

National Science Foundation (NSF)

Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan

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2022-2024

Introduction & Background

The National Science Foundation (NSF) is an independent Federal agency that supports fundamental research across virtually all fields of science, engineering, and education.

The NSF DEIA Strategic Plan echoes NSF's long-established values of Excellence, Public Service, Learning, Inclusion, Collaboration, Integrity, and Transparency.

DEIA Implementation Team

Please see Appendix B: DEIA Implementation Team membership.

Chief Diversity & Inclusion Officer (CDIO)

NSF is committed to establishing a CDIO that will advance diversity and inclusion as core values and critical components of NSF culture. The CDIO will be sufficiently positioned and resourced to effectively coordinate NSF's DEIA efforts.

State of the Agency

NSF was established by the NSF Act of 1950 (Public Law 81-507). NSF adopted the purpose of that Act as its mission: "to promote the progress of science; to advance the national health, prosperity, and welfare; to secure the national defense; and for other purposes." This mission has guided NSF's activities ever since. Additionally, NSF has adopted the following statements to comprehensively address diversity, equity, inclusion and accessibility:

Mission: NSF will embed and integrate Diversity, Equity, Inclusion, and Accessibility (DEIA) into NSF's policies, practices, and culture to recruit, retain, and develop a diverse, high performing workforce that draws from all segments of society.

Vision: Leading the scientific enterprise through leveraging Diversity, Equity, Inclusion, and Accessibility to deliver on the NSF mission to be a model scientific enterprise.

NSF's Director, Dr. Sethuraman Panchanathan, is a staunch and vocal advocate for equity across NSF as well as the scientific enterprise as a whole. Whether addressing the National Science Board, communicating with our staff, or engaging with the community, Dr. Panchanathan is steadfast in messaging the necessity of DEIA. In doing so, he sets the stage for NSF managers and supervisors to infuse DEIA into their own spheres of influence. They do this in many different ways--seeking out DEIA learning opportunities for themselves and their staff, piloting new DEIA initiatives, hosting observances, and acting as mentors.

Dr. Panchanathan's enthusiasm for DEIA is echoed by NSF's workforce, which leans into DEIA efforts from every corner of the organization. Examples of staff-level DEIA activities include the employee-led

NSF Racial Equity Task Force (RETF), NSF's active Employee Resource Groups (ERGs), and the wide variety of DEIA related courses featured in LearnNSF.

Successful DEIA Initiatives

NSF has engaged in several successful DEIA activities and initiatives between 2020-22, including but not limited to:

- The establishment of 3 Employee Resource Groups;
- The selection and onboarding of 5 individuals to serve on 120-day details as Special Emphasis Program Strategists in the Office of Equity and Civil Rights (OECR);
- The incorporation of Diversity and Inclusion topics into various training opportunities including New Employee Orientation, Executive Leadership Retreat, Program Management Seminars, and Merit Review Boot-Camp;
- The coordination of high profile-speakers and cross-agency engagements for all major Special Observances;
- The formation of the NSF Racial Equity Task Force (RETF), an employee-led effort to address racial barriers and inequities that may exist within the agency; and
- A collaborative, 5-year pilot with NSF's Union partners, AFGE Local 3403 to incorporate alternative dispute resolution (ADR) as an optional process for addressing non-EEO disputes.

Identified DEIA Opportunities

NSF's DEIA assessment also revealed potential opportunities to improve or advance agency DEIA efforts:

- Based on a detailed review of workforce demographic data, and as reported in NSF's 2020 MD-715 report, the data suggests that while NSF has strong representation of women on its Executive Leadership Team, there could be potential barriers to DEIA in higher grade levels and senior leadership positions. Additional barrier analysis is required to substantiate whether there is and identify the root cause of disproportionate representation across these groups.
- In addition to the Office of the Director, NSF is organized into seven directorates that support science and engineering research and education and two administrative offices. The unique focus areas and environments of each directorate and office can provide an opportunity for inconsistent practices to develop across the organization. While those inconsistencies can sometimes pose a challenge, NSF also views this as an opportunity to pilot and evaluate programs across different components to identify and evaluate best practices for the Foundation.
- In alignment with the majority of federal agencies, NSF is pursuing opportunities to strengthen DEIA data capabilities.

