

A Charter for Change: *Charting the Course*



Transformation Launch Team

**Final Report
January 2011**

From the Archivist

January 31, 2010

Today I approved the report of the Transformation Launch Team. This report, *Charter for Change: Charting the Course*, is posted on the Transformation website. Printed copies will be available to employees who do not have regular access to the web.

Charting the Course is our plan to change the ways we organize and conduct our work in order to achieve the six transformational outcomes identified in the previous Transformation Task Force report. I thank the team members and all NARA staff who participated for some excellent thinking about the way we do business.

The final report contains:

- a set of shared values and dozens of ideas about how we can turn these values into practice;
- A workable plan to restructure the organization around major customer groups; and
- an impressive list of action items already completed that demonstrates that great ideas about improvements can be found throughout the agency if we exercise the leadership to listen and help you make them real.

In the near future I will announce my plans for filling the leadership positions in our new organizational structure, and information about how the reorganization itself will unfold.

If we changed the structure of our organization without committing to common values, we would merely trade old stovepipes for new ones. If we wrote values but didn't put them into action, they would just be platitudes. The measure of success is not in the quality of any report, but whether we really improve our performance. *Charting the Course* is a milestone because it marks the beginning of a process, not an end. I urge you to read the report, stay engaged and make a difference!

David S. Ferriero
Archivist of the United States

From the Transformation Launch Team

January 14, 2011

Dear Mr. Ferriero:

The Transformation Launch Team (TLT) submits this report, *A Charter for Change: Charting the Course*, for your consideration and approval. It represents the combined efforts of 40 team members, in consultation with hundreds of our colleagues, to continue the transformation begun last fall. The report contains three sections: a values statement and recommendations for values implementation, a fuller description of our new organization, and a summary of actions that demonstrate transformative change.

NARA's goal to achieve the six Transformational Outcomes guided our work. We are confident in our recommendations because we heard from so many committed colleagues. During the first week of January, there were more than 7,000 views and almost 4,000 visits to the TLT intranet pages. As a result, the final product we deliver to you reflects the thinking and actions of NARA staff, not just our team.

Of course, our confidence is tempered by the fact that we have merely charted a course toward a transformed NARA. We all have a lot more work to do. As NARA moves forward, all staff will be directly impacted by changes in organization, expectations, and actions. Change will present opportunities for every staff person to learn, grow and contribute. Fortunately, NARA has a huge and diverse reservoir of staff capacity, which is the key to achieving the Transformational Outcomes.

Thank you for the opportunity to help launch the transformation. We're in for the long haul.

Sincerely,
Transformation Launch Team

Transformation Launch Team Members

Steering Team

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Jennifer Nelson (NR)
Hilary Parkinson (NPAC)
Debra Steidel Wall (NCS)

Transformation Launch Team

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- Mark Arguello (NRGR)
- Rachel Ban Tonkin (NWML)
- Susan Donius (NL)
- Keith Donohue (NHPRC)
- Dave Miller (NRGA)
- Marilyn Mundy (NAO)
- Darryl Munsey (NW), Union representative
- Martin Tuohy (NRDC)
- Jean Whyte (NGC)
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Jay Bosanko (ISOO), Organization Team Vice Chair

- Analisa Archer (NAH)
- Theodore Hull (NWME), Union representative
- Thomas Jenkins (NHR)
- Scott Levins (NPRC)
- Alan Lowe (NLGWB)
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- Frances Austin (NAH)
- Sharmila Bhatia (NWME), Union representative
- Mitch Buffone (NRB)
- Chris Carlin (NHPC)
- Jeannie Chen (NL)
- LaVerne Fields (NAA)
- Matt Fulgham (NWL)
- Terri Garner (NLWJC)
- Martin Jacobson (NWTS)
- Hilary Kaplan (NWM)
- Tom Kee (NHV)
- Markus Most (NR)
- Denis Paskauskas (NRD)
- Tim Rives (NLDDE)
- Mark Sprouse (NAF)

Acknowledgement of AFGE Council 260's Participation

Over eight weeks, the Transformation Launch Team brought together a cross-section of staff, including management, policy staff and bargaining unit employees (appointed by the American Federation of Government Employees, Council 260) to have “all voices” at the table. AFGE’s participation made possible an open exchange of ideas and a chance to bring forward issues and concerns of the agency’s more than 2,000 bargaining unit employees to the discussion and formulation of NARA’s values, action items, and proposed organizational structure. This open framework, in the end, models the values that came out of the Team’s work.

We acknowledge that AFGE Council 260’s participation does not imply AFGE’s full endorsement of all of the findings and proposed actions in this report, nor does it imply or constitute any waiver of the statutory rights of AFGE Council 260 under Title 5, Chapter 71 of the United States Code. It has, however, enabled the Transformation Launch Team to produce a product representative of diverse agency voices.

Values To Be The Best



**TRANSFORMATION LAUNCH TEAM:
VALUES**

Introduction

In November, the Archivist charged us to identify the core ideology and values that will help us achieve the six transformation outcomes defined in *A Charter for Change*. Even more importantly, he also asked us to prepare a preliminary plan for integrating those values into our culture, our competencies, and our daily work.

The report we post today reflects our best efforts to meet that charge.

Through meetings, Idea Scale feedback, and blog commentary, NARA staff provided the Values Team with ideas and opinions for organizational values and how to implement them. The report is a summary of the Team's analysis of what we heard from staff from all parts of this agency.

This is the launch of NARA's commitment to create a new culture. The new values statement reflects common aspirations: to build an open, inclusive work environment, to encourage creativity and investment in innovation, and to pursue excellence through continuous learning. While we haven't yet achieved these aspirations, neither do we start from scratch. All of our values will allow us to replace past practices that held us back and build on our great strengths. Perhaps our greatest strength was voiced by one staff member as "our fierce commitment to stewardship of the resources under our care." Starting with that passion we can build these values into our everyday work.

This report is not intended to rest in a folder on your desktop or a shelf in your break room. In the weeks, months and years to come, we need to consider as many of the recommendations as time and resources permit. We expect to be assessed by our concrete progress in turning aspiration into reality.

These values, in combination with our new organizational structure and the early work of the Action Team to affect visible change, point us in the direction of achieving a standard of service to researchers, citizens, and government for the rest of the world to emulate.

NARA's Values



We are a diverse staff unified by our strong commitment to protect records, help people use them, and support an open and responsive government.



We want to do our personal best and make our agency the world's best archives.

We believe in:

- **An open, inclusive work environment** — built upon respect, communications, integrity, and collaborative team work.
- **Encouraging creativity and investing in innovation** — to build our future
- **Pursuit of excellence through continuous learning** — becoming smarter all the time about what we know and what we do in service to others.

We commit to these values as the path to achieve NARA's six Transformational Outcomes.

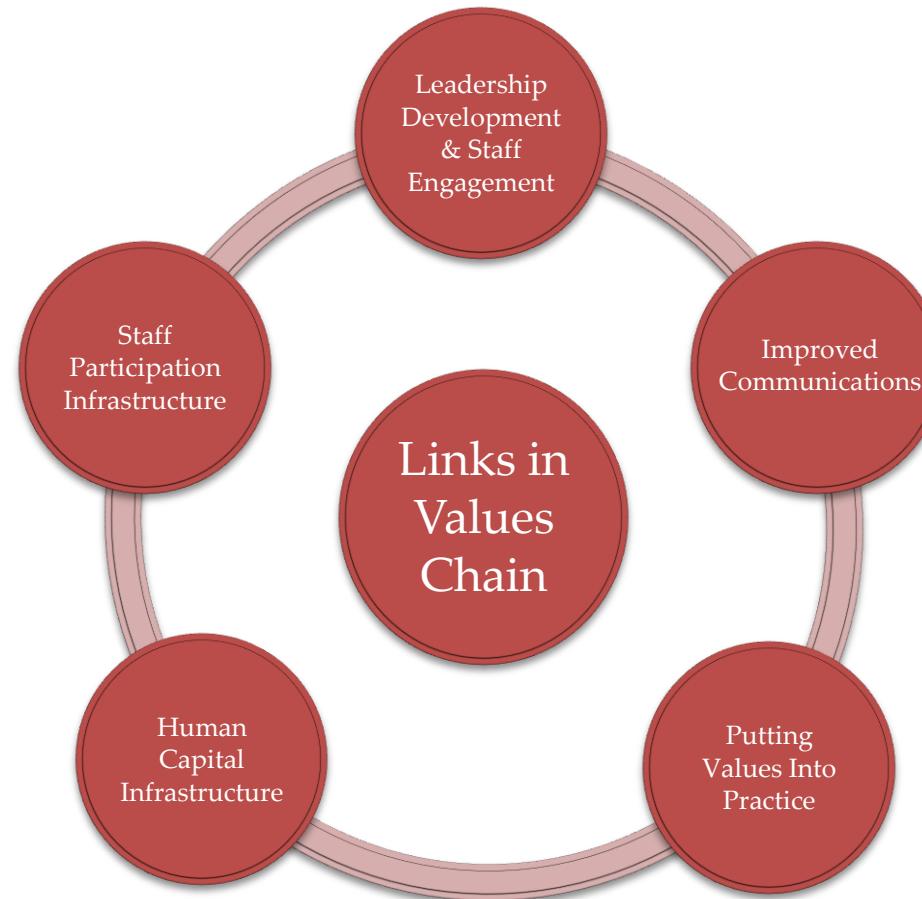
What Staff Said

There was a wide-ranging discussion among staff. One of our team members created this “cloud visualization” to display some of the most frequently voiced words.



What Are the Next Steps?

Living these values requires executive leadership commitment and sustained actions by all employees. We must understand their meaning, grow agency competency and infrastructure to support them, and pursue activities that show the values. There are five key links in making this happen: **Leadership Development and Staff Engagement, Improved Communications, Putting Values into Practice, Human Capital Infrastructure, and Staff Participation Infrastructure**. On the subsequent pages, we present recommendations based on a review of best practices.



Leadership Development and Staff Engagement

Recommendations:

- Provide training and development for agency executives and managers on implementing values, assessing values and managing group processes. In field locations, leverage training offerings from the Federal Executive Board.
- Provide training and development for all staff on team management and participation, interpersonal skills and how they can make values live.
- Continue to involve staff in decision-making and problem identification and solving both in their work units and for the agency as a whole. Stay true to the pledge to create an agency of leaders.
- Continually review how values are practiced in work units and across the agency.
- Create and maintain a safe environment for staff to give and receive feedback.
- Provide constructive feedback on how effectively agency executives, managers and supervisors demonstrate the values.
- Provide memorable ways for staff to keep these values with them all the time.



Improved Communications

Recommendations:

- Improve NARA's communication infrastructure and provide staff training and capacity to engage all employees without regard to rank or location.
- Ground communications in the values.
- Hold regular discussions between managers, supervisors and staff.
- Encourage and demonstrate adherence to value-based behavior.
- Establish more frequent and meaningful opportunities for customer feedback.
- Provide training that supports effective values based communications (e.g. diversity training, developmental work and coaching on interpersonal skills, etc.).
- Create opportunities for staff to improve their knowledge and understanding of NARA's various components.
- Build a strong practice for agency story-telling. Story-telling is ranked as one of the highest forms of successful values communication.
- Celebrate our accomplishments. Create "feel good" moments where all can join.



Putting Values Into Practice

Recommendations:

- Agency executives will be accountable for driving NARA's value agenda with an action plan, by setting priorities, providing resources, monitoring the agency's performance, and setting a corrective course.
- Build stronger on-boarding practices that begin with the job interview, so the agency can acquire people with the right "fit" with the culture and values on-board, while respecting the need to achieve diversity in the workplace.
- Build an aggressive knowledge management program that includes such elements as cross training, succession planning and competency development.
- Focus on continuous improvement and implement/support activities that encourage all staff to identify and pursue ways to improve work and participate in key decisions.
- Build a talent management infrastructure grounded in the belief that our staff is NARA's most important asset.
- Create an Open Door culture, creating a safe environment for differing views, and establishing such programs as "Ask Management" to encourage employee participation and where concerns and issues can be addressed.
- Regularize measurement, monitoring and assessment of the organization's performance and the health of the culture.
- Create organizational capacity to use shared task forces to solve problems and conduct bottom-up reviews.



Creating a Human Capital Infrastructure

Recommendations:

- Include values orientation as a part of new employee orientation.
- Make coaching and mentoring an integral part of every employee's developmental experience. Reinforce values in all training and development sessions.
- Provide sufficient resources to fully implement NARA's competency modeling initiative and ensure that the agency's competency models support and aligns with the organization's values.
- Integrate values into HR practices to support values driven outcomes. For example, ensure competency requirements align with NARA values, advertise values in vacancy announcements and recruitment literature, and recognize staff for living the agency's values.
- Establish the framework for formal assessments for leaders and program work units about individual and organizational efforts to live the values.
- Establish a platform where individual and team contributions to living the values are continually featured.



Creating a Staff Participation Infrastructure

Recommendations:

- Improve the agency's communications infrastructure, so it can function more effectively as an enabler to One NARA. Keep it current.
- Create policies and guidelines for staff involvement in decision making.
- Institute staff-driven or staff-participatory leadership through such mechanisms as:
 - A **Training Council** to ensure all NARA employees receive access to the training and development they need, supporting the "continuous improvement" learning agenda.
 - A **Recognition Board** to ensure appropriate recognition and reward of employees.
 - A **Diversity Advisory Committee** to ensure inclusiveness and commitment to diverse perspectives and participation.
 - A strengthened **Work Life Program** to support work life balance and to keep programs applicable to employees' changing environment and situations.
 - A **Culture Committee** that monitors and troubleshoots the health of the agency's culture.
- Support the use of facilitation and conflict resolution tools and resources such as the RESOLVE program.



Measuring Success in Living the Values

The ultimate measure of how well we are doing in practicing our values is progress toward achieving the six Transformational Outcomes. Those mission-critical measures need to be developed by the Performance and Accountability staff working with the agency management groups.

From among the many Values Team conversations with staff, we especially urge the development of expanded measures of customer satisfaction and new measures to track the proportion of NARA staff readily able to access and use technology tools necessary to drive our transformation work.

For specific indicators of progress in achieving the values, the following two key measures are the immediate actions we propose:

1. For an overall measure of the success of transforming NARA's culture:
 - "Index Score for Employee Satisfaction and Commitment" in the annual report of the Partnership for Public Service.
2. For specific measures related to the values:
 - Employee Viewpoint Survey ratings for questions relating to the values – the questions being a mix of those in the government-wide survey and some added questions specific to NARA.

Proposed NARA Organization



**TRANSFORMATION LAUNCH TEAM:
ORGANIZATION**

Introduction

The Organization Team was charged with defining an organization structure in sufficient detail to implement reorganization. Guided by *A Charter for Change* and extensive staff comment, we are proposing an organization we believe supports the Charter's Transformational Outcomes and direction. Input from staff improved our original concept, which was posted for staff comment on January 3.

