

Veterans
Employment
Program Office
Operational Plan
FY 2013 - 2015

National Science Foundation



Educate. Coordinate. Collaborate.

Veterans Employment Program Office Operational Plan

“The Federal Government will thereby help lead by example in promoting veterans’ employment.”
—President Obama, Executive Order 13518, *Employment of Veterans in the Federal Government*

Introduction

On November 9, 2009, President Obama signed Executive Order 13518, *Employment of Veterans in the Federal Government*, to enhance and promote employment opportunities for veterans within the Federal Government. This Order requires agencies on the Council on Veterans Employment to participate in the Veterans Employment Initiative by establishing an internal Veterans Employment Program Office (VEPO) dedicated to veteran employment enhancement opportunities and strategies.

The National Science Foundation (NSF) VEPO Operational Plan guides the operations of the NSF VEPO and execution of its corresponding strategies. The focus of the NSF VEPO is to **Educate, Coordinate, and Collaborate** with the NSF community to create career matches for veterans employment opportunities to ultimately benefit from the talents, skills, and dedication that veterans can and do bring to the NSF workforce.

Current State

The NSF work environment is characterized by constant change, ever-fueled by new research, discoveries and technologies. To keep pace with this ever-changing scientific landscape, NSF must continually seek to recruit and retain a diverse, forward-thinking, and adaptable workforce. Currently, 34% of NSF’s workforce consists of scientists and engineers who must have a minimum of a PhD with at least 6 years of research experience. While veterans constitute 3% of that employment population, the remaining 66% or approximately 980 positions may provide viable employment opportunities for our nation’s veterans. Employing veterans is an important strategy for achieving our overall objectives and fulfilling the agency’s mission.

Currently, veterans make up over 6% of the NSF total workforce and 8% of the non-PhD with 6 years research experience workforce. While NSF employs more veterans than some other smaller agencies particularly in non-scientific/engineering positions, NSF recognizes that more can still be done to enhance employment opportunities and attract more veterans to the Foundation. The following plan lays out NSF’s commitment to enhancing veteran employment through discrete strategies and actions.

Alignment

Consistent with Executive Order 13518, this Operational Plan aligns with NSF’s Human Capital Strategic Plan and other workforce planning strategies, merit system principles, and with the Government-wide Veterans’ Recruitment and Employment Strategic Plan.

As referenced in Figure 1 below, this Operational Plan directly links to NSF’s Strategic Workforce Planning Goals of recruiting and sustaining a diverse and adaptable workforce. These workforce planning goals, which draw from the Foundation’s overall Strategic and Human Capital Goals, embody not only identifying and attracting a cadre of employees from diverse backgrounds and experiences, but also developing the skill sets of these employees through training and further alignment of their talents and aspirations with NSF career opportunities.

Figure 1. NSF Strategic Workforce Planning Goals

- Goal 1: Identify the workforce needed to fulfill NSF’s mission in a changing landscape.
- Goal 2: Effectively recruit a diverse, world-class, forward-looking and adaptable workforce.
- Goal 3: Build and sustain a capable, diverse, well-trained, forward-looking, and adaptable NSF workforce and enhance retention through learning and professional development opportunities.
- Goal 4: Develop and implement effective workforce planning processes, techniques and tools.

The actions outlined in this Operational Plan leverage and complement human capital programs currently operating across the Foundation (see **Appendix B**) to achieve tailored results in support of this important Government-wide initiative. Furthermore, the following Plan and its corresponding strategies and actions support merit system principles by emphasizing effective, efficient, and fair processes for enhancing veterans’ employment opportunities. Lastly, the Operational Plan aligns with OPM’s Government-wide Veterans’ Recruitment and Employment Strategic Plan which calls for:

- **Leadership Commitment** to establish a governance structure and infrastructure dedicated solely to the employment of Veterans in the Federal Government;
- **Skills Development and Employment** that focuses on providing employment counseling and aligning talents and aspirations of veterans and transitioning service members with civil service career opportunities;
- **Marketing Veterans Employment** by creating a marketing campaign targeted to Veterans and transitioning service members on the benefits of continuing their careers with the Federal civil service as well as targeted to hiring officials on how veterans can meet skills demands in their organizations; and an
- **Information Gateway** that creates a single-source website for disseminating accurate and consistent veteran employment information and resources for veterans, human resources professionals, and hiring officials.

This Operational Plan is organized by the four focus areas above, and describes the related NSF strategies for enhancing veterans’ employment opportunities:

- **NSF Strategy 1.** Ensure a sound foundation for building and accomplishing program initiatives for veterans;
- **NSF Strategy 2.** Increase the veteran candidate pool for NSF careers for which there is a viable veteran employment pool;
- **NSF Strategy 3.** Market NSF’s support for employment of veterans and military family members; and
- **NSF Strategy 4.** Engage and educate HR professionals and hiring managers.

Associated actions, tasks, and progress indicators are also documented for each strategy. **Appendix C** details each strategy and the corresponding actions, tasks, owner, resources and target timeline for completion.

