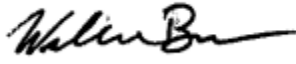




Inspector General

September 29, 2025

TO: Valorie Findlater
Chief of Management and Administration

FROM: William Brown 
Acting Inspector General

SUBJECT: *Audit of NARA's Office of Human Capital Hiring Practices*
OIG Audit Report No. 25-AUD-06

The Office of Inspector General (OIG) contracted with Sikich CPA LLC (Sikich) to conduct an independent performance audit of NARA's Office of Human Capital Hiring Practices. The objective of this audit was to assess the effectiveness of NARA's Office of Human Capital's hiring practices. The report contains four recommendations to improve NARA's hiring process.

Sikich is responsible for the attached auditor's report dated September 26, 2025 and the conclusions expressed in the report. The findings and conclusions presented in the report are the responsibility of Sikich. The OIG's responsibility is to provide adequate oversight of the contractor's work in accordance with Generally Accepted Government Audit Standards.

Please provide planned corrective actions and expected dates to complete the actions for each of the recommendations within 30 days of the date of this report. As with all OIG products, we determine what information is publicly posted on our website from the published report. Consistent with our responsibility under the Inspector General Act of 1978, as amended, we may provide copies of our report to congressional committees with oversight responsibility for NARA. We appreciate the cooperation and assistance NARA extended to us during this audit. Please contact me with any questions.



**NATIONAL ARCHIVES AND RECORDS ADMINISTRATION
OFFICE OF HUMAN CAPITAL HIRING PRACTICES
PERFORMANCE AUDIT**

**SUBMITTED TO THE
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION
OFFICE OF INSPECTOR GENERAL**

PERFORMANCE AUDIT REPORT

SEPTEMBER 26, 2025

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September 26, 2025

William Brown
Acting Inspector General
Office of Inspector General
National Archives and Records Administration

Subject: Performance Audit of NARA's Office of Human Capital Hiring Practices

Dear Mr. Brown:

Sikich CPA LLC (Sikich) is pleased to submit the attached report detailing the results of our performance audit of the National Archives and Records Administration (NARA) Office of Human Capital's hiring practices, conducted under contract number 88310323A-00012, order number 88310324F00251. The objective of this audit was to assess the effectiveness of the NARA Office of Human Capital's hiring practices.

We conducted the audit fieldwork in Alexandria, Virginia, and remotely, from September 2024 through August 2025. We conducted this performance audit in accordance with *Generally Accepted Government Auditing Standards*, as issued by the Comptroller General of the United States (2018 Revision, Technical Update April 2021). Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. We describe our objective, scope, and methodology further in **Appendix A: Objective, Scope, and Methodology**.

We would like to thank NARA and Administrative Resource Center (ARC) personnel for their cooperation and assistance.

Sincerely,

Sikich CPA LLC

EXECUTIVE SUMMARY

The National Archives and Records Administration (NARA) Office of the Inspector General (OIG) engaged Sikich CPA LLC (Sikich) to conduct a performance audit to assess the effectiveness of the NARA Office of Human Capital's hiring practices.

PERFORMANCE AUDIT OF NARA'S HUMAN CAPITAL HIRING PRACTICES

Why Did We Conduct this Audit?

NARA's mission is to preserve, protect, and share the historical records of the United States to promote public inquiry and strengthen democratic participation. In fiscal year (FY) 2025, NARA had approximately 2,700 employees and total appropriation of \$474.2 million. During our scope period of FY 2023 and 2024, NARA completed 1,630 hiring actions.

This audit's objective was to assess the effectiveness of NARA's Office of Human Capital's hiring practices. To address this objective, we reviewed relevant policies, procedures, and criteria from NARA and its shared service provider, the Administrative Resource Center (ARC). We obtained and analyzed hiring data for FYs 2023 and 2024. We selected a nonstatistical sample of 32 completed hiring actions and obtained the official hiring records associated with the announcement and the selected candidate. We also interviewed the hiring managers for 22 of the 32 sampled hiring actions, and obtained additional information related to those hiring actions. Finally, we reviewed the data NARA and ARC used to prepare key hiring performance metrics.