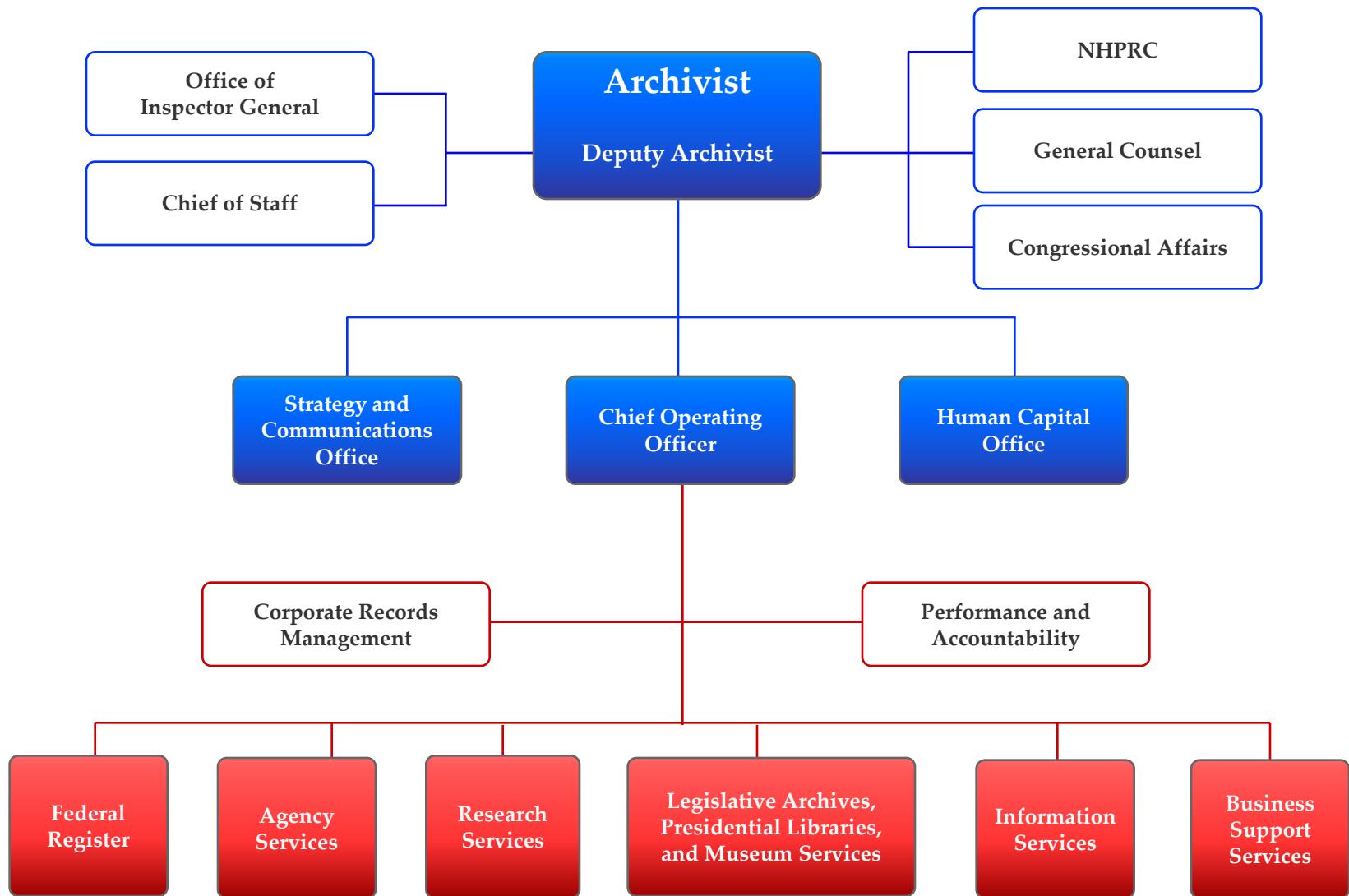
The input we received from staff was invaluable in constructing this final report. During the first week of January, there were more than 7,000 views and almost 4,000 visits to the Organization Team section of the Transformation Launch Team (TLT) website. In addition, we received dozens of comments through email, phone calls, conversations with and presentations to the Organization Team, and informal interactions in the hallway, on the elevator, and in the cafeteria. Each comment was considered with equal merit and informed our deliberations about ways to improve the draft proposal.

The more notable revisions include:

- A re-working of the Access Coordination Team substructure to reflect that Research Services fosters cross-functional team work and integrated management nationwide, and recognizes a benefit from shared knowledge among all archival staff.
- The Chief Records Officer has been combined with the National Records Management Program because we recognized a need for delivery of services consistent with the policy direction of the external-facing CRO.
- Records Management Work Teams was renamed Records Management Services to recognize that these teams would not be limited to Appraisal and Scheduling, but would perform the full realm of records management services including technical assistance. We also clarified that teams can be cross-functional.
- The creation of a Chief Acquisitions Officer, whose unit reports directly to the Business Support Services Executive recognizing the critical role and service required for program needs.
- Two significant "red box" name changes were made. Visitor, Congressional and Presidential Services is now Legislative Archives, Presidential Libraries, and Museum Services. Business Support is now Business Support Services.
- In Information Services, Strategic Systems Management now includes the responsibilities of the Information Management Planning unit in order to integrate policy and planning with lifecycle systems management.
- Government Affairs reverts to Congressional Affairs and continues to report directly to the Archivist, due to the unique nature of the advice and assistance provided by that office to the Archivist. The Director of Congressional Affairs has also been included on the Executive Leadership Team.

We acknowledge that this is not the complete organizational design. Further work with staff, the Union, and management will be needed to fully achieve the six Transformational Outcomes. Combined with a commitment to our values and a continuation of the spirit of participation demonstrated in the "quick wins," we are confident this proposed organization will succeed.

Future NARA Organization



Leadership Teams

Executive Leadership Team

What it does:

The Executive Leadership Team will work with the Archivist in defining NARA's strategic direction and planning for the achievement of the agency's vision and strategic goals. The team models NARA's organizational values and transparently communicates to employees its methods and decisions.

What it includes:

The Executive Leadership Team is chaired by the Archivist and includes: the Deputy Archivist, the Chief Operating Officer, the Chief Strategy and Communications Officer; the Chief Human Capital Officer; the Chief Information Officer; the Chief Financial Officer, the General Counsel and the Director of Congressional Affairs.

Management Team

What it does:

The Management Team will work with the Archivist to ensure the efficient and effective administration of NARA's programs and functions. It enables the agency's success in meeting the strategic direction established by the Executive Leadership Team. It fosters communication across the organization structure and takes a holistic and unified approach to meeting the needs of our staff, customers, and our lines of business. The team models NARA's organizational values and transparently communicates to employees its methods and decisions. In order to promote effectiveness and efficiency in NARA programs, the Management Team and Inspector General should meet on a monthly basis.

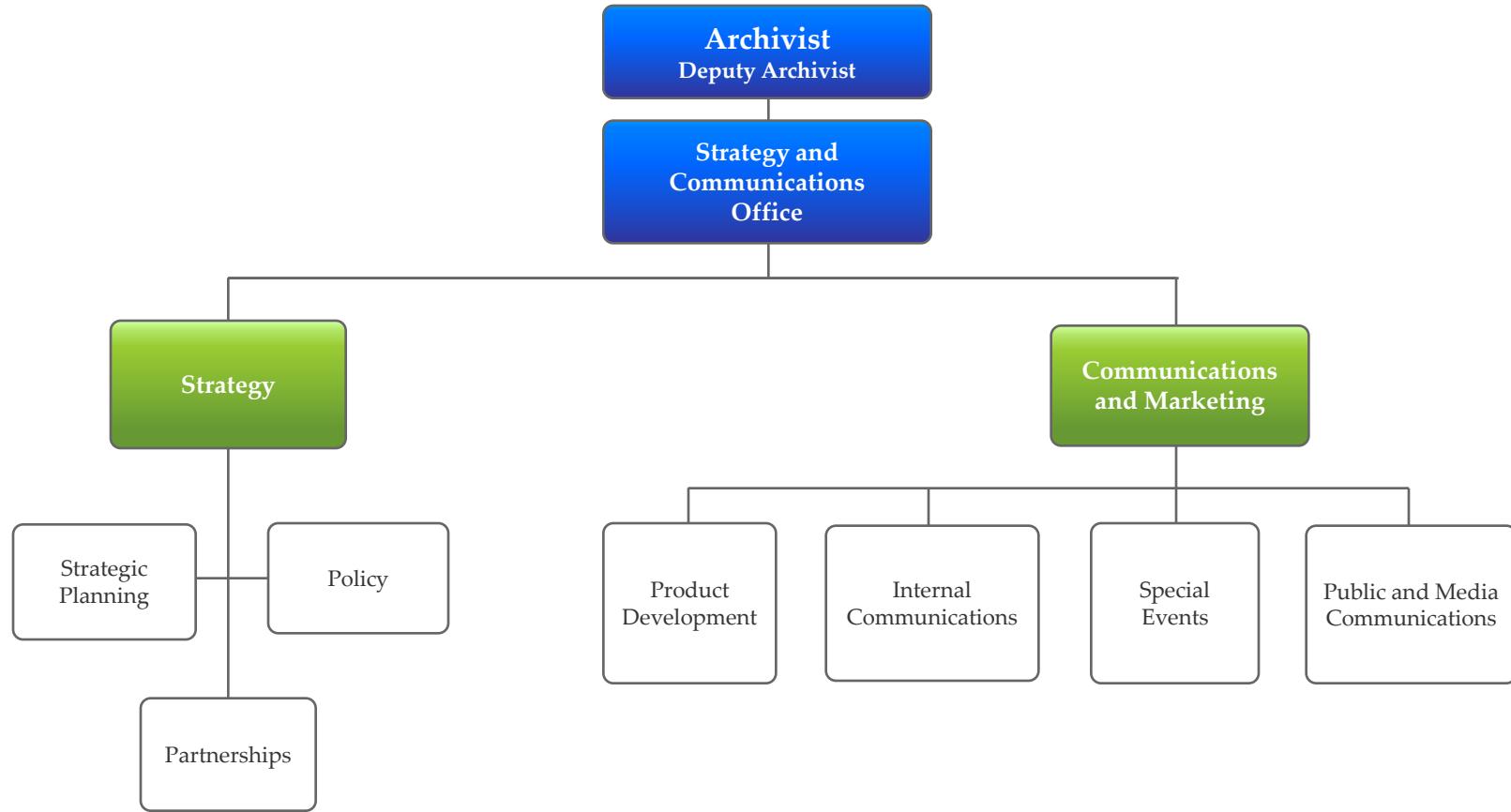
What it includes:

The Management Team is co-chaired by the Chief Operating Officer and the Deputy Archivist and includes: the members of the Executive Leadership Team; the Chief Records Officer; and the Executives for the Federal Register, Agency Services, Research Services, Legislative Archives, Presidential Libraries, and Museum Services, and Business Support Services.

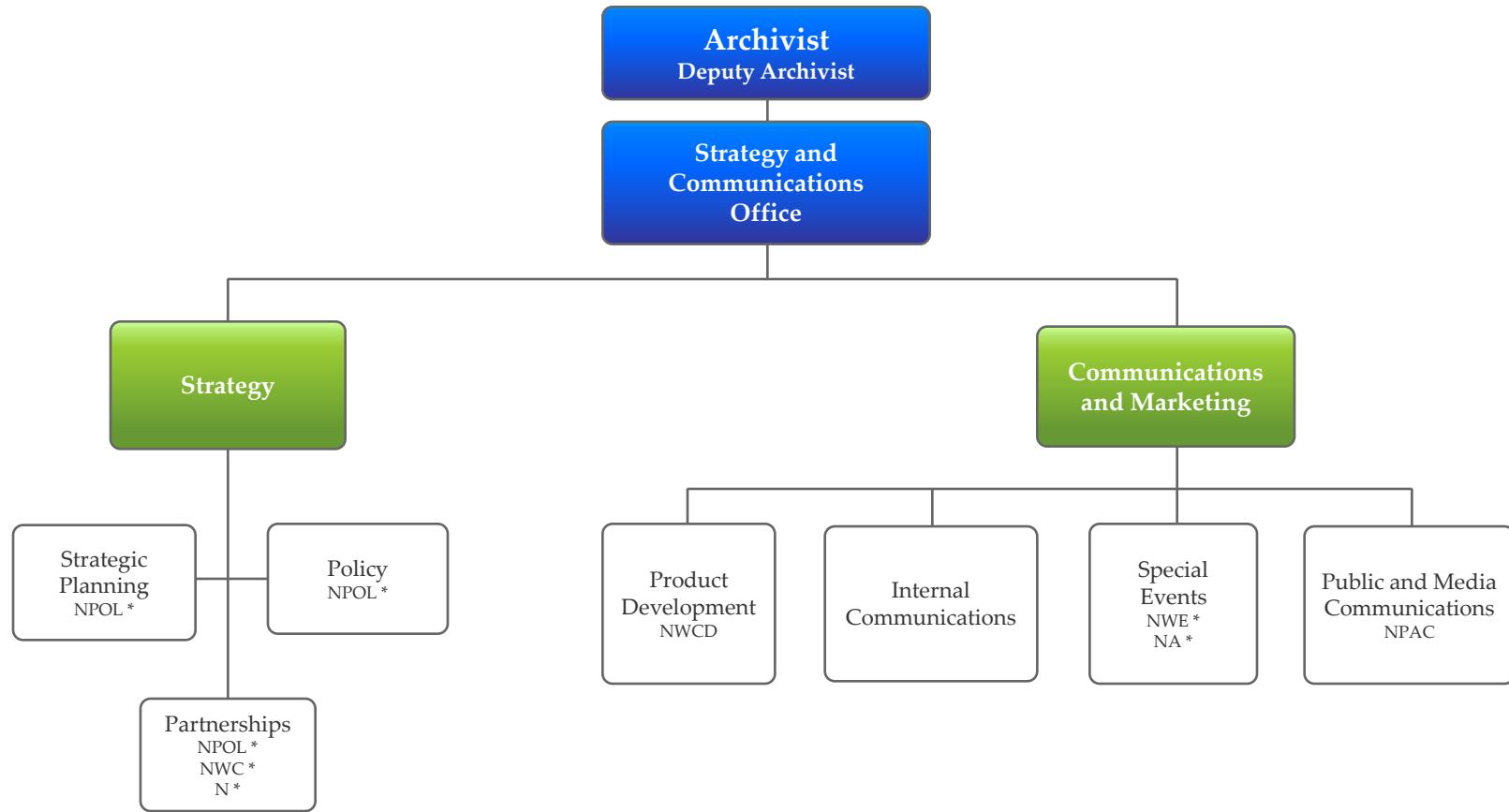
How these contribute to transformation:

These teams are critical to the implementation of the transformation. The Executive Leadership Team, replacing the current "senior staff" entity, will set the direction to be followed by the Management Team. Both teams will ensure that the agency does not lose the focus on the required transformational outcomes in the face of the agency's daily work and future challenges. They must embody the transformational outcomes in their performance. Their support and constant attention, and the inclusion of staff in planning the agency's work and direction, will be critical to the transformation.

