

# **NATIONAL SCIENCE FOUNDATION'S DIVERSITY AND INCLUSION STRATEGIC PLAN 2012 – 2016**

**(IN SUPPORT OF THE GOVERNMENT-WIDE EFFORT TO ENHANCE  
DIVERSITY AND INCLUSION IN THE FEDERAL WORKFORCE)**

*Our nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on all the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.*

*-- President Obama  
Executive Order 13583*

*... realizing the full potential of our people and managing a capable and motivated organization that provides an inclusive and positive work environment ... seeking and including contributions from all sources while reaching out, especially to groups that are underrepresented, serving scientists, engineers, educators, students and the public across the nation ...*

*Empowering the Nation through Discovery and Innovation  
NSF Strategic Plan for Fiscal Years 2011 - 2016*

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## Overview

On August 18, 2011, President Obama issued Executive Order 13583, establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce (Executive Order). The Executive Order required the establishment of a coordinated Government-Wide Diversity and Inclusion Initiative and Strategic Plan within 90 days of its issuance. The Government-Wide Diversity and Inclusion Plan (Plan) outlines the implementation of the President's Executive Order and incorporates recommendations from stakeholders with expertise in the areas of diversity and inclusion, equal employment opportunity (EEO), and organizational change.

The Plan provides a shared direction, encourages commitment, and creates alignment so agencies can approach their workplace diversity and inclusion efforts in a coordinated, collaborative, and integrated manner. Three key goals provide a path for successful agency diversity and inclusion efforts: workforce diversity, workplace inclusion, and sustainability. This NSF Diversity and Inclusion Strategic Plan (NSF D&I Strategic Plan) builds on both the Government-Wide Diversity and Inclusion Plan and *Empowering the Nation through Discovery and Innovation*, NSF's 2011-2016 Strategic Plan (NSF Strategic Plan).

## BACKGROUND ON THE GOVERNMENT-WIDE APPROACH TO DIVERSITY AND INCLUSION

The Executive Order directs executive departments and agencies to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resources strategies. This approach includes a continuing effort to identify and adopt best practices to promote diversity and inclusion and to identify and remove any barriers to EEO, consistent with merit system principles and applicable law.

The Government-Wide Plan defines diversity broadly, including, but not limited to the legally protected categories. Diversity encompasses all that makes us unique, including the diversity of thought and perspective that accompanies our identity. Recognizing the breadth of diversity considerations is critical to realizing the full performance potential and harnessing the innovation that diversity offers. This is more than a legal or moral imperative; it is a business imperative for public service. The following is the government-wide definition of diversity expanded to address NSF's specific needs.

Workforce diversity is defined as a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age religion, sexual orientation, gender identity, socioeconomic status, veteran status, educational background, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.

In addition, research has demonstrated that, while organizations may have diversity in their midst, employees may not perceive that their social identities are appreciated and included in the workplace. For this reason, building inclusive workplaces ensures that all employees feel included, connected, and engaged.

Inclusion is defined as a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

Creating a diverse and inclusive Federal workforce that draws from all segments of society requires sustained commitment to ensuring a level playing field upon which applicants and employees may compete for opportunities within government.

## **NSF'S COMMITMENT TO DIVERSITY AND INCLUSION**

*Empowering the Nation through Discovery and Innovation*, NSF's 2011-2016 Strategic Plan (NSF Strategic Plan), begins with core values, highlighting NSF's commitment to being visionary, dedicated to excellence, and being a learning and growing organization that is broadly inclusive and accountable. Through its programs and its operations, NSF strives to ensure that individuals and ideas have the opportunity to flourish. The NSF D&I Strategic Plan melds approaches to nurturing and sustaining a diverse and inclusive workforce in the larger U. S. science and engineering enterprise with those for building a diverse and inclusive staff within NSF. Both the NSF Strategic Plan and the NSF D&I Plan draw on the agency's core strategies to *broaden participation and learn through assessment and evaluation of NSF programs, processes and outcomes; continually improve them; and employ outcomes to inform NSF planning, policies, and procedures*. They are closely linked to NSF activities in pursuit of attaining status as a model EEO agency as defined by the U.S. Equal Employment Opportunity Commission (EEOC).