DEIA Governance Structure & Team

NSF's commitment to advancing DEIA involves stakeholders and champions across the agency who will oversee the integration and progress of this plan. The CDIO serves as the primary driver of the strategy and ensures that DEIA programs and initiatives are fully resourced. To maintain momentum, the CDIO and senior leaders will engage regularly to discuss successes and opportunities directly related to NSF's DEIA priorities. Implementation will be supported throughout the agency and inclusive of all Directorates and Offices.

Leadership Involvement	<p>As reflected in this plan, the establishment of NSF’s Chief Diversity & Inclusion Officer (CDIO) is a top priority.</p> <p>The CDIO will be sufficiently positioned and resourced to effectively coordinate NSF’s DEIA efforts. Beyond the CDIO, NSF leadership will serve as champions and executive sponsors of NSF’s many DEIA activities.</p> <p>The CDIO will work alongside other agency leaders, including the Chief Human Capital Officer (CHCO) and the head of the Office of Equity and Civil Rights (OECR), to implement this plan.</p>
Cadence of leadership engagement	<p>The CDIO will be a regular, active participant in weekly Executive Leadership Team (ELT) meetings.</p> <p>The CDIO will meet with the NSF Director on a quarterly basis.</p>
Mechanism of quarterly review by agency head	<p>The CDIO will meet with the NSF Director to provide an update on DEIA priorities, accomplishments, and roadblocks on a quarterly basis.</p>
Plan for integration of DEIA into decision-making, governance, mission, and goals	<p>Beyond the activities outlined in this plan, including the DEIA Policy and Practice Assessment—the CDIO will formalize integration of DEIA into NSF decision-making, governance, mission, and goals.</p> <p>Of note, NSF currently identifies Inclusion as a core value.</p>
Team members and structure	<p>At present, the Office of Equity & Civil Rights (OECR), in collaboration with the Division of Human Resource Management (HRM), is leading NSF’s DEIA Strategic Plan and Implementation efforts.</p> <p>The CDIO will build out a DEIA Structure and Team upon onboarding.</p> <p>As reflected in this plan, the CDIO will be supported by a DEIA Council as well as DEIA representatives or working group in each Directorate and Office.</p>
Governance: How team will work together	<p>The CDIO will formalize a DEIA governance structure.</p>

DEIA Budget

At present, NSF has budgeted 2 million dollars to support DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF's future-facing DEIA activities.

DEIA and Interagency Initiatives

NSF continuously seeks opportunities to collaborate and share DEIA best practices with other agencies to proactively identify and remove potential barriers while creating opportunities to enhance employee experience and development.

Looking forward, the CDIO will cultivate cross-agency relationships to generate ideas, identify opportunities, refine ongoing activities, and explore innovative solutions. In particular, the CDIO will engage with NSF's Chief Operating Officer and other senior executives across NSF to ensure successful execution of Priority #1, Strategy #1 of the President's Management Agenda: Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government. The CDIO will also engage with the NSF Equity Team as it implements NSF's Equity Action Plan and represent NSF on working groups and forums related to DEIA both in the public and private sectors.

DEIA Roadmap for Agency Action

In the development of this plan, NSF focused on establishing goals that are meaningful, actionable, and measurable. This will allow the agency to determine when its efforts are headed in the right direction and to course correct when they are lagging. NSF’s overarching DEIA mission is to embed and integrate DEIA into NSF’s policies, practices, and culture.

Diversity Goal: Weave DEIA concepts and values into daily NSF operations.

(Executive Order 14035 Priority Area: Chief Diversity Officer)

Strategy D.1: Establish Chief Diversity & Inclusion Officer (CDIO)

Executive Order 14035 requires that agencies seek opportunities to establish a chief diversity and inclusion officer (as distinct from an equal employment opportunity officer), with sufficient seniority to coordinate efforts to promote diversity, equity, inclusion, and accessibility within the agency. NSF is committed to establishing a CDIO that will advance diversity, equity, inclusion, and accessibility as core values and critical components of NSF culture.

