National Archives and Records Administration

**FY 2024 ANNUAL PERFORMANCE PLAN and
FY 2022 ANNUAL PERFORMANCE REPORT**

Fiscal Year 2024 Budget Request

CONTENTS

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 deliver increasing volumes of records to the public online, using flexible tools and accessible resources that promote public participation.

CONNECT WITH CUSTOMERS.—NARA will continuously engage with and learn from our customers: individuals, communities, organizations, and other 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 our efficiency, engagement, and equity.

MAXIMIZE NARA'S VALUE TO THE NATION.—NARA will reform and modernize records management practices across the Federal government, advancing digital preservation of archival electronic records, and supporting the transition to digital government.

BUILD OUR FUTURE THROUGH OUR PEOPLE.—NARA will provide all our employees with the 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.

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 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 enable efficient access for research, which includes performing holdings maintenance, entering the records into NARA's inventory control system so that NARA staff can retrieve and serve those records when requested, and describing the records in the National Archives Catalog. Maintaining 85 percent processed requires continuous effort because NARA typically receives about 100,000 cubic feet of new, unprocessed archival records in traditional formats each year, as well as significant volumes of electronic records.

NARA has further committed to increase enhanced descriptions of records related to underserved communities. Underserved communities are populations who have been denied consistent and systemic fair, just, and impartial treatment, as defined in Executive Order (E.O.) 13985. Enhanced processing provides a more detailed description of individual records, which makes it easier for members of the public to search and discover relevant records. NARA archival records document the rights of citizens, provide a record of government decisions and actions, and record the history of the United States government. Enhanced description promotes equity by making it easier for members of underserved communities to search, discover, and use archival records to exercise their rights of citizenship, ensure government accountability, and illuminate the struggles and contribution of underserved communities in American history.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Percent of unclassified archival holdings processed	Target	80%	81%	82%	85%	85%	85%
	Actual	81%	81%	81%	91%		
Total number of unclassified archival, holdings processed	Target	—	—	—	—	—	—
	Actual	4.3M	4.3M	4.6M	4.7M		
Number of pages with enhanced processing and description	Target	—	—	—	—	4M	8M
	Actual	—	—	—	—		
Number of digital files with enhanced processing and description	Target	—	—	—	—	91K	182K
	Actual	—	—	—	—		

Performance summary: NARA has processed a cumulative total of 4.7 million cubic feet of unclassified archival records, resulting in 91 percent of total unclassified archival records being processed by the end of FY 2022. Despite the COVID-19 pandemic, NARA exceeded the annual target of 85 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, many records lack sufficient description to allow for full discoverability. NARA addresses this challenge by adding additional, or "enhanced" processing and descriptions to selected records that have already been processed to the basic level. Enhanced descriptions are more resource-intensive and are therefore performed on a more limited basis. NARA has prioritized records of interest to underserved communities for enhanced descriptions. In FY 2022, NARA developed criteria to identify holdings that would provide more equity in the availability of NARA's holdings to or about underrepresented communities.

In FY 2023 and FY 2024, NARA will maintain basic processing on 85 percent of the unclassified archival holdings. NARA will implement business process improvements to accelerate processing and online public access to records of high interest to underserved communities. NARA 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 enhanced processing will increase the volume and diversity of records that are available and discoverable by the public, which will 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 its traditional (analog) holdings and make them available to the public online. NARA holds the equivalent of more than 13 billion pages of documents, photographs, films, and other records in analog formats, the majority of which are only accessible in person, in public research rooms, or through reproductions provided in response to specific customer requests.

Digitization and online access directly address equity. Physical distance from NARA facilities and travel costs are a significant barrier to public access to archival holdings that are only available in traditional (analog) formats. NARA digitizes records and makes them available online to expand access to archival records and engage larger, more diverse groups in civic education and historical research.

NARA must accelerate digitization processes and address technical limitations in the National Archives Catalog to meet NARA's goals for online public access. NARA will consult with external stakeholders to assign priorities for digitizing archival records and will publish agency priorities in a digitization plan. NARA must continue to invest in the backend technical solution for the Catalog in order to add increasingly larger volumes of digital files to the system. NARA must continue to enhance discovery and the customer experience.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Number of pages digitized and made available online through the Catalog (cumulative)	*Target*	90M	115M	140M	190M	225M	320M
	Actual	92.6M	121M	150M	205M		
Number of digital objects in the Catalog from partners (cumulative)	*Target*	—	—	—	134M	147M	160M
	Actual	—	—	—	—		
Number of digital objects in the Catalog from NARA custodial units (cumulative)	*Target*	—	—	—	55M	77M	162M
	Actual	—	—	—	—		
Number of citizen contributions to the Catalog (cumulative)	*Target*	—	—	—	9M	11M	12.7M
	Actual	—	—	—	9.3M		
Presidential Library websites with all digital copies in NAC (cumulative)	*Target*	—	—	—	—	1 (pilot*)*	*3*
	Actual	—	—	—	—		

Performance Summary: NARA is currently on track to reach 500 million pages in the Catalog by FY 2026. The number of pages digitized and made available through the Catalog surpassed the FY 2022 goal of 190 million pages, with a FY 2022 actual total of 205 million digital objects.