Our Vision

The National Science Foundation will become the Veterans Employment Council Model Agency for Veteran Employment

The Vision Statement embodies our key guiding principles:

- We have top leadership support and accountability for the recruitment, employment, development, and retention of Veterans in the Federal Government;
- We are committed to Veterans by administering Veterans' Preference and acknowledging the sacrifices of both Veterans and their families;
- We ensure there are no barriers to Veterans' employment;
- We value Veterans for their commitment to public service, skills, and dedication;
- We recognize that military spouses and Veterans' families also possess skills and the public service motivation needed in the federal workplace;
- We make a special effort to employ those Veterans who have the most difficulty in transitioning to employment, such as homeless and disabled Veterans; and
- We identify and promote excellence throughout Government in the recruitment, on-boarding, development, and retention of Veterans.

Our Mission

**Obtain the goals set by the Veteran Employment Council
by Increasing the Employment of Veterans within the
National Science Foundation.**

NSF Strategy 1.

Ensure a sound foundation for building and accomplishing program initiatives for veterans

Focus Area.

Leadership
Commitment

Strategy Overview. NSF Strategy 1 seeks to build upon the NSF leadership commitment needed to maintain the veterans' program infrastructure and foundation, and execute the program initiatives. NSF leadership commitment is essential to accomplishing NSF's veterans' program goals.

NSF leadership, through the Office of the Director, will champion the veterans program throughout the Foundation by communicating not only the goals and benefits of the program, but will also show enthusiasm for the program to create buy-in and community support for program initiatives. Leadership will emphasize and encourage an NSF community that values the skills and talents that veterans bring to the workforce. This high-level NSF leadership commitment and foundation will be further supported in the accomplishment of its objectives by the operation of the NSF Veteran's Employee Program Office (VEPO). All program activities and initiatives will be coordinated by the VEPO. Additionally, the VEPO will spearhead efforts to collect and evaluate statistics and feedback data in order to improve program activities.

Actions. To build upon and maintain a governance structure within NSF to provide leadership and accountability for veteran employment, NSF will:

- ✓ **Develop Leadership Support and Community Buy-in.** To implement this strategy, NSF must maintain a Veterans' Employment Champion. The champion will be housed in the Office of the Director and possess agency-wide authority in order to support, communicate and grow community acceptance and involvement in veterans' employment initiatives. The Champion will be a chief communicator of program benefits and initiatives at the NSF leadership-level. She/he will also be a chief supporter by acting as a role model of how to encourage, enhance and promote veterans' employment opportunities within the Foundation. Such high-level support should generate organic, organizational-level support and appreciation of the skills, talents, values, and dedication that veterans bring to the NSF workforce.
- ✓ **Build upon and maintain the Veterans Employment Program Office (VEPO).** The VEPO will coordinate and execute the veterans' program activities as outlined in E.O. 13518 and by OPM. The VEPO will provide the operational foundation for the NSF Veterans' Employment Champion's commitment and endeavors. The VEPO, in consultation with senior management, will maintain a Charter, assign Office roles and responsibilities, and develop an Operational Plan to guide its program execution. The VEPO will observe and commemorate two veteran related events/ceremonies per year (Memorial and Veterans Day). The VEPO will work to establish a one stop shop/office designed to provide foundation wide leadership to support veterans and veteran issues. See **Appendix A** for a detailed description of VEPO stakeholder roles and responsibilities.
- ✓ **Monitor NSF workforce, culture and attitudes.** The VEPO will analyze NSF workforce and other data regarding the employment of veterans at NSF for analysis of program efforts. Additionally, the VEPO will collect feedback on program activities and impact of the program to the Foundation's culture. Such data analysis and evaluation will allow the VEPO to identify program risks, help shape future strategies, and assist in overcoming barriers to program success.

NSF Strategy 1. Ensure a sound foundation for building and accomplishing program initiatives for veterans

Actions	Tasks
Develop Leadership Support and Community Buy-in	<ul style="list-style-type: none"> ✓ Maintain the NSF Veterans Employment Champion with agency-wide authority within the Office of the Director to serve as an advocate for program activities ✓ Develop and publish communications and convey leadership support for program initiatives ✓ Maintain a network of key supporters at all levels of the Foundation to encourage program support across NSF ✓ Build upon the Veterans Working Group to strategize ideas to enhance program support and activities
Maintain Veterans Employment Program Office (VEPO)	<ul style="list-style-type: none"> ✓ Maintain the VEPO Program Director and Veterans Employment Program Manager Positions ✓ Organize, manage, and direct two observance events/ceremonies for veterans (Memorial and Veterans Day). ✓ Work to establish VEPO one stop shop/office ✓ Maintain and update, if needed, the VEPO Charter ✓ Maintain, and update this Operational Plan
Monitor NSF workforce statistics, culture and attitudes with regard to veterans' employment	<ul style="list-style-type: none"> ✓ Analyze NSF workforce and other data (including <i>NSF report card</i>) to determine baseline veteran employment data as well as organizational readiness for increased veterans' employment ✓ Identify program risks and barriers to success to develop the appropriate mitigation strategies ✓ Create an exit survey for those veterans who are leaving the agency

Indicators of Progress

- The NSF workforce recognizes that the Veterans Employment Champion is the leadership advocate for veterans employment at NSF
- The VEPO recruiting strategies are communicated through communication endeavors (e.g., NSF website, Weekly Wire, Office of the Director Memorandum, Announce Channel, etc.)
- NSF's Veterans Employment Operational Plan is submitted to OPM
- Analysis of baseline and current data of current veterans employment within the Foundation (report card) is completed by April 2013
- Analyze the attrition numbers of veterans within NSF with assistance of OPM

NSF Strategy 2.

