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TRANSFER PLAN FOR ARCHIVES: CASE COMPANY

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Abstract

The objective of this thesis is to provide a company with a ready-to-use transfer plan for their archives. The archives were before scattered across the case company's premises. The thesis problem is "How to implement the transfer in the most efficient and simple way?". This problem is answered with four separate research questions.

In order to answer and explain the research questions of this thesis, chapters 3 and 4 concentrate on the theory of the topic, doing so providing answers to two research questions. The last two research questions are then explained and answered in theory on chapter 5 with the help of two separate interviews, as well as in empirical part on chapter 6.

According to the interview results on the empirical part, it was determined that the most important parts of the transfer where to have a clear way of planning the destination of the transferred material, and to make sure that the material being transferred would stay in as good shape as it leaves the old archives. To solve these issues, a set of tools and other suggestions were introduced in the transfer plan.

The case company will remain anonymous by its own wish.

Key words
Archive, Transfer, Warehousing, Project

Contents

1 INTRODUCTION

The purpose of this Thesis is to assess the best practises to use in an archive transfer and form a transfer plan for the case company for their archive transfer project. Archives at the case company are scattered across the area and are starting to be too little for the number of archived materials. The number of materials that case company is moving, is one of the biggest archive transfers in Finland. Building a new archive became topical as the old practises and archives were outdated and dysfunctional.

Wanted outcome of this thesis is a solution to the question on how to execute the actual transfer. The solution should be both easy to put to action and effective. This Thesis is to include both instructions and scheduling for the transfer, as well as tools and templates that are needed during the transfer. The Thesis will work as a guideline for the transfer project for the case company. In addition to the transfer, also practices for the new archive must be considered.

The transfer is scheduled to start at the beginning of the year 2020. The transfer itself will be handled by outsourced workforce, which means the planning and instructions must be easily understandable and clear.

As background information in this thesis, there is working experience during second practical training at the case company in documentation management, and therefore knowledge of the past materials being transferred. Also being present during the transfer process from the planning to the end of the project will be used as background information.

2 PURPOSE, OBJECTIVES AND CONCEPTUAL FRAMEWORK

2.1 Purpose and objectives of the thesis

The purpose of this thesis is to give the case company a ready-to-use -plan for its archive transfer. This includes the conducting of the instructions for the actual transfer, zoning of the archive and scheduling the transfer. All possible issues must also be covered, as the materials transferred are vulnerable to conditions. The aim is to have a usable, easy-to-understand -instructions for the whole project. Benefits that the case company get from the thesis extends beyond the plan, by giving employees more time to focus on their own work.

This thesis will cover the very basics of warehousing - why it is so important and how it can be done in the most efficient way. The warehousing will be reflected to archiving and the ways of the case company. Therefore, this thesis can be used to gain knowledge on archiving in general as well as for future reference in transferring archives.

As there is not a lot of information to be found about archive transfers, or papers transfers in general, this research can be used to gain more knowledge about the said topics. It might be of interest to students working on similar cases, or even companies that are planning to move their own archives.

The author has worked in the case company for one summer, doing his practical training at that time. He worked on some of the materials being transferred in this project and has so gained some experience and knowledge about the archiving process. The project itself is very interesting due to the lack of information of similar projects. Everything covered in the research is experienced and researched with firsthand experiencing, which means little of the information is gained by studying from past written materials.

Objective of the case is to come up with a usable plan for the case company. It is done by defining the project planning and management and defining purpose and importance of a warehouse. This will provide us with a theory-base that can be used to

ease the conducting of the actual transfer. Certain tools will also be created to make the transfer move on as smooth as possible.

2.2 Conceptual framework

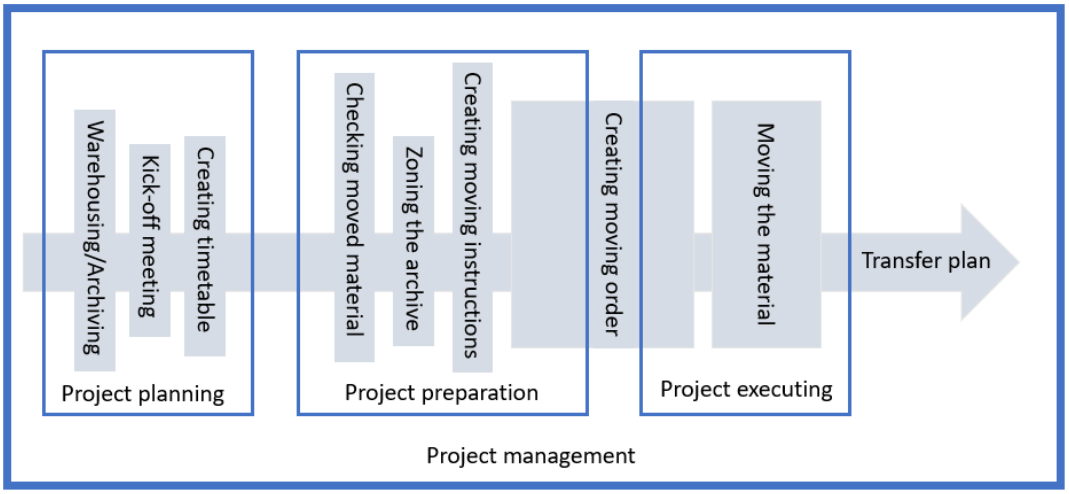


Figure 1. Conceptual framework of the thesis.

The main focus of the thesis's conceptual framework is project management. It covers the phases from the beginning of the project to the end of the project. Project management is divided into three separate sections.

First section is project planning. Project planning consists of kick-off meeting and creating the timetable of the project. In the kick-off meeting, the guidelines and boundaries of both the project and the thesis are decided, and limitations of the thesis agreed on. Timetable will be done for the whole process of the project.

Second section of project management covers project preparation. It consists of checking the moved material and zoning the new archive building, which are done with the case company archivist, creating moving instructions for the moving company. The last part - creating the moving-order - in which the materials are moved to the new archive, is done partly during the preparation section, and partly in the execution phase.

Last and third section of the project is project execution. It continues the started moving-order planning and creating. Also, the moving itself will be covered here.

After these three sections have been thought trough and researched, the end result will be the transfer plan. The transfer plan will be used throughout the project by the case company.

2.3 Research questions

The main focused research problem is “How to implement the transfer in the most efficient and simple way?” The plan must be easily understandable for the workers of the case company, to be able to execute it without problems, but detailed enough that it covers all possible issues. The goal is to provide the case company a plan, which with the case company can implement the transfer.

