The conventional professional education, experience, and skills of librarians are being tested daily in the metropolitan libraries of the United States. Indeed, the conventional education, experience, and skills of all metropolitan library staff members—librarians, other professionals, technical assistants, information assistants, clerks, and pages—are being sorely tested in today's urban complexities. This paper will contrast the kinds of staff members found in metropolitan libraries during the past twenty years with the staff needed for the mid-1970s.

Five types of metropolitan libraries will be discussed: (1) public libraries, (2) university libraries, (3) other large research libraries, (4) college libraries, and (5) special libraries. (Although extremely important in the metropolitan library scene, elementary and secondary school libraries will be excluded.)

**Importance of Staff**

The first sentences of Bryan's *The Public Librarian, A Report of the Public Library Inquiry* are: "The public library is no exception to the general rule that an institution is as good as its personnel. What public libraries in the United States accomplish from day to day depends largely upon the personal qualities, specialized skills, and working effectiveness of the people who operate them." Simply substitute "metropolitan library" for "public library" and the basic assumption and underlying theme of this article is concisely expressed.

It might seem an obvious and foregone conclusion to consider personnel as a major aspect when reviewing developments in metropolitan-area library service. However, a basic metropolitan library ingredient—the staff—is often taken for granted and ignored. There are only a few paragraphs mentioning the library staff in *The Public Library and the City*, the published volume from the 1963 Symposium on Library Functions in the Changing Metropolis. When
actual metropolitan libraries are carefully studied and surveyed, the staff becomes a major concern (e.g., the excellent chapter entitled "Personnel for the Future" in Lowell Martin's *Library Response to Urban Change; Study of the Chicago Public Library*).

**THE PAST AND THE PRESENT**

Before exploring the future staffing needs in metropolitan libraries, a brief summary of the findings of two major surveys of librarianship separated by two decades will give the necessary historical background. Although neither survey was restricted exclusively to metropolitan libraries (one dealt with public libraries and librarians and the other with librarians in general), it is probably safe to assume that the data gathered also apply to metropolitan librarians.

The Public Library Inquiry of the Social Science Research Council, funded by the Carnegie Corporation and directed by Robert D. Leigh, is the first survey which furnishes background data—particularly Bryan's study of public librarians, published in 1952 and constituting a principal part of the inquiry. Bryan characterized library school students in 1948-49 as follows: (1) a large proportion of the students attending on a part-time basis along with a part-time or full-time job; (2) a predominance of women students, but a large proportion of men entering the profession in recent years, particularly men being trained for better and higher level positions ("In 1948-49 the percentage of men to women in the undergraduate schools was 12 to 88; in the postbachelor one-year program it was 22 to 78; for advanced work for the doctorate there were in 1948-49, 50 percent each of men and women."); and (3) "unlikely that in competition with business, politics, medicine, law, exploration, and aviation, library schools will get a proportionate share of adventurous, hard-driving, ambitious, smartly attractive persons among each year's college graduates."

When Bryan surveyed and questioned 3,107 librarians in the inquiry's sample of sixty libraries, she found that they were "recruited mainly from native American stock, from families with better-than-average formal education and occupational status, and that the librarians seek to perpetuate their educational backgrounds in their choices of husbands and wives." Personality inventories completed by the librarians showed "their median scores to be somewhat below established norms for persons with comparable general education with regard to leadership and self-confidence, but with other measured qualities near the general norms."

In Bryan's sample, almost one-third of the librarians holding [254]
Staff for Library Service

bachelor's degrees had majored in English; one-sixth had a social science major and one-tenth had majored in modern languages. When the undergraduate majors of administrators were compared with those of their professional assistants, the concentration upon English, the social sciences, and modern languages was only accentuated.8

Looking at more recent data on library school students and librarians, the findings of the research program into manpower issues in librarianship, directed by Wasserman and Bundy, should be considered. The reports summarizing their research were submitted to the Office of Education in 1969 and 1970. Here again, we must assume that the data would generally hold true for metropolitan library staff.

