



EQUAL EMPLOYMENT OPPORTUNITY (EEO)
ANNUAL REPORT TO CONGRESS
ON THE NOTIFICATION
AND FEDERAL
EMPLOYEE
ANTIDISCRIMINATION
AND RETALIATION ACT
(No FEAR Act)
FISCAL YEAR 2025

PREPARED BY:

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Director, Office of Equal Employment Opportunity Programs

REPORT SUBMITTED TO:

President Pro Tempore

Speaker of the House of Representatives

Members of Congress

Attorney General of the United States

Chair, Equal Employment Opportunity Commission (EEOC)

Director, Office of Personnel Management (OPM)

Message from the Director

Office of Equal Employment Opportunity Programs

I am pleased to present the Annual Report for Fiscal Year 2025 on behalf of the National Archives and Records Administration (NARA) regarding the Notification and Federal Employee Anti-discrimination and Retaliation Act of 2002 (No FEAR Act).

This report outlines the activities within NARA's Complaints Program, summarizing EEO (Equal Employment Opportunity) activity, and highlights initiatives undertaken in the Anti-Harassment Program. It also provides a comprehensive overview of trends over the past five years, covering reporting requirements from FY 2020 to FY 2025. While the primary goal of the report is to address workplace discrimination incidents, it also underscores NARA's steadfast commitment to EEO principles, fostering a safe work environment, ensuring protection from prohibited personnel practices, and promoting accountability.

Copies of this report will be distributed to the following members of Congress and Executive Branch:

- President Pro Tempore
- Speaker of the House of Representatives
- Members of Congress with jurisdiction relating to NARA
- Attorney General of the United States
- Chair of the Equal Employment Opportunity Commission
- Director of the Office of Personnel Management

Should you have any inquiries regarding this report, please feel free to contact me at 301-837-0295 or via email at eeocomplaints@nara.gov.

Sincerely,



Erica Pearson
Director

Office of Equal Employment Opportunity Programs

Date **MAR 27 2026**

Pursuant to the statutory requirements, this report is being provided to the following Members of Congress who have authority and oversight for NARA and the Executive Branch:

<p>The Honorable Chuck Grassley, President Pro Tempore, United States Senate</p>	<p>The Honorable Mike Johnson, Speaker of the House of Representatives</p>
<p>The Honorable Rand Paul, Chair, Committee on Homeland Security and Governmental Affairs, United States Senate</p>	<p>The Honorable Gary Peters, Ranking Member, Committee on Homeland Security and Governmental Affairs, United States Senate</p>
<p>The Honorable Susan Collins, Chair, Committee on Appropriations, United States Senate</p>	<p>The Honorable Patty Murray, Vice Chair, Committee on Appropriations, United States Senate</p>
<p>The Honorable Bill Hagerty, Chair, Subcommittee on Financial Services and General Government, United States Senate</p>	<p>The Honorable Jack Reed, Ranking Member, Subcommittee on Financial Services and General Government, United States Senate</p>
<p>The Honorable James Comer, Chair, Committee on Oversight and Government Reform, House of Representatives</p>	<p>The Honorable Robert Garcia, Ranking Member, Committee on Oversight and Government Reform, House of Representatives</p>
<p>The Honorable Pete Sessions, Chair, Subcommittee on Government Operations, Committee on Oversight and Government Reform, House of Representatives</p>	<p>The Honorable Kweisi Mfume, Ranking Member, Subcommittee on Government Operations, Committee on Oversight and Government Reform, House of Representatives</p>
<p>The Honorable Tom Cole, Chair, Committee on Appropriations, House of Representatives</p>	<p>The Honorable Rosa DeLauro, Ranking Member, Committee on Appropriations, House of Representatives</p>
<p>The Honorable Dave Joyce, Chair, Subcommittee on Financial Services and General Government, House of Representatives</p>	<p>The Honorable Steny Hoyer, Ranking Member, Subcommittee on Financial Services and General Government, House of Representatives</p>
<p>The Honorable Pam Bondi, Attorney General, U.S. Department of Justice</p>	<p>Commissioner Andrea R. Lucas, Chair, U.S. Equal Employment Opportunity Commission</p>
<p>Mr. Scott Kuper, Director, U.S. Office of Personnel Management</p>	

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I. Executive Summary

The National Archives and Records Administration (NARA) provides its Annual Report to Congress as required by Section 203 of the Notification and Federal Employee Anti-discrimination and Retaliation Act of 2002 (“No FEAR Act”), Public Law 107-174. This report covers data for FY 2025.

The National Archives and Records Administration (NARA) is an agency of the Executive Branch that was created to identify, protect, preserve, and make publicly available the historically valuable records of all three branches of the federal government. NARA manages the federal government’s archives, administers a system of Presidential Libraries, supports exhibitions, provides oversight of government-wide records management activities, and provides temporary storage of other agencies’ records on their behalf. NARA publishes the Federal Register and makes grants through the National Historical Publications and Records Commission. NARA is charged with additional responsibilities, including appropriate declassification of classified national security information, mediating Freedom of Information Act (FOIA) disputes, and overseeing agency actions regarding classified and controlled unclassified information.

Our mission statement: We will preserve the records of the United States and make them available to the American people.

Our values are stewardship, transparency, inspiration, innovation, and collaboration.

- Stewardship: We are dedicated to preserving our nation’s records, safeguarding American history, and operating with the highest levels of accountability to serve both current and future generations.
- Transparency: We foster trust by operating with integrity and committing to openness by making our records available and accessible, both physically and digitally.
- Inspire: We inspire lifelong learning and civic engagement by connecting individuals with the records of our history.
- Innovate with Purpose: We are open to adopting new ways of working and new technologies to enhance the preservation, access, and understanding of our nation's records.
- Collaboration: We work together with both internal and external stakeholders to advance our mission.

