

apprenticeship approach). The authors also describe some core competencies training which was undertaken due to gaps in knowledge—interestingly, these gaps came about because a “reliance on informal or ad hoc training mostly for new staff had resulted in inconsistent knowledge and practice” (5)—and a team of managers identified core competencies on which the department would need to be trained. They also describe a pilot team that they’ve created called the Library Impact Analysis cross-unit team, which collects, cleans, and reports library statistics.

Laura Sill, in chapter 6, describes a case study from the Hesburgh Libraries of the University of Notre Dame in which a metadata community of practice was created in order to facilitate cross-organizational learning. This chapter describes the community of practice that was developed following several library reorganizations, most recently in 2020. One aspect of this chapter which really hit home for this reviewer was the emphasis that Sill placed on planning and governance. Even a “community of practice” group, which on the face of it might not need much governance, required a great deal of planning. Sill details that each meeting had the following details defined: learning outcomes or deliverables; learning methods; and learning assessment. This level of governance allowed the Notre Dame metadata community of practice to become a successful framework for connections and learning within the Hesburgh Library. This chapter is replete with useful examples as well as charts and figures which help to illustrate how the Metadata Community of Practice operates, is assessed, and the types of learning plans used.

The chapter entitled “Reactive and Proactive Approaches in the Training Program for the University of Nevada, Las Vegas Acquisitions Unit” by Jennifer R. Culley is another standout. Culley describes the benefits of on-the-job training and noted that as a lead acquisitions librarian new to UNLV, she asked her direct reports to train her on what they do and reviewed training manuals and procedures. She noted that one of the major benefits of taking this approach was that she was able to identify goals for future training and retraining as well as opportunities to streamline workflows. Usefully, as with many of the chapters in this book, Culley included real world examples and figures of specific job responsibilities, tasks and documentation from her experience. These examples provide ample illustration that helped this reviewer

in identifying procedures and workflows that could be either built upon or borrowed wholesale from the descriptions in the book to the reader’s workplace. In this way, this volume provides direct, real world examples of either best practices or suggestions for improvements that many readers will find are useful in their workplaces.

The thirteen chapters in this book are almost all based on either case-studies or the authors’ real-world examples. Only one chapter (chapter 3, “A Deming Approach to Training in Technical Services”) is purely theoretical and may have benefited by some real-world examples. The rest of the chapters are based on case studies or contexts of specific libraries, mostly university libraries with one public library consortium. All are based in North American libraries.

While the scope of this volume may sound fairly narrow—specific to technical services departments—and the contexts are also somewhat narrow (primarily North American university libraries) there is a refreshingly broad scope for the included chapters. For instance, while some chapters focus on training technical services workers (such as chapter 4, “Just-in-Time Training for Continuous Improvement Within a Consortium” by Rachel K. Fischer) others detail bringing training outside of the technical services department, training surrounding system migrations, and training for student workers.

In all, this is an excellent volume with useful contributions on a wide range of topics. It will be useful for technical services managers and supervisors who are interested in improving and revamping their training programs, but it will also be of interest more broadly to anyone interested in library training and professional development. The overall picture is one of a profession that is responding to significant changes in their area of work, and of a workforce that is adapting to new working practices—from new acquisitions and cataloging procedures to remote working and reduced workforces. While there are many challenges, there are also innumerable opportunities introduced by these developments, and this book will help many technical services departments successfully adapt, improve, and transform. Ideally this title will also be made available as an e-book in order to facilitate access to these valuable chapters which contribute to the advancement of the profession.—Joshua Hutchinson (joshuah8@usc.edu), University of Southern California, Los Angeles

Project Management in Technical Services: Practical Tips and Case Studies. Eds. Elizabeth German and John Ballestro. Chicago: ALA Editions, 2022. 244 p. \$69.99 softcover (ISBN 978-0-8389-4991-7).

