

FEORP

Federal Equal Opportunity Recruitment Program



NATIONAL SCIENCE FOUNDATION

PLAN

FISCAL
YEAR 2012

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Introduction

The FY2011 Federal Equal Opportunity Recruitment Program (FEORP) Plan responds to the Office of Personnel Management's (OPM's) requirement that Federal agencies must have an up-to-date equal opportunity recruitment program plan covering efforts to recruit, develop, and retain a diverse workforce. This FEORP Plan also supports OPM's consolidated report to Congress in compliance with 5 CFR 720.205.

The National Science Foundation (NSF) has a history of commitment to promoting diversity among all groups. This report describes NSF's accomplishments during FY2011. Over the past fiscal year, NSF has made progress in diversifying and broadening participation in its workforce through recruitment and training activities. NSF's workforce strategy seeks to serve not only the Foundation and Federal workforces, but also the wider academic and research communities. Through leading by example, NSF encourages broader participation in the wider research community, thereby creating a pipeline for the current and future scientific and NSF workforces.

NSF has conducted a representation assessment, analyzing FY2011 workforce trends and data, in accordance with 5 CFR 720.205, for the purposes of developing this annual FEORP Plan for underrepresented groups, including women, minorities, and persons with disabilities. In addition to the representation assessment, NSF describes its planned activities for FY2012 to conduct workforce planning, implement recruitment and community outreach strategies, provide career development opportunities, and expand mentoring opportunities for underrepresented groups.



Section I – Representation Assessment

The representation assessment data provides a snapshot of the current status of underrepresented groups in NSF’s workforce at the end of FY2011. The data examines how NSF’s workforce has changed in terms of gender, race and national origin, and disability representation from FY2009 through FY2011. In addition to examining the total NSF population, this data also demonstrates how underrepresented groups are represented in the Foundation’s top position categories.

The representation assessment also looks at how NSF compares with the civilian labor force (CLF) for all categories of underrepresentation. These statistics are derived from the Bureau of Labor Statistics’ Current Population Survey annual averages. For comparison, NSF uses 2010 CLF data on employed people, including non-institutionalized individuals 16 years of age or older, U.S. citizens and non-U.S. citizens.

Gender Representation

In FY2011, the number of women in the NSF workforce decreased slightly from 913 to 908. However, as a percentage of NSF’s overall workforce, female representation increased by 1%. The number of men decreased from 573 to 561, representing a 1% decrease in the overall population. On the whole, women make up a significant portion of NSF’s workforce at 62%, which is well above the national average of 53.3%.

Gender	FY09 Counts	FY09 Percent	FY10 Counts	FY10 Percent	FY11 Counts	FY11 Percent	2010 CLF Counts (K)	2010 CLF Percent
F	907	61%	913	61%	908	62%	81,985	53.3%
M	584	39%	573	39%	561	38%	71,904	46.7%
Total	1,491	100%	1,486	100%	1,469	100%	153,889	100.0%



Race/National Origin Representation

In FY2011, NSF’s white employee population decreased from 903 employees to 885, in line with a total population decrease of 17 employees. During this same time period, NSF’s minority population remained the same at 584, indicating an increased percentage of the overall workforce at 40% (over 39% in FY2010). NSF noticed increased representation in its Native Hawaiian/other Pacific Islander population, with two hired in FY2011. NSF was also pleased to see increases in the number of Asian and Hispanic/Latino employees onboard, particularly considering NSF’s expanded Hispanic outreach. Additionally, the Foundation’s Black/African American population, making up 29% of the workforce, far exceeds the national average of 11.6%.

RNO Ethnicity	FY09 Counts	FY09 Percent	FY10 Counts	FY10 Percent	FY11 Counts	FY11 Percent	2010 CLF Counts (K)	2010 CLF Percent*
WHITE	911	61%	903	61%	885	60%	125,084	81.3%
BLACK or AFRICAN AMERICAN	428	29%	435	29%	425	29%	17,863	11.6%
ASIAN	103	7%	99	7%	105	7%	7,248	4.7%
HISPANIC or LATINO	42	3%	42	3%	45	3%	22,749	14.8%
AMERICAN INDIAN or ALASKA NATIVE	7	0%	7	0%	9	1%	NA	NA
NATIVE HAWAIIAN or OTHER PACIFIC ISLANDER	-	-	-	-	2	0%	NA	NA
Total	1,491	100%	1,486	100%	1,469	100%	153,889	100.0%

*Note: Estimates for the above race groups (white, black or African American, and Asian) do not sum to totals because data are not presented for all races. Persons whose ethnicity is identified as Hispanic or Latino may be of any race. Updated population controls are introduced annually with the release of January data. NA indicates no data is available or data does not meet publication criteria.



