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## NSF Internal Training

In conjunction with the Program Management Development Working Group, a cross-Foundation working group charged with assisting in the identification and development of training for Program Officers, the NSF Academy maintains a comprehensive list of resources related to NSF program management found at <https://inside.nsf.gov/aboutyou/yourtrainingdevelopment/prefessionaldevelopment/prefessionalmanagementdevelopmentresources/Pages/default.aspx>. This list was primarily developed for Program Officers, although any staff involved with the management of scientific program may benefit. Resources listed have been organized into categories that are aligned with the proposal cycle. Resources take several different forms: written guidance (web pages, manuals and notebooks); eLearning (tutorials); briefings and eBusiness classroom training; and workshops, seminars and communities. New offerings are added as developed. For example, under the category for “Finding Reviewers,” one finds a variety of resources:

- Basic Web and Database Searching Handout
- Broadening Participation Group Sharepoint Site
- Finding Reviewers Using Scopus - Tutorial
- Finding Reviewers Using the Web of Science (Tutorial)
- Finding Reviewers/Panelists Using the Web of Science Database
- How to Find Reviewers Using Library Resources
- NSF Library Website and Finding Reviewers Handout
- [Research.gov](https://www.research.gov) Find Reviewers

## Expanding your Duties and Responsibilities

### Working Groups

Working groups are teams of NSF staff (often from various directorates and offices and from several levels) with a charge or set purpose or goal. They can be division-wide, directorate-wide or NSF-wide. Examples include the Integrative Graduate Education and Research Traineeship (IGERT) coordinating committee, and Science, Engineering and Education for Sustainability (SEES) working groups. The lifespan of working groups can vary from short (a few months) to long (spanning several years), and terms on a working group can vary. For some groups you can simply volunteer your services; while for others you are appointed through management (at the divisional or directorate level). For the latter, sometimes POs are asked to express their interest in serving before someone is selected and appointed. In some cases, you also become the official representative for your division or directorate. Some working groups are tied to solicitations, others are not. Information about new working groups or additions to working groups are found through discussions, e-mails and meeting minutes (e.g., advisory committee meetings). It is important to discuss your working group participation with your Division Director or Office Head; also other staff may be interested to learn about the progress in a given group.

### Interagency Taskforces

Interagency taskforces are working groups that span more than one agency and are focussed on a specific objective, problem or task. In terms of assignment and required commitment, see the section on Working Groups. A practical limitation on serving on interagency taskforces is that it is more difficult to coordinate meetings across agencies and also it takes time to travel to other parts of the DC area. The National Science and Technology Council (NSTC) may set-up working groups as task forces requiring NSF representation. Another example of such a task force is Open Access to Scholarly Publications. As

well, there is a long-serving interagency group, the Experimental Program to Stimulate Competitive Research (EPSCoR) Interagency Coordinating Committee (EICC). Sometimes, informal *ad hoc* groups are established, e.g., the Office of Science and Technology Policy (OSTP) had such a group for the Materials Genome Initiative. Your Division Director should be consulted about your role and anticipated time commitment, and informed about off-site meetings. Reimbursement may be obtained for metro fares (and possibly if necessary, taxi fares – ask first).

### Mentoring

Mentoring is the process by which more experienced individuals help those less experienced identify and achieve professional goals. The NSF Academy manages a formal mentorship program, which is open to all staff ([https://collaboration.inside.nsf.gov/oirm/hrm/academy/Mentoring at NSF/ NSF's Formal Mentoring Program.aspx](https://collaboration.inside.nsf.gov/oirm/hrm/academy/Mentoring%20at%20NSF/NSF%27s%20Formal%20Mentoring%20Program.aspx)). This program provides opportunities to be mentored [e.g., by a senior PO or someone at the Senior Executive Service (SES) level] and to mentor others. The program strategically matches mentor/mentee pairs and peer groups in January of each year, and then provides a number of activities and support functions throughout the year. If you are interested in working with a mentor to identify career goals, learn more about NSF or the Federal workforce, or develop specific skill sets, you may want to apply for mentorship. If you are interested in helping a less experienced colleague in these ways, please consider applying to serve as a mentor. A call for applications is distributed in December, annually.

Informal mentoring, which occurs when individuals pair up outside of a formal, structured program, is also common. Information on finding a mentor/mentee and the mentoring process is provided on the Academy's website ([https://inside.nsf.gov/tools/toolsdocuments/Inside NSF Documents/ Where can I find a mentor.pdf](https://inside.nsf.gov/tools/toolsdocuments/Inside%20NSF%20Documents/Where%20can%20I%20find%20a%20mentor.pdf)). As noted, existing mentor/mentee pairs can participate in NSF mentoring activities by contacting the Academy.

