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ABSTRACT <b>The purpose of this three-year research project, begun in the summer of 1967, is to provide information on the manpower requirements of the library and information professions in order to assist in the solution of problems relating to the selection, recruitment, training, and utilization of personnel in these changing fields. This report on the first phase covers project history, current status of major investigations, advisory board activities, roles of sponsoring agencies, and dissemination activities. The research program is interdisciplinary and emphasizes changing requirements of the fields. Research projects described are: (1) "Education, Careers, and Professionalism in Library and Information Science," (2) "The Librarian's Role in a Changing Organization," (3) "Leadership for Change," (4) "Image and Status of the Library and Information Service Field," (5) "Personality and Ability Patterns of Librarians and Information Service Workers Related to Work Roles and Work Settings," and (6) "Toward a Policy for Manpower Development in the Information Professions." Professional activities of the principal investigators are summarized, and plans for the second phase are discussed. Appended are issues numbers one and two of the project newsletter, with an annotated bibliography of 34 items on library manpower research and surveys included in the first issue and an annotated bibliography of 137 items on professions and professionalism included in the second issue. (JB)</b>			

**A Program of Research into the  
Identification of Manpower Requirements,  
the Educational Preparation and the  
Utilization of Manpower in the Library  
and Information Professions.**

Final Report, Phase I  
Project No. 7-1084  
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School of Library and Information Services  
University of Maryland  
College Park, Maryland

January, 1969

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE  
OFFICE OF EDUCATION

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### Appendices:

Manpower Research Project, Newsletter, No. 1, January, 1968.

Manpower Research Project, Newsletter, No. 2, July, 1968.  
("Professions and Professionalism: A Bibliographic Overview,"  
by Gilda Nimer.)

## I. INTRODUCTION

### Background

In April of 1966, a group of librarians, social scientists, and information specialists met at the University of Maryland School of Library and Information Services to deliberate the range of fundamental issues concerning manpower requirements and utilization facing the library and information fields in all the settings in which information service is conducted. The conference (held with financial support from the U.S. Labor Department's Office of Manpower, Automation, and Training) was the first phase of a plan to develop a research blueprint for a full-scale assault on the problems. The ideas engendered during this research planning meeting formed the basis for the statement prepared in September, 1966.\* Subsequently, and following considerable discussion, review and exchange of ideas with members of the research and educational communities, a final plan was designed as a broad-scale and comprehensive research program addressed to these problems. This project has had from its inception the endorsement of the Council of National Library Associations.

The project was designed as a three-year research program. In July, 1967, funding was received for the first 18 months of the program from three agencies, the Office of Education, the National Science Foundation and the National Library of Medicine. The project is now moving into its second and final phase.

### Nature of the Problem--the Manpower Situation

The library and information fields are very rightly concerned with their manpower problems for, at present, to say nothing of the future, at every level and in every type of library and information agency there appear to be insufficient numbers of people competent to perform the tasks required. While present shortages appear grave, perhaps more importantly, the thin stream of creative and enterprising individuals entering the ranks falls short of what will be needed to influence change, to foster innovation in existing systems, or to fashion new alternatives.

Manpower authorities point out the sobering fact that librarianship is not only faced with a serious limit on the number of potential new entrants to the field, but is competing with many other professions which, faced by the same problems, are mounting

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\* Paul Wasserman and Mary Lee Bundy, Manpower for the Library and Information Professions in the 1970's: An Inquiry into Fundamental Problems (College Park: University of Maryland School of Library and Information Services, September, 1966).

major research programs and promotional campaigns designed to attract recruits to their ranks. The competition for the talented people entering one or another of the professions will become increasingly intense. Furthermore, studies show that the public image of the profession is not changed overnight. In the last thirty years there has been little change in the relative occupational status of the various professions.

In a period of seeming intense shortage, manpower authorities also warn that there is a tendency for groups to seek temporary relief through expedient short-term solutions. Administrators are more concerned with putting a man on the job tomorrow than with answering the more fundamental question of what persons--for what purpose and with what training--will be needed to foster and encourage and support the further development of the field. While not minimizing the very pressing problems of the moment, it seems clear that a profession--if it is to make progress--must also concentrate energies upon deriving the insights needed to resolve longer range manpower requirements.

The manpower situation in librarianship is particularly complicated by the state of change of the field. The introduction of the computer in libraries, larger unit formation, the trend toward national information systems--these and other developments offer exciting promise, but also obscure the clarity of the field's manpower requirements. The situation is further confused by the number of new information groups and specialists who have come into the picture in the last decade. While providing much of the impetus for development, they have changed the terms in such a way that there is greater competition for control of the information function in society than at any time in the past.

In contrast with other professions which are undergoing more gradual metamorphosis, and which are not compelled to compete for the survival of their traditional roles, there is less stability for those engaged in the library and information arts than for their counterparts, for example in law or teaching or journalism. Librarianship does not now have an adequate basis for predicting with any degree of precision, where, how many, at what level of sophistication, and for what particular purposes personnel will be required. The psychological orientation, the academic background, and the educational content needed to fit individuals for careers in library and information service in the 1970's is veiled by uncertainties, doubt and confusion. In recruitment and selection, the field may well be perpetuating a self-image at the time when that image and the realities of practice require dramatic change and present educational programs may in effect be training for yesterday's libraries.

### Program Objectives

The foregoing sketch of the manpower situation identifies the rationale of the research program. The manpower problem in essence is conceived to be the need to improve understanding of what is requisite in the selection, recruitment, training and utilization of personnel in this rapidly shifting field. The purpose of the research is to provide evidence and insights needed to develop informed policy judgments about these issues, so as to contribute ultimately to a more orderly and systematic future development of information service.

## II. PROGRAM REVIEW--PHASE I

### Project History

The first three months of the project, the period July through September, 1967, might be characterized as the establishment phase of the program. After several months of negotiation with sponsoring agencies, notification that the project was funded was received late in June. At that point staff were engaged at Maryland, the Manpower Information Office set in motion with the hiring of a director and details of financial and accounting arrangements for handling the various projects worked out.

In addition to getting the program quickly established at Maryland, the principal investigators and the board, together with representatives of the sponsoring agencies, were convened for an initial meeting on August 13-16, 1967. So that the studies could proceed concurrently, a vigorous effort was also made to secure investigators for those studies without them--the educational study which at the time of funding had no investigator designated, and the economic and sociological studies. (The two investigators who had originally agreed to participate in these latter studies had withdrawn and it was necessary to seek replacements.) These efforts were successful and at the end of this first quarterly period, all the investigations were in the hands of qualified researchers.

In the original proposal each study had been broadly outlined. But, except for the executive study of Drs. Wasserman and Bundy, final study designs had not been fully formulated. This activity comprised the major effort of the investigators in the months immediately following. Proceeding at a varying pace, each investigator reviewed the literature, conducted preliminary interviewing and set to work designing his instruments and his samples. During this period, it was also necessary to identify the necessary supporting staff for each of the studies.

Maryland personnel assisted the investigators in these efforts in a number of ways. Regular meetings were held with the investigators located in the immediate area. The Manpower Research Information Office provided valuable information support to the investigators. Additionally each investigator separately visited the Maryland campus to confer with Dr. Wasserman and Dr. Bundy on their study design. Two meetings were also held with the investigators as a group--one in November, 1967, and one in March, 1968. At these meetings the investigators reviewed and critiqued each others' studies and discussed possibilities of cooperation among the study efforts.

During this period the Manpower Research Information Office also issued the first manpower Newsletter; a review and round-up

of manpower research in librarianship. It was during this period that Dr. Louis Ferman, who was to have conducted the environmental study, found he could not keep pace with the project and was disengaged.

In March, 1968, following the meeting of the principal investigators, the program underwent a thorough review and evaluation by the directors, in concert with the sponsoring agencies and with the advice and counsel of the Advisory Board. By that time several of the projects were well underway. Dr. Presthus' study had passed the design stage; his major instrument had been pretested and arrangements and scheduling completed with 16 libraries in three major metropolitan areas. Dr. Segal had completed his study design including the selection of his test instruments and his personal interview had been prepared and his sample method generally worked out. Dr. White had designed and pretested his student questionnaire preparatory to distributing it before the academic year end. Because of overall project activities, the executive study of Drs. Wasserman and Bundy had not proceeded according to schedule. This was not a major handicap since their study design had been completed earlier. They had by this time completed an interview schedule for initial interviews with library administrators prior to the design of their final instrument.

The remaining studies had, however, encountered some difficulties in design. Based upon recommendations of the Advisory Board, Dr. Franklin Kilpatrick, senior investigator in the study, Image of the Federal Service, was invited to give an outside reaction to Dr. Walters' study design. Following a favorable review by Dr. Kilpatrick and a number of recommendations to improve the study, Dr. Walters modified his design and instrument to take these recommendations into account. Dr. Bolino's research design was similarly submitted to an outside expert, Dr. Rashi Fein of Brookings Institution and author of The Doctor Shortage. Following a favorable review, this study was also continued with the expectation that this analysis would be concluded by December, 1968. At this time it was decided not to look for an investigator to replace Dr. Ferman on the environmental study and the sociological study, whose design had not proceeded on schedule, was discontinued. This study too was not replaced.

The Manpower Information Office had served a valuable function during the beginning months of the project. But in the original plan a large part of its effort was conceived as supplementary and supportive to the work of the anticipated resident manpower economist. Because plans for a resident economist had failed to materialize, the need for the Office was mitigated. As a consequence, when the office director resigned, it was decided to curtail the activities of the Office to what could be accomplished by graduate assistants working under the supervision of Drs. Wasserman and Bundy. The research program proceeded, then, on a somewhat reduced basis consistent with the realities of time and funding.

## Current Status of the Investigations

The project as it moves into its second phase now includes five major studies. The current status of each project at the end of Phase I is as follows:

Education, Careers and Professionalization in Library and Information Science (Dr. Rodney White). Data from the preliminary survey of 14 library schools conducted last May is now being processed (760 student questionnaires). Interviews have been conducted with faculty, students and directors at 12 library schools. The student questionnaire is being revised for use in the second "wave" and the design of the faculty questionnaire is nearing completion.

Librarian's Role in a Changing Organization (Dr. Robert Presthus). Data from questionnaires administered earlier in Atlanta is now being processed. Interviewing in the Boston area is completed (about 300 questionnaires) and some 200 questionnaires have been completed in the Toronto area. Interviewing in the San Francisco area took place in December. The design of the instrument for the second aspect of the study which deals with technological status and innovation in libraries of varying kinds is in process. The sample for this portion has been designed. (This will be a mail questionnaire distributed on a national basis.)

Leadership for Change (Drs. Wasserman and Bundy). The questionnaires to be distributed to a sample of library administrators have been designed. The academic and public library portions are in the pretest stage. The questionnaire is undergoing some modification as a result of returns from the first pretest, while the design of the questionnaire adapted to school and special library and information center administrators is underway. Planning for coding and processing of the questionnaire returns has been completed and the staff trained to handle the returns as received. Final decisions on the sample design are in process based in part on pretest results and the sample for each of the universes will shortly be drawn. Concurrently, "change influentials" are being interviewed and the study of two case situations is underway.

Image and Status of the Library and Information Service Field (Dr. J. Hart Walters, Jr.). Data from the mail survey of 1,000 persons employed as professionals in the field is now being coded and keypunched in preparation for computer analysis. All of the scheduled group depth interviews have been completed, the tapes are being studied and the interviews are shortly to be abstracted.