Increase the veteran candidate pool for NSF careers for which there is a viable veteran employment pool

Focus Area.

Skills Development and Employment

Strategy Overview. The best way for NSF to meet the critical staffing needs for high-demand occupations in which veterans are interested is to align veterans and transitioning service members' skills with employment opportunities. Veterans are excellent candidates for these positions based on the skills and education they received during their service. In addition many veterans have additional training and education received through military funded education opportunities in exchange for time served or through the GI Bill. This strategy identifies ways NSF can match its staffing requirements to the skills found in the veteran population.

Actions. To implement this strategy, NSF has identified three main action areas that align with the recruitment lifecycle phases: Plan, Target and Attract, and Hire:

- ✓ **Plan.** Using the workforce data developed under the NSF Human Capital Strategic Plan and Strategy 1 of this Plan, NSF will identify mission critical occupational skills that can be found in the military and veteran community. NSF will leverage OPM's interactive program to translate military skills to Federal civilian occupations to determine how NSF's competencies (both administrative and technical) best align with the skills and experiences of military occupations. For example, Navy Supply Corps Officers, Army Procurement Officers, Air Force Acquisition Contracting Officers, and Marine Corps Acquisition Managers possess procurement or acquisition training and experience that enable them to potentially fill a high demand occupation such as Contracting Officer within NSF's workforce. As part of this planning process, NSF, through its VEPO office as well as its Office of Diversity and Inclusion, will identify any barriers to employment of veterans with disabilities and collaborate with the Department of Defense and Veterans Affairs to identify solutions and alternatives. NSF will also evaluate the use of existing veterans hiring authorities to facilitate and expedite the hiring of veterans.
- ✓ **Target & Attract.** NSF will ensure that outreach activities are designed such that they can be easily tailored to the specific communities and skill sets targeted. For example, NSF will consider expanding the Foundation's successful Disabled Veterans Affirmative Action Plan (DVAAP) to reach transition centers operated by a variety of military organizations. NSF will further adapt the current outreach schedule of events to include job fairs and career conferences attended by the veterans who have skills that directly align with NSF competencies. For example, NSF will consider attending the Annual Service Academy career conference to target transitioning service academy graduates that include well-educated professionals with technical degrees. NSF will target Colleges & Universities with the sole purpose of building relationships with student veteran offices targeting veterans interested in STEM.

Further, NSF will create and leverage the marketing and branding actions in Strategy 2 to provide appropriately tailored recruitment materials for these events. Advertising education and on-the-job training opportunities can attract veterans, as can non-traditional opportunities. Two examples include: (1) Vet 2 Feds IT pilot program, designed to encourage veteran students in the IT field to pursue a career in the Federal Government; and (2) continuing a volunteer on-the-job training program such as Veterans Affairs' non-paid work experience program which provides veterans with the opportunity to obtain training and practical job experience with no salary cost to NSF and no obligation to hire. NSF will collaborate with the Departments of Veterans Affairs and Defense to explore additional program opportunities. In addition, to continue to attract disabled veterans, NSF will coordinate with the military services, hospitals and disability organizations to identify additional sources for candidates. NSF will further identify colleges and universities that have strong veterans' communities to attract interns, work study candidates, or veterans with advanced degrees. Overall, NSF will ensure that information regarding careers at NSF is readily available for transitioning service members.

- ✓ **Hire.** There are numerous hiring authorities that can be used to appoint veterans. NSF already utilizes several special hiring authorities for targeted outreach and diversity promotion (see Appendix B). To safeguard the practical and assure the strategic use of these authorities, the VEPO will collaborate with the Division of Human Resources (HRM) to identify additional authorities appropriate for NSF use. The VEPO will also facilitate information and training for Human Resource (HR) specialists and other individuals as necessary to ensure the effective use of hiring authorities across NSF.

