

STRATEGY OF THE STATE ARCHIVES for 2010-2020

Introduction

Managing a state archives network in a dynamically changing environment should be based on a well thought-out, clearly formulated Strategy. The task of formulating and implementing a strategy is also set forth for us in the new Act on public finance, where the notion of management control appears, and in particular in the announcement of the Minister of Finance No. 23 of 16 December 2009, pertaining to implementation of management control standards. Therefore, a long-term strategy is necessary, with a clear mission, vision, strategic and operational objectives, as well as measures for implemented tasks. *Strategy of the State Archives for 2010-2020* is a long-term action plan, outlining main objectives and directions for development of Polish state archives. Implementing those objectives is to serve, first and foremost, to satisfy information needs of the state and the public.

In developing our Strategy, we took into consideration the specific developmental stage Poland is at, and within it, state archives as an important part of public administration. Being aware of our strengths and weaknesses, we want to participate actively in the dynamically changing reality, by better implementing our tasks, increasing efficiency, improved management of our resources.

Objectives formulated within this Strategy stem mostly from the mandatory tasks of the state archives, but also from our ambitions as to our current and future place within the public administration. While developing this document, we made efforts to ensure its compliance with the objectives and measures included in Function 9 of performance based budget. Our Strategy is also aligned, in many aspects, with *Polska 2030. Wyzwania rozwojowe (Poland 2030. Development challenges)* report, prepared by strategic advisory team of the Prime Minister.

The ambition of state archives, reflected in this document, is to meet the standards of other European countries, in scope of quality of service, its availability as well as educational activities. The most important actions serving implementation of those objectives we set for ourselves include improving infrastructure of the state archives and increasing online availability of archival fonds. Current condition of buildings used in implementation of tasks of state archives is a proof of a huge lag behind not only compared to developed European countries, but also countries of the former socialist block. After World War II, not a single new archive building was

built. Valuable fonds are stored in premises that are entirely unsuitable for the purpose, often in historical buildings. That is why we prepared a Multi-Year Government Program „*Modernizacja infrastruktury archiwów państwowych 2011-2016*” (*Modernization of state archives infrastructure 2011-2016*), which has been submitted to the Council of Ministers for approval. Implementation of that program shall guarantee improvement in preservation of the archival fonds, their availability and quality of services provided.

It is also our ambition that modern, user-friendly archives should become – especially in smaller towns – knowledge and culture-stimulating centers. It will be made easier by the fact, that the archival network includes almost 100 facilities.

We intend to participate in creation of a modern infrastructure of public services and digital resources by making our fonds, which are extremely interesting and useful to citizens, available in wide area networks. Even now, the National Digital Archive has been named a digitalization competence center by Minister of Culture and National Heritage. We want to increase systematically the amount of digital copies of most sought-for documents, films and outlines of educational activities, available on our website. We see educational activities among key ones.

It is also important for us, that improved quality of services is accompanied by improvement in quality of human capital. It is worth noting, that archivists, as a professional group, are very well educated people, with extensive general knowledge, high intellectual potential and ability to learn and teach others. We appreciate challenges related to the need of continuous improvement of human resources, and we do see a place for ourselves in the effort of building a knowledge based society.

Archive network has an undisputable advantage of being well rooted in the local communities. Archives are often the only place catering to educational, scientific and cultural activities; they are an important resource to dynamically developing non-public schools and colleges, which often have neither libraries nor reading rooms.

We would like the state archives to be institutions which are friendly and open to the needs of the public. We will systematically evaluate the level of services we provide. We also plan to increase effectiveness of our activities by implementing state of the art documents management systems.

General Director of State Archives and 34 archives in his jurisdiction have undertaken activities aimed at efficient implementation of new public management by implementing, in stages, performance based budgeting throughout the network. They are also among the first public institutions to implement management control and in particular risk management, which will serve efficient and effective implementation of the objectives formulated within the framework of this Strategy.

Draft Strategy presented here is a result of several months of work of the Head Office of State Archives and council of the General Director of State Archives. The document was subject to discussion during the annual meeting of the Head Office of State Archives and directors of state archives. Employees of the archives have also expressed their opinions. After including the changes proposed during aforesaid consultations, final wording of the document was formulated by an editorial team, appointed by General Director of State Archives.

