

Annual Report 2009

A renewing and developing National Archives Service

Director General's Report

In financially difficult times one should look forward, and invest in the future. The recession of the 1990s was handled in that way, and a similar approach was adopted when financial difficulties tested the Finnish and global economy in 2009. For the National Archives Service this meant savings measures as well as significant additional contributions from the Finnish Government for digitising key material and for online services.

In April 2009 the Ministry of Education announced that the National Archives Services was going to receive as much as EUR 1.6 million for digitising. The money, however, had to be used in 2009 which indeed constituted a problem. Use of money for internal expenditure was largely ruled out – the digitising services had to be purchased from external service providers.

The time for plans and execution of this large project was scarce, but it was carried out successfully. Half of the allotted time was spent on planning the digitising process and on a competitive tendering process for providers of services. The actual digitising and entering the metadata – vital for finding the digitised material online – could begin rather late in the summer, but the outcome, however, was excellent: a total of approximately four million imaging units were digitised. Access to the digitised images for customers was facilitated at the end of 2009 when the website of the National Archives Service was updated.

The additional contribution allocated to digitising in 2009 was extremely important, but it was not, however, sufficient to give the Finnish National Archives Service high marks in a comparison of digitising in the Nordic countries. Achieving a good Nordic level requires long-term financing. The future seems uncertain as the Ministry of Education was unable to allocate any separate financing for digitising in 2010.

What is the current status of digitising at the Finnish National Archives Service? It can be roughly estimated that more than half a kilometre of the material in the National Archives Service has been digitised – a very small part of the total amount of material which at the end of 2009 exceeded 180 kilometres of shelf space. Norway, e.g., has set an objective that 10% of all archival holdings will be digitised over the next 20 years. Achieving this objective in Finland would require 36 years, if digitising would remain on the same level as at the end of 2009. In Sweden a considerably greater amount of resources than in Norway is allocated for digitisation.

The strategy of the National Archives Service was drawn up during 2009 and it came into effect at the beginning of 2010. Developing and widening of the electronic information services in order to provide optimal efficient and diversified services for key customer groups of the National Archives Service, i.e. history researchers and researchers of genealogy and local history, was considered as the biggest challenge.

In recent years the numbers of customer visits have clearly fallen both at the National Archives and at the Provincial Archives. This international phenomenon is primarily caused by the rapid increase of electronic material. Due to diminishing use and saving measures required by the Government the Finnish National Archives Service reduced the opening hours of the reading rooms in evenings and on Saturdays. Genealogy associations appealed to the management of the National Archives Service to restore the original opening hours. A restoration of previous conditions is very unlikely – because the financial resources are simply lacking. More investments in new services and electronic material are therefore required.

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Besides electronic data the amount of paper material in the archives has also increased steadily. In future years the issue of receiving paper material will become increasingly challenging. It has been estimated that during the next three decades the archives will receive almost the same amount of material as they contained in 2009. Consequently, financially effective means have to be sought for archival construction and material management.

The Ministry of Education appointed a reviewer to support the facility management planning of the National Archives Service. Main part of the review was carried out during 2009, but the report with related recommendations was published in the beginning of 2010. However, the extensive in-depth strategy work of 2009, after preparatory describing of processes, significantly supports the renewal of the National Archives Service during the strategy period of five years commencing in 2010. The opening of the long-awaited new building of the Provincial Archives of Hämeenlinna in the summer of 2009 showed tangibly that the National Archives Service is indeed renewing and developing.

Jussi Nuorteva

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New facilities for the Provincial Archives of Hämeenlinna

In May 2009 the Provincial Archives of Hämeenlinna received new facilities in the Keinusaari area. They were for the first time in the history of the Provincial Archives from the beginning designed for archival purposes.

The building was designed by Heikkinen-Komonen Architects Ltd. and the construction project was managed by Senate Properties. The archival district of the oldest Provincial Archives in Finland covers the operational areas of the regional councils of Häme, Tampere, Päijät-Häme, Itä-Uusimaa and Uusimaa, excluding the four cities in the capital region.

The construction company Peab Ltd. launched the project on Aittatie on May 1st 2008 and one year later it was already possible for the staff to move into the new premises. In the archives, opened in August and inaugurated in September, customers have access to premises that are essentially better and more modern, e.g. separate researcher and microfilm reading rooms. The new building provides necessary additional space for archival material; the amount of shelf kilometres has increased from ten to approximately 28. The personnel were also provided with better working facilities.