What Did We Find?

We found that NARA hiring managers carried out the application review, interview, and selection process in a variety of ways, and did not always maintain documentation in accordance with NARA policy and ARC guidance. This occurred, in part, because NARA does not require hiring managers to complete recurring training on the hiring process and related documentation requirements.

We were able to corroborate the data that the Office of Human Capital used to calculate its primary metric for assessing whether NARA was meeting its overall goal to complete each hiring action within 80 days. However, we identified three discrepancies in the hiring data we reviewed that affected the accuracy of other reported hiring metrics. Specifically, we found the hiring data contained (1) inaccurate dates, caused by a system error; (2) blank cells, leading to inaccurate metrics; and (3) logical inconsistencies related to the time measured by certain metrics.

Finally, we identified opportunities to improve processes around the selection portion of the hiring process. Specifically, NARA requires hiring managers to return their assessments within 15 days of receiving the list of candidates (the "Certificate of Eligibles"). Although NARA allows hiring managers to request extensions, we found that hiring managers did not always follow the extension process because stated practices did not align with the existing policy.

What Did We Recommend?

We are making four recommendations to improve NARA's hiring process.

Summary of Recommendations

Number	Recommendation	Responsible Office
1	Coordinate with the Administrative Resource Center (ARC) to develop mandatory recurring training for hiring managers, including training on relevant rules, regulations, and documentation requirements.	Chief Human Capital Officer
2	Work with the Workforce Transformation Tracking System (WTTTS) system owner to correct the system error leading to incorrect "Certificate of Eligibles" dates, and assess whether this issue has affected any other fields. a. In the interim, develop a process to manually review and update the Average Time-to-Hire (A2H) report to ensure it contains accurate dates for the "Certificate of Eligibles."	Chief Human Capital Officer
3	Develop a process to more accurately capture hiring data that NARA uses to calculate the Office of Personnel Management's (OPM's) Time-to-Hire (T2H) 4 and T2H 5 metrics, particularly for: a. Non-competitive announcements. b. Announcements that NARA uses to hire numerous positions over time.	Chief Human Capital Officer
4	Clarify the "Certificate of Eligibles" extension process and associated requirements by updating the Office of Human Capital's policies and procedures to clearly specify: a. The parties responsible for each stage of the extension process. b. Documentation requirements for all types of extension approvals.	Chief Human Capital Officer

I. BACKGROUND

NARA, is an independent agency within the executive branch of the federal government responsible for preserving, protecting, and providing access to the records of our government. NARA's mission is to preserve, protect, and share the historical records of the United States to promote public inquiry and strengthen democratic participation. In FY 2025, NARA had approximately 2,700 employees and a total appropriation of \$474.2 million. NARA operates a total of 40 facilities, including National Archives Buildings in College Park, Maryland, and Washington, D.C. Its other facilities consist of research facilities, federal records centers, and Presidential Libraries around the country. In FYs 2023 and 2024, NARA completed the hiring process for 1,630 positions.¹ The objective of this audit was to assess the effectiveness of the NARA Office of Human Capital's hiring practices.

Parties Involved in the Hiring Process at NARA

The Chief Human Capital Officer (CHCO) leads NARA's human capital program, overseeing planning, policy development, executive personnel management, and organizational development initiatives. The Office of Human Capital, led by the CHCO, consists of three divisions, two of which are involved in the hiring process: the Human Resources Operations Division (HT) and the Workforce Strategy & Analysis Division (HS).² HT oversees NARA's agreement with the Administrative Resource Center (ARC), which is NARA's shared service

¹ This includes processes for external hires as well as internal promotions.

² The third division is the Learning and Development Division (HL), which provides learning and professional development services for existing employees, and, therefore, was outside the scope of this audit.

provider for human resources. ARC is a federal government shared services provider operated by the Department of the Treasury's Bureau of the Fiscal Service. HT also manages recruitment and retention of Senior Level and Senior Executive Service appointees, and develops policies for staffing, position management, and executive performance. HS leads NARA's workforce and succession planning, implements reorganizations, and drives strategic human capital initiatives. HS also analyzes processes/practices to enhance performance and program execution and serves as the central hub for human capital data analytics and reporting.

