

National Archives and Records Administration

**FY 2023 ANNUAL PERFORMANCE PLAN and
FY 2021 ANNUAL PERFORMANCE REPORT**

Fiscal Year 2023 Budget Request

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NARA Mission, Vision, and Goals

The National Archives and Records Administration's (NARA) FY 2022 – FY 2026 Strategic Plan details the actions and outcomes necessary to meet agency Strategic Goals. NARA's Annual Performance Plan lists the performance objectives and measures that NARA uses to evaluate performance progress against those goals.

VISION:

WE WILL BE KNOWN FOR CUTTING-EDGE ACCESS
TO EXTRAORDINARY VOLUMES OF GOVERNMENT INFORMATION AND
UNPRECEDENTED ENGAGEMENT TO BRING GREATER MEANING TO THE MANY DIFFERENT AMERICAN
EXPERIENCES.

MISSION:

WE DRIVE OPENNESS, CULTIVATE PUBLIC PARTICIPATION, AND STRENGTHEN OUR NATION'S
DEMOCRACY THROUGH EQUITABLE PUBLIC ACCESS TO HIGH-VALUE GOVERNMENT RECORDS.

STRATEGIC GOALS:

MAKE ACCESS HAPPEN.—NARA will make all records available to the public in digital formats, to ensure that anyone can explore, discover, and learn from NARA holdings.

CONNECT WITH CUSTOMERS.—NARA will improve internal and external customer engagement to cultivate and sustain public participation.

MAXIMIZE NARA'S VALUE TO THE NATION.—NARA will modernize Federal records management, advance digital preservation of archival electronic records, and support the transition to digital government.

BUILD OUR FUTURE THROUGH OUR PEOPLE.—NARA will create and sustain a culture of Diversity, Equity, Inclusion, and Accessibility (DEIA); and ensure that NARA's workforce has the skills necessary to fulfill the agency's mission.

The *President's Budget* identifies lower-priority program activities, as required by 31 U.S.C. § 1115(b) (10). NARA received no aid from non-Federal parties in preparing this plan.

Performance by Strategic Goal

Make Access Happen

Make Access Happen affirms that “public access” is NARA’s core mission and is a higher calling that gives purpose and meaning to all our work. We are making access happen by delivering increasing volumes of records to the American public online, using flexible tools and accessible resources that promote public participation. We are engaging with underserved communities to find opportunities to expand public participation and promote equity through our mission. In order to achieve success in this goal, NARA must digitize millions of records we hold in analog formats, keep pace with the continuous stream of new records we receive each year, and develop new ways to help citizens find our records through the online National Archives Catalog.

Objective: *By FY 2026, NARA will process 85 percent of archival holdings and increase enhanced descriptions to promote equity in discovery and public access to archival records related to underserved communities.*

Description of measure: Archival processing refers to those actions NARA must take in order to provide efficient access for researchers and members of the public, including: cataloging and description, basic preservation, and adding the records to NARA’s inventory control system. NARA’s processing measure is the weighted average of the percentage processed for archival and Presidential records, where percent processed is the total number of traditional (non-electronic), unclassified records processed to date, as a percentage of total unclassified records at the end of the reporting period.

Many of NARA’s holdings that are of interest to underserved communities are not currently described at a level that ensures discoverability. As a result, these communities are often not aware of documents and artifacts in NARA’s holdings that document their rights and record their experiences.

<i>Performance Measure</i>	<i>Year</i>	2018	2019	2020	2021	2022	2023
Percent of unclassified archival holdings processed	<i>Target</i>	79%	80%	81%	82%	85%	85%
	<i>Actual</i>	78	81%	81%	89%		
Number of pages with enhanced description	<i>Target</i>	—	—	—	—	Baseline	TBD
	<i>Actual</i>	—	—	—	—		
Number of digital files with enhanced description	<i>Target</i>	—	—	—	—	Baseline	TBD
	<i>Actual</i>	—	—	—	—		
Total number of unclassified	<i>Target</i>	—	—	—	—	—	—

archival holdings processed	<i>Actual</i>	4.0M	4.3M	4.3M	4.7M		
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Performance summary: By the end of FY 2021, NARA had processed a cumulative total of 4.7 million cubic feet of unclassified records, resulting in 89 percent of the unclassified records being processed. Despite the COVID-19 pandemic, NARA exceeded the annual target of 82 percent of total holdings processed while also decreasing a backlog of unprocessed records. NARA’s approach to implement basic processing consistently and uniformly resulted in processing efficiencies. While NARA’s basic processing procedures have led to higher processing rates, the records lack sufficient description to allow for full discoverability.

In FY 2022 and FY 2023 NARA will conduct basic processing on 85 percent of the unclassified archival holdings. Basic processing will be maintained at this level. NARA will implement business process improvements to accelerate processing and online public access to records of high interest to underserved communities. We will engage with underserved communities to increase awareness of documents and artifacts in NARA’s holdings that document their American experience. Expanding our efforts to conduct reparative processing will enable NARA to provide meaningful access to more diverse information and records and contribute to a more inclusive picture of American history and society.

Objective: *By FY 2026, NARA will digitize 500 million pages of records and make them available online to the public through the National Archives Catalog.*

Description of measure: NARA has committed to digitize all of its traditional holdings, to make them available to the public online. NARA digitizes archival government records through agreements with private partners, through in-house scanning by archival units and a digitization lab, and through volunteers. NARA measures digitization as the number of pages of traditional archival records that have digital copies available online through the National Archives Catalog. NARA is working to refine this measure to incorporate digitized copies of analog records that don’t easily translate into “pages”, including audio and video recordings.

Digitizing NARA’s records supports the public access and use of the permanent records of the Federal government far beyond the access we can provide in our facilities. Digitized records support equity efforts by providing access to records for traditionally underserved communities who may be unable to travel to a facility or who may be overwhelmed by entering one of the largest archives in the world for the first time to conduct research. Digitized records decrease the obstacles to access and create opportunities for equitable availability of information.

Performance Measure	Year	2018	2019	2020	2021	2022	2023
Number of pages digitized and made available online through the Catalog	<i>Target</i>	65M	90M	115M	140M	TBD	TBD
	<i>Actual</i>	53.1M	92.6M	121M	149M		

Performance Summary: NARA successfully digitized 145 million pages surpassing its FY 2021 annual target of 140 million pages digitized. NARA’s digitization partnerships contributed more than 100 million digitized pages, with 23.3 million pages added by the partners in FY 2021.

NARA exceeded the performance goal for three consecutive years for this metric. In Fall 2022, NARA plans to launch the NextGen Catalog, a modernized version of the National Archives Catalog that will address scalability issues and enhance functionality to ensure records are easy to discover. Additionally, NARA will make user experience enhancements to support the growing volume of data.

