
Sport and Archives

Workshop organized by the Historical Archives Department
of the Olympic Studies Center preceding
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Foreword

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The week of the IASI World Congress is an excellent time to gather information specialists around the issue of sport archives. Thank you for coming in great numbers.

It is not often that I, as an archivist, have the opportunity to receive so many important librarians, information specialists and information project managers ! Although we all work with information, our tools and goals are different and we have a tendency to create our own nucleus, forgetting to look at what our neighbors do. As you will see today, the Olympic Studies Center and its departments have achieved something that I would like to see at an international level as well. By working together, the library, the documentation center, the historical and photographic archives show the importance of a continuum in the chain of gathering information ; it can thus provide a common and complete information center to its patrons.

Coming back to the theme of archives, this workshop has been organized to raise awareness of the importance of having good recordkeeping systems in sporting institutions. This aspect of administration has often been neglected, and still receives a very low percentage of budget for its management. Yet, a well-organized archive provides access to decision-making tools...

Sport having been equalled to leisure for a long time, it did not seem important to keep its history. With the increasing interests academics and journalists show in sport history nowadays, we'd better provide them with material to chew on ! In order to avoid information gaps and losses, the IOC Records and Archives Department would like to create a network of archival repositories, exchange finding-aids, and help implement archival programs in sport institutions.

In the lectures that follow, we will first hear a conference defining what archives are, and how to organize them. The three following presentations will be case studies, to give you an idea about how different countries or institutions have dealt with sport archival issues. First a unique case, Finland and its decision to centralize sport archives. Then, as we are in Switzerland, a survey of the status of sport archives in this country. Finally, coming from the other side of the world, the story of what kind of records services were provided at the 2000 Sydney Organizing Committee for the Olympic Games.

I thank you in advance for your attention and would like to remind you that if we do not have the possibility to collect sport archives, no comprehensive sport history will ever be written.

The Archives of Organizations Problem or Solution?

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What are archives?

All too often the image we have of archives is of parchment documents adorned with illuminations and seals or of dusty piles of paper heaped up in a cellar or an attic.

There are archives everywhere, and not only in the treasures of the school or archives or in cellars or attics. Everyone has archives at home and there is no association, company, or administration that does not produce them. Archives appear, as if spontaneously, the moment social life requires the use of the written word.

Archives are not defined by their age – some are very old while others are only a few hours old, such as the last documents we just typed on our computer. Neither are they defined by their format, be it paper, film, video or other; some do not even have a physical existence, but exist in the form of data recorded magnetically in the memory of computers.

Archives are sets of documents that we produce or receive in the framework of our activities. This is equally true for a person or an organization, whether the activity is an official one, such as the exercise of justice, a team one, such as the organization of sports activities, or an individual or private one, such as the writing of a novel.

Given that we produce them to perform our activities, in the same way as our body secretes hormones to enable us to accomplish certain vital functions, archives are sets of documents making up an organic whole.

To present these different elements in a single definition:

Archives are all documents of any nature produced or received by a natural or legal person, or by a public or private body, resulting from their activities, organized on the basis of the latter and conserved with a view to their possible use.¹

The notion of “possible use” introduced a new fundamental concept of archives, linked to the uses that one can have for archives over time. All archives change and move through three successive stages of existence: “the three ages of archives”:

- Current records, when documents are conserved at the section which produced them for frequent use; we also talk of “active records”.

¹ The official international definition of the International Council on Archives is as follows:

Set of documents, whatever their date, form or material format, produced or received by any natural or legal person, and by any public or private service or body, in the exercise of its activity, and which are either conserved by their creator or his or her successors for their own needs, or submitted to the archives institution.

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- Intermediate records, the period when the documents leave the sections that produced them but are conserved nearby, with a view to possible but infrequent use, in the event for example that a closed file could have a “new life” owing to new developments in a case, or simply because the law requires that some documents be kept for possible control during a given period; these kind of archives are also called “semi-active” records or documents.
 - Final archives, when documents which have no use are destroyed and when only documents which have a long-term legal, administrative or informative value are preserved.

In English a very clear distinction is made between the first and last age of archives. In English, only final archives are *archives*, whereas current or intermediary archives are *records*, among which a distinction is made between *current records* and *semi-current records*.

The distinction between *records* and *archives* is in itself a logical one: it is based on the different between administrative and historical use of documents. However, it hides a fundamental reality: what English first calls *records* and then *archives* are in fact always the same documents. French, on the other hand, which considers all these documents as archives, underlines this essential identity.

What are archives for?

When the monarchies of earliest antiquity created the first archives, they wanted first of all to ensure the conservation of their rights. The first documents gathered together in their warehouses were documents which proved laws: property laws, tax laws, international laws.

Other documents which did not prove any law, but were useful for the good functioning of the administration, for example documents which could be used for reference regarding how to treat certain affairs or cases were later added to these documents. Since then, archives have constantly played the dual role of preservers of rights and administrative working tools.

Archives may also help the leaders of an organization in the decision-making process. Faced with the need to take a strategic decision, an executive board or board of administration searches for information on which to base such a decision. To do so, it may draw on sources such as information networks, but it is in the archives that it is most likely to find strategic information of lasting value.

As archives are formed in organic fashion, according to the process put in place in the organization, they make it possible to verify these processes themselves *a posteriori*, whether these are decision-making processes or processes for putting decisions into practice.

Finally, archives form the memory of an organization, since they bear witness to its development over time. Ensuring the safeguarding of its archives means ensuring the safeguarding of its own history. Nowadays it is easier to measure the importance of this memory function which is attributed to archives, not only in terms of intellectual knowledge of history, but also in terms of identity – the past of an organization in fact being a constitutive element – and in terms of company culture or the values shared by the authorities and staff within the same organization.

Archives as a problem

Although archives are both guarantors of rights, management tools, a reserve of strategic information, a control instrument, and the memory of an organization, it is fair to say that awareness of their value is not as widespread as one might wish.

To optimize use of archive resources, there is a need to take care of them and devote time, work and money to them. All too often, however, archives are still neglected and, in this respect, it is all too easy to cause problems for oneself.

Here are some of the classic and most common errors:

- Piling up documents, once they have ceased to be of immediate use for office work, in remote and insalubrious places, where they will deteriorate rapidly. Then the day when more space is needed, or when there is a change of premises, throwing everything away without even taking the time to examine the documents. This form of practice, which is more common than one might imagine, amounts to making a deliberate choice to be amnesic.
- Dealing only with active and semi-active records, or, conversely, dealing only with final archives, owing to lack of means or lack of interest. The first case may for example consist of setting up a sophisticated records management system, using the latest information technology resources, to ensure the best possible use of the documents for administrative work, while neglecting to take into account in this system the location and designation of documents to be conserved in the long term, and those that should be kept in the final archives to form the memory of the organization. The second case, which is doubtless more common, consists of organizing the final archives in such a way as to ensure the safeguarding and use of the memory of the organization, without having to worry about what happens beforehand when the disorganized mass of documents is piling up. These will inevitably, sooner than expected, burden the final archives and paralyse them.
- Deciding to digitise unorganized archives because we believe that computers can stock large quantities of information and make it possible to find it again easily, means forgetting that digitisation or numeric indexing systems are expensive, that the lifetime of standards is very short, that data entry work takes a long time and that, even when digitised, what is disordered remains disordered. The digitisation of documents clearly may give excellent results, provided that the archives have been correctly managed beforehand.

Whereas archives managed according to recognised professional criteria offer easy and unlimited use of the wealth of information they contain, badly organized or neglected archives inevitably generate loss of information, loss of time, loss of space, etc., and naturally loss of money, often much greater than the financial investment that would be necessary to set up and manage an archives management system.

Towards archives as a solution

To have well organized archives whose entire wealth can be exploited, and which contribute to the efficiency of the administrative work and to the preservation of the memory of the organization, it is necessary to develop and apply an overall archives management concept that takes into account the overall life cycle of the documents.

Such a concept is based on respect for the organic nature of archives: documents produced or received by the same office as part of the same mission must be conserved together. This is the only way we have to preserve the organic links both between the documents and between them and their common origin.

All the documents of the organization should be examined and listed in such a way that each type of document may be identified. If there are plans to set up an electronic document management system, a complete typology of existing documents should be developed to enable the software to take into account their respective characteristics.

To ensure that all documents of the same origin are grouped together at all levels of the organization, a filing plan must be established indicating the different subdivisions of the archives into collections, sub-collections, series, sub-series, and attributing a specific classification mark to each subdivision. This classification mark should figure on each file and enable optimal classification and, once entered in an inventory, becomes the key to accessing a document.

A vital element in archives management consists of foreseeing and planning the different stages in the life of documents, establishing both for how long a document should be kept in the current archives and then in the intermediate archives and what its final destiny will be, i.e. whether it will be destroyed or conserved. Identifying these conservation deadlines must ideally be done as soon as possible. In the case of electronic documents, it is vital to act at the moment the document management software is created, and well before the creation of the documents themselves.

