



Strategic Human Capital Plan 2009 - 2014



NATIONAL ARCHIVES
AND RECORDS ADMINISTRATION



MESSAGE FROM THE ACTING ARCHIVIST



The National Archives and Records Administration (NARA) is a small agency with a big mission. As our nation's record keeper, our primary purpose is to support American democracy by making government records available to the public. We accomplish this mission through a dedicated workforce of roughly 3,000 permanent employees who maintain a national network of 44 facilities stretching from Washington, DC to the West Coast. Each and every day, our staff works to ensure that the records of the Federal Government are managed, preserved, and accessible to all who need them. Collectively, they are NARA's most valuable resource.

This Strategic Human Capital Plan – NARA's first – is evidence of our commitment to building and maintaining the workforce needed to achieve mission success, both now and in the future. It also represents a shift towards a more strategic role for our human capital function, one that recognizes that we cannot succeed as an agency unless we strategically manage and invest in our workforce. Indeed, we are exposed to human capital challenges on a daily basis. It's hard to pick up a newspaper or magazine today without finding an article on the projected retirement tsunami, generations in the workplace, problems with recruitment and hiring, concerns over work life balance, and other human capital challenges. This plan presents a vision and a roadmap for addressing these challenges and for building and maintaining our future workforce.

Although this is our first formal Strategic Human Capital Plan, it builds on a variety of programs, initiatives, and activities that have defined NARA's human capital focus over the past several years. These include strategic efforts to:

- Better align workforce management with the strategic priorities of the agency;
- Develop workforce planning capabilities and analysis tools;
- Identify NARA's mission critical occupations and the core competencies associated with those occupations;
- Establish an active, professional recruitment outreach function in order to effectively market NARA to potential job-seekers;
- Enhance the diversity of NARA's workforce by establishing partnerships with minority-serving organizations to help increase the pipeline of minority applicants for NARA positions;
- Create a continuous learning culture at all levels of NARA;
- Develop future leaders through structured management development programs; and
- Leverage technology to support how we recruit, develop, and retain employees

I am personally excited about the opportunities this plan presents for us to take our human capital management activities to the next level, and I look forward to working with you to implement our human capital goals and strategies.

Adrienne Thomas
Acting Archivist of the United States

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EXECUTIVE SUMMARY

NARA's first Strategic Human Capital Plan (SHCP), FY 2009-2014 provides direction for addressing our workforce management challenges and opportunities that face us today. It outlines our human capital mission, infrastructure, goals and strategies. The plan is based on guidance provided by the Office of Personnel Management (OPM), and its foundation is rooted in the five human capital systems outlined in OPM's Human Capital Assessment and Accountability Framework (HCAAF).

NARA's human capital planning process increases the understanding and awareness of the factors that impact our workforce. This SHCP establishes a systematic, agency-wide approach to human capital management, aligned with NARA's mission and vision. The purpose of this plan is to address the strategic management of the agency's human capital over the next 5 years.

The identified goals and strategies are a roadmap that will strengthen the agency's approach to human capital management. This plan was developed through a collaborative and coordinated effort that involved input from all NARA program offices, NARA staff and the union. Through briefings, facilitated discussions, and a NARA notice (an internal NARA communication), feedback was collected on critical work unit and workforce challenges facing the agency. Based on this input, the resulting goals emerged:

- Ensure NARA's Strategic Human Capital Plan is aligned with the Agency's strategic plan and integrated into workforce planning.
- Ensure NARA supports a culture of leadership and continuous learning.
- Sustain a productive, diverse workforce and achieve results by valuing and recognizing performance in an environment in which all employees are encouraged to contribute.
- Maximize employee talent through recruitment, outreach, hiring and retention.
- Monitor, evaluate and follow-up on results relating to NARA's human capital management policies, practices, and programs.

Our plan addresses high-level agency-wide human capital initiatives. As we move forward with our human capital planning, a series of implementation plans will be developed that identify specific tactical actions to address targeted program office and/or line of business objectives.

Within each strategic goal are specific metrics to monitor and evaluate progress towards achieving them. These measurements will serve as a source of information guiding the development of a human capital accountability system, one that contributes to agency performance by monitoring and evaluating the results of human capital policies, practices and programs.

We will review this plan annually to evaluate progress towards achieving each goal and strategy. On a five year cycle, we will initiate a full update to establish or revise existing strategic human capital goals. This update will include consultation with stakeholders, including program offices, NARA staff and the union.



SECTION 1: Understanding NARA's Mission, Vision and Human Capital Challenges

Every day the National Archives and Records Administration (NARA) touches the lives of people all over the nation, from the employees who report to work daily, to the visitors who come to see the Declaration of Independence, Constitution, and Bill of Rights in Washington, DC, to the researchers, teachers, students, Government officials and military personnel seeking assistance with information contained in the records that we hold.

Mission

The National Archives and Records Administration serves American democracy by safeguarding and preserving the records of our Government, ensuring that the people can discover, use, and learn from this documentary heritage. We ensure continuing access to the essential documentation of the rights of American citizens and the actions of their government. We support democracy, promote civic education, and facilitate historical understanding of our national experience.

Vision

As the nation's record keeper, it is our vision that all Americans will understand the vital role records play in a democracy, and their own personal stake in the National Archives. Our holdings and diverse programs will be available to more people than ever before through modern technology and dynamic partnerships. The stories of our nation and our people are told in the records and artifacts cared for in NARA facilities around the country. We want all Americans to be inspired to explore the records of their country.

NARA Organization Overview*

The National Archives and Records Administration is a public trust on which our democracy depends. We enable people to inspect for themselves the record of what Government has done. We enable officials and agencies to review their actions and help citizens hold them accountable. We ensure continuing access to the records that document the rights of American citizens, the actions of Federal officials, and the national experience.

The National Archives and Records Administration is our nation's record keeper. An independent agency created by statute in 1934, NARA safeguards the records of all three branches of the Federal Government. Our job is to ensure continuing access to essential documentation and, in doing so, we serve a broad spectrum of American society. Genealogists and family historians; veterans and their authorized representatives; academics, scholars, historians, business and occupational researchers; publication and broadcast journalists; Congress, the Courts, the White House, and other public officials; Federal Government agencies and the individuals they serve; state and local government personnel; professional organizations and their members; students and teachers; and the general public—all seek answers from the records we preserve.

To ensure that we preserve the past to protect the future, the National Archives and Records Administration (NARA) appraises, acquires, arranges, describes, preserves, and makes available to the public the historically valuable records of the three branches of Government.

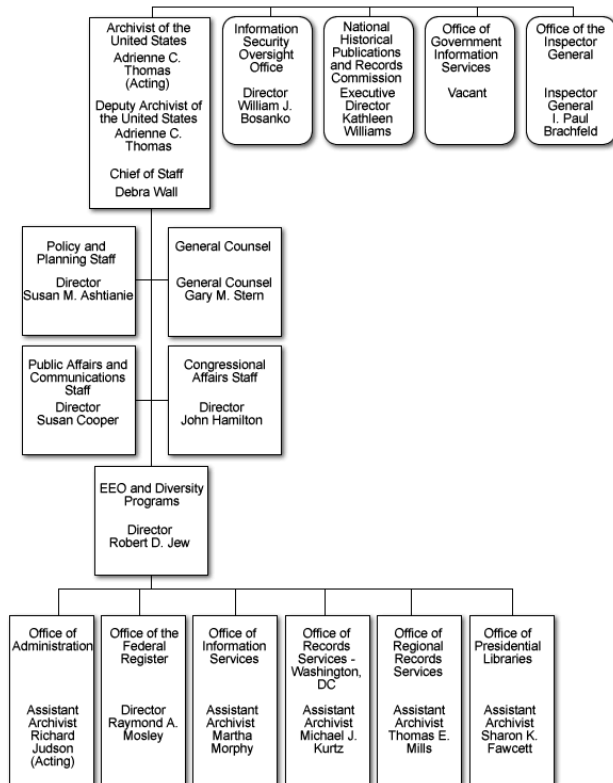
We establish policies and procedures for managing U.S. Government records. We assist and train Federal agencies in documenting their activities, administering records management programs, scheduling records, and retiring non-current records to regional records services facilities for cost-effective storage.

We manage a nationwide system of Presidential libraries, records centers, and regional archives. We administer the Information Security Oversight Office, which oversees the Government's security classification program and make grants for historical documentation, preservation, access and publication through the National Historical Publications and Records Commission. We publish the *Federal Register*, *Statutes at Large*, Government regulations, and Presidential and other public documents.

We carry out our mission through a national network of archives and records services facilities stretching from Washington, DC, to the West Coast, including Presidential libraries documenting administrations back to Herbert Hoover. Figure 1 on the following page illustrates NARA's organizational structure.

*As described in NARA's 2008 Performance and Accountability Report and 2009 Annual Performance Plan.

Figure 1. NARA's Organizational Chart.



Linkage to NARA's Strategic Plan

NARA's strategic plan details our goals through 2016, the strategies we will use to achieve these goals, and the measures by which we will evaluate our progress. For NARA, a closely aligned human capital strategy ensures our most critical resource, our employees, are linked with the agency's mission, vision, and goals. This SHCP is one vehicle NARA will use to support the goals outlined in the strategic plan.

In 1993, Congress passed the Government Performance and Results Act (GPRA) to focus the Federal government on managing for results, enhancing accountability over government programs, and providing greater managerial flexibility. GPRA provides a statutory foundation of required agency-wide strategic planning, annual performance plans and annual performance reports, and establishes a link between results and resources. NARA's strategic plan, "*Preserving the Past to Protect the Future*" was developed in FY06 and is currently undergoing an update, per GPRA requirements.

NARA's most recent strategic plan was developed in an inclusive process that invited participation from everyone in the agency, as well as from external stakeholders and colleagues in the archival, historical, and records management communities. Approximately 90 focus groups were held around the country with more than 900 staff and volunteers participating in discussions regarding NARA's strategic direction.

Additionally, external stakeholders were invited to comment, and several focus group sessions were held with external groups. The input from these various stakeholder sessions was carefully reviewed and considered in developing our SHCP.

Highlights of NARA's Strategic Plan

One: As the nation's record keeper, we will ensure the continuity and effective operation of Federal Programs by expanding our leadership and services in managing the Government's records.

Two: We will preserve and process records to ensure access by the public as soon as legally possible.

Three: We will address the challenges of electronic records in Government to ensure success in fulfilling NARA's mission in the digital era.

Four: We will provide prompt, easy, and secure access to our holdings anywhere, anytime.

Five: We will increase access to our records in ways that further civic literacy in America through our museum, public outreach, and educational programs.

Six: We will equip NARA to meet the changing needs of our customers.

Human Capital Challenges Facing NARA

Several challenges were identified in the strategic plan, such as:

- Changing benefits and demands of technology, electronic government and electronic records

- Assuming a leadership role in the management of electronic records management
- Proliferation of Federal records
- Increasing demand for access and significant backlog of unprocessed holdings
- Customer expectations of online access to our holdings
- Concerns with regard to holdings security and continuity of operations, emergency preparedness, and recovery of damaged records in the event of disasters

Each of these challenges has human capital implications. In addition, we know from the employee surveys¹ and the outreach conducted as part of the human capital planning process that other challenges exist, most notably:

- The need to identify the right mix of talent, technology and infrastructure (i.e., workflow, business processes, practices and policies) required to meet changing and growing business demands
- Perceived challenges with staff retention – Why do NARA employees leave?
- The need for staff development opportunities
- A demand for HR operational excellence, an improved hiring process, and a better applicant experience

¹ Federal agencies are required by law to conduct an Annual Employee Survey (AES). The AES is designed to address overall employee satisfaction as well as leadership and management practices that contribute to our agency performance. In even-numbered years, the Office of Personnel Management (OPM) administers the Federal Human Capital Survey (FHCS) as part of their ongoing effort to assess and improve human capital management in the Federal Government. The FHCS serves as NARA's AES for that calendar year.



The need to identify the right mix of talent, technology and infrastructure

Concerns were raised about the need for a more proactive, flexible approach to talent management. As we expand our leadership and services in managing Federal records, different skills and abilities will be required. Both the emphasis in electronic records management and increased reliance on partnerships is changing the way work is done. Managers are also feeling overburdened by the increase in reporting and oversight requirements.

Perceived challenges with staff retention – Why do NARA employees leave?

NARA's attrition rate has remained relatively stable over the last three fiscal years, however there is the perception that we are unable to retain staff in certain occupations. With strained resources, addressing growing workloads and attrition becomes very painful for managers to experience. Various explanations for turnover were raised, including low-graded jobs, lack of mobility, and lack of promotional opportunity -- all of which may be factors contributing to employee turnover.

Need for staff development opportunities

Given the rapid pace of change, NARA must constantly prepare today's employees for tomorrow's challenges.


In certain areas -- information technology, cyber security, project management, and acquisition and contracting -- the skills needed are outpacing those available in the current workforce. Also, for employees to stay on the cutting-edge of industry best practices, there is an increased need to maintain networks and contacts through professional societies, associations and conferences.

Demand for HR operational excellence, an improved hiring process, and a better applicant experience

Not uncommon within the Federal arena, managers continue to express dissatisfaction with the hiring process, while job seekers express frustration with the applicant experience. "It takes too long, the application process is too cumbersome, the vacancy announcement is too long, and we can't reach the best-qualified individuals," are some of the frequent criticisms raised.

A dynamic workforce

Finally, there are a number of external factors impacting NARA. Today's workplace is influenced by global competition, an increase in knowledge-intensive work, a mobile labor force, 24-7 work cycle, and an accelerating pace of technological change. The skills needed now and in the future are expanding to reflect the increasing role of technology. Also, workforce trends are likely to affect NARA's ability to recruit, hire, develop, motivate and retain the employees needed.



There is continued focus on diversity. Demographic research suggests that the future workforce talent pool will be much more diverse, including individuals of different genders, ages, races, ethnicities, and lifestyles. We face the challenge of building a workforce that is representative of our Nation's diversity.

The Federal workforce is aging; baby boomers, with their valuable skills and experience are close to retirement. Knowledge loss is possible due to projected retirements within NARA's mission critical occupations. Although imminent retirements may be mitigated by the state of the economy and the plan by many people to work longer than originally planned.