Outside of these divisions, ARC and NARA hiring managers also play a significant role in the hiring process. The NARA hiring manager is an individual from the NARA department that is in need of personnel; they are responsible for initiating the hiring action and working with ARC to develop the position description and job announcement. ARC then manages the job posting and applications. After the job announcement has closed, ARC reviews the applications to identify those applicants that are qualified based on the minimal requirements of the announcement. ARC then creates a list of qualified candidates called a "Certificate of Eligibles"³ which it provides to the NARA hiring managers. The NARA hiring managers determine which minimally qualified individuals to interview, manage the interview process, contact references, and make the hiring selection on the "Certificate of Eligibles." After the hiring manager returns the certificate with the hiring selection, ARC then communicates the selection decisions to applicants.

Data and Reporting on Hiring Practices

NARA and ARC use multiple systems to carry out their hiring duties. These systems are part of the Interior Business Center (IBC) suite, and include the Workforce Transformation Tracking System (WTTS) and Federal Personnel and Payroll System (FPPS). FPPS is used for hiring managers to initiate the hiring action with ARC.⁴ WTTS is used to communicate information between NARA and ARC, and to track the routing of hiring actions. These systems integrate directly with USA Staffing, which is the federal government's talent acquisition system, used for posting vacancies and handling applicant materials.

ARC generates a Hiring Actions report each week that includes data from the IBC suite. We obtained a copy of the Hiring Actions report for all hiring actions from FY 2023 through FY 2024, and used this report to select a sample of 32 hiring actions for testing.

In accordance with Office of Personnel Management (OPM) guidance, NARA collects data about the timeliness of its hiring efforts to support its reporting on various metrics. NARA's overall goal is to complete each hiring action within 80 days, with four additional interim metrics that it also reports to OPM. In addition, NARA and ARC calculate 13 interim metrics based on the hiring goals NARA has established. Collectively, these 18 metrics are referred to as Time-to-Hire (T2H). ARC produces a separate report, referred to as the Average Time-to-Hire report (A2H) to calculate the T2H metrics. Most of the fields used in A2H source data are also found in the Hiring Actions report, but certain key fields used in calculating T2H metrics are not included in the Hiring Actions report. These fields include "Req Initiated", "Application Submitted", and "Quals Completed". We obtained the T2H metric report and A2H source data for FY 2024,

³ A "Certificate of Eligibles" is a list of the highest-ranked eligible candidates in descending score or quality category order, including veterans' preference entitlement, that ARC submits to a hiring manager for consideration in accordance with the competitive selection laws and regulations.

⁴ WTTS is also used for monitoring hiring actions and for reviewing and approving hiring documents and forms, among other things.

which contained 843⁵ hiring actions. We analyzed this data to assess NARA's reported T2H metrics.

II. AUDIT RESULTS

Finding 1: Formal Training Could Improve NARA's Hiring Process

We found that hiring managers carried out the application review, interview, and selection process in a variety of ways, and did not always maintain the documentation required by NARA policy and ARC guidance. We interviewed 21 hiring managers about 22 of the hiring actions we sampled in our performance audit.⁶ These included 12 public notice announcements, 9 merit promotion announcements, and 1 direct hire.

According to guidance⁷ NARA provides to hiring managers on their responsibilities, hiring managers are required to retain documentation related to the interview process. Depending on the type of announcement, this could include documentation of standard questions used for the interview, interview notes and scoring, interview arrangements, and any failures to respond to interview requests.

In one instance, the hiring manager was unable to provide any documentation related to the announcement for which they were responsible. However, most of the hiring managers were able to provide the required information. Specifically, the hiring managers we interviewed provided scoring, notes, or assessments for 15 of the 22 announcements for which they were responsible. Hiring managers did not provide this documentation for 7 of the 22 announcements. Similarly, the hiring managers we interviewed provided documentation related to interview arrangements for 16 of the 22 announcements, but they did not provide this documentation for 6 of the 22 announcements.