In addition to functionality the new Provincial Archives meets the criteria for high-quality public building. The archives section of the building is hidden behind graphic concrete where the pattern themes are mainly based on documents kept in the Provincial Archives. The original building had already attracted considerable attention during construction and, once completed, it won both the Concrete Facade 2009 architectural award and the Concrete Structure Award.

The personnel were surprised by the huge interest of the public and the media in the new archives building. During the autumn a total of 800 visitors amounting to 52 groups acquainted themselves with the Provincial Archives. An open house event in the autumn saw at least 550 persons arrive in three hours to admire the new premises, at times standing in three lines outside regardless of the pouring rain. The new building received a lot of press and television coverage in the main Finnish media, and the building was also highlighted by foreign architectural publications.

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The extensive digitising project was successful

In April 2009 the National Archives was granted a separate project allowance, amounting to EUR 1,550,000, for digitising materials of the National Archives Service and for developing the database systems. During this unique project, lasting eight months, a total of 3.3 million new documents were digitised and two metadata software programs were created.

The National Archives Service has been digitising document material for the last ten years. Before the digitising project funded by the Ministry of Education, the Digital Archives of the National Archives Service amounted to approximately 1.5 million document files. The separate allowance made it possible to increase that figure considerably. Customers get substantially easier access to material through digitisation, which also protects the original material.

Initial preparations and competitive tendering requiring half of the time allotted for the large project were emphasized. The mainly outsourced digitising was completed in three months. A record-high pace was achieved in November, when as many as 80,000 files per day were entered in the Digital Archives.

Demand and the needs of research were key criteria for the selection of material for digitalisation. Significant culture-historical materials were also highlighted. Free use of material over the Internet was one aspect of the selection process.

Microfilms constituted main part of the chosen material due to the tight project schedule and it was therefore possible to digitise it without extensive conservation preparations. The following, among others, were chosen for digitisation: parish registers of areas ceded in the 1940s, bailiff accounts, separate map packages of the National Land Survey of Finland, heraldry material and war diaries from the Winter War and the Continuation War. Maps and drawings amounted to 25,000 of the total of 3.3 million new document files.

In connection with the project two software programs were also created for collecting the technical metadata of the digitising and image processing event. In early 2010 the metadata requirements will be added to the recommendations of the National Archives Service for digitisation quality criteria. The use of metadata software is recommended particularly in the digitisation operations of memory organisations in order to make it possible to collect digitisation and image processing metadata in a consistent way.

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The condition of paper material was reviewed

A scientific condition review of paper material was conducted in 2008 and 2009 at all units of the National Archives Service. The review was one of the most extensive condition reviews in the world ever conducted by libraries and archives.

The primary objective of the condition review was to improve document preservation as well as to prioritise material in poor condition for technical conservation, microfilming and digitisation. The review utilised the Vakka material database of the National Archives Service, from which 0.8% of all material – a total of 16,000 archive units – was randomly selected for review.

A visual condition review and a number of chemical analyses were carried out on the documents selected for review. The quality of protective materials, the placement of items on shelves and the frequency of use of the material were all taken into account. On the storage unit-specific basis fire and water damage risks as well as the impact of the storage unit facility on the preserved material were assessed. The fluctuation in climate conditions was measured for a year.

An action plan for conservation, based on the results, will be drawn up in early 2010. During the strategy period of 2010–2015, material will be conserved according to the plan and risks emerging in the storage process will be reduced. The results will also be utilized in the process of choosing material for the microfilming and digitising programme.

A paper history database was introduced

A paper history database was introduced on the website of the National Archives Service in April 2009. It is intended for documenting and classifying of historic, mainly Finnish, hand-made paper. The database provides various data about the traces left by paper manufacturing. Besides providing watermarks the database informs users about screen type traces on paper as well as paper size, fibre consistency, manufacturer and time of manufacture.

The database is based on a Paper Identification Database designed and introduced at the EVTEK Institute of Art and Design. The paper history database has been designed by Istvan Kecskeméti, head of the Archival Techniques Unit of the National Archives. The database will in the future include paper samples from the collections of the National Archives Service; mainly samples of Finnish and Swedish hand-made paper.

