Book Reviews

Edward Swanson, Editor

Innovative Redesign and Reorganization of Library Technical Services: Paths for the Future and Case Studies. Ed. by Bradford Lee Eden. Westport, Conn.: Libraries Unlimited, 2004. 480p. $45 paper (ISBN 1-59158-092-7).

Brad Eden has pulled together a rich compilation that extensively covers the topic of restructuring technical services. Part 1, consisting of a literature review and five chapters, approaches the subject of technical services redesign from a research or theoretical perspective. The fifteen chapters of Part 2 constitute the lion's share of the work, presenting case studies and practical experiences of managers on the front lines of change in technical services. Taken as a whole, the book collects in one place an impressive body of experience, insight, evidence, and practical guidance on technical services redesign, staffing challenges, workflows, and issues of quality, as well as lessons learned about initiating and leading change.

Of immediate use to library leaders who are considering change in technical services are the numerous models for reorganization offered by the authors. For example, Ruth Bogan provides a fascinating application of the core competency model originally introduced in the *Harvard Business Review*. Cheryl Martin's chapter reports on workflow analysis as a reorganization methodology, as does Andrea Rabbia's highly readable chapter. Two authors, Annette LeClair and Karen Ramsey, note the importance of taking a proactive stance in technical services planning; for example, LeClair remarks "rather than waiting to be asked what they might contribute

[to incorporating electronic resources and developing a library Web site], the Technical Services librarians proposed and committed resources to a working solution" (249). Rhonda and Jack Glazier's chapter deals with merging previously separate departments. Many authors address the impact of shrinking departments, and Patricia Banach's chapter explains how her library coped with an extreme case of downsizing. Besides the number of organizational models, sample organization charts, and techniques offered, many authors provide excellent lists of references, so that, in combination with Laurie Lopatin's extensive literature review, the reader can expect few if any omissions of key articles from the late 1980s to 2002.

Many common threads weave themselves through the chapters in Eden's compilation. Perhaps the strongest theme is the notion that technical services is and will be faced with constant rapid change. Second strongest is the theme of changing roles and job requirements for technical services librarians on the one hand and support staff on the other. Along these lines, Vicki Toy Smith and Kathryn Etcheverria's survey results illuminate the issues of shifting roles, and Karen LeTarte, Charles Pennell, and Shirley Hamlett offer a helpful look at the literature and key issues around career paths for library support staff. Interestingly, Pamela Cline Howley's time series survey (first conducted in 1989 and then in 2003) documents evolutionary rather than revolutionary change in staffing patterns; similarly, Nadine Ellero's analysis of hundreds of cataloger job descriptions (1997 to 2003) indicates that change in technical services

practitioners' roles is slower than is often thought.

Other oft-articulated themes across chapters include shrinking technical services departments faced with rising demand for new services, especially e-resource access; the emergence of flatter, more team-based and collegial organizational structures; an increase in cross-training, particularly of support staff; and more joint initiatives between technical services and other functional groups in the library. Less frequent but still prevalent among these essays are discussions of outsourcing. Mary Mastraccio's chapter "Quality Cataloging with Less" is particularly helpful; it includes ten separate reference lists on key topics related to outsourcing.

Editor Brad Eden and the many authors who contributed to this book have succeeded in presenting both research-based findings and practical evidence to support decision making on technical services staffing, workflow, and organizational structures in the current environment. The authors are mainly from academic libraries in the United States, and many of the chapters emphasize cataloging. Nevertheless there is worthwhile material for readers whose responsibility is acquisitions, and some chapters venture into database management; access services, including interlibrary loan; and government documents. Three contributors who offer contrast and variety are a law librarian, the chief of cataloging in the U.S. Government Printing Office, and a metadata librarian working on a geospatial information repository. While one may not wish to read this book from front to back, it is an excellent sourcebook for ideas, examples, and key references to the library literature.