Strategy and Communications Office



Strategy and Communications Office (Detailed View)



* Identifies a current unit that is split among more than one unit in the proposed organization

Strategy and Communications Office

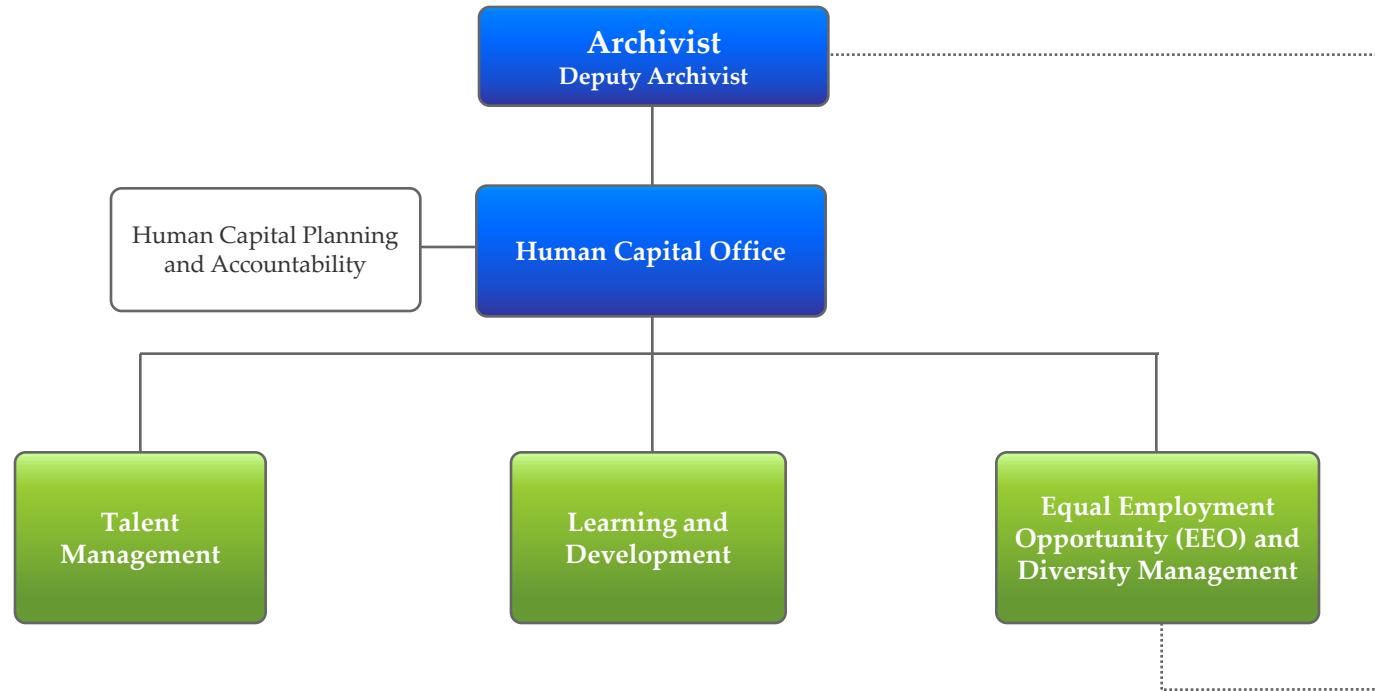
Strategy and Communications, led by a Chief Strategy and Communications Officer (CSCO), reports to the Archivist and Deputy Archivist. The CSCO ensures that we develop and communicate a one-NARA identity and communication strategy engaging staff and management nationwide. This includes:

- *Strategy* —contains three units: *Strategic Planning* collaborates with front-line staff and program offices to develop strategy, including NARA's Strategic Plan; *Policy* collaborates with staff to define internal policy (directives) and to support the development and issuance of external policy (regulations) by units with such responsibilities; and *Partnerships* includes NARA's External Affairs Liaison and collaborates with NARA offices to identify, develop, and support external strategic alliances.
- *Communications and Marketing* —contains four units:
 - *Product Development* designs, and/or provides the capability to develop, products that support our communications strategy, and that appeal to employees, customers, stakeholders, and partners;
 - *Internal Communications* ensures two-way, internal communication in the development and implementation of our strategies and policies, and manages NARA's internal communications infrastructure (e.g. NARA Notices);
 - *Special Events* manages targeted opportunities to engage external customers, stakeholders, and partners in the DC area; provides support as needed to events outside the DC area; and coordinates complex internal events of significance; and
 - *Public and Media Communications* leads our external communications engaging the public and others via the media and outreach partners.

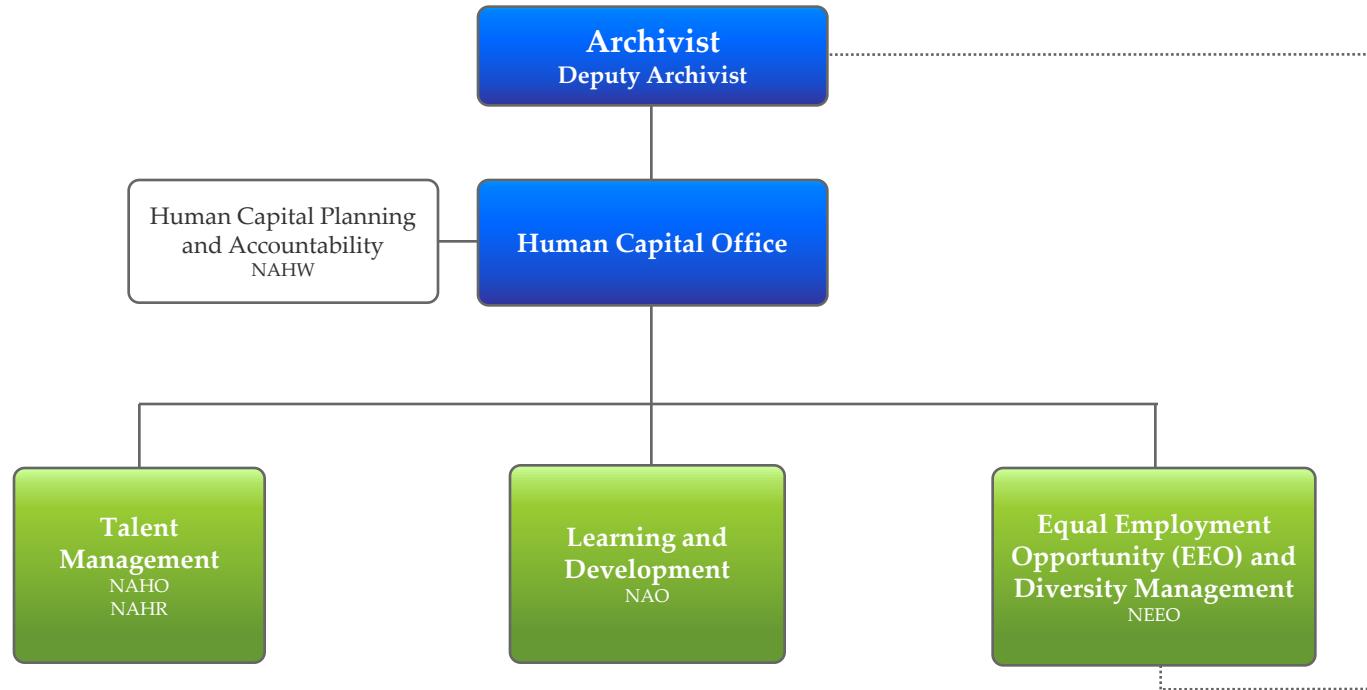
How is the Strategy and Communications Office customer-focused?

This area brings together the capabilities necessary to develop and communicate NARA's strategy in a unified, coherent voice so that all employees, customers, stakeholders, and partners understand our mission and strategy, and how they fit into it. Strategies are developed in collaboration with front-line staff and business units to ensure that they are aligned with our customers' needs. Marketing and communications efforts are coordinated and tailored to meet the unique needs of customers. And with a new focus on internal communications, the needs of employees and customers both receive greater attention.

Human Capital Office



Human Capital Office (Detailed View)



Human Capital Office

The Human Capital Office, led by a Chief Human Capital Officer (CHCO) reporting to the Archivist and Deputy Archivist, drives employee engagement by investing in NARA employees and their development. It includes:

- *Human Capital Planning and Accountability Staff*—leads NARA's employee engagement, career-path strategies, succession planning, knowledge management, organizational development, and other strategic human capital initiatives. This area manages NARA's overall human capital policy, planning, accountability, and business systems infrastructure.
- *Talent Management*—utilizes the most innovative policies, practices, and tools available to recruit and retain a talented, diverse workforce for NARA. Talent Management is responsible for recruitment, staffing, and position classification; compensation and benefits; work-life wellness; performance management and awards; labor and employee relations; and personnel transaction processing.
- *Learning and Development*—identifies and facilitates access to best-in-class training and development solutions for NARA staff at all levels. Establishes NARA's overall training strategy, policies, and approaches; develops and administers training programs for NARA staff; administers the Individual Development Planning (IDP) and Executive Development Planning (EDP) processes; and provides instructional design guidance and support to other NARA units as needed.
- *Equal Employment Opportunity (EEO) and Diversity Management*—champions diversity, inclusiveness, and equal opportunity as a strategic imperative for NARA. Manages the NARA-wide EEO program, leads and coordinates diversity programs and initiatives; provides advice, consultation, and training on EEO and diversity matters; manages the agency's discrimination complaint program; and provides EEO counseling services. To ensure the independence of the complaints process, the Director of EEO and Diversity Management will continue to have direct access to the Archivist of the United States.

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Human Capital Office, continued

How is the Human Capital Office customer-focused?

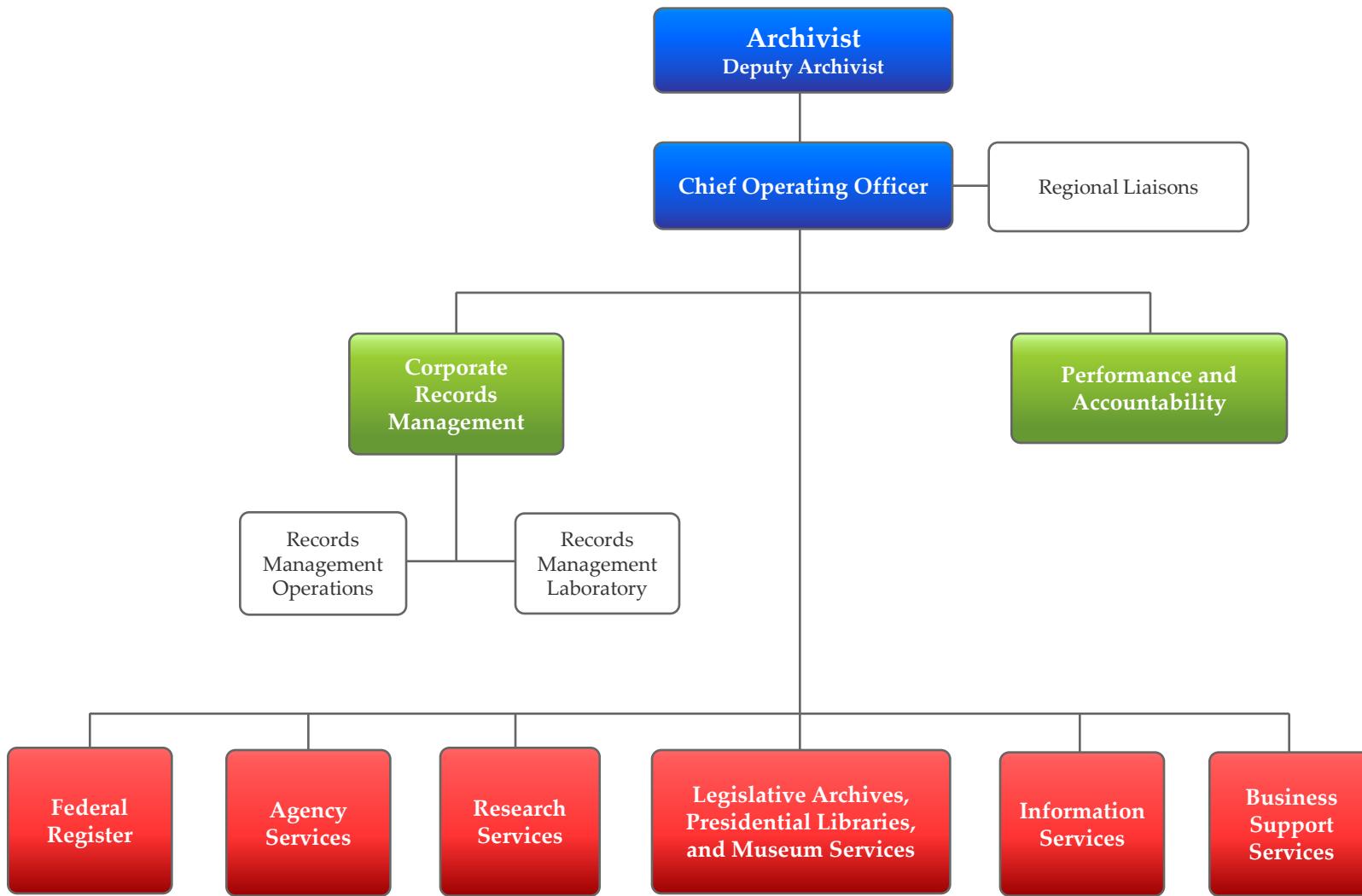
- Draws upon all human capital disciplines to develop integrated approaches and solutions to NARA's human capital challenges.
- Works as a strategic partner with NARA offices to help build organizational capacity and identify and leverage opportunities for new business or organizational ventures.
- Is a tireless advocate and champion for employee engagement, development, and diversity.
- Solicits input, ideas, and feedback from staff and management at all levels, and provides regular communication and training on the latest human capital developments, resources, and tools.

The first priority of NARA's Human Capital Office is to support and take ownership of the business outcomes desired by those with human resource needs.

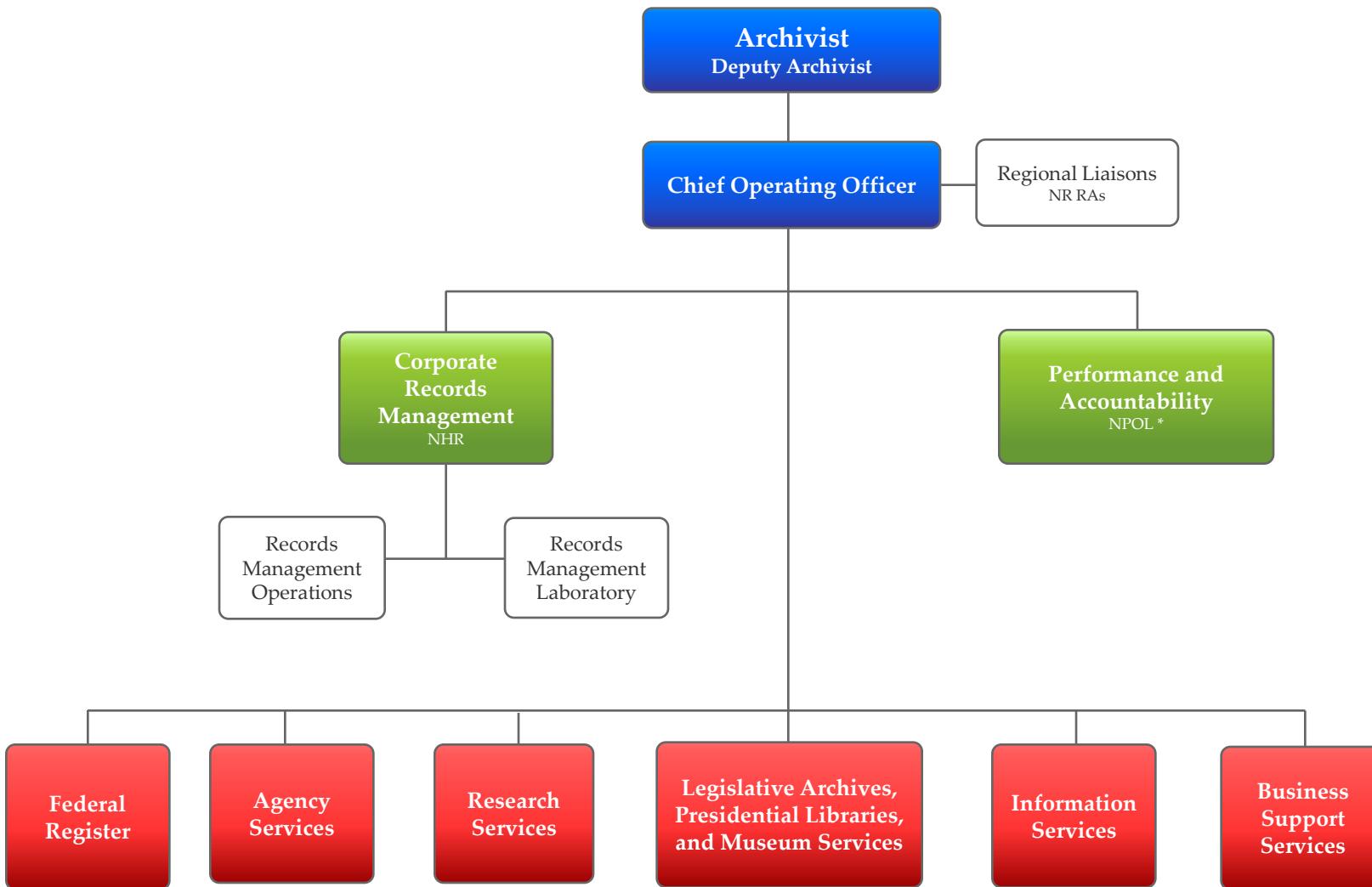
Consideration:

Many staff in the current NAHW and NAO wear multiple "hats" and support a variety of different human capital functions that, in the new Human Capital Office, will be split across different organizational sub-components. For purposes of this report, NAHW and NAO staffs were identified as moving intact to the Human Capital Planning and Accountability Staff and Learning and Development units, respectively. However, some shifting of staff may occur among these units once the new CHCO has the opportunity to fully assess the extent to which staff are supporting multiple human capital activities.

