

dernier article de ce numéro spécial de la revue *Archives* porte enfin sur le rôle et le travail accompli par les sociétés d'histoire au Québec dans le domaine archivistique. Avant la création des Archives nationales du Québec en 1920, celles-ci ont en effet été les pionnières de la conservation et de la diffusion des archives privées.

Cette présentation très étoffée de pratiquement tous les types d'archives et d'institutions créatrices d'archives au Québec sera très utile pour les chercheurs/res et autres utilisateurs/trices, mais aussi pour les professionnels/les oeuvrant dans le domaine des archives à l'extérieur du Québec qui y trouveront une vision de la pratique ainsi que de la théorie archivistique d'une grande vitalité.

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Control through Communication. The Rise of System in American Management. JOANNE YATES. Baltimore: The Johns Hopkins Press, 1989. 339 p. ISBN 0-8018-3757-X.

Yates presents readers with a view of the move from an informal to a formal communication system within business between 1850 and 1920. This move led to a more controlled management environment, which used communication technology and genres as indispensable parts of the whole. Each part—systematic management, changes in communication technology, and genres—worked with the other to evolve the communication system to its most formal level.

The book is divided into two sections. The first describes in general terms the main thrust of Yates's argument. Chapter One discusses the changes in management theory and the problems internal communication systems faced as a result. These changes took place first with railroads and later with manufacturing firms. Changes in internal communication were made for safety reasons and later for reasons of efficiency. This systematic management theory brought with it control through communication (be it downward, upward, or across the hierarchy), which led to a non-personal approach where individual performance was monitored and evaluated within the system. In conjunction with systematic management and its depersonalizing aspects came attempts to bring back some form of repersonalization to the system with the in-house magazine and the worker and managerial meetings (an attempt at indirect control through communication).

The next two chapters discuss the changes in communication technology and genres that went hand-in-hand with the systematization of management and therefore formal internal communication. Technological changes included the telegraph, steel pens, letter presses, pigeonhole desks and cabinets, and later flat-filing. Some of the problems caused by new management styles were met by the typewriter, carbon paper, and different forms of duplicators as well as vertical filing. The genres of internal communication also changed and developed to meet new needs of management. Forms of downward communication included circular letters, employee manuals, notes, and forms. Upward communication took the form of reports, tables and forms (to increase efficiency), graphs and later more efficient prose reports, and the memo. Management also needed ways to combat the increasingly impersonal system of management. This was achieved through the in-house magazine

and meetings of managers and/or workers. These new technologies and genres served to enhance and enable the new management styles. All worked together as an integrated whole.

The second section of the book presents concrete examples of how these new communication technologies and genres, as well as the move toward systematic management, occurred in three separate business enterprises. Yates uses the examples of the Illinois Central Railway, Scovill Manufacturing Company, and E.I. Du Pont de Nemours & Company to illustrate how businesses varied in the extent and ways in which they reacted to systematic management and requisite changes in communication technology, and genres. Management theory, communication technology, and genres did not change on their own, however. For instance, railroads were influenced by outside forces such as legislation. Businesses of all types were also greatly influenced by key individuals or groups of innovators within the company who challenged the old management styles.

This book is very useful for archivists. This reviewer found it to be an invaluable introduction to some of the types of records that were being produced and why those genres and technologies changed. Through research concerning municipal records, it became quite apparent that the managerial innovations and enabling communication technologies and genres had far-reaching effects. The municipal world was using the same types of management methods and technologies as did businesses. Whether this book is used simply as an introduction to the period of change between 1850 and 1920, or as a reference tool concerning some of the changing communication technologies and genres of the period, archivists will find it of interest.

A simple but important implication for archivists lies in the changeover to a formal type of communication. It is obvious that the period covered by Yates's book will show an increase in the number and type of records that were produced, by both business and government. This points to the possibility of a much richer and varied documentary source after businesses experienced the change to a more formal internal communication system. Along with this is the idea that records prior to about 1850—especially for businesses—could be sparse (there are, of course, exceptions to this, such as the Hudson's Bay Company records).

One further very important implication for archivists is the idea that one key individual or a group of innovators may have been in part responsible for important changes in records-keeping practices. Therefore, when research is being carried out concerning the administrative history and the nature and types of documents that a company or government agency produced, it is wise to look for one or more of these innovators. It may provide insight into the records and the changes that occurred.

Yates leaves readers with a number of implications for communication and information technology that are important for archivists. She sees a problem with focusing only on the technology itself, as is often done today. It is not necessarily technology that is the driving force causing changes in organizations: it is also the vision to use the technology in new ways. One final implication for archivists concerns the historical (or archival) record itself. As Yates stresses, documentation of the past for its own sake is not necessarily useful in the present. What is of use is

the regular recording and analysis of data, because it provides the basis for informed decision making. Perhaps more thinking about these issues will provide some useful documentation strategies for the future.

It nothing else, this book has underlined the importance of the contextual approach in archives. What Yates has done is to show the context of creation of many of the types of records that archivists come across for this time period. Systematic management and its enablers of the changing communication technology and genres of communication also cross lines and fonds. This book points to the idea that the technological innovations that have resulted in new types of records cannot be understood alone. They too must be seen and studied in light of the other changes that have enabled and required these innovations. After all, the context is everything!

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Keeping Archives. JUDITH ELLIS, ed. Port Melbourne, Victoria, Australia: D.W. Thorpe (in association with the Australian Society of Archivists), 2nd ed., 1993. 491 p. ISBN 1-875589-15-5.

The Australian Society of Archivists has published a second edition of its 1987 international success *Keeping Archives*. Like the 1987 edition, the new book is intended as a basic manual for both those who are new to archival administration and experienced members of the archival profession. The few differences between the two editions are significant. The 1987 edition, which is full of valuable practical information about archival administration, provides a very useful reference text, which anyone in the archival field can benefit from by having it close at hand. It summarizes well a wide range of often elusive literature. Those who do not have the 1987 edition can obtain this information in the 1993 version. There are three new chapters in the 1993 edition: by Ross Harvey on preservation, Helen Smith on legal aspects of archival administration, and David Roberts on managing records in special formats. (It should be noted, however, that the 1987 edition also had a chapter on preservation.) In addition there is a new introductory chapter by Sue McKemmish in the 1993 edition.

The most notable feature of the new edition is the emphasis placed in much of its new material on the importance across the board in archival administration of knowledge of the context of the creation of archival materials. McKemmish articulates this welcome emphasis especially well in her chapter. She urges archivists "to picture records in the centre of an ever-widening series of circles, representing their systems environment, organizational setting, and social context" (11). She notes with justifiable satisfaction that this perspective builds on the Australian archival tradition, which is manifest in the Australian Archives's pioneering work in provenance-based arrangement and description. She says that this work, spearheaded by Peter Scott in the 1960s, "represented a substantial achievement in this area, in particular because of its capacity to capture rich contextual information and complex relationships—of records to their creators, between records creators, and