

ANNUAL REPORT

OF

THE DIRECTOR OF THE
ARMY MEDICAL LIBRARY

TO

THE SURGEON GENERAL
U. S. ARMY

1944 · 1945



COLONEL HAROLD W. JONES, M.C., *The Director*

CAPTAIN FRANCIS R. ST. JOHN, AUS, *The Acting The Librarian*

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ARMY MEDICAL LIBRARY

Washington, D. C.

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The annual report for 1943-44 indicated the steps which had been taken to carry out the recommendations of the Survey Committee up to July 1, 1944. It indicated further which steps had been completed and which were in progress at the time of the writing of that report. Work on all of these factors has continued during the present year and many more of them have been completed.

ORGANIZATION

The major emphasis during the year, however, was on general organization of the Library and the close of the fiscal year saw the completion of the organization of the Army Medical Library in its major aspects. All of the major divisions were in operation before the end of the year. Considerable progress had been made on clarification of functions and responsibilities, on detailed work outlines and workloads within the divisions, on codification of practices and procedures in a Manual of Operations and on control mechanisms to assure efficient functioning of the various divisions in accordance with the procedures outlined. Individual job studies were made as part of the more detailed organizational job.

The value of these individual studies is indicated by such an increase in efficiency as that which resulted from a new procedure in the Index-Catalogue Division. Here two jobs were eliminated and an increase in the total monthly production from 2800 to approximately 4000 per indexer was reported. A similar study on book purchasing routines reduced the number of steps from 38 to 21 and the number of copies of orders prepared from 9 to 6. This was done without interfering with the operational method.

A typical example of control mechanism is the establishment of a

new procedure for handling photoduplication requests. The Photoduplication Section provides more than 80% of the total service of the Library. This procedure enables The Librarian to tell instantly how every phase of this work is proceeding and whether orders are being processed on schedule and if not, where they are held up. However, it is this field of detailed organization and control which will require a great deal of additional study to convert the organizational purposes of the Library into efficient practice.

Earlier annual reports have emphasized the work overload of the Library in all of its units. This has been so great that until the present time management has, of necessity, been limited to attempts to plug one hole, then another, as the increased load of work caused breakdowns in the outdated organization, in personnel assignments and in space requirements for the various functions. However, during the fiscal year 1945 provision of additional personnel and space arrangements made it possible to look ahead of immediate problems and attempt to organize the work for orderly and efficient flow. In addition, the Library was extremely fortunate in having T/3 Ralph R. Shaw assigned as Assistant to The Librarian. Sgt. Shaw as a civilian is the head of the Department of Agriculture library system and is one of the outstanding library administrators in the United States. He was assigned especially to make administrative studies necessary for the planning of the new building and to aid in the final steps of the reorganization. His work was of inestimable value since his assignment in March 1945. His knowledge and experience in administrative planning was largely responsible for the early completion of the organizational change which took place during the latter part of the fiscal year.

Steps in Reorganization

The first step in reorganizing the work of the Library was to determine the exact duties of each member of the staff. Army Service Forces Manual M-703-5, Control Manual on Work Measurement, provided the basis for this study of work actually performed. As suggested in this manual, individual time sheets were kept by the staff members who indicated by five-minute periods the exact nature of the work being performed and the total number of work units accomplished during each given period. These records were kept for nine working days. It then became apparent that so many changes would be necessary that further work measurement should be deferred until obvious gaps in organization and control were corrected. A study of the control of operations based on Army Service Forces Manual M-703-1, Control Manual on Fundamentals of Control together with the results of the preliminary work measurement studies indicated that the increase of workload caused by war related activities combined with the exceptionally large turnover of personnel had caused our present organization to break down. The library personnel who have to be trained in special aspects of the work cannot easily be replaced and the large number of new employees added to the staff without training had resulted in a

wide deviation from sound principles of control. The following steps were initiated to correct this situation immediately:

1. On the basis of the studies mentioned above a Manual of Operations was started. This included a statement of the functions and organization of the Army Medical Library which clearly defines the responsibilities of each of the constituted divisions and sections of the Library. Further, each division chief was instructed to prepare a detailed statement of the functions of his own division.

2. Objective measurements were established for as many operations as possible based on work measurement studies. Many of these objective measurements will have to be revised as finer points of organization are completed. Thorough recasting of the units within the divisions is indicated since it was impossible to analyze the time studies for any unit without seeing many places in which its work could be improved. In the cases where simple standards were established it is now possible to determine workloads and production at a glance where no such control mechanism was available before.

3. The organizational framework was examined to make sure that divisions as established covered all the necessary functions involved in the overall responsibilities of the Army Medical Library and that every objective was definitely assigned to a single division. No function is now assigned to more than one division and by means of the Manual of Operations mentioned above, all members on the staff on the division or section level have been informed as to whom they report and who reports to them. There is still much to be done in specific work assignment below the section level.

4. Changes were made to insure that no one on the division or section level reports to more than one supervisor. Divisions have been assigned authority necessary to perform the work assigned to them. With a new librarian some recasting of authority may be expected, however, at least for the first six months or year while he will be handling many detailed aspects of the work in order to become familiar with it. The number of individuals now reporting to any supervisor does not exceed the normal span of control. Channels of command are still occasionally violated by individual staff units; but this has become less frequent as lines of hierarchy have been established and as job sheets have been rewritten so that each person knows what he is responsible for, whom he is responsible to and who is responsible to him.

Our greatest need for adequate management at the present time is completion of the staff manual covering all functions down to and including the unit levels, further application of the work measurement technique and establishment of mechanical objective controls for an increased number of functions.

PERSONNEL

The 1943-44 annual report stated that a change was impending in the top operating personnel. This change was accomplished at the

beginning of the fiscal year when, on July 3, 1944, AR 40-405 was amended. This established the position of Director of the Army Medical Library. This Army Regulation provided that this position would be filled by an officer of the Medical Corps who would be charged with the general administration of the Library, with upholding the policies laid down by The Surgeon General, and with representing this national institution before the public. Colonel Harold W. Jones, who had been librarian since 1936, was made the first Director of the Army Medical Library.

This amendment also authorized a librarian to be responsible for the technical administration of the Library. This librarian could be either a military officer or a civilian but he must possess a wide knowledge of and experience in library methods. The Survey Committee recommended a civilian career-librarian so that the lack of continuity in the administration of the Library resulting from the short terms of army officers could be counter balanced. Captain Francis R. St. John (then 1st Lieutenant) was made The Acting The Librarian on September 1, 1944. He continued the same assignment which he had had since March, 1944; that of aiding in the reorganization of the Library.

The position of The Librarian was established by the Civil Service Commission at a P-8 level on December 21, 1944. Search for the best available person in the country to fill this position then began. Thirty-five candidates were considered and most of them were interviewed by The Director or The Acting The Librarian. Mr. Wyllis E. Wright, Chief Cataloguer of the New York Public Library and Catalog Consultant to the Army Medical Library was finally chosen for the position. Mr. Wright began work as Librarian on July 1, 1945.

Head Cataloguer

The Catalog Division was created and the position was established as P-6 on June 8, 1944. Since the recataloging of the Library was considered the most important task in reorganization, every effort was made to find the most outstanding cataloger in the country. After months of searching and consideration of applicants, Miss M. Ruth MacDonald, Head Cataloguer of the Detroit Public Library, was selected and approved by Civil Service. Miss MacDonald has an extensive knowledge of cataloging as well as catalog administrative experience and has shown in the short time she has been on the job that she was a wise choice.