Chief Operating Officer



Chief Operating Officer (Detailed View)



* Identifies a current unit that is split among more than one unit in the proposed organization

Chief Operating Officer (COO)

The Chief Operating Officer (COO) reports to the Archivist and the Deputy Archivist. The COO's office provides operational leadership to ensure agency wide support and accountability through customer-driven decision making. It includes:

- *Regional Liaisons* —staffed by the former Regional Administrators positions, they assist the COO in carrying out his/her responsibilities to coordinate operations in support of staff and customers and to grow external relationships in NARA regional locations. These positions have both regional and national scope, regional in, for example, representation on Federal Executive Boards (FEBs), and national in that the COO may draw from this corps to assist with multi-region or nationwide projects.
- *Corporate Records Management*—contains two units: *Records Management Operations* manages records created or maintained by staff while conducting NARA business. NARA will establish a network of Records and Information Management Officers assigned within each program area of NARA working to ensure record keeping requirements are met and best practices are followed. *Records Management Laboratory*, a new office, collaborates with the Applied Research office under Information Services and in consultation with the Chief Records Officer (CRO), develops records management best practices.
- *Performance and Accountability*—includes the following functions: process improvement e.g. guiding NARA's Business Architecture and providing consultation and support to program office continuous process improvement efforts, such as, Business Process Re-engineering (BPR) and Lean Six Sigma; business accountability including contributing to the development of NARA's Strategic Performance Plan and its ongoing measurement; audit tracking and resolution; internal control program; independent internal testing; enterprise risk management; and agency wide operational and tactical performance measurement (GPRA).

The COO chairs the *Internal Customer Service Council* – a formal group of representatives from offices across NARA that meet on a regular basis to ensure that internal customers are receiving the service and assistance they need from Information Services, Business Support Services, Corporate Records Management, Strategy and Communications, and Human Capital.

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Chief Operating Officer (COO), continued

How is the COO customer-focused?

- By providing unified leadership across the six program offices and through membership on mission critical teams and the Internal Customer Service Council, the COO ensures optimal service to NARA's internal customers.
- Through the deployment of Regional Liaisons in the field, the COO ensures that effective collaboration and coordination occur among lines of business operating in the field, and that field operations receive needed support to do their jobs efficiently and effectively.
- By informing and working with the CRO to advance records management policy and best practice, the Corporate Records Management office enables NARA to become a model for records management and a leader among Federal agencies.
- With an emphasis on increased operational effectiveness and accountability, the Performance and Accountability office provides focused leadership on identifying and managing internal and external risks, and in collaboration with Information Services and Business Support Services, coordinates operational planning and process improvement efforts, including BPR and Lean Six Sigma projects.

Federal Register



Federal Register (Detailed View)

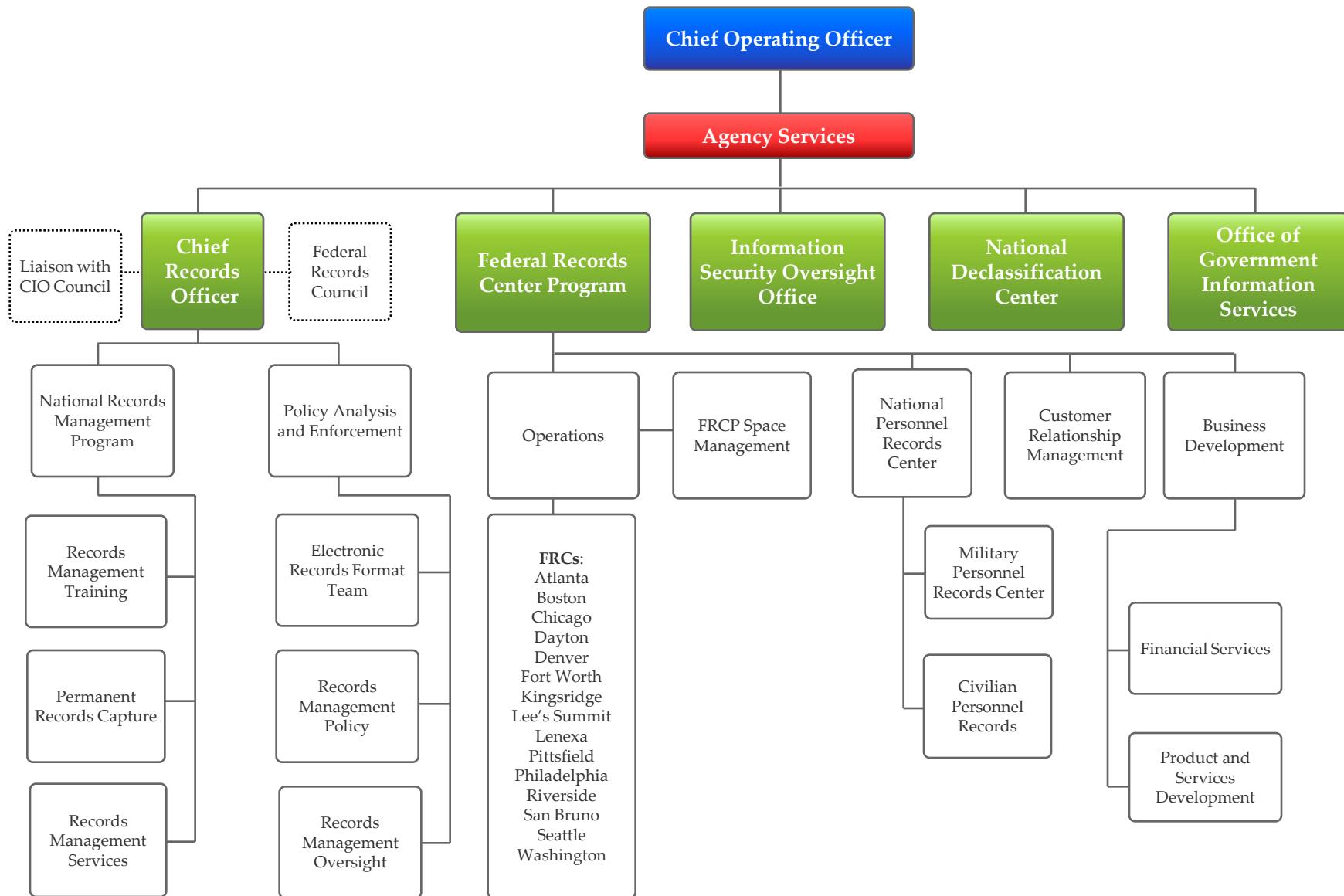


Office of the Federal Register

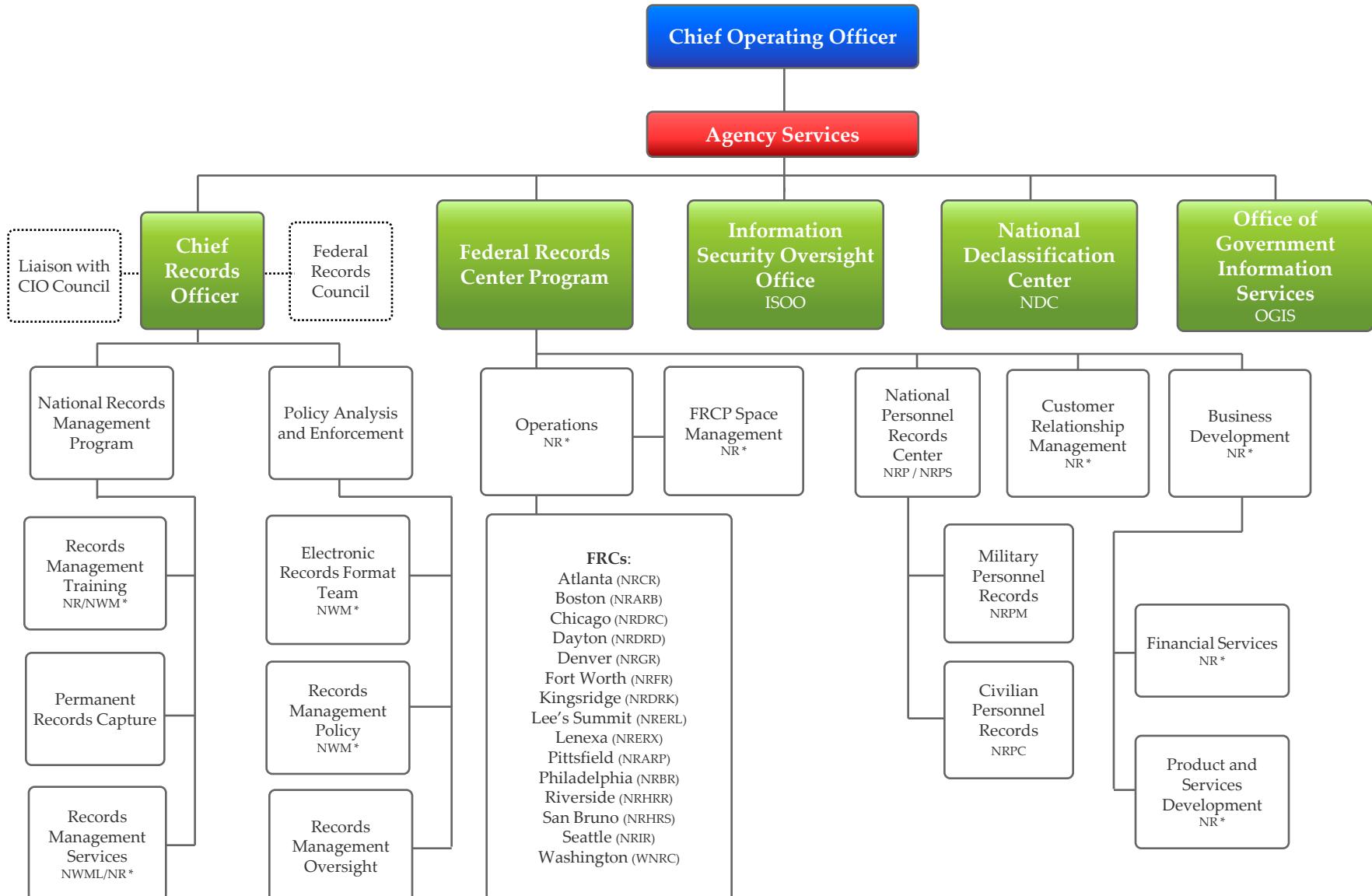
Office of the Federal Register, led by a Director reporting to the Chief Operating Officer, and who acts under the general direction of the Archivist, pursuant to 44U.S.C. 1502.

The Office includes the current NF without change.

Agency Services



Agency Services (Detailed View)



* Identifies a current unit that is split among more than one unit in the proposed organization

Agency Services

Agency Services, led by an Executive reporting to the Chief Operating Officer, leads NARA's efforts to service the ongoing records management needs of Federal agencies and to represent the public's interest in the accountability and transparency of these records. Efficient service and effective oversight will be harnessed to this common purpose. It includes:

- *Chief Records Officer (CRO)*—leads records management throughout the Federal government, with an emphasis on electronic records, and assesses the effectiveness of Federal records management policies and programs. The CRO is responsible for issuing Federal records management policy and guidance; liaison with OMB, Congress, the CIO Council and other external stakeholders on records management issues; and ombudsman between agencies and the Archivist to ensure that NARA and the agencies we serve meet our statutory mandates and records management requirements. The *Chief Records Officer* also chairs the Federal Records Council. The CRO is external-facing, and through subordinate leaders has authority over two divisions:
 - *Policy Analysis and Enforcement* — includes *Records Management Policy*, *Records Management Oversight*, and an *Electronic Records Format Team*, which works with the *ERA Program Office* and the *Electronic Records Preservation* unit in Research Services to assist in the development of technical requirements to ingest records into ERA for immediate storage and bit level preservation.
 - *National Records Management Program*—is staffed with Records Management professionals in the field and in Washington, DC. It contains three units: The *Permanent Records Capture Team* collaborates with *Records Management Services* to identify and transfer eligible permanent records. *Records Management Services* includes cross-functional work teams that perform the full realm of RM Services including appraisal and scheduling, technical assistance, training, consultation and analysis regarding policy matters, and oversight. *Records Management Training* collaborates with *Records Management Services* to set priorities and provide direction for external RM Training.
- *The Information Security Oversight Office, National Declassification Center, and the Office of Government Information Services* maintain their independent nature and authority, reporting to the Agency Services Executive and continuing to have direct access to the Archivist of the United States.

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Agency Services, continued

- *The Federal Records Center (FRC) Program*—contains four units:
 - *Operations*—leads and supports FRCs, including the Washington National Records Center, and is assisted by FRC Program Space Management.
 - *National Personnel Records Center*—includes the functions and activities of the current Military Personnel Records (MPR) and Civilian Personnel Records (CPR) units. Also includes the current functions and activities of the St. Louis Management Systems Staff (NRPS), which continues to provide administrative support for MPR and CPR, as well as the St. Louis-based components of Research Services.
 - *Customer Relationship Management*—includes marketing, sales, and customer support activities strengthening individualized relationships with customers.
 - *Business Development*—includes *Financial Services*, which establishes rates, manages billing, analyzes expenditures against operating plans, researches costs, and evaluates the return on investment of new business ventures; and *Product and Services Development*, which conducts research and development aimed at exploring new product lines to better meet the demands of external agencies.