*Contact information: Carylynn Larson, Chantay Dudley, and/or the NSF Academy ([academy@nsf.gov](mailto:academy@nsf.gov))*

In addition to the NSF Academy's mentoring activities, mentoring is common among peer groups, and some supervisors will ask experienced staff to mentor new staff. Speak to your supervisor if you are interested in helping a new colleague outside of the NSF-wide mentoring program.

### Coaching

Coaching is the intensive process through which a qualified, external coach works one-on-one with an individual to equip him or her with the tools, knowledge and opportunities needed for self-development, personal growth and enhanced work effectiveness. Coaching involves a comprehensive assessment of an individual's professional performance and goals, followed by the development of an action plan to define and achieve desired outcomes.

Coaching is a key component of NSF's New Executive Transition (NExT) Program. All current executives are strongly encouraged to consider executive coaching. NSF provides central funds to cover the cost of coaching for new executives (those within their first year as an NSF Executive). Directorates and Offices may also use coaches to prepare seasoned professionals for leadership positions. Except in the case of new executives, the cost for coaching must be paid from Directorate/Office administrative funds. Costs, registration instructions, and additional information is provided online at <https://www.inside2.nsf.gov/oirm/hrm/next/coaching/index.jsp>

*Contact information: Carylynn Larson or the NSF Academy ([academy@nsf.gov](mailto:academy@nsf.gov))*

### Facilitating and Lecturing

Program Officers with at least three years (and preferably more than six years) of NSF experience, substantial work on cross-NSF activities, and strong facilitation skills are encouraged to serve as facilitators for Merit Review Basics. This three-day workshop is held four to five times per year. Facilitators speak to pre-determined topics, and also contribute to group discussions and small group activities (case studies, etc.). All volunteers are provided with training and asked to serve at least six days (total) per year. Contact the NSF Academy to express interest in serving in this capacity.

*Contact information: The NSF Academy ([academy@nsf.gov](mailto:academy@nsf.gov))*

Program Officers are also needed to serve as Resource Advisors at the Program Management Seminars. The Program Management Seminar is a three-day local off-site training activity for both new and experienced Program Officers. Resource Advisors are responsible for sharing their experience and expertise regarding NSF policies, practices, and organizational dynamics. Individuals interested in serving as Resource Advisors should express their interest to their Division Director.

*Contact information: The NSF Academy's Program Management Seminar Coordinator (Bonnie Sweitzer)*

Teaching a course at a university is another possibility. Although it cannot be included in an Independent Research and Development (IR/D) Plan, this activity may be undertaken as part of an Independent Development Plan (IDP) (explained later). If the teaching is paid, then it must be an outside activity (and completed outside of NSF working hours). Even if the teaching is not paid, it may still be considered an outside activity. Teaching at the undergraduate level will enhance a PO's abilities in their current job working with universities and bring more depth to the issue of the integration of teaching and research at the undergraduate level. It could open future opportunities for a career change in academia as an administrator or faculty. Teaching at the graduate level will allow another connection to one's research interests and to graduate students sharing this interest. Such teaching activity may give more time to gain a deeper understanding of a specific topic, help recruit graduate students, and give the PO a unique role/visibility within the institution. It also serves to raise the prestige of NSF and may create new advancement opportunity for the PO. Teaching at a woman's college, minority-serving institution or an institution focused on reaching people with disabilities will bring a greater understanding of the challenges faced at these institutions. This knowledge could serve a PO very well in designing programs or practices aimed at underrepresented groups. A sense of personal fulfillment and balance may also come from successful service to the broader community.

### Supervising Interns and Students

NSF organizes a Summer Scholars Internship Program (SSIP). NSF has offered summer internships through various organizations including: the American Association for the Advancement of Science (AAAS), the American Indian Science and Engineering Society (AISES), the Hispanic Association of Colleges and Universities (HACU) National Internship Program, the Quality Education for Minorities (QEM) Network, and the Washington Internships for Native Students (WINS). The Foundation, through the SSIP, looks forward to collaborating with these organizations in an effort to increase the participation, development and preparation of underrepresented groups for the future STEM workforce. Early in the calendar year, a Call for Mentors notice and a list of FAQs is sent out by e-mail. If you are interested in serving as a mentor from early June to early August, you should submit by early March a detailed description of the planned work assignment(s), preferred academic background or qualifications, and indicate the availability of physical space and a computer for the student.

*Contact information: OD/OIA (Sherrie Green)*

It is also possible to serve as an advisor to an AAAS fellow <http://www.nsf.gov/od/oia/activities/interns/index.jsp>.

