RECORDS MANAGEMENT SERVICES

CUSTOMER SATISFACTION

2014 SURVEY REPORT

NATIONAL ARCHIVES *and* RECORDS ADMINISTRATION
AGENCY SERVICES
OFFICE OF THE CHIEF RECORDS OFFICER

OCTOBER 2014

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NARA RECORDS MANAGEMENT SERVICES
CUSTOMER SATISFACTION SURVEY REPORT

EXECUTIVE SUMMARY

The National Archives and Records Administration (NARA) conducted its sixth Records Management Services Customer Satisfaction Survey in 2014. This voluntary survey helps NARA improve records management services by identifying the most important factors affecting customer satisfaction. This objective is in accordance with Strategic Goal 2 of NARA's 2014-2018 Strategic Plan, *Improve customer satisfaction with NARA records management services, Strategy Objective 1: Improve internal and external customer engagement to cultivate and sustain public participation.* Our results for this year show a 29 percent increase over the 2012 survey results and a 32 percent overall increase since the first survey in 2004.

NARA focused the 2014 survey on records scheduling, appraisal services, communications, and records management training. NARA sent a questionnaire to the Records Officer (or designated point of contact) of every Federal agency. Eighty-nine percent of respondents reported they are satisfied with NARA's scheduling and appraisal services. This represents the highest satisfaction scores since the first survey.

NARA customers provided a broad range of positive and negative feedback. Records Officers indicated that they had good relationships with their appraisal archivists and viewed them as both knowledgeable and helpful. While agencies reported that they are generally pleased with the assistance that NARA offers, the records schedule approval process continues be a source of frustration for many.

For the 2014 survey results, please see **Appendix A**.

PURPOSE

The customer satisfaction survey helps NARA's National Records Management Program improve scheduling and appraisal services by identifying the most important drivers affecting customer satisfaction. This allows NARA to focus our resources to improve service in the areas that are most important to our customers.

METHODOLOGY

NARA conducted the survey for the sixth time in April and May 2014, two years after the previous survey. It asks Records Officers or their designee how they feel NARA is doing in this area. Respondents are asked about their overall satisfaction level as well as their satisfaction with various aspects of NARA's records management services.

NARA identified agency Records Officers and compiled and verified their contact information. Like previous customer satisfaction surveys, each Federal Records Officer (or designated point of contact) received the questionnaire by electronic mail. NARA staff followed up with regular electronic mail reminders throughout the survey period.

This year NARA continued to use one version of the survey questionnaire to access its entire customer base. The 2014 survey utilized branching to allow respondents to skip non-applicable questions. New questions were introduced focusing on NARA's records management training.

For the purposes of this report, "satisfied" Records Officers are participants who indicated they were either satisfied or very satisfied with scheduling and appraisal services overall. "Dissatisfied" Records Officers indicated they are either dissatisfied or very dissatisfied overall.

This year NARA used an online vendor, Question Pro, to conduct the survey. Each agency's records management contact received an individual link to the survey via the website. The responses are confidential, providing NARA a means to identify and view individual responses. The online tool provided an analysis of survey results as well as a statistical report (see **Appendix A**).

RESULTS

This report provides a comprehensive listing of the 2014 survey results. The percentages included in this report are rounded numbers. Since each set of percentages must equal 100, the same number in a set may be arbitrarily rounded up or down. This happens when a number falls in the mid-range (e.g. a 1.6 or a 1.5) and the other numbers in the set round strongly up (e.g. 1.7) and strongly down (e.g. 1.3).

1. Response Rate

NARA distributed 254 questionnaires and received 67 surveys for a response rate of 26 percent and a completion rate of 99 percent.

2. Demographics (Questions 1-3)

1. *Please identify your position.*
2. *How long have you worked in records management with the Federal Government?*
3. *Is records management currently your primary or secondary responsibility*

Ninety four percent of survey respondents reported that they hold the position of Records Officer and the majority (78 %) reported that records management is their primary responsibility. Eighty seven percent have been working in Federal records management for more than three years.

3. Records Scheduling (Questions 4-7)

4. Has your agency submitted a records schedule for approval to NARA in FY 2013 or FY 2014?

Sixty-seven percent of respondents reported having submitted a records schedule for approval within FY 2013 or FY 2014.

6. If you have used ERA to schedule records, how satisfied were you with the way that ERA functioned?

This is a new question for 2014. Of the respondents who had submitted a records schedule for approval to NARA in FY 2013 or FY 2014, 51 percent were satisfied with the way that ERA functioned. Sixteen percent had not used ERA.

7. My agency has not recently submitted records schedules to NARA because: (Please select all that apply.)

Thirty-eight percent of responses stated that their current records schedules are adequate. Eight percent of the responses reported difficulty understanding NARA's scheduling process and 15 percent have difficulty using ERA. Other responses included the re-evaluation of current business processes and the drafting of new schedules. This is the first year we have asked this question. (See **Appendix B and C**)

4. Appraisal (Questions 10-11)

10. I have a good working relationship with my agency's NARA appraisal archivist.

Eighty-eight percent of agencies feel they have a good working relationship with their NARA appraisal archivist. This is a 5 percent decrease from the 93 percent reported on the 2012 survey.

11. What do you like or dislike about working with your NARA appraisal archivist? What could use improvement: Please specify:

We received responses from 74 percent of survey participants and those responses indicated they liked working with their NARA appraisal archivist (77%). Appraisal archivists, for the most part, were described as knowledgeable, responsive, easy to work with, patient, and helpful.

Comments related to improvements were directed more towards the appraisal process in general and specified the long appraisal process, slow responses, ERA submission issues, and delayed status and policy updates. (See **Appendix B and C**).

This is a new question for the NARA Customer Satisfaction Survey.

Core Questions

A. Overall Satisfaction (Question 13)

13. How satisfied are you with NARA scheduling and appraisal services?

The majority of respondents indicated that they were highly satisfied or satisfied with NARA scheduling and appraisal services (89%). This represents the highest satisfaction score since the survey was first implemented.

B. Timeliness of Records Schedule Approval Process (Question 5)

5. The time NARA took to approve the submitted records schedule was satisfactory.

Of the agencies which had submitted a records schedule, the majority (64%) agreed or strongly agreed that the time NARA took to approve the schedule was satisfactory. This demonstrates a pattern of continued improvement over the 2012 results of 54 percent and the 2007 results of 44 percent satisfaction.

C. Communications (Questions 8-9, 12-15)

8. I receive the monthly Registered Schedules Status Report for NARA.

Forty-nine percent of respondents indicated that they did receive the monthly Registered Schedule Status Report for NARA. This is a 4 percent increase from the 2012 survey. Factoring out the number of respondents who indicated that the question does not apply to them, 69 percent of respondents do receive the reports. This is a new question for the 2014 survey.

9. Was this report helpful?

Of the Records Officers receiving the monthly Registered Schedules Status Report from NARA, 88 percent agreed the report was helpful.

12. When I contact our NARA appraisal archivist for assistance, I receive a timely response.

Ninety-two percent of our customers reported receiving a timely response from their appraisal archivist, a slight increase from the 2009 survey.

14. Are our communications clear?

Respondents agreed that NARA communications were clear (89%).

15. If not, please tell us why so we can improve our communications.

Fewer than 15 percent of survey participants responded to this new field. Suggestions included using simplified language in NARA communications, improving the NARA web site, adopting a more customer-centric delivery mode for the appraisal process, integrated communication lines within NARA when communicating with an agency, policy written to include direct guidance, improvement in the ERA notification tools, and consistency between NARA communications with an agency. (See **Appendix B and C**)

D. Records Management Training (Questions 16-19)

16. Have you taken any of NARA's records management courses in FY2013 – FY 2014?

Sixty-four percent of respondents had not taken any of NARA's records management courses in FY 2013-FY2014.

17. How satisfied are you with NARA's records management training courses?

The 37 percent of respondents who had taken NARA's records management training courses in FY 2013 – FY 2014 were 100 percent satisfied.

18. Have you viewed any of the training materials on NARA's records management web site (e.g., briefings, web page, publications, etc.)

Eighty-six percent of survey participants had viewed training materials on NARA's records management web site.

19. How satisfied are you with the training materials available on NARA's records management web site?

Ninety-three percent of respondents who had viewed the training materials available on NARA's records management web site were satisfied.

5.   Survey Respondents' Comments About Their Satisfaction With NARA's Records Management Services

20. Do you have any comments about your satisfaction with NARA's records management services?

This free-text field elicited comments from 41 percent of the survey participants. Twenty-two percent of participants are satisfied with NARA's records management services. That same percentage (22%) shared comments concerning the records management training courses. These respondents expressed interest in on-line or virtual training, the availability of "refresher" training, and updated training for both scheduling and electronic records training. Several respondents noted concerns that training courses have a "generic" or "applies to everyone" approach that did not meet their agency needs.