Position-Specific Representation

The National Science Foundation has identified its top 5 position groupings based on employee counts in each position. Program Directors constitute NSF's largest position grouping, making up 23% of NSF's total employee population in FY2011, and manage NSF's mission critical portfolios of public investments in scientific and engineering research and education. Program Assistants, Program and Management Analysts, Program Specialists, and Branch Chiefs make up the remaining four largest position groupings at the Foundation. Detailed breakdowns of women and minorities by position grouping in the NSF workforce are shown below. Some highlights include:

- NSF saw an increase in female representation in four of five position groupings, including a significant increase in Branch Chief leadership positions.
- NSF saw a significant increase in the number of Black/African American Program Specialists employed at the Foundation.
- NSF doubled the number of Asian employees serving in Branch Chief positions.

Gender Breakdown by Position

Position Grouping	Gender	FY09 Counts	FY09 Percent	FY10 Counts	FY10 Percent	FY11 Counts	FY11 Percent
PROGRAM DIRECTOR	F	138	20%	145	20%	146	20%
PROGRAM DIRECTOR	M	205	29%	197	27%	195	27%
PROGRAM DIRECTOR	Total	343	49%	342	47%	341	47%
PROGRAM SPECIALIST	F	84	12%	93	13%	98	13%
PROGRAM SPECIALIST	M	16	2%	17	2%	18	2%
PROGRAM SPECIALIST	Total	100	14%	110	15%	116	16%
PROGRAM/MANAGEMENT ANALYST	F	70	10%	85	12%	90	12%
PROGRAM/MANAGEMENT ANALYST	M	26	4%	24	3%	24	3%
PROGRAM/MANAGEMENT ANALYST	Total	96	14%	109	15%	114	16%
PROGRAM ASSISTANT	F	82	12%	80	11%	70	10%
PROGRAM ASSISTANT	M	14	2%	21	3%	19	3%
PROGRAM ASSISTANT	Total	96	14%	101	14%	89	12%
BRANCH CHIEF/SECTION HEAD	F	29	4%	30	4%	35	5%
BRANCH CHIEF/SECTION HEAD	M	35	5%	38	5%	36	5%
BRANCH CHIEF/SECTION HEAD	Total	64	9%	68	9%	71	10%
Total	Total	699	100%	730	100%	731	100%



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Race/National Origin Breakdown by Position

Position Grouping	RNO Ethnicity	FY09 Counts	FY09 Percent	FY10 Counts	FY10 Percent	FY11 Counts	FY11 Percent
PROGRAM DIRECTOR	AMERICAN INDIAN or ALASKA NATIVE	1	0%	1	0%	2	0%
PROGRAM DIRECTOR	ASIAN	35	5%	35	5%	38	5%
PROGRAM DIRECTOR	BLACK or AFRICAN AMERICAN	21	3%	21	3%	18	2%
PROGRAM DIRECTOR	HISPANIC or LATINO	17	2%	18	2%	15	2%
PROGRAM DIRECTOR	WHITE	269	38%	267	37%	268	37%
PROGRAM DIRECTOR	Total	343	49%	342	47%	341	47%
PROGRAM SPECIALIST	AMERICAN INDIAN or ALASKA NATIVE	1	0%	-	-	-	-
PROGRAM SPECIALIST	ASIAN	2	0%	2	0%	4	1%
PROGRAM SPECIALIST	BLACK or AFRICAN AMERICAN	76	11%	80	11%	85	12%
PROGRAM SPECIALIST	HISPANIC or LATINO	2	0%	2	0%	2	0%
PROGRAM SPECIALIST	WHITE	19	3%	26	4%	25	3%
PROGRAM SPECIALIST	Total	100	14%	110	15%	116	16%
PROGRAM/MGT ANALYST	AMERICAN INDIAN or ALASKA NATIVE	2	0%	3	0%	3	0%
PROGRAM/MGT ANALYST	ASIAN	5	1%	6	1%	8	1%
PROGRAM/MGT ANALYST	BLACK or AFRICAN AMERICAN	38	5%	43	6%	45	6%
PROGRAM/MGT ANALYST	HISPANIC or LATINO	1	0%	1	0%	2	0%
PROGRAM/MGT ANALYST	WHITE	50	7%	56	8%	56	8%
PROGRAM/MGT ANALYST	Total	96	14%	109	15%	114	16%
PROGRAM ASSISTANT	AMERICAN INDIAN or ALASKA NATIVE	2	0%	1	0%	1	0%
PROGRAM ASSISTANT	ASIAN	9	1%	6	1%	5	1%
PROGRAM ASSISTANT	BLACK or AFRICAN AMERICAN	64	9%	72	10%	62	8%
PROGRAM ASSISTANT	HISPANIC or LATINO	3	0%	5	1%	7	1%
PROGRAM ASSISTANT	WHITE	18	3%	17	2%	14	2%
PROGRAM ASSISTANT	Total	96	14%	101	14%	89	12%
BRANCH CHIEF/SECTION HEAD	ASIAN	2	0%	2	0%	4	1%
BRANCH CHIEF/SECTION HEAD	BLACK or AFRICAN AMERICAN	11	2%	11	2%	10	1%
BRANCH CHIEF/SECTION HEAD	HISPANIC or LATINO	1	0%	2	0%	1	0%
BRANCH CHIEF/SECTION HEAD	WHITE	50	7%	53	7%	56	8%
BRANCH CHIEF/SECTION HEAD	Total	64	9%	68	9%	71	10%
Total	Total	699	100%	730	100%	731	100%