The scheduled launch of the NextGen Catalog in FY 2023 will impact the overall number of citizen archivist contributions in the early months of FY 2023. Citizen Archivist contributions will be turned off to complete the migration prior to the cutover to the new Catalog.

In FY 2023 and FY 2024, 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 equitable representation of underserved communities in our digital holdings in the Catalog. NARA will increase equity and strengthen engagement in areas of digitization, reparative description, next-gen finding aids and bulk access to records for community use. We will initiate efforts to create digital Presidential Libraries by ensuring that records on Presidential Library websites are available in the Catalog.

NARA will conduct a pilot project to add all its Presidential Libraries digital copies and metadata in the Catalog. The Harry S. Truman Presidential Library will serve as the first pilot library.

In FY 2023 and FY 2024, NARA will enter into at least one new public-private digitization partnership per year to support digitization of NARA archival records. As new agreements are signed, NARA will benchmark strategies, and technologies used by peer institutions to establish best practices for partnership digitization programs.

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 is committed to examining and correcting racist, harmful, and otherwise inappropriate language used to describe archival records in the National Archives Catalog. NARA will engage with representatives of underserved communities and peer institutions to identify harmful language and develop procedures to correct or repair legacy descriptions. NARA will collaborate to develop reparative descriptions that reinterpret and replace existing descriptions to prevent or minimize unnecessary harm.

NARA will seek the advice of underserved communities to guide its reparative description work and will engage members of underserved communities in NARA holdings. NARA will provide resources to engage the public in collaborative tagging and transcription of records related to underserved communities to make them more easily discoverable through standard search engines on the web. In order to be successful, NARA must build trusting relationships with underserved communities, cultivate subject matter experts in those records among NARA's staff, and improve and develop NARA's online resources.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Instances of harmful terms in the Catalog are updated through consultation with pertinent community POCs (cumulative)	*Target*	—	—	—	—	1,000	2,000
	Actual	—	—	—	—		
Citizen Archivist transcription projects with underserved communities (annual)	*Target*	—	—	—	—	1	1
	Actual	—	—	—	—		
Dataset made available for bulk download for underserved communities or websites	*Target*	—	—	—	—	1	1
	Actual	—	—	—	—		
Underserved communities that we routinely engage with (count)	*Target*	—	—	—	1 (pilot)	3	5
	Actual	—	—	—	2		

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, a NARA working group initiated engagement with representatives of the University of Puerto Rico. NARA and the University agreed to collaborate in FY 2023 to transcribe selected elements of the 1935 Agriculture Census of Puerto Rico. Also in FY 2023, NARA will develop training for reparative description and will host focus group meetings to create training materials and workshops.

NARA has received requests from Indigenous communities to make bulk downloads of certain digitized services available in the Catalog. In consultation with stakeholders, NARA will explore options and technological solutions to make the bulk downloads available. Efforts are underway to pilot bulk downloads in FY 2023.

Work began in FY 2022 to develop criteria to support prioritization for processing, description and digitization of records. In addition, NARA will launch a training pilot. In FY 2023, NARA will complete its training pilot and engage with one additional community each in the second and fourth quarters of that year. In FY 2024, NARA will continue to engage with one additional community each in the second and fourth quarters of the year.

In FY 2023 and FY 2024, NARA will reach out to underserved 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.

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

Description of the measure: NARA strives to promote public access by providing consistent, reliable, and reputable service in response to customer requests. NARA provides service to a variety of public and federal agency customers. This objective is a weighted average of NARA's average response time when: furnishing items in public research rooms, responding to reference requests by email and mail, providing veterans and their families with copies of military separation documents (DD-214), and responding to Freedom of Information Act (FOIA) requests from the public.

Prior to the COVID-19 pandemic, NARA consistently provided 95 percent of customer requests in the promised time. However, NARA has accumulated a substantial number of unanswered requests during extended facility closures and service disruptions due to the COVID-19 pandemic. NARA will be challenged to restore 95 percent response times while responding to requests received during the pandemic. NARA must continue to modernize its business processes to respond to records remotely, using digital records and secure methods to transmit responses to records requests. NARA is committed to maintaining its high standards of customer service to maintain the trust and confidence of its customers.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Percent of customer requests ready within the promised time	*Target*	93%	93%	93%	93%	95%	95%
	Actual	97%	89%	N/A	N/A		

Performance summary: In FY 2022 NARA continued to focus on eliminating pandemic backlogs. This effort will extend through FY 2023 and beyond, as needed. 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. In FY 2022, the National Personnel Records Center fell short of meeting the established performance goals. Due to onsite restrictions resulting from the COVID-19 pandemic during the first half of the year, the NPRC was focused on providing timely service for burials, medical emergencies, and other urgent requests. Post recall, staff focused on continued support for urgent requests and eliminating the backlog of separation documentation requests since these requests are most often related to benefit cases. NARA successfully eliminated the backlog of requests for separation documents at the end of FY 2022.

