



# Succession Planning

BOAC Discussion  
December 11, 2014

Office of Information and Resource Management  
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Chief Information Officer



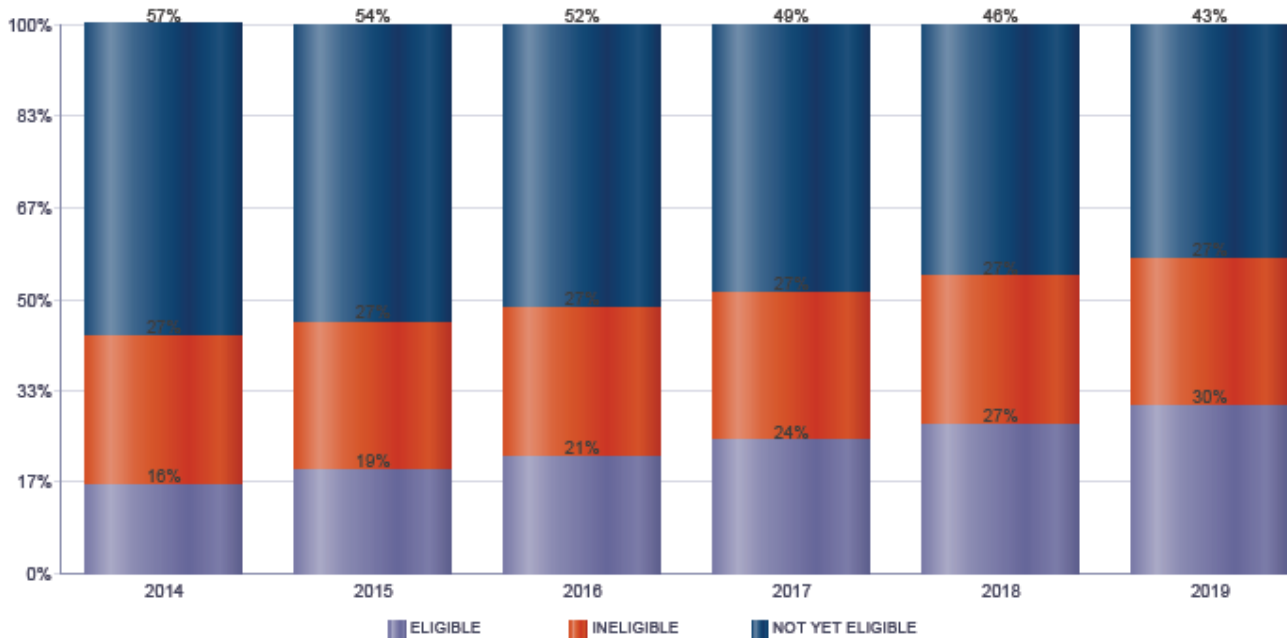
# Questions for Discussion

- How might NSF **adapt standard approaches** to succession planning or **create new approaches** that take advantage of the dynamism of the NSF workforce, including its rotator population?
- Are there approaches to succession planning inside or outside the federal government that **meld the dual needs of continuity and disruption**?
- What strategies other than formal succession planning might help us to **create opportunities for advancement of our staff** leading to NSF retaining experienced staff through the relocation?



# Retirement eligibility will double in the next five years

**NSF Predicted Retirement Eligibility by Year**  
NSF EMPLOYEES (Excludes NSB and OIG)



This data set includes the retirement eligibility of staff onboard at the end of FY14.

Five-year retirement eligibility projections for those FY14 onboard staff are also included.

	2014	2015	2016	2017	2018	2019
<b>ELIGIBLE</b>	242	281	322	362	408	458
	18%	19%	21%	24%	27%	30%
<b>INELIGIBLE</b>	406	406	406	406	406	406
	27%	27%	27%	27%	27%	27%
<b>NOT YET ELIGIBLE</b>	858	817	777	737	691	641
	57%	54%	52%	49%	46%	43%
<b>Total</b>	1,504	1,504	1,505	1,505	1,505	1,505
	100%	100%	100%	100%	100%	100%