NSF Strategy 2. Increase the veteran candidate pool for NSF careers for which there is a viable veteran employment pool	
Actions	Tasks
Plan	<ul style="list-style-type: none"> ✓ Maintain identified mission critical occupational skills that can be found in the military and veteran community ✓ Identify any barriers to employment of veterans with disabilities then discuss with ODI ✓ Work with the accommodation community to develop solutions and alternatives ✓ Explore additional use of special hiring authorities to appoint veterans
Target and Attract	<ul style="list-style-type: none"> ✓ Design tailored outreach activities, building on current community and outreach efforts ✓ Create and leverage marketing and branding efforts and materials to target specific communities ✓ Maintain communications and interactions with the disabled veteran community ✓ Maintain special considerations list for 10 pt veterans ✓ Explore program collaboration opportunities with the Departments of Veterans Affairs, Office of Personnel Management, and Department of Defense ✓ Ensure information on hiring authorities is accessible and available on the NSF website and in recruiting information (both print and electronic)
Hire	<ul style="list-style-type: none"> ✓ Utilize appropriate and effective hiring authorities ✓ Coordinate with ODI to ensure NSF has appropriate technology to accommodate veterans with disabilities ✓ Train HR Specialists and others on veteran-specific hiring authorities

Indicators of Progress
<ul style="list-style-type: none"> • Maintain and update occupations aligned with the Foundation’s mission critical occupations and sources of candidates are identified • Steps are taken to increase employment of homeless veterans • Recruiting events, activities, and materials are targeted to specific veteran and military organizations • HR Specialists and others are trained on veteran-specific hiring authorities and USERRA annually • The use of appropriate special hiring authorities to appoint veterans to Federal positions increases over time

NSF Strategy 3.

Market NSF's support for employment of veterans and military family members

Focus Area.

Marketing Veterans Employment

Strategy Overview. The President's Veterans Employment Initiative promotes the Federal Government as an employer of choice for veterans and their family members, and endorses the value that veterans bring to the Federal workforce. To deliver a successful veterans program, NSF must create both internal and external awareness and promotion of its organizational commitment to the employment of veterans and associated program initiatives. NSF Strategy 2 builds on the leadership commitment activities articulated in Strategy 1, as well as other NSF initiatives related to outreach and broadening participation efforts, and the current NSF *Best Places to Work* branding and marketing initiatives (see Appendix B for more information on current NSF initiatives).

This strategy focuses on creating external awareness and promoting the Foundation as both a Federal Government "Employer of Choice" and "military-friendly" employer via targeted and tailored print and electronic marketing materials. Promotion can also be accomplished by enhancing NSF's presence in the military community through linkages with organizations that provide services to veterans, veterans with disabilities, and their families. Internal awareness can be generated through marketing materials and activities, as well as through employee championship throughout the organization.

Actions. To further build external and internal awareness of NSF veterans' program, NSF will execute the following actions and tasks, as appropriate based on the outcomes of its analysis.

- ✓ **Build External Awareness.** Veteran-specific employment and enhancement information will be added to NSF websites (i.e., NSF Homepage, NSF Career Opportunities webpage, New Employee Welcome webpage, etc.) to communicate NSF's commitment to veteran employment to the general public and further differentiate NSF from other employers. NSF will also look into the feasibility of linking its website with other websites for transitioning military members and veterans, thus establishing an online presence and virtual partnerships with veterans-related organizations. One such example is Military Officers Association of America (MOAA), which links employers with transitioning and former military members through job fairs, workshops, and other virtual mechanisms.

NSF marketing materials such as veteran friendly literature and veteran focused table top displays will be tailored and used for veteran marketing and outreach events, to focus on attracting the veteran community to NSF, emphasizing NSF's commitment to employing veterans, and promoting the value and benefits that veterans bring to the NSF workforce. NSF may choose to incorporate materials from OPM's Government-wide marketing campaign. Examples of potential print marketing materials include job vacancy announcements, job vacancy/testimonial postcards, business cards, bookmarks, and other brochures/flyers.

NSF will also focus on growing its presence as an "Employer of Choice" in the veteran and military transitioning communities. Such a presence can be accomplished by leveraging and expanding current recruiting and outreach activities (see Appendix B). NSF will consider the feasibility of maintaining and continuing volunteer opportunities for the NSF organization and NSF employees to help veterans and veterans with disabilities. Examples include volunteer partnerships with organizations like the VA NPWE program and Wounded Warrior Programs located at Ft Belvoir Army Medical Center in Alexandria, VA and Bethesda Naval Medical Center in Bethesda, MD.

- ✓ **Promote Internal Awareness.** Concurrent to developing external awareness, NSF will also increase internal Foundation awareness of its veterans program goals and initiatives. Internal awareness activities will center on leveraging key organizational champions to promote the value that veterans can and do bring to the NSF workforce

and how NSF organizations can best utilize veteran employment activities and opportunities. NSF's HR Specialists in the Division of Human Resources Management (HRM) will serve as the conduit between the VEPO and the NSF community for spreading awareness. HR Specialists will develop internal awareness through their ongoing consultation with hiring managers to both promote knowledge of veteran employment options and encourage participation in VEPO initiatives. The VEPO will also facilitate additional access to information, counseling, and transition support by the use of veteran blogs, weekly wire articles, and mandatory annual training.