Some may be tempted to compare Eden's compilation with the second edition of Michael Gorman's highly influential *Technical Services Today and Tomorrow* (Englewood, Colo.: Libraries Unlimited, 1998). Generally, Eden's book has a more modest scope; it will be more useful to those involved in the day-to-day work of leading a technical services department or unit, and less useful to opinion leaders and library and information science educators or students. Having said that, a side-by-side comparison of Gorman's introductory chapter "Technical Services Today" and Pat Lawton and Deborah Rose-Lefmann's "What is Technical Services?"—both definitional treatments of the topic—yields worthwhile insights. Other chapters in Gorman's compilation that might usefully supplement Eden's are Roxanne Sellberg's "Cataloging Management" and the oft-cited essay by Jennifer Younger and Kaye Gapen, as revised by Cecily Johns, "Technical Services Organization." Another work to supplement Eden's compilation is Michael Buckland's well-known *Redesigning Library Services: A Manifesto* (Chicago: ALA, 1992). While more than a dozen years have passed since its publication, Buckland's chapter "Bibliographic Access Reconsidered" predicted the significant expansion of the catalog's scope and the organizational challenges about which Eden's authors have written. Buckland's essay is well worth the time of the reader who has picked up Eden's book.

For the most part, Eden's contributors do not seriously challenge traditional definitions of technical services. Should an aspiring author or editor be willing to take it on, a helpful companion to Eden's book would feature a more systematic, future-oriented treatment (*à la* Buckland's 1992 manifesto) of how library technical services might or should be transformed over the next five to ten years. A useful starting point for such a work could be a review of some articles on the applicability of knowledge management to the future of libraries, followed by an exploration of the implications for technical services. Several such articles—including an infamous one by T. Davenport called "Blow up the Corporate Library"—appear in a compilation that assembles a number of International Federation of Library Associations and Institutions (IFLA) papers on knowledge management.[1]—*Karen Calhoun (ksc10@cornell.edu), Cornell University Library, Ithaca, N.Y.*

Reference

1. Thomas H. Davenport and Larry Prusak, "Blow Up the Corporate Library," in *Knowledge Management: Libraries and Librarians Taking up the Challenge*, ed. Hans-Christoph Hobohm (Munich, Germany: K.G. Saur, 2004). First published in *International Journal of Information Management* 73 (1993): 405–12.

IFLA Cataloging Principles: Steps Towards an International Cataloging Code: Report from the 1st IFLA Meeting of Experts on an International Cataloging Code, Frankfurt, 2003. IFLA Series on Bibliographic Control, vol. 26. Ed. by Barbara B. Tillett, Renate Gömpel, and Susanne Oehlschläger. München, Germany: K. G. Saur, 2004. 186 p. €58 cloth (ISBN 3-598-24275-1).

This volume assembles presentation papers, background papers, and other materials related to the First International Federation of Library Associations and Institutions (IFLA) Meeting of Experts on an International Cataloging Code (IME-ICC), held in Frankfurt am Main, Germany, July 28–30, 2003. The goal of the meeting as stated by Barbara Tillett in her introduction was "to increase the ability to share cataloging information worldwide by promoting standards for the content of bibliographic records and authority records used in library catalogues" (10). This work builds on the foundation of the Paris Principles drawn up by the 1961 International Conference on Cataloging Principles (ICCP). Objectives of the meeting included reviewing existing cataloging codes with an eye toward harmonization, and drafting of a general statement of cataloging principles. The statement would incorporate recent concepts deriving from IFLA's work on the Functional Requirements for Bibliographic Records (FRBR) and the Functional Requirements and Numbering for Authority Records (FRANAR), changing models for Universal Bibliographic Control (UBC), and new definitions of seriality.

Both the 1961 Paris Principles and the final December 19, 2003, draft of the new Statement of International Cataloging Principles are included in the volume. The latter is also published in number 20 (Jan. 2004) of the online newsletter of the Standing Committee of the IFLA Cataloging Section, SCATNews (www.ifla.org/VII/s13/scatn/news20.pdf). The new statement of principles reflects FRBR/FRANAR terminology for entities and relationships, updates the Paris Principles recommendations regarding headig choice and formulation, and identifies "the convenience of the users of the catalogue" (21) as the guiding principle for constructing cataloging codes.

Barbara Tillett's presentation paper on "A Virtual International Authority File" discusses how the principle of user convenience has altered the direction of UBC efforts. As originally conceived, UBC called for each national library to establish authorized headings for its own personal and corporate authors, and for other libraries to adopt those headings as the universal form. In practice, this proved an extremely difficult goal to achieve given the differences in cataloging codes used by the national libraries and the language-specific nature of each country's authority work. Tillett describes how new technologies for linking records and navigating among