and because of the vast *quantity* of the materials involved. There are obvious advantages to a system of well-ordered controls but this requires more regimenting than is possible or desirable in a country which operates on a laissez-faire system. And, amazingly, the laissez-faire system is effective.

Specialists

So, in spite of hopes on the one side and apprehensions on the other, it doesn't look to me as if a new profession called documentation is likely to materialize. Specialists in documents and bibliographic services are certainly here to stay. We need them. If they decide to join us as members of SLA, our Association will be much richer.

What does all this mean to special libraries? I'm afraid it means that we did miss a boat. We weren't identified with developments of the utmost importance to library service. Let's not do it again. We want to carry our share of the burden and it behooves us to be alert and aggressive about it. We can't afford to miss any more opportunities to live up to our own ideals of special librarianship.

ELIZABETH FERGUSON, *President*

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* A review by Bernard Fry, program chairman of the Post-Convention Institute on the *Administration and Use of Technical Research Reports,* sponsored by the Science-Technology Division of Special Libraries Association in New York, May 30-31, 1952, appeared in the July-August (1952) issue of SPECIAL LIBRARIES. The papers given at the Institute were scheduled for publication in *American Documentation,* July, 1952; publication delayed.

** Papers and discussion of the annual summer conference at the Graduate Library School of the University of Chicago, held August 11-15, 1952, will be published in a proceedings volume.

Have you heard . . .

ASLIB

English Librarians Wish to Exchange with SLA Members in the USA

The following list of names has been received from abroad. SLA members who are interested in an exchange may obtain further information by writing to KATE C. ORNSEN, chairman of the International Relations Committee.

1. MISS M. A. BATTY. Librarian of the Textile Institute, Manchester.

An important medium-sized library, concerned with all aspects of the manufacture of textiles.

2. MRS. K. SCOTT. Librarian and information Officer, The Carborundum Company, Ltd., London.

An industrial company that manufactures abrasives.

3. MISS K. E. WATKINS. Deputy Librarian, The Patent Office Library, London.

One of the two principal Government libraries devoted to science and technology. Intended primarily for the use of Patent Examiners but used also as a reference library on scientic and technological subjects.

4. MR. H. W. GATEHOUSE. Information Officer, Chief Engineer's Department, British Electricity Authority, London.

An interesting opportunity to see a nationalized industry at work.

5. MISS P. M. EDWARDES. Assistant Librarian, Library of Science and Engineering Departments, The British Council, London.

Miss Edwardes' application is still subject to approval by the Chairman of the British Council. The British Council is the principal organization for spreading knowledge about British life and culture. Miss Edwardes' subject field is biology and agriculture.

6. DR. D. J. CAMPBELL. Librarian of the Royal Cancer Hospital.

7. MISS M. HANNAN. Assistant Technical Officer (Librarian), Imperial Chemical Industries, Ltd., Billingham, Co. Durham.

8. MISS S. D. HUGGINS. Librarian, Monsanto Chemicals, Ltd., Slough, Buckinghamshire.

Jesse H. Shera at WRU

Jesse H. Shera, associate professor in the Graduate Library School at the University of Chicago, has been appointed dean of the School of Library Science at Western Reserve University. Dr. Shera, who has an outstanding reputation as a scholar and practitioner in library work, will assume his new post as a full professor and dean this fall.

Dr. Shera is an active member in SLA and in other professional library organizations. He is the author of two books and has written extensively for journals and volumes in the fields of librarianship and American history. At the present time, Dr. Shera is an associate editor of the *Library Quarterly, American*

Mellon Institute Research

A new Multiple Fellowship has been incepted at Mellon Institute, Pittsburgh, Pennsylvania. The donor is Parke, Davis and Company, Detroit, Michigan, offering a wide field for collaboration in production work with the company and its strong research organization.

The Fellowship will carry on long-range investigations in synthetic organic chemistry, with general emphasis on chemotherapy and particular emphasis on the preparation of compounds for combating viruses and tumors.

