

EDF and SNCF : Archives and Corporate Identity.

In 2008, at the Kuala Lumpur Congress, we presented the role of our respective archives services at SNCF and Electricité de France (EDF SA) in the good governance process. SNCF and EDF SA were created as state owned companies respectively before and after World War 2 and are now evolving in a European context of competitiveness, where monopolies are coming to an end, while still exercising public service missions in France

In the field of archives and records management, these companies share a number of points: they were established in the 80's with the dual objective of organizing operational memory procedures and dealing with records management, and at the same time to make the historical archives available to the public.

Since the 2000's we have been adapting, taking into account the following elements:

- the evolution of the archival paradigm in France since the publication of ISO 15 489;
- the massification of the information produced and received on all media, with more and more electronic records;
- the new French archives law from 2008.

Our aim is to present these services in their present state of development 4 years later. An insistence is now clearly expressed by these companies' top management in preserving and disseminating internally the corporate identity. This is becoming an increasing expectation imparted to archives and records, as well as insuring on the long term the availability, integrity and accessibility of vital records.

EDF: Archives and Corporate Identity

The identity of EDF Group has evolved in the last ten years. The public French company became a private business Firm. Thus corporate archiving has been impacted by this EDF Group's identity evolution.

Archives contribute to build EDF Group's corporate identity. In addition, **it seemed also interesting to show how the EDF Group's identity evolution had consequences in the corporate archiving identity.**

First of all, our aim is to present the evolution of EDF Group from 1946 to present, then we'll analyze the impact of its identity gradation in corporate archiving, and finally the function of the archiving Service (EDF Archives) will be described.

1 - Presentation of EDF Group: from 1946 to present

EDF Group is a public French company founded in 1946 after the World War 2 with one main goal: to boost and develop the electricity sector in France.

From 1946 to 2004, EDF Group had a monopoly over the electricity sector in France, and developed an important nuclear power capacity which allowed the company to become the world's leading nuclear power producer/operator.

In 2004, through the process of Europe's energy liberalization, EDF Group became a private Company (joint stock), but still controlled by the French government. Since this period, EDF Group has evolved in a competitive market and has become a leading player in the energy market, active in **all areas** of electricity from **generation** to **trading** and **network management**. Its businesses **balance** between regulated and deregulated activities.

The company has a great expertise in **engineering** and **operating** plants and networks. EDF Group has an important expertise in the design and promotion of **energy eco-efficiency solutions**.

EDF Group is a leader in the **French and UK** electricity markets, solid positions in **Italy** and in numerous other European countries; industrial operations in **Asia** and the **United States**.

Key figures (consolidated data as of 12.31.2010)

- **37 million customers** worldwide
- **630,4 TWh electricity** production worldwide
- 108.9 g of CO₂ per kWh produced CO₂ (emissions from EDF Group electricity and heat generation)
- **158,842 employees** worldwide
- **€65.2 billion** in sales

2 - EDF Group's Identity evolution and its impact on corporate archiving.

2.1 - A new statute for records & archives

The changing statute of EDF Group in 2004 had impacts on the records and archives statute, which has been private since then. In collaboration with the French National Archives Division, a new status for EDF Group's records and archives has been defined, based on the 2008 French Archives Law.

This new status allows EDF Group to protect and conserve its information with the same rules as its competitors on a global market. Besides, EDF Group's records and archives are not publicized according to the rules defined in the 2008 public information law.

2.2 - New issues for archiving

The EDF Group's changing status brings new issues for archiving. These issues allow preserving Corporate Identity in two ways:

- **to defend its rights in a competitive context,**
- **to obtain essential or useful information,**
 - legal obligation,
 - value of evidence (in case of dispute, contesting, control),
 - reference value (for business continuity),
 - patrimonial value (for historic heritage preservation).

2.3 - A new archiving policy

With this new context, EDF Group is implementing a new archiving policy, according to the creed of the « RM » standard. The main goals are to face different risks:

- financial,
- legal,
- « retro-engineering »,
- underperformance,
- lack of information security.

The rules and organisation creed of the archiving policy are:

- to stabilize each division and control subsidiary in archiving issues;
- to integrate systematic archiving in the process of each activity;
- to manage records of information lifecycle from beginning to the end;
- to make each manager responsible for implementing records management in his (her) Unit;
- to use efficient archiving solutions for records and archives (digital or physical);
- to preserve the historical heritage of archives;

- to control the application of the archiving policy, through internal means.

2.4 - A new economic archiving model

The implementation of archiving policy is supported by a new economic model:

- the archival needs of each division or subsidiary are centralized and considered by the archiving Service (EDF Archives);
- EDF Archives has a global and best cost archiving offer of services (physical and digital information);
- the organization allows EDF Group to optimize costs and to create economies of scale;
- the archival costs are centralized and supported by EDF Archives;
- each division or subsidiary is billed by EDF Archives, according to its consumption.