A collection belonging to the KCL paper museum was handed over to the National Archives in June. It contains historic paper samples and watermark documentation, paper manufacturing items and an extensive collection of literature. The aim is to create a basic exhibition on paper history during 2010.

The preconditions for management of electronic material were improved

The electronic material management (SAHA) project provides organisations belonging to the public administration and the National Archives Service with electronic services. During 2009 the acquisition of a reception and service system (VAPA) began, the SÄHKE2-regulation took effect and a model for an electronic records management plan (eAMS) for municipalities was completed.

The acquisition of the reception and service system began

The purpose of the VAPA project is to create a well-functioning and secure open standards-based reception and service system for electronic material. A survey conducted in the autumn of 2009 as part of the project indicates that organizations in the public administration have confidence in the National Archives Service as an implementing party for long-term electronic storage.

The requirement specifications of the VAPA system were completed in January 2009. Acquisition of the system was started in April 2009, but the requirements had to be redefined in the autumn as the Ministry of Education did not grant additional funding for the maintenance and development of VAPA. Therefore VAPA will be a storage system for permanently stored material, while the long-term storage system (PAS) which eventually will emerge as a result of the National Digital Library (KDK) project takes care of the long-term storage of material.

The essential parts of the VAPA system will be operational at the end of 2010. The storage system and user services of VAPA will be handled by CSC in accordance with the proposal of the Ministry of Education.

SÄHKE2 took effect

The SÄHKE2 regulation took effect at the beginning of 2009. The regulation concerns processing, management and storage of electronic documentary information regardless of information system. The new norm does not require any changes in information systems which have been implemented in accordance with the SÄHKE1 regulation. Permits for electronic storage in information systems created in accordance with the SÄHKE1 regulation may be applied for until the end of 2012.

Information system projects to be launched, resulting in information systems aiming at processing and storing of documentary information in electronic format only, shall follow the requirements of the SÄHKE2 regulation.

The basic eAMS model for municipal organizations was completed

The basic eAMS model for municipal organizations was completed in March 2009. Reviewed parts of the model were published, by task category, in the eAMS section of the Kuntait [Municipal IT]-portal at wiki.kuntait.fi.

The purpose of the basic eAMS model is to make it easier for organizations to introduce electronic information management and case management. The information content of the basic eAMS model includes task categorisation, basic types of task processing stages, document types specified for the processing stages, with information about the publicity/confidentiality of those types of documents and the reasons for their confidentiality, as well as the storage time, if the material should be stored permanently, with an explanation why.

The eAMS model includes selection lists offering, e.g., retention periods for fixed-term storage of records and criteria for calculation of the expiration of storage times.

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Local heritage archives were promoted

The National Archives Service arranged in 2009 together with the Finnish Local Heritage Federation and local Regional Councils three so-called Arvi-seminars in different parts of Finland. The series of seminars, which had started already in 2008 in Oulu and Seinäjoki, continued in 2009 in Turku, Kouvola and Jyväskylä.

Local heritage archives refer to local archives maintained by municipalities or associations which receive archival material of a private nature, keep it and make it available. There are an estimated 150 local heritage archives all around Finland.

The efforts of the National Archives Service relating to local heritage archives are coordinated by the Provincial Archives of Oulu. It conducted, together with the Finnish Local Heritage Federation, a survey on the situation of local heritage archives in 1999 and drew up the Local heritage archives manual in 2007. The Arvi-database, which includes the archival inventories and digitised original material, has a key role in local heritage archives operations. The database has been implemented with EU-funding. It has been developed by the Nivala-Haapajärvi region, the Provincial Archives of Oulu and the Finnish Local Heritage Federation among others. The Arvi-database and the Local heritage archives manual are in the core of the Arvi-seminars.

The Arvi-seminars in 2009 were attended by over 100 people, who acquainted themselves during one-day seminars with the operations of the National Archives Service and were briefed about the significance of private archives for the archival sector, the views of the local Regional Council on regional culture, the key elements of the operations of local heritage archives, and the features of the Arvi-database.

The speakers included a representative of the local Regional Council, the Director of the Provincial Archives and the person in charge of the Arvi-database implementation, as well as the Director of the Provincial Archives of Oulu, who contributed to the entire seminar tour as a lecturer. In August the Director of the Provincial Archives of Oulu was appointed expert member of the council of the Finnish Local Heritage Federation.