The research problem is divided to questions as follows:

- What is a project?
- What is warehousing and its relation to archiving?
- What is required in the transfer plan?
- What kind of problems must be considered?

2.4 Boundaries & Limitations

The thesis is done for the case company and is therefore made for the beneficial of their project. Even though the case company has similar transfer projects going on at the same time, this thesis only covers the transfer project discussed in the thesis. This thesis will only be applicable to the project covered in it and is therefore not to be used without further investigation for any other transfer project.

The transfer will be executed by an outsourced company. This thesis will provide the moving company with instructions but does not include the workers in any other way. In case the company needs to assess the workers in a more specific manner, it is to be done by the company itself.

3 PROJECT PLANNING AND MANAGEMENT

3.1 Definition of project

Project is a series of tasks that is usually focused on a single occasion. Project is also well organized and planned for a certain period. Each project is divided into three bigger sets, such as outcome, length, and resources. These sets are agreed on before the project starts. (Jalava & Keinonen 2008, 6)

Jalava & Keinonen (2008, 6) define it; “project is well organized, rarely recurring similarly, defined and planned, timewise and content wise limited and aiming to a situation specific set of tasks for which a separate project organization is formed”.

A project in general is beneficial way of working for various reasons. Project is goal-oriented, so it pushes the people working on it towards a common goal. It is also easier to divide responsibilities and make the work more systematic. As the people working on the project are working towards a common goal, the problem solving becomes easier, as everybody wants to finish the project as efficient as possible. Lastly, it improves communication between the people working on it, and makes co-operations easier, thus bringing more ideas of making the work easier. (Hakala 2000, 18)

To perform the project efficiently, there are often separate groups or organizations formed just to run the project. These groups are then responsible for keeping up with the timeline of the project, as well as meeting all the expectations and goals of it.

Projects are used to perform a task, that somehow differs from the normal work that is done on daily basis. Thus, the term “rarely recurring similarly” describes project well. (Jalava & Keinonen 2008, 6)

3.2 Project Planning

Project planning is key to a successful project. It is a tool that helps the project group to reach its goals, follow the progress of the project, and find and solve the possible issues of the project before they even occur.

Jalava & Keinonen (2008, 16) define planning in general, “planning is anticipating future actions, which aims to create a path towards the set goal”.

As planning is always done for future occasions, it is never certain that everything goes as planned. The incidents that can go against your planning are called risks. Therefore, the main idea behind project planning is to prevent as many risks as possible before the project is put to motion. The planning can be divided into three groups, result, time, and resources.

Results is the most important segment for most companies, as it is the one that is supposed to be profitable for the company. The result is the outcome of the whole project, and the aim is to get as good result as possible, with the given time and resources.

Resources are all the factors that are budgeted to the project. It contains for example Project organization and other personnel, available money for the completion of the project, areas to succeed in the project as well as the equipment needed to do so.

Time is the hardest of the three to plan, as if the project is completely new, so that there is no data of similar projects, planning of the time needed for the project can be difficult. In order to be able to get the timeframe correct, the planning must also think of the order in which the different parts of the project are done. (Jalava & Keinonen 2008. 17)

3.3 Project Schedule

As mentioned in the previous chapter, to get the timeframe right, the project group must also think of the order of the implementation of the project. As an example, if a company is producing cars, they do not want to do the body of the car last, because then they couldn't attach anything to it beforehand. Whereas if they start with the body, they can insert all the parts to the car as they get done for it. (Jalava & Keinonen 2008. 17)

3.4 Project Managing

To maximize the effectiveness of the project, the project manager can give group members their own individual objectives. In doing so, the risk of miscommunication or confusion lowers, as each group member is focusing on achieving their own goals for the whole groups goal to be achieved. Also, while giving these individual goals for group members, the project manager can acknowledge the different knowhows of each group member, which the manager can use while choosing a member to each role of the project.

On a general level, the project manager must be able to bring up five basic information's for each member of the project, which are:

- What is the background of the project?
- Why is the project done?
- What is the goal of the project?
- What outcomes are expected from the project group?
- Where does the project fall on an organizational level in the company?

If the whole project group is aware of the answers to these simple questions, the project is already on a good base. In case of stumble in the project or losing sight of the goal of the project, the group members can always refer to these questions, which will help them stay focused and see the point in the work at hand. (Elbeik & Thomas 2011, 101)

3.4.1 Project Leader & Team

Project Leader is a person to which all the project members respond to. At the end of the day, the project leader is the person who takes responsibility of staying on schedule, and that the tasks given are done correctly. Often the project leader is already higher in the hierarchy of the group, but it is also possible that the project leader is chosen among fellow workers. In this case, the project leading is even more important, as the leader must embrace the leader status, and keep the project in control. (Hakala 2000, 20)

Project leader is the most important person of the project, as it is the one person who holds the whole project in their hands.

One of the most important roles of the project leader is knowing how to keep the project group focused. By reminding of the project goals and the pursued achievements, the group works towards a common interest. As a leader, displaying energy and showing enthusiasm towards the project is a key to keeping the project group committed.

In major number of projects, the scale of the work is so wide, it is impossible for the project leader to stay aware of all the things happening within the project. For this reason, the leader needs to delegate areas of the project onto lower level, such as team leaders. A good project leader recognises what needs their attention and what does not, resulting in better focus on the chosen tasks. This way, with the help of team leaders, the project leader gets a clear big picture, without all the minor details, that are not their concern.

To be a good project leader, they must be available for the project group when needed. If the leader is always absent, does not answer to calls or emails, and is not connecting with the team leaders, the project will eventually suffer. By failing to be available, the leader shows the project group that they are not interested in how the project progresses, which can end up reflecting on a lower-level worker as well. Another issue of

not being there for the group, is that it might higher the levels of stress between the team leaders. In case there is an issue, which would need to be solved by high management, but the project leader is not there, the team leaders are forced to either wait for the answer from the leader or make the call of what to do by themselves. Both of these options are bad, as project are always on a timeline, and a wrong choice here could be disastrous for the project as a whole. (Elbeik & Thomas 2011, 105)

Each project team is formed in a similar way, there is one project leader, some team leaders, and each team leader has their own team of workers. As a project leader starts to form its project group, there are various things to consider. The people chosen to work on the project, must assess specific professional skills, project skills and cooperation skills.

