The Literature of Librarianship in the "Real World," 1976-86

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THE PROOF OF THE PUDDING is in the eating; or, a wholly pragmatic look at the use of the literature of librarianship by practitioners would be an appropriate subtitle for this article. However, before proceeding, it is necessary to define what the pudding is and the eaters.

The "pudding" in question consists of the literature produced to meet the needs of the library and information science community. Some attention will also be given to materials not addressed specifically to a library audience but found to be necessary or useful by library practitioners.

The "eaters" referred to will be mainly those who manage and operate libraries (practitioners) in contrast to students, teachers, and researchers of library and information science. The practitioners include librarians who give direct service to the clientele of a particular library; librarians who acquire and organize library materials, developing collections and producing library catalogs; librarians who make decisions about policies and procedures; clerical and support staff members; and professionals in diverse fields such as accounting, graphic design, and security, who practice as staff members of libraries. Also included are library practitioners who provide services on a consulting or free-lance basis.

The vantage point from which these observations have been made is a special unit providing reference and research services to the staff

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members of both a very large urban public library and the academic, school, and special libraries affiliated with it. The decade 1976 through 1986 was chosen because the special unit referred to opened on 2 January 1976. Little reflection is needed to produce a list of cultural, economic, political, scientific, and social changes which have taken place during these years, and the speed of the changes is a matter of frequent comment. It may be useful, however, to recall some of the changes within the library world itself during this decade.

At the beginning of 1976, the *Anglo-American Cataloguing Rules*, 2d ed.[1] was in preparation; a new U.S. copyright law was taking shape with some hope of passage at long last; efforts were continuing toward realizing the dream of a White House Conference on Library and Information Science (WHCLIS); OCLC was accurately translated as Ohio College Library Center by the staff members of its 577 participating libraries; and California's Proposition 13 (Jarvis-Gann Tax Limitation Initiative) and similar Draconian tax-cutting measures were in the future. Ten years later, after millions of words had been spoken and written in the effort to inform and train most library staff members who needed to cope with these major changes in their world, AACR2, the Copyright Act of 1976, the 1979 WHCLIS, OCLC and other bibliographic utilities, and state and federal tax cuts are facts of life. Fund-raisers and volunteers have joined library staffs, telecommunications costs are no longer a relatively fixed item in the budget, and automation is all-pervasive. In retrospect, 1976 seems to have been a particularly appropriate time to establish a unit devoted to serving the information needs of staff members in a large library system.

At the beginning of 1976, the clientele of the new Chicago Public Library/Chicago Library System Professional Library was already varied and geographically scattered over the city's 228 square miles. There were seventy-six branch libraries and six reading and study centers; still other neighborhoods and institutions were served by bookmobiles and deposit collections; and the first regional library was under construction. After fifty years of dire warnings about the crowded and unsatisfactory conditions in the 1897 building housing the central library, it overflowed into two buildings some four blocks—and a river—apart. A new building to house the Illinois Regional Library for the Blind and Physically Handicapped and the Chicago Subregional Library was also under construction. In addition, the Chicago Public Library provided library services in the Cook County Correctional Institution and the Illinois State Psychiatric Institute, both located within the city.

Thirty-two academic libraries and forty-eight special libraries within the city of Chicago had formally affiliated with the Chicago Library System, which was and is one of the eighteen library systems which together provide library services to a steadily increasing proportion of the state's populace. The Illinois Library Systems Act of 1965 designated the Chicago Public Library as one of four research and reference centers thus extending its responsibilities beyond the city limits of Chicago.

When 1986 dawned, the Carter G. Woodson and Conrad Sulzer Regional Libraries were operating in their specially designed buildings, bookmobile and deposit collection services had been phased out, many changes had taken place in the branch libraries, and several new ones were under construction or in the planning stages. Several massive volumes contained successive building programs for a new central library, and architectural drawings based on the latest program were being prepared. The Chicago Library System had more than tripled in size to include fifty-three academic libraries, two hundred twenty-five special libraries, and four high school libraries.

The need to communicate effectively with staff members in so many locations and to provide services which would be perceived as useful by a wide variety of practitioners were major challenges to the librarian of the professional library. The new unit opened with a small collection of books and bound periodicals housed in a room almost large enough to be a small office and conveniently located off the corridor leading to the staff lounge in the temporary central library. There was a commitment of physical space, furniture and equipment, funds for library materials and staff. There was also a positive expectation on the part of a good many staff members that the professional library would be useful to them and was, in fact, a service that might be expected in a large library system.