In order to establish the different stages of the life and ultimate fate of documents these must be evaluated to select those which contain a sufficiently and lasting information value to justify the work and cost preserving them would involve. In this field, over the past half century archivists have developed very impressive concepts and methods. Archivistic evaluation and selection, because it makes it possible to distinguish a minority of documents of lasting value and to eliminate others, are archivists' answer to the exponential growth of document production in all formats.

It is not enough to ensure the conservation of documents with a lasting values, there is also a need to guarantee their preservation. This is a significant challenge, as the documents are more fragile than one generally might think: paper deteriorates through acidification, magnetic tape and computer hard disks demagnetize, old films in nitrate can catch fire spontaneously. A preservation policy includes a wider range of actions, such as

- ensuring the best climatic conditions in buildings;
- organizing a policy for the regular migration of electronic data to more recent formats, to ensure that the data that are selected and conserved do not become unusable because they were formatted to be read by software which has become obsolete;
- establishing a document evacuation plan in the event of a catastrophe.

One should not forget an essential dimension of archive keeping: the final aim of all the measures described above is to ensure the best possible use of documents, whether it is firstly internal use, use by the authorities and staff of the organization, then external use by people outside the organization, be it in the framework of scientific research or simply out of curiosity. Opening archives to external people, however, involves an important constraint. The organization that takes this decision is responsible for ensuring that the private sphere of any persons who might

be mentioned in the documents is protected. There would be no question thus of indiscriminately opening all the archives without taking any precautions.

Some of the processes detailed above may be carried out by non-specialists, for example the grouping of documents of the same origin, even the establishment of a filing plan and a classification system. However, one should be under no illusions: an organization that wishes to organize the global management of its archives in order to fully benefit from their value must be assisted by professionals trained in archives.

The same applies to archives management as to sport: for a long time amateurism has not made it possible to obtain the same standard of performance as that expected nowadays. Training and professionalism have now become the key to success.

From Centralization to Decentralization ? Experiences and Strategies in the Sports Archives Of Finland During 15 Years

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Introduction

First of all I would like to thank my friend and colleague Cristina Bianchi for inviting me to this workshop and to present a paper before this distinguished audience.

My intention is to give you a view of what the Sports Archives of Finland (SAF) has done in trying to preserve the documents of Finnish sporting culture. My presentation is divided into three main blocks: a brief historical introduction of how the archives came about and what tasks were set before it, a presentation of how we have coped with these tasks, and finally some visions for the unforeseeable future of sports documentation, sports archives and sport history.

A brief history of SAF

Ideas about the needs of a sports archives were expressed already in the early 1920's, but remained mostly on paper level, in combination with plans for a sports library and sports museum.

The future manager of the sports museum, Toivo Okkola, had, however, already in the late 1920's discussed with the leading sports organizations about storing their documents in an archive. They were willing to store documents older than 10 years, "especially if this material to a certain point could be kept secret from 'unauthorized' persons".

Maybe due to the political split within the sports movement in Finland, in 1919 after the Civil War, the sports organizations were more concerned with matters of secrecy than how the documents could be safely stored. We will return to the political issue later still.

The archival issue was almost forgotten as the Sports Museum Foundation was inaugurated in 1938. The sports museum was opened to the public in 1943 and the sports library started in 1946. The sports archives had to wait for another 40 years, although archival functions were included in the statutes of the Sports Museum Foundation.

The archive issue saw its renaissance in the mid 1970s, as The Finnish Society for Research in Sport and Physical Education inaugurated the Finnish Sport History Project in 1976. The project also resulted in an inventory of the archives of the sports organizations, with the help of the National Archives.

Once again ideas were expressed about creating a central sports archives, where all the leading sports organizations could store their historical documents. This would, of course, also be beneficial for the research project, which intended to produce new research into central issues in Finnish sport history.

To cut a long history short, the archival question soon faced the same political problems that marked the split within the sporting world – the main "rivals" being the National Sports Federation and the Workers' Sports Federation. The latter had to consider the principles within the workers' movement, that all documents should be stored in the archives connected to the workers' movement.

Apparently in connection with the consultation with the National Archives it became clear, that a new central sports archives could receive State subsidy, according to a new law from 1974 on State subsidies for private archives. The Ministry of Education and the National Archives, who were in charge of handling the administrative decisions about which archives were entitled to such subsidies, required that all the main sports organizations should stand behind the foundation of such an archive. The law also stipulated that 80% of the administrative costs could be covered by subsidies, whereas the remaining 20% should be taken care of by some private authority (a registered association or foundation).

The board of the sport history project worked quite intensively for two-three years (1977-79) in convincing the sports organizations about the benefits of such a centralized sports archives. The archive project, however, came to a halt in the autumn of 1979, as the Workers' Sports Federation and the Workers' Fitness Sports Federation were not willing to sign the contract. They wished to store their documents in the archives of the labor movement. Especially the Workers' Sports Federation would have been a central partner in the project. Thus, the sport history project saw no other alternative than to "put the issue on ice" temporarily.

The sports organizations had also been presented with two alternatives for the placing of the future central sports archives: the sports museum in Helsinki or LIKES Research Center for Physical Culture and Health in Jyväskylä. The sports museum had the support of the sports organizations and the history project, whereas Jyväskylä could easier have provided the facilities earlier (university library or provincial archives).

Meanwhile the Sports Museum Foundation started to act in the matter. It inaugurated an own archive committee, started to organize the museum's own collections of documents and initiated discussions with those organizations that had shown active interest in the matter.

In 1981, finally, by a mutual decision among the sports organizations, the handling of the sports archives issue was given to the Sports Museum Foundation and the matter took a fresh start. This was mainly due to the planned enlarging of the sports museum before the 1983 World Championships in track-and-field. The enlarging could easily also include the building of archival storage facilities.

In order to overcome the differences between the sports organizations, a special administrative arrangement was suggested, where the documents from the bourgeois sports federations and the workers' documents would form two separate units within the central sports archives. This, together with the fact that State subsidies were not going to be granted to several institutions storing sports documents, finally convinced also the Workers' Sports Federation that this was the most favorable solution.

The agreement between the sports organizations and the Sports Museum Foundation regarding the inauguration of a central sports archive was signed in March 1984 and the archive started its work one year later.

The organization of the SAF

The idea of a divided structure within the central sports archives was first presented in 1981, as it was pointed out that the archival and administrative organization of the archive "as naturally as possible should reflect the structure and situation within the sporting life in our country".

This divided model meant that both archival units should have their own archivist and board, both of which were controlled by a special board for the archive, consisting of representatives from the sports organizations. The representative of the museum foundation was the chairman of the SAF board.

The representatives for the general sports archives committee and the workers' sports archives committee were named by the organizations themselves.

The 20% part of the financing, that had to be paid by the organizations, was divided in the following way: National Sports Federation 50%, Workers' Sports Federation 30%, Finnish Football Federation and The Swedish Sports Federation in Finland 10% each.

The administrative – and political – division within the archive was also reflected in the staff policy. The SAF staff could consist of an archivist responsible for the whole SAF, a researcher responsible especially for the workers' sports archive unit, other researchers and assistants.

In the first stage the staff was to consist of one archivist, one researcher and one assistant. The requirements for the staff also followed the same ideas of administrative division: of the archivist was required a suitable university exam (MA), the archival exam (lower level) and knowledge about sports history and culture; of the researcher was required the same university and archival exams and knowledge about sports history and additionally extensive knowledge about workers' sporting life. The assistant mainly was required to have knowledge about the archival scheme and the finding aids of the sports archive.

This administrative division was valid until the early 1990s, as the two unit committees were dissolved and only a mutual archive board was left in function. Later in the 1990s even the SAF board was dissolved and since then archival matters are decided in the museum foundation's board.

The administrative division had hardly any effect on the daily routines in the SAF, although the researcher, who later became the chief archivist, had and still has specific knowledge about the workers' sports movement.

The tasks and the measures taken

The primary tasks of the sports archive were outlined at an early stage of the planning process. Because a lot of documental material had presumably been lost already before the sports history project started the inventory of the sports organizations' archival collections, it was of great importance that the sports archives should actively collect all older documents available. As it also became clear, that the records management in the organizations was all but organized, the central sports archive should also care for the guidance in records management. Thus the function of the SAF was twofold: that of the preserver and that of the instructor.

More in detail the task list looked as follows:

1. Common archival duties of acquisition, storing, arranging and cataloguing documents
2. Keeping the documents available for researchers and other clients (research service)
3. Providing training and instruction on how to handle historical documents as well as records management
4. Collecting facts and documents on sporting traditions and memories

These blocks of different tasks can be split up into smaller units, and we shall now take a closer look at how these tasks have been fulfilled within the SAF during the last 15 years.

As mentioned above, the inventory of the archival situation among the sports organizations in the late 1970s showed grave neglect in taking care of the historical documents. This could, of course, also to some extent be explained by the status of sport historical research on academic level. How could the sports organizations have any principles of appraisal, when they did not know the status of sport history?