Staff values and expectations are changing. Employment structures and working arrangements are changing. The workplace needs to continue supporting a mix of fulltime, part-time, and temporary workers.

There are multiple generations in the workplace. Research suggests that each of these generations brings their own set of values, beliefs, life experiences, attitudes and ideas about how they should be rewarded for a job well done, sometimes creating conflict and differences in how employees approach their work and communicate with one another.

Increased Focus on Accountability and Results

Several initiatives have evolved to address the need for accountability and results, including GPRA, the Chief Human Capital Officers (CHCO) Act, and the Human Capital Assessment and Accountability Framework (HCAAF).

Organizations are increasingly pressured to align work and resources with mission objectives.

Moreover, the Federal workforce is being held more accountable for direct and effective delivery of services and management of the cost and quality of services delivered by contractors.

SECTION 2: Human Capital Environment

This section describes what human capital management is and how it is undertaken at NARA. It explains the statutory and regulatory foundation for human capital management in the Federal sector, defines NARA’s human capital vision, and describes the framework that guides NARA’s strategic human capital planning efforts.

What is Human Capital Management?

“Human Capital Management” is the latest paradigm for Federal Human Resources, HR. It is used to describe the process of managing how people are hired, developed, deployed, motivated, and retained. Human capital management builds upon traditional models of Federal HR, but takes a more strategic focus.

While traditional models of Federal HR focus mostly on enforcement, compliance, and transaction processing, the human capital management model recognizes the importance of planning, analysis, and return on investment (ROI) measurement, and emphasizes “big-picture” thinking. It focuses on results, not processes and seeks to align HR decisions and investments more directly to agency mission, goals, and objectives.

The term “human capital” emphasizes the importance of people to organizational success and the need to transform the way employees and organizations interact. In the human capital model, employees are critical assets who are viewed as investments rather than as expenses.

Human capital management is governed by a set of five strategic systems that are collectively known as the Human Capital Assessment and Accountability Framework (HCAAF).

Table 1. Summary of HCAAF Systems and Standards.

HCAAF Systems and Standards for Success	
Strategic Alignment & Workforce Planning	<i>Aligning human capital strategy with mission goals Planning and deploying a workforce to create a citizen-centered and mission-focused organization</i>
Leadership & Knowledge Management	<i>Ensuring continuity of effective leadership that sustains a learning environment</i>
Results-Oriented Performance Culture	<i>Rewarding those who achieve desired results and correcting performance deficiencies</i>
Talent Management	<i>Closing mission critical competency gaps by successfully competing for talent</i>
Accountability	<i>Developing an accountability system to ensure human capital management is merit based, effective, efficient, and supportive of mission accomplishment</i>

These systems were established by the U.S. Office of Personnel Management (OPM) to help guide agencies' human capital management endeavors. Each system outlines a set of standards, criteria, and metrics that are to be used by agencies to manage, measure, and evaluate progress towards achieving their human capital goals and objectives. See Table 1 on the preceding page for a description of each HCAAF system.

As described in Table 2 below, the HCAAF was established by the Chief Human Capital Officers (CHCO) Act of 2002, and later codified in 5 CFR 250. In addition to implementing the HCAAF, 5 CFR 250 also requires all Federal agencies to develop and maintain a human capital plan that assists in the assessment of human capital management and helps meet statutory requirements in the preparation of the performance budget.

Human Capital Planning at NARA

Beyond the regulatory requirement to develop a human capital plan, NARA recognizes the many benefits that human capital planning can bring to us. Indeed, as a small agency, we must ensure that our limited staff resources are deployed effectively in support of our mission. We must also ensure that staff have the skills and competencies they need to succeed in today's fast-paced technology-enabled environment.

We must continually analyze and scan our environment so that we can take action in response to new or emerging trends. We must remain competitive with other agencies to ensure we can retain top talent.

And, we must train managers and leaders, develop staff, and promote learning, diversity, and high-performance.

Table 2. Relevant Legislation and Regulation Governing Federal Human Capital Management.

Relevant Legislation and Regulation	
CHCO Act of 2002 - <i>Establishes HCAAF*</i>	The CHCO Act of 2002, enacted as part of the Homeland Security Act of 2002 required the heads of 24 Executive Departments and agencies to appoint or designate CHCO's that would serve as his or her agency's chief policy advisor on all HR management issues and is charged with selecting, developing, training, and managing a high-quality productive workforce. The Act established a CHCO Council to provide advice and coordinate activity among the members' agencies. The Act also required OPM to design a set of systems for assessing the management of human capital by Federal agencies - hence the Human Capital Assessment and Accountability Framework (HCAAF).
5 CFR 250 - <i>Implements HCAAF, and requires Agency Human Capital Plan</i>	5 CFR part 250 provides OPM's final regulations to implement certain provisions of the CHCO Act of 2002. Under these regulations, all agencies are required to develop and maintain an annual human capital plan and human capital accountability system.

* Human Capital Assessment and Accountability Framework details the concepts and systems for planning, implementing, and evaluating the results of human capital management policies and practices.

An effective human capital planning function can help us to ensure that we are responding appropriately to these many challenges. It can drive business strategy by contributing HR data and judgement to organizational decisions and investments. Applying business analytics to support decisions through data analysis, developing business cases, having the ability to report workforce profiles, hiring and attrition data, and employee perceptions will help guide actions in addressing future workforce needs. Equally important is the establishment of metrics and their ability to support accountability. Identifying the right measures and translating them into meaningful information is key.

Our human capital planning efforts are guided by a human capital vision that emphasizes excellence, leadership, and innovation;

Human Capital Vision

NARA is a model for excellence and leadership in human capital management. Our workforce has the skills and competencies they need to excel, and our managers have the information and resources they need to foster excellence at all levels. NARA is supported by trusted human capital advisors who are committed to attracting, developing, and retaining a highly motivated, diverse, and talented workforce using the most innovative human capital policies, practices, and programs available.

Everyone at NARA has a role to play in achieving this vision;

- NARA's senior leaders guide the overall direction of agency activities and promotes human capital programs and initiatives
- Managers and supervisors direct, motivate and coach employees towards successful performance
- Our human capital organizations -- Office of Human Resources Services (NAH) and Organization and Staff Development (NAO) -- also contribute by providing guidance on workforce planning, recruiting and selecting employees, training and developing leaders and employees, evaluating employee performance, classifying positions and creating a positive and safe work environment.
- Employees develop new skills and competencies and share information across the agency in support of a continuous learning culture.

NAH is the organizational entity responsible for leading the agency's human capital planning efforts. Recognizing the vast diversity of functions performed by NARA, we have adopted a phased approach to human capital planning as illustrated in Figure 2 on the following page.

The first phase focuses on establishing NARA’s overall strategic human capital direction, goals and strategies. This Strategic Human Capital Plan is the “product” of this first phase.

The second phase emphasizes the development of targeted strategies and action plans that identify specific tactical actions that will be undertaken to address specific program office and/or line of business objectives. Products produced in Phase Two include an agency-wide action plan that will be used to monitor and document activity associated with implementing the SHCP goals and strategies, and a series of implementation plans mapped to specific program office and/or line of business objectives.

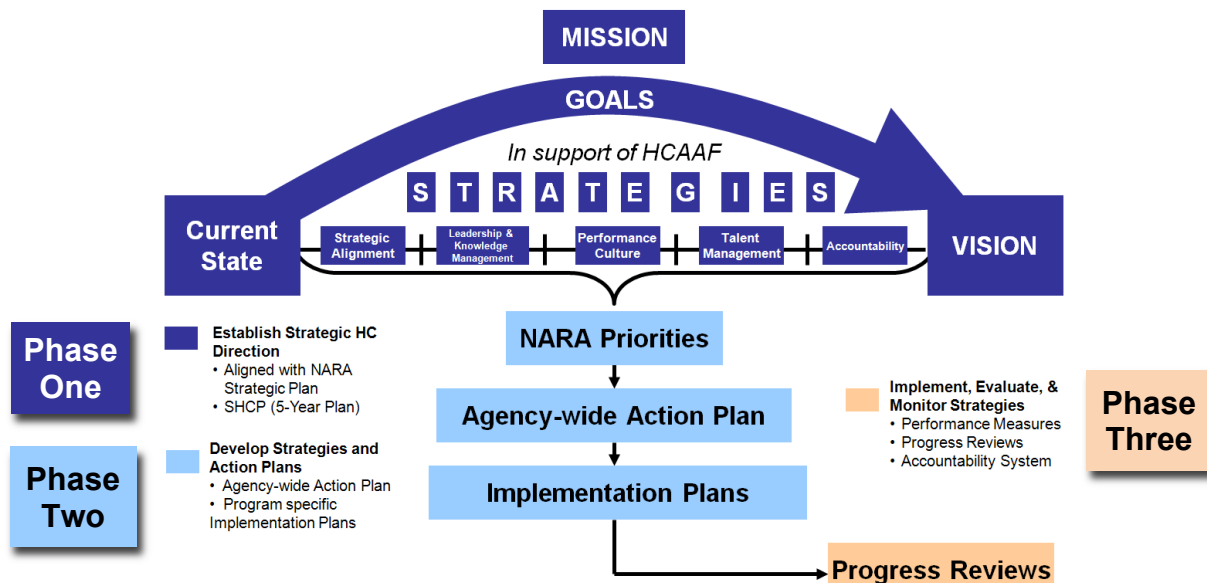
Phase Three of NARA’s SHCP Framework focuses on progress reviews.

Products produced in this phase include performance measures, progress reviews, and a formal human capital accountability system that will be used to monitor and evaluate our human capital management policies, practices, and programs.

The SHCP, agency action plan, and program office/line of business implementation plans will be reviewed annually to assess progress and to ensure that our strategies are still appropriate and aligned with our overall human capital goals. In addition, we will submit an annual accountability management report to OPM per the requirements in 5 CFR 250.

On a five-year cycle, we will conduct a more comprehensive review of our SHCP by requesting input from agency leaders, managers, staff, our union, and key program offices. See Appendix A for a discussion of the process that was used in developing this first SHCP and the process that will be used to evaluate and update the plan in the future.

Figure 2. NARA’s Strategic Human Capital Planning Framework.



SECTION 3: Workforce Planning

For NARA to succeed in human capital planning, we must have a firm understanding of the composition of our workforce and the trends affecting that workforce. We must also have in place a reliable, systematic process for analyzing the workforce so we can know when things are changing or when new trends are emerging that require our attention. This section provides key workforce demographics and describes NARA’s workforce planning process. Table 3 highlights key workforce demographics.

Workforce Profile Overview*

NARA employs 3,200+ employees, of which, 76.7 percent are permanent full-time employees. Table 3 highlights key workforce demographics and Race and National Origin (RNO). Approximately 60 percent of employees are in mission critical occupations – archivists, archives specialists, and archives technicians.

Geographic Deployment. Slightly less than half of NARA’s workforce is located in the DC metropolitan area (Archives I, II, the Federal Register and Washington National Records Center). 54.5 percent of NARA’s workforce is located in many locations across the United States.

NARA Workforce by Work Schedule/Appointment. More than 20 percent of NARA’s workforce comprises of other than full-time, permanent employees.


Average Age. NARA’s workforce is slightly older (47.5) than the Federal Civilian Workforce (46.7).

Retirement Eligibility. As of the end of FY08, 384, (15.6 percent) of NARA employees were eligible to retire. However, Federal employees often continue to work beyond their retirement eligibility date. According to OPM, for persons retiring voluntarily, Federal employees continued working 3.1 years after becoming eligible before actually retiring.

Table 3. Key FTP Workforce Demographics.

Workforce Demographics*	
Onboard	2,462
Avg. Age	47.5
Gender - % Male	52.4%
Gender - % Female	47.6%
Avg. Years of Service	15.3
Avg. Grade	8.5
Avg. Salary	\$60,007
# Eligible for Retirement	384
% Eligible for Retirement	15.6%
RNO	
Black	28.2%
Hispanic	1.4%
Asian/Pacific Islanders	2.4%
Native Americans	.3%

*Figures are for full-time permanent (FTP) employees unless otherwise indicated. Data sourced from PMRS, OPM.gov and Fedscope.



RNO and Gender Mix. Blacks and women are well represented in NARA and compare favorably to both the federal civilian workforce (FCW) and the relevant civilian labor force (RCLF). Other groups, however, remain a challenge. In particular, Hispanics are significantly underrepresented in NARA, comprising just 1.4 percent of the workforce as compared to 6.9 percent of the FCW and 8.4 percent of the RCLF. Representation rates for Asian/Pacific Islanders and Native Americans are also below those in both the FCW and RCLF.

Workforce by Disability. The percentage of NARA employees with disabilities is 5.57 percent and 1.36 percent for employees with targeted disabilities. This is slightly higher than the percentage of disabled employees government wide.

Supervisory Ratio. The supervisory ratio for NARA's total workforce is 1:8.

Distribution of Workforce by Grade Cluster. The average grade of NARA's workforce is 8.5. NARA's workforce consists of a larger percentage of lower graded employees (GS-1 to GS-8) compared to the Federal Civilian Workforce.

Hiring and Turnover Overview
Between FY06 and FY08, NARA on average hired 140 full-time permanent employees annually with an annual attrition rate of 8.7 percent. Overall hiring for all accessions averaged 516 hires a year from FY06 to FY08.

Accessions. In FY08, NARA hired 191 FTP employees. Twenty-three of these employees transferred in from other agencies, while 147 were hired on competitive service appointments, 19 were hired on excepted service appointments, and 2 were SES hires.

Accessions by GS Grade Level. Of FTP hires in FY08, 56.5 percent were at the GS-4 to GS-7 grade level.

All Accessions by FY. NARA hires a significant number of other than FTP staff, mostly students. In FY08, over 500 other than FTP employees were hired.

Attrition. Between FY06 and FY08, NARA's annual attrition rate was stable with an average annual attrition rate for FTP employees at 8.7 percent.

See Appendix B for a detailed workforce profile and snapshot of key hiring and turnover metrics.

Workforce Planning Process

While NARA has not yet developed a formal documented workforce planning process, it is a goal within our Strategic Human Capital Plan. Once developed, the workforce planning process will assist NARA in better forecasting the number and mix of positions needed to accomplish the agency's strategic business objectives. Specifically it will allow us to:

- Analyze current jobs and occupations, projecting the number of employees needed to perform each job
- Analyze workload needs based on strategic goals and objectives and projects the resources needed to meet workload demands
- Analyze current and future workforce competencies needed to achieve an organization's mission and strategic goals, projecting competency gaps that need to be addressed

See Appendix C for additional information on the workforce planning process.

