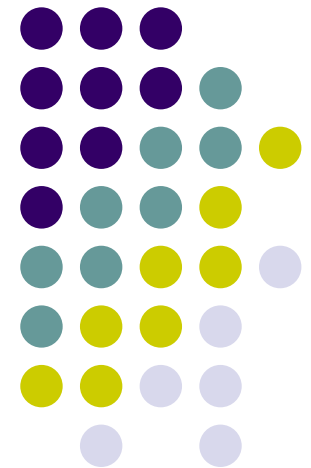


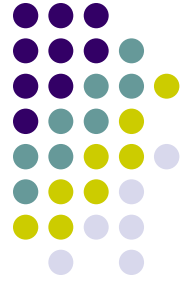
# BFA's Human Capital Management Plan

## *Keeping Our Edge*

B&O Advisory Committee  
November 19, 2008

Thomas Cooley  
Director, Office of Budget, Finance, and Award Management; and  
Chief Financial Officer





# Background for HC Activities

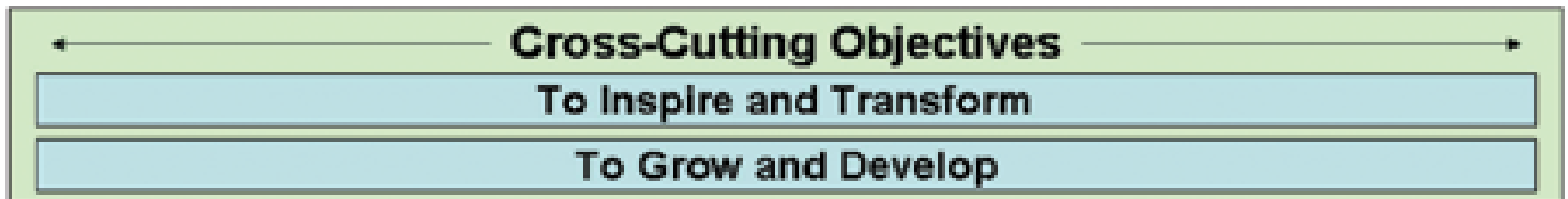
- BFA Senior Management Retreats
  - December 2006 and June 2007
    - Focused on workforce planning theme
    - Set the stage for future focused planning sessions
  - December 2007
    - Frank and open discussion about need for proactive planning
    - Identified need for a unified BFA Human Capital Plan
- Individual assessments by each BFA Division/Office
- NSF Strategic Plan, *Investing in America's Future: FY 2006-2011*
- NSF Human Capital Strategic Plan, March 2008
- Overview of BFA's Human Capital Planning Activities presented to B&O Advisory Committee, May 2008
  - Drivers
  - Themes
  - Purpose
  - Set the stage for follow-on activities



**NSF VISION:** Advancing discovery, innovation, and education beyond the frontiers of current knowledge, and empowering future generations in science and engineering.