When the sports archive issue was handed over to the sports museum foundation in 1981, a new inventory was made in order to get a more precise picture of the amount of documents that the central sports archive would have to deal with in the first stage. This inventory showed that the Finnish National Sports Federation SVUL, the Finnish Football Federation, the Swedish Sports Federation in Finland and several national and special sports associations had altogether some 700-900 shelf meters of documents. The Workers' Sports Federation, which at that point was not interested in the cooperation, had some 170 shelf meters of documents.

Even with the documents of the last 10 years for each organization excluded (they were to be kept by the organizations themselves so far), this was quite an amount of archival material to be stored, arranged and catalogued. And in this amount was still not included the archives of sports clubs and private persons. A scheme of the organization of Finnish sport until 1993 shows the field that the SAF had to work with.

This meant that some strategy was necessary, in order to manage even the most central part of all material available. With only three persons to take care of more than one shelf kilometer seemed like a mission impossible, especially since it had been estimated that one trained archivist could manage to arrange some 50 meters/year. Thus, a staff of three persons would need approximately 5-6 years of full time work in arranging this amount, doing nothing else simultaneously.

The SAF has concentrated on the four central organizations that signed the agreement, their regional and national organizations, the pioneer clubs from the early days of organized sport in Finland, as well as influential private persons within the sports field. Yet another special area has been Helsinki and its surrounding cities, since there is no provincial archive that could take care of this material.

Long before the SAF was inaugurated, some regional sports associations and sports clubs had already deposited their historical documents in provincial archives. This has, to some extent, eased the pressure of our work. Nowadays the SAF recommends that regional associations and local sports clubs start by contacting the nearest provincial or city archive – this also in order to have the documents closer to the researcher/client.

The task of research service is best implemented by providing the best possible finding aids, registers and search tools for the clients. The SAF naturally produces standard catalogues for each arranged archive, nowadays written on computer. The catalogues, or finding aids, of the arranged archives are placed at the clients disposal in the research facilities in the sports library.

Further, every archive selfevidently needs some kind of register on all collections. The first 3-4 years the SAF kept a card index on all acquisitions, but in 1988 a computer network was created for the whole sports museum foundation and the data from the card was computerized. However, this new type of register was only available for the SAF staff. Alongside this register a journal of acquisitions has constantly been in use.

In order to improve the research service, different types of registers were created in 1988 as the new network was introduced.

Since the SAF is unable to comprise the archives of all sports organizations in Finland, and since some material has already been stored elsewhere, we need to be aware of the location of other archival collections (in provincial, city and other archival institutions), in order to guide the researchers on where to find material that we do not control. For this we have a national register on sports archives. Information for this register is gathered through questionnaires, finding aids of the provincial archives or through personal contact with the organizations.

Since 1988 the SAF has also kept two further registers: one containing information about sports documents on Finnish sport history in foreign archival institutions, and one on theses or lesser academic papers, as well as materials from collections of sporting traditions. SAF has an own collection of theses and other academic papers, mainly for which the researchers and students have used our collections, but also some other that are of special interest for sports history research.

According to its tasks, presented above, the SAF also stores documental material from collections of sporting traditions. Such collections have mainly been administered by the sports museum, but the printed material (hand- or typewritten memories, newspaper clippings etc.) is stored in the archives.

This year (2001) a new database network was introduced and the registers of the SAF were also rationalized. This time the data in the database also had to be compatible with a mutual register on private archives, created by a new association of private archives, of which the SAF also is a member. More about this issue below.

The third important task of the SAF, besides the routine archive work and the research service, is to instruct the people working in the sports organizations on how to preserve historical documents – what has to be kept and what can automatically be sorted out? In connection to this there is also the mission of records management, in order to ensure that the archives in the future will be better organized before they even reach the SAF.

To cope with these tasks the SAF started a series of archive courses already in the 1980s, specially designed to meet the needs and problems of the sports organizations. The programme during these courses has mainly focused on basic questions dealing with the filing of documents. The main focus is on records management, as we already have the historical documents of many organizations, and the idea is not to teach the staff of the sports organizations to arrange historical archives.

We point out the value of the documents for the organizations themselves, as well as for sports history research. Further we give instructions on how to file the documents rationally, in order to facilitate the sorting out of unnecessary documents. Information is also given on how to handle more rare documents like photos, posters, various kinds of plans and blueprints etc. The staff of the sports organizations is also introduced to up-to-date archive aids (durable filing boxes, paper etc.).

Another way of instructing on records management, which the SAF has introduced, and which could be applied to a far greater extent, is a more comprehensive plan for the records management of a sports organization, including the appraisal of the various types of documents produced within the organization, resulting in a scheme on how long the documents have to be stored and who in the organization is responsible for each group of documents.

This type of all-embracing planning has so far only been carried out for the Finnish Football Federation and for one sports centre, although preliminary discussions have been made also with a few other institutions.

Strategies and visions for the future

Ever since I started as a researcher in the SAF in late 1988, I have been involved in and engaged myself in various projects, having in view a more multiple use of the archival material stored in the SAF. These projects have included networking among archives of various kinds, spreading information about certain collections by writing articles and presenting papers in seminars, trying to provoke discussion among sports historians about, for instance, the appraisal of sports documents from the researchers point of view, and last but maybe not least by engaging myself in sports history research.

Often the result of these efforts has not been all that encouraging, partly due to the tight schedules of colleagues in other archives, the lack of interest among sports historians to discuss such issues or simply the lack of such centralized sports archives as the SAF.

But still, maybe there are signs of a change...

Imagine my amazement, as I (1992) suddenly saw an article published in the Bulletin of the Australian Society for Sport History, written by Richard Fagan and entitled "Acquisition and Appraisal of Sports Archives". I tried to provoke a debate among sports historians by writing a commentary in the Canadian Journal of History of Sport (1993), but nothing came out of it. Maybe the forum was not the most optimal one. Fagan had labeled sport as an "archival obscurity", claiming this to be the reason that archivists and sports administrators showed a lack of interest in and knowledge about sports documents. My reply to this was, that sport history likewise could be labeled an "academic obscurity", as many archivists are historians educated by university scholars with little or no interest in sport history.

It is not my intention to dig into this debate further, only to recall a few measures I proposed in that commentary paper in order to lessen the "academic obscurity" of sports history – and, consequently, of sports archives. The suggestions were:

- starting a dialogue between sports historians and archivists/ specialized sports archivists in international sports history and archival journals about acquisition and appraisal policies
- including archivists in national sports history projects, for instance regarding questions on acquisition of documents or founding sports archival institutions where no such exists

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- including issues on sports archives and the needs and interests of researchers in the programmes of international sports history congresses and international archival congresses

I tried myself to start a dialogue, but the feedback was almost depressing – none whatsoever. Now in the IASI programme I am happy to see the paper of my friend and colleague Christian Vivier (“Considerations on documentation in the area of Sport history”) in tomorrow’s Opening Ceremony, which at least partly touches upon these issues, although his approach is maybe not that of the archivist. It is still a step in the right direction.

The possibility for cooperation among archives, also when it comes to institutions that handles sports documents, is facilitated by the breakthrough of the internet and the access to various national databases and registers, where you can search for collections including sports documents. By including links to the most important national (and international) archival databases on its homepage, an archive like the SAF can improve its research service.