Our strategic goals focus on improving public access to NARA’s vast holdings, ensuring long-term preservation of historical records, leveraging advanced technologies for access and protection of our digital holdings, and operational excellence and fiscal accountability.

- Strategic Goal 1: Discover, access, organize, process, and make historical materials available to the maximum extent feasible.
- Strategic Goal 2: Ensure high-quality standards of preservation are being applied to NARA’s holdings, preserving American history for future generations.
- Strategic Goal 3: Continue IT modernization of NARA’s operations and archival electronic records infrastructure.
- Strategic Goal 4: Ensure all work is mission-focused and accountable to taxpayers through ongoing reviews of operational controls and recruiting and retaining a highly skilled workforce.

NARA promotes the use of ADR to resolve EEO complaints, both informal and formal. From FY 2024 - 2026, all EEO complainants were provided information about mediation and the advantages of attempting

alternative dispute resolution. To ensure every complainant could make an informed decision about electing ADR, the EEO office referred complainants to the agency's neutral (ADR official) to discuss the option of mediation to resolve their EEO complaints. Further, the agency developed EEO mediation training for managers and supervisors. Both initiatives supported employees in preparing for dispute resolution.

FY25 was a landmark year for the EEO Complaints Department. Through strategic reorganization, disciplined operational management, and a shared commitment to excellence, the team achieved higher timeliness rates over previous years, generated significant cost savings, and produced lasting improvements in program infrastructure. These results were accomplished as a six-person team, demonstrating exceptional efficiency and professionalism across all program areas.

The EEO office has focused on providing training and awareness to all NARA staff to provide definitions of harassment and inappropriate behavior, the processes and roles and responsibilities. The office disseminated MythBusters and newsletters throughout the year to provide information and awareness of the Anti-harassment Program (AHP) policy and processes as well as providing updated legal information and point of contact. Moreover, the EEO office conducted six different AHP training courses to both supervisors and managers and non-supervisors/managers resulting in over 675 attendees.

II. Introduction

The No FEAR Act requires Federal agencies to submit Annual Reports to the President Pro Tempore of the Senate, the Speaker of the House of Representatives, the Committee on Governmental Affairs of the Senate, the Committee on Government Reform of the House of Representatives, each committee of Congress with jurisdiction relating to the agency, the Attorney General, the U.S. Equal Employment Opportunity Commission (EEOC) and the Director of the Office of Personnel Management (OPM). This report is submitted by NARA to fulfill this reporting requirement.

III. Background

On May 15, 2002, President George W. Bush signed into law the No FEAR Act. The Act became effective on October 1, 2003. The Act requires Federal agencies to be accountable for violations of anti-discrimination and whistle-blower protection laws and post certain statistical data relating to Federal sector EEO complaints filed with the agency.

Section 203 of the No FEAR Act requires that each Federal agency submit an Annual Report to Congress not later than 180 days after the end of each fiscal year. Section 203 also provides the specific requirements for agencies to report under the Act. In addition, the President delegated responsibility for the issuance of regulations governing implementation of the No FEAR Act to OPM. OPM published interim regulations on January 22, 2004, concerning the reimbursement provisions of the Act. On December 28, 2006, OPM published the final regulations for reporting in the Federal Register. The effective date in the final rule was February 26, 2007.

On January 1, 2021, lawmakers passed EEO reforms titled the Elijah Cummings Federal Employee Antidiscrimination and Retaliation Act of 2020 Subtitle B of the William M. (Mac) Thornberry National Defense Authorization Act for Fiscal Year 2021 (2020). The law amends the Notification and Federal Employee Anti-discrimination and Retaliation Act of 2002, signed by George W. Bush. The amendment strengthens reporting and increases accountability measures by requiring the following:

- Establishment of an EEO Complaint Tracking System.
- Notation of any adverse action and the reason for the action in the employee's personnel record if an agency takes an adverse action under 5 U.S.C. § 7512 against an employee for a discriminatory act.
- Reporting on disciplinary actions related to findings of discrimination, including retaliation. Agencies are to report on such events via an online posting (within 90 days of such findings) and via a written report to the EEOC (within 120 days of such findings).
- Fair and impartial processing and resolution of EEO complaints.
- Establishment of a Model EEO Program independent of either their Offices of Human Capital or Office of General Counsel or equivalent.
- Ensure that each head of the EEO program reports directly to the Agency's Head; and
- The EEOC may refer discrimination findings to the Office of Special Counsel if it determines that the agency did not take appropriate action with respect to the finding.

NARA's EEO Office is responsible for administering and ensuring agency compliance with the Federal EEO laws, regulations, policies, and guidance that prohibit discrimination in the Federal workplace based on race, color, religion, sex, national origin, age (40 or older), disability (mental or physical), genetic information, pregnancy, childbirth, or related medical conditions, and reprisal/retaliation for engaging in protected activity or other non-merit-based factors. Regarding pregnancy, the Pregnant Workers Fairness Act (PWFA) requires agencies to provide reasonable accommodation to employees' known limitations related to pregnancy, childbirth, or related medical conditions unless such accommodation poses an undue hardship to the agency. These protections extend to management practices and decisions through outreach, recruitment and hiring practices, appraisal systems, promotions, training, and career development programs (Appendix B: EEO Policy Statement). The EEO Office is also responsible for preparing the agency's Annual Report to Congress on the No FEAR Act based on the Agency's efforts to enforce anti-discriminatory laws and prevent future incidents of discrimination. The Office of Human Capital, Office of the Inspector General, and the Office of General Counsel also play a role in the implementation of the No FEAR Act for NARA employees.