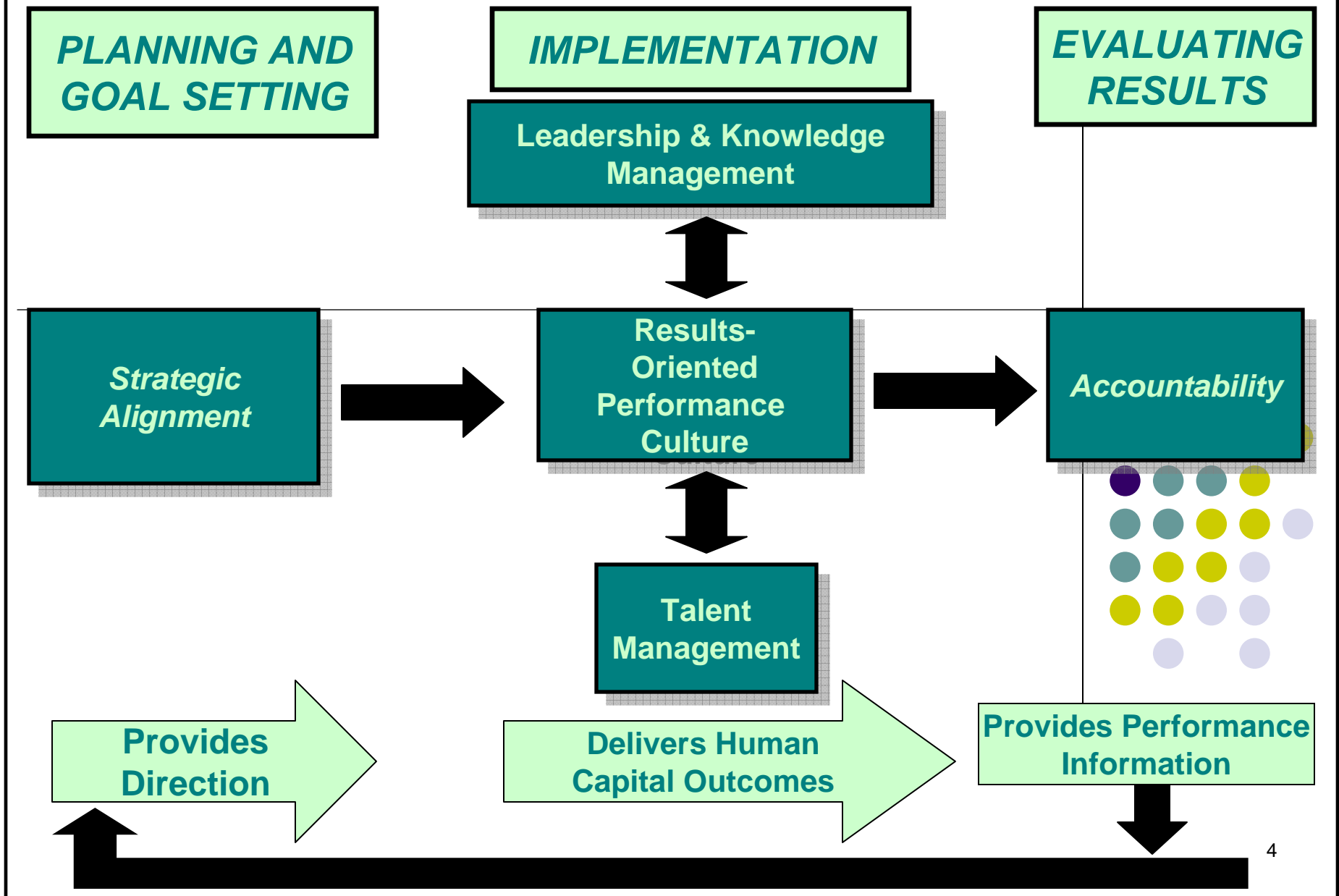


**MISSION:** To promote the progress of science; to advance the national health, prosperity, and welfare; to secure the national defense (NSF Act of 1950)