Mission of the archives

Our mission is lasting preservation of testimonies of the past and ensuring public access to them, with aim to support development of the state and civic society.

Vision of the archives' activity includes:

1. Ensuring, to every citizen, friendly, continuous and safe access, at any time and any place, to information resources collected in the archives.
2. Inspiring and supporting the public sector in scope of managing the documents, preserved in any form, in order to secure the sources of historical memory as well as the interest of the state and the public.
3. Creating and supporting educational activities aimed at getting to know and understand the past of the nation, the state, local communities and individual citizens; also, strengthening the need to participate in shaping the national heritage.
4. Increasing awareness of the public with respect to importance of the archival fonds and diverse possibilities of using them.
5. Continuous adaptation of archives to a changing environment and its needs.

Strategic and operational objectives and their measures

1. First strategic objective.

Satisfying information needs of the public

This wording of the objective ties most comprehensively with the mission of the archives as defined in this Strategy, namely providing widespread access to testimonies of the past with aim to support development of the state and civic society. Broadly understood legal obligation to provide access to information contained in archival fonds is doubtlessly best associated, in general perception of the public, with primary role of state archives. It is, in a manner of speaking, our

identification mark. This scope of our activity should be particularly supported and promoted, so as to emphasize the role and importance of state archives even more, and increase its awareness in public perception. It can be stated with complete confidence, that implementation of this strategic objective creates an opportunity for state archives to achieve the greatest quality changes in scope of providing access to information contained in archival materials. Thanks to scanning and presentation of digital copies of archival materials in electronic format we can relatively quickly change the image of state archives from “archaic” institutions to modern facilities using advanced technologies for quick, efficient and widespread access to information via wide area computer networks. This activity fits very well with the first of the visions of state archives’ activity, which involves providing general, friendly, continuous and safe access, at any time and any place, to information resources collected in the archives. Moreover, General Director of State Archives has named digitalization of archival materials as one of priority activities of state archives for 2010, with specific indication, that at least 50% of digitalized material should be vital records from both parish registries and civil registries. This is of particular importance in light of the fact, that vital records constitute approximately half of documents, which are being made available in scientific workrooms.

Implementation of this strategic objective is also in line with the last element of state archives’ vision, namely continuous adaptation to changing environment and its needs. In the day of information society, saying that in case of state archives this would be best served by satisfying information needs of the public by making the archival fonds available online, will not be an overstatement.

This objective should be achieved by implementation of six operational objectives, which, in broad context, pertain to issues related to preparing and granting access to information resources accumulated in the archives, predominantly by use of modern technologies, but also taking into account the traditional methods of granting access to information.

In formulating the operational objectives for this strategic objective, issues related to arranging archival fonds have been omitted on purpose. In light of current *de facto* condition of means of registration, it has been significantly limited, in favor of supplementation and correction of registry of state archives’ fonds. The latter task has been clearly named in the aforementioned priorities of General Director of State Archives for 2010.

Operational objectives

1.1. Making archival fonds available online

We intend the implementation of this objective to result in a most effective change of the image of state archives, which in their practice so far were essentially

limited to traditional ways of granting access to archival materials in form of originals or microfilm copies, on site, in scientific workrooms. Only a small portion of the fonds is currently available online. Allowing this situation to persist often results in limited number of visits and hence of archival units made available, due to insufficient number of places in scientific workrooms. Moreover, traditional methods of granting access to original materials result in deterioration of their physical condition. Taking into consideration current technological possibilities as well as focus on continuously adapting the state archives to changing environment and its needs, the only reasonable alternative is to make the archival materials available online, in digital format, over a wide area network. Thanks to those activities, state archives, by gradually increasing the number of digitalized archival materials available online, will meet the needs of a much greater number of users, interested in using archival materials. Moreover, thanks to implementation of this objective, we meet the stipulation of the vision, saying that archives should be available to everybody, in a continuous and safe manner at any place and any time. Therefore, while not abandoning the traditional methods of granting access and continuously improving its quality, we would like to create an opportunity to access documents for persons who cannot benefit from traditional methods, because of remote place of residence or other considerations.

Measure: total number of scans prepared for access

measurement unit: number of scans, measured in items. This value, recorded for each calendar year, will be determined based on data collected within the framework of preparation of annual statistical report.