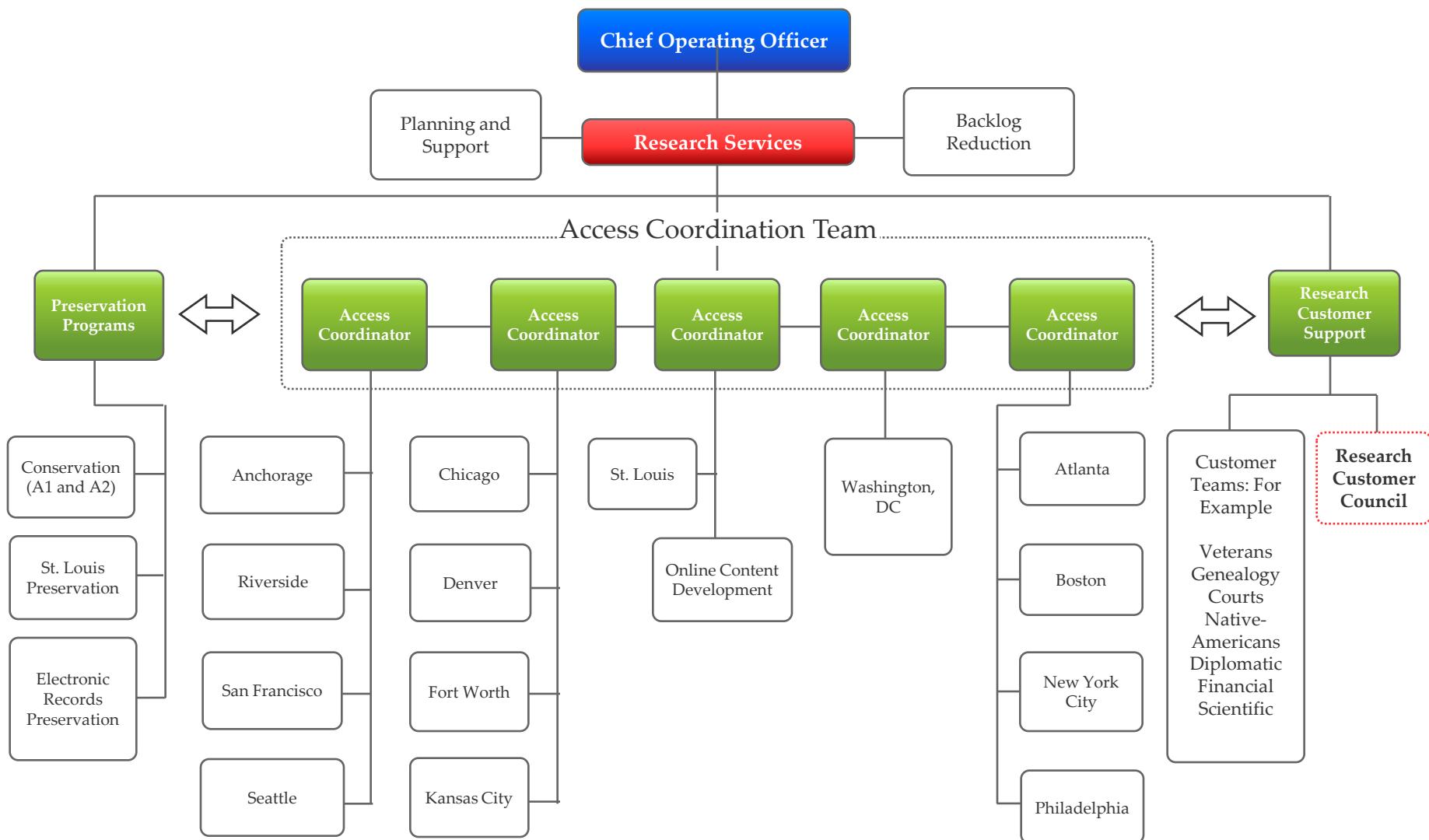
How is Agency Services customer-focused?

- Provides greater coordination between records management and FRC services, improving NARA's ability to communicate with customers as one NARA, and improving program responsiveness to customer needs, especially when service delivery requires coordination across programs.
- Provides a more customer-driven focus in the development of new services, and in support of the activities of front-line FRC and records management teams that work directly with customers.
- Leverages the position of the Chief Records Officer to better serve our customers by elevating the status and importance of records management across the entire federal community, and by providing leadership and oversight with an emphasis on electronic records.

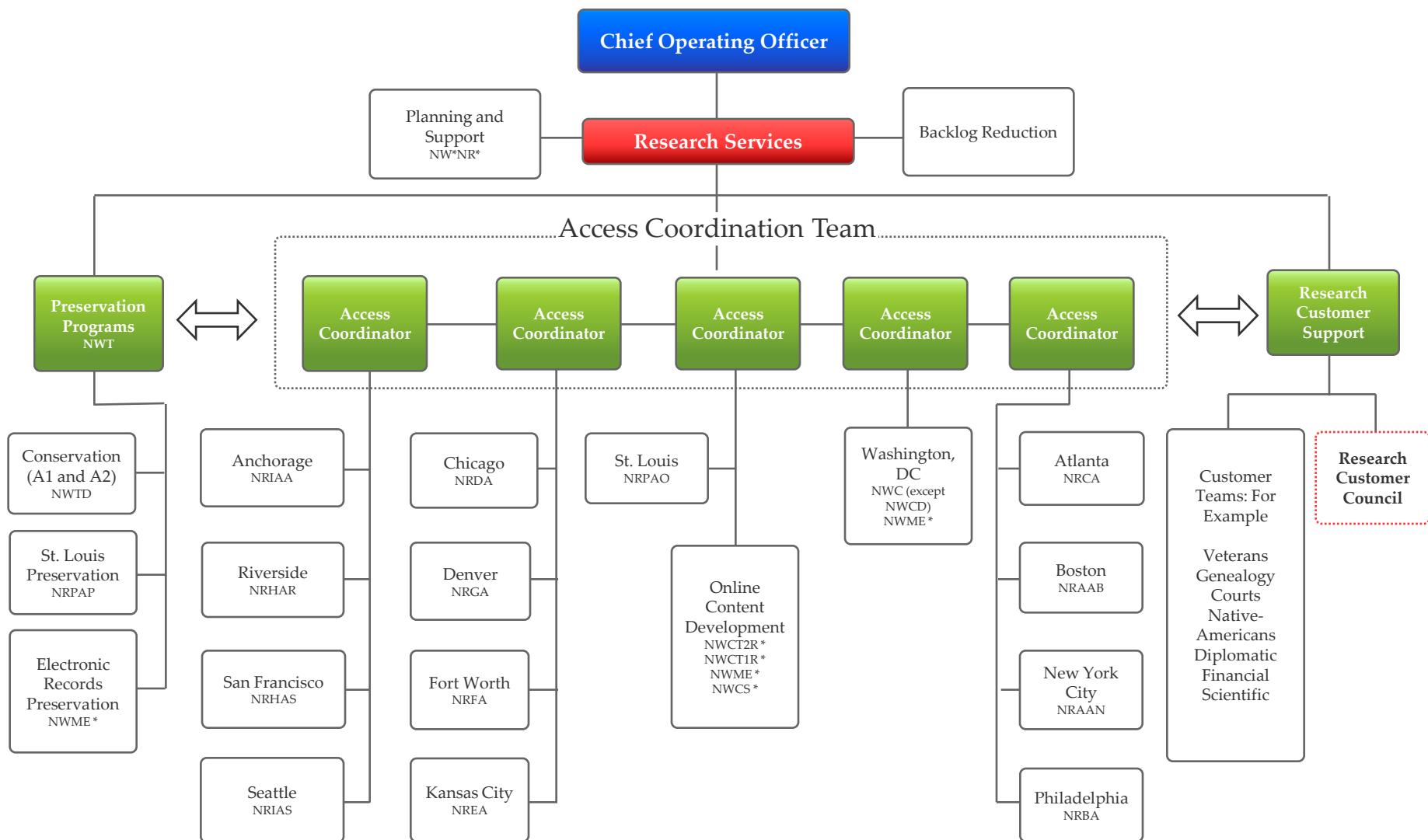
Consideration:

The Executive's office includes the administrative staff from the former NR central office who perform the following duties: administrative team leader, budget, personnel, and Deputy NR.

Research Services



Research Services (Detailed View)



* Identifies a current unit that is split among more than one unit in the proposed organization

Research Services

Research Services, led by an Executive reporting to the Chief Operating Officer, provides world-class services to customers wanting to access NARA's accessioned Federal records. It integrates the scope and management of archival and preservation-related functions for Federal records currently performed by the Office of Records Services-Washington, DC and the Office of Regional Records Services. This consolidation fosters a cohesive, collaborative national program, oriented toward public access of Federal records, that relies upon collaboration of staff teams across geographic and unit-specific boundaries, and a formal management team uniting oversight of archival operations nationwide. Fundamentally, program priorities are founded upon new, formalized methods of listening to, identifying, and meeting customer needs. This area includes:

- *Planning and Support*—develops Research Services-wide operational plans in consultation with the COO's Performance and Accountability staff; analyzes trends in records use; conducts capacity planning; manages the office's administrative, training, and support functions; coordinates as needed with other NARA offices in support of program objectives; and serves as the office's administrative unit keeping official program files reflecting the overall program. This unit includes positions devoted specifically to facilitating inter-office collaborative efforts. These collaborators include: a Holdings Security and Space Planning Collaborators working with Business Support Services especially to ensure that holdings security policies have input from front-line staff, a Lifecycle Collaborator working with Agency Services, a Digitization Collaborator working with Information Services, and a Communication Collaborator working with the Strategy and Communications Office and the Research Customer Council.
- *Backlog Reduction*—responsible for identifying, tracking, and aiding the reduction of accessioning, processing, description, preservation, reference, and FOIA response backlogs throughout Research Services. Backlog Reduction works with the Performance and Accountability staff to utilize work process improvement techniques to enhance efficiencies in support of reducing current and preventing future backlogs.

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Research Services, continued

- *Preservation Programs*—responsible for the preservation of Federal records of all media types and for the formulation of national preservation policies with the input of the Access Coordination Team. It consolidates the activities and functions currently performed by Preservation Programs (NWT) (except NWTS labs located in Information Services), the Preservation Branch of Archival Programs at the National Personnel Records Center (NRPAP), and preservation program operations of the Electronic and Special Media Records Services Division (NWME). Working with Information Services and the Electronic Records Format Team in Agency Services, it is responsible for developing policies, processes, and tools to ensure the long-term availability of electronic records data. Currently this involves close coordination with the Electronic Records Archives (ERA) Program Management Office to ensure the migration of NWs legacy electronic records holdings and the development of the ERA preservation framework. Preservation Programs will continue to support preservation activities performed in Presidential Libraries.
- *Research Customer Support*—responsible for organizing and communicating feedback from customers to inform Research Services planning and operations, and to inform digitization strategies. This unit represents the voice of NARA's research customers by chairing a *Research Customer Council* that consists of representatives from staff and various research customer constituency groups, as well as staff in the Open Government unit of Information Services. The Council is authorized under the Federal Advisory Commission Act. Research Customer Support also manages ad hoc teams, consisting of staff participating from the regions and the Washington, DC area, that bring additional focus toward addressing the needs of specific research customer groups. Most contributing staff will report directly to their archival unit supervisor, as part of their usual job duties, while other staff may report directly to Research Customer Support. Individuals' membership on teams may be permanent or may flex, and is a way for staff to share and develop knowledge about records and customers' needs. Examples of possible teams include: Veterans, Genealogy, Courts, Native Americans, Diplomatic, Financial, and Scientific. The number and composition of teams would be determined by the Access Coordination Team, advised by Research Customer Support.

Continued on next page...

Research Services, continued

- *Access Coordination Team*—consists of five coordinators; each is responsible for a group of supervisory archivists who head one or more organizations. Flexibility within the organization's structure supports rearrangement of groups as new trends and customer needs necessitate. The purpose of the Access Coordination team is to ensure that records and expertise from all parts of NARA are being leveraged in the best way possible to provide service to our research customers. Each Access Coordinator develops and sustains familiarity with, and advocacy for, a variety of customers, staff, and holdings that are part of the whole system. Access Coordinators are intimately familiar with archives customer needs, program strategies and objectives, processes, challenges, and general content of records particular to the holdings of the grouped units. Coordinators may be located geographically anywhere in the Research Services system, and will also work together to develop access policies, procedures, and tools to ensure operational consistency and cohesive planning across the system.

Initial groups are as follows:

- Washington, DC
- St. Louis and Online Content Development
- Atlanta, Boston, New York City, and Philadelphia
- Chicago, Denver, Fort Worth, and Kansas City
- Anchorage, Riverside, San Francisco, and Seattle

Each of the 14 geographic units operates as an organic team. There is a single director in each field location and multiple directors in Washington, DC.

- *Online Content Development* develops online content and tools to “help customers help themselves.” The goal is to have customers who are better informed and able to learn about and access records of all media types without needing to come to a NARA facility. The unit will assist Open Government in Information Services in the formulation of NARA-wide policy in access concepts. Planning for and developing content is accomplished with input from units nationwide and will likely require temporary part-time assignment of staff from throughout Research Services.

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Research Services, continued

How is Research Services customer-focused?

In addition to the customer-focused characteristics of Research Services described above, collaboration among Research Services units, and among NARA staff across Service offices, and active listening to customers are key. For example:

- The Preservation Programs staff works with the Access Coordination Team and Research Customer Support to establish preservation priorities for records in the National Archives of the United States nationwide, supporting the needs of our future customers. In cooperation with Information Services and Agency Services, the Preservation Programs staff ensures the preservation and accessibility of electronic records, and will enhance this capability over time.
- The Research Customer Support teams enhance NARA's reference capacity by identifying – for specific research communities – the need for enhanced finding aids; completing reference inquiry responses; conducting ad hoc holdings maintenance; consulting, advising, and guiding research customers; and developing and providing web content to the NARA website.
- Research Customer Support teams and its coordinator work with the Access Coordination Team to establish priorities for accessioning, processing, and enhanced description/finding aids related to their particular customer focus. The coordinator works with the Preservation Programs staff to establish priorities for preservation and conservation activities related to their particular customer focus. The coordinator works with the Backlog Reduction staff to identify and coordinate backlog processing and preservation activities related to their particular customer focus. The coordinator works with the Digitization Collaborator, through input from the Research Customer Support teams, to identify high priority records series for scanning and assure through other coordination that the records are appropriately preserved and ready for scanning.
- The Research Customer Council is a mechanism fostering two-way communication between the Research Services office and research customers about current interests and trends, research issues, and customer concerns. The Research Customer Council facilitates listening and response to the needs of NARA's research customers.