Disability Representation

In FY2011, NSF increased its number and percentage of employees with disabilities from 144 to 156, constituting 11% of the total workforce. NSF's disability representation is also well above the national average of 3.8%.

Disability Status	FY09 Counts	FY09 Percent	FY10 Counts	FY10 Percent	FY11 Counts	FY11 Percent	2010 CLF Counts (K)	2010 CLF Percent
DISABILITY	149	10%	144	10%	156	11%	5,795	3.8%
NO DISABILITY	1,342	90%	1,342	90%	1,313	89%	148,094	96.2%
Total	1,491	100%	1,486	100%	1,469	100%	153,889	100.0%

Grade Level Assessment

The Code of Federal Regulations (5 CFR 720.205) requires that agencies assess FY2012 expected hires by grades or job categories, based on expected turnover, expansion, and/or hiring limits. NSF's data and projections include General Schedule (GS) employees, which are most similar to employees at other agencies, and non-GS employees hired under agency-specific excepted hiring authorities. NSF does not differentiate its below projections between internal and external expected hires because decisions on whether to hire internally or externally are made on a case-by-case basis by hiring managers.

NSF hired 126 total GS employees in FY2011, a drop from FY2010 due to budgetary constraints, and plans to hire a similar number in FY2012. NSF also predicts hiring similar counts by grade level, since trends indicate comparable hires over the past two years. Similarly, NSF hired fewer non-GS employees in FY2011 and anticipates comparable hiring levels in FY2012, noting that NSF's expert hires (ED, EE, and EG) in FY2010 were an anomaly due to American Recovery and Reinvestment Act (ARRA) funding.

Pay Plan	Grade	FY10 Counts	FY11 Counts	FY12 Projections
GS	01 to 04	56	55	55
GS	05 to 08	33	31	31
GS	09 to 12	25	18	18
GS	13 to 15	22	22	22
Total		136	126	126

Pay Plan	Grade	FY10 Counts	FY11 Counts	FY12 Projections
AD	1 to 5	78	76	76
ED, EE, EG*	NA	43	24	24
SES	NA	5	11	11
EX	NA	-	1	-
Total		126	112	111



Applicant Flow Data

The National Science Foundation must attract, develop, and retain a high quality workforce by promoting an environment that provides a fair playing field and the opportunity for employees to achieve their fullest potential. OPM has identified applicant flow data as an important tool in examining fairness and inclusiveness in the Federal government's recruitment efforts. By reviewing the yield of its recruitments, NSF can reassess and improve its effort to reach all segments of the population. OPM also strongly supports the collection of demographic data, including applicant flow data, to help identify barriers to hiring from diverse populations. NSF chooses to collect and track this data to help evaluate demographics throughout the hiring and selection process.