Records enter the National Archives Catalog following a decentralized approach. The records arrive from NARA staff, offices, partners and citizen archivists. NARA developed expertise in planning and tracking digitized records coming into the Catalog through these sources. Additionally, NARA implemented processes to support bulk addition of digitized records to the Catalog.

In FY 2022 and FY 2023, as part of a community engagement effort, NARA will consult with our users, researchers, and traditionally underserved communities to identify records to digitize that will provide more equitable representation of underserved communities in our digital holdings in the National Archives Catalog. We will increase equity and strengthen engagement in areas of digitization, reparative description, next-generation finding aids and bulk access to records for community use. NARA will seek new digitization partnerships and projects. We will initiate efforts to create digital Presidential Libraries by ensuring that records on Presidential Library websites are available in the National Archives Catalog.

Objective: *By FY 2026, NARA will collaborate with traditionally underserved communities to correct outdated descriptions in the National Archives Catalog and prioritize citizen engagement projects that increase access to records that are important to underserved communities.*

Description of measure: NARA has not systematically included traditionally underserved communities in previous archival access processes. With knowledge gained from the work of the Archivist's Task Force on Racism, NARA's response to Executive Order (E.O.) 13985: *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*, the E.O. challenges us to recognize and work to redress inequities in our policies and programs that may serve as barriers to equal opportunity. NARA is committed to focus on community-centered access. Through collaboration with underserved communities, NARA will seek their guidance to identify records in the National Archives Catalog that require augmented or enhanced descriptions. NARA will collaborate with these communities to prioritize scans of records relevant to underserved communities' interests.

Performance Summary:

Underserved communities are described in E.O. 13985 as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

In FY 2022 and FY 2023, NARA will reach out to these communities to garner their support and work collaboratively with NARA to engage in efforts to improve the availability and access to records that represent their experiences and history as a part of American history. NARA's agency equity team will champion the effort to identify underserved communities that share an interest or seek to learn more about the National Archives and the archival records in our

custody. In FY 2022, using lessons learned from the user-generated finding aids prototype, NARA plans to begin development work on production of user-generated finding aids in the National Archives Catalog.

NARA will begin work to apply reparative metadata to 1,000 digital pages, develop finding aids, host a transcription project and perform one bulk download. NARA will apply reparative description to 1,000 digital pages in the National Archives Catalog each year. As we gain knowledge from lessons learned, we will increase production of these products each year.

Objective: *By FY 2026, 95 percent of customer requests will be ready within the promised time.*

Description of the measure: Customer satisfaction is achieved by providing consistent, reliable, and reputable service that increases customer engagement and encourages customers to seek NARA as their preferred destination for authentic sources of information. NARA measures customer satisfaction as the weighted average of timeliness measures for each of the following customer request types: Written reference requests from the public and from other Federal agencies, items furnished in public research rooms, copies of military separation documents (DD-214), and Freedom of Information Act (FOIA) requests.

Performance Measure	Year	2018	2019	2020	2021	2022	2023
Percent of customer requests ready within the promised time	<i>Target</i>	93%	93%	93%	93%	93%	93%
	<i>Actual</i>	96%	97%	89.2%	N/A		

Performance summary: The effects of the COVID-19 pandemic continued to disrupt operations at NARA’s Federal Records Centers throughout FY 2021 causing NARA to fall well below its target in meeting customers’ requests. Substantial backlogs of unanswered users requests accumulated as a significant number of staff were unable to work onsite at their local facility due to facility closures. Emergency requests were given priority and serviced although backlogs of veterans and agency requests amassed. Record disposal backlogs also grew to more than 1 million cubic feet and large numbers of records scheduled for transfer to the Federal records centers have not been received.

NARA reexamined business processes to minimize the negative impact and challenge of numerous facility closures. The pandemic forced NARA to develop capacity to service requests remotely using digital records and secure methods of transmission. In addition, NARA identified additional functions that could be completed remotely in FY 2021 and coordinated with staff detailed from other agencies for support.

In our research rooms NARA implemented a reopening pilot which opened the textual research rooms at the National Archives in Washington, DC, College Park, MD, Broomfield, CO, and Kansas City, MO, to agency researchers during the pandemic. The objective of the pilot was to assess the operational changes and health and safety measures on a small scale prior to broader public opening.

In FY 2022 and FY 2023, NARA will focus on eliminating the pandemic backlogs. We will

continue to examine processes to increase opportunities to be more flexible and responsive to fluctuations in demand. NARA will implement strategies to modernize business processes to respond to remote reference requests using secure, digital delivery systems.

NARA will examine new approaches to fulfill researcher requirements. We will increase capability to complete research transactions online and through virtual consultations, to improve access for researchers and members of the public who are unable to visit a NARA facility.

Connect with Customers

Connect with Customers challenges us to continuously improve the customer experience, cultivate public participation, and generate new understanding of the importance of records in a democracy. We strive to represent the stories of all Americans in our work. We continuously engage with and learn from our customers: individuals, communities, organizations, and other Federal agencies. We refer to our customers by many names — such as patron, client, or partner — depending on the service provided; however, we refer to all of these groups collectively as “customers” to maintain consistency with government-wide priorities to improve the customer experience across all Federal agencies. We build long-term and strategic customer relationships to ensure our services are valued by our customers and we work together to improve overall efficiency, engagement, and equity.

Objective: *By FY 2026, NARA will demonstrate enhanced organizational understanding of internal and external customer wants, needs, and expectations to support the design and delivery of world-class services.*

Description of measure: Understanding the customer is the cornerstone of successful customer experience transformations. NARA led an initiative to query the types of activities NARA utilized to understand its customers. The results concluded that 31 percent of NARA service providers were not engaged in any of the queried activities to better understand the customer. Inconsistent and varying degrees of engagement in activities to understand the customer limit NARA’s ability to best understand customer wants, needs, expectations, and diverse journeys; impacts the extent to which the agency may benefit from the outputs or outcomes of consumer research; perpetuates disjointed and fragmentation of services; and promotes a reactive cycle of service delivery and recovery.

Organizational awareness and understanding of customer wants, needs, expectations, and journeys is critical to successfully managing customer experience and continuously improving service delivery. Progress will be measured by the extent to which NARA service providers formally engage in activities to understand the customer from delivery of service through follow-up assessments.

