



THE BUSINESS ARCHIVIST & ARCHIVES NEWSLETTER

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TASK FORCE ASSIGNED TO DEVELOP BUSINESS ARCHIVES SECTION WEBSITE

Submitted by Lee Dirks, Microsoft Corporation

BACKGROUND

In September 1998, the Business Archives Section Steering Committee recommended that a coalition of interested parties should form into a task force and begin to gather content in order to publish a webpage for the section and interested persons wanting to obtain information regarding corporate archives management. Greg Hunter, The History Factory (and Think Corporation), and The Winthrop Group asked to participate. The Steering Committee asked Lee Dirks (Microsoft Corporation) to oversee this team's efforts and to report back to the committee. Over the course of the last year (via email and teleconferences), roles and responsibilities were defined, content areas were assigned to each individual, and everyone pulled together their respective pieces.

It was agreed that (based on recommendations from this task force) the Business Archives Section will determine the appropriate content to publish in the future. It has been suggested that a "Content Committee" be named to handle this effort and to

identify and coordinate additional resources, namely additional volunteers (from the section) to help develop and edit content for the site on an ongoing basis.

It also was decided that the participating parties, who help



Draft Template.

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Business Archives Section Annual Meeting Minutes *Friday, September 4, 1998*

Submitted by Katie Dishman, Archivist/Research Librarian, Chicago Mercantile Exchange

WELCOME AND INTRODUCTIONS

Section Chair Amy Fischer (Procter & Gamble) welcomed the attendees. She then introduced the Steering Committee members: Susie Box (AIG) and Ann Westerlin (Texas Instruments), who were going off the committee; Paul Lasewicz (IBM), incoming chair of the business section; and Debbie Waller (The History Factory), section newsletter editor. Past chair Gord Rabchuk (Royal Bank of Canada) and Mary Edith Arnold (Motorola) were not able to attend the SAA conference.

Fischer thanked Lasewicz for planning the section outing, the tour of "Disney by Design," and Hal Keiner (Biltmore Company) for planning the section social, held at the Copa Banana Bar in the Dolphin Hotel.

The minutes from the 1997 section meeting were approved.

OLD BUSINESS

Business Directory

Fischer announced that the Business Archives Directory was completed and available online thanks to Greg Hunter (Hunter Information). Archivists should contact Fischer with missing or incorrect information regarding their entries. Hunter said formatting changes are underway, and he is willing to scan images to illustrate the entries. The Business Archives Directory website address is www.hunterinformation.com and will be linked to the SAA website in the near future.

Advocacy Brochure

Fischer said the business archives advocacy brochure, which was originally produced about 1991, cannot be reprinted because the plates no longer exist and a new version would have to be designed from scratch. Fischer asked if anyone was interested in producing it.

Business Archivists Listserv

Lasewicz said the host for the business archivists listserv is in Glasgow, Scotland. The major problem with the site is there is not much participation because people do not know about it. However, Lasewicz said it has potential and suggested archivists use it to make it worthwhile. Its URL is www.gla.ac.uk/external/busarch.

Business Archives Workshop

Phil Mooney (Coca-Cola) announced that the next Business Archives Workshop will be held in Milwaukee from November 4-6, 1998. It will be co-taught by Elizabeth Adkins (Ford Motor Co.) and Gary Steele, who will discuss photographs and digitization. Mooney said Milwaukee is a good site because there are several archival facilities there, including Harley-Davidson. A flyer was created to help market the workshop. Mooney suggested it could be promoted through ARMA. Scott Grimwood (Fetzer Institute) said he could market the course through his regional ARMA group and will post it at the national ARMA Annual Meeting in Houston in October 1998. There

also were suggestions for marketing the workshop through the Special Libraries Association and through the records management listserv.

NEW BUSINESS

Election

Fischer said the new slate for the section consists of Katie Dishman (Chicago Mercantile Exchange) for vice-chair and Ed Eckert (Lucent Technologies) and Lee Dirks (Microsoft) as incoming steering committee members. Membership voted to approve the slate. Fischer explained the process for nominating officers was up to the steering committee. She questioned whether it was a fair nomination process, but concluded that the process was acceptable.

Fischer suggested that one steering committee member be the recording secretary so there will be one central location for maintaining the section minutes and records.

Newsletter

Waller is ending her two-year stint as newsletter editor. Lasewicz asked for volunteers to take over editor duties. Waller apologized for not sending the newsletter prior to the SAA meeting and mentioned that it would be mailed soon. She also asked for people to submit articles to complete the newsletter.

Website

Fischer said the section should have its own link on the SAA website; however she recognized that there has not been much interest among members in having

a website. Keiner suggested Hunter put the business section link on the directory's website. Fischer said the section's mission is another component that could be put on a site.

AASLH/SAA Business Archives Section Cooperation

Fischer said some section members attended the AASLH meeting in Denver, which has some cross-interest with both museums and archives. Another meeting would be held in Sacramento, California, in September 1998. Mooney said he was going to talk about corporate museums including what they do and their rationale. Adkins requested Mooney to give feedback after the conference to see how it went.

Cincinnati Meeting of Archivists in Global Corporations

Adkins said twelve archivists had an informal meeting at the Procter & Gamble Archives in Cincinnati in June 1998. The two major themes discussed were managing electronic records and documenting and managing corporate archives on a global basis. Hunter summarized the different ideas of discussion, which are posted on his website. Adkins said the small group meeting was an excellent way to focus on big issues.