Difficulty in navigating NARA's web site (11%) and the lengthy scheduling and appraisal process (7%) were also noted. Mention was also made concerning the anticipated difficulty in applying a flexible GRS and the broadness of the records assessment survey. (See **Appendix B and C**)

CONCLUSION

The FY 2014 Records Management Services Customer Satisfaction Survey continues to provide a great deal of information about our customer's perspectives. We are pleased to learn that our customers enjoy working with us and value our assistance.
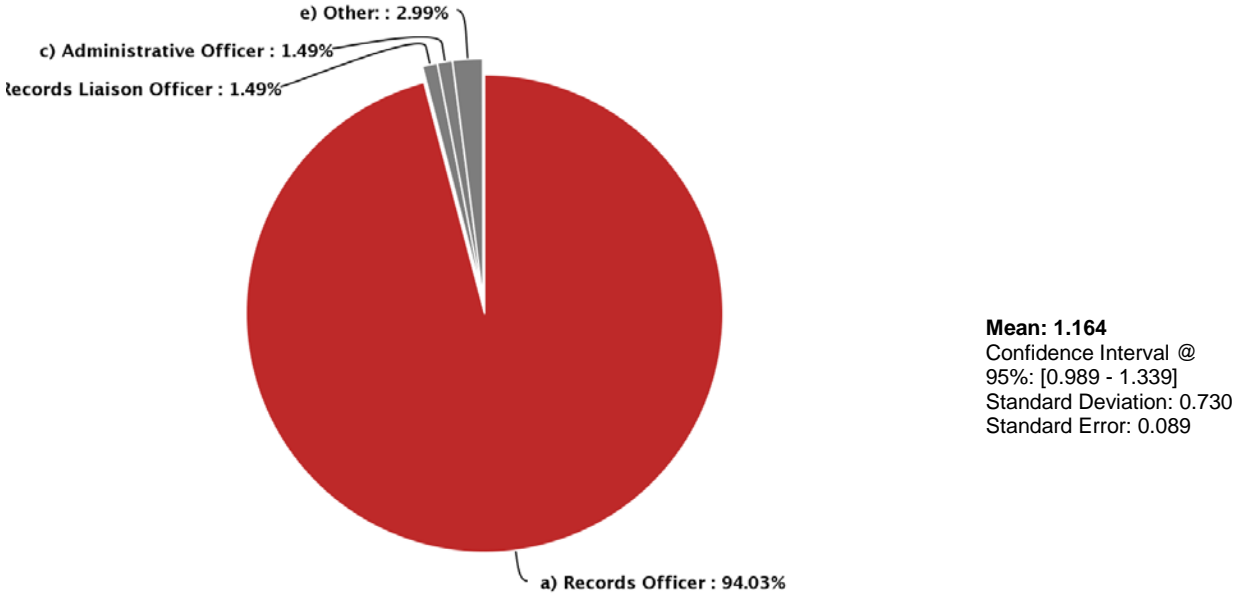
The use of a web-based survey application allowed NARA to protect confidentiality while being able to track which agencies responded. The response rate for the 2014 survey was 26 percent with a 99 percent completion rate. In FY 2016, NARA needs to develop a more aggressive communication and marketing strategy to increase the response rate from customers.

NARA achieved an 89 percent overall satisfaction level. This is an improvement of six percent from the 2009 survey and an increase of 29 percent from the most recent survey conducted in FY
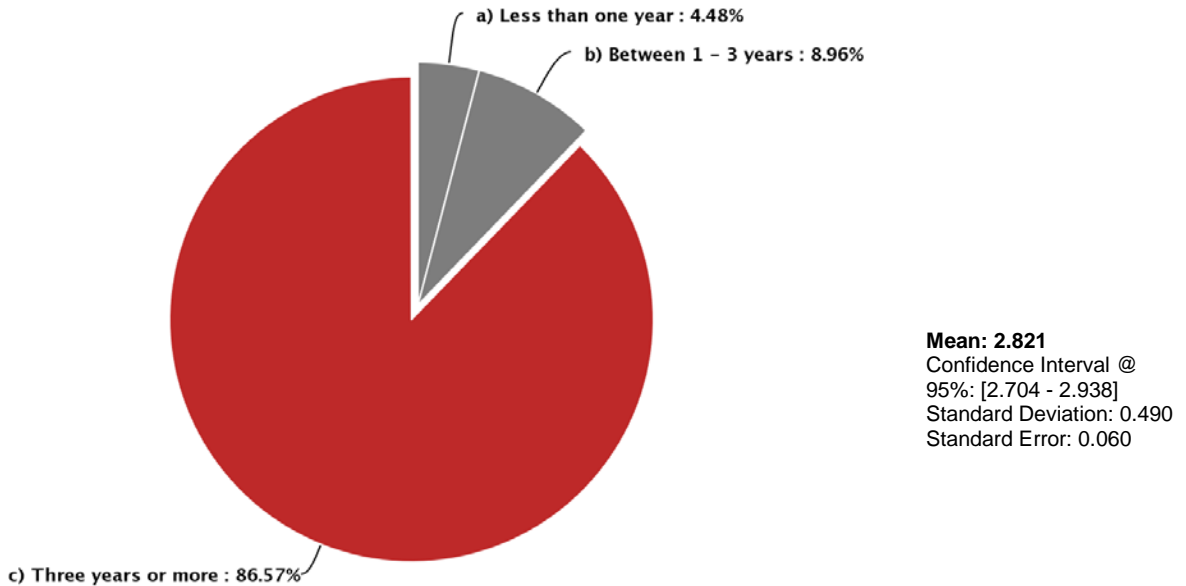
2012. To achieve our goal of 90 percent, NARA will continue to review internal procedures to ensure that the monthly *Status Report on Registered Schedules* is consistently disseminated to agencies and continue to expand records scheduling and appraisal guidance products. We will explore new training course offerings, both in content and delivery mode. In addition, we will continue to look for systemic delays in the records scheduling process and increase wherever possible the resources used for scheduling and appraisal.

1. Please identify your position.

e) Other: : 2.99%
c) Administrative Officer : 1.49%
Records Liaison Officer : 1.49%

Mean: 1.164
Confidence Interval @
95%: [0.989 - 1.339]
Standard Deviation: 0.730
Standard Error: 0.089

a) Records Officer : 94.03%

2. How long have you worked in records management with the Federal Government?

a) Less than one year : 4.48%
b) Between 1 – 3 years : 8.96%

Mean: 2.821
Confidence Interval @
95%: [2.704 - 2.938]
Standard Deviation: 0.490
Standard Error: 0.060