IV. Final Year-End Data for FY 2025

As required by the No FEAR Act, NARA timely posted and displayed a link to the No FEAR Act data on its main website (www.archives.gov) no later than 30 calendar days after the end of each quarter.

- NARA's complaints data was reported quarterly during FY 2025. (Appendix A: Final Year-End No FEAR Act Data for FY 2025)

V. Cases Filed in Federal District Court

Section 203 (1) of the No FEAR Act requires that agencies include in their Annual Report to Congress "the number of cases arising under each of the respective provisions of law covered by paragraphs (1) and (2) of section 201(a) in which discrimination on the part of the agency was alleged." Section 724.302 of OPM's proposed regulations issued on January 25, 2006, clarifies section 203 (1) of the No FEAR Act, stating that agencies report on the "number of cases in Federal Court pending or resolved ...arising under each of the respective provisions of the Federal Antidiscrimination laws and whistleblower protection laws."

In FY 2025, there were three cases:

- Civil Action No. 8:25-cv-02489-TJS
- Civil Action No. 4:23-cv-0976 -MTS
- Civil Action No. 4:23-cv-01415-ZMB

VI. Status or Disposition for the Federal District Court Cases

Two cases were pending at the close of FY 2025:

- Civil Action No. 4:23-cv-01415-ZMB
- Civil Action No. 8:25-cv-02489-TJS

One case was closed during FY 2025:

- Civil Action No. 4:23-cv-00976-MTS

VII. Reimbursement of the Treasury Judgment Fund

OPM published interim final regulations in the Federal Register on January 22, 2004, and final regulations on May 10, 2006, to clarify the agency reimbursement provisions of Title II of the No FEAR Act. These regulations, among other things, state that the Financial Management Service, U.S. Department of the Treasury (FMS), will provide notice to an agency's Chief Financial Officer within 15 business days after payment from the Judgment Fund. The agency is required to reimburse the Judgment Fund within 45 business days after receiving the notice from FMS or must contact FMS to arrange in writing for reimbursement.

- NARA reports that no funds were required to be reimbursed to the Judgment Fund.

VIII. Disciplinary Actions

Section 203(a)(4) of the No FEAR Act requires that agencies include in the Annual Report to Congress "the number of employees disciplined for discrimination, retaliation, harassment, or any other infraction of any provision of law referred to in paragraph (I)." Section 203(a) (I) requires that agencies report "the number of cases arising under each of the respective provisions of law covered by paragraphs (1) and (2) of section 201(a) in which discrimination on the part of such agency was alleged." OPM's guidelines provide that these cases refer to the number of discrimination cases for which the Judgment Fund paid on behalf of the agency. The proposed regulations also define disciplinary actions to include any one or a combination of the following actions: reprimand, suspension without pay, reduction in grade or pay, or removal.

- There were no disciplinary actions to report.

IX. Policy Descriptions on Disciplinary Actions

Section 203(a)(6) of the No FEAR Act requires that agencies include in their Annual Report to Congress a detailed description of the policy implemented by the agency relating to disciplinary actions imposed against a Federal employee who discriminated against any individual in violation of any of the laws cited under section 201(a)(1) or (2), or committed another prohibited personnel practice that was revealed in

the investigation of a complaint alleging a violation of any of the laws cited under section 201(a)(1) or (2). Further, the Act requires that, with respect to each such law, Federal agencies report on the number of employees who were disciplined in accordance with such policy and the specific nature of the disciplinary action taken.

- This is not applicable as there were no disciplinary actions reported.

X. Training Requirement for No FEAR Act

Section 202(c) of the No FEAR Act requires agencies to provide training to their employees on the rights and remedies under Federal anti-discrimination, retaliation, and whistle-blower protection laws. Under 5 C.F.R. 724.203, agencies are required to develop a written training plan for employees to train them in the rights and remedies available under the Antidiscrimination Laws and Whistleblower Protection Laws applicable to them.

To comply with this requirement, NARA's Annual Required Training (ART-AS-25) included a module that dealt specifically with the No FEAR Act and reminded employees about their rights and remedies under federal anti-discrimination, retaliation, and whistle-blower protection laws. This training was delivered through the Learning Management System (LMS) platform (Appendix C: NARA Employee Communications number 30: FY 2025 Annual Required Training for All Employees). All NARA employees completed the Annual Required Training between February 7, 2025, and March 14, 2025. Two new employees also receive information about the No Fear Act through the required New Employee Training offered on LMS. As of September 17, 2025, a total of 2,539 employees including existing employees and new hires have completed the training. (See Appendix D for the course description.)

XI. Examination of Trends, Causal Analysis, and Actions Planned or Taken to Improve the Complaints Program

Section 203(7) of the No FEAR Act requires that agencies undertake "an examination of trends, causal analysis, and practical knowledge gained through experience and any actions planned or taken to improve complaint or civil rights programs of the agency."

Trends and Analysis

Agency EEO Program

Agency accomplishments in EEO include:

- The department achieved a dramatic turnaround in complaints processing timeliness. Improved overall complaints timeliness from 50 percent in FY24 to 90 percent in FY25, an 80 percent change over the previous year improvement sustained across all stages of the complaints process, including counseling, investigation, and final decision phases.
- The department executed a comprehensive reorganization that improved operational efficiency while generating substantial savings for the agency. Generated over \$40,000 in annual cost savings through the elimination of contractor dependencies and optimization of the internal staffing structure. Reduced total program operating costs by an estimated 15–20 percent while maintaining and improving service quality.
- The department submitted the No FEAR Act Annual Report and the EEOC Form 462 on time.

