National Archives and Records Administration

**FY 2025 ANNUAL PERFORMANCE PLAN and
FY 2023 ANNUAL PERFORMANCE REPORT**

Fiscal Year 2025 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.

MISSION:

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

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.

STRATEGIC GOALS:

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

CONNECT WITH CUSTOMERS.—NARA will 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. 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 1.1: ***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 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 increasing 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	2020	2021	2022	2023	2024	2025
Percent of unclassified archival holdings processed	Target	81%	82%	85%	85%	85%	85%
	Actual	81%	81%	91%	90%		
NARA will target record series related to or about underserved communities identified during prioritization efforts, to conduct augmented processing and	Target	—	—	Baseline	2M pages and 75K digital files	6M pages and 182K digital files	11M pages and 273 digital files
	Actual	—	—	—	4M pages and 73K digital files		
Total number of unclassified archival, holdings processed	Target	—	—	—	—	—	
	Actual	4.3M	4.6M	4.7M	4.75M		

Performance summary: NARA has processed a cumulative total of 4.75 million cubic feet of unclassified archival records, resulting in 90 percent of total unclassified archival records being processed by the end of FY 2023.

While NARA has substantially increased basic processing in recent years, 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 prioritized records of interest to underserved communities for enhanced descriptions. In FY 2023, NARA developed criteria to identify holdings that would provide more equity in the availability of NARA's holdings to or about underrepresented communities, developed procedures to engage underserved communities to better understand their interests and priorities, and developed standards to measure enhanced description.

NARA remains committed to maintaining essential processing for 85 percent of its unclassified archival holdings while expanding the volume of NARA records of interest to underserved communities that are processed and available to the public. Looking ahead to FY 2025, NARA will operationalize the standards and procedures developed in FY 2023 to substantially increase the volume and diversity of records accessible to the public, fostering a more inclusive and comprehensive understanding of American history and society.

Objective 1.2: 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 consults 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 Catalog to add increasingly larger volumes of digital files to the system. NARA must continue to enhance discovery and the customer experience.

Performance Measure	Year	2020	2021	2022	2023	2024	2025
Number of pages digitized and made available online through the Catalog (cumulative)	Target	115M	140M	190M	225M	320M	420M
	Actual	121M	150M	205M	217M		
Number of digital objects in the Catalog from partners (cumulative)	Target	—	—	134M	147M	160M	178M
	Actual	—	—	153M	162M		
Number of digital objects in the Catalog from NARA custodial units (cumulative)	Target	—	—	55M	77M	162M	242M
	Actual	—	—	52M	78.5M		
Number of citizen contributions to the Catalog (cumulative)	Target	—	—	9M	11M	12M	13M
	Actual	4M	7.7M	9.3M	11M		
Presidential Library websites with all digital copies in NAC (cumulative)	Target	—	—	—	1 (pilot)	3	5
	Actual	—	—	—	0		

Performance summary: NARA is steadily progressing toward its goal of reaching 500 million pages in the Catalog by FY 2026. In FY 2023, NARA launched the NextGen Catalog. The NextGen Catalog substantially refactored the Catalog infrastructure to provide more effective storage and search capabilities that can scale to meet the 500M goal. Improvements in the speed and reliability of the system are expected to improve the user experience. Unfortunately,

NARA had to temporarily suspend citizen archivist contributions in the first quarter to accommodate the NextGen deployment; as a result, FY 2023 performance against this metric fell below our aggressive goal. In FY 2024, we will evaluate performance of the NextGen enhancements and continue to seek opportunities to improve the Customer Experience.

In FY 2024, NARA expects to see substantial increases in the volume of analog records that are digitized in-house and made available through the Catalog. NARA is currently hiring new digitization staff and acquiring digitization equipment funded in FY 2023 appropriations. We will also bring online our new, mass digitization facility funded in FY 2020 appropriations (construction was delayed due to the pandemic).

NARA launched a pilot project in FY 2023 to migrate all digital copies and metadata from the Harry S. Truman Presidential Library into the Catalog. NARA plans to build a portal that would permit users to access Truman records in the Catalog using the Truman Library website. NARA will also migrate digital copies and metadata from two additional Libraries into the Catalog.

NARA will continue to actively seek to establish at least one new public-private digitization partnership annually. Public-private partnerships are vital in supporting the digitization of NARA's archival records.

