A Foot in the Door: Leveraging Organizational Relationships to Improve Records Management

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A BIG Challenge for RIM
The National Reconnaissance Office (NRO):

- Provides innovative overhead intelligence systems essential for U.S. national security
- Designs, builds, and operates the nation’s reconnaissance satellites
- Officially established in September 1961 as a classified agency in the Department of Defense (DoD).
- Existence and mission were declassified in September 1992
- Part of the 16 member Intelligence Community (IC)
On Orbit, On Watch
History of RIM up to 2004

- Small, understaffed support office, established in 1992
- Disposition Schedule approved in 1996
- Records Center opened in 1997
- 2004 IG inspection of the Information Management Services Center (IMSC) concluded that IMSC had failed to adequately promulgate RIM awareness, and therefore a fully compliant RIM program throughout the NRO
- Our office and the IG recognized the need to address this finding as an organization and entered into a mutual partnership in late 2004
Office of the Inspector General

Provides independent oversight of NRO programs and activities through audits, inspections, and investigations. We evaluate compliance with laws and regulations and recommend improvements to assist management in making decisions that foster integrity throughout the organization.

- NRO Inspector General Inspection Methodology
- Inspection assessments, not just a checklist
RIM Compliance at NRO

- Designation of a Program Records Officer (PRO) in each office
- Mandatory one-day training for the PRO
- Creation, maintenance and use of a media-neutral office file plan approved by IMSC (Records Management Office)
- Identification of permanent 25-year old records that need to be reviewed by IMSC in accordance with Executive Order (E.O.) 12958, as amended; and 13526
- Confirmation that any forms used for official government business processes are approved through IMSC
Real Life Examples

- **Finding:** The majority of ABC offices lack an approved file plan.
- **Recommendation:** The Deputy Commander should ensure that designated PROs continue to work with IMSC until all necessary file plans are completed and approved.

- **Finding:** The ABC Office does not have an effective Records Management Program.
- **Recommendation:** The ABC Office should complete all requirements specified in NRO records management directives.

- **Commendable:** The ABC Office is in compliance with NRO directives for records management programs. The Information Management Technical Officer (IMTO) is actively involved with the PRO to ensure training is conducted. The IMTO and the PROs thoroughly control the organization’s records.

Ongoing Follow-up to Ensure Corrective Actions are Implemented
Keys to Success

1. Keep it Simple

2. Deliver “World Class” Customer Service

3. Think Strategically
The Extras

+ Most new record center boxes come from IG Inspections
+ Multiple new IMO positions sponsored by mission offices
+ Support and new partnerships for Electronic Records initiatives
+ Brought in at the beginning of a program or office close-out

We know where the records are located – supports open Government!
## The Results – 2005 and Beyond

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>File Plans</td>
<td>14</td>
<td>230</td>
</tr>
<tr>
<td>Records Retired to NRO Records Center</td>
<td>8,000 Cu/Ft</td>
<td>25,000 Cu/Ft</td>
</tr>
<tr>
<td>Records Managers</td>
<td>6</td>
<td>17</td>
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</tbody>
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In addition, since 2004:

- The NRO RIM Program has trained over 900 Program Records Officers (PROs) and has 200-250 active PROs at any one time.
Results Cont’d – 2005 and Beyond

- Records Center is NARA certified Federal Records Storage Facility – 2007

- Records Management is now included as one of 14 NRO Corporate Business Process – 2009
  - Examples: Acquisition Management, Human Capital, & Contracting

- NRO Director support for events such as RIM Month and NRO Clean-up Day - 2010

- Archivist Achievement Award in 2009
A Partner’s Perspective

- Thoughts on forging new partnerships
- Collaboration and coordination
- Generating additional partnerships
NATIONAL RECONNAISSANCE OFFICE

VIGILANCE FROM ABOVE
Organizational Chart

Director, National Reconnaissance Office

- Advanced Systems & Technology Directorate
- Business Plans & Operations Directorate
- Communications Systems Directorate
- Ground Enterprise Directorate
- Imagery Intelligence Systems Acquisition Directorate
- Management Services & Operations Directorate
- Mission Support Directorate
- Signals Intelligence Systems Acquisition Directorate
- Systems Engineering Directorate

Corporate Staff Including Office of the Inspector General