Performance Measure	Year		2021	2022	2023
NARA service providers engaged in customer understanding activities	<i>Target</i>		Baseline	—	—
	<i>Actual</i>		31%		

Performance summary: NARA will increase organizational capacity to conduct agency-level customer research initiatives and expand the application of human-centered design methodologies to improve service delivery. In FY 2022, NARA will inventory existing and prospective customers, all major lines of business/services, and agency-level opportunities to improve service design and delivery. In FY 2023, NARA will publish an Enterprise Customer Research Agenda on [archives.gov](https://www.archives.gov). The customer research agenda is a tool that NARA will use to document agency-level opportunities to deepen organizational understanding of customers and services in order to improve customer experience and facilitate the coordination of organizational resources to improve service delivery. The agenda will be updated annually.

In FY 2023, NARA will formally implement its customer experience framework by conducting and publishing the results of an agency-level service improvement initiative also referred to as a human-centered design sprint. Human-centered design sprints are representative of agency-level adoption of a customer-focused approach to service design and delivery. The focal area for each agency-level initiative/design sprint will be selected from the Customer Research Agenda by NARA's Customer Experience Executive Council.

Objective: *By FY 2026, NARA will modernize enterprise communication and service channels to capture customer feedback and continuously improve the customer experience.*

Description of measure: Inconsistent and varying approaches to customer experience measurement across the agency limits NARA's ability to better understand the degree of customer satisfaction, trust, or how customers perceive their experiences with the organization. It also inhibits the organization's ability to recognize and address customer concerns sooner rather than later, track improvements over time, or address discrepancies in experiences across NARA organizations. These discrepancies may result in fragmented customer feedback through formal or informal communication channels not equipped to translate customer comments into actionable insights or aggregate the data to illuminate service deficiencies.

Evaluating service delivery from the customer's perspective best positions organizations to proactively promote timely service recovery and identify trends signaling opportunities for wide-spread enhancements to customer experiences. NARA does not have an enterprise customer experience measurement framework or a technology enabled tool to track, aggregate, analyze, and harvest customer insights across multiple platforms and service channels.

Performance summary: NARA will successfully achieve this objective when NARA is equipped to systematically evaluate service delivery from the customer's perspective. This success is based on establishing an enterprise customer experience measurement framework to support consistent evaluation of service delivery across the diverse ways that customers interact with NARA (e.g. in person, via website, thru email, etc), through journeys, and customer relationships. In FY 2022 and FY 2023, NARA will begin developing a customer experience measurement framework and focus on strategies to strengthen NARA's ability to capture customer feedback across diverse service channels and communication platforms.

Objective: *By FY 2026, NARA will deliver a national program of museums, education, and public programming that demonstrates leadership in equity, accessibility, and diversity.*

Description of measure: This objective focuses on customers that NARA serves through the museums and education and public programs. These customers, of more than 2 million, represent the largest group of the public who engage in person with NARA annually. NARA has traditionally measured customer satisfaction through customer surveys that sought to evaluate post visit satisfaction of the public who either visited one of NARA's museum exhibits, participated in an in-person education program, or attended one of the public programs.

Although customer satisfaction has scored very high, we want to understand why these visitors chose to engage with NARA, why are others not engaging with us, and are we offering engagement opportunities that are welcoming to all visitors. While we are interested in why some choose to engage with us and others do not, we also seek to better serve all communities and present exhibits and programs that reflect the diversity of voices that are represented in our records. We also want to be more accessible to all visitors and meet their needs when they enter a NARA facility.

Performance summary: In FY 2021, NARA changed a number of our offerings to the public during the pandemic, including a shift to more virtual experiences to provide continued access to NARA's resources. Virtual access also helped expand NARA's reach to new audiences.

To achieve leadership in equity NARA will focus on the following strategies:

- Address accessibility and improve compliance with the Americans with Disabilities Act (ADA) in NARA museum exhibits and facilities;
- Identify and engage underserved communities by using our collections to tell their stories, and amplify onsite programs through enhanced virtual engagement;
- Develop effective visitor research and audience evaluation data to measure success.

In FY 2022, NARA will survey all Presidential Libraries and museums to determine the current status of ADA compliance and identify remediation strategies.

Maximize NARA's Value to the Nation

Maximize NARA's Value to the Nation recognizes that public access to government information creates measurable economic value, which adds to the enduring cultural and historical value of our records. We are modernizing records management practices across the Federal government, advancing digital preservation of archival electronic records, and supporting the transition to digital government. NARA will explore new technology to find low-cost, practical solutions to improve processing, access review and redaction, and digitization, to accelerate the delivery of electronic and digitized records to the public. NARA is conducting an extensive analysis of agency operations during the COVID-19 pandemic as an opportunity to modernize agency operations and improve resilience.

Objective: *By FY 2026, NARA will provide policy, requirements, and oversight to support a transparent, inclusive, and fully digital government.*

Description of measure: NARA has a statutory responsibility to provide guidance to agencies to meet their records management needs and regulatory requirements. NARA is modernizing records management practices across the Federal government, advancing digital preservation of archival electronic records and supporting the transition to digital government. NARA will explore new technology to find low cost practical solutions to improve processing, access, review, redaction and digitization to accelerate the delivery of electronic and digitized records to the public.

This objective highlights NARA's new strategies that address equity issues in our appraisal and scheduling practices. NARA will continue to work and build out digitization standards for permanent analog records. We will continue to work with the private sector and the vendor community to establish requirements to improve Federal agencies' access to software applications and cloud offerings that will allow them to perform records management more efficiently and effectively.

NARA's oversight of Federal agencies records management practices provides a window into the state of records management throughout the Federal government. Inspections, assessments and system audits help to strengthen agency records management programs and ensures that records are managed in compliance with Federal laws, regulations, and NARA policies. NARA's oversight engagements identify broad recordkeeping challenges, agency non-compliance with Federal records, and best practices in order to ensure that electronic records are properly managed.

Performance Summary: NARA will pursue several strategies in the next few years to accomplish this objective. Work continues on the development of guidance on the digitization of permanent analog records. During the pandemic, agency use of collaborative tools increased to accommodate the need to operate virtually, however, NARA systems do not support the ingest of electronic records created in collaborative platforms. NARA will assess the collaborative tools and platforms that agencies are using to understand the records management implications and potential gaps in NARA's records management guidance. In FY 2023, NARA will issue guidance to agencies for managing, retaining, and transferring Federal records in collaborative working environments, websites, and social media.

NARA will work with underserved communities to address equity considerations as they relate

to underserved communities and incorporate equity related considerations in NARA's appraisal procedures. NARA will work with agencies to process and approve schedules that will better reflect underserved communities.