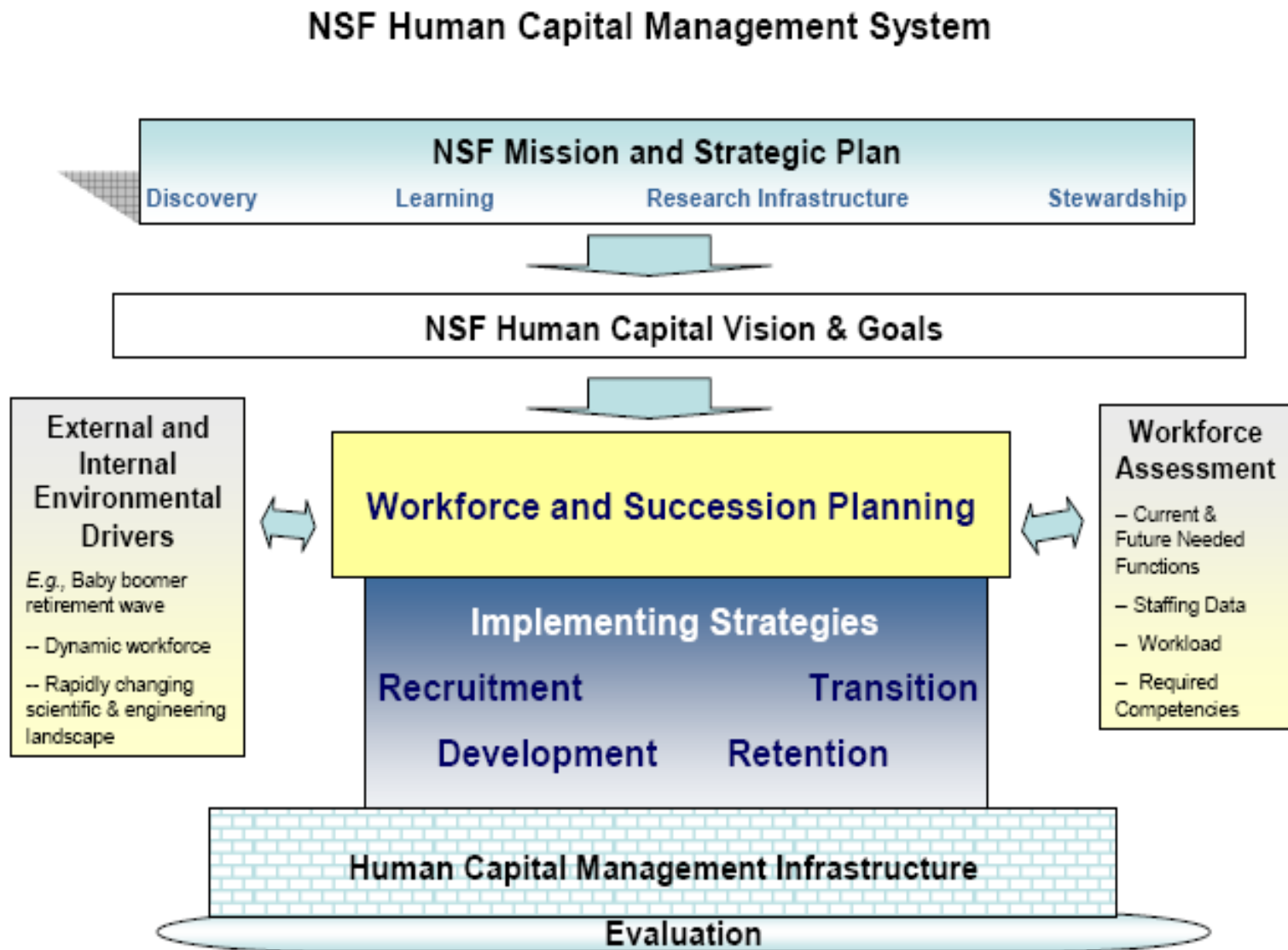


Investment Priorities (by Strategic Goal)

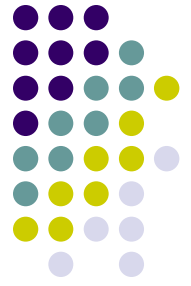
## Relationships Among the Human Capital Systems



Source: NSF's Human Capital Strategic Plan

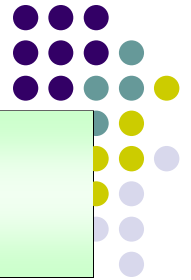


# BFA Human Capital Planning



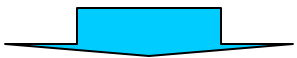
- What – draft documents, dated November 2008
  - Part I: Human Capital Strategic Planning Framework: FY 2010-2014
  - Part II: Human Capital Management Plan – *Keeping Our Edge*
- Why –
  - Update the B&O Advisory Committee on BFA’s HC planning activities
  - Request feedback from the Committee to use as a focal point for the BFA Senior Management Retreat, December 11-12, 2008
- When – feedback is requested by close of business December 1, 2008
- How – e-mail to [tcooley@nsf.gov](mailto:tcooley@nsf.gov)

# BFA STEWARDSHIP IN SUPPORT OF NSF

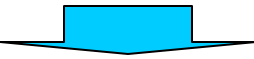


**NSF Mission and Strategic Plan**

*Discovery      Learning      Stewardship      Research Infrastructure*



**NSF Human Capital Vision & Goals**



**BFA Human Capital Goals & Objectives**



**External & Internal Environmental Drivers**

- Staff Attrition
- Skill Shortages
- NSF Budget Changes
- Changing Priorities
- Emerging Opportunities
- System Upgrades
- Increased Oversight & Transparency
- Legislative Mandates
- Government-wide Initiatives



**Workforce and Succession Planning**



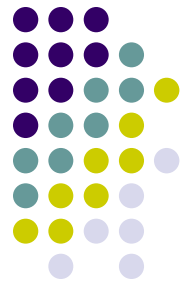
**Workforce Assessment**

- Needed Functions – Current & Future
- Workload
- Productivity Measures
- Staffing Levels
- Skill Needs
- Competency Needs
- Protocols & Templates