Actions:	Operational Activities:	Owner/s:
Establish Chief Diversity & Inclusion Officer (CDIO).	i. Develop the roles and responsibilities of the CDIO.	Office of the Director (OD)
	ii. Classify CDIO Position Description.	HRM
	iii. Onboard CDIO.	OD/HRM
	iv. Establish quarterly DEIA update meetings with NSF Director.	CDIO
Formalize CDIO Team Structure.	v. Establish budget.	CDIO/OD
	vi. Develop Staffing Plan.	CDIO/OD/ HRM
	vii. Establish DEIA representative or working group in each Directorate and Office.	CDIO
Establish DEIA Council.	viii. Identify council members.	CDIO
	ix. Develop DEIA Council Charter.	CDIO
	x. Initiate regular DEIA Council Meetings.	CDIO
<p>Strategy D.1 Measures:</p> <ul style="list-style-type: none"> • Identification and on-boarding of Chief Diversity and Inclusion Officer. • Change in budget dedicated to DEIA over prior FY (and reasons for the change). • Percentage of budget dedicated to DEIA. • Total Number of staff (including contract support) dedicated to DEIA. • Number of Directorate/Office DEIA representatives and/or working groups established. • Number of DEIA Council members. • Focus Areas identified by DEIA Council. • Percent of on-time completion of Agency DEIA Strategic Plan milestones. 		
<p>Strategy D.1 Dedicated Resources:</p> <ul style="list-style-type: none"> • NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF’s future-facing DEIA activities. 		

Strategy D.2: Embed individual DEIA accountability measures into existing systems and requirements.

NSF will establish DEIA goals as a critical job component for agency personnel. This strategy will begin at the senior levels and eventually extend to all staff.

Actions:	Operational Activities:	Owner/s:
Identify opportunities to embed DEIA accountability measures into individual performance and/or development plans.	i. Develop DEIA performance measure.	HRM/CDIO
	ii. Insert DEIA performance measure into performance plans.	HRM
	iii. Include DEIA as an element of annual Executive Development Plans.	HRM
Strategy D.2 Measures: <ul style="list-style-type: none"> • Successful update of performance and development plans. • Staff feedback following performance and development plan update. 		
Strategy D.2 Dedicated Resources: <ul style="list-style-type: none"> • Resources required for this element are limited to staff/time. 		

Strategy D.3: Engage, educate, and inform the workforce of NSF DEIA goals and activities.

NSF will clearly and consistently communicate regarding the progress on DEIA goals and priorities as well as highlight the programs and practices that support an inclusive DEIA culture.

Actions:	Operational Activities:	Owner/s:
Develop and Implement DEIA Communications Strategy	i. Promote the use of inclusive language across NSF communications.	CDIO
	ii. Develop a suite of products to reach NSF staff and other interested stakeholders through different mediums and channels.	CDIO
	iii. Develop content strategy to drive conversation around the importance of DEIA at NSF.	CDIO
Measure employee engagement and satisfaction with DEIA initiatives	iv. Identify feedback mechanisms to measure and evaluate employee participation and satisfaction with NSF's DEIA programs and initiatives.	HRM
	v. Create feedback mechanisms to measure and evaluate employee participation and satisfaction with NSF's DEIA programs and initiatives.	HRM
	vi. Evaluate staff feedback and develop action items for ongoing improvements.	CDIO/HRM
Strategy D.3 Measures: <ul style="list-style-type: none"> • Web analytics related to distribution. • Number of feedback mechanisms identified and created. • Participation rates in feedback mechanisms. 		

Strategy D.3 Dedicated Resources:

- NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF's future facing DEIA activities.

Equity Goal: Explore, update, and apply new strategies to promote equitable experiences and outcomes for NSF's current and prospective workforce.

(Executive Order 14035 Priority Areas: Data Collection, Pay Equity, Partnerships & Recruitment, Promoting Paid Internships)

Strategy E.1: Review and update NSF policies and practices, and develop any new policies and practices, to align with DEIA concepts and values.

NSF will embed DEIA into the daily operations of NSF.

Actions:	Operational Activities:	Owner/s:
Revise NSF Internal Detail Process/Practice to remove supervisory approval as a requirement for application.	i. Distribute notice to all NSF staff that individuals may apply to internal details without prior supervisory approval.	HRM
	ii. Assess feedback and continue to expand communication efforts.	HRM
Enhance NSF hiring practices to promote consistency, objectivity, and accountability	iii. Assess hiring practices across all Directorates and Offices.	HRM
	iv. Provide support to hiring managers and selection officials in identifying key competencies, utilizing competency-based assessment tools, and conducting structured interviews.	HRM
Update NSF policy development and impact assessment to include DEIA considerations.	v. Identify DEIA components to include in NSF policy development and impact assessment.	HRM/CDIO
	vi. Update policy development and impact assessment to include DEIA components.	HRM/CDIO
Strategy E.1 Measures: <ul style="list-style-type: none"> • Staff feedback 		
Strategy E.1 Dedicated Resources: <ul style="list-style-type: none"> • NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF's future facing DEIA activities. 		

