

News from the SAA Archives Management Roundtable

August 1992

Management Roundtable Meeting Set for Montreal

The 1992 SAA Management Roundtable Meeting in Montreal is scheduled for 3:30 to 5:30 p. m. on Wednesday, September 16, 1992. Dr. Richard Virr the Manuscripts Curator at the McGill University Library will be the featured speaker at the Management Roundtable Meeting. Dr. Virr's topic is issues in managing in a multi-cultural society - problems and challenges. John Fleckner, SAA Past President, will also address the roundtable.

The 1992 annual meeting program will feature several program and special focus sessions sponsored by the Management Roundtable.

Using Management Models

Last year's SAA annual meeting and the recently completed NAGARA Conference (July 1992) featured sessions on using formal, structured models to manage archival programs. This reflects widespread concerns about the need for effective management in an era of serious fiscal restraints. At these sessions panel members shared their experiences with three management models used in corporate and public sector settings.

Stuart Sammis (SAA session) and Michelle Cotton (NAGARA conference) of Corning, Inc. examined the implementation of Total Quality Management (TQM) in the Department of Archives and Records Management, and throughout the corporation. The Corning representatives discussed the four principles of total quality at the core of the TQM system, and how they were applied in the Corning's archives and records management program. They also explained how the concepts of Key Results Indicators and Process Analysis aided in implementing the basic quality principles, and in evaluating program progress. The emphasis on quality service to customers, both internally and externally, has strengthened the program's overall effectiveness, efficiency, and visibility. Because of this, the Department of Archives and Records Management received additional resources, practically unheard of in the corporation, to expand what are now perceived as vital services.

Paul McCarthy, Director of the Rasmuson Library at the University of Alaska, Fairbanks, (and Management Roundtable Co-Chair) presented a matrix management model. McCarthy discussed the strengths, and limitations, of a system that combines a functional and project approach to institutional

management. He specifically addressed the applicability of such an approach in an archives and library setting, particularly in providing reference services. Using the Rasmuson Library as a model, McCarthy illustrated how a matrix system drew on staff from across functional lines, thus providing a high level of professional service in one of the Library's critical mission areas.

Thomas Mills, Director of the New York State Archives and Records Administration's (SARA) State Government Records Program, presented yet a third approach. Mills described SARA's combination of strategic planning and management by objectives (MBO) for institutional planning and management. He show the critical links between the broad vision of archival mission and the detailed goals, objectives, and strategies needed for program achievement. Mills stressed the importance of periodic reports assessing progress and identifying problem areas in order to maintain the viability of the planning system.

The sessions were well attended, with both having over forty participants. Many questions were asked about all three models. Archivists from several corporations as well as representatives of the Department of Defense, expressed particular interest in TQM, an increasingly popular model in the private and public sectors.

The focus on management models will continue in Montreal. Michael Kurtz (Roundtable Co-Chair) and Greg Hunter of Long Island University will debate whether formal models are really appropriate tools for managing archival institutions, each with their won unique

"corporate culture." The special focus session is scheduled for Thursday, (9/17) from 8:00 to 9:15 a.m.

New in Print

Managing Institutional Archives: Foundational Principles and Practices by Richard J. Cox from the University of Pittsburg is now available as part of the Greenwood Library Management Collection. (Greenwood Publishing Group, Inc. 88 Post Road West, Box 5007, Westport, CT 06881)

Published in June, the volume covers all aspects of the management of archival programs, including appraisal and acquisition, preservation and security, arrangement, description, and reference, fund-raising, grantsmanship, and cooperation. The impact of new information technology on organizations and implications for their archives are discussed. The book is based on a wide-reading of archival theory and practice and nearly two decades of archival experience by the author. It provides essential aid to those considering the establishment of an institutional archives as well as to practicing archivists. The cost for the volume is \$56.00.

The Foundation Center (79 Fifth Avenue, Department AE, New York, NY 10003-3050) has published a new catalog of guides to funding sources and development for nonprofit organizations. Among their publications are grant guides and corporate foundation profiles.

The National Archives and Records Administration has issued specifications for acid-free archives boxes, low lignin archives boxes, letter and legal size file

folders, and letter and legal size archives box spacer boards. Limited quantities of copies are available from the Preservation Policy and Services Division.

Book Review Managing the Non-Profit Organization: Principles and Practices (Harper Collins, 1990) by Peter Drucker.

Peter Drucker's most recent book, Managing the Non-Profit Organization, addresses the critical issue of management facing one of the fastest growing segments of the nation's economy - the non-profit sector. Organizing the book into five parts, Drucker presents his material through a series of interviews with successful managers from a wide variety of non-profit institutions. Interviewees included, among others, Frances Hesselbein, former National Executive Director of the Girl Scouts of America; Dudley Hafner, Executive Vice President and CEO of the American Heart Association; and Albert Shanker, President of the American Federation of Teachers, AFL-CIO.

In this relatively short work (254 pages), Drucker squarely focuses on the key issues of organizational mission, leadership, and what he describes as "managing for performance." This is among Drucker's most readable and insightful books. Though not directly focused on the world of archives, the issues and dilemmas discussed by Drucker are those that repositories grapple with on a daily basis.

Particularly helpful is Drucker's emphasis on the key role of the leader. Drucker stresses the commitment

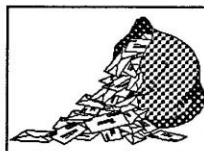
involved in organizational leadership, and that "leadership is a foul-weather job." In the last part of the book, Drucker deals with the essential issue of the leader developing as a person as well as an executive. Drucker asks the basic question for a leader, "What do you want to be remembered for?"

-Michael J. Kurtz-
National Archives

Supervisory and Management Tips

Peak performers share several characteristics: they have written goals; they visualize themselves obtaining these goals; they anticipate problems and ask themselves "What is the worst outcome that can result if I don't accomplish my goal?"; and they monitor how they use available resources (time, energy, materials) in relation to their goals.

-The One Minute Manager-



Management Mailbag

In future issues, I would like to include letters, articles, suggested reading and tips from everyone. We are our own best resource. Please send any article, letter, tip, or suggestions to: Cynthia Fox; Administrative Staff (NN-B); Office of National Archives; Washington, DC 20408. If possible, a Wordperfect version on disk would be much appreciated.

Special Thanks to Michael Kurtz and Richard Cox for their contributions to this issue.