



NSF

Annual Report to Employees

2008

## National Science Foundation Office of the Director

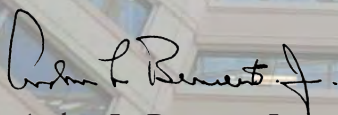
Dear Colleagues:

In the past year, you again helped NSF exceed its goals and advance the Foundation's commitment to excellence, results and stewardship. We saw continued successes in research, education and operations as measured in our strategic plan. We've also received external recognition through high marks on the President's Management Scorecard, Congressional evaluation of information technology security, and several public affairs awards, among others. These accolades could not have been achieved without the passion and dedication that each of you brings to NSF.

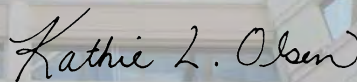
Our successes on the scientific frontier are related directly to your outstanding efforts and support for world-class research and education. One example is the International Polar Year (IPY) to explore new frontiers in polar science. The IPY has sponsored many special research projects, creating worldwide collaboration opportunities. Another example was NSF-funded researchers with the Intergovernmental Panel on Climate Change winning the 2007 Nobel Peace Prize. To learn more about NSF's scientific accomplishments, we invite you to review our award-winning [2007 Performance Highlights](#) report.

This year's Report to Employees will highlight many new and innovative practices that employees developed and implemented to help further NSF's Stewardship goal. The report also brings to light our core values, which underpin NSF's culture and ultimately influence our mission, vision and goals.

We would like to express our thanks and gratitude for your dedication, enthusiasm and drive to make NSF one of the world's most esteemed organizations in science and engineering research and education.



Arden L. Bement, Jr.  
Director



Kathie L. Olsen  
Deputy Director

## Stewardship through NSF's Core Values

Stewardship, one of the four goals set forth in NSF's Strategic Plan, is defined as:

*Support excellence in science and engineering research and education through a capable and responsive organization.*

Stewardship and NSF's core values are essential and enduring tenets that influence everyone in the organization and support NSF's mission, vision and goals. These values reinforce the fine work done by NSF and help define our unique culture. We also recognize that we would not achieve great accomplishments without our employees -- our most valuable resource. It is your contributions which make the NSF a high-performing organization recognized worldwide for outstanding achievement. In that vein, this we've added a new section to this year's report -- Employee Experience -- which will highlight programs and processes designed to maximize your efficiency and effectiveness here at NSF.



***Employee Experience:*** providing the necessary tools and resources to support our employees' efforts to achieve personal and professional success.



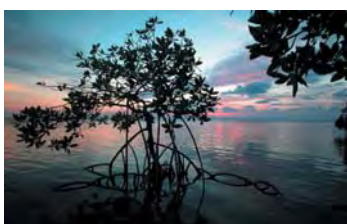
***Dedicated to Excellence:*** improving our ability to identify opportunities; investing optimally the resources entrusted to us; managing a diverse, capable, motivated organization; rewarding accomplishment; and sharing our best insights with others.



***Visionary:*** imagining the future, working at the frontier, realizing the full potential of people, furthering promising ideas wherever and whenever they arise, and encouraging creativity and initiative.



***Broadly Inclusive:*** seeking and accommodating contributions from all sources while reaching out especially to groups that have been underrepresented; serving scientists, engineers, educators, students and the public across the nation; and exploring every opportunity for partnerships, both nationally and internationally.



***Accountable:*** operating with integrity and transparency, maintaining quality and relevance in administration, management and oversight.

This year's report highlights the ways in which employees reflect our core values and ensure the Foundation meets its goal of stewardship for continued excellence in research and education. We hope you enjoy reading our 2008 year in review.

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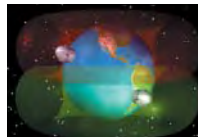


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## *Employee Experience*

*Providing the necessary tools and resources to support our employees' efforts to achieve personal and professional success.*

# Why NSF is a Best Place to Work!

## Federal Human Capital Survey Results

Each year, federal law requires government agencies to administer an annual employee survey. During even-numbered years, the Office of Personnel Management’s Federal Human Capital Survey (FHCS) fulfills this requirement. During odd-numbered years, NSF conducts its own Annual Employee Survey (AES), which uses a subset of questions from the FHCS to assess employee satisfaction and attitudes about leadership and management practices that contribute to agency performance.



In 2008, NSF released results from its first AES conducted in September/October of 2007. Dr. Bement and Dr. Olsen shared results of the survey with NSF staff at the end of February and with the National Science Board at the end of March. Specific findings of the 2007 AES show that 93 percent of NSF respondents feel that the work they do is important, 77 percent answered favorably to the question, “Considering everything, how satisfied are you with your job?” and 57 percent feel their workload is reasonable even though they remain very busy.

Recently, the 2008 FHCS rankings were released and in each of the four measurement categories, NSF continues to excel. Following is NSF’s ranking out of 83 participating federal agencies.

FHCS Measurement Categories	2006 Ranking	2008 Ranking
Leadership and Knowledge Management	3	2
Results-Oriented Performance Culture	1	1
Talent Management	4	2
Job Satisfaction	4	3

The Partnership for Public Service and American University use the FHCS findings to compile their *Best Places to Work* in the Federal Government list. In 2006, NSF was ranked #4 among 31 small agencies. The 2008 rankings will be released in the near future. NSF [responses to all forty questions](#) on the 2007 AES can be found on NSF’s website. For more information on the FHCS please visit Inside NSF’s [Federal Human Capital Survey website](#).

## You Can Have a Worklife Balance @ NSF

Since 2005, NSF has been rated one of the Best Places to Work in the Federal government. We are proud to be a workplace of choice and continue to explore ways to attract and retain a creative, industrious, and dedicated workforce. NSF offers a number of programs designed to create a healthful and supportive environment that helps employees balance work and family commitments. Here are just a few of the reasons why NSF employees enjoy working at the Foundation:

The [Health Services Unit](#) (HSU) provides on-site medical information and assistance to NSF employees. A physician is available three days a week and nurses are on duty Monday through Friday. In addition to emergency care, the HSU offers proactive health maintenance and information including: limited consultation services, allergy shots, flu shots, immunizations required for government travel, complete medical examinations for NSF employees over the age of 45, literature on health topics, health seminars and screenings, and blood pressure monitoring.



The [Employee Assistance Program \(EAP\)](#) is an employee benefit that provides free, short-term counseling and referral services for work and personal issues, including relationship problems, family and worklife transitions, and health and mental outlook. Employees and family members are eligible for up to six confidential sessions with an EAP Counselor at no cost to the employee. A counselor is on-site one day each week and available at other times in convenient locations in the Washington, D.C. metro area.

The [Office of Equal Opportunity Programs \(OEOP\)](#) welcomes requests to brief offices, divisions, or other groups of NSF staff on equal employment opportunity at the Foundation. To schedule a meeting with OEOP or to obtain more information, visit [Inside NSF](#).

A [Physical Fitness Facility](#) is located on the premises and includes exercise equipment, showers, and lockers, as well as fitness and wellness activities. Membership is available for a nominal fee to all full- and part-time NSF employees.



Employee child care is available at the [NSF Child Development Center](#) located on the ground floor of Stafford I. Since 2000, Bright Horizons Family Services has provided the childcare services. A Childcare Subsidy is planned for 2009. Eligible NSF employees may receive monetary assistance for qualified childcare expenses.

Under the [Flexitime Program](#) NSF employees may work with supervisors to vary arrival and departure times, work extra hours, and/or earn credit hours to use at a later time.

The [NSF Employee Association](#) promotes recreation, welfare, and good fellowship among employees by sponsoring a variety of educational, fitness, and social events.

The [National Science Foundation Library](#) collection incorporates books and journals relevant to the overall mission and activities of the Foundation. In addition the library carries newspapers and magazines; periodically shows classic science fiction movies at lunchtime; and offers a quiet place to think during lunch break.

Complete banking services are available on the NSF premises. The [National Science Foundation Federal Credit Union](#) offers convenient access to ATM, as well as information and opportunities for borrowing funds or investing your savings. For more information about [NSF Worklife](#), visit [Inside NSF](#).

## NSF Sets Pace with Telework

In early 2008, NSF and AFGE Local 3403 conducted a survey of NSF employees to gather feedback on the Foundation's telework program. The results were very favorable and the Telework Exchange highlighted them in a March 2008 report entitled, *Telework Under the Microscope*.

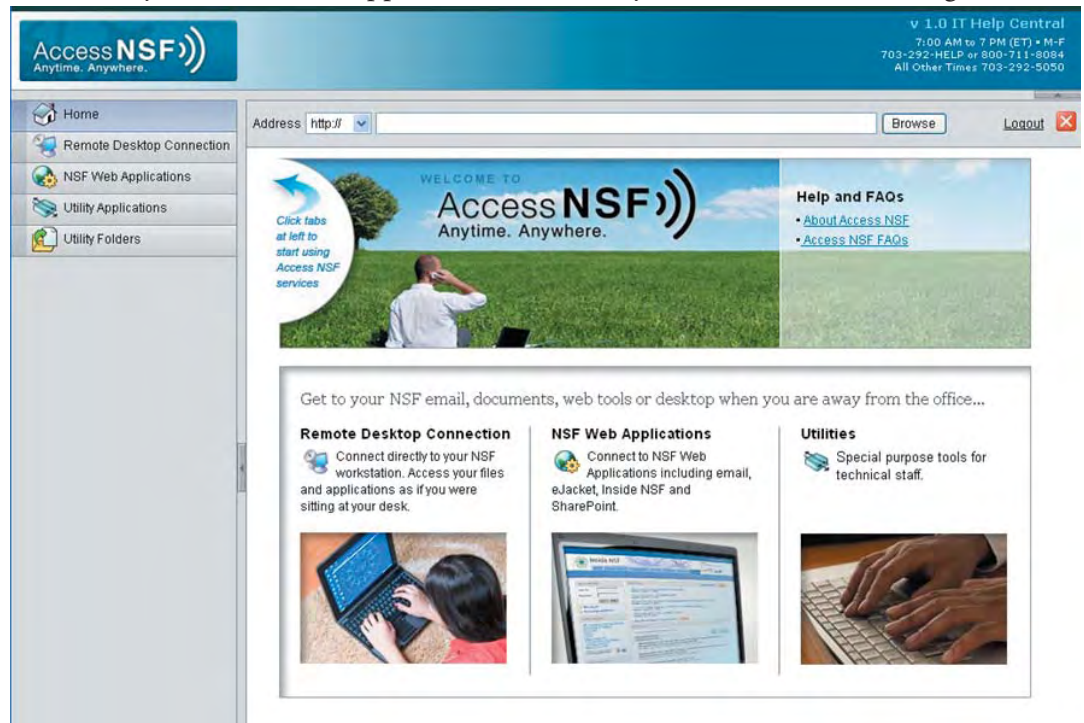
Statistics from July 2008 show that NSF has 756 telework agreements on file, which represents 54 percent of the employee population. Of those, 567 agreements are for "situational telework" -- having an occasional, non-routine work at home schedule, while 189 are for "core telework" -- having a regular and recurring telework day of one day per week or more, or a combination of "core and situational" arrangements. NSF's statistics compare extremely favorably to the Office of Personnel Management's (OPM) government-wide statistics for FY 2006, which indicated that only 6.12 percent of Federal employees teleworked one day per month or more.

It is important to note that telework is not an employee right. Federal law requires agencies to have telework programs in place, but does not give individual employees a legal right to telework. An employee's supervisor must approve the arrangement and agencies may, at their own discretion, define the use and types of telework that best fit their business needs. Additional information on teleworking may be found in OPM's *A Guide to Telework in the Federal Government* and on Inside NSF.