*Contact information: OD/OIA (Sherrie Green)*

Students may work at NSF through the government Pathways Programs (effective July 2012 <http://www.opm.gov/hiringreform/pathways/>). Each directorate has a Service Team in Human Resources Management (HRM) who can provide you and your Office/Division Director with information about defining and advertising a student position. Each Directorate is allocated a certain number of student slots that are maintained through the Directorate's Front Office. These slots cover student positions at the GS-7 level or below. You can hire students above the GS-7 level, but the Division will have to use their own funds and full-time equivalent (FTE) allocation to cover the employee's position. Quite often, due to the nature of their duties, they are supervised by a Program Support Manager (or equivalent).

*Contact information: OIRM/HRM (Jeff Cunningham)*

### Outreach

There are formal outreach opportunities, e.g., there are several NSF Days around the country each year [http://www.nsf.gov/events/event\\_group.jsp?group\\_id=20013](http://www.nsf.gov/events/event_group.jsp?group_id=20013). An NSF Day is a one-day workshop targeted at junior faculty and others who are starting or re-starting an academic research career. They provide an introduction to NSF, and discuss NSF's proposal and merit review process, as well as NSF's programs. The workshops are generally held on the campus of a host institution. Faculty from other institutions in the surrounding area or state are also invited. Interest in participating in these events by representing your Directorate/Office is usually solicited by e-mail through your front office. POs attending an NSF Day are expected to be reasonably knowledgeable about the full scope of their Directorate/Office's activities and not just their program or division.

*Contact information: OD/OLPA (George Wilson)*

NSF Grants Conferences <http://www.nsf.gov/bfa/dias/policy/outreach.jsp>, (organized by BFA's Policy Office <http://www.nsf.gov/bfa/dias/policy/index.jsp>), are held in the spring and fall each year. Key officials representing each NSF directorate and office, including the Office of General Counsel and Office of the Inspector General participate in these two-day conferences. The conferences target new faculty, researchers, educators and administrators who want to gain insight into a wide range of important and timely issues at NSF including: the state of current funding; the proposal and award process; and current and recently updated policies and procedures. The Policy Office looks to experienced NSF program officers to describe the proposal preparation and merit review processes and to talk in specific detail about the programs in the NSF Directorates they represent. To express your interest in participating send an e-mail.

*Contact information: BFA/DIAS ([policy@nsf.gov](mailto:policy@nsf.gov) and/or Jeremy Leffler)*

The NSF EPSCoR Office has a strategy for outreach that provides financial support for selective travel by NSF staff to acquaint researchers and educators in EPSCoR jurisdictions with NSF priorities, programs, and policies. EPSCoR Outreach also serves to acquaint NSF staff more fully with facilities, research activities, and investigator expertise/potential within the EPSCoR jurisdictions. The NSF EPSCoR Office will support or co-support the costs of approved outreach visits to EPSCoR jurisdictions by NSF. To qualify for this funding, NSF staff must travel solely for the purpose of EPSCoR Outreach. Program site visits are the responsibility of the managing program and cannot be supported with EPSCoR Outreach funds. An outreach visit may be initiated either by (1) an EPSCoR jurisdiction host, in concert with

the EPSCoR Office, or (2) an NSF EPSCoR staff member, in concert with the jurisdiction. It is advised that planning begin at least one month in advance of the visit. This will allow sufficient time for processing of the travel request and for the host to prepare for a productive visit. The jurisdiction host must develop an agenda/itinerary, assist with local arrangements, etc. The host is also responsible for publicizing the visit well in advance to ensure an audience of as many current and prospective investigators as possible and for making other efforts to broaden dissemination of the presentation(s) (e.g., videoconferencing for remote audiences, subsequent website posting of presentation materials). Additional useful information is available on the EPSCoR web site: <http://www.nsf.gov/od/oia/programs/epscor/about.jsp>. The procedures for requesting outreach travel support are:

1. The prospective NSF traveler submits a request to their relevant Directorate/Office Coordinator. The request must include information on the purpose of the trip, destination(s) and institution(s) to be visited, an agenda/itinerary for the visit(s), and documentation of invitation from the host(s) in the jurisdiction(s) to be visited.
2. Requests for outreach travel support will be screened by the Directorate/Office Coordinator and forwarded via e-mail to EPSCoR's Administrative Manager (AM). If necessary, hard copies of those items listed above may be brought to the AM by the Directorate/Office Coordinator.
3. EPSCoR's AM will send an e-mail response (i.e., pre-approval or decline to support) to the request from the prospective NSF traveler, with copies to the Directorate/Office Coordinator and the EPSCoR host(s) responsible for the jurisdiction(s) to be visited. The hosts(s) from the relevant EPSCoR jurisdiction(s) also will be notified of approved outreach travel by the EPSCoR AM.
4. Once a trip has been pre-approved by the EPSCoR Office, travel orders must be prepared by the NSF traveler's office staff and routed through FedTraveler for final approval.
5. Once a trip has been concluded, a concise report must be submitted with the completed expense report to the EPSCoR Office AM. Ask the EPSCoR Office for a form for this report.

