

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

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

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

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

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

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

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

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

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

The editor is honest in his introduction

when he explains the make-up of the book and his reason for its publication:

The ISR reports covering the SMART system are not generally available in the open market; moreover, the information contained in the reports is difficult to assimilate, being dispersed over a large number of volumes including many thousands of pages. For this reason it has seemed advisable to collect in an organized manner, as a single book, the most important contributions contained in the earlier reports.

The present volume thus consists of updated versions of twenty-seven studies taken from the material contained in the ten most recent scientific reports (ISR-8 to ISR-17). Among the material covered are theoretical developments, including the derivation of system evaluation measures, language analysis techniques, document grouping techniques, and adaptive space transformation methods, as well as experimental studies relating to document analysis methods, interactive user feedback procedures, partial document searches based on clustered file organizations, and comparisons between the SMART system and more conventional operational information systems.

The material and research done in these reports was accomplished between 1964 and 1969. The research which this volume reports has been reviewed generally in those years. Some of the experimentation is rigorous and the ideas are fresh (or were fresh). However, since commentary on the experimentation is already available, it is more important to delve into the utility of this publication. The gathering together and reorganization of the materials and experiments on automatic document processing, rearranged to put thesaurus construction, experimental evaluation, etc. in context is valuable. For people generally not looking for reports in this area, this is a good state-of-the-art review for SMART experiments. For someone who is interested in experiments in automatic indexing, query negotiation automatically, and so on, this is not a bad book to own. If however, you are working in this field, you should already have read the reports reproduced herein.

Some of the chapters have also appeared in periodical literature and in proceedings of meetings, and as parts of a book. The publication of the reports as they are causes

redundancy in some of the reports.—Henry Voos, *Rutgers University*.

Library Service to the Disadvantaged.

Eleanor Frances Brown. Metuchen, N.J.: The Scarecrow Press, 1971. 560p.

A more descriptive title for this book might be "Public Library Service to the Disadvantaged," for there is little or no discussion of programs of other types of libraries for serving this special group. The emphasis on public library programs is not a limitation—the quantity and range of the literature, which consists in large measure of reports of individual library successes and failures, necessitated a comprehensive overview. In this book, the author reviews many relevant programs and synthesizes the various experiences and viewpoints into general and specific guidelines for action.

Eight groups which are disadvantaged by economic, social, mental, or other handicaps are identified: the aged; neglected youth; physically handicapped persons; the mentally handicapped; persons deprived economically; persons confined in institutions; those with language barriers; and persons who are discriminated against because of race. The particular needs and service-related problems of each group are presented with numerous examples of actual programs. In the chapter on the physically handicapped, for example, topics include requirements for special reading aids and the need for adapting facilities for persons with impaired mobility. Psychological approaches and techniques, steps to take in initiating programs, and the use of nonbook materials are other useful features of the chapters on the eight groups. The suggested reading lists for the disadvantaged (for example, "Best Books for Disadvantaged Blacks") perhaps should not be accepted without some reservation; it is difficult for any individual to determine what is best for a large group.

Some general problems emerge from a study of programs for these groups. Lack of funding and adequate staffing, attitudes among the disadvantaged that the library is not relevant to their needs, low educational levels, and passive attitudes on the part of library boards and librarians are