Section Mission and Goals

Fischer recently found the "Mission and Goals" statement for the section. She passed the sheet around for perusal. One of the section goals is to promote the mission of business archivists, and she encouraged the group to submit proposal ideas for the SAA program in 1999. The theme for the 1999 SAA conference in Pittsburgh is "Meeting the Challenge of

Contemporary Records."

Rick Barry (Barry Associates) said requests for programs have been submitted. He suggested the section propose their ideas and then work on selecting speakers. Others will work with those who have particular topics to help develop a session.

Barry suggested the possible topic of developing a broader inventory of e-mail policies. David Wallace, who has written a paper on e-mail policies, was suggested as a possible speaker that could generate new ideas on this subject. Deborah Skaggs (Frank Russell Co.) offered document management systems as another topic.

Adkins said Mooney and Brent Sverdloff (Harvard Business School) submitted a proposal, but the section did not endorse it. She said SAA does not endorse specific issues, so it is up to section members to propose ideas. Section members should talk to the chair and endorse program proposals.

Fischer suggested coming up with ideas at the current meeting; she had already thought of eight topics. She solicited for more, and several ideas were generated.

Lasewicz suggested the subject of the future of archival technology, especially since Dirks and Eckert are members of the steering committee and will bring some technological input. Box commented that Tora Dixon gave a great talk on that subject at the 1992 Montreal SAA Annual Meeting. Another archivist said there were two good speakers in the San Francisco area that could discuss information on technology in archives.

Maggie Nelson (Sony Pictures Entertainment) said the section roundtable should have a broader

appeal than just technology, perhaps something to do with Carnegie's philanthropic foundation and how other companies help preserve the historical record. Lasewicz said many major corporations have philanthropic entities. Becky Tousey (Kraft Foods) said many foundations give money to archival/historic causes. Lasewicz asked someone to volunteer to develop this idea, and Nelson offered.

Brenda Nelson-Strauss (Chicago Symphony Orchestra) said she had suggested a program for last year's meeting. It was not approved. Adkins said many 1998 proposals were submitted concerning the fine arts and encouraged the section to resubmit their ideas.

Sverdloff asked how other section members recover their costs because corporate archivists often have different priorities than archivists at other types of repositories. Sverdloff said he would work on that idea for a program.

Adkins said she and Judy Endelman have discussed the Ford Archives and the Henry Ford Museum and Greenfield Village holdings because there has been tension between the two facilities over the years. Adkins suggested the topic could be a case study with a special focus on the main issue of split collections. She would submit this idea. Grimwood added that he is in a similar situation with holdings in different repositories.

Dan Sokolow (McGraw-Hill) suggested the discussion topic of using a corporation's archives as a public relations tool such as promoting one's institution and putting out "PR fires." Barry said this could be tied in with a

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Annual Meeting Minutes

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discussion on ethics.

Deborah Skaggs suggested a session about electronic records and document management systems.

Adkins reiterated that proposals are more likely to be accepted if they are endorsed by the section. Fischer had a few ideas from the global archivists discussion as well.

Proposals for Roundtable and Section Events for Pittsburgh

The section typically holds a roundtable discussion with speakers prior to the annual conferences, and that Dishman will be responsible for organizing the event in 1999. Waller suggested there be a millennium event, such as "How will your company celebrate the millennium?"

Keiner said that Pittsburgh has many corporations based there in addition to the Western Pennsylvania Historical Society, which maintains some corporate archival collections.

Other New Business

Fischer asked if there was any feedback from the presidential address. She said Bill Maher intimated that we, as archivists, need to reestablish our identities and that we are custodians of the historical record. Maher also said we should be the gatekeepers for the evidentiary records and not be interpreters. Box said Maher should not have mentioned specific archives by name and that someone should make a response to his comments. Ted Ryan (Coca-Cola) remarked that he was glad his company did not sponsor the luncheon.

Keiner suggested that Maher's remarks were merely that of

someone who went through school in the 1960s and was influenced with lofty ideals, and that the business archives section should not worry because his ideas are going away.

Adkins said she had a different perspective on Maher's talk. She suggested he wants archivists to support "truth, justice, and the American way." He said corporations "whitewash" the truth, not corporate archivists. Adkins agreed with some of Maher's comments.

Mike Bullington (Kraft Foods) said that as corporate archivists we cannot decide how the archival information that we provide to people will be used.

Bill Jackson (Harley-Davidson) said we should respond to Maher by saying that corporate archivists are more than just Disney and Ken Burns. Craig St. Clair (Gemini Consulting) said companies that maintain archives are pivotal in making their organizations historically more balanced than those without archives. There was a suggestion to submit a letter to the editor of "Archival Outlook."

Box said several SAA presidential addresses have been negative about corporate archivists, even though Edie Hedlin was a president and she worked with business archives.

Closing Comments

Grimwood said that program proposals should not specifically say "all business" for fear other types of archivists will not attend.

Fischer said there are many openings for serving on various committees. Those interested can contact SAA directly.

Keiner thanked those companies that gave money to the business section social. He said he begged

people for money this year and solicited for donations for next year's event.

Martin Gordon (Army Corps of Engineers) thanked the business section for its newsletter. He wanted to know if anyone was interested in the history and heritage of engineering and perhaps forming an alliance with the business section.

Fischer thanked Jim Fogerty for editing the business archives section of the *American Archivist* and noted his book *The Records of American Business* won an award and is selling well overseas.