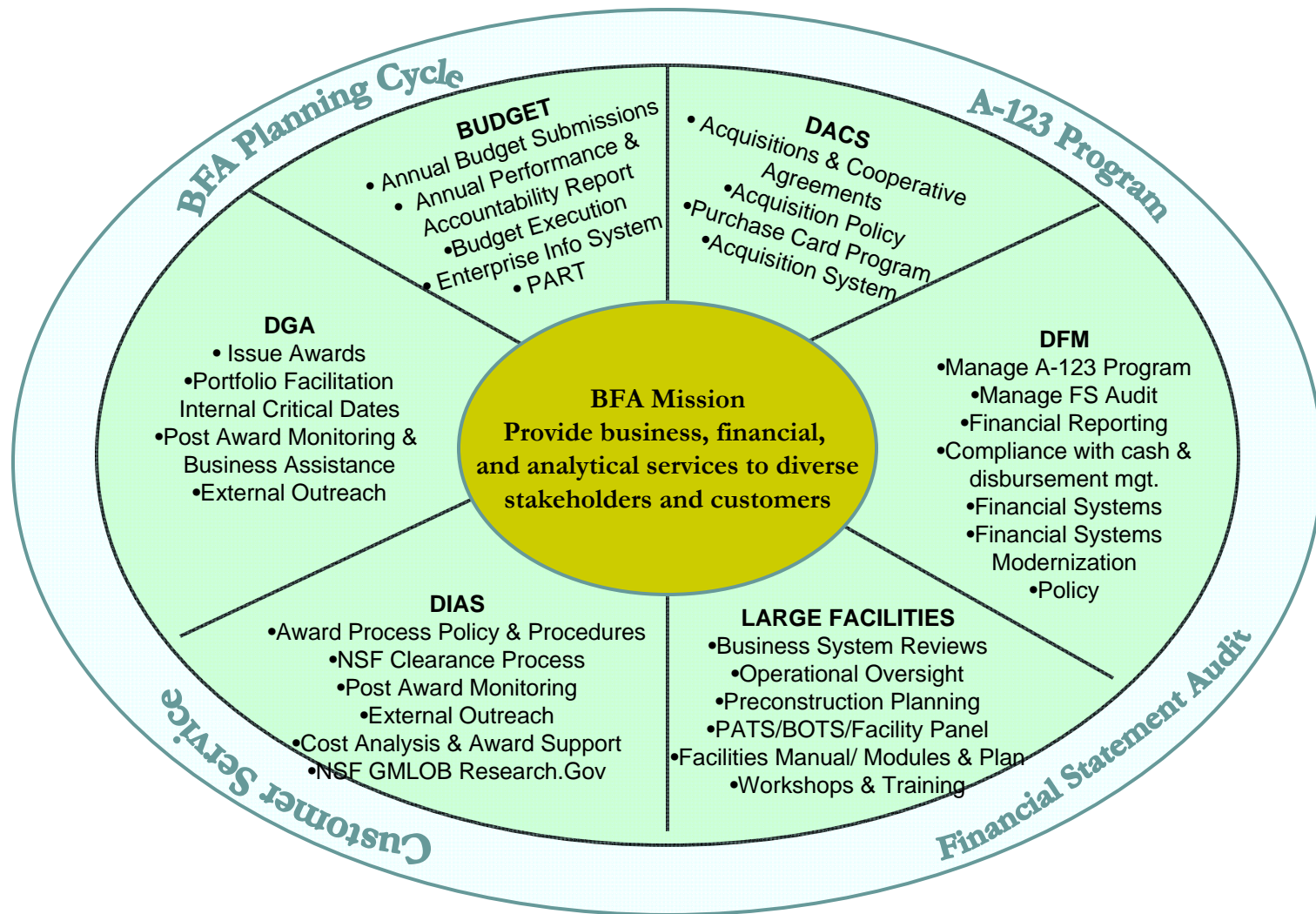
**Implementation Strategies**

Results Culture	Transition
Recruitment	Retention
Development	Leadership
Succession Planning	
Knowledge Management	