Status as of 31 December 2009 was 2 387 211 digital copies.

Progress measure of implementation of this objective is the cumulative number of scans, prepared for access. Measure thus formulated allows providing total number of scans from previous years, increased by the number of scans prepared in the reported year.

1.2. Making archival registries available online

By implementing this objective we intend to both continue the availability of archival registries on www.archiwa.gov.pl website, and improve and develop a new tool, which integrates databases used so far. Making archival information available online will equate to providing continuous, safe access to potential users of state archives, on the level of description of archival collection and unit, as well as, partially, on the level of specific documents within the unit. Thanks to that it is possible to perform a preliminary query over the Internet before accessing actual

archival materials in a scientific workroom of the given archive. As a target, information mentioned above shall constitute the so-called metadata, describing digitalized materials available in the internal networks of the archives or external wide area networks.

Measure: number of descriptions of archival units in databases

measurement unit: number of records created within a calendar year. This value, measured for each calendar year, will be determined based on data collected within the framework of preparation of annual statistical report.

Implementation measure for this objective is the number of descriptions of archival units in the databases. We assume the number of descriptions to grow by about 10% annually in 2010-2012, then by 5% in 2013-2016 and 2% in 2017-2020.

1.3. Preparing archival materials for online availability

A necessary condition for making archival materials available online is performing the actions related to continuous preparation of archival materials for online availability. This task is invaluable from the perspective of introducing quality change in scope of providing access to information contained in archival fonds. This objective is already partially achieved by:

- selection of archival materials for digitalization,
- preparing archival materials for digitalization by performing minor conservation related activities, pagination,
- scanning archival materials,
- professional processing of the digitalized archival materials, in order to create a backup copy and production copy, which is subsequently made available online,
- preservation and maintenance of digitalized archival materials.

The works will be conducted in line with standards and procedures relevant to digitalization of archival materials. Consultations of standards and procedures are at a final stage and they will be implemented before the end of 2010. The above actions should be accompanied by a practice of conducting specialized training for personnel operating the advanced technology equipment.

Measures: (1) number of scans performed,
(2) number of minutes of recordings

measurement units: (1) number of scans, expressed in items, performed during a calendar year performed within the calendar year; (2) number of minutes of digitalized recordings. These values, measured for each calendar year, will be determined based on data collected within the framework of preparation of annual statistical report.

Measures of implementation will be the number of standardized scans performed during a calendar year and number of minutes of digitalized recordings. This measure differs from that indicated in operational objective 1.1., where total (cumulative) number of scans is named. We assume the number of scans performed to grow by approximately 5% a year in the period 2010-2015.

1.4. Developing the system of information about archival fonds

In implementing this objective, we intend to continue using the existing distributed system of information about archival fonds, but first and foremost we intend to improve and develop the new tool, namely the integrated system. It is all the more important, as the archives of institutions which are not in the competence of the General Director of State Archives, such as e.g. church archives, are also interested in implementing the system. By developing an integrated system in state archives and enabling inclusion of other interested institutions from outside of the network of state archives, we will initiate the process of building a sort of system with information about national archival fonds.

Measure: number of registration events

measurement unit: number of new records and modifications of records entered during a calendar year into databases or the integrated system. This value, measured for each calendar year, will be determined based on data collected within the framework of preparation of annual statistical report.

Measure for this objective will be the number of new records entered into the databases of state archives and the integrated system, as well as any changes to records entered in previous years (e.g. new items, loss of items, modified records in registration databases). We assume that the number of registration events will grow by approximately 10% per year in 2010-2012, then by 5% in 2013-2016 and 2% in 2017-2020.

1.5. Direct and indirect access to archival materials

By implementing this objective we intend first of all to continue, improve and develop the hereto used method of granting access to archival materials, i.e. directly

in scientific workrooms. It should be mentioned, that besides granting access to original materials, in parallel the documents will still be available on microfilm. Another important issue is to create and develop the possibility to use this portion of digitalized materials, which for one or other reason could not be made available online (cf. operational objective 1.1), in the scientific workrooms. That is why activities should be continued in scope of equipping the workrooms with computer terminals and professional software for managing access to digitalized archival materials.