The National Archives Service continues to promote local heritage archives work through training and counselling in cooperation with the Finnish Local Heritage Federation. The operations of local heritage archives must be established, since, from the perspective of the National Archives Service, it is not possible for the Service to accept all local private archival material that should be preserved and since local heritage archives often have small resources.

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A year of celebration for educational cooperation

Cooperation between the University of Turku Centre for Extension Studies and the National Archives Service in vocational extension studies in document management has been going on for 20 years. An experimental course of study in document management was developed into a successful education product that was arranged for the 10th time in 2009.

The study programme has from the start been focused on further deepening of the skills required in planning, development and executive tasks related to document management and the archival sector and on meeting topical working life challenges.

Key themes of the future training services of the National Archives Service are online teaching, the harmonisation of training and closer cooperation with Universities.

Training goes online

Administrative reforms, changes in operational culture and the turnover of document management staff in the public administration require an update and a renewal of the extension and continuation training provided by the National Archives Service, in order to respond to changing demand, while retaining the best-functioning parts of the previous offering.

Online teaching developed with partners provides new kinds of opportunities for providing course- and degree-based teaching. The planning of online training began in 2009, and significant progress will be made during 2010.

Harmonization of training

As the resources of the National Archives Service decrease, providing training according to shared operational models, with a similar content, in the National Archives and in the Provincial Archives becomes increasingly important. This has been furthered by sector planning which was launched in 2008. Members of the training network of the National Archives Service have a key role in the development of training operations.

Closer cooperation with universities

The Higher Archives Degree of the National Archives Service will be moved to the universities in the next few years, in accordance with the policy of the Ministry of Education. Deliberations were arranged in spring 2009, with the Ministry of Education and those universities where the curricula are accepted by the National Archives Service as compensation for the Higher Archives Degree.

The National Archives Service supports the universities in planning, implementing and developing of the content of training and in providing students with practical professional skills in the archival sector. In 2009 it was agreed that the cooperative meeting will become an annual practice including other working life representatives, representatives of other parties that provide archival training and representatives of associations in the sector.

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Reforms in the public administration bring many shelf kilometres of material

Organizational changes in the State administration take shelf kilometres of paper material to the National Archives Service. The transfer preparations are made easier by electronic listing software that has been tailored for transfers from authorities. The renovation of old material also progressed in 2009.

Registration records of the district courts go to the National Archives Service

In the beginning of 2010 tasks related to real estate registration matters were transferred from the district courts to the National Land Survey of Finland. As part of this transfer of tasks the district courts handed over the real estate registration records prior to 1994, e.g. records of registrations of title and of mortgages, to the National Archives Service.

A total of eight shelf kilometres of records were transferred to the National Archives Service. The records of more recent date were transferred to the National Land Survey of Finland which was in charge of the document transfer.

The records were placed in the National Archives and the Provincial Archives, in accordance with the boundaries of judicial districts and archival districts. The Ministry of Justice stands for storage costs and information service fees relating to material that is younger than 40 years. The National Archives Service takes care of records storage and information service. Customers have access to the records free of charge, excluding possible copying and mailing fees.

Archives and the regional administration reform

The regional State administration reform took effect on January 1st 2010. State provincial offices, employment and economic development centres, environmental permit authorities, road districts and safety offices of the industrial safety districts were merged into two multi-sector authorities: Regional state administrative agencies and Centres for economic development, transport and the Environment.

The changes were so significant from an archival point of view that the new authorities could not possibly be considered as direct successors of the former regional State administration authorities. Ensuring preservation and usability of the archival material of the discontinued agencies required terminating of their archives creation.

Material of the discontinued agencies that is designated for permanent storage may, according to a decision in principle of the National Archives, be transferred to the National Archives Service. The material will be received until 2015 without any storage fee, even though the material would be less than 40 years old, on the precondition that the material is fit for transfer and the receiving unit of the National Archives Service has sufficient storage capacity.

Records essential for continuing the execution of tasks remain in the custody of the new authority, as a loan, in case the need to use them is well-grounded and clearly time-restricted. Records may have been transferred to the new authority, if the need for them is of long duration or continuous.

The material of the regional administrative agencies amounts to approximately 53 shelf kilometres; approximately 21 shelf kilometres are designated for permanent storage. The unorganized material amounts according to estimates to 14 shelf kilometres. In order to get the material sorted the aim is to create a separate project to be carried out in cooperation with different participants.