3. The function of EDF Archives

3.1 - An Internal Business Unit

The archiving economic model is supported by EDF Archives, which evolves into an internal Business Unit. The Service is in charge of:

- archiving expertise,
- relations with the French National Archives Division,
- outsourcing control,
- implementing service offers.

EDF Archives deals annual contract with each division or subsidiary. The contract contains:

- services benefits,
- costs and prices,
- commitments reciprocal.

To achieve its goals, EDF Archives is made up :

- a staff of 17 archivists (including managers),
- one internal records Center in Paris,
- a contract with an archiving outsourcer,
- a good relationship with the IT department for digital archiving solutions.

3.2 - A pillar in the preservation of the archival historical heritage

The conservation of the archival historical heritage permits EDF Group to preserve through the time, its identity, its value, its image and its brand.

EDF Group played an important role in the development of the electricity generation and network management. Archives allow it today to value its experience, its knowledge and its expertise, in comparison with the rivals, mostly in a competitive market. Archives also permit EDF Group to examine the past in order to cast light on the present.

To achieve its goals, EDF Archives is made up of:

- a staff of 4 archivists (including managers),
- one internal archives Center in Blois (Center West of France),
- a partnership with the EDF Corporate Foundation to valuing history of electricity which organizes congress / exhibition or considers book publication or historical research.

SNCF : its archives as a tool of Corporate Identity

SNCF, a major actor in ecomobility

SNCF is a major actor in the field of multimodal transport both on the French and international levels. Its aim is to be the first worldwide operator in ecomobility. We give some figures that illustrate this claim (turnover, railway lines, passenger and freight numbers) It has made its structure evolve so that each branch or division can have its own development and objectives

The role of SARDO

The archives service of SNCF has been since its inception in the service of the information strategy of the SNCF group. Quite naturally, and in accordance to what can be witnessed in other business archives services, our service has contributed to the evolution of the archival profession in France towards records management

The foundations were laid down nearly 20 years ago and the roadmap for the new archives service as I took it over six years ago were :

- 1) Defining and implementing a directive scheme for the legal conservation of documents in corporate as well as regional divisions.
- 2) Develop an internal offer for archives and records management without excluding outsourcing, with a special to the status of public archives for part of the fonds.
- 3) Create an electronic archives system.

A first step was to gather teams of professionals that each had their own hierarchical link to regional or local units. The new service thus created went from being the functional head of all records centers to being their direct boss and this gave more weight to the archival message.

The second step was to professionalize the team. We had archival correspondents (tentative records managers) disseminated throughout the company but this was insufficient to create an archival impetus. We have been able over the past five years to recruit young professionals, either just after their initial training, or after a first professional experience.

At the same time, we have composed mixed teams at the head of each archival center in order to combine the benefits of the company's culture and of up to date archival competencies. We have been able to complete this ongoing experiment by recently appointing the former head of our historical archives center as supervisor of the Béziers archives.

How does SARDO put itself in the service of corporate identity and SNCF values

For the past six years, we have been developing one or more tools of records or document management in order to place operational memory at the disposal of the top management of the company. We have had various levels of success but one can consider that :

- 1) SNCF decision makers have now understood that in order to retrieve a document or an information from the archives service, rules pertaining to proper archival had to be put into practice. This is what we managed to do with our MAIS software and the systematic drawing up of archival manuals in each division.
- 2) The service was part of the legal department for a period of 4 years (2008-2011). Even if cooperation with lawyers turned out to be disappointing on the whole, one positive result was that archival rules were perceived as contributing to the defense of the company's interests in an immediate way through the safeguard it provides for

information, and on the longer term in creating the informational asset necessary for contract renegotiation or legal action.

- 3) Our recent (early 2012) moving to the division of Railway Strategy is original in as much as it brings to the forefront the reuse of historical resources in order to help shape a long term railway strategy for SNCF.

Our main projects are

1) Having the Center for historical archives in Le Mans recognized as a major resource

The center for Historical archives of SNCF, which was inaugurated in 1995, preserves the archives of SNCF from the early train companies to the present. Its principal missions are to collect, arrange, preserve and disseminate, as in any regular archives center.

Here are the main holdings :

Traditional” archives of a company:

Archives of the board of directors, the Chairman’s and CEO’s offices, personnel, finances, legal, studies and research, etc

Archives of the 3 main railway activities : construction and railways, rolling stock, transport services.

The center houses many fonds produced by the **private railway companies** prior to the nationalization of 1937 and the birth of SNCF (Nord, Est, Paris-Orléans, Paris-Orléans-Midi).