Personality and Ability Patterns of Librarians and Information Service Workers Related to Work Roles and Work Settings (Dr. Stanley J. Segal). Research clearance of instruments to be used in the study has made it possible to develop arrangements with

field coordinators. Field coordinators in Buffalo, Detroit, and Boston are now in contact with library personnel and are beginning to select the samples and recruit interviewers. Data collection in these three areas began December 15.

### The Advisory Board

In order to ensure the greatest possible effectiveness of the research program at the project's inception, a carefully selected advisory board was formed, composed of distinguished individuals drawn from scholarship, administration, science, education, medicine, publishing, public affairs as well as from the leadership ranks of librarianship and information science. (See page 16 for a listing of board members.)

The board has to date met three times. In August, 1967, they first were introduced to the principal investigators and were apprised of study plans. At the meeting of March, 1968, the board heard reports of progress on each study and conferred with the directors of the project on the management and progress of the program. At that time and subsequently, they provided valuable counsel and assistance. The board met for the third time with the investigators as the guests of McGraw-Hill Book Company in New York City in December, 1968, at which time they again reviewed the program and discussed its future directions. In the interim, between meetings, the board has been kept informed of developments and their advice has been sought via correspondence, telephone contacts, personal meetings and by the routing of reports and other documentary data emanating from the project.

As the project moves into its second and final phase, the board is expected to serve all the more--as a sounding body for review of study findings and in aiding the research team and the project directors to ensure the most widespread dissemination of the study results among all those elements in the national community concerned with the caliber of work and the caliber of personnel in the field of librarianship and information science.

### Other Relationships

The role of the representatives of the three sponsoring agencies has also been a critical one as the program developed. Assistance in aiding the progress of the program is due to these representatives--Henry Tovey and Albert Lefebvre of the National Science Foundation, Kurt Cylke of the Office of Education, and Herbert Fockler of the National Library of Medicine. Not only have they participated actively in the deliberations of the investigators and of the board, but the directors are also indebted to them for the amount of work they know to be involved in the behind-

the-scenes efforts relating to clearance, funding and contract negotiations within the sponsoring agencies for such a comprehensive and complicated research program. The generally cordial relationships which have developed with these agencies have been a salutary by-product of the research program.

The entire research effort is indebted also to the many librarians and administrators who are cooperating with the study by participating in personal and group interviews or filling out what are quite lengthy questionnaires. Each investigator has reported a high degree of willingness to cooperate with the study and an interest in its outcome among respondents. The success of the study will in great measure be due to the librarians and administrators who are cooperating with the research team by serving as participants.

#### Dissemination Activities

The project has yet to report any of its findings except for one article by Dr. Bolino on his initial investigation. Entitled "Trends in Library Manpower", this appeared in the November, 1968 issue of Wilson Library Bulletin. The final report of Dr. Bolino's study is scheduled for completion in January, 1969.

Two issues of the Manpower Research Project Newsletter have appeared (see copies included in the appendix), and a third is now in preparation. In addition, Drs. Wasserman and Bundy prepared a progress report on the program which appeared in the April 1, 1968 issue of Library Journal ("Maryland's Manpower Project: A Progress Report"). These, in addition to the initial news releases, comprise the published reports emanating to date from this project.

Reports and information regarding this program have also been disseminated through answers to written inquiries and conferences with visitors. In addition, every opportunity has been taken to report to professional groups regarding the program. These activities during Phase I include the following:

Report of the project by Paul Wasserman at the University of Kentucky Library School Colloquium series on April 19, 1968.

Report of the project by Paul Wasserman at a meeting of the Upper New York State Chapter of the American Society for Information Science and the Western New York Chapter of the Special Libraries Association, May 4, 1968.

Talk on manpower problems in academic librarianship related to the manpower project given by Paul

Wasserman to a group of academic librarians from Missouri and Kansas at a meeting on May 9, sponsored by the Kansas City Council on Higher Education.

Participation by Paul Wasserman in a research planning conference at the University of Southern Texas Medical School, May 27, 1968.

Report of manpower research by Paul Wasserman at the annual meeting of the Special Libraries Association in Los Angeles, August 3-9, 1968, to a combined meeting of the Business, Finance and Transportation Divisions. ( Dr. White also participated in this session.)

Report of the manpower project by Paul Wasserman and Mary Lee Bundy to participants in the School's Library Administrators Development Program, August, 1968.

Speech on library manpower with particular reference to the manpower research project by Paul Wasserman at the annual meeting of the Pennsylvania Library Association, October 10, 1968.

Keynote speech on management and manpower for the 1970's by Paul Wasserman given to the Southwestern Library Association in Tulsa on October 17, 1968 (to appear in ALA Bulletin).

### III. THE RESEARCH PROGRAM

#### Major Characteristics of the Program

As an inter-disciplinary research project, the study enlists the efforts of scholars from various disciplines, including psychology, sociology, administration and librarianship. While each research study is a discrete effort, in sum the several studies will contribute to the identification of manpower requirements, perceiving the educational needs which attend them, and calculating the characteristics and perspectives of those who are and will be engaged in the field. While the research is of the fundamental type, it is oriented toward practical and utilizable consequences. Falling within the scope of the inquiry are those working in libraries in every setting - schools, colleges and universities, medical science, government, industrial and public libraries, as well as personnel working in more specialized and less conventional information centers.

The Emphasis on Change. Even though it was envisioned from the outset, as each study has been drawn more clearly into focus, the emphasis upon change has become more central. Each scholar has become more committed to identifying the insights needed for the field to further adapt to meet the changing requirements of the field. This is not, then, a study of the status quo of librarianship. Rather, it seeks to further the capacity of the field to adapt and to move forward. As the statement of "Individual Projects" shows, this is being accomplished in a number of ways--by designing samples so that traditional and innovative libraries and information organizations can be contrasted and compared; by attempting to understand the change administrator as distinguished from the non-change administrator; by identifying personality characteristics associated with choice of a career in innovating organizations in the field; and by studying professional education in terms of its contribution to the shifting requirements of practice.

#### The Individual Projects

Education, Careers and Professionalization in Library and Information Science (Principal Investigator: Rodney White). This study is designed to analyze the ways in which the educational programs in this field are coping with the implicit demands made upon them by new developments in the field. It is striving to identify characteristics of those programs which appear to be most successful in equipping students for the demands expected to be placed upon them in practice in the future. Among the areas being investigated are occupational choice, career orientations and occupational role, in particular professional aspects of the role. The socialization process, that is, the part played by the schools in

acculturating students to the profession and its norms prior to entry into practice, is also being studied.

The universe of the study is the accredited schools of librarianship in the United States and a few schools which are comparable but have not yet received accreditation and a few institutions other than library schools preparing individuals for careers in information sciences, such as the Georgia Institute of Technology, will be included for comparison purposes. An estimated 20-30 schools will be visited and interviews conducted with faculty members and students. Other related aspects of their programs will also be examined. All schools will receive the student and faculty questionnaires, whether or not they are visited. In order to gain further perspective upon the relation of education to the field, a number of conferences and professional meetings are being attended by the investigators.

The Librarian's Role in a Changing Organization (Principal Investigator: Robert Presthus). This study is an effort to identify the structural and behavioral characteristics associated with organizational innovation in libraries and information agencies. Among the key aspects being examined are: work group relations, professionalization, and authority structure.

The unit of analysis in this study is the individual library. The broad environment is being held constant by confining the "cases" by metropolitan area - those selected are Atlanta, Toronto, Boston, and San Francisco. Within these areas, two or three cases from each type of library have been selected for intensive analysis (university, school, public, and special libraries and newer information agencies). Within these categories, units are selected to represent "traditional" or "innovative" types.

The method employed is questionnaires and structured interviews administered in person by the principal investigator or his associate to a random sample of approximately 10-12 percent of the professional and clerical staff of each library in the study. The information obtained by this approach is being supplemented and extended in the second phase of the project by an examination of the rate and process of adoption of new technology in libraries.

Leadership for Change (Principal Investigators: Paul Wasserman and Mary Lee Bundy). The main focus of this study is the executive class in libraries and information centers. The major purpose is to identify characteristics associated with change propensity and behavior. The information collected regarding the characteristics and behavior of library administrators will also permit comparison with executives in other fields. Situational as well as personal data is being obtained; a key aspect is the attitude of administrators in this field on a range of change-related issues.

The major data collecting for this study is being accomplished through an extensive mail questionnaire, being distributed to a sample of administrators in each major library setting--academic, school, public and special libraries and information centers. Responses are to be compared by type of library and observations drawn on the way in which shifts in administrative patterns and style are an influence. Hypotheses will be tested and conclusions drawn regarding the determinants of change attitudes.

A closer examination of library administrators is also being effected through a more intensive examination of a number of case situations. In these analyses, interviews are being held, not only with the administrator, but also with those with whom he relates in his capacity as administrator. A critical aspect emerging from the investigation is the attitude of those who support and control library services. Some attention will be given to the preparedness of this group to supply resources and to be supportive of desirable change. A second aspect of the study involves what are being termed "change influentials", people who by virtue of their leadership position in important national associations, educational or governmental settings will also influence the trend and direction of the field. They are being reached by fairly lengthy, relatively unstructured personal interviews.

Image and Status of the Library and Information Service Field (Principal Investigator: J. Hart Walters, Jr.). This study is concerned with the problem of attracting and retaining personnel in the library and information services profession, particularly the extent to which factors of image and status are a crucial part of this problem. The objective of the project is to understand better the "attractiveness" of the occupation and the view of the field as perceived by those functioning in it. Information about job attitudes, expectations from the job, and satisfactions received from the job, is being gathered. It is hypothesized that image and status perceptions will be correlated with such situational variables as type of institution and level and nature of individual responsibility.

In addition to the analysis of professionals in the field, the following groups of people will also be studied in order to gain better understanding of image and status relative to recruitment, education and "drop out" from the field:

- (1) Individuals, professionally trained, who have been employed as professionals in the field, but who have left the field in the last five years for employment in non-library jobs or in other capacities connected with the library and information services field;

- (2) Students in programs of professional education for the library and information services field; and
- (3) Persons who constitute likely "potentials" for recruitment into the field.

The study methodology includes questionnaires administered to a large sample of persons in practice; group-depth interviews with persons in selected institutions; and in-depth interviews with persons who have left the field. Data will also be collected through questionnaires from students in library schools and students in other professional schools offering terminal Master's degrees.

Personality and Ability Patterns of Librarians and Information Service Workers related to Work Roles and Work Settings (Principal Investigator: Stanley J. Segal). This is an effort to determine and explain personality characteristics and ability patterns of library and information service workers. The assumption underlying the design of the study is that career choice represents an effort to find a working environment compatible with personality needs and ability patterns. The hypothesis is that librarians possess characteristics which distinguish them from other occupational groups, but also that there are differences within the field. Comparison will therefore be made by type of library setting (public, school, academic, and special library and information centers), and by type of work - reference, circulation and cataloging and acquisitions.

Data for this study is being collected through psychological tests supplemented by some interview questions. The sample method consists of sampling ten metropolitan areas such as Boston, Detroit, Buffalo, and Los Angeles via random selection of subjects from appropriate library institutions. In some metropolitan areas, categorical lists of persons serving in libraries in the entire area will be available. In other areas, a sample of libraries will be selected from which lists of employees will be obtained and randomly sampled. The control groups for the study are to be journalists, editors, and another occupational group requiring a Master's degree for practice that differs from librarianship in its work demands.