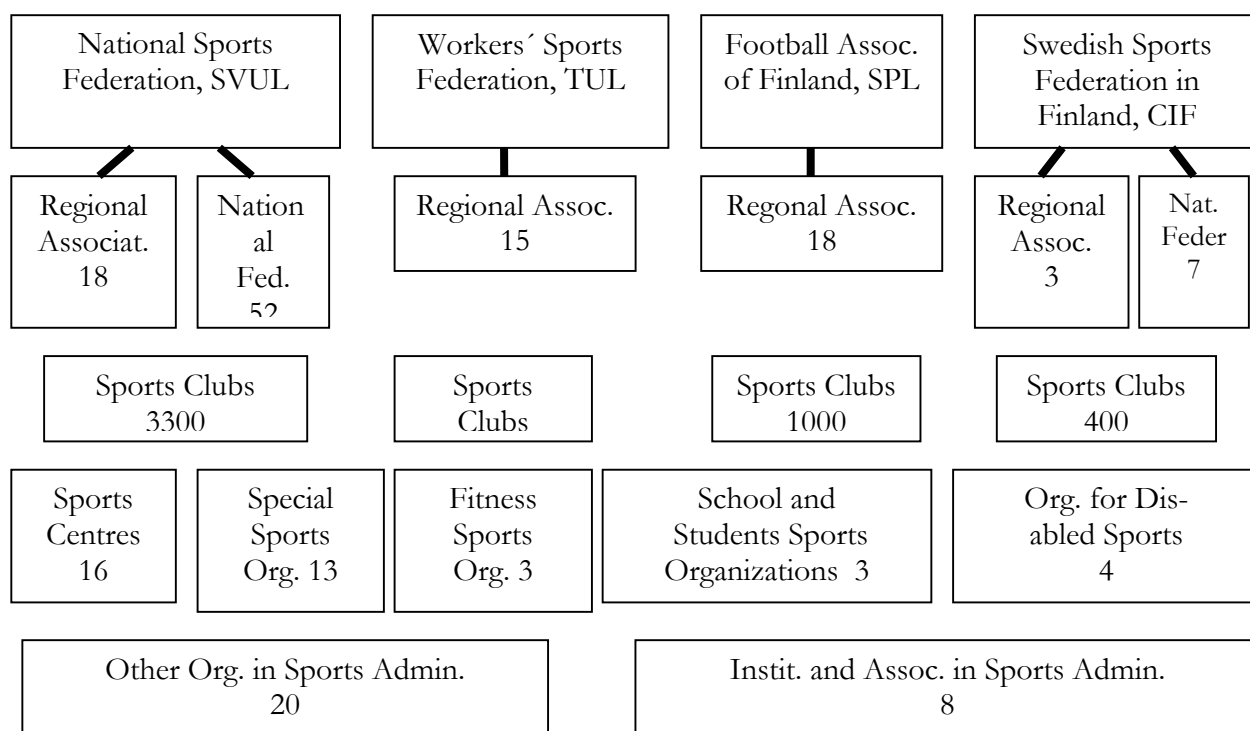
Together with nine other private, and state subsidized, archives the SAF is engaged in a mutual register covering the collections of these nine private archives. The same information can also be reached through a link from the homepage of the National Archives Service, and of course through SAF’s own homepage (a part of the Sports Museum Foundation’s homepage).

The exchange, and use, of international information through links to various national databases is selfevidently, to some extent, made difficult by language barriers – everything is not accessible in English, French or German. A challenge for the future might therefore be, to include special mention about collections that include a greater amount of documents in foreign languages.

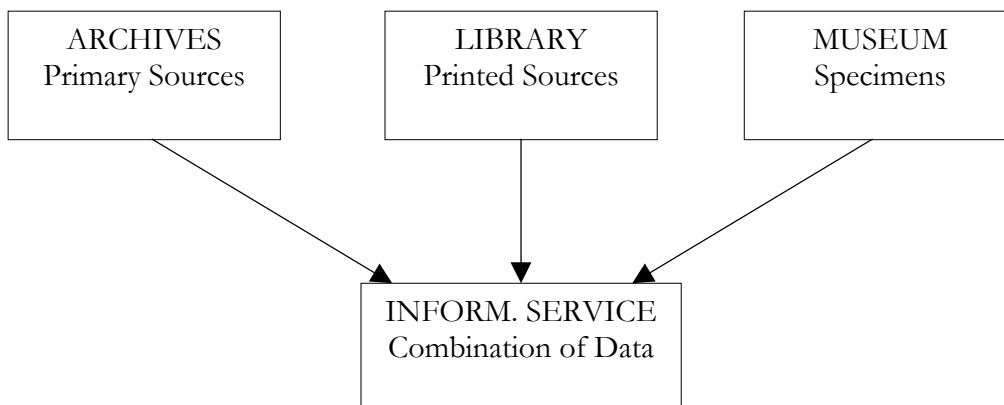
It could also be a challenge for sports archivists and researchers to create a mutual database with information on ”all” sports collections in different countries. Only here we could meet with problems of compatibility, but still it remains a challenge to figure out the terms and ways of exchanging information among sports archives.

This workshop is one excellent way of meeting like-minded. Thank you for your attention!

FINNISH SPORTS ORGANIZATIONS BEFORE 1993



**SERVICE UNITS OF THE
FINNISH SPORTSMUSEUM
FOUNDATION**



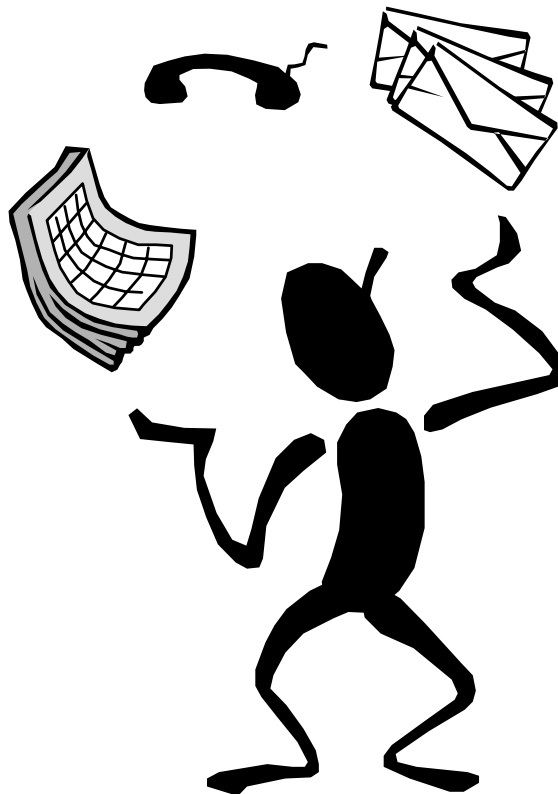
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Sports archives in Switzerland: An area of preservation that remains to be conquered

Gilbert Coutaz

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President, Association of Swiss Archivists
Switzerland

When dealing with sports archives in Switzerland, there are three main things to consider. On the one hand, sports archives are necessarily young, as the notion is recent in legislation, and has expanded only during the past 30 years. On the other hand, the federalist system characteristic of political organization in Switzerland implies a dispersal and extremely wide variety of sports archives, accentuated by the absence of a unique and central structure for the practice of sport in Switzerland. Finally, I should emphasize that, to date, thought on sports archives in Switzerland has not generated any specific publications. This assertion is even less surprising given that the scant scientific research on sport that exists today does not go back a long way. There are certainly many commemorative publications and leaflets, but it should be noted that they have little more than a chronological and anecdotal function.

Despite all of these negative points or handicaps, several signs enable us to glimpse a significant short-term transformation of sports studies and sports history. Our aim here is to replace them in a historical perspective. In order to understand the situation of sports archives in Switzerland, one should first look into the actual notion of sport and its organization.

Sport, a recent notion

On 27 September 1970, Switzerland's people and cantons approved a constitutional provision authorizing the Swiss Confederation to promote gymnastics and sports because of their importance on a national level. The federal law promoting gymnastics and sport came into force on 17 March 1972, and the canton of Vaud adopted the same law on 24 February 1975. In fact, the Swiss Confederation first took an interest in gymnastics and sport less than 130 years ago, on the occasion of the revision of the federal constitution in 1874. The Federal Military Organization Act made the cantons responsible for providing young people, from the age of 10 to 20, with gymnastics classes in preparation for military service. The 1907 Federal Military Organization Act stated the following principle, which still applies today: the teaching of gymnastics is obligatory for young people during their school years; afterwards, sports activities are optional. Article 5 of the Preparatory Education Ordinance (2 November 1909) provides that gymnastics are to be taught throughout the school year for a minimum of two hours per class per week. According to federal statistics in 1916, 56.5% of classes received gymnastics lessons all year round, 40.5% received classes for part of the year, and 3% were given no lessons at all. Still in 1916, 80% of schools had adequate space for practicing gymnastics. Teaching was provided by teachers who had been specially trained at universities. They were also given advanced courses organized by the Federal Gymnastics Society until 1910 and from 1911 by the Swiss Society of Gymnastics Masters. There were also specialized teachers, most of whom were gymnasts.

A Physical Education and Sport Department did not exist in the canton of Vaud until 1 March 1991. Its former names reflect the development and expansion of its activities: Preparatory

Education between 1945 and 1946; the Cantonal Office of Further Physical Education between 1947 and 1960; the Cantonal Office of Further Learning and Sports between 1961 and 1970; and the Office for Physical Education and Youth from 1970 to 1971. It is interesting to note the development of hierarchical dependence: first, the sports sector came under the authority of the Military and Insurance Department between 1945 and 1969. It was then attached to the Department of Public Education and Religion from 1991 to 1998; it is now part of the Department of Institutions and External Relations. The Department for Physical Education and Sport is responsible for dealing with all issues linked to physical education and sport in the canton of Vaud.