Heading the Fellowship is Dr. Alexander M. Moore, Administrative Fellow, since 1946 a Parke Davis specialist in the synthesis of potential drugs and in the classification of organic compounds.

On Dr. Moore's staff are three Senior Fellows: Drs. Robert S. Tipson, Alice G. Renfrew and Marcus S. Morgan. Pauline C. Piatt is a Fellow. Several other scientists and assistants will be added to the group in the near future.

Financial Services

The New York Financial Group has issued a *Union List of Economic and Financial Services* received by its members. Listed are the holdings of 68 libraries covering 360 services published by approximately 135 organizations.

The publication broadly defines a service as a "publication that readily supplies information in specialized fields and is up to date in that it deals with constantly shifting data." Not listed are: yearbooks, directories, encyclopedias, trade association bulletins, government services and special services for individual clients. The services listed are not described or evaluated. The subject index provides a guide to content of services.

Copies are available at $2 each from:
Miss Katherine Higbee
Library
Standard and Poor's Corporation
345 Hudson Street
New York 14, N. Y.

Documentation and the *Journal of Cataloging and Classification.*

Map Workshop

Twenty-four persons representing six national governmental agencies, two state research groups three public libraries, and twelve universities attended the Map Workshop held at the University of Illinois, Urbana, from June 9 through June 25, 1952. The Workshop, the first known special noncredit training course for persons interested in map librarianship, was sponsored by the Library School through the Division of University Extension. Bill M. Woods, map librarian and instructor in library science, who offers a credit course, Maps and Cartobibliographical Aids, in the Library School, directed the Workshop.

Sessions included lectures, laboratory periods and discussions devoted to every phase of map librarianship. As backgrounds of the participants were quite varied, (geography, geology, history, library science, social sciences), it was necessary to assume no particular knowledge of maps or library methods.

Problems of cartography, map and aerial photograph reading, and cartographic terms were discussed by Professor R. L. Carmin of the Geography Department. Map history, map activity including map depository programs, societies and map resources of libraries concluded the first part of the Workshop.

The second unit, and one of particular importance due to the lack of a comprehensive bibliography of maps, took nearly a week. General and special bibliographies, books on map making and map reading, catalogs, indexes, and the maps of governments at all levels, of societies, and of commercial publishers, catalogs of old and rare map dealers, periodicals useful for mapping information, atlases, gazetteers, and other miscellaneous aids as guide books, travel folders, etc. were studied.

Information on map mounting and repair by Mrs. Ethel Richbark of the mending section of the library introduced the unit on technical processing of maps. General principles of cataloging and classification were given by Dr. Marian Harman, acting catalog librarian. Further discussion included map cataloging and classification, processing of the AMS maps, preparation of the index map, subject and area headings, old map cataloging, and the processing of aerial photographs, pamphlets and folders.

Final sessions were devoted to a discussion of ways to promote the use of maps and to a general review emphasizing the essential materials of a map collection and the responsibilities of the map librarian.

Off the Press*

BUSINESS AND PROFESSIONAL SPEECH. By *Lionel Crocker*. New York: The Ronald Press, 1951. 463p. $4.

The author is professor of speech at Denison University. While this book is designed primarily as a text for students, it is intended also to meet the practical needs of those who wish to improve their speech and to make it an asset in their business and professional careers. The how-to-do-it text gives instructions on how to put a speech together, how to deliver it, how to read it from manuscript, and it gives examples of various kinds of speeches. Related material is included on how to plan and conduct meetings.

COLUMBIA LIPPINCOTT GAZETTEER OF THE WORLD. Edited by *Leon E. Seltzer*. New York: Columbia University Press, 1952. 2148p. $50.

This invaluable reference tool lists every place in the world of any interest or importance, with essential facts of location, population, history, industries and other important features. It is an authoritative work prepared by an expert staff and brings up-to-date detailed geographical information. It includes 130,000 articles, and 30,000 cross-reference entries for variations in name-spellings, for changes in names through the course of history and other related information. Immediate reference is provided through the use of a single alphabetical listing. All entries have been painstakingly checked.