Emergency Shelf-listing Unit

The Emergency Shelf-listing Unit which was started just before the end of 1943-44 suffered as a result of the shortage of help and difficulties of recruiting. Every effort was made to recruit a satisfactory staff for this unit but more than six months passed before our efforts

were successful. At the end of the fiscal year, however, the Unit was operating at almost full strength.

General

On March 3, 1945 an additional request was presented to The Surgeon General's Office for 34 persons to be added to the staff of the Library to take care of the increased workloads and to provide for the Catalogue Division which would be shortly activated. This request was substantiated by a complete analysis which gave a clear picture of workloads and backlogs. Although these analytical tables had been completed on very short notice, the information given was so complete and clear that the Personnel Control Unit of The Surgeon General's Office were definite in their praise of the work and on June 1, 1945, 31 additional positions were added to the Library's staff. This authorized an increase of staff in Washington to 137, including military personnel, and an increase in the Cleveland Branch to 19, including military personnel. Efforts were made immediately to establish graded positions for these new vacancies and to recruit people to fill them. At the beginning of the new fiscal year some of the vacancies had already been filled.

On March 28, 1945, the Laborers, which had formerly been assigned to the Administrative Division, were transferred to the Reference Division so that their time could be used to fullest advantage when they are not assigned to special tasks. The turnover in this group of workers was especially high since it was almost impossible to hire and maintain a satisfactory staff at this low salary level.

Acquisition Division

Several persons were added to the Acquisition Division staff during the year. A more detailed account will be given in the report of the Acquisition Division. The staff in this division was strengthened during the year by the addition of needed professional assistants. In May, a recommendation was made to The Surgeon General's Office to make Mr. Scott Adams Chief of the division. Mr. Adams has had outstanding experience in the book field and had shown unusual administrative ability during the several months in which he had been Assistant Chief of the division. This change went into effect shortly after the beginning of the present fiscal year.

Mr. Robert B. Austin who had been Chief of the Administrative Division was transferred to Cleveland to become Chief of the Medical History Unit which was being newly formed. This occurred on June 1, 1945.

The turnover on the staff has been exceedingly high due for the most part to war causes. Too low salaries, family problems and health were the most frequent reasons for resignations. However, during the

year the general quality of the staff has made a definite trend upward. In 1940, there were only five professionals on the staff, mostly in the P-1 category, while at the end of 1944, there were twenty-six professionals on the civilian staff with salaries ranging from P-1 to P-6. At the end of fiscal year 1945, we had forty-eight professionals ranging from P-1 to P-8.

The greatest need in the overall personnel management problems of the Library is the redescription of jobs. Each employee's job sheet should correspond to the work for which he is responsible and should indicate to whom he reports and who reports to him. The rapid growth and drastic reorganization of the Library meant that many of the job sheets have become outdated. The system of writing up each job sheet as a separate highly specialized assignment, even though comparable duties are performed by other members, made the redescription of positions a slow process. On May 28, 1945, it was suggested to The Director of Civilian Personnel in The Surgeon General's Office that we establish a uniform system of writing job sheets for similar positions. Positions for the same grade which were interchangeable could be written on a single job sheet in a way approved by the Civil Service Commission for other libraries, notably that of the Department of Agriculture. This suggestion was heartily approved by Mr. Uphoff and members of the Classification Section of the Civilian Personnel Division of The Surgeon General's Office. The Catalog Division was used as a sample and forty-four positions were approved promptly on twelve job sheets. This established a new routine for writing job sheets which will mean that in a comparatively short time up-to-date and correct job descriptions can be written for all staff members. One of the main features of the new system has been the adoption of standard terminology which can be easily understood both by the Classification Section and the Library's personnel officer.

At the end of the fiscal year, the need for a high grade personnel officer was still evident. While considerable progress had been made on redescription of job sheets, at least half of the positions of the Library are still to be rewritten.

SPACE

In previous annual reports the space shortage of the Army Medical Library has been stressed. Each year this grows more acute and it is particularly important this year. In this report this subject will be considered in two parts; first, the arrangements which have been made or have been proposed to take care of minimum space needs until the new building is completed; and second, the progress which has been made towards obtaining the new building. In the report for 1943-44, the statement was made that the sections of the Library which had been

housed in the Washington Auditorium were being moved to the Fisheries Building and the Fisheries Building Annex across Seventh Street from the main library. Eight thousand three hundred and seventy-nine square feet were provided in these two buildings. The Acquisition Division which worked closely with the Indexing Section was moved to the Fisheries Building Annex on August 5, 1944. During most of the year operation of major units in two separate buildings has been given a thorough test and it is totally unsatisfactory.

On August 21, 1944, when additional staff became available and it was possible to activate the Catalog Division it was obvious that drastic rearrangement of the Library was necessary to provide additional space. The increased acquisition program, the increased binding program and the great emphasis on technical processes in general made it apparent that all phases of technical processing should be located in close proximity to one another. Coordination of acquisition and cataloging work requires that they be in adjacent space and the flow of materials from one division to another be simple if an excessive amount of handling and hauling is to be obviated. The lack of elevators in the building indicated that all of these technical processes should be placed on the same floor if adjacent space was to be achieved. To solve this problem the Document Collection was moved from the main floor of the Library to the Fisheries Building Annex and sufficient shelving was removed to provide for an efficient arrangement of the Acquisition Division on the main floor of the Library. The new Catalog Division including its Binding and Preparation Sections was allotted the periphery of the main floor so that a close working relationship could be maintained with the Acquisition Division. The Indexing Unit was moved into the room next to the Acquisition Division thus greatly reducing the handling of current periodicals. Bibliographic and biographic tools which are used constantly by members of the Index-Catalogue Division, the Catalog Division and the Acquisition Division, as well as the staff members in Reference, were moved to shelving adjacent to the Acquisition Division. The general result of this move was that all of the technical process units were placed together with the tools which they must use in their work.

As the Catalog Division increases in size, it will undoubtedly be necessary to remove more stack area to provide proper working quarters. This can be done by an expansion of the move just outlined. After the space was rearranged the amount of office space was reduced from 152 square feet per person to 84 square feet per person. It will provide in addition, storage space for books which would permit the return of more than one-half of the document collection from Cleveland. This document collection is an important working part of the Library and should be available in Washington to be used in connection with daily reference work.

Other incidental parts in the move included the shifting of the Periodical Collection to the Main Reading Room where sufficient seating space was available both for reading of current periodicals and for the general services. The card subject files of the Index-Catalogue were moved to the former Periodical Reading Room where they will be more available to the Reference staff and to the readers using them in connection with reference books. A desirable location was found for research workers using the Library for long term projects. The move also covered a number of minor rearrangements.

As reported by The Acting Librarian to The Director on May 24, 1945, "we will need 30,000 square feet more of space by 1950, if it is to be assumed that the new building will be available for occupancy by that time." It was proposed on March 27, 1945 that a temporary annex be erected on the west side of the building. This would be an ideal solution of the space problem since it would enable the Library to operate as a unit. If this cannot be obtained, additional space must be provided in an area within five or six blocks from the present library building. The additional space should be in a single location. The immediate space requirement within the next six months is 4800 square feet and an additional 2800 square feet will be required for each six months thereafter until the new building is completed. Unless this space is provided in the near future the Library space situation will become desperate.

NEW BUILDING

The plans for the new Army Medical Library building were revised during the year to provide for functional interior arrangement so as to obtain proper relationship between divisions and to provide flexibility for adjustment of any aspects of the functions for a reasonable period.