The Federal workforce planning model includes the following five critical steps.

Step 1 - Resource Allocation

This step focuses on identifying how many and what types of jobs and skills are needed to meet the mission and strategic goals of the organization.

Based on the goals and objectives identified in the strategic plan, NARA determines and justifies the level of resources required in order to achieve the agency's mission, and program offices are provided appropriate financial allocations.

After consideration of the strategic direction, budgetary requirements, and resource allocations, program offices focus on developing a workforce plan that transforms this strategy into action to identify workforce staffing and development needs.


Step 2 - Supply, Demand, Discrepancies

This step involves conducting a demand & supply analysis. Considerations include 1) identifying workforce skills to meet projected needs, staffing patterns, and anticipated program and workload changes and 2) analyzing current staffing levels, workforce skills, workforce demographics, and employment trends.

Step 3 - Develop Action Plan

This step focuses on the development of strategies to address the gaps existing for workforce needs and building the future workforce.

Strategies may include the programs, policies, and practices that help in recruiting, developing, and retaining the critical staff needed to achieve mission success.



Examples of strategies can relate to activity that supports:

- Recruitment/selection programs
- Position classification actions
- Salary actions
- Retention strategies
- Organizational interventions, changes in organizational structure
- Succession planning strategies
- Employee development
- Leadership development

Step 4 - Implement Action Plan

Once the strategic direction has been established, the workforce supply and demand projections have been identified and the action plan has been developed, the finalized plan can be implemented. This step requires commitment and leadership from senior management. Managers are also accountable for carrying out workforce planning.

Step 5 - Monitor, Evaluate, and Revise

The workforce planning process should serve as a roadmap for managers to ensure that we have the right talent in place to achieve both short and long-term goals.

The outcomes should be regularly reviewed and evaluated to determine progress in addressing the gaps and identifying if adjustments are needed.

Approaches we will use include:

- Reviewing and assessing accomplishment and effectiveness of outcomes
- Addressing need for adjustments to strategies and action items
- Communicating changes
- Reviewing and determining effectiveness of workforce planning process steps

SECTION 4: Human Capital Goals and Strategies

Based on the foregoing analysis, NARA has identified five goals and twenty-five strategies that we will employ over the next five years to address our human capital challenges. All human capital goals and strategies are aligned with the goals and strategies articulated in our strategic plan. See Appendix D, for a crosswalk linking each human capital goal to NARA's Strategic Goal #6, "We will equip NARA to meet the changing needs of our customers."

These goals and strategies directly support our human capital vision:

"NARA is a model for excellence and leadership in human capital management. Our workforce has the skills and competencies they need to excel, and our managers have the information and resources they need to foster excellence at all levels. NARA is supported by trusted human capital advisors who are committed to attracting, developing, and retaining a highly motivated, diverse, and talented workforce using the most innovative human capital policies, practices, and programs available."

They also capitalize on the wide variety of programs, initiatives, activities and tools already in place within NARA to address workforce recruitment, retention and development. We will continue this work and align activities with strategic human capital goals and objectives, where appropriate.

The goals focus on developing and embedding into NARA a new strategic capacity. They also place a heavy emphasis on alignment and integration, data-driven accountability, and leveraging technology.

NARA's Strategic Human Capital Goals are:



1.0 Ensure NARA's Strategic Human Capital Plan is aligned with the Agency's strategic plan and integrated into workforce planning.



2.0 Ensure NARA supports a culture of leadership and continuous learning.





3.0 Sustain a productive, diverse workforce and achieve results by valuing and recognizing performance in an environment in which all employees are encouraged to contribute.



4.0 Maximize employee talent through recruitment, outreach, hiring and retention.



5.0 Monitor, evaluate and follow-up on results relating to NARA's human capital management policies, practices, and programs.



Strategic HC Goal # 1 - Strategic Alignment

Ensure NARA's strategic human capital plan is aligned with the Agency's strategic plan and integrated into workforce planning.

Strategic human capital management is a critical component of strategic planning and is included in the agency's strategic plan. NARA's strategic plan details our goals through 2016, the strategies we will use to achieve these goals, and the measures by which we will evaluate our progress. For NARA, a closely aligned human capital strategy ensures that our most critical resource, our employees, is linked with the agency's mission, vision, and goals. Strategic human capital goal #1 seeks to provide this linkage. It will help ensure that our human capital goals and strategies support NARA's overall strategic plan and that we have the infrastructure in place to plan for and prioritize human capital needs. Developing planning and accountability capacity and workforce analysis capability will make more meaningful information and tools available to manage the workforce.

This goal links directly to the strategic alignment system in OPM's HCAAF. The strategic alignment system is led by senior management, promotes alignment of human capital management strategies with agency mission, goals, and strategies through analysis, planning, investment, measurement, and management of human capital programs. The Federal standard is that agency human capital management strategies are aligned with mission, goals, and organizational strategies and integrated into its strategic plans, performance plans, and budgets.

Goal 1 – Strategic Alignment Strategies:

- 1.1. In FY09 and FY10, NAHW will expand NARA's human capital efforts into a comprehensive program that includes human capital planning, collaboration with agency staff and accountability for human capital operations.
- 1.2. By December 31, 2010, NAH will develop an agency-wide integrated workforce analysis capability (e.g., ability to analyze workforce demographics and key hiring and turnover metrics) that enables data-driven strategic and operational human capital management decision-making.
- 1.3. By December 31, 2014, NARA will implement a workforce planning system (e.g., process to proactively identify needed skills, staffing requirements, and strategies for retention and development) that identifies the human capital required to meet organizational goals, analyzes competency gaps in mission-critical occupations and develops strategies to address human capital needs.
- 1.4. FY09-FY14, NARA will continue to address human capital issues in the emergency and continuity planning process to ensure that mission-critical functions continue during emergencies.



Strategic HC Goal #2 – Leadership and Knowledge Management


Ensure that NARA supports a culture of leadership and continuous learning.

NARA depends on leaders who possess the knowledge, skills, and abilities to effectively lead the workforce in support of NARA's mission. NARA is committed to developing leadership capacity and to ensuring continuity in leadership even as employees retire or move to new responsibilities. Training and development remains a key ingredient for organizational success. Building opportunities for continuous learning will help NARA further develop into a learning organization, one that embraces a culture of life-long learning, enabling employees to develop new skills and share knowledge. For NARA this translates into ensuring that the agency has a way to develop employees for future leadership vacancies, that leaders promote high integrity and ethical conduct, that employees are encouraged to participate in education, training, and other developmental opportunities to build new skills, and that the culture supports employees in sharing information and knowledge within and outside of the organization.

This goal links directly to the leadership and knowledge management system in OPM's HCAAF. The leadership and knowledge management system ensures continuity of leadership by identifying and addressing potential gaps in effective leadership and implements and maintains programs that capture organizational knowledge and promote learning. The Federal standard is that agency leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance, and provide a means to share critical knowledge across the organization. Knowledge management must be supported by an appropriate investment in training and technology.

Goal 2 – Leadership and Knowledge Management Strategies:

- 2.1. By December 31, 2010, NAH will identify tools and processes to identify and define the competencies that NARA must develop and retain to ensure that the agency has the right skills it needs to meet organizational goals.
- 2.2. By December 31, 2011, NAO will conduct an annual training needs assessment to ensure training is designed to improve organizational and individual performance.
- 2.3. By December 31, 2012, NAO will develop a leadership succession plan, including a leadership gap analysis.

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- 2.4. By December 31, 2012, NAO will evaluate the training and development program to determine how well it meets short and long range program needs, and develop an action plan to address any needs.
 - 2.5. By December 31, 2012, NAO will pilot the implementation of at least one knowledge management tool to support knowledge sharing across the organization.
 - 2.6. By December 31, 2014, NAO will establish a leadership curriculum for all supervisors, managers and executives to invest in the continuous development of leadership.
 - 2.7. By December 31, 2014, NAO will institute internal and external learning opportunities for all employees, using a variety of learning tools that provide opportunity for continuous learning.



Strategic HC Goal #3 – Results-Oriented Performance Culture

Sustain a productive, diverse workforce and achieve results by valuing and recognizing performance in an environment in which all employees are encouraged to contribute.



NARA's performance management culture can influence a variety of workforce management decisions and employee perceptions. Both the appraisal process and reward/recognition programs serve a variety of roles within NARA. They provide information to support staffing decisions such as promotions and also developmental planning efforts at the individual employee level and for mission critical occupation training and development. Employees value feedback about their performance and appreciate receiving recognition that reflects their individual contributions. Sustaining a diverse workforce will help NARA respect and understand that not all employees are motivated by the same things and that everyone can contribute to the agency's success even by applying different sets of perspectives and approaches to work. For NARA this translates into ensuring that there is a system for effectively measuring employee work performance, that this review is transparent, provides feedback to employees and results in higher employee satisfaction and commitment.

We continue to receive high marks on the Federal Human Capital Survey (FHCS) in the area of performance management and awards. From the 2008 FHCS, seventy-one percent of NARA staff agree that their performance appraisal is a fair reflection of their performance. In addition, NARA employees are satisfied with the recognition they receive for doing a good job, scoring 11 percent higher than the government-wide average in response to the statement, "Awards in my work unit depend on how well employees perform their jobs".

This goal links directly to the results-oriented performance culture system in OPM's HCAAF. The results oriented performance culture promotes a diverse, high-performing workforce by implementing and maintaining effective performance management systems and awards programs. The Federal standard is that agencies have a diverse, results-oriented, high-performing workforce and a performance management system that differentiates between high and low levels of performance and links individual/team/unit performance to organizational goals and desired results effectively.

Goal 3 – Results-Oriented Performance Culture Strategies:

- 3.1. FY09-FY14, NARA will target minorities and veterans through outreach programs and internal advancement strategies to support the recruitment, hiring and promotion of minorities and veterans.
- 3.2. By December 31, 2012, NAH will conduct a review of NARA's performance management system and awards program using the Performance Appraisal Assessment Tool (PAAT), and Annual Employee Survey (AES) data.
- 3.3. By December 31, 2013, NAH will reevaluate establishing a certified SES appraisal system.




Strategic HC Goal #4 – Talent Management


Maximize employee talent through recruitment, outreach, hiring and retention.

NARA employees drive the agency's success. Focusing more acutely on talent management will enable NARA to be more strategic and deliberate in how we attract and retain employees. As we continue to examine new ways to accomplish the agency's work, traditional staffing models may become outdated and irrelevant. By focusing on workforce planning, we will be in a better position to understand what positions and skill sets are needed to carry out our mission. Proactive staff planning can help improve the recruitment and application experience, time to hire, and manager satisfaction with the overall hiring process. For NARA this translates into being able to hire people faster by automating manual and paper based processes, improving the applicant and new hire experience, ensuring that the people hired actually have the skills needed to perform the job, and making more accurate projections about what types and how many of certain occupations the agency needs for the future. It also enables NARA to gain a better understanding of why employees leave and what can be done to retain skilled and productive employees.

This goal links directly to the talent management system in OPM's HCAAF. The talent management system addresses competency gaps, particularly in mission-critical occupations, by implementing and maintaining programs to attract, acquire, develop, promote, and retain quality talent. The Federal standard is that the agency has closed skills, knowledge, and competency gaps/deficiencies in mission-critical occupations, and has made meaningful progress toward closing skills, knowledge, and competency gaps/deficiencies in all occupations used in the agency.

Goal 4 – Talent Management Strategies:

- 4.1. By December 31, 2014, NARA will develop and deploy an integrated workforce plan which will enable the agency to hire and retain the right talent, at the right time, in the right place.
 - 4.2. By December 31, 2010, NAHW will conduct a formal review of NARA's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.
 - 4.3. By December 31, 2010, NAH will prepare a Draft Automation Strategy, specifically including evaluation for an automated staffing system to address HR capability needs.
 - 4.4. By December 31, 2014, NAH will review the classification and qualification standards for mission critical occupations within NARA.
 - 4.5. By December 31, 2010, NAH will enhance administration of the agency's comprehensive worker's compensation program.
 - 4.6. By December 31, 2009, NAH will pilot the use of an exit survey tool to identify reasons for attrition.
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- 4.7. FY09-FY14, NAH will focus on achieving operational (i.e., processing personnel actions, staffing, etc.) excellence.



Strategic HC Goal #5 - Accountability

Monitor , evaluate and follow-up on results relating to NARA's HC management policies, practices, and programs.

Evaluating how well NARA's human capital policies, practices and programs are performing can be an invaluable tool for managers and staff. By establishing measures and increasing accountability for what we do, we can differentiate and distinguish between human capital strategies and activities that make a worthwhile contribution to the agency's performance and those that don't add value. We can also use accountability measures to track and improve what we're doing.

Traditionally, human capital metrics have been viewed as "nice to know" rather than a "must have". However, it is critical that we become more data-driven in prioritizing our resources and supporting workforce management decisions. For NARA this translates into having a quantifiable way to measure and evaluate how the agency recruits and fills positions, retains employees, provides training and developmental opportunities for employees and leaders, and evaluates and rewards employee performance. This data analysis will be used to support making improvements to these areas to provide more efficient and effective services.

This goal links directly to the accountability system in OPM's HCAAF. The accountability system contributes to agency performance by monitoring and evaluating the results of its human capital management policies, programs, and activities by analyzing compliance with merit system principles, and by identifying and monitoring necessary improvements. The Federal standard is that: 1) agency human capital management decisions are guided by a data-driven, results-oriented planning and accountability system, 2) results of the agency accountability system must inform the development of the human capital goals and objectives, in conjunction with the agency's strategic planning and performance budgets, and 3) effective application of the accountability system contributes to agencies' practice of effective human capital management in accordance with the merit system principles and in compliance with Federal laws, rules, and regulations.

Goal 5 – Accountability Strategies:

- 5.1. By December 31, 2010, NAH will develop, implement, and evaluate NARA's human capital accountability system in line with OPM's Human Capital Accountability Assessment Framework.
- 5.2. By June 30, 2010, NAHW will develop a pilot for use of a human capital analytical tool (e.g., HR dashboard) that highlights key employee and organizational demographics, metrics and performance indicators.
- 5.3. For each survey year administered, FY10-FY14, NAH will develop a business plan for addressing Federal Human Capital Survey Results.
- 5.4. For each FY, FY10-FY14, NAH will proactively engage customers in the analysis of their workforce management issues and identify strategies to address concerns.