The librarian of the professional library had served during the preceding year with a staff task force which had been charged with the preparation of the first five-year or long-range plan for the Chicago Public Library/Chicago Library System (CPL/CLS). This experience had given her a knowledge of the history of the library and the city it serves and considerable understanding of the problems confronting the library. Her work with the task force, one of six engaged in special projects during 1975, had introduced her to many staff members from all parts of the system, to the Board of Directors of CPL/CLS, and to the director of the Illinois State Library. Together they had investigated the

current operations of the system, studied the library services needed by Chicago's 3 million residents, and made recommendations for the future.

Probably it was this immediate background in planning which led the librarian of the professional library to study the behavior of the users and potential users of the new unit for guidance in developing the collections and deciding what services would be offered. It was obvious that much service would be given by telephone, by use of the interagency delivery system to supply materials where they were needed, and by quick assistance to those who came in person. These patrons came perhaps from a distant branch library, from a special library at the other end of the Loop, from a busy subject division in the central library, or from a meeting just across the corridor. The sense of urgency was constant and led to an effort to anticipate the questions which would be asked. In other words, what situations stimulate information-seeking behavior on the part of library practitioners?

The situations having this stimulating quality seem to fall into several categories: the need to make a decision or at least to recommend a specific course of action; the preparation of a required document with a specific deadline; the preparation for an event on a specific date; the need to cope with an immediate crisis; and the need to acquire a particular skill or be informed about a particular topic.

Whether individuals or groups make decisions, there is a need for accurate information. This may include estimates of the results of different courses of action and accounts of other libraries' methods of handling similar situations. A literature search and the procurement of the materials needed may be only the beginning, especially if a group is working on a problem of far-reaching implications such as selection of an automation system or development of policy in a prescribed area. The librarian providing information requested by such working groups often has the opportunity to broaden their perspective and facilitate their communication with other groups within the system.[2] The use of participative management techniques and quality circles have provided increasing opportunities of this kind, and the changes in the American work force noted by some observers[3] make it likely that such activities will continue. At CPL/CLS the decision to phase out bookmobile services was made at the beginning of the decade as a result of the work of a task force. Currently, a quality circle is studying the problem or challenge of "latchkey" children in public libraries.

More and more library staff members are required to prepare formal documents ranging from annual reports and building programs to

budgets, requests for proposals, proposals for grants, and job descriptions, to say nothing of collection development policy statements and long-range plans. The adoption of modern technologies by libraries, the changes in funding, and the increasing complexity of operating libraries have all contributed to setting in motion a flood of paper.

The first requests from those preparing documents are often for up-to-date statistics and costs. Both annual budget documents and grant proposals require current costs for each category of library materials, current salary information for specific positions and specific kinds of libraries, and current costs of furniture, equipment, online services, and more. Statistics are frequently used in such documents to show comparisons among libraries. In the professional library, it was very soon noted that staff members from small special libraries were asking for similar cost and statistical information as their colleagues in the large public library; what was obtained for one group frequently served others—a spin-off which is one of the advantages of the professional library as a unit in the system. The growing number of publications by professional associations on salaries and library materials prices eases the lot of the reference librarian dealing with such questions.

The reactions to a new type of required document appear to follow a predictable pattern. First, there is a search for books and articles from other fields which may be helpful; for example, those on fund-raising for cultural and social service organizations were consulted when more sophisticated development activities replaced occasional book sales and memorial gifts in the face of budget cuts. Next comes a spate of articles and books relating the practice to libraries. A large library may provide workshops for staff members who are preparing building programs for the renovation of branches; developing proposals to obtain grants from the Friends of the Chicago Public Library, local foundations, or LSCA; or writing any other of the numerous documents, especially those which must follow prescribed guidelines. If the need is widespread and continues, regional, state, and national workshops will follow along with conference programs, more publications, and perhaps audiocassettes and videotapes.