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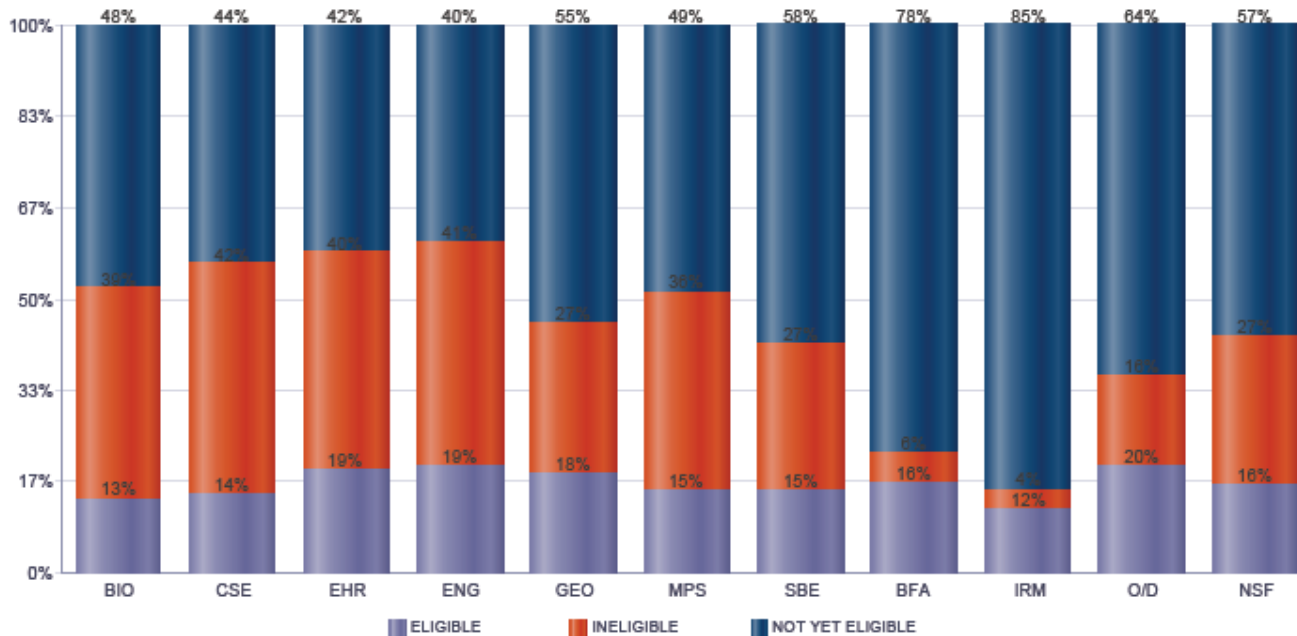
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# Retirement Eligibility Varies by Organization

## FY14 Retirement Eligibility by Directorate

NSF Employees (Excludes NSB and OIG)



	BIO	CSE	EHR	ENG	GEO	MPS	SBE	BFA	IRM	O/D	NSF
ELIGIBLE	17	18	30	30	32	25	18	26	22	24	242
	13%	14%	19%	19%	18%	15%	15%	16%	12%	20%	16%
INELIGIBLE	49	53	64	63	48	61	32	9	7	20	406
	39%	42%	40%	41%	27%	36%	27%	6%	4%	16%	27%
NOT YET ELIGIBLE	61	55	67	61	96	82	70	124	161	79	856
	48%	44%	42%	40%	55%	49%	58%	78%	85%	64%	57%
<b>Total</b>	<b>127</b>	<b>126</b>	<b>161</b>	<b>154</b>	<b>176</b>	<b>168</b>	<b>120</b>	<b>159</b>	<b>190</b>	<b>123</b>	<b>1,504</b>
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

This data set includes the retirement eligibility of staff onboard at the end of FY14.