In FY 2022, NARA will explore integrating records management requirements and standards into broader government efforts, such as Federal Data Strategy and NIST's' Special Publication 800-53 Security and Privacy Controls for Information Systems and Organizations. NARA will continue to build partnerships with agencies and working groups.

Objective: *By 2026, NARA will reduce the time it takes to start complex Freedom of Information Act (FOIA) requests for unclassified records.*

Description of measure: One of the principal ways that NARA provides customers access to agency records is through Freedom of Information Act (FOIA) requests. Long delays in receiving access to our records is a principal complaint of FOIA requesters. NARA experiences significant delays in addressing complex FOIA requests for unclassified records that can range from five to eight years before work even begins on a request. The cause of the backlogs differ among program offices, but success can be measured in two ways; 1) a reduction in the time it takes to begin a review and 2) a reduction in the time it takes to complete the review.

Performance summary: Providing access to NARA's records more quickly will greatly enhance NARA's customers' experience. In FY 2022 and FY 2023, NARA will focus on FOIA requests at the George W. Bush and William J. Clinton Libraries and the Special Access and FOIA Division, where some of our longest delays exist.

Objective: *By 2026, NARA will advance existing physical and intellectual controls for the agency's holdings to enable digital preservation risk planning and risk mitigation, and ongoing access to electronic records.*

Description of measure: NARA plays a critical role in the Federal government's transformation to a digital environment. As the stewards of vast amounts of electronic records growing at an exponential rate, NARA must be prepared to manage the results and mitigate risks once the records are transformed.

While NARA is successful in implementing preservation strategies for analog holdings, enterprise-wide digital preservation efforts must be identified and implemented to align with the capabilities in analog preservation. Initiatives to include the development of policies, practices, documentation and IT infrastructure are critical to digital transformation. NARA not only is part of the transformation, but the agency must be able to manage the records once they are transformed.

Efforts are underway to identify the gaps in policy and documentation and process improvement initiatives are dependent on system and tool implementations.

Performance summary: NARA launched its digital preservation framework in 2019. This framework incorporates documentation of the significant properties of record categories (email, still image, audio, video, etc). The framework also provides the ongoing structure to analyze file formats in the holdings and document risk assessments and mitigation steps.

In FY 2022 and FY 2023, NARA will integrate tools necessary for processing and preservation. These integrated tools will be used to identify file formats and MIME (i.e., a standard for formatting files of different types) types for electronic records preserved in ERA 2.0. In FY 2023, NARA will implement an automated process in ERA 2.0 to run the tools used to identify file formats and MIME types. NARA will implement a database or application to support the maintenance of our digital preservation framework, prepare requirements documentation and conduct market research for a tool solution.

Build our Future through our People

Build our Future through our People is our commitment to provide all our employees with learning and leadership opportunities necessary to support their career development, enable their successful transition to a digital environment, and thrive in an inclusive, supportive, and diverse work environment. We are dedicated to building a workplace culture based on the principles of Diversity, Equity, Inclusion, and Accessibility (DEIA), so that all employees are empowered, engaged, and prepared to become the next generation of leaders. We are building relationships with underserved communities, educational institutions, and professional organizations to develop new recruitment pipelines to attract and retain a diverse workforce with the skills necessary to fulfill our mission.

Objective: *By FY 2026, NARA will increase the frequency of effective coaching that employees receive by 50 percent to improve performance, retention, and relationships across the organization.*

Description of measure: NARA staff will benefit from coaching interactions with their supervisors. Effective coaching is the keystone component of a culture of strong performance, consistent employee development, and work relationships that instill a sense of pride and inclusiveness. During a year-long pilot, NARA's Office of Human Capital measured coaching contact frequencies across a segment of NARA staff. The results highlighted opportunities for significant improvement in the frequency of coaching.

NARA wants to foster a coaching culture that will improve individual and organization performance, employee engagement and productivity, and increase focus on mission and organizational objectives. Increased coaching will result in improved creativity, learning, and workplace relationships that allow for greater collaboration across the agency. Effective coaching will also provide for a better understanding of the behaviors that contribute to successful interactions. NARA must ensure consistency and equity as we work together to achieve NARA's mission.

Performance summary: NARA will provide coaching skills to agency managers. In FY 2022, NARA will implement coaching training and support for team leads and supervisors. Effective training will equip them with the resources, tools, and information necessary to lead effectively while creating a high performance organization. In FY 2023, NARA will assess improvements against a baseline measure to determine the impact of training and the focus on coaching and employee perception on the effectiveness of coaching.

Objective: *By FY 2026, NARA will increase the diversity of employees in mission critical occupations for GS-12 and above positions to mirror the Civilian Labor Force (CLF).*

Description of measure: Diverse workplaces offer employees a better sense of community, increased worker engagement, and a more positive work culture. NARA's workforce is underrepresented in multiple categories of mission critical positions for GS-12 level employees and above. NARA has identified several strategies to address this problem. This objective will focus NARA on opportunities to establish recruitment pipelines by building relationships with minority and diverse educational institutions and professional organizations that can be accessed through OPM hiring flexibilities, e.g.

Pathways program. NARA will use recruitment technology platforms to expand the opportunities to recruit and hire qualified minority and diverse candidates into positions at all levels.

Performance Summary: In FY 2022, NARA will establish relationships with specific institutions and organizations. These options offer direct access to qualified diverse candidates with the required educational or professional background. NARA will also take steps to update recruitment agreements and reinvigorate the Pathways program as an option for bringing in new minority or diverse talent. In FY 2022 and FY 2023, NARA will develop training that communicates senior leader's commitment to creating and maintaining a workforce that reflects that of the civilian labor force.

Objective: *By FY 2026, NARA will increase the number of employees who agree that the agency provides career advancement opportunities by 50 percent.*

Description of measure: NARA must provide career development and career advancement opportunities for its employees. Providing career development opportunities through career pathing will increase employee awareness of the required knowledge, skills, and experiences necessary to advance in a vertical, lateral, or cross-functional career path. Progress and data for this objective are obtained from employee responses in the Employee Viewpoint Survey (EVS) to the question "How satisfied are you with your opportunity to get a better job in your organization?"

NARA identified several strategies to influence and increase positive employee perception of career advancement opportunities. NARA will develop agency-wide career roadmaps and identify required competencies needed to perform existing and future positions. Additionally, NARA will provide training and development opportunities, and establish an equitable method and process to develop critical position and leadership pipelines.

Performance Summary: In FY 2022, NARA will analyze and document current organizational career paths, capturing the job series, the OPM required qualifications and the competencies for the job series in order to develop agency-wide career maps. This collection of information will serve as a useful tool to guide employees along a particular career pathway. These paths will not only inform employees of the required experience and training needed to pursue a particular path, but also of the skill gaps that may exist.