On April 19, 1945, at a meeting held in the office of Brigadier General Bragdon of ASF, it was decided that a study should be made to determine as nearly as possible the cost of erecting the building and furnishing it ready for use as well as the cost of acquiring the land. Sixty thousand dollars was provided from the working funds of ASF to make the necessary engineering and architectural studies. These figures were to be as accurate as possible so that a request could be made to Congress with a definite statement of the amounts needed for completion of the building. Authorization to proceed within the next fiscal year is desirable. At the time, the Museum and Library both stated their needs for additional space and it was decided to investigate the possibility of requesting not only the lot originally allotted, bounded by East Capitol Street and A Street and Third and Fourth Streets, S.E., but also the lot directly behind it bounded by A and B Streets and Third and Fourth

Streets, S. E. This request was made to the National Capitol Parks and Planning Commission who signified at one of their regular meetings held on April 19, 1945, that they would set aside the second lot for possible use by the Library and Museum building. A few days after this, the question of moving the Museum and Institute of Pathology with the Library to the proposed Army Medical Center on Sixteenth Street was discussed at a meeting in The Surgeon General's Office. After considerable study and conferences with those interested, The Surgeon General decided on May 5, 1945, that it would be to the interests of the Medical Department, and the medical profession generally, to place the Library in the location originally planned on Capitol Hill in close proximity to the Library of Congress. This meant that the whole building as originally planned could now be devoted to the Library.

The plans mentioned above were prepared at this time. With the whole building assigned to the Library, a more satisfactory plan could be developed. Further study of the proposed capacity of the Library would take care of the expected growth for forty years and rough sketches were drawn by the architects Eggers and Higgins to show placement of the Library on both of the lots set aside by the National Capitol Parks and Planning Commission. At the present time, studies are continuing to determine the cost of acquiring the land and erecting the building. It is hoped that during fiscal year 1945-46 these costs can be summarized and that a deficiency appropriation bill be presented to Congress to authorize the development of complete working drawings and the acquisition of the necessary land. When this is done, the much needed building can be started as soon as materials become available.

The plans for the building were discussed with the Honorary Consultants at the June meeting of the Executive Board. Representatives of the architectural firm of Eggers and Higgins and members of the building committee of the Association of Honorary Consultants were present. Further statement is made on this in the section devoted to Honorary Consultants.

HONORARY CONSULTANTS

The Honorary Consultants of the Army Medical Library organized as an association at the first annual meeting on October 6 and 7, 1944. Fifty-seven of the seventy-seven consultants attended the meeting. Two of the consultants, Dr. W. T. Davis and Sir Humphry Rolleston, died shortly before the annual meeting and one consultant, Mr. Archibald MacLeish, resigned because of the pressure of his duties as Assistant Secretary of State. The constitution and by-laws were drafted at the meeting held on October 6, 1944; they were finally approved by a

mail vote of the membership and published in the *Bulletin of the Medical Library Association* for April, 1945.

At the first annual meeting, Dr. John F. Fulton, Professor of Physiology at Yale University, was elected President of the organization; Dr. Chauncey D. Leake, Dean of the Medical School of the University of Texas, was elected Vice-president; and Colonel Harold W. Jones, The Director of the Army Medical Library, Secretary-Treasurer. The elected members of the Executive Committee are: Dr. Clyde L. Cummer, Dr. W. C. Davison, Dr. Morris Fishbein, and Dr. Henry R. Viets. The Executive Committee appointed the following committees: Acquisition, Building, Endowments and Grants, and Rare Book. The various members of the Association of Honorary Consultants have been extremely helpful to the Army Medical Library during the past year, both by their intense interest in the Library and in their willingness to give of their time and ideas. The Executive Committee met in November 1944, in April 1945, and in June 1945. The November meeting was devoted mostly to determining the organization of the Association and method of operation. It was decided at this meeting to request from the Rockefeller Foundation an appropriation to cover the expenses of the Association for two years. This request was approved by the Executive Committee of the Rockefeller Foundation held on June 19, 1945. At this meeting a fund providing up to \$12,000 for Association expenses, beginning February 1, 1945, was set up. Not more than \$6,000 is to be available in either year of the grant. In April, 1945, a grant of \$1,500 was received by the Association from the American Medical Association. This was to take care of expenses which could not be charged to funds made available by the Rockefeller Foundation. At this second meeting of the Executive Committee held on April 25, 1945, The Surgeon General requested their consideration of the question of the location of the new Army Medical Library Building. This question was discussed with The Surgeon General at a luncheon at Hotel Statler and the ideas of the Executive Committee undoubtedly aided him in his decision to locate the Army Medical Library on Capitol Hill and the Institute of Pathology and Museum near the Army Medical Center. At the meeting held in Washington on June 19, 1945, members of the Acquisition Committee and Rare Book Committee met with representatives of the Library to discuss ways and means of adding to the Library's collection. The suggestions made by members of the Committee are now being put into effect by the Library.

Dr. Winfred G. Leutner, Chairman of the Building Committee, Mr. Keyes D. Metcalf, Vice-chairman and Mr. Frank R. Walker of Cleveland were also invited to attend the meeting of the Executive Committee to discuss plans of the new building with representatives of

the firm of Eggers and Higgins. Their pertinent comments were very helpful in the consideration of these plans.

The Honorary Consultants of the Army Medical Library represent all fields of medicine and these men can be counted upon to help develop the collection and the service of the Army Medical Library each in his particular field because of his unusual position of prominence in his own specialty. With their knowledge of the needs of the Army Medical Library we can look forward to a rapidly increasing service to the medical profession.

PUBLIC RELATIONS

Mention should also be made of the Library's good fortune in having the services, as an enlisted man, of Richard Hood. In an effort to bring the Library's services and future program to the attention of the medical profession and the public, Sgt. Hood has maintained a series of exhibitions in the Library, at the annual Consultants' meeting and at the annual meeting of the Association of Military Surgeons.

He also undertook the preparation of designs, captions and script for a film strip on the Library for use at public meetings. All posters, layout and lettering for Library publications, departmental charts, graphs, scale drawings, plans and signs for indoor and outdoor use are provided as required.

A recent decision to modernize the Library's book plate led to the submission of 16 designs and after careful consideration by consultants and staff, two new book plates were approved, one for regular use and one for special gifts to the Library. These book plates are to be engraved by the Bureau of Engraving and will be in use in the near future.

Sgt. Hood's work is now being extended into the Public Relations field to include regular news releases and to secure greater coverage for the Library's activities in current publications. A step in this direction has already been taken with the preparation of a brochure on the Library for which extensive circulation is planned.

The following specific Library displays and exhibitions were made during the year:

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| October 4, 1944 | Display of Army Medical Library Services with explanations of the operation of each Division. |
| Nov. 2, 3, 4, 1944 | Exhibitions at the annual meeting of the Association of Military Surgeons, Pennsylvania Hotel, New York City. Photographs, rare books, bookbinding materials and processes with demonstrations. Also plans and photographs of the proposed new Army Medical Library building. A film of the history and services of the Library was shown during the exhibition. |

- Dec. 20, 1944 "New Horizons in Library Service"—a display of three dimensional models emphasizing the aims of the Library's future program.
- Feb. 4, 1945 "The Reference Division"—a display of three dimensional models, maps and charts showing the worldwide distribution of reference material, the function of the Inter-Library Loan and its distribution of bibliographies.
- March 24, 1945 "The Index-Catalogue"—Cartoons and models showing its preparation and use throughout the world.
- May 1, 1945 "Medical Caricatures"—a selected group of famous medical caricatures by celebrated artists of the 18th and 19th centuries with descriptive material on their work.
- June 28, 1945 "The Army Medical Library"—large photographs of Library activities including the work of the Cleveland Branch with descriptive captions.