Objective 1.3: *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. 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	2020	2021	2022	2023	2024	2025
Instances of nonpreferred or harmful terms updated in the Catalog in consultation with the community (cumulative)	Target	---	---	---	1,000	2,000	3,000
	Actual	---	---	---	9,134		
Collaboration access projects with Communities (annual)	Target	---	---	---	1	1	1
	Actual	---	---	---	1		
Dataset made available for bulk download for underserved communities or websites	Target	---	---	---	1	1	1
	Actual	---	---	---	2		
Underserved communities that we routinely engage with (count)	Target	---	---	1 (pilot)	3	5	7
	Actual	---	---	2	3		

Performance summary: NARA collaborates with underserved communities to improve access through a variety of means, including transcription projects, developing finding aids, and web translation projects, In FY 2023, a NARA working group collaborated to transcribe selected components of the 1935 Agriculture Census of Puerto Rico. In addition, NARA developed training programs for reparative description and held focus group meetings to create training materials and workshops.

NARA has received requests from indigenous communities to enable bulk downloads of specific digitized services through the Catalog. In consultation with stakeholders, NARA is actively exploring options and technological solutions to facilitate bulk downloads.

NARA completed its training pilot and engaged with one additional community in both the second and fourth quarters of FY 2023. This engagement will continue into FY 2024, with NARA aiming to collaborate with additional communities.

Throughout FY 2024, NARA will continue to collaborate with underserved communities, seeking their support, and fostering collaborative efforts to enhance the availability and accessibility of records that authentically represent their experiences and history as integral parts of American history. NARA's agency equity team will champion these endeavors, actively identifying underserved communities interested in or seeking to learn more about the National Archives and the archival records within our custody.

Objective 1.4: ***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 services 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.

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	2020	2021	2022	2023	2024	2025
Percent of customer requests ready within the promised time	Target	93%	93%	93%	95%	95%	95%
	Actual	89.2%	40.0%	36.6%	89.4%		

Performance summary: In FY 2023, NARA focused on eliminating pandemic-related backlogs. NARA eliminated the pandemic-related backlog of veteran records requests at the National Personnel Records Center (NPRC) in January, 2024. NARA accumulated a large backlog of requests for military service records due to the COVID-19 pandemic. A backlog of over 600,000 requests accumulated, which NARA has been working to clear over the last two years.

To better serve researchers and the public, NARA is exploring innovative approaches to meet their requirements. We are increasing our capacity to conduct research transactions online and offer virtual consultations, thus enhancing access for those unable to visit a NARA facility. In FY 2024, NARA will conduct an analysis of options for integrating digitization on demand into our reference and reproduction processes. NARA will continue to migrate Research Services archival field units and Presidential Libraries to the government-wide pay.gov solution, to expedite customer orders for reproductions of our records. Lastly, we will transition inquiry management into a new system in FY 2025, providing a comprehensive and integrated approach to handling external customer inquiries, both electronic and analog.

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 2.1: *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 summary: NARA is committed to enhancing its internal capabilities for managing customer experiences and delivering improved services by gaining a deeper understanding of our customers' desires, needs, and expectations.

NARA's service providers will receive robust support, including coaching, training, and technical assistance, to ensure their readiness to consistently engage with customers for consumer research purposes. This support will empower them to gain a clear understanding of customer wants, needs, expectations, and journeys. Additionally, it will encourage the prioritization of customer insights to inform service design and enhance service delivery. Furthermore, NARA will emphasize the importance of effectively communicating discoveries and actions both internally and externally.

In FY 2023, NARA embarked on a research endeavor to catalog all major lines of business and services while exploring agency-wide opportunities to enhance service delivery. These opportunities will be thoughtfully prioritized through human-centered research and design. Our commitment to improving the on-site researcher experience began in FY 2023 and will extend through FY 2024.

Looking ahead to FY 2025, NARA plans to begin a service delivery improvement project that engages at least four distinct customer segments. This initiative demonstrates our ongoing dedication to enhancing the quality of services we provide to our valued customers.

Objective 2.2: ***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 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 summary: NARA's objective of systematically evaluating service delivery from the customer's perspective will be considered successful when we have the capacity to consistently assess service delivery across various customer interactions with NARA, encompassing in-person experiences, website interactions, email correspondence, and more. This achievement hinges on the establishment of an enterprise-level customer experience measurement framework that accommodates the diverse ways customers engage with NARA, traverse their journeys, and cultivate customer relationships.