NARA will foster a culture of continuous learning in an inclusive, equitable environment. Annually, NARA will assess the training needs of employees interested in advancing to positions in mission critical occupations to ensure equity in NARA's diverse workforce. Employees will be equipped with the skills, knowledge and competencies that provide equitable opportunities for upward mobility.

Objective: *By FY 2026, NARA will foster a culture that encourages civil interaction, equity, and inclusion that allows employees to feel connected to the agency's mission and contribute to their full potential.*

Description of measure: NARA employees must operate in an environment that is inclusive,

respectful, and professional. NARA must cultivate a supportive, inclusive and equitable work environment that allows employees to feel connected to the agency's mission and contribute to their full potential. When problems persist and are not addressed, barriers are created that prevent employees from performing at their best.

A more supportive, welcoming, inclusive, and equitable workplace allows employees to feel more connected to the agency's mission and contribute to their full potential. This objective will fully integrate culture, work-life wellness, diversity, and inclusion. NARA will evaluate programs and processes and identify barriers that may impact inclusion and equitable opportunities.

Performance Summary: NARA will pursue several strategies to ensure the success of this objective. NARA will build a diversity and inclusion program to promote education and training on diversity to strengthen and foster an inclusive workforce. NARA will establish protocols to ensure greater employee involvement in agency decision-making, promote a culture of inclusion and professionalism, and support cross cultural training and collaboration.

In FY 2021, NARA established a DEIA agency team and began the process to conduct preliminary assessments to understand the current workforce composition as it relates to DEIA. This data will inform decisions relating to recruitment, employment practices and policies, strategic planning, and other processes. NARA also launched "A Civil NARA"; an initiative to help build and maintain civil interactions in the workplace that empowers all employees to resolve interpersonal issues before they escalate into conflicts or disputes.

In FY 2022 NARA will integrate diversity and inclusion, civility, and health and wellness in NARA's culture program. We will use employee feedback to improve organizational culture and encourage leadership approaches that support employee engagement. In FY 2023, NARA will establish an employee-led group to focus on workplace culture initiatives that address health and well-being, civil interaction and diversity and inclusion. NARA will incorporate diversity and inclusion recognition in NARA's annual award program.

FY 2021 Discontinued Measures (Performance measures aligned to NARA’s FY 2018 – 2022 Strategic Plan)

The following performance measures from NARA’s FY 2021 Annual Performance Plan are being discontinued as targeted performance measures. Those performance measures from FY 2021 that align with the objectives in NARA’s new draft FY 2022 - 2026 Strategic Plan are carried forward in the goals and targets for FY 2022 and FY 2023.

Make Access Happen

Objective: *By FY 2025, NARA will provide digital, next-generation finding aids to 95 percent of the holdings described in the National Archives Catalog.*

Description of measure: Finding aids organize and present different records that share a common topic or theme. Researchers use finding aids to search NARA holdings remotely, discover relevant records, and quickly retrieve records when they visit NARA public research rooms. NARA measures next generation finding aids as the number of records series or groups referenced by websites, apps, or other digital tools that draw from the National Archives Catalog through NARA’s Application Programming Interface (API), as a percentage of the total records and artifacts described in the National Archives Catalog at the start of the fiscal year.

Performance Measure	Year	2017	2018	2019	2020	2021	2022
Percentage of series descriptions in the National Archives Catalog made findable through API-based finding aid products	<i>Target</i>	0.5%	1%	3%	89%	95%	98%
	<i>Actual</i>	0%	0%	84%	92%	TBD	

Performance summary: NARA deployed a finding aid for Bureau of Indian Affairs photographs. This finding aid links to more than 18,000 digitized photographs from Records of the Bureau of Indian Affairs, 1793 – 1999. NARA also successfully developed a next-generation finding aid for donated collections.

Connect with Customers

Objective: *By FY 2025, NARA will have 1 million records enhanced by citizen contributions to the National Archives Catalog.*

Description of measure: NARA engages with the public in many ways, including through crowdsourcing. NARA uses crowdsourcing to engage citizens in projects that enhance access to our records through scanning, tagging, and transcribing archival records. NARA measures citizen engagement, in part, by counting the number of records enhanced by citizen contributions, including “tagging” to improve searchability and transcription.

Performance Measure	Year	2017	2018	2019	2020	2021	2022

Cumulative number of records enhanced by citizen contributors	<i>Target</i>	75K	100K	260K	500K	—	—
	<i>Actual</i>	136K	259K	483K	1.2M	N/A*	N/A*

* Goal was achieved in FY 2020.

Performance summary: NARA achieved the goal of enhancing one million records in FY 2020. NARA will focus on reparative description and enhancing the records of underserved communities in FY 2022. This effort is captured in goal one.

Objective: By FY 2020, NARA will have policies and processes in place to support federal agencies’ transition to fully electronic recordkeeping.

Description of measure: NARA’s success in meeting its strategic goals and objectives depends on the capability of its customer agencies to transform their programs and systems to support fully electronic recordkeeping. NARA must enhance its support of federal agency records management officials with effective policies, modern tools, and new services to support the transition to electronic records. NARA will select specific “milestone” goals to track progress and performance against this objective based on ongoing consultation with the Office of Management and Budget (OMB).

Milestone	Year
Issue regulations with digitization standards for permanent records created on paper, specifying technical standards and quality control standards	FY 2021
Issue implementing guidance for digitizing records	FY 2021
Issue regulations with digitization standards for permanent records created on a variety of analog formats, including still pictures, motion pictures, maps, and x-rays	FY 2022

Performance summary: [OMB/NARA Memorandum M-19-21, Transition to Electronic Records](#) required NARA to issue updates to records management regulations and guidance by September 30, 2020. While NARA made substantial progress in this area, NARA did not issue the digitization regulations and guidance in FY 2021.

NARA published regulations for digitizing temporary federal records in 2019. In December 2020, NARA published draft regulations with digitization standards for permanent analog records in the Federal Register for public comment. NARA received over 115 comments from the general public, federal agencies, public policy groups, vendors, historical associations, industry associations, and technical experts. NARA is addressing the comments on the draft regulation and will submit a revised draft to OMB. NARA expects to issue the final regulation in FY 2022.

When the regulation is published, NARA will issue products that provide guidance for implementation, including a digitization success criteria document and best practices for small-scale digitization projects. These products will help agencies better understand how to meet the regulations on topics such as key digitization concepts, technical information, and best practices. In addition, once the regulations are published, NARA will revise the General Records

Schedule to allow agencies to dispose of permanent original records that meet the digitization standards.