Plans were made for the issuance of a News Letter to Consultants, to medical libraries, and to others interested in the activities of the Army Medical Library. Approval for this mimeographed publication was received from The Adjutant General's Office on June 16, 1945. A sample copy was prepared for the meeting of the Executive Committee of the Honorary Consultants on June 20, 1945 and the first issue was expected to be ready for publication shortly after the beginning of the new fiscal year.

Studies were made to determine whether the *Current List of Medical Literature* might be published by the Library. Approval of the publication was requested from The Adjutant General's Office on June 16, 1945. This publication has been maintained by the Friends of the Army Medical Library and The Medical Library Association, Inc. on a subscription basis. Over 500 copies have been supplied to the Library free of charge to enable us to receive an increasing number of medical journals especially from South American countries which could not be obtained through normal trade channels. The *Current List of Medical Literature* has also been the means by which medical officers and interested doctors and medical research workers have been able to determine the items that have been added to the Army Medical Library so that they could request microfilm copies of the articles needed in their field of study. The *Current List of Medical Literature* has been largely responsible for the rapid development of the photoduplication service of the Library which now accounts for 80% of our total service. If publication is taken over by the Army Medical Library, it is expected that copies could be furnished promptly to hospital centers and other military hospitals and medical installations throughout the

world. This would provide up-to-the-minute information gleaned from the world's medical literature to medical officers.

Dr. Atherton Seidell who has contributed his time during the last four years as editor of the *Current List of Medical Literature* and who has been the moving spirit behind its publication, will leave shortly for France. Unless responsibility for publication is assumed by the Army Medical Library, the *Current List of Medical Literature* will not be continued. This would be a serious handicap to our service.

OFFICE OF THE LIBRARIAN

The organizational pattern of the Library during the first half of the year provided for an Administrative Division which, in addition to overall administrative functions aided in coordinating the work of the other divisions. This made an excessive span of control for the head of the Administrative Division and provided no clear definition of responsibilities between The Librarian and the head of this division. The other division heads did not know when they were to report to the Head of the Administrative Division and when to report to The Librarian. On May 25, 1945, the Administrative Division was abolished and the general service functions of Personnel, Budget and Finance, Property and Supply, and Mail and Files were grouped in the newly constituted Office of The Librarian under an Administrative Assistant who reports to The Librarian. Each of the division chiefs now reports directly to The Librarian. This gives The Librarian a permanent span of control of six. In addition, for the time being, the Translating and Photoduplication Sections are supervised directly by The Librarian. After the war when the functions and scope of these sections are clarified, it is anticipated that they will be assigned to one of the other operating divisions.

The Shelf-listing Unit, formerly in the Administrative Division, was made part of the Processing Section of the Catalogue Division. The Indexing Section which had been temporarily assigned to the Administrative Division was merged into the Index-Catalogue Division.

This elimination of the Administrative Division and the substitution of the Office of The Librarian resulted in the clarification of hierarchy and a more reasonable span of control for the Administrative Assistant and for The Librarian.

A summary of the work in the units of the Office of The Librarian is given below:

Personnel Unit

For a considerable portion of the year the Chief of the Administrative Division handled personnel directly with the aid of a personnel

clerk. When Mr. Robert B. Austin was transferred to Cleveland on May 1, 1945, the personnel function was taken over by The Acting The Librarian and the details were handled by the former personnel clerk. This was an interim expedient which was not at all successful. It is essential that a full time personnel officer who can carry out all the aspects of this work be provided as soon as possible. The Administrative Assistant now gives a certain amount of attention to personnel; but it is hoped that more of his time can be given to the continuation of time studies noted above, to work simplification, to establishment of objective standards of production, and to other overall management problems.

The Library began the fiscal year 1945 with personnel authorization of 84 civilians, 2 officers, and 2 enlisted men in Washington and 20 civilians and 1 officer in Cleveland. At the end of the fiscal year, personnel authorization was 132 civilians, 2 officers and 3 enlisted men for Washington and 18 civilians and 1 officer for Cleveland. Only 98 civilian employees were on duty in the Army Medical Library at the end of the fiscal year, due in part to the difficulty in recruiting employees and to the high separation rate. The chief reason, however, for the discrepancy between employees on duty and those allotted was that the increase in personnel was received too late in the year to permit jobs to be set up and filled.

Below is a statistical personnel report covering the period from July 1, 1944 to June 30, 1945.

Personnel on duty July 1, 1944	67
Personnel on duty June 30, 1945	98
Number reported for duty	76
Number separated	45
Net increase	31

Office Order No. 1, 1945, which was issued on January 1, 1945, gave a digest of leave regulations as outlined by Civil Service Commission. This has since been revised to fit the needs of the Army Medical Library and has been included in a Manual of Operations. Statistics are not available for time and attendance records prior to January 1945. The following table shows the percentage of effectiveness during this six months period.

Annual leave, hours	5,965
Sick leave, hours	6,925
Other	1,483
Percentage of effectiveness	88.2%

The above figures indicate a loss per month of 124 man-days for annual leave, 144 man-days for sick leave and 31 man-days for all other leave.

There was a decrease from 92 cases of tardiness in January to 22

in June. This is due to the adoption of a plan of following up cases of tardiness and the application of penalties for frequent offenders. Effective June 1, 1945, the Library began to maintain its own time and attendance records in accordance with the new method adopted for accounting for leave by the Civil Service Commission.

One of the major difficulties encountered in regard to personnel was that of filling position vacancies. The number of people available on lists supplied by Civil Service was extremely low and the usual time lag necessary to accomplish any replacement was a serious handicap to the work. This time lag is caused by the number of offices through which our requests have to pass before any action can be taken. A request passes first through the Civilian Personnel Division of The Surgeon General's Office, then through the Fourth Regional Office of the Civil Service Commission, and finally through Civil Service Commission itself. The Civil Service Commission has shown that it is extremely interested in filling the library positions with the best qualified people available and has also endeavored to meet the time requirements necessary to keep the work going.

Despite the efforts of the past year, many things remain to be done. There are still many vacancies on the staff to be filled, a training program must be set up and new employee job sheets for approximately half of the staff need to be written. A constant follow-up is necessary to secure action on any request. A competent and experienced person is being sought to fill the need for an assistant in personnel who can take complete charge of personnel activities of the Library. It is essential that this person be added to the staff in the near future.

Budget and Finance Unit

The Library's revised budget for the fiscal year 1945 was \$376,220 distributed as follows:

Civilian Personnel	\$256,670.00
Rentals of equipment	450.00
Printing and Binding:	
Index-Catalogue	35,000.00
Other	28,000.00
Published material, equip. & supplies	51,400.00
Contractual Services	4,700.00

The table indicates the funds actually allotted to this station with the obligations and expenditures to June 30. In addition, \$30,000 allotted to the St. Louis Medical Depot was spent by the Cleveland Branch for field contract binding. Of the \$51,400 allotted for the purchase of published material and equipment, \$51,343.55 was obligated. The allotment of other funds, excepting "books and bookbinding supplies"

was removed during the year as a result of the prohibitions against local purchasing contained in W.D. Circular 310, 1944. This system is not satisfactory, however, and involves delays in supply that can be avoided. Action is being taken, therefore, to secure authority for local procurement by the Library in view of the nature of its requirements.