Strategy E.2: Enhance recruitment and consider new opportunities and partnerships.

In order to continue attracting and retaining a diverse workforce, NSF will expand efforts to recruit and place the most qualified candidates from a wide variety of backgrounds and experiences.

Actions:	Operational Activities:	Owner/s:
Increase paid internships and strengthen NSF's Pathways Program.	i. Assess NSF's paid internship program opportunities and engage with agency stakeholders to encourage increased usage and strengthen NSF's Pathways Programs.	HRM
	ii. Prepare and submit formal funding and resources request to be included with FY2023 pass back levels.	HRM
	iii. Formalize NSF's Pathways Program by establishing a devoted Personnel Manual Chapter (policy) for Pathways.	HRM
	iv. Expand internship outreach and recruitment through focused efforts with underserved communities.	HRM
Increase use of appointment authorities.	v. Develop appointment authority toolkit for distribution to hiring managers.	HRM
	vi. Promote use of the Department of Labor's Workforce Recruitment Program (WRP).	HRM
Leverage memberships and/or advertisements to major recruitment platforms and minority serving media to maximize scope and reach of recruitment efforts.	vii. Assess use of current recruitment platforms.	HRM
	viii. Identify minority serving media and recruitment outlets.	HRM/CDIO/ OLPA
	ix. Establish and evaluate new recruitment partnerships.	HRM
Strategy E.2 Measures: <ul style="list-style-type: none"> • Number of paid intern placements. • Number of selections made utilizing appointment authorities. • Number of recruitment partnerships or memberships established. 		
Strategy E.2 Dedicated Resources: <ul style="list-style-type: none"> • NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF's future facing DEIA activities. 		

Strategy E.3: Encourage curiosity, research, and innovation in the pursuit of model hiring, promotion, and retention practices.

NSF will lead the federal government in discovering and defining best practices for cultivating a healthy, inclusive work environment that continually improves and adjusts to best meet workforce needs.

Actions:	Operational Activities:	Owner/s:
Develop and implement pilot programs to explore and measure new approaches to employment practices.	i. Develop Employment Practice Improvement Pilot Program	HRM/CDIO
	ii. Develop pilot program measurement and evaluation methodology	HRM/CDIO
	iii. Develop guidance related to each pilot for use by pilot participants.	HRM/CDIO
	iv. Partner with Directorates and Offices to implement pilot programs.	HRM/CDIO
Review all current NSF position description requirements to assess for objective, consistent job duties and responsibilities.	v. Conduct an agency-wide comprehensive position analysis.	HRM
	vi. Identify roles, responsibilities, tasks, and expectations for current NSF work functions.	HRM
	vii. Highlight any potential barriers to career mobility within the agency’s administrative workforce.	HRM
	viii. Host agency-wide visioning sessions with key stakeholders to define the desired state of positions, career paths, and implementation of position competencies.	HRM
	ix. Action planning. HRM and leadership working group will develop a plan for recommended implementation.	HRM
	x. Planned position updates.	HRM
	xi. Develop administrative workforce competency model.	HRM
	xii. Planning for expansive agency-wide competency modeling.	HRM
Update NSF’s exit survey process.	xiii. Review content and return the process to be managed in house. Ensure updated exit survey is more relevant to agency needs, mission, and the workforce.	HRM
	xiv. Implementation of a new exit survey process.	HRM
<p>Strategy E.3 Measures:</p> <ul style="list-style-type: none"> • Number of pilots initiated. • Number of Directorates and Offices with active Employment Practice Improvement Pilots. • Evaluation data related to “before and after” assessment of pilot programs. 		
<p>Strategy E.3 Dedicated Resources:</p> <ul style="list-style-type: none"> • NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF’s future facing DEIA activities. 		

Strategy E.4: Leverage Data-Driven Workforce Insights.