NSF Strategy 3. Market NSF's support for employment of veterans and military family members	
Actions	Tasks
Build External Awareness - Brand NSF as a 'military friendly employer' and a 'military family member employer of choice'	<ul style="list-style-type: none"> • Maintain NSF websites (i.e., NSF Homepage, NSF Career Opportunities webpage, New Employee Welcome webpage, etc.) to reflect the Foundation's commitment to veteran employment opportunities • Build upon NSF veteran friendly electronic and print marketing materials to attract veterans and military family members • Explore the feasibility of posting NSF information and links on websites for veterans and transitioning military personnel • Build on current outreach activities to include a variety of military transition organizations and related activities • Continue to pursue and leverage a significant presence within the military community through no cost volunteer programs and activities such as NPWE and Wounded Warrior programs
Promote Internal Awareness	<ul style="list-style-type: none"> ✓ Encourage veteran program champions to share messages throughout the Foundation via weekly wire and other communication vehicles ✓ Leverage HR Specialists to create internal awareness of the benefits of veteran employment programs during hiring, recruitment, and staffing planning discussions ✓ Spotlight successful veteran outreach efforts and activities in the Weekly Wire and Announce Channel ✓ Facilitate access to information, counseling, and transition support for NSF veterans as required

Indicators of Progress
<ul style="list-style-type: none"> • NSF electronic and print recruiting materials are tailored to include a veteran and military family member focus by FY 2013 • Contact and outreach efforts are expanded to include a variety of veterans and military transition organizations over time • HR Specialists share information with NSF hiring organizations about the benefits of employing veterans throughout the year

NSF Strategy 4.
Engage and educate HR professionals and hiring managers

Focus Area.
Information Gateway

Strategy Overview. To implement this strategy, NSF will build on the actions identified in Strategy 2, while focusing on leveraging information sources and training programs to ensure that HR professionals and hiring managers are provided with accurate and consistent information about veterans employment. As articulated in the Government-wide Veterans Recruitment and Employment Strategic Plan, “veterans” preference is a critical, as well as a legal, component of the Federal employment system and NSF must ensure those entrusted with its protection are aware of their responsibilities.” A critical outcome of this strategy is that all NSF HR professionals and hiring managers are well informed in the use and application of veterans preference, hiring authorities, and reasonable accommodation.

Actions.

- ✓ **Inform & Educate.** Maintaining our linkage to OPM’s website to provide a consistent source for veterans’ employment information is critical for this strategy. NSF will also utilize current technology, to include InsideNSF, to ensure that accurate information and resources on veterans employment are easily accessible across the Foundation. To ensure HR professionals and hiring managers are well informed in all areas of veterans employment, the VEPO (in conjunction with the NSF Academy and the Instructional Technology Office) will provide training on the use of veterans preference and special hiring authorities, employment of veterans and military spouses, and reasonable accommodation for disabled veterans. Further education and training may take a variety of forms, including: sharing information electronically, communicating via NSF Weekly Wire, participating in webinars, and attending conferences and outreach events. The VEPO will use customer feedback to monitor the effectiveness of training and educational programs.
- ✓ **Engage.** The VEPO will also identify innovative ways to inform and engage new employees while working with the Office of Diversity and Inclusion (ODI) (especially veterans and transitioning service members), leaders, and managers in this important initiative. NSF’s onboarding programs – New Employee Welcome (NEW) and New Executive Transition (NExT) – are two possible avenues. NSF will also leverage HR Specialists to engage current hiring managers and division leadership in this Initiative. HR Specialists will facilitate the education and training of hiring managers and Directorate leadership as part of their ongoing recruitment, workforce planning, and annual staffing planning efforts.

NSF Strategy 4. Engage and educate HR professionals and hiring managers	
Actions	Tasks
Inform and Educate	✓ Maintain link to OPM’s Veterans Employment Website
	✓ Leverage technology to facilitate information sharing
	✓ Provide annual training to HR professionals and hiring managers on veterans employment
	✓ Identify opportunities to inform and train new employees, leaders, and managers about veterans employment at NSF

Engage

- ✓ Consider ways to engage new employees about veterans employment at NSF
- ✓ Leverage HR Specialists to engage, inform, and train hiring managers

Indicators of Progress

- NSF training and information for HR professionals and hiring managers is conducted on an annually basis
- Highlight NSF Veteran employees through Weekly Wire articles
- Honor and recognize manager and or supervisor who champion the VEPO

Appendix A – Veterans Employment Program Office Roles and Responsibilities

Stakeholder	Role	Responsibilities
<p style="text-align: center;">NSF Veterans Employment Program Champion</p>	<p>Act as an Executive sponsor for veterans employment initiatives within the NSF community</p>	<ul style="list-style-type: none"> • Deliver systematic communication to the NSF community supporting the Veterans Employment Initiative and significant program events • Participate in critical program events as requested by the program office
<p style="text-align: center;">VEPO Director</p>	<p>Serve as head of NSF Veterans Employment Program Office</p>	<ul style="list-style-type: none"> • Lead efforts to improve the scope and quality of NSF recruitment and outreach to veterans
<p style="text-align: center;">Veterans Employment Program Manager</p>	<p>Serve as manager of NSF veterans program activities</p>	<ul style="list-style-type: none"> • Develop, coordinate, and implement the NSF Veterans Employment Program Operational Plan • Consult with the NSF community regarding employment of veterans • Manage recruitment programs that target veterans • Manage employment counseling for veterans • Develop and deliver mandatory training • Identify key occupations within NSF for which training can be provided to enable veterans to enter the workforce • Organize, manage, and direct veteran observance/ceremonies • Coordinate with other agencies to promote development and application of technology • Chair and coordinate staff support of the Veterans Working Group • Represent NSF to other agencies to coordinate veterans employment initiatives