NARA estimates disposal of 2.7 million cubic feet of records by the end of March 2023 and a complete disposal of 3.6 million cubic feet by end of September 2023. NARA anticipates the elimination of the disposal backlog in FY 2024.

In FY 2023 and FY 2024, NARA will continue to address the backlog. NARA will evaluate business processes to improve efficiency and enhance production since many of the requests in the backlog require more than a separation document to meet the customers' requirements.

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 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: NARA will develop a systematic process to collect and analyze customer feedback to continuously improve agency service offerings and better meet customer needs. NARA will routinely connect with customers, conduct consumer research, develop "journey maps" to understand how customers interact with multiple NARA business lines, and prioritize enhancements to customer service procedures and systems based on customer insights. NARA will share the results of its customer research internally and with the public.

Understanding our customers is the cornerstone of a successful customer experience transformation. Recent analysis suggests that few NARA business lines routinely solicit feedback from customers, and those that do, do not share the information outside of their organization. NARA must develop tools, expertise, and procedures to routinely conduct customer research and share the results across NARA business lines. NARA is currently developing an enterprise approach to collect customer information and take action to improve service delivery for all customers.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
NARA service providers engaged in customer understanding activities	*Target*	—	—	Baseline	72%	75%	78%
	Actual	—	—	31%	N/A		

Performance summary: NARA aims to build internal capacity to manage customer experience and improve service delivery by deepening the organization's awareness and understanding of its customers' wants, needs, and expectations. Increased capacity will better position NARA to proactively design and deliver world class services. In FY 2022, NARA established the foundation to create an enterprise customer research agenda. This agenda will inform enterprise customer experience initiatives including consumer research as prioritized by the agency's customer experience executive council. NARA service providers will be supported through coaching, training, and technical assistance to ensure they are equipped to routinely connect with customers to conduct consumer research; clearly understand customer wants, needs, expectations, and journeys; prioritize the use of customer insights to inform service design and improve service delivery; and articulate discoveries and actions through internal and external communications.

By FY 2023, NARA will conduct research to inventory all major lines of business/service and explore agency-level opportunities to improve service delivery. By FY 2024, opportunities to improve service delivery will be prioritized through human-centered research and design.

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: NARA will develop a system to evaluate the customer experience across NARA business lines and use the results to modernize its service channels. NARA must develop a methodology to measure the customer experience, especially when the customer journey crosses multiple NARA services and service providers. Once developed, NARA will analyze the metrics to identify opportunities to better meet customer needs and expectations. NARA will publish the results of its data-driven approach so that customers can review the changes and assess the results.

NARA will evaluate service delivery from the customer's perspective in order to improve service delivery and identify trends for improvement across the enterprise. Recent analysis found that many NARA service providers do not measure customer satisfaction and that existing data collections are not consistent or comparable across service lines. NARA must develop an enterprise customer experience measurement methodology and a tool to collect and analyze customer experience metrics. NARA must develop the expertise to solicit customer feedback, analyze customer experience metrics, and identify and implement improvements in NARA services based on customer insights.

Performance Measure	*Year*	*2019*	*2020*	*2021*	*2022*	*2023*	*2024*
NARA service providers engaged in measurement activities.	*Target*	—	—	—	72%	75%	78%
	Actual	—	—	—	N/A		

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, NARA began the development of a customer experience measurement framework with a focus on strategies to strengthen NARA's ability to capture customer feedback across diverse service channels and communication platforms. In FY 2023, NARA will develop a self-assessment tool to capture service provider engagement in customer understanding and customer experience measurement activities. NARA will develop customer experience metrics to be used to provide structure and consistency in our approach.

In FY 2023, NARA will also conduct research and establish a Customer Research Agenda; a tool that NARA will use to learn more about the agency's customers prior to making improvements to services. A set of questions in the agenda will be used to better understand

our customers so we can improve design, service delivery, and their overall experience. In FY 2024, NARA will prioritize opportunities to improve service delivery through human-centered research and design.

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: NARA is committed to increasing the diversity, equity, inclusion, and accessibility of its civic education program. NARA engages the public in civic education and discourse through a national program of museum exhibits, education, and public programs. NARA will increase the representation of underserved communities in its programming. NARA will increase its online programming and exhibits and will modify its physical infrastructure to make its civic education programs more accessible for the public.