## Life Just Got a Little Easier Thanks to... Access NSF

NSF staff and contractors now can easily access internal applications when away from the office. Through a secure website, you can reach your NSF desktop, e-mail, applications (like eJacket) and internal websites (like Inside NSF and SharePoint) from any location with an Internet connection. You can also customize Access NSF by adding personal links to your most frequently used websites.

Access NSF is available for both Windows and Macintosh computers. All you need to use Access NSF is a computer with high-speed Internet access, a web browser, a SecurID token and an NSF network account.



## ... and the Unified Password

Tired of having to remember multiple passwords? Historically, NSF customers had two separate passwords: Integrated Time and Attendance System (ITAS) passwords and Local Area Network (LAN) passwords. ITAS passwords provided access to many of NSF's corporate applications including eJacket, Awards, Financial and Accounting System (FAS), Proposal and Reviewer System (PARS), Guest Travel, and Inside FastLane, while LAN passwords were used to log on to your workstation and to access other applications such as Outlook Web Access (OWA), Remote LAN Services (RLS) and Conference Room Scheduler.

In order to make it easier for NSF staff, NSF eliminated the ITAS password during the summer of 2008. Today, you can use your LAN password (also called the "unified password") to access your workstation, Outlook Web Access (OWA), Remote Local Area Network (LAN) Services, Conference Room Scheduler and eJacket, Awards, Financial Accounting System, Guest Travel, Inside FastLane, and the proposal, reviewer, principal investigator, budget, and meeting applications of PARS! Although you may have to remember other passwords, at least for NSF-managed applications, now you only need one!



## Take Another Look at AcademyLearn

### Electronic-Business (EB) Curriculum Project

The Office of Information and Resource Management's (OIRM) Division of Human Resource Management (HRM) is reviewing the design, delivery and effectiveness of NSF eBusiness tutorials and courses. HRM's Learning Management Team has begun an



**AcademyLearn**

extensive Electronic-Business (EB) curriculum project that has as its stated outcomes the development and implementation of blended learning opportunities for Program Officers and others who routinely use our eBusiness tools.

The initial analysis indicates a need to redesign current tutorials to assure they are program, and not just system, focused; and are presented using more sophisticated learning methodologies. A visual schema is being developed to help employees know what courses to take and in what order they should be taken, which will allow greater completion of tasks. To move forward with the analysis and redesign of these tutorials and courses, HRM requested assistance from subject matter experts from each of the NSF directorates. These experts, who are familiar with proposal review and processing within their Division or Directorate, are playing a key role in this undertaking.

### IT Security Training

For FY 2009, NSF has a new government-wide IT security awareness training course provided by the Office of Personnel Management. The new IT security awareness training course is available on AcademyLearn. The course is comprised of two modules, a generic IT security awareness training module and an NSF module that addresses information specific to NSF. Employees will receive credit for the security awareness training after successful completion of both modules.

While AcademyLearn is continuing to offer online training courses, Books 24X7, and registration for NSF instructor led training, some major changes will be taking place in 2009. During the first quarter, AcademyLearn will be expanded and enhanced to allow staff to register for external training courses. This expansion will enable AcademyLearn to handle all of the interactions needed with NSF's Financial Accounting System (FAS). Also in 2009, a number of enhancements are planned for AcademyLearn. While most of these are behind the scenes improvements, they will provide for better memory and system utilization and better course development.

## Uncertain Gas Prices -- Sign Up for Transit Subsidy!

The NSF Transit Subsidy program encourages the use of public transportation by all employees. The maximum subsidy of \$115 per month can make it more affordable to use public transportation than to drive to work. Taking the bus, metro, or using a vanpool significantly reduces air pollution by offsetting the number of individual cars on the road.

For more than a year, OIRM has worked with the NSF Federal Employee's Union to ensure that all employees who can use a SmartBenefits card to receive their transit subsidy are doing so. In August 2007, some 546 employees received a transit subsidy. By August 2008, that number increased to 691 employees.

Employees using SmartBenefits can pick up their transit subsidy at any metro station at any time during the month at their own convenience. The convenience of the SmartBenefits program coupled with the uncertainty of gas prices make the transit subsidy program a worthwhile program for NSF and the environment!

## New Employees...We're Glad You're Here!

### New Employee Welcome (NEW) Program

One of the keys to new employees quickly contributing to an agency's mission is successfully receiving new hires and NSF is working hard to improve its onboarding program. During the past year, HRM invested considerable time and effort in enhancing the process through the New Employee Welcome (NEW) Program, which unites under one umbrella the efforts of OIRM, the Office of General Council, Office of Equal Opportunity Programs, Office of Inspector General, and new employees' own hiring organizations to welcome new hires and address their information and resource needs.

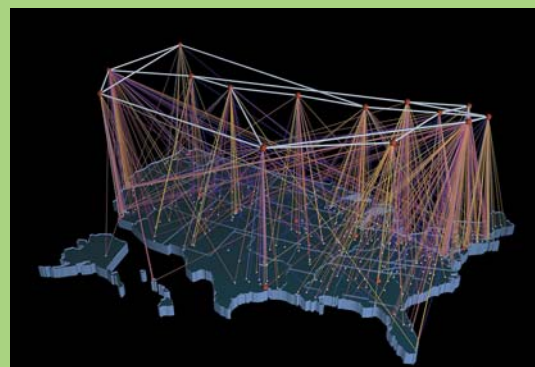
New program elements have been created and existing ones refined in response to new employee feedback and government-wide best practices. These new elements seek to engage and integrate new employees by familiarizing them with the agency's values, culture, and resources as soon as possible. A strong onboarding program contributes significantly to employee retention, as almost 90 percent of new employees make the decision to stay with an organization within their first six months on the job. Given the large number of temporary staff at NSF, the limited time they have to contribute to the agency's mission, and the increased competition for permanent employees as the baby boomer generation retires, the onboarding process has become a key focus for HRM.

The NEW Program now includes an enhanced, streamlined communication process carried out by HRM staff that provides more information and personal contact with new hires when they accept NSF's offer, prior to their first day of work. A NEW website that new employees will be encouraged to visit prior to arrival at NSF also will be launched early in FY09 to provide additional information about the mission of the Agency and what employees can expect as they join the NSF community. The on-site New Employee Orientation also was enhanced with redesigned presentations, a facility tour, and a comprehensive package of key information. HRM is currently working with the Office of Legislative and Public Affairs to update the NSF video that new hires are shown in New Employee Orientation, in order to better reflect the experience of working at NSF. HRM also follows up with new employees two-to-three weeks after they enter on duty, in order to ensure that all of their questions have been answered. A long-term follow-up program with both the new employee and his/her supervisor is being planned for implementation in FY09.

HRM has also begun working with administrative contacts across the Foundation to ensure that new employees have the best possible experience once they report to their new offices. With assistance from the Administrative Management Group, HRM has created a checklist of pre- and post-entry-on-duty activities that administrative officials can use to ensure that all arrangements have been made to welcome a new hire into the organization. This checklist, along with electronic versions of all documents that new employees receive during New Employee Orientation, has been posted on Inside NSF's "Resources for Welcoming New Employees" website. This site will be expanded early in FY09 with resources for supervisors of new employees and additional tools for administrative officials. In addition, a New Hire Liaison Program, which will pair up new employees with peer liaisons within their organizations, is currently in the design phase and will be piloted by in FY09.

#### NSF + The Birth of the Internet = Multiple Awards

The NSF + The Birth of the Internet website was recognized by the National Association of Government Communicators (First Prize), Interactive Media Awards (Outstanding Achievement in Science/Technology and Computer Software), and the Webby Awards (Official Honoree for Science Category).



Contributors: Cliff Braverman, Dana Cruikshank, Trinkia Plaskon, Kathy Prujinski

## New Executive Transition (NExT) Program

Studies across the government and private sector show that it takes new executives a minimum of six months to become fully productive in their new positions, and that 30-50 percent of new executives derail and/or leave their new jobs within 18 months. New executive performance and chances for success are significantly improved when a deliberate process is used to prepare and integrate new executives into the organization. NSF will address this critical need through the New Executive Transition Program (NExT), which is currently under development and is planned to launch in FY09. When implemented, the program will be a comprehensive introduction to NSF for all new executives with managerial responsibilities.

NExT's aim will be to expand NSF's executive capacity by quickly and effectively integrating new members into the executive corps by:

- supporting transitions into NSF executive positions from outside the government, other Federal agencies, and within NSF;
- providing to executives the tools, information, skill-enhancement and support to reach full performance as quickly as possible; and,
- developing executive knowledge about NSF's mission, culture, organization, people, and business processes.

Proposed program elements include:

- a Knowledge Management Portal containing key organizational, staff, program and budget information, tailored to the executive's organization within NSF;
- an Executive Portal containing key human resource and leadership information; mandatory executive training;
- an assigned HRM Sponsor, who serves as an ongoing point of contact;
- an organizational peer;
- facilitated contacts with key management personnel and functional experts; and,
- executive coaching.

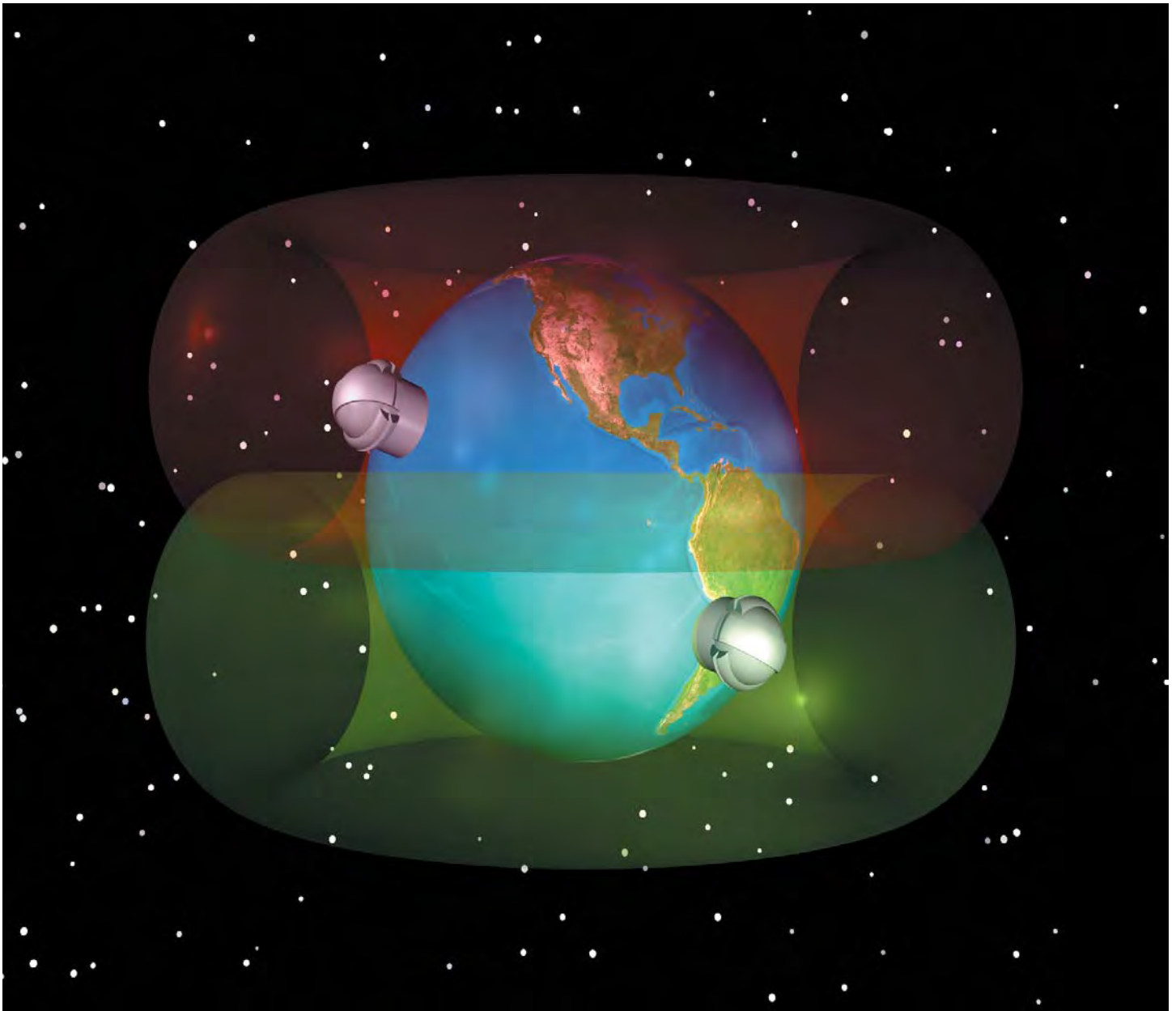
## NSF Historian Wants Your Memories!