Appendix B – Current NSF Veterans Initiatives

NSF Current Veteran Initiatives by Category and Alignment with Operational Strategies	Leadership: <i>Ensure a sound foundation for building & accomplishing program initiatives for veterans</i>	Skills Development & Employment: <i>Increase the veteran candidate pool for NSF careers</i>	Marketing: <i>Market NSF's support for employment of veterans and military family members</i>	Information Gateway: <i>Engage and educate HR professionals and hiring managers</i>
Job and Career Expos (e.g., Northern VA Job Expo, Career Expo and the Disabled, STEM Diversity Career Expo, VA for Vets Career Fair, Hiring our Heroes Career Fair)	•	•	•	•
College Career Fairs (e.g., George Mason University, University of Maryland University College, Howard University Professional Development Day)		•	•	
Veterans Programs (e.g., Non Paid Work Experience Program via VA Dept of Rehabilitative Services, Homeless Vet Program, V2F Pilot Program, Wounded Warrior Program)	•	•	•	•
Disability Programs and Outreach (e.g., Perspective on Employment of Persons with Disabilities Conference, Schedule A Recruitment, Placement services provided by EARN, NSF HRM Selective Placement Program Coordinator, Use of Braille in marketing and outreach materials)		•	•	•
Other Outreach Programs (e.g., VA Employment Commission (VEC) Job Fair, Returned Peace Corps Volunteers)		•	•	
Special Recruitment Programs (e.g., Program Officer Recruitment, OPM/ODEP Hire the Disabled)		•	•	
Special Hiring Authorities (e.g., Schedule A, Federal Career Intern Program, Presidential Management Fellows Program)	•	•	•	•

NSF Current Veteran Initiatives by Category and Alignment with Operational Strategies	Leadership: <i>Ensure a sound foundation for building & accomplishing program initiatives for veterans</i>	Skills Development & Employment: <i>Increase the veteran candidate pool for NSF careers</i>	Marketing: <i>Market NSF's support for employment of veterans and military family members</i>	Information Gateway: <i>Engage and educate HR professionals and hiring managers</i>
External Partnerships (e.g., VA Department of Rehabilitative Services, VA Employment Commission, Employer Assistance and Recruiting Network (EARN))	•	•	•	•
Internal Partnerships (e.g., Team to Invigorate Marketing & Outreach (TIMO), Office of Diversity and Inclusion (ODI), Broadening Participation within Veteran Working Group, HR Specialists)	•		•	•
Marketing & Outreach Strategies (e.g., Team to Invigorate Marketing & Outreach, New Outreach Video, Paid advertising and banner displays, vet friendly literature and display, Showcasing NSF as Employer of Choice)	•	•	•	•
Learning, Development & Training (e.g., New Employee Welcome, Career Planning Showcase, Program Management Seminar, After Hours Program, Long-Term Professional Development Program, Leadership Development Curriculum, Call to Action—Hire People with Disabilities, PTSD Webinar)	•			•

NSF Strategy 1. Maintain existing Veterans program infrastructure to ensure sound foundation for building program initiatives					Focus Area. Leadership Commitment
Actions	Tasks	Owner	Resources	Targets	Indicators of Progress
Stimulate Leadership Support and Community Buy-in	<ul style="list-style-type: none"> Maintain the NSF Veterans' Employment Champion with agency-wide authority within the Office of the Director to serve as an advocate for program activities 	Veteran Employment Program Manager	Office of the Director	FY 13-15	<ul style="list-style-type: none"> The NSF workforce recognizes that Veterans' Employment Champion is the leadership advocate for veterans' employment at NSF
	<ul style="list-style-type: none"> Maintain and publish communications to convey leadership support for program initiatives 	Veteran Employment Program Manager	HRM	Ongoing	<ul style="list-style-type: none"> Leadership commitment.
	<ul style="list-style-type: none"> Maintain a network of key supporters at all levels of the Foundation to encourage program support across NSF 	Veteran Employment Program Manager	HRM	FY 13-15	<ul style="list-style-type: none"> Leadership commitment.
	<ul style="list-style-type: none"> Build upon the Veterans Working Group to strategize ideas to enhance program support and activities 	Veteran Employment Program Manager	Veterans Working Group	Ongoing	<ul style="list-style-type: none"> Active members who contribute and share innovative ideas.