NARA will partner with underserved communities and peer institutions to develop culturally appropriate ways to present records of importance to underserved communities. NARA must diversify its workforce and strengthen internal capabilities to develop relevant, relatable, and respectful content for museum displays and educational materials. NARA must invest in audience evaluation tools to ensure that new materials are meaningful and appropriate to a diverse body of patrons. NARA must invest in its physical infrastructure to ensure that NARA museum exhibits and on-site programs are accessible for all.

Performance summary: In FY 2022, NARA committed to educational outreach to new communities. Building upon comprehensive national education contact lists developed in FY 2022, NARA continued to develop outreach to Native American and Hawaiian communities as well as deaf communities. NARA is actively working with teachers and administrators at Maryland School for the Deaf to develop and pilot distance learning programs for deaf students. In addition, NARA is working to expand the programmatic offerings at the Center for Democracy in Deaf America to reach more students in the deaf community. NARA's educators in our museums developed a three-part program for a Navajo elementary school and led professional development workshops for education coordinators of Title VI schools. NARA plans to conduct a similar engagement with Kamehameha schools in Hawaii. In addition, online education resources have been translated into Spanish.

In anticipation of the 250th anniversary of the Declaration of Independence, NARA has planned multiple equity initiatives, including rigorous audience evaluations, community engagement, the formation of a scholarly advisory council, new interpretive materials in the Rotunda exhibit that show the complexity of the nation's founding, and a public sculpture program to inspire dialog around issues of diversity and inclusion related to historical narratives of the founding of the United States. Two special exhibitions related to America 250 are also being planned, both of which will look at milestone documents and historical moments as experienced by a multiplicity of individuals and communities, including free and enslaved Black Americans, Native Americans, immigrants, and women.

The redesign of the permanent galleries and learning center at the National Archives Museum will meet or exceed ADA standards for physical accessibility. Facility renovations that will address multiple accessibility issues are also underway at the Carter and Hoover Libraries. Many public programs, tours, and educational materials are offered in multiple languages.

Many recent exhibitions and programs at the National Archives Museum in Washington, DC, and across the Presidential Libraries have centered on traditionally underrepresented records and voices.

By FY 2024, NARA will develop effective visitor research and audience evaluation tools to measure success in reaching underserved and more diverse audiences. All new and redesigned permanent exhibits launched after FY 2024 will meet NARA standards and guidelines for accessible museum design.

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.

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

Description of measure: NARA must provide its customer agencies with the policy, guidance, and training necessary to appropriately manage records in their custody. NARA will provide agencies with guidance on the appropriate retention of records in modern formats, including records created using virtual and collaborative tools, social media, and websites. NARA will provide agencies with guidance on digitizing permanent records in paper and other analog formats to support the transition to fully electronic recordkeeping. NARA strives to provide initial responses to agency records management questions within three days of receipt.

NARA must also provide its stakeholders with reasonable and independent assurance that other agencies are complying with records management laws and regulations. NARA will support equity goals by developing procedures to better account for the interests and viewpoints of underserved communities when determining which records should be retained and for how long. NARA will promote transparency by providing greater public access to information NARA collects about other agencies' records management programs. NARA will continue on-site inspections of other agencies' records management practices to help those agencies strengthen their record-keeping programs and ensure that records are being managed appropriately.

Performance Measure	*Year*	*2019*	*2020*	*2021*	*2022*	*2023*	*2024*
Percent of agencies who use NARA collaboration records guidance	*Target*	—	—	—	—	—	50%
	Actual	—	—	—	—	—	
Number of new communities engaged with (annual)	*Target*	—	—	—	—	—	2
	Actual	—	—	—	—	—	

Performance Summary: In FY 2022, NARA continued work on digitization standards for paper and photographic records. The regulation is on target for publication in FY 2023. In addition, digitization standards for transmissive records are in the drafting phase and are on target for FY 2024.

NARA is making steady progress in efforts to develop guidance for managing, retaining, and transferring federal records in collaborative working environments, and websites. A NARA Bulletin on collaborative working environments is being prepared with expected publication in

FY 2023. A web records archiving project is ongoing with various piloting approaches under consideration.

Guidance to agencies and internal procedures for tribal coordination related to records schedules is in development and scheduled for completion in FY 2023. This includes embedding requirements within the records scheduling business objects in ERA 2.0. NARA is also working to identify approaches and solutions for a public dashboard. A dashboard would provide NARA, agencies, and the public a greater awareness of records management issues across the federal government.

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: NARA is committed to reducing the length of time that members of the public must wait in order to receive responses to Freedom of Information Act (FOIA) requests for NARA records. NARA receives FOIA requests for the internal records created in the course of NARA business as well as requests for records from among the five million cubic feet of archival records that NARA holds on behalf of the American people. In many cases, FOIA requests are the only way that members of the public can access records that contain personally identifiable information (PII) or are otherwise not available to the public.