In FY 2023, NARA plans to issue a regulation with digitization standards for permanent records created on transmissive film materials such as still images, microforms, and x-rays.

In FY 2021, NARA’s Federal Electronic Records Management Initiative (FERMI) reached the milestone of achieving a baselined Electronic Records Management Federal Integrated Business Framework (FIBF). The FIBF is a model that enables the federal government to better coordinate and document common business needs across agencies and focus on outcomes, data, processes, and performance. Having an ERM FIBF baseline provides a starting point for agencies when they are procuring mission support services. The Business Standards Council of GSA and OMB reviewed NARA’s FIBF. The FERMI team also collaborates with other standards leads to ensure they incorporate electronic records management standards into their FIBFs.

Maximize NARA’s Value to the Nation

Objective: *By December 31, 2022, NARA will, to the fullest extent possible, no longer accept transfers of permanent or temporary records in analog formats and will accept records only in electronic format and with appropriate metadata.*

Description of measure: NARA has identified the critical need to transition Federal recordkeeping to a fully-electronic environment to promote efficiency, increase access to information, and allow NARA and Federal agencies to focus resources on meeting the challenges of managing electronic records. NARA will select specific “milestone” goals to track progress and performance against this objective based on ongoing consultation with OMB.

Performance summary: NARA’s efforts to only accept transfers of electronic records are captured in goal 3 discussions of transitioning to a fully digital environment. NARA and agencies’ progress on this objective were significantly delayed by the COVID-19 pandemic.

Objective: *By FY 2025, at least 15 external sources will be using NARA data sets from the National Archives Catalog as a primary source.*

Description of measure: NARA collaborates with stakeholders, the public, and private organizations to make historical records available to the public. NARA currently delivers large sets of records to the public through third-party websites, including Wikipedia, the Digital Public Library of America, and non-profit genealogy sites. NARA measures performance by counting the number of third-party organizations or platforms that provide public access to NARA records through – or that originate from – the National Archives Catalog.

Performance Measure	Year	2017	2018	2019	2020	2021	2022
Number of platforms that use NARA records as part of their business model	<i>Target</i>	3	4	22	26	30	32
	<i>Actual</i>	15	21	25	29	21	

Performance summary: NARA accomplished this goal in FY 2020. In FY 2021, NARA continued to promote and encourage existing and potential new external platforms to leverage reuse of NARA’s data.

Build our Future through our People

Build our Future through our People is our commitment to provide all our employees with learning and leadership opportunities necessary to successfully transition to a digital environment. We are dedicated to empowering our employees to engage in their work, innovating to improve our work processes and products, and becoming the next generation of leaders. We are building an inclusive, empowering workplace culture that connects employees with the agency mission. We are developing a diverse workforce with the skills necessary to fulfill our mission.

Objective: *By FY 2020, 40 percent of NARA staff at all grade levels will have participated in a formal leadership development program activity to support the agency's effort to build an agency of leaders.*

Description of measure: NARA must have a cadre of skilled leaders – in supervisory and non-supervisory positions – in order to effectively transition to a fully-electronic environment. NARA invests in leadership development activities to ensure the agency has a diverse pool of competent leaders with appropriate technical skills and experience. NARA measures performance as the number of employees who participated in one of a specific list of formal leadership development program activities in the past five years, as a percentage of employees on-board at the end of the fiscal year.

Performance Measure	Year	2017	2018	2019	2020	2021	2022
Percent of staff who participated in a leadership development activity	<i>Target</i>	baseline	35%	37.5%	40%	40%	40%
	<i>Actual</i>	32.5%	39.3%	46%	52.5%	70.3	

Performance summary: Leadership development activity at NARA continues to grow. As reflected in the data, we continue to exceed our target with an 18 percentage point growth from the FY 2020.

Objective: *By FY 2020, 85 percent of NARA positions will be filled within 80 days.*

Description of Measure: NARA must have an effective hiring process in order to reach the best talent in a competitive market. NARA measures performance using the 80-day “time to recruit” model established by the Office of Personnel Management. NARA measures performance as the percent of recruitment actions completed within 80 days from the hiring manager’s initial recruitment request to the employee’s formal offer of employment with the agency.

Performance Measure	Year	2017	2018	2019	2020	2021	2022
Percent of NARA positions	<i>Target</i>	55%	65%	75%	85%	85%	85%

filled within 80 days	<i>Actual</i>	40%	48%	32%	49%	N/A	
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Performance summary: In FY 2021, NARA continued to partner with the Department of Treasury, Bureau of the Fiscal Service, Administrative Resource Center (ARC), the human resources shared services partnership, to ensure staffing timelines were met, subject to local health conditions.

Objective: *By FY 2020, 95 percent of NARA positions will have clear and achievable career paths for NARA employees.*

Description of measure: NARA must have a motivated workforce that is organized into effective work units in order to achieve the agency’s mission and goals. NARA staff must see reasonable and achievable paths to rewarding and productive careers in order to engage in their work and build an inclusive workplace. NARA measures performance against this objective as the number of employees covered by authorized staffing plans and placed on standardized position descriptions with clearly defined promotion potential and career progression opportunities.

<i>Performance Measure</i>	<i>Year</i>	2017	2018	2019	2020	2021	2022
Percent of NARA positions with career paths	<i>Target</i>	35%	48%	90%	95%	95%	95%
	<i>Actual</i>	36%	48%	48%*	N/A		

* The program did not advance beyond 2019.

Performance summary: NARA did not realize progress against this goal in FY 2021. A new approach to career paths is captured in our new goal 4 objectives where NARA will develop agency-wide career roadmaps and identify required competencies needed to perform existing and future positions.

Objective: *By FY 2020, NARA will have a career development program in place to support NARA’s transition to electronic records.*

Description of measure: NARA must ensure employees are prepared to transition to a fully electronic environment and are prepared to support other agencies with new tools, guidance, and expertise. NARA must provide a robust career development program consisting of training and experiential learning that allows all employees to identify and plan for career growth opportunities and develop competencies. NARA metrics and goals for this objective are currently under development

Performance summary: In FY 2021, NARA’s career development program was impacted by the COVID-19 pandemic. Many facilities remained closed, impacting plans to gather employee and supervisor input. NARA took the opportunity to continue and expand our FY 2020 efforts to provide regular learning opportunities and resources focused on developing technical skills. We offered more than 100 live events to more than 1,500 employees in FY 2021. NARA also deployed a suite of technology-focused job aids designed to build core technology skills for the systems most frequently used by NARA employees.

Federal Records Management Programs

This section reports on the annual results of NARA's records management activities in compliance with [44 U.S.C §2904\(c\)\(8\)](#).

