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## Personnel: key to successful public service (Book Review)

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quires us to measure our performance. Will we ever be able to establish a cost/benefit relationship between our new services and such academic output measures as scholarly productivity, grant production, or enhanced teaching?—*Ed Neroda, Eastern Montana College Library, Billings.*

*Nos Ressources Humaines: la Clé d'un Bon Service. Personnel: Key to Successful Public Service.* Textes des communications de départ pour les ateliers au 16e Congrès de la C.B.P.Q., du 23 au 26 Mai 1985 à l'Auberge du Mont Gabriel. Ed. by Réjean Savard. Montreal: Corporation des Bibliothécaires Professionnels du Québec, 1985. 168p. \$20 (Canada).

Reading this work conjures up images of a graduate school seminar course in which students distribute their term papers to one another for purposes of class discussion. The papers vary greatly in length, quality, readability (of both typeface and style), and depth of thought. Writes editor Réjean Savard in his preface, "We have sacrificed aesthetics for efficiency by printing the texts as they were submitted by contributors. We have done this to make the papers available *before* the conference" (p.xi). Such an arrangement makes sense for the conference attendees. And, given the notorious time lag associated with the publication of conference proceedings, it is a breath of fresh air to be able to read these contributions just a year after they were presented. Having said that, however, the lack of uniformity results in an inferior product, not only typographically but in other ways as well, evincing an acute lack of what one expects of careful editing. The lead article, for example, one of six French-language pieces (of fourteen contributions, not counting the preface, which appears in both English and French), is word processing with a justified right margin but printed on a low-resolution dot-matrix printer, offsetting for English-language readers on at least two counts.

Topics covered in the collection range from professional education to conflict resolution to team building and unionization. Of particular merit are contributions by Kathleen M. Heim, Les Pourciau,

and Diane Mittermeyer.

In a carefully written, upbeat article, Heim explores further one of her familiar research interests, gender stratification. Before tracing the historical context of women in libraries, she notes that "on the whole the library profession offers a far greater opportunity for balance between the sexes than do other professional arenas" (p.32). In her historical overview one is struck by the relative recency of the movement to expose the lack of parity between men and women in administrative library positions. In conclusion, Heim suggests ways in which sex discrimination can be ameliorated, noting that a victory in the comparable-worth battle will benefit librarians of both genders.

The application of one particular conflict resolution technique to resistance to change is the subject of Les Pourciau's paper. Granting that resistance to change is a natural reaction, Pourciau focuses on the use of the integrative decision-making technique to mitigate conflict between persons initiating change and those resisting it. Distinguishing among the various types of conflict, he reviews the traditional approaches of management to resolving conflict, rejecting separation, affiliation, annihilation, and regulation as inappropriate for the work milieu of libraries and settling on interaction as holding the most promise.

Diane Mittermeyer's interest is professionalism. She presents a number of models of professionalism, ranging from what she labels outmoded to all-inclusive. Mittermeyer notes that use of the trait model—in her view largely discredited—is still common among authors of library literature, though it is now used more critically. Other models, such as the field specific, are receiving more attention. Mittermeyer argues that whatever paradigm of professionalism is considered, librarians should pay increasing attention to their use of political power strategies as an important element of social recognition. Whether this strategy should be used to enhance power, as she suggests, is a matter of some debate.

Some of the other papers are marked by a lack of vibrancy and timeliness. The

reader plows through the article on flex time (a topic whose vitality peaked some years ago) only to learn that empirical studies show flex time to have a generally positive effect on morale, though library-specific studies result in inconclusive findings. Such findings are hardly worth the time and energy expended. The piece relating to the development of an internship program was long on news and institutional boosterism, but left the reader little to ponder. And that's the disappointment. Fewer than half of the contributions in this collection give much to tuck away for further professional discussion; much less do they pique interest in additional research.—*Jonathan D. Lauer, Aurora University Library, Aurora, Illinois.*

*Issues in Academic Librarianship: Views and Case Studies for the 1980s and 1990s.* Ed. by Peter Spyers-Duran and Thomas W. Mann, Jr. Westport, Conn.: Greenwood, 1985. 206p. (New Directions in Librarianship, No. 7). LC 84-15733. ISBN 0-313-24645-9.

Addressing the conflicting issues and priorities raised through the impact of social and technological change upon academic and research libraries is always a difficult task. For the vast majority of the professional literature, one or two aspects of this process are emphasized or presented in detail. The editors of this volume have done all library personnel a significant service by collecting fourteen papers given at the conference on "Contemporary Issues in Academic and Research Libraries" held in Boulder, Colorado, February 28-March 1, 1984. Taken together, they provide a clear picture of a tangled subject. The administrative viewpoint is visible throughout; as many of the authors are themselves in senior administrative positions, this is understandable and logical.

The opening essay by David Adamany reviews the position of research libraries as seen from the perspective of a university president. Due consideration is given to matters requiring presidential input, such as recruitment, budget planning, creation of a development plan, and personnel evaluation. In their respective pa-

pers, Runyon, Frank, and Dupuis further explore various types of strategic planning and their effects on situations as varied as Texas Tech University, Quebec cooperative development, and general library management. McCabe notes with some regret that "a preferred methodology of management . . . has not yet appeared" (p.27). Faced with challenges stemming from an exploding technology in virtually every area of information production and storage, this is hardly surprising.

It is this challenge dealt with by the remaining papers in the areas of electronic publishing, public sector/private sector interaction (and competition), library architecture, optical disks as a medium of preservation (as contrasted with more traditional forms and techniques), and computer literacy. Robert Zich's paper on the Library of Congress optical disk project and James Hart's case study of teaching computer literacy at the University of Cincinnati are particularly useful for summaries of current practical approaches to two frontier areas of preservation and instruction. Equally useful is the analysis of the public sector/private sector controversy presented by Glyn Evans: an especially noteworthy feature is a brief background history of the federal and professional reports issued on this topic. Library schools and the type of librarian needed in the brave new library world of the 1980s and 1990s are examined by Boyd Rayward, with emphasis laid upon practical implementable research utilizing the very technologies that pose such opportunities for the profession. Opposed to this is Edward Reid-Smith's call for increased user education so as to create a greater degree of self-sufficiency or "informatacy," permitting professional personnel to be better used. Finally, the idea of professionals as faculty is summarily dealt with by Fred Batt, who advocates making such ranking an option for academic and research library personnel, rather than saddling them with duties potentially detrimental to their effective functioning.

While some of the issues discussed in this collection have been more fully treated elsewhere in the literature, the papers here do serve one extremely impor-