NARA responds to most FOIA requests within the statutory 20 days. However, NARA's most complex FOIA requests can take as long as eight years before NARA can begin reviewing responsive records. NARA's most complex FOIA requests seek access to large volumes of Presidential and federal records containing highly sensitive information, which require NARA to review and redact millions of pages of records, line-by-line. NARA must modernize its business processes and workflows for managing FOIA responses and deploy new tools and additional staff to increase the volume of records reviewed to reduce the cycle time for responding to complex FOIA requests. NARA will also improve business processes to accelerate the appropriate declassification and public release of classified records.

Performance Measure	*Year*	*2019*	*2020*	*2021*	*2022*	*2023*	*2024*
Number of pages of paper records digitized at Clinton Library. (Final target 70M) (cumulative)	*Target*	—	—	—	—	10M	30M
	Actual	—	—	—	N/A		
Number of pages of paper records digitized at Bush 43 Library. (Final target 50M) (cumulative)	*Target*	—	—	—	—	10M	30M
	Actual	—	—	—	N/A		

Performance summary: Providing access to NARA's records more quickly will greatly enhance NARA's customers' experience. To achieve this goal, NARA will conduct a business process review to improve the efficiency of NARA's FOIA processing and to develop system requirements for the automation of FOIA workflows. NARA will increase automation of FOIA search and review through the use of artificial intelligence and related technology tools.

Artificial intelligence tools such as eDiscovery tools will increase automation of FOIA processing

and improve the time required to begin and complete a FOIA request. In 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 in a trustworthy repository and ongoing access to electronic records.***

Description of measure: NARA must have a comprehensive system in place to assess the preservation risk of record holdings and take action to mitigate that risk so that NARA records — in traditional (analog), digitized, and born-electronic formats — are protected and remain available to the public in perpetuity. NARA must have preservation risk assessments and risk mitigation strategies in place to demonstrate that NARA is a trustworthy repository and a reliable source for archival records of the federal government. NARA has already established expertise in preserving records in traditional (analog) formats and is committed to the continued preservation of these records as well. NARA has created a digital preservation framework that established a comprehensive plan for preserving NARA's electronic and digitized records; however, NARA requires additional investment in order to implement risk assessments and risk mitigation strategies for these records.

NARA must take additional actions to provide reasonable assurance that the more than one petabyte of electronic and digitized archival records in NARA are protected and will be preserved in perpetuity. NARA must develop a technical infrastructure for risk assessment, including tools for file format, characterization and transformation, data integrity, format and media sustainability, and information security. One of NARA's greatest challenges relating to electronic records is the volume of records that must be preserved. NARA must develop automated tools to detect risk and apply preservation actions automatically over extremely large volumes of electronic records.

Performance Measure	*Year*	*2019*	*2020*	*2021*	*2022*	*2023*	*2024*
File Format & MIME Types successfully identified for ERA 2.0 (cumulative)	*Target*	—	—	—	—	—	10%
	Actual	—	—	—	—		
Digital content managed in ERA 2.0 (in TBs)	*Target*	—	—	—	100	150	225
	Actual	100	100	100	102.8		
Numbers of files managed in ERA 2.0 (in millions)	*Target*	—	—	—	—	30	45
	Actual	18.4M	18.4M	18.4M	18.5M		

Performance summary: The volume of records managed in ERA continues to show steady growth. We anticipate more than 18 million files, comprising more than 105 TB of data managed in ERA 2.0 by early FY 2023. Throughout the fiscal year, NARA has worked to improve conditions in the system that affect the ability of the system to receive uploads of digital files in

the most timely and effective manner possible. This has resulted in a number of configuration and code changes to improve the performance of the system, with additional analysis still underway in FY 2023.

In FY 2023, NARA will deploy ERA 2.0 to external users in customer Federal agencies. This will provide records managers across the Federal government with a modern platform to manage records schedules, make transfer requests, and manage their records with customizable dashboards. NARA will continue to 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 2022, NARA identified the requirements for a tool that will provide a solution for the collaborative documentation of risks and risk mitigation. Planned deployment of the tool is scheduled for FY 2024. NARA will automate digital preservation risk assessment and mitigation actions in ERA 2.0.

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, support career development, 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 must have a cadre of skilled leaders in both supervisory and non-supervisory positions to fulfill the agency's mission and effectively transition to a fully electronic environment. Effective coaching is a critical success factor in building a workplace culture of strong organizational and individual performance, employee development, and working relationships that instill a sense of pride and inclusiveness. NARA invests in leadership development activities to ensure the agency has a diverse pool of competent leaders with appropriate technical skills and experience.