White and Macklin, in one of the studies of the manpower research program, surveyed students in the forty-five ALA-accredited library schools in 1969. They found that “among the 3,516 student respondents in this study, only 16% are male”9 and “there is a fairly wide distribution in age in the student bodies of library schools. In fact, many of the present students are entering or re-entering the field after raising a family. Of those surveyed in this research, more than 40% are over 30 years of age.”9 White and Macklin also found the social origins and educational experiences of library school students to be “predominately from middle class backgrounds and having fairly average academic preparation for professional study.”10

With regard to their undergraduate majors, White and Macklin ascertained that the large majority have liberal arts backgrounds, with English (28 percent) and history and government (17 percent) being the two largest areas of concentration, followed by education (13 percent), behavioral sciences (11 percent), languages—other than English (10 percent), physical sciences and math (5 percent), and biological sciences (2 percent). “This is not surprising, since it follows the traditional pattern of preparation for those who go into library work. However, there is also a small, but growing number who are coming from the sciences and this is likely to increase as information science gets more emphasis in the library schools.”11

Segal, in another of the reports in the Wasserman-Bundy manpower research program, studied a sample of 320 librarians who had worked in various kinds of libraries in seven metropolitan areas as full-time professional staff members for a minimum of two years. They were contrasted with a smaller control group of journalists and high school counselors. He found that librarians differed from the control group “in that they can be described as more submissive and more conservative in their attitudes.”12 One of Segal's other findings was:
"Significant differences in adult personality are found when male librarians are compared to female librarians. Male librarians characterize themselves as reserved, assertive, tough-minded, suspicious, imaginative, experimenting, and undisciplined in comparison to female librarians whose scores indicate that they see themselves as warm-hearted, humble, tender-minded, trusting, practical, conservative, and controlled."13

Wasserman and Bundy found in their study of library administrators that they were "drawn from families in which the majority of the fathers were of the white-collar class, with professional and managerial occupations predominating, with only minimal representation from blue-collar or service occupations in their lineage."14 Another widely shared characteristic in the backgrounds of the library administrators is the predominance among them of a humanistic undergraduate preparation."15

Other recent surveys have ascertained the number of minority students enrolled in ALA-accredited graduate library schools. The actual numbers in three recent years are given in Table 1.16

<table>
<thead>
<tr>
<th>Minority Groups</th>
<th>1969</th>
<th>1972</th>
<th>1973</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indians</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Asian Americans</td>
<td>98</td>
<td>92</td>
<td>259</td>
</tr>
<tr>
<td>Blacks</td>
<td>156</td>
<td>310</td>
<td>428</td>
</tr>
<tr>
<td>Spanish Heritage</td>
<td>32</td>
<td>48</td>
<td>93</td>
</tr>
</tbody>
</table>


In May 1973, ALA's Office for Library Personnel Resources also surveyed professional library employees.17 Although only 782 libraries of the survey's total population of 4,800 libraries returned usable responses (a response rate of 28.2 percent), the following data have been reported.
Staff for Library Service

TABLE 2
CULTURAL BREAKDOWN OF PROFESSIONAL LIBRARY PERSONNEL

<table>
<thead>
<tr>
<th>Employees with:</th>
<th>American</th>
<th>Indian</th>
<th>Black</th>
<th>Oriental</th>
<th>Spanish Surnamed</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some library science education</td>
<td>0.2%</td>
<td>12.4%</td>
<td>0.5%</td>
<td>1.2%</td>
<td>85.7%</td>
<td></td>
</tr>
<tr>
<td>Master's degree in library science</td>
<td>0.2</td>
<td>4.3</td>
<td>3.7</td>
<td>1</td>
<td>90.7</td>
<td></td>
</tr>
<tr>
<td>Doctoral degree in library science</td>
<td>-</td>
<td>8.1</td>
<td>5.4</td>
<td>-</td>
<td>86.5</td>
<td></td>
</tr>
</tbody>
</table>

In the first category (some library science education), women constituted 90.4 percent of those surveyed. Women accounted for 77.9 percent of the staff members with a master's degree in library science, but only 27 percent of those with doctoral degrees in library science.17

THE SITUATION IN 1973

As a clue to the current staffing needs of metropolitan libraries, a very small and informal survey was conducted in January 1974. Ten metropolitan libraries were selected—two each of urban university libraries, independent research libraries, college libraries, public library systems, and special libraries. The personnel officer or chief librarian of each library was asked to name the kind of professional position which had been the most difficult to fill with a qualified person during the past year. Table 3 summarizes the responses.

