

incorporating additional research trials using quantitative methods and include more narrowly focused survey questions of the faculty—which would not only provide findings more applicable to other institutions but would also provide a needs assessment model that more institutions could implement.—*Anders Selhorst, Guilford Technical Community College.*

Gail Munde. *Everyday HR: A Human Resources Handbook for Academic Library Staff.* Chicago: Neil-Schuman, 2013. 182p. paper, \$65.00 (ISBN 978-1-55570-798-9). LCCN: 2012-18146.

There are many human resources handbooks available for all types of employees, and this one is uniquely focused on academic library staff. The author, Gail Munde, explains that she wrote the book to “help demystify HR by providing basic explanations and rationales for the most common and practical applications of HR management in colleges and universities and, consequently, in their academic libraries” (xiii). Broken into six chapters, references at the end of each chapter, a summary, and an index, this handbook also includes helpful tables that summarize often confusing status categories, laws, and performance evaluation criteria.

From the very first line of chapter 1, Munde identifies the most basic HR principle—the “position” is the basic unit of all human resource (HR) transactions. She goes on to describe how the position (“box”) is separate from the individual, and how both are never static. Also included in the first chapter are thorough explanations of positions and position management, including FLSA status (the terms and definitions that outline nonexempt/exempt determination), librarian status, and the principles of position description analysis. In describing the tenure-track or tenured library faculty, Munde clarifies that the common assumption of tenure as a promise of lifetime employment has no basis in law. A helpful table (1.1) summarizes the typical position status categories in academic libraries.

Understanding the basic principles of position analysis can increase employee awareness of the point at which the position (box) they inhabit requires a review for various reasons. Munde explains that position analysts are experts in understanding the various comparisons and classification levels that indicate the need for a position reclassification. She adds that when analyzing positions it is important to remember that position histories are records of the position (that is, the contents of the “box”), not of the employee.

Chapter 2 outlines basic employment laws, including a table (2.1) that describes relevant federal law and its purpose, and gives a URL for more information. Again, Munde writes not just for the human resource practitioner, but the employee as well. By describing the basic employment laws without using professional jargon, she gives the employee insight into “employment at will,” wage and hour laws, health and safety laws, and she even includes information that applies to student workers.

Next, the handbook describes the importance of the work group and of interpersonal relationships. Using early research on work groups as well as more recent research, Munde describes the influence of coworkers on work attitude, levels of engagement, effectiveness, and job satisfaction. Collegiality, and managing conflict, harassment, and bullying are all addressed in chapter 3.

In chapter 4, Munde makes the point that every supervisor has the power to either motivate, coach, mentor, or develop the individuals who report to him or her; supervisors can also contribute to poor performance, low productivity, high turnover, and the individual’s feelings of value to the organization. Starting with the foundation and philosophy behind the management function of supervision, this chapter defines the expert knowledge, skills, and abilities that are hallmarks of supervision. Supervisors spend most of their time communicating something; thus,

interpersonal communication is the single most difficult supervisory skill to master. Communicating effectively takes effort and time and includes paying attention to context, clarity, frequency, and meaning, all of which Munde describes in detail.

Also included in this chapter is information on a fairly new approach to motivating employees described by David Rock, an authority on coaching. This new approach is called the “SCARF” model, which represents five domains of threat/reward: status, certainty, autonomy, relatedness, and fairness (93). Other topics include workplace bullying, performance evaluations, progressive discipline, and personnel records (including answers to questions such as “how do I know if I have a right to see my personnel file”).

Recruitments and search committees are explained in chapter 5—from the history and philosophy behind recruitment, topics that are not permissible for inquiry during an interview, and making recommendations for hire. A library’s personnel create the identity of a library, so recruiting is the most important process in building and renewing the library organization.

The last topic tackled in this handbook is tenure and continuous employment. The practice of awarding tenure or continuous employment status to librarians is widely published, and Munde shares the information in a way that makes it useful not only for those who serve on promotion and tenure committees, but for tenure-track librarians, library administrators, and anyone who is interested in learning more about tenure and continuous appointment. Guidelines, criteria, dossier construction, and best practices in tenure evaluation are all included in this final chapter.

In her concluding thoughts, Munde shares some general principles of good practice for involvement in the HR sphere at any level, like “feedback is a gift” and more. With the exception of organizational development or strategic HR management practices, which the author excludes on purpose, this handbook is a very thorough, useful guide for anyone working in an academic library. From the new employee to the seasoned veteran, it is a great starting point for demystifying human resources. —*Marcy Simons, University of Notre Dame.*

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