

tions very clear. They do not conflict with nor do they deserve the interdisciplinary considerations that inure to the many informational uses to which government records may be put. They do attempt to focus our attention and our commitment towards an identity and positive role that can only strengthen our profession, our institutions, and the quality of our service to both the government and the people.”

Gordon Dodds
Archives of Ontario

Mennonite Archives in Canada

The Mennonite people have frequently migrated in their history. They are a people who hold radical views which often roused hostility and persecution, leading to migration. It has always been important to such people to explain to themselves, to their children, and to others, the nature of their faith, and the experiences and sufferings endured because of that faith. A reliable record of past experiences, both difficulties and successes, is therefore deemed to be of great value. The collection and preservation of archival materials naturally follows.

Many of the very early Mennonite archives were, perhaps inevitably, parochial and religious in nature. In their successive migrations, however, the Mennonites were often successful in bartering their economic services, usually as pioneer settlers in newly opened or conquered territories, for religious concessions. It was then necessary to keep letters and documents which outlined clearly and reliably the land entitlements, military exemptions, local church autonomy and educational provisions which were arranged with solicitous rulers in need of hard-working pioneers. Such records reflected and documented the basically defensive attitude of a harassed minority.

Other concerns were soon added to this defensive strategy as people became better established. Like the Old Testament Israelites, many Mennonites believed their history was an expression or manifestation of God's will. Their peculiar and radical ideas, and the manner in which the faithful tried to apply them, had to be recorded and the record preserved if their own descendants and others were to gain any benefit from those experiences.

The Mennonite people, like most radical groups without strong central leadership, are a severely fragmented and splintered denomination. Fourteen more or less independent Mennonite branches or factions exist in Canada, each trying in its own way to preserve something of its heritage. Small collections of Mennonite archival materials can be found in numerous places. The major Mennonite archival collections, however, have been gathered at three Mennonite colleges, with two others taking some initiative in gathering regional materials. The three major archival institutions are at Conrad Grebel College, University of Waterloo, Waterloo, Ontario; Mennonite Brethren Bible College, Winnipeg, Manitoba; and Canadian Mennonite Bible College, Winnipeg. Rosthern Junior College, Rosthern, Saskatchewan, is collecting Saskatchewan and Alberta materials while Columbia Bible Institute, Clearbrook, British Columbia, collects materials relating to that province.

The Conrad Grebel College archives are the official repository for records of the Mennonite Church, sometimes referred to as Old Mennonites. Records of the Mennonite Brethren Conference are deposited at the Mennonite Brethren Bible College, while those of the Conference of Mennonites in Canada as well as the records of the Canadian Mennonite Board of Colonization, and of the Mennonite Central Committee, Canada, are held at the Canadian Mennonite Bible College. The Mennonite Central Committee, Canada, is an inter-Mennonite relief agency operating a world-wide relief and assistance program.

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.,
Winnipeg, Manitoba
Bernie Thiessen, Rosthern Junior College, Rosthern, Saskatchewan
George Schmidt, Columbia Bible Institute, Clearbrook, British Columbia.

T.D. Regehr
University of Saskatoon

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