SECTION 5: Measuring Progress

Each fiscal year NARA will evaluate progress towards achieving SHCP goals. The following measures will be used to track and evaluate progress in achieving human capital goals. See Appendix E for a summary of all human capital goals and strategies.

Strategic HC Goal #1 - Strategic Alignment

Ensure NARA's Strategic Human Capital Plan is aligned with the Agency's strategic plan and integrated into workforce planning.

Strategy	Lead Unit*	Measure
1.1. In FY09 and FY10, NAHW will expand NARA's human capital efforts into a comprehensive program that includes human capital planning, collaboration with agency staff and accountability for human capital operations.	NAHW	Documented evidence of a current agency human capital plan that includes goals and strategies Documented evidence of performance measures and milestones Established collection of baseline data for performance of managers' perception of HR program and operational services based on survey feedback
1.2. By December 31, 2010, NAH will develop an agency-wide integrated workforce analysis capability (e.g., ability to analyze workforce demographics and key hiring and turnover metrics) that enables data-driven strategic and operational human capital management decision-making.	NAHW	Documented evidence of identified data points and metrics
1.3. By December 31, 2014, NARA will implement a workforce planning system (e.g., process to proactively identify needed skills, staffing requirements, and strategies for retention and development) that identifies the human capital required to meet organizational goals, analyzes competency gaps in mission-critical occupations and develops strategies to address human capital needs.	NAHW	Documented evidence of a workforce plan
1.4. FY09-FY14, NARA will continue to address human capital issues in the emergency and continuity planning process to ensure that mission-critical functions continue during emergencies.	NAH	Progress in completion of human capital action items addressed in the NARA Continuity Corrective Action Program Improvement Plan

*Indicates the resource responsible for managing work associated with achieving strategy, providing status updates, and reporting on measures as appropriate

Strategic HC Goal #2 – Leadership and Knowledge Management

Ensure that NARA supports a culture of leadership and continuous learning.

Strategy	Lead Unit*	Measure
2.1. By December 31, 2010, NAH will identify tools and processes to identify and define the competencies that NARA must develop and retain to ensure that the agency has the right skills it needs to meet organizational goals.	NAH	Documented evidence of an implemented action plan to close competency gaps for mission critical and leadership occupations
2.2. By December 31, 2011, NAO will conduct an annual training needs assessment to ensure training is designed to improve organizational and individual performance.	NAO	Improvement in response scores for questions related to the Annual Employee Survey (AES) Index: Leadership and Knowledge Management that showed areas for improvement from the last AES Documented evidence of a completed needs assessment
2.3. By December 31, 2012, NAO will develop a leadership succession plan, including a leadership gap analysis.	NAO	Documented evidence of an implemented succession plan
2.4. By December 31, 2012, NAO will evaluate the training and development program to determine how well it meets short and long range program needs, and develop an action plan to address any needs.	NAO	Documented evidence of the training and development program evaluation, and action plan if necessary
2.5. By December 31, 2012, NAO will pilot the implementation of at least one knowledge management tool to support knowledge sharing across the organization.	NAO	Documented evidence of an implemented knowledge management tool
2.6. By December 31, 2014, NAO will establish a leadership curriculum for all supervisors, managers and executives to invest in the continuous development of leadership.	NAO	Improvement in response scores for questions related to the Annual Employee Survey (AES) Index: Employee Satisfaction with Leadership that showed areas for improvement from the last AES Documented evidence of established leadership curriculum
2.7. By December 31, 2014, NAO will institute internal and external learning opportunities for all employees, using a variety of learning tools that provide opportunity for continuous learning.	NAO	Improvement in response scores for questions related to the Annual Employee Survey (AES) Index: Culture of Workforce Improvement that showed areas for improvement from the last AES Documented evidence of learning opportunities

Strategic HC Goal #3 – Results-Oriented Performance Culture

Sustain a productive, diverse workforce and achieve results by valuing and recognizing performance in an environment in which all employees are encouraged to contribute.

Strategy	Lead Unit*	Measure
3.1. FY09-FY14, NARA will target minorities and veterans through outreach programs and internal advancement strategies to support the recruitment, hiring and promotion of minorities and veterans.	NAHW	Improvement in the percentage of diversity hires Achievement of Federal Equal Opportunity Recruitment Program (FEORP) and Disabled Veteran Affirmative Action Program Program (DVAAP) stated plan goals
3.2. By December 31, 2012, NAH will conduct a review of NARA’s performance management system and awards program using the Performance Appraisal Assessment Tool (PAAT), and AES data.	NAHR	Completion of PAAT and collection of baseline data Improvement in response scores for questions related to the Annual Employee Survey (AES) Index: Results-Oriented Performance Index that showed areas for improvement from the last AES
3.3. By December 31, 2013, NAH will reevaluate establishing a certified SES appraisal system.	NAH	Documented review of SES appraisal system

Strategic HC Goal #4 – Talent Management

Maximize employee talent through recruitment, outreach, hiring and retention.

Strategy	Lead Unit*	Measure
4.1. By December 31, 2014, NARA will develop and deploy an integrated workforce plan which will enable the agency to hire and retain the right talent, at the right time, in the right place.	NAHW	Documented evidence of a workforce plan Documented evidence of an action plan developed and implemented to close competency gaps for mission critical occupations Improvement in response scores for questions related to the Annual Employee Survey (AES) Index: Talent Management and Employee Satisfaction Index that showed areas for improvement from the last AES

Strategy	Lead Unit*	Measure
4.2. By December 31, 2010, NAHW will conduct a formal review of NARA's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.	NAHW	<p>Increase in percentage of orientation and on-boarding activity standardized and/or streamlined</p> <p>Increase in the number of field locations using new orientation/on-boarding material</p>
4.3. By December 31, 2010, NAH will prepare a Draft Automation Strategy, specifically including evaluation for an automated staffing system to address HR capability needs.	NAHW	Documented evidence of a draft automation strategy
4.4. By December 31, 2014, NAH will review the classification and qualification standards for mission critical occupations within NARA.	NAH	Documented review of existing classification and qualification standards
4.5. By December 31, 2010, NAH will enhance administration of the agency's comprehensive worker's compensation program.	NAHR	Documented evidence of established worker's compensation program policies and procedures
4.6. By December 31, 2009, NAH will pilot the use of an exit survey tool to identify reasons for attrition.	NAHW	Documented evidence of a survey tool and review of baseline data
4.7. FY09-FY14, NAH will focus on achieving operational (i.e., processing personnel actions, staffing, etc.) excellence.	NAH	<p>Increase in the percentage of positions filled using automated staffing system</p> <p>Improvement in the satisfaction level of managers, applicants and new hires based on satisfaction survey results</p> <p>Improvement in the average time to hire</p>

Strategic HC Goal #5 Accountability

Monitor, evaluate and follow-up on results relating to NARA's HC management policies, practices, and programs.

Strategy	Lead Unit*	Measure
5.1. By December 31, 2010, NAH will develop, implement, and evaluate NARA's human capital accountability system in line with OPM's Human Capital Assessment and Accountability Framework.	NAHW	Documented evidence of a human capital accountability system, including timely submission of human capital management report to OPM
5.2. By June 30, 2009, NAHW will develop a pilot for use of a human capital analytical tool (e.g., HR Dashboard) that highlights key employee and organizational demographics, metrics and performance indicators.	NAHW	Documented evidence of a human capital analytical tool (e.g., HR dashboard) piloted
5.3. For each survey year administered, FY10-FY14, NAH will develop a business plan for addressing Federal Human Capital Survey Results.	NAH	Documented evidence of an implemented FHCS action plan
5.4. For each FY, FY10-FY14, NAH will proactively engage customers in the analysis of their workforce management issues and identify strategies to address concerns.	NAH	Documented evidence of a human capital accountability system, including timely submission of human capital management report to OPM

SECTION 6: Looking Towards the Future

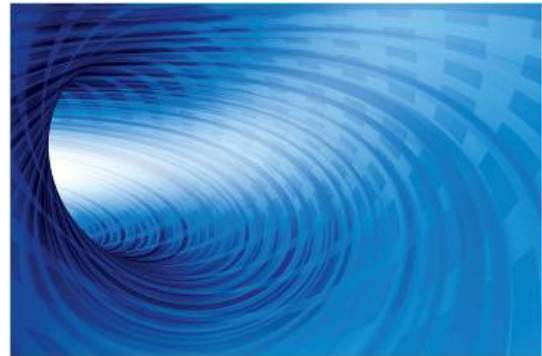
The human capital goals and strategies articulated in this plan set an aggressive agenda to:

- Improve our workforce planning, analysis and forecasting ability;
- Facilitate and initiate change within the approach to competency management;
- Increase collaboration between HR, training and development and program areas; and
- Embrace technology to support processes and improve customer satisfaction.

We recognize that our goals are ambitious and that implementation of our first SHCP may be met with communication, change management, and learning curve challenges in the short-term.

However, we are committed to achieving our human capital goals. Indeed, movement towards a strategic human capital approach, one that is data-driven and aligns hiring, retention, training, development, and performance management decisions with the agency's strategic goals and priorities, will positively impact the success of workforce management in the long-term.

Moreover, we know that the demand to measure and assess the value of human capital management activities will continue to grow. Global pressures such as current tight economic times require limited resources be used most efficiently and effectively.



To achieve that, good business practice dictates that we should be able to calculate ROI and measure our performance with human capital metrics. In addition, as OPM delegates more and more flexibility to Federal agencies, we know that we will be required to fulfill additional oversight and reporting requirements.

The strategic human capital planning framework calls for an agency-wide action plan and program area implementation plans. NAH will work with program areas to develop an action plan that identifies the unique needs, challenges, and workforce management strategies that are aligned with the strategic human capital plan.

Appendix A. Process Used in Developing, Evaluating and Updating the SHCP

Human Capital Planning at NARA

NAH led the development of NARA's SHCP with assistance from a work group comprised of representatives from NAH, NAO and NPOL. This work group met over a series of seven planning sessions from September through November, 2008.

The strategic human capital work group identified NARA's human capital mission, vision, current environment, and the human capital goals and strategies through conducting SWOT (Strengths, Weaknesses, Opportunities and Threats) and gap analyses.* In addition, NAH conducted outreach to program offices at targeted stages of the planning process to get their input.

Human capital input sessions were conducted across program areas within NARA. During the session, NAH provided a "Human Capital 101" briefing and facilitated a discussion on the following questions:

- *How their office fits into and supports NARA's overall mission?*
- *What critical mission challenges are likely to affect their work unit in the short-term and long-term?*
- *What workforce challenges are they currently facing?*
- *What solutions - ongoing or planned initiatives do they have in place to address those challenges?*
- *What resources are required to implement those solutions?*

Staff were also encouraged to provide feedback via a SHCP email box on the following key questions:


- *What challenges are likely to affect your work unit in the short-term (i.e., next one to three years) and long-term (i.e., the next three to five years)?*
- *What factors or trends are likely to affect your work area's ability to recruit, hire, develop, motivate and retain the employees needed?*
- *In what workforce initiatives should NARA invest over the next 5 years that will help us meet the needs of our customers?*

Feedback was also collected from the union during a "Human Capital 101" briefing and also in follow-up electronic communication.

The intent was to get a broad perspective from NARA's management team and staff on various human capital issues facing their program area and the agency as a whole. Information generated from these sessions and the solicited input from NARA staff and the union was incorporated into this strategic human capital plan.

NARA will use this plan as a basis for developing implementation plans that are focused on the tactical actions and strategies needed to address program area and/or line of business requirements. Together, the plans will support achievement of the overarching agency wide strategic human capital goals.

Multiple data sources were reviewed including NARA's strategic plan and SWOT analysis, and also Annual Employee Survey (AES) data from 2004, 2006 and 2007.



The SHCP, agency-wide action plan and implementation plans will be reviewed annually to assess progress and incorporate strategy revisions as necessary. Goals will be assessed by leveraging the metrics identified for each strategy to measure progress, create accountability, and make adjustments as needed.

At regular intervals, ranging from monthly to quarterly, information will be collected and reviewed to determine progress against goals and strategies. This continual evaluation will ensure continued focus on the human capital goals, provide early warnings for needed corrections, and influence future target setting. Also, updates to NARA's strategic plan will be reviewed and incorporated into human capital strategies as needed.

As part of this review, NARA will develop an accountability system to monitor and evaluate our human capital management policies, practices and programs. The combined significant investment of resources in human capital programs and the increased risk and vulnerability that comes with greater human capital flexibility results in such scrutiny from all stakeholders. The accountability system will include an annual accountability management report that will be submitted to OPM.

The annual accountability management report will provide a summary of NARA's human capital activities during each fiscal year. The report will focus on organizational performance results and will include an assessment of our human resources programs, decisions, and actions in compliance with law, regulation, and the merit system principles.

Also, it will identify specific improvement and corrective actions needed to address programmatic, operational, and compliance deficiencies.

On a five year cycle, we re-examine the SHCP and will initiate a full update to establish or revise existing strategic human capital goals. This update will include consultation with stakeholders, including program offices, NARA staff and the union. We will request input from agency leaders, managers, staff and key program offices to gather information, measure progress, and reevaluate goals. We will gather stakeholder input through targeted outreach including briefings, focus group meetings, surveys, NARA Notices, and other communication channels to solicit information regarding program challenges, workforce challenges, ongoing and planned initiatives, and resource requirements.

Appendix B. Workforce Profile and Snapshot of Key Hiring and Turnover Metrics*

NARA's Current Workforce Profile FY08

NARA's workforce includes the following key demographics:

Total employment for NARA's staff at the end of FY08 was 3,211. Of this number, 2,462 were full-time, permanent employees (FTP).