The NSF Historian, Marc Rothenberg, wants to document and record your recollections of historically significant events, especially if you are a retiring employee with 20 or more years of service. His goal is to acquire written documentation and conduct "exit interviews" that preserve the "whys" of NSF policy and decision-making processes. Both written and oral documentation are equally important to capturing NSF History. The written record often documents the "what" and "when," while oral histories throw light on the "why."

The initiative is a component of the larger NSF History Program that helps ensure the preservation, analysis, and dissemination of information regarding past NSF activities. Accounts of NSF history are of use and interest to policy makers, scholars, and the general public. Collection of an organization's history is an integral part of knowledge management within federal agencies. It makes the analysis of past events an explicit part of current and future decision making processes, creates a frame of reference for current projects, and provides a baseline for the planning and evaluation of future endeavors.

Rothenberg's interviews with past and present NSF staff are documented via oral recording. He collects historically significant office files from departing program officers, division directors, and assistant directors with emphasis on memoranda, meeting minutes and external and internal reports.

According to Rothenberg, the worst enemy of preservation is procrastination. He asks that retiring employees contact him well in advance of their retirement date. Three months is ideal. By contacting him sooner in the retirement process, he seeks to avoid the last minute temptation to throw out everything. You may reach NSF Historian Marc Rothenberg at: [mrothenb@nsf.gov](mailto:mrothenb@nsf.gov), or x7729.



## *Dedicated to Excellence*

*Improving our ability to identify opportunities; investing optimally the resources entrusted to us; managing a diverse, capable, motivated organization; rewarding accomplishment; and sharing our best insights with others.*

# Human Capital Management is a Priority

## Administrative Functions Study (AFS) Management Pilot Results

The Administrative Functions Study (AFS) Management Pilot, which tested a new job model that defines potential career paths for administrative employees, concluded at the end of September 2008. Findings from the study will be available on the [AFS website](#) as they are finalized.

The pilot, which began in October 2007, tested two administrative management positions -- Program Support Managers (PSMs) and the Operations Specialists (OSs) -- in Divisions within four Directorates -- Biological Sciences (BIO), Engineering (ENG), Geosciences (GEO), and Mathematical and Physical Sciences (MPS) participated in the pilot. Each Directorate hired a temporary Pilot Coordinator on a temporary basis to help manage pilot activities and staffed the PSM and OS positions for one year, with about 30 staff members. Evaluation data were collected before and during the pilot to help determine the impact on the operations of each Division.

The PSM is responsible for:

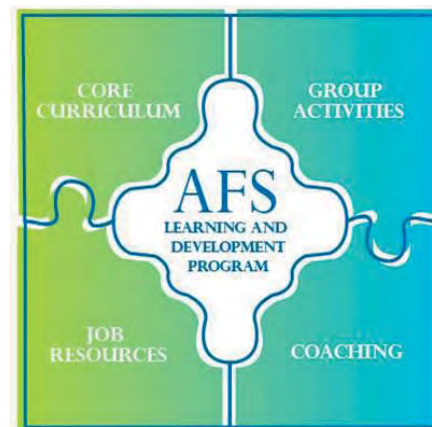
- developing program support staff employees,
- managing the program support team across the merit review and award management and oversight processes,
- providing a single point of contact to resolve quality and timeliness issues related to product delivery by the program support staff, and
- performing several managerial responsibilities not currently being performed by Administrative Officers (AOs) across the Foundation (i.e., workload forecasting and management, Directorate-level standard operating procedure development, and performance management).

The OS is responsible for:

- the Division's business operations, which include budget execution/monitoring/tracking, financial reporting and analysis, accounts reconciliation,
- small contract management,
- facilities and space management, and
- transactional human capital support. (Most of these duties were performed by AOs and/or Financial Operations Specialists in the participating Divisions prior to the pilot.)

Professional development for both positions in pilot was provided through a structured Learning and Development Program (LDP) facilitated by the NSF Academy. This included classroom training, professional coaching, and structured group activities to help the incumbents succeed in their new positions. The [AFS website](#) contains information about the history of the AFS, specifics about the PSM and OS positions (and the other positions in the AFS job model), and the LDP, along with the briefings provided to all NSF staff to keep them updated throughout the course of the pilot.

PSM and OS positions were created specifically for NSF to address challenges identified in an Administrative Functions Study conducted from 2004-2005. Other administrative positions identified in the study were not implemented during the pilot. Preparations to utilize the remaining new AFS positions have begun, pending the complete review of the evaluation data from the pilot by the AFS Board, and the decision on whether to move forward with the AFS job model.



## Financial and Award Management Training

The Office of Budget, Finance, and Award Management (BFA) is planning a second annual session of training for the Administrative Management Group (AMG) and other NSF administrative staff. The next training series, which will build on the success and recommendations from the first year's exercise, will be provided in three separate one-day sessions to be held in the first and second quarter of calendar year 2009. Sessions will include: Simplified Acquisition Process, Travel Voucher Processing, Financial Procedures in the Financial Accounting System (FAS), Grants Policy Document Briefing, and Interagency Agreement Process.

The first training session was attended by 125 administrative staff. The training topics were provided in an overview format and covered many administrative functions. [Documents](#) from the first training series can be found on Inside NSF.

## Human Capital Strategic Plan

Given today's knowledge-intensive global economy, NSF is more committed than ever to strengthening its world-class workforce - - one that is highly skilled, diverse, visionary and dedicated to excellence. NSF is a highly dynamic workplace—up to 20% management and 14% science and engineering staff turn over annually; permanent staff turnover is also increasing and by 2011, ~40% of today's current staff will be eligible for full retirement; workload volume, in terms of proposals received, is up 40% since 2001; and yet staffing levels have grown only ~8%. In order for NSF to realize its mission and to maintain a high-caliber workforce, effective human capital planning is essential.

In the Spring of 2007, Dr. Olsen appointed and chaired an NSF-wide succession plan working group composed of senior career executive officers representing all directorates and offices. While originally focused on succession planning, the group determined in the Fall of 2007 that an NSF succession plan should be an integral part of an overall NSF human capital strategy. Accordingly, the group expanded its work to examine and update human capital planning at NSF. In early 2008, NSF leadership solicited feedback from NSF staff on a draft human capital plan. The working group received 38 sets of comments that covered a broad range of topics and provided constructive observations that led to valuable refinements. In March 2008, NSF issued the new NSF Human Capital Strategic Plan, which provides an integrated framework of policies and practices to guide NSF in meeting its workforce needs through 2012 and enable the Foundation to excel as an organization.

The plan, which supersedes the 2003 Human Capital Management Plan, incorporates the first-ever, Foundation-level workforce and succession plans and outlines implementing strategies related to recruitment, professional development, retention, and effective human capital processes and tools. It articulates an Agency-wide human capital vision; identifies new human capital goals that reflect the current 2006 NSF Strategic Plan; and describes NSF's workforce composition and human capital challenges within the 21st century context.

[The plan](#) serves as a tool for NSF managers and an informational guide for NSF staff. It is intended to be a living document—one that is adaptable to individual organizational needs, as well as future requirements. Issuing the new human capital plan is not the end of the process but rather the beginning of a new phase in NSF's on-going efforts to manage and enhance the NSF workforce. To assist in this process, an agency-wide, human capital committee will be established that will provide sustained broad focus, as well as targeted attention on human capital issues critical to NSF.

## NSF is Making the Grade

### Customer Satisfaction Survey Results

For the fourth consecutive year, OIRM solicited input from NSF staff regarding the quality and timeliness of 35 OIRM-provided services and applications. OIRM was joined in the 2007 Customer Satisfaction Survey by the Office of Budget, Finance and Award Management (BFA) – expanding the survey to include an additional 9 internal service areas. With OIRM and BFA joining forces, management has received a more comprehensive assessment of the suite of administrative and operational services being provided to NSF staff.

The survey collected feedback on the Building Infrastructure and Work Environment; Information Technology Services; Human Resources Services; Contract, Grant, Award and Financial Assistance; and the Clearance Process at NSF.

Based on survey results, we have been able to identify those services and applications where there are opportunities for continued improvement. For OIRM, these include: Help Desk Quality and Responsiveness, the Quality and Quantity of Academy Course Offerings, and the Efficiency of Workforce Staffing and Recruitment. For BFA, these include: Grants, Contracts, and Cooperative Agreements; Policies, Procedures, and the Clearance Process; Funding Information; and Financial Services. Progress on these goals will be reported to senior management in early 2009.

To gauge whether progress is being achieved, we have evaluated benchmark data from prior year surveys. This past year, the most significant rating improvements were achieved in FedTraveler, Guest Travel, E-mail and Permanent Recruitment. Beginning with next year's results, benchmark data will be available for services provided by BFA.

A full set of results from the 2007 Customer Satisfaction Survey may be found on Inside NSF.

### Achievements in IT Management

NSF is recognized as a leader in information technology (IT) and is one of the top managers, innovators, and adopters of IT in the federal government. This is demonstrated in a number of accomplishments this year:

#### Congressional “A+” and a “100%” for IT Investment Planning and Management

In July 2008, NSF received the highest grade, an A+, for IT investment planning and management from the Senate Subcommittee on Federal Financial Management. The subcommittee's report graded 28 federal departments and agencies. NSF was rated the highest with a 100 percent score.

#### Congressional A+ in IT Security and Privacy

In May 2008, NSF received an A+ from the House Committee on Oversight and Government Reform for its compliance with the Federal Information Security Management Act, also known as FISMA. This was the 8th report card issued on agency compliance with FISMA.



**2008  
Presidential Rank  
Award**

**Andrea T. Norris**  
**Director, DIS - OIRM & Deputy CIO**  
**Meritorious Executive**

### “Best in Class (Small Agencies)” Enterprise Architecture (EA)

In February 2008, the Office of Management and Budget (OMB) assessed NSF’s Enterprise Architecture (EA) program as “green” and “Best in Class (small agencies).” The annual OMB EA assessment is a President’s Management Agenda score card milestone, measuring the maturity of an agency’s EA program, and determining how effectively EA is used in support of an agency’s strategic objectives. EA is a description of an organization’s current and future business processes and information systems. NSF uses EA to guide future IT investments and to ensure that current IT investments comply with agency standards.