Toward a Policy for Manpower Development in the Information Professions (by Paul Wasserman and Mary Lee Bundy). This inquiry will be concluded with the preparation of this general final report. This concluding effort will synthesize and correlate the findings of the several studies, set them in broad context and generalize the data, and from them, formulate an overall series of interpretations and recommendations. The report will provide a critical and evaluative review, project the conditions likely to prevail in the future, and characterize the public and professional policies

needed to set the stage appropriately for such developments. This analysis is expected to provide a thorough-going appraisal of the social, political, organizational and human conditions needed in order for the field of library and information services to achieve its fullest potential during the decade ahead.

#### IV. PROGRAM PARTICIPANTS

##### The Principal Investigators

Dr. Paul Wasserman is Dean and Professor in the School of Library and Information Services, University of Maryland, and is devoting twenty-five percent of his time to the project, serving as Project Director and Co-investigator on the executive study. In the last six months, Dr. Wasserman will devote full-time to the preparation of the final summary report. His scholarly competence lies in economics and public administration, as well as librarianship.

Dr. Mary Lee Bundy is Professor in the School of Library and Information Services, University of Maryland, and is devoting fifty percent of her time to the project as its Associate Director and as Co-investigator on the executive study. In the last six months, Dr. Bundy will devote full-time with Dr. Wasserman to the synthesis of the study findings and the preparation of the final summary report of the study. Dr. Bundy's background is in education and librarianship and her research orientation is the behavioral dimensions of library activity with particular emphasis on social and political aspects. Also serving as a member of the Maryland research group is Dr. Edwin Olson of the faculty of the School.

Dr. Robert Presthus is Chairman, Political Science Department, York University, Toronto, and is conducting the study, "The Librarian's Role in a Changing Organization". He is a widely known political scientist whose contributions have included works of a conceptual order as well as empirical studies. Perhaps best known for Organizational Society, Presthus is also co-author of the widely used text, Public Administration. His community power study, Men at the Top, and his work as editor of Administrative Science Quarterly, from 1957 to 1966, have contributed to his scholarly reputation. Working with Dr. Presthus is Dr. Michael Cohen of the Political Science Department, University of Georgia.

Dr. Stanley J. Segal who is Professor of Counseling and Student Development, Hunter College of the City University of New York, is conducting the investigation of the personality and ability patterns of library and information service workers. Dr. Segal is a psychologist who has taught and practiced as both consultant and clinical psychologist. Dr. Segal's primary concentration has been in occupational choice and vocational development. Librarianship provides a new discipline upon which he brings to bear the methodological orientation earlier applied to law, social work, and nursing. In this sense, his work will be a comparative analysis permitting librarianship to be compared and contrasted with these other professions. Dr. Edwin Kahn, of the Psychology faculty at Queens College, is Dr. Segal's associate on this project.

Dr. Rodney White is Associate Professor of Administration, Cornell University, Graduate School of Business and Public Administration. Dr. White's study is "Education, Careers and Professionalization in Library and Information Science". He comes to the study of librarianship after having looked at the two parallel fields of nursing and hospital administration. A member of the faculty of the Graduate School of Business and Public Administration at Cornell University for the last decade, Dr. White assumes responsibility for the Hospital Administrators Development Program there and is associate editor of Administrative Science Quarterly.

Dr. J. Hart Walters, Jr. is Professor of Marketing and Chairman, Marketing Department, School of Business Administration, Temple University. Dr. Walters is conducting the study, "Image and Status of the Library and Information Services Field". Dr. Walters is trained as an economist and has concentrated a great deal of his research effort upon consumer research, both of proprietary products and of government services. He has spent extended periods abroad analyzing economic conditions in developing cultures in Eastern and European settings. His work in the field of public attitudes has included studies of consumer reaction to community television cable systems, regional airlines, and with Paul Wasserman, an in-depth motivation research analysis of the public image of the three public library systems in New York City.

#### The Advisory Board

The following individuals constitute the Advisory Board for this program:

Lester Asheim, Director, Office of Library Education,  
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Roy W. Dugger, Vice President and Director, James  
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**Bill M. Woods, Executive Director, Engineering  
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## V. PROGRAM PLANS--PHASE II

### Scheduling

Each study has its own time schedule, but in general, the studies will proceed according to the following general plan:

#### Period

January 1969-June 1969	Completion of the field phase of the study; and accomplishment of the major portion of the analysis of data.
July 1969-December 1969	Completion of the data analysis and preparation of the final manuscript reporting study findings.
January 1970-June 1970	Preparation of the final synthesizing report by Drs. Wasserman and Bundy.

It is expected that upon completion of the study, the directors and other investigators will undertake to present and discuss their study findings at association and other professional meetings. It is anticipated also that a conference will be held at Maryland where professional leaders, library scholars and public and academic officials will be drawn together in order to discuss, review and evaluate the implications of the research findings.

### Outcomes

Because the manpower problem was broadly conceived, the inquiry should in effect give a reading on the information profession as it now stands along several critical dimensions. The combined data from the studies will provide substantial evidence regarding libraries and information centers, the changes taking place in them and the developmental problems they face. There should be as one result more concrete information regarding working life in libraries, in particular knowledge regarding the extent to which working environments are supportive of library growth and development. Knowledge about how people in this field perceive their careers and what their working satisfactions and dissatisfactions are, and whether librarianship attracts types of people distinctively different from other occupations, will be clearer. In particular, the leadership class will be delineated, not only as to their backgrounds and careers, but also insofar as their attitudes, commitments,

and outlook is associated with change propensity. Whether and in what ways the educational programs of the field are contributing to the requisites of tomorrow's libraries, and how they may be so adapted, will also be identified.

The examinations will not only permit a characterization of the information field generally, but they have been designed to permit each type of library--public, school, academic and special, to better understand its nature. The outcome should be a realistic, probably sobering, review of precisely where the field now stands. But beyond this, the studies also test hypotheses regarding determinants of change so that insights into the means and the strategies for advancing the field may be anticipated.

Specifically, the White educational study should give a range of insights which will help the schools to restructure themselves in support of change. The Presthus study of library organizations should suggest organizational innovations best calculated to facilitate change and may be expected also to lend understanding regarding the characteristics of personnel related to change. The Wasserman and Bundy leadership study should give an assessment of leadership requirements for change and therefore bear upon the selection, choice and advancement of those in administrative positions and upon educational preparation for such roles.

The Walters study, expected to clarify understanding of occupational attractiveness of the field, will provide evidence needed for more sophisticated recruitment practices and offer insight as to how to improve the appeal of the occupation for those engaged in it. The findings of the Segal study regarding personality and ability patterns of librarians and information service workers, should yield practical results for the library field--in assisting individuals in making career choices and in assisting libraries to make the best match between individuals and work roles.

The policy recommendations which grow from the combined intelligence of these studies should, then, identify key issues, provide reliable evidence and suggest directions for the library schools, professional associations, individual libraries and other agencies concerned with manpower development in this field.

## APPENDICES

MANPOWER RESEARCH PROJECT  
SCHOOL OF LIBRARY AND INFORMATION SERVICES  
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BILL M. WOODS  
Engineering Index, Inc.

January 1968

~~NEWSLETTER~~  
ISSUE NO. 1

This newsletter is the first of a series to be issued by the Manpower Information Office at Maryland. It is designed to disseminate information about those developments influencing the manpower scene in librarianship and information science. It will appear at no set frequency - only when sufficient information has been accumulated as a by-product of the study program. Content will take several forms - descriptive summaries of work conducted as part of the Maryland Manpower Research Program; details of on-going research of other studies in librarianship; bibliographies and reviews of literature on manpower topics or sub-topics in librarianship, as for example, studies of library administrators; summaries of on-going research or bibliographic reviews of manpower efforts in parallel professions, or upon topics studied in other fields which may provide insights for scholars in library manpower, as for example, image and status studies or economic analyses of comparative professions.

PROJECT  
STAFF

PAUL WASSERMAN  
Director

MARY LEE BUNDY  
Associate Director

CAROL T. McCARTHY  
Research Associate

The audience for the newsletter will be all those, both within and outside librarianship, who wish to be informed of research, developments, and publication efforts, relevant to the library manpower scene. The newsletter will be an important by-product of the work of the Library Manpower Information Office at Maryland, whose prime intent is to provide information support to the research group, but who are also expected to come to serve increasingly as a clearing center for manpower intelligence in librarianship.

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This newsletter grows out of the Manpower Research Program begun in the summer of 1967 at the University of Maryland, under the auspices of the U. S. Office of Education, the National Science Foundation, and the National Library of Medicine. The objectives and the broad lines of this interdisciplinary inquiry have been detailed at length in the 15 January 1967 issue of Library Journal. During the first six months of the program, the general research strategies have been developed and field work is anticipated to begin in spring of 1968. The overall study timetable calls for completion of a series of individual monographs and for the summary and policy volume by the end of a three-year period. Current support is for the first eighteen months of this three-year time span.

The distinguished group who make up the Advisory Board to the study program are identified in the letterhead of the newsletter. The several studies now in process are the following:

Dr. August C. Bolino, ECONOMICS OF THE LIBRARY AND INFORMATION PROFESSIONS

Mrs. Barbara Hockey Kaplan, SOCIOLOGY OF THE INFORMATION PROFESSIONS

Dr. Robert Fresthus, THE LIBRARIAN'S ROLE IN A CHANGING ORGANIZATION

Dr. Stanley J. Segal, PERSONALITY AND ABILITY PATTERNS RELATED TO WORK SPECIALTIES IN THE INFORMATION PROFESSIONS

Dr. J. Hart Walters, Jr., IMAGE AND STATUS OF THE LIBRARY AND INFORMATION PROFESSIONS

Dr. Rodney White, EDUCATION, CAREERS AND PROFESSIONALIZATION IN LIBRARY AND INFORMATION SCIENCE

Dr. Paul Wasserman and Dr. Mary Lee Bundy, THE EXECUTIVE IN LIBRARY AND INFORMATION ACTIVITY: AN INQUIRY INTO THE BACKGROUND, ATTITUDES, AND BEHAVIOR OF ADMINISTRATORS

As work proceeds on the studies, reports will appear from time to time in this newsletter and in other media in librarianship and related disciplines.

PAUL WASSERMAN  
Study Director

**FROM THE MANPOWER INFORMATION OFFICE:**

A continuing activity in the Manpower Information Office is the identification and gathering of information on research relevant for the Manpower Project. Of prime importance for the individual researchers was information on research and surveys directly related to the field of librarianship and information science. From this information we have selected a number of research projects and surveys to include in this newsletter. A number of references are to work-in-progress and the investigator's name and location are given. For completed studies, the bibliographical information is given for your convenience in securing the publication directly from its source.

We invite the readers of the newsletter to inform the Manpower Information Office of any research, surveys, studies or similar activities in the field of library manpower upon which they are engaged. We are also interested in receiving copies of any publications stemming from such efforts, including in-progress materials, for use by the Maryland research group.

**LIBRARY MANPOWER RESEARCH AND SURVEYS, 1963 - 1967**

This list of research studies and surveys relating to library manpower represents those completed and in-process studies which have been identified by the Manpower Research Office during the last three months. The topics covered include: Library Education, Characteristics of Librarians, Personnel Needs and Supply and Demand.

**A. Library Education**

American Library Association, National Inventory of Library Needs, Chicago: American Library Association, 1965.

The gathering of the Inventory was an attempt to assess what is needed in dollars to bring the library establishment of the nation up to the standards set by ALA divisions in the areas of volumes, professional staff, and operating expenditures. Includes a study of data for selected library education programs enrolling one or more graduate students, Fall 1964, by region and state and earned degrees in L.S.: 1953-1954 to 1963-1964.