- The department implemented systematic improvements that created durable operational efficiencies and enhanced real-time program visibility. Automated deadline tracking and reminder systems reduce missed deadlines by over 75 percent.
- Integrated the electronic EEO tracking system with the ETK database for seamless data flow and real-time performance monitoring.

Agency Anti-harassment Program

In FY 2025, the Agency's Anti-harassment Program (AHP) experienced a 19 percent increase in allegations of harassment over FY 2024. Despite the higher volume of reported cases in FY 2025, the overall number of substantiated cases decreased, suggesting a rigorous and fair investigative process. Thirty-seven cases were formally referred to the Administrative Resource Center (ARC) for investigation. Of the 37 cases referred, only four cases of harassment were substantiated, which was a reduction from the previous year in which harassment was substantiated in six cases. This constitutes a 33 percent reduction in substantiated harassment cases compared to the prior year. In FY 2025, the number of cases in which inappropriate behavior was substantiated decreased from eleven to ten. This represents a nine percent decline from the preceding fiscal year.

A small percentage of cases necessitated referral to external or specialized NARA offices for appropriate action. During this fiscal year, six cases were formally referred to other offices for appropriate action, constituting six percent of the total cases managed in Fiscal Year 2025. Two of these referrals involved researchers and were subsequently handled by NARA's Office of General Counsel. An additional two cases were referred to RESOLVE, NARA's Alternative Dispute Resolution (ADR) program, as the parties involved agreed that RESOLVE represented the most suitable alternative for addressing their concerns. AHP referred one case to the Office of Inspector General due to concerns related to the Hatch Act. The final case was returned to management because insufficient details were provided to formally engage in the established process.

Further development for the year is directly derived from the Committee on Harassment's (COH) effort to encourage increased supervisory or managerial involvement in the process. Fifty-nine cases were administratively closed in FY25, indicating that the COH did not formally address every allegation submitted during this fiscal year. Instead, the COH referred these allegations back to management officials to address from a conduct standpoint, thereby encouraging managers and supervisors to become more involved in resolving concerns within NARA workplaces. Consequently, 57 percent of the cases were redirected to allow for supervisory discretion, intervention, and action.

At the end of FY 2025, one case remains pending with ARC for an investigation. This single case represents one percent of the total caseload for the fiscal year, and an official outcome has not yet been determined.

Alternative Dispute Resolution (ADR) RESOLVE

NARA continues to promote ADR (Appendix E) and encourages employees to consider this avenue first before filing a formal complaint of discrimination. Managers and supervisors are educated on the importance of resolving actions that may rise to EEO complaints and to avoid costly judgments since the implementation of the No FEAR Act and mandatory Prevention of Workplace Harassment training (Appendix F).

On April 22, 2024, changes based on the Collective Bargaining Agreement (CBA) included the requirement to attempt resolution for harassment allegations at the lowest level through NARA's ADR process, RESOLVE, and to give alleged victims the right to request temporary reassignment while their allegations are adjudicated. This change was instituted pursuant to amendments to the Collective Bargaining Agreement and FY 2025 marks the first complete fiscal year during which the RESOLVE process was made available at the start of most harassment cases under the AHP. Over the course of the fiscal year, seven participants opted to utilize the RESOLVE process, and four cases were successfully concluded or resolved through its application, demonstrating its value as an alternative resolution mechanism.

Actions taken to Improve the EEO Program

In FY 2025, NARA took the following actions in support of its EEO Program:

- Launched an electronic EEO tracking system, improving timely processing, and automatic date calculations.
- Updated internal tracking methods to integrate with electronic tracking, enhancing program visibility.
- Improved time management, leading to increased timeliness in case resolutions.
- Strengthened communication strategies with internal and external stakeholders.
- Enhanced the ability to explain complex legal concepts to employees by hiring highly knowledgeable and skilled EEO personnel.
- Improved adjudication processes for jurisdictional determinations.
- Established biweekly internal staff meetings to ensure timeliness and accuracy.
- Implemented post-operational briefings to drive process improvements.
- Transitioned from contract counselors to internal staff, optimizing resources and reducing costs.
- Acquired and trained detailed staff members to assist during workload surges.

Actions Planned to Improve the EEO Program

- Continuous process optimization.
- Implement comprehensive professional development initiatives to strengthen our team's core competencies, fostering operational self-sufficiency and minimizing dependence on external contract support.
- Enhance organizational visibility to advance and promote a model EEO program.
- Implement a complaint tracking system to align with the Elijah Cummings Act.

XII. Adjustment to Budget

Section 203(a)(8) of the No FEAR Act requires that agencies include in their Annual Report to Congress information about "any adjustment (to the extent the adjustment can be ascertained in the budget of the agency) to comply with the requirements under section 201." This section requires federal agencies to reimburse the Judgment Fund for any discrimination and whistle-blower related settlements or judgments reached in Federal court.

- Not applicable

XIII. Conclusion

NARA has undergone significant organizational changes to align with the Office of Personnel

Management initiatives to stream-line agency processes to ensure greater efficiencies and maintain public trust as good stewards over government funds. This re-alignment touches every facet of operations including equal employment opportunity programming. The agency is committed to navigating the challenges as we reimagine the traditional concept of government operations in favor of a more streamlined approach while reaffirming our commitment to the principles of equal employment opportunity. Our core values stand as pillars guiding in collaboration, innovation, and learning to engage with each other.