At first glance, preparing for an event might not seem likely to give rise to many reference questions. The librarian of the professional library very soon found that such events as the dedication of a new branch building, the reopening of an extensively renovated branch, the celebration of an agency's anniversary, or any similar occasion generated a flock of reference questions over a period of weeks or months from staff members in different locations with various involvement with the

event. Records had to be searched to answer such questions as: Who were the staff members of the branch when it opened? Did some of the staff members later become well known like Charlemae Hill Rollins and Vivian G. Harsh? Is the branch named for a person and why? Has the branch always been located where it is now? Material is needed for press releases, brochures, and fliers, and for "remarks" by the dignitaries attending the ceremony. There may be questions about the protocol for the formal aspects of the occasion, wording for the invitations, introductions, and so on. It became evident that accurate, careful research done in advance of important events was a worthwhile activity.

But there are other, quite different events for which staff members must make preparation. Various types of interviews are often major events for those participating, and their number and importance has increased. The employment interview is an event usually approached with much serious preparation by both interviewers and job applicants. Possibly even more traumatic for both persons involved is the performance evaluation interview. And then there is the staff member preparing to interview an author or other celebrity at a library program "free and open to the public" or at a videotaping session for future broadcast. Along with interviews may be mentioned speeches, presentations, and participation on panels at professional meetings. These activities impel staff members to search for information with the frequent added concern that their work schedules do not allow adequate time for the needed research and reading.

Decisions, documents, and events may represent crises in the lives of the staff members dealing with them, but there is also the unscheduled, unexpected library crisis—earthquake, extreme weather, fire, flood, criminal activity, censorship incidents, and sudden and drastic budget cuts and hiring freezes. These pose immediate needs for accurate information, and an adequate response may depend on the planning and staff training which have been done in advance because the possibility of a disaster was accepted. The public relations aspects of any crisis must also be dealt with. The increase in useful materials about handling many kinds of crises and emergencies in libraries has been notable and welcomed by practitioners. It is likely that the tragic fire at the Los Angeles Public Library will eventually result in new information about preventing or mitigating fire and water damage to libraries just as the 1966 floods in Florence gave impetus to conservation work.

Finally, information-seeking behavior is stimulated by the needs and desires of staff members to acquire particular skills, to become informed about specific topics, and to keep up with new developments

and trends in their fields. These can be powerful motivators of information-seeking behavior for the person striving for promotion and a satisfying career. The introduction of new methods and equipment may stimulate curiosity and eagerness to learn as well as avoidance behaviors. Both extremes have accompanied the automation of library procedures, and all kinds of materials have been produced in the effort to satisfy the needs experienced. There has also been an increase in the provision of formal training and staff development at all levels in libraries, and in the demands made upon professional organizations to supply appropriate continuing education to their members. A former library administrator recently commented on the amazing increase in the number of meetings available for library practitioners and in the proportion of time devoted to this kind of activity.[4]

The newcomer to the city and/or to the institution and the person who has been transferred or promoted to a new position have some special concerns and needs which may lead to information-seeking behavior and which are often recognized by libraries with orientation sessions for newcomers and training for new supervisors. In response to questions frequently asked in the CPL/CLS professional library by newcomers, two annotated bibliographies, "Getting to Know Chicago: A Brief, Selective List of Books for New Chicagoans" and "The History of the Chicago Public Library: A Bibliography of Easily Available Sources," were prepared several years ago. These are now routinely given to job applicants by the library's personnel office.

The professional library has proved, in fact, to have a double function in relation to staff training and development. It serves those preparing to give formal training sessions of various kinds when the librarian assists in planning, provides a wide range of library materials, prepares reading lists and displays when appropriate, and offers the professional library bulletin boards as one means of publicizing work-shops and courses. On the other hand, the individual who wishes to pursue a project independently gains access to the resources needed and assistance in selecting those most useful.

Given a decision to be made, a document to be prepared, an event to be planned, or some other need sufficient to trigger action, how does the practitioner go about locating the information desired? Admittedly, one cannot view the entire process of an individual's information seeking in a unit such as the CPL/CLS professional library. Staff members have other information resources. First, probably, are personal collections of materials. Many staff members belong to one or more professional organizations and receive newsletters, journals, and sometimes other

publications as perquisites of membership. Librarians may have acquired some professional works while in library school although the increasing cost of such tools and their decreasing shelf life may mean that recent library school graduates have smaller personal libraries than those of a generation or two ago. At CPL, library materials may be purchased for the use of a specific office so that titles which are frequently used on a continuing basis may be available. The second resource, and one of the most important according to various studies of information-seeking behavior, consists of people.[5] In the Chicago area, a wide array of experts is close at hand, including faculty members at the library schools and staff members at ALA headquarters. Direct calls to the subject divisions of the central library and to the Computer-Assisted Reference Center (CARC) of CPL are also possible.