c) Three years or more : 86.57%

3. Is records management currently your primary or secondary responsibility?

Mean: **1.224**
Confidence Interval @
95%: [1.123 - 1.324]
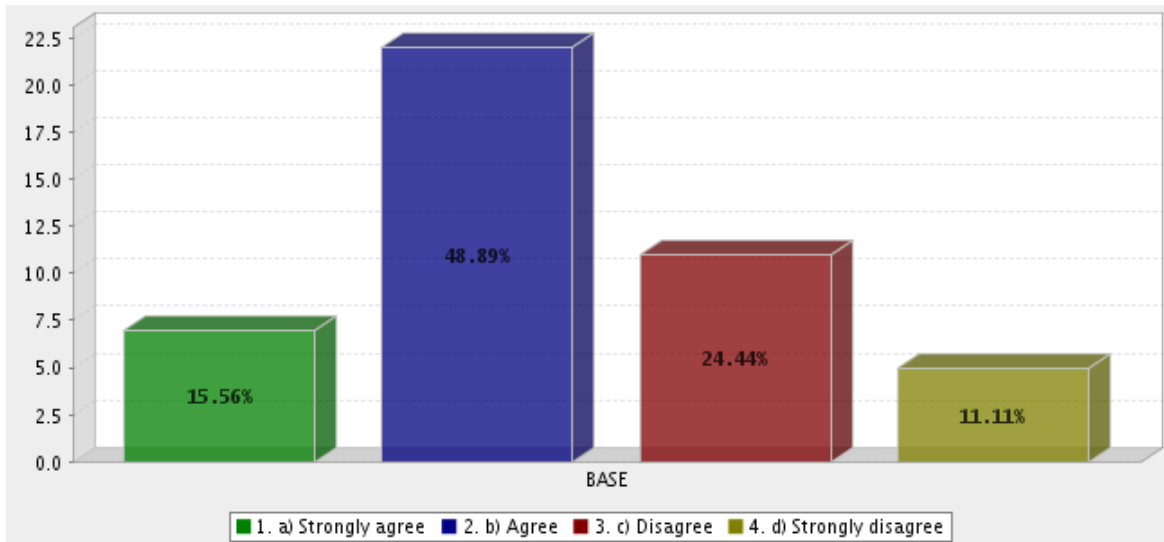Standard Deviation:
0.420
Standard Error: 0.051
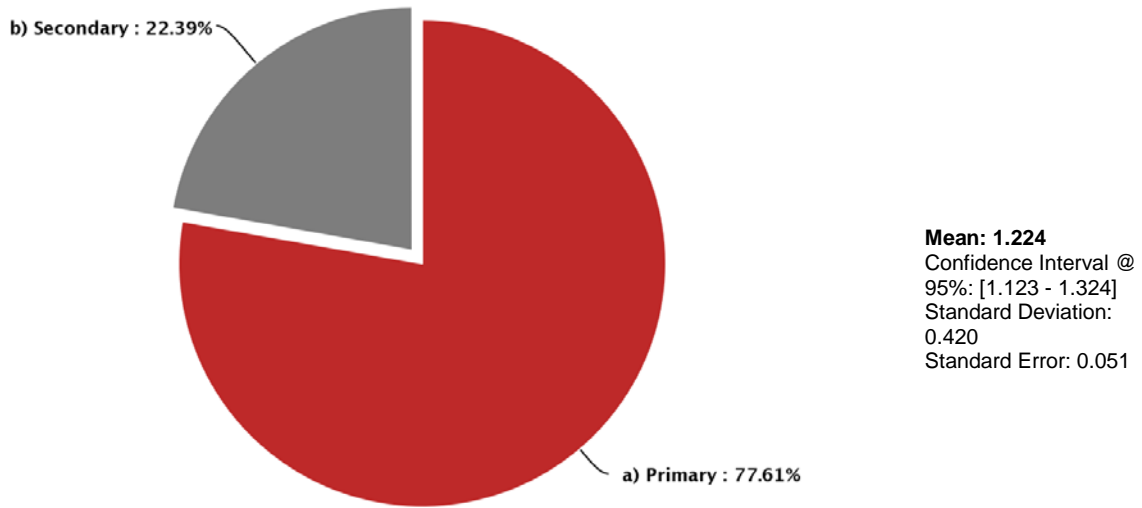
4. Has your agency submitted a records schedule for approval to NARA in FY 2013 or FY 2014?
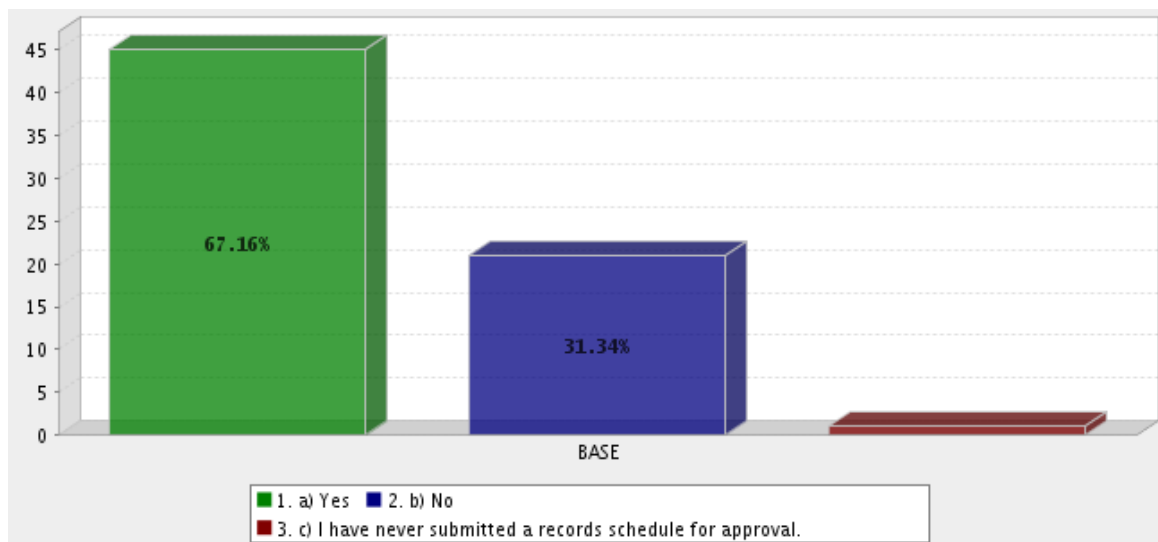
Mean: **1.343**
Confidence Interval @ 95%: [1.221 - 1.465]
Standard Deviation: 0.509
Standard Error: 0.062

5. The time NARA took to approve the submitted records schedule was satisfactory.

Mean: 2.311
Confidence Interval @ 95%: [2.056 - 2.567]
Standard Deviation: 0.874
Standard Error: 0.130

6. If you have used ERA to schedule records, how satisfied were you with the way that ERA functioned?
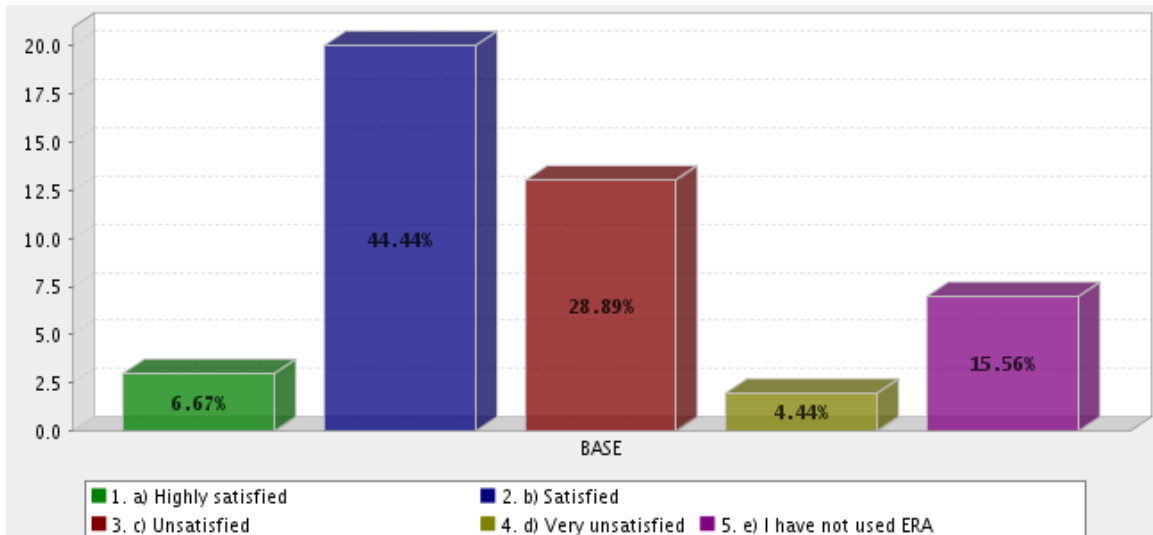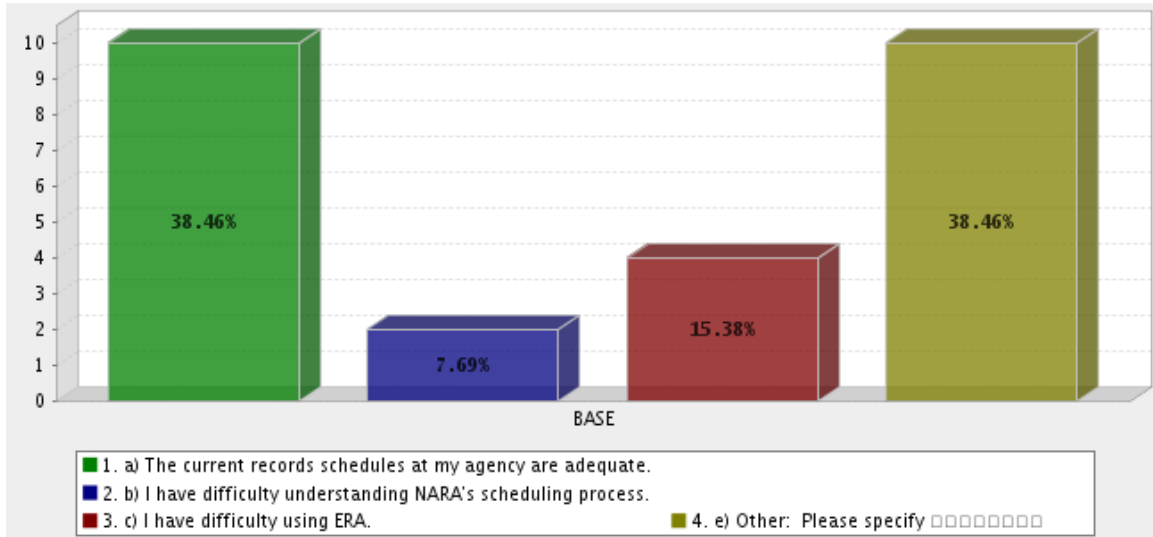