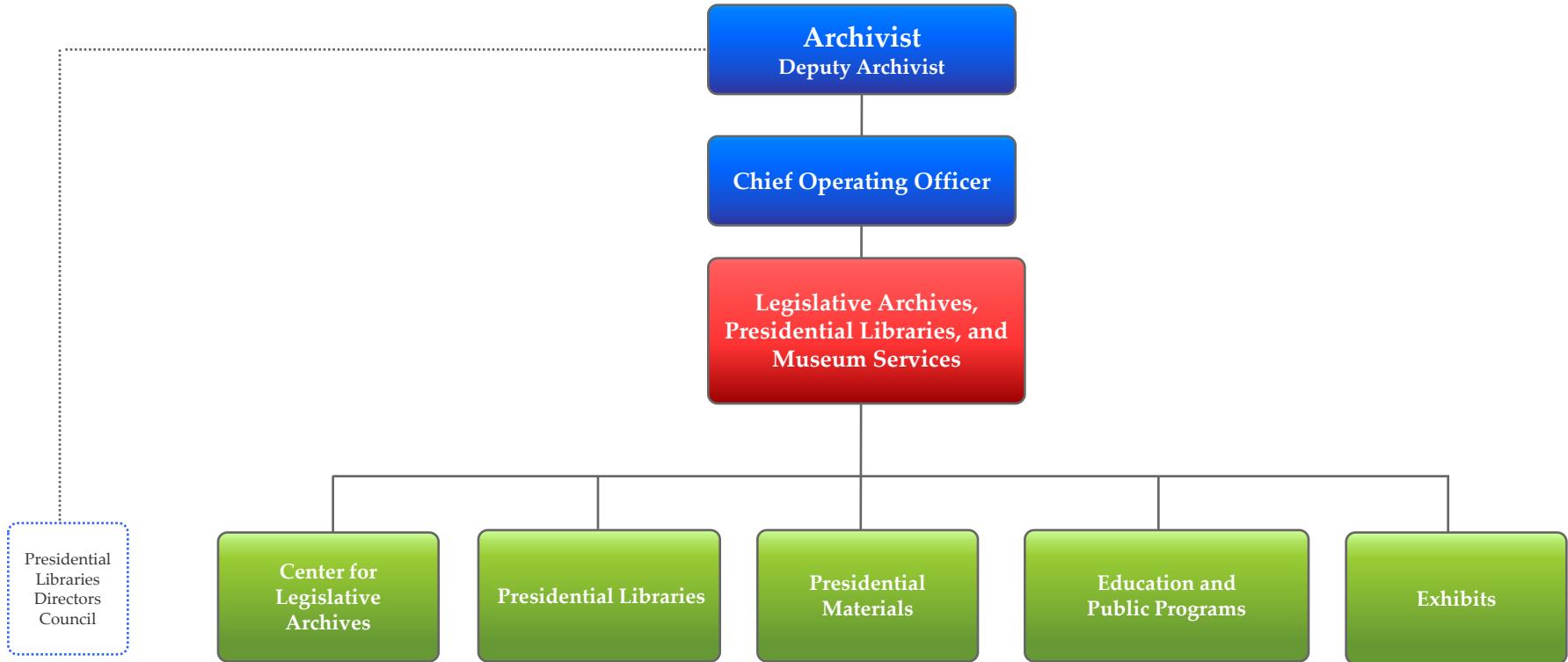
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Research Services, continued

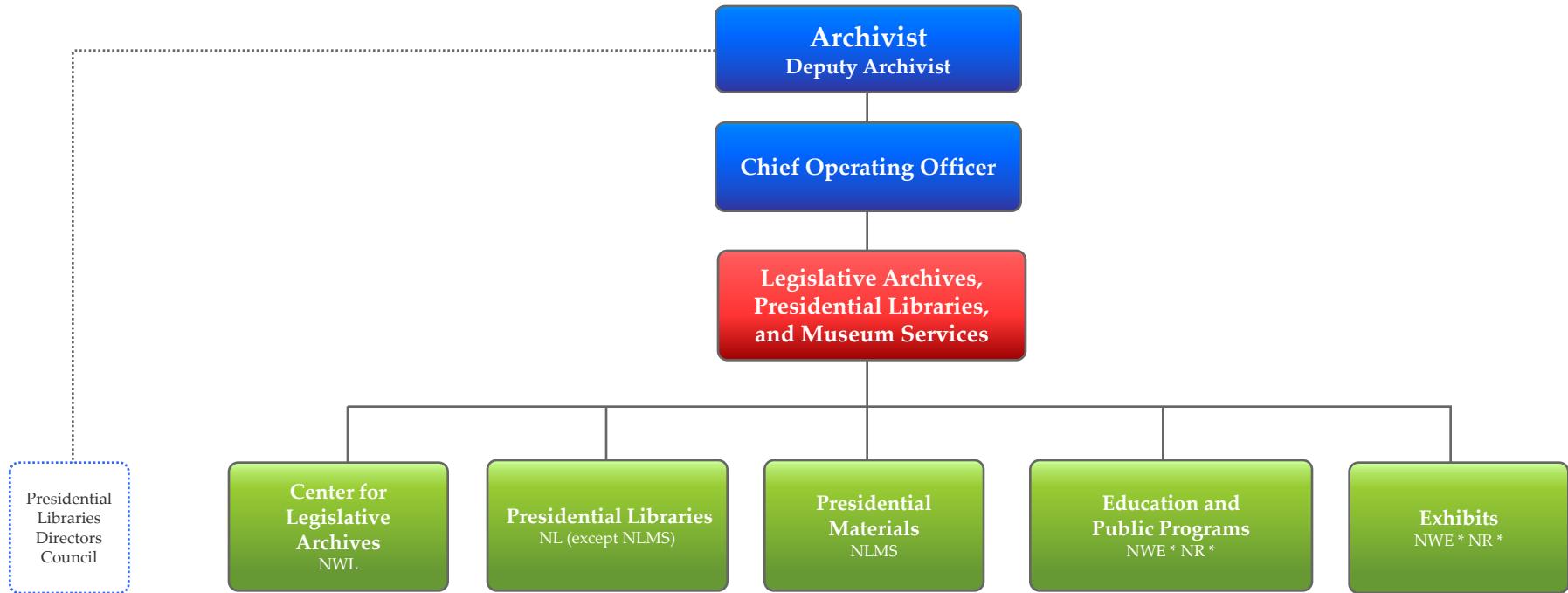
Considerations:

- In addition to the custodial, preservation, holdings maintenance, and customer service units of the former NW and NR, Research Services includes NR's central office archival program staff, and NW's administrative and program support staff.
- Collaboration among staff nationwide is not limited to participation on customer teams. For example, a team may monitor the Affiliated Archives Program, or may coordinate reference activity on military records located at Archives I, Archives II, and St. Louis.
- There will be no change to the management of volunteer programs.

Legislative Archives, Presidential Libraries, and Museum Services



Legislative Archives, Presidential Libraries, and Museum Services (Detailed View)



* Identifies a current unit that is split among more than one unit in the proposed organization

Legislative Archives, Presidential Libraries, and Museum Services

Legislative Archives, Presidential Libraries, and Museum Services, led by an Executive reporting to the Chief Operating Officer, leads NARA's national education and exhibits programs, and administers the Center for Legislative Archives and the Presidential Libraries system. Formerly called "Library and Museum Services" in the Charter for Change, this office has been renamed to reflect its diverse customers and connected responsibilities. This area includes:

- *Center for Legislative Archives*—responsible for servicing the records of the U.S. Congress and for performing outreach activities for students, educators, and other users of Congressional records.
- *Presidential Libraries*—includes the Office of Presidential Libraries and the Presidential Libraries located throughout the nation. The Office of Presidential Libraries continues to direct and coordinate the Presidential Library system. The organizational structures of the Office of Presidential Libraries and the Presidential Libraries remain unchanged. This office will be headed by a Deputy for Presidential Libraries, who will be responsible for oversight and support. This office will also include programmatic support performed by the current NL central office staff. Presidential library directors will access the Executive as needed, and will meet regularly with the Archivist and the Executive via the *Presidential Library Directors' Council*.
- *Presidential Materials*—provides records services (and related liaison activities) to White House staff and officials of former administrations, and collaborates with the library directors on access and other records issues. The organizational structure of the Presidential Materials staff remains unchanged from its current structure.

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Legislative Archives, Presidential Libraries, and Museum Services, continued

- *Education and Public Programs*—leads a defined, coordinated, and unified national education program for NARA, fostering K-12 and post-secondary educational programming as well as educational experiences for the general public. Program responsibilities include the Modern Archives Institute. This unit incorporates the current education and public programs functions performed by regional Education Specialists and Public Program Specialists, and by the Education Staff and Public Programs staff of NWE, in Washington, DC. This unit also will collaborate with education staff in the Presidential Libraries and the Center for Legislative Archives to achieve NARA's education program goals. While education staff in the Presidential Libraries and Center for Legislative Archives will not report directly to Education, it is envisioned that Education will provide input to supervisors developing annual work plans and evaluating performance. This process would also apply to staff in regional offices and in Research Services who contribute to NARA's education and public programs, but who are not engaged full-time in education-related activities. It is also envisioned that DC and public programs staff will receive input concerning messaging, and communications strategy from Strategy and Communications Office (CSCO).
- *Exhibits*—leads a defined, coordinated, and unified national exhibit program for NARA. This unit oversees the current exhibit (including traveling exhibits), museum visitor services, web, and administrative functions of NWE in Washington, DC, and the exhibit functions performed by Kansas City's (currently NREA) Exhibit Specialist and by the NR/NWE National Museum Exhibit Coordinator, who will now report to Exhibits. To advance NARA's exhibit program goals and annual planning the Exhibits unit will foster collaboration among staff in the Center for Legislative Archives, curators and artifacts staff in the Presidential Libraries, Washington, DC curators, exhibits and visitor services staff, archives staff in Research Services who contribute to NARA's exhibit program, and Preservation Programs staff within Research Services; and with preservation officers' assistance provide expert advice and assistance on the care and control of artifacts. Exhibits coordinates the Visitor Services team for Washington, DC.
- *Presidential Library Directors' Council*, chaired by the Archivist, consists of the Executive, all library directors, the director of Presidential Materials, and the Deputy for Presidential Libraries. This council is a forum for the directors to discuss opportunities and concerns, and to participate in creating and implementing library strategies and initiatives.

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Legislative Archives, Presidential Libraries, and Museum Services, continued

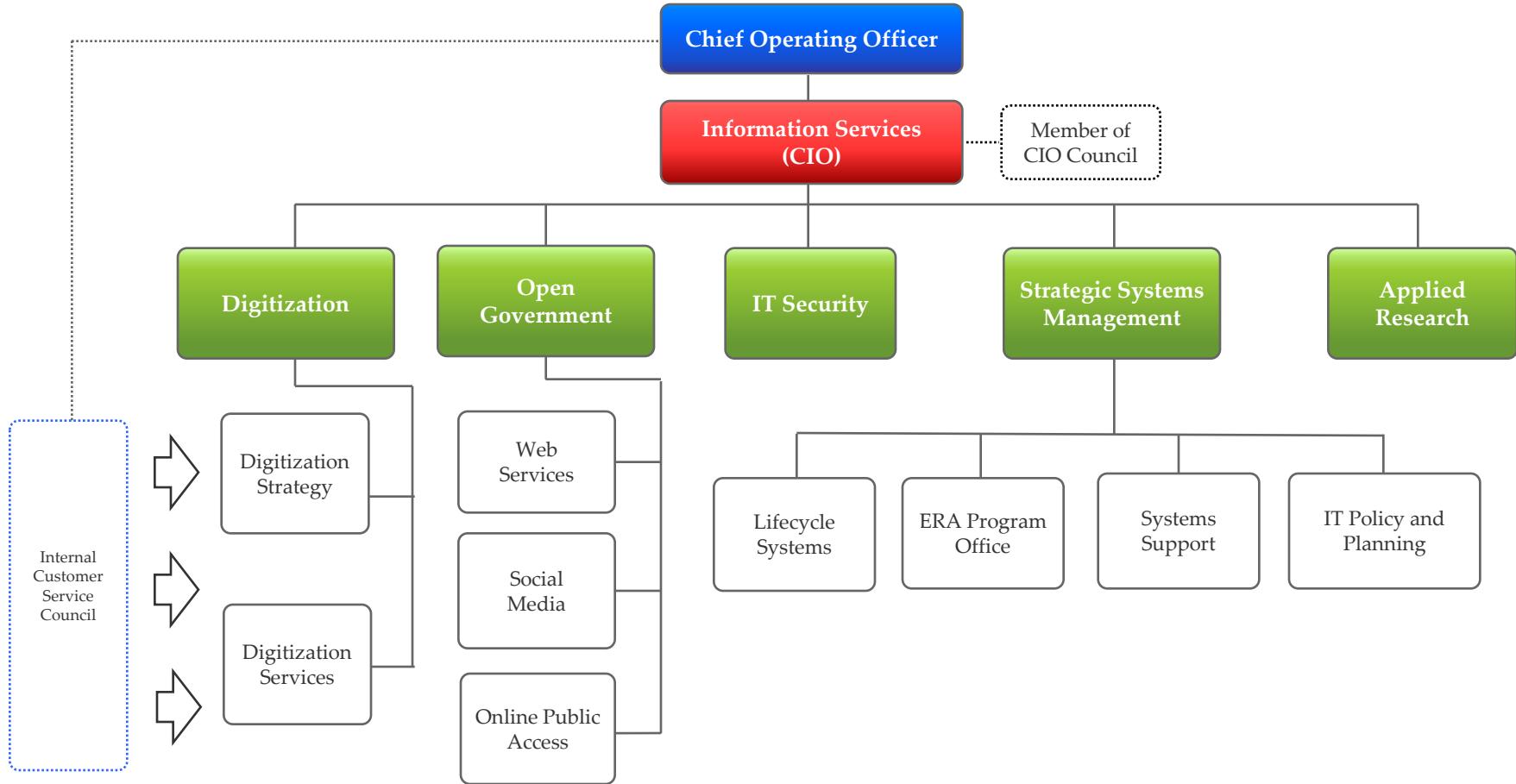
How is Legislative Archives, Presidential Libraries, and Museum Services customer-focused?

Customers of this office will benefit from greater collaboration and coordination between these units delivering services to customers. In addition, staff work closely with all other NARA offices. For example, staff members in this office will work with Research Services in shared support of archival access, exhibit, education, and public and outreach programs and with Business Support Services to obtain services and to coordinate NARA property, facility, security, IT, finances, and purchasing matters as appropriate. Managers within each unit described above will encourage staff collaboration across NARA, whether in-person or online, and seeks opportunities for staff to cooperate in delivering value-added, one-voice programming.

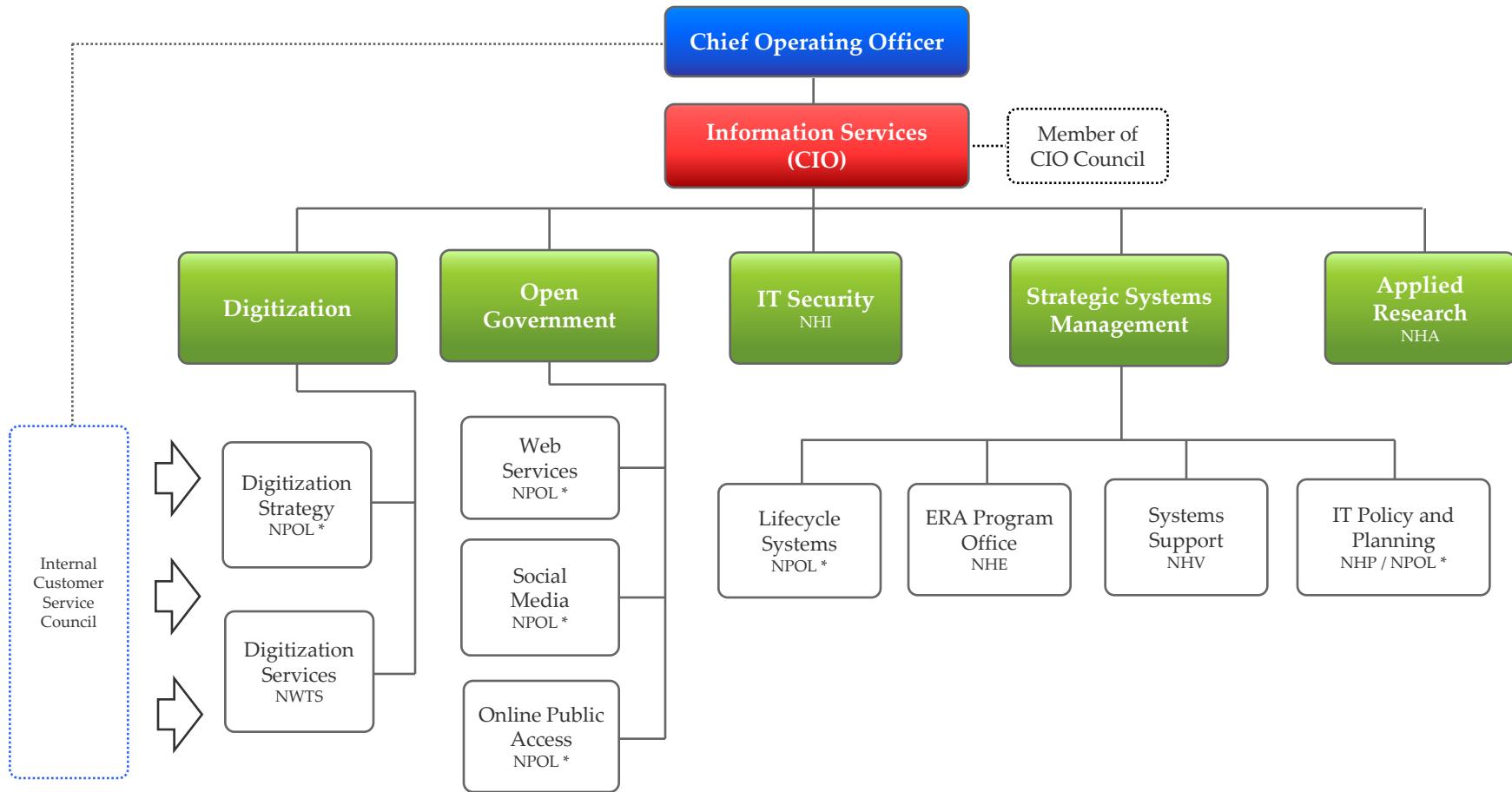
Consideration:

There will be no change to the management of volunteer programs.