Performance Measure	*Year*	*2019*	*2020*	*2021*	*2022*	*2023*	*2024*
Annual increase the agency-wide average frequency of coaching above baseline	*Target*	—	—	—	Baseline	13%	25%
	Actual	—	—	—	—		
Percent of new supervisors trained in effective coaching techniques	*Target*	—	—	—	70%	75%	85%
	Actual	—	—	—	88%		
Percent of supervisors and team leads trained in effective coaching techniques	*Target*	—	—	—	—	10%	30%
	Actual	—	—	—	7%		
Percent of employees at all grade levels who participated in group coaching	*Target*	—	—	—	1%	5%	10%
	Actual	—	—	—	12%		

Performance summary: Effective coaching is a key component of a culture of strong performance, consistent employee development, and working relationships that instill a sense of pride and inclusiveness. To improve coaching effectiveness and frequency, several interventions will be applied. These include training and coaching for supervisors and team leads. Some of this training is already in place in a workshop series for new supervisors through the supervisor development program. Other training, activities, and support will be added for

employees including self-awareness, coaching readiness, and giving and receiving feedback.

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. NARA will also create coaching awareness and training. A question will also be included on the EVS to ensure that employees and supervisors have an opportunity to provide feedback on coaching at NARA. NARA plans to expand its offering of coaching workshops each year to all supervisors and team leads in FY 2023.

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: NARA must have a highly qualified, highly motivated, and diverse workforce to achieve the agency's strategic goals and objectives. Workplace diversity is proven to offer employees a better sense of community, increased employee engagement, and a more positive workplace culture. In addition, a more diverse workforce is more resilient and agile, which are critical characteristics that will help NARA to transition to a fully electronic government.

NARA's workforce is generally very diverse in total; however, mission critical occupations such as archivist and archives specialist are less diverse at higher grade levels. NARA will address these gaps with recruitment and internal promotion strategies. To develop new recruitment pipelines, NARA will build new relationships with educational institutions and professional organizations that represent underserved communities. NARA will also leverage technology platforms to expand the scope of recruitment activities. NARA will also explore available hiring flexibilities to provide hiring managers with expedited options to hire qualified candidates for entry level, journey level, and senior positions in the agency.

NARA's long-term goal is to increase representation in mission-critical occupations for General Schedule (GS) grade 12 and above positions to equal 100% of representation in the Civilian Labor Force (CLF) for major race / national origin and gender groups by FY 2026.

Performance Measure	*Year*	*2019*	*2020*	*2021*	*2022*	*2023*	*2024*
Diversity of employees in mission critical occupations for GS-12 and above positions as a percentage of the Civilian Labor Force (CLF).	*Target*	—	—	—	—	Baseline	25% of CLF
	Actual	—	—	—	—		
Virtual job fairs conducted (annual)	*Target*	—	—	—	2	2	2
	Actual	—	—	—	—		

Performance Summary: NARA is working to ensure the diversity of interview panels, increase the diversity pool of applicants through outreach to minority and underrepresented groups serving organizations, and coordinating with the Department of Veterans Affairs to increase the number of veterans, military spouses, and disabled personnel to impact the diversity of the agency at all levels, especially at higher grade levels.

As part of its outreach approach, NARA has been contacting colleges and universities and created a repository of all contacts within these entities who will be participating in the Pathways programs. This approach aims at creating close relationships with educational organizations located within local commuting areas of multiple NARA locations where students and recent graduates may consider joining NARA as either interns or employees. Through the Pathways outreach process, NARA will also establish relationships with Historically Black Colleges and Universities (HBCUs) and other minority serving organizations focusing on supporting underrepresented communities.

In FY 2023, NARA will complete a thorough analysis of workforce demographics to determine where gaps exist. NARA will assess usage of other hiring flexibilities to maximize its greatest flexibility and drive a diverse candidate poll. Additionally, NARA will establish a centralized internship program for both paid and unpaid internships. NARA will create equitable interview and hiring practices training to mitigate bias and to ensure all candidates receive equitable opportunities. In FY 2024, NARA will launch a robust Pathways program designed to provide opportunities for employment at lower grades. NARA will also establish partnerships with affinity-based institutions to drive a diverse talent pool.

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 employees must see reasonable and achievable paths to rewarding and productive careers to engage in their work and build an inclusive workplace. NARA must provide employees with a roadmap that allows them to plan their careers, as well as training and experiential learning opportunities to develop skills needed for career progression. NARA must establish an equitable method to cultivate qualified internal candidates for future vacancies and leadership pipelines for succession planning.

NARA will analyze qualifications and competencies needed for NARA positions in all job series. NARA will assess career ladders to ensure that all employees have real opportunities for advancement. NARA will review vacancy announcements to ensure that competencies are appropriately captured and communicated, and that educational requirements are not required if the necessary competencies can be demonstrated through experience. NARA will develop new training and certification opportunities so that employees can demonstrate mastery of required competencies. NARA will expand leadership training to non-supervisors to allow motivated employees opportunities to prepare for future responsibilities and self-identify for inclusion in leadership pipelines for succession planning.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Employees believe the agency provides career advancement opportunities as demonstrated in EVS item (67).	*Target*	—	—	—	Baseline	35%	40%
	Actual	—	—	—	68%		

Performance Summary: 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.

