

The several Mennonite archives are co-operating in exchanging information on accessions, and in creating a common main entry card system which will list all collections in the five above-mentioned institutions and any other known Mennonite archival collections. This common listing should make it easier for scholars and researchers to find their way through the regional and denominational fragmentation. The major collections are now being microfilmed, and will become available for purchase, exchanges, or inter-library loans.

One of the most exciting recent developments in the Mennonite archival field is the endowment and construction of a Mennonite Heritage Centre on the grounds of the Canadian Mennonite Bible College in Winnipeg. It was the wish of the major donor that this centre become a focus for greater inter-Mennonite co-operation in heritage concerns.

The archivists or contact persons in each of the above-mentioned archives are:

Sam Steiner, Conrad Grebel College, University of Waterloo, Waterloo, Ontario
Herbert Giesbrecht, Mennonite Brethren Bible College, 159 Henderson Highway,
Winnipeg, Manitoba
Lawrence Klippenstein, Canadian Mennonite Bible College, 600 Shaftesbury Blvd.,
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Bernie Thiessen, Rosthern Junior College, Rosthern, Saskatchewan
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Results-Oriented Management and Archives

In November 1977 the Senior Management Committee of the Public Archives of Canada approved a plan to implement the Planning-Programming-Budgeting System (PPBS) fully in the Archives Branch by 31 March 1979. This decision complements the development of a results-oriented approach to management in the Branch. How relevant is PPBS for an archives operation and are there special problems in adapting this management approach to an archives?

Essentially PPBS is a system of management which emphasizes the purpose of activities rather than the existence of different types of expenditures such as travel, salaries and stationery. In other words, the technique is concerned primarily with *why* various expenditures are made rather than *on what* they are made.

The principal elements of PPBS are: the setting of specific objectives for the entire operation and all its components; systematically analyzing and clarifying these objectives, and evaluating alternative means of meeting them; framing budgetary proposals for programmes directed toward the achievement of objectives; projecting costs of these programmes through a number of years into the future; formulating plans of achievement year by year for each programme; and reporting on these plans. PPBS is firmly rooted in the principles of management by objectives (MBO), whose two basic precepts are: that the clearer the idea is of what is to be accomplished, the greater the likelihood of accomplishment, and that real progress should be measured only against the objective, and this means knowing where one is or should be at any time on the critical path toward the achievement of the objective.

Results-oriented management differs substantially from traditional techniques by being based on the management of change rather than the maintenance of the status quo. MBO entails planning for the attainment of future goals rather than merely

coping with the present situation which might be typified as management by reaction or by crisis.

For application of PPB within the Archives Branch, senior management of the PAC defined five programmes: acquisition of archival material; performance of the necessary arrangement, description, and other custodial activities; conservation and preservation of holdings; public service (including diffusion of copies and finding aids); and administration of the above operations. The Branch management committee defined objectives of the over-all Branch activity within each of these five programmes. The exact wording and direction of these objectives is under review by senior management.

The Branch has designed the following action plan to implement PPBS within a year: identify over-all Branch objectives within the context of redefined departmental objectives; identify areas within each programme now being discharged in each of the eight divisions, as well as long-term objectives and frameworks of each area; identify common divisional areas that when taken together form Branch areas within each programme; establish the general priority to be given to each programme; establish over-all Branch priorities (high, medium, or low) for each programme area identified; define short-term goals for each programme area at the Branch level (divisions and sections should then be in a position to set more precise goals to assist in achieving each Branch goal, and therefore the over-all Branch objectives); establish priorities for all specific projects in the division; prepare plans in each division for each programme indicating expected results and resources allocated to achieve those results; and finally, to begin reporting against those plans within a month of the implementation of PPBS.

Obviously, the success of the action plan will depend upon constant consultation, communication, referral, and negotiation between the various levels of management from the Director to every section head and unit manager. Once the steps have all been taken, they should be incorporated into the budgetary cycle used by the Federal Government to ensure constant re-evaluation and renewal of the programme goals and priorities.