Lasewicz thanked the people, who were rolling off the committee. The meeting was adjourned. •

Institutional History at 225: The Archival Role in Commemorating the 225th Anniversary of Johns Hopkins Bayview Medical Center

Edward L. Lach, Jr, Archivist, Johns Hopkins Bayview Medical Center

Any institution that faces a major milestone in its history soon confronts the issue of the quality and quantity of its own historical resources. Fortunately for the institution now known as the Johns Hopkins Bayview Medical Center, a number of informational sources were available, and its archives plans on making major contribution to the year of celebration.

Founded in 1773 as the Baltimore Almshouse, the Center has provided continuing service to the citizens of the City of Baltimore in a variety of capacities. After changing locations and becoming known as Bayview Asylum, the facility continued its original mission of poorhouse/almshouse. In 1925 the facility was again re-named, becoming Baltimore City Hospitals. In its latest incarnation the institution provided care for both acute and chronic diseases as well as long-term care for the elderly. When ownership of the Center passed from municipal government to private control in 1984, the facility again changed names, this time becoming the Francis Scott Key Medical Center. Ten years later, the institution took its present name, which more accurately reflects the management changes that have taken place since its acquisition by the Johns Hopkins University and Hospital. Although its archives has only been staffed since July 1997, the institution has long been blessed with staff members, who took an interest in

their workplace and its history. The depth of this interest can be gauged by the existence of an Archives Committee at the institution since 1988, and by the number of institutional histories that have been completed by staff members over the years. Although currently limited in both staff and resources, the archives has been a source of information to individuals seeking information.

One of the more important tasks of the archives to date has been the compilation of a list of institutional "firsts". Although a similar list was completed and published in connection with the institution's 200th anniversary celebration in 1973, a review of previous claims revealed that many of them were inaccurate. The creation of an updated list soon became a top priority at the archives.

The methodology employed was as follows. First, every attempt was made to verify previous claims. The difficulty of the task was compounded by the fact that many staff members at Bayview also held concurrent professional positions at either the Johns Hopkins University School of Medicine or at the University of Maryland's School of Medicine. Hence, determining exactly where research and discovery took place became problematic. Semantics also proved troublesome, given the tendency to substitute terminology that, while simpler, was inaccurate e.g. calling an injection procedure of cultured

body tissues a "transplant". Finally, the entire issue of medically-based "firsts" is by nature troublesome; little if any research is conducted in a vacuum, and the efforts of any number of persons usually deserve credit when a medical 'breakthrough' finally occurs.

Although the scope of the existing record base revealed the need for extensive archival outreach efforts in the future, the situation was far from hopeless. Research efforts benefited greatly from the presence of several long-time staff members at the Center, and their enthusiastic willingness to submit to personal interviews proved invaluable. The consultation and cross-checking of outside written sources also proved useful, and even resulted in additional, new claims of which the institution could justifiably take pride. In the end, a solid list of verifiable institutional "firsts" was compiled that clearly demonstrated Bayview's service not only to the City of Baltimore, but to the medical community at large as well. These results may be included in the official 225th Anniversary History that will be forthcoming shortly.

The experience of the Bayview Archives shows that even a small, recently-founded archives can contribute to the preparation of written institutional histories, given equal amounts of both creativity and effort. Hopefully, the anniversary will result in an increased awareness of the unique and often colorful history of the institution, and an increased use and enjoyment of the archival facility as well. •

TOTAL QUALITY MANAGEMENT: A MODEL AT CORNING INCORPORATED

Michelle L. Cotton, CA, CRM,

Archives & Records Management Supervisor, Department of Archives and Records Management, Corning Incorporated

INTRODUCTION TO TOTAL QUALITY

The employees and management of Corning Incorporated understand and believe, as do many American companies, that *Total Quality* must become an integral part of its operations if the business is destined to survive, compete, and grow in the current world market economy. All Corning employees, including those who are part of the Department of Archives and Records Management, use *Total Quality*, enhanced by *World Class Quality* tools, as the principle means for selling services, justifying funding, and guiding programs in both staff and line organizations.

The following brief commentary examines how *Total Quality* may be implemented effectively in archival and records management settings and presents an overview of Corning's *Total Quality/World Class Quality* program, and more specifically, how it has been applied in my department. Illustrations of the four basic quality principles will be provided in addition to a discussion of *Key Results Indicators* and *Process Analysis*. The article will conclude with an example of the impact of benchmarking on Corning's archives and records management programs.

THE IMPACT OF TOTAL QUALITY

Recognizing the importance of

Quality in a fast paced, ever-changing world, Corning Incorporated introduced *Total Quality* in 1983 as an outgrowth of former Chairman and CEO James R. Houghton's vision. The company was one of the first in the country to adopt *Total Quality* as a way of doing business. The program began with basic training and quality awareness for all employees, no matter their payroll, followed by the integration of *Quality* in every facet of operation. Today, Corning demonstrates that *Total Quality* works, underscored in recent years by several milestones, including the Telecommunications Products Division's capture of the Malcolm Baldrige National Quality Award and the corporation's climb to #356 in the most recently issued FORTUNE 500 rankings. In addition, despite the recession of the early 1990's, Corning reported gains in sales, operating margin, and return on equity. This is largely attributable to *Quality Management* and business sector positioning.