NSF will proactively collect and analyze relevant data to evaluate DEIA activities, identify trends, promote best practices, and mitigate potential barriers in the workplace.

Actions:	Operational Activities:	Owner/s:
Enhance partnerships to promote availability and transparency of workforce demographic data.	i. Promote voluntary self-identification and reporting of demographic data.	CDIO
	ii. Collaborate with Data Analysis and Automation Program (DAAP) to identify the scope of available data products in SHCP/HRM.	HRM
	iii. Categorize the data tools provided into what can be used right now, what can be used with modification, and missing data analysis.	CDIO
	iv. Create a development plan determining what can be modified to meet the CDIO’s needs and what must be built from scratch.	CDIO
	v. Development of an NSF-HRM-CDIO shared, up-to-date data warehouse containing demographic & DEIA data.	CDIO/HRM
Engage agency leadership in regularly reviewing and interpreting workforce demographic data in order to understand current and historical workforce composition.	vi. Create a mockup of Directorate/Office DEIA Profile.	CDIO
	vii. Engage Directorates/Offices to encourage participation in Directorate/Office DEIA Profile pilot meeting.	CDIO
	viii. Meet with participating Directorates/Offices every 4 months to provide a DEIA pulse check.	CDIO
	ix. Evaluate the pilot by engaging with participants to determine if and how they used the data.	CDIO
Strategy E.4 Measures: <ul style="list-style-type: none"> • Web Analytics for Demographic Data Dashboard. 		
Strategy E.4 Dedicated Resources: <ul style="list-style-type: none"> • HRM currently hosts interactive workforce profiles that provide statistical analysis of NSF workforce composition. • NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF’s future facing DEIA activities. 		

Inclusion Goal: Cultivate a workplace environment that proactively supports, engages, and recognizes all members of the workforce.

(Executive Order 14035 Priority Areas: DEIA Training and Learning, Professional Development and Advancement)

Strategy I.1: Establish additional opportunities for workforce engagement in DEIA activities. NSF will create opportunities to engage employees across various intersections to develop a more inclusive environment.

Actions:	Operational Activities:	Owner/s:
Initiate additional ERGs and/or employee interest groups.	i. Develop and implement Standard Operation Procedure for the establishment of new ERGs.	CDIO
	ii. Develop ERG Executive Sponsor roles and responsibilities.	CDIO
	iii. Establish annual meetings of ERG Executive Sponsors, ERG Leadership, and NSF Director.	CDIO
Increase participation in ERGs and other DEIA activities.	iv. Assess workforce awareness of, and knowledge about, ERGs and other DEIA activities.	CDIO/HRM
	v. Utilize polling mechanisms at the end of DEIA observances and engagements to evaluate participant satisfaction and interests.	CDIO
	vi. Engage current ERGs and DEIA activity leads to analyze and address engagement gaps.	CDIO
	vii. Leverage ERG Executive Sponsors to promote, encourage, and raise interest in ERG membership.	CDIO
	viii. Partner with Directorates and Offices to host DEIA observances and engagements that are directly of interest to their workforce.	CDIO
Strategy I.1 Measures: <ul style="list-style-type: none"> • Number of new ERGs established. • ERG and DEIA observance participation rates. • Post-observance polling data. • Number of collaborative events/observances. 		
Strategy I.1 Dedicated Resources: <ul style="list-style-type: none"> • NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF’s future facing DEIA activities. 		

Strategy I.2: Develop NSF DEIA Curriculum, which will span various learning types to ensure broad understanding of, and engagement in, critical DEIA concepts.

NSF will create an environment in which all individuals can grow their knowledge and capabilities related to DEIA competencies.

