

NSF's Human Capital Strategic Plan

**Presentation to NSF
Advisory Committee for
Business and Operations**

May 29, 2008

Why is Human Capital Planning Important?

Up to **20%** of NSF management and **~14%** of NSF S&E staff turn over each year

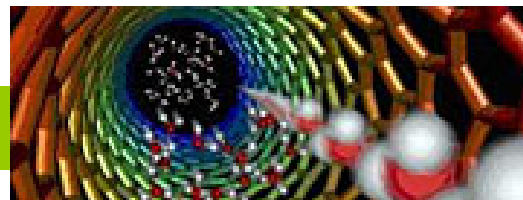
~40% of today's permanent staff will be eligible to retire in 2011

In 2007, with 45 retirements, NSF lost **984** years of NSF experience. Between December 2007 and March 2008, **18** NSF staff retired, another **75** staff departed NSF, and **65** staff came on board



~40% increase in proposals between 2001-2007 while NSF staff increased **8%**

Evolving nature of work



NSF Human Capital Challenges



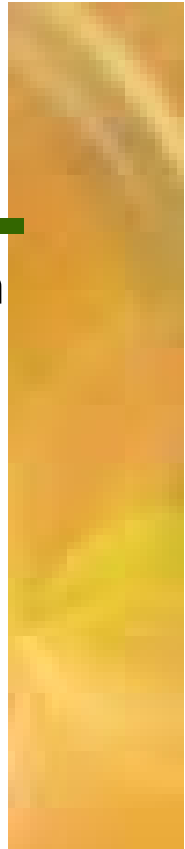
The Working Group

➤ Composition: Deputy Director (chair) + senior executives from each directorate/office including a coordinator

➤ Membership:

- | | | |
|----------------------------|---------------------|----------------------------|
| • BIO: J. Roskoski | • BFA: J. Rom | • OIRM: A. Arnolie |
| • CISE: D. Crawford | • OCI: J. Munoz | J. Burt |
| • EHR: W. Ward | • OD: K. Rison | • OLPA: G. Lennon |
| • ENG: M. Reischman | • OGC: A. Northcutt | • OPP: M. Van Woert |
| • GEO: M. Cavanaugh | • OIA: L. Haworth | |
| • MPS: J. Lightbody | • OISE: E. Murdy | • Chair: K. Olsen |
| • SBE: J. Sunley, M. Weiss | | • Coordinator: K. Sullivan |

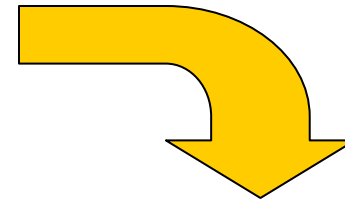
➤ HRM staff support



Activities Supporting the Development of the NSF Human Capital Plan

Spring 2007

Succession Plan Working Group Established



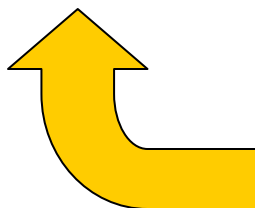
Summer 2007

One-on-One Meetings
New Strategy: Review
Whole HC Framework
Task Groups Formed



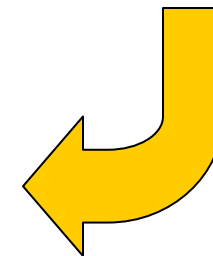
Winter 2007-Spring 2008

Briefing to SMART
Union Briefing
NSF Staff Feedback
Finalize Plan
NSB Briefing



Fall 2007

Briefings with NSF Units
Drafting of HC Plan
NSB Human Capital Update



NSF Staff / NSB Comments

Thank you for the opportunity to comment on the draft NSF Human Capital Plan. The document is succinct and informative, and will undoubtedly be very helpful to those who wish to engage in meaningful human capital planning and practice.

Very comprehensive, well constructed, impressive and informative document.