In FY 2023, NARA created a self-assessment tool to gauge service provider involvement in understanding customers and participating in customer experience measurement activities. Additionally, NARA designed customer experience metrics to bring structure and consistency to our approach, solidifying the foundations laid in our Customer Experience Measurement Framework. NARA used the results of this study to formulate a Customer Research Agenda.

NARA will prioritize opportunities for enhancing service delivery through human-centered research and design. Furthermore, NARA has already identified two enterprise service channels for the consistent collection of customer feedback, facilitated by the acquisition of a customer feedback management system, which was achieved ahead of schedule. NARA is also working to develop requirements for the future deployment of a customer experience data dashboard.

Objective 2.3: ***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: As the 250th anniversary of the Declaration of Independence approaches, NARA is working to ensure its public programs and events advance NARA goals for inclusivity, expanding community engagement, and enhancing historical narratives. In FY 2023, NARA conducted research and engaged outside groups to ensure that the redesigned National Archives Museum (NAM) embraces visitors with a variety of physical, sensory, and cognitive accessibility needs. NARA also conducted extensive engagement to ensure that the exhibits in the redesigned NAM recognize the contributions of all Americans to the founding of

the Nation. Finally, as announced by the Archivist of the United States, NARA is preparing to display the original Emancipation Proclamation in the Rotunda in time for the 250th Anniversary celebrations.

In FY 2024, NARA will continue to focus on the 250th anniversary while developing visitor research and audience evaluation tools to measure our success and identify opportunities for improvement. NARA will publish and implement new standards in museum design to ensure that newly-constructed NARA exhibits meet accessibility goals for the physical space and exhibit content. All new museum exhibit development efforts will be best practices for engaging underrepresented communities in the conceptualization, development, and presentation of exhibits and public programs.

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 3.1: ***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	2020	2021	2022	2023	2024	2025
Percent of agencies who use NARA collaboration records guidance	Target	—	—	—	*Baseline	50%	—
	Actual	—	—	—	—		
Number of new underserved communities engaged with (annual)	Target	—	—	—	*Baseline	2	—
	Actual	—	—	—	—		

* Baseline numbers will not be available until April 2024 based on updates from the 2023 Federal Agency Records Management (FARM) Annual Reporting Cycle.

Performance summary: In FY 2023, NARA issued regulations on digitization standards for permanent paper and photographic records in 36 CFR 1236 Subpart E. This work will continue with the development of digitization standards for film records. NARA created a Digitization of Federal Records webpage to help agencies find the information they need to digitize federal records as part of the transition to a fully digital government.

NARA is making steady progress in efforts to develop guidance for managing, retaining, and transferring federal records in collaborative working environments, social media, and websites. In FY 2023, NARA issued NARA Bulletin 2023-04: Managing Records Created on Collaboration Platforms. NARA also chartered an internal working group that developed recommendations on archiving federal government websites. This working group will continue developing guidance, public access approaches, metadata requirements, and technical strategies needed to implement a new NARA web archiving program. NARA has deferred work on social media records management guidance until after FY 2024.

To support NARA's goals to better account for the interests and viewpoints of underserved communities, guidance was completed to agencies and internal procedures for tribal coordination related to records schedules, including embedding requirements within the records scheduling business objects in NARA's Electronic Records Archives (ERA) 2.0.

NARA is also working to identify approaches and solutions for a public-facing dashboard with data on agency records management programs. A dashboard would provide NARA, agencies, and the public with a greater awareness of records management issues across the federal government.

Objective 3.2: *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 to receive responses to Freedom of Information Act (FOIA) requests for NARA records. NARA receives FOIA requests for the internal records created during 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	2020	2021	2022	2023	2024	2025
Number of pages of paper records digitized at Clinton Library. (Final target 70M) (cumulative)	Target	—	—	—	10M	30M	50M
	Actual	—	—	4.7M	5.5M		
Number of pages of paper records digitized at Bush 43 Library. (Final target 50M) (cumulative)	Target	—	—	—	—	5M	15M
	Actual	—	—	—	20.4k		

Performance summary: NARA's primary approach to modernizing the FOIA process is to digitize analog records to permit electronic search and processing and to explore, acquire, and apply modern technologies, such as artificial intelligence and machine learning (AI/ML), to expedite processing and response. In FY 2023, NARA continued its multi-year project to digitize the analog records of former President Clinton. NARA is preparing to begin the process of digitizing the analog records of former President George W. Bush. NARA is coordinating with the Barack Obama Foundation to begin the digitization of analog records of former President Obama. In FY 2024, NARA will bring digitization processing of the George W. Bush records online and expects to begin accepting digitized Obama records. Once digitized, NARA can more effectively apply technology to support review and redaction to expedite our responses to FOIA requests for these records.

