



# OIRM Update

May 19, 2009

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Director, OIRM



# Topics

- The Results are In...
  - Federal Human Capital Survey
  - Customer Satisfaction Survey
  - Panelist Survey
- New Executive Transition (NExT) Program
- New Employee Welcome Video



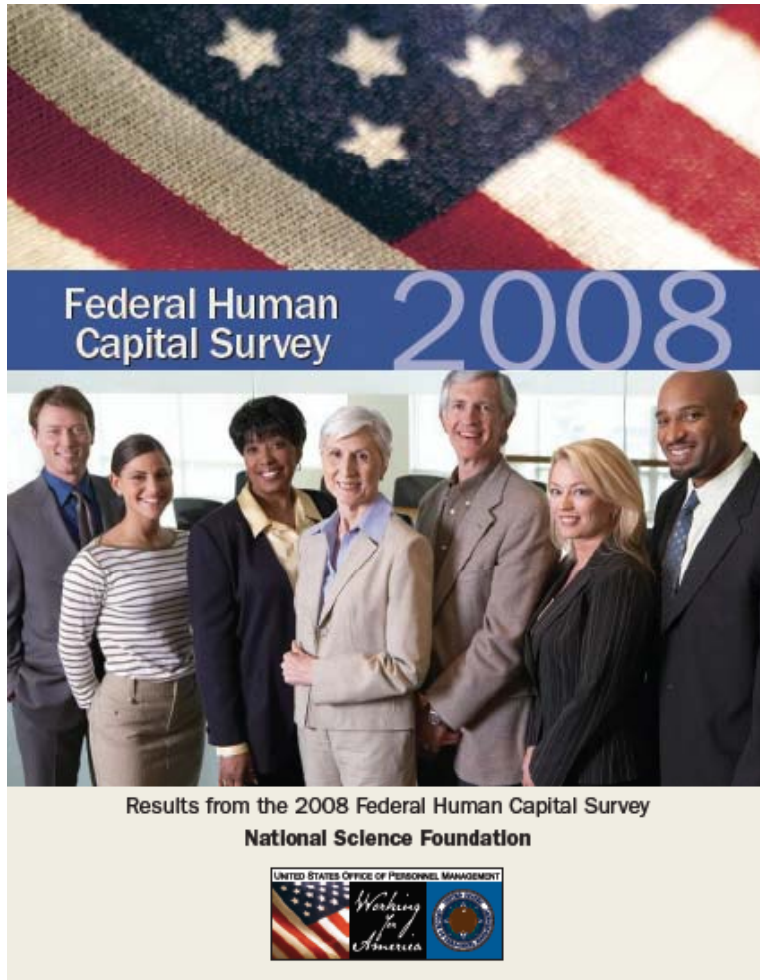
Federal Human Capital Survey 2008

Results from the 2008 Federal Human Capital Survey  
**National Science Foundation**

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
*Working for America*



## Federal Human Capital Survey 2008



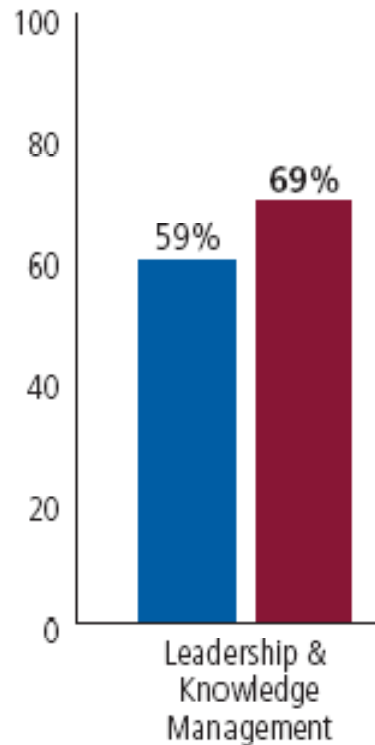
Results from the 2008 Federal Human Capital Survey  
National Science Foundation

### Your Agency Findings at a Glance

- Field Period: **August 1<sup>st</sup> – September 26<sup>th</sup>**
- **583** employees responded in your agency
- Sample Size: **1,069**
- Response Rate: **55%**
- Your agency results have a margin of error of **+/-3%**
- **45** items had positive ratings of 65 percent or more (strengths)
- **0** items had negative ratings of 35 percent or more (weaknesses)
- **1** item had a neutral rating of 30 percent or more
- **13** items increased by 5 percentage points or more since 2006
- **2** items decreased by 5 percentage points or more since 2006
- **60** items were 5 percentage points or more above the Governmentwide average
- **0** items were 5 percentage points or more below the Governmentwide average
- Your agency HCAAF Indices rankings out of 37 agencies are:
  - 2<sup>nd</sup> on Leadership & Knowledge Management
  - 1<sup>st</sup> on Results-Oriented Performance Culture
  - 2<sup>nd</sup> on Talent Management
  - 3<sup>rd</sup> on Job Satisfaction