### 100 Percent of Major IT Investments “Well Planned and Managed”

In November 2007, OMB rated all of NSF’s major IT investments as “well planned and managed.” Additionally, NSF has no IT investments on OMB’s “management watch list” and no IT projects on OMB’s “high risk” list with unacceptable cost, schedule, or technical performance shortfalls.

### “Green” score on President’s Management Agenda (PMA) E-Gov Scorecard for 7 years

Since the President’s Management Agenda’s (PMA) inception seven years ago, NSF has maintained a “green” score on the PMA E-Gov Scorecard. In addition to a well planned and managed IT portfolio, sound IT security and privacy program, and best in class Enterprise Architecture, NSF is a leader in managing and implementing government-wide initiatives. NSF has fully implemented 12 Federal E-Gov initiatives. As an agency highly focused on grants, NSF has made significant efforts in government-wide initiatives, specifically as a co-managing partner and consortium lead in managing grants.

## GPRA Advisory Committee Report

The Advisory Committee for GPRA Performance Assessment (AC/GPA) says NSF successfully met its performance objectives by demonstrating “significant achievement” for each of three long-term strategic outcome goals. The finding is part of the committee’s annual report to NSF’s director regarding the Foundation’s performance under the Government Performance and Results Act (GPRA). The AC/GPA reviews Foundation-wide performance information and provides advice and recommendations to the director each year.

In June 2008, the AC/GPA met to assess outcomes of NSF investments in research and education with regard to three long-term strategic outcome goals: Learning, Discovery, and Research Infrastructure. Performance highlights, which are written by NSF staff and describe program accomplishments or significant research outcomes that were reported between March 1, 2007 and March 1, 2008, are the primary source of information for the AC/GPA. This year, NSF program staff submitted a record number of highlights, 1,203 of them, as well as 32 Committee of Visitors (COV) reports from 2006-2008 and other NSF performance reports. The committee also reported that each of the 2007 AC/GPA recommendations on improving the process by which the committee carries out its task had been “fully addressed, or are being addressed, by NSF staff and NSF management to the satisfaction of the Committee.”

In the [report](#) to the director, the AC/GPA recommended four action items for FY 2009:

1. Track future outcomes from “people” trained and supported by the Foundation,
2. Consider ways to convey the long view of NSF investments in science and engineering,
3. Reconsider the format and value of COV reports, and
4. Continue to improve the assessment processes and contextual information available to the AC/GPA.

The GPRA Working Group, comprised of representatives from all Directorates and Offices, is developing an implementation plan for these recommendations and will report back to the AC/GPA at its meeting in June 2009.



## IPAMM Study Complete

In August 2007, an NSF-wide working group focusing on the Impact of Proposal and Award Management Mechanisms (IPAMM) published the results of an 18-month study of the trends, impacts, and causal factors associated with the decline in proposal funding rates and the simultaneous growth in proposal submission rates experienced by NSF between fiscal years 2000 and 2006. In conducting its analysis, IPAMM used both quantitative data from internal NSF databases and attitudinal data collected through a survey of all NSF principal investigators who submitted research proposals during FY 2004-2006. IPAMM found that declining funding rates had affected the entire NSF proposer community proportionately and that there had been no disparate effect on first-time investigators, under-represented groups or different institution types. IPAMM also found that the quality of the proposals being submitted had not deteriorated, although more high-quality proposals are being declined. The largest impacts were related to the increased number of proposals being submitted, which has put stress on NSF's merit review process.

Although the overall NSF budget increased in real terms during this period, the budget increases were absorbed by the growth in the average award size, leaving little flexibility to respond to growing proposal submissions. The increase in proposal submissions could be attributed to a number of different factors, including the increased size and capacity of the research community, loss of funding from other sources, increased use by NSF of targeted solicitations in new areas, and a perceived increase in institutional pressures on faculty members to obtain grants to achieve promotion and tenure, and to support their students and labs.

Several of the report's recommendations have been implemented during the past year, including: improving the accessibility to sources of accurate NSF funding rate data; improving communications with internal and external communities when implementing new management practices; expanding the annual Merit Review Report to include a subset of the trends analyses described in the IPAMM report; and revising the Proposal and Award Manual to include a requirement that management plans for solicitations which limit proposal submissions and provide the rationale for imposing the limit. The report endorsed the limited and responsible use of practices being used by various units across the Foundation that may help break the decline-revise-resubmit cycle. Finally, because the needs and priorities of the communities that NSF serves differ across units, and also across time within units, the IPAMM report recommended flexibility in developing strategies that are appropriate within the context of various directorates or offices, and that balance long-term planning with the ability to respond to changing needs. To assist the directorates and offices in understanding which issues are most significant to their communities, NSF is conducting additional, in-depth surveys of principal investigators. This analysis will be concluded in spring 2009.



2008 NAGC GOLD SCREEN AWARD - FIRST PLACE  
FOR PUBLIC AFFAIRS OR EDUCATIONAL PROGRAM

The NSF film, *Secrets of Plant Genomes Revealed!*, takes viewers on a lively, upbeat journey that explores how plants got to be the way they are and investigates how we can make better use of them in the future.



Contributors: Kristian Berg, Cliff Braverman, Jane Silverthorne, Lauren Kitchen

\*\*NAGC recognizes the government's best in print, video, and multimedia presentations.\*\*

## External & Internal Websites on Merit Review

This year, NSF launched the [Merit Review website](#) on NSF.gov to help the external community of researchers better understand the NSF merit review process and provide resources for principal investigators in proposal development.

The website has an introductory video from the NSF Director Arden Bement, emphasizing the high expectations NSF has for the quality and transparency of its merit review process. The video further highlights the desire of NSF to support transformative research that advances the frontiers of science and engineering research and education.

NSF is also developing an internal website on merit review to assist NSF staff in conducting the merit review process. Both of these websites are managed by the [NSF Policy Office](#).

## Conference Rooms Getting a Makeover

OIRM's Meetings and Events Management (MEM), which hosts more than 10,000 meetings, panels, workshops, and conferences at NSF every year, is now upgrading several meeting rooms to accommodate increased demand and technology needs.

MEM manages 25 centrally controlled conference rooms in Stafford I and Stafford II. These include several regular conference rooms, e-business rooms, larger lecture rooms, and the National Science Board's board room. Following strong demand for conference room space and improved technology for panels and meetings at NSF, several rooms are slated to receive upgrades including:

- Enhanced soundproofing and dimmer and blackout shades to make it easier to see webcast presentations and videoconferencing monitors.
- New in-room multi-media control systems to facilitate use of new technologies such as webcasting and video conferencing.
- Video-captioning and enhanced audio systems (with headphones).

These technologies will allow panelists and other meeting participants to attend meetings remotely. Using virtual technology can increase the number of potential panelists in a panelist pool, since it is not always necessary for participants to physically travel to NSF to serve as a panel member. Additionally, people who might not otherwise participate in NSF's work because of other commitments may now be able to contribute.

In addition, based on the results of a survey completed by many Program Officers this past year, the current aging e-Business rooms will be renovated to provide similar, but more reliable, efficient and effective capabilities. Renovations are expected to be complete in 2009.

## Got Green? Taking Hold @ NSF

Over 75 volunteers have joined the Got Green? campaign to help NSF become a model, environmentally responsible and sustainable federal agency. Coming from every NSF office, these individuals believe in environmental stewardship and taking comprehensive action to help make a positive environmental impact at work, on the road, and at home.

The Got Green? campaign kicked off in June 2008 during a meeting with NSF Deputy Director, Kathie Olsen, and about 50 volunteers. In the six weeks following, seven working groups formed with members recommending several hundred innovative improvements in the areas of recycling, conservation, impact reduction, education and awareness. In early August, the action plan was released.

Some of the Got Green? campaign's accomplishments include:

- Improved existing recycling program and added signage on bins throughout NSF to encourage recycling under the existing program
- Increased secure bicycle parking by 50%
- Installed CD/DVD/floppy disk/magnetic tape destruction and recycling centers
- Installed motion detector light switches in storage rooms and kitchens
- Installed Lobby commuting information kiosk
- Implemented battery and small electronics recycling program
- Issued toner and ink jet cartridge recycling program guidance
- Issued "Green Purchasing" guidance to purchase card holders by DACS
- Held extensive discussions regarding the conduct of virtual meeting panels
- Held first "NSF Green Day" on October 29, 2008



# Got Green?



Additional information about the Got Green? Initiative may be found on Inside NSF.





## *Visionary*

*Imagining the future, working at the frontier, realizing the full potential of people, furthering promising ideas wherever and whenever they arise, and encouraging creativity and initiative.*

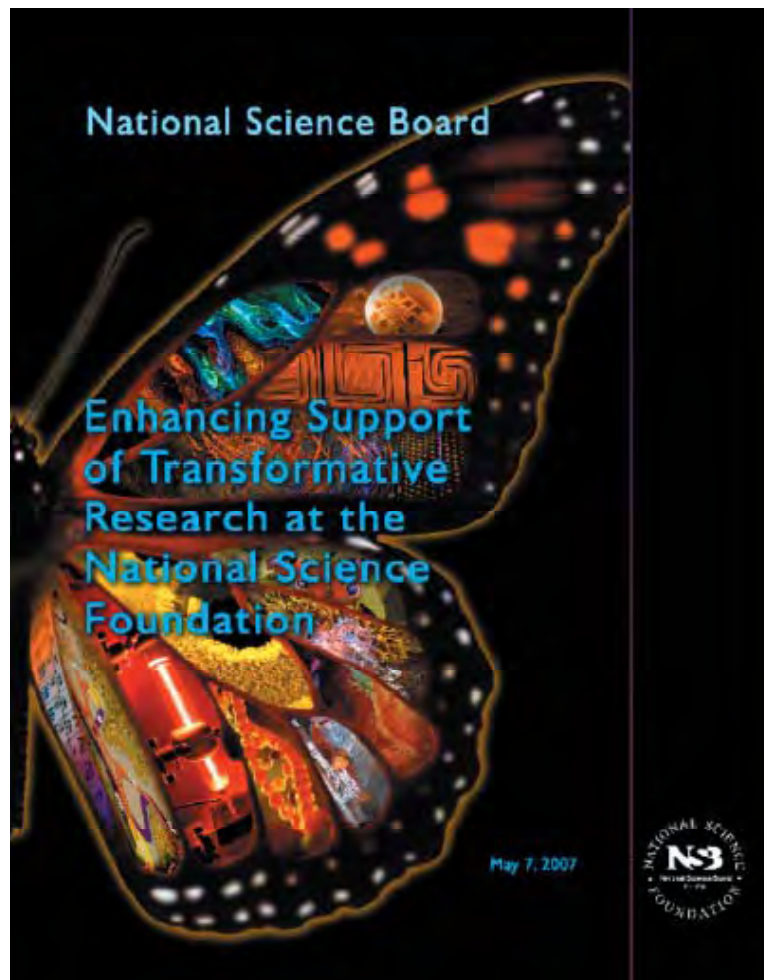
## Transformative Research Increases Visibility

To address the NSB's report, *Enhancing Support of Transformative Research at the National Science Foundation* (NSB-07-32), and Dr. Bement's response to it, NSF established the FacTIR and Interdisciplinary Research (FacTIR) Working Group in December 2007. FacTIR is charged with revamping the Small Grants for Exploratory Research (SGER) funding mechanism and with providing recommendations on how the Foundation can better facilitate receiving, reviewing, and tracking potentially transformative research (PTR) and interdisciplinary research (IDR) proposals.