Beyond the legal framework, let us pause for a moment to look at the birth of the sports trend in Switzerland through associations. Sport reached Switzerland in the 1880s by way of tourists and English students. Tourists imported their leisure activities (mountaineering, skating, tobogganing, etc.) to village resorts. For their part, the numerous students who went to Swiss private schools initiated their schoolmates into various games and founded the first clubs. The first clubs and competitions led to the creation of the first national federations: the Swiss Velocipede and Motorcycling Union, in 1883; the Swiss Rowing Federation, in 1886; the Swiss Football Association, in 1895; the Swiss Tennis Association, in 1896; and the Swiss Cycling Union, in 1897. The Swiss Olympic Committee (COS) was established in 1912, and the National Association of Physical Education (ANEP), which encompassed the federations, was set up in 1922. The scene would be incomplete if we neglected to mention the conflict, which was for a long time serious and insurmountable, between gymnastics supporters and sports promoters. The former fought ardently in Switzerland between 1890 and 1901 against certain sports practices which were considered dubious. From 1902 onwards, gymnasts opened up to sports bodies, first to show off their particular characteristics, and then to mix with other sports activities. From the 1930s onwards, gymnastics tended to be linked to physical education; gymnastics and sports were two realities of a singular approach for the wellbeing of the population. From the 1970s onwards, sport, which occupied a decisive place in the new leisure society, became a reference point as well as hegemonic. After the gymnastics phenomenon at the end of the 19th century and the start of the 20th century, it was sport's turn to become linked to physical education.

The organization of sport in Switzerland in the image of democratic and federalist ideas

In this context, it comes as no surprise to note that the organization of Swiss sport is in no way part of a state-controlled approach. On the one hand, it is based on the partnership between the Confederation, cantons and communes for the public sector, and is supported on the other by the Swiss Olympic Association, which has encompassed since 1 January 1997 the Swiss Sports Association (AAS), the Swiss Olympic Committee (COS) and their associated partner bodies and foundations, sports federations, their societies, clubs and sections for the private sector. The technical body for consultation on a national level is the Federal Sports Office, which took over from the Office of the Federal Gymnastics and Sports Commission, established in 1874 as the Federal Gymnastics Commission which, following a decision on 20 January 1930, became the Federal Gymnastics and Sports Commission. It is significant that the Swiss Federal Council did not reach its decision on the content of sport in Switzerland until 2000. Indeed, the Department of Defense, Protection of the Population and Sports (DDPS), mandated some 150 experts with sports, science, health, politics, economy and administration backgrounds to collaborate in defining the Federal Council's concept for a sports policy in Switzerland. Health, education, promotion of young talent and a durable economic dimension of sport and development constitute the main lines of Switzerland's future sports policy.

You may have understood by now that the Swiss Federal Council encourages the practice of sports activities in the following ways: it enacts provisions on physical education in schools; it has been in charge, since its establishment in 1971, of managing the Youth and Sport Institution²; it supports the federations and other sports organizations, scientific sports-related research and international sports meetings; and finally, it gives financial assistance. The Confederation observes absolute political and denominational neutrality. Its input now focuses on youth and public health developments; until the end of the 1960s, it focused on developing civic and patriotic pride. The Swiss Olympic Association is the country's highest sports authority, but it does not have any right of direct initiative or to interfere in the internal affairs of national associations, which are administratively and technically independent, as well as being masters of their own destinies. The public authorities are responsible for physical education in schools. The private sector, for its part, is in charge of public sport and amateur elite sport, as well as voluntary sports activities. Within the Swiss Olympic Association, four organizations work towards promoting sport in Switzerland. The *Swiss Olympic Committee* is an independent organization from both an administrative and financial point of view, and groups sports associations that participate in the Olympic Games and spread the Olympic ideals. The *Sports Aid Foundation* supports amateur elite athletes and certain projects carried out by federations. The *Sport-Toto Company* is responsible for securing the necessary means to financially support young people's sports education and amateur sport. Finally, the *National Committee for Elite Sport* has a role of management, consultation, co-ordination and control in the area of Swiss elite sport. It provides training to diploma-level for prospective coaches and part-finances posts for national federation coaches.

The history of sport and sports in Switzerland, a rare area of research

Scientific work on sport and sports in Switzerland is scarce. Thought on sports phenomena is a new concept, although it is beginning to reach Swiss polytechnics and arouse the interest of some researchers. This can be illustrated by the foundation of the International Academy of Sports Science and Techniques (AISTS) in Lausanne on 7 February 2001. This Academy is made up of some ten partners, namely the universities of Lausanne, Geneva and Neuchâtel; the Federal Polytechnic of Lausanne; the Institute of Further Education in Public Administration; the International Olympic Committee; the Federal Sports University of Macolin; Lausanne City Council; and the Canton of Vaud. The Academy does not limit itself to organizing conferences. A continuous training programme for the organization of major sports events will begin in Autumn 2001. A postgraduate course for a Masters in sports administration, devised by some 30 professionals, is also being set up. This university-level training is scheduled to begin in October 2002. Where publications are concerned, of note is the appearance in 2000 of *Sports en Suisse*³ (Sports in Switzerland), which contains 12 contributions presented to the *Sports suisse, Sports en Suisse* (Swiss Sports, Sports in Switzerland) symposium. *Traditions, transitions and transformations* was established in Neuchâtel on 1 and 2 October 1998 by the International Sports Studies Centre (CIES) and the History Institute, both of which are attached to the city's university. This is a major publication, as it sets forth a new research topic, highlighting the very diverse social, socio-cultural and historical dimensions. It thus questions the following themes, whose content

² Jeunesse + Sport (Youth and Sport) is a programme set up by the Swiss Confederation which aims to promote sport among young people between the ages of 10 and 20. The institution promotes some 40 sports disciplines, as well as training and development of instructors.

³ *Sports en Suisse. Traditions, transitions et transformations*. (Sports in Switzerland. Traditions, Transitions and Transformations). Edited by Christophe Jaccoud, Laurent Tissot and Yves Pedrazzini, Lausanne, Editions Antipodes, 2000, 245 p.

illustrates the extent and variety of the topic: Sport: an element of social change in Switzerland?; Creating habits: the process of influence and dissemination; The “sportivisation” of society, urbanization and secularization of sports practices. This same publication also highlights the geographically and academically wide distribution of researchers in Switzerland. Sport is making its way into research fields. It is currently still a subject which yields a poor scientific return, and must make a name for itself through its research topics and the consideration given to interested researchers.

**Sports archives in Switzerland,
necessarily scattered and varied**

The actual organization of sport in Switzerland explains the dispersal of archive wealth. Producers and issuers of sports archives may belong to public bodies just as well as private bodies and governmental or non-governmental structures. Insofar as sport is not based on a state-controlled approach, sports organizations are not centralized but federal, and decisions are not dependent on a single person or ministry, there is, by definition, a very large number of partners in Switzerland’s sports history. There is no single dominant structure; on the contrary, there is a galaxy of partners and shareholders in Swiss sports history. The Swiss Olympic Association, Switzerland’s sports co-ordination authority, currently includes 81 members for 27,000 clubs and 3.2 million sports club members. Only two associations have more than 350,000 members, two others have between 150,000 and 350,000 members, while seven have from 80,000 to 150,000 members.

Under these conditions, it is not surprising that there is a total lack of policies on collecting, developing and using sports archives. Official archive institutions have not developed specific knowledge in the area of sports archives; these have not yet been considered to be specific or specialized archives, set apart from architecture, commercial or medical archives. The institutions certainly hold archives belonging to local authorities responsible for teaching or promoting sports, but they have little hold over archives belonging to private organizations, associations or sports clubs whose headquarters are in the canton or region in which the institutions are based. This situation is the combined result of the administrative structures operating in Switzerland and the lack of means, motivation and esteem where such archives are concerned. Also, the mass phenomenon (in the canton of Vaud, there are 1,400 sports clubs and 40 sports federations with archives) makes the systematic conservation of sports archives and collection in one place illusory. The cantonal administration is the privileged observatory of physical education and sport in the canton, but lacks the authority and human and financial resources to guarantee the conservation of sports archives. The Archives of the Canton of Vaud, which already include more than 1,500 private collections, are inevitably non-specialized in the field of private archives, contain some areas of excellence but are not limited to certain fields of research⁴. It is not up to a cantonal and communal archives institution to become involved in the systematic and exclusive collection of a certain kind of archive; their mission is to be at the service of the various components of cantonal or communal history, and they should under no circumstances devote their attention solely to one kind of archive or a single medium. The Swiss Federal Archives do not currently hold the archive collections of any Swiss personality; those that they hold are related, wherever possible, to official archives. The Swiss Federal Archives are not required to be the institution of reference for holding archives belonging to non-governmental institutions

⁴ The following private collections are held at the Archives of the Canton of Vaud: PP 468: Vaud Gymnastics Society (1858-1994), 41 linear metres; PP 612: Vaud Women’s Gymnastics Society (1930-1997), 10 linear metres; and PP 691: Pully Friends Shooting Society (1806-1956), 0.15 linear metres; in the official collection, S 55: Sport-Toto Archives (1942-1975), 22 linear metres.

working to develop sport on a national level. The two main sports associations in Switzerland, namely the Swiss Olympic Association and the Federal Office of Sport, both of which I have consulted, definitely have archives, but these have greater value as internal documents than as a basis for historical study. Switzerland's two main sports institutions state that they have no contact with official archive repositories; they rely on the services of someone who is responsible for documentation and archives. As part of its role, the Federal Office of Sport is to act as the documentation centre for Swiss sport, but certainly not as a theme-based repository or centre for Swiss sport and sports archives. Its media library, founded in 1944, has 45,000 books and articles, 400 current titles of newspapers and reviews, 1,000 videos and 350 audio cassettes. There is no trace of archive collections belonging to societies, sports foundations or sports personalities.