60.7 percent were in the following Mission Critical occupations (MCO's):

- Archivists
- Archives Specialists
- Archives Technicians

10 percent were in the following Mission Critical Support occupations (MCSO's):

- Conservators and Preservationists
- Education and Outreach
- ISSO Program Analysts
- Museum Staff
- Technical Writers/Editors in the Federal Register

22.2 percent were in the following Mission Important Support occupations (MISO's):

- Budget, Finance and Accounting
- Clerical, Administrative, and Office Support
- Communications and Public Affairs
- Engineering
- Equal Employment Opportunity

- Facilities and Property Management
- Investigation
- Legal
- Management and Program Analysis and Administration
- Physical Sciences
- Quality Assurance
- Safety and Security
- Sales and Marketing
- Social Sciences
- Student Trainees
- Trade and Labor

6.2 percent were in the following Government-wide Mission Critical Occupations:

- Acquisitions (.62 percent)
- Human Resources Management (1.5 percent)
- Information Technology Management (4.08 percent)

Workforce by MCO. As shown in Table 4 below, the mission critical occupation Archivist, Archives Specialist and Archives Technician make up a large percentage of NARA's workforce.

Table 4. NARA's MCO Workforce

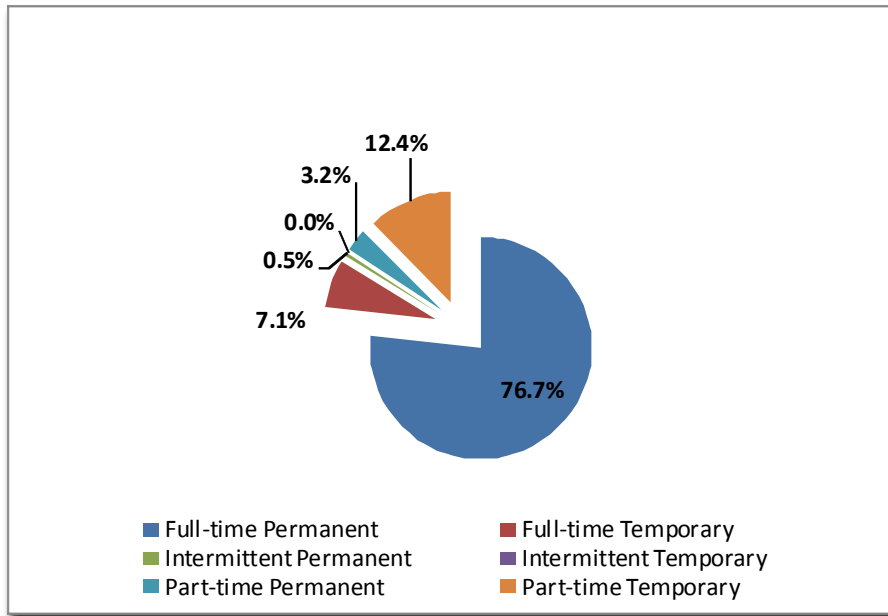
MCO	% of Workforce
GS-1420 Archivist	11.5%
GS-1421 Archives Technician, Archives Specialist	49.2%

*Figures are for full-time permanent (FTP) employees unless otherwise indicated. Data sourced from PMRS and Fedscope.

Geographic Deployment. 45.5 percent NARA’s workforce is located in the DC metropolitan area (Archives I, II, the Federal Register and Washington National Records Center). 54.5 percent of NARA’s workforce is located in several locations across the United States.

NARA Workforce by Work Schedule/Appointment. As shown in Figure 3 below, over 20 percentage of NARA’s workforce is comprised of other than full-time, permanent employees. This reflects NARA’s large student population. In FY08, NARA employed 590+ students using temporary appointments.

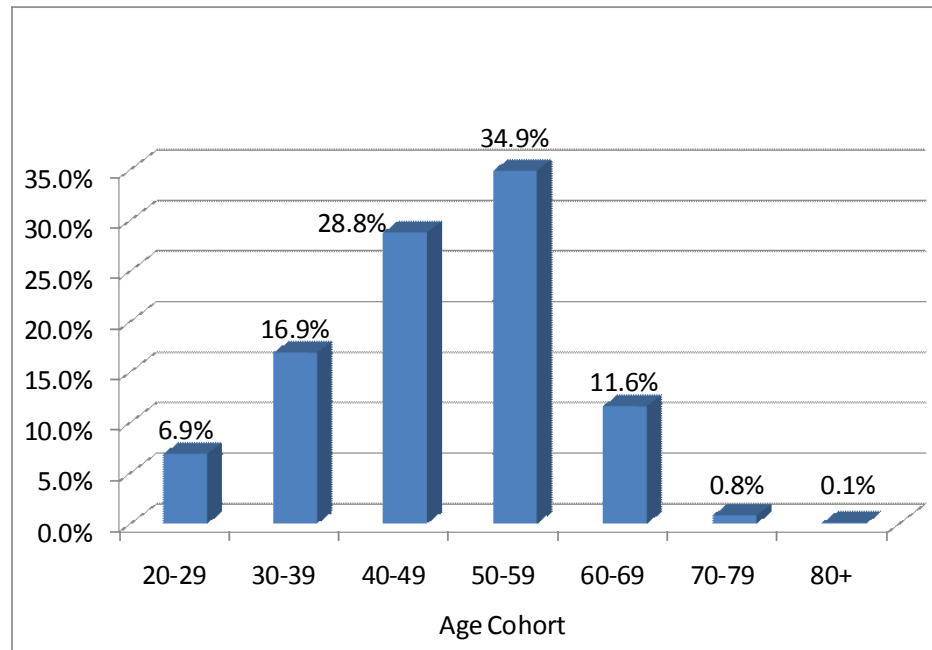
Figure 3. NARA Workforce by Work Schedule and Appointment Type.



Average Age. NARA’s workforce is slightly older (47.5) than the Federal Civilian Workforce (46.7).

Age Cohorts. As shown in Figure 4 on the following page, close to 50 percent of NARA’s workforce is 50 years and older. These indicators will help shape NARA’s recruitment and retention strategy and development programs. NARA is interested in age profiles for three significant reasons: 1) employee preferences and behaviors tend to vary with age, 2) experience levels are likely to vary with age, either industry-specific experience or professional working experience, and 3) to gauge potential exposure to retirement costs and knowledge drain from employees nearing retirement age.

Figure 4. NARA Workforce by Age Cohort.



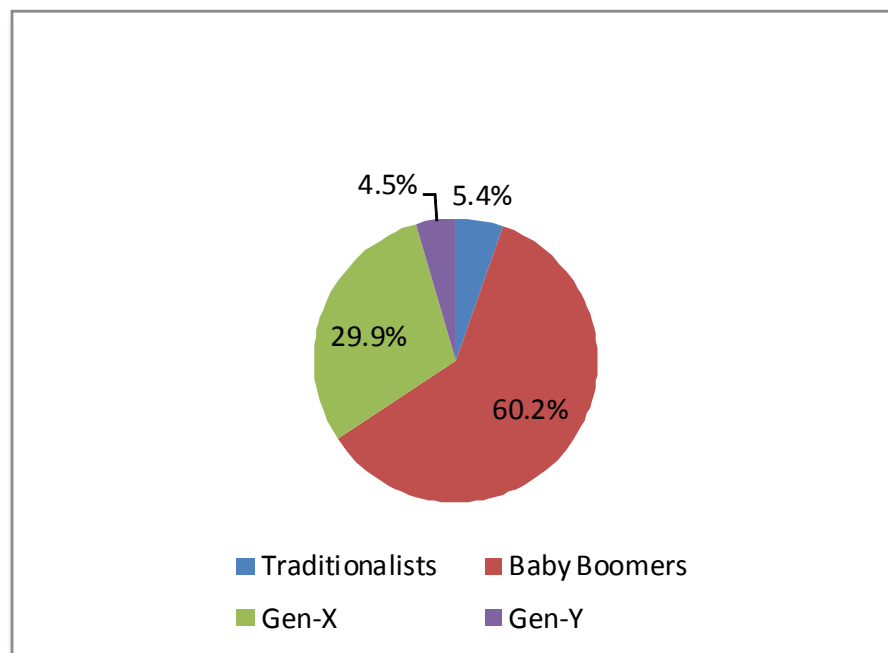
NARA Generations at Work.* NARA’s workforce comprises employees representative of four distinct generations known as Traditionalists, Baby Boomers, Gen X and Gen Y (Nexters or Millennials). Literature suggests that each one of the generations bring to work their own set of values, beliefs, life experiences, attitudes and ideas about how they should be rewarded for a job well done. As shown in Figure 5 on the following page, baby boomers make up 60.2 percent of NARA’s workforce.

- Traditionalists, born before 1945, prize loyalty and prefer a top-down approach to management. They view information as something that should be provided on a need-to-know basis.
- Baby boomers, born between 1946 and 1964, are characterized by their optimism and idealism. They achieved success by challenging authority and creating open lines of communication.
- Generation Xers, born between 1965 and 1980, tend to be more skeptical than members of other generations. Many were latchkey kids or raised in single parent households and grew up in a time of political and corporate scandals. As a result, they often distrust institutions and prize individualism.

*www.OPM.gov, “When Generations Collide” book review.

- The Gen-Y, often referred to as the Millennial Generation is the label applied to workers born after 1980. Even as this generation enters the workforce, the literature suggests that their personalities are already emerging. For starters, these young workers recognize that not only will they change employers throughout their career, but also they will change the type of work they do. Technology has greatly influenced this group, growing up with texting, Google, You Tube, and other social networking sites.

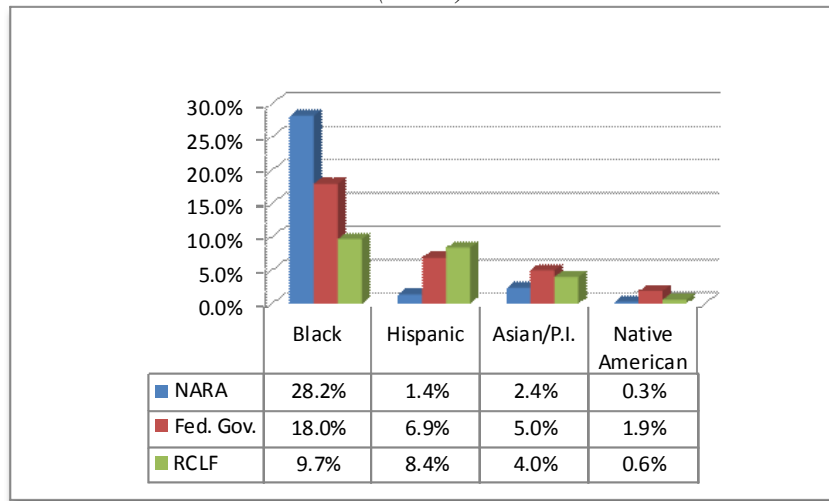
Figure 5. NARA's Workforce by Generation.



RNO and Gender Mix.* Developing a diverse workforce continues to be a priority for NARA. Demographic research suggests that the future workforce talent pool will be much more diverse, including individuals of different genders, ages, races, ethnicities, and lifestyles. Effectively leveraging this human capital will play a large role in the ability to achieve mission success. Diversity initiatives can help NARA reduce turnover, improve retention and employee morale, and increase innovation. As shown in Figure 6 on the following page, Blacks are well represented in NARA and compare favorably to both the federal civilian workforce (FCW) and the relevant civilian labor force (RCLF). Other groups, however, remain a challenge. In particular, Hispanics are significantly underrepresented in NARA, comprising just 1.4 percent of the workforce as compared to 6.9 percent of the FCW and 8.4 percent of the RCLF. Representation rates for Asian/Pacific Islanders and Native Americans are also below those in both the FCW and RCLF.

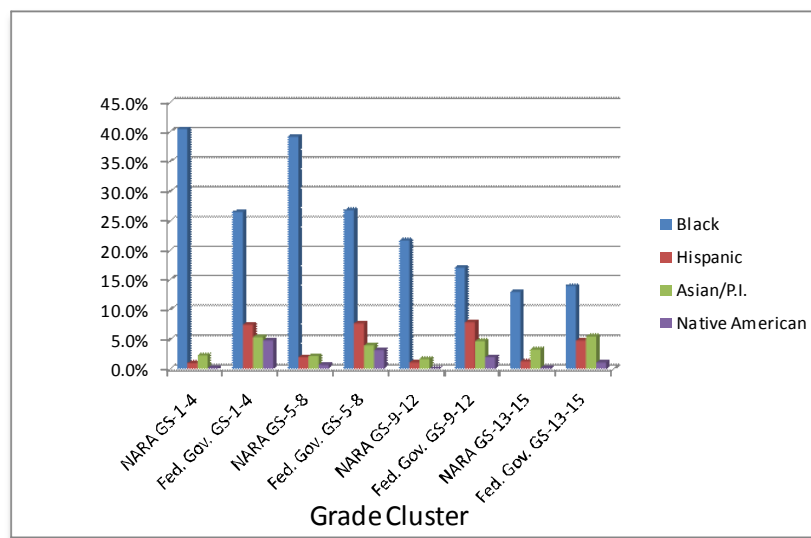
*Taken from the Federal Equal Opportunity Recruitment Program Plan FY09.

Figure 6. Comparison of NARA's Workforce by RNO to the Federal Government and Relevant Civilian Labor Force (RCLF).



RNO by Grade Levels.* As shown in Figure 7 below, Blacks are well represented across all grade levels, although representation rates at the GS 13-15 levels are slightly lower than the FCW. Hispanics are underrepresented at all grade levels, with the most significant underrepresentation occurring at the GS 9-12 levels. Native Americans are underrepresented at all grade levels.

Figure 7. Comparison of NARA's Workforce by RNO and Grade Cluster to the Federal Government.



*Taken from the Federal Equal Opportunity Recruitment Program Plan FY09

Gender Mix by Supervisor Status.* NARA monitors the gender balance of its workforce to promote diversity among staff, and to help ensure the lack of gender bias in the work environment. As shown in the following Figures, Figure 8 and Figure 9, women are well represented in both supervisory and non-supervisory positions; representing 56 percent of supervisors and 54 percent of non-supervisors.

Figure 8. NARA's Supervisory Workforce by Gender.