NARA is working to identify career development opportunities through career pathing that will equip employees with the understanding of the knowledge, skills, and experiences required to move into a vertical, lateral, and cross-functional career. We will develop agency-wide career maps by analyzing and documenting current organizational career paths, capturing the job series, and outlining the OPM required qualifications and needed competencies for those job series. The analysis will include identifying the associated professional, administrative, technical, and clerical position designation types. These actions support the strategic objective by providing employees the tools and education regarding career paths and the associated position requirements.

Once the career roadmaps have been established and competencies needed for each position, employees will need to understand their skill gaps to help them prepare to navigate their career paths. By assessing training needs and providing training and support solutions, employees will be better equipped to close skill gaps to be ready for current and future positions. NARA will establish an equitable method and process to develop critical positions and leadership pipelines that will ensure continuity of operations.

In FY 2023, NARA will assess its current data set to identify job series, grade, and full performance levels. In FY 2024, NARA will capture associated OPM qualification, specialized experience, and/or competencies for identified job series and grades. NARA will use this information to conduct a gap analysis.

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 must provide all employees with a safe and supportive, equitable, and inclusive work environment. NARA is committed to the principles of Diversity, Equity, Inclusion, and Accessibility (DEIA) and fair treatment of employees at all times. NARA promotes collaborative, civil interactions and has established expectations for civility in the workplace.

NARA will create a workplace culture that is diverse, inclusive, respectful, and welcoming for all employees. NARA will continue to provide visible leadership support for DEIA programs. NARA will promote DEIA education and training and implement a communications strategy

that elevates DEIA as a key strategic priority. NARA will partner with the Union to develop new working groups and other opportunities for employees to participate in agency decision-making.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
EVS Diversity Index score.	Target	—	—	—	Baseline	54%	58%
	Actual	—	—	—	73%		

Performance Summary: NARA is collaborating with USAID and OPM to provide DEIA training for NARA staff through the Respectful, Inclusive, and Safe Environments (RISE) curriculum. NARA is currently training staff to deliver RISE training to their peers. The training process involves inviting selected NARA work units of 15 to 25 employees to attend a series of twelve workshops conducted over 16 weeks. The aim is to use the policy and expectations cornerstones within and coupled with the training to help teams develop practices to recognize and act within the framework of these commitments. While participation in the training program is not compulsory, participation in early workshops has been high. Volunteers from across the agency support delivery of the workshops. The inclusion of volunteers provides champions for supportive, equitable, and inclusive environments with the opportunity to develop new skills while contributing to moving the agency forward.

The RISE program has strong leadership support. NARA anticipates reaching up to 500 employees, around 20 percent of the agency employee count, each year using this team-based, opt-in training program.

In FY 2024, NARA will develop a DEIA dashboard and scorecard to monitor and evaluate progress to ensure transparency and accountability.

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).

OMB/NARA Memorandum, Transition to Electronic Records (M-23-07)

In December 2022, OMB and NARA issued the joint memorandum M-23-07, Update to 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, by June 30, 2024.

NARA received several exception requests from agencies related to M-23-07, including those related to agency concerns about physically accessing records in offices or other storage locations. NARA tracked, reviewed, and prepared potential responses to these exception requests for OMB review. NARA will provide responses to agencies in FY 2023 once issues related to extending the target dates are resolved and OMB coordination is complete.

Records Management Oversight and Reporting

NARA's Records Management Oversight and Reporting web pages provide comprehensive information about our oversight activities. In FY 2022, NARA conducted the following oversight projects:
.

- **Federal Agency Records Management Annual Report.** In 2022, NARA required three related but separate submissions for 2021 federal agency records management programs and activities:

  ○ Senior Agency Official for Records Management Reports
  ○ Records Management Self-Assessment
  ○ Federal Electronic Records and Email Management Maturity Reports.

  NARA reviewed the submissions and issued a consolidated report with analysis on the state of federal records management programs. The consolidated report is 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.

  In FY 2022, NARA completed inspections of the following agencies and topics. The final inspection reports have been posted to our Records Management Inspections website:

  ○ American Battle Monuments Commission
  ○ Permanent Records Regulatory Records
  ○ Records Management Practices of Executive Secretariats
  ○ Farm Credit Administration
  ○ Permanent Records of Selected Bureaus and Offices of the Department of Treasury
  ○ Permanent Records of Selected Bureaus and Offices of the Department of Agriculture

Monitoring and follow-up. Following the issuance of final inspection reports, NARA requires 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. During FY 2022, NARA tracked 591 individual recommendations and 193 of those recommendations were closed.

● **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 2022, NARA completed the following four topical assessments.