I can say without a doubt that neither the Federal nor the Cantonal Archives will take the initiative to organize Switzerland's sports history. This will naturally be done by those institutions holding and organizing the sports archives of administrations which have authority over them. As and when the need arises, however, the Federal and Cantonal Archives will lend their support to the conservation of archives belonging to athletes, associations, and sports federations and societies connected to their role, according to the wishes of the depositor. It will be sports archivists rather than public authorities archivists who become aware of the interest generated by sports archives. The former are responsible for substantiating them in the areas of conservation and exploitation. In the case of many types of archive, such as recently with architecture archives, their consideration has come about through standardization of speech, protective and descriptive requirements, and the publication of numerous works based on the study of archives⁵. There has already been international demand for the protection of the Olympic Games archives and their integration into a systematic and centralized process. Networking those institutions involved in sports history would seem to be the most realistic and durable course of action. The sports archives movement needs to gather momentum. It has already begun, and has produced results, but in order to gain ground and remain anchored in the practices of the sports world, this movement must involve the archives belonging to International Sports Federations and National Olympic Committees. It is obviously from inside the sports movements that the future of sport's past should be examined, planned and implemented.

To this end, the Olympic Museum and Olympic Studies Centre have an important role to play in raising awareness concerning sports archives; they can and should illustrate their impact on the knowledge, development and spread of sport; they can and should develop selection and utilization practices with other partners from sports and professional archive backgrounds, to be taken up or relayed by other archive organizations, be they public or private. By dedicating a morning to Olympic and sports archives, the organizers of the International Congress of the International Association for Sports Information have already taken on board the importance and impact of sports archives within the framework of sports information in general. I thank them for having included me in their debates.

⁵ *Manuel de traitement des archives d'architecture XIX-XXe siècles*, Paris: International Archives Council, 2000. Appeared in English under the title of: *A Guide to Principles for the Archival Management of Architectural Records*.

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Useful Addresses

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3000 Berne 22

Tel: + 41 31 359 71 11 Fax: + 41 31 352 33 80 e-mail: 101522.2462@compuserve.com

URL: www.swiss-sport.ch

Office fédéral du sport Macolin (OFSPPO)/Bundesamt für Sport Magglingen/Federal Office for Sports, Magglingen

Hauptstrasse 243

2532 Macolin

Tel: + 41 32 327 61 11 <http://www.baspo.ch>

– *Médiathèque* (Media Library)

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<http://www.sportmediathek.ch>

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The “Other” Records of the Games : Recordkeeping at the Sydney Organizing Committee For the Olympic Games

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Synopsis

This paper describes some of the activities of the Records and Archives Unit within the Sydney Organising Committee for the Olympic Games (SOCOG) and outlines some of the ways in which records services were used to assist the administration of the organisation. Record keeping strategies at SOCOG focussed on communication; involving the creators of the records and raising the profile of record keeping in order to manage the accumulation of records and targeting key areas to address record keeping needs.

Introduction

Records management at the Sydney Organising Committee for the Olympic Games (SOCOG) was part of an integrated information management strategy that included the management of library resources and reference activities, and eventually the corporate Intranet, document management, and public information. There were particular challenges or constraints for record keeping at SOCOG. Significantly, the organisation was a temporary one established solely for the purpose of staging the Games of the XXVII Olympiad; staff numbers grew at an exponential rate; the quantity of information created was high and the time allowed for arranging and archiving the records at the conclusion of the games was extremely short. These challenges are not necessarily unique to an event organising environment but did impact on the policies, practices and services that could be provided in the records management area.

Background

SOCOG was established in November 1993 as a statutory corporation of the state of New South Wales, Australia. The Sydney Organising Committee for the Olympic Games Act 1993 stated that the organising committee must be disbanded on or before the 31st of March 2002 effectively limiting the possible life of the organisation to about eight years. SOCOG was the formal successor agency of the Sydney Olympic Bid Limited, SOBL. SOBL was established to lead the bid for the Olympic Games of the year 2000. One of the earliest agreements entered into by the newly formed organising committee was an agreement that transferred the records and files (as well as the library holdings) of the Bid Committee to SOCOG's custody. These records were to be managed, as were other records related tasks, by the Technical Services unit of the Library operations.

Centralised Information Catalogue

Library operations from 1994 to 1996 concentrated on the collection of information; documenting the actions of SOCOG during this initial planning phase was supplementary to this. One centralised index or database was established for all physical information resources. An “off the shelf” proprietary records management software package was customised to manage all the different document types and formats that would be found in a combined corporate library and records collection. The central database was used to catalogue library monographs, publications, serials and magazines, ephemeral publications and leaflets, and audio visual material such as CDs, videos and physical images, slides and photographs, as well as index physical documents, files, contracts and archive boxes. The database was also the central index for the memorabilia collection. Memorabilia such as uniforms, pins, banners, and other corporate memorabilia from both the Sydney Games and previous games was deposited by SOCOG staff for the “archives” collection. The records, files and contracts of the Paralympic Games Organising Committee were also listed as different document types within the same database which reflected the integrated nature of both organising committees. The result was that only one search was needed to search across all catalogued physical materials and that one database could manage all record formats throughout the record lifecycle.

The database was used to centralise the intellectual control of the paper-based records. The physical location, day to day maintenance and management of the records and files remained within the functional area that created and used the records. Technical services managed and controlled the record keeping tools, such as the file classification tools, the database, file creation and retrieval. Key electronic documents were created and managed on an internal Lotus Notes Intranet. In general electronic documents were not highly controlled. After a cost benefit analysis in 1998, it was deemed inappropriate to implement electronic record keeping. The policy for electronic documents and email was basic. If the document was evidence of an action or a decision then users were required to print the document and place it on file. High level documents such as policies and key strategic documents were drafted and maintained with an audit trail on the internal Intranet. In this way, records management worked closely with the other information management services of the Knowledge Management Program at SOCOG and there was communication to insure that records were captured.

A decision was made in early in the life of the organisation that it would not be possible or practical to manage all the records created by SOCOG at the time of creation, but that most records would not enter the record keeping system and become controlled until they had ceased to be useful to their recipients or creators. It was thought that involving records control processes at the creation point or at the point of receiving records into SOCOG would cause unnecessary delays to administration and mail processing. The risk of uncaptured and generally irretrievable material was considered acceptable at that time. Partly to offset this, all programs were encouraged to register working files with the Records Unit. In that way a document would be physically captured to a file at the program level and therefore retrievable. A number of key programs were targeted for records management services such as the Legal, Human Resources and Finance programs. However, this did allow shadow and uncontrolled record keeping systems to develop and grow which had implications for the eventual “archiving” and timely destruction of the organisation’s records.

Activities of the Records and Archives Unit

The Records and Archives Unit was established as a unit within the Knowledge Management Services program in mid 1999, after a divisional restructure. Records Services had been identified as a separate unit within the Research and Information sub program in mid 1998. There were 4 and a half staff in the Records and Archives Unit and over 1000 staff on board in June 1999.

Records and Archives was responsible for managing or controlling the administrative records of the organisation, e.g., financial, legal, planning and other records. The other records i.e. not the records of the sporting events themselves. Those records (i.e. timing and scoring) were the responsibility of the appropriate international sporting federations.

The activities and responsibilities of the Records and Archives unit were to:

- manage compliance with regulatory and legal obligations,
- support decision-making and manage the internal obligation to keep good records of business process and decisions to support planning and management of the games,
- manage reference and retrieval of records,
- authorise and manage disposal of official records disposal destruction or archiving,
- establish archiving policies and standards,
- manage classified documents,
- maintain the official records database,
- provide a consultancy service to programs across the organisation,
- plan for and operate record keeping at Gametime and in the dispersed venues,
- plan and manage the process for arranging and describing the within six weeks of the end of the games,
- arranging for the preliminary archiving of records (transfer of permanent records to the State Records Office) and the keeping of archives as a legacy for the future.

The recognition of Records and Archives as a unit and the simultaneous scaling down of library operations reflected the move towards operational services rather than information collection and planning. Prior to 1998 the Records area was staffed by librarians not necessarily records specialists. In 1998 a professional Records Manager had been employed. More importantly, in 1998 the State Records Act of NSW was passed. This act regulated record keeping in statutory corporations such as SOCOG to a greater extent than previous legislation. SOCOG was legally obligated to maintain adequate records supporting all operations and financial decisions. Under the Act SOCOG's records were formally defined as state records and the property of the State of NSW. Compliance with the Act was auditable and record keeping efforts needed to focus on the minimum regulatory requirements for record keeping. This was used to promote the records effort and gain support from the executive and management for a records management push within the organisation. Table 1 lists some of the legislation that regulates record keeping in NSW.