## **AGENCY LEADERSHIP FOR DIVERSITY AND INCLUSION**

In preparing the NSF D&I Strategic Plan, NSF has designated the Chief Human Capital Officer (CHCO) as the responsible official for enhancing employment and promotion (employee life cycle processes), in collaboration with the Office of Diversity and Inclusion (ODI). In general, NSF assigns responsibilities for workforce planning to the Division of Human Resource Management (HRM) and responsibilities for barrier analysis to ODI. NSF's Office of General Counsel ensures that agency specific plans are in compliance with laws, rules and regulations that make it unlawful for agencies to discriminate for or against an applicant or employee based on race, color, religion, sex (including pregnancy or gender identity), national origin, age, disability, sexual orientation or any other prohibited basis. The CHCO and ODI's roles and

responsibilities are dependent upon the unique needs, reporting structures, current laws, policies, regulations, and strategies utilized by NSF. As per guidance, NSF ensures that the EEO Director reports to the Head of the Agency, or his or her designee, and is not a direct report to the CHCO.

### **NSF'S DIVERSITY AND INCLUSION VISION STATEMENT**

To be a model for the scientific enterprise by leveraging diversity and fostering inclusion within NSF to deliver on the NSF mission.

### **NSF'S DIVERSITY AND INCLUSION MISSION STATEMENT**

To recruit, retain, and develop a diverse, high-performing workforce that draws from all segments of society and values fairness, diversity and inclusion to promote the progress of science.

### **NSF'S DIVERSITY AND INCLUSION GOALS**

NSF's Diversity and Inclusion Goals parallel those of the Government-Wide Plan.

1. **Workforce Diversity**. Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American Society.
2. **Workplace Inclusion**. Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.
3. **Sustainability**. Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

The three goals listed above are absolutely necessary for the successful growth of diversity and inclusion in the federal environment. Other characteristics of diversity and inclusion best practice plans, such as leadership, accountability, measurement, and training are components of, and integrated in, the three goals. The remainder of the NSF D&I Strategic Plan elaborates on these goals with status of current efforts, current priorities, and targets for action planning.

## FROM STRATEGIC PLAN TO ACTION PLANNING FOR IMPLEMENTATION

NSF's D&I Strategic Plan establishes a framework for action. Each goal and priority is accompanied by a brief discussion of current progress and some readily identifiable targets for action planning or next steps. NSF will engage the entire workforce in an open dialogue to determine the specific actions the organization should take moving forward to meet the goals laid out in this strategic plan. By the target date of June 15, 2012, NSF will create a companion action plan that identifies specific events the organization will undertake to achieve the goals and priorities herein with associated timelines, action owners, accountable parties, and metrics. Progress toward achieving the overall goals and priorities will be tracked against this action plan and reported to all employees on an annual basis.

## Goal 1: Workforce Diversity

*Recruit from a diverse, well qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American Society*

### *Workforce Planning as the Basis for Recruitment, Hiring and Development Initiatives*

In order to identify appropriate strategies to attract and retain high performers, NSF reviews its current workforce profile, determines future workforce needs and identifies gaps in skills, competencies, subject matters and workforce composition. Workforce planning allows NSF's leaders to make informed decisions to attract, build and retain inclusive teams to support its mission. NSF's current workforce planning processes include:

Workforce Profile Analysis: In addition to the analysis requested by the Management Directive 715 (MD 715), each year NSF examines over 20 aspects of its workforce composition against its identified goals and challenges and uses these data to monitor trends and identify areas that might require future intervention. This profile analysis is conducted at both the agency level and the directorate/office level, and findings are used to inform both agency level initiatives and those at the individual directorate or office level. These profiles are provided to organizations annually and are reviewed during staffing planning discussions. Organizations also rely on these data as they continue to shape their workforces in both current and out years.

Staffing Planning: NSF conducts staffing planning annually to identify workforce issues at the sub-organization level. Findings are then rolled up to identify those issues that rise to the level of agency-wide intervention. This exercise gives voice to concerns that arise at the Division or Directorate level and allows NSF to better address issues in recruiting, performance management, knowledge development, and succession planning that may appear at first to be localized.