Although most of the hiring managers provided some documentation related to their announcements, the format, content, and completeness of this information varied significantly across announcements. For example, some hiring managers provided handwritten notes on interview question sheets, while others used spreadsheets to score not only interview responses, but the internal review of application materials. These inconsistencies occurred, in part, because NARA does not require recurring training related to the hiring manager role.

Specifically, although NARA's Office of Human Capital provides hiring-related training as part of its supervisory development program and periodically offers optional training related to hiring, 11 of the 21 hiring managers we interviewed stated that they had not received any formal training related to the hiring manager role. NARA provides hiring managers with a link to a website containing relevant requirements, including those cited in this report, but does not require hiring managers to complete recurring training on the hiring process and related documentation requirements. Without recurring, mandatory training, hiring managers may not

⁵ The T2H summary report referenced 846 total hiring actions, but the A2H source file contained a total of 845. Because two of these actions were requested by the NARA OIG, they are omitted from our overall analysis. We conducted our analysis on the A2H source file, due to the reliability concerns discussed in Findings 2.

⁶ One hiring manager was responsible for two of the sampled actions. The hiring managers for the remaining 10 announcements were not available for interview due to their departure from the agency.

⁷ NARA 315: *Merit Promotion and Internal Placement*, and *Administrative Resource Center (ARC) Guidance for Making Selections from Public Notice Announcements*.

be fully aware of or consistently apply documentation requirements. This increases the risk that hiring decisions cannot be adequately supported in the event of a third-party review.

Therefore, we recommend the Chief Human Capital Officer:

Recommendation 1: Coordinate with the Administrative Resource Center (ARC) to develop mandatory recurring training for hiring managers, including training on relevant rules, regulations, and documentation requirements.

Finding 2: NARA's Hiring-Related Data Could be Improved

We found that the Hiring Actions report and A2H data generally matched for those fields used to assess T2H metrics. For the primary T2H Metric (T2H 1), the *Total Towards 80 Day Metric*, we were generally able to corroborate the data NARA used to calculate this metric and did not identify any missing data that would affect the metric. However, we identified three discrepancies in the hiring data that affected the accuracy of the reported T2H metrics.

Inaccurate "Certificate of Eligibles" Dates

During our sample testing, we found that, for 21 of the 32 sample items, the "Date Certificate Issued" field in the Hiring Actions report did not match the "Issued Date" on the "Certificate of Eligibles" included in the hiring file. In all 21 instances, the issuance data in the Hiring Actions report was later than what was indicated on the "Certificate of Eligibles" itself. The discrepancies ranged from 1 to 12 days, with an average difference of 6 days.

According to NARA officials, the discrepancies we found related to the issuance date for the "Certificate of Eligibles" were caused by a system error in WTTS. However, as a result of this error, we found that NARA incorrectly reported two interim agency-established T2H metrics: *Certificate Issued* (assigned to ARC, with a goal of 1 Day), and *Selection Made* (assigned to NARA, with a goal of 15 Days).

Blank Cells in Key T2H Field

We assessed each of the fields used to calculate the five T2H metrics that NARA management provides to OPM and found that of the 843 records in the FY 2024 A2H data, the "Application Submitted" field contained 39 blank cells. This field is used to calculate the T2H 4 metric, *Application Submitted to Tentative Offer Made* and T2H 5 metric, *Application Submitted to Entry on Duty (EOD)*. We also found that NARA does not note missing data when calculating or reporting these metrics. NARA management stated that blank fields in the A2H data usually occur because a particular field is not required for the hiring action. However, we did not find this explanation to be reasonable for the "Application Submitted" field because all hiring actions should include an application.