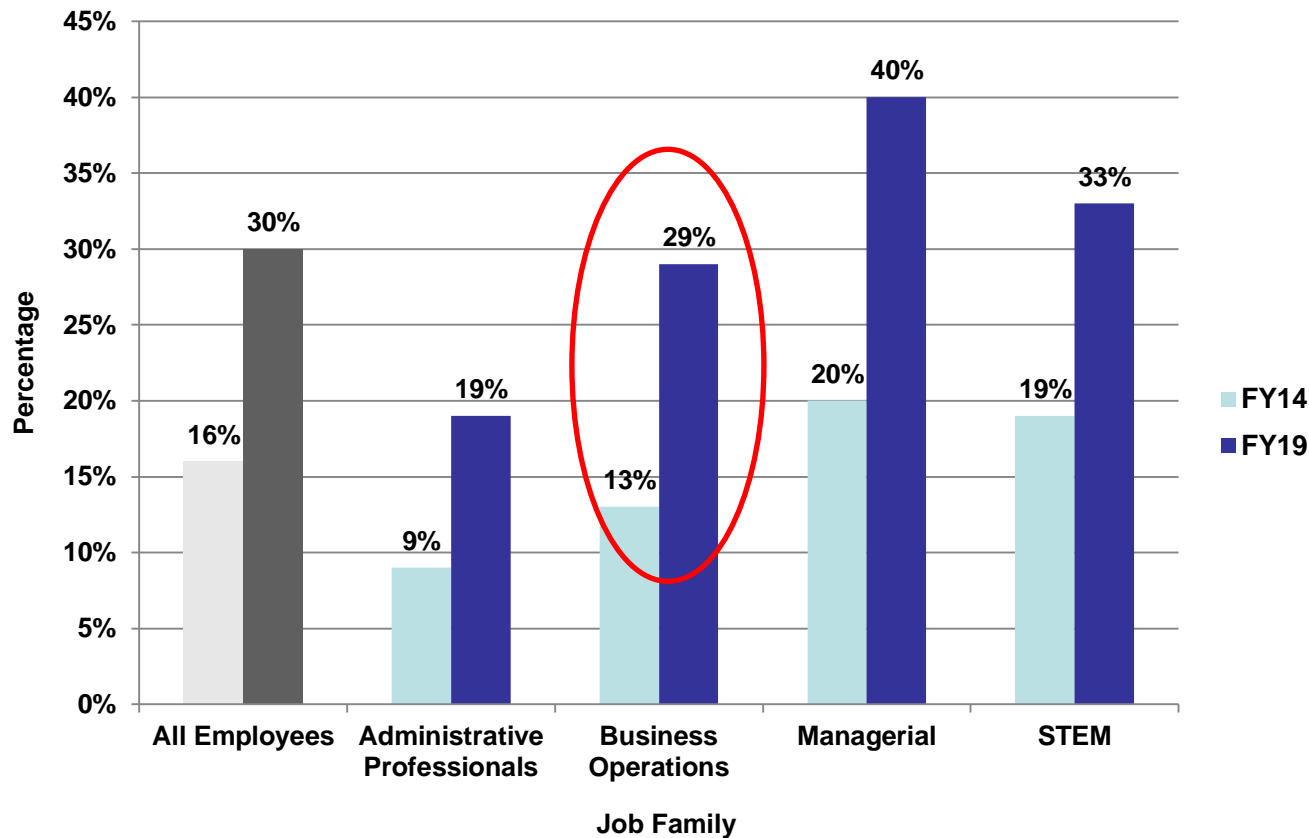
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# Retirement Eligibility will more than double in the business operations job family