**Assessment & Evaluation**

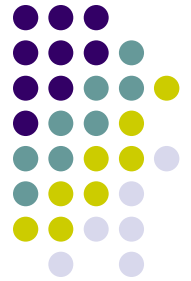


# BFA STEWARDSHIP RESPONSIBILITIES

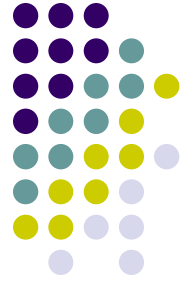




# BFA MAJOR WORKLOAD FUNCTIONS

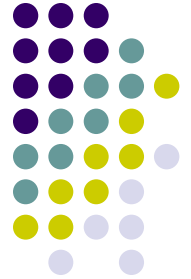


	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP
Budget	Congressional Justification					OMB Budget Submission						
	CloseOut		Hearings/QFR						CloseOut			
	Perf Rpt AFR			Perf Rpt AC/GPA								
	Budget Execution & Reporting											
	Acquisition Planning & Reporting						Year End Closeout					
DACS	Readiness Reviews											
	Complex Agreement Design											
	Acquisition & Cooperative Agreement Processing											
DFM	CloseOut		A 123 Planning			A-123 Documentation & Testing				CloseOut		
	FAS					FAS		FAS		FMFIA	FAS	
	FS Audit		FS Audit Program Management									
	Grant, Travel and Vendor Payments; Financial Reporting; Policy											
	Post Award Monitoring & Business Assistance											
DGA	Portfolio Facilitation/ Internal Critical Dates						Year End Closeout					
	Outreach		Outreach									
	Grant & Cooperative Agreement Processing											
DIAS	Indirect Cost Review			Indirect Cost Review			Indirect Cost Review					
	Outreach		Outreach									
	Grant Policy; Post-Award Monitoring; Clearance & DRB Management; External Committees											
	BSR Activities											
LFO	Operational Oversight											
	Preconstruction Planning											
	GWF/SES Performance Cycles											
BFA	Planning for Future Requirements											
	Financial Statement Audit Process											
	A 123 Process Owner Documentation & Testing											



# Part I -- The Framework

- A living document that provides the basis for ongoing development of the BFA Human Capital Management Plan
- A first step in developing a strategy for responding to workforce challenges
- Acknowledges the critical role that BFA plays in “stewardship”
- Sets a human capital strategy which flows to and from the investment priorities, challenges and opportunities of BFA’s divisions/offices



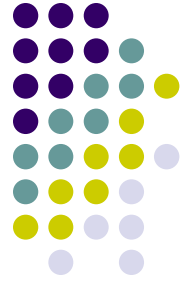
# Investment Priorities

<p><b>Create BFA 21st Century Business Operations</b></p>	<p><b>Improve Stewardship</b></p>	<p><b>Create a “Gold Standard” Recruitment &amp; Retention Program</b></p>
<ul style="list-style-type: none"> <li>• Provide “gold standard” support to the scientific community and NSF staff</li> <li>• Provide decision-makers access to reliable and timely information</li> <li>• Streamline business processes and interfaces across BFA</li> <li>• Strengthen BFA’s knowledge management strategy</li> <li>• Strengthen partnerships and collaborations BFA-wide, NSF-wide, and with other agencies</li> <li>• Support human capital development</li> <li>• Invest in current and robust technology for BFA-managed systems that support NSF</li> </ul>	<ul style="list-style-type: none"> <li>• Stress accountability and responsibility for decisions and actions supporting BFA and NSF missions</li> <li>• Establish BFA-wide performance metrics</li> <li>• Safeguard taxpayer’s dollars by monitoring risk through effective internal controls</li> <li>• Support NSF programs by ensuring compliance with policies/procedures and effective post-award business monitoring</li> <li>• Sustain clean opinions and reduce outstanding audit findings</li> <li>• Foster an effective customer service environment throughout BFA</li> </ul>	<ul style="list-style-type: none"> <li>• Develop creative strategies to recruit and retain talent</li> <li>• Invest in continued professional development of the BFA workforce</li> <li>• Initiate succession and diversity planning strategies</li> <li>• Create on-the-job training and education opportunities that enable leadership development from within the current workforce</li> <li>• Leverage applicable government-wide personnel initiatives</li> </ul>