Inconsistency Across T2H Metrics

As a result of the data quality issues noted for the T2H 4 and T2H 5 metrics, we assessed the reasonableness of the two metrics and found that a significant proportion of the total number of hiring actions reported in the T2H 4 and T2H 5 metrics exceeded the reported overall time-to-hire (the T2H 1 metric). As shown in Figure 1, the T2H 4 and T2H 5 metrics are, by definition, within the overall T2H 1 metric.

Figure 1. Fields Used to Assess T2H Metrics



Source: Sikich Analysis of NARA Documentation.

However, we found that of the 804⁸ hiring actions for which we were able to calculate the T2H 4 and T2H 5, 286 hiring actions, or 35.5 percent, had T2H 4 metrics which exceeded the overall hiring metric. In addition, 428 hiring actions, or 53.2 percent, had T2H 5 metrics that exceeded the overall hiring metric. According to NARA officials, the dates in the A2H data may not always occur in chronological order, in part because of differences in the workflow associated with certain job announcements.

According to the U.S. Government Accountability Office's (GAO's) *Standards for Internal Control in the Federal Government*,⁹ information and communication support the functioning of all components of internal control and achieving the entity's operations, reporting, and compliance objectives. Accordingly, management should use quality information to achieve the entity's objectives.¹⁰ This includes evaluating internal and external sources of data for reliability, defined as being reasonably free from error and bias, as well as faithfully representing what they purport to represent.¹¹ Quality information is complete and accurate, among other things. It is management's responsibility to consider these characteristics and make revisions when necessary so that the information is quality information.¹² Finally, management should externally communicate quality information to achieve the entities objectives.¹³

OPM requires agencies to provide T2H data as part of its End-to-End Hiring Initiative, issued in March 2017.¹⁴ The data are collected to assess progress in reducing overall time-to-hire. However, inaccurate dates in the "Date Certificate Issued" field, blank cells in the data, and inconsistencies across the T2H metrics limit management's ability to thoroughly understand the efficiency of its hiring efforts.

⁸ This excludes the 39 records with blank fields.

⁹ GAO, *Standards for Internal Control in the Federal Government*, GAO-14-704G. Sep 10, 2014.

¹⁰ Ibid. Principle 13.01

¹¹ Ibid. Principle 13.04

¹² Ibid. Principle 13.05

¹³ Ibid. Principle 15.01

¹⁴ OPM, *End to End Hiring Initiative*, ES/SWP-02803-03-17. March 2017.

Therefore, we recommend the Chief Human Capital Officer, in conjunction with the Administrative Resource Center:

Recommendation 2: Work with the Workforce Transformation Tracking System (WTTTS) system owner to correct the system error leading to incorrect "Certificate of Eligibles" dates, and assess whether this issue has affected any other fields. In the interim, develop a process to manually review and update the Average Time-to-Hire (A2H) report to ensure it contains accurate dates for the "Certificate of Eligibles."

Recommendation 3: Develop a process to more accurately capture hiring data that NARA uses to calculate the Office of Personnel Management's (OPM's) Time-to-Hire (T2H) 4 and T2H 5 metrics, particularly for:

- a. Non-competitive announcements.
- b. Announcements that NARA uses to hire numerous positions over time.

Finding 3: Improvements Needed to the "Certificate of Eligibles" Extension Process

We found discrepancies in the "Certificate of Eligibles" extension process for 9 of the 32 hiring actions we sampled. According to NARA 315, *Merit Promotion and Internal Placement*, hiring managers must return the certificates within 15 calendar days of receiving the certificate from ARC; however they may obtain up to two 7-day extensions for a total of 29 days. Hiring managers must submit extension requests to the ARC Specialist assigned to their hiring action. The ARC Specialist is then responsible for submitting the extension request to NARA's CHCO for approval.

We found the following:

- In four instances, the NARA hiring manager only obtained extension approval from the ARC Specialist, not from NARA's CHCO, as required.
 - In two of these instances, the hiring manager did not return the certificate within the maximum extension period of 29 days.
- In five instances, NARA did not provide any documentation in support of the hiring manager obtaining approval for their extension request.
 - In one of these instances, the hiring manager did not return the certificate within the maximum extension period of 29 days.