NARA Strategic Plan Progress (FY 2018-2022)

The following FY 2021 accomplishments were in support of NARA's strategic goal to have policies and processes in place to support federal agencies' transition to fully electronic recordkeeping by FY 2022.

OMB/NARA Memorandum, Transition to Electronic Records (M-19-21)

In June 2019, OMB and NARA issued the joint memorandum [OMB M-19-21: Transition to Electronic Records](#). This memorandum directs all federal agencies to ensure that federal records are created, retained, and managed in electronic formats, with appropriate metadata. In September 2020, NARA issued [NARA Bulletin 2020-01: Guidance on OMB/NARA Memorandum Transition to Electronic Records \(M-19-21\)](#). This bulletin provided agencies with clarifying guidance related to the OMB/NARA memorandum, including information on how agencies should submit exception requests to M-19-21's requirements.

Presidential Transition Guidance

The Office of the Chief Records Officer for the U.S. Government (CRO) supported the 2020 presidential transition by communicating the importance of federal records management during transition. CRO staff updated guidance and information resources, delivered briefings to agency officials, and published [articles on Records Express](#) for federal agencies and public stakeholders. In November 2020, the Archivist of the United States signed a [memorandum](#) to agency heads reminding them of their responsibilities to meet their agency's legal obligations, promote effective business operations during the transition, and preserve their agency's enduring historical record.

In addition, NARA worked with the Partnership for Public Service (PPS) to advocate for records management with transition teams, including authoring a November 2020 [blog post](#) for the PPS website.

Office of the Chief Records Officer Outreach Activities

Outreach Events. The CRO's primary outreach activity was hosting the [Bimonthly Records and Information Discussion Group](#) (BRIDG) meetings that were streamed live on YouTube and have been viewed over 10,300 times. In FY 2021, the CRO held five BRIDG meetings on topics including NARA's draft strategic plan, how the Federal Records Centers were assisting veterans during COVID, new requirements for tribal consultations when scheduling records, and records management during an administration transition. Additional meeting topics included updates on NARA's records management training, oversight, and guidance. In addition to BRIDG, the CRO hosted five meetings of the [Federal Records Management Council](#), an interagency council that provides input, advice, and recommendations to NARA on records management issues.

SAORM Engagement. There are over 120 Senior Agency Officials for Records Management (SAORMs) that are appointed at the Assistant Secretary-level or equivalent at agencies that are subject to the Federal Records Act. The CRO hosted two virtual meetings for all SAORMs, one in November 2020 and one in May 2021. The November 2020 meeting focused on NARA Bulletin 2020-01 and on agency records management responsibilities during a change of presidential administration. The May 2021 discussion covered a wide range of topics that included SAORM roles and responsibilities, lessons learned from RM reporting and oversight activities, strategic planning for records management and the M-19-21 targets, and resources for records management success, including training and FERMI. NARA's Chief Records Officer for the U.S. Government, held ten virtual meetings with new agency SAORMS to discuss their roles and responsibilities, share how the CRO staff could support their work, and inform them of the current records management issues their agencies faced.

External Engagement. In FY 2021, the CRO staff participated in 42 virtual outreach events, including speaking at meetings hosted by the General Counsels Exchange, Federal Web Managers, GSA Federal Acquisition Service Training, and CIO Council. NARA staff spoke at conferences for professional organizations and workshops hosted by media and vendor groups. These presentations communicated the importance of transitioning to a fully digital government and electronic records management.

Microsoft Engagement. During FY 2021, the CRO staff continued to manage a Microsoft 365 user community of nearly 500 agency records and information staff. NARA held monthly meetings that included presentations from experts. The success of this engagement has led to recurring meetings with Microsoft technical experts to address records management concerns with the Microsoft 365 platform.

Records Management Policy

Interagency Collaboration and Records Management. In FY 2021, General Services Administration's Office of Government-wide Policy (OGP) requested that NARA update [NARA Bulletin 2009-02: Guidance Concerning Managing Records in Multi-agency Environments](#). This bulletin provides records management guidance to agencies when using collaborative platforms. OGP is working on a government-wide policy and technical solutions to better allow agencies to collaborate, in part due to the pivot to remote work caused by the pandemic. OGP recognized there are records management implications for interagency collaboration tools and consulted with NARA for input. The CRO and OGP agreed to develop a formal records management assessment of collaborative platforms in the federal government. The CRO and OGP held two focus groups with a dozen agencies on this topic and the assessment will be released in FY 2022.

Records Management Standards

Digitization Standards. NARA continued work on the regulation to establish standards for digitizing analog originals of permanent records with a view to the disposal of the original records. NARA revised the draft regulation based on the comments from the agency review period. The revised draft of the regulation addressed standards for image quality, completeness of scanning jobs, and metadata for digitized permanent records. The Federal Register issued the draft for public review and comment and NARA received over 115 comments. The CRO addressed the comments and revised the draft to support mass digitization projects. NARA will submit a revised draft to OMB in FY 2022 and expects to issue the final regulation in FY 2022.

International Records Management Standards. In FY 2021, NARA staff participated in the International Organization for Standardization (ISO) technical committees TC 46/SC 11 (Archives/records management), TC 171 (Document management applications), and TC 42 Joint Working Group 26 (Imaging system capability qualification for archival recording and approval).

NARA staff held several roles in TC 46/SC 11. NARA was the convenor for the project to analyze and provide recommendations on the need to establish a formal working group. NARA staff also served on the working group for records management in structured data environments. NARA staff served as the project leader in a working group on issues and considerations for managing records in structured data environments. NARA staff also participated in the working groups for blockchain, metadata, and management systems for records

PDF Standards. NARA staff participated as technical experts in TC 171/SC 2 WG 5, which published an updated standard for the PDF/A format. NARA staff also participated in efforts to develop ISO 19264-2, a standard for analyzing digitized image quality and characteristics. NARA contributed to the development of use cases for including engineering content in PDF containers as well as use cases for the standardization of metadata in 3D PDF format.

NARA also contributed to a project funded by the Andrew W. Mellon Foundation to develop and [publish a standard](#) for packaging and representing email messages in PDF containers. As a participant in the Federal Agency Digital Guidelines Initiative (FADGI) Still Image Working Group, NARA developed a new technical standard for mass digitization of modern paper records.

Records Scheduling and Appraisal

Capstone Approach. In FY 2021, NARA approved 33 disposition requests for email scheduled under the General Records Schedule (GRS) Capstone approach, bringing the total of approved Capstone forms to 227. [NARA's General Records Schedule \(GRS\) 6.1, Email Managed under a Capstone Approach](#), provides disposition authority for agencies implementing a Capstone approach to email management. In addition, NARA developed and released a new version of the [NA-1005 Verification form](#) that will expedite the creation, review, and implementation of Capstone forms for NARA and federal agencies.

