jury, Crowley's poor showing was explained by the fact that he included current event questions that required up-to-date sources for answers and some form of current awareness service to up-date the information resources of librarians and library support staff.

While the results of the two studies are depressing, a very positive approach to the study of qualitative measurement makes this book highly worthwhile. All academic librarians interested in the effectiveness and performance of their information service units would do well to study these research methods and begin to ask, "are we failing in one of our principal library tasks in not providing correct or valid information?" I recommend this book highly.—*Robert P. Haro, University of Southern California, Los Angeles.*

Kruzas, Anthony T., ed. *Encyclopedia of Information Systems and Services.* Ann Arbor, Michigan: Edwards Brothers, 1971. 1109 pages. $67.50.

Why does the editor choose not to mention the connection of this publication with its predecessor, *Directory of Special Libraries and Information Centers* (2d ed., 1968)? In many ways it is very similar. The content of the descriptions for each organization listed is similar (seventeen categories of information in the *Directory*, eighteen in the *Encyclopedia*). The format is different: in the former, the listings run several to a page with abbreviations and codes to conserve space; in the latter, each organization has a full page, with each category of information labeled. Some 13,000 organizations are listed in the former; 833 in the latter. The arrangement is slightly different: in 1968, U.S. organizations are separated from Canadian; some effort has been made in 1971 to include innovative services and exclude commercial services or traditional special libraries.

The substantive differences between the two publications exist in the indexes. In the *Encyclopedia* the different types of services or systems (e.g., abstracting and indexing services, Selective Dissemination of Information (SDI) Services, serials publications, micrographic applications and services, etc.) are indexed separately. Both editions

have personal name and subject indexes. The *Encyclopedia* contains an "Acronyms and Initialisms Dictionary."

Is a directory an encyclopedia or a dictionary? Can the permuted indexes created from directory information legitimately qualify a directory to be called an encyclopedia? I think not, but the indexes to this new edition of a directory of innovative, experimental, computerized information centers, networks, and data banks could have been useful indicators of the applications of new technologies in the field of information services if they were better done. Pity that the indexes are so poor. The subject index is especially poor, with many incongruous stylistic aberrations and a totally inadequate syndetic structure. Not only will these flaws frustrate and confuse the user of this book as a directory, but it will limit its usefulness as an analytic tool to study the availability of information systems for given subject areas. There are too many instances to cite, but perhaps these examples will suffice: (1) In Subject Index, *Handicapped Children* has no "see also" references; *Gifted Children* has "see also Exceptional Children"; *Exceptional Children* does *not* send the reader to Handicapped Children, Gifted Children, Blind, Brain-Diseases, and so on; (2) Two entries appear for the same ERIC Clearinghouse on Exceptional Children (pages 125 and 739 of the directory). Both appear in the Subject Index under Exceptional Children, but only one of each appears under Gifted Children or Handicapped Children.

The eight separate indexes for specialized features or services are merely an alphabetic listing of the organizations who have responded affirmatively to certain questions on the survey instrument. There is no attempt to analyze, for instance, what kind of computer application or service is provided, or for that matter if the abstracting and indexing services are complete for the collection held, published or available on request. There is no classified index by computer system or micrographic equipment used.

As a directory, this is a useful update of the 1968 edition of the *Directory*. As an encyclopedia, it is a poor first try. Recommended for libraries in need of information

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 Atherton, 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 inborn 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