Appendix A: Final Year-End No FEAR Act Data for FY 2025

NARA - Equal Employment Opportunity Data Posted Pursuant to the No FEAR Act Data
Chart: For the 4th Quarter FY 2025, ending on September 30, 2025

Complaint Activity 29 C.F.R. § 1614.704(a) – (c)	2020	2021	2022	2023	2024	2025
Number of Complaints Filed	11	5	6	16	13	18
Number of Complainants	11	4	6	16	13	17
Repeat Filers	4	2	2	0	0	1

Complaints by Basis 29 C.F.R. § 1614.704(d)	2020	2021	2022	2023	2024	2025
Race	5	3	5	10	9	9
Color	2	0	3	5	6	2
Religion	1	0	1	1	0	1
Reprisal	7	5	4	8	5	6
Sex	5	3	4	7	7	4
Pregnancy Discrimination Act	0	0	0	0	0	0
National Origin	1	1	1	1	3	1
Equal Pay Act	0	0	0	0	0	1
Age	3	2	5	2	8	6
Disability	5	5	2	6	7	13
Genetic Information	0	0	0	0	0	0

Note: Complaints can be filed alleging multiple bases. The sum of the bases may not equal total complaints filed.

Complaints by Issue 29 C.F.R. § 1614.704(e)	2020	2021	2022	2023	2024	2025
Appointment/Hire	1	0	0	0	3	0
Awards	1	0	0	0	0	0
Disciplinary Action						
Demotion	0	0	0	0	0	0
Removal	3	1	0	0	0	0
Suspension	0	0	0	0	7	0
Other	0	3	0	1	4	2
Evaluation/Appraisal	2	0	1	1	0	2
Examination/Test	0	0	0	1	0	0
Harassment						

Non-Sexual	4	2	5	14	4	12
Sexual	0	0	1	2	0	0
Medical Examination	0	0	0	0	0	0
Pay (Including Overtime)	0	0	0	1	1	0
Promotion/non-selection	4	0	2	4	0	2
Reassignment	0	1	1	0	2	0
Reasonable Accommodation Disability	2	4	0	4	1	3
Religious Accommodation	0	0	0	0	0	0
Sex-Stereotyping	0	0	0	0	0	0
Telework	0	0	0	3	0	0
Termination	0	1	0	0	4	2
Time and Attendance	1	0	0	8	0	2
Training	0	1	0	3	3	1

Note: Complaints can be filed alleging multiple issues. The sum of the issues may not equal the total complaints filed.

Processing Time 29 C.F.R. § 1614.704(f)	2020	2021	2022	2023	2024	2025
<i>Complaints Pending (for any length of time) During Fiscal Year</i>						
Average Number of Days in the Investigation Stage	149.6	99.3	101	224	345	223.17
Average Number of Days in Final Action Stage	71.84	165.1	90	101	162	67.83
<i>Complaints Pending (for any length of time) During Fiscal Year Where Hearing Was Requested</i>						
Average Number of Days in the Investigation Stage	155.37	59.3	221	193	310	331.08
Average Number of Days in Final Action Stage	75	187.4	39	38	193	36
<i>Complaints Pending (for any length of time) During Fiscal Year Where Hearing Was Not Requested</i>						
Average Number of Days in the Investigation Stage	119.5	143.5	108	183.4	274	247.25
Average Number of Days in Final Action Stage	54.3	113.5	44	119	92	83.75

Complaints Dismissed by Agency 29 C.F.R. § 1614.704(g)	2020	2021	2022	2023	2024	2025
Total Complaints Dismissed by Agency	0	0	0	1	1	2
Average Days Pending Prior to Dismissal	0	0	0	64	297	46
Total Complaints Withdrawn by Complainants	1	3	0	1	3	2

Total Final Actions Finding Discrimination 29 C.F.R. § 1614.704(i)	2020	2021	2022	2023	2024	2025
Total Number of Findings	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Without Hearing	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
With Hearing	0	0	0	0	0	0
Percentage	0	0	0	0	0	0

Findings of Discrimination Rendered by Basis 29 C.F.R. § 1614.704(j)	2020	2021	2022	2023	2024	2025
Total Number of Findings	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Race	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Color	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Religion	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Reprisal	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Sex	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Pregnancy Discrimination Act	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
National Origin	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Equal Pay Act	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Age	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Disability	0	0	0	0	0	0

	Percentage	0	0	0	0	0	0
Genetic Information		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Findings After Hearing		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Race		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Color		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Religion		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Reprisal		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Sex		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Pregnancy Discrimination Act		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
National Origin		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Equal Pay Act		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Age		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Disability		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Genetic Information		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Findings After Hearing		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Race		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Color		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Religion		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Reprisal		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Sex		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Pregnancy Discrimination Act		0	0	0	0	0	0

	Percentage	0	0	0	0	0	0
National Origin		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Equal Pay Act		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Age		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Disability		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Genetic Information		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0

Findings of Discrimination Rendered by Issue 29 C.F.R. § 1614.704(k)	2020	2021	2022	2023	2024	2025
Total Number of Findings	0	0	0	0	0	0
	Percentage	0	0	0	0	0
Appointment/Hire		0	0	0	0	0
	Percentage					
Awards		0	0	0	0	0
	Percentage					
Disciplinary Action						
Suspension		0	0	0	0	0
	Percentage	0	0	0	0	0
Removal		0	0	0	0	0
	Percentage	0	0	0	0	0
Other		0	0	0	0	0
	Percentage	0	0	0	0	0
Evaluation/Appraisal		0	0	0	0	0
	Percentage	0	0	0	0	0
Examination/Test		0	0	0	0	0
	Percentage	0	0	0	0	0
Harassment						
Non-Sexual		0	0	0	0	0
	Percentage	0	0	0	0	0
Sexual		0	0	0	0	0
	Percentage	0	0	0	0	0
Medical Examination		0	0	0	0	0
	Percentage	0	0	0	0	0
Pay (Including Overtime)		0	0	0	0	0