  ○ Records of Collaborative Tools in Use by Federal Agencies
  ○ Agency On-boarding and Off-boarding Process
  ○ Agency Chief Data Officer Coordination with Records Management Programs
  ○ Federal Agency Implementation of Records Schedules with Selection Criteria.

  Published Assessment reports are available on NARA's website.

● **Electronic records systems audits**. The Office of the Chief Records Officer, Systems Analysis Team, developed baseline standards and procedures for conducting audits of electronic records systems. The Team began auditing in FY 2022 with its first report expected to be published in FY 2023.

● **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 each case, including the findings, of alleged unauthorized disposition of federal records is available on NARA's website.

NARA Records Management Training for Agencies

In FY 2022, NARA's Records Management Training Program in the Office of the Chief Records Officer continued to leverage online learning technology to provide agency records officers with the Agency Records Officer Credential (AROC). 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.

In FY 2022, 57 agency records officers (AROs) were enrolled in the AROC program. NARA training staff were designated as mentors to assist each agency records officer working through the AROC curriculum. NARA support also included weekly sessions to address any questions on assignments and key concepts. The AROC was awarded to 42 AROs in FY 2022. Of those who participated in the training and received their credential, 96 percent of participants were "satisfied" or "strongly satisfied" with their experience. One hundred percent of those who received their credential and used an AROC mentor throughout the process 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 2022, ReMIS completed 34 individual requests from 30 agencies—19 of the agencies previously used ReMIS services. NARA developed and delivered 13 versions of RM Fundamentals to agencies for training their staff.

Records Management Policy

Capstone Resubmission. In April 2022, NARA issued NARA Bulletin 2022-02: Resubmission of Capstone Forms. This guidance established a resubmission cycle for agencies using GRS 6.1 to manage their email records. This GRS provides disposition authority for agencies to destroy temporary emails and transfer permanent emails to NARA, based on the role or position of the employee. Capstone officials are permanent; all others are temporary. To use GRS 6.1, agencies submit a form NA-1005. This bulletin requires agencies to resubmit that form every four years, starting in January 2023. This guidance helps NARA ensure that email management practices in agencies stay current over time and reflect any organizational changes that may have occurred. The bulletin better positions NARA to certify any changes to the records schedules for federal agency email. Additionally, in FY 2022, NARA worked on guidance to expand the use of GRS 6.1 to cover electronic messages as well as email. This guidance will be issued in FY 2023 and will coincide with the resubmission process.

FERMI

In FY 2022, NARA's Federal Electronic Records Modernization Initiative (FERMI) continued to serve as NARA's comprehensive government-wide strategy for procuring records management solutions and services. Included in this work is maintaining the Electronic Records Management Federal Integrated Business Framework. In addition, FERMI partners with the General Services Administration Multiple Awards Schedule team to identify vendors capable of providing electronic records management services to the federal government.

Records Management Standards

International and national standards provide requirements, guidelines, and direction for many disciplines related to information governance. By participating in and influencing the development of standards for electronic records management, NARA supports the adoption of widely recognized approaches, system capabilities, record types, formats, and metadata across the federal government.

International Records Management Standards. In FY 2022, 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 staff served on the SC 11 Advisory Group and Planning Task Force. NARA staff also served on working groups on issues and considerations for managing records in structured data environments, metadata, and management systems for records.

PDF Standards. NARA staff served as the Convenor for the working group on development of the PDF/A (archiving) standard. NARA staff participated as technical experts on the working groups for the PDF/E (engineering) standard; PDF specifications; PDF and universal

accessibility; file format guidelines; electronic document management (EDMS) guidelines; and metadata.

Records Management Outreach

Outreach Events. NARA's primary outreach activity for the federal records management community is the Agency Services Bimonthly Records and Information Discussion Group (BRIDG) meeting streamed live on YouTube. BRIDG meetings inform agencies of news from the Federal Records Centers Program as well as updates on federal records management reporting, policy, scheduling, and training. In FY 2022, NARA hosted five BRIDG meetings, including a special March meeting featuring a conversation with the then Archivist of the United States, David S. Ferriero. NARA also hosted five meetings of the Federal Records Management Council, an interagency council that provides input, advice, and recommendations to NARA on records management issues. Finally, NARA hosted two webinars for agency staff that drew hundreds of participants. In November 2021, we held a webinar on cloud transfers of permanent records with several panelists from NARA programs. In April 2022, we held a webinar on how to transfer classified records stored in Federal Records Centers to NARA as part of the annual move process.

External Engagement. In FY 2022, NARA participated in 45 outreach events, including speaking at conferences hosted by 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 2022, NARA continued to manage a Microsoft 365 user community of nearly 500 agency records and information staff. NARA held monthly meetings that included presentations from agency experts as well as Microsoft experts. The success of this engagement has led to several resources for agencies looking to implement electronic records management within the Microsoft 365 platform.

THIS PAGE INTENTIONALLY LEFT BLANK