



Leadership Development and Management Training at the National Science Foundation

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Background

- Senior management commitment to leadership development and management education
- New Federal regulations requiring systematic training and development of supervisors, managers, and executives
- Continuing external scrutiny of NSF's use of rotators in management positions



New Regulations: Management Training and Development

Agencies must provide:

- [Required] training within one year of an employee's initial appointment and at least once every three years
- Training when individuals make critical career transitions
- Courses must address how to:
 - Mentor employees
 - Improve employee performance and productivity
 - Conduct employee performance appraisals in accordance with agency appraisal systems
 - Identify and assist employees with unacceptable performance



Meeting Management Training Requirements

Improve employee performance and productivity

- Basic Managerial Rights and Responsibilities and Introduction to Managing Attendance (new supervisors only)
- Creating an Executive Development Plan (Executives only)*
- New Executive (NExT) Seminar*

Conduct employee performance appraisals in accordance with agency appraisal systems

- End of Year Performance Appraisal Cycle
- Federal Human Resource Management Overview*

Identify and assist employees with unacceptable performance

- Addressing Performance Problems
- Making the Transition to Management (new supervisors only)*

Mentor employees

- Mentoring and Coaching Employees*

*Courses coming soon



Additional Training Opportunities

- Leadership & Problem Solving Skills
- Supervisory Support for IDPs
- Creating and Revising Performance Plans
- Annual Performance Discussions
- Select courses from external training vendors (e.g., FEI)
- The Art & Science of Picking the Right People*
- Making the Transition to Management*

*Courses coming soon



2010 Courses (so far)

- Course list:
 - Basic Managerial Rights and Responsibilities and Introduction to Managing Attendance
 - Addressing Performance Problems (2)
 - End of Year Performance Appraisal Cycle (2)
 - Annual Performance Discussions Workshop
 - Supervisory Support for IDP's (3)
 - Creating and Revising Performance Plans (2)
 - Leadership and Problem Solving Skills Workshop
- Total of 220 voluntary attendees for these 7 courses
- All led by HRM staff from Academy Branch and/or Employee Relations Branch
- Favorable course evaluations from 80% of attendees on average



New Regulations: Continuing Executive Development

- Programs for the continuing development of senior executives, including establishment of Executive Development Plans (EDP) for all senior executives. EDPs must:
 - Function as a detailed guide of developmental experiences
 - Address enhancement of existing executive competencies
 - Outline developmental opportunities and assignments
 - Be reviewed annually and revised as appropriate by an Executive Resources Board or similar body
- EDPs may provide for executive sabbaticals and other long-term assignments outside the Federal sector.



Meeting Continuing Executive Development Requirements

- HRM will recommend establishment of EDP's for all executives effective in the next SES performance appraisal period (September 1, 2010 to August 31, 2011).
- Leadership development and management coursework, developmental assignments, and mentoring support to be tailored to individual executive needs.



New Regulations: Management Succession

- “...Develop a comprehensive management succession program...supported by employee training and development programs.”
- NSF Succession Plan – three core strategies:
 - Implement an effective transition process;
 - Support a comprehensive leadership development program; and
 - Institute sound knowledge management and transfer practices.



Meeting **Succession Management** Requirements

- **New Executive Transition (NExT) Program**
 - Support transitions into NSF executive positions
 - Provide executives with needed tools, information, skill enhancement, and support
 - Develop executive knowledge about NSF
- **Senior Leadership Development Program***
 - Competitive program for high-potential candidates at the AD-04 and GS-14/15 levels
 - Could include coursework, developmental assignments, and an evaluation component

* To be developed



Leadership Development and Management Training at NSF

Questions
or
Comments?

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