When at some point the library practitioner turns to the professional library for help, the problem may be presented in many different ways, depending on numerous factors, some of the most important of which may not be known to the reference librarian. In this respect, the reference interview is not radically different from one with any library user. It may begin with a request for a source which the inquirer thinks will be helpful; this may be a title mentioned by a speaker at a conference or workshop, noted in a newsletter such as *Library Hotline,* or seen in a publisher's ad or brochure. At this point, informal bibliographic instruction in the use of the COM catalog and its update called WIN-DEX, *Library Literature,* ERIC, and the library's own online database is offered when appropriate. Sometimes no further assistance is required.

If it proves that specific facts are needed or everything available on a given topic, help is often necessary in order to translate the language of the request into that of Library of Congress subject headings, *Library Literature,* or ERIC descriptors, and sometimes to determine the kind of document (book, periodical article, dissertation, etc.) to which a citation refers. Another difficult kind of assistance to provide is that needed to determine what has been searched; for example, what library periodicals are included in ERIC and are they given complete indexing? How far back does the online version of *Library Literature* go? What are the limitations of a subject search in CPL's own catalog? In serving library practitioners who are materials selectors and reference librarians, it is necessary to keep in mind that they are usually managers or specialists in one or more subject fields but not in library science and that their need to do searching in this field is seldom more than occasional.

The final stage of the reference process is, of course, obtaining the books, articles, or other items which seem likely to be useful and either

delivering them to the requester or repackaging the information for his/her use. Library staff members at CPL/CLS have so far continued to exhibit the same preference for hard copy as have other library users. More conveniently located and easily operated microform readers might modify this behavior somewhat, but for many the need is simply for material which can be taken immediately to an office and used there. Although computer terminals have more intrinsic fascination than microform readers for most people, the printer is essential there too. Preferences related to the physical qualities of books and periodicals— i.e., size, binding, paper quality, and type size and design—are seldom so openly expressed but almost certainly influence usage. Audio-cassettes are welcomed for some purposes, especially by those who have tape decks in their cars. An initial experiment with videocassettes for in-house staff training on an individual basis has been well-received; both selection of the videocassettes and the monitoring of use was done by the staff development officer. The nature of the information sought and the urgency of the need have a considerable relationship to the formats acceptable.

The location of the professional library within the central library proved to be wise because the sharing of knowledge, experience, and problems among staff members, all of whom have materials selection and reference service responsibilities, lays the foundation for under-standing and close cooperation. Sometimes the most useful service obtained from the professional library is an accurate referral to a source in the central library, the branch libraries, or one of the affiliate librar-ies. However, staff members in the central library subject divisions are very willing to provide assistance to the librarian of the professional library because they not only receive direct assistance themselves from the professional library, but they perceive that its existence deflects from them many staff demands which would conflict with the demands of the public.

A word may be said about general methods of responding to the urgency of many questions which come to the professional library besides doing the advance research mentioned earlier. Some questions are anticipated by attending internal, local, state, and national meetings and workshops and by reading a wide range of newsletters and other periodicals, keeping in mind that decisions and actions by the U.S. Congress, the Illinois General Assembly, the Illinois State Library, the American Library Association, and the Chicago City Council will presently have repercussions at the local library level that will result in requests for information. Besides anticipating specific questions, one

may reasonably expect that questions will be repeated and therefore prepare by recording and organizing information for future use. (This is also a way to provide equal access to information.[6]) Keeping necessary procedures as simple and understandable as possible is important, and underlying all must be respect for all staff members and their needs.

In the course of discussing the information needs and information-seeking behavior of library practitioners, much has been said by implication about the library resources which they need and use. More detailed attention will now be given to those library materials, again based on a decade of experience in the CPL/CLS professional library. It began with a small, organized collection of books and bound periodicals which had been developed in the chief librarian's office and which, toward the end of 1975, was transferred to a place open to all staff members and where there was a librarian to assist them. The decision was made to provide a current, working collection of materials, keeping it small enough to be browsable, concentrating on the areas of greatest activity and change at CPL/CLS, and excluding bibliographic works of use primarily for materials selection. The latter were already the responsibility of the adult and youth materials selection units or the central library subject divisions. From the beginning, the areas of concentrated effort have been identified by study of the long-range plan as it is modified each year and of proposals receiving funding as well as by consideration of specific requests received.

