

about other information services (names, addresses, phone numbers, etc.) for referral purposes, but not recommended to anyone in need of an encyclopedia of information systems and services.—*Pauline Ather-ton, Syracuse University.*

Kemper, Robert E. **Library Management; Behavior-Based Personnel Systems (BBPS): A Framework for Analysis.** (Research Studies in Library Science, no. 5). Littleton, Colorado: Libraries Unlimited, Inc. 1971. 104p. \$8.00.

This slender volume is interesting despite its formidable title which might better have been stated as "The Concept of Behavioral-Based Personnel Systems and the Theory of Their Library Applications." Assistant professor of librarianship at the School of Librarianship at the University of Oregon, Mr. Kemper's purpose is to improve library personnel practice. He hopes this theory "will be useful to librarians who do research on personnel systems, to those who design them, to those who use them, and to students." The book does not present methods for personnel administration but rather "a perspective on personnel systems and human organizations."

Once the reader has adjusted to the behavioral language, the volume is clear and well organized. One can obtain a reasonable comprehension of the entire text by reading the first half of the preface, Chapter 2 (three pages of text), Chapter 3 (five pages of text), and Chapter 6 (four pages of text). The volume includes some "thought questions" which may help the volume be used in a classroom situation. A very lengthy set of case studies constitutes Chapter 5.

There are some very good statements and thoughts. For example, "An organization as a social system . . . involves recognition of such elements as formal and informal organization within a total integrated system." On page twenty-three a paragraph on "emergent behavior" is well stated and stimulating. And later: "Information on emergent behavior is meaningful only if it can be regarded as making an incremental contribution to some explicitly stated long-range desired goal."

Then again there are some debatable statements. "The library organization reflects the motives and aspirations of library personnel as modified extensively by socio-cultural factors." In describing the BBPS position, the author states as one of his positions that "Men require majority opinions as men carry clubs—for security." Among environmental constraints determining behavior is the fact that "the image of the library is determined to a large extent by facility and resource planning." Or finally, "although the BBPS model has limited value for strategic long-range planning, cause-and-effect analysis based on this model can be applied fruitfully in a library to several kinds of operational planning decisions. For instance . . . administrators could measure the effects of requiring professional librarians to type sets of catalog cards as a result of the institution's decision to decrease money allocated for clerical typists."

The statement of the theory seems to overlook the fact that organizational goals are in constant flux, personnel aspirations keep shifting, procedural factors are altered continuously, and thus the apparently idealistic nature of BBPS seems naive as here presented. Nevertheless the "perspective" is a useful challenge to anyone in personnel administration.

The volume is interesting and easy to read despite such curious statements noted above; it can be useful for those who are going into a review of personnel management in a serious way. The author is to be applauded for his conclusion that "justice, decency, managerial behavior, and effective conflict resolution cannot be written in . . . personnel manuals. They must be written in the mind and the heart of the library administrator or supervisor." To this one might add that other essentials are judgment, a sound ethical basis for action, sympathy, tolerance, and flexibility—partly in-born and partly based on experience. This volume may help to that end.—*David C. Weber, Stanford University.*

Salton, Gerard, ed. **The Smart Retrieval System.** Englewood Cliffs, N.J.: Prentice Hall, 1971. 556p. \$15.00.

The editor is honest in his introduction