Many other outreach activities are (initiated and) organized by POs in coordination with a university or a scientific professional society. A virtual connection to off-site may offer a suitable alternative (<https://inside.nsf.gov/internalservices/meetingandeventssupport/virtualconnectionssupport/Pages/default.aspx>), when travel expenses are not available, warranted or authorized. Examples of virtual connections include (but are not limited to) technologies like Skype, EVO, Access GRID, VSEE, Webex, Video conferencing, and audio conferencing. Contact Meeting and Events Management and/or the technology expert/s in your area for more details and assistance with these technologies.

#### *Working with Professional Societies*

Working closely with professional scientific societies can enhance your communication with the PI community and provide you with a better understanding of the community's needs. For example, NSF staff may attend and serve as presenters while at conferences as well as conduct outreach activities with professional/science societies.

If you wish to serve on a committee or board of a professional/science society as an outside activity, written supervisory approval is required. If you are asked to serve as an Officer, Director, Trustee or other policymaking officer, Office of General Counsel concurrence as well as supervisory permission is required. Serving on a scientific or advisory committee of a professional association (non-profit) may sometimes be conducted as part of your Independent Research and Development Plan. Generally, policymaking positions must be conducted as a personal activity, meaning that you must use your non-working time, or be in a leave status when conducting the business of the professional organization. Information regarding allowable and non-allowable IR/D activities is provided on page 2 of the Guide to the IR/D Program found at this link: <https://collaboration.inside.nsf.gov/IRDprogram/default.aspx>.



You should consult with your supervisor and conflicts official to determine how conflicts will be handled when you serve in any position with a professional/science society. Generally, you will be disqualified from handling any grant or other particular matter affecting the science/professional society. Lobbying is strictly prohibited. More guidance may be found in Manual 15 ([https://inside.nsf.gov/tools/toolsdocuments/Inside NSF Documents/manual 15 Jan 2013.pdf](https://inside.nsf.gov/tools/toolsdocuments/Inside%20NSF%20Documents/manual%2015_Jan%202013.pdf)) or by contacting the Ethics Officer in the (Office of the General Counsel (OGC)).

*Contact information: OD/OGC (Karen Santoro)*

### Professional Journal and Book Editorial Services

Editorial work can be rewarding, and it may allow you to see original research results earlier. If you wish to serve on an editorial board, consult with your supervisor and conflicts official first. The NSF guidance here is similar to that provided in the previous section (working with professional societies).

*Contact information: OD/OGC (Karen Santoro)*

## **Enhancing your Position**

### Independent Research and Development (IR/D Program)

The Independent Research and Development (IR/D) Program permits permanent employees and individuals performing temporary service with NSF, such as through IPA assignments and Visiting Scientists, Engineering and Educator (VSEE) appointments to maintain their involvement with their professional research and research-related activities. A website on the IR/D Program provides the most current policy and documents relating to IR/D, as well as related forms (<https://collaboration.inside.nsf.gov/IRDprogram/default.aspx>). Requests must be initiated and processed using the new IR/D Activities Plan system found on this website. The maximum amount of a participant's activities generally does not exceed 50 days per calendar year. Time spent in IR/D should be reflected as Official Business in calendars and time sheets.

*Contact information: The NSF Academy (Bonnie Sweitzer or [IRD@nsf.gov](mailto:IRD@nsf.gov))*

### Independent Development Plan (IDP)

An Individual Development Plan (IDP) is a strategic planning tool for career management (<https://inside.nsf.gov/aboutyou/yourtrainingdevelopment/professionaldevelopment/individualdevelopmentplans/Pages/default.aspx>). Both the form and its completion guide are available on Inside NSF. It provides a structure or framework for an individual (preferably in consultation with her/his supervisor and/or mentor) to outline career goals (e.g., competencies and/or knowledge areas) and to propose training and/or other developmental activities to meet these goals. An IDP can focus on an individual's current or future job, depending on her or his tenure in the job and career goals. The IDP also provides written documentation of developmental goals and plans, as well as training or other developmental activities completed. It also assists management in planning training budgets and in opening lines of communication between supervisors and staff regarding areas and opportunities for development.