TOTAL QUALITY DEFINED

Total Quality is not only a method of conducting business but a mind set and a personal belief. It is providing a product or service which meets the customer's requirements the first time, every time. Many facets of *Total Quality* are simply common sense. In fact, Corning's "Golden Rule" advocates a *Total Quality* approach in

conducting every aspect of one's professional life. Archivists and records managers provide a service whether as a support organization within the public or private sector or as an outside supplier to others. At Corning, the Department of Archives and Records Management's staff uses *Total Quality* as our management tool in order to demonstrate to our customers, both internal and external, that the services we provide are necessary, efficient, contribute to the quality efforts and overall goals of their organization, and reduce the cost of quality.

CUSTOMER AND SUPPLIER

There are two key players in *Total Quality Management*: the customer and the supplier. It is essential that the identity, responsibilities, and relationships between them are clearly defined and recognized from the beginning.

Everyone, no matter what their position, may be either a customer or a supplier. A customer is the party receiving the product or service and should not be viewed as an outsider while the supplier is the party delivering the product or service. It is significant to remember that in any situation, there are suppliers and customers and each has his or her own unique requirements.

In the information management profession, it is intriguing to note

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that in many cases our customers are also our suppliers. We do not create a great deal of information for customers ourselves; rather, as archivists or records managers, we apply our special talents to managing information supplied to us by individuals who often are the ultimate requesters of that information.

CORPORATE QUALITY POLICY AND GOALS

Corning's *Quality* plan states: "It is the policy of Corning Incorporated to achieve Total Quality performance in meeting the requirements of external and internal customers. Total Quality performance means understanding who the customer is, what the requirements are, and meeting those requirements without error, on time every time." This belief, coupled with the following objectives, will lead the corporation into the next century:

OBJECTIVE #1 CUSTOMER SATISFACTION:

Reach the number one position in customer satisfaction and in those factors leading to satisfaction, as determined by Corning's products and services.

OBJECTIVE #2 ERROR REDUCTION:

Achieve a six-sigma error level in key attributes of customer products and services.

OBJECTIVE #3 TRAINING:

Double the measured training effectiveness while maintaining a level of 5% of time worked for training to meet job requirements.

THE FOUR PRINCIPLES OF TOTAL QUALITY

Corning Incorporated's *Total Quality Program* consists of four basic principles: meet the requirements, error-free work, manage by prevention, and cost of quality. Be aware that these four principles are shaped by the needs and character of the organization applying them.

MEET THE REQUIREMENTS: is the first principle and to Corning employees the very heart and soul of *Quality*. What must be done in order to meet the needs (not desires) of the customer is to clearly define those requirements along with those of the supplier. Assumptions should never be made. Ultimately, they lead to errors and a cost of quality. Effective communication is essential. In fact, it is more important to be a good listener than a good verbalizer. Understand the other party's requirements. Do not accept anything at face value. If the customer has a requirement which you feel you cannot meet within the stated parameters or with the available tools and resources, make it clear to the customer. State your requirements, too. Compromise. How? Through simple, straight forward dialogue. It is the method most likely to result in mutual understanding and agreement. In *Quality* terms, this is called *consensus*.

For example, the Department of Archives and Records Management relocated its facilities twice within a five year period. The staff developed a partnership with the corporate engineers who were responsible for the project. Each group had a set of requirements for the new facility and the require-

ments of the contractors and architects were addressed by the engineering team. In this instance, the engineers were both supplier and customer. After extensive negotiations, all parties reached consensus on the facility and timing of the relocation. The outcome: our staff received a facility which met all the requirements agreed upon by both teams.

ERROR-FREE WORK: the second principle, is a personal standard of performance for the individual and the attitude of error prevention. Corning Incorporated does not advocate struggling toward the unattainable "perfection." Instead, Corning measures by six sigma or 3.4 parts per million products, services, etc. not conforming to agreed upon criteria. Error-free work is a method of identifying the causes of errors and preventing them or correcting them so they do not occur again. This step is known as corrective action and is one of the most potent tools in the *Quality Program*.

To produce error-free work, the requirements must be clearly understood by everyone. Causes and potential causes for not meeting the requirements must be identified and corrected. Tools used for providing error-free work include:

- dedicated employees
- corrective action teams (CATs) made up of individuals who have ownership of the process and errors partnered with

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those who can provide expertise in correcting the errors. Teams are not necessarily facilitated by management

- brainstorming
- measure and display or visually tracing and monitoring the progress of error correction

An illustration: part of the archivist's job is to foretell the future, presenting an enormous window for errors. How do archivists permanently correct these errors? At Corning, we have chosen to track the number of inquiries successfully answered against the total number of inquiries made. We then identify the areas from which errors occurred and look for patterns. Repeated non-conformances in the Corporate Archives' information base are pinpointed and addressed, but perhaps more importantly, growing research trends are identified. We then attempt to provide for these trends by adjusting our collection policy, mainly through retention schedules. This approach has been used successfully in not only the Archives but in Corning's Records Center function as well.

MANAGE BY PREVENTION: the third principle, is a key ingredient in *Total Quality Management*. It is the process of identifying potential causes of interruption and taking appropriate action to avoid or prevent interruption from occurring. The Department of Archives and

Records Management applied management by prevention regularly in:

1. *records retention scheduling*
This prevents the loss of valuable historical information by working closely with those responsible for developing and implementing retention policies.
2. *disaster planning and recovery*
The Department of Archives and Records Management has developed plans that will in the future and have in the past allowed us to recover damaged records following a disaster. If you wait until the disaster strikes, it is too late.
3. *vital records protection*
As part of a business recovery and contingency plan, we work with organizations throughout Corning to identify vital records and protect them from loss. The Department of Archives and Records Management has, in fact, been entrusted with the protection of many of the corporation's vital records.