In process of implementation of tasks related to indirect access, actions related to conducting queries shall be continued. It can be assumed, that as the number of electronic inboxes grows and they become more common, number of questions and answers submitted in electronic format is going to increase.

- Measures:**
- (1) number of archival units made available in scientific workrooms,
 - (2) number of visits to scientific workrooms,
 - (3) number of queries conducted

measurement units: (1) number of archival units made available, expressed in items; (2) number of visits of fond users; (3) number of queries expressed in items. These values, measured for each calendar year, will be determined based on data collected within the framework of preparation of annual statistical report.

1.6. Improving quality of services provided by state archives

By implementing this operational objective, we intend to improve the quality of services in scope of the focus of the strategic objective, namely satisfying information needs of the public. With respect to the above, periodic research will be conducted in order to monitor satisfaction levels of individual and institutional clients of the archives. This research, besides meeting the main goal described above, is to provide answers to the question about expectations of the public with respect to state archives. Therefore, obtained results should, among others, include identification of strengths and weaknesses of the process of granting access, in its broad sense. Based on that, a diagnosis shall be made, and subsequently conclusions and recommendations shall be formulated; their implementation will serve to improve quality of services provided.

Besides commissioning external research, considerations may include implementing a so-called current internet monitoring of tasks, by placing a survey on archives' websites. Such a survey could be filled in and sent in electronic format by each user.

Measure: percentage level of customer satisfaction

measurement unit: percent. The value will be ascertained based on results of surveys and polls.

The measure of implementation of this objective will be the level of customer satisfaction. We assume that at least half of our clients will be satisfied with services we provide, and then this value would grow by approximately 2% a year. After 10 years, it would result in 70% of satisfied clients.

2. Second strategic objective.

Building the image of state archives as modern and friendly institutions, actively participating in the process of educating the open society

Implementation of this objective results from the adopted vision and mission of the archives. Our mission indicates the directions of operation of state archives. By striving for conscious, creative participation in the process of building a modern state and society, we want to make all the citizens aware of importance and potential of the archives. We are the caretakers of priceless, unique testimonies of the past in form of all kinds of documents, and at the same time we have the knowledge of information value of those sources. This means, that state archives, with support of their professional staff, may contribute in an active, modern, effective way to development of the State of Poland and increasing historical and civic awareness of Polish public.

This strategic objective relates to the tenets of vision of operation of the archives presented above, in that it assumes creating and supporting educational activities aimed at learning and understanding the past of the nation, the state, local communities and individuals, as well as developing the need for participation in shaping the national heritage by making the citizens aware of importance of archival fonds and diverse possibilities of using them.

Achieving the strategic objective will be possible by implementing four operational objectives. They encompass broad scope of archives' activity in scope of sources popularization, as well as building the image of archivists as a professional group safeguarding the testimonies of the past.

Operational objectives

2.1. Popularization and promotion of knowledge about archives, their fonds and activity

Implementation of this objective shall be based on following actions:

- integrating activities within the framework of archival network with respect to important events and anniversaries, or within the framework of interesting topics, including broad promotion and presentation of results in archives of regional reach,
- participation in European projects as both applicant and partner,
- regional and supra-regional cooperation with local governments, cultural and scientific institutions (including foreign ones), also within the framework of the state archives network; seeking new attractive partners for cooperation,
- professional cooperation with the media (articles, interviews, broadcasts with participation of archivists as experts, providing copies of archival materials) – striving for more effective implementation of promotion related tasks (e.g. creating a job position in the area of promotion and media relations).

Those activities may be implemented via different forms of popularization and promotion, such as traditional and virtual exhibitions, operating an educational zone, portals devoted to specific topics, organizing open days, contests, community campaigns of collecting documents, sending a newsletter, presence on social websites.

Measures: (1) number of events,
(2) number of event participants

measurement units: (1) number of events organized, expressed in items; (2) number of participants of those same events. These values, measured for each calendar year, will be determined based on data collected within the framework of preparation of annual statistical and descriptive report.

Measure of implementation of this objective is the number of events organized, aimed at promotion and popularization of knowledge about archives, their fonds and activities undertaken by them. The total number of such activities will be the first implementation measure for this objective. The other measure will be the number of people participating in traditional exhibitions and excursions.