The professional library is sometimes referred to as a library science library but that is not entirely accurate. From the beginning, about 20 percent of the classified monograph collection has classed outside the Z section of the Library of Congress classification. Titles which include library applications along with others and works from such related fields as management, public administration, and sociology are acquired. Works with a general approach or geared to some quite different field may broaden one's perspective and contribute to the formulation of a philosophic viewpoint for libraries on the topic. The collection is intended to be useful to library practitioners rather than to be a balanced or comprehensive collection in the field of library science per se.

A small core of reference works is necessary to answer the numerous brief, factual questions received and to provide the starting point for work on more complex questions. These most-used reference works in the professional library fall into three categories. First, as might be expected, are reference tools prepared for the library market: *American Library Directory*,[7] *The Bowker Annual of Library & Book Trade*

Information,[8] *ALA Handbook of Organization and Membership Directory,*[9] *The ALA Yearbook of Library and Information Services: A Review of Library Events,*[10] *The ALA Glossary of Library and Information Science,*[11] *Harrod's Librarians' Glossary of Terms Used in Librarianship, Documentation and the Book Crafts,* and *Reference Book,*[12] and *Library Literature.* In the second group are general reference works such as an array of English language dictionaries, etiquette books, handbooks for secretaries, *The Chicago Manual of Style,*[13] and similar works needed wherever people do work involving writing. A recent, multivolume general encyclopedia is also used for diverse purposes. More such general reference works would undoubtedly be required if the professional library were not located within easy reach of most subject divisions of the central library.

The third category of most-used reference tools consists of publications by and about libraries in Illinois and Chicago, including directories, laws, reports, and statistics. In Illinois it so happens that public library statistics, library system narrative reports, the state library's long-range plan, the proceedings of the Illinois Library Association's Annual Conference, and a biennial update on federal and state library legislation all appear as issues of a monthly periodical, *Illinois Libraries.* In addition, there is a biennial publication, *Illinois Library Laws in Effect on January 1, 19-.* On the local level, directories and maps, the CPL/CLS annual reports, the annual reports of CPL's branches, the proceedings of the Board of Directors of the Chicago Public Library/ Chicago Library System, the files of the library's newsletters through the years, and the famous "Martin Report," *Library Response to Urban Change,*[14] are in constant use in the professional library, and any delay or interruption in their preparation and publication causes problems. Many staff members consult such materials infrequently and appreciate or require help to find quickly what they need. Publications by and about other large urban libraries are also much in demand.

The professional library is able to provide special service to new libraries by loaning some very basic works for a few weeks until those ordered by the new library arrive. Most likely to be needed are the recent edition of the *Dewey Decimal Classification* or some of the LC classification schedules, the *Cutter-Sanborn Three-Figure Author Table,* and the current edition of the *Library of Congress Subject Headings.* A small publication, *How to Organize and Operate a Small Library* by Genore H. Bernhard,[15] is much used by those considering their need for an organized library as well as those in the first stage of organizing one. Although some libraries moved out of Chicago or went out of existence

during the decade, others were opened. At the same time, a whole new world opened as librarians discovered the joys of free-lancing and entrepreneurship.

In 1976 library practitioners in general seldom had access to any database online except OCLC. That situation changed rapidly until, in 1986, many CPL/CLS staff members had access directly or indirectly to a wide range of online resources, including the holdings of the other Illinois Research and Reference Centers through the CLSI and LCS automated circulation systems. Now it is important to be aware of these online resources in order to make decisions both about acquisition of library materials and about their use instead of, or in addition to, resources in print for quick reference questions and for more extensive projects. The single most useful database at present for the library practitioner is ERIC, but a variety of others can be helpful on occasion. Until a longer range of years of *Library Literature* is accessible online, manual searching of that index will often be necessary. With such a wealth of materials now available, it is sometimes hard to know whether one is assembling many books and articles to stimulate ideas and provide a range of factual information or is using online databases, printers, and photocopiers as a substitute for, or at least a method of postponement of, the hard work of thinking about a problem or topic.