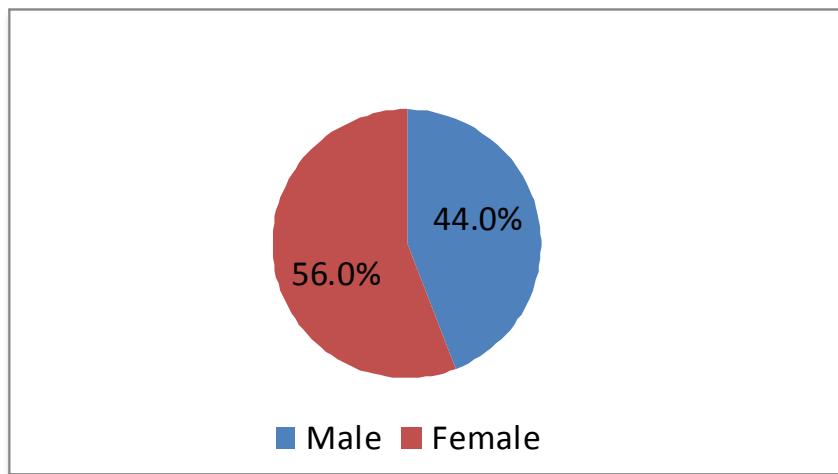
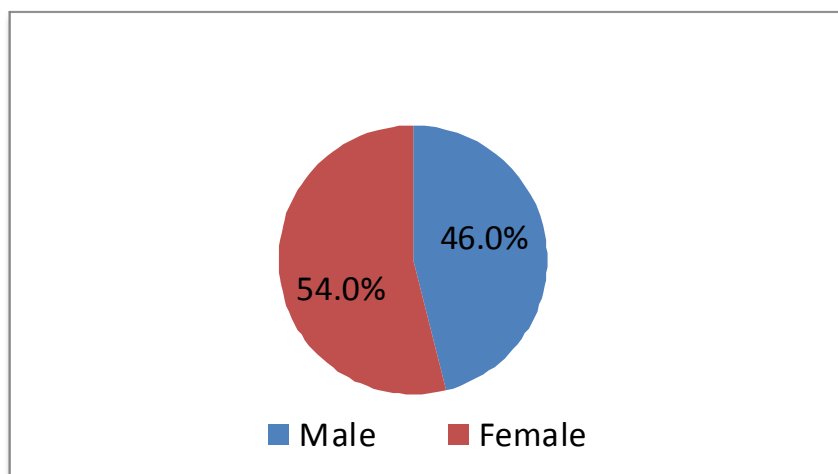
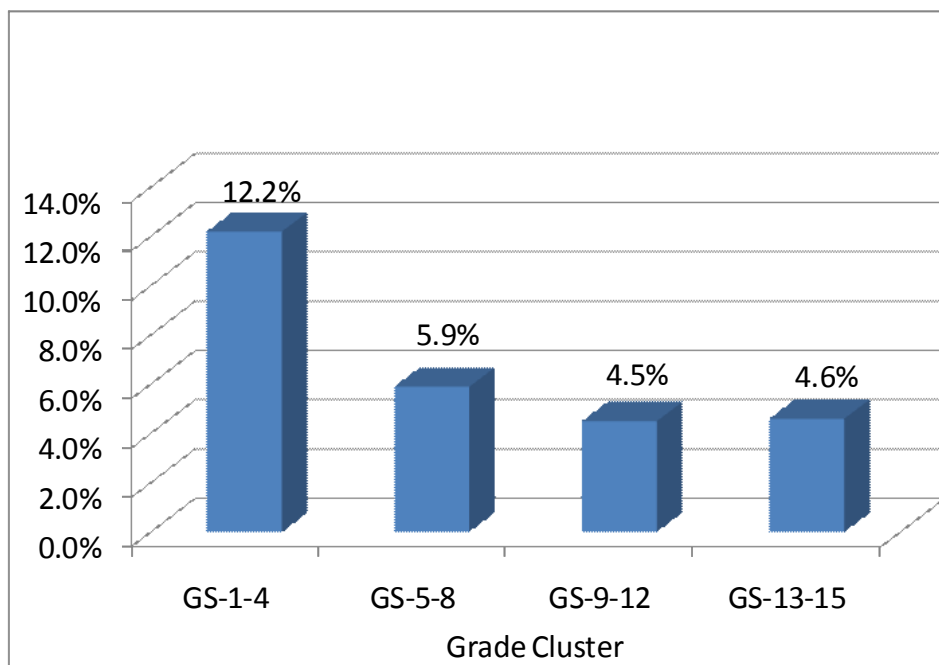


Figure 9. NARA's Non-Supervisory Workforce by Gender.



Workforce by Disability.* The percentage of NARA employees with disabilities is 5.57 percent and 1.36 percent for employees with targeted disabilities. This is slightly higher than the percentage of disabled employees government wide. Employees with targeted disabilities made up .94 percent of the total Federal workforce in 2007 – a figure that has fallen 14 percent in the last decade. As shown in Figure 10 below, NARA has representation of employees with disabilities across all grade levels.

Figure 10. NARA’s Workforce with Disabilities by Grade Cluster.

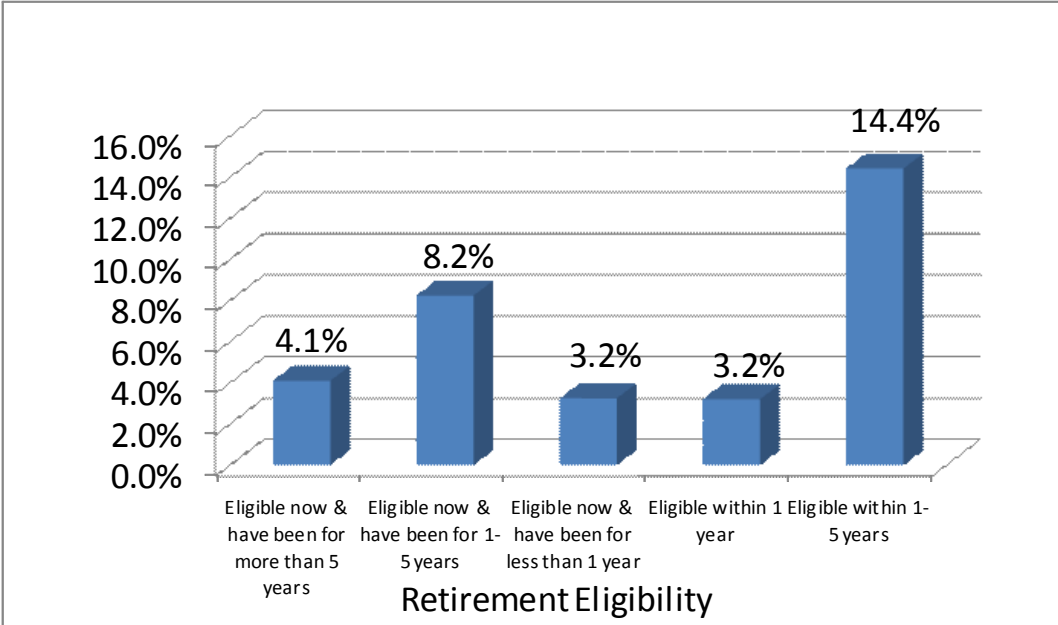


Supervisory Ratio. The supervisory ratio for NARA’s total workforce is 1:8. Even though NARA is not experiencing rapid increases or decreases in workforce size, NARA continues to monitor the hierarchical balance. If supervisors become thinly stretched, employees may not receive sufficient coaching and performance feedback. Reversely, a very low span of control may indicate organizational inefficiencies and excessive overhead.

*Data sourced from the MD-715 FY08 report and EEOC

Retirement Eligibility. As of the end of FY08, 384 (15.6 percent) of NARA employees were eligible to retire. However, employees often continue to work beyond their retirement eligibility date. According to OPM, for persons retiring voluntarily, Federal employees continued working 3.1 years after becoming eligible before actually retiring. As shown in Figure 11 below, of employees eligible to retire, 4.1 percent have been retirement eligible for more than five years. From FY06 to FY08, an average of 72 employees retired annually from NARA.

Figure 11. NARA’s Workforce by Retirement Eligibility.



Retirement Eligibility Across Occupations. Also, retirement eligibility varies significantly among particular mission critical, mission critical support, and mission important support occupations. Table 5 below highlights the differences in retirement eligibility among various occupations within NARA.

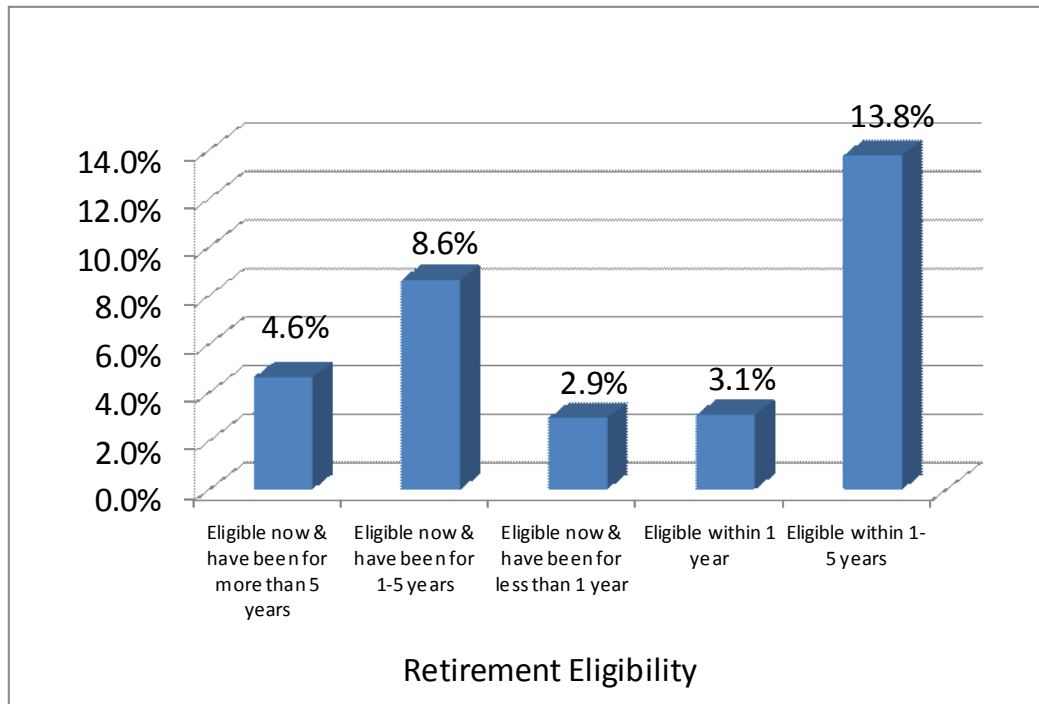
*Table 5. Retirement Eligibility Across Occupations.**

Series	# of Employees	# of Retirement Eligible Employees	% of Retirement Eligible Employees
GS-1421 - Archives Technician/Archives Specialist	1,211	172	14.2%
GS-1420 - Archivist	284	70	24.6%
GS-1001 - General Arts and Information	124	22	17.7%
GS-2210 - Information Technology Management	98	6	6.1%
GS-0343 - Management and Program Analysis	94	11	11.7%
GS-0318 - Secretary	50	14	28.0%
GS-1083 - Technical Writing and Editing	49	5	10.2%
GS-0301 - Miscellaneous Administration and Program	46	8	17.4%
GS-0303 - Miscellaneous Clerk and Assistant	29	7	24.1%
GS-0201 - Personnel Management	29	6	20.7%
GS-0340 - Program Management	26	8	30.8%
GS-1016 - Museum Specialist and Technician	26	3	11.5%
GS-1499 - Library and Archives Student Trainee	22	0	0.0%
GS-1101 - General Business and Industry	21	5	23.8%
GS-1701 - General Education and Training	20	3	15.0%
GS-0344 - Management and Program Clerical and Assistance	20	2	10.0%

*Series with at least 20 incumbents

MCO Retirement Eligibility. As shown in Figure 12 below, of mission critical employees eligible to retire, 4.6 percent have been retirement eligible for more than five years.

Figure 12. Mission Critical Occupation, GS-1420 and GS-1421 Retirement Eligibility.

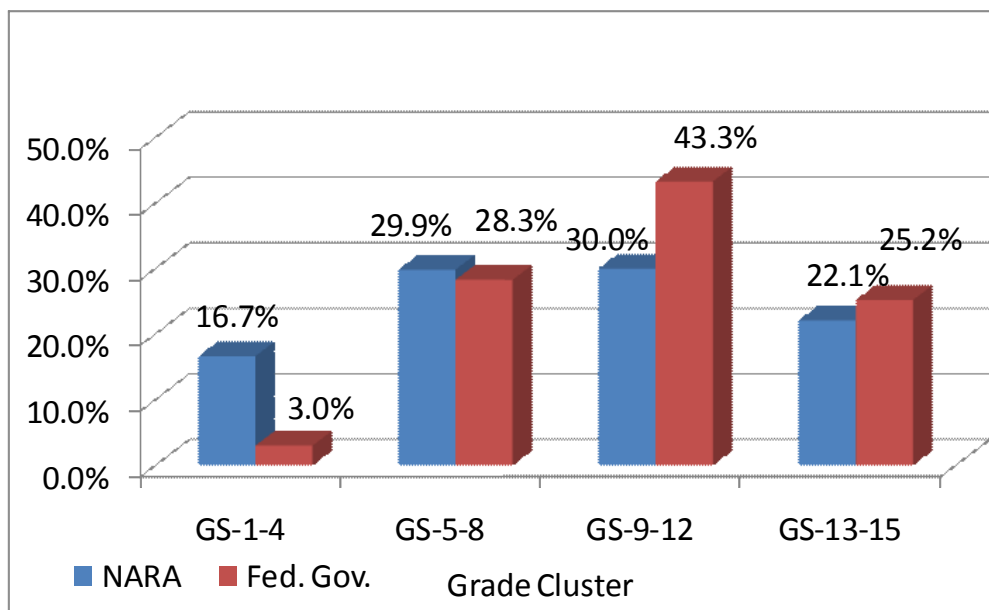


Average Years of Service. NARA employees have an average of 15.3 years of service compared to the Federal Civilian Workforce average of 15.5 years. NARA’s high average of tenure indicates that many employees have significant experience.

Average Grade. The average grade of NARA employees is 8.5 compared to 9.7 of the Federal Civilian Workforce.

Distribution of Workforce by Grade Cluster. As shown in Figure 13 below, the largest gap exists at the GS 9-12 grade levels. NARA’s workforce consists of a larger percentage of lower graded (GS-1 to GS-8) employees compared to the Federal Civilian Workforce.