The following two separate funding mechanisms will replace the current SGER funding mechanism and will be included in the October 2008 version of the Grant Proposal Guide:

- EARly-concept Grants for Exploratory Research or the EAGER funding mechanisms will be used to support exploratory work in its early stages on untested, but potentially transformative, research ideas or approaches. This work may be considered especially "high risk/high payoff" in the sense that it involves radically different approaches, applies new expertise, or engages novel disciplinary or interdisciplinary perspectives.
- RAPID awards will support projects requiring a rapid release of funds and thus an expedited merit review process. The RAPID funding mechanism will be used for proposals having a severe urgency with regard to availability of, or access to data, facilities or specialized equipment, including quick-response research on natural or anthropogenic disasters and similar unanticipated events.

In addition to advancing these new funding mechanisms, FacTIR has developed a definition of transformative research and prepared a draft set of frequently asked questions for the scientific community and training materials on potentially transformative research for new program officers. FacTIR currently is also exploring tracking mechanisms for PTR and IDR proposals and ways to ensure unsolicited interdisciplinary proposals are welcomed and appropriately reviewed by the Foundation. These and other [materials](#) can be found on Inside NSF and your comments can be sent to [factir-feedback@nsf.gov](mailto:factir-feedback@nsf.gov). FacTIR finalized its recommendations in December 2008.



## NSF Addresses America COMPETES Act

The **A**merica **C**reating **O**pportunities to **M**eaningfully **P**romote **E**xcellence in **T**echnology, **E**ducation and **S**cience Act (ACA), Public Law 110-69, was signed into law on August 9, 2007. Its objectives are to increase research investment; strengthen educational opportunities in science, technology, engineering, and mathematics from elementary through graduate school; and develop an innovation infrastructure throughout the United States.

NSF has established five working groups, in the areas of Budget, Major Research Equipment and Facilities Construction, Education and Human Resources, Computer & Information Science & Engineering/Cyber Infrastructure, and Policy to address the myriad provisions of the Act. The Policy working group is actively engaged in developing strategies to implement ACA provisions regarding mentoring of postdoctoral research fellows, responsible conduct of research, reporting of research results and cost sharing. Given that these provisions will result in major changes for our awardees, NSF is taking a deliberate and measured approach to lessen the burden on the research community, while respecting the goals and objectives of the legislation. Mentoring provisions of the ACA are incorporated into the October 2008 release of the GPG for implementation on January 1, 2009. Staff should consult upcoming revisions of the NSF Grant Proposal Guide and the Proposal and Award Manual, which will contain further information on implementation of the America COMPETES Act.

## New Federal Financial Report Successfully Piloted

The Division of Financial Management (DFM) developed and implemented the NSF Federal Financial Report (FFR) as part of a proof-of-concept for use by all federal agencies. The FFR is a standard expenditure report to be used by all Federal grant making agencies to assist in monitoring grantee expenditures. It replaces the SF 272 Federal Cash Transaction Report and the SF 269 Financial Status Report. The pilot program was a success with approximately one-third of NSF grantees using the report. Comments from users indicate that they like the enhanced navigation and improved functionality of the new form.

The Office of Management and Budget (OMB) announced that as soon as possible after October 1, 2008, and no later than October 1, 2009, agencies must transition to the new, government-wide FFR. After NSF transitions to the new form in January 2009, NSF grantees will be required to use the FFR for all financial reports. The Federal Register Notice provides additional information on the FFR.



2008 NAGC GOLD SCREEN AWARD - FIRST PLACE  
FOR ELECTRONIC PUBLICATION

NSF's Special Report, *X-treme Microbes*, takes the viewer through the world of 'extremophiles' -- termed so because they're able to live in shocking extremes of cold, heat, pressure, acidity and more. Research on these strange organisms is redefining the limits of life on Earth and, perhaps, on other worlds.



Contributors: Marnie Briggs, Nicolle Fuller, Gwen Morgan, Trinkla Plaskon

## Research.gov - The Future is Now!

Research.gov is a new initiative providing a menu of grant-related services for NSF staff and the research community. Research.gov meets the external research community's demand for common grants management business processes and tools across multiple agencies, and will also fulfill the Foundation's need for more modern proposal and awards management capabilities for NSF staff.



### Available Now! Partnership Services for the Research Community

NSF is partnering on Research.gov with NASA, DoD Research, and USDA's Cooperative State Research, Education, and Extension Service (CSREES).



Since its initial launch in December 2007, Research.gov has provided the latest research award information, news, policies, and events for NSF and partner agencies. Currently, Research.gov offers the following services:

- **Research Spending and Results** – Find out where Federal research grant dollars are going. Search awards by keyword or a variety of different elements, such as awardee and congressional district.

### New! Use Research Spending and Results to search NSF and NASA awards in one place.

- **Research Headlines and Events:** View highlighted research activities from NSF, NASA, and USDA/CSREES
- **Policy Library:** Find agency policies, guides, terms and conditions, and instructions that applicants and agencies need to conduct grants business
- **Grants Application Status (Beta):** Sponsored Program Offices and Principal Investigators can view the status of proposals submitted to NSF and USDA/CSREES

NSF has been introducing the Grants Application Service to beta groups of institutions during the last several months. Based on the overwhelmingly positive feedback, plans are in place to make the service available to all institutions. DoD plans to begin using the service in spring 2009. The result will be one stop shopping for institutions to check the status of applications submitted to NSF, USDA/CSREES, and DoD Research.

### Coming Soon! New Modern Services for NSF staff

Building upon the success of its initial release, Research.gov will continue to grow and offer more services. While initial Research.gov activities have been focused on providing modern FastLane-type functions and information for the external research community, Research.gov will also offer services to meet the high priority needs of internal NSF program staff. We have begun work on these new services and tools that will be made available in FY 2009 in phases via a new Research.gov Program Desktop, which will give NSF staff tools to help manage their portfolios of proposals and awards. The initial release will include exciting new Reviewer Management tools to help program staff find reviewers and information.

Research.gov is an important opportunity for NSF to continue its leadership in the grants community. It provides proven NSF business processes on a modern technology platform and raises the bar for electronic grants management services available to the research community.

## Expanded Offsite Hosting of IT Services

As NSF continues to expand information services for staff and the grantee community, we are trying different models for hosting IT systems, including the use of offsite hosting services. Offsite hosting allows rapid development and deployment of IT services, ensures continued 24/7 service availability, and provides disaster recovery alternatives for the Foundation's critical IT services, while keeping costs manageable. It also frees up space for other uses.

NSF's use of offsite hosting has been successful. NSF is hosting certain new agency-sponsored systems and services offsite, such as the NSF-managed Research.gov Federal grants management portal and the SharePoint sites used for collaboration. Additionally, NSF pays other Federal agencies to provide payroll services and online training services so that there is no need to host or maintain such services or systems at the Foundation.

NSF plans to move additional systems to external hosting facilities. Moving forward in 2009, we will identify services to be moved offsite, solidify implementation plans, and manage the transition of targeted systems to an offsite data center. Our goal is improved performance and availability of systems and services at a lower overall cost.



### 2008 NAGC GOLD SCREEN AWARD OF EXCELLENCE FOR PUBLIC AFFAIRS OR EDUCATIONAL PROGRAM

NSF's Science in Motion series -- lighthearted video reports about news from NSF research -- includes the short films, Evolution Hits the Beach, Reusing Forests, and Teaching Robots to Swim, among others.



Contributors: Cliff Braverman, Dena Headlee, Nicolle Fuller, Zina Deretsky

\*\*NAGC recognizes the government's best in print, video, and multimedia presentations.\*\*



## Many Flavors @ 7th Annual *Taste of Science*

The *Taste of Arlington*, an annual street festival featuring local restaurants, entertainment, and children's activities, was held on May 18, 2008, outside of NSF and the Ballston Common Mall. The annual event benefits Community Residences, a leading non-profit provider of programs and facilities for persons with disabilities, as well as the homeless.

For the 7th consecutive year, NSF once again joined the festivities by sponsoring the *Taste of Science* where children of all ages experienced hands-on math and science experiments. This year, 11 of 15 participating exhibitors were affiliated with NSF. They included:

### NSF Staff

- Andy Clegg (AST) - viewing the sun
- David Friscic (OPP) - Interactive Fun at the Polar Regions
- Carol Bessel (CHE) – food chemistry
- NSF Science Assistants (a variety of activities)

### NSF Grantees

- Drexel University - Robots
- NC State University, Engineering on the Road
- Consortium for Ocean Leadership, Deep Earth Academy & National Ocean Science Bowl

### NSF-funded Public Television Programs

- PEEP and the Big Wide World, WGBH Public Television
- FETCH! With Ruff Ruffman, WGBH Public Television
- Design Squad, WGBH Public Television
- Cyberchase, Thirteen WNET Public Television

### Other Participants

- Discovery Creek Children's Museum – Rolling Rainforest
- Science Museum of Virginia – Space Travels
- Port Discovery Children's Museum – Wonderful Water
- Children's Museum of Richmond – DinoZone





## *Broadly Inclusive*

*Seeking and accommodating contributions from all sources while reaching out especially to groups that have been underrepresented; serving scientists, engineers, educators, students and the public across the nation; and exploring every opportunity for partnerships, both nationally and internationally.*

## NSF Continues to Broaden Participation

NSF defines broadening participation in terms of **individuals** from underrepresented groups, as well as **institutions** and **geographic areas** that do not participate in NSF research programs at rates comparable to others. Broadening participation is part of the overall merit review process used at NSF. Some NSF programs, however, have a particular focus or emphasis on broadening participation, and these comprise NSF's Broadening Participation Portfolio.

To integrate broadening participation with NSF's core processes, such as merit review and award oversight, NSF is taking action on the recommendations of a working group in consultation with NSF staff, senior management, and advisory committees. To date, these actions have included establishing a **publicly accessible web page**, maintaining and updating **NSF's Broadening Participation Portfolio**, and initiating the development of enhanced reviewer management services to provide tools and incentives that increase the diversity of reviewers and panelists who participate in merit review.

## Special Diversity Observances

The National Science Foundation sponsors several public observances each year to further the **NSF Policy on Equal Opportunity and Diversity**. U.S. law provides for the declaration of public observances by the President of the United States as follows:

- Martin Luther King Birthday Observance (January)
- National Black History Month (February)
- National Women's History Month (March)
- National Asian-Pacific American Month (May)
- Women's Equality Day (August)
- National Hispanic Heritage Month (September 15 - October 15)
- National Disability Awareness Month (October)
- National American Indian Heritage Month (November)

Typically, the observances involve a presentation to the NSF staff, followed by an opportunity for discussion. These observances are sponsored by the NSF **Office of Equal Opportunity Programs (OEOP)** in cooperation with one or more of the NSF directorates or offices. If you have speakers you would like to nominate for one or more of these observances, please send their names to the OEOP (x8020 or by email at [eeo@nsf.gov](mailto:eeo@nsf.gov)).

## Hands Across the Grants World

NSF continues its leadership of key interagency committees charged with streamlining and implementing federal grants policy and standards, including the Grants Policy Committee of the U.S. Chief Financial Officers Council, the Research Business Models Subcommittee of the Committee on Science, the grants committee of the Federal Financial Accountability and Transparency Act Task Force, and the Grants Management Line of Business. NSF also continues to lead outreach activities and involvement with government-wide stakeholder communities such as the Federal Demonstration Partnership (FDP), the Council on Governmental Relations and the National Council of University Research Administrators.

