Leadership Development and Management Training at the National Science Foundation

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Background

• Senior management commitment to leadership development and management education

• New Federal regulations requiring systematic training and development of supervisors, managers, and executives

• Continuing external scrutiny of NSF’s use of rotators in management positions
New Regulations:
Management Training and Development

Agencies must provide:

• [Required] training within one year of an employee’s initial appointment and at least once every three years
• Training when individuals make critical career transitions
• Courses must address how to:
  – Mentor employees
  – Improve employee performance and productivity
  – Conduct employee performance appraisals in accordance with agency appraisal systems
  – Identify and assist employees with unacceptable performance
Meeting Management Training Requirements

Improve employee performance and productivity

- Basic Managerial Rights and Responsibilities and Introduction to Managing Attendance (new supervisors only)
- Creating an Executive Development Plan (Executives only)*
- New Executive (NExT) Seminar*

Conduct employee performance appraisals in accordance with agency appraisal systems

- End of Year Performance Appraisal Cycle
- Federal Human Resource Management Overview*

Identify and assist employees with unacceptable performance

- Addressing Performance Problems
- Making the Transition to Management (new supervisors only)*

Mentor employees

- Mentoring and Coaching Employees*

*Courses coming soon
Additional Training Opportunities

- Leadership & Problem Solving Skills
- Supervisory Support for IDPs
- Creating and Revising Performance Plans
- Annual Performance Discussions
- Select courses from external training vendors (e.g., FEI)
- The Art & Science of Picking the Right People*
- Making the Transition to Management*

*Courses coming soon
2010 Courses (so far)

- Course list:
  - Basic Managerial Rights and Responsibilities and Introduction to Managing Attendance
  - Addressing Performance Problems (2)
  - End of Year Performance Appraisal Cycle (2)
  - Annual Performance Discussions Workshop
  - Supervisory Support for IDP’s (3)
  - Creating and Revising Performance Plans (2)
  - Leadership and Problem Solving Skills Workshop

- Total of 220 voluntary attendees for these 7 courses
- All led by HRM staff from Academy Branch and/or Employee Relations Branch
- Favorable course evaluations from 80% of attendees on average
New Regulations: Continuing Executive Development

• Programs for the continuing development of senior executives, including establishment of Executive Development Plans (EDP) for all senior executives. EDPs must:
  – Function as a detailed guide of developmental experiences
  – Address enhancement of existing executive competencies
  – Outline developmental opportunities and assignments
  – Be reviewed annually and revised as appropriate by an Executive Resources Board or similar body

  – EDPs may provide for executive sabbaticals and other long-term assignments outside the Federal sector.
Meeting Continuing Executive Development Requirements

- HRM will recommend establishment of EDP’s for all executives effective in the next SES performance appraisal period (September 1, 2010 to August 31, 2011).

- Leadership development and management coursework, developmental assignments, and mentoring support to be tailored to individual executive needs.
New Regulations: Management Succession

• “…Develop a comprehensive management succession program…supported by employee training and development programs.”

• NSF Succession Plan – three core strategies:
  – Implement an effective transition process;
  – Support a comprehensive leadership development program; and
  – Institute sound knowledge management and transfer practices.
Meeting Succession Management Requirements

• New Executive Transition (NExT) Program
  – Support transitions into NSF executive positions
  – Provide executives with needed tools, information, skill enhancement, and support
  – Develop executive knowledge about NSF

• Senior Leadership Development Program*
  – Competitive program for high-potential candidates at the AD-04 and GS-14/15 levels
  – Could include coursework, developmental assignments, and an evaluation component

* To be developed
Leadership Development and Management Training at NSF

Questions or Comments?

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