Most important of these three is the professional skills. For the project to work, the people working on it, must be able to do the tasks assigned to them. If the area of the project is vast, the amount of people is also bigger, as there will be a need of more different expertise to finish the project. Another important aspect of professional skills is the ability to learn. If the worker thinks they already know everything of the said topic, they are less likely to think outside of the box and look for new and better ways of doing things. People willing to learn new things are often more enthusiast about the job at hand, than the ones that are not willing to learn.

Project skills are more important for the leadership of the project, but it also helps the team members to outline wanted result and the benefit of the project. Planning is crucial for the success of the project. If all the members of the project are familiar with project planning, it is easier to see possible issues of the project already in the planning stage, as well as improving them. Problem solving is also important part of the projects, as rarely project goes without any issues from the start to the finish.

Cooperation skills also play a big part in forming the project group. Cooperative work between projects teams and team members are needed to ensure smooth progress of the project. A responsible worker helps others in need while solving issues, building trust between workers and making sure everything is going as planned. This kind of environment within the project group encourages to share ideas and give feedback,

which smoothens the gap between project teams, and between the workers and leaders. Team member who has these cooperation skills, dares to give their ideas to leaders of the project, and will not accept ways of working without a question, if he feels there is a better way of doing it. In this case, they come out with their ideas, but if it is rejected by the leadership, the worker will continue with the original plan.

4 WAREHOUSING

4.1 Definition of warehousing

Warehouses are important parts of any type of supply chains. The usage of a warehouse varies from storing raw materials to finished goods. In addition to being the storage point of most supply chains, they also play a huge role in the customer satisfaction trough the smoothness of customer service. Each warehouse must be designed to match the specific needs of the supply chain it is in. As a whole, warehouses are often one of the costliest parts of the supply chain, as for the high level of customer satisfaction, the warehouse must run smoothly, which requires top facilities, staff and equipment. (Rushton, Croucher & Baker 2017, 291)

A warehouse is in most cases primarily the point in the supply chain, where the goods of the company are being stored waiting to be sent out. As technology progresses, so does the usage of warehouses, as the automation takes more and more of the work, that was previously done by a human. (Richards 2014, 1)

In the past, warehouses have been seen costly, and not adding value to the company. After the moving of production to cheaper countries, the warehouses have turned into vital parts of the supply chain, and therefore irreplaceable for companies. The main task of a warehouse is to keep the product in pristine condition, either for preservation, or for forwarding. (Richards 2014, 6)

An archive does not differ a lot from a warehouse. Archive is a contemporary facility, where a company stores for example its written materials, photographic or moving image, or digital and analog sound. Archive can be a building by a private institution, a sector in a public facility, or a room in an individual’s house. (Website of Internal Council on Archives 2016)

4.2 Reasons of warehousing

There are numerous reasons a company could need warehousing. As an example, it could be due to geological reasons ethical reasons and of course economic reasons. If the supply chain varies from a long distance, it is best to have the warehouse in the middle of the area. If the working conditions are not good enough in a certain place, it is best to have the warehouse where it is safer for the employees to work. And if the costs of having a warehouse in the place A is very expensive, it is better to have it in place B. (Rushton, Croucher & Baker 2017, 292)

An archive holds only one purpose, and that is storing old material. A well-organized archive provides explanation and justification alongside of evidence of the past and current events. Each archive has its own specific objectives, but they have a common goal, to preserve the deeds of the past for the future. Archives are also used in case of a possible conflict or issue, for the materials stored in archive can be used to explain why something was done as it was and also to see that the process was done correctly. (Website of Internal Council on Archives 2016)

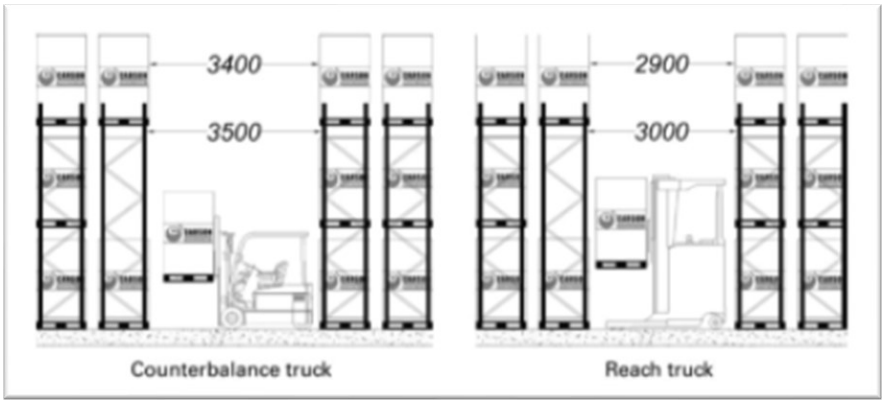
4.2.1 Inventory holding point

Depending on the company, inventory holding point is mostly used for back-up parts or as an archive. It often holds a vast amount of inventory kept safe at one place. In case it holds back-up parts, they are usually pieces of machinery that are often hard to come by. These parts are critical for the continuation of the company, and for this reason they are kept separately in the warehouse. If the company has an inventory holding point as an archive, it is mostly filled with paper materials of the business procedures and instructions. (Rushton, Croucher & Baker 2017, 293)

4.3 Warehouse Layout

Each warehouse is designed to fulfill a certain purpose. In addition to being usable at the current situation, it must be designed to be able to adapt to different needs and requirements in the future. While doing so, the company will not need to build another warehouse, but use the flexibility of the current warehouse to implement the new needs. (Richards 2014, 222)

First thing in designing the layout of a warehouse, is to analyze the usable space. After it has been done, it is divided to different sections, such as receipt and dispatch area, storage area and working area. Also, considerable things are aisle widths and the height of the storage facilities. As shown on picture 1, the space between aisles is decided by figuring the size of machinery used in the aisles. The height in which the products are stored in cannot obviously be higher than what is the capability of the machines. (Richards 2014, 231)



Picture 1. Aisle widths. (Richards 2014, 214)

An efficient, well designed layout reduces time used for travelling and helps avoiding bottle necks within the supply chain. To make the most of the storage space, in addition to maximizing the floor space, also the space above the floor level is to be utilized. (Richards 2014, 237)

The layout of an archive is very similar to the layout of a warehouse. The main important thing to focus on, is the usability of the archive. It also must be in an accessible

location, but also protected enough that for example the natural phenomena's do not affect it.