Information Services



Information Services (Detailed View)



* Identifies a current unit that is split among more than one unit in the proposed organization

Information Services

Information Services, led by an Information Services Executive reporting to the Chief Operating Officer, leads innovative projects and programs, and develops information systems and tools that help customers discover NARA's holdings. Information Services represents a new visionary breed of "IT" organization for NARA – one in which "traditional" IT planning and policy functions are brought together with the business of social media, open government, and digitization programs to achieve one common objective –to meet our customers' needs. The Information Services Executive also serves as the Chief Information Officer (CIO) for NARA.

Within the Information Services Executive's office there is a Chief Technology Officer (CTO) who provides guidance and technical leadership pertaining to enterprise architecture, planning, design, and configuration management of all agency-wide hardware, software, database management systems, and emerging technologies. As the operational manager of the technology infrastructure, the CTO works closely with IT Infrastructure Support within Business Support Services.

Information Services includes:

- *Digitization*—coordinates agency-wide digitization activities including project planning, pre-digitizing coordination, digital conversion, and post-digitization work: supports efforts to identify and prioritize holdings for digitization; and provides an integrated and strategic approach to digital asset management, electronic space management, migration, data backup, technological obsolescence, and records management responsibilities. It contains two units:
 - *Digitization Strategy* incorporates the functions from NW's Digitization Management Board and Technical Advisory Group, NPOL's Digitization Working Group, and NARA's Partnership agreements. It ensures digitized versions of our holdings and that its associated metadata are delivered to the Open Government unit for use by staff and customers.
 - *Digitization Services* includes all the staff and labs of the current Special Media Preservation Division (NWTS). Bringing together disparate digitizing initiatives and functions into a new unit increases NARA's organizational capacity to create and properly manage digital objects and also improves NARA's rate of digitization through partnerships, internal labs, and On-Demand scanning options. The Digitization Services unit is composed of an Order Fulfillment Section, Video, Photo and Textual, Audio, and Motion Picture Labs. It utilizes a Digital Asset Management System within the context of a digital processing environment designed to maintain logical links between all files and information associated with a project. This unit is responsible for creating, editing, and harvesting metadata in partnership with the other offices and automating quality control measures. It is also responsible for collaborating with Preservation Programs to ensure proposed materials are appropriate for digitization, and for performing conservation and preservation work.

Continued on next page...

Information Services, continued

- *Open Government*—formalizes the principles of transparency, participation, and collaboration already embedded in our mission and strategic goals and contains three units Web Services, Social Media, and Online Public Access. Web Services coordinates the technical operations of NARA's internal and external presence online. Social Media ensures that customers and staff are continually engaged with NARA's content in creative ways. Online Public Access creates and manages the tools that locate and provide digital access to holdings. It remains important to have virtual and physical communities consisting of members representing a variety of NARA functions to drive open government and social media efforts and champion feedback, such as Citizen Archivists.
- *IT Security*—ensures that NARA's IT security infrastructure is both secure and effective in meeting customer needs. Organizational structure remains unchanged.
- *Strategic Systems Management*—contains four units: *Lifecycle Systems* is the product owner of lifecycle systems (e.g., HMS, ARCIS, CMRS, SNI, OFAS, ENOS, and eDocs). *ERA Program Office* manages the ERA program and continuing system development and deployment. *Systems Support* provides project management services for the development of IT applications and systems agency-wide and monitors and analyzes proposed projects to identify dependencies and issues. This section improves communication between project teams and the CIO, reducing the risk of costly projects that do not adequately meet NARA's business objectives; and maintains a vigilant watch over projects to identify poorly performing projects through-out the development lifecycle. As part of NARA's strategic approach, this section includes IT acquisitions expertise assisting the CIO and Business Support Services. *IT Policy and Planning* implements budgets, develops and monitors progress on operating plans; develops and manages IT policies, controls, and improves the efficiency of processes associated with the collection, storage, and reproduction of NARA's data; manages the execution of NARA's IT Capital Investment and Control Policy; and manages Section 508 compliance. This unit also develops policies related to hardware, software, data and voice communications in close collaboration with Business Support Services. It includes capital planning (NHPC), and data architecture (NHPD).

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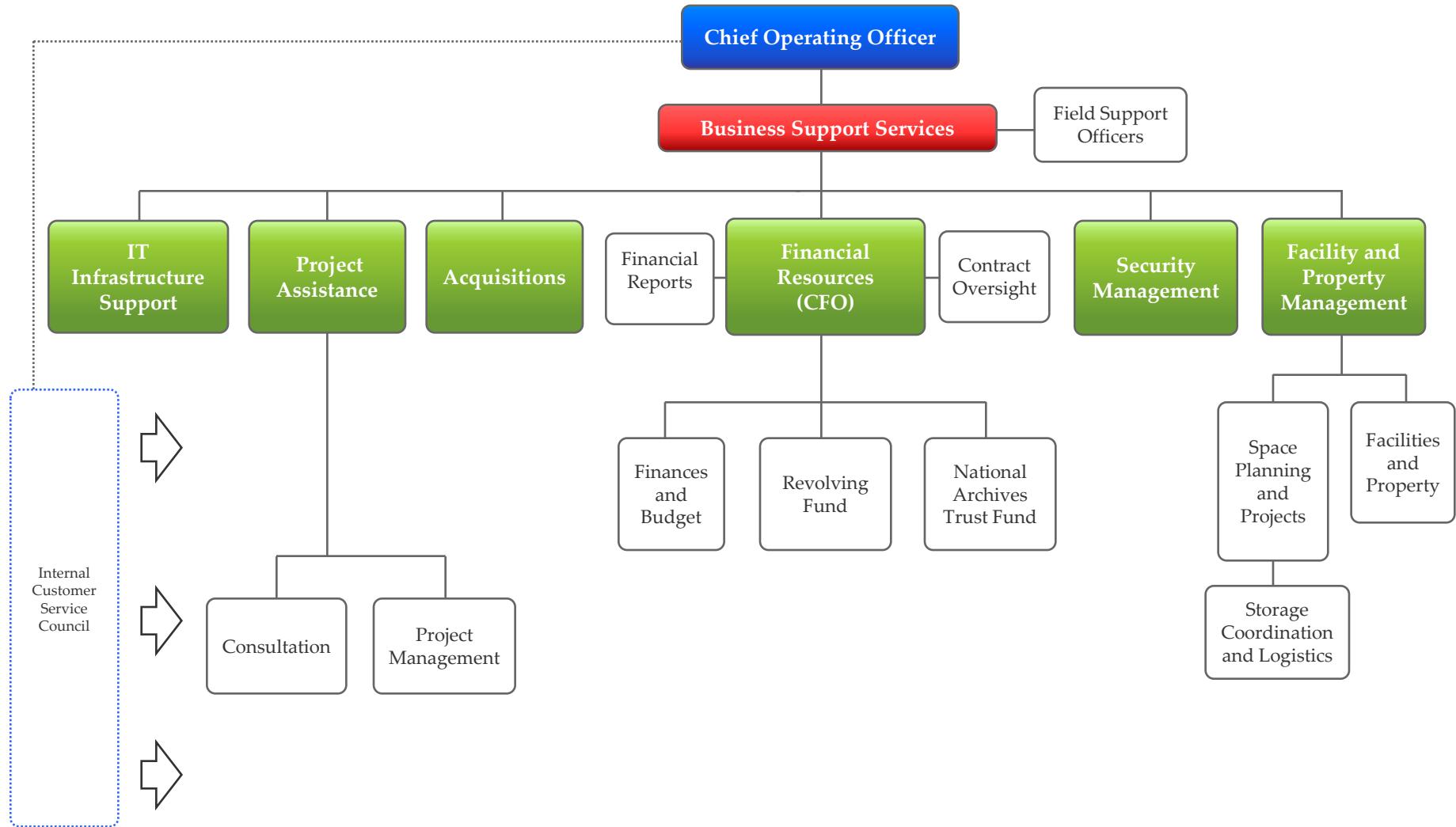
Information Services, continued

- *Applied Research*—collaborates with all offices to foster innovation nearest the customer, to work with front-line staff to understand customers' needs, and to work with internal NARA units and external communities of practice to leverage new theories, knowledge, methods and techniques to advance the lifecycle of electronic records. This includes identifying, exploring, and evaluating new developments in computer science and related fields that are likely to impact the lifecycle management of records.

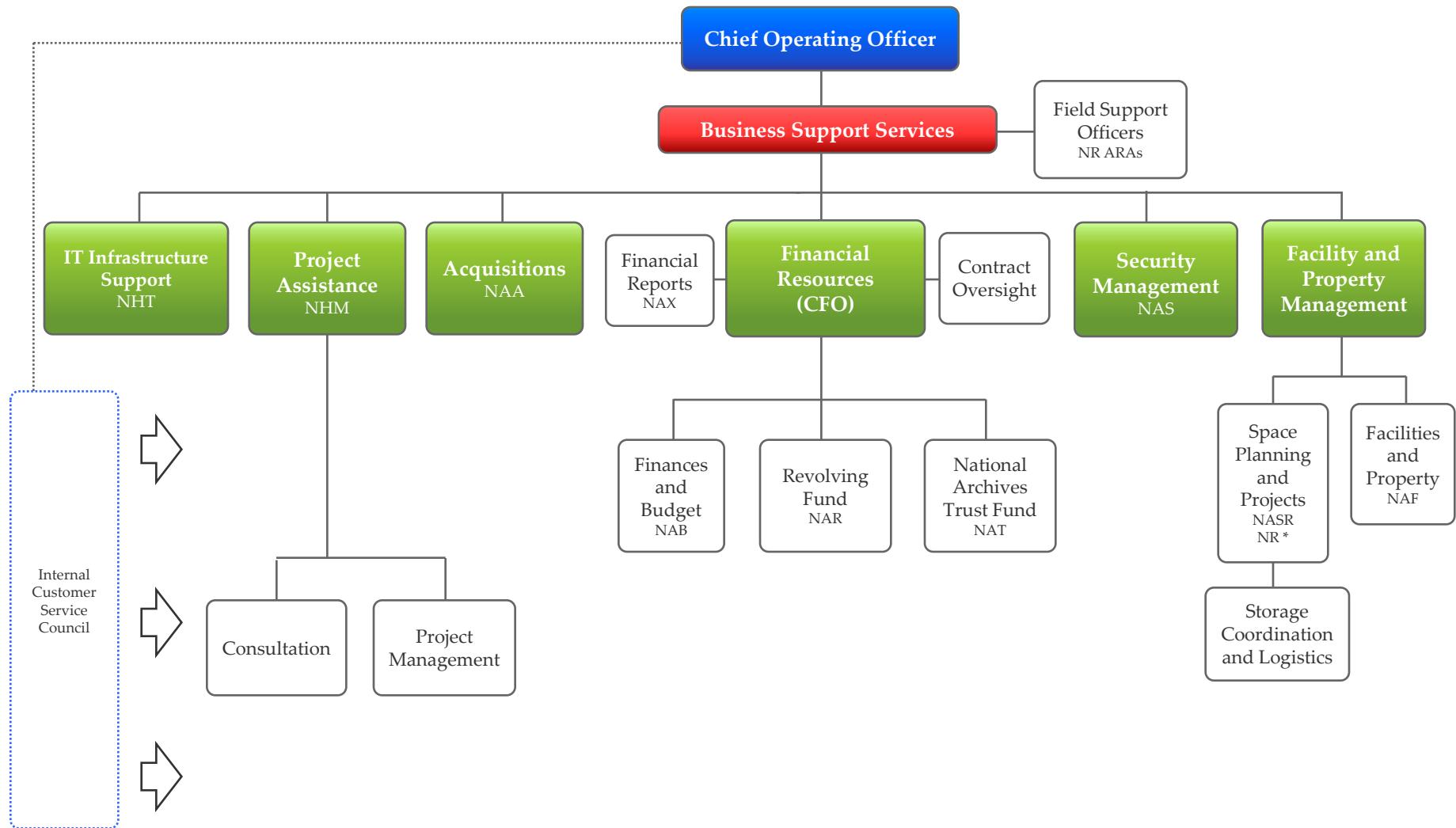
How is Information Service customer-focused?

- Extends our reach to geographically dispersed staff and customers while shortening the waiting period to discover and use our holdings in modern ways.
- Improves our capacity to communicate and engage with staff, agency officials, researchers and citizen archivists in new ways.
- Re-envisioned and champions practical and useful archival theory of records lifecycle by advancing management, preservation, description, and access regarding born-digital and digitized holdings.
- Brings NARA “out in front” by positioning Information Services to address NARA’s business needs in a challenging environment of IT complexity, new budget constraint, and higher demands for effectiveness utilizing cloud computing, social media, and emerging interactions with mobile devices.
- Information Services is a standing member of the Internal Customer Service Council – a formal group of representatives from offices across NARA that meet on a regular basis to ensure that internal customers are receiving the service and assistance they need from Information Services, Business Support Services, Corporate Records Management, Strategy and Communications, and Human Capital.

Business Support Services



Business Support Services (Detailed View)



* Identifies a current unit that is split among more than one unit in the proposed organization

Business Support Services

Business Support Services, led by an Executive reporting to the Chief Operating Officer (COO), provides accountable, world-class customer service to NARA units nationwide. It includes:

- *IT Infrastructure Support*—delivers and maintains desktop and telecommunications services and devices, both within NARA facilities and to support telework, runs NARANET, supports and maintains server and storage infrastructure, provides integration with application services external to NARA, provides General Support Services (GSS) such as email, file and print services, desktop applications, and web access, and configures and tests technology components for production release.
- *Project Assistance*—contains two units: *Consultation* provides one-stop assistance to staff who need help initiating or resolving a request for business support services, such as purchasing, defining project requirements or a contract statement of work, or computer or phone maintenance. *Consultation* utilizes an “open ticket” status system that staff may access to learn the progress of their request. *Project Management* provides project management support as needed to help staff anywhere in NARA with their approved IT projects or non-IT projects in various ways. This could include: defining project requirements and contract statements of work, or providing expertise and assistance in writing cost benefit analysis, independent government cost estimates, earned value management, and risk analysis.
- *Acquisitions*—headed by a Chief Acquisitions Officer (CAO), oversees and administers acquisitions policy and planning for NARA, and provides acquisitions services to NARA offices. Services include: educating and advising NARA offices on contracting options and strategies; interpreting acquisition processes and procedures; and providing expert technical assistance to NARA offices in defining contract requirements, developing statements of work, managing the procurement and contract award process, and monitoring and evaluating contractor performance. Acquisitions will attend the COO’s Internal Customer Council to receive feedback about services.
- *Financial Resources*—headed by the Chief Financial Officer (CFO), it contains five units: *Financial Reports, Finances and Budget, Revolving Fund, and National Archives Trust Fund* all of which will continue to function as is. *Contract Oversight* is a new unit that evaluates contract performance in an effort to identify contracts that are wasteful, inefficient, or unlikely to meet NARA needs. It partners with Acquisitions to use the results of these evaluations to make future contract award decisions. It serves as NARA’s “Advocate for Competition.”