# Leadership & Knowledge Management

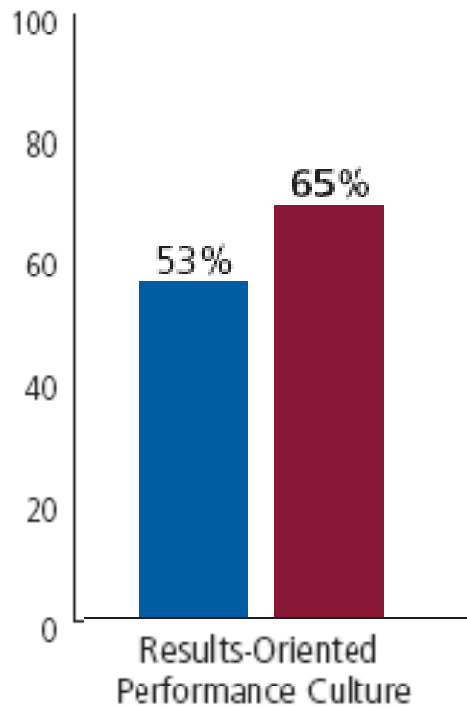


■ Governmentwide
 ■ NSF 2008

Top Ten Agency Rankings by HCAAF Index	
HCAAF Index: Leadership and Knowledge Management	
Agency	2008 Ranking
Nuclear Regulatory Commission	1
National Science Foundation	2
Federal Energy Regulatory Commission	3
Federal Trade Commission	4
National Aeronautics and Space Administration	5
Office of Management and Budget	6
Department of State	7
General Services Administration	8
Court Services & Offender Supervision Agency	9
Social Security Administration	10



# Results-Oriented Performance Culture

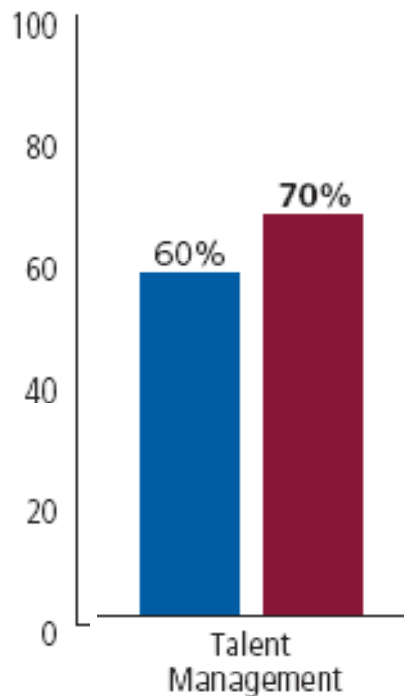


■ Governmentwide
 ■ NSF 2008

Top Ten Agency Rankings by HCAAF Index HCAAF Index: Results-Oriented Performance Culture	
Agency	2008 Ranking
National Science Foundation	1
Nuclear Regulatory Commission	2
Federal Trade Commission	3
National Aeronautics and Space Administration	4
Federal Energy Regulatory Commission	5
Office of Management and Budget	6
Court Services & Offender Supervision Agency	7
Department of Commerce	8
Pension Benefit Guaranty Corporation	9
US Agency for International Development	10



# Talent Management

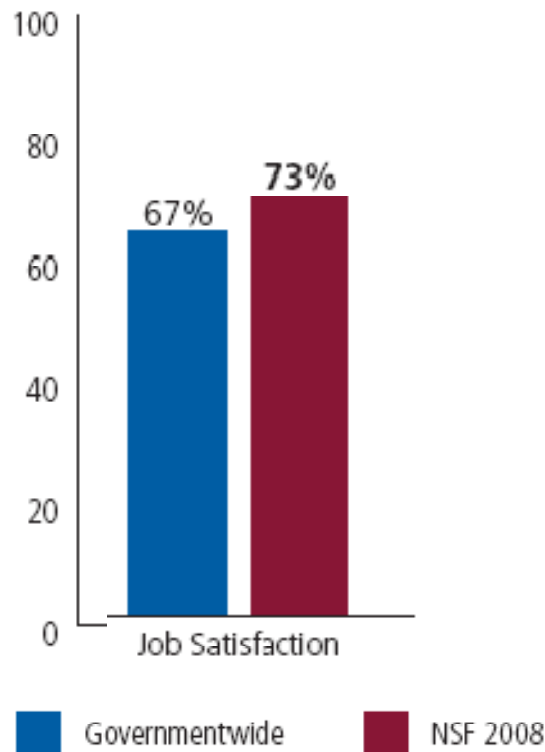


■ Governmentwide
 ■ NSF 2008

Top Ten Agency Rankings by HCAAF Index	
HCAAF Index: Talent Management	
Agency	2008 Ranking
Nuclear Regulatory Commission	1
National Science Foundation	2
National Aeronautics and Space Administration	3
Court Services & Offender Supervision Agency	4
Federal Trade Commission	5
Office of Management and Budget	6
National Credit Union Administration	7
Federal Energy Regulatory Commission	8
General Services Administration	9
Department of State	10



# Job Satisfaction



Top Ten Agency Rankings by HCAAF Index	
HCAAF Index: Job Satisfaction	
Agency	2008 Ranking
Nuclear Regulatory Commission	1
Office of Management and Budget	2
National Science Foundation	3
National Aeronautics and Space Administration	4
Department of State	5
US Agency for International Development	6
Social Security Administration	7
Court Services & Offender Supervision Agency	8
Federal Energy Regulatory Commission	9
Department of Justice	10





# Increases and Decreases

**Table 2. Increases and Decreases in Positive Responses**

Increased the Most	Percent Positive		Difference
	2006	2008	
73. How satisfied are you with telework/telecommuting?	48	58	+10
47. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	51	58	+7
38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	48	55	+7
68. How satisfied are you with the flexible spending account (FSA) program?	44	50	+6
*56. How satisfied are you with the information you receive from management on what's going on in your organization?	55	61	+6
51. My training needs are assessed.	53	59	+6
*55. How satisfied are you with your involvement in decisions that affect your work?	60	66	+6
72. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	37	42	+5
52. Managers promote communication among different work units (for example, about projects, goals, needed resources).	60	65	+5
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	34	+5
Decreased the Most			
64. How satisfied are you with retirement benefits?	74	65	-9
74. How satisfied are you with alternative work schedules?	61	53	-8