While library literature and conference programs abound with project management guidance, relatively little has been published on adapting these techniques for technical services. *Project Management in Technical Services: Practical*

Tips and Case Studies helps fill this gap with a compilation of instruction and case studies in various approaches to project management ranging from individual techniques for managing workloads to coordinating institutional and consortial

projects. According to the preface, the goal of the book is to “help technical services professionals build their own ‘project management toolkit’” and “right-size” an approach that will work for any type of project (viii). With this mission in mind, the book’s two parts are further outlined in the preface. Part I: Implementation Perspectives is divided into chapters on personal project management and departmental implementation and Part II: Case Studies is divided into chapters on technology, space, and collection maintenance. While the majority of the cases discussed in the book focus on one-off projects, several chapters (especially chapters 2, 3, 4, 5, and 7) also address how project management techniques can be useful for the cyclical, individual work common in technical services. The benefits of adapting project management in technical services are discussed throughout the book, including increased productivity and organization, improved evaluation of projects (both while they are ongoing and following completion), facilitating communication, increasing transparency, encouraging collaboration, and avoiding burnout. Other common themes include tool recommendations, agile project management methods, and adapting to change.

Chapters 1–3 focus on personal project management. Each chapter centers around a particular type of task and provides techniques and tools for implementing project management in that area. In chapter 1, the author discusses project planning and goes into detail about the steps involved in creating a formal project plan with an example of applying those steps in a book shifting project. Beyond simply completing tasks associated with a project, the chapter also addresses communication and assessment best practices. Chapter 2 details several techniques and tools for improving time management that are based in project management frameworks. The approaches outlined are practical and can be applied to just about any type of work, including time-bound projects and daily, repetitive tasks. Detailed tips and examples for applying project management tools to personal projects follow in chapter 3, which concludes with a template for a personal project management spreadsheet. This chapter situates itself within existing literature on personal project management (PPM) and personal information management (PIM) and gives a strong overview of the benefits of practicing PPM.

Chapters 4–6 outline implementations of project management techniques for department-level projects. The main themes of these chapters are coordinating work among multiple staff, overcoming challenges in personnel management and organizational culture, adapting to changes in technical services work as a whole and those forced by the COVID-19 pandemic, and creating a project management infrastructure. There is a useful list of techniques for breaking up large projects into smaller deliverables with deadlines and clear objectives in chapter 4. The chapter also addresses reframing recurring tasks as quarterly deliverables and training and

equipping staff with the tools they need to complete their work. Chapter 5 details a series of lightweight project management adaptations, particularly from the agile project management framework, that have proven helpful in the library’s technical services workflows which have drastically changed over the last several years. Because of its emphasis on what it terms “lowercase ‘p’” project management (i.e., adapting and scaling down commonly used project management tools), this chapter would be particularly helpful for professionals who are concerned that project management frameworks require too much overhead to implement. Chapter 6’s authors discuss project management in terms of change management and organizational culture and illustrates the importance of both with a case study on a library services platform (LSP) migration. The case study in particular is helpful in identifying potential organizational hurdles to implementing a project management framework.

Moving into Part II: Case Studies, chapters 7–9 focus on technology-intensive projects. While previous chapters often included examples of project management implementation, the chapters in part II are almost entirely detailed project overviews. Chapter 7 addresses electronic resources management, and chapters 8 and 9 concern digital asset management system (DAMS) and LSP migrations. Other themes in this section include adapting the agile project management framework, internal and external communication, and project planning. Chapters 7 and 9 provide overviews of several tools that were critical to project success; chapter 9 further includes examples of templates used during the project described. Unique within the book, chapter 8 concerns consortial projects and includes two brief case studies for the purpose of comparing different approaches—centralized vs. decentralized—to project management.

Chapters 10–11 provide case studies for large-scale space projects; chapter 10 discusses building renovation projects and chapter 11 a library closure. While chapter 10 is less of a case study and more a general overview of what to expect during a renovation project, it still provides a thorough breakdown of the process while remaining general enough to be applicable to a wide range of technical services contexts. Chapter 11’s recounting of a library closure provides a detailed overview of project management frameworks used in such a situation and a guide to managing personnel during a time of extreme uncertainty and rapid change.