The reorganization of this section began in the closing months of fiscal year 1944 and was completed in this year. A trained accounting clerk replaced the inadequate former employee and the procedure and systems were streamlined and improved. This section now functions with only general supervision by the Administrative Assistant where, at the beginning of the year, it required his full time and attention. It was possible to secure approval for a request that the pre-audit of vouchers in the Fiscal Division, S.G.O., be eliminated since the Library's processing of vouchers for payment had improved to such an extent. Vouchers are now processed directly to the Finance Officer for payment. This represents a considerable saving both in speed of payment and in duplicated effort. It has improved the library's relations with book dealers who appreciate early payment of their bills.

In cooperation with the Acquisition Division, means of acquiring foreign material were arranged with the Fiscal Division, Military Intelligence Service. These purchases are now made on the spot by the Military Attachés in the various countries, payment being made from FDGA funds allotted to the foreign theaters. These amounts are not included in our allotment.

A study in the purchase order procedure resulted in the elimination of many wasteful operations. Civilian members of the staff were appointed as purchasing and contract officers and a request was made to have the Administrative Assistant made an authorized certifying officer. These changes have eliminated much unnecessary routing of forms and relieved The Director and The Librarian of a very heavy detail load.

Property and Supply

The Military District of Washington through Binghamton Medical Depot issued an order during the summer of 1944 which based the Library on the Army Medical Center for all supplies. This system proved unwieldy and resulted in delayed supply of equipment. A meeting with Supply Service officers was arranged and as a result the Library was removed from satellite category and again based on the Binghamton Medical Depot. At the present time the Library secures engineer services from Fort Myer and it is expected that quartermaster supplies will be issued to this installation from that point also.

The property records, neglected for some time, have been corrected and brought up to date. At the request of The Director, a warrant officer was assigned for temporary duty in December 1944 to make a survey

of the supply situation in the Library. This Warrant Officer had had extensive experience with Army supply systems and was able to make many pertinent suggestions which have been put into effect. One was that a qualified Supply NCO be added to the staff of the Library to maintain supply records and to be responsible for supplies in general. This was done in January, 1945, and much has been accomplished toward correcting property accounting records. Unserviceable furniture and equipment which had long been stored in the basement was turned in for salvage and the room formerly occupied for storage of this equipment has been made suitable for temporary office space. In addition, over 200 empty steel transfer files were turned in as excess. Progress has been made in removing from the basement boxes of duplicates stored there. Over 400 have been sent to Duplicate Exchange.

Much new equipment has been procured for various divisions of the Library. Among the most outstanding is the purchase of the Fonda Film Processing Machine costing approximately \$13,000 for the Photoduplication Section. Paper processing V-mail equipment has been obtained through normal supply channels which will make the processing of photoprints considerably more efficient. Additional binding equipment was procured for the Cleveland Branch.

Mail and Files Unit

The central files of the Library have been improved. The War Department decimal classification system has been adopted, and a system of card indexed cross references is used to aid in locating correspondence. There is still much work to be done with these files, however. They were so long neglected that putting them in proper order is a heavy task. As its part in the Army's program of records retirement, the Library has disposed of 17 file drawers of old correspondence and approximately 50 containers of old cards and records. Several boxes of material are being sent to Cleveland for study by the Medical History Division. The destroyed material was inspected before disposition to remove anything of possible value or historical interest.

This unit now handles all incoming requests for photoduplication service. These requests are sorted and assigned priority according to whether they are received from military installations overseas, military installations in the United States, or from civilians. Each request is then numbered and typed in duplicate on separate slips. The letter is then sent to Photoduplication and the slips directly to the Reference Division. One slip becomes the charge in the Reference Division and the other is forwarded to the Photoduplication Section with the book or journal requested. In this manner, control is easily maintained throughout the entire process and Photoduplication is able to follow up items not received or reported promptly.

Translating Unit

During the year the Translating Unit provided written translations of 228 articles, or approximately 4,104 pages. In addition, a considerable amount of valuable oral translating service was provided to various staff divisions. Every effort was made to offer assistance in handling foreign language problems. Approximately 94% of all work done was for military requests, with the remaining 6% being done for other government agencies or, in very rare cases, for civilian use. The staff of the Unit changed considerably during the year. The Chief Translator was the only member of the staff at the end of the year who had been assigned to this work at the beginning.

Photoduplication Unit

The photoduplication service has for three years been the most potent tool of the Library in carrying its resources to the medical profession, both inside and outside the Armed Forces. During the past year, medical officers at 90 overseas installations have had available 45 medical journals on microfilm. In addition, current requests for specific articles have been supplied on microfilm to Army installations and to civilian medical professions without cost. The development of microfilm has made it possible to cut down the amount of interlibrary loan service which would normally be required. At the present time over 80% of the total service of the Library is furnished through the Photoduplication Section. During the year, a total of 46,601 items were filmed and approximately 350,000 feet of positive film were printed for overseas installations. This is a total of more than 4,550,000 pages of literature which have been made available outside of the Library by this one unit.

As noted in the report on the Mail and Files Unit, the rapidly increasing volume of requests has resulted in the need of establishing a new routine for handling them. The system as described above automatically controls the routine flow of material.

ACQUISITION DIVISION

The intensive reorganization of the Acquisition Division mentioned in the report for 1943-44 continued during the past year. A staff which comprised 5½ people in July 1944 grew to a staff of 21 at the end of the fiscal year. All phases of the work increased and although most of the new staff were not added until after the middle of the year, the total acquisitions more than doubled.

In developing the new organization in the Acquisition Division, every effort was made to get qualified trained personnel to fill the key spots. The present organization of the Acquisition Division consists of three sections in addition to the Office of the Chief. They function as follows:

1. *Selection and Searching Section*

This is responsible for the the activities preparatory to placing of orders for publications, including the searching of both monographic and serial titles.

2. *Order Section*

This section is responsible for placing all orders for books, pamphlets, serials, and other library materials, for receiving and preparing monographic materials, clearing first issues of serial publications, accepting gifts and for such physical processing of publications added as may be assigned to the Acquisition Division.

3. *Serial Section*

This section is responsible for recording and claiming of serial publications added to the Library and for all of the exchange activities of the Library.

The emphasis changed from passive acceptance of material sent to the Library to an active effort to acquire all medical material published in line with the mission of the Library as outlined in AR 40-405.

The number of gifts increased many times with the largest number coming through the Interdepartmental Committee of the Office of Strategic Service. It was only by means of this committee that we were able to keep up with acquisition of medical publications from European countries during the last few years.

