National Archives and Records Administration draft FY 2022-2026 Strategic Plan July 28, 2021

AGENCY OVERVIEW

The National Archives and Records Administration (NARA) is an independent agency created in 1934 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, operates museums, conducts education and public programs, 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 disputes, and overseeing agency actions regarding classified and controlled, unclassified information.

NARA MISSION, VISION, and VALUES

MISSION STATEMENT

We drive openness, cultivate public participation, and strengthen our nation's democracy through public access to high-value government records.

Our mission is to provide public access to Federal Government records in our custody and control. Equitable access to government records strengthens democracy by allowing all Americans to claim their rights of citizenship, hold their government accountable, and understand their history so they can participate more effectively in their government.

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.

We collaborate with other Federal agencies, the private sector, the public, and diverse communities to offer information—including records, data, and context—when, where, and how it is needed and transform the American public's relationship with their government. We will lead the archival and information professions to ensure archives thrive in a digital world.

VALUES

Collaborate: Create an open, inclusive work environment that is built on respect,

communication, integrity, and collaborative team work.

Innovate: Encourage creativity and invest in innovation to build our future.

Learn: Pursue excellence through continuous learning and become smarter all the

time about what we know and what we do in service to others.

NARA values reflect shared aspirations that support and encourage the agency's long-standing commitment to public service, openness and transparency, and the government records that NARA holds in trust.

TRANSFORMATIONAL OUTCOMES

NARA transformational outcomes describe the organizational culture that NARA must build in order to meet the challenges of the future, improve organizational performance, and better serve the American people.

One NARA: We will work as one NARA, not just as component parts.

Out in Front: We will embrace the primacy of electronic information in

all facets of our work and position NARA to lead

accordingly.

An Agency of Leaders: We will foster a culture of leadership, not just as a position

but as the way we all conduct our work.

A Great Place to Work: We will transform NARA into a great place to work

through trust and empowerment of all of our people, the

agency's most vital resource.

Customer-Focused Organization: We will create structures and processes to allow our staff to

more effectively meet the needs of our customers.

An Open NARA: We will open our organizational boundaries to learn from

others.

NARA STRATEGIC GOALS AND OBJECTIVES

NARA's strategic goals identify the four key areas in which NARA must excel in order to efficiently and effectively deliver its mission in a modern environment.

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 reaching beyond the traditional role of making records available for others to discover. We are instead making access happen by delivering increasing volumes of records to the American public online, using flexible tools and accessible resources that promote public participation. We are engaging with underserved communities to find opportunities to expand public participation and promote equity through our mission. In order to achieve success in this goal, NARA must digitize millions of records we hold in analog formats, keep pace with the continuous stream of new records we receive each year, and develop new ways to help citizens find our records through the online National Archives Catalog.

- 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 underrepresented communities.
- By FY 2026, NARA will digitize 500 million pages of records and make them available online to the public through the National Archives Catalog.
- By FY 2026, NARA will collaborate with traditionally underserved communities to correct outdated and anachronistic descriptions in the Catalog and prioritize citizen engagement projects that increase access to records that are important to underserved communities.
- By FY 2026, 95 percent of customer requests will be ready within the promised time.

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 our efficiency, engagement, and equity.

 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.

- By FY 2026, NARA will modernize enterprise communication and service channels to amplify the voice of the customer and continuously improve the customer experience.
- By FY 2026, NARA will deliver a national program of museums, education, and public programming that demonstrates leadership in equity, accessibility, and diversity.

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.

- By FY 2026, NARA will provide policy, requirements, and oversight to support a transparent, inclusive, and fully digital government.
- By 2026, NARA will reduce the time it takes to start complex FOIA requests for unclassified records.
- By 2026, NARA will advance existing physical and intellectual controls for the agency's holdings to enable digital preservation risk planning and risk mitigation, and ongoing access to electronic records

Build our Future through Our People

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

- 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.
- 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).

- By FY 2026, NARA will increase the number of employees who believe the agency provides career advancement opportunities by 50 percent.
- By FY 2026, NARA will foster a culture that encourages civil interaction, equity, and inclusiveness that allows employees to feel connected to the agency's mission and contribute to their full potential.

NARA Organization

NARA's organizational structure focuses agency resources and management attention on delivering coordinated and effective services to key stakeholders and customers. NARA's customer-focused organizations allow the agency to better engage its stakeholders, encourage their collaboration and participation, and respond to their needs expediently and efficiently. This structure eliminates duplication of processes and resources, creates a more flexible and agile organization, and promotes shared accountability for the performance of the agency as a whole.

National Archives and Records Administration Equal Employment Opportunity Office of Inspector General National Historical Publications General Counsel and Records Commission Archivist Deputy Archivist Congressional Affairs Chief of Staff Office of Innovation Chief of Management and Administration Chief Operating Officer Legislative Archives. Office of the Business Chief Chief Research Human Information Agency Presidential Federal Support Acquisition Financial Services Libraries, and Services Capital Services Officer Register Services Officer Museum Services

- *Agency Services* leads NARA efforts to meet the records management needs of Federal agencies and represents the public's interest in the transparency of these records.
- Legislative Archives, Presidential Libraries, and Museum Services supports the records needs of the White House and Congress, researchers who make use of Presidential and Congressional records, and museum visitors, educators, and students.
- Research Services provides world-class service to researchers and citizens wanting to access
 the records of the National Archives and preserves archival holdings for the benefit of future
 generations.
- The Office of the Federal Register fulfills the Archivist's responsibilities to publish the daily Federal Register, the Code of Federal Regulations, and the Statutes-at-Large, and other statutory requirements.