In FY 2023, NARA continued to explore the use of eDiscovery tools to search for records in response to Special Access and FOIA requests. NARA is also hiring new staff to augment FOIA processes as a result of funding provided in FY 2023. In FY 2024, NARA will begin developing plans to acquire, provision, and manage AI/ML technology for FOIA processes.

Objective 3.3: *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 to implement risk assessments and risk mitigation strategies for these records.

NARA must take additional actions to provide reasonable assurance that more than one petabyte of electronic and digitized archival records in NARA custody 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	2020	2021	2022	2023	2024	2025
File Format & MIME Types successfully identified for ERA 2.0 (cumulative)	Target	—	—	—	—	10%	25%
	Actual	—	—	—	113 TBs		
Digital content managed in ERA 2.0 (in TBs)	Target	—	—	100	150	225	340
	Actual	100	100	103	108		
Numbers of files managed in ERA 2.0 (in millions)	Target	—	—	—	30	45	68
	Actual	18.4	18.4	18.5	19.7		

Performance summary: In FY 2023, NARA deployed ERA 2.0 for use by customer Federal agencies. ERA 2.0 engages records managers across the Federal government in modern, electronic recordkeeping by allowing them to manage their records schedules, initiate transfer requests, and oversee records via customizable dashboards. In FY 2024, NARA will continue to expand the functionality available to users inside and outside of NARA, as well as deploy planned upgrades to make the environment more stable and more responsive to customer needs.

In FY 2024, NARA digital preservation efforts will focus on preparing the platform and its users for deliverables due in FY 2025. NARA is working to develop automated tools to provide a second instance of ERA 2.0 with an alternative Cloud service provider. NARA already maintains multiple back-up copies in different geographic regions of its current Cloud provider; however, NARA plans to establish continuous back-ups with a second service provider to provide even greater assurances that electronic archival records will be available in perpetuity.

NARA also plans to deploy new tools in FY 2025 to automatically identify file formats within the repository; this is the first step towards developing functionality that will allow NARA to automatically detect and address format risk without continuous human intervention.

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 4.1:   ***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	2020	2021	2022	2023	2024	2025
Annual increase the agency-wide average frequency of coaching above baseline	Target	—	—	Baseline	12.5%	25%	37.5%
	Actual	—	—	3.5%	683%		
Provide training opportunities in effective coaching for new supervisors. (cumulative)	Target	—	—	70%	85%	90%	95%
	Actual	—	—	88%	TBD		
Provide training opportunities in effective coaching for all supervisors and team leads. (cumulative)	Target	—	—	Baseline	10%	30%	50%
	Actual	—	—	6.6%	TBD		
Provide internal and external individual and group coaching services to employees at all grade levels. (cumulative)	Target	—	—	1%	5%	10%	15%
	Actual	—	—	1.2%	TBD		

Performance summary: In FY 2023, NARA expanded its nascent group coaching program to offer new coaching experiences tailored specifically for supervisors. In total, NARA offered group coaching opportunities for all employees, group coaching for supervisors, and individual coaching opportunities. NARA has also incorporated coaching into its Supervisors'

Development Program to ensure that all new supervisors receive coaching. In FY 2024, NARA will continue to expand coaching opportunities and increase awareness among the workforce. NARA is also developing a methodology to evaluate coaching effectiveness by tracking coaching outcomes over time.

Objective 4.2: *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, 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, increase 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 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 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*	*2020*	*2021*	*2022*	*2023*	*2024*	*2025*
Increase the diversity of employees in mission critical occupations for GS-12 and above positions to mirror the Civilian Labor Force (CLF).	*Target*	—	—	—	Baseline	25% of CLF	80% of CLF
	Actual	—	—	—	—		
Conduct virtual job fairs *(annual)*	*Target*	—	—	2	2	2	2
	Actual	—	—	—	TBD		

Performance summary: In FY 2023, NARA revitalized its internship program to support diverse hiring. NARA restored its Pathways internship program, hiring its first Pathways employee since 2017. In FY 2024, NARA will develop a structured paid internship program that will hire interns in cohorts who will train and work together on a pathway to Federal employment.