The second production version of the Extranet software

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Document transfer preparations were made easier when the second production version of the listing software Extranet was launched. It enables authorities to enter electronically catalogue information about records to be transferred directly into the database environment. Using the software is subject to organization-specific user IDs, which are applicable when the handover of material has first been discussed with the unit of the National Archives Service receiving it.

The user environment of the Extranet provides ready structures for entering catalogue information. After review and approval, the catalogue information entered by the authorities is transferred to the Vakka archival database of the National Archives Service. It is freely available to customers via the website of the National Archives Service.

Material of the Civil Guards was renovated

In 2007 the Central Archives for Finnish Business Records launched a project for the renovation of archival material of the former Military Archives. One phase, the renovation and cataloguing of 2.5 shelf kilometres of material from Civil Guard operations during 1918–1944, was finally completed in 2009. Peace-time material of the Finnish Defence Forces from the period 1918–1939 amounting to approximately 2.7 shelf kilometres will be renovated during the next phase of the project.

Private archives were supplemented

In 2009 approximately 500 shelf metres of material were added to the private archives in the National Archives Service through several hundred handovers. Half of the acquisitions were received by the National Archives and the other half by the Provincial Archives. Acquisitions of private archives are one way for the National Archives Service to promote all-round views of the Finnish society at different times.

The private archives acquisition policy of the National Archives Service is based on a division of labour between the National Archives and the Provincial Archives. The National Archives obtains primarily private archives of national significance whereas the Provincial Archives acquire private archives of regional and local importance. This was also the case in 2009.

Diversity was a common feature of the private archives received by the National Archives Service; the fact that they considerably supplemented previous acquisitions was another. The several cases of documents throwing light on Jean Sibelius's income and expenditure and the correspondence of members of the family are one such addition, to the archives of the Sibelius family in the National Archives.

The abundant handovers of archives of War Veterans' Associations was a third common feature. In 2009 these handovers particularly supplemented the material in the Provincial Archives. It is worth noticing that veterans were in many cases personally involved in the voluntary renovations of their archives.

Minister Helvi Sipilä's (1915–2009) important private archives, amounting to over 40 shelf metres, were a very significant acquisition of the National Archives. It contains, e.g., a substantial amount of material relating to Sipilä's international activities. The archives of the Green League of Finland were an important acquisition supplementing member of the European Parliament Heidi Hautala's archives, which were received in 2008.

The archives of Vasili Rotonen's grocery shop from 1922–1971, amounting to 10 shelf metres, was an interesting addition to the holdings of the Provincial Archives of Oulu. The Provincial Archives of Hämeenlinna received the archives from 1943–2007 of the Pohjola-Norden Association of Lahti, one of the oldest local associations of the Pohjola-Norden Organization in Finland. Sports archives were also acquired when the Provincial Archives of Vaasa received the extensive archives from the 1980s and 1990s of the Vaasa district of the Football Association of Finland.

Acquisitions of archives of private persons to the Provincial Archives included the archives of PhD Ritva Sievänen-Allen, an influential person in the library sector, and the archives of Antti Lehtinen, Research Director of the Valmet paper machinery factory in Rautpohja. Sievänen-Allen's archives were deposited in the Provincial Archives of Mikkeli, and Lehtinen's archives which throw light on his interdisciplinary research and international connections were donated to the provincial Archives of Jyväskylä.

Research projects were completed

Interned German and Hungarian citizens in Finland in 1944–1947

A project commissioned by the Finnish Government focussed on the internment of German and Hungarian citizens by Finland in 1944–1947. The project assessed the legal and administrative grounds for the internments and sought to find out whether compensation could be paid to those who were subjected to internment.

The internment measures started in September 1944, on the initiative of Great Britain. In October the Finnish Government expanded the internments to include the Finnish spouses of German and Hungarian citizens who had become German citizens in accordance with the marriage legislation applicable at the time.

The Soviet-led Allied Control Commission withheld, for a long time, its consent to the release of these internees, excluding some exceptional or special cases. Most of the internees were released with the consent of the Control Commission in March 1946.

Even though the authorities preparing compensation cases proposed that compensation should be granted to Finnish-born spouses of interned German and Hungarian citizens, the social situation after the war was never sufficiently favourable for such payments. The legislative preparations of the National Archives in 2008–2009, however, untangled the situation. A proposal for legislation about compensation was submitted in spring 2009 to the Prime Minister's Office.