### Embassy Visits

The NSF Embassy Science Fellows program invites applications from permanent NSF scientific and engineering staff for short-term technical assignments at U.S. posts abroad (typically three or more months in duration). The goal of the program, a partnership between NSF and the Department of State, is to provide expertise in science, mathematics, and engineering to support the work of embassies, consulates, and missions of the State Department while providing international experience to NSF staff. Several other United States government agencies also participate. If your time away from



NSF will be 30 days or longer, you will be required to request a Long Term Professional Development assignment which includes a requirement to sign a continued service agreement (described later) requiring you to return to the Foundation for at least three times the length of your assignment.

## **Changing Responsibilities**

### *Detail Appointments at NSF*

A detail appointment is a temporary assignment at any level (higher, lower or same) to a different position within NSF (or at another agency – addressed later in this document). In general, you do not need to meet the qualification requirements of the position, unless a minimum education level is required. Usually details may last from 30 days to 1 year. The regulations governing details (e.g., allowable length) vary depending on whether you are in the bargaining unit, whether your position is exempt or non-exempt from the Federal Labor Standards Act (FLSA), and whether you are being detailed to higher-level duties. In order to determine which regulations apply to you, you should contact your Staffing & Classification Specialist in HRM.

Job rotations or exchanges afford creative and inexpensive ways to develop new competencies and knowledge areas. The Human Capital Strategic Plan for 2011-2014 (<http://www.nsf.gov/pubs/2012/hcsp2012/hcsp2012.pdf>) mentions details as part of its learning mechanisms:

“The learning portfolio at NSF is comprised of a wide variety of development experiences including – but not limited to – task and competency-specific training; education leading to the broader development of employee capabilities; leadership development; practical, hands-on experience gained through details or job shadowing; and coaching and mentoring. Options include both formal and informal learning approaches accessed through NSF-sponsored or externally-offered mechanisms. Online learning promises to be a growing resource for task based training and “just-in-time” learning needs. The NSF Academy, Division of Human Resource Management, offers access to learning opportunities for all NSF staff and contributes to advancing NSF as a learning organization. Defining clearly the Academy’s role and enabling it to fulfill that role will be important to meeting this goal.”

Detail opportunities at NSF may be announced in times of need – i.e., during peak times for an organization and/or on short notice. Recent examples include 120-day details to the EPSCoR Office, the National Science Board Office, and various Directorates. You may also initiate a request for a detail assignment (through your own Office/Division Director, or through the Director of the Office or Division where you are interested in working). Details are most often self-initiated. If you are interested in a detail to a specific organization or type of position, you (or your supervisor) should initiate a discussion with the receiving organization (or ask HRM for assistance). Check the exchange website ([https://inside2.nsf.gov/employee\\_exchange/](https://inside2.nsf.gov/employee_exchange/)) or contact someone in HRM who may know of potential details before they are formally announced.

Detail opportunities are often approved if there is a reciprocal arrangement; naturally, though, these are more difficult to find. So it is usually helpful, and sometimes necessary, to find someone to replace you while you are on detail. When no reciprocal arrangement exists, your supervisor may not approve the move. If you continue with any responsibilities of your regular position during your detail appointment, these should be clearly outlined and discussed with both supervisors. Before approving your detail assignment, your supervisor will consider two main factors: (i) the effect of a temporary staff reduction in light of the present workload, and (ii) the opportunity for growth and contribution in the detail position.

Once verbal approval has been obtained for a detail assignment, we recommend that you ask that your detail be official, so that HRM completes a personnel action to document this assignment in your on-line Official Personnel Folder. This documentation will specify the time period of the assignment, and at the end of the assignment, a similar action will document completion of the assignment and

return to your permanent position of record. When an employee is detailed or temporarily promoted for 120 days or more, performance information should be provided from the detail supervisor to the permanent supervisor to be considered in the final rating of record.

NSF's Personnel Manual (#14, an internal document) found at ([https://inside.nsf.gov/tools/toolsdocuments/Inside NSF Documents/Personnel \(PER\) Manual.pdf](https://inside.nsf.gov/tools/toolsdocuments/Inside%20NSF%20Documents/Personnel%20(PER)%20Manual.pdf)) provides additional information.