NARA's DEIA team, which includes both Human Capital and the Office of Equal Employment Opportunity, analyzed workforce demographics to identify trends, barriers, and opportunities for improvement. As a result of this analysis, NARA changed its disciplinary policies to increase objectivity and separate performance-based issues from misconduct. In FY 2024, the DEIA Team will continue to analyze data and make changes to NARA personnel policy as needed to address trends and barriers.

Objective 4.3: By FY 2026, NARA will increase the percentage of employees who believe they have similar access to career advancement opportunities as other, similarly-situated employees to 70 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.

NARA's long-term goal is to increase the percentage of employees who respond "agree" or "strongly agree" to this question in the annual Federal Employee Viewpoint Survey (FEVS): "I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit."

Performance Measure	*Year*	*2020*	*2021*	*2022*	*2023*	*2024*	*2025*
Employees believe they have similar access to career advancement opportunities as others in their work unit	*Target*	--	--	Baseline	68%	68%	68%
	Actual	--	--	68%	TBD		

Performance summary: In FY 2023, NARA, the employee Union, and NARA's human resources shared services provider, the Department of the Treasury, Bureau of the Fiscal Service, Administrative Resource Center (ARC) partnered to conduct a detailed position assessment of critical Archives Technician positions in the National Personnel Records Center. NARA is currently developing an Action plan based on the results of the study. NARA plans to implement changes in FY 2024. NARA is also identifying additional mission-critical positions to assess in FY 2024.

In FY 2023, NARA explored models and structures for documenting career paths, and developed systems to engage managers and supervisors in position management. In FY 2024, NARA Human Capital staff will work with internal stakeholders to determine the skills needed for the future and to identify skills gaps in the current state. NARA's goal is to publish skills maps for select mission critical job series in FY 2025.

Objective 4.4: ***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 always. 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 its employee Union to develop new working groups and other opportunities for employees to participate in agency decision-making.

NARA's long-term goal is to increase the Agency's aggregate score in four DEIA Indices calculated by the Office of Personnel Management (OPM) using survey results from the annual Federal Employee Viewpoint Survey (FEVS).

Performance Measure	Year	2020	2021	2022	2023	2024	2025
OPM DEIA: Diversity Index	Target	--	--	Baseline	73%	73%	73%
	Actual	--	--	73%	TBD		
OPM DEIA: Equity Index	Target	--	--	Baseline	70%	70%	70%
	Actual	--	--	70%	TBD		
OPM DEIA: Inclusion Index	Target	--	--	Baseline	76%	76%	76%
	Actual	--	--	76%	TBD		
OPM DEIA: Accessibility Index	Target	--	--	Baseline	74%	74%	74%
	Actual	--	--	74%	TBD		

Performance summary: In FY 2023, NARA deployed the new Respectful, Inclusive, and Safe Environments (RISE) training program to its staff. RISE is a collaborative program made available to NARA through a partnership with OPM and the US Agency for International Development. OPM and USAID trained 40 NARA employees to serve as peer-to-peer RISE instructors. NARA trainers trained nearly 150 NARA employees in eight work units over 16 weeks. NARA will continue to train employees through the RISE curriculum. NARA has committed to train at least 500 employees in at least four cohorts.

Also in FY 2024, NARA's DEIA Team developed a DEIA policy and dashboard. NARA's DEIA Team will explore quantitative metrics that can be used to create a dashboard for transparently reporting agency progress and opportunities for improvement in meeting DEIA goals.

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 provided guidance to agencies on how to request exceptions if they could not meet the deadline. As of February 2024, a total of 23 exception requests have been processed. Fourteen agencies were granted limited exceptions, subject to annual reporting contingencies, while nine requests were either deemed unnecessary or returned with a request for additional justification.

 Records Management Oversight and Reporting

NARA's Records Management Oversight and Reporting web pages provide comprehensive information about our oversight activities. In FY 2023, NARA conducted the following oversight projects:

- **Federal Agency Records Management (FARM) Annual Report.** In 2023, NARA required three submissions for 2022 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 2022 FARM 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. The final inspection reports have been posted to our Records Management Inspections website.