NSF Strategy 1. Maintain existing Veterans program infrastructure to ensure sound foundation for building program initiatives					Focus Area. Leadership Commitment
Actions	Tasks	Owner	Resources	Targets	Indicators of Progress
Maintain Veterans Employment Program Office (VEPO)	<ul style="list-style-type: none"> Maintain a VEPO Program Director and Veterans Employment Coordinator 	HRM	FTE	FY 13-15	<ul style="list-style-type: none"> Active VEPO program.
	<ul style="list-style-type: none"> Update VEPO Working Group Charter 	HRM	HRM	April 2013	<ul style="list-style-type: none"> Updated VEPO Working Group Charter is submitted to Senior Management.
	<ul style="list-style-type: none"> Update the Operational Plan 	Veteran Employment Program Manager	HRM	March 2013	<ul style="list-style-type: none"> NSF's updated Veterans Employment Operational Plan is submitted Senior Management
	<ul style="list-style-type: none"> Organize, manage and direct observance events/ceremonies 	Veterans Employment Program Manager	Veterans Working Group	Annually	<ul style="list-style-type: none"> Successful Memorial and Veterans Day events.
Monitor NSF workforce statistics, culture and attitudes with regard to veterans' employment	<ul style="list-style-type: none"> Analyze NSF workforce and other data (including NSF report card) to determine baseline veteran employment data as well as organizational readiness for increased veterans' employment 	Veterans Employment Program Manager	WPAB Data	July 2013	<ul style="list-style-type: none"> Data of current veterans employment is compared to the baseline by April 2013 Strategies for overcoming barriers to program success are developed
	<ul style="list-style-type: none"> Identify program risks and barriers to success to develop the appropriate mitigation strategies 	Veterans Employment Program Manager	HRM and ODI	Ongoing	<ul style="list-style-type: none"> Analysis of NSF workforce feedback about program and activities is predominately positive overtime

NSF Strategy 2. Increase the veteran candidate pool for NSF careers for which there is a viable veteran employment pool					Focus Area. Skills Development and Employment
Actions	Tasks	Owner	Resources	Targets	Indicators of Progress
Plan	<ul style="list-style-type: none"> Maintain mission critical occupational skills that can be found in the military and veteran community 	Veterans Employment Program Manager	SCB/WPAB	FY 13-15	<ul style="list-style-type: none"> Military occupations aligned with the Foundation’s mission critical occupations and sources of candidates are identified
	<ul style="list-style-type: none"> Identify any barriers to employment of veterans with disabilities 	Veterans Employment Program Manager	ODI	FY 13-15	<ul style="list-style-type: none"> Actionable steps are developed to increase employment of disabled veterans
	<ul style="list-style-type: none"> Work with the accommodation community to develop solutions and alternatives 	Veterans Employment Program Manager	ODI	Ongoing	<ul style="list-style-type: none"> New accommodations are found and used to assist disabled veterans.
	<ul style="list-style-type: none"> Explore additional use of special hiring authorities to appoint veterans 	Veterans Employment Program Manager	SCB	Ongoing	<ul style="list-style-type: none"> The use of appropriate special hiring authorities to appoint veterans to Federal positions increases over time

NSF Strategy 2. Increase the veteran candidate pool for NSF careers for which there is a viable veteran employment pool					Focus Area. Skills Development and Employment
Actions	Tasks	Owner	Resources	Targets	Indicators of Progress
Target and Attract	<ul style="list-style-type: none"> Design tailored outreach activities, building on current community and outreach efforts 	Veterans Employment Program Manager	HR Specialists	Ongoing	<ul style="list-style-type: none"> Recruiting events, activities, and materials are targeted to specific veteran and military organizations
	<ul style="list-style-type: none"> Create and Leverage marketing and branding efforts and materials to target specific communities 	Veteran Employment Program Manager	HRM Outreach	FY 13-15	<ul style="list-style-type: none"> Vet friendly literature and display used at military hiring events.
	<ul style="list-style-type: none"> Maintain communications and interactions with the disabled veteran community 	Veterans Employment Program Manager	Equal Opportunity Publication (EOP) event staff	Ongoing	<ul style="list-style-type: none"> Participation at Wounded Warrior Career Fair events as well as at civilian events for persons with disabilities.
	<ul style="list-style-type: none"> Explore program collaboration opportunities with the Departments of Veterans Affairs (VA) and Department of Defense 	Veterans Employment Program Manager	VA Vocational Rehabilitation Staff	Ongoing	<ul style="list-style-type: none"> Continued participation with the Non-Paid Work Experience Program (NPWE) with the VA.
	<ul style="list-style-type: none"> Ensure information on hiring authorities is accessible and available on the NSF website and in recruiting information (both print and electronic) 	Veterans Employment Program Manager	DAS	FY 13-15	<ul style="list-style-type: none"> Hiring information specific to veterans is available on the NSF website

NSF Strategy 2. Increase the veteran candidate pool for NSF careers for which there is a viable veteran employment pool					Focus Area. Skills Development and Employment
Actions	Tasks	Owner	Resources	Targets	Indicators of Progress
Hire	<ul style="list-style-type: none"> Utilize appropriate and effective hiring authorities 	HRM	SCB	FY 13-15	<ul style="list-style-type: none"> The use of appropriate special hiring authorities to appoint veterans to Federal positions increases over time
	<ul style="list-style-type: none"> Coordinate with ODI to ensure NSF has appropriate technology to accommodate veterans with disabilities 	ODI	Director, HRM	Ongoing	<ul style="list-style-type: none"> The VEP Manager takes new veteran employees to ODI for an accommodations briefing.
	<ul style="list-style-type: none"> Train HR Specialists and others on veteran-specific hiring authorities 	Academy and Instructional Technology Office	Veterans Employment Program Manager	Annually	<ul style="list-style-type: none"> HR Specialists and others are trained on veteran-specific hiring authorities annually