NSF uses an internal form (NSF1232) for collecting applicant flow data during recruitment and has been collecting the data through an automated process since 1997. NSF made efforts throughout FY2011 to improve its applicant flow data tracking process by upgrading to a new data collection system in February 2011. Specifically, NSF updated its automated recruiting tool (to the Enterprise version of Monster Government Solutions) to include an automated response to the applicant flow data form with the application process. Historically, NSF has seen an insignificant percentage of responses to the form and has not been able to use the data in a meaningful way. This upgrade allows applicants to submit their responses with minimal effort, so NSF is beginning to see an increase in the number of responses submitted. This new system has not been online for a full year, so NSF does not have a full year of comparative data to evaluate at this time. However, the Foundation now has the ability to collect data and run reports more easily for use in analyzing recruitment trends to help develop more targeted outreach and recruitment efforts moving forward.



Section II – FY2012 FEORP Action Plan

While NSF is proud of its many accomplishments related to recruiting, hiring, training, and promoting employees in underrepresented groups, the Foundation also recognizes the need for continuous improvement. As a result, NSF plans to undertake or continue actions in the four main areas addressed in the FEORP FY2011 Accomplishment Report. In the below action plan, NSF describes its planned activities for FY2012 to conduct workforce planning, implement recruitment and community outreach strategies, provide career development opportunities, and expand mentoring opportunities for underrepresented groups.

Workforce Planning

The *NSF Human Capital Strategic Plan* provides an integrated framework of policies and practices to guide NSF in meeting its workforce needs and enable NSF to excel as an organization. The plan incorporates the Foundation-level workforce and succession plans; and outlines recruitment, professional development, retention, and human capital strategies necessary to foster a diverse workforce at NSF. Foundation leadership places a strong value on sound workforce planning. As such, NSF plans to continue carrying out several workforce planning programs and supporting initiatives in FY2012, which include the following:

- **Implement HRM and Program Office staffing planning efforts** - The Division of Human Resource Management (HRM) plans to continue staffing planning efforts to develop a Foundation-wide workforce planning and recruitment strategy program. Specifically, NSF's staffing planning process uses current workforce planning tools and training to assist NSF Program Offices in determining future hiring and staffing requirements for their organizations. Ultimately, this process assists NSF in identifying and targeting underrepresented groups through tailored outreach and recruitment activities.
- **Continue and expand directorate-level workforce planning efforts** - Beyond agency-wide staffing planning efforts, NSF plans to continue directorate-specific workforce planning efforts in the Directorate for Biological Sciences (BIO) and the Directorate for Mathematics and Physical Sciences (MPS). BIO identifies promising future program and division directors, especially from underrepresented groups, at meetings, conferences and workshops, with the goal of hiring well-qualified scientists for anticipated openings. MPS focuses on broadening participation during its workforce planning efforts by visiting Minority-Serving Institutions and hosting workshops for minority students, among other activities.



- **Provide training for managers** - The NSF Academy provides training and learning resources to managers to help them effectively manage diversity and promote inclusion among their staff, emphasizing the importance of workforce planning efforts, and plans to continue providing these trainings for new and existing managers.
- **Hold managers accountable for diversity** - NSF will continue to hold executives accountable for developing and maintaining a high quality, diverse, and inclusive workforce by including a mandatory objective in all executive performance plans geared “toward recruiting, hiring, and empowering highly qualified staff members who reflect the diversity of the nation...including minorities, women, and individuals with disabilities.”

Recruitment and Community Outreach

The Foundation maintains a strong focus on outreach through partnerships with the broader community, educational institutions, and professional associations in order to identify and target underrepresented individuals. Community outreach and recruitment is carried out by several active offices, job groups, and working groups. The below section highlights NSF’s plans for recruitment and outreach in FY2012.

HRM Division Outreach

- **Focus on Veteran and Disability Hiring** - NSF’s two main priorities for special recruitment programs include Veteran hiring, especially disabled veterans, under Executive Order 13518, and hiring Persons with Disabilities under Executive Order 13548.
- **Participate in the Office of Personnel Management’s USAJOBS** - HRM will continue using USAJobs, which serves government-wide and public audiences for vacancy announcements.
- **Attend outreach events** - HRM representatives will continued to attend targeted recruitment and outreach events, depending on the availability of resources. For example, NSF plans to recruit at the HBCU Career Development Marketplace, Latinos for Hire Career Fair, EOP STEM Career Diversity Expo, and Asian Fortune Career Fair.
- **Employ Student Temporary Employment Program (STEP) and Student Career Experience Program (SCEP)** - HRM will continue using STEP and SCEP to increase NSF’s ability to consider a diverse array of student candidates. HRM will also continue to promote student programs using the newly developed innovative brochure and marketing card developed by the Team to Invigorate Marketing and Outreach (TIMO) in FY2011.