In addition, NARA allowed certain deviations from its normal hiring practices during the period from March 29, 2020, to February 20, 2024, in response to Coronavirus Disease 2019 (COVID-19) pandemic.¹⁵ One of these deviations was to allow hiring managers to return the "Certificates of Eligibles" within 180 calendar days after the job announcement closing date for external merit promotions and delegated examining hiring actions instead of the standard 15 calendar days from receipt of the certificate from ARC. We found that 15 of the 32 sampled hiring actions exceeded the standard 15-day requirement while this exception was active. In one of these instances, the hiring manager did not return the "Certificate of Eligibles" within 180 days of the job announcement closing date.

¹⁵ *Temporary Deviations from NARA's Merit Promotion Plan due to COVID-19* Memorandum, 2.b

These issues occurred because of a lack of clarity regarding the extension process. NARA officials stated that the Office of Human Capital allows ARC to independently approve two 7-day extensions after the initial 15 days. However, the CHCO is required to approve any additional extensions. This process is a departure from NARA and ARC's currently documented policies and procedures. In addition, NARA officials stated that in some instances, hiring managers obtain verbal approval for extension requests. However, NARA does not have procedures in place to ensure hiring managers document verbal approval of extension requests.

Without clear policies and procedures associated with the certificate extension process, officials involved in the process cannot effectively implement requirements. Additionally, without documentation associated with the proper approval for certificate of eligibles extension requests, management may lack insight as to why NARA did not meet its expected hiring timeframes, limiting management's ability to address recurring delays.

Therefore, we recommend the Chief Human Capital Officer:

Recommendation 4: Clarify the "Certificate of Eligibles" extension process and associated requirements by updating the Office of Human Capital's policies and procedures to clearly specify:

- a. The parties responsible for each stage of the extension process;
- b. Documentation requirements for all types of extension approvals.

APPENDIX A – OBJECTIVE, SCOPE, AND METHODOLOGY

Objective

The objective of this performance audit was to assess the effectiveness of the NARA Office of Human Capital's hiring practices.

Scope

The scope of this audit included NARA's hiring actions completed in FYs 2023 and 2024. A hiring action includes all activities in which NARA and ARC engage with regard to hiring from the official identification of a hiring need to the selected candidate's EOD. Although we originally scoped the engagement to review hiring practices beginning in FY 2019, we subsequently modified the scope due to the 2-year retention policy for hiring records. In addition, we excluded any hiring actions that NARA OIG requested during the scope period.

Methodology

We conducted this performance audit in accordance with *Generally Accepted Government Auditing Standards* (2018 Revision, Technical Update April 2021). Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. We conducted the audit fieldwork in Alexandria, Virginia and remotely, from September 2024 through August 2025.

To address the objective, we completed the following steps:

- Obtained and reviewed NARA and ARC policies, procedures, guidance, and training materials related to the hiring process. We also reviewed relevant OPM requirements and guidance.
- Conducted interviews with NARA and ARC officials throughout the audit to obtain a more detailed understanding of hiring processes, policies, procedures, and any identified deficiencies.
- Obtained a copy of the Hiring Actions status report that included all hiring actions from May 2019 through September 30, 2024. We initially assessed the reliability of the status report by evaluating the completeness and logical consistency of the data, as well as reviewing system user guides. We determined that the data were sufficiently reliable for the purposes of selecting a non-statistical sample of hiring actions for further testing. However, through our detailed testing, we identified data reliability concerns that we discuss in Finding 2.
- Used the Hiring Actions status report to select a non-statistical sample of 32 filled hiring actions. To select these hiring actions, we stratified the population into 10 groups using different combinations of pay grades and occupational series. We then selected a sample designed to provide representation across each group.
 - We obtained supporting documentation that ARC maintains in the official hiring record related to each hiring action, such as the Position Description, Job Opportunity Announcement, and Certificate of Eligibles. We also obtained application materials for the selected candidate. We tested each hiring action to verify that (1) all required documentation was provided for the hire and agreed with the sample data; (2) documentation supported the hiring decision; and (3) ARC and NARA actions were taken timely and documented.

