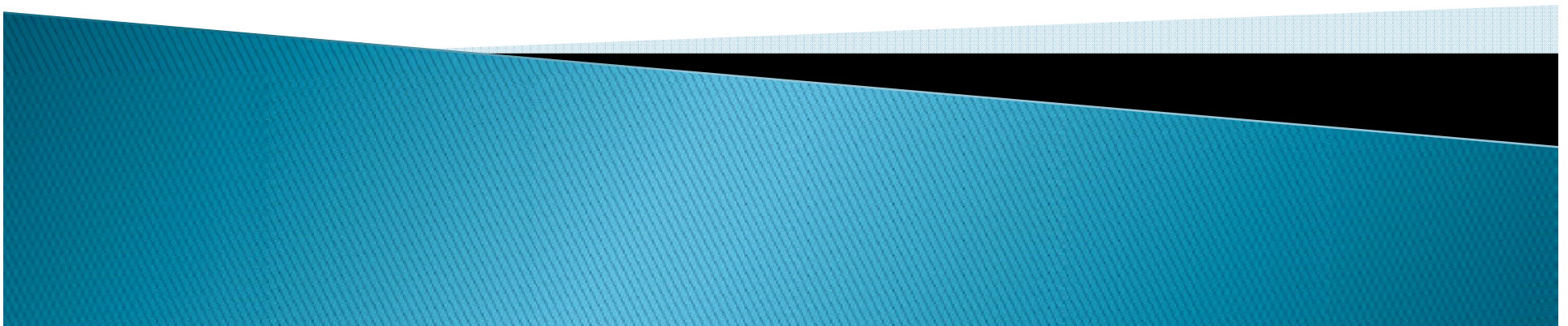# Human Capital Management Update

Business and Operations Advisory Committee

May 17, 2011

# Current Drivers for HCM

- OPM Human Capital Management Evaluation (HCME) Report
  - Audit of NSF's HCM systems
  - 37 required actions; 33 recommended actions
  - Focus of NSF response to date on required actions
- Hiring Reform
  - NSF Hiring Reform Action Plan
  - Key elements now: assessing candidates' credentials, training for hiring managers, evaluating progress
- Employee Engagement
  - Drawn from analysis of Employee Viewpoint Survey
- IG Audit Report on NSF's Actions to Improve Workforce Management and the Work Environment for Employees
  - Audit of action on 102 recommendations from 6 sources
  - Includes selected OPM/HCME items, Hiring Reform Action Plan
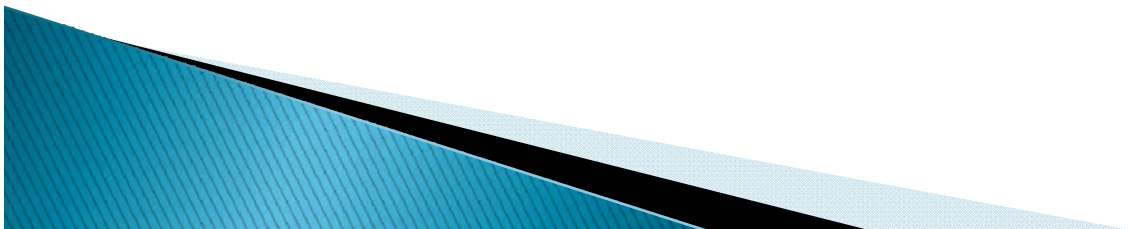
# OIG Audit Report
## NSF's Actions to Improve Workforce Management and the Work Environment for Employees

▸ Recommendation
  ◦ Develop and document policies and procedures and utilize a structured approach to manage and implement workforce and workplace change.
  ◦ Approach should
    • Provide clear objectives and expectations
    • Establish priorities, milestones, and timelines
    • Authorize individuals to act and hold them accountable
    • Ensure milestones and timelines are met
    • Communicate information and status to staff
    • Include periodic follow-up and monitoring

# OIG Audit Report

### NSF's Actions to Improve Workforce Management and the Work Environment for Employees

- Highlighted areas for action – Top 5
  - Planning, documentation, communication
  - Executive leadership
  - Learning and development
  - Performance management
  - Hiring Reform
- Other recommendations for action are scattered, still important – for example
  - Diversity and inclusion
  - Telework
  - Labor-management relations

# Performance Management Example: Steps Taken

- Emphasis this cycle on managing current system as intended
  - Use of performance standards
  - Aligning ratings and narratives
- Revised communications on performance –
  - Call for performance appraisals
  - Communication with all employees around performance appraisals
  - Call for bonuses
  - Call for performance plans
  - Discussion among managers, supervisors
  - Extended training opportunities
- Bring IPAs into the system

# Performance Management Example: Next Steps

- Develop timeline and responsibilities for decision making
  - Develop data, review and assess results
    - Guidance and communications
    - Appraisal process: ratings and narratives
    - Bonuses and awards
    - Performance plans
    - Use of generic performance standards
    - IPA processes
    - Training
  - Communications processes for involving all stakeholders
    - Input on experience through FY 2011 cycles
    - Input on possible recommendations for change
- Develop timeline and responsibilities for implementation
  - Change management processes

# Executive Development Example

- First steps
  - Draw on expertise of current executives
  - Build leadership development capability
  - Executive Leadership Retreat
    - First held in March
    - Revised version incorporating participant feedback for June
  - Coaching pilot
  - 360 degree capability
  - Executive Development Plans
  - Mandatory training requirement
  - Advisor/mentor programs for new execs
- Next steps
  - Timelines and responsibilities for further action
  - Gather information; assess results; modify; repeat