I think the plan is terrific.

A well thought out plan with specific implementation tactics. The addition of the succession planning is well considered and warranted.

This is a thoughtful document with good workforce demographic information, clearly stated general goals, a workforce plan and a succession plan.

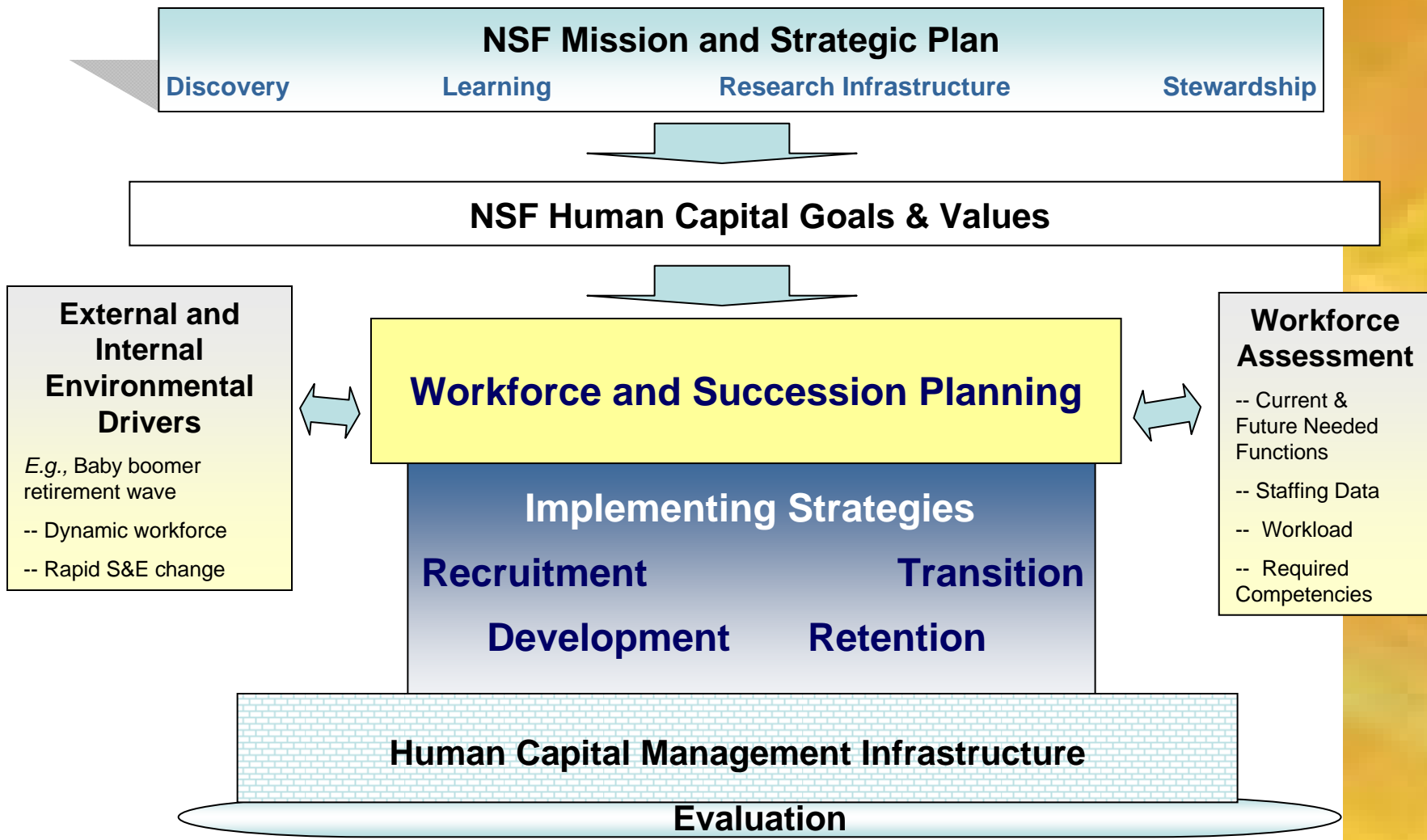
I commend the authoring team on an excellent document that summarizes important goals and principles. It contains many great strategies that should help ensure that NSF maintains a world-class workforce. I particularly like the emphasis on training and leadership development at all levels of the organization, and commend the commitment to make the resources for that available.