- We also interviewed 21 hiring managers who were responsible for 22 of the sampled hiring actions and requested that the hiring managers provide all of the records they were responsible for maintaining, such as interview arrangements, scoring, and communication. The hiring managers for the remaining 10 sampled hiring actions were not available for interview due to their departure from the agency.
- Obtained the data that NARA and ARC use to calculate the T2H metrics that NARA reports to OPM, referred to as the A2H data. To assess the reliability of the A2H data, we evaluated the completeness and logical consistency of the data, and reperformed key calculations that NARA and ARC use to determine the T2H metrics. As reported in Finding 2, we identified discrepancies in the data affecting the accuracy of the T2H metrics, and therefore concluded that the data are of undetermined reliability.

We assessed internal controls that we deemed to be significant to the audit objective. Specifically, we assessed 6 of the 17 principles associated with the 5 components of internal control defined in the GAO's *Standards for Internal Controls in the Federal Government* (September 2014) (the Green Book). The table below summarizes the principles we assessed:

Table 1: GAO Green Book Assessment Principles

Control Environment
Principle 3: Management should establish an organizational structure, assign responsibility, and delegate authority to achieve the entity's objectives.
Principle 4: Management should demonstrate a commitment to recruit, develop, and retain competent individuals.
Control Activities
Principle 10: Management should design control activities to achieve objectives and respond to risks
Principle 11: Management should design the entity's information system and related control activities to achieve objectives and respond to risks.
Principle 12: Management should implement control activities through policies.
Information & Communication
Principle 13: Management should use quality information to achieve the entity's objectives.

We assessed the design, implementation, and/or operating effectiveness of these internal controls and identified deficiencies that we believe could affect the effectiveness of the NARA Office of Human Capital's hiring practices. The internal control deficiencies we found are discussed in the Audit Results section of this report. However, because our review was limited to aspects of these internal control components and underlying principles, it may not have disclosed all internal control deficiencies that may have existed at the time of this performance audit.

APPENDIX B – MANAGEMENT RESPONSE

Agency management stated their general agreement with the findings and recommendations and opted not to provide formal comments for inclusion in this report.

APPENDIX C – ACRONYMS

Acronym	Definition
A2H	Average Time-to-Hire
ARC	Administrative Resource Center
CHCO	Chief Human Capital Officer
EOD	Entry on Duty
FPPS	Federal Personnel and Payroll System
FY	Fiscal Year
GAO	Government Accountability Office
HS	Workforce Strategy & Analysis Division
HT	Human Resources Operations Division
IBC	Interior Business Center
NARA	National Archives and Records Administration
OIG	Office of Inspector General
OPM	Office of Personnel Management
T2H	Time-to-Hire
WTTS	Workforce Transformation Tracking System

APPENDIX D – OIG HOTLINE CONTACT INFORMATION

The OIG Hotline provides a confidential channel for reporting fraud, waste, abuse, and mismanagement to the OIG. In addition to receiving telephone calls at a toll-free Hotline number, we also accept emails through an online referral form.

Visit <https://naraoig.oversight.gov/> for more information, or contact us:

Contact the OIG Hotline

[Online Complaint Form | Office of Inspector General OIG](#)

Contact the OIG by telephone and FAX

Home Telephone: 301-837-3500 (Local) or 1-800-786-2551 (toll-free)

FAX: 301-837-3197

Contractor Self-Reporting Hotline

As required by the Federal Acquisition Regulation, a web-based form allows NARA contractors to notify the OIG, in writing, whenever the contractor has credible evidence a principal, employee, agent, or subcontractor of the contractor has committed a violation of the civil False Claims Act or a violation of Federal criminal law involving fraud, conflict of interest, bribery, or gratuity violations in connection with the award, performance, or closeout of a contract or any related subcontract. The form can be accessed through the OIG's home page or found directly at [OIG Contractor Reporting Form | Office of Inspector General OIG](#)