The number of transfers from the Library of Congress almost doubled during the year. This was largely due to a changing understanding on the part of the Library of Congress of the extent of the fields in which books were to be turned over to us. Extensive efforts were made to purchase from book sellers and from publishers books which were needed to complete our files. The back card files of items which were needed by the Library were cleared during the year, necessary bibliographical information was added and the lists were submitted to individual dealers for the requested items. Since our checking in dealers' catalogs had been haphazard in the past, we found that we did not have the published lists of many outstanding dealers. These were requested and checked promptly. In addition, advertising in the *Want List* was started in the spring, both in the form of a large paid advertisement outlining our fields of interest and by listing individual titles needed. This system worked very satisfactorily bringing in to us from little-known dealers, who did not usually publish lists, material that was needed to fill gaps in our holdings. Every effort was made to obtain material from Russia. This country has been producing many outstanding medical items in the past few years. The State Department, the Soviet Embassy, the Soviet Red Cross, the American Red Cross and other agencies and dealers were all tried with very little success until near the end of the year. Mr. Ralph Hubbell, the representative of the

American Red Cross in Moscow, made the first successful contact for us and was able to send through two large shipments of material during the winter of 1944-45. The State Department was also able to make arrangements with Dr. L. Basias, Director of the State Central Medical Library of the People's Commissariat of Public Health of the USSR, for exchange of medical items. This exchange relationship promises to be very fruitful in the future and already we have sent to Russia 113 unbound serials and many books and have received in exchange collections of like value. Studies were made during the year of methods of acquiring publications from various South American countries. Most of the large American libraries had found their efforts to acquire complete collections in special fields extremely difficult because of the haphazard manner in which most of the South American dealers work. Representatives of the American Library Association who were in South America during the year were able to establish some fruitful contacts. However, the most successful system has been one of exchange. Over 500 copies of the *Current List of Medical Literature*, published by Friends of the Army Medical Library, were supplied to us free for exchange purposes. These have been used to bring in periodicals which were not obtainable through normal channels. These consisted of publications of organizations and associations, as well as some government documents.

The State Department is now assigning foreign publications procurement officers to a number of the American embassies. Before they were sent abroad each visited the Library and discussed the Library's needs. Lists were prepared for them as samples of the type of material needed and it is expected that they will be able to acquire many publications in the countries to which they are assigned. This will be especially true of official documents but they will also try to collect non-governmental items as well.

Besides being used as an exchange item, the *Current List of Medical Literature* has also proved a valuable vehicle for circularizing the Library's specific serial wants. Since December, 1944, the inside covers of this publication have contained installments of serial wants lists of the Library under the caption "Periodicals needed to complete the files of the Army Medical Library." Response has been extremely gratifying and needed publications have been received from libraries and individuals throughout this country and Canada as well as from foreign sources.

As the staff has increased and as there has been more opportunity to study further the needs of the Library and to invite lists and publications for consideration there has been a corresponding increase in the amount of work to be done. At the present time a backlog has accumulated but it is expected that with a further simplification of routines and the

training of the new staff this backlog will be eliminated and material will flow through the division promptly.

The total funds obligated during the year 1943/44 were \$14,360 and for the year 1944/45 was \$43,422. There were 45,442 items handled at the serial desk during the year as compared with 26,141 during the fiscal year 1944. The number of books, pamphlets and theses received from all sources was 8,605 for 1945 and for 1944 was 4,679. In addition approximately 1,100 items which were received during May and June from the Interdepartmental Committee were not included. These were not processed by the end of the fiscal year and did not appear in the official count.

Many of the routines have been simplified during the year. A combination of the serial records of the Library in the Acquisition Division was one of the most effective changes. This enables checking in only one place to determine whether or not the Library needs a particular periodical issue. Routines for the Acquisition Division are in the process of being written in manual form.

One of the major changes in personnel occurred at the end of fiscal year when Mr. Scott Adams, who had been Assistant Head of the Division, was made Chief of that division and Mr. Leslie Falk was put in charge of Selection and Searching Section.

CATALOGUE DIVISION

The Catalogue Division was activated on April 16, 1945, but very little was done in organizing this division before the end of the fiscal year. The head of the division took active charge on June 15, 1945. The Emergency Shelf-listing Unit was merged into the Processing Section on May 1, 1945 and on June 18, 1945, the Binding Section became part of the division. Such cataloguing as is now being done is still preliminary in nature and will continue to be preliminary until three foundations upon which adequate work is based can be provided. These foundations are:

1. The classification scheme
2. The subject heading list
3. The manual of operations

During the year, 6,298 titles were catalogued which was an increase of 1,118 over the preceding fiscal year. There were 34,773 catalogue cards prepared which was an increase of 9,052 over the preceding fiscal year. Although the division was activated early in April, no additions to the staff were made except for a Reviser so that on June 1, 1945, the staff of the Catalogue Division still consisted of only three cataloguers and one reviser and one typist. During the corresponding period the Acquisition Division had begun to show the effects of its reorganization and the acquisitions increased considerably. Consequently, at the end of

the fiscal year, there was a backlog of 5,069 volumes currently received, in addition to the backlog of recataloguing. This backlog has been increasing steadily and probably will increase until the division is organized and trained, which we hope will be sometime this fall. Cooperation with the Library of Congress continued with the assignment of one part-time cataloguer to the preparation of copy for Library of Congress cards for medical books received by them.

Shelf-listing

Completion of the shelf-listing of the book collection is the outstanding achievement of the year. Miss Anna Glantz and Miss Gladys Ramsey who succeeded her in this work on December 1, 1944, are to be commended for the efficiency with which this project was carried out. To date, 120,537 items have been shelf-listed. In addition, 50,000 volumes were sorted from the main collection and transferred to the Annex. The periodical, pamphlet and dissertation collections still remain to be done. Duplication of the shelf-list to provide an alphabetical holding record was studied during the year and as soon as arrangements can be made it is hoped that this alphabetical file can be prepared as an aid to the Acquisition Division in searching and also as an aid to the Reference Division in reference work.

Binding

The Binding Section of the Catalog Division was placed in the charge of a professional employee for the first time on April 10, 1945. During the year approximately 4,000 volumes were sent to the Government Printing Office for binding. This was one-third more than was sent in the preceding fiscal year and the bulk of the increase occurred during the last two months of the year. This binding total does not include the statistics for material bound at the Cleveland Branch. This is reported separately under the section devoted to that branch. The head of the Binding Section has begun work on a manual of operations and it is expected that this will be ready in the near future.

Art Collection

The Art Collection had suffered during the past years through neglect because of the shortage of trained assistants. As a special project, one cataloger was assigned to the work of putting this collection in order and listing it so that it would be available for use. She will also prepare procedures for the recataloguing of the collection.

At the end of the fiscal year, the Catalog Division lacked 18 staff members. Practically all new workers were allotted too late to be employed at the end of the fiscal year.

Classification

The classification scheme is being prepared by a committee sponsored by the Rockefeller Foundation. This committee is headed by Miss Mary Louise Marshall, the Librarian of the Rudolph Matas Medical Library at Tulane University, and includes Miss Janet Doe, Dr. Andrew Osborn, and Mr. Keyes D. Metcalf, all members of the Survey committee. Mr. Herman Henkle is the representative from the Library of Congress and Captain St. John is the representative from the Army Medical Library. It was hoped that this classification scheme would be completed by June 1945. Every effort was made to get the fullest cooperation from various groups of specialists in developing the classification in their particular fields. The Library of Congress was exceedingly liberal in aiding and cooperating in the development of the scheme. It is planned to use the Library of Congress notation system but to adopt a more modern and elastic method for the classification of the subject matter. It is expected that this classification will not be ready before October which will be a serious handicap and will hold up the recataloguing of collections of the Library. When finished, the scheme promises to be outstanding and already the Yale Medical Library is planning to adopt the scheme for its own use.

Subject Heading

Work on the subject heading scheme had not been started at the end of the fiscal year. Since this work will be done by the regular staff of the Library, it is anticipated that the list will be ready at about the same time that the classification system is available.

During the summer months, the Chief of the Catalog Division plans to work on the manual of operations. This should be completed by October and satisfactory standards will be achieved late in 1945 or early in 1946. One of the most urgent needs of the Catalog Division is a card mimeograph machine for duplication of the cards. One of the main reasons for the low output on the part of the catalogers has been the necessity of each cataloger typing duplicate cards. The process is inefficient and the results are unsatisfactory. A mimeograph machine should be ordered and it is hoped that it will be delivered in the near future.