# Items Above and Below Government-wide Average

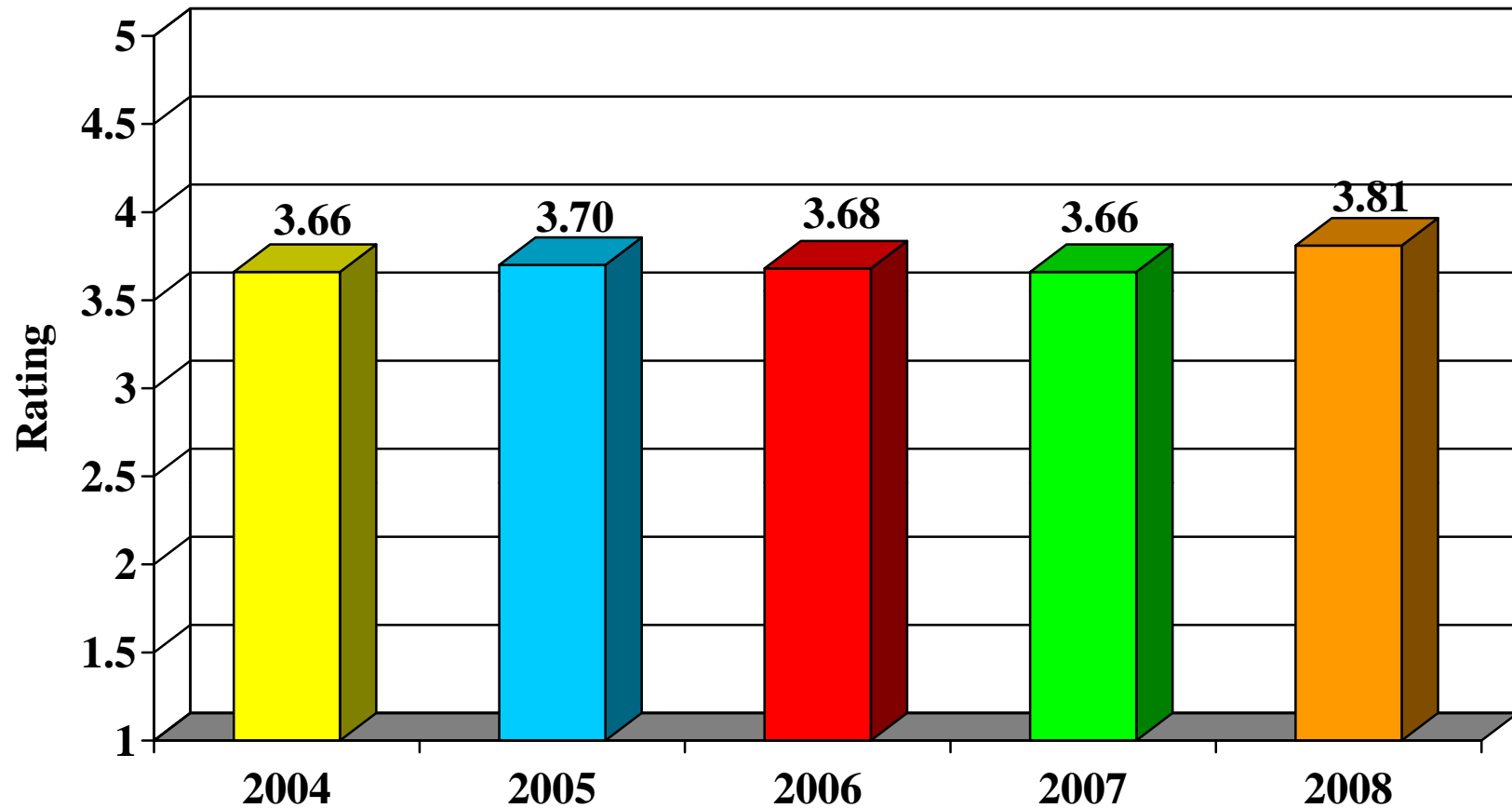
Leading the Government	Percent Positive		Difference
	Governmentwide	NSF	
73. How satisfied are you with telework/telecommuting?	23	58	<b>+35</b>
26. Creativity and innovation are rewarded.	40	62	<b>+22</b>
25. Employees are rewarded for providing high quality products and services to customers.	46	67	<b>+21</b>
27. Pay raises depend on how well employees perform their jobs.	26	46	<b>+20</b>
21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67	87	<b>+20</b>
*57. How satisfied are you with the recognition you receive for doing a good job?	50	69	<b>+19</b>
14. My work unit is able to recruit people with the right skills.	45	63	<b>+18</b>
63. Considering everything, how satisfied are you with your organization?	57	74	<b>+17</b>
28. Awards in my work unit depend on how well employees perform their jobs.	41	57	<b>+16</b>
68. How satisfied are you with the flexible spending account (FSA) program?	35	50	<b>+15</b>
<b>Trailing the Government</b>			
Your agency had no items 5 percentage points or more below the Governmentwide average.			