Workforce Analysis/Forecast: NSF employs a weighted workload model to understand the impact of workload on its workforce and Full Time Equivalent (FTE) needs. Data from the model are used to anticipate future resource needs and inform resource allocations. Directorates and offices use the analysis as one form of input into their own staffing and resource requests.

Competency Assessments: These assessments are conducted annually in areas or occupations that NSF has identified as priority based upon identified workforce needs. NSF uses both structured competency assessment tools and ad hoc analysis. These assessments identify competency gaps in the NSF workforce and help shape hiring and learning programs.

Employee Viewpoint Survey (EVS): The EVS data provide yet another set of data points for workforce planning activities. This survey illuminates issues important to current staff and can help focus NSF's hiring and training activities.

Succession and Pipeline Data: NSF examines a variety of indicators regarding the health of both its internal hiring pipeline as well as the pipeline provided by the STEM workforce across the United States.

Attrition and Hiring Estimates: The Division of Human Resource Management (HRM) tracks and reports attrition and hiring data to management of the directorates and offices as well as for the overall agency. These data help focus recruitment and diversity planning efforts. NSF's hiring initiatives are designed to respond to the needs and challenges of the unique NSF workforce as identified by the workforce planning process. Internal analysis helps NSF identify underrepresented groups and best target limited recruitment initiatives.

NSF also completes the analysis required by the MD 715 each year. This analysis provides a snapshot of the workforce to assist in identifying potential barriers to equal employment opportunity (EEO). Overall, data in the MD 715 are compared to the national civilian labor workforce (CLF). For the purposes of this report, NSF will consider both the relevant and occupational labor force for scientific positions and the local labor force for administrative positions where appropriate. NSF also conducts supplemental workforce trend analyses which are incorporated into the workforce planning process. These analyses are also reviewed when setting targets for specific hiring initiatives for people with disabilities and for veterans.

#### Target for Action Planning

- NSF intends to form a partnership between STEM workforce experts who support NSF mission-related work and professionals in workforce planning and diversity inclusion occupations to review NSF's barrier analysis methodology as well as other internal methods of workforce analysis to create a more robust and inclusive process.

#### *Priority 1.1 Design and implement strategic recruitment and outreach to reach all segments of society*

##### **Actions:**

1. Collect and analyze applicant flow data

NSF currently collects applicant flow data for GS recruitments through its automated recruitment system and SES recruitments manually. These data will be reviewed annually through the MD 715. However, NSF cannot currently capture accurate information for its excepted service recruitments. The excepted service hiring authority is used to hire more than 30% of NSF employees.

In FY12, NSF is piloting the use of the automated recruitment system for excepted service hires and, if the pilot is successful, will have better data in the coming years. In the meantime, NSF will continue to use new hire data as a proxy.

2. Coordinate outreach and recruitment strategies to maximize the ability to recruit for a diverse, broad spectrum of potential applicants including a variety of geographic regions, academic sources, and professional disciplines.

NSF makes use of the Office of Personnel Management's USAJOBS system for all of its competitive, permanent job opportunity announcements. USAJOBS offers the broadest distribution channels available for government announcements. NSF also employs an internal program called "NSF Updates", which provides automatic electronic notifications of job opportunity announcements to interested candidates.

NSF, through its Team to Invigorate Marketing and Outreach (TIMO), participates in more than 50 outreach events per year. TIMO partners hiring managers with Human Resource professionals when attending recruitment events to allow potential applicants the opportunity to talk directly with the scientists, engineers, educators and administrative professionals who work at NSF. In FY 2011, TIMO and ODI partnered with the Directorate for Engineering to initiate a pilot targeting underrepresented populations through work with relevant professional societies.

TIMO also facilitates strategic partnerships with external groups to reach a diverse applicant pool. NSF partners with: the National Institute of Standards and Technology, the Peace Corps, African American Federal Executives Association, Mid-Atlantic Higher Education Recruitment Consortium, Higher Education Dual Career Networks, the Hispanic Heritage Foundation, the National Society of Hispanic MBAs, the Mid-Atlantic Hispanic Chamber of Commerce, Latinos for Hire, the Department of Rehabilitative Service and the Virginia Employment Commission. Finally, in FY11 NSF created the NSF Ambassador program which leverages the knowledge and connections of its rotator staff to enhance outreach efforts by providing staff members involved in recruitment with information at their fingertips, thereby enabling NSF staff members to easily distribute job information at mission related functions.