Because of the pressures to produce many kinds of documents for use in the library's management and operation, examples of such documents, both those prepared earlier at CPL/CLS and those from other (it is hoped comparable) libraries are frequently requested. Such requests seem to have increased greatly during this decade; fortunately, much more material is easily available than was the case earlier. A good example of a publication planned to meet exactly this need for examples of internal documents is the series of Spec Kits produced by System and Procedures Exchange Center, Office of Management Studies of the Association of Research Libraries, which began in 1973 and is available by subscription. Besides policies and procedures statements, planning documents, and job descriptions, a kit may include statistics derived from a survey conducted to obtain the documents. A number of volumes of policies of various kinds have been published in recent years and are welcomed by staff members although most lack any evaluation of the policies included, and the libraries represented may not be comparable to CPL/CLS. News items about plans, policies, studies, and similar materials are quickly noted by some alert staff members and requested from the professional library. Despite the increase in published data, it is still necessary to conduct quick surveys by phone or letter to obtain some necessary information.

Besides the internal documents just mentioned, standards represent another type of document needed and collected much more now than earlier. The standards needed range from those for types of libraries and library services which are approved by library organizations to technical standards developed by the National Information Standards Organization Z39 (NISO) and the MARC Standards Office of LC.

As mentioned earlier, many library practitioners are concerned about keeping abreast with changes and new developments in the field. The CPL/CLS professional library responds to this concern in a variety of ways. Nearly twelve publications which can be defined as newsletters are routed to from one to twelve staff members; this is in addition to personal and office subscriptions to such publications. The most popular titles on the professional library's routing list are *Advanced Technology/Libraries, Library Hotline,* and *Library Systems Newsletter,* all of which have originated since 1970. The professional library also sends tables of contents of selected periodicals to a fixed or changing list of staff members, depending on the periodical; special attention is given to those which publish single-topic issues regularly or occasionally and to articles appearing in unexpected places. Title pages and tables of contents of new books and information about kinds of publications are sent to those known to have a special momentary or continuing interest in specific topics. Response to these efforts varies and may be long delayed, but a good many such communications are returned with requests for the book or periodical. A quarterly list of titles added to the collection is prepared and distributed to all CPL units and affiliate libraries and reaches many who cannot be served by current awareness methods. The quarterly list may also include news of special groups of publications and an annotated list of periodical articles judged to be of interest to a significant number of staff members.

In the late seventies there were at least two experiments which were intended to assist librarians in keeping up with the periodical literature in their field. The Southwestern Library Association produced monthly audiocassettes, the *SWLA/CESL Current Awareness Journal,* which presented brief summaries of articles from various library periodicals. These cassettes were loaned by the CPL/CLS professional library and had some usage but were not greatly mourned when they ceased to arrive late in 1978. The audiocassettes of programs at the ALA Annual Conferences have been much more popular. A small selection has been purchased during each conference, beginning in 1979; they are most used in the weeks immediately after the conference, but certain titles such as those on services to special groups have proved to be of continuing interest.

The second current awareness experiment was Goldstein Associates' bimonthly, *CALL (Current Awareness-Library Literature)*, which reproduced tables of contents of library journals and newsletters, but it suspended publication at the end of 1980. *Information: Reports and Bibliographies* carries a department, "In the Literature: Selected Contents from Leading Journals in the Library and Information Sciences," transferred to it from *Information Hotline* as of volume 9, number 6, 1980. It has a predictable leaning toward information science and is international in scope. When given the opportunity, less than six CPL staff members requested to have it routed to them.

The eighties have brought electronic bulletin boards and electronic mail within reach of many library practitioners, and these may provide an ideal current-awareness service at last. When the plans for an IBM PC XT with a printer in the professional library are realized, there undoubtedly will be experiments with current awareness service. Meanwhile the professional library promotes other activities which can enable staff members to keep up and advance in their fields. They can obtain information about, and membership applications for, professional organizations; scan bulletin boards for announcements of conferences, courses, lectures, library tours, and workshops; consult the catalogs of graduate schools of library and information science and local community colleges offering courses for library technicians; and browse through a collection of current books on careers in library and information science and related fields. The CPL/CLS Office of Multitype Library System Development publishes a bimonthly calendar of events of interest to the library community of the Chicago metropolitan area, and the Staff Development Office offers both information and counseling to assist staff members in planning their careers. The librarian of the professional library works closely with both offices.