# 2008 Customer Satisfaction Survey OIRM Results



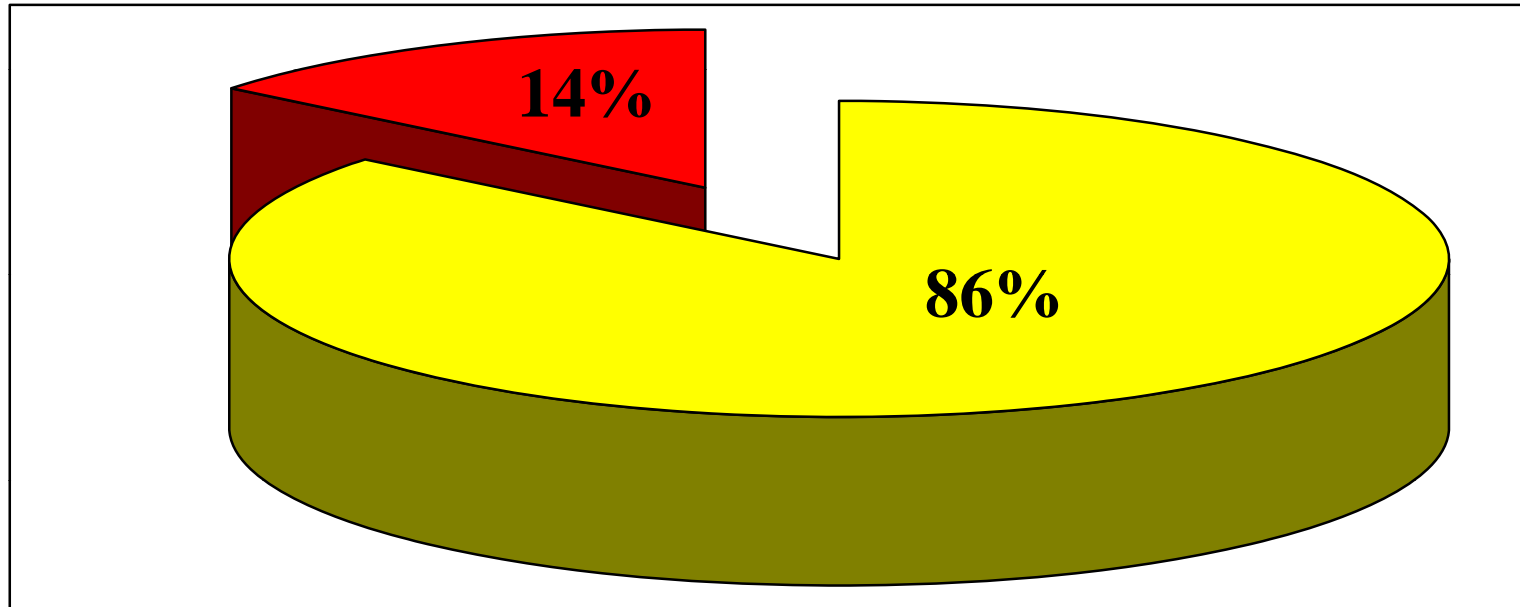
# Overall Results for OIRM Services Yearly Comparison of Ratings