Figure 13. Comparison of NARA’s Workforce by GS Grade Distribution to the Federal Government.



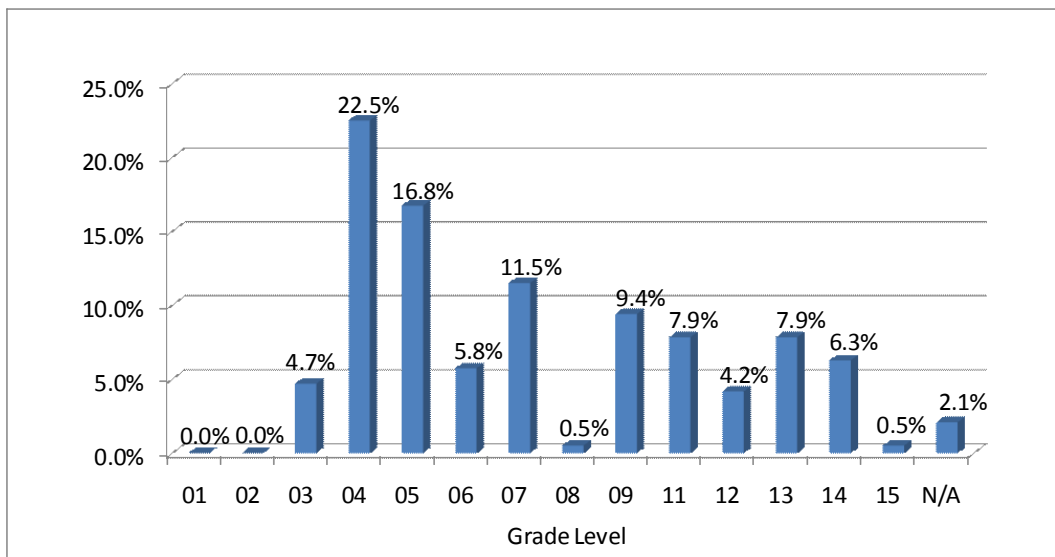
Average Salary. The average GS salary across NARA at the end of FY08 was \$60,007. The salary level continues to increase from 2003 to present. However, it is lower than the Federal Civilian GS workforce average annual salary of \$68,068.

Snapshot of Key Hiring and Turnover Metrics

Accessions. In FY08, NARA hired 191 FTP employees. 23 of these employees transferred in from other agencies, while 147 were hired on competitive service appointments, 19 were hired on excepted service appointments, and 2 were SES hires.

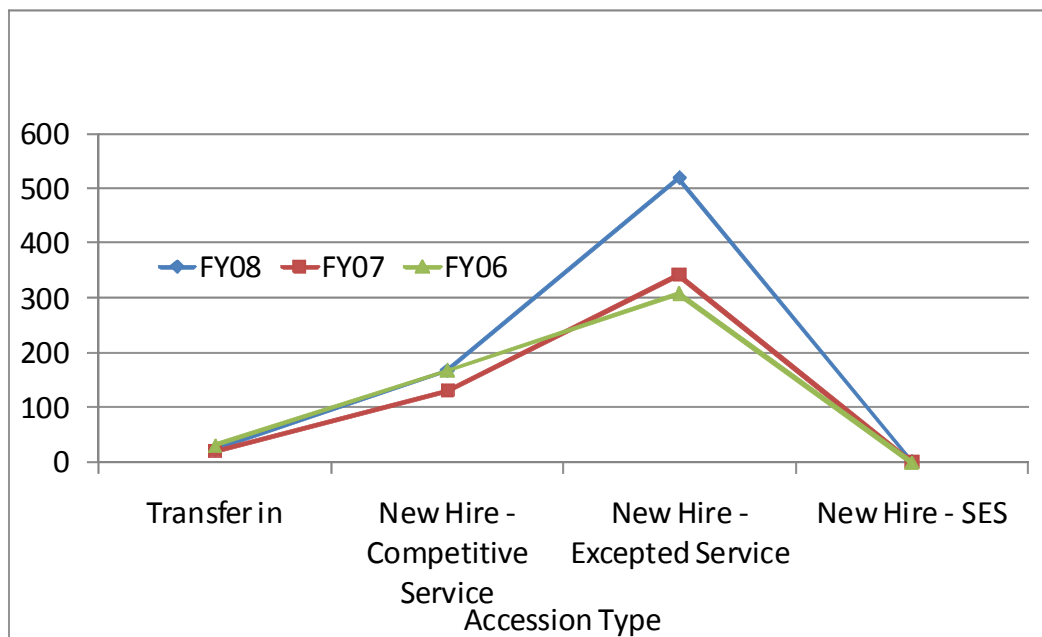
Accessions by GS Grade Level. As shown in Figure 14 below, of FTP hires in FY08, 56.5 percent were at the GS 4-7 grade level.

Figure 14. FY08 NARA-wide Accessions by Grade Level.



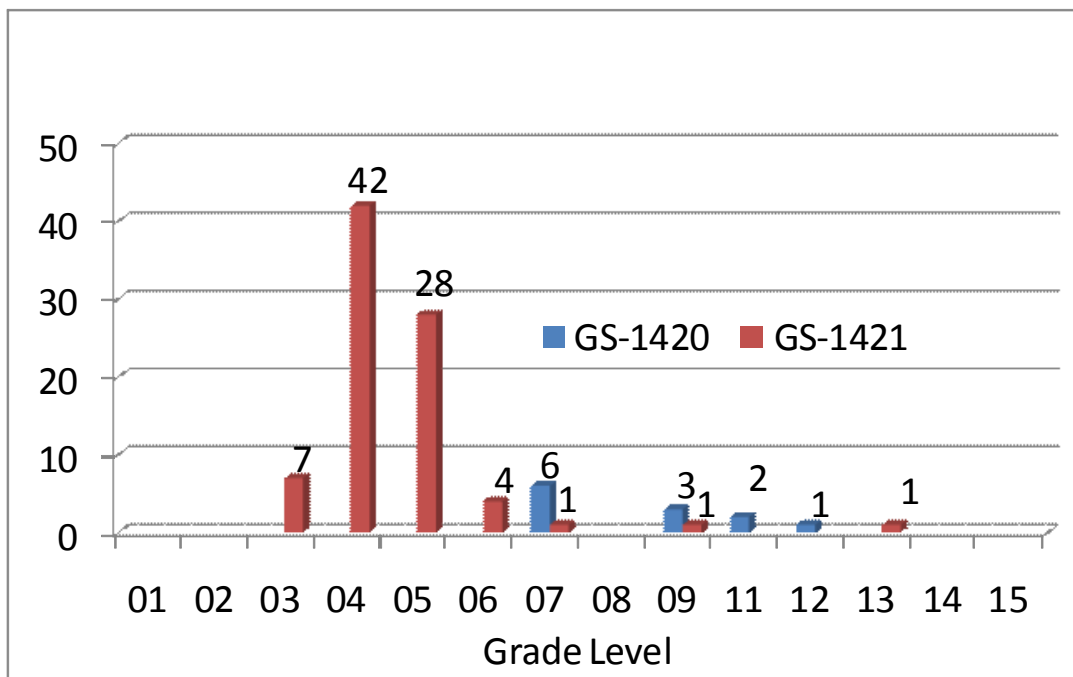
All Accessions by FY. NARA hires a significant number of other than FTP staff, mostly students. As shown in Figure 15 below, in FY08, over 500 other than FTP employees were hired.

Figure 15. FY08 NARA-wide Accessions by Grade Level.



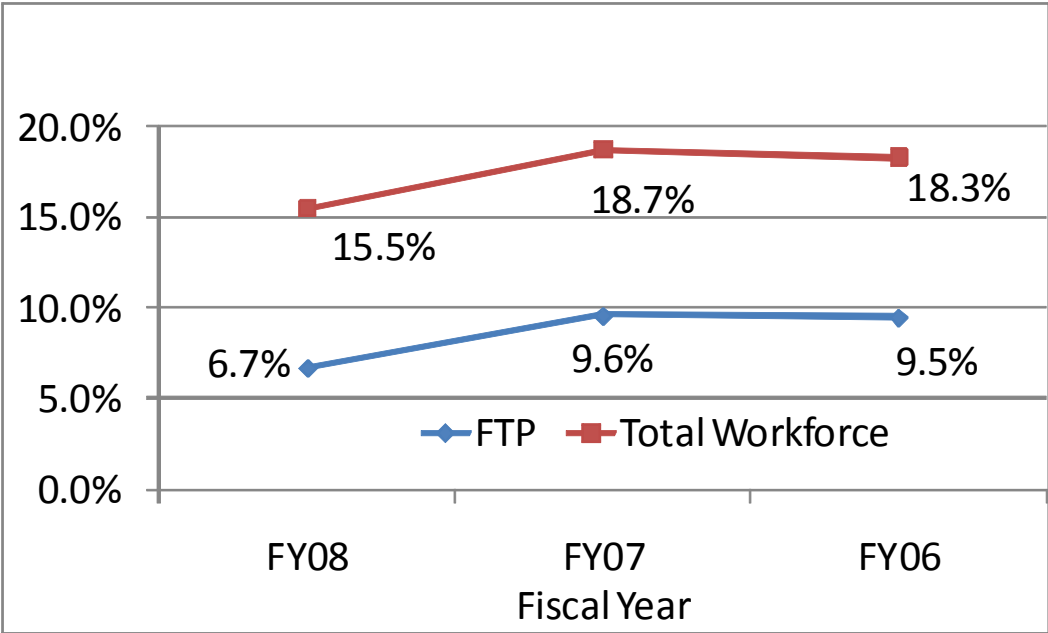
MCO Accessions by Grade Level. In FY08, NARA hired 96 FTP GS-1420 and 1421 employees. As shown in Figure 16 below, a large number of these hires were at the entry level.

Figure 16. FY08 NARA-wide Mission Critical Occupation, GS-1420 and GS-1421 Accessions by Grade Level.



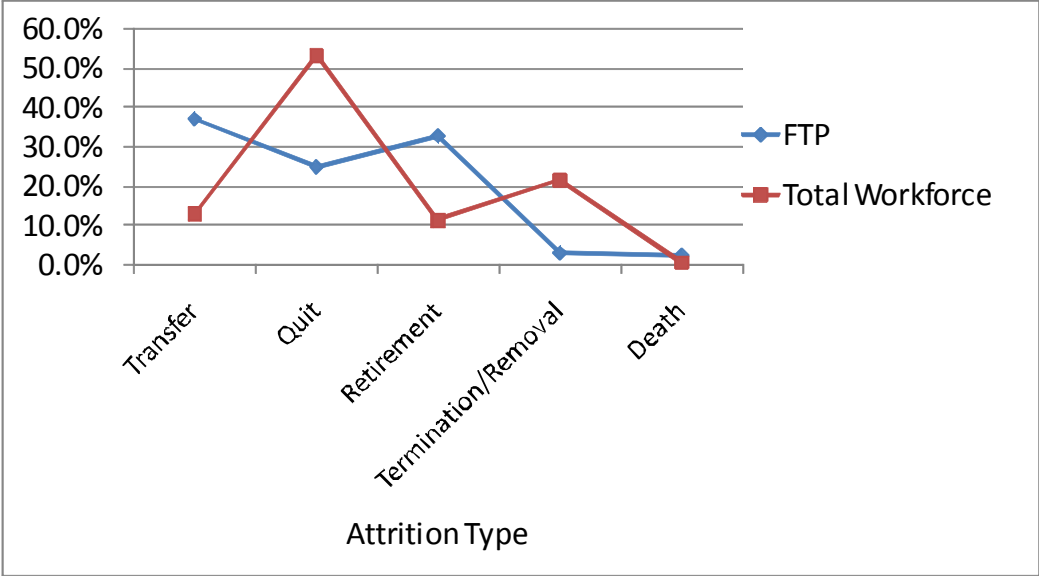
Attrition. For FY06 to FY08, NARA’s average annual attrition rate for FTP employees was 8.7 percent. As shown in Figure 17 below, attrition rates are higher for the total workforce as this includes students, who have higher turnover by nature due to their educational status.

Figure 17. Comparison of NARA’s FTP Workforce and Total Workforce FY06-FY08 NARA- wide Attrition Rate.



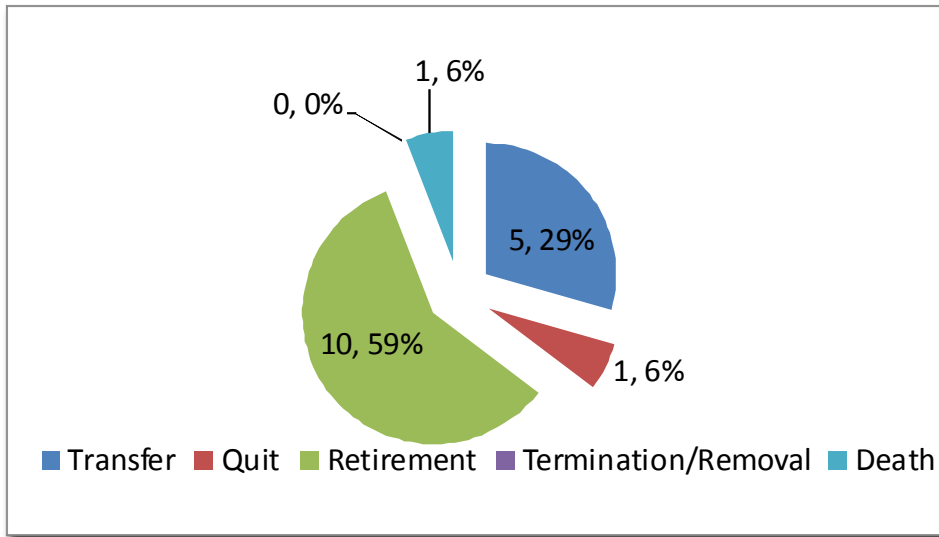
Attrition Profile. As shown in Figure 18 below, for NARA’s FTP workforce, the majority of separations are from employees transferring to another agency or retiring.

Figure 18. Comparison of NARA’s FTP Workforce and Total Workforce FY06-FY08 NARA-wide Attrition by Attrition Type.