Actions:	Operational Activities:	Owner/s:
Develop DEIA core competency model	i. Research and benchmark current DEIA trends and training methodologies.	CDIO/HRM
	ii. Identify NSF DEIA Core Competencies.	CDIO/HRM
Assess current NSF curriculum for alignment with DEIA Core Competency Model.	iii. Review policies/practices surrounding current training requirements and associated timelines.	CDIO/HRM
	iv. Audit current NSF DEIA-specific courses for alignment with DEIA Core Competencies.	CDIO/HRM
	v. Audit all other pre-existing NSF training courses for opportunities to update or enhance alignment with DEIA Core Competencies.	CDIO/HRM
	vi. Identify gaps in current learning opportunities as it relates to the DEIA Core Competency Model.	CDIO/HRM
Identify, create, and/or procure additional learning opportunities associated with DEIA core competency model.	vii. Audit current DEIA industry training opportunities.	CDIO/HRM
	viii. Assess whether new or emerging technologies/training methodologies are compatible with NSF Learning Management System.	CDIO/HRM
	ix. Promote existing LinkedIn Learning courses that promote DEIA competencies via LearnNSF.	CDIO/HRM
	x. Explore opportunities to collaborate with other federal agencies to share and utilize existing courses that promote DEIA competencies via LearnNSF.	CDIO/HRM
Explore opportunities to incentivize Manager and Supervisor participation in DEIA Curriculum Learning Activities.	xi. Assess the NSF Executive Leadership Retreat (XLR) DEIA content. Incorporate any changes or updates into Supervisor Leadership Retreat.	CDIO/HRM
Strategy I.2 Measures: <ul style="list-style-type: none"> • Training evaluations • Number of DEIA training sessions with associated DEIA competencies conducted/completed. • Number/Percent of employees who complete training associated with DEIA competencies. • Number of new DEIA learning opportunities procured or developed. • Participant feedback on the DEIA section of XLR. 		

Strategy I.2 Dedicated Resources:

- NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF’s future facing DEIA activities.
- HRM Academy has an established budget related to training and employee development for all NSF staff. However, this budget should be reassessed to accommodate additional activities related to the NSF DEIA Strategic Plan.

Strategy I.3: Increase equitable professional development opportunities to promote continuous growth and progress.

NSF will broaden awareness and access to all professional development opportunities, casting a wider net for employee participation.

Actions:	Operational Activities:	Owner/s:
Increase participation in NSF Mentorship program.	i. Assess participation in NSF Mentorship program.	HRM
	ii. Promote participation in the NSF Mentorship Program.	HRM
Increase access to competency based coaching services.	iii. Assess current coaching services.	HRM
	iv. Explore opportunities to expand coaching services.	HRM
	v. Promote availability of coaching services to all staff.	HRM

Strategy I.3 Measures:

- Number of participants in coaching services.
- Number of participants in Mentorship program.

Strategy I.3 Dedicated Resources:

- HRM Academy has an established budget related to training and employee development for all NSF staff. However, this budget should be reassessed to accommodate additional activities related to the NSF DEIA Strategic Plan.

Strategy I.4: Foster an environment that allows every member of the workforce to perform and contribute to their highest potential.

NSF will continue to grow and flex its supportive policies and programs to best meet the needs of a diverse, hybrid workforce.

Actions:	Operational Activities:	Owner/s:
Explore additional opportunities to celebrate staff contributions.	i. Assess NSF recognition mechanisms.	OD/CDIO
	ii. Explore additional opportunities to recognize staff for a variety of contributions to the NSF mission, community, and environment.	OD/CDIO
Promote and educate the NSF workforce on NSF’s catalogue of supportive policies and resources.	iii. Establish Work/Life Communication Strategy to improve employee and manager awareness and increase usage of supportive programs.	HRM Work/Life
	iv. Partner across NSF components to increase awareness of, and participation in, NSF supportive programs.	CDIO/HRM
Evaluate, expand, and tailor NSF’s supportive programs on an ongoing basis to be responsive to current workforce needs.	v. Research and benchmark innovative work/life programs and best practices across the federal government.	HRM
	vi. Explore new programs and services that can be added to the work/life portfolio.	HRM
	vii. Explore establishment of NSF Work/Life Working Group.	CDIO/HRM
Support the NSF workforce as it reenters the NSF facility and transitions to a hybrid work environment.	viii. Establish roadmap for workforce reentry.	HRM
	ix. Agency-wide communications and shared re-entry plan, town hall, and shared guidance on supervisory telework flexibilities during phased re-entry.	HRM
	x. Organized Leadership reentry process.	HRM
	xi. Supervisors discuss potential temporary 90-day TW arrangements with staff in preparation for an organized general workforce re-entry process.	HRM
	xii. Organize general workforce re-entry process.	HRM
	xiii. Establish NSF Future Works site which houses various employee focused resources and information, including a listing of relevant supportive services.	HRM
	xiv. Ongoing position assessments to determine position categories	HRM
	xv. Establish agency remote work policy and implement a hybrid workforce.	HRM
Strategy I.4 Measures: <ul style="list-style-type: none"> • Participation in NSF supportive services. • NSF supportive service evaluations. • Monthly usage reports from our work/life program providers. 		