# Overall Results

## Change in Service Ratings (2008 vs. 2007)



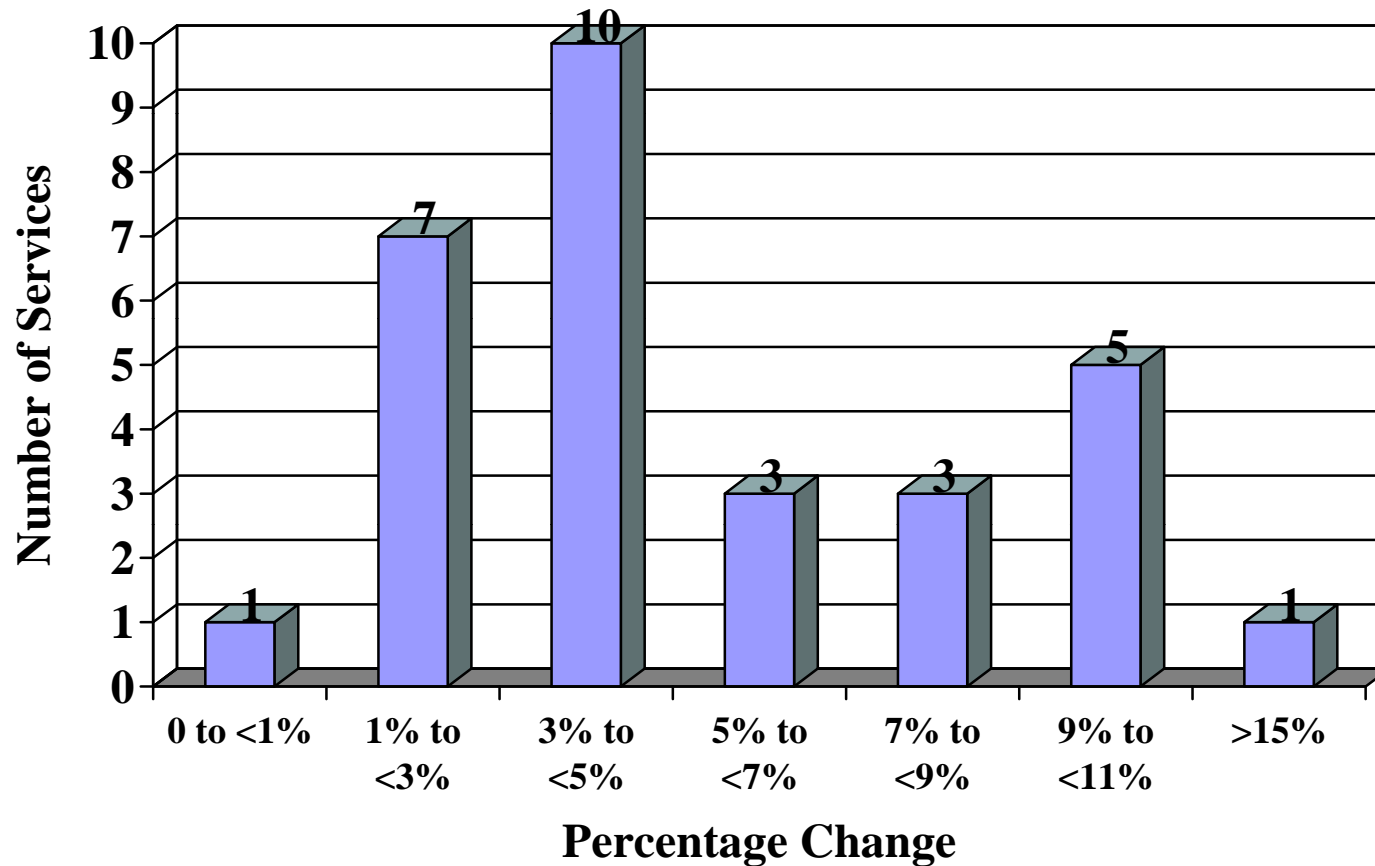


# Highlights

- In comparison to last years' Survey:
  - 30 of 35 Services Received a Higher Rating.
  - Tripled the # of Services Rated >4.
  - Reduced the # of Services rated <3 by 67%.
- Demographic Results – in comparison to last year:
  - 75% of the *Directorates/Staff Offices* rated our services higher.
  - 80% of the *Job Functions* rated our services higher.
  - 100% of the *Experience Levels* rated our services higher.



# Percentage Change in Ratings OIRM Services





# NSF Panelist Survey





# NSF Panelist Survey

- Beginning in July, 2008, panelists were asked to provide feedback on NSF services.....
  - **Prior to your arrival how was your experience in:**
    - Entering your information in FastLane (e.g., banking, personal information)?
    - Making your travel reservations with NSF's travel agent?
    - Getting access to the proposals you needed to review (on-line, paper or CD)?
  - **During your visit at NSF, please rate your experience with the:**
    - NSF Visitor and Reception Center (information and badging)?
    - Conference Room setup and the conference room facilities?
    - "Science Fare" cafeteria?
    - Use of NSF provided computers?
    - Access to the NSF network using your personal laptop?
  - **Overall, how do you rate the NSF services provided during your panel experience?**



# Panelist Survey Results

- Approximately 4,000 surveys received
- 35% response rate
- Five point scale (Excellent, Good, Neutral, Fair, Poor)
  - Overall NSF services
    - 98% Excellent/Good responses
  - Individual Services
    - Excellent/Good responses ranged from 79-96%
    - Highest rated: Entering information into FastLane and Getting Access to Proposals (both 96%)
- Services receiving most comments
  - Network Access
  - NSF-Provided Computers
  - Travel Reservations



# New Executive Transition Program

**(NExT)**



# NExT Program Objectives

*Enhance NSF's **capacity** by quickly and effectively integrating new members of the executive corps.*

*Support **transitions** into NSF executive positions from outside the government, from other Federal agencies, & from within NSF.*

*Provide executives the **tools, information, skill-enhancement,** and **support** to reach full performance as quickly as possible.*

*Develop executive **knowledge** about NSF mission, culture, organization, people, and business processes.*





# NExT Implementation

## PHASE 1: Today

Advance Welcome/  
Orientation

Executive Handbook/  
Website

Executive Log/Transition  
Guidance

## PHASE 2: Tomorrow

Mandatory  
Learning

Organizational  
Advisor

Accountability  
and Tracking

## PHASE 3: Future

Executive  
Coach

“As Needed” Learning &  
Networking



# Phase I: Executive Website

- ✓ Available upon arrival
- ✓ Foundation-wide information for a uniform first glance
- ✓ Alternative to handbooks with written guidance – easily maintained & updated
- ✓ Interactive online resource of critical information

## NExT: New Executive Transition

**NExT Home**

- [Welcome](#)
- .....  
[NSF Fundamentals](#)
- .....  
[People Management](#)
- .....  
[Program Management](#)
- .....  
[Financial Management](#)
- .....  
[Partnership Management](#)
- .....  
[Resources and Services](#)
- .....  
[Glossary of Terms](#)
- .....  
[Contact Us](#)

SEARCH NEXT WEB SITE

## NExT: New Executive Transition



Welcome to the National Science Foundation New Executive Website! We are excited you have chosen to join our talented executive team, whose efforts keep America on the cutting edge of science and engineering research and education.

Consider this website a handbook of essential tools to help you perform your job effectively, including information on your colleagues, guidelines for managing employees and programs, and resources for budget and financial management. We hope you will find this guidance useful as you transition into your role as a new executive here at the Foundation!

Click on the books above to begin to exploring the tools this site offers. Please contact the [NExT Program Coordinator](#) in HRM with questions.



