

index entries with and without subarrangement, which beautifully illustrates the author's discussion. Many more such illustrations would benefit the reader immeasurably.

Designers of subject access systems for material in historical societies, archives, libraries, and museums will find this book a valuable resource for general principles of subject access. Although the author limits her discussion to documentary (i.e., print) systems, designers of subject access systems for graphic material—for example, architectural drawings, political campaign buttons, and movie posters—will find Milstead's three components of subject access systems generalizable to their system development work.—Karen Markey, OCLC Online Computer Library Center, Inc., Dublin, Ohio.

White, Herbert S. *Library Personnel Management*. Professional Librarian Series. White Plains, N.Y.: Knowledge Industry, 1985. 214p. \$36.50 (ISBN 0-86729-136-2). LC 84-26146.

"There are few professions as dependent on successful interpersonal communication and persuasion as ours. As practicing librarians know well, ours is not a book- or periodical-based profession; these are only tools of the trade. Librarianship is a people profession and we are only as successful as our ability to interact with others makes us." These words from Herbert White's introduction succinctly set the rationale and tone for his work on personnel management. I would classify this book as a "translator" volume. Part of the Professional Librarian Series from Knowledge Industry, it "translates" an important area of management study and practice into a book for librarians through the experience base of a well-known and respected professional.

As a professional summation, it is well to remember that the emphasis, bias, and strength of the work reflect one individual's analysis of the personnel field. This volume is not, by definition, a "scholarly" survey of the literature but an opinion statement. The author's note emphasizes that is not a how-to book: it "enables the reader to identify and analyze personnel

management problems and strives to contribute to the manager's ability to arrive at the correct solutions to specific problematic situations as they arise." The volume is compact and very readable, and its style and practical approach made me feel as if I were in conversation with the author.

Librarians look for several things from a professional review. They want a review so precise and insightful that the summary of contents could substitute for the actual book! It must have been difficult for White to synthesize and select from the large amount of literature and experience found on "personnel." For me as a reviewer to further reduce such a large body of management thought would be a disservice to the reader. A partial list of chapter headings demonstrates the currency and structure of the book: "Basic Concepts in Personnel Management," "Staff Functions in the Library Organizational Structure," "Adapting to Changes in Technology," "Employee Recruitment and Selection," "Wage and Salary Administration," "Present and Future Issues for Library Managers."

The author writes for several audiences and one is obviously the library school student. He offers several "Personnel Problem Exercises" that could be used in a case review. No longer a student, my first reaction to this section was skepticism; however, when I finished reading the exercises, I was hoping for more. I have met almost every one of those people and situations discussed somewhere in my career.

The bibliography is short but effective and primarily reviews library literature. White found three monographs especially useful and recommends them for those wishing more in-depth coverage: Dale S. Beach's *Personnel, The Management of People at Work*; Loren B. Belker's *First Time Manager* and Murray S. Martin's *Issues in Personnel Management in Academic Libraries*.

Although I am not willing to summarize this work, I am willing to suggest those who could benefit from reading it: (1) a graduate student in library school who has this book for a text and wants to complete the course; (2) a graduate student in library school, or a very recent graduate who was unable to take a specialized per-

sonnel course, would find it a particularly efficient way to review basic issues in this field; (3) a librarian new to supervision/personnel work or one in administration (not by choice) who would like to review the field or go into management. (4) Experienced managers have already "translated" the field of personnel through their own experiences. It is unlikely that they will find much that is new or innovative here. However, this work may be a perfect way to review one's own knowledge level and to help one realize that current personnel issues and problems (all managers have them) are similar to those other managers in the field have experienced. (5) As a graduate of Indiana University Library School, I feel this book would offer other graduates who did not attend during Herbert White's tenure an insight into the teaching and writing skills of the current dean. (This last plug will hopefully serve in lieu of my paying membership dues to the alumni association.)

Personnel management may not be a large part of a library administrator's duties but, in most instances, it takes the greatest amount of emotional time and energy to do well. White follows current management-school thought and states that each situation must be analyzed for its unique features. There are no easy, standard rules in personnel management. Because there is never a "final answer" to some problems, books like this continue to be useful and important to our profession.—*Sherman Hayes, Solomon R. Baker Library, Bentley College, Waltham, Massachusetts.*

Cummings, Martin M. *The Economics of Research Libraries.* Washington, D.C.: Council on Library Resources, 1986. 216p. \$5. LC 86-2321.

This book grew out of a seminar on the economics of research libraries, organized by the Council on Library Resources as a series of meetings during 1984 and 1985. Its purpose is to help library directors and university administrators make better use of cost information for strategic planning, budgeting, and forecasting.

The book is partly a review of the literature and partly a discussion of current is-

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