### Advertised Positions at NSF

Openings are advertised at NSF at [http://www.nsf.gov/about/career\\_opps/](http://www.nsf.gov/about/career_opps/). Two types of vacancies are of interest to POs: Scientific and Professional Staff (that includes Program Director/Administrator/Manager/Officer positions) and Executive (SES-level management positions). Typically, the number of PO vacancies is in the 20-23 range, and the number of SES level openings is between 4 and 10. This ratio is fairly typical and reflects the number of positions at these levels. A general overview of NSF's workforce may be found at [http://www.nsf.gov/oig/10\\_2\\_009.pdf](http://www.nsf.gov/oig/10_2_009.pdf). The current split between IPAs allocations and employee FTE allocations can be found in most budget requests (in a section about the NSF Workforce). For example, according to the FY 2013 budget request 183 IPAs are included, while the agency operations and award management (AOAM) FTE Allocation is 1352.

If a position of interest to you is advertised as a temporary PO position ([http://www.nsf.gov/about/career\\_opps/careers/science.jsp](http://www.nsf.gov/about/career_opps/careers/science.jsp)), it is worthwhile inquiring about whether or not you could be considered for the position, even if you have a permanent position.

SES positions at NSF usually have open competitions with the same citizenship requirements as permanent POs ([http://www.nsf.gov/about/career\\_opps/careers/senior.jsp](http://www.nsf.gov/about/career_opps/careers/senior.jsp)). The U.S. Office of Personnel Management (OPM) has a website that describes the SES (<http://www.opm.gov/ses/>). A key part of any application for an SES position is the Executive Core Qualifications (ECQs) <http://www.opm.gov/ses/recruitment/ecq.asp>. A detailed guide [http://www.opm.gov/ses/references/GuidetoSESQuals\\_2010.pdf](http://www.opm.gov/ses/references/GuidetoSESQuals_2010.pdf) provides more information, examples and details of the SES merit staffing process.

### **Formal Preparation for Executive Positions**

Federal government executive positions are normally part of the Senior Executive Service (SES) (<http://www.opm.gov/ses>). OPM offers an entire array of professional development avenues and options ([http://www.opm.gov/ses/executive\\_development/index.asp](http://www.opm.gov/ses/executive_development/index.asp)) mostly aimed at existing SES staff. The NSF Academy maintains a Leadership Development Resources Guide that lists internal, external, and on-line courses, degree programs, books, and ideas for other assignments. This guide is accessible via the Academy's Leadership Development webpage: <https://inside.nsf.gov/aboutyou/yourtrainingdevelopment/professionaldevelopment/leadershipdevelopmentresources/Pages/default.aspx>. Some of this information is provided below. As well, the NSF Academy maintains a webpage (<https://www.inside2.nsf.gov/oirm/hrm/next/>) that covers multiple topics from the perspective of what an executive needs to know. These topics include NSF Fundamentals, People Management, Program Management, Financial Management, Partnership Management, and Resources and Services.

### On-Site Workshops/Programs with No Additional Costs

Internally, the NSF Academy offers a four-day **People and Project Leadership Skills workshop** ("peer leadership") for non-supervisors that teach how to lead people and solve problems in a project or

program management environment ([https://inside.nsf.gov/tools/toolsdocuments/Inside NSF Documents/Leadership Development Resources Guide 2012-2013 - Final.pdf](https://inside.nsf.gov/tools/toolsdocuments/Inside%20NSF%20Documents/Leadership%20Development%20Resources%20Guide%202012-2013%20-%20Final.pdf)). It is the non-supervisory version of the NSF Leadership and Problem Solving Skills workshop which has been taught recently at NSF. These courses may also prove useful in future leadership positions. Internal courses are normally at no charge to your division, directorate or office.

The **New Executive Transition (NExT)** program (<https://www.inside2.nsf.gov/oirm/hrm/next/>) was developed by the NSF Academy. The website explains the goals, program components (website, coaching, retreat, and knowledge- transfer tool) and the initial pilot results. To date, the Executive Leadership Retreat has only been open to SES and POs acting in or on detail assignment to SES positions.

*Contact Information: NExT Program Coordinator ([next@nsf.gov](mailto:next@nsf.gov))*

#### Forum with Only Local Travel Expenses

Annually a Government-wide **SES Forum Series** (<http://www.doiu.nbc.gov/forums>) is coordinated through a volunteer Federal Department, currently the Department of the Interior. Half-day seminars are held approximately monthly in downtown DC. Distinguished authors and speakers share their knowledge in areas related to OPM's Executive Core Qualifications (ECQs). This forum series offers SES employees the opportunity to network, hear presentations from today's cutting-edge authors and speakers and when applicable, receive a copy of the book. The forum series satisfies the OPM requirement for continuing executive education. You may register for these sessions through LearnNSF (look under 'NSF SES Forum Series'); supervisory approval is needed – there is no cost to your division, directorate or office. Registration is made in LearnNSF. Priority is given to SES staff.