Mean: 2.778
Confidence Interval @ 95%: [2.437 - 3.118]
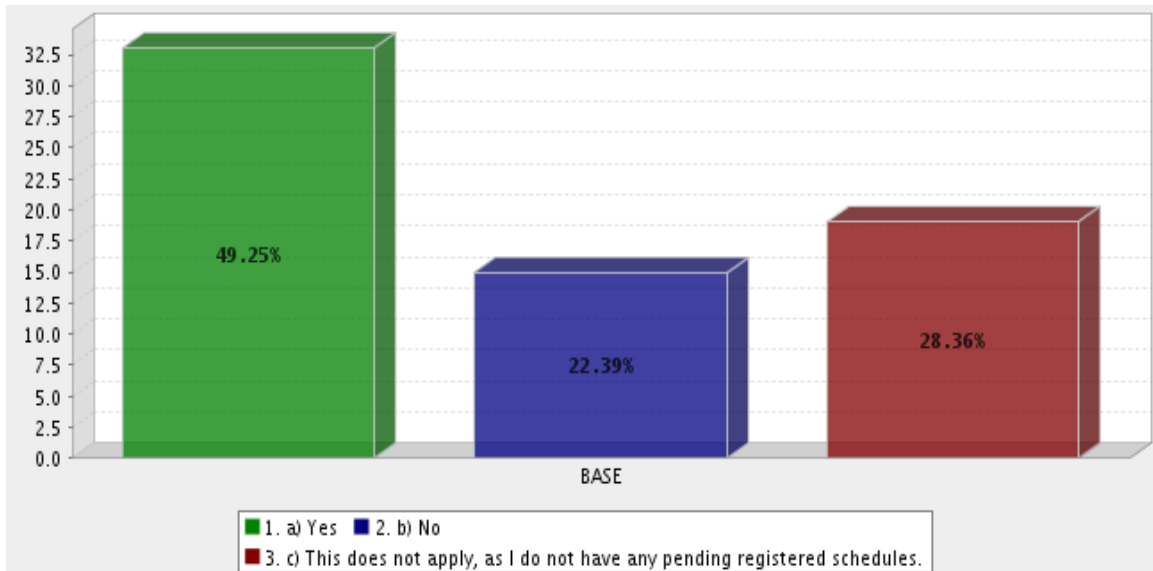Standard Deviation: 1.166
Standard Error: 0.174

7. My agency has not recently submitted records schedules to NARA because: (Please select all that apply.)

Mean: 2.538
Confidence Interval @ 95%: [2.014 - 3.062]
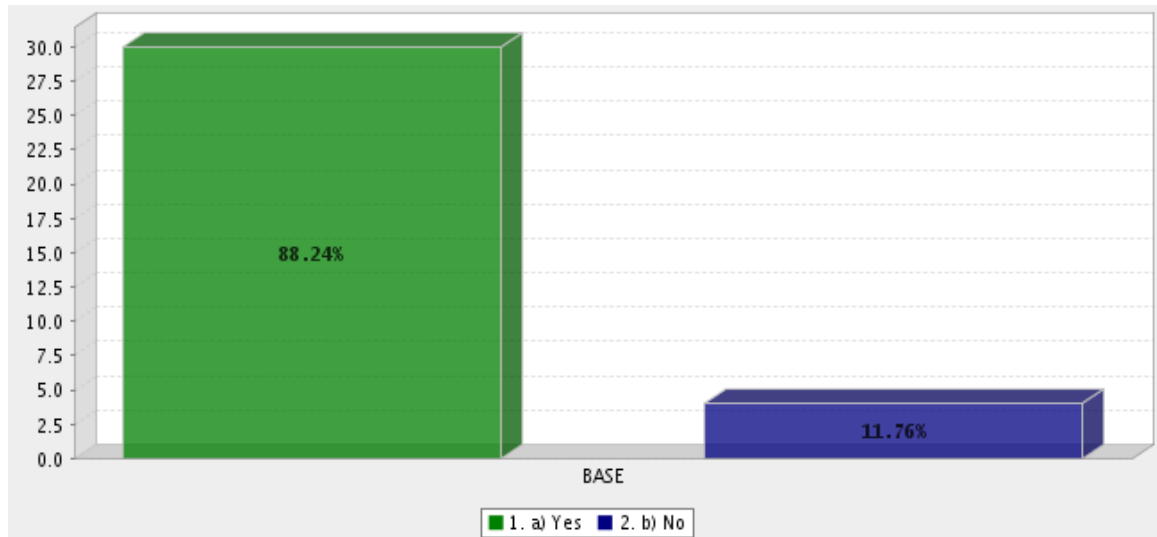Standard Deviation: 1.363
Standard Error: 0.267

8. I receive the monthly Registered Schedules Status Report from NARA.

Mean: 1.791
Confidence Interval @ 95%: [1.585 - 1.998]
Standard Deviation: 0.862   Standard Error: 0.105
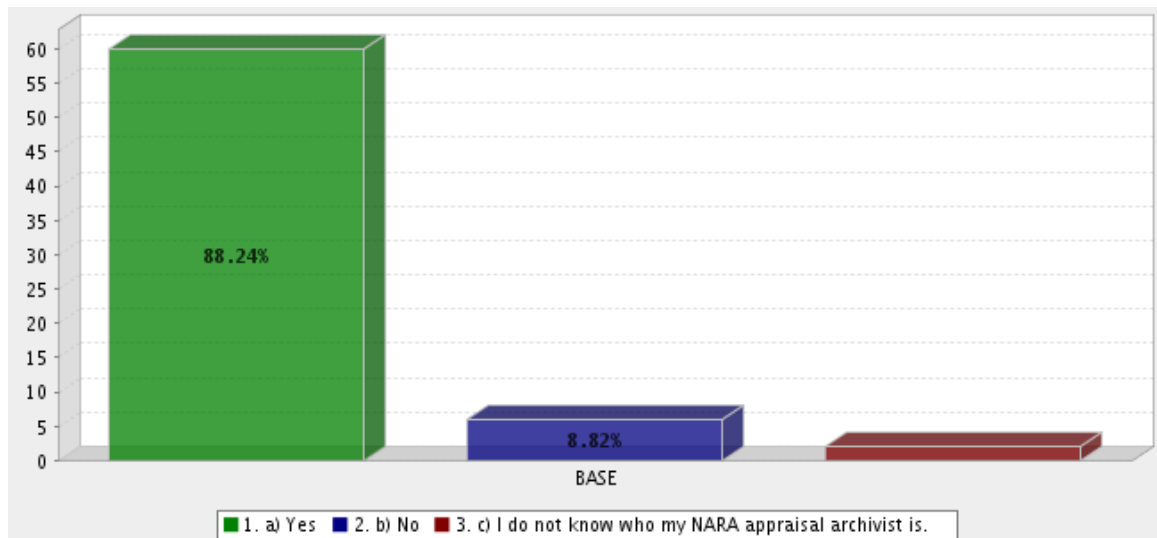
9. Was this report helpful?

Mean: 1.118
Confidence Interval @ 95%: [1.008 - 1.228]
Standard Deviation: 0.327
Standard Error: 0.056

10. I have a good working relationship with my agency's NARA appraisal archivist.
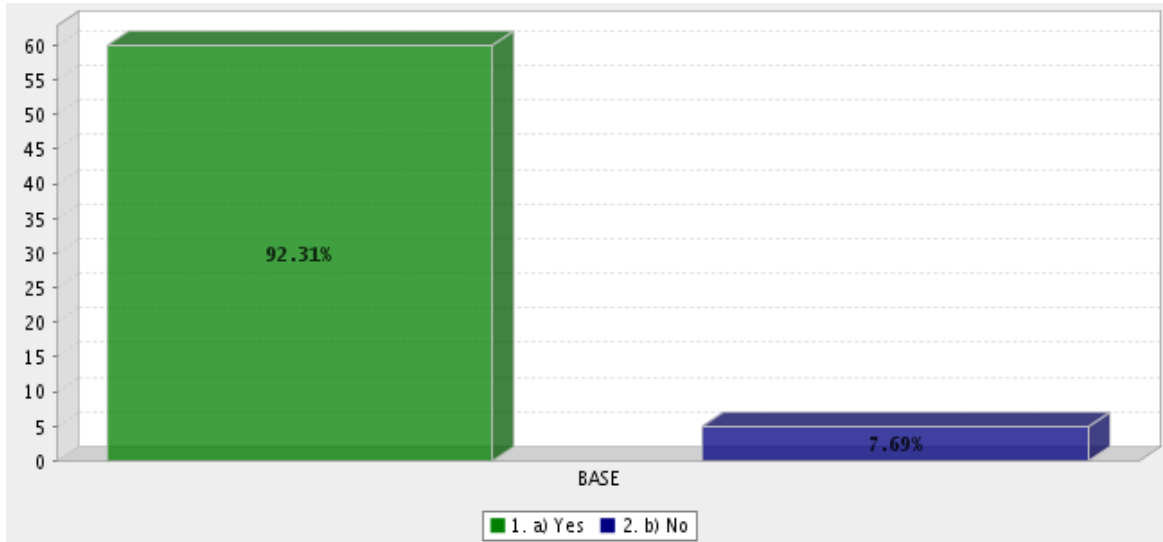

Mean: 1.147
Confidence Interval @ 95%: [1.044 - 1.250]
Standard Deviation: 0.432
Standard Error: 0.052

11. When I contact my agency's NARA appraisal archivist for assistance, I receive a timely response.

Mean: 1.077
Confidence Interval @ 95%: [1.012 - 1.142]
Standard Deviation: 0.269
Standard Error: 0.033

12. How satisfied are you with NARA scheduling and appraisal services?

Mean: 1.833
Confidence Interval @ 95%: [1.677 - 1.989]
Standard Deviation: 0.646
Standard Error: 0.080