COMMUNICATION OF TECHNICAL INFORMATION. By *Robert M. Dederich*. New York: Chemonomics, 1952. 116p. $5.

The inability of professional people to present their ideas intelligently to management can be a source of misunderstanding and inefficiency in industry and government. The scientist frequently does not realize the limits both in understanding and time of the average businessman. There is a wide gap between the interests, knowledge and even the language of the technical man and the industry executive.

This book is concerned with the fundamental principles of communication that will bridge the gap. It is written from the point of view of the business manager and stresses the thinking and logic which must underlie the communication of technical information. In addition to written reports, consideration is given to inter-organization memos, progress statements and oral presentation in conferences.

EVERYMAN'S UNITED NATIONS. A Ready Reference to the Structure, Functions and Work of the United Nations and its Related Agencies. 3rd ed. New York: United Nations, 1952. 388p. $1.50.

Revised and enlarged, this ready reference describes the structure, functions and work of the UN and its related agencies. It outlines the UN's actions on every major question brought before it since its inception.

EXECUTIVE DEVELOPMENT. Reference List No. 11. Compiled by Patricia H. Myren. Cambridge, Mass.: Graduate School of Business Administration, Harvard University, 1952. 10p.

A selected list of books, pamphlets and periodical articles published since 1935 has been compiled by Patricia H. Myren of the Reference Department, Baker Library, Harvard University. Material listed includes all aspects and phases in the education, training, selection and development of executives and managerial staff.

A GUIDE TO GOVERNMENT LIBRARIES. Published for H.M. Treasury Organization and Methods Division. London: Her Majesty's Stationery Office, 1952. 120p. $1.70.

This directory of British government libraries lists approximately eighty libraries and their personnel, descriptions of their holdings, and the extent of their interlibrary and international loan services. Included also is an index to government publications held by government libraries and a subject index to the library collections described.

HOW TO PREPARE A SPEECH. By *Ivan Gerould Grimshaw*. New York: The Woman's Press, 1952. 105p. $2.50.

A simple guide to basic library resources yielding helpful "source material" for the preparation of a speech has been provided by the author, Dr. Grimshaw, director of libraries and chairman, Department of Library Science, Beloit College. The book describes how to take notes, how to outline and write a speech and how to deliver it effectively.

HOW TO PREPARE TRAINING MANUALS. A Guide in the Preparation of Written Instructional Materials. By *Lynn A. Emerson*. Albany, N. Y.: University of the State of New York, 1952. 356p.

Principles and procedures in writing instructional material are described in this comprehensive work. Covered in detail are the various steps required from the initial planning of

** Where it is possible the editor has given prices for publications noted in this section. The omission of a price does not necessarily indicate that the publication is free.*

the material to its completion and delivery to the printer. The manual is designed as a reference work as well as a guide. The information applies equally to a wide range of educational materials as well as to training manuals used in organization programs. Typographical aspects are considered and a brief review of various reproduction methods. A chapter on how to prepare copy for the printer is also included. A useful bibliography lists pertinent information sources. The book is well-indexed. An appendix provides sample illustrative material.

INDEX TRANSLATIONEM. 3rd ed. Paris: UNESCO, 1951. 444p. $7.50.

A bibliography of 13,516 translations published in 34 countries during 1950 is classified according to subject matter. Three alphabetical indexes of authors, translators and publishers are given at the end of the volume. A statistical table of translations is included.

THE MANAGEMENT DICTIONARY. Standardization of Definitions and Concepts of the Terminology in the Field of Personnel Management. By *A. E. Benn.* New York: Exposition Press, 1952. 381p. $7.50.

This lexicon contains more than 4000 references of common usage in job analysis, industrial psychology, cost accounting, production and manufacturing, organization and administration. It includes standard words, old words in new meanings, slang words and coined words and colloquialisms that have come into accepted usage in recent years. It establishes basic definitions and terms, synonyms, antonyms, formulas and formula symbols, and refers to major publications in the field.