*Contact information: NSF Academy (Barbara Jackson)*

#### External Training with Fees that Require Nomination

Of the external programs listed in this guide, often one of the most prestigious for Federal employees seeking to move into executive leadership positions is **OPM's Leadership for a Democratic Society**, hosted by the Federal Executive Institute (FEI; <http://archive.opm.gov/FEDLDP/ProgramDetails.aspx?ProgramID=251>). This course is 4 weeks in duration – it can be taken in 4 consecutive weeks, or as a 2-week + 2-week program. It is offered several times each year; however directorate nominations are normally requested only once a year. Each division is provided the opportunity to make nomination/s to the directorate-level. Selected nominees from both Offices and Directorates are then coordinated through the NSF Academy. OPM commits all spaces in this program prior to the start of each fiscal year. The course cost (including meals and lodging) is approximately \$20,000 and is paid for by each organization. NSF must fill the slots that have been allocated for the agency, so if there is a last minute cancellation, you may get an opportunity for unscheduled training.

#### External Courses/Certificate Programs with Fees

In addition to the FEI course described above, OPM has an entire array of courses (<https://www.leadership.opm.gov/>); their catalog lists over 30. The duration of these courses varies from 2 days to several weeks, and accordingly costs vary from \$1600 to above \$10,000. Usually travel to one of more of the three OPM training sites is required: Federal Executive Institute (FEI), Charlottesville, VA; Eastern Management Development Center (EMDC), Shepherdstown, WV; or Western Management Development Center (WMDC), Aurora, CO is required. Only a few courses are offered in Washington, D.C. Some of the courses fall into the category of **Policy** (e.g., Science, Technology and Public Policy; National Security Policy Seminar; Environmental Policy issues Seminar; and Dynamics of Public Policy

Seminar). Some courses address the same topics as the FEI Leadership for a Democratic Society, but in more detail and are marked as **Skill Immersion** courses (e.g., Polarity Leadership: Managing Complexity, Change and Conflict). Other courses bring in new dimensions of **Organizational Leadership** (e.g., The Constitution and Contemporary Public Sector Leadership – Horizons Series, and The Leadership for a Global Society – Center for Global Leadership Series). **Assessment** programs are also offered.

### The OPM **Leadership Education And Development (LEAD) Certificate Program**

(<http://www.leadership.opm.gov/certificates/LEAD/index.aspx>) provides a complete leadership development curriculum for current and aspiring government leaders. It is designed to recognize the developmental efforts of government employees by providing official recognition of achievement at a given level of leadership, e.g., Executive (SES) Level. Each leadership level requires the participant to select in a structured way and complete five seminars (courses) from the OPM offerings within three years. Courses normally require travel to an OPM site.

There are numerous offerings by non-government organizations (<http://www.opm.gov/policy-data-oversight/senior-executive-service/executive-development/#url=Executive-Development-Community>).

Some of these can lead towards a certificate, e.g.:

- Senior Executive Fellows Program, **Harvard University** (<http://ksgexecprogram.harvard.edu/Programs/sef/overview.aspx>).
- Executive Education, **Heinz School Carnegie Mellon University** (<http://www.heinz.cmu.edu/school-of-public-policy-management/certificate-programs/index.aspx> or <http://heinz.cmu.edu/dc/index.aspx>)
- Senior Leader Program, **George Washington University** ([http://www.gwu.edu/~cepl/federal/sed\\_intro.html](http://www.gwu.edu/~cepl/federal/sed_intro.html))
- Executive Education, **Brookings Institution** (<http://www.brookings.edu/execed.aspx>)

Some require non-local travel, while others do not. The cost for a certificate from these organizations is similar (and on par with the ~\$20,000 for the equivalent training through OPM). The primary differences between them are their flexibility, individual course cost, and location. Many courses can be found in DC area or nearby (e.g., Colonial Williamsburg, VA; Charlottesville, VA).

### **Experiences at Other Places**

#### *Detail Assignments outside NSF to other Federal agencies*

Federal employees may be detailed to other federal agencies through the use of interagency agreements. Details to another agency, whether reimbursed or not, count against your Directorate/Office allocation.