Predicted Retirement Eligibility by Job Family FY14 to FY19

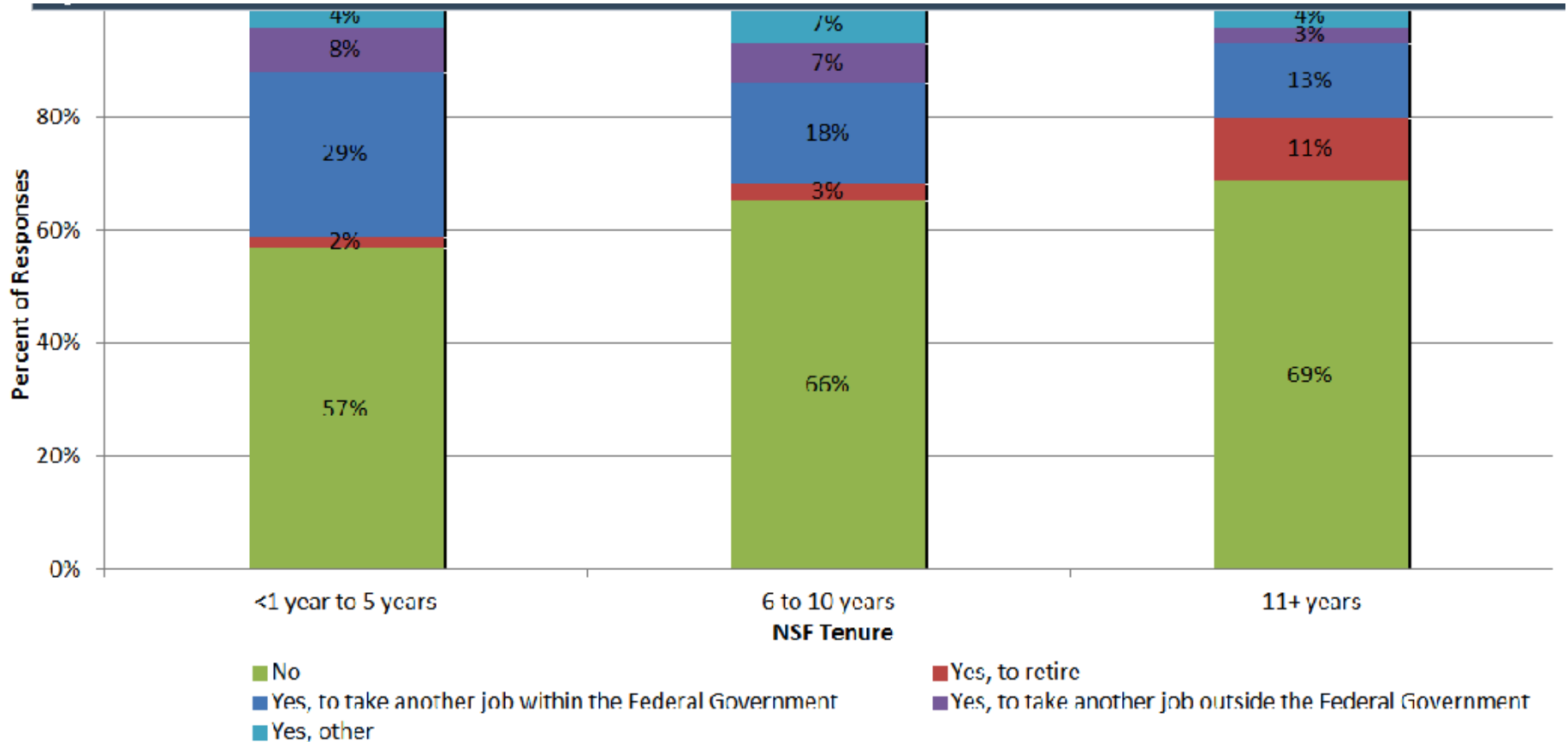


The business operations job family is the second largest NSF population, representing 34% of the workforce.