2.2. Conducting educational and scientific activity with aim of building the social capital

In implementing this objective, we shall make use of time-proven and popular forms of education, such as archival lessons in the area of genealogy and regional

history. Popularity of those undertakings will be enhanced by making the offering diverse, both in scope of format (workshops using the documents, multimedia presentations, educational packages, contests, urban games and other), but also in scope of content and substance, by regular updating.

The objective shall be implemented by undertaking following actions:

- cooperation with domestic and foreign schools and teachers, educational authorities, academic centers and other entities (offices, institutions, associations etc.)
- organizing scientific and educational events.

Within the framework of cooperation with universities, activities will be continued related to providing opinions on textbooks and curricula for archival training on academic level. On the other hand, in cooperation with institutions and within the framework of implementation of educational and scientific activities, we intend to use the well-known forms of educational activities, but also implement new methods, such as are interesting for the recipients. It will be an attractive educational proposal, using state of the art information technologies, also available on the websites of state archives.

The expected result is building the public trust as well as strengthening the position and prestige of state archives, not only as institutions of public trust, but also places for citizens to expand their knowledge. By our actions, we would like to contribute to building the human capital in our country. We will actively participate and support any initiatives aimed at creating attitudes, opinions and ideas of the citizens, development of their work abilities, as well as creativity and innovativeness as competences enabling them to function in a continuously changing world.

Measures: (1) number of events,
(2) number of visits to the website,
(3) number of participants of the events.

measurement units: (1) number of events organized; (2) number of visits to the websites, expressed as number of events, and (3) number of participant of those events. These values will be determined for each calendar year based on data collected within the framework of preparation of annual statistical and descriptive report.

Implementation measure for this objective will be the number of scientific and educational activities organized. Another measure will be the number of visits to the websites by persons interested in educational and scientific offer of the state archives. The last measure will be the number of participants of organized events as well as number of visitors to the websites.

2.3. Publications in the area of history and archival science

Implementation of an objective thus formulated should involve creating and preparing professional source publications as well as studies in scope of history and archival science, both in traditional formats and online.

The result of undertaken activities shall be publication of source materials and studies in scope of history and archival science – including archival aids, information directories, exhibition catalogues. Undertaking this type of activities may lead to increased interest in archival fonds and activity of the archives, and thus in increased number of archival documents made available in reading rooms and via the electronic system of archival information management.

Measure: number of traditional and online publications

measurement unit: number of publications issued in the entire network of state archives, expressed in items. This value will be measured throughout the calendar year, based on data collected for annual statistical report.

2.4. Recognizing the needs of the public in scope of using the state archives' offering

By implementation of this operational objective, we intend to analyze the needs and expectations of our users and partners. We will conduct periodic research, with aim of monitoring the directions of those expectations.

The research will be conducted mostly based on the so-called current internet monitoring of implemented tasks. It will be effected by placing a survey on archives' websites; each user will be able to fill in this survey and submit it in electronic format. Moreover, we intend to consider commissioning some surveys to be conducted by an external company. Based on information collected this way, it will be possible to analyze expectations, indicate priorities in archives' operation and determine directions for further development of state archives.

Measures: (1) number of surveys conducted,
(2) number of participants covered by the survey

measurement units: (1) number of surveys conducted, in items; (2) total number of persons covered by all conducted surveys. This value will be measured for each calendar year.

3. Third strategic objective.

Ensuring efficiency of documents management, including electronic documents, in entities performing public tasks

For over twenty years now, we have been building a modern and democratic state of law in Poland; a state which is intended to, first and foremost, protect, respect and secure the interests of its citizens. For this reason, in the Strategy of National Development for 2007-2015, the Government of Republic of Poland has set forth as an objective to improve functioning of the administration so that it becomes modern and friendly to the citizens. A similar direction for change was indicated for institutions of law enforcement, education, tertiary education and health services.

Administration and other public entities, as they resolve individual and collective cases, document their actions, thus guaranteeing security of legal and decision-making actions. The essence of this security and mutual confidence of citizens and the state is ensuring public access to public information as a guarantee of transparency of administrative actions.

