

In this much needed work, the level of readability is uneven; some of the essays are much more scholarly and others much more popularly written. This approach helps to mold the work into its purpose—to attract the nation's young early and to guide the more mature student into career choices. Even so, the problems of these groups are much more easily enumerated than the solutions. The work should still serve its purpose well and indeed should go a long way toward encouraging minority groups to enter the profession and to stimulate the nation to commit itself to ensure equality of education and job opportunities for all minorities and to honor that commitment. While necessary and well intended, the few federal and other institutional efforts initiated to counteract this problem have been too meager, too restrictive, too temporary.—*Jessie Carney Smith, University Librarian and Federal Relations Officer, Fisk University, Nashville, Tennessee.*

Personnel Development in Libraries. Edited by R. Kay Maloney. Proceedings of the Thirteenth Annual Symposium Sponsored by the Alumni and the Faculty of the Rutgers University Graduate School of Library Service. Issues in Library and Information Sciences, no.3. New Brunswick, N.J.: Bureau of Library and Information Science Research, Rutgers University Graduate School of Library Service, 1976. 115p. \$6. LC 77-5023. ISBN 0-8135-0843-6. (Distributed by Rutgers University Press.)

This volume constitutes the proceedings of the thirteenth annual Rutgers GSLS Alumni/Faculty Symposium, which was held in April 1975. It includes an introduction by the editor, three papers, a discussion section, and a selected annotated bibliography.

The discussion section—about a sixth of the book—should have been left out. It is marred by typos (management's "bag of tracks"!), and the discussion groups too often wound up discussing tangential issues. At times, the groups seem to have missed the speakers' points altogether. The bibliography seems adequate, though its 102 annotations might have been briefer and more informative, and it might have focused less narrowly on 1970-1975.

The three papers themselves make a total of only forty-four pages. For those not abreast with the current literature, Jeffrey Gardner's paper could be useful. Gardner reviews the inadequacy of salary increments as a motivating device, then describes two "new" approaches: peer review and performance goals. Myrl Ricking's paper suggests that "task analysis" might help "define, at long last, what the profession of librarian really is." Unfortunately, as Ricking points out, her paper provides little practical advice, since task analysis is "exacting . . . irritatingly detailed . . . and very expensive."

Paul Strauss' paper is the most interesting of the three. He makes the point that job enrichment and career ladder programs frequently fail because they do not recognize that many workers prefer externally imposed work-structures while other workers reject such externally imposed structures. His distinction between "structure abetted" and "structure threatened" individuals is useful as still another means of sorting out the difference between professional and nonprofessional tasks.

The "personnel" referred to in the book's title are actually professional librarians rather than library employees in general. The personnel methods described are more appropriate for a large library than for a small one. Peer review, for example, takes place on a collegewide basis rather than in-house in a small institution. The book's focus is therefore much more narrow than its title implies, while the book's brevity in itself restricts its usefulness.

The application of modern personnel techniques to libraries is probably for the good, especially when those techniques enhance the likelihood that librarians will be able to maintain and develop their professional skills. However, this particular volume lends little to the dialogue.—*Peter Dollard, Alma College Library, Alma, Michigan.*

Levine, Jamie J., and Logan, Timothy. **On-Line Resource Sharing: A Comparison of BALLOTS and OCLC.** A Guide for Library Administrators. San Jose, Calif.: California Library Authority for Systems and Services (CLASS), 1977. 121p. \$5. (Available from California Library Author-