### Targets for Action Planning

- Update NSF internal recruitment tools to enhance recruitment for underrepresented populations as defined by NSF's internal analysis.
- Implement the TIMO, ODI, Engineering pilot; assess outcomes; and extend to other NSF organizations.
- Review and modify outreach and recruitment methods to ensure that job advertisements are reaching a diverse audience, and revive the process of target

recruiting for diversity through NSF's internal recruitment tool rather than relying on OPM to blanket distribute job opportunity announcements.

- Coordinate between HRM and ODI to generate and disseminate annual workforce diversity and inclusion reports at both the agency and component levels and distribute them to management during annual workforce and staffing planning events.
3. Ensure that outreach and recruitment strategies designed to draw from all segments of society, including but not limited to those identified as underrepresented by NSF's internal analysis, are employed when using staffing flexibilities and alternative hiring authorities.

NSF also has a robust program for targeted recruitment categories including significant outreach to disabled applicants and veterans. These strategies are included in the attached Recruitment Plans for Veterans and Individuals with Disabilities.

NSF currently makes use of the Student Temporary Employment Program (STEP) and the Student Career Experience Program (SCEP), and the Presidential Management Fellows Program. All three will be folded into the Pathways Program in the summer of FY12.

#### Target for Action Planning

- In moving to the Pathways Program, design recruitment strategies for student intern programs focused on target populations identified as underrepresented by NSF's internal analyses.
- Review agency's Pathways Programs for systemic barriers that may impede full participation in these processes by all groups.

#### *Priority 1.2 Conduct barrier analyses and make use of them in workforce planning and implementation.*

##### **Actions:**

1. Review the results of the barrier analysis required by the MD 715 and internal analysis conducted outside the MD 715 requirements, develop action plans to eliminate any identified barrier(s), and coordinate implementation of the action plans with special emphasis and affinity groups.

NSF completes the analysis required by the MD 715 each year. This analysis provides a snapshot of the workforce to assist in identifying potential barriers to EEO. Overall, data in the MD 715 are compared to the national CLF. For the purposes of this report, NSF will consider both the relevant and occupational labor force for scientific positions and the local labor force for administrative positions where appropriate. NSF also conducts supplemental workforce trend analyses which are incorporated into the workforce planning process. These analyses are also

reviewed when setting targets for specific hiring initiatives for people with disabilities and for veterans.

#### Targets for Action Planning

- Develop a structured process for directorate and agency use in identifying underrepresentation and potential barriers, and develop action strategies for eliminating causes.
- Eliminate job or promotion criteria that are not job related and consistent with business needs. Begin by reviewing the qualifications for Administrative Professional positions in the research directorates (e.g. Program Assistants, Program Specialist, and Program Analysts) to ensure promotion potential is available at all levels.
- Ensure, to the greatest extent possible, that a diverse group of individuals is involved in individual selection, promotion and awards decisions. Draw on ODI resources in the elements of the selection process for key positions in which underrepresentation has been identified (e.g., GS 14-15 and SES) with particular attention to identifying individuals to provide diversity and inclusion perspectives on hiring panels and to reviewing selection processes for appropriate diversity and inclusion input. Share best practices from across the organization regarding inclusive interview and selection processes that minimize implicit bias.

*Priority 1.3. Use strategic hiring initiatives and support Special Emphasis Programs (SEPs), to promote diversity within the workforce.*

#### **Actions:**

1. Use the Schedule A hiring authority for people with disabilities and the Veteran Hiring Authorities as an integral part of recruitment strategies to close identified workforce gaps. Develop recruitment plans that target identified needs rather than employing blanket recruitment strategies.

In support of the President's Veterans Employment initiative, NSF participates in the Department of Veterans Affairs Non-Paid Work Experience (NPWE) program, which helps veterans with the transition back to civilian life by providing opportunities in government. NPWE provides NSF an opportunity to train, mentor, and assist veterans in pursuing a career path at NSF. When FTEs become available, hiring officials can contact HRM representatives to pursue candidates through this program.