# Intent to Leave: Not Just for Retirement

## 2014 Intent to Leave – NSF Tenure (PERM employees only)

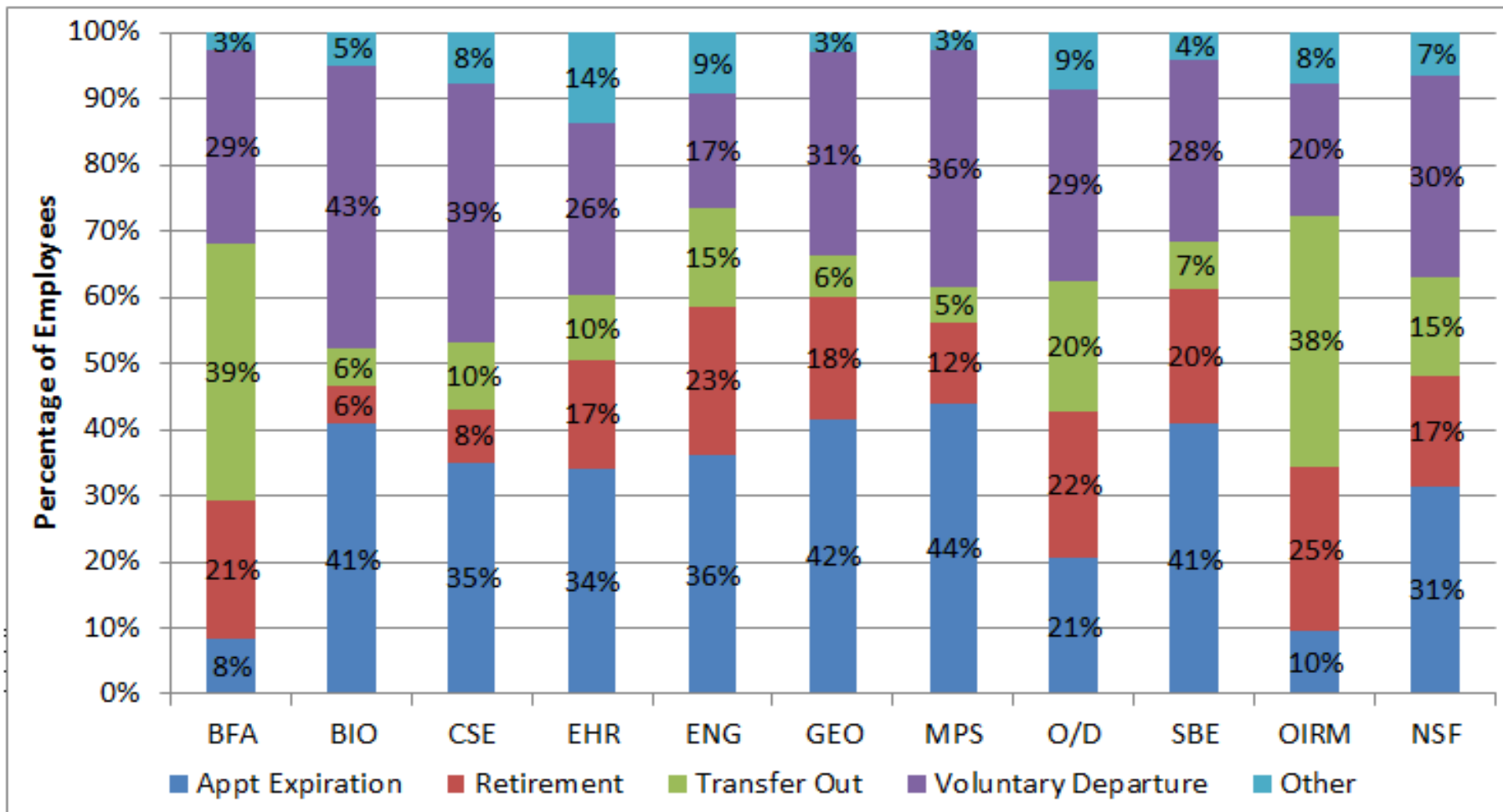


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# Losses by Directorate



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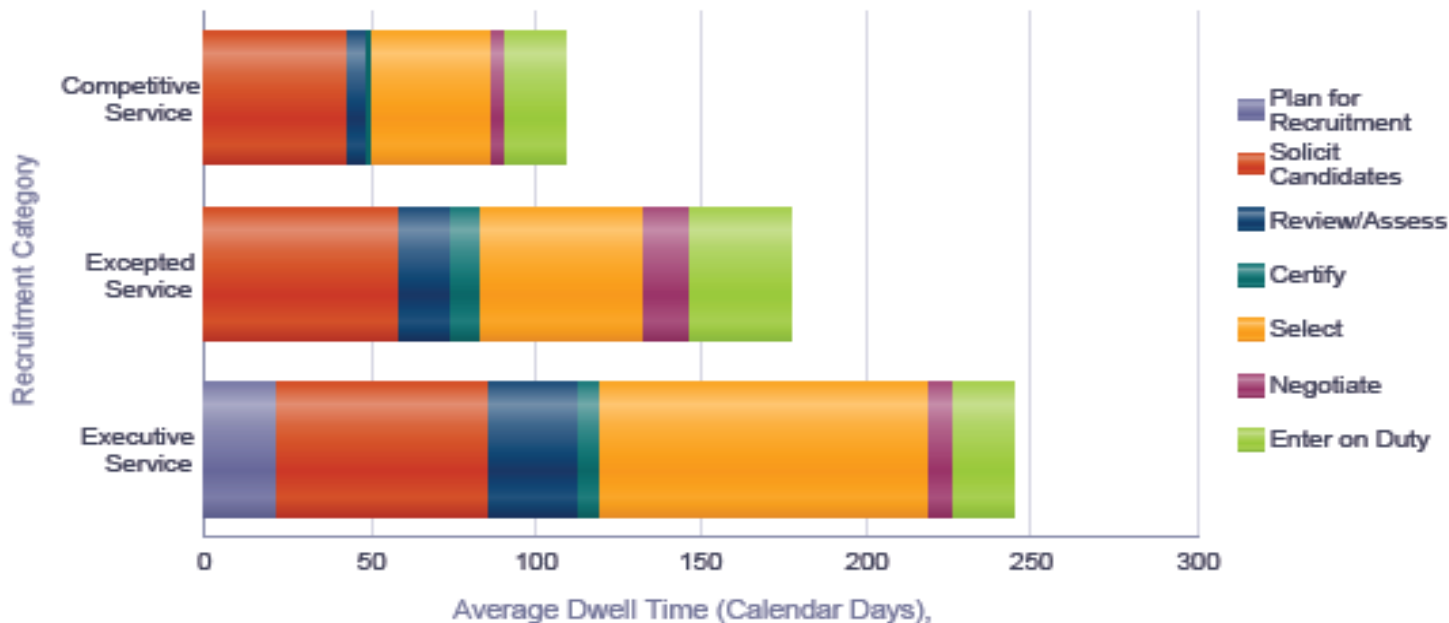
# Risk Mitigation & Opportunity Visioning: Actions to Date