COST OF QUALITY: the final principle, is composed of two items – the cost of errors plus the cost of preventing errors and the cost of detecting errors. In other words, how much does it cost to fix a product or service after an error has occurred versus identifying and correcting the error before it occurs?

An example of cost of quality

occurred when we relocated the Corning Incorporated Corporate Archives in 1994. Initially, our staff dismissed the need for movable shelving in the new facility. Within one year, to alleviate space constraints, we installed it. Our cost of quality in this instance was approximately \$15,000 to remove the records and shelving installed ten months earlier plus the expense of additional equipment and labor for reshelving the records (cost of errors). In addition, there were significant costs associated with detecting and correcting the errors, involving considerable staff time.

ACTIONS

To make *Quality* work, the program must provide employees with the tools. These tools, described as actions, include measure and display, cost of quality, corrective action, and communication, all of which were already discussed, as well as:

COMMITMENT: which must be demonstrated at all levels of the organization in every part of the business.

TEAMS: there are three types of teams – corrective action or CATs, quality circles, and quality improvement teams or QITs. Quality improvement teams are formed to oversee the quality efforts of a definable unit (department, division, plant, or project). Team membership should be recruited from all levels of the organization; and everyone must be encouraged to participate.

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EDUCATION AND TRAINING: staff must be supplied with the education and training necessary to perform their jobs effectively.

Corning's policy states that 5% of each employee's total work time per year must be spent enhancing their skills.

RECOGNITION: is an important part of *Quality*. Every one of us should be recognized, either formally or informally, for our accomplishments.

EVENT: goes hand-in-hand with recognition. Events provide employees with visible signs of commitment from the organization to recognize their efforts.

GOALS: should be set for error reduction. These goals, also known as management by objectives or MBO's, should be short term and challenging yet obtainable with the available resources.

CUSTOMER SATISFACTION

Total Quality Management's basic focus is to meet the customer's requirements. Corning Incorporated believes that in order to compete today, we must go a step beyond satisfaction. Minimally, we must delight the customer and preferably "wow" him or her.

How? There are a number of tools we use to accomplish this mission. The first is identifying their *key results indicator* or *KRI* which is a measure of *Quality* focusing on a product, process, or service that directly benefits the customer.

KRIs must be:

- customer driven (meet the requirements).
- fact based.
- drive error reduction (cost of quality).
- measurable (illustrated via measure and display).
- actionable (through teams).
- address your organization's vital few errors, which statistically account for 80% of the errors but require only 20% of your total effort to correct.

My colleagues and I identified our departmental *KRI* as the **on-time, cost effective delivery of information**. In establishing this *KRI*, we determined the key processes, services, and products we deliver to our customers as well as the basic commodity we deal in – information. Our customers have different requirements affecting the retention, storage, and retrieval of their records. Therefore, we must focus on meeting those requirements. To determine how well we are meeting our *KRI* and where improvement is warranted, we have taken several steps. First, we have pinpointed key processes in our operation which impact the effectiveness of the *KRI*. These key processes in their most simplistic terms are:

- customer awareness and training concerning our mission, authority, and methodology for implementing and maintaining archives and records management programs in the corporation

- the use of records surveys and analysis to establish each organization's retention requirements
- the retrieval of records from the Corporate Archives and Records Center
- the response time required in answering a customer's request for information from the Corporate Archives or Records Center

Next, with these key processes in mind, our staff has begun to analyze them using flow charts. The flow charts demonstrate where gaps exist in the current processes. We then prioritize these gaps and develop a means of closing the issues or eliminating the errors they cause.

These techniques have been of great value in managing our organization. It is a never-ending process, however. We are already beginning to re-analyze and fine tune processes addressed previously. To further focus on meeting our customer's requirements, we formally solicit feedback from them. This is extremely useful in determining what their future needs may be. We obtain feedback with the help of questionnaires, focus groups, and one-on-one discussions.

When gathering feedback, we consciously avoid "feel good" surveys. It is not enough to ask how we are doing or if our customers are satisfied with our services. Feedback must be direct, accurate, and unafraid to be

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effective. We ask questions which are pointed at specifics. Above all, we listen to find out what our customers like, what they don't like, and what they want. If there is a problem, we fix it and if there is a need for a new service, we find it or develop it. If every-thing appears to be on track, we start over because we realize that we missed something or we didn't conduct the analysis correctly the first time.

BENCHMARKING

Benchmarking is the continuous process of measuring our products, services, and practices against the toughest competitors or those recognized as industry leaders.

Corning decided to benchmark several aspects of the corporate archival and records management programs, including:

1. authorization
2. standards
3. program awareness among employees
4. program implementation
5. program maintenance
6. resources
7. time frame

A competitor evaluation process followed during which we selected two of the best in the business as our benchmark partners. Upon completion of initial informational telephone interviews, written questionnaires, and site visits, we were able to identify the strengths and weaknesses in predetermined aspects of the Corning Incorporated program in comparison to those of our partners. The needs, which resulted from this analysis have

been addressed in a variety of action plans, helping to propel the Corning archives and records management programs toward what we hope will be *World Class* status.

In the name of continuous improvement, we fully intend to continue to benchmark specific parts of our archives and records management programs against those of partners that we deem to be on the cutting edge.

CONCLUSION

Total Quality Management has been extremely effective for the Corning Incorporated Department of Archives and Records Management. We have learned and improved our focus on meeting our customers' requirements and will continue to do so.