TABLE 3
PROFESSIONAL LIBRARY POSITIONS DIFFICULT TO FILL

<table>
<thead>
<tr>
<th>Type of Metropolitan Library</th>
<th>Most Difficult Position to Fill with a Qualified Person During Past Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban University Library A</td>
<td>Positions which required a science background, e.g., Chemistry Librarians, Librarian for Geology and Psychology, and Assistant Engineering Librarian. The latter position was vacant for nine months.</td>
</tr>
<tr>
<td>Type of Metropolitan Library</td>
<td>Most Difficult Position to Fill with a Qualified Person During Past Year</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Library B</td>
<td>Western European Bibliographer (France, Italy, Spain, and Portugal). Library advertised and would appoint at one of three ranks (Assistant Librarian, Associate Librarian, or Librarian) depending upon appropriate combination of academic background and/or experience.</td>
</tr>
<tr>
<td>Independent Research Library A</td>
<td>Most difficulty in recruiting for positions of Circulation Librarian and Acquisitions Librarian because few graduates have these areas as their first choice; also persons with strong science backgrounds and highly qualified persons in the area of systems/computers.</td>
</tr>
<tr>
<td>Library B</td>
<td>Librarians with science background, particularly the physical sciences, and librarians for Near and Middle Eastern materials, with languages to include Persian, Turkish, and Arabic.</td>
</tr>
<tr>
<td>College Library A</td>
<td>No professional vacancies since 1971 and anticipated little difficulty in filling future vacancies because of receipt of applications from highly qualified persons.</td>
</tr>
<tr>
<td>Library B</td>
<td>During past year only one position (Head Cataloger) to fill and had no difficulty in filling it.</td>
</tr>
<tr>
<td>Public Library System A</td>
<td>Librarian IV (Children's Services)—a supervisory position in which contacts with community and cultural organizations were a significant aspect of the work.</td>
</tr>
<tr>
<td>System B</td>
<td>Librarians with science backgrounds and librarians who speak Spanish.</td>
</tr>
<tr>
<td>Special Library A</td>
<td>No professional vacancies during 1973. During 1972, the most difficult was that of Senior Librarian (Head Cataloger).</td>
</tr>
<tr>
<td>Library B</td>
<td>No professional vacancies during past four years; anticipated little difficulty in filling future vacancies because of many applicants who are well qualified.</td>
</tr>
</tbody>
</table>
**Staff for Library Service**

Even from the small sample of hard-to-fill positions in metropolitan libraries in Table 3, it would seem that librarians with science backgrounds are greatly needed in urban university libraries, independent research libraries, and public library systems. Librarians who have extensive ability in foreign languages (for bibliographical work in university libraries) or who speak Spanish (for reader services in public library systems) are also being sought. Other specialities, such as children’s services with an emphasis on contact with community organizations, are in demand. The generalist librarian, on the other hand, seems to be in ample supply. The two college libraries, for example, have not had vacancies nor do they anticipate any difficulty in filling future vacancies. The two special libraries (which are special because of the kind of organization they serve) have also not had significant vacancies. Thus, the college libraries and the special libraries have a relatively good situation. One of the college librarians noted that as long as there continues to be an overabundance of librarians, he anticipated no problem in filling vacancies, especially since the college’s salary scale was above average, and many job seekers found a metropolitan area attractive.

**The Future**

After even casually reviewing the foregoing data on the characteristics of library school students and librarians employed in all types of libraries, this writer (who is middle-class, white, and majored in English as an undergraduate) must ask: Who needs any more like me? Are we not overstocked with the likes of me?

If metropolitan libraries are similar to other libraries (there seems to be no reason to doubt the similarity) and do not need so many middle-class, white English majors, what, then, are their staffing needs for the future? The following attempts to answer this question.

**Subject and Language Specialists.** A first prediction is that metropolitan libraries will have less and less need for generalists and will instead seek librarians with strong subject specialities. The second master’s degree in a subject field will be a necessity, if not a formal requirement for many positions. Libraries will be attempting to have most of their professional staff equipped with extensive knowledge of some field so that the staff member can converse intelligently with and assist the specialist reader. Subject specialists will be needed in several kinds of metropolitan libraries—the subject divisions of central libraries of public library systems, the university libraries, the other independent
research libraries, and the small special libraries which are attached to organizations with subject specialities. Perhaps the generalist librarians will only be needed in the neighborhood branches of the public library systems, the college libraries, and the special libraries attached to an organization with a general purpose (such as general magazine publishing).