This year, NSF staff helped bring about key accomplishments in the grants policy arena, such as:

- the implementation of a new standard core set of terms and conditions on research and related awards,
- the launch of Research.gov,
- the completion of Phase V of a membership initiative in partnership with FDP stakeholders,
- publication of a new government-wide newsletter called *Grants World*, and
- the strategic and transformation planning for federal-wide grants policy and management.

NSF's leadership on these issues gives the Foundation maximum input into the development of government-wide grants policy and ensures that those policies remain consistent and supportive of NSF's mission, core values, goals and objectives.

## OLPA is Communicating More Broadly

During 2008, the Office of Legislative and Public Affairs (OLPA) expanded its ability to engage the general public and selected audiences with information about the research activities of the National Science Foundation. In February, a partnership with the University of Illinois' National Center for Supercomputing Applications allowed OLPA to add a new multimedia studio called Studio 8 that enables it to communicate via NSF produced video and audio formats with the general public, Congress, the news media, state and local governments, other federal agencies, and the research and education communities.

The four-video camera studio allows OLPA staff to interview scientists at remote locations around the country or even around the world through high-speed electronic web nodes called an ACCESS Grid that permits instant interactive contact with several sites at once.

Such nodes exist at research institutions around the country. Interviews can also be conducted using other traditional means, if access to the Grid isn't available or possible.

The studio can accommodate up to five people on-camera, along with two simultaneous remote feeds from any facilities in the world that have video teleconferencing or Internet Access Grid capabilities.

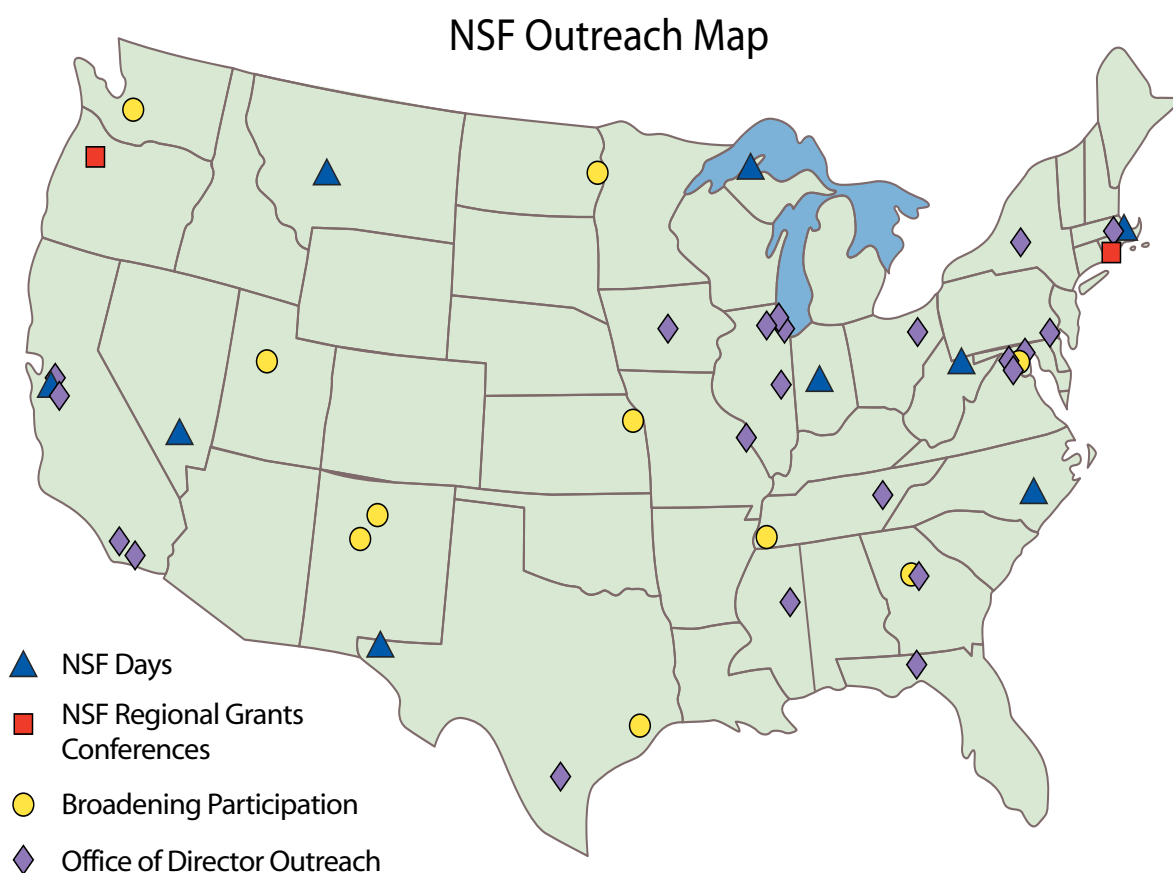
Before the end of 2008, it also will allow live, high-speed, electronic web-based press conferences with NSF researchers featuring discoveries, announcements, findings and study results. Press conferences may include live Q&A with news media.

Studio 8 is located in the National Center for Supercomputing Applications Access Center, in Ballston.

## NSF Reaches Out

Each academic year, the legislative affairs staff conducts eight-to-ten workshops known as NSF Days at institutions of higher education around the country. These workshops focus on pre-award topics and target junior faculty and others beginning or restarting a research career. For the 2007-2008 academic year, **NSF Days** were hosted by the following institutions: Montana State University, Butler University, Fayetteville State University, the University of Massachusetts-Dartmouth, West Virginia University, the University of Texas-El Paso, the University of Nevada- Las Vegas, San Jose State University, and Michigan Technological University. Total attendance at these workshops was 1,857 from 217 institutions. Of these institutions, 47 were research institutions, 112 were undergraduate institutions, 13 were community colleges, and 45 were from other institutions, including local education administrations, independent research organizations, and businesses. Of the participants, 1,124 were from research institutions, 514 were from undergraduate institutions, 24 were from community colleges, and 195 were from other institutions. For the next academic year, the staff already has confirmed nine NSF Days, which will be held at a variety of colleges and universities across the country.

In FY 2008, the Division of Institution and Award Support (DIAS) Policy Office conducted a number of outreach sessions including two **NSF Regional Grants Conferences**. These ongoing conferences, held throughout the country, allow faculty and sponsored project administrators to attend a two-day comprehensive NSF overview with all Directorates represented. NSF representatives from OISE, the Office of the General Counsel, and the Office of Inspector General regularly attend. Topics include: the state of current funding; new and current policies and procedures; and pertinent administrative issues. The Fall 2007 conference was held in Portland, OR; the Spring 2007 conference was held in Providence, RI. In FY 2009, the first NSF Regional Grants Conference was held in Omaha, NE, and the second will be held in Tempe, AZ.



In addition to these general conferences, the Policy Office, with support from the NSF Office of the Director, has conducted focused **Broadening Participation** outreach events. These have included conferences focusing on the needs of Tribal Colleges and Universities, Historically Black Colleges and Universities (HBCUs), as well as Hispanic Serving Institutions (HSIs). Workshop participants attend at the invitation of NSF. In FY 2009 a workshop will be held for Tribal Colleges and Universities in the Washington, DC area. Finally, both the **Director and Deputy Director** have conducted a number of **outreach** visits to NSF-funded research institutions both nationwide and internationally to observe the research taking place and to spread the word about the mission of the Foundation.



## *Accountable*

*Operating with integrity and transparency, maintaining quality and relevance in administration, management and oversight.*

## The 411 on Finance

### BFA Policy Council

Created in spring 2008, the Office of Budget, Finance, and Award Management (BFA) Policy Council ensures fluency among all policy developed and implemented by BFA. The Council also provides an opportunity for policy staff to engage in dialogue regarding the various policy-related decisions that are being made to gain an understanding of the areas where BFA policies overlap with one another, to identify potential gaps, and to ensure that all BFA staff are educated regarding NSF policies and procedures. Formation of the policy council enables BFA to standardize policy development and provides a forum to communicate best practices.



### Crisp and Clean: NSF's Financial Statement Audit and PMA Performance

NSF has an excellent record in meeting the highest standards for financial management. In FY 2008, the Foundation received its eleventh consecutive “clean opinion” with no material weaknesses or significant deficiencies<sup>1</sup> reported. In addition, NSF has successfully closed two prior-year control significant deficiencies<sup>2</sup> on property, plant and equipment accounting and reporting, and contract monitoring. One longer-term action NSF is taking to address these concerns is the pursuit of an entity-wide property system concept as part of NSF management’s financial system modernization effort. This is a multi-year effort to replace NSF’s financial management system. Details will be shared with NSF in the coming months.

<sup>1</sup> A *significant deficiency*, or combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected.

<sup>2</sup> A *control significant deficiency*, or combination of control deficiencies, that adversely affects the entity’s ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the entity’s financial statements that is more than inconsequential will not be prevented or detected.

## Fully Loaded: NSF's Internal Controls Program

In FY 2008, NSF fully implemented its **Agency-wide** Internal Controls Program. With the passing of OMB Circular A-123, *Management's Responsibility for Internal Control*, Appendix A in December 2004 (implementation guide for the Federal Manager Financial Integrity Act (FMFIA) of 1982), NSF was required to strengthen its process of accessing internal controls over financial reporting. NSF's internal control program has been developed and strengthened over the past three years and now is fully implemented as required by FMFIA. FMFIA requires NSF to establish and maintain internal control to achieve the objectives of effective and efficient operations, reliable financial reporting and compliance with applicable laws and regulations. Annually, management must provide assurances on internal control in the [Annual Financial Report](#) (AFR) including a separate assurance on internal control over financial reporting.

During the last three years, NSF has documented and tested **all nine** of its key business processes (Accounts Payable; Awards Management; Budget; Cash Management; Contracts Management; Internal Property, Plant & Equipment; Payroll; Quarterly & Year-end Closing; and U.S. Antarctic Program Property, Plant & Equipment) as well as over 55 subprocesses. NSF also strengthened its review process of entity-level controls by incorporating an annual assessment of the documented controls. Through the establishment of its Senior Assessment Team named the Accountability and Performance Integration Council (APIC), the associated APIC Internal Controls Working Group (ICWG), the many Business Process Owners, and the A-123 Team, NSF has developed a sustainable internal control program.

In FY 2008, the A-123 Program not only conducted its annual internal controls training for the ICWG and Business Process Owners, but training sessions were also conducted within the Program Directorates, which helped to facilitate the identifying, documenting and testing of the financial controls managed within the Program Directorates. Furthermore, the A-123 Program assisted in communicating the message of the importance of internal controls and how the Agency, as a whole, plays a key role in ensuring effective and efficient operations of the Agency's Programs.

## OGC Update: Post-Employment Process

Did you know that many NSF employees and all IPAs and Visiting Scientists are required to attend ethics training once a year? You may satisfy your requirement either by taking the training in-person or on-line. Check NSF's website for the [schedule](#) of in-person classes, or visit the Office of the General Counsel's recently established [on-line Conflict of Interest \(COI\) training course](#). Training courses are open to all employees, whether they are required to take an annual course or simply wish to do so voluntarily.

NSF's Ethics Team recently changed our agency approach to this annual training. Training topics will now rotate on an annual basis to allow staff to sample a wide variety of ethics topics as time progresses. This year post-employment restrictions are the focus of the annual training. Even if employees are not planning to retire soon, it is important to be aware of the restrictions departing employees must follow and have a general understanding of the post-NSF "rules of engagement." Rather than saying "goodbye" for good, many rotators return to their home institutions each year – institutions that regularly submit proposals to NSF. In addition, all employees who are GS-12 equivalents and above, financial disclosure report filers (OGE 450 or SF 278), or program officials, must attend an exit interview with the Designated Agency Ethics Official (DAEO) **prior** to departure. Failure to comply with this requirement could result in the agency withholding an employee's final paycheck.