The photographic fonds consists of postcards, lithographies, photographs, including numerous glass plate negatives.

We have 1600 periodicals, covering the whole history of French and international railways from 1842 to nowadays. These publications include internal bulletins (PLM, PO illustré, Notre Métier..), trade union periodicals and a number of publications in foreign languages

Le Mans in a few numbers : about 30 km historical archives, 200.000 plans, 44.000 books, 30.000 glass plate negatives, 25.000 postcards, 8000 posters.

2) Understanding the role of SNCF during World War II

This preoccupation is present from the early days when the service was first created in the late 1980's. SNCF passes a convention in 1992 with a historical research center on its activity during the Second World War. The report is handed over in 1995 and SNCF organizes a major colloquium on the subject in 2000.

Meanwhile, the archives on the period have been made available to the public in early 1996 and a full scale effort is made to give a detailed inventory of all these fonds from 2000 on.

In recent years, SNCF has been presented as having played a role in the Shoah process. This has been recognized in 2010 by SNCF president Guillaume Pepy, who also recalled that SNCF was an unwilling participant in these unforgivable actions. Moving the subject from historical circles to law courts makes little case for the heroic behaviour of thousands of resisting French railroaders. SNCF has funded and been associated with many memory programs on the subject both in France and abroad.

SNCF started digitizing its WW2 archives in 2010. This operation was accelerated by the Maryland accusations against SNCF and the requirements for transparency contained in a specific law in order to enable KEOLIS, a SNCF subsidiary to make a bid for running the Marc transportation system in SNCF.

Whatever the resolution of this issue, we had the archival transparency process validated by the State archivist of Maryland in June 2012, after putting the whole fonds online in late March 2012.

3) Participating in prospective strategic reflection

Our presence since January 2012 in the division of Railway Strategy has enabled us to valorize the contents of the Le Mans archives.

In a context where railway monopoly is being contested in favour of open competition between operators, a number of trails of reflection have been opened :

- 1) Study railway development according to geographical or demographic factors (urban vs rural, industrial vs agricultural) in the early days of railway history.
- 2) Reconstruct the economic models on which the networks were built in the 19th century
- 3) Understand the working and living conditions that led the "statut du personnel" throughout the 19th and 20th centuries.

4) Coordinating the Committee for History and Heritage

This started with a request from the General director of SNCF. What he ordered a number of units to do was to have a line of communication on subjects that dealt with heritage and history.

It was mainly linked to the incapacity of the division for Communication and other departments to use the internal resources of SNCF on the matter.

This sharing of information takes place through a quarterly committee, presided over by the director for Strategy. Participants are the division for Communication, the Human resources department, the division for Strategy, SARDO and the Association for Railway History (AHICF), which plays a advisory on historical matters for all actors of the railway ssector in France, but is mainly funded by SNCF;

This committee has existed since last year and has already achieved the following points :

- Increase of historical documentation (archives and posters) present in the French Railway Museum in Mulhouse.
- Reflection on historical events to be commemorated (175 years of railways in France and World war I centennial)
- A better use of all internal resources for filming historical documentaries, whether by Communication or Human resources.

These are the main actions that associate us with the promotion of the corporate identity of SNCF. We will have an opportunity to strengthen our mission with the addition in October 2012 of the Image center (Médiathèque) that will enable us to develop both internally and externally an offer of more photographs and moving images.

What is of major interest is that archives are considered as an asset going beyond heritage and into present development. Archives are therefore considered as a basis for shared values within a working community as well as a foundation to build a future for business.

Ousmane MBAYE is a graduate from the Ecole des Chartes and the Institut National du Patrimoine. Since 2006, he has held a number of positions in the field of records and archives at EDF SA:

2006-2009: Junior archival consultant (EDF Archives)

2010-2011: Head of EDF Archives

Since June 2011, he has been in charge of the Documentary heritage Sector (Archives and Reprography).

He is a member of the Steering committee of the Business archives section of the Association des Archivistes Français (AAF)

Henri ZUBER

After completing his studies at the Ecole des Chartes, he worked in the following positions: conservateur at the direction des Archives de France (1984-1987), at the Archives of Foreign Affairs. He then created and headed the Archives service of RATP, the Parisian transport authority (1990-1997 and 2000-2004). He was also in charge of the reading rooms at the Archives Nationales, Paris (1997-2000), as well as head of the Archives of the Ministry of Justice (2004-2006). Since 2006, he has been the head of the Archives and Documentation service of SNCF, the French state-owned railway company.

He presided the Section for business archives (2001-2004), before being elected as president of AAF for the period 2004-2007.

He started representing the AAF on the Steering committee of the Section for Professional associations (SPA). Since 2009, he has been SPA president and sits on the Executive board of ICA as Vice-president for associations.