Whether and when library practitioners make use of research results in library and information science is a question frequently discussed. In surveying the materials used by practitioners, no mention has been made of research as such. Current-awareness materials, of course, include some news about research, and Magrill has noted the increase in columns devoted to reporting on research in library publications used by practitioners. Her recommendation that there be more survey and review articles reporting on research projects in a clear and useful manner is one with which the present writer concurs.[16] There is an obvious need for help in discovering and evaluating the work which has been done on a problem rather than depending on the first or only study found. It is discouraging but perhaps not surprising when most of the research studies were found to deal with academic libraries.

More librarians have had training in research methods and the evaluation of research than was once the case, but the most powerful motivation for the use of research is the pressure to justify or demonstrate accountability for what is done or proposed. The use of statistics for reporting and comparing the work of libraries not only increased during the last decade but has changed, partly as the result of new capabilities provided by computers. The widespread use of Zweizig and Rodger's *Output Measures for Public Libraries: A Manual of Standardized Procedures*[17] has sparked debate about the validity of some of the measures even as more library staff members are involved in collecting and interpreting data for their libraries. For the largest public libraries in the United States, there is the special problem of obtaining statistics from all the others in this small group and making adjustments to allow for differences among them caused by geography, history, and state library legislation.

Having considered the situations which stimulate information-seeking behavior, the methods used by library practitioners to find needed information, and the resources available to provide it, it is time to conclude with some discussion of the selection and acquisition of library materials to be used by practitioners, noting changes observed during the decade.

Reviews of trade and association publications in library and information science appear in special sections in *College & Research Libraries, Emergency Librarian, Library Journal* (Shirley Havens's "Professional Reading"), *Library Quarterly, Public Libraries, RQ, School Library Media Quarterly, Special Libraries, Top of the News, Wilson Library Bulletin* (Norman Stevens's "Our Profession"), and a number of others. A unique resource appeared on the scene in 1975 just in time to benefit the professional library from its beginning; this is the *Journal of Academic Librarianship* with its "JAL Guide to the Professional Literature." Besides its long reviews, the JAL guide provides summaries of reviews which have appeared in a wide range of domestic and foreign periodicals and draws attention to titles likely to be of value to librarians in the fields of administration and education. Other new publications have increased the number of book reviews available while at least three major new publishers entered the library field in the seventies—Haworth Press, Neal-Schuman Publishers, and Oryx Press.

There is, however, a serious problem with all the review sources listed; not many titles are reviewed soon enough to be helpful to the librarian selecting in anticipation of the needs of library practitioners. When the selector turns reference librarian, good reviews at any date

may be extremely useful if they compare or contrast similar titles, provide background information about the author and the topic, and call attention to particularly useful and perhaps unexpected features of the book under review. The selector who serves busy and harried practitioners may find the statement "every librarian should read this" amusing if not naïve.

During the first year or so of the professional library's existence and during the period when the collection development policy statement for CPL's central library was being prepared, "The Librarian's Bookshelf," appearing annually in *The Bowker Annual*,[18] served to some extent as a standard list although retrospective buying was not done until the need for a title was apparent. An aid in surveying each year's publications as a whole has been the section devoted to library science in the *American Reference Books Annual (ARBA)*. In 1985 this section was reduced to coverage of reference works only and has been replaced by the new *Library Science Annual* from the same publisher.[19] For retrospective purposes, we now have *Reference Sources in Library and Information Services: A Guide to the Literature* by Gary R. Purcell and Gail Ann Schlachter.[20]

All the sources listed so far deal primarily with books. The discussion of the library practitioner's use of library materials demonstrated the need for many publications which are not trade books. It is necessary to read newsletters and the news sections of *American Libraries* and most of the periodicals listed as carrying book reviews to locate titles and buying information for pamphlets, reports, and other items; several of these give attention to materials distributed through ERIC. Association publications will advertise audiocassettes of conferences and workshops, and various lists of dissertations and theses in progress or completed are checked, especially for any dealing with the Chicago Public Library.