The NSF Ethics Team provides an in-person, regularly scheduled, post-employment exit interview session for departing staff. We make it convenient by offering these sessions every month. Check the NSF website for the [schedule](#). The NSF DAEO, **Karen Santoro**, and the NSF Deputy Ethics Official, **Robin Fritsch**, may be contacted at x8060. In addition, each Division has a Conflicts Official.



## NSF's OIG Provides Support for Strategic Goals

Effective communications between the Office of the Inspector General (OIG) and NSF staff contribute to the success of the NSF mission and to the achievement of NSF's Strategic Goals. To increase the frequency and quality of communications between our offices, OIG increased the opportunities and channels for such communications. The OIG's goal is to better know the people and programs of NSF and to ensure NSF staff understand OIG's mission and how it supports NSF programs and operations. OIG recently completed a survey of NSF employees concerning the efficacy of the OIG Hotline. Many valuable comments were received and suggested improvements will be implemented.

OIG continued to participate in recurring NSF management-sponsored events like the Program Management Seminars and the Regional Grants Conferences. This year, OIG was invited to participate in NSF's New Employee Orientation program. At every event, OIG staff are available to answer questions or provide assistance. A major initiative in OIG is its liaison program, in which OIG staff (usually a team comprised of one investigator and one auditor) serve as **liaisons** to every office and directorate in NSF. Liaisons attempt to meet regularly with their NSF counterparts and are available to make presentations on a number of topics. You can speak with your liaison either in conjunction with a visit or presentation to your office or you can contact them directly in person or by **phone / e-mail**. Liaisons will either address your concerns or assist you in identifying the appropriate manner to have your concerns addressed.

OIG maintains an "open door" policy. You can walk in and ask to speak to a member of the OIG at any time. You can leave a written comment in the OIG suggestion box at the entrance of the Stafford I or Stafford II OIG offices. You may also contact OIG through the OIG Hotline. The Hotline has three components: the ID-disabled Telephone Hotline: (800) 428-2189; e-mail Hotline: [oig@nsf.gov](mailto:oig@nsf.gov); and an anonymous internet **Hotline Intake Form**. Regardless of the means by which you bring matters to OIG's attention, all communications with OIG are kept confidential.



**2008  
Presidential Rank  
Award**



**Peggy L. Fischer**  
Associate Inspector General for Investigations  
Meritorious Executive

## “Be Prepared”

### The Eye of the COOP Hurricane Passes Over NSF

Over 100 NSF staff members and contractors participated in a 32-hour simulated disaster impacting the Washington, D.C. area as part of a national preparedness exercise conducted by the Department of Homeland Security (DHS) in May 2008. National-level exercises are conducted biennially and for this exercise, which was titled *Eagle Horizon*, all departments and agencies were required to demonstrate how they would react to a natural disaster – in this case, a category 4 hurricane heading towards Washington.



As the “hurricane” approached, NSF activated its Continuity of Operations Plan (COOP). All staff members participating in the exercise were notified using the new NSF Alert notification system -- a blast alert system that automatically attempts to contact staff at NSF or at a phone number or e-mail addresses that are supplied by each person to be contacted, which was being tested for the first time during this exercise. The NSF Alert system is being prepared for general release in the first quarter of FY 2009.

Staff from OIRM’s Division of Information Systems (DIS) and Division of Administrative Services (DAS) simulated shutting down Stafford I and II and activating the back-up NSF information technology service recovery site. OIRM’s Division of Human Resource Management exercised its ability to continue payroll payments during an emergency. The Office of Budget, Finance and Award Management (BFA) Policy Office tested its capability to notify grantees during an emergency and sent e-mail messages to a sample of grantees in each State. BFA’s Division of Financial Management simulated making payments to NSF grantees even though the NSF computer systems were not available. NSF also had two staff members stationed at the Joint Warfare Center in southern Virginia to assist with the exercise.

The coordination of the exercise was led by staff in DAS who responded to a multitude of situations and questions posed by the DHS exercise leaders during the two-day exercise. Together with senior staff throughout the Agency, NSF was able to demonstrate that it has the ability to quickly respond to an emergency situation and has the plans, personnel, and resources to restore NSF business functions rapidly.

### Security and Privacy Initiatives

NSF balances security and privacy considerations, such as protecting personal information and data, with the open and collaborative environment central to scientific research and discovery. It’s a challenging and delicate balance, and one that could not be achieved without your help. We thank you for your commitment and support.

NSF’s hard work in this area is well-known: the security and privacy program has been externally recognized as a model program. In 2007, for the second consecutive year, NSF received an A+ grade from Congress on the annual Federal Information Security Management Act (FISMA) report card. The Office of Management and Budget (OMB) gives high marks to NSF’s security program and recognized our achievements by rating NSF “Green” in the Expanded E-Government section of the President’s Management Agenda (PMA) for seven consecutive years.

NSF's security program reflects the extraordinary achievements possible only with a knowledgeable and motivated workforce operating in a collaborative environment. The Foundation faces unique challenges in remote locations while managing resources and facilities directly supporting the nation's critical investments in basic science and research. To overcome these challenges, protective measures and controls are implemented to ensure the privacy, integrity, and security of information and IT resources, while allowing appropriate access to the broader research community.

During FY08, the program was improved, focusing on several key initiatives:

### **We Are Protecting Personal Information**

NSF initiated the *SSN Be Gone* Project in 2007 as part of an ongoing effort to ensure the security of customer and employee personal information and maintain compliance with Federal requirements. This project minimizes NSF's risk of exposing Social Security Numbers (SSNs) by eliminating SSN use in processes, systems, and files where no business need exists and increasing protections where SSNs must be used for business purposes.

In August 2007, NSF stopped collecting SSNs in new FastLane registrations and introduced the alternate NSF ID. Since September 2008, over 350,000 SSNs are no longer used to access IT systems and FastLane customers use NSF ID for login.

### **We Are Securing Your Mobile Devices to Prevent Data Loss**

We made significant progress in our efforts to encrypt mobile storage devices that store NSF data, including laptops and BlackBerry devices. Encryption of a mobile device ensures private information cannot be read if the device is ever lost or stolen.

### **We Are Keeping Your Desktops Secure**

In response to OMB guidance, NSF implemented the Federal Desktop Core Configuration (FDCC) on Agency desktops and laptops in FY 2008. The FDCC's standard configurations follow industry benchmarks to improve security and reduce risk from security threats and vulnerabilities. We are 100 percent compliant with OMB's desktop configurations due to the hard work and attention of our dedicated IT specialists throughout the Foundation.

### **We Couldn't Succeed Without Your Support!**

One of the most important IT Security and Privacy Program functions is educating our staff on the challenges of IT security and our responsibilities for protecting NSF assets. Training everyone in IT security is a monumental achievement considering the diversity and geographic dispersion of staff supporting our programs in such locations as Antarctica, China, France and Japan. Thanks to your efforts, we achieved nearly 100 percent completion for Security and Privacy Awareness Training during the past two years.

The success of our Security and Privacy Program can be attributed to NSF employees and their commitment to maintaining a secure computing environment. We appreciate your outstanding work and ask for your continued support when incorporating future security and privacy initiatives into your work environment.

## HSPD-12 Federal Badge Update

In 2004, President Bush directed Executive Branch agencies to issue new identity cards to all employees and contractors to improve security at Federal buildings. These smart cards use computer technology to make it much more difficult for unauthorized personnel to enter agency space.

OIRM staff have been meeting weekly since 2005 to implement the provisions of HSPD-12. The issuance of new cards included two major steps:

1. enrolling employees and contractors (obtaining personal information, reviewing identity documents, initiating security investigations when needed, and taking fingerprints and photos); and
2. printing, activating and issuing cards.

NSF has shown a great deal of leadership in the Federal community to meet the requirements of HSPD-12. For example, on average agencies have only issued cards to 10% of their employees. In comparison, NSF has issued cards to nearly 75% of its staff. As of November 7, 2008, NSF had issued 1,507 credentials, approximately 75% of those required. All credentials will be issued by September 1, 2009, at which time they will be used to control physical access to NSF buildings.

Agencies were also required to implement physical access control systems (PACS) to limit access to Federal buildings. NSF is well on the way to upgrading the existing PACS to restrict access to agency space at Stafford I and II. Once the new PACS is operational, all staff and contractors will need the new Federal ID cards to enter NSF space. Again, NSF is a leader in this effort. An award to acquire and install new card readers was issued on September 30th of this year with installation of the PACS upgrades to follow in Fiscal Year 2009. Once this is accomplished, NSF staff will have a substantially more secure work environment.

NSF was commended by OMB for being one of the first agencies to make significant progress in the HSPD-12 effort.



## Taking Care of Business

### New SmartCard Program

GSA has recently announced a new SmartPay2 Program that officially began on November 30, 2008, and will continue for the next 10 years. The new program will replace the GSA SmartPay Program which, since 1998, has provided Federal employees with a secure, convenient, and efficient payment and procurement tool in the form of approximately 3 million government charge cards with worldwide acceptance. GSA SmartPay will end on November 29, 2009.

Under the new program, GSA has contracted with three charge card providers -- Citibank, JPMorgan Chase, and U.S. Bank -- whereby agencies can obtain a number of different types of charge card products and services to support their mission needs, including:

- **Purchase Cards:** For purchasing general supplies and services
- **Travel Cards:** For travel expenses related to official government travel (airline, hotel, meals, incidentals)

NSF's current charge card provider is Bank of America, which is discontinuing their government charge card program. JPMorgan Chase will handle NSF's Purchase and Travel Card needs for the SmartPay2 Program.

A team composed of personnel from BFA and OIRM are working to make the transition from charge card providers as seamless as possible for NSF's travel and purchase charge card holders. To date, the transition is progressing on schedule. As November approaches, we will share announcements to keep everyone informed on our continued progress.

### Large Facilities Training

NSF sponsors training for those involved in the oversight, planning, construction and operation of large multi-user research facilities. For NSF staff, training is offered on the [Large Facilities Manual](#), that addresses NSF's oversight roles and responsibilities concerning preconstruction project planning, environmental compliance and other related matters.

For NSF staff and members of the research community, NSF offers "Project Science," an annual workshop aimed at strengthening the competence of researchers and administrators who carry out the construction of major research infrastructure. This year, NSF began holding a "Large Facilities Workshop" for NSF staff and representatives of NSF-funded facilities to share lessons learned. Planning for the April 2009 workshop in Tucson, AZ is in progress. [Information](#) about this workshop will be posted on the Inside NSF Website.

### COTR Training

The NSF policy for Contracting Officer Technical Representative (COTR) training and certification was finalized and published in the May 2008 update of the NSF Contracting Manual. The program provides an application and certification process to ensure that individuals are properly trained in accordance with Federal Acquisition Certification requirements prior to assuming the role of COTR. NSF also provides 40 hour basic COTR training through the NSF Academy. The certification requirements, as well as guidance to assist COTRs in performing their post award contract administration duties, can be found in the [COTR Handbook](#) - May 2008.

## Feds Working Together: Interagency Agreements

NSF receives over \$100 million of other agency funds annually to support numerous critical programs and research endeavors. The support of our federal partners is critical as we work jointly toward the advancement of Science, Technology, Engineering, and Mathematics (STEM).