Librarians with extensive knowledge of foreign languages will also be sought by metropolitan libraries. Most positions in the Research Libraries of NYPL require at least two foreign languages. In the specialized divisions, the language requirements are even more rigorous. For example, positions in the Jewish Division require knowledge of both Hebrew and Yiddish as well as at least one other European language. One of the university libraries in the informal survey noted in Table 3 cited a Western European Bibliographer as the most difficult-to-fill position. Requirements of the position were: "graduate study (M.A.-Ph.D. level) in an academic field (e.g., modern European history, romance languages and literatures)" and "a sound command of French."

Public Services. In the future, an even larger number of professional positions will be in public service departments as contrasted with technical services. With centralized cataloging, blanket order plans, and other recent developments in the technical aspects of librarianship, individual metropolitan libraries will seek fewer catalogers, acquisitions librarians, and other technical service librarians. If one wishes to work in technical services, the available positions will more likely be those of administrator or manager.

Metropolitan libraries, particularly the public library systems, will not only be seeking librarians and other staff for public service positions, but to fill positions working with all kinds of special publics. Staff will need the necessary skills and attitudes to work effectively with the disadvantaged, the aging, the newly arrived to the metropolis, those incarcerated in prisons or other correctional institutions, the college student, the scholar, the businessman, the artist, the adult continuing his education, the child beginning his education, or any other of the myriad of diverse human beings who are or should be using libraries to obtain the information they need. The metropolitan libraries will be searching for staff members with a commitment to service for all publics.

Media Librarians. Metropolitan libraries will no longer be hiring
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librarians who are predominately or exclusively print oriented. The multimedia approach to collection development has been stressed long and loudly enough by the profession so that most libraries are finally beginning to purchase some of their information in formats other than the book or journal. The program of study at the Columbia University School of Library Service during 1973/74 for community media librarians is an example of the school's recognition of the future needs of metropolitan public libraries. The new master's program specializes in the use of media as information resources in inner-city communities. The curriculum was tailored to meet students' needs in developing knowledge and skills in indentifying the sources of vital information needed by inner-city residents and establishing linkages with such sources; producing media for community needs; analyzing the role of media in the communities, with emphasis on cable television; and helping inner-city residents to use all media to communicate their information needs and responses.18

Minorities. Metropolitan libraries in the 1970s will be actively seeking librarians and other staff members who are members of minorities. In response to the earlier rhetorical question of the need for any more middle-class, white English majors as librarians, an equally simplified-for-effect answer would be that metropolitan libraries need Spanish-speaking Black librarians with subject specialties who are familiar with all media. Library schools and libraries are now actively seeking American Indian, Asian American, Black, Mexican-American, and Puerto Rican or other Latin American students and staff members. Various library schools throughout the country have recently expanded their recruitment of minority students. Individual libraries have also increased their efforts. For example, the NYPL sought and received a foundation grant to fund its Minority Intern Program. The goal of the program is, in a one-year internship, to prepare librarians who are members of minority groups for careers as supervising subject specialists in central public libraries and academic libraries. Another example of minority programs recently developed by metropolitan libraries is the Library Intern Program jointly sponsored by the Columbia University Libraries and the School of Library Service. The work-study program is designed to recruit more individuals from minority groups into academic librarianship. It provides for the completion of the master's degree in library science in two years, during which the students work 1,200 hours per year in the university libraries on a variety of assignments as they attend the
School of Library Service on a part-time basis. In addition to a monthly compensation, tuition exemption is granted for eighteen credit points for each academic year.

Both Columbia and NYPL programs are small and only a beginning. Metropolitan and other libraries need more librarians, as well as information and technical assistants, clerks, and pages, who are from minority groups. Metropolitan libraries must have bilingual staff members—Spanish-speaking for the South Bronx in New York City or for El Centro de Informacion at the Chicago Public Library, Chinese-speaking for the NYPL Chatham Square Branch or the Chinatown branch of the San Francisco Public Library, or those who are adept in whatever language is the language of the library's community. Nor should bilingual staff members be confined only to certain ethnic branches in the large urban public library systems. The central buildings of these systems may require bilingual staff, as may be true also for metropolitan research, university, and college libraries.