Total Quality Management's strengths are many. It focuses the user on the customer by establishing a level playing field through requirements, *KRIs*, and key processes. It drives the user to prevent and eliminate errors through the principles of management by prevention, error-free work, and measure by the cost of quality. And, it provides the user with communications methods in the form of teams, recognition, events, and customer feedback. Finally, it drives us toward becoming *World Class*, which to the Department of Archives and Records Management means having available as needed, the records necessary to meet the Corning business network's requirements for administrative, legal, fiscal, and historical purposes.

Fifteen years into Corning's *Quality* journey, current Chairman and CEO Roger Ackerman renewed the company's commitment to *Total Quality* and urged continual performance improvement during an address to employees, customers, and suppliers at the bi-annual *Quality Milestone Event* in Corning, NY. Mr. Ackerman captured the essence of *Total Quality* when he said, "... since Corning began its quality efforts, it has built a theoretical and philosophical framework that is a way of life at Corning. If Corning is truly going to use Quality to continue to improve its performance, we have to build on that framework and, fundamentally, never stop. We are working hard to ensure that the environment we live in is one which strongly supports Total Quality. It is not enough to embrace quality as an intellectual set of rules, something you can switch on or off as the occasion warrants. Quality is no longer a process that we apply to the business. It is the business. It's simply the way work gets done." •

MOLEX INCORPORATED ARCHIVES

Nancy Webster, Archivist

INTRODUCTION

Molex Incorporated, the second largest connector manufacturer in the world, designs and manufactures a broad line of electrical, electronic and fiber optic connectors, flat cables, switches and associated application tooling. Based in Lisle, Illinois, the company's operation includes 49 manufacturing facilities in 21 countries. Unlike many other corporate archives, whose company's name is associated with well-known brand names, few people are able to identify connector brand names or perhaps define a connector. Yet, Molex's history reflects twentieth-century American history, and the Molex Archives documents the company, technology and is a text book globalization case study.

A BRIEF COMPANY HISTORY

Molex was founded in 1938 by Frederick August Krehbiel in Brookfield, Illinois. Molex was named after a unique plastic molding material, which has advantageous properties for electrical and insulating applications. Molex was molded out of coal-tar pitch, limestone and asbestos (which we refer to euphemistically as "other industrial by-products"). Krehbiel soon enlisted his two sons, John and Edwin, as partners; and together, they designed and manufactured electrical insulators, casings for underground cables, entrance bushings, radiator handles, clock casings and flower pots.

With the outbreak of World War II, government restrictions on the

use of strategic materials, such as rubber and steel, forced many companies out of consumer markets. As a novel substance that utilized industrial by-products, Molex was not included on the lists of restricted materials. It was in this period that Molex began the production of various consumer items, including toy guns and model jeep wheels. Molex toys were preferable to the paper cut-outs marketed by other toy companies. With innovative engineering and design and a novel material, Molex Products Company also was able to provide Morton Salt Company with an efficient and cost-effective salt dispenser in the Molex material. Molex manufactured this dispenser (later in phenolic) for Morton into the early 1960s.

Molex made its first connection circa 1945-1948 when it added metal stamping to Molex molding to make its first terminal block for Hotpoint stoves. By the early 1950s, Molex has solidified its niche in the booming appliance market as a low-cost provider of terminal blocks, chain terminals, and other custom molded connecting devices such as automotive terminal boards and plugs and receptacles. A supplier to major and small appliance companies like General Electric, Philco, Speed Queen, Westinghouse, and Whirlpool, Molex Products Company produced a wide spectrum of custom-designed connectors as well as standard products.

Molex truly became an electronics company when it introduced nylon connectors in

1960. Molex Products Company was no longer a purveyor of products molded out of the molex material; Molex was a "manufacturer of connectors, terminals and switches". Astute business decisions (and a little serendipity) have allowed Molex to successfully grow and expand globally and be a leader in technological innovations. In 1998 Molex offered over 100,000 products.

THE COLLECTION

The Molex Archives contains approximately 3,000 artifacts; 75,000 visual images; numerous manuscript and printed collections that are comprised of correspondence, literature, publications, news releases and technical drawings; and an audio visual collection that includes oral histories and hundreds of hours of publicity and training footage. The historical collection (that was effectively used and maintained) has been in existence since 1967; a formal archives program was implemented three years ago in 1996. Projects to promote the company's history (and the archives) have included permanent exhibits in Lisle, Illinois and Lincoln, Nebraska and in Japan, Singapore, Ireland and Puerto Rico.

This article's purpose is twofold: to discuss the impact of an anniversary celebration upon corporate archives and to briefly introduce the Molex Archives within the context of business archives and general archival practice.

MOLEX'S 60TH ANNIVERSARY

It was initially decided that the 60th anniversary would be celebrated in a low-key fashion

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First Meeting of Fortune 500 Archivists Held in Cincinnati

June 1998

Submitted by Becky Haglund Tousey, Archives Manager, Kraft Foods, Inc.

On June 18-19, 1998 about a dozen corporate archivists of Fortune 500 companies gathered at the Procter & Gamble Archives in Cincinnati for the purpose of discussing two issues of mutual concern: electronic records and documenting the global corporation. We recognize that there are other archivists, who have an interest in these same issues. However, the group was intentionally kept small because of logistical considerations, such as conference room capabilities, and to ensure in-depth discussion and interaction.

We asked archival educator Gregory S. Hunter to facilitate the discussion and to help us identify "best practices" and come away with some concrete strategies. Greg compiled notes of the meeting and, for those who are interested, they are posted on his web site www.hunterinformation.com in the section called "Professional Services."