This year, in an effort to assure appropriate stewardship of these agency funds, BFA established an Award Process Improvement Team with the mission of reviewing and suggesting/implementing improvements to various NSF award processes. A subcommittee was established to improve the Interagency Agreement Award Process. The subcommittee provided outreach to inform the NSF community of the improvements and revisions to the interagency agreement process. The outreach included the three town hall meetings and the development of procedural and instructional materials.

## Moving Forward

On January 20, 2009, we will transition to a new Administration. We know with your dedication to the mission of the Foundation, this process will be seamless.

No matter where you work within the Foundation -- from the science, education, and engineering staff to business and operations -- each member of NSF plays a key role in allowing us to forge the frontier.

We look forward to all of the possibilities 2009 has in store for NSF. As we enter the new year, we know one thing for sure -- great discoveries await us.

**Thank you** for your service.



## Acronyms

<b>AC/GPA</b>	Advisory Committee for GPRA Performance Assessment	<b>IPAMM</b>	Impact of Proposal and Award Management Mechanisms
<b>AES</b>	Annual Employee Survey	<b>ITAS</b>	Integrated Time and Attendance System
<b>AFS</b>	Administrative Functions Study	<b>IPY</b>	International Polar Year
.....			
<b>BFA</b>	Office of Budget, Finance, and Award Management	<b>LAN</b>	Local Area Network
.....			
<b>COI</b>	Conflict of Interest	<b>MEM</b>	Meetings and Events Management
<b>COOP</b>	Continuity of Operations Plan	.....	
<b>COTR</b>	Contracting Officer Technical Representative	<b>NAGC</b>	National Association of Government Communicators
<b>COV</b>	Committee of Visitors	<b>NEW</b>	New Employee Welcome Program
<b>CSREES</b>	US Department of Agriculture, Cooperative State Research, Education and Extension Service	<b>NEXT</b>	New Executive Transition Program
.....			
<b>DAEO</b>	Designated Agency Ethics Official	<b>NSB</b>	National Science Board
<b>DAS</b>	Division of Administrative Services	<b>NSF</b>	National Science Foundation
<b>DFM</b>	Division of Financial Management	.....	
<b>DIAS</b>	Division of Institution and Award Support	<b>OEOP</b>	Office of Equal Opportunity Programs
<b>DIS</b>	Division of Information Systems	<b>OIRM</b>	Office of Information and Resource Management
.....			
<b>EAP</b>	Employee Assistance Program	<b>OISE</b>	Office of International Science and Engineering
<b>EEO</b>	Equal Employment Opportunity	<b>OLPA</b>	Office of Legislative and Public Affairs
<b>EIS</b>	Enterprise Information System	<b>OPM</b>	Office of Personnel Management
.....			
<b>FAS</b>	Financial and Accounting System	<b>OS</b>	Operations Specialist
<b>FDP</b>	Federal Demonstration Partnership	<b>OWA</b>	Outlook Web Access
<b>FFR</b>	Federal Financial Report	.....	
<b>FHCS</b>	Federal Human Capital Survey	<b>PACS</b>	Physical Access Control System
<b>FISMA</b>	Federal Information Security Management Act	<b>PARS</b>	Proposal and Review System
<b>FMFIA</b>	Federal Managers' Financial Integrity Act (FMFIA) of 1982	<b>PSM</b>	Program Support Manager
.....			
<b>HRM</b>	Division of Human Resource Management	.....	
<b>HSPD-12</b>	Homeland Security Presidential Directive -12	<b>SSNs</b>	Social Security Numbers
<b>HSU</b>	Health Services Unit	<b>STEM</b>	Science, Technology, Engineering and Mathematics

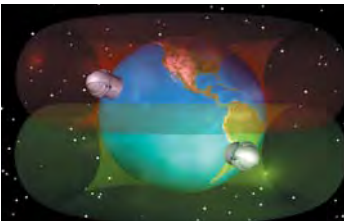
## Image Credits | Notes



p. 3, 4, & 5

*NSF Employee Experience*

Credit: Noreen Hecmanczuk, National Science Foundation



p. 3, 4, & 12

*Gemini Locations*

Credit: Gemini Observatory



p. 3, 4, & 20

*Stinging Caterpillar (Acharia horrida)*

Credit: Mangrove Biocomplexity Project (Image 8)



p. 3, 4, & 26

*Gecko Feet*

Credit: Autumn, K., et al. 2002. Evidence for van der Waals adhesion in gecko setae. Proc. Natl. Acad. Sci. USA 99, 12252-12256.



p. 3, 4, & 30

*Sunset on Mangal Cay, Twin Cays, Belize*

Credit: © Smithsonian Institution

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## External Web Resources

2007 Performance Highlights Report (p. 2)

<http://nsf.gov/pubs/2008/nsf0803/nsf0803.jsp>

NSF Responses to Annual Employee Survey (p. 6)

[http://www.nsf.gov/pubs/2008/od0802/od0802\\_att.pdf](http://www.nsf.gov/pubs/2008/od0802/od0802_att.pdf)

Employee Assistance Program (p. 7)

<http://www.cope-inc.com/index.shtml>

Office of Equal Opportunity Programs (p. 7, 27)

<http://www.nsf.gov/od/oeo/>

NSFFCU (p. 7)

<http://www.nsffcu.org/>

Telework Under the Microscope (p. 7)

<http://www.teleworkexchange.com/nsfstudy/>

A Guide to Telework in the Federal Government. (p. 8)

<http://www.opm.gov/pandemic/agency2a-guide.pdf>

Human Capital Strategic Plan (p. 14)

<http://www.nsf.gov/od/humancapitalstrategicplan/humancapital.jsp>

Merit Review (p. 18)

<http://www.nsf.gov/bfa/dias/policy/meritreview/>

NSB Report (p. 21)

<http://www.nsf.gov/pubs/2007/nsb0732/nsb0732.pdf>

Director Response to NSB Report (p. 21)

[http://www.nsf.gov/od/opp/opp\\_advisory/briefings/nov2007/transformativ\\_research\\_ab.pdf](http://www.nsf.gov/od/opp/opp_advisory/briefings/nov2007/transformativ_research_ab.pdf)

Federal Financial Report (p. 22)

<http://edocket.access.gpo.gov/2008/pdf/E8-18783.pdf>

Research.gov (p. 23)

<http://www.research.gov>

Taste of Arlington (p. 25)

<http://www.tasteofarlington.com/home.php>

Taste of Science (p. 25)

<http://www.nsf.gov/tasteofscience/index.jsp>

Broadening Participation Web Page (p. 27)

<http://www.nsf.gov/od/broadeningparticipation/bp.jsp>

Broadening Participation Portfolio (p. 27)

[http://www.nsf.gov/od/broadeningparticipation/bp\\_portfolio.jsp](http://www.nsf.gov/od/broadeningparticipation/bp_portfolio.jsp)

NSF Policy on Equal Opportunity (p. 27)

<http://www.nsf.gov/od/oeo/policy.jsp>

Annual Financial Report (p. 32)

<http://www.nsf.gov/pubs/2009/nsf0902/index.jsp>

Schedule - Conflict of Interest Training (p. 32)

<http://www.nsf.gov/od/ogc/coi.jsp>

OIG - Hotline Intake Form (p. 33)

[http://www.nsf.gov/oig/hotline\\_form.jsp](http://www.nsf.gov/oig/hotline_form.jsp)

Large Facilities Manual (p. 37)

<http://www.nsf.gov/pubs/2007/nsf0738/nsf0738.pdf>

## Internal Web Resources

Federal Human Capital Survey website (p.6)

<http://www.inside.nsf.gov/oirm/hrm/wpab/survey.jsp>

Health Services Unit (p.6)

[http://www.inside.nsf.gov/oirm/hrm/erb/programs\\_services/health\\_unit.jsp](http://www.inside.nsf.gov/oirm/hrm/erb/programs_services/health_unit.jsp)

Physical Fitness Facility (p. 7)

[http://www.inside.nsf.gov/fitness\\_facility/index.jsp](http://www.inside.nsf.gov/fitness_facility/index.jsp)

Child Development Center (p. 7)

[http://www.inside.nsf.gov/oirm/hrm/erb/programs\\_services/cdc/index.jsp](http://www.inside.nsf.gov/oirm/hrm/erb/programs_services/cdc/index.jsp)

Flexitime Program (p. 7)

[http://www.inside.nsf.gov/oirm/hrm/erb/flexible\\_wrk/index.jsp](http://www.inside.nsf.gov/oirm/hrm/erb/flexible_wrk/index.jsp)

NSF Employee Association (p. 7)

[http://www.inside.nsf.gov/oirm/hrm/general\\_information/nsfea/index.jsp](http://www.inside.nsf.gov/oirm/hrm/general_information/nsfea/index.jsp)

NSF Library (p. 7)

<http://www.inside.nsf.gov/library/>

NSF Worklife (p. 7)

<http://www.inside.nsf.gov/worklife.do>

Telework (p. 8)

<http://www.inside.nsf.gov/oirm/hrm/lmr/telework/index.jsp>

Access NSF (p, 8)

[http://www.inside.nsf.gov/access\\_nsf.jsp](http://www.inside.nsf.gov/access_nsf.jsp)

Secur ID Token (p. 8)

[http://www.inside.nsf.gov/oirm/dis/docs/dci\\_docs/securid.doc](http://www.inside.nsf.gov/oirm/dis/docs/dci_docs/securid.doc)

NEW Website (p. 10)

<http://inside.nsf.gov/oirm/hrm/orientation/index.jsp>

AFS (p. 13)

<http://www.inside.nsf.gov/oirm/hrm/wpab/afs/index.jsp>

BFA Training for AMG (p. 14)

<http://www.inside.nsf.gov/bfa/bfatraining.htm#amg>

2007 Customer Satisfaction Survey Results (p.15)

[http://www.inside.nsf.gov/oirm/cust\\_survey\\_results/data.jsp](http://www.inside.nsf.gov/oirm/cust_survey_results/data.jsp)

AC/GPA Report to Director (p. 16)

<http://www.nsf.gov/pubs/2008/nsf08064/nsf08064.pdf>

NSF Policy Office (p. 18)

<http://www.inside.nsf.gov/bfa/dias/policy/start.htm>

Got Green? (p. 19)

<http://www.inside.nsf.gov/gotgreen/index.jsp>

FacTIR (p. 21)

<http://www.inside.nsf.gov/od/factir/factir.jsp>

Conflict of Interest Training (p. 32)

<http://www.inside.nsf.gov/oirm/hrm/academy/PostEmploymentCourse/PostEmploymentCourse.htm>

OIG Liaisons (p. 33)

<http://www.inside.nsf.gov/oig/liaison0708.pdf>

OIG Staff Directory (p. 33)

<http://www.inside.nsf.gov/staffdirectory.do?orgId=58>

COTR Handbook (p. 37)

[http://www.inside.nsf.gov/bfa/dcca/contracts/Contract\\_Manual\\_508/Appendices\\_Cont\\_Manual\\_may\\_08\\_Final/Appendix\\_GCOTR\\_Handbook/COTR\\_Handbook\\_may\\_08\\_final\\_wo\\_atth.pdf](http://www.inside.nsf.gov/bfa/dcca/contracts/Contract_Manual_508/Appendices_Cont_Manual_may_08_Final/Appendix_GCOTR_Handbook/COTR_Handbook_may_08_final_wo_atth.pdf)

### Other Helpful Web Resources:

Office of Budget, Finance, and Award Management

<http://www.inside.nsf.gov/bfa/>

Office of Information and Resource Management

<http://www.inside.nsf.gov/oirm/>

Presidential Rank Awards

<https://www.opm.gov/ses/presrankaward.asp>