Historical Overview of Customer Satisfaction

Overall Customer Satisfaction

13. Are our communications clear?
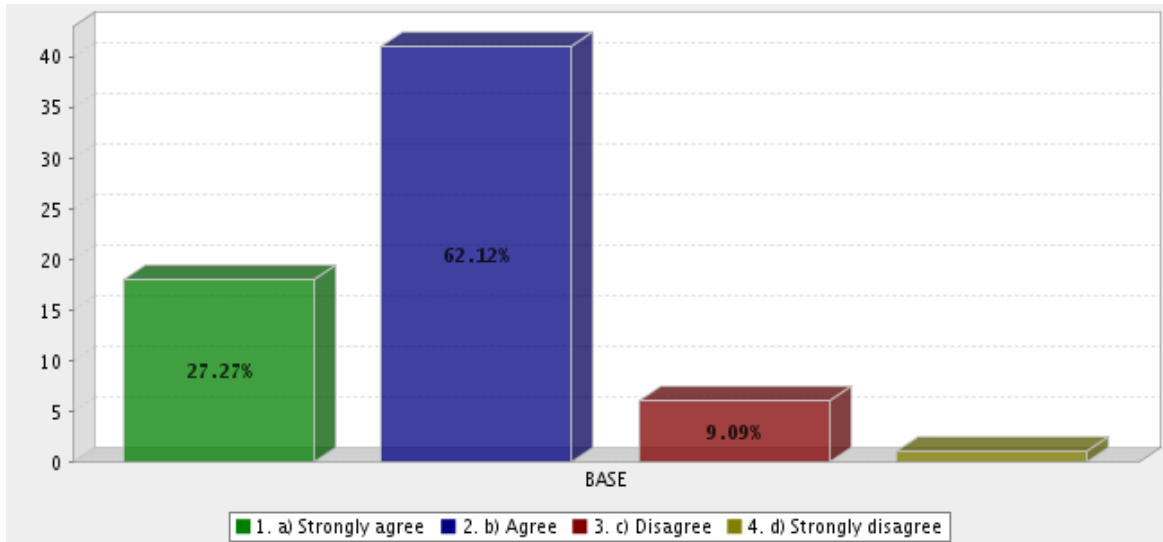
Mean: 1.848
Confidence Interval @ 95%: [1.694 - 2.002]
Standard Deviation: 0.638
Standard Error: 0.079

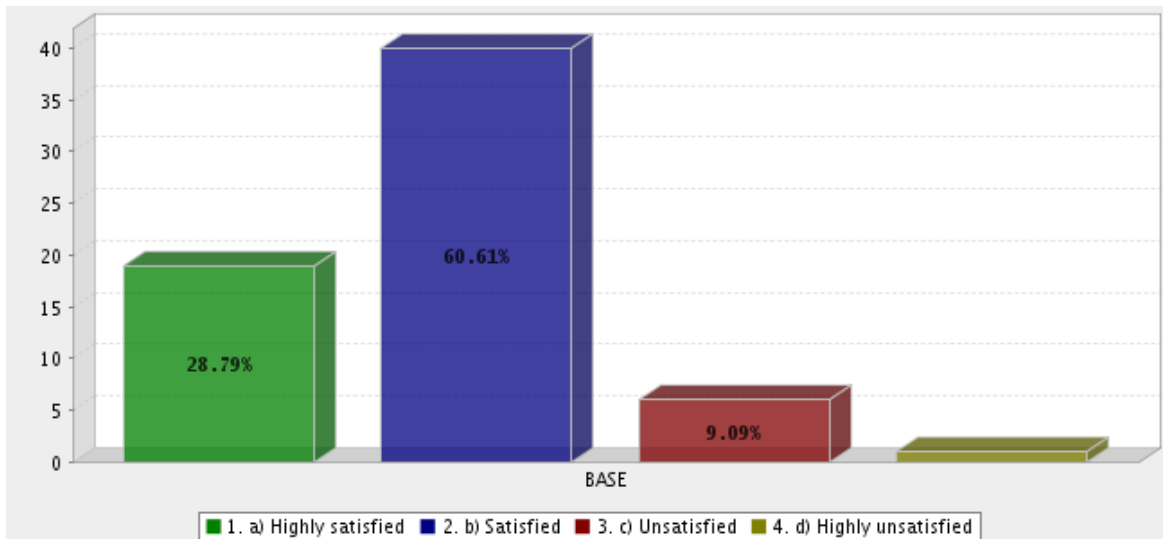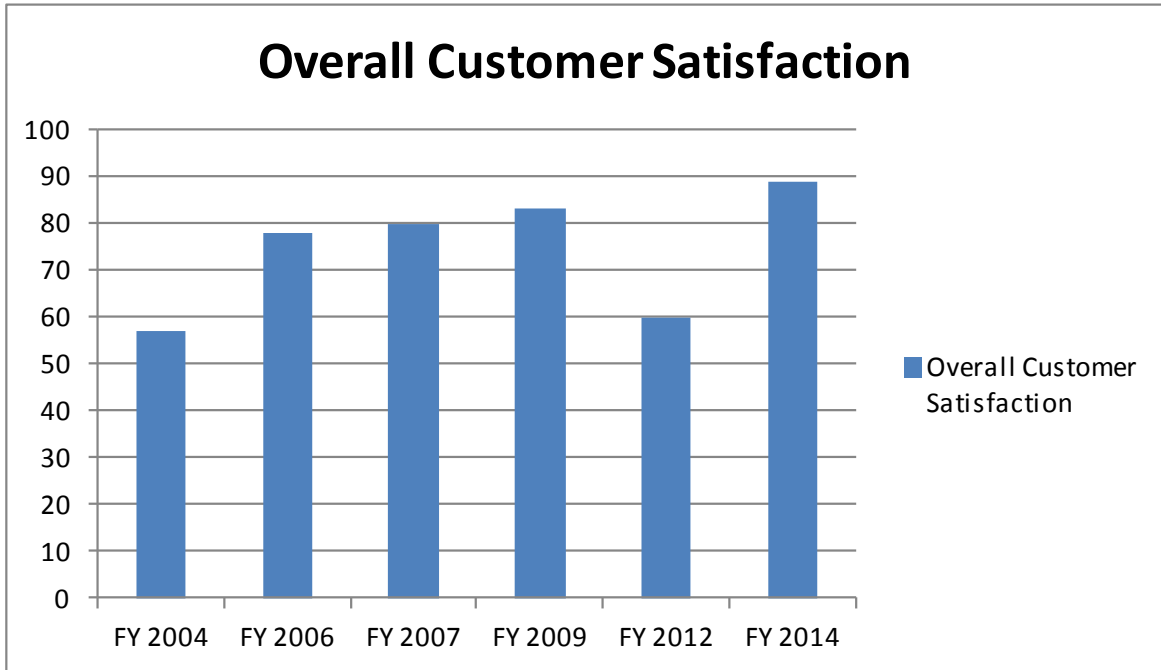# 14. Have you taken any of NARA's records management courses in FY 2013 - FY 2014?
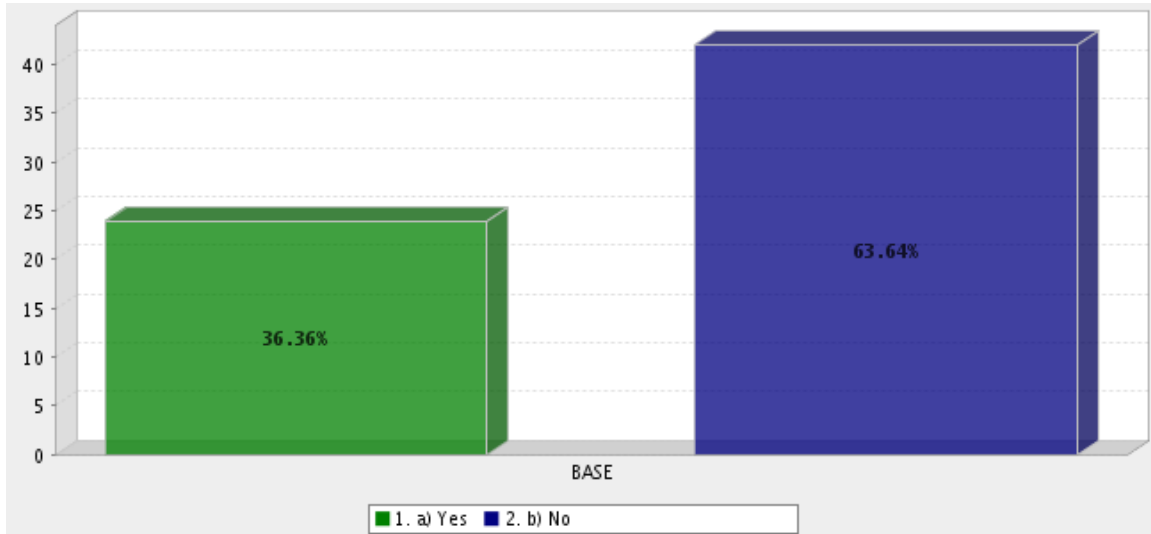
Mean: 1.636
Confidence Interval @ 95%: [1.519 - 1.753]
Standard Deviation: 0.485
Standard Error: 0.060