#### *Long-Term Professional Development (LTPD)*

This program is described in Chapter II of NSF's Personnel Manual (#14, an internal document). It is the nearest equivalent of a sabbatical program that POs or other staff could use. LTPD provides long-term (more than 30 consecutive days of) training and developmental opportunities to enhance the professional skills and abilities of participating employees in their fields of specialty. The types of activities supported vary largely from IR/D activities (in that they last longer than 30 consecutive work days) to training (in that they last longer than 30 work days) and involving planned and coordinated courses, curriculum, or systems of instruction that are directly related to participants' official duties. Assignments are not initially approved for more than one year; extensions are only considered on their

individual merits. To be eligible for participation in LTPD activities an employee must have at least one year of continuous Federal service, must be assigned to an established and valid position, and must not be serving in a time-limited appointment. An employee who wants to participate in an LTPD assignment must submit a written proposal through appropriate supervisory channels containing the following information:

- a brief description of the proposed activity, its relevance to his/her official duties, its developmental benefits, and its benefits to NSF;
- anticipated beginning and ending dates;
- the name of the host institution;
- appropriate documentation from the host institution confirming the terms of the assignment; and
- itemized costs to be paid by NSF, identifying their purposes, type of funds and the funding organization.

Assistant Directors and Office Heads are designated to approve requests for LTPD assignments and any modifications, extensions, and terminations associated with them; however the Office of the Director provides final approval. After proposals are reviewed, recommendations are forwarded to the NSF Academy in HRM. HRM reviews LTPD proposals for basic eligibility and regulatory compliance and requests OGC clearance on legal matters. After OGC approves a proposal it is forwarded to the Director's office for final approval. Once HRM receives the LTPD package from the Director's office, the employee's office is notified of the approval. LTPD participants must agree to return to the Foundation for at least three times the length of their LTPD activities or reimburse NSF for non-salary training expenses. Individual Directorates or Staff Offices are responsible for LTPD-related expenses for their employees. NSF pays for salary. Significantly reduced per diem expenses may be provided to off-set living expenses, and various administrative expenses may be provided as well. Participants should carefully explore the financial arrangements, as NSF's financial contributions do not always cover the living expenses needed. LPTD is not an employee right, and employees are typically expected to cost-share the living expenses.

### Fellowship Programs

Most fellowships fall under the LTPD program requirements and consequently require that participants submit a request and sign an Agreement to Continue in Service agreeing that they will return to the Foundation for at least three times the length of the assignment.

The **Commerce Science and Technology Fellowship (ComSci)** Program (<http://comsci.nist.gov/>) was established in 1964. Fellows typically spend 10-months on a policy-related assignment in another federal agency or on Capitol Hill.

The **Legis Congressional Fellowship** (<http://www.brookings.edu/about/execed/legis-fellowship>) allows you to spend seven or twelve months working in the office of a Member of Congress or serving on the staff of a congressional committee and become part of the action on Capitol Hill. It is a competitive program with an annual deadline. Fellows will learn how to manage effectively and lead legislative objectives for their Member or committee, and gain exposure to U.S. domestic and international policy debates. This experience will enhance Fellows' understanding of the role of the media, lobbyists, associations, and corporations, and will also allow them to develop a network of contacts, including national policy-makers, opinion leaders, federal managers, and public and private sector organizations.



The American Council on Education has an **ACE Fellows** Program (<http://www.acenet.edu/leadership/programs/Pages/ACE-Fellows-Program.aspx>). ACE Fellows spend an extended period of time off-site, working directly with a college or university president and other senior officers at a host institution. Robert Corby Hovis of NSF ([http://www.nsf.gov/news/news\\_summ.jsp?cntn\\_id=114539&org=EHR&from=news](http://www.nsf.gov/news/news_summ.jsp?cntn_id=114539&org=EHR&from=news)) participated in this program through a nomination from NSF's Deputy Director.

**AAAS** manages and administers the **Science & Technology Policy Fellowships** (<http://fellowships.aaas.org/>); however, federal employees are not eligible for them.

*OPM Senior Executive Service (SES) Federal Candidate Development Program (FedCDP)*

This is a competitive and prestigious OPM program (<http://www.opm.gov/fedcdp/>); NSF is not one of the participating agencies, however, you may apply to openings at other agencies. People who complete the program and obtain certification by an SES Qualifications Review Board (QRB) may be selected for an SES position anywhere in the Federal Government without further competition. FedCDP programs are announced via USAJobs. Before applying, it is suggested that you find out what resources NSF is expected to provide should you be selected (e.g., program fees, travel funds and your time away from NSF) and obtain concurrence from your supervisor that support will be provided should you be selected into this program.

*Other Government Positions*

Federal positions are advertised through USAJOBS (<https://www.usajobs.gov/>). It is possible to request regular notification of new posting meeting specific criteria (location, expertise, keywords, etc.).

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*It has been approved by  
**The NSF Academy**  
&  
**The Program Management Development Working Group.***