If the Chinatown branch of the San Francisco Public is any indication (and it is sadly suspected to be typical), metropolitan libraries have some catching up to do. It was only in 1972 that Judy Yung was appointed to head San Francisco's Chinatown Branch. "Not only the first Chinese-speaking head librarian to serve Chinatown, she was also, incredibly enough, the first person of Chinese extraction ever to hold that post."

Women. During the coming decade, metropolitan libraries will hopefully be in the forefront in the advancement of more women to higher level positions. Paul Wasserman has pointed out that librarianship "can only be characterized as a male-dominated female profession." Wasserman and Bundy, in a 1969 study of library executives, found "among the public library administrators, 55 percent of those fifty-five years and over are male, 77 percent in the forty-five to fifty-four bracket, and 88 percent of those forty-four years or younger. . . . The same characteristic is discernible among special library administrators, where 44 percent of the older, 60 percent of the middle group, and 74 percent of those in the youngest category are male." They also observed that the "incidence of male ascendancy is growing sharply."

Bryan had described the situation much earlier: "The progressive removal in the last decades of barriers to significant careers for women in many other occupations and the increasing limitation of opportunities for promotion to the top library positions plus the
inequity of salary rewards in the middle positions have created a problem both of morale and of recruiting. Our studies showed that the poorest morale among the present public library personnel is centered in the middle administrative positions, where the quite unnecessary distortion of the salary ladder aggravates the more inevitable tensions involved in the gradual shift from a woman's occupation to a 'coeducational' profession.\textsuperscript{22}

Here and there in metropolitan libraries, there have been some bright spots in advancement of women to senior positions. Clara S. Jones has been director of the Detroit Public Library since 1970. Four metropolitan university libraries are outstanding examples among the libraries which comprise the Association of Research Libraries. Page Ackerman at the University of California at Los Angeles, Glenora E. Rossell at the University of Pittsburgh, Virginia Whitney at Rutgers University, and Natalie Nicholson at M.I.T. are the only women directors of ARL libraries. Metropolitan libraries, however, have a long way to go before the situation becomes equitable. Extensive data on large public libraries recently gathered and analyzed by Carpenter and Shearer confirm this conclusion.\textsuperscript{24}

**ADVICE TO LIBRARY SCHOOL STUDENTS**

Another way to describe future staffing patterns of metropolitan libraries is to pretend that one is hired by a library school dean to advise beginning students. What areas of librarianship would one recommend for the students' consideration and concentration? What areas of librarianship will expand and develop in the coming decade?

In no particular order of importance, the following recommendations might be given to the beginning library school student or to the librarian who is continuing his or her education. Become expert in those areas already stressed above (public services with an emphasis on outreach; languages; subject specialization, particularly science). In addition, acquire knowledge and skills in one or more of the following areas: (1) community relations; (2) systems analysis, automation, data processing; (3) budgeting and financial control; (4) measurement and evaluation of services; (5) the fundamentals of interlibrary cooperation and of cooperation between libraries and other institutions; (6) lobbying techniques at the local, state, and federal levels of government; (7) fund raising from private and other sources; (8) preservation and conservation of library materials; (9) labor relations (negotiations, grievance procedures); and (10) staff development, personnel work in the areas of employment.
and placement, administration of fringe benefits. The curricula of library schools will not include all of these specialities; however courses in labor relations, finance, and other specialties are available to library school students and librarians through other departments and schools of the universities. These kinds of expertise will be extremely important in the future if metropolitan libraries are to survive and expand their services. These skills are sometimes possessed by librarians, but often metropolitan libraries, particularly large ones, must hire nonlibrarian professionals for these assignments. Since these kinds of expertise will only increase in importance, it is highly recommended that library school students and librarians prepare themselves for the future by concentrating on one or more of them.

Large metropolitan libraries will always employ nonlibrarian professionals when they have need of certain kinds of expertise. Community relations is, naturally, the business of each staff member working in the neighborhood branch of a public library system. However, because of the dearth of Spanish-speaking librarians, the Branch Libraries of the NYPL employed bilingual persons as community liaison assistants in its South Bronx Project. These staff members, paid at the same salary as beginning librarians, have been adjudged highly successful in accomplishing the goals of the project.

In the area of systems analysis, automation, and data processing, libraries have employed outside experts as well as set up on-the-job training programs for librarians and other present staff members. Wasserman observed in 1965 that "during recent years there has been a pronounced tendency for individuals trained in systems analysis or industrial engineering, and not in librarianship, to come to play a role of growing importance in library administration."25

With the complexities of budgets—their preparation, presentation, and justification—and the systems of financial controls often imposed by the parent or money-granting body, some libraries have hired financial experts and given them such titles as budget officer or planning and budget officer.