# Phase I: Executive Website

## 1. NSF Fundamentals

- Historical Roots
- Organizational Structure
- Strategic Plan
- Assessing Strategic Performance
- Integrated Calendar

### NExT: New Executive Transition

- NExT Home
- NSF Fundamentals
  - Understanding the Foundation
  - Interactive Organizational Chart
  - Strategic Plan
  - Assessing Strategic Performance
  - Integrated Management Calendar
- People Management
- Program Management
- Financial Management
- Partnership Management
- Resources and Services
- Glossary of Terms
- Contact Us
- SEARCH NEXT WEB SITE
 GO

## Strategic Plan

- Key Points**
- Familiarize yourself with [NSF's Strategic Plan](#).
  - Understand our goals of [Discovery](#), [Learning](#), [Research Infrastructure](#), and [Stewardship](#).

### OUR STRATEGIC PLAN

NSF strives to be at the frontier of science and engineering discovery and education by identifying the leading U.S. pioneers in these fields and funding research, education, equipment and facilities to support their innovative activities. To determine its strategic direction, NSF's leadership integrates science, engineering, and education priorities into its overall strategic vision. The current [NSF Strategic Plan, Investing in America's Future](#), was released on September 30, 2006 and covers [Fiscal Years 2006-2011](#). Designed to establish an integrated approach to our mission, this five-year plan outlines the Foundation's long-term strategic goals: *Discovery, Learning, Research Infrastructure, and Stewardship*. Understanding this vision will enable you to better fulfill the goals of your organization and NSF at large. To learn more about each of NSF's strategic goals, click on the boxes in the figure below:



**Discovery:** NSF aims to foster science and engineering research and education that will advance the frontiers of knowledge, emphasizing areas of greatest opportunity and potential benefit and establishing the nation as a global leader in fundamental and transformational science and engineering. NSF has established the following priorities in support of this goal:



# Phase I: Executive Website

## 2. People Management

- Recruitment
- Workforce Planning
- Employee Performance
- Employee Development
- Employee Recognition
- Employee Relations
- Labor Relations

NExT: New Executive Transition

**Performance Management**

**Key Points**

- ✓ Understand the Foundation's [Performance Management Cycle](#)
- ✓ Establish meaningful and measurable [performance plans](#) for each of your direct reports; conduct a [mid-year progress review](#) for each of them; and complete the [year-end appraisal process](#).
- ✓ Conduct [ongoing employee assessment](#), provide frequent feedback and coaching regarding their performance.
- ✓ Address [performance problems](#) as soon as they arise.

**Key Contact**

★ NSF's [Employee Relat](#)

**UNDERSTANDING YOUR I**

Effective performance ma its strategic goals and ob with specific feedback on also presents a frameworl developing employee cap goals, and strategy; and

**Performance Management Cycle**  
April 1 - March 31

Provide Ongoing Assessment, and Feedback

Performance Plans in Place (By May 1)

Provide Ongoing Assessment, and Feedback

Mid-Year Progress Review (September through December)

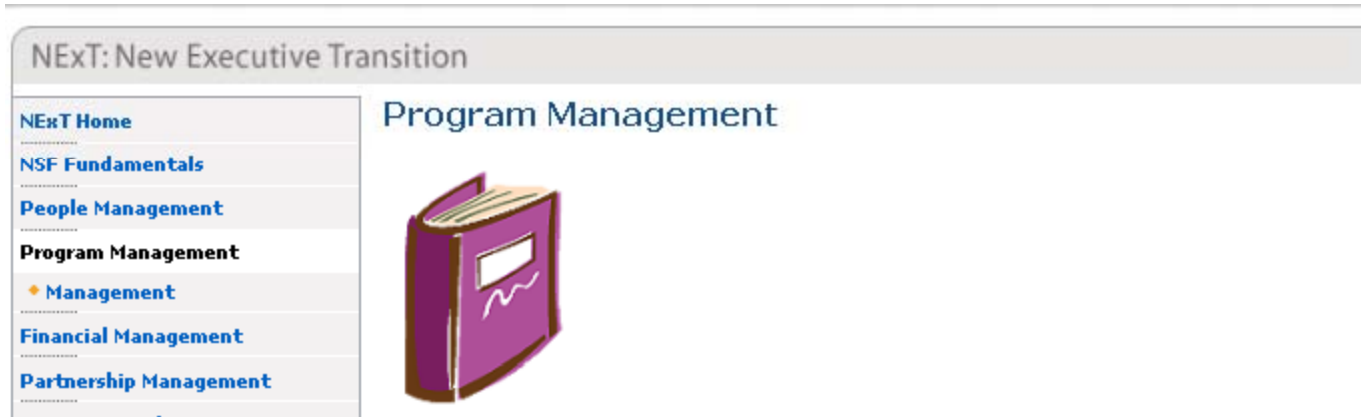
Year-End Performance Appraisal (April 1 - April 30)

Provide Ongoing Assessment, and Feedback





# Phase I: Executive Website



## 3. Program Management

- Under Construction
  - *Potential sections include proposal/award process, Merit Review, Conflict of Interests, Oversight, etc.*



# Phase I: Executive Website

## 4. Financial Management


- Federal Budgets
- Contracts
- Interagency Agreements
- Grants
- Cooperative Agreements

NExT: New Executive Transition

**NExT Home**  
NSF Fundamentals  
People Management  
Program Management  
**Financial Management**  
• Budget  
• Contracts & Interagency Agreements  
• Grants & Cooperative Agreement  
Partnership Management  
Resources and Services  
Glossary of Terms  
Contact Us

SEARCH NEXT WEB SITE  
 **GO**

### Financial Management



Financial management at NSF is as complex as the grants we fund. As an agency, we track all financial transactions using electronic systems; engage in routine and non-routine audits; and produce quarterly and annual financial reports. The [Office of Budget, Finance and Award Management](#) houses the institutional expertise necessary to ensure compliance with federal rules and regulations, while offering critical oversight mechanisms throughout the Foundation to guarantee transparent financial transactions.