	Percentage	0	0	0	0	0	0
Promotion/non-selection		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Reassignment		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Reasonable Accommodation Disability		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Religious Accommodation		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Sex-Stereotyping		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Telework		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Termination		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Time and Attendance		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Training		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Other Terms/Conditions of Employment		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Findings After Hearing							
	Percentage	0	0	0	0	0	0
Appointment/Hire		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Awards		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Disciplinary Action							
Suspension		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Removal		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Other		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Duty Hours		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Evaluation Appraisal		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Examination/Test		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0

Harassment						
Non-Sexual	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Sexual	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Medical Examination	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Pay (Including Overtime)	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Promotion/non-selection	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Reassignment	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Reasonable Accommodation	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Religious Accommodation	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Sex-Stereotyping	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Telework	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Termination	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Time and Attendance	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Training	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Other Terms/Conditions of Employment	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Findings Without Hearing						
Appointment/Hire	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Awards	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Disciplinary Action						
Suspension	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Removal	0	0	0	0	0	0
Percentage	0	0	0	0	0	0
Other	0	0	0	0	0	0

	Percentage	0	0	0	0	0	0
Duty Hours		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Evaluation/Appraisal		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Examination/Test		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Harassment							
Non-Sexual		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Sexual		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Medical Examination		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Pay (Including Overtime)		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Promotion/non-selection		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Reassignment		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Reasonable Accommodation		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Religious Accommodation		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Sex stereotyping		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Telework		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Termination		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Time and Attendance		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Training		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0
Other Terms/Conditions of Employment		0	0	0	0	0	0
	Percentage	0	0	0	0	0	0

Pending Complaints Filed in Previous Fiscal Years and by Status 29 C.F.R. § 1614.704(l)	2020	2021	2022	2023	2024	2025
Total Complaints from Previous Fiscal Years	48	37	20	9	16	8
Total Complainants	44	32	26	8	16	8
Number of Complaints Pending						
Investigation	18	4	4	11	11	12
Hearing	11	25	5	3	2	6
Final Action	7	8	0	2	2	2
Appeal with EEOC Office of Federal Operations	8	2	2	4	1	6

Complaint Investigations 29 C.F.R. § 1614.704(m)	2020	2021	2022	2023	2024	2025
Pending Complaints Where Investigations Exceed Required Time Frames	24	3	1	2	2	0

Appendix B: Equal Employment Opportunity Policy Statement, dated December 16, 2025



December 16, 2025

Equal Employment Opportunity Policy Statement

NARA reaffirms our commitment to the principles of equal employment opportunity (EEO). As the nation's record keepers, our success depends on the contributions of a talented workforce. The National Archives and Records Administration's (NARA) core values require us to collaborate, innovate, and learn by engaging with each other.

Federal laws and Presidential Executive Orders prohibit discrimination based on race, color, religion, sex, national origin, age (40 or older), disability (mental or physical), genetic information, pregnancy, childbirth, or related medical conditions, and reprisal/retaliation for engaging in protected activity or other non-merit-based factors. Regarding pregnancy, the Pregnant Workers Fairness Act (PWFA) requires agencies to provide reasonable accommodation to employees' known limitations related to pregnancy, childbirth, or related medical conditions unless such accommodations pose an undue hardship to the agency. These protections extend to management practices and decisions through outreach, recruitment and hiring practices, appraisal systems, promotions, training and career-development programs.

This EEO policy statement serves as a reminder that NARA will not tolerate unlawful discrimination, inappropriate behavior, and harassment of any kind in the workplace. Managers and supervisors must lead by example and are responsible for ensuring employees have a work environment that is free of unlawful discrimination, harassment, and retaliation. All of us are responsible for integrating EEO into our daily workplace, conduct, and decisions.

Any NARA employee or applicant for employment who believes they have been subjected to unlawful discrimination or harassment based on one or more of the above-mentioned protected categories should contact the Office of Equal Employment Opportunity Programs (NEEO) at 301-837-0939 within **45 days** of the alleged discriminatory action or incident. Additional information about EEO services can be obtained by contacting the EEO Office at NEEO@nara.gov, <https://www.archives.gov/eoo>, or call 301-837-0939.

Other avenues employees may use to address concerns about unlawful treatment include: contacting the Office of Special Counsel at <https://osc.gov/> or (202)-804-7000 or the Merit Systems Protection Board at <https://www.mspb.gov/> or 202-653-7200.

Any employee who believes NARA has subjected them to workplace harassment can review NARA 396, [Anti-harassment Policy](#) for information on how to report allegations of workplace harassment.

To resolve workplace disputes and EEO complaints, NARA promotes the use of alternative dispute resolution. NARA's Alternative Dispute Resolution (ADR) Program is RESOLVE. For information on NARA's RESOLVE Program review [NARA 320, RESOLVE](#).

I expect your continued support in addressing and eradicating unlawful discriminatory behavior in the workplace.

A handwritten signature in black ink, appearing to read "J. Byron", with a long horizontal flourish extending to the right.

Senior Advisor to the Archivist of the United States

Appendix C: Training Requirement, Annual Required Training for All Employees



FY 2025 Annual Required Training for All Employees

Communication Number

030

To: All Employees



Employee Communications

All NARA employees must complete the FY2025 annual required training by **March 14, 2025**.

The training consists of 14 modules organized into three categories:

- How we approach work
- How we do business
- How we get better

Depending on your duties and responsibilities, you may be assigned additional required training.