  In FY 2023, NARA completed inspections of the following agencies and topics:

  - Department of Defense/Department of the Army Records Management Program
  - Department of Defense/Department of the Navy Records Management Program

  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 through agency-submitted progress reports until all actions are completed. During FY 2023, NARA tracked 671 individual recommendations and 208 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 2023, NARA completed the following four topical assessments.

- o Records Management Assessment of Electronic Mail and Calendar Information Systems
- o Managing Social Media Records
- o Portable Electronic Devices
- o Video Surveillance

Published Assessment reports are available on NARA's website.

- **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 2023, 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 2023, 52 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 39 AROs in FY 2023. Of those who participated in the training and received their credential, 98 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 2023, ReMIS completed 38 individual requests from 27 agencies—12 of the agencies previously used ReMIS services. NARA developed and delivered 15 versions of RM Fundamentals to agencies for training their staff.

Records Management Policy

Expanding Capstone for Electronic Messages. In January, NARA issued NARA Bulletin 2023-02: Expanding the Use of a Role-Based Approach (Capstone) for Electronic Messages. This Bulletin recognizes that the use of additional types of electronic messaging often now replaces conversations previously occurring over email and authorizes agencies to use the Capstone approach for managing emails to these kinds of electronic messages.

Records Created on Collaboration Platforms. In September, NARA issued NARA Bulletin 2023-04: Managing Records Created on Collaboration Platforms. This Bulletin addresses agencies' increased use of intra/inter-agency collaboration platforms to accomplish their missions. The capabilities of collaboration platforms are increasingly robust and can be used when working from any location. Within the federal government, these platforms provide an environment that supports rapid and effective collaboration. This bulletin addresses the management of federal records created when agencies use collaboration platforms.

FERMI. In FY 2023, 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. In June, NARA released Version 3 of the Universal Electronic Records Management Requirements. NARA partnered with the General Services Administration Multiple Awards Schedule team to incorporate Version 3 into the list of vendors capable of providing electronic records management services to the federal government. Included in this work is maintaining the Electronic Records Management Federal Integrated Business Framework.

Records Management Standards. In FY 2023, NARA staff participated in the International Organization for Standardization (ISO) technical committees TC 46/SC 11 (archives/records management) and TC 46 WG 13 (information governance). NARA staff held several roles in TC 46/SC 11. NARA served in leadership roles on the Advisory Group on Strategic Directions and on the Advisory Group and Planning Task Force. NARA also served as experts on several working groups.

Document Standards (PDF). In FY 2023, NARA staff served on ISO TC 171 (document management applications). NARA staff served as the Convenor for the working group on development of the PDF/A (archiving) standard and as technical experts on the working groups for the PDF standard; PDF/E (engineering) standard; PDF/UA for universal accessibility; EA-PDF for email; file format guidelines; electronic document management (EDMS) guidelines; and metadata. NARA staff participated in the TC 42 Joint Working Group 26 (imaging system capability qualification for archival recording and approval).

Digitization Standards. In FY 2023, NARA issued regulations on digitization standards for permanent paper and photographic records in 36 CFR 1236 Subpart E. This work will continue in FY 2024 with the development of digitization standards for film records. In addition, NARA developed several guidance products to help agencies with implementation that will be issued in early FY 2024. These products include a digitization quality management guide and success criteria for digitizing permanent records as well as FAQs on non-compliant permanent digitized records and digitizing temporary records. NARA's records management standards team dedicated significant resources to answering agency questions related to implementation as agencies begin to use these new standards. We also worked with the General Services Administration to identify vendors who can self-certify that they can provide digitization services that meet NARA's requirements. To locate these and other helpful resources related to digitization, please see our Digitization of Federal Records webpage.

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 2023, NARA hosted six BRIDG meetings. Additionally, NARA hosted five meetings of the Federal Records Management Council, an interagency council which provides input, advice, and recommendations to NARA on records management policy and guidance. Finally, NARA hosted two large scale webinars for the entire records management community. First was a January 2023 webinar on the NARA Bulletin to allow agencies to manage other types of electronic messages by using the Capstone approach. Second was a June 2023 webinar focused on the updated regulations for digitizing permanent records. Both webinars attracted hundreds of participants from across the federal government.

External Engagement. In FY 2023, NARA participated in over 40 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 as well as highlighting the Bulletins NARA issued in 2023 and the updated digitization regulations for permanent records.

Microsoft Engagement. During FY 2023, NARA continued to manage a Microsoft 365 user community of nearly 600 agency records and information staff. NARA hosted 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.

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