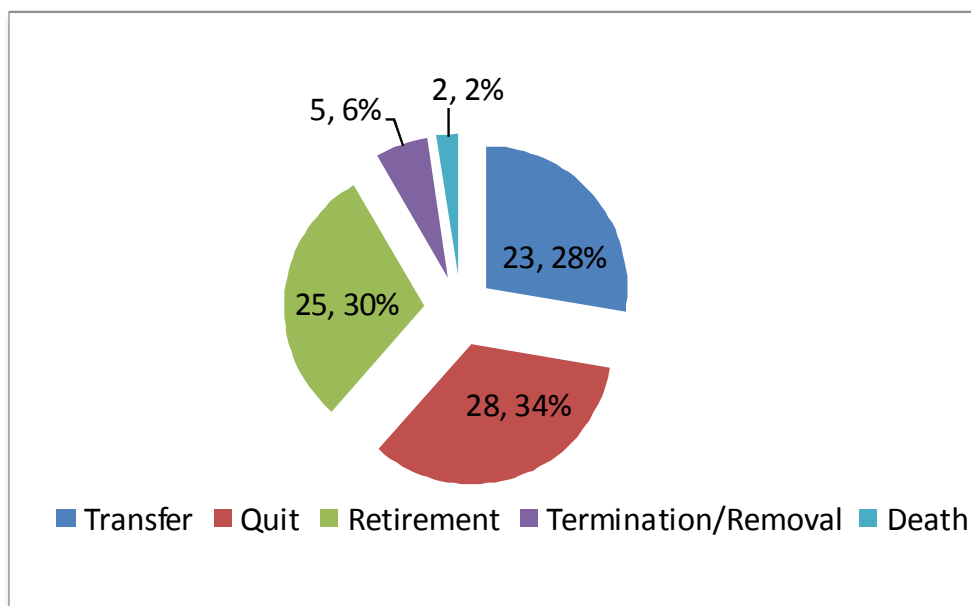
Attrition Profile by MCO, GS-1420. The attrition rate for FTP GS-1420's in FY08 was 6.0 percent. As shown in Figure 19 below, the majority of separations by FTP GS-1420's were from retirements and transfers to other agencies.

Figure 19. Mission Critical Occupation, GS-1420 Attrition Profile.



Attrition Profile by MCO, GS-1421. The attrition rate for FTP GS-1421's in FY08 was 6.9 percent. As shown in Figure 20 below, separations by FTP GS-1421's were closely split among retirements, transfers to other agencies and employees resigning.

Figure 20. Mission Critical Occupation, GS-1421 Attrition Profile.



Appendix C. Workforce Planning Process

NARA's workforce planning process is a continuous process which when fully developed and implemented, will incorporate the steps identified in OPM's 5-Step Model as described below.

Step 1 - Resource Allocation

The foundation for workforce planning begins with consideration of the strategic plan. These goals and objectives provide the basis for determining necessary financial resources and workforce needs. The budget responsibilities within the Office of Administration include determining and justifying the appropriate level of resources required in order to achieve the agency's mission. Program offices are provided initial financial allocations at the beginning of the fiscal year.

Offices consider:

- Agency strategic goals and objectives
- NARA's strategic focus of the organization and core business functions
- The budget/financial forecasts for the future
- Technology changes that will affect the way work is done
- Current, new, or anticipated legislations or organizational decisions that will have an impact

Critical Questions:

- What are the key goals and objectives for the next two years?
- What are the greatest strengths?

- What are the biggest operational challenges that we face?
- What are the most critical workforce issues we currently have?
- What actions needed to be taken to align resources with priorities?
- PEST/LE – What political, economic, social, technological, legal, and environmental factors may impact what we do and how we do it?

After consideration of the strategic direction, budgetary requirements, and resource allocations, program offices focus on developing a workforce plan that transforms this strategy into action to identify workforce staffing and development needs. It addresses how many and what types of jobs and skills are needed to meet the mission and strategic goals of the organization.

Step 2 - Supply, Demand, Discrepancies

HR plays a critical role in helping programs analyze their current and future workforce profile. This step involves conducting a demand & supply analysis. Considerations include 1) identifying workforce skills to meet projected needs, staffing patterns, and anticipated program and workload changes and 2) analyzing current staffing levels, workforce skills, workforce demographics, and employment trends.

Demand Forecast

The Demand Forecast identifies the workforce that will be needed to achieve future goals and continued success in carrying out the agency mission. It is imperative to not only consider what work NARA will do but also how that work will be performed. Workforce skills are identified to meet projected needs, staffing patterns, and anticipated program and workload changes.

Once the “what” and “how” of the future work has been determined, the next step is to identify the competencies that employees will need to carry out that work. What new skills will the organization need to achieve success?

Working together with program offices, we can continue to identify key competencies for critical positions through the job analysis process. These competencies are then used in the selection process.

Supply Analysis

The Supply Analysis involves 1) developing the present workforce profile and 2) projecting the future workforce profile.

To develop the current workforce profile, demographic metrics and skill profiles are included. The future workforce profile provides a future business and staffing outlook.

Demographic Metrics to include:

- Number of Employees Onboard by Mission Critical Occupation(s), Leadership & Overall Total

- Average Age and Age Cohorts
- Average Grade
- Average Years of Service
- Gender
- Supervisor Ratio
- Retirement Eligibility

Skills Profile to consider:

- Identifying critical competency board strength - Does the current workforce currently have the anticipated needed skills?

Future Supply Factors to consider:

- Reviewing retention, attrition, and promotion patterns
- Reviewing retirement patterns
- Reviewing employee exit survey data and Annual Employee Survey results
- Identifying challenges that affect the ability to recruit and retain mission critical skills
- Reviewing labor market data

Discrepancies

Identify gaps (shortages) and surpluses (excesses) in staffing and skill levels needed to meet future functional requirements. This analysis will provide information to support the types of strategies to pursue.

Step 3 - Develop Action Plan

This step focuses on the development of strategies to address the gaps existing for workforce needs and building the future workforce.

Strategies may include the programs, policies, and practices that help in recruiting, developing, and retaining the critical staff needed to achieve mission success.

Examples of strategies can relate to activity that supports:

- Recruitment/selection programs
- Position classification actions
- Salary actions
- Retention strategies
- Organizational interventions, changes in organizational structure
- Succession planning strategies
- Employee development
- Leadership development

Step 4 - Implement Action Plan


Once the strategic direction has been established, the workforce supply and demand projections have been identified and the action plan has been developed, the finalized plan can be implemented. This step requires commitment and leadership from senior management. Managers are also accountable for carrying out workforce planning.

Step 5 - Monitor, Evaluate, and Revise

The workforce planning process should serve as a roadmap for managers to ensure that we have the right talent in place to achieve both short and long-term goals.

To help integrate workforce planning the following activities and key measures can be used to monitor progress:

- Establishing quarterly meetings at the program level to review and discuss the state of the workforce, challenges, and projections
- Developing high-performing partnerships
- Evaluating impact and program success for various workforce strategies put into action
- Analyzing workforce statistics and trends as outlined in OPM's Human Capital Assessment and Accountability Framework (HCAAF) for effective workforce planning such as:
 - ✓ Number and distribution of positions by series and grade
 - ✓ Age Cohorts
 - ✓ Average Age
 - ✓ Average Length of Service
 - ✓ Average Grade
 - ✓ Retirement Eligibility
 - ✓ Turnover Metrics
 - ✓ Staffing Metrics



NARA has invested in developing a robust business intelligence system, the Performance Measurement Reporting System (PMRS). PMRS is a web-based system that delivers both summarized and detailed data in an organized manner. We are currently working to build a multidimensional workforce analysis capability, allowing NARA to visualize and analyze comprehensive personnel data from various angles to quickly identify workforce related issues.

The outcomes should be regularly reviewed and evaluated to determine progress in addressing the gaps and identifying if adjustments are needed. Approaches to consider include:

- Reviewing and assessing accomplishment and effectiveness of outcomes
- Addressing need for adjustments to strategies and action items
- Communicating changes
- Reviewing and determining effectiveness of workforce planning process steps

Appendix D. Crosswalk of NARA's Strategic Goals and Strategies with Human Capital Goals

Table 6. Crosswalk of NARA's Strategic Goals and Strategies with Human Capital Goals.

Strategic Goals Crosswalk	NARA Strategic Goal 6: We will equip NARA to meet the changing needs of our customers			
	6.1: By 2016, 95 percent of employees possess core competencies that were identified for their jobs		6.2 By 2016, the percentages of NARA employees in underrepresented groups match their respective availability levels in the Civilian Labor Force (CLF)	
NARA strategic plan Specific Strategies	B. We will ensure that staff have the skills, competencies, training, and tools they need to support their customers in a changing environment.	C. Through innovative approaches, we will recruit and develop a diverse workforce so that we can better serve a diverse public.	D. We will encourage and reward excellence, flexibility, accountability, and creativity.	E. We will make sure that each employee understands his or her opportunities to advance within the organization.
Strategic Human Capital Goals				
Strategic Alignment Ensure that NARA's Strategic Human Capital Plan is aligned with the Agency's strategic plan and integrated into workforce planning.	✓	✓	✓	✓
Leadership and Knowledge Management Ensure that NARA supports a culture of leadership and continuous learning.	✓	✓	✓	✓
Results-Oriented Performance Culture Sustain a productive workforce and achieve results by valuing and recognizing performance in an environment in which all employees are encouraged to contribute.	✓	✓	✓	✓
Talent Management Maximize employee talent through recruitment, outreach, hiring and retention.	✓	✓		✓
Accountability Monitor, evaluate, and follow-up on results relating to NARA's Human capital management policies, practices, and programs.	✓		✓	

Appendix E. Summary of Strategic Human Capital Goals and Strategies

Strategic HC Goal 1.0 - Strategic Alignment	Strategies
<p>Ensure NARA's strategic human capital plan is aligned with the Agency's strategic plan and integrated into workforce planning.</p>	<p>1.1. In FY09 and FY10, NAHW will expand NARA's human capital efforts into a comprehensive program that includes human capital planning, collaboration with agency staff and accountability for human capital operations.</p> <p>1.2. By December 31, 2010, NAH will develop an agency-wide integrated workforce analysis capability (e.g., ability to analyze workforce demographics and key hiring and turnover metrics) that enables data-driven strategic and operational human capital management decision-making.</p> <p>1.3. By December 31, 2014, NARA will implement a workforce planning system (e.g., process to proactively identify needed skills, staffing requirements, and strategies for retention and development) that identifies the human capital required to meet organizational goals, analyzes competency gaps in mission-critical occupations and develops strategies to address human capital needs.</p> <p>1.4. FY09-FY14, NARA will continue to address human capital issues in the emergency and continuity planning process to ensure that mission-critical functions continue during emergencies.</p>
Strategic HC Goal 2.0 - Leadership and Knowledge Management	Strategies
<p>Ensure NARA supports a culture of leadership and continuous learning.</p>	<p>2.1. By December 31, 2010, NAH will identify tools and processes to identify and define the competencies that NARA must develop and retain to ensure that the agency has the right skills it needs to meet organizational goals.</p> <p>2.2. By December 31, 2011, NAO will conduct an annual training needs assessment to ensure training is designed to improve organizational and individual performance.</p> <p>2.3. By December 31, 2012, NAO will develop a leadership succession plan, including a leadership gap analysis.</p> <p>2.4. By December 31, 2012, NAO will evaluate the training and development program to determine how well it meets short and long range program needs, and develop an action plan to address any needs.</p> <p>2.5. By December 31, 2012, NAO will pilot the implementation of at least one knowledge management tool to support knowledge sharing across the organization.</p> <p>2.6. By December 31, 2014, NAO will establish a leadership curriculum for all supervisors, managers and executives to invest in the continuous development of leadership.</p> <p>2.7. By December 31, 2014, NAO will institute internal and external learning opportunities for all employees, using a variety of learning tools that provide opportunity for continuous learning.</p>

Strategic HC Goal 3.0 - Results-Oriented Performance Culture	Strategies
<p>Sustain a productive, diverse workforce and achieve results by valuing and recognizing performance in an environment in which all employees are encouraged to contribute.</p>	<p>3.1. FY09-FY 14, NARA will target minorities and veterans through outreach programs and internal advancement strategies to support the recruitment, hiring and promotion of minorities and veterans.</p> <p>3.2. By December 31, 2012, NAH will conduct a review of NARA's performance management system and awards program using the Performance Appraisal Assessment Tool (PAAT), and Annual Employee Survey (AES) data.</p> <p>3.3. By December 31, 2013, NAH will reevaluate establishing a certified SES appraisal system.</p>
Strategic HC Goal 4.0 - Talent Management	Strategies
<p>Maximize employee talent through recruitment, outreach, hiring and retention.</p>	<p>4.1. By December 31, 2014, NARA will develop and deploy an integrated workforce plan which will enable the agency to hire and retain the right talent, at the right time, in the right place.</p> <p>4.2. By December 31, 2010, NAHW will conduct a formal review of NARA's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.</p> <p>4.3. By December 31, 2010, NAH will prepare a Draft Automation Strategy, specifically including evaluation for an automated staffing system to address HR capability needs.</p> <p>4.4. By December 31, 2014, NAH will review the classification and qualification standards for mission critical occupations within NARA.</p> <p>4.5. By December 31, 2010, NAH will enhance administration of the agency's comprehensive worker's compensation program.</p> <p>4.6. By December 31, 2009, NAH will pilot the use of an exit survey tool to identify reasons for attrition.</p> <p>4.7. FY09-FY14, NAH will focus on achieving operational (i.e., processing personnel actions, staffing, etc.) excellence.</p>
Strategic HC Goal 5.0 - Accountability	Strategies
<p>Monitor, evaluate and follow-up on results related to NARA's HC management policies, practices, and programs.</p>	<p>5.1. By December 31, 2010, NAH will develop, implement, and evaluate NARA's human capital accountability system in line with OPM's Human Capital Accountability Assessment Framework.</p> <p>5.2. By June 30, 2010, NAHW will develop a pilot for use of a human capital analytical tool (e.g., HR dashboard) that highlights key employee and organizational demographics, metrics and performance indicators.</p> <p>5.3. For each survey year administered, FY10-FY14, NAH will develop a business plan for addressing Federal Human Capital Survey Results.</p> <p>5.4. For each FY, FY10-FY14, NAH will proactively engage customers in the analysis of their workforce management issues and identify strategies to address concerns.</p>