Current Drivers for HCM

- OPM Human Capital Management Evaluation (HCME) Report
  - Audit of NSF’s HCM systems
  - 37 required actions; 33 recommended actions
  - Focus of NSF response to date on required actions
- Hiring Reform
  - NSF Hiring Reform Action Plan
  - Key elements now: assessing candidates’ credentials, training for hiring managers, evaluating progress
- Employee Engagement
  - Drawn from analysis of Employee Viewpoint Survey
- IG Audit Report on NSF’s Actions to Improve Workforce Management and the Work Environment for Employees
  - Audit of action on 102 recommendations from 6 sources
  - Includes selected OPM/HCME items, Hiring Reform Action Plan
Recommendation

- Develop and document policies and procedures and utilize a structured approach to manage and implement workforce and workplace change.
- Approach should
  - Provide clear objectives and expectations
  - Establish priorities, milestones, and timelines
  - Authorize individuals to act and hold them accountable
  - Ensure milestones and timelines are met
  - Communicate information and status to staff
  - Include periodic follow-up and monitoring
Highlighted areas for action – Top 5

- Planning, documentation, communication
- Executive leadership
- Learning and development
- Performance management
- Hiring Reform

Other recommendations for action are scattered, still important – for example

- Diversity and inclusion
- Telework
- Labor–management relations
Performance Management Example: Steps Taken

- Emphasis this cycle on managing current system as intended
  - Use of performance standards
  - Aligning ratings and narratives
- Revised communications on performance –
  - Call for performance appraisals
  - Communication with all employees around performance appraisals
  - Call for bonuses
  - Call for performance plans
  - Discussion among managers, supervisors
  - Extended training opportunities
- Bring IPAs into the system
Performance Management Example: Next Steps

- Develop timeline and responsibilities for decision making
  - Develop data, review and assess results
    - Guidance and communications
    - Appraisal process: ratings and narratives
    - Bonuses and awards
    - Performance plans
    - Use of generic performance standards
    - IPA processes
    - Training
  - Communications processes for involving all stakeholders
    - Input on experience through FY 2011 cycles
    - Input on possible recommendations for change

- Develop timeline and responsibilities for implementation
  - Change management processes
First steps
- Draw on expertise of current executives
- Build leadership development capability
- Executive Leadership Retreat
  - First held in March
  - Revised version incorporating participant feedback for June
- Coaching pilot
- 360 degree capability
- Executive Development Plans
- Mandatory training requirement
- Advisor/mentor programs for new execs

Next steps
- Timelines and responsibilities for further action
- Gather information; assess results; modify; repeat