The webpages in this section contain valuable information on how you contribute to NSF's budget process, manage proposals and grants, and acquire goods and services via contracts and agreements. Click on the boxes below or the lefthand toolbar to explore each area of financial management in detail:

<b>Budget Process</b> <i>Developing, justifying, and executing NSF's annual budget for each fiscal year (October 1 - September 30), as approved by the Office of Management &amp; Budget and Congress.</i>	
<b>Contracts &amp; Interagency Agreements</b> <i>Soliciting, negotiating, and administering contracts with third parties; including formalized partnerships with other Federal agencies.</i>	<b>Grants &amp; Cooperative Agreements</b> <i>Understanding the financial and administrative support used to manage proposals and grants from pre-award through award closeout; including complex agreements with large research facilities and major programs.</i>



# Phase I: Executive Website

## 5. Partnership Management

- Congress
- Media
- Interagency Partners
- International Partners

NExT: New Executive Transition

[NExT Home](#)

[NSF Fundamentals](#)

[People Management](#)

[Program Management](#)

[Financial Management](#)

**Partnership Management**

- [Congressional Affairs](#)
- [Media and Public Affairs](#)
- [Federal Partnerships](#)
- [International Partnerships](#)

[Resources and Services](#)

[Glossary of Terms](#)

[Contact Us](#)

SEARCH NEXT WEB SITE

### Partnership Management



As an executive at NSF, you play an important role in representing the Foundation through your communications with our cooperative partners. You will interact with a variety of external audiences during your time here, which may include Members of Congress or their staffs, the media, and individuals from policy organizations, academia, and other Federal agencies. Our partnerships bridge national and international communities and encourage multidirectional dialogue concerning our efforts to advance science and engineering research.

The [Office of Legislative and Public Affairs \(OLPA\)](#) at NSF is responsible for coordinating partnerships with Congress, the news media, research and education communities, and the public at large. OLPA's Congressional Affairs Section and Media and Public Information Section employ a wide variety of tools and techniques to engage these public audiences and communicate information about the activities, programs, research and, policies of the National Science Foundation.

Many of our interagency and international partnerships develop organically, without the specific direction of a specialized office here at the Foundation. Your colleagues have many individual experiences to share. Their advice is gathered here as a starting point for utilizing your professional network in order to keep NSF at the frontier of critical, innovative research.

The webpages contained in this section describe your role in maintaining and developing the Foundation's key partnerships and provide guidelines for your external interactions. Click on the figures below to explore each area of partnership management in detail:





# Phase I: Executive Website

## 6. Resources & Services

- Information Technology
- Agency Resources
- On-Site Services
- Safety & Security

NExT: New Executive Transition

[NExT Home](#)

[NSF Fundamentals](#)

[People Management](#)

[Program Management](#)

[Financial Management](#)

[Partnership Management](#)

**Resources and Services**

- ◆ [Information Technology](#)
- ◆ [Resources](#)
- ◆ [Services](#)
- ◆ [Safety and Security](#)

[Glossary of Terms](#)

[Contact Us](#)

SEARCH NEXT WEB SITE

### Resources and Services: Introduction to Resources and Services



Understanding the resources available to you is a critical component of being an executive at NSF. Effective management requires an in-depth knowledge of the tools and mechanisms available to support the work we do every day. From information technology systems to safety and health programs, consider this section of the website a broad introduction to the fundamental tools used to achieve the Foundation's mission. Click on the graphic below to explore each area in further detail:



**Information Technology:** Learn about NSF's automated business system from AcademyLearn and the Conference Room Scheduler to eJacket and FastLane.



**Resources:** Explore the day-to-day support available from meetings and events to travel and information services.



**Services:** Discover how we promote a comfortable and convenient working environment, including building, food, fitness, health, employee assistance, and childcare services.



**Safety and Security:** Walk through the Foundation's safety and security policies, procedures, and resources, as well as the Office of the Inspector General (OIG).

For a comprehensive list of resources available across the Foundation, refer to NSF's [directory of internal services](#).



# Phase I: Executive Website

## 7. Glossary of Terms

→ Definitions

→ Links to further info

NExT: New Executive Transition

**NExT Home**  
.....  
**NSF Fundamentals**  
.....  
**People Management**  
.....  
**Program Management**  
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**Financial Management**  
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**Partnership Management**  
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**Resources and Services**  
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**Glossary of Terms**  
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**Contact Us**  
.....  
**SEARCH NEXT WEB SITE**

### Glossary of Terms

Term	Definition
<b>Acceptable Level of Competence</b>	Refers to an overall performance rating of "Fully Successful." See <a href="#">Individual Rating Level</a> .
<b>Advance Billing</b>	Involves the Foundation billing the other agency for funds in advance of work performed.
<b>Advisory Committee (AC)</b>	A panel of external experts providing oversight and guidance to NSF programs within each Directorate/Office.
<b>Appropriation</b>	The provision of funds, through an annual appropriations act or a permanent law, for federal agencies to be put to specific use during a given fiscal year.
<b>Bargaining Unit (BU)</b>	A specific group of employees certified by the <a href="#">Federal Labor Relations Authority (FLRA)</a> to have a clear and identifiable community of interest. This group is entitled to an exclusive representative, who negotiates on their behalf according to the Collective Bargaining Agreement (CBA). One does not need to be in the BU to be a Union member.
<b>Budget Planning Liaison Group (BPLG)</b>	A group of over 20+ members, consisting of primary and secondary POCs for each Directorate and Office that meets on an "as needed" basis. Provides support to Directorates/Offices for budgeting activities and tasks.
<b>Collective Bargaining Agreement (CBA)</b>	The formal agreement negotiated between NSF and the Union, AFGE Local 3403. The CBA, and its supplements, outline policies and procedures that both management and the Union are required to follow. It is available <a href="#">online</a> .