NSF Strategy 3. Market NSF's support for employment of veterans and military family members					Focus Area. Marketing Veterans Employment
Actions	Tasks	Owner	Resources	Targets	Indicators of Progress
Build External Awareness - Brand NSF as a 'military friendly employer' and a 'military family member employer of choice'	<ul style="list-style-type: none"> Update NSF websites (i.e., NSF Homepage, NSF Career Opportunities webpage, New Employee Welcome webpage, etc.) to reflect the Foundation's commitment to veteran employment opportunities 	Veteran Employment Program Manager	DAS Website Development/ SCB	FY 13-15	<ul style="list-style-type: none"> Reviewed and refreshed pages as needed.
	<ul style="list-style-type: none"> Build upon veteran friendly print marketing materials to attract veterans and military family members 	Veteran Employment Program Manager	Publishing/Print Costs	Ongoing	<ul style="list-style-type: none"> NSF print recruiting materials are tailored to include veteran and military family member focus
	<ul style="list-style-type: none"> Explore the feasibility of posting NSF information and links on websites for veterans and transitioning military personnel 	Veteran Employment Program Manager	DAS/ OPM/VA/DoD	Ongoing	<ul style="list-style-type: none"> Explore external sources for posting as appropriate.
	<ul style="list-style-type: none"> Build on current outreach activities to include a variety of 	Veteran Employment	Travel/Event Costs	FY 13-15	<ul style="list-style-type: none"> Contact and outreach efforts are expanded to include a

NSF Strategy 3. Market NSF's support for employment of veterans and military family members					Focus Area. Marketing Veterans Employment
Actions	Tasks	Owner	Resources	Targets	Indicators of Progress
Promote Internal Awareness	military transition organizations and related activities	Program Manager			variety of veterans and military transition organizations over time
	<ul style="list-style-type: none"> Consider establishing presence within the military community through no cost volunteer programs and activities 	Veteran Employment Program Manager	NSF Program Offices	Ongoing	<ul style="list-style-type: none"> Referrals are made
	<ul style="list-style-type: none"> Encourage veteran program champions to share messages throughout the Foundation 	Veteran Employment Program Manager	NSF Senior Managers	FY 13-15	<ul style="list-style-type: none"> NSF Senior Managers are involved in veterans' events within the Foundation.
	<ul style="list-style-type: none"> NSF Senior Managers are involved in veterans' events within the Foundation. 	Veteran Employment Program Manager	HR Specialists and HR Senior Managers	Ongoing	<ul style="list-style-type: none"> HR Specialists and HR Senior Managers share information with NSF hiring organizations about the benefits of employing veterans
	<ul style="list-style-type: none"> Spotlight successful veteran outreach efforts and activities in weekly wire and Announce Channel 	Veteran Employment Program Manager	Veteran Employment Program Manager	Ongoing	<ul style="list-style-type: none"> Weekly Wire items are published as planned.
	<ul style="list-style-type: none"> Facilitate access to information, counseling, and transition support for NSF veterans as required 	Veteran Employment Program Manager	Internal and external partnerships as appropriate	Ongoing	<ul style="list-style-type: none"> Counseling log submitted to OPM quarterly

NSF Strategy 4. <i>Engage and educate HR professionals and hiring managers</i>					Focus Area. <i>Information Gateway</i>
Actions	Tasks	Owner	Resources	Targets	Indicators of Progress
Inform and Educate	<ul style="list-style-type: none"> Link to OPM’s Veterans Employment Website 	Veterans Employment Program Manager	DAS	FY 13-15	<ul style="list-style-type: none"> NSF employment website is linked to OPM’s veterans information
	<ul style="list-style-type: none"> Provide annual training to HR professionals and hiring managers on veterans’ employment. Leverage technology to facilitate course completion. 	Veterans Employment Program Manager	Instructional Technology Office	Annually	<ul style="list-style-type: none"> Course completion rates steadily improve.
	<ul style="list-style-type: none"> Identify opportunities to inform and train new employees, leaders, and managers about veterans employment at NSF 	Veterans Employment Program Manager	Instructional Technology Office, DAS, HR Specialists	Ongoing	<ul style="list-style-type: none"> Innovative methods to inform and educate are initiated.
Engage	<ul style="list-style-type: none"> Consider ways to engage new employees about veterans employment at NSF 	Veterans Employment Program Manager	Academy via New Employee Orientation	Ongoing	<ul style="list-style-type: none"> Increased participation of new employees in the Veteran program.
	<ul style="list-style-type: none"> Leverage HR Specialists to engage, inform, and train hiring managers 	Veterans Employment Program Manager	HR Service Team Meetings	Ongoing	<ul style="list-style-type: none"> Increased opportunities for veterans such as NPWE and non-competitive/direct hires.