4.4 Risks concerning the warehousing

Even though automation in warehouses has increased, the presence of human employees keeps the chance of humane errors. These errors include manual handling injuries, unstable racking of the products and misuse of the equipment. In the worst-case scenario, the stored products are no longer usable, and need to be re-done.

By following companies own safety protocols, as well as risk assessments, the likeliness of the most common mistakes are avoidable to a degree. By defining the health and safety practices to the employees, the company can reduce the risk to a minimum. This includes training the staff on safety practices, as well as updating the protocols in case of new incidents. (Rushton, Croucher & Baker 2017, 778)

One of the reasons why warehouses are one of the most expensive parts of the supply chain, is the cost of providing safety to the staff working there. If the company however would choose to not use as much money on safety, the cost would be even higher. Warehousing covers a lot of different work tasks, which means that the range of possible risks is wider. According to US Bureau of Labor Statistics survey in 2011, the causes of warehouse-related accidents were mostly caused by overexertion due to poor lifting, contact with equipment, falls and trips, transport related injuries and harmful substances. In the survey, it was also noted that the number of incidents per 100 employees, was higher than the national average from all lines of work. (Richards 2014, 339)

The risks of archiving are connected to the materials stored inside. If the materials are paper files, the files can perish due to moisture, wrong temperature, or even human contact. Some materials are also against for example light. Paper as a material is very delicate, and therefore needs very specific conditions to stay right. Paper stays readable in worse conditions as well, but by having the conditions set right, the age of the paper files increases tremendously.

5 RESEARCH METHODOLOGY

5.1 Research methods & Methodological Choice.

Research method used for this thesis, is exploratory research. Exploratory research is used to give an overview of the whole subject of research It is useful research method when the input data is limited.

Using exploratory research is beneficial, when the wanted outcome of the study is to gain more knowledge of the subject, formulate more precise problems of the subject, and find new angles of entry towards the subject. Methods that are often used in exploratory research include literature reviews, interviews of individual experts of the subject, and interviews for focus groups. Exploratory research is also very flexible, and it is possibly to adapt different kinds of ways of research to it. (Saunders, Thornhill & Lewis 2019, 187)

For this thesis, qualitative research is used as the methodological choice. As numeric values do not possess a lot of useful information for this thesis topic, the used research methods are qualitative, non-numeric methods.

Qualitative research is often referred to as non-numeric data, whereas quantitative research is referred to as numeric data. It is however hard to distinguish whether the research requires quantitative or qualitative research methods. Many management- and business research designs combine qualitative and quantitative elements, for many different reasons. For example, if a questionnaire is used, there is likely a need for an open-ended question, as giving the answer in words holds more value than a numerical scale. Therefore, it is possible to combine both qualitative and quantitative methods into one single data-gathering tool. (Saunders, Thornhill & Lewis 2019, 175)

A problem most of the students face in their thesis writing, is whether they should use qualitative or quantitative methods. In most cases, the student eventually finds out that both could be required. It then must be decided, whether it is possible to use both

qualitative and quantitative methods, for example, interviews could give you non-numeric data of the topic, but a survey of the same topic would give one numeric data instead. It can be identified where to choose which type of data-gathering tool, and with some help from the thesis supervisor both qualitative and quantitative methods can be utilized to the maximum. (Hakala 2000, 93)

5.2 Data Collection

Gathering data throughout the thesis writing process, it is not always possible to go back and correct or re-do a certain part. For example, it might not be possible to have a new survey, if the survey was done in an event, that no longer is ongoing, or an interview was done with a person who is no longer available. Therefore, it is crucial to handle the data collection with care from the beginning. If the data collected is not sufficient, the results cannot be analyzed with advanced methods, and the work done is either useless or short. (Hakala 2000, 94)

As collected data increases, so does the amount of work that needs to be done for the analyzing of the data. Most of the time, data gathered must be reduced to the actual thesis, in which case it is important that the amount of data has been thought of. To gather a certain amount of usable data, one must have another amount of total data, from which the best parts are chosen. Not all data is usable for thesis, so it is also important that one knows how to identify the valuable data. (Hakala 2000, 98)

This thesis research is partly done by primary data, and partly by secondary data. Primary data is collected by the researcher specifically for the topic at hand. Primary data in this thesis is collected by interviews, and direct observations. Using primary data, it can be ensured that the data gathered is beneficial to the research. It also helps understand the topic better when the required knowledge is experienced first handedly.

Secondary data can consist of various sources. For example, literature, administrative data, or past surveys and interviews conducted by someone else, can be used as a source of secondary data. Secondary data differs from primary data, by being available as a readable material. Also, the data is often gathered from a broader sample size, and

from a longer period than what the researcher gathering primary data could achieve. This thesis uses literature in the form of books to gain knowledge about storing. The issue with secondary data, however, is that if the data has been gathered a while ago, it may no longer be true by the time it is reused for the research at hand. (Unnamed Author 2015)

The most beneficial primary and secondary data are, when used together. For example, in this thesis primary and secondary data are used to understand the needed requirements and limitations for the actual transfer part of the plan. The secondary data is used to help understand the possibilities and issues of storing, whereas primary data is used to reflect to the archiving.

5.2.1 Research Strategy

Research strategy is a plan to help achieve a wanted goal. It is used to help achieve the answers for the research questions chosen for the thesis. As there are various types of research strategies, it is impossible to say which is superior or inferior to another, as different strategies work on different kinds of research studies.

Just like in the methodological choice, one research strategy does not exclude another. For example, if the chosen strategy is a case study, it does not mean that it cannot include a survey. (Saunders, Thornhill & Lewis 2019, 190)

Used strategy in this thesis is case study strategy. It is a strategy, that focuses on a real-life setting, whether it is a person, a group, an organization or a change process, an event, or any other subject. As case studies can be part of huge entity, it is essential that the boundaries and limitations are thought of before starting the case. (Saunders, Thornhill & Lewis 2019, 198)

5.3 Case Company

Case company will remain anonymous by its own wish. Also, part of the suggestions is withheld.

Case company of this thesis has approximately 3,000 workers, from which approximately 1,000 are company's own workers, and the rest outsourced work force, subcontractors, and subsidiary workers.

5.4 Interviews

Interview is a tool used to carry out a survey or a questionnaire to widen the understanding of a certain topic. The benefit of using an interview instead of a survey or a questionnaire, is that the interview is more flexible. Interview is not tied to a certain setting, and it can be formed to be a listening-in conversation that could go on for hours, or a strictly timed scheduled interview that must get all the wanted answers in 30 minutes. An interview is an event, where all the questions are ‘open’, so that the interviewed can answer as they please. It also gives the interviewer the chance to ask for the interviewed for clarification on a matter that needs to be discussed more. (Gillham 2005, 4)

There were two separate interviews conducted. One with the head archivist, and a group interview with the people working inside the archive. The interview questions are included in the appendix.