Bracken, Marilyn C. and Charles W. Shilling, Education and Training of Information Specialists in the U.S.A. (Series: BSCP Communique 24-66). Washington, D. C.: Biological Sciences Communication Project, George Washington University, May 1966.

A survey arranged by institution with a brief description of the program, admission procedure, degrees offered, courses, faculty, etc. Not evaluative.

Bracken, Marilyn C. and Charles W. Shilling. Survey of Practical Training in Information Science. (Series: BSCP Communique 25-67). Washington, D. C.: Biological Sciences Communication Project, George Washington University, April 1967.

Surveys programs of practical training in and outside universities. Includes all types of on-the-job training such as internships in libraries and practical training in industrial and other non-university laboratories. Results show that universities found their students benefit from practical experience. Most training sponsored by industry is for regular employees of the company.

Hall, Anna C., An Analysis of Certain Professional Library Occupations in Relation to Formal Educational Objectives. Study under Office of Education grant to be completed in 1968. Hall is at the Carnegie Library of Pittsburgh.

Study will seek to identify actual tasks in libraries and relate them to courses offered in library schools, with aim of making most effective use of trained manpower.

Martinson, John, Vocational Training for Library Technicians: A Survey of Experiments to Date, Philadelphia, Pennsylvania: Institute for Advancement of Medical Communication, October, 1965.

A research effort conducted for U. S. Office of Education, Division of Technical and Vocational Education. This survey of institutions offering library instruction at the clerical or technical level indicates that programs are proliferating, that public images of librarians are changing, that needs in a given area plus willingness of community colleges to perceive them will be decisive in further growth of programs. Notes need of further research.

Rausenbush, Esther, A Library Study, Sarah Lawrence College, Center for Continuing Education, 1965.

Study focuses on the need for training facilities for librarians on a graduate level in Westchester County, New York. Survey emphasis on public libraries and the public school libraries, with 80% return from questionnaires.

Reed, Sarah R., Continuing Education for Librarians--Conferences, Workshops, and Short Courses 1966-67, Washington, D. C.: U. S. Department of Health, Education, and Welfare, 1966.

This pamphlet was compiled to provide a register of opportunities for purposes of evaluation, planning, and programming, and to supply library administrators, personnel officers, and staff members with an inventory of opportunities for continuing education.

Rowland and Co., Inc., The Process of Professional Information Exchange among Science Information Specialists. Study done for National Science Foundation by Rowland and Company, Inc., P. O. Box 61, Haddonfield, New Jersey 08033. Final Report submitted 1 June 1967.

Study defines process of professional information exchange among science information specialists and identifies requirements. Nationwide field survey of 127 science information specialists in 72 different centers. Data indicate that science information specialists are educationally and functionally different from librarians.

**Wallace, Everett, System Development Corporation. Research and Development of On-the-Job Training Courses for Library Personnel.**

Study to be done by SDG for Office of Education and Army Engineers, due in 1969. Development of training courses for Department of Defense, ATLAS (Army Technical Library Improvement Studies).

This is a 20-month project to design packaged courses for training library personnel. These will be field-tested in libraries selected by the U. S. Army and Office of Education.

**B. Characteristics of Librarians**

**Aceto, Vincent J., An Exploratory Study of the Occupation of Teacher of Librarianship.** Grant from Office of Education to Western Reserve University to run 1 July 1967 - 31 May 1968. Aceto, (Fall '67), Associate Professor of School of Library Science, State University of New York, Albany, N. Y.

Study will describe and analyze the occupation of teacher of librarianship; collect data on social origins, educational preparation, career choice, career patterns, and social and professional activities of full-time faculty members of accredited schools.

**American Federation of Information Processing Societies (AFIPS), Survey of Information Processing Personnel.** The member societies of AFIPS, the Data Processing Management Association (DPMA) and the Numerical Control Society (NCS) have undertaken joint task of gathering personnel data characterizing the professional make-up of their memberships.

Survey supported by Advance Research Projects Agency of the Office of the Secretary of Defense.

**Battelle Memorial Institute, Columbus Laboratory. Survey of Science-Information Manpower in Engineering and the Natural Sciences.** Survey funded by the National Science Foundation. Final report dated 30 November 1966. (PB 174 439)

Report contains detailed personal information and experience, job functions and attitudes toward science information in general. Scope limited to engineering and the natural sciences. Questionnaire covered description of the field, job functions, education, characteristics of personnel, shortages, and major educational needs tabulated and summarized. Among the findings it is estimated that skill shortages over the next few years rank scientists and engineers first, information specialists and analysts second, and then librarians.

**Carpenter, Ray L., The Public Library Executive: An Exploration in the Role of an Emerging Profession.** Study to be completed November 1967 on grant from Office of Education. Carpenter is Lecturer in Library Science at the University of North Carolina.

This study attempts to apply in-depth human relations analysis to the role of library executives, focussing on chief librarians for the larger communities in North Carolina.

Clayton, Howard, An Investigation of Personality Characteristics Among Library Science Students at one Midwestern University. Study on grant from Office of Education due 30 September 1967. Clayton is Director of Library, N. Y. State University College, Brockport, New York.

Study uses personality tests, correlated with biographical data, of graduate students in library science, to investigate occupational choice.

Dougherty, Richard M., "The Scope and Operating Efficiency of Information Centers as Illustrated by Chemical-Biological Coordination Center of the National Research Council". College and Research Libraries, Vol. 25, No. 1, January 1964, pp. 7-12.

Operation of information center analyzed and categories of skills required identified.

Farley, Richard Alan, The American Library Executive: An Inquiry Into his Concepts of the Functions of his Office. Ph.D. Dissertation, University of Illinois (Urbana), 1967.

This is a descriptive study of 272 library executives based on a questionnaire administered in 1961. Study deals with identification of a scientific administrator, analysis by type of executive and type of library involved, and the Library Science Ph.D. as scientific administrator. Reasons for non-response to questionnaire are given as well as author's indications that personality tests and personal interviews might have proven useful.

McCreedy, Sister Mary Lucille, C.D.P., Factors Affecting the Choice of School Librarianship as a Profession. Ph.D. Dissertation, Columbia University, 1964.

Identifies positive and negative factors which influence practicing and prospective school librarians in choice of school library work as a career. Surveyed total of 2,154 persons, and school librarians of four states in depth.

Morrison, Perry D., "The Personality of the Academic Librarian", College and Research Libraries, Vol. 24, No. 5, September 1963, pp. 365-368.

Presents a group profile of academic librarians based on a personality inventory (Ghiselli "Self-Descriptive Inventory") administered in 1958 to 676 academic librarians in all parts of the U. S. The factors considered were sex, age, type of library school, variety of experience. Those studied were highly intelligent, self-assured, but lacked initiative.

Parr, Mary, and Filderman, Marilyn, "Some Characteristics of Successful Alumni", College and Research Libraries, Vol. 27, No. 3, May 1966, pp. 225-226.

Study was made of selected characteristics of fifty-two successful and fifty unsuccessful alumni of the Drexel Library School. The average successful alumnus had been younger and healthier while in library school, had been both graded and evaluated higher by his instructor, had come from a more prestigious undergraduate institution, had probably done more graduate work and held more library positions before attending library school than the average unsuccessful alumnus. His undergraduate major field appears to have had no particular relevance to his success.

Pollard, Frances Marguerite, Characteristics of Negro College Chief Librarians. Ph.D. Dissertation, Western Reserve University, 1963.

Dr. Pollard, while at Eastern Illinois University Library in Charleston, described study in College and Research Libraries, Vol. 25, July 1964, pp. 281-284. Based on survey conducted 1960-1961 among negro and white chief librarians in the South. Professional standards had impact on minimizing differences and inequality anchored in culture. Significant differences were found in age, place of birth, emphasis on extent of professional vs. academic training. Insignificant differences related to sex, and type of academic and professional education.

Schiller, Anita, Characteristics of Professional Personnel in College and University Libraries. In-progress study on Office of Education grant due 21 December 1967. Schiller at University of Illinois (Urbana), Library Research Center.

Study will survey characteristics of academic librarians including such data as age, sex, degrees, and work history. Survey is national in scope with approximately 600 institutions and 2,300 professional librarians expected to participate.

Special Libraries Association, Illinois Chapter, Membership and Recruitment Committee, Age Survey of Special Librarians in the Land of Lincoln, 1965.

This survey tabulates replies from 256 members of the Illinois Chapter, or a return of 78.5 percent, and shows that 66 members or 25.8 percent were under 40 years of age and that 190 members or 74.2 percent were over 40 years of age. Results obtained focus on immediate and long-range problems in regard to recruitment of special librarians.

U. S. Office of Education, Library Manpower: Occupational Characteristics of Public and School Librarians, Washington, D. C.: U. S. Government Printing Office, 1966. Prepared by Drennan, Henry T. and Richard L. Darling.

This study is based on material gathered in the Post Censal Study of Professional and Technical Manpower. Data presented include: education, socio-economic background, salary data, tasks, etc. The findings are separated into two chapters, one for each category of librarian.

### C. Personnel Needs and Supply and Demand

American Association of School Librarians, A Proposal for a School Library Manpower Project. Final draft of proposal developed by the Ad Hoc Recruitment Committee of the AASL on 1 June 1967.

A grant of \$1,163,718 has been awarded to the American Library Association by the Knapp Foundation for a manpower project to insure continued quality of library service in American schools. The five-year project to be administered by the American Association of School Librarians of the ALA and the National Education Association will focus on full development and utilization of school-library manpower.

American Library Association, National Inventory of Library Needs, Chicago: American Library Association, 1965. (previously cited)

Also includes a comparison of present staff with ALA standards, projects, numbers needed to meet standards in public, school and academic libraries. This report was prepared by the Library Services Branch of the U. S. Office of Education in cooperation with ALA and the special consultant services of Emery M. Foster and was compiled as a special report of Mr. Edwin Castagna, President of the ALA, 1964-1965.

Aro, Barbara, Judith G. Gripton and Carol Strashem, eds. Cost Analysis Study: Technical Services Division, University of Denver Library. (Studies in Librarianship, No. 4) Denver: University of Denver, 1965.

Report of a cost analysis study undertaken to provide a rational basis for allocation of resources, both manpower and funds.

Auerbach Corporation, A Study of Manpower Requirements for Technical Information Support Personnel. Study for Office of Manpower, Automation and Training, Department of Labor, Washington, D. C., submitted 10 January 1964 by Auerbach Corporation, Philadelphia, Pa.

Pilot study to determine future manpower requirements for TISP to scientists and engineers in Communications Equipment Industry. Case study technique in eight companies to define functions and skill requirements, estimate present numbers of TISP and forecast future needs through 1970.

Committee on Scientific and Technical Information, Recommendations For National Document Handling Systems in Science and Technology, Appendix A, Vol. II, November 1965. (PB 168 267; AD 624 560)

Section 7, statistical review 7.1, manpower data, includes a comparison of projected increases in scientific manpower with librarians. Statistical data is presented regarding the number of federal information personnel in 1962, and personnel in academic and special libraries.

Edwards, A. P. J., "National Survey of Staff Employed on Scientific and Technical Information Work", Journal of Documentation, Vol. 22, September 1966, pp. 210-44.

Gives an account of a "national survey of staff employed on scientific and technical information work, carried out in the United Kingdom in the summer of 1965 for the Office for Scientific and Technical Information. Its prime purpose was to try to obtain some measure of the numbers of such staff and their educational background (including information work), in order to estimate future demand, and the educational requirements needed to ensure that information staff are adequately trained. Appendices set out the data obtained".