Few library science titles appear in *Weekly Record*, but Baker and Taylor's *Directions* has a section on library science, and several library periodicals list publications received. Such local publications as *Recent Additions* from the Chicago Municipal Reference Library, *Illinois Nodes* from the State Library, and the newsletters of some Illinois library systems often list items of special value, particularly those from other fields such as public administration or state and local government documents. A problem with these sources occasionally is the lack of prices and sometimes even the name and address of the source of the publication described is missing.

In a time when an effort for a library to be completely self-sufficient is regarded as unrealistic, the selector for a special library—such as the

professional library—must consider the resources available in the sub-ject divisions of the Central Library, the branches, the affiliate libraries, and elsewhere in the state and make a judgment as to whether to buy an item, borrow it when needed, or make a referral for its use. OCLC is often checked to determine the classification of a title and to learn which libraries in the Chicago area may have already acquired an expensive or highly specialized work.

The emphasis on the development of multitype library systems, which received great impetus with the appointment of interlibrary cooperation coordinators for the Illinois library systems in 1976, has spurred efforts to give and receive help. The special libraries affiliated with the Chicago Library System not only receive services from the professional library but provide assistance to it. For example, the librar-ian of the Harrington School of Design has advised about especially useful books on interior design which take human factors into account. The municipal reference library provides aid in following such intricate procedures as the appointment of members to Chicago boards and commissions, the budget process, and much more. The Chicago Histor-ical Society Library is a place to go after checking CPL's own resources for the history of Chicago neighborhoods when studying the history of a branch library. The Chicago Public Library Archives in CPL's own special collections department are an increasingly valuable resource on the library's history.

Chicago library practitioners are particularly fortunate in having direct access to ALA headquarters library; it is only a short walk from the CPL/CLS professional library, and referrals are easy. In addition, there are four schools with ALA-accredited programs in library science in Illinois. These libraries serve practitioners to some extent, but their missions and their strengths differ according to the purposes of the institutions where they are located. Such a wealth of resources imposes the requirements to be aware of them and use them wisely.

Still another aspect of the selection of library materials for the professional library, and an important one, is the need to consider levels of reading difficulty, depth and complexity of treatment, and the intended audience in order to acquire the needed variety. Professionals from other fields such as accountants, architects, artists, engineers, lawyers, journalists, photographers, security officers, and more are employed by the library and must learn something about library methods, terminology, and philosophy while the librarians they work with are learning to read architectural drawings, balance sheets and budgets, flow charts, and legal documents. Librarians themselves vary

greatly in their education, work experience, and special skills; they may be experts in one area and neophytes in another. Library clerks and pages have information needs in relation to their jobs. Information needs go unfulfilled if the diversity among library employees is disregarded.

Having selected as wisely as possible, the librarian must set the acquisition process in motion. Books published by trade publishers, university presses, and large associations offer few acquisition problems given an adequate budget and a well-organized acquisition department, but some of the most necessary items for specialized reference service in any subject, including library and information science, are not so easily acquired. Often these are publications produced by individuals, institutions, or organizations with no claim or desire to be publishers. Each step in the acquisition of such items is expensive in time and often in money because they do not follow accepted trade practices. The library's business office would prefer that librarians not order these troublesome things.

A further difficulty arises when it is an objective to secure as many library materials as possible from sources which provide satisfactory cataloging for all titles ordered. Some items may indeed be used without cataloging, but most library materials acquired for the professional library have been classified and cataloged so that CPL/CLS staff members and the larger library community in Illinois as well may identify and request them and also to avoid any feeling that the professional library collection is an "office" collection. The professional library collection is, in fact, a part of the Chicago Public Library Central Library collections and was included when a collection development policy statement was prepared by central library staff members in 1982.[21]

During the decade 1976-86, radical changes took place in the working lives of CPL/CLS staff members, and many felt acute needs for information. The literature to meet those needs increased in quantity and to some extent in quality. Library organizations and publishers were aware of changing needs and attempted to respond. Two factors affected both suppliers and users—the speed with which change was and is occurring and steeply rising costs. From the users' point of view, the methods by which information is distributed within their own institution and the local community and the way in which time for acquiring information is allocated and controlled are factors of major importance. This paper has attempted to look at the literature of librarianship from the users' point of view and to reflect on what has happened during a decade of effort to distribute information to staff

members by providing a special unit for the purpose within the large system.

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