INDEX-CATALOGUE

During the fiscal year, the Index-Catalogue Division produced the largest volume of the Index-Catalogue ever published. The ninth volume of the Fourth Series covers the letters K-L and includes more than 105,000 references. Type setting was completed by the end of January 1945 and proof reading was concluded in April. The volume was delivered on July 16, 1945. Preliminary work on volume ten covering

the letter M started in October 1944 and cards have been sent to the printer since the completion of type setting on volume nine in January.

The policy concerning the Index-Catalogue underwent a decided change at the end of the fiscal year 1943-44. At a meeting held in May, 1944, which was attended by members of the Honorary Consultants, librarians, and medical research people, the various questions pertaining to the inclusion of material in the Index-Catalogue was discussed. As a result of this meeting it was decided that the Index-Catalogue should not continue to be a complete catalogue of items added to the Army Medical Library but should take the place which it had earned for itself as the outstanding bibliography of medicine and only articles of importance pertaining to medicine or to related fields would be listed.

It was also agreed that the entire alphabetical series should be published more often, preferably every twelve years, which would mean each volume would contain 1,500 pages with approximately 120,000 references. As a result of this meeting, the Indexing Section continued under the control of The Director of the Library while the studies pertaining to indexing were being completed.

During this period, the Indexing Section was transferred from the Washington Auditorium to the Fisheries Building Annex to permit closer liaison with the Acquisition Division. When the Acquisition Division was moved back to the main building in May, 1945, the Indexing Section was merged with the Index-Catalogue Division. As a result of the work studies on which this change was based, two positions were saved and the output was increased from an approximate 2,800 titles to an average of approximately 4,000 articles indexed per indexer each month.

During the present fiscal year, the organization of the Library finally reached the point where it was possible to separate from the Index-Catalogue Division all functions not related to its major mission. The activation of the Catalogue Division removed all functions pertaining to regular library cataloging from the Index-Catalogue Division. The members of the division will now be able to concentrate on the big task of publishing the internationally known Index-Catalogue. The Chief of the Index-Catalogue Division is now responsible for the selection of items to be indexed, subject headings assigned, preparation of cards for the items, maintenance of preliminary card catalogs, selection of cards from these files to be combined in the volume in process, correcting of these cards if necessary, heading of the cards for printing, and the editorial work attendant on seeing the volume through the Government Printing Office.

REFERENCE DIVISION

The reorganization of the Reference Division was held up until after the other divisions had been completed because the organization of all

the other divisions reacted directly on the work of reference. The shelf-listing for the monographic collection which consisted of 120,537 volumes was completed near the end of the fiscal year. This shelf-listing has given an accurate index to the collection now on the shelves and has provided an opportunity for reshelving the collection of monographs in correct order. Near the end of the fiscal year 1944, the serial collection was rearranged and placed in alphabetical order according to the Union List of Serials. This means that the great bulk of the collections serviced by Reference Division now are in reasonably adequate order and the service should improve.

Since no completely adequate method for keeping statistics has been worked out (this should be one of the first things to be done during the new fiscal year) it is difficult to judge exactly how much the work has increased. Under our present method of keeping statistics we find that over 56,000 items were used during the year; 44,138 of these within the building either by photoduplication service, by the representative of Pryor Company or the Army Institute of Pathology. In addition to this, 554 bibliographies were compiled and sent out. About 90% were requested by members of the Armed Forces from whom many expressions of appreciation were received.

A new system of registering readers in Library Hall should be established because spot checks taken during the year have emphasized the fact that many readers who use the room regularly neglect to sign the register. In order to obtain a more satisfactory method of accounting for readers, a systematic check by one of the desk assistants will probably be necessary.

About 50,000 volumes were transferred from the main library to the third floor of the Fisheries Building Annex. Although these volumes were comprised of little used subjects as well as books published before 1920 in some of the larger classes of medical literature, it has been found that many of them are called for daily.

Current periodicals were removed from room 27 and transferred to a space in the stacks adjacent to the main reading room. This has meant that the collection can now be used in conjunction with regular bound serials by any person doing extensive research work. More satisfactory display shelves could be used to advantage.

The collection of government documents formerly located in the lower reading room has been moved to the Fisheries Building Annex as outlined earlier in the report. This collection is now being organized so that gaps may be filled and the collection completed. This material is available for use as needed.

The circulation desk which formerly took up valuable space in the reading room has been moved to a position immediately adjacent to the stacks. This has given more adequate service and provided more space for reference assistants.

With the major physical changes already made in the stack area more time can now be spent on simplifying work routines by studies similar to those which have been made in other divisions. This Division is the part of the Library where the entire work of all the divisions culminates. When the reorganization of this Division is finally accomplished it can be truthfully said that the reorganization of the Library will be practically complete.

One item that is urgently needed to simplify the work not only in this Division but in all the other divisions in the Library is an elevator large enough to accommodate a book truck with passenger. Requests for this elevator in the past have been side-tracked because of the feeling that the cost would not be justified for the length of time the Library would remain in his building. The loss of time during the shelf-listing of the collection was more than enough to pay for the most expensive elevator. Loss of time will be increased year by year as the Catalogue Division begins to recatalogue the Library. Two people are at present assigned to the operation of an inadequate dumb waiter which is in constant use. These persons could be used for other tasks if an elevator large enough to hold a book truck and a person were provided. We cannot emphasize too strongly the need of this particular piece of equipment regardless of cost.

CLEVELAND BRANCH

The main duties of the Cleveland Branch continued to emphasize the arrangement and processing of the rare book collection and the statistical and document collection. The rare book collection now includes 23,138 rare books, 2,884 rare pamphlets, and 561 manuscripts; or a total of 26,583 items. The document and statistical collection includes 22,368 bound volumes divided as follows:

State documents	8,367
School catalogs	2,347
Foreign documents	7,220
Smithsonian Institution	638
United States documents	3,796

The figures of the original count are rapidly being reduced as binding progresses and a large number of duplicates found are removed. During the year the rare book binding section bound 599 volumes, most of them in full or half leather. In addition 538 volumes were restored and 121 slip cases made. Under contract with National Library Bindery Company, 6,582 volumes were bound at a cost of \$24,541.25.

Much additional binding equipment was obtained during the year and new lighting facilities were installed by local Army Engineers. The shelf-listing of the collection continued and duplicate cards for these items were sent to Washington.

In preparation for the time when the Cleveland Branch will be returned to Washington, a change of name for the division was suggested. The division whose main job will be connected with the medical history aspects of the Library will be called the Medical History Division. The suggested organization would include three chief sections as part of the division: the Rare Book Section, consisting of a Reference Unit and Catalog Unit; a Rare Book Binding Section; and a Medical History Section with a Medical History Unit and a Medical Biographical and Portrait Unit. Mr. Robert B. Austin, formerly the Head of the Administrative Division in Washington, was assigned as Chief of the Medical History Unit of the Medical History Section so that immediate steps could be taken to bring together the historical material in the Library even before the return of the Branch to Washington. The remaining staff will be added as necessary.

As expected during the war period, the use of the Branch by the public was very limited. There was a total of 362 visitors recorded. Many of these visited the Library on conducted tours. The public relations aspect of the work was emphasized. During the year the staff of the Branch delivered twelve addresses or informal talks on various aspects of their work, conducted eleven tours in the Branch, arranged several exhibits outside the Branch, and published several articles pertaining to medical history. Major Keys and Dr. Fisch continued as editors of the *Bulletin of the Medical Library Association*.