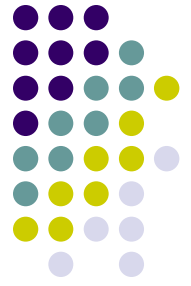
# Challenges and Opportunities

<p><b>Increasing and continually changing needs of NSF and BFA</b></p>	<p><b>Integration, capacity, functionality, capability of systems</b></p>	<p><b>Develop, find, reward, and retain talent</b></p>
<ul style="list-style-type: none"> <li>• Respond to changes in Federal priorities with agility</li> <li>• Undertake initiatives to set “gold standards”</li> <li>• Adapt to changes in NSF budget environment</li> <li>• Engage in partnerships and collaborations with other federal agencies and other countries</li> <li>• Adopt strategies for coping with increasingly limited office space</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade aging IT systems</li> <li>• Incorporate/develop new technologies</li> <li>• Address increasing reporting requirements</li> <li>• Strengthen tracking and monitoring efforts</li> <li>• Respond to government-wide requirements</li> <li>• Support and comply with OMB lines of business</li> </ul>	<ul style="list-style-type: none"> <li>• Work with HRM to shorten recruitment processing time and ensure quality/diversity of candidates</li> <li>• Continually develop institutional knowledge</li> <li>• Develop and implement knowledge management strategies</li> <li>• Foster an environment of continual learning</li> <li>• Identify and acknowledge high performance</li> </ul>



## Part II – The Plan

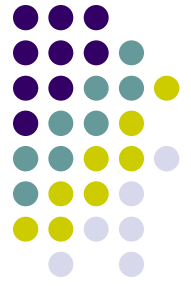
- A living document that provides the basis for BFA to
  - Establish its human capital investment strategy
  - Manage its human capital system
  - Guide its workforce planning activities over the next five years
- Articulates BFA's goals and vision
- Integrates unique converging needs, functions, and requirements of BFA
- Identifies the drivers that set the environment for BFA's divisions/offices



## Part II – The Plan (cont'd)

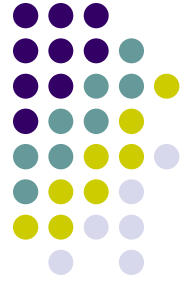
- The BFA Management Plan is a section of the BFA Human Capital Management Plan that includes
  - Areas essential to building a strong human capital infrastructure for BFA
    - Results-Oriented Culture
    - Development of Skills and Competencies
    - Recruitment, Retention, Transition, and Succession
    - Leadership
  - Dynamic process
- Purpose: strengthen alliances across organizations within BFA and NSF-wide

# Next Steps



- Budget planning
  - Abbreviated cycle for FY 2010
  - Focus on FY 2011 cycle
  - Analysis of staffing needs
- Building out the HC Management Process section
- Sections to develop and include in the Plan
  - Implementation strategy
  - Attrition Management:  
Workforce/Diversity/Succession planning

# Next Steps (cont'd)



- Receive feedback / comments from B&O AC and BFA staff
- Address feedback; incorporate changes
- BFA Senior Management Staff Retreat will focus on human capital planning
  - Outline an implementation strategy
    - Rank Investment Priorities for implementation
    - Share with BFA Staff; request their input
    - Implement
    - Evaluate
    - Update plans
  - Further develop BFA's HC management process



# Questions for the B&O AC



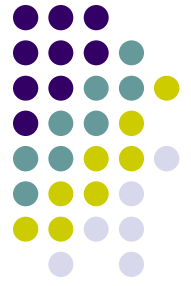
- Does the Plan provide an appropriate overview for responsibilities of the organization and how it is reflected in our human capital strategy or plans?
- Have the right elements been included in the BFA HC Management Plan?
- What elements in the Plan should be strengthened?
- What else might be missing from the Plan?
- What are your recommendations for an implementation strategy that will enable BFA to excel as an organization?



# Questions for the B&O AC (cont'd)

- What are your recommendations on best practices to further strengthen the Plan?
  - Attrition Management
    - Workforce/Diversity Planning
    - Succession Planning
    - Knowledge Management / Knowledge Transfer
- What would make this business model more broadly applicable to other organizations so that it could be used as a prototype? (more cohesive way to look at planning processes and data driven discussions)

# Feedback Requested From B&O AC



- Provide BFA with any additional feedback that you may have on the draft Plan
  - **By close of business December 1, 2008**
  - To [tcooley@nsf.gov](mailto:tcooley@nsf.gov)
- B&O AC insight is essential to further refine the Plan
  - BFA Senior Management Retreat on December 11-12 will include discussion on the Committee's feedback