➤ **Improve Outreach and Targeted Hiring of Disabled Applicants -**

NSF's Selective Placement Program Coordinator will continue efforts to improve the Foundation's ability to connect with applicants with disabilities, including attending recruitment fairs and expositions, giving presentations at special events, and collaborating with the Virginia Department of Rehabilitative Services (VA DRS). NSF's greatest successes in FY2011 included hiring two persons with disabilities through Schedule A and maintaining partnerships with VA DRS and with the Equal Opportunity Publication (EOP). As a result, NSF plans to continue these initiatives moving forward. (See FEORP Accomplishment Report FY2011 for more details.)



- **Support the Visually Impaired -** NSF will continue to use marketing and outreach materials converted to Braille and on compact disc to aid the visually impaired in order to continue marketing efforts with these disabled populations.

TIMO Outreach

NSF's Team to Invigorate Marketing and Outreach was established in 2009 to identify new recruitment strategies; to evaluate cost, effectiveness and value provided by creative approaches to recruiting; and to recommend recruitment activities that provide the Foundation with the greatest potential for attracting an appropriately broad and deep pool of candidates.

- **Improve social media and online recruitment efforts -** In FY2011, TIMO sought to evaluate NSF's social media and online recruitment efforts with a focus on measuring the effectiveness of outreach geared towards disabled veterans and diverse audiences, especially Hispanic minorities. In FY2012, TIMO plans to explore NSF's next steps for implementing recommended social media strategies.
- **Continue and expand TIMO partnerships -** Over the past few years, TIMO members have expanded partnerships with organizations representing underrepresented groups, and have attended and actively recruited at a variety of outreach events. TIMO members plan to continue these efforts as resources allow.
- **Ambassador Program -** The Ambassador Program pilot was completed and declared a success in FY2011. As a result, NSF plans to roll out this program throughout the Foundation in support of rotator recruitment.



- **Pilot TIMO and Engineering (ENG) Directorate Partnership** - TIMO initiated a program in FY2011 with the goal of forming partnerships with a scientific research, engineering, or education directorate to leverage professional associations already in place to ultimately enhance diversity recruitment and outreach efforts. TIMO is partnering with the Engineering (ENG) Directorate to pilot this program into FY2012, with the goal of increasing recruitment and outreach activities to underrepresented groups within the scientific research and engineering workforce.

VEP Outreach

NSF's Veterans Employment Program (VEP) was chartered in March 2010 in response to Executive Order 13518, and a VEP Director was identified. The VEP Operational Plan (VEOP) was then developed and provided to OPM in April 2010, and a VEP Coordinator was hired for NSF in May 2010. Since then, VEP has become an integral part of veteran and disabled veteran recruitment, hiring, and advancement efforts at the Foundation.



NSF's VEP Coordinator and program activities have contributed significantly to the veteran community at the Foundation since the program's inception. Over a relatively short period NSF increased awareness, established contacts with the veteran community, hosted events, and increased hires from the veteran and disabled veteran population. VEP plans to continue successful initiatives from the past year and implement new measures in FY2012. Specific details of VEP's plans to improve NSF's representation of veterans and disabled veterans can be found in NSF's Disabled Veterans Affirmative Action Program (DVAAP) Plan for FY2012-FY2014.

The VEP's greatest success story has been its participation in the Non-Paid Work Experience (NPWE) Program in partnership with the Veterans Administration. NSF placed seven disabled veterans and hired three in FY2011. NSF plans to continue using this program as much as possible, based on the Foundation's previous success.

FY11 NPWE Success:
Veterans working under NPWE: 7
Total Hired: 3 (OIRM, OIG and CISE)



Hispanic Community and Outreach

NSF placed a special emphasis on connecting with the Foundation's Hispanic employee community and expanding targeted recruitment efforts in FY2011. NSF plans to continue implementing and improving on these measures into FY2012, including building on and expanding existing partnerships. The Foundation's specific goals for Hispanic community-building and outreach include the following:

- **Continue use of "NSF Hispanic Amigos" distribution list** - NSF's Hispanic Amigos is a grassroots group that informally and voluntarily connects staff with Hispanic backgrounds. The group plans to continue sending updates about events, lunches, speakers, and professional development opportunities that might be of interest to Hispanic employees.
- **Build and expand key partnerships with Hispanic community to increase recruitment pipeline** - These partnerships include the Hispanic Heritage Foundation, the National Society of Hispanic MBAs (NSHMBA), the Mid-Atlantic Hispanic Chamber of Commerce (MAHCC), and Latinos for Hire.