Each participant felt this small group discussion format was very productive and well worth the time and expense. We heartily recommend this approach to others who identify issues of mutual concern. •

1998 Orlando Section Social Was A Success

Submitted by Hal Keiner, Archivist/Historian, The Biltmore Company

All members of the Business Archives Section and their family and friends were invited to the section's social, which was held on Wednesday, September 2, 1998 in the Dolphin Hotel's Copabanana Room. Thank you to the following institutions for their generous support of the event: IBM, Ford, Coca Cola, Kraft-General Foods, The Sporting News, The Winthrop Group, Procter & Gamble, The Chicago Merchantile Exchange, AIG, The Chicago Diocese of the Roman Catholic Church, CIGNA, Microsoft, The History Factory and The Biltmore Company.

Molex Incorporated Archives

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with each entity responsible for its own picnic style celebration and a traveling historical exhibit. The shipping costs, the stress on the artifacts, the expert installation required, and the necessity of a system that could be displayed in any of the thirteen official Molex languages was not financially or logistically feasible. It was ultimately decided that the archivist would prepare an oversized display book, really a "story book", to be published in each language. The book project was successfully completed and distributed.

The archives is also in the process of printing an informative and colorful brochure to encourage use and new accessions.

Another project tied in with the 60th anniversary was the second edition, a "mise à nos jours" edition "vanity" history book that had been published first in 1988. The archives provided assistance with project management, and coordinated the dust jacked design and production, photograph selection, spreads and editing

Through this work, a working relationship developed with the author, who is donating transcripts, tapes and videos of interviews conducted to complete the book. This accession comprises an invaluable oral history collection. It additionally will save resources for the archives. This may become the chief archival accomplishment of the 60th anniversary efforts.

Records management at Molex is decentralized. There is therefore no "trickle down" of records for appraisal of permanent value by the archives. Purely defined, the Molex Archives is a special collection, and the archivist's role is curatorial. It appears that this is the case in many corporate settings—the archivist fulfills the archival mission vis-à-vis the corporate mission and expectations. Hopefully, the 60th anniversary initiatives and the brochure will incur proactive interest in the Molex Archives. •

Business Archivists Address Security Issues *May 1998* Tracey Panek,

Corporate Archivist, AirTouch Communications

During the Society of California Archivists Annual Meeting in May 1998, archivists addressed security issues at business archives and at public repositories. Tracey Panek, AirTouch Communications, introduced the theme of security in a session on "Security Trends and Issues." Business archivists deal with a variety of records with unique security concerns. These include proprietary records such as patent papers; confidential records, such as employee satisfaction surveys; and legal documents closed by the attorney-client privilege. Archivists face the challenge of implementing effective security procedures for such records while making these records accessible to company employees. This dilemma became a topic for discussion during the session.

Brenda Burgess, archivist at Amgen, Inc., a biotech pharmaceutical company, along with Sharon Johnson of the Autry Museum of Western Heritage offered unique perspectives on safeguarding their collections. The Regulatory Affairs Archives at Amgen maintains records related to Amgen's work on recombinant DNA including lab notebooks, quality assurance materials, pre-clinical records and documents sent to the FDA. Amgen employees can view the holdings of the archives online. To secure the type of information employees may view, Brenda and her staff assign each record an access control level. There are seven levels of access permission ranging from no access to full access that includes the

ability to change or delete a record. Amgen also allows employees to routinely check out material—a real security concern. To insure their safe return, Brenda tracks circulating documents using a bar-coding system.

During a merger with another company, Amgen faced the security issues involved in transferring records from Colorado to the archives in Thousand Oaks, California. Brenda detailed her experience of coordinating the safe transfer of the laboratory notebooks from the company acquired by Amgen. She suggested that archivists carefully plan the packing and shipment of the material at both ends of the move. Once the material arrives at the archives, Amgen staff places the records in a fireproof locked cabinet for holding documents waiting to be processed. As a final measure of security, Amgen maintains duplicate copies of all the archives holdings in an off-site facility.

The Autry Museum of Western Heritage contains material originally collected by Gene Autry on Western America including nineteenth-century diaries and postcards as well as current material related to the American West. The Museum includes a Research Center open to academics, movie producers, and others. Archivist Sharon Johnson shared her experiences with security in a public institution. As an initial level of security, researchers at the Autry Museum must complete an application for approval by the archives staff. Once approved,

researchers may view materials in a reading room with entrance controlled by an access card system. The archives staff also keeps an observant eye on the reading room.

In addition to planning for the security of those using the collections, Sharon discussed the importance of preserving archival material or securing material from natural elements. The Autry Research Center maintains fire detectors, smoke detectors, and moisture gauges. Proper storage of material in archival-quality folders and boxes on appropriate shelving offers an additional layer of protection from natural elements.

Brenda and Sharon handed out samples of access and security policies from Amgen, the Jet Propulsion Laboratory Archives, The Huntington Library and The Autry Museum. If you would like to receive copies of this material or more information on the session contact Tracey Panek at tracey.panek@airtouch.com. •

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Corporate Archivists New Appointments in 1998-1999

AMERITECH CORP.

William D. Caughlin is the manager of corporate archives at Ameritech Corp. He was formerly an employee of The Winthrop Group, Inc. first serving as project archivist at Kraft Foods, Inc. and then as on-site archivist for Ameritech.

TEXACO, INC.

Craig St. Clair has recently been hired as corporate archivist for Texaco.