The interview with the head archivist was done in two parts. First interview was an unstructured interview, which followed more the lines of a conversation. The second interview was an elite interview, that had prechosen question, that were not answered in enough detail in the first interview.

The unstructured interview is useful in three situations. First one is used as an initial technique to see how much information can be obtained without really asking the questions but guiding the conversation towards the wanted topics. Second reason is if the

person being interviewed is inhibited or limited from a more structured interview, or third option, the wanted results from the interviewed are connected to the personal life and way of seeing things of the interviewed. (Gillham 2005, 46)

The unstructured interview used in this thesis was use for two of the reasons mentioned above. It was useful to have an open conversation, as it helped see the bigger picture outside the questions thought of beforehand, and also it gave an idea of how the case company head archivist themselves see the archiving process as is, and what would need to be differently in their opinion. By using an unstructured interview, the conversation also floated to other topics, which possibly were not as useful for the thesis, but helped relax the interviewed, as well as gain trust towards the interviewer. This then made the data collected more authentic, and therefore more useful and trustworthy for the thesis. The covered questions of the unstructured interview can be found on Appendix 1.

The second interview was an elite interview and unlike the first one, the questions were chosen beforehand. The questions are around the same topics as in the first interview but reformed to benefit the needed data more. The term elite interview refers to the knowledge that the interviewed possesses, as well as the position they are in. Elite interviews are conducted with the persons, that have the highest available knowledge of the researched topic, whether it is gained by experience, high position in the company, or both. Another benefit of elite interviews is that the interviewed often possesses connection to other people that know of the matter if they do not know how to answer the question. Often Elite interviews do not take a lot of time. It is very straight forward and sticks to questions at hand. Despite the short period used for the interview, they can provide the research with vast amount of useful data, as the interviewed is the person with the most knowledge of the topic. (Gillham 2005, 55)

The elite interview questions can be found in the appendix 2. The interview was held after the first interview data had been gathered and analyzed. The interviewed was the same head archivist of the case company, as was in the unstructured first interview.

Group interviews are often more structured than the individual interviews, but only by the prepping phase of the interview. The group is given a topic which to discuss about,

but after that, the interviewer is more of a moderator or facilitator that just keeps the conversation going.

The results of a group interview may vary depending on the persons involved, number of persons and the chemistry between the group. The biggest difference between the results in individual interviews and group interviews, is the level of emotional involvement, as there are more people discussing on the topics, the ideas and views may vary a lot, which can in at worst lead to full conflicts between the interviewed persons. It is hard to know the social reality of the group beforehand, and so the results might be even shocking to the interviewer. The benefit of the group interview is, however, that the possible issues that run deep in the process, can be found at an early stage in the research. (Gillham 2005, 63)

The group interview for this thesis was conducted for the personnel working in the archive. The interview questions (Appendix 1.) were very broad, and focused on the usage of the archive, whereas the individual interview was focusing more on the archiving process. The group interview sample size was three persons of the case company, who were working on the archive the most.

5.5 Data Processing & Analysis

The main idea of the interviews is to gather data for the research problem, which the thesis is used to answer. It is common, that the data gathered during the research process, does not answer directly to the research questions that had been chosen at the beginning of the research. As the answers can be reflected to suit better the questions, also the questions can be altered to suit better the answers. If during the process the research questions are altered, however, the changes are not formally recorded anywhere, as it would violate the logical structure of the research. (Gillham 2005, 159)

In this thesis the main focus of the data processing and analysis is on the interviews. The three different interviews are processed to one large package of data, which is then further analyzed to see the most valuable parts of it. The data in itself is very easy to

analyze, but the most work must be put on the implementation of the data, which to include and which not.

5.6 Data reliability

It should also be considered whether the data collected is reliable. To do so, it must be identified how the collected data reflects to the thesis questions, and whether the data can be used to make assumptions in a bigger picture. For example, if a research is about alcohol drinking habits, do you need to know what the people were eating at the time? Or if you ask the questions in Alko, does it apply to people who only drink the drinks that can be acquired from a normal grocery store? By keeping these in mind, the reliability of the collected data increases, and so makes the research as a whole more reliable, and therefore more useful. (Hakala 2000, 98)

In this thesis, the primary data can be seen as a very reliable source. The interviews are done by the case company archivists, and so are the key persons in the company's archiving cycle. Also, the direct observations made prior and during the research for the thesis, are reliable as they are done within the case company, by following the present ways of archiving they use.

The written theory studied for this thesis, is partly rather old. This is due to material being hard to come by. Yet, the theory studied from these sources can be seen as reliable, since the practices of paper archives have changed little to none in years between the material being written and today.

6 RESEARCH FINDINGS & SUGGESTIONS

During the group interview that was first held, it became obvious that the main concern that the archive personnel had, was that would the files and papers stay in good condition, while keeping the same order that they were archived in in their respective starting points. The usability of the archive was also one of the points that rose up when asked about what the personnel wished that the new archive would benefit them.

The interview with the head archivist of the company also backed up the results of the group interview. The reason for archiving at the company is to be able to follow the history of the company, as well as it gives a possibility to show the thinking process of different decisions made along the existence of the company. This is useful in case of an issue. For example, if a machine breaks, the company can retrieve the documents of the said machine, and see exactly what parts have been bought, where have they been bought and when. The archive also helps new workers, as they can ask for old documents, to help them understand the company activities, including the work of the personnel that have worked on the same job as them, before them. In a nutshell, the meaning of an archive, is to preserve the work of previous generations of workers to the next.