- Raise attention through quarterly data presentations for senior managers
  - Data by directorate and division
  - Data by job family
- Incorporate in workforce & succession planning
  - Hiring strategies
  - Retention strategies, including phased retirement, training and development, employee engagement
  - Taking into account how changing work might affect workforce
- On-going discussions of possible strategies with senior management and advisory groups





# Hiring Strategies: Recruitment and Selection Efficiencies – Average Dwell Time FY09–13



	Total Actions		
	Competitive Service	Excepted Service	Executive Service
NSF	535	355	61

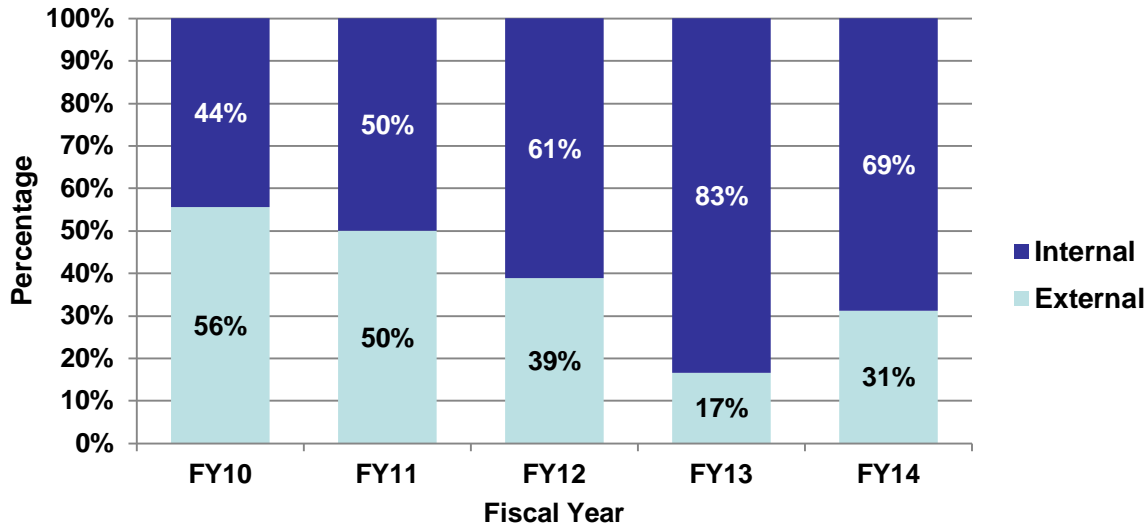
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# What is our hiring pool for SES hires?

**SES Hires Internal vs External FY10 -FY14**



At end of 2014:

- 24 executive level vacancies
- 35+ active executive recruits

	FY10		FY11		FY12		FY13		FY14	
	Count	%	Count	%	Count	%	Count	%	Count	%
External	5	56%	11	50%	7	39%	1	17%	5	31%
Internal	4	44%	11	50%	11	61%	5	83%	11	69%
Internal - Other	4	44%	10	45%	9	50%	3	50%	7	44%
Internal - SES		0%	1	5%	2	11%	2	33%	4	25%
<b>Total</b>	<b>9</b>	<b>100%</b>	<b>22</b>	<b>100%</b>	<b>18</b>	<b>100%</b>	<b>6</b>	<b>100%</b>	<b>16</b>	<b>100%</b>

Includes Conversions and New Appointments into the ES Pay Plan.  
IPA's are not included.

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# Typical Approaches to Succession Planning

- Aimed at continuity of leadership/ operations
- Viewed as management tool
  - Sometimes with stated criteria for decisions
- If individual left, who would take place
  - Temporarily
  - Longer term
- Usually from one layer down in the hierarchy
- Build candidate pool through professional development
  - Formal or informal programs
- Going outside is seldom the first approach



# Elements in NSF Environment Impact Succession Planning

- Reliance on rotator program
  - Promotes succession planning through
    - “Not to Exceed” (NTE) date triggers action, usually well in advance
  - Challenges standard succession planning
    - Absence of NTE date for permanent staff
    - Planned, periodic disruption in staff and leadership
- Very flat organization
- Government recruiting processes, requirements, particularly at executive level



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