

policies and bureaucracy. Personnel management is covered in chapters on dealing with problem employees, managing a diverse department, providing professional development and training, mentoring and coaching, and managing change. A chapter on managing between library administration and employees and a chapter on managing as a team provides some exposure to organizational management. These two chapters, along with the two on change and bureaucracy, provide insight on the fact that management happens in the context of the organization and culture you are in.

All of the chapters are relatively short. They do not go into any heavy theory. Each chapter cites a few sources from which it has drawn some supportive quotes or ideas. The reader will find some quotes not cited. The lack of any citation notation within the chapter does make this problematic. With the cited works, the authors also provide suggested readings, although the items cited and the suggested readings sometimes overlap, giving the same titles. At the end of each chapter, the authors give exercises, samples, and worksheets that the reader can use. The exercises include some questions to be answered and help to apply the content covered in the chapter. Readers will have to figure out how they can check their responses to the exercises since no answers are given.

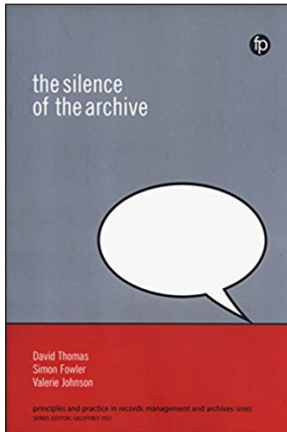
There are many who might benefit from this book. Although it targets current managers, readers currently not in management roles and wanting to think about some of the challenges associated with the work will find this a good overview. Someone being supervised can also use it to provide feedback to his or her own manager. The library's human resources staff may also find that this is a good tool for providing training to new library managers. It is a relatively easy read and is not filled with lots of management jargon or theory. Being more on the practical side, the exercises provided at the end of the chapters allow readers to think about how they might approach the tailored problems based on what has been covered in the chapters. The exercises also give readers opportunity to discuss their solutions with their own supervisors to compare how a seasoned leader might approach the problem. This makes the book a good mentoring tool that a senior leader might use to help develop a new manager.

There is a whole industry that provides information on being a manager. Within this book, the reader will find much discussion about familiar management topics. Other than the fact that the authors themselves are librarians, one might wonder just how much of the book is really about academic libraries. The exercises are library focused. Some of the literature cited and some of the suggested readings come from the library literature. At times the authors do frame some of the chapter discussions as taking place in a library. That is about where its association with academic libraries end. That said, if we go back to the title, which indicates that it is a book of quick and practical strategies, then readers will find that that is exactly what they get.—*Mark E. Shelton, College of the Holy Cross*

**David Thomas, Simon Fowler, and Valerie Johnson.** *The Silence of the Archive*. London: Facet Publishing. 2017. 187p. \$80.00 (ISBN 978-1783301553).

In *Silence of the Archive*, Thomas, Fowler, and Johnson present the case that archives do not, and cannot, provide a complete historical record by looking at gaps, or "silences," relative to the contents of archives. There are limits to what archives can provide, something that a researcher or casual user may not know. This book helps shed light on the silences, enforced and otherwise, that occur within archives.

Fowler opens chapter 1 with a statement that needs to be considered: archives are not neutral spaces. He suggests several reasons for the silence of archives, such as records may not exist yet, or never will, due to conflict or oppression by a regime or others in power. Materials deemed more historically valuable prevent the selection of



“less important” materials; or deliberately ignoring the material dealing with the mundane goings-on of everyday people. There may be destruction or loss of materials, and more. In chapter 2, he discusses user experiences and the silence of the archives via the inclusion or exclusion of certain materials within a collection and limitations of what records communicate to the user. He also considers silence in terms of the catalog records extensively, the ethics of cataloging, and how the catalog “fails to meet user needs because of the inherent biases in the way in which it was compiled” (54). Fowler also advocates creating a more user-centric or user-friendly archives.

Thomas, in chapter 3, presents three paradoxes concerning digitization and the silence of the archives: the increased destruction of records due to initiatives that are meant to create transparency; the mass creation of

records that may yield less knowledge and information; and the fact that more records may mean smaller collections (66). His investigation regarding the first paradox includes new challenges with digital records such as digital continuity, the volume of digital materials, security, the destruction of archival materials, the neglect (purposeful or otherwise) of documentation, and accurate record-keeping. The second paradox addresses the concern of digitized records being deprived of context and massive amounts of records, and researchers not being able to find the information they need. He also mentions solutions such as predictive coding that are helping searchers “calculate the likely relevance of documents” (87). Authenticity and the challenges in capturing digital records are also important to the second paradox. The third paradox refers to the increase of digital records and how this changes the position of archives. He asks if the move to digital and researchers using services such as Ancestry.com puts the archives in a position of disuse. He supports his point using the falling number of visitor statistics to the physical archives. Thomas calls for archivists to “readjust their view of their collections if they are not to become curators of a silent archive” (95), which is a call for survival of the archives as a viable resource for users as well.

In chapter 4, Johnson addresses silences where assumptions are made, such as when a piece of a puzzle a researcher needs does not exist and when truth is silenced by artificial voices. Johnson also discusses potential solutions to the problem of these specific silences: by giving a voice to the voiceless in multiple capacities and “ensuring in the future that more voices are considered in the telling” (113).

Thomas discusses in chapter 5 how users have dealt with the silence of the archives. A positive outcome for such silence is the lending of a voice to works of fiction. Where information is lacking, it has created an outlet for fiction and poetry writers to imagine events for their craft. However, such silence also has allowed for the forging of records. Thomas discusses the forging of documents concerning Joseph Smith, founder of the Mormon Church, and provides an extensive and interesting account of falsified and forged documents concerning the life and works of Shakespeare, as well as other fake documents. The falsification of records can also be malicious and harmful in nature, such as the documentation concerning the Hillsborough tragedy in 1989 (132–34).

In chapter 6, Johnson addresses the decision to legislate concerning creation and release of records, archivists’ role in maintaining voices in the face of the silent archives, involving the community in developing “societal memory with their own voice” (151), and accepting the silence that cannot be avoided. Johnson also discusses challenges with digital community archives. In the last chapter, Thomas discusses the move to

digital and concerns about users' ability to access archival records, as well as the notion that catalogs themselves are silencers.

The authors focus on the various silences of the archives and the reasons for their existence. This is an engaging and interesting book and would make a great textbook for a course in archival theory or a book for the interested curator, archivist, or others who work or collaborate with archives. It may be a useful read for historians as well. Each chapter provides references and notes, where applicable.

David Thomas is a Visiting Professor at the University of Northumbria, where he is involved in research into access to contemporary records. He is the former Director of Technology at the National Archives and was responsible for digital preservation and access. Simon Fowler is Associate Teaching Fellow at the University of Dundee and teaches a course on military archives. He also has nearly 30 years of experience working for The National Archives. Valerie Johnson is Interim Director of Research and Collections at The National Archives and was awarded the Alexander R. Myers Memorial Prize for Archive Administration. She has also worked as an archivist and a historian in the academic, corporate, and public sectors. —*Lizzy Walker, Wichita State University*