SUMMARY

This report shows the tremendous steps in organization which the Army Medical Library has made during the past year. The major organization is now almost complete. The prospect of a new building within the next four to five years is reasonably good. The quality of the staff is greatly improved. Recommendation of the services of the Library is becoming widely spread. However, there are many things that still need to be done. These are:

1. *The Organization of the Catalog Division*

This is one of the most important tasks which must be accomplished before the Library can function at full efficiency. Before a proper start can be made, however, four important things must be done.

A. The classification system

Completion of this classification system and its application will determine the accurate placement of books in relation to their subject content, and will simplify the location of needed material.

B. The subject heading list

Completion of the list of logical subject headings will bring together

in the catalogue all the material pertaining to a given subject which is included in the Library's collections. To be effective the subject headings used must be uniform and consistent with a general policy. A basic subject heading list will accomplish this. It is essential that this list be completed before consistently good cataloging can be performed.

C. A manual of procedure

Uniform cataloging policies must be maintained if a logical and satisfactory catalog is to be developed. The rules for cataloging and the policy of the Library in regard to all types of material will be included in this manual of procedure. Only in this way can we be sure that all of the cataloging follows the same general plan.

D. A ten-year cataloging program

Since the task of recataloging the Army Medical Library is such a tremendous one when considered in connection with the cataloging of current material, it will be necessary to develop a well thought out plan for the completion of this work within a specific period of time and to establish controls so that the plan will be adhered to. A ten-year binding program should also be developed for the rebinding of material now on the shelves. The collections of the Library are deteriorating rapidly and only by means of adherence to a long term program will it be possible to insure the completion of this task in a reasonable amount of time.

2. *Index-Catalogue*

Studies concerning the policies and functions of the Index-Catalogue have been noted in this report. When the Catalog Division is finally developed and organized, further study will be necessary to determine the general policies in regard to use of a uniform system of subject headings, of the type of material to be included in the *Index-Catalogue*, of the rate of issue of the volumes in each series, the relationship between the *Index-Catalogue* and the *Quarterly Cumulative Index Medicus* and the possible consideration of an abstracting service by the Library. If the publication of the *Current List of Medical Literature* is assumed by the Army Medical Library, its relationship to the *Index-Catalogue* will need further study.

3. *Reorganization of the Reference Division*

A. Separation of reference and stack service

Since the type of service given by the professional reference assistants in the Reference Division and the service given from the stack units are so widely separate, consideration should be given to the separation of these two units.

B. Establishment of adequate routines, better supervision, and control mechanism

The Reference Division will need considerably more study during the next year to insure the establishment of satisfactory routines. It will be necessary to provide a better supervisory organization and both quantitative and qualitative control mechanisms need to be developed.

C. Installation of an elevator

One of the most important items needed by the Library as pointed out in the main body of the report is the installation of an elevator large enough to accommodate a book truck. This elevator will save a considerable amount of staff time, not only for the Reference Division but for all the other divisions in the Library. It is one of the most essential needs at the present time.

D. Policies and functions

A study of the policies and functions of the Reference Division will be necessary in the near future. The types of service which the Library can be expected to give as a normal part of its routine, the areas to be served, the fields of interests, will all require study and decision. Further study should be made on the hours of opening in the Library. For the last two years this division has been open on Sundays and in the report of the Chief of the Reference Division, she points out that approximately 10% of the use of the main reading room occurred on Sunday. There is some question as to whether the Library should open during the evening so that its collections would be available to research workers who are unable to do their work during the day.

4. Development of Detailed Organization

A. Completion of the manual of procedure

As pointed out in the main body of the report, the manual of procedure has been completed as far as organization is concerned down to the section level. Division chiefs should be prompted to finish in the near future, their organization outline and procedure through the unit level. Complete detailed outlines of all routines in the Library will be needed before the manual of procedure can become completely effective.

B. The establishment of work measurement mechanism

The present method of keeping statistics in the Library is extremely faulty. Some changes have been made during the past years; notably in the Photoduplication Section where complete statistics for all processes are now available, in terms of units of equal weight. This system should be developed further for all of the activities of the Library.

C. Establishment of adequate quantitative and qualitative control mechanisms

Much more needs to be done on the development of control mechanisms in all of the divisions. These mechanisms should not only be quantitative but qualitative as well. It should be possible in a completely efficient institution to determine readily the amount of work being done by any individual, any unit, or any section and the quality of the work performed. The value of the Library will be determined by the quality of its service.

5. *Personnel*

A. A well-trained personnel assistant

The employment of a well-trained personnel assistant who could be responsible for all aspects of the Library personnel program should take place in the near future. The Library has developed so rapidly and so many new people have been added to the staff during the past year that a full time trained person is needed to develop and carry through the complete personnel program.

B. Individual job sheets rewritten

One of the first tasks of this personnel assistant would be to complete the rewriting of job sheets for individuals on the staff. This is necessary so that each staff member can have a clear understanding of what his job involves, whom he is responsible to, and who is responsible to him.

C. Development of units according to basic charts

As new people are added to the staff, the units outlined in the basic organization charts should be developed with the proper delegation of authority as described on these charts.

D. Personnel utilization study

Study of personnel utilization as required by ASF Directives should be made on a continuous basis. Personnel utilization is closely allied to development of definite work charts as well as the development of supervisory control. As suggested in ASF manuals spot checks should be made to determine time of arrival and departure and number of people on the job at certain hours during the day.

E. In-service training program

Since a library is unusual in a government organization and since a medical library requires more specialized training than usual, an in-service training program should be developed by the personnel assistant. It has been found during the past year that the spasmodic training of people as they arrive on the job without an adequate manual of

operations and without a definite program has been unsatisfactory. Orientation of new employees to the Library as a whole and to The Surgeon General's Office is advisable. A satisfactory in-service training program would do much to build high staff morale.

6. *New Building*

The plans for the new building seem to be progressing satisfactorily at the present time but much effort will be needed in the next year to develop the necessary steps to insure completion of the building by 1950.

A. Cost estimates

Cost estimates for the land, for the building, for equipment, are now in process of compilation. These will need to be completed in the near future.

B. Congressional action

When the cost estimates are complete, effort should be made during this fiscal year to secure congressional action on an appropriation for the amount necessary to build an adequate Army Medical Library building. Specific appropriation should be requested this year for working drawings and for the acquisition of land.

C. Working drawings

As soon as Congress approves, working drawings should be started so that they can be completed during this fiscal year. This will require much time and effort on the part of the architects. It will probably be advisable to assign a staff member to the job of correlating the planning for this building.

D. Acquisition of land

Working drawings will not mean very much unless we are sure of the plot on which the Library will be built. This can only be finally determined when the land has been condemned and title for the land is held by the War Department.

Great progress has been made during the last few years toward making the Army Medical Library a great national service institution. As the planning reached fruition during the last year in the completion of the overall organization and the beginnings of detailed organization, the wisdom of the planning which went into this work became more and more apparent; completion of the detailed organizational work, the control measures noted, and other fine points of organization together with the achievement of the new building should result in a permanent gain not only to the Army and to the medical profession but to the country as a whole. As the end of the war comes distantly into view, it becomes increasingly important that the final details of organization and improvement of service be rushed to completion so that the Library

will be able better to withstand any possible tendency to reduce appropriations or personnel which may be anticipated after the end of the war. Only when all these things are done will the operations of the Army Medical Library be on anything like the plane which they should attain, and once they attain the healthy condition envisaged, the value of the institution to the country should form a firm foundation for its continued growth and development.