Accessing the Training:

- Navigate to [NARA's Learning Center](#). You can access this training via any computer. *You do not need to use Citrix or VPN.*
- Log in by clicking the large blue "Use NARA Network Login / PIV" button.
- Look in the **Your Training Items** box on the Learning Center welcome page.
- Select **[ART-AS-25] Annual Required Training for All Employees** to begin the module.

The course should take approximately one hour to complete.

You may complete the entire training in one sitting, or you may finish a portion and return as often as needed to complete the entire course. All lessons must be completed to receive credit. Once completed, the system will automatically record your status.

If you have any questions about the required training, contact Learning and Development Director Steven Flowers at steven.flowers@nara.gov.

Notice Category

[Training Opportunities](#)

Fiscal Year

2025

[Log in to add comment](#)

Appendix D: NARA Learning Center No FEAR Act Training
Course Description



ONLINE CLASS

(COURSE) The No FEAR Act

Last Updated 04/11/2023 Duration 18 minutes

Details

The Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002, better known as the No FEAR Act, requires that federal agencies be accountable for violations of antidiscrimination and whistleblower protection laws. This course will outline the rights federal employees have under these laws and provide details on how the No FEAR Act is implemented. This course was developed with subject matter support provided by The Potomac Law Group, PLLC. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice and may or may not reflect the most current legal developments. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with legal statutes or statutory instruments. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking independent legal advice.

Provider	Percipio-US
Version	1.0
Available Language(s)	English (US)
Subject(s)	percipio-temp, [Courses]
Competitive Opportunity	No
Internal Offering	No
Supervisors Only	No

[Show Less](#)

ONLINE CLASS

(COURSE) The No FEAR Act

Launch

Assign



Appendix E: RESOLVE program brochure (2025)



RESOLVE

Program



For over 25 years, NARA's Alternative Dispute Resolution program (RESOLVE) has provided mediation services for employees. Mediation can help overcome barriers to conflict resolution and resolve workplace disputes, EEO complaints, and administrative grievances. This resource often can provide faster and more satisfying resolution than more formal processes. NARA supports the use of mediation, whenever the need arises.

What is Mediation?

Mediation is a process where parties meet with a neutral mediator to attempt to resolve a dispute collaboratively. The mediator helps the parties communicate their interests, define issues, and eliminate obstacles to communication, while moderating and guiding the process to avoid confrontation and ill will. The mediator will seek concessions from each side during the mediation process.

Why Should I Use Mediation?

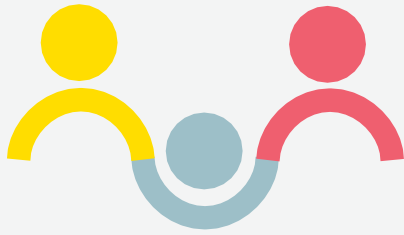
While conflict is a normal part of our daily lives, it is often uncomfortable and counterproductive in the workplace. When you find yourself in a dispute with a fellow employee, manager, or other colleague, mediation can help you resolve issues in a private, confidential, and timely manner.

Reasons for using mediation include:

- **NO RISK.** You may retain the right to address the issue formally (e.g., Equal Employment Opportunity (EEO) or grievance procedures).
- **VOLUNTARY.** You choose whether to participate at every stage of the process.
- **CONFIDENTIAL.** You speak without fear that your statements will be used against you in another proceeding.
- **IMPARTIAL.** You express your issues and concerns in a judgment-free environment.
- **SELF-DETERMINING.** You control the outcome.
- **FAST.** You have the opportunity to be heard without the lengthy timelines often associated with the traditional adversarial processes.
- **PRESERVES RELATIONSHIPS.** You resolve your dispute while building a better relationship with the other party.
- **CREATIVE.** You develop innovative solutions and move away from the typical win/lose results of more adversarial proceedings.



Questions? For questions or mediation requests, please contact Rana Khandekar, Director of RESOLVE, Office of General Counsel (NGC), by email naheed.khandekar@nara.gov or at 301-837-2926.



Where Can I Find More Information on RESOLVE? Please see NARA 320 for more information on the RESOLVE program.

How Does Mediation Work?

Mediation generally begins with a joint session to set an agenda, define the issues, and ascertain the positions and concerns of the parties. Thereafter, the parties separately meet with the mediator, who is a professional neutral from outside of NARA, to allow each side to explain and enlarge upon their position and mediation goals in confidence. The mediator may ask questions which may well serve to create doubt in an advocate's mind over the validity of a particular position. In these conversations, the mediator helps the parties try to find an appropriate way to solve their problem.

What May Mediation Be Used For?

NARA employees may use mediation to address any matters of concern relating to their employment. This can range from conflict between peers to an EEO or grievance case.

What Happens If My Dispute Is Not Resolved?

If you have reserved your right to file in any of the applicable administrative forums (e.g., EEO and grievances), you may return to those formal processes to work through your dispute. Participating in mediation does not preclude you from using other processes as long as you meet all timelines and filing requirements.

How Can I Negotiate Effectively and Build Trust?

The other party will be more receptive to your perspective if you demonstrate that you are genuine, engaged, and focused on finding a fair solution. By being a committed listener, you will build trust and encourage productive dialogue during the session.