In contrast, few libraries have hired outside experts in the measurement and evaluation of services. Neither have libraries developed such expertise in those already on the staff. Gaines has succinctly summarized the situation: "Librarians generally are good at counting things, but not at measuring things."26 Perhaps librarians should move expeditiously into this role before the budget examiner of the city government which funds the public library or some university or corporate vice president (all of whom may lack understanding of the
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problem) fills the void. Possibly the budget officer and the assistant director for public service, along with other staff members, should develop a program of measurement and evaluation of library services.

Library school students and librarians must acquaint themselves with cooperative systems which are now being planned throughout the country among all types of libraries. What is really needed, more than knowledge of present and planned cooperative ventures among libraries and other institutions, is a positive attitude toward cooperation—an attitude on the part of the individual which would not emphasize the difficulties, but which would concentrate on the areas where progress may be possible.

Too many librarians persist in thinking of lobbying at the local, state, and federal levels of government as a dirty political business in which no library or librarian should be engaged. However, at least one major metropolitan library has recently employed for its staff a person with extensive knowledge and experience in the workings of its state legislature. In addition to other duties in the areas of fund raising, work with foundations and special projects, the staff member carries the library's story to individual legislators and their staff assistants and seeks continued and increased funding for the individual library as well as all libraries in the state. Most libraries will not be able to have such a position on the staff. Each individual librarian must share the responsibilities of acquainting various governmental officials with the need for funds. Sophisticated, professional lobbying ability will have to be developed in many librarians if their institutions are to receive adequate funding. Fund raising ability to tap private and other sources will also be a necessity. Large libraries may be able to have nonlibrarian experts, but most libraries will have to rely on the abilities of their own librarians. Librarians must get over their fear and lack of knowledge in developing budgets and in justifying them to governmental and private sources of funds.

Relevant to metropolitan libraries of any size is a developing area of librarianship—the preservation and conservation of materials and collections. The deterioration of library materials has been extensively documented in the literature and needs no recounting here. Two brief examples will give clues to future developments. A large metropolitan university library recently advertised nationally for applicants for the position of head of a new preservation department. The Research Libraries of NYPL had previously created a conservation division in 1971 with responsibility for establishing policies and procedures relating to the preservation of materials. The division includes the
Another area of expertise which will be increasingly sought by metropolitan libraries is in labor relations. With unionization of both clerical and professional staff members becoming more extensive, particularly in urban areas, library administrators will have need of assistants who can conduct negotiations for the first and succeeding contracts and are familiar with the complexities of labor relations. Ability and experience in bargaining, drafting the text of contracts, conducting grievance hearings, and representing the library before arbitrators are new requirements for librarians wishing to concentrate in library personnel work.

Library school students and librarians would also do well to prepare themselves for other aspects of personnel work. With a larger portion of each library’s budget going to staff and staff-related costs, the importance of improved methods of recruitment and placement, strong staff development programs, and efficient administration of complex fringe benefits will become even more marked for metropolitan libraries in the future.

AUXILIARY STAFF

Paraprofessional Positions. The foregoing paragraphs attempt to predict the kinds of expertise which will be required of librarians and other professionals employed in metropolitan libraries. Another category of staff members will also be important in future staffing patterns of metropolitan libraries. The number of paraprofessional positions, such as technical assistants or information assistants, has increased during the past five years. The Branch Libraries of NYPL employs approximately seventy information assistants at its public service desks. These college graduates receive on-the-job training and are supervised by librarians. The NYPL Research Libraries currently employs over 200 technical assistants who work in both public and technical service divisions. They receive their technical training after being employed at NYPL. Various two-year colleges have also recently established programs to produce library technical assistants. For example, Manhattan Community College of the City University of New York graduated its first class of library technical assistants in 1973. Lowell Martin recommended that the Chicago Public Library develop a technician program as a third career sequence between the clerical and the professional levels and saw the development of this intermediate group as a “key element in building the staff for the future.”