The project also created an electronic file containing the names of civilian casualties in the 1941–1944 partisan attacks, investigated the situation of next of kins of Finnish soldiers who committed suicide in the Winter War, the Continuation War and the Lapland War and produced a preliminary review on the children of foreign soldiers.

In 2009 the project published a study on the internments. It will in 2010 publish a book containing articles addressing the war events, the internments and the transition to post-war conditions.

Sent home to be deported 1944–1955

The research project focused on the repatriation of Ingrians which had been transferred to Finland during the Continuation War to the Soviet Union after the war, and the situation of those Ingrians who remained in Finland.

In the population transfers that took more than a year during the Continuation War approximately 64,000 Ingrians came to Finland. At the turn of the year 1944/1945 about 55,000 were sent back to the Soviet Union. It is estimated that half of those who stayed in Finland secretly went to Sweden.

The studies showed that the Ingrians who stayed in Finland were in a difficult position. Their rights to own property, obtain official posts or jobs and carry out business operations were either restricted or completely absent. It was difficult for them to receive any public aid or benefits. The immigrants were not entitled to participate in the elections of priests, cantors or church councils.

The immigrants lacked an important civil right – the freedom to migrate from Finland to countries other than the Soviet Union. The Soviet authorities did not grant them passports. The aid given by the Soviet authorities aimed only at getting the immigrants over the border.

The immigrants' legal standing became increasingly problematic when marriages between Ingrians and Finnish citizens and the children born to these families are taken into account. They did not receive Finnish citizenship because the head of the family was a Soviet citizen. Ingrian women who married Finnish men received Finnish citizenship from 1945.

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The number of uncertainties and problems in the Ingrian immigrant issue increased as time went by. It was impossible for Ingrian immigrants to terminate the Soviet citizenship and that prevented them from receiving Finnish citizenship. This aroused fear among these immigrants for extraditions to the Soviet Union. During the ten years after the repatriation of Ingrians to the Soviet Union a total of 49 persons received Finnish citizenship.

Improved staff satisfaction

In all 284 persons were employed by the National Archives Service in 2009. The figure also includes personnel working in fixed-term projects and various assignments. The number of permanent posts began to decline due to the productivity programme of the Government as well as savings measures.

At the beginning of 2009 the financial situation of the National Archives Service was critical. Both the staff and the National Archives Service as an employer acted responsibly and with good mutual understanding. The required savings were achieved by not filling open posts, and changing holiday bonuses to off-duty time on a voluntary basis.

A record-high number of officials who had been employed by the National Archives Service for a long time retired in 2009. This trend will continue in years to come when the baby-boomers reach retirement age. This will cause particular challenges for the management and the endurance of the remaining staff. These challenges were handled surprisingly well in 2009.

Despite the difficult financial situation the staff of the National Archives Service worked flexibly and successfully in 2009. Motivated and consequently efficient staff is an essential success factor for the National Archives Service.

The average employee of the National Archives Service in 2009

The average National Archives Service employee worked and lived in Southern Finland. He or she had a permanent post and was 48.4 years old, i.e., five months older than in 2008. Over half of the average employee's co-workers are women but the number of men clearly increased during the year under review.

The average employee was still occupied with demanding professional tasks, receiving a salary of EUR 2,665 per month. He or she participated in result and development discussions with the closest supervisor, and the employee's individual work performance improved.

The average employee had spent a total of 5.3 years of post-basic studies, i.e. a month more than in 2008. He or she was on sick leave for 1.2 days more than the year before and was absent from work for 10.3 days.

The average employee's work satisfaction index was on the same level as in the state administration in general (3.4). (The index of the previous survey was 3.3.) The average employee did not perhaps complete the survey on work satisfaction, since the response percentage of the survey was less than 50%. The average employee who participated in the survey was more satisfied than before with the management, the salary, the job atmosphere and communication in the National Archives Service – but less satisfied than before with work content and challenges, support for development, working conditions and the employer image of the National Archives Service. The willingness for both staff rotation and change of workplace decreased.

The average employee participated either at workplace meetings, unit or team meetings or through representatives of the personnel at joint operation-related meetings in the developing of the strategy, the processes and other key tasks of the National Archives Service.