15. How satisfied are you with NARA's records management training courses?

Mean: 1.708
Confidence Interval @ 95%: [1.523 - 1.894]
Standard Deviation: 0.464
Standard Error: 0.095

16. Have you viewed any of the training materials available on NARA's records management web site (e.g., briefings, web page, publications, etc.)
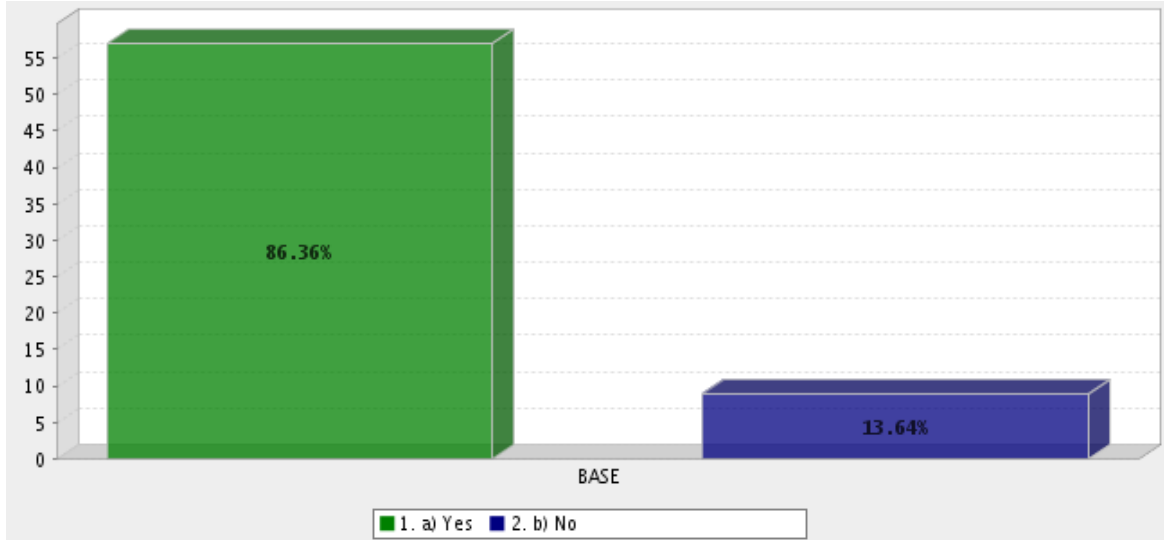
Mean: 1.136
Confidence Interval @ 95%: [1.053 - 1.220]
Standard Deviation: 0.346
 Standard Error: 0.043

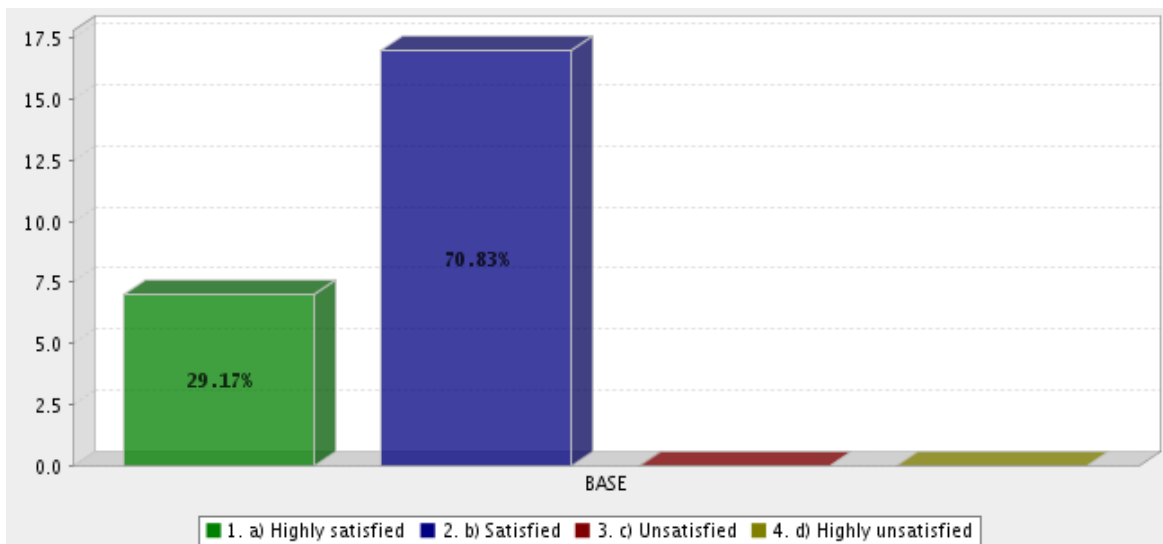# 17. How satisfied are you with the training materials available on NARA's records management web site?
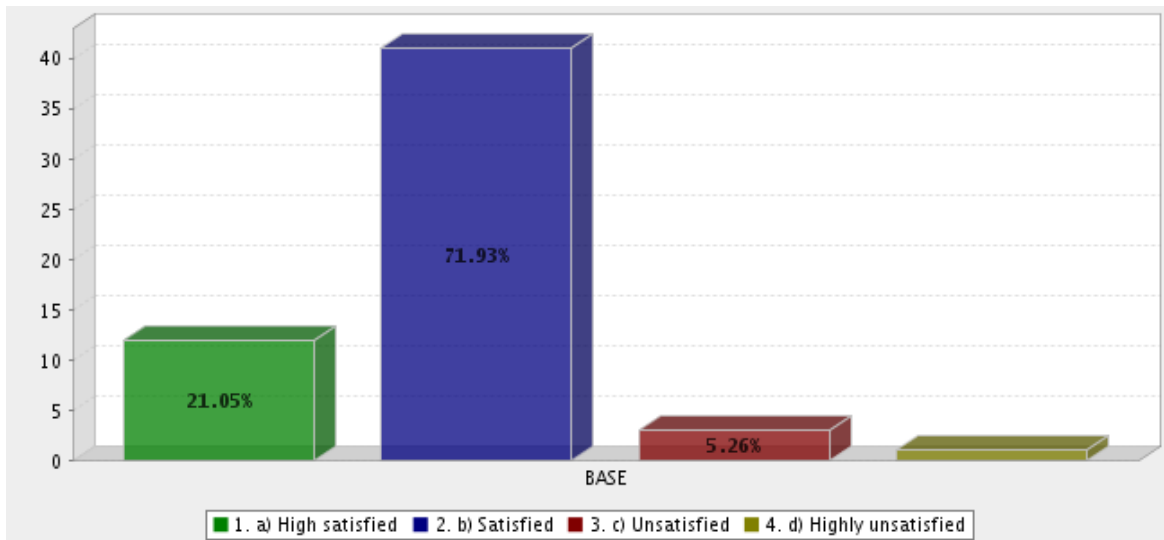
Mean: 1.877
Confidence Interval @ 95%: [1.729 - 2.025]
Standard Deviation: 0.569
Standard Error: 0.075

Scheduling

Agencies submitted ten comments as to why they had not recently submitted records schedules to NARA. The majority of respondents are currently working on either creating or implementing new schedules. One Records Officer stated that their schedule does not reflect their current business processes and senior management has not reached consensus on IT governance. The lack of agency identification of program managers was given by one agency.

Appraisal

Forty-eight agencies commented on what they liked or disliked regarding their NARA appraisal archivist. Of these forty-eight agencies, 75 percent liked working with their NARA appraisal archivist. Appraisal archivists were described as responsive, knowledgeable, expedient, friendly, helpful, easy to work with, cooperative, patient, and consistent.

While the majority of Records Officers liked their appraisal archivist, many did comment that the appraisal archivists were busy and the time to approve a schedule was too long. One Records Officer noted their appraisal archivist required lengthy advance notice for scheduling meetings and maintained a "poor track record" for showing up. Another Records Officer stated that their appraisal archivist had "typically" poor responsiveness. Three Records Officers commented that they had to remind their appraisal archivist for status updates. The internal review process was "unclear" to another Records Officer. Poor communication was mentioned several times, both within NARA and between NARA and the agency. One agency commented that it would "be great" if NARA could fund travel for the appraisal of new records.

Four respondents had no comment or "not applicable" replies. One Records Officer did not know who their appraisal archivist was and another had not yet had the opportunity to develop a relationship.

Communication

NARA received thirteen comments in this free-text field. The large number of non-responses (80%) suggests that the majority of respondents were satisfied with NARA communications.

Respondents commented that they would like to see improvements on the NARA website, clearer notices with less jargon that are confined to one topic with clear tasks and due dates, coordination between the appraisal archivist and the account representatives when communicating with an agency, notifications when a records schedule has been approved or needs improvement, more direct guidance along with the suggestion that all permanent records be scheduled as electronic, and better ERA notification tools and shared tracking services between the appraisal archivist and Records Officer. Records Officers also reported a sense of inconsistency between different communications about what is requested, that NARA communications are too long and complex, and a recommendation that NARA adopt a more

"customer-centric" approach. One respondent commented that they felt follow-up questions received by the agency suggested that the originally submitted schedule had not been read.