Frarey, Carlyle J., "The Placement Picture - 1966", Library Journal, 1 June 1967, pp. 2131-2136.

Annual review of statistics on 35 of the 39 member schools of the American Association of Library Schools, analyzing placements and salaries. The general findings showed 3,552 graduates with average salary of \$6,765. Frarey has taken over this review which was formerly done by Donald E. and Ruth B. Strout.

Fink, Dennis, et al. Projected Manpower Needs and Projected Training Requirements for Operators and Users of Future STINFO Systems. Department of the Army Grant to Human Resources Research Office, The George Washington University, Alexandria, Virginia. Report published June 1966. (AD 635 132)

Report cuts across wide range of future training requirements and personnel supply indicating that future needs for system designers, administrators, and operators of STINFO centers may well be met by utilization of present personnel with emphasis on improved on-the-job training. Crucial need found to be that of training both technical and operational personnel to use information centers and systems effectively.

Medical Library Association. Committee on Surveys and Statistics. "Library Statistics of Schools in the Health Sciences: Part I," Bulletin of the Medical Library Association: Vol. 54, No. 3 (July 1966), pp. 206-229. Part II contained in April 1967 issue, pp. 173-190.

Extensive compilation of statistics covering library staffs, resources, expenditures, clientele and services in schools of health science. Questionnaires provided by Office of Education were used in an attempt to provide standardized information on these libraries.

Professional Librarians: An Inventory of Personnel and Personnel Needs in Wisconsin in College, University, School, Public and Special Libraries, Madison: University of Wisconsin, Library School, 1965.

A study made of the library system in Wisconsin which includes the need for public librarians, public school librarians, academic librarians, and special librarians and also gives clientele, projected clientele, and staff vacancies. Recommendations for a program of library education in Wisconsin are included.

Rogers, James F., Staffing American Colleges and Universities, OE 53028, Washington, D. C.: U. S. Government Printing Office, 220 p.

This is the final report of a major survey of institutions enrolling 97.1 percent of all students in colleges and universities in 1963. Projections for replacement and additions through October 1969 were sought. An important feature of this research is the data on part-time staff. Estimates for libraries and library school faculties are included in the fields covered. Note that projections for new institutions are not included in this survey.

Schick, Frank L., "Professional Library Manpower", AIA Bulletin, Vol. 58, No. 4, April 1964, pp. 315-317.

This study compares all earned degrees with degrees in Library Science, 1947-1948 to 1961-1962, and gives the established number of professional librarians by type of library and the projected number of professional librarians by type of library.

Schiller, Anita R., "Survey of Salary Surveys", AIA Bulletin, Vol. 58, No. 4, April 1964, pp. 279-286.

A survey of current salary surveys including general observations and suggesting a need for more full and current coverage of salary information. It is useful for its listing of sources of salary information.

Special Libraries Association, "A study of 1967 Annual Salaries of Members of the Special Libraries Association". Special Libraries, Vol. 58, No. 4, April 1967, pp. 217-254.

This is the first of a continuing series to be conducted biennially to provide systematic and accurate information concerning the salaries of special librarians and to serve as a data bank for SLA.

Tompkins, Marjorie M., "Classification Evaluation of Professional Librarian Positions in the University of Michigan Library". College and Research Libraries: Vol. 27, No. 3, May 1966, pp. 175-184.

Reports on the position evaluation and classification study of professional librarian positions at the University of Michigan Library. An evaluation chart with numerical values for measurable activities, etc., as well as a method for applying the chart to actual positions is described.

Ward, Patricia Layzell, Women and Librarianship, London: The Library Association, 1966.

The project was set up to investigate the shortage of staff in libraries, the possibility of a "reservoir" of qualified married women wishing to reenter librarianship, and steps which could be taken to assist and encourage their return. The study was limited to qualified women librarians who were residents of the British Isles.

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N E W S L E T T E R

Issue No. 2

PROFESSIONS AND PROFESSIONALISM: A BIBLIOGRAPHIC OVERVIEW

by  
Gilda Nimer\*

Introduction

The professions have long been an object of analysis by the behavioral sciences. More recently, the professions thus studied have turned to this literature and its creators for self-understanding and more effective ways to fulfill their established aims. Research has not proceeded evenly or logically, either on the professions studied or the topics explored. The sociology of the health professions is the most flourishing example of the new partnership. With a few exceptions, there has been little meaningful research into the human aspects of librarianship. Yet every profession has generic as well as unique characteristics, and many of the contributions made by studies of other professions can be applicable to the world of librarianship. It is the purpose of this bibliography to assemble a selection of such studies. The works cited are intended to generate creative thinking about librarianship, either through direct analogy, casting familiar situations in fresh perspective, or through basic insights into professional behavior and problems. Diverse and sometimes opposing points of view are frequently encountered.

The present bibliography deals with people who are professionals, those who have undertaken specialized training. They are considered in their occupational context. Except for a few landmark works and specially pertinent citations, the bibliography has been limited to items published in the past ten years, and works which refer to the American scene. Interested readers will find ample references to the literature which has preceded it in the citations included. Most items are reports of research, but of equal value are speculative discussions by persons sophisticated in the methods and concepts of their discipline. Unpublished works and fugitive material are not included.

The bibliography is selective on the basis of inferred relevance to librarianship. There is no attempt to provide an overview of the extensive behavioral literature of which these examples are a part.

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Professionalism

"Occupations and professions" is one of sociology's well-established sub-disciplines. In addition to recent works, this section includes a few of the frequently cited basic studies, and collections of readings which range over the scope of the bibliography.

American Academy of Political and Social Science, Annals, 346 (March, 1963). This issue is on "Medicine and Society," and pertinent articles include: Freidson, Eliot, "Medical Care and the Public: Case Study of a Medical Group"; Bloom, Samuel W., "The Process of Becoming a Physician"; Mauksch, Hans O., "Becoming a Nurse; A Selective View"; and Cottrell, Leonard S., Jr., and Eleanor Bernert Sheldon, "Problems of Collaboration between Social Scientists and the Practicing Professions."

Becker, Howard S., "Notes on the Concept of Commitment," American Journal of Sociology, 66 (July, 1960), pp. 32-35.

A conceptual discussion of commitment which gives a theoretical base for the common-sense idea that people follow lines of activity for reasons extraneous to the activity itself.

Ben-David, Joseph, "Professions in the Class System of Present-Day Societies: A Trend Report and Bibliography," Current Sociology, 12 (1963-64). Contains: The Sociological Study of the Professions; Social Mobility and the Professions; and the Growth of The Professions and the Class System.

Bucher, Rue, and Anselm Strauss, "Professions in Process," American Journal of Sociology, 66 (Jan., 1961), pp. 325-34.

Using Pathology, the authors present some initial steps in formulating a "process" model for studying professions. Reprinted in Scott and Volkert, eds., Medical Care.

Bucher, Rue, "Pathology: A Study of Social Movements within a Profession," Social Problems, 10 (Summer, 1962), pp. 40-51.

Processes of change of two segments of a profession, in different stages of development.

Chein, Isador, "Some Sources of Divisiveness among Psychologists," American Psychologist, 21 (April, 1966), pp. 333-42.

Schism between two approaches in a profession--the practitioners and the scientists. The clash is functional.

Committee on Scientific and Professional Responsibility, "Social Influences on the Standards of Psychologists," American Psychologist, 19 (March, 1964), pp. 167-73.

The norms which evolve within a profession and the means used to enforce these norms may have undesirable consequences which need to be weighed against the purposes for which they are intended.

Cottrell, Leonard S., Jr., and Eleanor Bernert Sheldon, "Problems of Collaboration Between Social Scientists and the Practicing Professions," Annals, American Academy of Political and Social Science, 346 (March, 1963), pp. 126-37.

Such problems as subcultural differences in values and goals are viewed in sociological terms and activities effective in surmounting barriers to efficient collaboration are suggested.

Denzin, Norman K., "Incomplete Professionalization: The Case of Pharmacy," Social Forces, 46 (March, 1968), pp. 375-81.

Using the Hughes approach to professions, pharmacy is seen to take on some of the characteristics of professions, such as its recruitment policies, symbolic social objects, and achievement of mandate.

Goode, William, "Community Within a Community: The Professions," American Sociological Review, 22 (April, 1957), pp. 194-200.

Explores the concept of a profession as a community, and its links to the larger community of which it is a part and on which it is dependent.

\_\_\_\_\_, "Encroachment, Charlatanry, and the Emerging Profession; Psychology, Sociology, and Medicine," American Sociological Review, 25 (Dec., 1960), pp. 902-14.

Factors in the process by which an occupation becomes a profession. The gradual institutionalization of various role relationships between itself and other parts of the society.

Harvard Educational Review (Fall, 1959). "A Special Issue: Theory and Research in Sociology and Education".

Contains the following articles: Gross, Neal, "Some Contributions of Sociology to the Field of Education"; Floud, Jean and A. H. Halsey, "Education and Social Structure: Theories and Methods"; Parsons, Talcott, "The School Class as a Social System: Some of its Functions in American Society"; Hughes, E. C., "Stress and Strain in Professional Education"; Coleman, James S., "Academic Achievement and the Structure of Competition"; Lortie, Dan, "Laymen to Lawmen", and Mason, Ward S., Robert J. Dressel, and Robert K. Bain, "Sex Role and Career Orientations of Beginning Teachers."

Hughes, Everett C., Men and Their Work (Glencoe: Free Press, 1958).

A collection of papers which "do not so much report the details of research as discuss ideas which grew out of" a number of studies. Social psychological aspects of work are emphasized. This is a frequently cited work of a seminal thinker in the sociology of professions.

\_\_\_\_\_, "What Other?" in Arnold Rose, ed., Human Behavior and Social Processes (Boston: Houghton Mifflin Co., 1962).

Essay on the tendency of an aspiring profession to model itself on an established one, often with dysfunctional results.

Lortie, Dan C., "Administrator, Advocate, or Therapist?" Harvard Educational Review, 35 (Winter, 1965), pp. 3-17.

A logical discussion which seeks to isolate issues of professional function while the profession is still fluid.

\_\_\_\_\_, "Anesthesia: From Nurse's Work to Medical Specialty," in E. Gartly Jaco, ed., Patients, Physicians and Illness (Glencoe: Free Press, 1958).

The process by which a new group of men moves into the social system of a profession which is already a going concern.

Lynn, Kenneth S., ed. and the Editors of Daedalus, The Professions in America (Boston: Houghton Mifflin, 1965). Based on Daedalus, 92 (Fall, 1963). A series of essays in which 16 professions are interpreted by their members. Among the general articles are: Barber, Bernard, "Some Problems in the Sociology of Professions," and Hughes, Everett C., "Professions."

McGully, C. Harold, "The School Counselor: Strategy for Professionalization," Personnel and Guidance Journal, 40 (April, 1962), pp. 681-89. Examines the key developmental tasks which this occupation must perform if it is to be professionalized.

Merton, Robert K., "The Search for Professional Status," American Journal of Nursing, 60 (May, 1960), pp. 662-64. Subtitled "Sources, Costs, and Consequences," this essay delineates and interrelates many aspects of professionalism.

Parsons, Talcott, "The Professions and Social Structure," in Essays in Sociological Theory, rev. ed. (Glencoe: Free Press, 1954). Talcott Parsons is probably the most prominent figure in the theoretical knowledge base which encompasses professions, and the literature surveyed for this bibliography contained frequent references to his works that were too varied to cite individually.