Recognizing that many positions at NSF require advanced degrees and research experience, NSF partners with colleges and universities to encourage outreach to veterans beginning their academic pursuits. Because of these efforts, NSF was featured in the June 2011, INSIGHT into Diversity article, "Breaking the Mold – The National Science Foundation attempts to bring diversity to the STEM fields."

NSF was recognized as a leader among federal agencies for its continued outreach to the disability community. In 2011, NSF received its second straight “I CAN” Champions for Disability award in FY11 from the Commonwealth of Virginia, Department of Rehabilitative Services for demonstrating excellence in the leadership in hiring people with disabilities. NSF is committed to using OPM’s Shared Register of Candidates with Disabilities in the future, with particular attention to student recruiting.

More generally, NSF will implement measures that will improve data quality around the self identification of disabilities and increase training for hiring managers around special hiring authorities (Schedule A, Veterans hiring, etc.).

2. Support Special Emphasis Programs (SEPs) and appoint SEP Managers as advisors on hiring, retraining and promoting a diverse workforce.

NSF has an active collection of SEPs that focuses primarily on inclusion and promoting a diverse workforce rather than enhancing recruitment and hiring efforts. There are well-established connections between the SEP activities and the TIMO efforts described above.

In enhancing the use of SEPs, NSF will continue to engage employees through NSF’s SEPs, the Diversity Dialogue Series, and other diversity initiatives.

#### Target for Action Planning

- Identify and implement new mechanisms to link NSF recruitment and hiring efforts with existing mechanisms to promote diversity within NSF.
- Devise methods to leverage the experience and expertise of NSF’s Equal Opportunity Liaisons (EOLs).
- Expand the reach of NSF’s current resource groups, such as the EOLs, to include information from employee affinity groups.



## Goal 2: Workplace Inclusion

*Federal agencies shall cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.*

### *Priority 2.1 Promote diversity, inclusion, and equity in leadership development programs*

#### **Actions:**

1. Review leadership development programs, determine whether they draw from all segments of the workforce, and develop strategies to eliminate barriers where they exist.

NSF's Leadership Development Curriculum promotes diversity, inclusion and equity. The Executive Leadership Retreat, designed for new executives at NSF, includes a discussion of diversity and inclusion and a presentation by ODI. The retreat also focuses on issues of implicit bias and broadening participation in the NSF merit review process. This retreat is open to all NSF executives. Similarly, NSF is currently developing a workshop for supervisors and hiring managers on employee selection that places emphasis on effective, objective measures of capability that reduce the influence of bias in selection decisions. This workshop also includes information on implicit bias and methods of ensuring a fair and objective selection process.

NSF is also developing both an Aspiring Leader Program and a Senior Leadership Development Program, both of which will focus on identifying and developing leadership competencies across the full range of employees at NSF.

Where underrepresentation exists in participation in these activities, the agency will conduct analyses of leadership development participation and selection processes to identify barriers to equal opportunity, and review participation in all training and development programs, including the mentor program, to identify any systemic barriers to participation.

#### Targets for Action Planning

- Develop and conduct analyses of participation patterns in NSF training opportunities, with particular attention to leadership development activities.
- Design methods to identify systemic barriers to participation and strategies to overcome them.

2. Enhance mentoring programs within the agency for employees at all levels with an emphasis on Executive level employees

In January of 2012, NSF launched a Foundation-wide formal mentoring program as well as support for informal mentoring relationships. There are currently 70 mentor/mentee pairs in the formal program and approximately 30 mentor/mentee pairs in the informal group. Participants are broadly diverse and represent employees at all levels across the Foundation, including executives.

#### Target for Action Planning

- Design and implement strategies for expanding capabilities to support formal and informal mentoring programs, including mentoring for new employees.
3. Develop and implement a succession planning system for mission critical occupations that includes broad outreach to a wide variety of potential leaders.

NSF recently reviewed its Mission Critical Occupations (MCOs) and is currently revising its workforce planning and succession planning activities to include the new high risk designations and to better incorporate succession planning activities for all NSF specific MCOs. NSF is awaiting final guidance from the government-wide Mission Critical Occupation Working Group before finalizing its action strategies. These strategies will include tactics that target outreach to underrepresented groups in addition to tactics that will reach a broad audience, as will all workforce planning and succession planning activities.