One Records Officer did report that they were satisfied with NARA communications, one responded with a N/A reply, while a third reported that their agency had not done any scheduling so they could not respond.

Satisfaction with NARA's Records Management Services

This free-text field had a forty-one percent response rate and elicited 39 substantive comments.

Four respondents indicated that they were satisfied with NARA's records management services.

> **Training**
> Nine agencies commented on training provided by NARA. The training topic that generated the most specific comments (5) was the focus of the training materials. These five respondents stated that it was not meeting agency needs. Comments included that the "material was too generic and they [the liaisons] could not relate it to their work," "too NARA-centric,…[f]ederal officials and employees need basic and clear training materials about their roles and responsibilities, and not the roles and responsibilities of NARA," "training should…[be] designed to educate those employees thrust into a position with no knowledge," and that "[t]raining materials reflect a distinct "applies to everyone" tone.
>
> Additional suggestions included the need for online or virtual training and "refresher" training. Two agencies reported that they are satisfied with the training provided by NARA and two others stated that they have, or are completing, their Certificate of Federal Records Management Training.
>
> **Web site**
> Difficulty in locating information on the NARA web site was noted by three agencies along with the suggestions that information be better organized and clearly identified, perhaps by using color-coding.
>
> **Scheduling**
> Other comments included the lengthy scheduling process. One Records Officer noted that the scheduling process was too long and that ERA ignored punctuation and word breaks. The same Records Officer also described the ERA numbering system as "extremely challenging." Another Records Officer stated that the lengthy process compromised the integrity of the agency RIM program.
>
> **GRS**
> The GRS revision project elicited one comment. The agency wants to see "…more specific and unconditional cutoff, retention, and disposition instructions…" That respondent went on to say that flexible dispositions would create more work for the agency.

General

One Records Officer requested more information on the transition from paper to electronic records. The desire for a more "consistent party line" in communications was mentioned by another agency. One respondent would like to see NARA reach out to agencies with "customer service 'visits' or check-ins with customers." NARA generating the annual renewal of interagency agreements earlier in the process thus allowing agencies time to get it processed before the beginning of the new fiscal year was the comment of another agency.

Appendix C: Detailed Comments

Note: The following detailed comments are presented as submitted by the agency respondents. Corrections have not been made for grammar or spelling.

My agency has not recently submitted records schedules to NARA because:

- We are bucketing our existing dispositions while working to remain align with the efforts of our overarching department.
- Stored in our location.
- Currently working on new schedules.
- Current Schedule no longer reflects current business processes and senior management cannot reach consensus on IT governance.
- FSA has not sent out a notice to identify programs Managers.
- I am the new Records Officer and currently drafting schedules for NARA appraisal.
- My agency is doing a records inventory and will submit schedules after inventory completion.
- Implementing new schedules with broad applicability. Will resume updates in 2015.
- After updating our records inventory, we are now working with NARA Consulting Services to revise our existing records schedules.
- We are reviewing our business processes.

What do you like or dislike about working with your NARA appraisal archivist? What could use improvement? Please specify:

- Our NARA appraisal archivist is very knowledgeable, but very busy.
- More timely feedback on proposed schedules submitted via ERA.
- Kate Flahewrty [sic] is excellent. She get things done in an expedient fashion.
- She is perfect! Always responds quickly to questions; offers great advice; keeps me in the loop.
- Love my USCIS appraisal archivist, Rachel BanTonkin. When we are struggling with an approach or wording on a schedule, she always has good suggestions. She at ease talking to all levels of management and dealing with difficult personalities. She is extremely knowledgeable, helpful, and timely.

Appendix C: Detailed Comments

- Friendly and helpful, but schedule approval process takes too long. I have three schedules I submitted in 2011 that are still in the process of review/approval. Also, I used to get a monthly listing of schedule status, but I no longer do. I have to remind my appraisal archivist when I want to get a status update.
- Our NARA Appraisal Team works very well with my staff.
- Appraisal archivist requires a 2 week advance notice of each and every meeting or phone call - Appraisal archivist has a poor track record for showing up to scheduled and agreed upon meeting - Supervisory Appraisal Archivist has a difficult personality that we work around, because we must - Appraisal Archivist team falls short of customer-centric approach - It takes too long for a schedule to be approved - Appraisal Archivist team throws documents over the fence rather than providing any real support for development of new records schedules, such as moving toward a big bucket schedule to support M-12-18. This results in unclear communications and rework on the our part (the customer). Please remember that M-12-18 did not come with money to the agencies and this re-work is causing us to burn more money than would be necessary if NARA were communicating efficiently.
- Response time is good and he's generally very knowledgeable.
- Jim is always responsive to our RM requests and always willing to assist with questions and information.
- Archivist is very easy to work with. He is very proactive and willing to work with Agency to establish retention schedules that work for all parties.
- The NARA Appraisal Archivist is excellent at providing timely feedback and keeps me "in the loop" when getting Agency schedules through the stakeholders.
- She is easy to communicate with, she returns phone calls, she checks in with me from time to time to see if things are going well and how can she help. She keeps me informed on important information, I am totally please with my appraisal archivist. I give her 5 stars, for a great job!
- The archivist for the Defense Finance and Accounting Service is very informative. Galen Wilson provides information and guidance quickly. His service to my agency has been extremely helpful in submission of record schedules into the ERA. Galen's service to my agency is excellent.
- My appraisal Archivist has been very helpful in many ways and gives me good guidance. I can communicate with him through email and on the telephone.

- I enjoy working with my NARA appraisal archivist who is responsive to my requests and understands my agency. He is open to discussion and has a good understanding of records management in the 21st century.
- She is very responsive. Meets with me and my associated records management officers often. She is always reachable.
- Good response time;
- The appraisal archivist herself is knowledgeable, cooperative, and helpful, but the assigned workloads and long time periods for completing the appraisal process in general is much too long.
- I love working with my NARA appraisal archivist. He is responsive and intelligent. I can count on receiving timely, thoughtful responses.
- My appraisal Archivist Tom Cotter is very good and been a tremendous help for USDA.
- I really like that my NARA appraisal archivist is always go the extra mile to help even for the most small task. NARA could improve the time it take to approve records schedules.
- The responsiveness is typically poor. I had been requesting a status update for a pen-n-ink change since October 2013. Despite nearly a dozen status requests spanning 7 months, I finally received a response in May. I normally have to proactively contact my Appraisal Archivist to request a "monthly" status report of registered schedules.
- I like my NARA appraisal archivist because he responds quickly and is consistent with his views. I can usually ask another records officer what his response was on the same topics and it will be very similar.
- Mr. Rich Noble is the designated Archivist for the Agency that I serve. Mr. Noble is extremely knowledgeable, patient, and helpful. I have served in this position for several years and have worked with several archivist and he is by far the best.
- Appraisal Archivist is a pleasure to work with, easygoing and competent, and seems to understand how to move work within the NARA political process. Still, large NARA case load demands attention, and ERA is still somewhat unfriendly. So, it is not always clear either to the Appraisal Archivist or the Records Officer when there is an ERA submission problem (e.g., information is not received by ERA correctly or is entered into ERA incorrectly). Also, time gaps between ARO and AA schedule reviews and updates cause some rework while everyone remembers what was going on the last time we discussed currently pending issues/questions.

- Very pleased with the working relationship with my NARA appraisal Archivist. It would be great if NARA funding was available to allow our NARA appraisal Archivist to travel to our office site to facilitate reviewing actual records of our Bureau which were brand new as of 10/1/2011 as a result of the Deepwater BP Horizon Oil Spill.
- At TSA we have a wonderful working relationship with our NARA appraisal archivists and talk often to improve upon the approval process. Our NARA appraisal archivists and their supervisor are amazing to work with. NARA's approval time is to long and in some cases when the questions come back to the agency on pending records schedules the folks that worked on it have already left the agency.
- More timely receipt of monthly reports would be helpful.
- Our archivist is currently doing double duty and therefore she cannot be as focused as a dedicated individual. However, since she is well trained in her duties she is doing a much better job than the previous archivist who did not seem to grasp the work that was assigned.
- I'm one level down, so I don't deal with my archivist directly.
- James Cassedy is an outstanding, professional and knowledgeable NARA appraisal archivist who is a pleasure to work with on any records management issue. I am totally satisfied with him.
- I like the fact that our appraisal archivist always provides the guidance and assistance we need to complete our agency schedules. Always willing to go that extra mile to provide these services. There is never a delay for a response needed from your agency.
- No need for improvement. My relationship with my agency's appraisal archivist is good.
- She is extremely helpful and patient.
- I like my NARA appraiser, she responds in a timely manner.
- My appraisal archivist has been nothing but helpful! She always respond to emails and phone messages and if I'm asking of something that is not her responsibility she directs me to who I need to speak too. (Valerie Terray)
- The internal review process and cycles is unclear. We were still receiving feedback and changes from an internal NARA team right up until the schedule was posted in the Federal Register.
- He has been very helpful providing advice and has always been timely in responding to my agency's records management requests.
- I like the responsiveness. As issues have come up to work through, I've found our appraisal archivist has been easy to work with.