# Phase I: Executive Website

NExT: New Executive Transition

**NExT Home**  
.....  
**NSF Fundamentals**  
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**People Management**  
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**Partnership Management**  
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**Resources and Services**  
.....  
**Glossary of Terms**  
.....  
**Contact Us**  
**SEARCH NEXT WEB SITE**

## Contact Us

Do you have a question or comment about this website or the New Executive Transition Program (NExT) program? Please fill out the form below. Your questions and feedback are important to us.

**Your name:**

**Email address:**

**Comments/Questions:**

## 8. Contact Us

→ Questions

→ Feedback



# Phase I: Executive Log

☑ **Transitions key information specific to organization**

- Current/future priorities
- Internal/external contacts
- Budget status
- Organizational issues

☑ **Interactive, automated portal**

☑ **Simple framework for annotation**

☑ **Captures & maintains historical information**

## NExT: New Executive Transition

[New Executive Transition Home](#)  
[Executive Log](#)

### Division of Human Resource Management (HRM )

Other entries for this division

#### Section I. Key Contacts

Please insert information about the key NSF contacts for your Division (e.g., division-specific contacts in BFA, DGA, HRM, etc):

insert your notes by clicking on the edit

[\(EDIT\)](#)

#### Section II. Research Trends

Please provide information regarding new trends in research in your Division, including a summary of important new projects within each division area (anthropological, physical sciences, etc.), references to specific award numbers, and web links (if applicable).

#### Cross Directorate/Divisional Programs

- [CreativeIT](#) (08-572 )
- [Decision Making Under Uncertainty Collaborative Groups](#) (09-544 )
- [SBE Doctoral Dissertation Research Improvement Grants](#) (06-605 )
- [Science of Science and Innovation Policy](#) (09-7626)
- [Social and Behavioral Dimensions of National Security, Conflict, and Cooperation](#) (08-594 )

Please provide specific information on your Division's relationships with other Divisions within NSF (e.g., collaborative projects, etc):

[\(EDIT\)](#)



# Phase I: Beta Testing

## ☑ **NExT Executive Log Pilot**

- ☑ *Target Date:* Week of May 11 through Week of June 1
- ☑ *Who:* Participating Division Directors
- ☑ *What:* Usability and functionality
- ☑ *How:* User Testing, Focus Group and Targeted Online Survey Tool

## ☑ **NExT Website Pilot**

- ☑ *Target Date:* Week of June 1 through Week of June of June 15
- ☑ *Who:* Division Directors, Subject Matter Experts, and a subset of recently hired executives
- ☑ *What:* Usability, Functionality and Relevancy
- ☑ *How:* User Testing, Focus Groups and Targeted Online Survey Tool





# New Employee Welcome Video

The screenshot shows the NSF website header with the logo and tagline "WHERE DISCOVERIES BEGIN". A search bar is present with "NSF Web Site" selected. A navigation menu includes links for HOME, FUNDING, AWARDS, DISCOVERIES, NEWS, PUBLICATIONS, STATISTICS, ABOUT, and FastLane. The main banner features a blue background with scientific imagery and the text "New Employee Welcome (NEW)". Below the banner is a sidebar with a table of contents for the "New Employee Orientation" section, including links for Home, About NSF, Getting Started as a New Employee, New Employee Orientation, What to Bring on Your First Day, Important New Employee Deadlines, Employee Testimonials, NSF Benefits and Worklife Programs, and Contact Us. The main content area is titled "New Employee Orientation" and contains two paragraphs of text. The first paragraph describes the reporting process to the NSF Visitor and Reception Center, mentioning Room 315 and the location at the intersection of North Stuart Street and 9th Street North. The second paragraph details the identification requirements for the first day of work, emphasizing the need for two forms of identification, one of which must be an unexpired government-issued form with a photo. A small NSF logo is visible to the right of the text.

**SEARCH**  
NSF Web Site

HOME | FUNDING | AWARDS | DISCOVERIES | NEWS | PUBLICATIONS | STATISTICS | ABOUT | FastLane

## New Employee Welcome (NEW)

### New Employee Orientation

On your first day of employment, please report to the NSF Visitor and Reception Center to receive a visitor badge before proceeding to the Division of Human Resource Management, Room 315. The Reception Center is located inside the NSF main entrance, at the intersection of North Stuart Street and 9th Street North—one block away from the Ballston-MU Metro stop on the Orange Line. Please see the [Directions to NSF](#) and Local Area Information page for detailed directions.

On your first day of employment you will be required to complete the necessary forms and security requirements to ensure your successful transition to the National Science Foundation. **Please bring TWO forms of identification, one of which must be an unexpired government-issued form of identification with your photo (U.S. passport, or driver's license or ID card issued by a State or outlying possession of the U.S.). Please refer to the Employment Eligibility Verification form (Form I-9) in your commitment letter package or e-mail for a list of other acceptable forms of identification.** Please consult your commitment letter package or e-mail, or contact your HR representative for information about other forms and documentation to bring on your first day.