Table 1. Legislation that had implications for the management of SOCOG records and archives included:

- State Records Act (NSW) 1998
- Sydney Organising Committee for the Olympic Games Act (NSW) 1993
- Freedom of Information Act (NSW) 1989
- Public Authorities (Financial Arrangements) Act (NSW) 1987
- Public Finance and Audit Act (NSW) 1983

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- Limitation Act (NSW) 1969
 - Privacy and Personal Information Protection Act (NSW) 1998
 - Evidence Act (NSW) 1995
 - Sydney 2000 (Indicia and Images) Protection Act (Commonwealth)1996
 - Olympic Insignia Protection Act (Commonwealth) 1997

Policy - Record keeping promotion and awareness

The record keeping and retention policy was approved in February 1999, only 18 months before the Games. SOCOG had existed for approximately 5 years before that time and almost 1000 staff had already come on board. As records were not controlled at the point of creation a number of informal and unregistered uncontrolled record systems developed, which affected the efficiency of the record keeping and caused concern for the eventual dissolution of the organization. The duplication of resources spent on the management and retrieval of correspondence, reports, and files was also not efficient. Records could not be easily found across the organization and eventually the records would need to be assessed and controlled to ensure that they could be retrieved even after the staff had left the organization after the conclusion of the Games.

The policy formalized and disseminated SOCOG's responsibilities and obligations under law to keep good records of its business processes and decisions and applied to all staff including contractors.

A program of promotion and renewed interest in record keeping followed the policy's approval. To reach the highest number of staff and to be most effective, it was determined to target record keeping orientation and awareness to significant client groups, in addition to Legal, Finance and Human Resources; key strategic areas such as Technology, Venues and the Sport division were approached. Records and Archives staff spoke directly to program and divisional staff of these groups at their divisional meetings to discuss record keeping obligations and the assistance that could be provided by the Records & Archives Unit. Staff were encouraged to contact Records & Archives directly for assistance. Simultaneously, each program was asked to nominate a "records liaison" as a program representative. The role of the liaison was to act as a conduit between the Records and Archives unit and the program, to disseminate future records related instructions e.g. venue transition and archiving and to provide records related information to the new staff in their area. Program liaisons were provided with access to and training on the records database and copies of user documentation.

After contact was made through the record keeping promotion and awareness program a member of records and archives team met with the program representative. The program records were examined and assessed in situ. Information was gathered about the quantity, rate of growth, arrangement, owners and creators of the records. Where appropriate records were indexed as official files in the official record keeping system with the assistance of the program. The policies and procedures of Records and Archives were explained in detail. However, often procedures and records processes were specifically developed in consultation with the program representative. This flexibility was necessary to ensure some compliance with the procedures.

Due to the immense quantities of documents that were created it was not possible and no attempt was made to control every document. However, with the assistance of the program particular groups of records were selected as requiring some arrangement and earmarked for transfer to archives at the end of the games.

Pre Games Clean Up Campaigns and records awareness programs

Significantly, the main record keeping task was to communicate record keeping within an organisation whose entire focus was “putting on the games”. An effort was made to “sell” record keeping as supporting everyday work activities rather than as an additional task. It was realized that there was too much to do to leave the archiving effort until the conclusion of the games entirely. In January 2000 it was estimated that 45 000 boxes would be needed to store all the controlled and remaining uncontrolled records. The majority of the boxes would be needed to store documents and files not registered to the official system until they could be appraised and assessed as to whether they required retention.

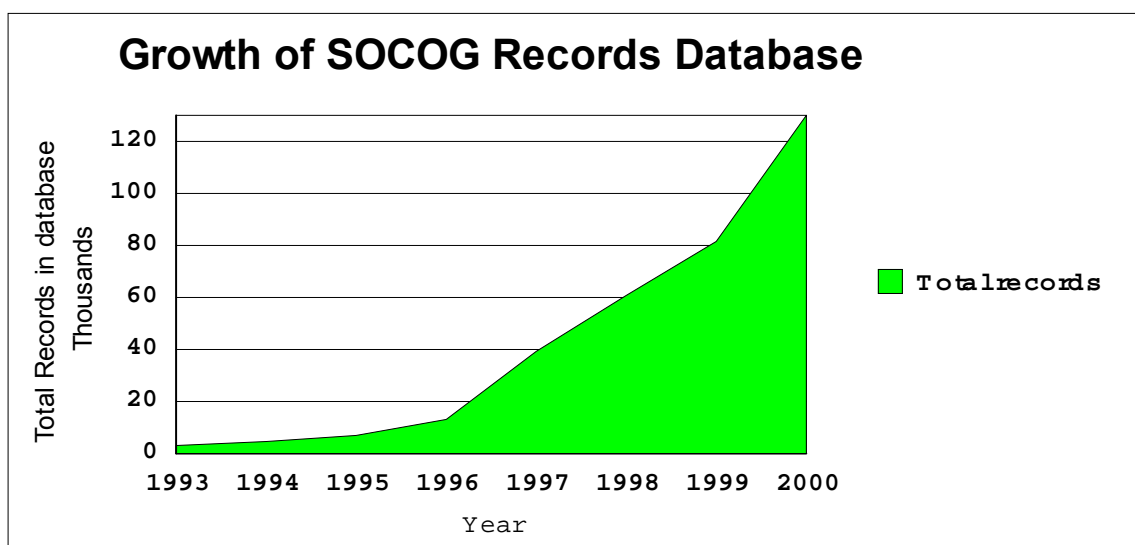
Record keeping was a continual activity and service. However, the unregistered filing systems and the exponential growth of SOCOG required that some provision to "clean up" or manage accumulations of unordered records be made, in addition to the provision of day to day records services. Two campaigns, known internally as "Clean Up Campaigns", were conducted in the six months before the Games. The first occurred six months before the Games and the second occurred 3 months before the Games. The second campaign was linked to the departure of venue teams from Headquarters to their respective venues.

Communication involved meetings with all program and venue representatives, messages to all staff, posters, instructional guide and securing an executive mandate for all staff to adhere to the Record keeping policies.

Each functional area and venue team was instructed to archive all planning and support records before moving to their venue and only essential records such as the Venue Emergency Response Plans, Event Plans were to be taken to venues. Other planning records and correspondence was submitted to Records and Archives unit. Records that had already been controlled or registered were returned (or rehabilitated) to the collection. The unregistered documents were processed and registered. Processing involved culling non-record documents and duplicates and arranging and describing in the database the remaining records.

Figure 1

The chart below relates to the total number of all indexed records within the database.



Pre Games Statistics and workflow

The statistics below provide an indication of the workflow in the Records and Archives Unit in the period before the Games.

Over one average week during the lead up to the Games:

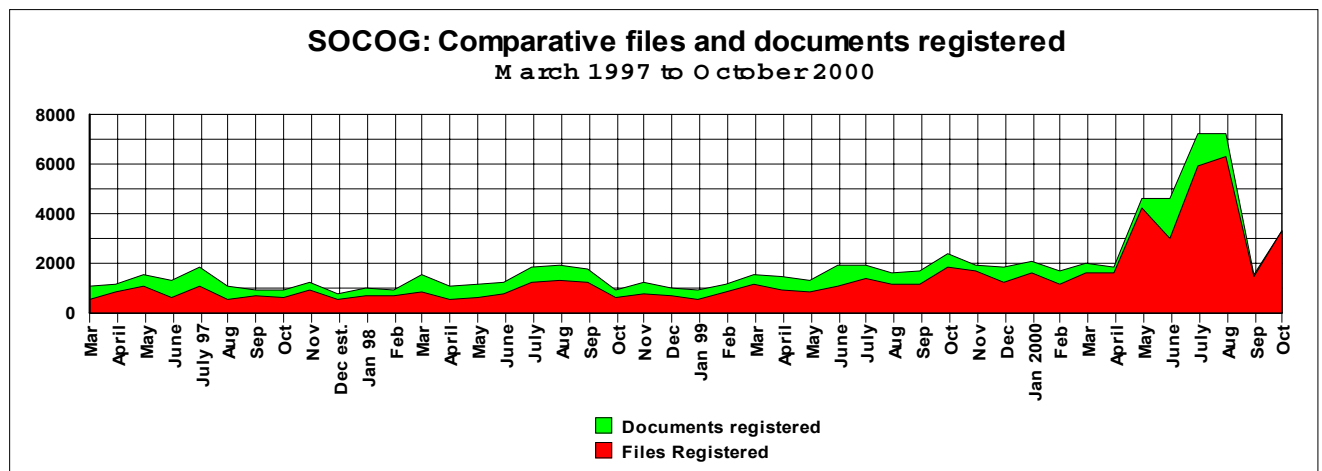
- 1300 pieces of filing (unregistered documents) are received by records, classified according to subject , and filed onto appropriate files,
- 240 new files (or parts to existing files) are created each week
- 130 documents are registered to files each week

Over one average day in the lead up to the Games:

- 160 files moved in or out of Records & Archives or across the organization every day. That is 1 movement every 3 minutes that is tracked by the records team in the records management database
- Averages of 30 file or document searches were conducted for OCOG staff per day. That is 1 search every 16 minutes

Figure 2

The following chart indicates the number of files and documents that were registered in the database in the period to the Games. The spikes in April 2000 and June 2000 are the results of the “Clean Up Campaigns”. Extra temporary staff were engaged to assist with classification at these times. The chart also illustrates the decreased activity during the September games period and the corresponding increase in activities (archiving) after the games.