In order to implement an objective thus formulated, it is necessary to ensure state of the art documents management in the public sector, in particular using IT technologies and handling of electronic documents. In Poland, the burden of innovation in this area is largely with the state archives, which have provided supervision to public administration sector in scope of documents handling for decades.

Participation of state archives in creating documents management standards results from the need to maintain the most important part of the documentation as a guarantee of the rights of citizens and the state, but most of all as part of Poland's cultural heritage.

In implementing this strategic objective we intend – within the framework of current legal order in Poland – to support the legislative process in scope of creating standards for effective documents management, to disseminate good practices in that area, to supervise and monitor, in a professional manner, documents handling and the process of documents' value assessment, in order to identify the documents of historic value, which would be permanently preserved as part of Poland's archival heritage. We also intend to strive to increase and develop qualifications of archival services responsible for this aspect of activity of General Director of State Archives and the state archives network.

Operational objectives

3.1. Supporting new legal solutions in scope of effective documents management by participation in the legislative process

As Constitution of the Republic of Poland entered into force in 1997, many aspects of public life, in particular those guaranteeing the rights and obligations of citizens and entities operating in Poland, found their place in provisions of the law. For this reason, the matter of participation in the legislative process of entities responsible for developing standards of effective documents management and long-term preservation, namely General Director of State Archives and directors of state archives, becomes obvious.

By supporting the legislative process, we first of all intend to watch over the provisions pertaining to preservation period of documents, principles of identifying documents for perpetual preservation, as well as support correct construction of the provisions of the law, so that public institutions are able to apply modern principles of managing information, and hence documents, especially in electronic format. Our objective is, therefore, to create the legal framework for an environment which will be friendly in scope of contact between the citizens and administration and to build transparency of administrative actions.

Measure: number of prepared and commented draft acts of law, pertaining to documents handling

measurement unit: number of prepared and commented draft acts, expressed in items. This value will be measured throughout the calendar year, based on data collected for annual descriptive report.

The objective implementation measure we adopted, namely number of draft acts of law, with respect to which we suggested amendments, or which we prepared ourselves, will allow monitoring of participation of the archival network in the legislative process.

3.2. Dissemination of good practices in scope of documents management

Participation in the legislative process pertaining to effective documents management poses another challenge for us, namely dissemination of implemented standards and legal solutions. We intend to implement the objective by organizing, or contributing to training sessions, courses, instruction, but also by providing consultations.

Measure: (1) number of training sessions, consultations (including online) and instruction sessions for document originators

(2) number of participants of training sessions, consultations and instruction sessions for document originators

measurement units: (1) number of training events, consultations, etc, expressed in items; (2) number of persons receiving training, consultations, etc. These values will be determined for each calendar year based on data collected for annual statistical and descriptive report.

Monitoring objective implementation by registering the number of consultations held, training sessions, courses and instructions performed, along with the number of persons participating in such events, will allow us to ascertain whether the objective is being implemented correctly.

3.3. Supervision over documents handling in entities performing public tasks

Due to potential effects of incorrect documents management, especially in the context of long-term preservation of electronic documents, we intend to monitor and supervise the activities of public entities in this scope, on a continuous basis. This is also compliant with the will of the legislators, who in the law indicated the General Director of State Archives and state archives themselves as entities authorized to safeguard this area on behalf of the state. Supervision understood as control, but also advising and supporting public entities in scope of implementing good practices of documents management, constitutes further elaboration of previously assumed operational objectives.

Measures: (1) number of inspections performed,
(2) number of chancellery and archival regulations, with respect to which opinions were issued,
(3) number of consultations held

measurement units: (1) number of inspections in the area of documents handling, performed in supervised entities (incl. general, verification related, specific issue-related, special), expressed in items; (2) number of approved (agreed upon) and commented chancellery and archival regulations (chancellery instructions, uniform file registers, archival instructions, amendments to regulations) expressed in items; (3) number of consultations held (written, verbal, over the phone) expressed as total value of all events.

These values will be determined for each calendar year based on data collected within the framework of preparation of annual statistical and descriptive report.

We intend to measure the effectiveness of objective implementation by number of inspections conducted, but also by number of internal regulations pertaining to documents handling that we issue opinions on as well as number of consultations in this scope.