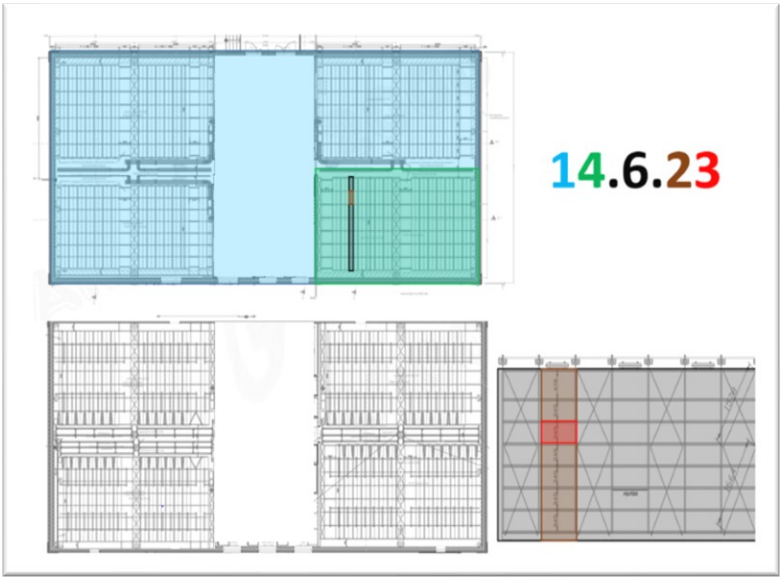
One of the wishes of the archive personnel was to have a more logical system as to where each material in the archive is. As the old archive system was a combination of five main archives and some other locations, the conversion to have the material in one archive only, needs to be carefully planned. The archive has just under 20 000 shelf meters, which means that it requires some sort of system to track where each material is located at.

Firstly, it is suggested, that the case company launches four terms, that are meant to ease the communication while referring to material inside the archive. These four terms are block, cart, shelf, and shelf level. Block is a term, in which each floor is divided into. Each floor contains four blocks. Inside each block, there are 15 carts. One cart is made out of two shelfs, while each shelf has 49 shelf levels.

Figure 2. Archive Zoning-Template.

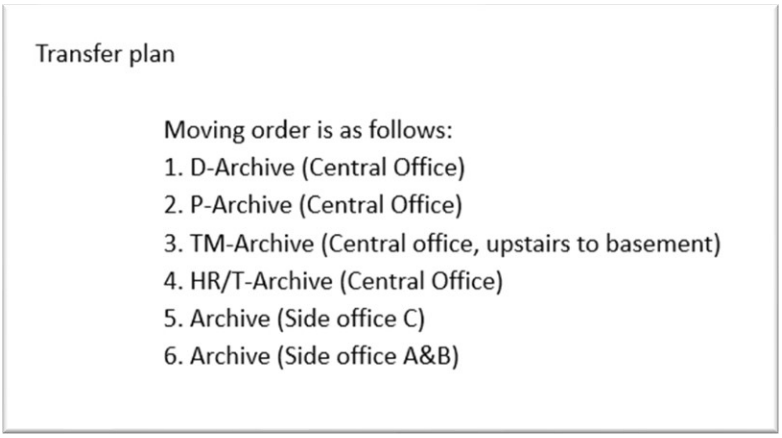
Archive zoning should be easy to understand and effective way of tracking material inside the archive. My suggestion is to combine the location info by number code. As seen on figure 2, the code will consist of five different levels that use the terms explained above. The first, blue level, is the floor in which the material is. Second, green level, is the block in which the material is. Third, black level, is the shelf, in which the material is. Fourth, brown level, is the vertical part of the shelf, and the last, red, is the horizontal part of the shelf. The dots are added to clarify the number code.

With a coding as seen above, the searching of material becomes much easier for the archive personnel. If they need to find something, they can track it down with the code, and it also gives them the option to write up certain codes, in which there is material that they use often. In picture 2, the searching for material is explained with the colored number code as in pi 4.



(Picture 2. Finding correct shelf level.)

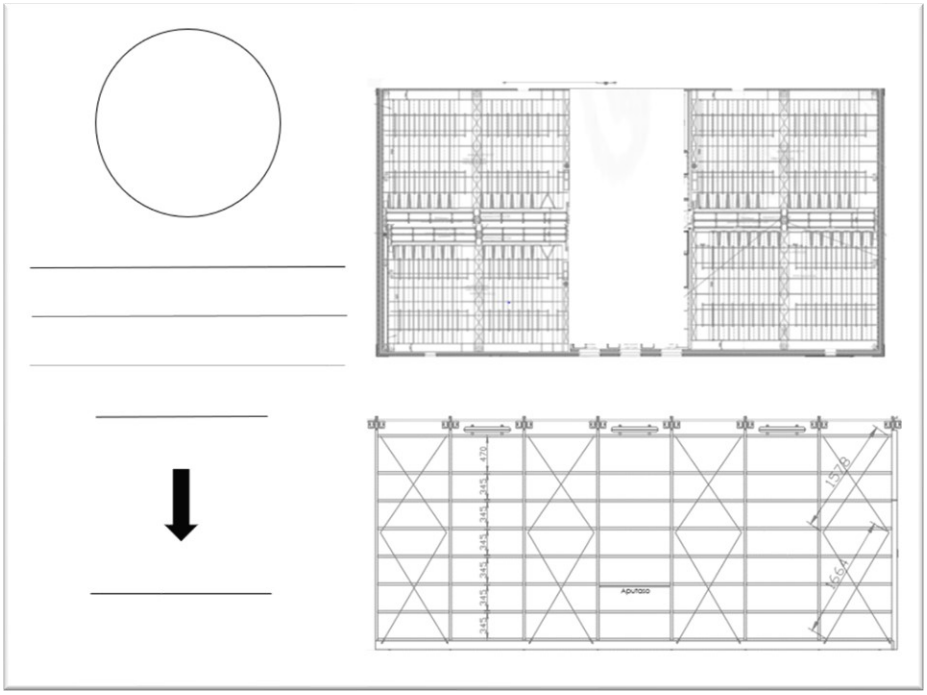
Second suggestion is considering the order and scheduling of the transfer. During the interview with the head archivist, it came out that the shelfs that come to the archive building must be filled from bottom to up. For the shelfs to work properly, 30% of the bottom half of the shelf must be filled first. Also, as there are two shelfs in each cart, the shelfs must be filled out evenly. This means, that both sides of the cart must have relatively close to same amount of wight on them.



Picture 3, Transfer Order.

The order shown on picture 3, was chosen considering the time needed to transfer each of the archives. Also, because TM-Archive is moving to the archive space currently occupied by D- and P-Archive, they must be the ones transferred out first.

The scheduling of the transferred material is suggested to be done on a shelf level. This means that each of the shelf levels is labelled separately, and so has their own system to be tracked and controlled. In picture 4, there is shown the suggested tracking basis that would be used for the moving boxes. It would have the future location where the material is being moved, as well as sequential numbering for the box, where the material is coming from, and what does it contain.



Picture 4. Tracking basis.