Finally, chapters 12–14 provide case studies on collection maintenance projects, specifically relating to moving the contents of a collection storage facility to a new location (chapter 12), managing high-density storage (chapter 13), and a large weeding project (chapter 14). All three chapters reiterate themes that were introduced earlier in the book, particularly the importance of planning and choosing project management tools, communication strategies, and adapting

to change. Like chapter 11, chapter 12 also details managing a project with changing and uncertain timelines and expectations. In chapter 13, the authors provide a high-level overview of managing a high-density storage facility and how project management techniques, namely planning and evaluation, led to successes such as participation in what is now known as the Google Books project. The volume concludes with chapter 14, which gives an incremental overview of a weeding project from planning through reporting stages and very helpfully includes project documents in appendixes.

Project Management in Technical Services serves as an excellent overview of the possibilities in implementing project management techniques in technical services. Readers

who are new to project management and hoping to learn what options exist for their particular work would benefit from adding this to their reading list alongside sources that provide a broader overview of different project management frameworks. Technical services professionals who have already committed to implementing project management in their work would likely benefit the most from closely reading the particular chapters or sections that most closely resemble their context. Ultimately, anyone working in technical services who wants to make improvements to their own work or their team's work will find something of value in this book.—*Lisa Lorenzo (lorenzo7@msu.edu), Michigan State University Libraries*

The Ultimate Privacy Field Guide : A Workbook of Best Practices. Eds. Erin Berman and Bonnie Tijerina. Chicago: ALA Editions, 2023. 86 p. \$29.99 softcover (ISBN 978-0-8389-3730-3).

Privacy, a concept that provides individuals with the right to control how their personal information is used, is one of the core values of librarianship. This is so because the practice of librarianship is a patron-driven discipline closely allied with modern democratic values such as freedom of access to information as well as freedom from external powers—governmental, corporate, administrative, or what have you—attempting to limit such freedom of access. Privacy is also a core value of librarianship because librarianship in our time is one of a larger set of disciplines associated with information management and digital security. As librarians, we are entrusted with the privacy and confidentiality of our patrons' and staff's information and our patrons and staff, in turn, have a right to expect us to protect that information. Furthermore, in addition to keeping information private, librarians should also be able to explain which information should be kept private and also why any specific pieces of information fall under privacy constraints, if for no other reason than in order to justify the high estimation librarians have of privacy.

It is crucial to bear in mind that privacy encompasses various distinct topics, including safeguarding free speech and protecting health information, rather than being a singular concept. Consequently, privacy and its various constituent aspects can be a difficult concept to understand in the digital age as well as a complicated concept, due to its quite varied aspects. Yet, by learning the basics of information science, digital security, and the principles associated with the value of privacy, librarians can better understand their rights and responsibilities when it comes to protecting online privacy and undertake better practices regarding privacy.

The Ultimate Privacy Field Guide: A Workbook of Best Practices, a publication of the ALA Office for Intellectual Freedom, is intended to be used as part of an ongoing effort to improve the privacy practices of libraries and, given its

comprehensive treatment of the issues, could in principle aid other organizations as well. The book covers a number of central topics, from the basics of digital security to practices and policies surrounding user data and how to talk about privacy with others, how our language affects the way we use technology, as well as how to address issues outside of technology being just some examples of what the book provides. It also offers guidance on conducting privacy audits, negotiating contracts and licensing agreements, writing privacy policies, and addressing privacy with vendors. It is, as the title suggests, a “field guide,” comprehensive enough to give the reader an overview of the entire field and succinct enough to give easy access to the essential information in the field. While by no means covering (or intended to cover) every issue associated with privacy in library settings, it is a valuable resource for libraries. By providing a broad understanding of the essentials concerning policies, procedures, technology, and best practices, the book is crucial for being a librarian in the digital age while also offering the important foundations for further knowledge and study in this area.

Besides being an excellent informational handbook—designed for use in school, public, and academic settings of all types and sizes—the book is also an easy-to-use workbook, packed with practical, hands-on exercises to guide librarians toward creating a more privacy-focused library. Both the book's style and relatively low price make it an outstanding source for teaching courses on the ins and outs of privacy to librarians, library staff, and library administrators. The book is not only a valuable resource of information, it also aids the reader through its exercises to develop the skills necessary for reflecting on privacy issues as well as how best to manage them. The exercises in chapter 7, “Vendors and Privacy,” were especially helpful in creating a check list in what to add for contract negotiations regarding privacy. The “creating