Impressed with the thoughtfulness that is being given to the effort and the people involved.

Really beautifully done.



NSF Human Capital: *Human Capital Management Framework*



HC Plan: Structure & Content

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What's Different?

New Direction for NSF Human Capital Planning

Redefinition of Human Capital for NSF



Succession Plan and Workforce Plan

Stewardship of NSF's Human Capital

Investing in NSF's Human Capital



NATIONAL SCIENCE FOUNDATION

New Direction for NSF HC Planning

- Unified HC framework—HC vision, new HC goals, new workforce plan and first-ever succession plan
- Strategic document (versus prescriptive)
- Alignment with 2006 NSF Strategic Plan
- Streamlined
- Purpose—Tool for NSF managers; information guide for NSF staff (incorporates best practices)

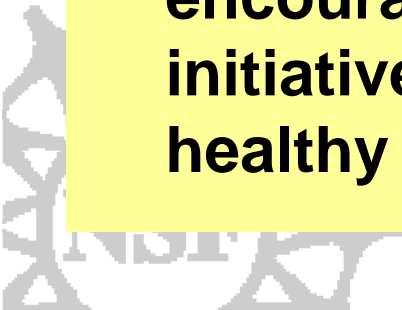


Human Capital @ NSF Redefined: *Vision*



Attract, develop and retain a diverse, world-class workforce that is continually learning and expanding its capacity to shape the agency's future; and

Nurture a culture of integrity and excellence that encourages creativity and initiative and that promotes a healthy work-life environment.



Human Capital @ NSF Redefined: *Goals*

Discovery: Explore, test, refine novel HC practices

Learning: Essential element in NSF workplace

Stewardship: Committed leadership plus individual responsibility

Infrastructure: Robust and flexible processes and tools



Succession Planning



**Goal 1: Seamless staffing transitions--
thereby enabling continuity of operations,
job assimilation, knowledge transfer**

**Goal 2: Develop and nurture
diverse, executive leadership cadre**



Three core strategies:

Implement effective transition process

Support comprehensive leadership development program

Institute sound knowledge management/transfer practices

Key points:

Focus dependant on organizational level; Strategies applicable to all levels, across job families; Leadership development; Accountability.

Workforce Planning



Identify needed workforce

Effectively Recruit



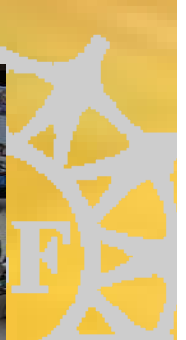
Professional Training



Robust tools & processes

Stewardship of NSF's Human Capital

- Responsibility for succession planning designated at different organizational levels
- Succession Plan calls for semi-annual reporting to the NSF leadership
- New SES plans include a performance element on succession planning
- To provide for sustained focus on NSF's human capital management issues, the Plan calls for the establishment of a standing human capital committee



Investing in NSF Human Capital System

- Realizing and sustaining a robust HC system requires investment
- HC-related investment is made at different levels in NSF
- HC-related investment competes with other essential NSF requirements for finite resources
- Plan incorporates on-going and new strategies, that in order to make them a reality and sustain them, will require increased investment



Going Forward



National Science Foundation
WHERE DISCOVERIES BEGIN

Plan posted on NSF's external website

Share human capital plan with advisory committees

Establish standing NSF-wide human capital Committee: *Identification of recruitment/retention best practices; workforce development / the Academy; workload*