The scheduling of the transfer is suggested to be done on a separate file. The file consists of the same information, that is on each box on the tracking sheet. The transfer scheduling file also shows what is to be moved on which day. It makes the following of the transfer project easier as well. This helps both the case company, as well as the moving company to see if the work is staying on the schedule. A snapshot of the file can be seen on picture 5.

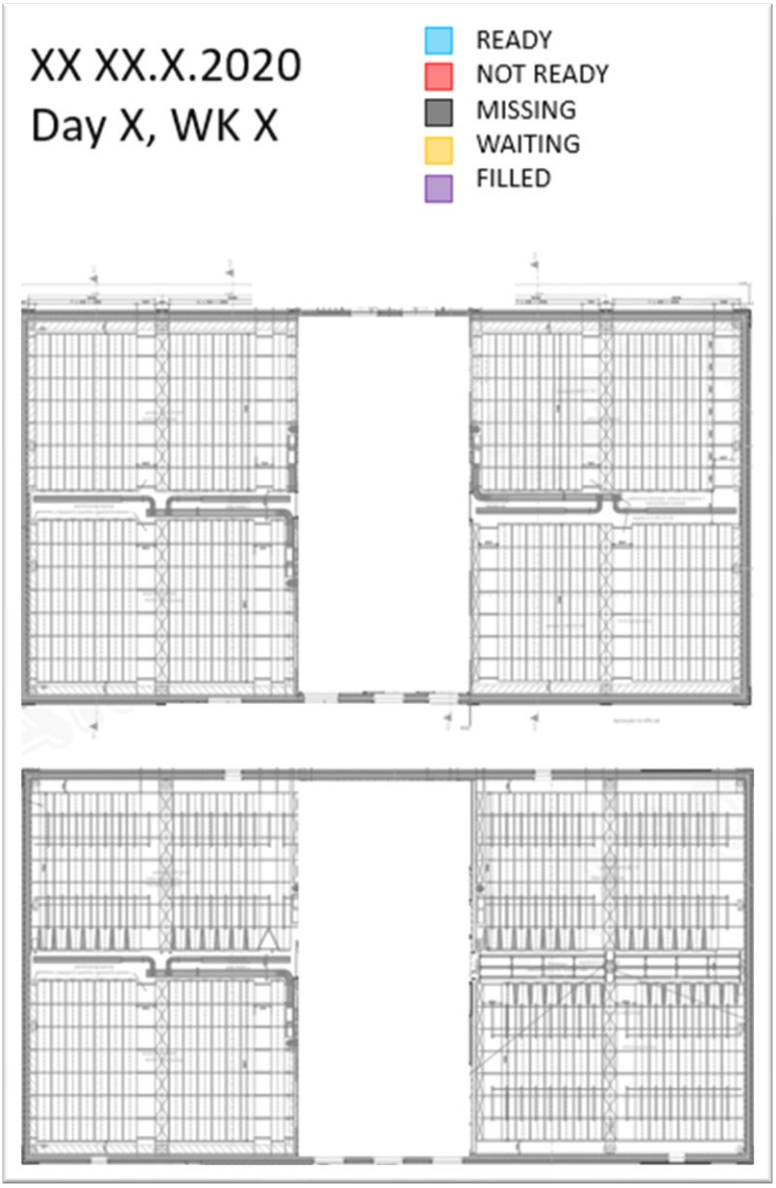
Box	From	To	Contents
1141	P, Shelf 22	13.19.34	--
1142	P, Shelf 22	13.19.33	--
1143	P, Shelf 22	13.19.33	--
1144	P, Shelf 22	13.19.32	--
1145	P, Shelf 22	13.19.32	--
1146	P, Shelf 22	13.19.31	--
1147	P, Shelf 22	13.19.31	--
1148	P, Shelf 22	13.19.27	--
1149	P, Shelf 22	13.19.27	--
1150	P, Shelf 22	13.19.26	--

Picture 6. Scheduling of the transfer.

As during the data gathering, it was discovered that the shelfs need the 30% filling rate on the first level, before second level can be filled, it also meant that the scheduling of the transfer had to be thought of so, that most of the material going downstairs

comes before the material going to the second level. This meant that in both the deciding of the order, as well as in the deciding of the scheduling, it had to be considered which materials were to be prioritized.

Connected to the transfer scheduling file, is a separate file, that shows in real time on a daily level, how have the shelfs in the new archive filled. A snapshot of the file can be seen on picture 6. This file was created to help with the issue of which shelf from the second level could be filled at what point.



Picture 5. Real time situation of transfer.

One of the main fears that the archive personnel had, was considering the transfer, if the weather is bad. As the transfer is starting at the beginning of January, the weather conditions are very hard to predict. Biggest issues would be considering heavy rain but snowing or wind also must be considered. Possible issues with the wind could be reduced by using moving boxes with lids. It would most likely also be enough to prevent issues with snow. For the heavy rain, it should be considered to have plastic covers to cover the boxes with. Also planning the transfer routes should consider, whether it is possible to never have the boxes away from under a roof.

Another thing that came up on the interview with the head archivist, was the limitations with some of the materials. Some of the files were confidential, which meant that they needed to be transferred with locked boxes, and partly with a guard. These material's locations were clarified in advance and left to be transferred last as a whole.

7 CONCLUSION

As a whole, making a thesis related to paper archives was quite hard. Theory material of said topic is not very comprehensive, as most archives have changed from paper to digital files. Still, while comparing the materials available to the interview results, it can be determined that the materials are still up to date, even though they might be old in years.

As the subject of the thesis offered some challenge in data gathering, it turned out to be very interesting topic, and really broadened the scope of my views towards the archiving world. It can be seen that there is much more to archiving than just putting papers into files and on shelfs. This thesis can be used as a reference to another similar project as this, but it can also offer insights into the archiving processes used by companies. Whereas the chosen tools and ways of working have been chosen for the benefit of this particular project, the theory gathered for it is usable for anyone interested in similar projects, archiving, or just want to learn more about the theory of projects.

In case the case company will have a similar to this transfer project in the future, they would have a possibility to reflect on this thesis and gather possible issues. This would open a possibility to have another thesis to plan the other transfer, which would use the collected data of this thesis.

The research problem “How to implement the transfer in the most efficient and simple way?” was divided into four research questions. First one, what is a project, was the easiest question to find an answer to. This question was covered wholly in the theory, and the material was easy to find. This part was also easy to validate, as everyone has been part of a project at some point of their life, so while reading the theory, it could be reflected to one’s personal experiences.