- **BE A COMMITTED LISTENER:** Choose to be committed to hearing what the other party will say as though it were you speaking. Step outside your role as strictly a supervisor or subordinate and engage on a more human level. Look for the deeper meaning in what the other person may share, rather than any weaknesses in that person's statements.
- **DEMONSTRATE YOUR UNDERSTANDING:** Show that you heard the other party's needs, interests, and feelings by referring to them. Summarize that person's remarks without watering them down.
- **START BY LISTENING:** By listening first, you can draw out the other party's ideas and target your response and ideas to the other party more effectively.
- **FRAME YOUR RESPONSE:** Understand the language, perspectives, and experiences of the other party and frame your message in terms that are likely to make sense inside the other party's framework of experience.
- **SHARE YOUR INTERESTS:** Share your interests (why you want something) rather than simply your position (what you want).

How is NARA organized to support Alternative Dispute Resolution (ADR)?

The RESOLVE program provides mediation and facilitation services for NARA employees. While housed in the Office of General Counsel (NGC), the program is separate from NGC's role as an advocate and RESOLVE is completely neutral. NARA's Dispute Resolution Specialist is the General Counsel to NARA. The Director of RESOLVE, Rana Khandekar, serves as a neutral for all matters referred to the program and uses external neutral third parties to conduct mediations and facilitations.



Questions? For questions or mediation requests, please contact Rana Khandekar, Director of RESOLVE, Office of General Counsel (NGC), by email naheed.khandekar@nara.gov or at 301-837-2926.

Appendix F: Celebrating Conflict Resolution Day FY 2025

NARA Celebrates Conflict Resolution Day 2024

October 17, 2024

[Kristin Phillips](#)



NARA News

What services does RESOLVE provide?

MEDIATIONS (NON-EEO) <ul style="list-style-type: none">- Conflict between peers- Supporting dialogue between supervisor and staff member	GROUP FACILITATIONS <p>Offices or teams collaborate on set objectives</p>
EEO MEDIATIONS <p>EEO Complaints (informal/formal)</p>	CONFLICT COACHING <p>Training on conflict management</p>

This slide highlights the services RESOLVE provides.

The National Archives and Records Administration is committed to fostering a respectful, collaborative, and inclusive workplace for all employees. This commitment requires our collective effort to prevent conflicts wherever possible, and, when conflicts do occur, to make every effort to reach the earliest possible resolution in a mutually acceptable manner.

NARA joins in the celebration of Conflict Resolution Day, October 17, 2024, and supports Alternative Dispute Resolution (ADR) as a means to improve communication and build trust in all aspects of our work. ADR has been successfully applied throughout the federal government in many dispute areas, including Equal Employment Opportunity (EEO) actions, employment actions, performance matters, and other workplace issues.

Productive Conversations

OUR RELATIONSHIPS

- Constructively revisit past events and clarify miscommunications
- Establish a process for resolving future issues
- Acknowledge each other's contributions
- Understand each other's perspectives
- Set expectations for how we'll treat each other with respect and civility
- Resolve EEO Complaints and Harassment complaints

OUR WORK

- Confirm internal communication expectations and practices
- Discuss advancement opportunities
- Clarify management decisions
- Identify training opportunities to support professional growth
- Develop feedback and review processes
- Set expectations for joint projects and collaboration with other NARA programs
- Discuss ideas for improving time management and workflow

This slide highlights the specific positive outcomes from the RESOLVE program.

[RESOLVE is the National Archives's ADR program](#). It allows NARA employees to solve workplace issues collaboratively, identify shared interests, and reach new levels of mutual understanding. Mediation and facilitation are dialogues that contribute to a more inclusive and respectful workplace. Moreover, managers and supervisors should proactively learn about agency resources for alternative means of dispute resolution and consider using them where appropriate.

“Alternative dispute resolution is a good tool for building trust and finding common ground. It empowers us to work together to solve conflicts efficiently and amicably, fostering a culture of openness, respect, and collaboration,” said Archivist of the United States Dr. Colleen Shogan. “I encourage everyone to take advantage of RESOLVE when necessary to strengthen our relationships and uphold the highest standards of professionalism.”

All NARA staff are invited to attend the Connect & Learn Series: RESOLVE on Wednesday, October 23, 2024, from 12:30 to 1:30 p.m. ET. The program will explore the full range of facilitation and mediation services available to all employees to address workplace conflicts and create a respectful and inclusive workplace. Visit [this ICN](#) post for registration information.

We continue to make strides to resolve complaints and workplace disputes purposefully, with the goal of maintaining an environment that fosters communication, trust, and respect. For 26 years, RESOLVE has offered external neutral parties to assist NARA employees in collaborative problem solving, negotiation, and dialogue. Parties to a dispute are empowered to craft their own solution to their conflict. ADR is voluntary, and the parties retain control over the process and the outcome. The underlying principle of ADR is that parties forfeit no rights and lose no legal alternative otherwise available to them if they use ADR to resolve a dispute.

RESOLVE has helped employees:

- Acknowledge valuable contributions of NARA staff and colleagues
- Understand other parties' perspectives and interests
- Identify internal communication expectations and practices
- Clarify and improve decision making
- Constructively revisit past events and clarify miscommunications
- Establish a process for resolving future issues and conflicts
- Treat each other with respect and civility
- Identify training opportunities to support professional growth
- Develop feedback and review processes
- Set expectations for joint projects and collaboration with other NARA programs
- Discuss ideas for improving time management and workflow
- Discuss advancement opportunities
- Resolve EEO complaints

These outcomes are only a sampling of the progress employees have achieved through ADR.

How may I receive more information about RESOLVE?

- RESOLVE Director: Rana Khandekar, 301-837-2926
- [NARA 320, RESOLVE: NARA's Alternative Dispute Resolution \(ADR\) Program](#)
- [RESOLVE ICN page](#)
- [Mediation brochure \(ICN\)](#)
- Video on mediation and facilitation at NARA (ICN)