- I have a good relationship with m appraisal archivist. I would to have routine status of other issues such as the Status of GRS revisions and other policy status without having to call my appraisal archivist.
- Mark Ferguson is my appraisal archivist. He is very knowledgeable about my agency, and he is very easy to work with. Great customer service and a very knowledgeable person. Communication about our agency does not appear to be communicated to him but to other people at the departmental level. That seems to reduce or delay the level of communication between the agency RO and the appraisal archivist.
- I haven't had any interaction with our archivist.
- I know who my appraisal archivist is, but have not yet had opportunity to develop a relationship.
- There is never enough time in the day for us to go over general Records Management tasks.

If not, please tell us why so we can improve our communications.

- Would like to see improvements on the website for finding information.
- Appraisal Archivist team throws documents over the fence rather than providing any real support for development of new records schedules, such as moving toward a big bucket schedule to support M-12-18. This results in unclear communications and rework on the our part (the customer). Please remember that M-12-18 did not come with money to the agencies and this re-work is causing us to burn more money than would be necessary if NARA were communicating efficiently. - Recommend a moving toward a service oriented architecture - Consider a customer service delivery model for NARA's Appraisal Archivist teams. While ITIL is normally associated with IT services, there are some lessons learned from their framework which may be applicable to NARA. In addition, please consult your colleagues at the Federal Records Centers (FRC). Because our service from the FRCs has been stellar, I am thinking they have a model implemented through a program toward customer assistance. If neither of these models work, please adopt one of the many models for a customer-centric approach. The main recommendation is that this model be backed up by an implementation program that may be long-term and be more than just initial implementation.
- The notices sent out by RM Communications: a. Are unclear b. Contain too much jargon c. Contain too much information - break it down into a single

topic d. The links are hidden in the message. Have to read each message several times to figure out what needs to be done. e. Tasks and due dates not always clear. Example of extremely poor communication: The NARA Annual Self Assessment notification was mixed with the Senior Agency Official report and the unscheduled and permanent records projects. A lot was going on and it was very unclear when things were due. Also, the names of the projects are entirely too cumbersome. Suggest using simple names for the projects and coordinate messages

- NARA communications are too NARA-centric. As a former NARA employee of 14 years and currently as a division director over 5 functional areas, I find the NARA communications too long and too complex to be able to quickly understand what NARA is trying to communicate or instruct records officers about.
- My agency has not done any NARA scheduling do I cannot answer these questions.
- There is an assumption all agencies are at the same level with their records management programs. One size does not fit all. For example, NARA expects permanent records to be transferred within a specified time frame. Well, in theory that should work but in reality it doesn't. For example, the report on permanent records to be transferred is erroneous because the owner is misidentified due to the incorrect billing code alignment. Why doesn't NARA check internally to see if there are any outstanding issues being resolved then design a communication to that agency? It is frustrating to have to explain to different individuals why a task cannot be completed. What is the purpose of the appraisal archivists or account representatives, if not to communicate to up the chain why an agency cannot perform a task at a particular time? The communications can be generic but follow up communications should address the agency specifically because one size doesn't fit all.
- Notifications regarding when a records schedule has been approved needs improvement.
- Sometimes when I receive emails for follow-up questions to schedules, I am left with the impression that NARA has not even reviewed the schedule submissions.
- Sometimes the communications don't provide enough direct guidance, an example would be the mandate for creating and maintaining permanent records in electronic format; instead of making the Federal agencies revise or create schedules for electronic permanent records, it would be easier and

less time consuming if NARA determined that all permanent records formats will be scheduled as electronic and exceptions will have to be submitted on SF115 (ERA).

- ERA needs better notification tools and to share tracking services with Appraisal Archivists and records Officers.
- N/A. I am satisfied with the communications.
- Occasionally, there seems to be a lack of consistency in the messaging or the message itself changes between one communication and the next. This requires reviewing all the various communications to determine exactly what is being requested.

Do you have any comments about your satisfaction with NARA's records management services?

- Some training materials are hard to find. Would like to see organized area with "free" training resources.
- NARA is headed in the right direction.
- I can't tell one piece of information from another. It would be nice to see some sort of identification included. Like all information about disposition blue, all scheduling information yellow, etc. brighten up the information that you display.
- Finding information on the website is still difficult. For example looking for the transfer requirements takes some honing.
- Unless it's been improved since 2009, NARA's records scheduling training class needs improvement in the area of scheduling electronic records. The course gave sufficient information to be able to write an easy schedule; it did not give sufficient information to schedule an electronic system. Obviously, ignore this remark if the course has been improved.
- Would love to see a virtual version of the in-person courses associated with Records Officer certification. Our agency has Records Officers and Records Liaisons that are local to where the in-person courses are being taught. While I would encourage the in-person courses for most people, I could really use a virtual version for those few cases where getting to the classes causes a drain on travel dollars.
- The one major complaint I have with NARA regarding records management services is with the annual renewal of interagencies agreements (IAA) for Federal Records Center services. Why can't NARA have the "Terms and

Conditions" document ready by late August/early September, so the IAA can quickly be signed and ready by the beginning of the fiscal year. Each year this causes major problems with me and my agency's Acquisition Management department because I cannot process the requisition until NARA does its part.

- Since we are all going to all electronic records by 2019, more information about when can a paper records can be destroyed would be helpful. For example can paper records be destroyed at any time after scanning?
- In general, I've been very satisfied with the training and support offered by NARA's RM teams
- Completed the Records management Certification from NARA in February 2014
- I would like to discuss the training services with someone
- Same comment as before - too NARA-centric. Federal officials and employees need basic and clear training materials about their roles and responsibilities, and not the roles and responsibilities of NARA. This ongoing insular approach to the online training materials is evident in the recent creation of the Federal Records Officer Network (FRON) and the FRON training development team.
- Just trying to keep up.
- The records assessment survey is too broad and flirts with subject briefly. Therefore not enough information is collected on any one subject to fully assess the true status of records within an agency. NARA training should not be a money making venue but one designed to educate those employees thrust into a position with no knowledge. Also, a concentrated effort should be made to place all trainings online. NARA should partner with agencies to massage the training to fit the agency's needs. The appraisal archivist could work with the records officer to add agency specific information to the KA classes. The agency could roll out this training to liaisons and they could receive a certificate either internally or from NARA. One of the biggest complaints I receive about the NARA KA classes from liaisons "the material was too generic and they could not relate it to their work." Collaboration is the key to success but NARA seems to roll out products without input from their customers.
- The training materials reflect a distinct "applies to everyone" tone - that fails to recognize specific agency non-conformities / differences. They are not easy to "adapt" when trying to incorporate information into customized agency training or management briefings.

Appendix C: Detailed Comments

- NARA MUST change direction on its GRS revision project to provide more specific and unconditional cutoff, retention, and disposition instructions, if it ever expects agencies to achieve effective electronic records management by 2016/2019. ERM systems need clear, specific rules to carry out, not vagaries and conditional phrases that require human interpretation. Making the disposition instructions more flexible, as NARA is now purposely doing, renders the GRS impossible to implement easily, hinders our ability to meet the PRMD goals, and places a tremendous work burden on all agency records officers. Please change direction, and make our jobs easier, not harder.
- The scheduling process takes too long. Schedules entered into ERA ignore punctuations and word breaks. The numbering system is extremely challenging, and if items are removed, it makes no sense.
- NARA records management services are adequate enough for me...
- NARA's recent track record for appraising schedule submissions is abysmal. The amount of time it now takes for NARA to complete an appraisal compromises the integrity of the agency's overall RIM Program, because most of our Divisions and Offices do not take NARA seriously.
- I really like the services, although I wish the analyst could have a more consistent party line.
- Does NARA have any "refresher" training type course materials available? With the splitting of Interior's MMS into 3 Brand New Bureaus (BSEE, BOEM & ONRR) on 10/1/2011, some clarity is needed regarding which schedules from the former MMS' RG# 0473 will actual remain published on the NARA web site. The records schedules for the former MMS RG#0473 technically are no longer valid since it stopped existing as of 9/30/2011. However, the 4 approved (Buckets) schedules for the "new" Bureau BSEE RG#0473 are valid and I would think should be the only ones actually published/showing on the NARA web site presently. However currently the schedules for the former MMS RG#0473 and the new BSEE RG #0473 are all listed/showing on the NARA web site. Any clarification/information on how this matter will be handled would be greatly appreciated.
- I am satisfied.
- The training that NARA offers meets our needs to ensure our records analysts are prepared to perform their tasks in the field of records management.
- I think it would be beneficial if NARA did more customer service 'visits' or check-ins with customers. While I can attest that NARA is always available

when our Agency reaches out, I think it would be beneficial if NARA reached out periodically to see if things were going well or if there was some targeted assistance needed.

- I was looking for specific topic(s), and I found some things that I needed.
- It will be great to establish a general NARA Records Management [not completed response]