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Business Support Services, continued

- *Security Management*—develops and implements a comprehensive, strategic approach to continuity, emergency, and security policy, and operational planning. It is responsible for six primary functions: COOP/COG, physical security, holdings protection, information security, personnel security, and safety (serving as NARA’s “Designated Safety and Health Official’s (DASHO) technical advisor”).
- *Facility and Property Management*—contains three units: *Space Planning and Projects*, which will work with offices to plan and manage facility/building projects; *Storage Coordination and Logistics*, responsible for agency-wide records/artifact storage and space capacity planning and solutions; and *Facilities and Property*, responsible for coordinating management of these assets, working with local managers, nationwide.
- *Field Support Officers (FSO)*—is a new role (staffed by the former Assistant Regional Administrator positions). FSOs help staff navigate Business Support Services processes; support employee viewpoint and better workplace strategies; supervise regional Administrative Officers and support staff to ensure safety, security, and facility management supporting the program lines of business; and lead time-zone teams (contributing on-site or by remote) who help provide small-to-medium sized contract support, participate in projects, and assist coordination of Business Support Services, working with regional field offices and Presidential Libraries.

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Business Support Services, continued

How is Business Support Services customer-focused?

Business Support Services is a standing member of the Internal Customer Service Council – a formal group of representatives from across NARA that will meet on a regular basis to ensure that customers and staff are receiving the assistance they need from Information Services, Business Support Services, Corporate Records Management, Strategy and Communication, and Human Capital.

Anyone needing assistance first should use existing points of contact in Business Support Services, or get a contact name from their own administrative staff or Field Support Officer (see below). Otherwise, staff may contact the Consultation staff to, for example, get started by documenting requirements for a service or product that staff need, to learn the status of their request, to get an advocate to help resolve a request, or to request help of a skilled project manager.

Business Support Services is responsible for ensuring customer service to staff whether they are working on-site in a NARA facility or remotely, and is the agency lead for telework initiatives.

Considerations:

- Both the Project Management and Consultation areas are supported by staff currently assigned to NHM, particularly for responsibilities focused on identifying and documenting customer requirements, as described for NHM in NARA 101. This Project Assistance role, expanded beyond current NHM responsibilities, will require additional skill sets and staffing.
- Project Management is not the only area in NARA that has project management staff. Program offices also may develop or leverage their staff's project management skills. For example, Information Services' staff within the Systems Management unit (currently NHV) are responsible for HMS.
- NARA must assign facility management duties in the regions to the FSOs or add facility manager positions, allowing line of business managers to focus on their assigned program tasks.

Transformation Quick Wins



**TRANSFORMATION LAUNCH TEAM:
ACTION**

Introduction

One of three sub-teams under the Transformation Launch Team, the Action Team, was charged with seeking out and implementing “Quick Win” action items in support of NARA’s transformation. Beginning in late November 2010, the team met weekly to share ideas and develop the project list. Our ideas for quick wins came from comments gleaned from the Employee Viewpoint Survey, the Budget Brainstorm, the Transformation Task Force, the Open Government Plan, suggestions sent in from NARA staff, hallway conversations, and team member ideas.

We tried to be practical, open, flexible, and realistic about what we could accomplish by our January 14, 2011 deadline. Meaningful actions, small or large, easy or complex, were the goal.

Early in the process, we created a calendar to begin charting out our projects. The key to this effort was flexibility. Some projects we thought would be difficult to do, were surprisingly easy to accomplish. Other projects that seemed simple on the surface, showed their complexities once we began to work on them.

Several of the action team members blogged about our quick win projects. For some, this blog post was their first. Some team members also created videos to talk about their projects. Again, for some, this was the first time they had been in a video for NARA. The members of the Action Team demonstrated trust and courage in trying out new ways of communicating and collaborating on projects. Our efforts demonstrate the essence of transformation. We recommend that a Quick Wins Action Team continue in some form as we move into a newly organized NARA.

One team member commented, “Being on the Action Team was one of my best, inspiring, and energizing experiences at NARA. The exchange of ideas and can -do spirit was unprecedented.” We agree and hope that more NARA staff get the opportunity to participate on such a team in the future.

The following is a description of the “Quick Wins” we were able to accomplish during our brief time as a team.

NARA Quick Wins...

I really like the “Quick-Win” idea of expanding the Archives Career Tech Development program to all archives technicians in NARA. I am a student working as an Archives Technician while in graduate school. I am eager to have more opportunities to advance.

I am hopeful that NARA will also institute follow up actions to some of these Quick Wins, i.e. Institute regular meetings of CIO/RM Council; such as posting and communicating thorough meeting minutes, for those individuals (staff, customers, and/or members of the public) who are unable to attend the actual meetings.

There has been little specific mention of the new account managers’ roles in the transformation process. Certainly their position in the Charter’s organizational framework belongs with front-line teams and agency services. Their efforts should contribute to Quick Wins in support of the Customer-Driven Org. transformation.

In the interest of the quality of life of the staff, and our health and well-being, would it be possible for the cafeteria to display the nutritional information for prepared foods, including soups, entrees, vegetables (they seem to be made with butter or oil?), pizza, and the grill menu?

...come from NARA staff ideas

It would be helpful if the internal staff directory interface could be changed to permit individuals to upload a photograph of oneself, on a voluntary basis, and to connect a person’s telephone and e-mail with a postal mailing address.

Thank you for including green initiatives right off the bat. I believe steps in this direction will do so much to engender a more proactive organizational culture.

Transformation Quick Wins at Work Throughout NARA

One NARA:

Work as one NARA, not just as component parts.

- Establish joint meeting between NL, NWE, and NWL to share resources, knowledge, and ideas. November 18, first meeting.
- Institute video monitors in public areas to inform NARA staff and customers about local and agency-wide issues. Initial pilot at the Great Lakes Region in Chicago. November 24, in progress.
- Institute GroupWise calendars as the standard way of scheduling meetings for managers to improve efficiency, December 21, announcement.
- Obtain approval to purchase Equipment for a Graphics Laboratory to produce graphics for the Eisenhower, Truman, and Hoover Presidential Libraries, and the National Archives at Kansas City. The equipment will improve cost effectiveness as exhibit pieces that were formerly constructed by outside contractors will be manufactured by in-house NARA employees. December 21, completed.
- Benchmark the Philadelphia records center method for establishing and modifying standards. January 1, in progress.
- Create and install the Ronald Reagan Centennial 2011 rotating exhibit as a partnership between NLRR, NL, and NWE. January 7, open to the public at Archives I.
- Hire an agency historian to help foster a sense of “One NARA,” to maintain institutional knowledge to inform decision-making, and to share our rich history both internally and externally. January 14, in progress.
- Establish a “Coffee with the Archivist” program. Regular informal meetings between staff and AOTUS, including on-line chats and ongoing visits to all NARA locations. January 14, in progress.

Transformation Quick Wins at Work Throughout NARA

Out in Front:

Embrace the primacy of electronic information in all facets of our work and position NARA to lead accordingly.

- Provide wireless Internet access to NARA's registered researchers. Available in public areas at Archives I and Archives II during research room operating hours. November 29, completed.
- Launch Federal Record Center mobile application test environment to address computer access issues and foster innovation. November 29, smart phone pilot. Tablet, in progress.
- Discontinue filtering that prevented access to the Preservation Calculator from the Image Permanence Institute. www.imagepermanenceinstitute.org. December 13, completed.
- Establish Innovation Teams - provide each record center with a fund that could be utilized to try out new ideas from staff. December 15, launch.
- Create a Wikipedians in Residence program. NARA has invited people from the Wikimedia research community for a tour of Archives I, and to discuss future partnerships to increase online contributions about NARA's holdings. December 23, in progress.
- Launch Presidential Libraries discovery experience on the mobile application Foursquare. <http://foursquare.com/ourpresidents> . January 11, live.
- Identify existing documentation and guidance currently available to agencies related to the creation of permanent electronic records, and create a summary presentation of data with recommendations for improvement. January 14, in progress.
- Establish NARA's Internal Collaborative Network (ICN) to facilitate a connected NARA community and knowledge resource. January 14, in progress.

Transformation Quick Wins at Work Throughout NARA

An Agency of Leaders:

Foster a culture of leadership, not just as a position but as the way we all conduct our work.

- Provide Financial Literacy Briefings for staff to be informed about NARA's larger goals. Each record center staff member will be offered the opportunity to sit in a small group with the financial manager for the FRCP and get a briefing. December 1, Fort Worth briefing. Future briefings scheduled: January 18 in Philadelphia, January 20 in Atlanta.
- Establish schedule for a mandatory core training program for managers and supervisors - both initial and refresher - to address management topics. January 7, completed.
- Develop a staff recognition program that celebrates great examples of the Transformation Pillars. January 11, program description posted on the Transformation blog. In progress.
- Provide Behind-the-Scenes Staff Tours to foster knowledge about NARA and to support training and professional development. January 14, blog announcement of first pilot tour. In progress.
- Explore possibilities to expand the Archives Tech Career Development Program. January 14, in progress.

Transformation Quick Wins at Work Throughout NARA

A Great Place to Work:

Transform NARA into a great place to work through trust and empowerment of all of our people, the agency's most vital resource.

- Explore options for biodegradable food serving products in AI and AII cafeterias. November 12, meeting with contractor.
- Institute green cleaning initiative. Modifying all consolidated facility management (CFM), landscaping, and janitorial contracts to include environmental clauses. November 12, in progress. Green maintenance practices for Archives I & Archives II bathrooms. November 18, completed.
- Update NARA AI & AII Office Recycling Etiquette notice to reflect single stream recycling. November 17, published.
- Alleviate fumes at Archives II entrance area by moving the shuttle bus waiting area to 30 ft. from the front doors until five minutes before pick up. November 19, completed.
- Post signage about the native species and sustainable gardening practices at Archives II. December 10, in progress.
- Provide promotional materials to celebrate NARA's Presidential GreenGov Award. December 14, completed.
- Improve the San Bruno Break Room. New paint, flat screen T.V., microwave, and décor. December 15, in progress.
- Post nutritional information for Archives II cafeteria food. December 23, in food service area. January 14, on NARA @ Work.
- Streamline NARA's fleet management tracking processes. January 3, changes submitted. In progress.
- Invite and analyze staff feedback on the Flexiplace program through a voluntary survey. Created in response to staff comments that indicated an interest in increasing Agency-wide participation in the program. January 6, published.
- Make double-sided printing more available to save paper. Compile printer inventory and instructions for enabling duplex printing and post on NARA@Work. January 14, in progress.

Transformation Quick Wins at Work Throughout NARA

A Customer-Focused Organization:

Create structures and processes to allow our staff to more effectively meet the needs of our customers.

- Create a video about NARA's St. Louis veterans' cases that shows the enormity of the holdings and the impact that the records have had in the lives of veterans.
http://www.youtube.com/user/usnationalarchives#p/c/5F66D151A2D578AA/1/_p5HMLR5tEg. November 10, online.
- National Account Managers working in support of NARA's customer-driven goals. The FRCP is also hiring five regional account managers in Chicago, Philadelphia, Atlanta, Ft. Worth, and Riverside to focus on developing relationships with customers in those regions. November 12, in progress.
- Enhancement of descriptions from one of NARA's most heavily used records groups. The addition of the container lists and file unit descriptions will allow online researchers to identify particular boxes or files which they wish to research from 84 series. November 30, completed.
- Contact the local Metro system to have the buses slow down in the traffic circle at Archives II. December 8, with ongoing communication planned.
- Launch Online Public Access prototype to make the permanent records of the federal government easier to find online. December 31, online.
- Launch of first NARA mobile App, Today's Document, which allows users to explore NARA holdings through a collection of 365 documents and photographs. January 7, live on iTunes.
- Create a video on NARA's DocsTeach resource that teachers, students, and members of Congress can share with their constituents through their web pages. January 14, in progress.

Transformation Quick Wins at Work Throughout NARA

An Open NARA:

Open our organizational boundaries to learn from others.

- Establish regular joint CIO Council (CIOC) and Federal Records Council (FRC) meetings, convened by NARA and open to the public. November 11, meeting schedule planned.
- Establish online researcher forum on NARAtions, <http://blogs.archives.gov/online-public-access/?cat=62>. December 1, ongoing development.
- To improve transparency and communications about decision-making, agendas and handouts from Senior Staff meetings will be posted to the NARA@work web site. http://www.nara-at-work.gov/nara_organizations/committees/internal.html. December 9, published with ongoing updates.
- Launch of Archives.gov web redesign as part of NARA's Open Government Initiative. December 13, online.
- Open the current Today's Document feature to new "crowdsourced" submissions. The new Today's Document blog will reach out to engage NARA staff, researchers ('Citizen Archivists') and the public at large to find, suggest, and rate their favorite document for each day. December 22, proposal submitted.
- Publish AOTUS calendar online to promote transparency and open government. Listings will include major calendar items by date, including attendees and their affiliation. http://blogs.archives.gov/aotus/?page_id=2175%201-Dec. December 13, online.
- AOTUS reserved parking spaces at A1 and A2 will be transferred to upcoming employee recognition spaces to encourage and support an Open NARA. January 6, spots donated.

The Next Phase: Ideas that will be pursued beyond January 14th

One NARA

- Establish robust webinar capabilities for NARA staff to conduct and access meetings, chats, Town Halls, and other forums.
- Build NARA's branding and marketing presence. Make products available for sale with NARA emblem.

Out in Front

- Fund and implement the Internal Collaboration Network (ICN).
- Investigate the use of a mobile application for uploading descriptive information and digital copies to the Catalog.

An Agency of Leaders

- Institute 360 evaluations and standardized training for supervisors. NAO has begun working on a program.

A Great Place to Work

- Fund and implement the Internal Collaboration Network (ICN).
- Install new ladders in NARA Records Centers where they are needed. In progress, pending safety reviews.

Customer-Focused Organization

- Invite feedback from customer service staff for ideas to improve customer experiences.
- Improve the functionality of NARA's 800 number.

Open NARA

- Build communication efforts to support NARA's RESOLVE program by encouraging understanding and use of the program by NARA employees.

Future Wins That Are Important to NARA Based on Staff Feedback

The following items will be provided to the new offices for consideration and future action:

- Improve the computer access issue. Provide necessary equipment, training, and time to work on them.
- Create staff opportunities through Career Development Initiatives. Explore:
 - New IDPs
 - Development of new career paths (i.e., non-managerial paths)
 - Providing transparency around promotions
 - Implement a 2-way shadowing/cross-training program.
- Commit to funding ongoing professional development for staff.
- Provide staff in all regions with HPO and Balanced Score Card training.
- Continue implementing Green Initiatives.
- Improve the functionality of the staff directory.
- Improve technology for webinars.
- Update NARA-wide policies including the policy on NARA Directives.
- Develop Digitization Production Environment to handle the interim storage and workflow of digital files throughout the digitization process.