Second question, what is warehousing and its relation to archiving, was as the first one, covered solely on the theory part. Because of the small amount of material about paper archiving, it was decided that warehousing theory would be used to support the

theory of archiving. As archiving is at its simplest warehousing of papers, this connection was a good way of adding both the amount and reliability of the theory.

Third question, what is required in the transfer plan, is covered mostly in the empirical part. The ways of finding the answer, the interviews, are covered in the theoretical part. The interviews went well, and I got pretty much all I wanted to know in the group interview already. The interview with the head archivist after the group interview, was therefore more to see whether they think the same as the archive personnel as a collective. Most of the required parts of the transfer plan are covered on chapter 6, with the exception of the parts that are omitted by the wish of the case company.

The fourth and last question, what kind of problems must be considered, are as with the third question covered mostly in the empirical part. These problems were covered within the limits of the thesis, so the problems connected to the transfer itself were discussed. The problems concerning the workers were not part of the thesis.

The transfer plan was done on time and included all the parts of discussed with the case company. Tools and other suggestions shown in chapter 6, were provided for the case company, with their respective instructions. With the help of the tools and the transfer plan, case company is able to do their archive transfer solely based on the plan that was provided with the help of this thesis.

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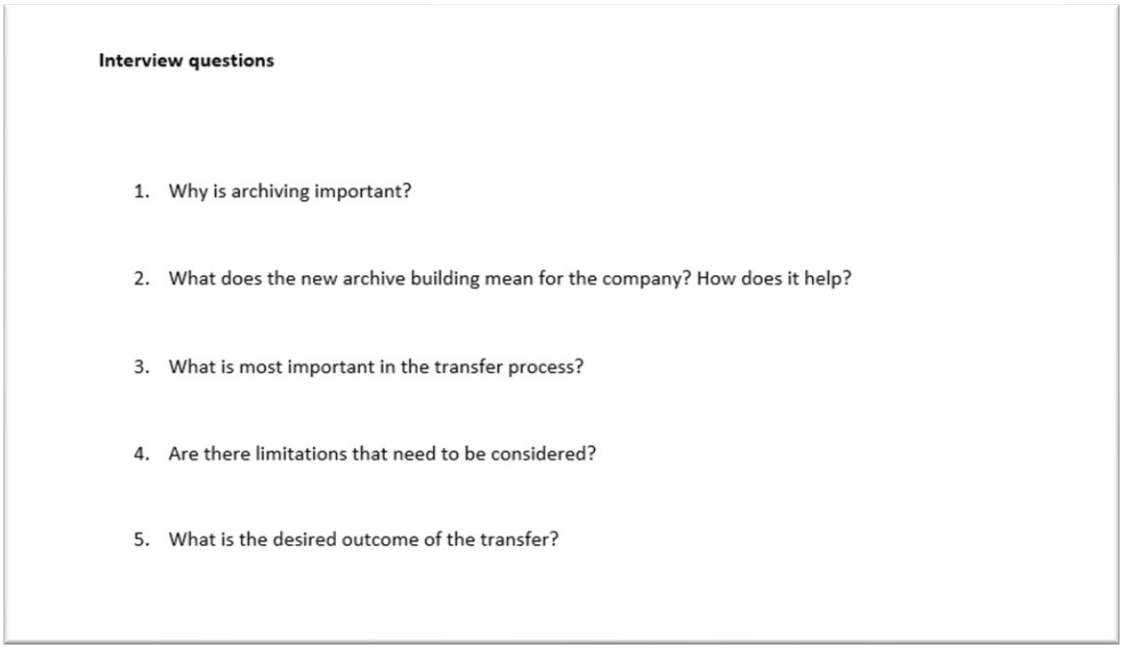
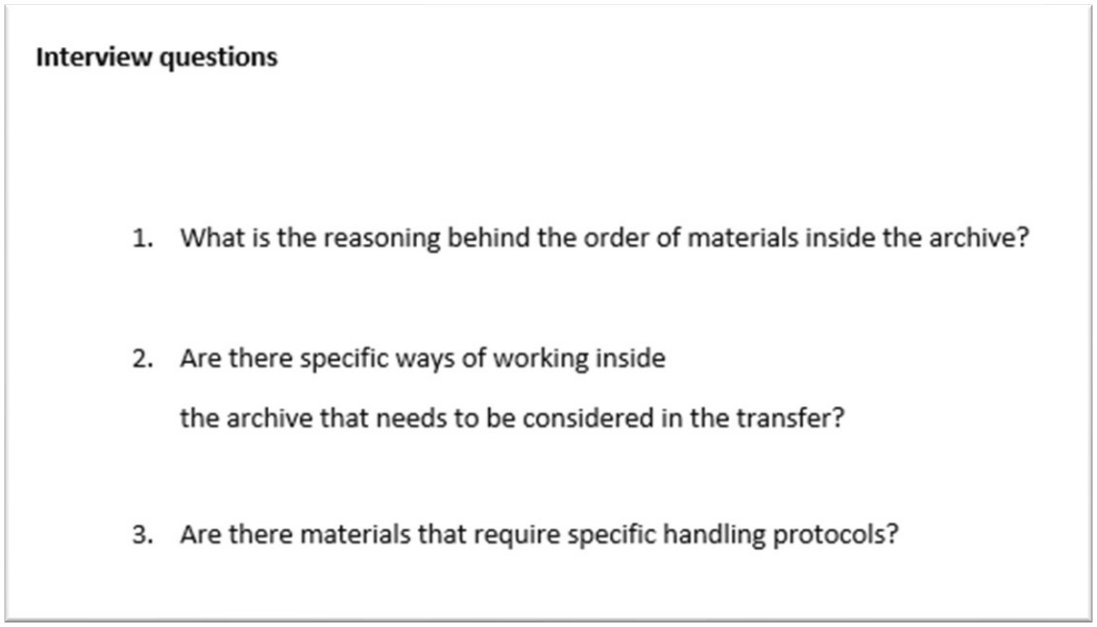


Interview questions

1. Why is archiving important?
2. What does the new archive building mean for the company? How does it help?
3. What is most important in the transfer process?
4. Are there limitations that need to be considered?
5. What is the desired outcome of the transfer?

Appendix 1. Group interview questions.



Interview questions

1. What is the reasoning behind the order of materials inside the archive?
2. Are there specific ways of working inside the archive that needs to be considered in the transfer?
3. Are there materials that require specific handling protocols?

Appendix 2. Individual interview questions