

Agency: National Archives and Records Administration

2011 Employee Viewpoint Survey Action Plan	
Goal: Make NARA a great place to work	Date: January 2011
Describe the barrier, problem, or deficiency being addressed: Lack of overall employee satisfaction; 2010 FedView survey results indicate NARA trails the government-wide average. In addition, the Partnership for Public Service “best places to work” rankings placed NARA 31 out of 31 large agencies.	
Describe what is causing the barrier/problem (i.e., What is the root cause?): Based on scores from the 2010 FedView Survey, which are largely consistent with the results from the 2008 and 2006 surveys, dissatisfaction stems mostly from deficiencies in leadership, communication, diversity, and training and development. Specifically: <ul style="list-style-type: none"> ● Communication – the need to improve communication between employees and managers both vertically and horizontally, and better communicate agency policy and other important information. ● Leadership – the need to improve transparency and provide clarity on organizational goals and priorities. ● Diversity – the need to promote diversity in the workplace. ● Training – the need to communicate the resources available for employee training, assess training needs, review the training available and evaluate utilization, and provide additional offerings if necessary. While these are the primary areas that cause dissatisfaction, additional areas in which employees expressed concern to some degree include: jobs (e.g., opportunity to advance), pay, and organization (e.g., recommending NARA as a good place to work).	
Define success or the desired outcome upon completion of applied tasks: Improved NARA annual employee survey results	
Primary EVS Task Force Action Planning Team: <ul style="list-style-type: none"> ● Analisa Archer, <i>Director, Office of Human Resources Services</i> ● Mark Arguello, <i>Archives Technician, Office Regional Records Services, Rocky Mountain Region Records Center Operations</i> ● Janice Berling, <i>Sales Operations Manager & Special Events Coordinator, Gerald R. Ford Library</i> ● David Ferriero, <i>Archivist of the United States</i> ● Holly Finney, <i>HR Specialist, Office of Human Resources Services, Workforce Strategy Branch</i> ● Meaghan Janaitis, <i>Public Affairs Specialist, John F Kennedy Library</i> ● Hilary Kaplan, <i>Training Specialist, Office of Records Services – Washington, DC Modern Records Program</i> ● Marilyn Mundy, <i>Director, Organization and Staff Development Services Staff</i> ● Darryl Munsey, <i>President, AFGE Council 260</i> ● Mary Winstead, <i>Project Manager, Office of Information Services</i> 	

Action Steps					
	Actions to be Taken	Key Deliverables/Output Measure	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed*
1.	Establish a formal program to encourage and reward creativity, innovation and new ideas throughout NARA.	<ul style="list-style-type: none"> • Documented program • Implementation plan including communication strategy 	February 2011/July 2011	NAH	Will require staff resources to oversee; potential moderate increase in budget; will need NAH and NGC approval
2.	Identify and publish competency requirements for all NARA occupations in order to increase transparency of career paths for all staff.	<ul style="list-style-type: none"> • Documented competencies for all NARA occupations • Career path web page • Implementation plan including communication strategy 	January 2011/December 2011	NAH	Will require staff and/or contractor resources.
3.	Establish “communication” as a required competency for all NARA leaders (executives, managers, supervisors, and team leaders) and develop an ongoing program to evaluate and develop leaders’ communication skills.	<ul style="list-style-type: none"> • Documented communications competency for all NARA leadership positions • Incorporation of communications competency into selection process for all NARA leadership positions • Documented supervisory critical element including “communication” • Revision of performance plans to include supervisory critical element • Documented program to develop and evaluate leaders’ communication skills. • Communication strategy regarding communication competency requirements. 	January 2011/December 2011	NAH and NAO	Will require staff resources and budget for training and development activities.

4.	Launch a formal agency-wide mentoring program.	<ul style="list-style-type: none"> • Documented mentoring program • Implementation plan with communication strategy 	February 2011/July 2011	NAO	Will require staff resources and budget for program support (software, travel, etc.)
5.	Streamline and improve the new employee orientation and on-boarding process by implementing formal mentoring, development, and communication protocols to welcome and engage all new staff throughout their first year of employment.	<ul style="list-style-type: none"> • Implementation of automated system for new hires (WTTS-EODS) • Documented on-boarding program • Implementation plan including communication strategy. 	January 2011/December 2011	NAH	Will require staff resources; may require additional funding to support implementation of certain ideas (e.g., token items).
6.	Implement a formal process for identifying and advertising opportunities for rotations, details, and cross-training assignments throughout NARA.	<ul style="list-style-type: none"> • Documented process • Implementation plan including communications strategy. 	January 2011/March 2011	NAH	Will require staff resources; will also require input and support from NW in order to integrate existing efforts.
7.	Develop a Diversity Strategic Plan for NARA.	<ul style="list-style-type: none"> • Documented Diversity Strategic plan 	2nd quarter of fiscal year 2011/December 2011*	NEEO	Will require staff and/or contractor resources.
8.	Establish an ongoing mechanism to solicit and respond to employee feedback, with a particular emphasis on NARA field locations.	<ul style="list-style-type: none"> • Documented mechanism • Implementation plan including communications strategy. 	February 2011/Ongoing	NAH	Will require staff resources; may require additional funding depending on what mechanism is identified

* Projected completion dates dependent on resource approval.