The author, Alice E. Benn, is librarian at the Public Relations Research Library of the Ford Motor Company, Detroit, and is a member of SLA.

NEWSPAPERS LIBRARIES. Library Association Pamphlet No. 11. By *J. Lewis.* London: The Library Association, 1952. 76p. 7s to non-members.

This compact booklet describes the functions of a newspaper library and its holdings. There are chapters on the arrangement, classification and filing of materials and on the various news indexes and the indexing of one's own newspaper. Included is a bibliography on newspaper library practices in Great Britain and the Commonwealth.

THE OFFICE LIBRARY OF AN INDUSTRIAL RELATIONS EXECUTIVE. 6th ed. Prepared by *Helen Baker* and *Hazel C. Benjamin.* Princeton, N. J.: Industrial Relations Section, Princeton University, 1951. 42p. $1.

This is the six edition of a carefully selected listing and annotation of literature for ready reference and use by the executive. Basic and current materials listed cover personnel administration, trade unions and union-management relations, labor legislation and administration and social insurance. Additional sources of information including reference handbooks, dictionaries, directories, services, organizations and publications are given.

OPPORTUNITIES IN LIBRARY CAREERS. *By Robert E. Kingery.* New York: Vocational Guidance Manuals, Inc., 1952. 112p. $1.

Robert E. Kingery, Chief of the Preparation Division of the New York Public Library and an active member of SLA, has written a most informative and useful manual for the teenager. Coverage is given to various types of librarianship, educational preparation, how to secure a library position, the type of work involved in various library jobs, and some information about library associations and other professional organizations. Appendices list accredited library schools and sources of information about jobs. The booklet is well-indexed.

It is hoped that a revised edition will include more recent material on special library service than what is now listed in the bibliography. Information on SLA does not mention the international aspect of Special Libraries Association nor the unique part played by the chapters and divisions in "putting knowledge to work" among special librarians.

PERSONNEL ADMINISTRATION. By *William W. Waite.* New York: The Ronald Press, 1952. 683p. $7.

This is a textbook for students giving the philosophical and practical approaches to personnel administration. It includes factual presentations of problems in employing, training and administering the work force, and the solution of these problems through the combined use of common sense, adaptability and an understanding of human relations. Personnel administrators and line supervisors will find useful information to assist them in the performance of their duties.

Illustrative material relating to the text has been supplied by a large number of industrial and commercial organizations. Questions follow each chapter and extensive bibliographies have been included. The author is professor of industrial engineering at Columbia University.

PLANNING AND DEVELOPING THE COMPANY ORGANIZATION STRUCTURE. Research Report No. 20. By *Ernest Dale.* New York: American Management Association, 1952. 232p. $4.50 to non-members.

A two-year investigation of company organization problems provided the data for this research report which analyzes the development and change of the organization structure of

the individual company. The report is divided into two parts. Part I deals with the dynamics of organization and gives an analysis of the major organizational problems as they arise at various stages of a company's growth. Part II deals with the mechanics of organization and offers detailed guidance for analyzing the existing structure and modifying or changing it, in accordance with the best established practices and conforming to the needs of the individual company.

THE RESEARCH PAPER. By *Florence M. A. Hilbish.* New York: Bookman Associates, 1952. 292p. $2.95.

A how-to-do-it book giving instruction in fundamental research techniques and serving as a guide to the preparation of the research report, from preliminary library research to final organization and presentation of the completed report. The book is intended primarily for students. The author is on the faculty of Taylor University.

SELECTION, TRAINING, AND USE OF PERSONNEL IN INDUSTRIAL RESEARCH. Proceedings of the Second Annual Conference on Industrial Research, June, 1951. Sponsored by the Department of Industrial Engineering, Columbia University. Edited by *David B. Hertz.* New York: King's Crown Press, 1952. 274p. $4.50.

Included in this volume are the abridged and edited conference papers and discussions by top-level research administrators concerned with problems involved in the selection and training of research personnel and the coordination of research and development work. The papers indicate the wide range of interest existing in the field of research administration and the need for providing an atmosphere of intellectual security conducive to high creative effort.