Smith, Harvey L., "Contingencies of Professional Differentiation," The American Journal of Sociology, 63 (Jan., 1958), pp. 410-14. Intra-professional differences as they relate to: the professional association; resistances of enviroing professions; institutional inertia; the professional and public image; and different skill clusters within a profession.

Taber, Merlin, and Iris Shapiro, "Social Work and its Knowledge Base: A Content Analysis of the Periodical Literature," Social Work, 10 (Oct., 1965), pp. 100-06. Longitudinal content analysis of professional journals to determine progress in development of theory and verifiable knowledge.

Vollmer, Howard M., and Donald L. Mills, eds., Professionalization (Englewood Cliffs, N. J.: Prentice-Hall, Inc., 1966). An important collection of 57 readings which stress the dynamics of occupational change in a wide variety of occupations.

Wilensky, Harold, "The Professionalization of Everyone?" American Journal of Sociology, 70 (Sept., 1964), pp. 137-58. Measured by established criteria, few occupations can be called professions. Instead, many new structural forms are emerging. Comment on the article is found in the January and July 1965 issues of the same journal.

Career Choice

What forces are operative as the individual makes his career commitment. Answers to the question may help recruit the people that are needed by the profession.

Borow, Henry, ed., Man in a World of Work (Boston: Houghton Mifflin Co., 1964).

A comprehensive and detailed overview on the relation of man to his work, including worker satisfactions and vocational choice. Many research results are assembled, new questions are asked and there are extensive bibliographies.

Burnstein, Eugene and others. "Prestige vs. Excellence as Determinants of Role Attractiveness." American Sociological Review, 28 (1963), pp. 212-19.

Study confirms the hypothesis that individuals high in achievement motivation and values are more attracted by low-prestige, high-competence occupations and individuals low in need achievement and value achievement are more attracted by high-prestige, low-competence occupations.

Ginzberg, Eli, and others, Occupational Choice: An Approach to a General Theory (New York: Columbia University Press, 1951).

A pioneer investigation into the process of occupational choices. The systematic framework includes: sequential emergence of interests, capacities and values in the formation of tentative choices; the nature of the compromise mechanism at the point of crystallization of an occupational choice; sources of differences in the occupational choice processes of people from families at different income levels.

Katz, Fred E. and Harvey W. Martin. "Career Choice Processes," Social Forces, 41 (1963), pp. 149-54.

Takes issue with the Ginzberg view. Using nurses, hypothesizes that there is a type of career choice process that does not involve subjective career-oriented decisions.

More, D. M. and Nath Kohn, Jr., "Some Motives for Entering Dentistry," American Journal of Sociology, 66 (July, 1960), pp. 48-53.

Outlines some apparent features of the occupation and ascertains the degree to which they attract people entering the occupation.

Quarantelli, Enrico, "The Career Choice Patterns of Dental Students," Journal of Health and Human Behavior, 2 (Summer, 1961), pp. 124-31.

Hypothesizes that there are multilinear career choice patterns and the characteristics of recruits following one path into a profession are different from those following other paths.

Sherlock, Basil, "The Strategy of Occupational Choice: Recruitment to Dentistry," Social Forces, 44 (March, 1966), pp. 303-13.

Agrees with Ginzberg that career choice is a rational minimax compromise between desirable rewards and the realities of access. Disagrees with Katz. The argument is continued in Katz, Fred E., "A Comment on the Strategy of Occupational Choice and Recruitment to Dentistry," Social Forces, 45, (Sept., 1966), p.120, and Sherlock, Basil and Alan Cohen, "Adventitious vs.

Purposive Occupational Choice; A Reply to Katz," Social Forces, 45 (Dec., 1966), p. 282.

Strauss, Samuel, "Career Choices of Scholars," Personnel and Guidance Journal, 44 (1965), pp. 153-59.

Results of study of professors implies that able youths should not be pressed into making early career choices, and exposure to practical experiences is desirable.

Warkov, Seymour and Joseph Zelan, Lawyers in the Making (Chicago: Aldine Press, 1966), p. 180.

Interpretation of longitudinal survey data from college through first-year law school. Includes how and why people choose law, factors that account for the distribution of law students and impact of exposure to a given kind of law school.

### Education For The Professions

Professional education not only has the formal responsibility of imparting the knowledge and skills basic to practice, but informally, through student-faculty relationships and student culture influences professional identification and attitudes. The training institution must respond both to immediate demands of the profession and its long-term requirement needs and potential. There is sometimes conflict in the relationship between a profession's educators and its practitioners.

Abramovitz, A. B., Self-Understanding in Professional Education: A Pilot Project in Schools of Nursing in Wisconsin. (Madison, Wisconsin: Division of Child Behavior and Development, Section on Community Health Services, Wisconsin State Board of Health).

Maintains that experience in the vital process of self-understanding and conscious awareness should be an objective of the professional curriculum.

Becker, Howard S., and others, Boys in White (Chicago: University of Chicago Press, 1961).

An oft-cited study in which the medical school is seen as a social organization, with a student culture. Within it is viewed the process of development of the student moving through the organization. Among the articles connected with this study and reprinted elsewhere are: Howard S. Becker and Blanche Geer, "Student Culture in Medical School," Harvard Educational Review, 28 (Winter, 1958), pp. 70-80, and reprinted in Scott and Volkart, eds., Medical Care. Howard S. Becker and Blanche Geer, "The Fate of Idealism in Medical School," American Sociological Review, 23 (Feb., 1958), pp. 50-56, and reprinted in Vollmer, ed., Professionalization.

Bucher, Rue, "The Psychiatric Residency and Professional Socialization," Journal of Health and Human Behavior, 6 (Winter, 1965), pp. 197-206.

Studied in terms of the place of the socializing institution in the wider professional community, and the mechanisms of socialization.

Coe, Rodney M., "Self-Conception and Professional Training," Nursing Research, 14 (Winter, 1965), pp. 49-52.

Study of student nurses demonstrates an increase in professional identification and other-directedness.

Fry, Hilary G., Education and Manpower for Community Health (Pittsburgh: University of Pittsburgh Press, 1968).

Examines the total field of public health; considers jobs to be done, and what new directions the professional schools must follow to fulfill new needs. The research report on which this book is based is: The Education of Public Health Personnel by Hilary G. Fry, William P. Shepard and Ray H. Elling, report of the Joint Committee on the Study of Education for Public Health, jointly sponsored by the National Institute of Mental Health and the Institute of General Medical Services of the Department of Health, Education and Welfare, Washington, D.C.

Gordon, Robert A. and James E. Howell, Higher Education for Business (New York: Columbia University Press, 1959).

Survey of the objectives and educational methods of schools of business in relation to the requirements of business and society. Increased emphasis on the application of the behavioral science disciplines and mathematical and statistical methods.

Guba, Egon G., Philip W. Jackson, and Charles E. Bidwell, "Occupational Choice and the Teaching Career," Educational Research Bulletin, 38 (Jan. 14, 1959), pp. 1-13.

Data suggests the existence of differing personality patterns at various stages of the teaching experience. The need patterns of future teachers in teacher-training institutions differ from those in multi-purpose institutions.

Horowitz, Milton J., Educating Tomorrow's Doctors (New York: Meredith Publishing Company, 1964).

Longitudinal case studies of 20 students in medical school. How different individuals respond to the medical school environment.

Hughes, Everett C., "Stress and Strain in Professional Education," Harvard Educational Review, 29 (Fall, 1959), pp. 319-29.

Teacher-student relationships, and their connection with identification.

Kazmier, Leonard J., "The Psychologist as a Behavioral Scientist in the Business School," American Psychologist, 17 (1962), pp. 253-54.

Importance of behavioral sciences in the business school.

Kendall, Patricia L., The Relationship Between Medical Educators and Medical Practitioners (Evanston, Illinois: Association of American Medical Colleges, 1965).

Defines issues of strain and identifies areas of consent. Emphasizes range of opinions rather than frequency. Both sides often agree on facts, but disagree on their evaluation.

Lortie, Dan C., "Laymen to Lawmen: Law School, Career and Professional Specialization," Harvard Educational Review, 29 (Fall, 1959), pp. 352-69.

An unusual situation, in which major socialization occurs after law school. Access to law school is more evenly distributed than career opportunities.

McGlothlin, William J., The Professional Schools (New York: The Center for Applied Research in Education, 1964).

Comparative survey of the curricula for 16 professions. Professional purposes, educational aims and especially problems of the future are considered. The author has also written Patterns of Professional Education (New York: G. P. Putnam's Sons, 1960), which "examines the structure and process by which persons are prepared for careers."

Merton, Robert K., George G. Reader and Patricia Kendall, eds., The Student-Physician: Introductory Studies in the Sociology of Medical Education (Cambridge: Harvard University Press, 1957).

A classic study in which the focus is on the educative process in the medical school (an exceptionally long one) and the ways in which its social structure forms the behavior of its members and affects professional socialization.

National Society for the Study of Education, 61st Yearbook, Education for the Professions, Nelson Henry, ed. (Chicago: University of Chicago Press, 1962).

Articles are divided into four sections: 1) Background and Current Status; 2) Case Studies in Professional Education; 3) The Moulding Forces (The Student, Extra-Institutional Forces Affecting Professional Education, and The University and Professional Education); 4) The Ideal Education for the Professional Man.

Quarantelli, Enrico L., "Faculty and Student Perceptions in a Professional School," Sociology and Sociological Research, 49 (Oct., 1964), pp. 32-45.

Data shows that anticipatory socialization exists, and freshmen exhibit more global and gross patterns of values and beliefs than the faculty.

\_\_\_\_\_, "School-Learned Adjustments to Negative Self-Images in High Status Occupational Roles, the Dental Student Example," Journal of Educational Sociology, 35 (Dec., 1961), pp. 165-71.

Students learn a variety of social-psychological mechanisms to displace or deny the negative self-image of dentistry.

Russman, Leonard and R. V. Platou, "The Motivation and Socialization of Medical Students", Journal of Health and Human Behavior, 1 (Fall, 1960), pp. 174-82.

Students are typed into Scientist, Professional and Humanitarian, as a way to understand their motivations and behavior.

Schein, Edgar H., "Attitude Change During Management Education," Administrative Science Quarterly, 11 (March, 1967), pp. 601-28.

Compares the attitudes of two groups of students, prior to school entry and upon graduation, with attitudes of school faculty and a group of managers. Does a professional school reflect practitioner attitudes, or, through re-definition of the profession, play a role in its growth and development?

Taylor, M. Lee, "Professionalization: Its Functions and Dysfunctions for the Life Insurance Occupation," Social Forces, 38 (Dec., 1959), pp. 110-14.

In this instance, professionalization is functional in that it increased the occupation's status, but dysfunctional in that it overtrained agents and shifted self-image away from functions that were still necessary.

Warkov, S., "Employment Expectations of Law Students," Sociological Quarterly, 6 (Summer, 1965), pp. 222-32.

Both self-selection and selective organizational recruitment determine the distribution of legal manpower supply. Shows how future lawyers adapt to the particular organization of their profession.

The Professional In The Organization

The practicing librarian is typically part of an organization, where he interacts with others not only on an individual basis, but in their roles vis-a-vis the organization. This section examines facets of organizational behavior. The succeeding four sections illustrate individual processes in an organizational setting.

Berlew, David E. and Douglas T. Hall, "The Socialization of Managers: Effects of Expectations," Administrative Science Quarterly, 11 (Sept., 1966), pp. 207-23.