#### Target for Action Planning

- Continue work to formalize a succession planning and employee development program that will routinely offer temporary detail assignments, special assignments, and opportunities to transfer to other organizations within NSF to help upgrade employees' skills and improve visibility and to prepare employees at all levels for leadership positions.

*Priority 2.2: Cultivate a supportive, welcoming inclusive and equitable work environment*

**Actions:**

1. Improve policies and programs geared toward mitigating workload stress and improving work/life effectiveness at NSF.

NSF employees give the agency high marks in the Employee Viewpoint Survey in areas such as flexible schedules, telework, and career/life balance, even as they let us know that workloads are fast becoming unreasonable.

NSF is working to enhance the effectiveness of our positive approaches, while attempting to address workload issues in a time of constrained resources. Since the beginning of 2012, NSF has taken steps to expand the flexibility of working hours for NSF staff and to broaden the participation in the telework program. In addition, a January 2012 Career/Life Balance Fair described the range of offerings for NSF staff and extended to the NSF employees an emphasis the agency initiated in 2011 for program-based activities.

NSF will continue to focus efforts on these issues in coming years. Initiatives under review include more flexible work schedules, increased telework participation and easier access to telework information and supportive technology, expanded employee assistance and healthcare programs, and new wellness and fitness activities.

*Target for Action Planning*

- Coordinate participation of groups across NSF in addressing career/life balance issues and integrate proposed solutions into a more robust work/life program.
2. Support participation in employee affinity and resource groups and provide such groups with access to agency senior leadership.

NSF has a Veterans Working Group that was established as part of our Veterans Employment Program. Also, the Hispanic Amigos group participates in recruitment efforts aimed at Hispanic populations. There are others who have expressed interests in broadening participation both within NSF and in the scientific community.

### Target for Action Planning

- Explore development of formal employee affinity or resource groups at NSF, including development of guidelines for employees to use when establishing employee affinity or resource groups; identifying the potential role of regular meetings between such groups and a representative of the Office of the Director; and considering implications for agency resources for support of such groups
3. Administer a robust orientation process for new Federal employees and new members of the SES to introduce them to the agency culture and provide networking opportunities.

NSF's extensive use of program staff on loan to NSF from their academic institutions places a premium on a robust orientation process for new employees. NSF currently administers a two day orientation program for all new NSF employees where they are oriented to the culture and business processes of NSF. A two day program entitled the Program Management Seminar is attended by interested employees within their first year. Both programs currently contain elements related to broadening participation, diversity, and inclusion. The mentoring program initiated in 2012 provides another mechanism for orienting and networking.

NSF's expanded New Executive Transition Program (NExT) was cited in an October 2011 OPM report recognizing NSF for being one of a few agencies that has implemented successful executive onboarding programs. The NExT Program focuses on developing knowledge by providing executives the tools, information and support to reach full performance as quickly as possible. NExT is rooted in NSF's desire to respond to changing scientific priorities through a dynamic rotating workforce and designed to quickly and effectively integrate new NSF executives by supporting their transition from academia and other non-federal organizations to NSF. Current components of NExT include an Executive Coaching Program, an Executive Leadership Retreat, an Executive Resources Website, and a Knowledge Transfer Tool to transition key information from the outgoing executive to the incoming executive. NSF will continue to enhance the NExT Program.

### Target for Action Planning

- Identify potential contributions of expanding orientation programs for new employees to enhancing NSF ability to provide an inclusive environment. Design and implement new approaches as appropriate.

## Goal 3: Sustainability

*Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and engender a culture of inclusion.*

NSF has incorporated its commitment to diversity and inclusion in the NSF Strategic Plan and the NSF Human Capital Strategic Plan. Critical elements related to broadening participation, diversity and inclusion with respect to NSF staff and, where appropriate, the scientific enterprise are part of individual performance plans for all members of the Senior Executive Service and for many staff throughout the agency. This NSF D&I Strategic Plan reiterates that commitment and addresses key priorities for making diversity and inclusion a sustainable part of the NSF culture.

*Priority 3.1: Demonstrate leadership accountability, commitment, and involvement regarding diversity and inclusion in the workplace.*

### Actions:

1. Affirm the value of workforce diversity and inclusion in the NSF strategic plan and include them in workforce planning activities.