OTIS ELEVATOR

Michelle Aldrich is the new part-time project archivist for Otis Elevator under contract with The Winthrop Group. Michelle will focus on processing the backlog of material at the firm. She can be reached at (860) 676-5577.

AETNA

Dennis Barrows is the new corporate archivist at Aetna. He is currently implementing a new archives collection management system, which includes an archival catalog as well as reference and accession tracking programs. He can be reached at (860) 273-0774.

WELLS FARGO

Keri Koljian is the new archivist at Wells Fargo. Prior to beginning at Wells Fargo, Keri was the assistant archivist of the History Museum at Old Sacramento. She will be working on centralizing material resulting from the First International State Bank and Norwest Bank mergers. Keri can be reached at koljian@wellsfargo.com.

MICROSOFT

The Microsoft Corporate Archives hired Karen Eliassen in January 1998 as the new Corporate Archivist for Collection Management. Karen graduated from the University of Washington GSLIS in 1994 and received her masters of science in Technical Communication from UW in 1996. Prior to beginning at Microsoft, she worked at the UW Libraries for more than ten years, most recently as the head of Access Services at Odegaard Library. Her e-mail address is karenel@microsoft.com.

THE GAP

In June 1998, The GAP hired Laurie Banducci as its first professional corporate archivist. The company is based in San Francisco, CA.

IBM

Paul Lasewicz, former corporate archivist at Aetna, has been hired by IBM. He can be reached at lasewicp@us.ibm.com or by calling (914) 499-2877 (Armonk) or (914) 766-0611 (Somers).

THE HISTORY FACTORY

Bryan Hughes, Steve Hausfeld, Cheryl Chouiniere, Dennis Preisler, Erin Dean, and Jane Douma Pearson are new members of The History Factory Archival Services Staff. Preisler works out of the Sears, Roebuck and Co. Archives on-site in Hoffman Estates, IL while the other staff members are responsible for collection development, reference and ongoing management at The History Factory in Chantilly, VA. •

Discussions Continue on the Business Archives Listserv

You are not alone when it comes time to address a problem, propose a new program, submit a budget, hire a new staff member or request assistance with a research inquiry! Here are just a few of the topics discussed on the listserv in 1998-1999:

- Retention and disposition of internet/intranet web sites
- Corporate archives adding value to the management decision-making process
- Using off-site storage for film and other media
- Records management
- Corporate archives collecting policies
- Charge backs for archival services
- Big budgets vs. long-range objectives
- Qualified archivists vs. non-qualified archivists performing archival duties

All section members are encouraged to participate and to support the listserv by submitting your questions and comments. You may be surprised at how many of your colleagues respond!

SECTION WEBSITE

continued from front page

develop the site should receive acknowledgments (equal recognition) for their work somewhere on the site, assuming that does not cross any professional or ethical boundaries. A subtle link at the bottom of the home page to a broad "acknowledgements" page was suggested.

CURRENT SITUATION

To date, The History Factory has volunteered to host the Business Archives Section's site using a "blind address" (at no charge to SAA or the section). On April 21, 1999 and May 1, 1999, Susan Fox and Karen Jefferson, respectively, approved our plan. Excerpted from Fox's email: "I am ****most**** impressed! It looks like the Business Archives Section is once again setting the standard! I don't have any problem with the plan as outlined, although you all should become familiar with the SAA Web Site Guidelines, which are posted on our homepage. Also, I am reassured that The History Factory will host the site from a "blind address." As I'm sure you can understand, SAA can't be in a position to promote any one individual, corporation or company over another. The acknowledgments page sounds appropriate, after all, we do want to ****thank**** those who contribute."

Doug Byers has pulled together sample web page layouts. Debbie Waller and Linda Edgerly have gathered the newsletter (current and back issue) content, which is ready for posting. Linda Edgerly has prepared the front page/overview/introduction content, which is ready for posting. Lee Dirks has prepared a selection

of links to key business/archives resources, which is ready for posting.

Greg Hunter continues to maintain the Directory of Corporate Archives in the United States and Canada, but is prepared to assist in transitioning it to the section's site as soon as it is available or feasible. Lee Dirks has transitioned responsibilities to April Hill (Manager, Collections & Services, Microsoft Museum) to take over as lead on this initiative. April will not be attending the SAA Annual Conference, but Microsoft's new Processing Archivist, Eleanor Fye, will be in attendance and will be briefed on the website.

NEXT STEPS

At the Pittsburgh meeting, task force members will:

- meet and review designs
- agree on deliverable dates and pick a target date for launching the beta of the site

- discuss ongoing publication of the section newsletter online via the website
- agree on and finalize the design "look and feel" of the website
- deliver all content to Doug Byers for immediate publication following the Pittsburgh meeting
- distribute the URL to the Steering Committee, and later, to section members for feedback
- transition the directory information from Greg's site to the section's site within two-three months of the launch. •

Special Issue of the American Archivist on Business Archives Available

The special issue of the American Archivist on business archives has been published. Copies are available from SAA. The special issue is a companion to the Records of American Business, which also is available for purchase as a separate item.

The AA special issue contains articles by Business Archives Section members including Gord Rabchuk (Royal Bank of Canada), Elizabeth Adkins (Ford Motor Company), Ellen Gartrell (Duke University), and Brent Sverdloff (Harvard Business School) and includes contributions by Henrik Fode and Jorgen Fink (Danish National Business Archives) and Edwin Green (Midland Bank/HSBC Group, London).