The importance of first-year job challenge for later performance and success. Presents a model of organizational socialization.

Bowers, Raymond V., ed., Studies on Behavior in Organizations: A Research Symposium (Athens, Georgia: University of Georgia Press, 1966).

A bringing together of available research data, useful for the analysis and understanding of the behavior of people in organizations and organizational settings.

Caplow, Theodore and Reece McGee, The Academic Marketplace (New York: Basic Books, 1958).

Discusses the organization structure and systems of authority of some of the nation's major universities.

Carlson, Richard O., "Succession and Performance among School Superintendents," Administrative Science Quarterly, 6 (Sept., 1961), pp. 210-27.

Inside or outside origin of the successor is the major variable in the study of administrative succession.

Corwin, Ronald G., A Sociology of Education: Emerging Patterns of Class, Status, and Power in the Public Schools (New York: Appleton-Century-Crofts, 1965).

A text which approaches the school system as a complex bureaucratic organization, citing and intergrating many research studies of the type presented here. One section is on teachers as professional employees. Selected readings for each chapter form an extensive bibliography.

Dell, Edmund, "Can Scientists Manage?", New Society, 4 (Sept., 1964), pp. 9-10. Physical science method offers dysfunctional training in management decision-making, under conditions of uncertainty.

Demerath, Nicholas J., Power, Presidents and Professors (New York: Basic Books, 1967).

The university is viewed as a managed organization and three research studies consider the administrative-professional relationship.

Eaton, Joseph, "Symbolic and Substantive Evaluative Research," Administrative Science Quarterly, 6 (March, 1962), pp. 421-42.

The difficulty of disseminating evaluative self-focused research within an organization.

Freidson, Eliot and Rhee, "Processes of Control in a Company of Equals," Social Problems, 11 (Fall, 1963), pp. 119-31.

Observes and describes the processes of control in a "company of equals," and indicates some of the analytical problems raised by the idea.

Gross, Neal, Ward S. Mason and Alexander W. McEachern. Explorations in Role Analysis: Studies of the School Superintendency Role (New York: Wiley, 1958).

Explores the problems of consensus on role definition, conformity to expectations and role-conflict resolution. Unites role theory and empirical research.

Gross, Neal, director, National Principalship Study (Cambridge: Graduate School of Education, Harvard University).

Four related monographs:

Dreeben, Robert, and Neal Gross, The Role Behavior of School Principals (Aug., 1965). The determinants and effects of selected dimensions (closeness of supervision, support of innovation, and client involvement in school affairs) of the principals' administrative performance.

Dodd, Peter C., Role Conflicts of School Principals (Oct., 1965). Personal and social determinants and personal effects of role conflict.

Gross, Neal, and Robert E. Herriott, The Professional Leadership of Elementary School Principals (April, 1964). Organizational effects and determinants of variation of professional leadership. Study also published as: Gross and Herriott, Staff Leadership in Public Schools: A Sociological Inquiry (New York: John Wiley & Sons, Inc., 1965).

Gross, Neal, and Anne E. Trask, Men and Women as Elementary School Principals (June, 1964). Their role performance and reactions to their work.

Hagstrom, Warren O., The Scientific Community (New York: Basic Books, 1965). Influences of scientific colleagues on the conduct of one another's research. What social influences produce conformity to scientific norms and values?

Hawkes, Robert W., "The Role of the Psychiatric Administrator," Administrative Science Quarterly, 6 (June, 1961), pp. 89-106.

The administrator plays a role in three sub-systems (sources of support, his staff, and the problem population) and his office must be used as an active communication link among these groups.

Hodgson, Richard G, and others. The Executive Role Constellation: An Analysis of Personality and Role Relations in Management. (Boston: Division of Research, Graduate School of Business Administration, Harvard University, 1965).

An empirical study which works toward a theoretical framework encompassing: individual personality and role definition; small group (conceived of as role constellation); and organizational structure.

Hughes, Everett C., Helen MacGill Hughes and Irwin Deutscher, Twenty Thousand Nurses Tell Their Story: A Report on the American Nurses' Association Studies of Nursing Function. (Philadelphia: Lippincott, 1958).

Analyses and delineates nursing functions, in the context of social interaction and the institutional environments.

Kornhauser, William, Scientists in Industry: Conflict and Accommodation (Berkeley: University of California Press, 1962).

Analyzes relations between professional employees, professions to which they belong and organizations for which they work. There is mutual adaptation of professions and organizations.

McLemore, S. Dale, "Role Change & Socialization in Nursing," Pacific Sociological Review, 8 (May, 1965), pp. 21-27.

Nurse-managers are studied to determine what factors are correlated with use of the human relations model of management as a professional norm.

Marcson, Simon, The Scientist in American Industry: Some Organizational Determinants in Manpower Utilization (New York: Harper & Brothers, 1960). Published in cooperation with the Industrial Relations Section, Department of Economics, Princeton University.

First study in a series on scientists in different environments. The analytical framework is so constructed as to make it applicable to other organizations employing highly trained personnel.

Orth, Charles D., Joseph C. Bailey and Francis W. Wolek, Administering Research and Development: The Behavior of Scientists and Engineers in Organizations (Homewood, Illinois: Irwin and Dorsey Press, 1964).

A course book of 36 cases in the management of scientific and technical personnel in an industrial environment. Cases are supplemented by sections of research reports and conceptual papers.

Pearlin, Leonard I., "Alienation from Work: A Study of Nursing Personnel," American Sociological Review, 27 (June, 1963), pp. 314-26.

Focuses on three organizational factors as they bear on alienation; authority structure, opportunity structure and work groups.

Pelz, Donald C. and Frank M. Andrews, Scientists in Organizations: Productive Climates for Research and Development (New York: John Wiley and Sons, Inc., 1966).

Examines the relationship between a scientist's performance and the organization of his laboratory. Atmospheres in universities, industrial and government laboratories are studied.

Scott, W. Richard and Edmund Volkart, eds., Medical Care: Readings in the Sociology of Medical Institutions (New York: Wiley, 1966).

In addition to including a number of relevant studies here cited independently, this volume of readings on the organization of medical care is particularly useful for its annotated bibliography.

Scott, W. Richard, "Reactions to Supervision in a Heteronomous Professional Organization," Administrative Science Quarterly, 10 (June, 1965), pp. 65-81.

Standards submitted through welfare agency hierarchy are not as high as those transmitted by external professional sources.

Shepherd, Clovis R., "Orientation of Scientists and Engineers," Pacific Sociological Review, 4 (Fall, 1961), pp. 79-83.

Three dimensions in which scientists and engineers are contrasted: goal orientations, reference groups and supervision. Engineers are organization-oriented, scientists profession-oriented.

Smigel, Erwin O., The Wall Street Lawyer: Professional Organization Man? (New York: Free Press of Glencoe, 1964).

Impact upon the practitioner of the milieu in which he works. Studied in the context of organizational theory and the sociology of professions.

Wade, L. I., "Professionals in Organizations; a Neoteric Model," Human Organization, 26 (Spring, Summer, 1967), pp. 40-46.

In the belief that traditional bureaucratic forms are dysfunctional for an innovative professional group, the author constructs a non-bureaucratic model of organization involving 12 factors.

Wilensky, Harold, Intellectuals in Labor Unions: Organizational Pressures on Professional Roles (Glencoe: Free Press, 1956).

The interaction of organization and person. Describes the activities of various types of experts and identifies some of the variables affecting their influence.

### Role Conflict And Strain

Frequently studies focus on conflicting demands made on the professional in his organizational setting, and the individual adaptations which are made.

Billingsley, A., "Bureaucratic and Professional Orientation Patterns in Social Casework," Social Service Review, 38 (Dec., 1964), pp. 400-07.

The social worker is involved in four sub-systems with different expectations, so he must make choices. Four patterns of adjustment are found.

Box, Steven, and Stephen Cosgrove, "Scientific Identity, Occupational Selection and Role Strain," British Journal of Sociology, 17 (March, 1966), pp. 20-28.

Typology of three types of values held by scientists--public, private and instrumental. An important variable is the degree of commitment to these clusters of values.

Corwin, Ronald G., "The Professional Employee: Study of Conflict in Nursing Roles," American Journal of Sociology, 66 (May, 1961), pp. 604-15.

Differences in value climates between training schools and work experience lead to role conflict for graduates of degree programs.

Goldberg, Louis C., Frank Baker and Albert H. Rubenstein, "Local-cosmopolitan: Unidimensional or Multidimensional?" American Journal of Sociology, 70 (May, 1965), pp. 704-10.

In analysis of this concept, should individuals in organizations be divided into two groups, or ordered along a single dimension.

Krause, Elliott A., "Structured Strain in a Marginal Profession: Rehabilitation Counseling," Journal of Health and Human Behavior, 7 (Spring, 1965), pp. 55-62.

The purpose is to develop a typology of structured strain. In this instance, strain is structured into the profession by its mission, which is at odds with the desires of the surrounding society.

Malone, Mary, Norman Berkowitz and Malcolm W. Klein, "The Paradox of Nursing," American Journal of Nursing, 61 (Sept., 1961), pp. 52-55.

When a position demands performance inconsistent with the concept of the nursing role, the concept becomes a source of conflict rather than a helpful guide.

Menzies, Isabel E. P., "A Case-Study in the Functioning of Social Systems as a Defense Against Anxiety: A Report on a Study of the Nursing Service of a General Hospital," Human Relations, 13 (May, 1960), pp. 95-121.

Chronic high level of stress and anxiety among nurses is not adequately accounted for by their tasks. Speculates that it is due to a dysfunctional social defense system.

Rushing, William A., The Psychiatric Profession: Power, Conflict and Adaptation in A Psychiatric Hospital Staff. (Chapel Hill, North Carolina: University of North Carolina Press, 1964).

Relations between paramedical specialists and psychiatrists. How they cope with such problems as too little prestige, poorly defined roles and disagreements regarding their function.

#### Relationship To Clients

The relationship of professional to client is a potentially useful, but relatively unexplored topic. The few studies cited come from fields where direct interaction with the client is central to the profession.

Freidson, Eliot, "Specialties Without Roots: The Utilization of New Services," Human Organization, 18 (Fall, 1959), pp. 112-16.

Experiment in a prepaid preventive health program deals with reasons why one new service is accepted by the clients and another rejected.

Quarantelli, Enrico, "The Dental Student Image of the Dentist-Patient Relationship," American Journal of Public Health, 51 (Sept., 1961), pp. 1312-19.

Dental students have more interaction with clientele than other professional trainees. Patients are viewed in general categories, and four kinds of relationships are visualized, with tactics for dealing with different categories of patients.

Rice, Virginia S., "Social Class as a Dimension in Casework Judgment," Smith College Studies in Social Work, 34 (Oct., 1963), pp. 30-48.

Effects of client's class location on some of the judgments his social worker may make. Urges greater utilization of social science knowledge.

Rosenfeld, Jona Michael, "Strangeness between Helper and Client: A Possible Explanation of Non-use of Available Professional Help." Social Service Review, 38 (March, 1964), pp. 17-25.

Studies of differences between users and non-users of social work services are surveyed.

### Career Mobility

The sociological concept of mobility is usually pursued in connection with inter-generational mobility. These two studies focus on mobility within the organization.

Goldner, Fred H., and R. R. Ritti, "Professionalization as Career-Immobility," American Journal of Sociology, 72 (March, 1967), pp. 489-502.

The relationship between professionalism in large organizations and mobility. Power is often an ignored variable. Data throws doubt on utility of usual concepts of professionalism for manipulation of trained personnel in organizations.