Career Development Opportunities

NSF seeks to provide career development opportunities for all employees at the Foundation, including female and other minority populations. These opportunities for learning and advancement are focused in the NSF Academy and the Office of Diversity and Inclusion (ODI). NSF plans to provide the following career development opportunities in FY2012:

- **Continue NSF Academy programs** - The NSF Academy provides career development opportunities for all staff at the Foundation in order to promote learning and development across the NSF workforce. The Academy's course offerings are provided to all employees looking to learn and grow, including those from underrepresented groups. In order to direct staff to the training that is most relevant to them to identify and improve job-related skills, knowledge, and abilities, the Academy has identified four "tracks" for development: (1) Leadership; (2) Program Management; (3) Administrative Professionals; and (4) Workforce (all employees). The Academy plans to continue its efforts to provide career development opportunities to the NSF population, including those in underrepresented groups.
- **Provide New Employee Orientation** - ODI plans to continue to present at NSF orientation sessions for new employees to provide an overview of the services offered by ODI and also include information on the discrimination complaint process, reasonable accommodations



for individuals with disabilities, harassment (sexual and non-sexual), and other equal opportunity and related topics.

- **Offer Diversity and Management Training** - ODI will continue to offer EEO and diversity training opportunities to directorates and offices upon request. ODI is also charged with ensuring managers and supervisors are trained on various EEO components related to the EEO Management Directive 715 (MD-715) and will continue offering this training.
- **Continue Sponsorships** - ODI sponsors, in conjunction with directorates and other offices, special emphasis observances that highlight NSF's diversity and provides training opportunities for employees to learn about people of diverse cultures. NSF will continue sponsoring these recognition events as resources allow.
- **Host Diversity Dialogue Series** - To enhance its training in the area of diversity and inclusion, ODI implemented and sponsored a "Diversity Dialogue Speaker Series" which creates an open, unbiased forum for the exchange of ideas, to enhance the intellectual enrichment of the community, and to create a forum where speakers foster and encourage creative thought. NSF plans to continue this series as resources allow.
- **Participate in Broadening Participation Working Group (BPWG)** - ODI plans to continue serving as a representative of the Broadening Participation Working Group, to contribute to and facilitate cross-organization discussions related to diversity.

Mentoring

NSF is committed to providing mentoring opportunities to employees interested in improving their existing skills and learning new ones in a one-on-one environment with an experienced teacher. In FY2012, NSF plans to continue implementing its three main mentoring initiatives:

- **Offer Mentoring and Coaching Workshop** - In July 2011, the NSF Academy launched "Mentoring and Coaching," a workshop on mentoring employees as a supervisor. The pilot was well-received, and the workshop has now been offered a total of three times with excellent attendance and strong feedback and will continue to be offered in FY2012.
- **Launch NSF-wide Mentorship Program** - In 2010, the NSF Academy developed a proposal to launch an NSF-wide mentorship program. In July 2011, a pilot program was launched for the NSF OIG Office of Audits. The program involved strategic pairing of six mentors with six mentees, and the establishment of two 3-person peer mentoring groups. Individuals were paired with someone outside their chain of command based on a fit between their self-



reported goals, self-report leadership skills, and their tenure with the organization. Mentor/mentee pairs attended a 4-hour program orientation, where they engaged in goal and expectation-setting exercises following discussion of important factors to consider. The training also provided participants with a toolbox of activities to consider engaging in throughout their mentorship. The three-month evaluation of this program began in October 2011 and the NSF Academy plans to launch the program NSF-wide in January 2012.

- **Expand Veterans Mentoring Program opportunities** - In FY2011, a Veterans Mentoring Program was established at NSF to pair veteran mentors with veteran mentees in order to provide relevant, veteran-specific advice for employees. This pilot program has received very positive feedback and will be expanded in the coming years.



Problem Areas for OPM Assistance

While NSF is proud of its many accomplishments supporting underrepresented groups and has plans of its own to continue improving, the Foundation identified problem areas for which further assistance from OPM is needed and will be requested. The Foundation requests assistance from OPM with the following areas:

- A robust database of qualified Hispanic candidates that may apply for positions at the Foundation.
- An online training solution for hiring managers to assist them in understanding Schedule A appointing authorities similar to the Veteran hiring suite of training materials.
- The codes and logic that OPM uses to identify veterans, in order to allow NSF to better align agency data with OPM's CPDF veteran data.