STUDY ABROAD. International Handbook: Fellowships, Scholarships, Educational Exchange. Volume IV. 1951-1952. Paris: UNESCO, 1952. 327p. $2.

The handbook lists scholarships, fellowships and educational exchanges in all parts of the world. Pertinent information is given about each award: the field of study, where the scholarship may be held, conditions, monetary value, duration, number available and where to apply. An index to the awards is given.

THE SUCCESSFUL SPEAKER'S HANDBOOK. By *Herbert V. Prochnow.* New York: Prentice-Hall, 1951. 343p. $4.50.

The elements of good speech and effective speaking are presented in this handbook for business and professional people. The author discusses the techniques and the strategy of the successful speaker, and analyzes various approaches and methods in gaining the ability to speak to groups. Suggestions, exercises and illustrations are included in the text. There is also a section on how to conduct a meeting including a brief discussion of parliamentary procedure.

THEY WENT TO COLLEGE. The College Graduate in America Today. By *Ernest Havemann* and *Patricia Salter West.* New York: Harcourt, Brace, 1952. 277p. $4.

A survey of U. S. college graduates made by *Time Magazine* and analyzed by the Columbia University Bureau of Applied Social Research summarizes the assets and liabilities of college education as revealed in the replies of some 9000 college graduates who were queried. The resulting information is provacative and merits reflection.

UNION LIST OF MICROFILMS. Edited by *Eleanor Estes Campion.* Issued by the Philadelphia Bibliographical Center and Union Library Catalogue. Ann Arbor, Mich.: J. W. Edwards, 1951. 1961 columns. $17.50.

This is a revised, enlarged and cumulated edition bringing together a listing of available microfilms. This volume includes all previous listings with approximately 6500 additional accessions. Each of the 25,000 entries has been carefully checked, detailing all the bibliographic information obtainable and specifying the location of both negative and positive microfilms and the original when available.

WEEKLY NEWSPAPER MAKEUP AND TYPOGRAPHY. By *Thomas F. Barnhart.* Minneapolis, Minnesota: University of Minnesota Press, 1949. 267p. $5.

This excellent work is unique in its field. While it is designed for professional use by editors and publishers of weekly newspapers, the lucid and comprehensive presentation of material provides an extremely valuable source of how-to-do it information for the novice.

This volume, while published in 1949, is still an outstanding item on the general and technical aspects of makeup and typography in their particular relationship to the weekly newspaper. Discussion on changes in printing processes, type specimens and design make it possible to adapt the information to related uses.

The author, professor of journalism at the University of Minnesota, is a distinguished figure in the journalism field, having received numerous honors and awards for his work.

THE WORLD OF LEARNING, 1952. 4th ed. London: Europa Publications, 1952. 952p. $14.

Extensive information is given in this single volume on learned societies and professional associations, research institutions, libraries and archives, academies, museums and art galleries, universities, colleges and technical institutes throughout the world. It serves as a guide to educational, scientic and cultural life in every country.

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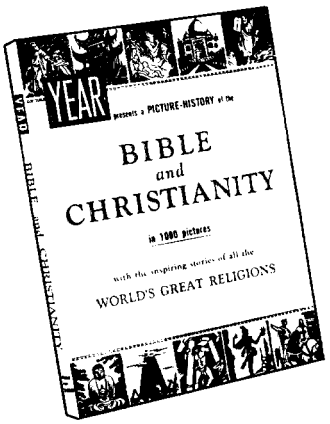

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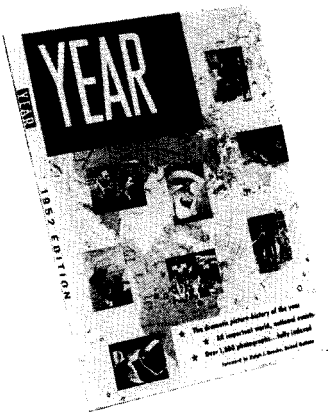

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