Seeman, Melvin, "Social Mobility and Administrative Behavior," American Sociological Review, 23 (Dec., 1958), pp. 633-42.

Constructs a four-way typology using factors in mobility orientation. Typology can help predict administrator action.

### Job Satisfaction

In the studies which follow, investigators seek to relate job satisfaction to organizational rather than personal variables.

Geer, Blanche, "Occupational Commitment and the Teaching Profession," School Review, 74 (Spring, 1966), pp. 31-47.

People commit themselves by accumulating valuables they do not wish to give up. Occupations differ in the provision of these valuables, which nonetheless may be only peripherally related to the work itself.

Meltzer, Leo, and James Salter, "Organizational Structure and the Performance and Job Satisfaction of Physiologists," American Sociological Review, 27 (June, 1962), pp. 351-62.

A test of James Worthy's theory of organizational structure. Three kinds of variables are specified: independent, such as size of organization; intervening; such as job opportunities and facilities; and dependent--productivity and job satisfaction.

Palola, E. G., and W. R. Larson, "Some Dimensions of Job Satisfaction Among Hospital Personnel," Sociology and Sociological Research, 49 (Jan., 1965), pp. 201-13.

The variable of job satisfaction as it relates to various occupational categories in the same general setting. Interest is on the explanation of job satisfaction rather than its measurement.

Rettig, S., and B. Rosamanick, "Status, Work Satisfaction and Variables of Work Satisfaction of Psychiatric Social Workers," Mental Hygiene, 44 (1960), pp. 48-54.

Lack of work satisfaction arises from discrepancy between the status aspirations of social workers and the status accorded them. Institutional reasons for the discrepancy are suggested.

Taves, Marvin J., and others, Role Conception and Vocational Success and Satisfaction: A Study of Student and Professional Nurses (Columbus, Ohio: Bureau of Business Research Monographs no. 112, Ohio State University Press, 1963).

The impact that self-image of the profession and role consensus (at different levels of the hierarchy) have on occupational success and satisfaction.

### Professional Associations

The formation of an association is mandatory for a group aspiring to professional status. The association can serve as a spokesman for its membership, and a mechanism for the self-regulation which is a professional goal. The behavioral scientist looks beyond the formal display of its aims and procedures to explore the functions and problems that are less readily apparent.

Geiser, Peter, and Edward C. McDonagh, "Decision-Making Within a Professional Association," Social Work, 7 (July, 1962), pp. 33-40.

Implications of the social base of a professional association for differential participation in its decision-making process. Some factors are the degree of concordance between member qualifications and those required by the association, length of membership, and extent of affiliation with other organizations.

Gilb, Lathrop, Hidden Hierarchies: The Professions and Government (New York: Harper & Row, 1966).

The relationship of professional associations (perpetuators of the status quo) to government, as an example of the interconnection of the parts of the total American system. A historical and political context.

Merton, Robert K., "The Functions of the Professional Association," American Journal of Nursing, 58 (Jan., 1958), pp. 50-54.

Differentiates between actual functions and stated objectives. Functions are sorted out by beneficiaries--individual practitioners, the professions, and society.

Strauss, George, "The AAUP as a Professional Occupational Association," Industrial Relations, 5 (Oct., 1965), pp. 128-40.

A historical account which questions whether the body should function as a professional organization or an economic pressure group. Different membership policies logically follow from either choice.

\_\_\_\_\_, "Professional or Employee-oriented: Dilemma for Engineering Unions," Industrial and Labor Relations Review, 17 (July, 1964), pp. 519-33.

Engineering unions have not been successful, because engineers are ambivalent about what they want. They are torn among competing managerial, professional, and employee-related values.

### See Also:

Strauss, Anselm, and Lee Rainwater, The Professional Scientist (Professional Profiles).

The Sex Variable In Professions

Librarianship is predominantly a women's profession. For this reason, an exploration of the characteristics and problems of professional women is relevant, as is the other side of the coin, the role of the minority sex in a given profession.

Alpenfels, Ethel J., "Women in the Professional World," in Beverly B. Cassara, American Women: The Changing Image (Boston: Beacon Press, 1962).

The ratio of professional to working women is declining. Men are entering positions formerly occupied by women. Discusses reasons and adjustments that can be made.

Bernard, Jessie, Academic Women (State University, Pa.: Pennsylvania University Press, 1964).

A multi-faceted investigation by a sociologist, including the different career patterns of men and women, and the special difficulties faced by career women.

David, Fred, and Virginia Oleson, "The Career Outlook of Professionally Educated Women," Psychiatry, 28 (1965), pp. 334-45.

A longitudinal study of student nurses. Greater professionalization of college-educated women does not increase the career commitment of women.

Ginzberg, Eli, and Alice M. Gohalem, Educated American Women: Self-Portraits (New York: Columbia University Press, 1966).

Typologies of women with graduate education; illustrated by 26 life histories.

Ginzberg, Eli, Life Styles of Educated Women (New York: Columbia University Press, 1966).

An examination and evaluation of the background, lives and attitudes toward career and family life of 311 women who pursued graduate studies.

Kosa, J., and R. E. Coker, "Female Physician in Public Health: Conflict and Reconciliation of the Sex and Professional Roles," Sociology and Sociological Research, 49 (April, 1965), pp. 294-305.

Assuming that members of one sex become predominant in an occupation because it is hospitable to both sex and professional roles, the minority sex will experience conflict between the roles, and has to find specific means to cope with the conflict.

Martin, H. W., and F. E. Katz, "The Professional School as a Molder of Motivations," Journal of Health and Human Behavior, 2 (Summer, 1961), pp. 106-12.

Educational efforts in evoking commitment are countered by societally produced motivations which resist the molding process.

Mason, Ward S., and others, "Sex Role and the Career Orientations of Beginning Teachers," Harvard Educational Review, 29 (Fall, 1959), pp. 370-83.

The career plans of men are more closely tied to factors intrinsic to their work and their job satisfaction. Career plans of women are more closely tied to extrinsic factors. Administrators must seek different solutions for men and women teachers.

Mattfield, Jacquelyn A., and Carol G. Von Aten, eds., Women and the Scientific Professions (Cambridge, Mass.: Massachusetts Institute of Technology Press, 1965).

Report of a symposium in which participants from various disciplines explored such questions as the personal, social and economic factors involved in a woman's professional commitment, and problems associated with the employment of women.

Rossi, Alice, "Women in Science: Why so Few?" Science, 48 (May 28, 1965), pp. 1196-1202.

Social and psychological influences restrict women's choice and pursuit of careers in science. Societal changes are needed to increase the supply of highly educated women.

Segal, Bernard E., "Male Nurses: A Case Study in Status Contradiction and Prestige Loss," Social Forces, 41 (Oct., 1962), pp. 31-38.

Male nurses face recognizable tensions resulting from the status contradictions in which they are involved: their numerical minority and being subject to the assumption that nurses ought to display feminine characteristics.

Zeigler, Harmon, The Political Life of American Teachers (Englewood Cliffs, N. J.: Prentice-Hall, Inc., 1967).

The professional image has lagged behind reality. Despite the greater recruitment of males, society still responds as if it were a female profession, leading to dissatisfaction on the part of the males.

#### Professional Image And Status

The image and status popularly connoted by a given occupation has an effect both on the kind of individuals it recruits and the satisfaction of the individuals within it. The extensive literature in which occupations are ranked by one or another group is represented only by the landmark North-Hatt study in the measurement of occupational status. In addition several pieces of research are cited which consider aspects of the status concept.

Cates, J. N., "Images of the Health Professions," Sociological Quarterly, 6 (Autumn, 1965), pp. 391-97.

Tests whether closeness to the physician, the top-ranking profession in the status hierarchy, impairs or enhances the image of related professions.

Kilpatrick, F. P., M. C. Cummings, and M. K. Jennings, The Image of the Federal Service (Washington, D. C.: Brookings Institution, 1964).

Large scale survey explores public attitudes toward federal service; in the light of present occupational values and work attitudes, how is the federal government thought of as an employer. Proposals are offered for changes in civil service organization, policies and procedures.

Merton, Robert K., "Status Orientation in Nursing," American Journal of Nursing, 62 (Oct., 1962), pp. 70-73.

General workings of status-needs in our society are used as a background for discussion of intra-professional status relations.

National Opinion Research Center, National Opinion and Occupations: Final Report of a Special Opinion Survey Among Americans 14 and Over (Denver: National Opinion Research Center, March, 1947).

The basic North-Hatt study. Research results can also be found in: North, Cecil C., and Paul K. Hatt, "Jobs and Occupations: A Popular Evaluation," in Wilson Logan and William L. Kclb, eds., Sociological Analysis (New York: Harcourt, Brace and World, Inc., 1949), pp. 465, 470-71.

Other works discussing and employing the study are:

Gusfield, Joseph R., and Michael Schwartz, "The Meanings of Occupational Prestige: Reconsideration of the NORC Scale," American Sociological Review, 28 (April, 1963), pp. 265-71.

Reiss, Albert J., Jr., Occupations and Social Status (Glencoe: Free Press, 1961).

Valdes, D. M., and P. G. Dean, "North-Hatt Occupational Prestige Scale: A Model Replication," American Journal of Economics, 24 (July, 1965), pp. 357-60.

### Professional Profiles

Members of a group are curious about themselves and the literature abounds with large-scale surveys of demographic and social attribute data on the membership of different groups. Except for comparative purposes, the student of librarianship can gain little insight into his own profession from acquaintance with such literature. This section lists a few studies which focus on a group rather than a problem, but are more than statistical arrays and consider problems ranged along the entire spectrum of this bibliography.

American Behavioral Scientist, 6 (Dec., 1962).

Issue on "Science, Scientists and Society." Includes sections on Science and Society, Government and Science, Scientists and Society, Scientific Accomplishment and Social Organization and a bibliography.

Freeman, Howard E., Sol Levine, and Leo G. Reeder, eds., Handbook in Medical Sociology (Englewood Cliffs, N. J.: Prentice-Hall, 1963).

A number of physician and social scientist experts survey the information and concepts in their specialties. Of particular interest are chapters in the sections on "Practitioners, Patients and Medical Settings," and "The Sociology of Medical Care." Bibliographies follow each chapter.

Hubbard, Harold G., and Edward C. McDonagh, "The Business Executive as a Career Type," Sociology and Sociological Research, 47 (Jan., 1963), pp. 138-46.

Career goals and satisfaction, personal values, recruitment patterns and mobility are examined within a framework provided by a theoretical model. There are intra-occupational patterns within the type.

Janowitz, Morris, ed., The New Military: Changing Patterns of Organization (New York: Russell Sage Foundation, 1964).

Discussion and research on the changing nature of the military organization. Papers fall into four broad categories: managerial format and succession; professional socialization; social cohesion; and career commitment and retirement.

Strauss, Anselm L., and Lee Rainwater, The Professional Scientist: A Study of American Chemists (Chicago: Aldine Publishing Co., 1962).

Study of chemists' aspirations, attitudes and problems, against a theoretical backdrop which reassesses the criteria and ramifications of professions in a changing industrialized society.

Warner, W. Lloyd, and others, The American Federal Executive: A Study of the Social and Personal Characteristics of the Civilian and Military Leaders of the United States Federal Government (New Haven: Yale University Press, 1963).

A depth study to draw broad generalizations about the representative character of the American federal bureaucracy (e.g., social origins, education, private and public worlds) and about the nature of occupational mobility and succession in American society as a whole.