NSF will be revisiting the NSF Strategic Plan over the coming year to ensure that it meets the requirements of the Government Performance and Results Modernization Act of 2010. In so doing, NSF will reaffirm its commitment to broadening participation, diversity, and inclusion by connecting them with its vision, mission, and strategic organizational goals. As in the current NSF Strategic Plan, NSF will include relevant non-numeric, qualitative goals. The agency will emphasize leadership for and behaviors that demonstrate diversity and inclusion principles and practices and that integrate these practices into the culture of the organization.

NSF regularly provides information regarding workforce demographics in its workforce planning processes. These processes also embed discussion of diversity and inclusion in the NSF workforce in the context of NSF's mission-focused strategic goals for building diversity and inclusion in the STEM workforce. To date, these have been passive approaches to enhancing diversity and inclusion via workforce planning. NSF's efforts in the future will be more active.

### Target for Action Planning

- Design a structured process for obtaining input on broadening participation, diversity and inclusion in the development of the next NSF strategic plan and in future workforce

planning processes. Include both experts on how D&I issues affect the general workforce and the STEM workforce as well as NSF staff and groups interested in these areas.

2. Implement the NSF D&I Strategic Plan, creating a more specific action plan and timeline through the collaboration and coordination of the CHCO and the Director of ODI.

The CHCO and the Director of ODI will coordinate efforts to implement the NSF D&I Strategic Plan, assessing which actions described above have the most immediate potential for positive impact, given the resources the agency can devote to them. For example, they will ensure the MD-715 barrier analysis complements and supports the agency's overall goals for workforce planning with each activity reflecting its own distinctive features and cross-referencing the other where there is overlap. See Next Steps toward an Action Plan.

3. Ensure that all SES members, managers, supervisors and employees throughout the agency have performance measures in place to ensure the proper execution of the agency's strategic plan, which includes diversity and inclusion, and that all are trained regarding relevant legal requirements.

All SES members currently have critical elements related to broadening participation, diversity and inclusion in their individual performance plans. All SES members and all supervisors have annual mandatory training requirements for diversity and inclusion that cover relevant legal requirements.

#### Targets for Action Planning

- Maintain (and enhance as appropriate) emphasis on diversity and inclusion and broadening participation in individual performance plans of members of the SES as NSF moves to adopt the government-wide SES performance plan.
  - Examine the performance plans of all managers and supervisors to identify and promulgate appropriate ways of including performance elements related to diversity and inclusion, broadening participation, and EEO objectives.
  - Explore mechanisms for identifying contributions to making measureable progress in advancing the goals of the agency.
4. Develop and widely distribute a set of diversity and inclusion measures to track agency efforts and provide a mechanism for refining plans.

NSF has an existing set of metrics for diversity and inclusion that inform current planning and reporting responsibilities. These metrics are primarily associated with statistics on employee hiring, retention, promotion, EEO compliance, grievances, diversity of talent pipeline, and outreach efforts. They also include results from the annual Employee View Point Survey. For instance, NSF identified Diversity and Inclusion as one of the key area of concerns from the

2011 EVS results. NSF has seen a downward trend in positive responses to the question "Managers/ supervisors/ team leaders work well with employees of different backgrounds." Positive responses to this question have been decreasing since 2008 and NSF's 2011 score of 60% positive responses is 5% below the government average. However, on the question "My supervisor/team leader is committed to a workforce representative of all segments of society", 70% of NSF respondents answered positively. While this response is higher than the government wide average of 66% positive responses, NSF will continue to explore the underlying issues with an eye to improving the percentages of positive responses.

The CHCO, Division of Human Resource Management, and Director of ODI will collaborate in reviewing and updating this set of metrics to establish an appropriate set of diversity and inclusion metrics that the agency can use as a tool for agency workforce planning and diversity and inclusion reporting. In addition, they will work with OPM and EEOC in the development of a diversity and inclusion dashboard that adapts government-wide requirements to agency needs.

#### Target for Action Planning

- Obtain input from NSF staff on meaningful metrics for diversity and inclusion in developing an agency-level dashboard.
5. Submit, on time, reports to OPM as required by Federal laws, regulations, Executive Orders, management directives, and policies.