3.4. Supervising the process of ascertaining value of documents in entities performing public tasks

In supporting the public sector entities in effective documents management, we always want to remember our mission, which is long-term preservation of archival materials. Therefore, we want to, first of all, actively supervise, but also to participate in the process of identifying this portion of total documents created, which should be preserved on a lasting basis, due not only to its legal importance, but most of all to its historic and cultural value. Thus, we will be safeguarding the process of shaping a part of our national heritage.

- Measures:**
- (1) number of processed applications for weeding of non-archival documents,
 - (2) number of expert analyses performed,
 - (3) number of opinions issued

measurement units: (1) number of applications processed, expressed in items; (2) number of expert analyses conducted in scope of weeding documents, expressed in items; (3) number of opinions issued on weeding documents, expressed in items.

These values will be determined for each calendar year based on data collected within the framework of preparation of annual statistical and descriptive report.

The measures specified above shall fully reflect implementation of the objective, as they will demonstrate the level of archives' involvement in the process of assessing documents value.

3.5. Developing human resources in the area of supervision over documents handling, including electronic documents

New challenges that public sector entities are faced with, such as e.g. computerization of administrative processes and procedures, require continuous and systematic development of qualifications of persons responsible in state archives for executions of tasks in scope of archival supervision. For this reason, we want to develop and improve our human resources, keeping in mind that it is intended to serve improving the quality of work of public administration and providing services to the public.

- Measure:**
- (1) number of training sessions, workshops and competence training sessions that employees of state archives participated in
 - (2) number of participants of training sessions and workshops

measurement units: (1) number of training sessions workshops etc., expressed as a number of events; (2) number of state archives employees participating in training and workshops. These values will be determined for each calendar year based on data collected within the framework of preparation of annual statistical and descriptive report.

Those measures will allow continuous monitoring of changes in competences of state archives employees.

4. Fourth strategic objective.

Ensuring appropriate conditions for collection and lasting preservation of archival fonds in traditional and digital format

This objective results from basic tasks performed by state archives, it also relates to the mission of state archives and the vision for the archives, with respect to providing access to information resources accumulated in the archives.

We will not be able to preserve documents and we will not be able to grant access to them, unless we ensure proper conditions of collecting and preserving archival materials in both traditional and digital format. In formulating the objective in this particular way, we have deliberately referred to preservation of documents in both traditional and digital format, in order to emphasize and draw attention to both formats, in which archival materials are submitted to the archives.

In order to implement this strategic objective, we have set five operational objectives. They cover a broad spectrum of archival activity in scope of securing, collecting, preserving, conservation of archival materials as well as construction of new or refurbishment of existing facilities, including the ones located in historical buildings, or other buildings not suited for storage of archival materials.

Operational objectives

4.1. Improved conditions for preservation and ensuring appropriate storage space for archival fonds

One of our fundamental tasks is to strive for optimization of conditions for preservation of cultural heritage of our country, created over the ages. In order to achieve that, investment projects are continued or started, involving construction of new facilities as well as refurbishment of existing ones, including those under protection of regulations on conservation of historical buildings. Storage space thus

obtained should guarantee maintenance of appropriate climate parameters, regardless of type of materials – traditional or digital – we intend to preserve.

Those actions will result in upgrading and expanding the archival infrastructure, capable of ensuring appropriate and safe conditions for documents already in storage as well as those gradually accepted into the fonds. It is also necessary to improve and expand the so called public space in the archives. This will allow us to enhance our offering in scope of education, popularization and exhibition.

- Measures:** (1) usable surface of newly built facilities
(2) number of refurbished and equipped facilities

measurement units: (1) usable surface of newly built facilities, expressed in m²; (2) number of refurbished and equipped facilities, expressed as number of events. These values will be determined for each calendar year based on data collected within the framework of preparation of annual statistical and descriptive report.

4.2. Creation and development of a system for collection and management of digital archival materials

The archives are facing important challenges in the area of handling electronic documents. We are obligated by the law to take over and preserve documents in electronic format. This results in a need to build a system capable of meeting those requirements, but also allow management of collected electronic documents. Building the system is only the first stage of the work. It is necessary to develop it systematically, due to changing technical conditions, programs and needs.