Venue archiving and records services during the Games

For the sixty day period of the Games (this period includes the Olympic and Paralympic Games and the transition period between) and at least 2 weeks beforehand, venue teams left headquarters and were based at their respective venues across the extended Sydney geographical area. Technology and communications during this period were based on essential needs only. With the support of the Venue Operations and Logistics programs a venue archiving process was

put in place to manage the administrative records that would be created or referenced at all competition and non-competition venues during games time.

Procedures specifically for record keeping and post games archiving at the four Interstate Football venues had been established in 1999. For all other venues, Venue Manager's were responsible for ensuring that functional areas within their venues consolidated and archived their records as part of the venue activity schedule at the conclusion of the games. Each venue had a Venue Archives Manager (VAM) to coordinate the process, instruct the functional areas within the venue and where necessary to compile an inventory of the venue records. Archive requirements were scoped for each venue, procedures were established and disseminated and the necessary supplies such as archive boxes dispatched to the venue. Approximately 5000 archive boxes were dispatched to venues to store records and documents and all archive boxes were labeled and tracked using barcodes. At the conclusion of the games or in the three day "bump out" period to close the venue and return it to the usual venue owner, the archives boxes were returned directly to the Sydney 2000 Games Headquarters for post games processing by a Records and Archives team.

During Games time there was a minimal records service offered at Games Headquarters and three members of the records team were seconded to games related roles in the Olympic Village Library. The primary services offered during the period of the games were retrieval and archiving advice.

Post Games Period – Archiving

SOCOG was dissolved on the 31st of December 2000. The Sydney 2000 Games Headquarters were to be vacated within 6 weeks of the conclusion of the Paralympic Games. This placed the post games archiving process under considerable pressure. In the six weeks following the Paralympic Games records that were distributed to or created at venues were consolidated at Headquarters, assessed, catalogued and sentenced for retention or disposal at headquarters before transfer to a storage area. One level of the Games HQ building of approximately 400 sq. metres was set aside for this purpose.

In response to the pressure to vacate the buildings in the six weeks after the conclusion of the Paralympic Games meant that no time could be devoted to sentencing of the records. Efforts were concentrated on culling the material for duplicates and ephemeral documents. The documents were arranged according to logical subjects and functions, boxed and registered on the database. Additional temporary staff were employed for this purpose. Records, files and series that were previously registered were more easily rehabilitated into the system and simply boxed into the relevant series grouping, sentenced according to the retention schedule and transferred to storage.

High level records series that were created during the Games; Incident reports, sport competition reports, daily venue reports were all centralised and controlled through and by the Main Operations Centre at the Games Headquarters. These were archived as a matter of priority immediately after the Games, in accordance with arrangements that were made prior to the Games.

In January 2000 it was estimated that approximately 45 000 boxes would be needed to store the quantities of registered and unregistered, documents and files created within games headquarters and venues. Following a review of the archival processes, major culling of duplicate and

ephemeral material during the “Clean Up Campaigns” in April and June 2000 and limited destruction in accordance with the approved disposal schedule we were able to reduce the storage space needed to approximately 10 500 boxes. While the “Clean up Campaigns” were effective it would have been more effective to manage from the point of creation rather than attempt to control the records retrospectively. Approximately 8000 boxes of records from venues and headquarters were processed in the six weeks after the Paralympic Games.

In December 2000 the records were moved to a warehouse in Sydney Olympic Park and a budget was drawn up for the 2001 task of archival appraisal and sentencing. All records with a permanent retention will eventually be transferred to the State Records Authority while records with shorter retention periods will remain the property and responsibility of SOCOG's successor agency, the Olympic Coordination Authority (OCA).

During the post Games period the Records and Archives staff worked with staff from other State agencies to bring together an information and objects collection of significance to the Sydney 2000 Games. It was strongly urged that the historical records and information collections in whatever format should be maintained together. However, for a number of reasons; mainly to do with conservation and preservation, the records and library collections used as an information resource by SOCOG were dispersed to a number of NSW state government institutions. For example, the models, some costumes, the drawings and plans and records of designs for the Opening and Closing Ceremonies have been transferred to the Powerhouse Museum in Sydney for conservation and preservation, but the administrative records are with the successor agency, OCA. Torch tender information and torch proposals on paper are part of the records collection with OCA, however, the models and prototypes were transferred to the Powerhouse Museum. SOCOG was advised that the models were not strictly defined as permanent records under the State Records Authority approved disposal schedule; however, because of the historical value it was important to find a home for these objects beyond the games. The Library collection and Olympic history material was transferred to the State Library of NSW and the records of the Bid committee were transferred to the State Records Authority. The records collection itself is of great interest to Olympic researchers, the Olympic Coordination Authority is now responsible for carrying out further appraisal and sentencing in order to transfer the permanent records to the State Records Authority so that this material can eventually be made available to researchers.

Record keeping was not seen as games imperative, and it was acknowledged that there would be some loss of intellectual information at the conclusion of the Games as attempts to manage records before the Games were met with various degrees of compliance across the organisation. Therefore, it was important to target the record keeping efforts towards areas that were accountable and required to document their actions such as the Legal and Finance programs and communicate directly with these and the strategic areas such as Venue Operations to ensure the capture of key records. It was also important to be flexible in the way that the records management strategies were implemented and develop processes in consultation with the records creators.

One of the most important tasks was communication within the organisation to raise the profile and awareness of record keeping. The term “Records” was not in the title of the program or unit until 1999 and as the record keeping policy was not approved until about 18 months before the Games, there was no direction or mandate to enforce record keeping during the period of greatest staff growth. It was essential to show staff how record keeping directly supported their work activities and to gain the support of key programs with the use of program representatives.

The archives of SOCOG will be a lasting legacy for researchers and the Olympic Movement. Custodianship of SOCOG's permanent records by the State Record Authority should ensure public access. However, the archival management of electronic records is still an issue for the successor agency, the Olympic Coordination Authority OCA to control.

Recommendations

The following are a few general record keeping observations and recommendations for organisations that are created for a temporary specific purpose.

Records and Information Management

There should be a unified approach to the management of information within an organization as an integrated information management strategy will support the needs of the organization. Records are a key source of internal information and decision making. It is important to decentralize the practice of information and records with the information owners and records creators, however, the control of the systems should be centralized in a unit with appropriate qualified staff.

Capture Records at the point of creation

Executive mandated processes for record keeping should be established from the commencement of the organization and maintained throughout the growth of the organization. This is essential in the extremely complex and dynamic project based environment.

Organizations with a temporary life should use all technological means available to them to capture and classify information including transactional information such as records, correspondence in an intellectual system such as a database at the point of creation of that information or at the point the information enters the organization. The advantages of this are that there is less likelihood of information loss and more information sharing and the task of archiving the records at the conclusion of the games will be much simpler and cost effective.

Design Record Keeping Tools based on Functions

The design of record keeping systems must take into account a rapidly changing environment and an exponential growth in staff numbers. Systems that are based on a functional analysis are more appropriate over the long term. Functions tend to remain static within an organization created for a given purpose. The names of functions tend to be stable, as do the activities associated with each function. Structurally the functions can move from one area to another, as reporting lines change, and be added to, however, the classification system does not need to be altered. It is also easier to "sell" the classification system to the departments to use in their day to day work if it is based on their own terminology.

Target record keeping efforts

Understand the authoritative, legislative and statutory requirements for Record Keeping at your organization and the key functions and target record keeping to maintaining the evidence required by these if it necessary to prioritize.

Raising the profile of record keeping – Departmental representatives and orientation

In order to achieve an effective record keeping system it is important to have the support of the records creators. It is important that departments do not see record keeping as a burden but simply as part of their everyday work. Each program must be part of the organisation's record keeping system as it grows. All staff, from the commencement of their employ, should be oriented in information management processes and adherence to these should be a component of corporate culture. This is assisted by a departmental representative who co-ordinates the record keeping at the program level and liases with the Records unit to develop practices that are appropriate for that program.

Gamestime and Venue Record Keeping – Dispersed venues

Never underestimate the capacity for mess! Liaise with all the relevant departments Logistics, Cleaning and Waste, etc to determine solutions for coping with the mess at the end of the event otherwise staff tend to simply throw everything together in archive boxes which increases the load of the archivists arranging the material and only delays the eventual clean up process.

Legacy

Archiving is the last action that occurs in an event organisation and is never seen as directly part of the event. However, they are a significant legacy item. It is important that archiving is tied to the planning of the event in a direct way, as part of normal activity schedules.