A major development in the use of paraprofessionals in
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metropolitan libraries occurred on March 7, 1973 when New York City signed a contract with the Administration and Management Research Association to create a system of Citizens Urban Information Centers (CUIC) in the branches of the Brooklyn Public Library. CUIC will be "designed to establish a network of neighborhood-based community information centers to provide, across-the-board to all residents, information on available public and private resources as a means of coping with problems they encounter, particularly those problems in which agencies of government have a responsibility for providing services or assistance." The Brooklyn Public Library will recruit and train a corps of paraprofessionals to answer requests by citizens for information on governmental services. It is expected that two paraprofessionals will be placed in each of the branches of the Brooklyn system. The initial proposal was for a citywide program to include New York City's three public library systems (Brooklyn, New York, and Queens), but when funds for the entire program were unattainable, a single borough was selected as a demonstration project.

Clerical Staff. Just as the development of the CUICs at the Brooklyn Public Library may influence the future use of paraprofessionals in metropolitan libraries, other private and governmental programs may affect the spectrum of clerical staff members in metropolitan libraries. Operation Mainstream, a federally funded program to return persons who are 55 years and older to work, may increase the number of older staff members. Federal funds from the Emergency Employment Act of 1971 and the Public Employment Program have also allowed libraries to employ as clerical staff members persons who had been unable to find employment, who were underemployed, or who had previously been receiving public assistance. The Vera Institute of Justice and The New York Public Library in September 1972 began a program whereby ex-drug addicts were assigned to more than thirty clerical positions in the Mid-Manhattan Library and in the Technical Services of the Branch Libraries. Their salaries are paid by the Wildcat Service Corporation, a subsidiary of the Vera Institute, but the final selection, training, and supervision are done by the library's supervisory staff. With only these few examples as illustration it is safe to predict that the future sources of clerical staff members for metropolitan libraries will be more varied than in the past.

Security Staff. Metropolitan libraries in the future will find it necessary to increase the number of security staff in order to protect readers,
collections, staff members, and buildings. As one commentary has put it, "Libraries are faced with a problem that seems to get worse each year: library security. [During 1973] there were too many large scale thefts—successful despite elaborate and costly security precautions. There have always been losses from theft, vandalism, fires, and floods, but libraries seem to be losing more than they used to, and costs are up on replacing and repairing materials as well as on protecting them."27

FUTURE AS SEEN BY NATIONAL COMMISSION

In its draft of "A New National Program of Library and Information Service," the National Commission on Libraries and Information Science is attempting to forecast and fashion the future of American libraries. In its early deliberations, the commission focused on six facets of the problem of inefficient and wasteful usage of unorganized knowledge of resources. After reviewing the needs of users, the deficiencies of current services, the trend toward cooperative action, the financial base of libraries, and the potential of new technology, the commission focused on the staffing needs of libraries and information centers. Its summary statement on staffing holds true for metropolitan libraries as well as for American libraries in general:

The human resources required to plan, creatively manage, and operate the nation's libraries and information centers are poorly understood analytically. An assessment of the quantity and quality of the manpower to meet future demands for information services in the U.S. has not yet been made in any depth. It is clear that new approaches to educational programs will be needed in library science and information science if library technicians, professionals, and auxiliary personnel are to learn to function in non-traditional ways.31

The future staff members of metropolitan libraries cannot be conventional or "submissive and conservative in attitudes"32 as Segal found in his 1970 study of metropolitan librarians.

Submissiveness and conservatism represent two characteristics that would readily be gratified in a profession that is characterized as authoritarian in its internal structure and stable and unchanging in its relationship to other institutions of the society. This would seem to have been historically true for the library. As long as these characteristics allow the library to fulfill its societal role, manpower problems can be solved by searching out submissive, conservative
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individuals who are seeking a professional commitment within a stable, unchanging institution. However, manpower problems become difficult when the traditional role of the library is no longer considered capable of responding to new needs for information and new services for new populations and significant changes must occur if the library is to be responsive to the society.32

Professional, technical, and clerical staff members must indeed begin to "function in non-traditional ways."31 Energetic, noncomplacent persons with questioning attitudes, equipped with one or more of the areas of expertise mentioned earlier, will be sought by metropolitan libraries in order that these libraries may survive and particularly if they are to expand to their full potential of service.

References

5. Ibid., p. 367.
6. Ibid., p. 383.
7. Ibid., p. 54.
8. Ibid., p. 60.
10. Ibid., p. 7.
15. Ibid., p. 113.