
HPO: Building High Performance Organizations in the 21st Century

Status and Next Steps for NW
CCHPO Improvement Conference
May 5, 2009

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Why HPO? Why Now?

National Declassification Initiative

Records Management Initiative

Processing Initiative

Analog to Digital Initiative

Modern NW Initiatives

Electronic Records Archives

National Archives Experience

Management Development

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Why HPO? Why Now?

- Management Approach Endorsed by Federal Executive Institute
- Framework for Focusing Dispersed Management Energy
- Emphasis on Performance for Customers
- Systematic Evaluation of Resource Needs

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HPO in NW

- Training in Approach for all NW Managers (Fall 2007)
- Leadership Philosophy Draft (Winter 2008)
- Core Behavioral Values Draft (Spring 2008)
- Vision Draft (Fall 2008)
- Business Clarification (In Progress)

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HPO in NW – Vision Work

NARA 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 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.

Commentary:

- The NARA vision is future-oriented, aspirational, and inspirational; however, it is outwardly focused and makes little internal connection between the staff and their work. Except by inference, it is hard for entire NW functions to find themselves in the vision statement. The NARA mission better connects internally, but it still focuses outward and leaves some NW functions unconnected or connected only by weak inference.
- NW needs a corollary to the NARA vision that speaks to the staff without losing the connection to an externally focused higher moral purpose.

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HPO in NW – Vision Work

DRAFT NW Mission and Vision – a corollary to the NARA Vision:

- The Office of Records Services – Washington, DC preserves and makes available the permanently valuable records of the Federal Government.
- Our customers are the Federal agencies, the Congress, and the Courts who create our nation's documentary heritage; the American people who rely on Federal records to assure their rights and interests; and all people who find and tell their story from our national treasure.
- The Office of Records Services – Washington, DC will provide our best ideas, services, and solutions to ensure that all Americans understand and benefit from our nation's documentary heritage. Transparency, accountability, and participation in our 21st century democracy depend on our stewardship.

Commentary:

- This draft statement makes clear what NW does, for whom we do it, and why we do it. These are mission-oriented statement. The last paragraph connects our work with a higher moral purpose that is aspirational and inspirational, and nested within the existing NARA vision.

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HPO in NW: Leadership Philosophy

We are an organization made up of diverse, talented, and dedicated people committed to public service and the mission of the National Archives and Records Administration. Together we will communicate openly, expand our knowledge and skills, make decisions collaboratively, solve problems creatively, and value each other.

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HPO in NW: Core Behavioral Values

- **Communication**, demonstrated by
 - listening actively and responding constructively
 - using plain and respectful language
 - making sure that what we say is understood
- **Cooperation/Teamwork**, demonstrated by
 - sharing information and expertise
 - developing a sense of mission and belonging
 - working toward shared goals
- **Diversity**, demonstrated by
 - recruiting and retaining a workforce that reflects all segments of the population
 - appreciating different experiences and perspectives
 - providing opportunities for all staff to gain new knowledge and skills
- **Leadership at All Levels**, demonstrated by
 - displaying flexibility and a positive attitude
 - forward thinking and vision
 - embracing change
- **Professionalism**, demonstrated by
 - doing the right thing, taking responsibility for our actions, and holding others accountable for theirs
 - fostering a supportive and collegial atmosphere that expects excellence
 - knowing our job and taking responsibility for our own professional development
- **Public Service**, demonstrated by
 - treating others with respect and dignity
 - managing expectations
 - providing services promptly and effectively
- **Stewardship**, demonstrated by
 - recognizing that the importance of the work we do transcends ourselves
 - committing to the public trust
 - promoting the responsible care of the Federal record
- **Trust**, demonstrated by
 - being honest, impartial, and fair
 - acting in a consistent and reasonable way
 - making responsible commitments and honoring them

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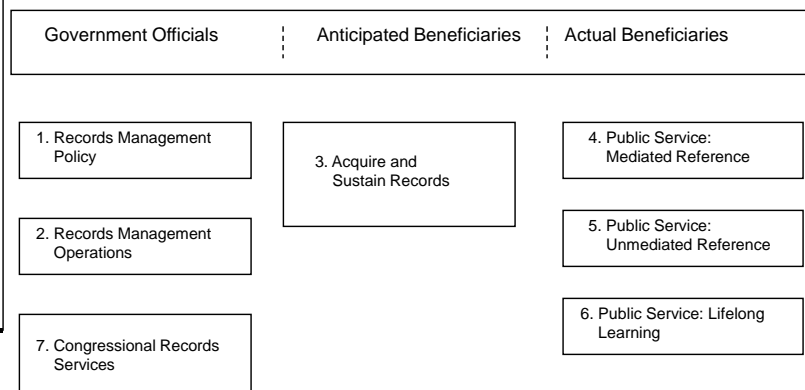
HPO in NW

NW is in the business of preserving and making available the permanently valuable records of the Federal Government for the life of the republic.

Within this larger business, components of NW partner in end-to-end processes (microbusinesses) that deliver products and services to groups of individuals that share customer values.

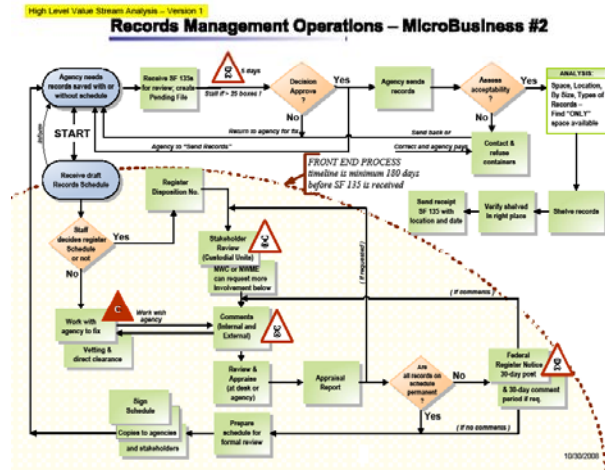
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HPO in NW- Microbusinesses



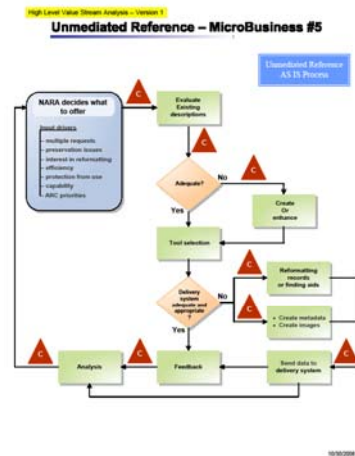
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HPO in NW – Office-Wide VSAs



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HPO in NW – Office-Wide VSAs



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HPO in NW – Next Steps

- Harmonize Analysis Levels and Integrate Microbusiness VSAs to Ensure Common Understanding of the Theory of the Business
- Identify and Analyze Mega Choke Points and Other Important Bottlenecks and Decide How/When to Address
- Launch “Lean” Events
- Expand Understanding of and Commitment to High Performance

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