There are several obvious advantages in adopting the PPB approach to managing resources. Thorough review of goals and priorities should facilitate the over-all rationalization of resources (both manpower and dollars), a matter of particular importance at a time of restraint. Allocation of resources should, theoretically, be by priorities and the proven effectiveness of programme. In addition, the system should enable senior management to reward the good manager or administrator who has proven an ability to use resources effectively, rather than continually shoring up the weak and ineffective manager.

Nevertheless, the problems inherent in adopting such a new approach to management should not be underestimated. For example, the changeover will require a considerable amount of work and commitment from the division chiefs and section heads throughout the Branch. An additional difficulty is that an archives operation is not homogeneous, but rather a combination of quite different activities — a situation exacerbated in the PAC by the very organization of the Branch by medium rather than by function or activity. This organization makes the definition of functional programmes rather awkward.

There is no need to attempt an exhaustive listing here of the numerous sources on MBO since a few titles taken together provide most of the basic information and lead to further useful readings. It is generally accepted that the father of MBO is Peter Drucker, and several of his highly readable texts are still useful. *The Practice of Management* (New York, 1954) lucidly presents Drucker's approach to management. The most pertinent chapter, "Management by Objectives and Self Control," provides the essential philosophical framework. The most succinct and complete description of

MBO in the Canadian federal government is Walter Baker's article, "Management by Objectives: A Philosophy of Management for the Public Sector" (*Canadian Public Administration* 12, no. 3 [Fall 1969]: 427-43). This article should be read in conjunction with chapter 8 of Herman and Zelda Roodman's *Management by Communication* (Toronto, 1973), which describes fully "The Planning, Programming, Budgeting System" in the Government of Canada.

The latest extension of the results-oriented approach to management is, of course, zero-base budgeting. Readers can do no better than go to works by the originator of this approach, Peter A. Pyhrr. His *Zero-Base Budgeting: A Practical Management Tool for Evaluating Expenses* (Toronto, 1973) is fascinating and challenging reading for anyone who has progressed through the various preliminary stages and is seriously committed to results-oriented management.

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Archival Association of Atlantic Canada Annual Meeting

The fourth annual meeting of the Archival Association of Atlantic Canada (AAAC) took place at Mount Allison University in Sackville, New Brunswick, 25-27 August 1977. It was the most interesting conference held, but also the most sparsely attended. This was regrettable because the sessions generated more interest from the floor than had been the case in the past. For the first time, many members had an opportunity to visit the conservation laboratories of the Canadian Conservation Institute in Moncton. Charles Brandt, paper conservator at the Institute, discussed conservation problems for small archives. This is becoming a matter of increasing concern as many historical societies are setting up their own archives and museums, and the cost of proper conditions for the preservation of documents is often prohibitive. A tour of Fort Beauséjour followed and the conference discussed the various alternatives for future development of the site. In the past the museum has been a repository for documents and artifacts not directly connected with the fort but with the Chignecto Isthmus. The care and disposal of these is of great concern to the local community and our past president, Eleanor Magee of Mount Allison, has been much involved in the matter.

The projected *Guide to Canadian Photographic Archives* is creating a major problem for institutions which have catalogued their collections differently from the Public Archives of Canada, the initiator of the project. Most archives have catalogued their collections by subject and person and not by who created the collections. Hugh Taylor of the PAC clarified many points and it is hoped that there may be an extension of time before archives have to submit their returns. Some archives are simply adopting the expedient of citing themselves as the creator of the collection as their photos have been collected often individually rather than as complete collections.

In the evening of the second day the conference went to St. Ann's Church, Westock, erected in 1817, to hear a lecture by Charles Scobie on Sir Charles G.D. Roberts, whose father had been rector at St. Ann's. Much of Roberts' poetry and many of his books have a direct connection with the Tantramar Marshes. Dr. Scobie had prepared a sound track of Roberts' poetry as well as a series of slides showing various views which Scobie considered portrayed the poetic images. Michael MacDonald of the Mount Allison English Department spoke about the coming explosion of interest in Maritime literature, and how poorly prepared archives and libraries are to meet this.