Records Scheduling Backlog Project. NARA defines its backlog of schedules as those that have been submitted more than two fiscal years prior. The current number of backlog schedules was 61 at the start of this fiscal year, a decrease from the FY 2020 backlog of 67 schedules. In FY 2021, NARA closed 25 schedules. NARA will continue to prioritize reducing the number of backlog schedules.

General Records Schedules. NARA began researching and drafting GRS related to COVID-19. In FY 2020 and 2021, NARA researched potential items for the GRS related to COVID-19 attestations, testing, and related records. Based on discussions with federal agencies and OPM guidance, NARA expects to issue draft GRS items in FY 2022 for public review and comment. NARA continues to work on revisions and additions to the GRS.

Records Management Oversight and Reporting

Federal Agency Records Management Annual Report 2020. This consolidated report provides a summary analysis on the state of federal records management programs based on annual reports submitted to NARA. In 2020, NARA required three related but separate submissions covering the following activities in 2020:

- **Records Management Self-Assessment.** Since 2009, NARA has been administering the annual Records Management Self-Assessment (RMSA). This assessment requires agency records officers to provide NARA with an evaluation of their individual agency's compliance with federal records management statutes, regulations, and program functions. [RMSA reports](#) are available on NARA's website.
- **Senior Agency Official for Records Management Reports.** NARA requires the SAORMs to report annually their progress towards the transition to electronic records in line with OMB/NARA M-19-21, the impact of COVID-19, and other strategic initiatives and challenges for records management. [SAORM annual reports](#) are available on NARA's website.
- **Federal Electronic Records and Email Management Maturity Reports.** In 2016, NARA introduced the use of maturity models to measure the effectiveness of email management. In 2019, NARA added electronic records management into the model. The models use specific success criteria for managing these types of records to allow agencies to evaluate their program. [Federal electronic and email management annual reports](#) are available on NARA's website.

Records management inspections. NARA inspects the records management programs of federal agencies under the authority of 44 U.S.C §2904(c)(7) and §2906. [Records management inspection reports](#) are available on NARA's website.

In FY 2021, NARA completed inspections of the Department of Energy, and selected boards, commissions and foundations.

Permanent records of the Department of Energy. This inspection included records created by Bonneville Power Administration, Energy Information Agency, National Nuclear Security Agency, Southeastern Power Administration, Southwestern Power Administration, Western Area Power Administration, Office of Management within the Office of the Secretary, Office of Intelligence and Counterintelligence, the Office of Environmental Management at the Hanford Site, the Office of Science at Pacific Northwest National Laboratory, and the Office of Environmental Management at Savannah River Site.

Boards, commissions and foundations records management programs. This multi-agency inspection specifically examined the operations of small agency records management programs. The participating agencies were Barry Goldwater Scholarship and Excellence Foundation, Denali Commission, James Madison Memorial Fellowship Foundation, U.S. Commission of Fine Arts, and the U.S. Nuclear Waste Technical Review Board.

Additional inspections conducted during FY 2021 with reports expected to be available in FY 2022 include: American Battle Monuments Commission, Farm Credit Administration, the permanent records of the Department of Treasury, executive secretariats, and permanent records of regulatory agencies.

Monitoring and follow-up. In response to inspections, NARA works with agencies to prepare corrective action plans with measurable action items and milestones. NARA monitors progress via agency-submitted progress reports until all actions are completed. NARA is currently monitoring 54 approved plans of corrective actions, and an additional 22 are pending creation and approval. During FY 2021, NARA tracked 763 individual recommendations and 161 of those recommendations were closed.

Summary reports. NARA produced summary reports from the data gathered by inspections in order to more broadly disseminate our findings and recommendations and identify common challenges. The [Summary Report of the Department of Defense Inspections Fiscal Years 2017-2021](#), summarizes the state of records management programs within the Department of Defense, and two Semi-Annual Reports of Oversight Activities summarize activities from [July 1 through December 31, 2020](#) and [January 1 through June 30, 2021](#).

Records management assessments. An assessment is an evaluation of a specific records management topic, issue, or activity affecting RM processes, procedures and policies. Assessments are useful for both NARA and federal agencies to evaluate records management practices and inform guidance, policy, training, and tools. In FY 2021, NARA completed three assessments: [Big Bucket Schedule Implementation](#), [Records Management Self-Evaluations by Federal Agencies](#), and [History Collections Maintained by Federal Agencies](#).

The following three additional assessments were started in late FY 2021 with final reports expected for publication in FY 2022:

- Records of Collaborative Tools in Use by Federal Agencies
- Onboarding and Exiting Federal Employees
- Chief Data Officers Relationships with Agency Records Management Programs

Published [Assessment reports](#) are available on NARA's website.

Electronic records systems audits. The Office of the Chief Records Officer developed baseline standards and procedures for conducting audits of electronic records systems. Agency audits will begin in FY 2022.

Alleged Unauthorized Disposition of Federal Records. Under 44 U.S.C. §3106 and 36 CFR §1230 federal agencies are required to notify NARA of any alleged unauthorized disposition of the agency's records. NARA also receives notifications from other sources such as the news media and private citizens. NARA tracks each allegation and communicates with the agency until the issue is resolved. To support transparency and open government, specific information about reportings and findings of [alleged unauthorized disposition of federal records](#) is available on NARA's website.

NARA Records Management Training for Agencies

NARA's Records Management Training Program continued to leverage online learning technology for records officers with the Agency Records Officer Credential (AROC) in FY 2021. NARA also increased role-based training materials for records custodians, records liaisons, and agency records officers, which are available on NARA's website at: <https://www.archives.gov/records-mgmt/training>.

The Records Management Training Program enrolled 55 agency records officers (AROs) in the AROC program in FY 2021. Training Program staff were designated as mentors to assist each records officer working through the AROC curriculum and held weekly support sessions to address any questions on assignments and key concepts. The AROC was awarded to 15 AROs in FY 2021. Of those who participated in the training and received their credential, 86 percent reported they were "strongly satisfied" with their experience. One hundred percent of those who received their credential used an AROC mentor throughout the process and reported a positive experience.

NARA's [Records Management Instruction Support](#) (ReMIS) services provided the customized eLearning course RM Fundamentals for agencies to train their staff. In FY 2021, ReMIS completed 52 individual requests from 37 agencies and three non-federal organizations. NARA developed and delivered 21 versions of RM Fundamentals to agencies for training their staff.