NSF will provide documentation verifying diversity and inclusion language has been inserted into agency planning documents; issue and post requisite annual diversity and inclusion policy statements; and post the NSF D&I Strategic Plan and Annual Performance Report to ensure all employees have access to it. In addition, NSF will timely submit to OPM diversity-related reports required by Federal laws, regulations, Executive Orders, management directives, and policies and post them for the information of all employees. NSF understands that failure to submit these documents may result in notification to the President's Management Council of the deficiency. Finally, NSF will disseminate quarterly workforce diversity reports to leadership and issue an agency Annual Performance Report on diversity conveying accomplishments, progress, status on attainment of goals and priorities contained in the NSF D&I Strategic Plan.

*Priority 3.2: Involve employees as participants and responsible agents of diversity, mutual respect and inclusion.*

#### **Actions:**

1. Create a formal structure with visible leadership involvement that is charged with overseeing implementation of the NSF D&I Strategic Plan and future planning for diversity and inclusion.

NSF is currently exploring how to create a formal structure with broad responsibilities for human capital management, possibly including overseeing implementation of the NSF D&I Strategic Plan. The precise form of this structure has not yet been determined, and its set of responsibilities will have an impact on the nature of any similar structure focused on diversity and inclusion.

NSF expects to have a formal structure for diversity and inclusion as described above – either free-standing, overlapping with, or in the context of the human capital management structure – no later than July 1, 2012.

#### Targets for Action Planning

- Obtain input from NSF staff on creating a formal structure for codifying leadership for diversity and inclusion.
  - Implement a diversity advisory council with senior management involvement.
  - Describe the critical activities that a council might carry out on a continuing basis.
2. Participate in, and contribute to, OPM's Diversity and Inclusion Best Practice Program, pursuant to Executive Order 13583.

NSF expects to contribute at least two exemplary practices to the OPM Best Practice Initiative annually.

3. Ensure all employees have access to diversity and inclusion training and education, including the proper implementation of the NSF D&I Strategic Plan, as well as, relevant legal requirements.

NSF's first priority will be to promote cultural competency by educating and training senior executives, supervisors, and human resource professionals on the importance of diversity and inclusion as well as on how to conduct effective outreach, recruitment, interviewing, and decision-making that is consistent with all legal requirements. The CHCO, Director of HRM, and Director of ODI will collaborate in development, advertising, and, where appropriate, facilitation of these offerings. Subsequently, as resources allow, NSF will extend similar offerings to all employees. NSF will use the percentage of workforce completing diversity and inclusion related training annually as an indicator of performance in this area.

#### Target for Action Planning

- Obtain input from NSF staff on the types of education and training for diversity and inclusion that would be most valuable in promoting cultural competency.

- Provide offerings on training identified where resources allow.

## Next Steps toward an Action Plan

The CHCO, the Director of HRM, and the Director of ODI will work together to further engage the NSF workforce in an open dialogue to determine the appropriate actions and events to implement the goals and priorities laid out in this plan. Discussions will begin with open ended idea generation but must ultimately identify the highest priority actions given the reality of limited resources and staff time. This action planning process will allow NSF to identify the main areas of employee concern and make determinations as to which actions strategies will have the greatest impact given resource constraints.

Specifically NSF will:

- Solicit input from the entire workforce through avenues for open communication, e.g. an Idea Share Campaign, employee suggestion boxes, etc.
- Take advantage of the expertise of the many existing groups interested in these issues and will create open forums for discussion with all employees. NSF plans to engage the expertise of the Equal Opportunity Liaisons, the Special Emphasis Program Manager, the Broadening Participation Working Group, and existing management groups (e.g. the Senior Management Round Table, the Deputy Assistant Directors and Executive Officers, and the Administrative Managers).
- Solicit the input of professionals in those scientific disciplines that study D&I issues in the workforce, including those that study D&I issues in the STEM workforce. For example, NSF is currently exploring a partnership between the Office of the CHCO, the Division of Human Resource Management, the Office of Diversity and Inclusion, and other applicable stakeholders designed to address the unique challenges of the NSF's internal workforce and to provide input to the related challenges being addressed across the public sector. NSF plans to draw in other professionals from across the organization as appropriate.