- Measure:** (1) percentage of work remaining to completion of the system,
(2) expenditures per 1 TB data stored in the system after launch,
(3) total cost of servicing per 1 TB of disk space in the system after launch,

measurement units: (1) amount of work remaining to be done, expressed as percentage; (2) cost of storage of 1 TB of data, expressed in PLN, (3) cost of servicing of 1 TB of disk space, expressed in PLN. These values will be measured for each calendar year.

4.3. Conservation and maintenance of archival materials

Implementation of this objective will include following tasks:

- preventive conservation, i.e. securing archival materials so as to prevent their destruction. This includes disinfection of documents, placing archival materials in protective packaging (boxes, folders),

- mass and individual conservation – deacidification, restoration works, bookbinding works,
- preservation microfilming (preservation scanning, due to its connection to preparation of archival fonds for online access, has been included in the first strategic objective, pertaining to satisfying information needs of the public, including access to archival materials),
- actions to be undertaken in case of crisis situations or armed conflict, as an important element of care for the archival materials. Repeated flooding emerges as a real danger to archival materials. Ongoing climate change brings new threats, and we should not only react appropriately to their occurrence, but also conduct preventive activities. Those activities include training for personnel, both conservators and archivists.

As a result of conservation activities and preservation microfilming, we will slow down the process of destruction of archival materials. As a result, the number of properly preserved documents is going to increase. An indirect result will be reduced number of archival units to which access is not granted due to their physical condition. This way, we will expand availability of the fonds, which ties with the first strategic objective.

- Measures:
- (1) number of frames of preservation microfilms,
 - (2) number of objects undergoing restoration,
 - (3) number of conservation sheets undergoing restoration,
 - (4) number of files undergoing mass maintenance,
 - (5) number of participants of training sessions,

measurement units: (1) number of microfilm frames, expressed in items; (2) number of archival objects expressed in items; (3) number of conservation sheets expressed in items; (4) amount of files subject to conservation works, expressed in running meters; (5) number of training participants. These values will be determined for each calendar year based on data collected within the framework of preparation of annual statistical and descriptive report.

4.4. Collecting archival materials in traditional and digital format

This objective covers activities related to taking over archival materials, pursuant to provisions of the law, from entities subject to archival supervision, as well as materials obtained by way of acquisitions and donations.

It pertains to both documents created on traditional media as well as electronic documents. We assume, that the archives will not limit themselves to collection activities listed above, but would be proactive in this area, by e.g. organizing document collection campaigns. Such actions will result in expanding sources of

acquisition and thus enhancing the fonds by documents pertaining to social and everyday life, coming from citizens and non-government institutions.

Measures: (1) number of archival units taken over,
(2) number of archival resources (electronic documents) taken over),

measurement units: (1) number of archival materials, expressed in archival units; (2) amount of archival resources (electronic documents) taken over, expressed in TB. These values will be determined for each calendar year based on data collected within the framework of preparation of annual statistical report.

4.5. Preservation of archival fonds in traditional and digital format

In implementing the above objective, we will strive to make sure that collected archival materials are:

- protected from destruction or theft,
- stored and preserved in appropriate conditions,
- maintained in a proper condition,
- monitored and protected by continuously improved security measures.

This objective pertains to activities related to all actions involved in storage and preservation of archival materials, both in traditional and electronic format, in a manner allowing lasting preservation and storage of information.

Measures: (1) number of archival units preserved,
(2) archival resources stored,
(3) capacity of digital repositories,

measurement units: (1) cumulative number of archival materials stored, expressed in archival units; (2) cumulative number of archival resources (electronic documents) taken over, expressed in TB; (3) capacity of digital repositories, expressed in TB. These values will be measured for each calendar year based on data collected within the framework of preparation of annual statistical report.

Conclusion

We assume that in the future our Strategy will be subject to updates and adjustments, depending on changes in important ramifications of operation of state archives and

as a result of evaluation of effectiveness of planned activities. Such an evaluation shall be conducted on a current basis. Therefore, the Strategy will be an important instrument in the process of managing the state archival network. We hope it will also be an important message we send out, addressed to our superiors and our partners, as well as all institutions and individuals interested in specialized services, provided by state archives.

We are aware, that the ultimate success of the state archives will be determined not by the fact of developing and having a Strategy, but rather by effective implementation of tasks outlined herein.