<ul style="list-style-type: none"> • Additional recognition opportunities identified.
<p>Strategy I.4 Dedicated Resources:</p> <ul style="list-style-type: none"> • HRM Work/Life has an established budget related to supporting the experience and wellbeing of all NSF staff. However, this budget should be reassessed to accommodate additional activities related to the NSF DEIA Strategic Plan. • NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF's future facing DEIA activities.

Accessibility Goal: All NSF environments, both physical and virtual, are safe, accessible, and promote equal access.

(Executive Order 14035 Priority Areas: Safe Workplaces, Integrate Equity for Employees with Disabilities and LGBTQI+ Employees)

Strategy A.1: Engage NSF workforce to better understand, address, and prevent barriers to a safe, accessible environment.

NSF will continue to seek the input and engagement of the workforce to support a fully welcoming, accessible environment.

Actions:	Operational Activities:	Owner/s:
Provide additional opportunities for the NSF workforce to contribute to, and provide feedback on, accessibility at NSF.	i. Establish ERG for Employees with Disabilities.	CDIO
	ii. Conduct listening sessions with staff to assess their needs regarding barriers to a safe and accessible environment.	CDIO
Revitalize NSF Speak Up campaign to encourage bystander intervention to address bullying and harassment in all forms.	iii. Refresh Speak Up content and strategy for a virtual/hybrid workforce.	CDIO/OECR /OIRM
	iv. Update Speak Up Inside NSF page, PowerPoint slides, and printed materials.	CDIO/OECR /OIRM
	v. Complete "road show" of NSF Speak Up campaign at Directorate and Office staff meetings.	CDIO/OECR /OIRM
<p>Strategy A.1 Measures:</p> <ul style="list-style-type: none"> • Disability ERG membership. • Number of listening session participants. • Number of Directorate and Office "road shows." 		
<p>Strategy A.1 Dedicated Resources:</p> <ul style="list-style-type: none"> • At present, OECR has an established budget dedicated to ERG support. • NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF's future facing DEIA activities. 		

Strategy A.2: Create spaces that are universally safe, accessible, and welcoming to all individuals.

NSF will expand efforts to assess and address any barriers to a welcoming, fully accessible work environment. See also Appendix A: NSF Workplace Safety and Harassment Prevention and Response Plan.

Actions:	Operational Activities:	Owner/s:
Distribute information about Gender Affirming Facilities usage in alignment with current federal guidance.	i. Solicit feedback from LGBTQ+ and Allies ERG about plan to bring visibility to gender-affirming facilities and NSF policy statement.	CDIO
	ii. Draft gender affirming policy statement reiterating federal guidance as it relates to use of restrooms and other facilities.	CDIO
	iii. Add information to NSF website about the availability and location of single-use bathrooms into facilities documents that are available to employees and to the public.	DAS
	iv. Integrate information about gender neutral restrooms and gender-affirming facilities policies into New Employee Orientation trainings and materials.	HRM
	v. Develop page on Inside NSF for LGBTQ+ Inclusion that lists current single-use bathrooms, links to gender-affirming policies, and links to documents where information has been integrated.	CDIO
Create additional, accessible spaces within the NSF facility that promote well-being and work/life balance for a hybrid workforce.	vi. Deploy hoteling workspaces that are fully accessible.	DAS
	vii. Communicate the availability of private “Focus Rooms” for people to take breaks, meditate, pray, calm their mind, etc.	DAS
Ensure that all electronic and information technology developed, maintained, procured, or used by NSF are in compliance with Section 508 accessibility requirements.	viii. Create a 508 Program Management Office that will provide a best-in-class capability to develop compliant IT tools, systems, and communications content.	DAS
	ix. Conduct annual agency-wide accessibility assessment of all electronic and information technology developed, maintained, procured, or used by NSF.	DAS
	x. Create process through which NSF staff can report non-accessible technology.	DAS
	xi. Conduct 508 program maturity assessment, develop recommendations to close maturity level gaps, and a draft implementation plan.	DAS
Ensure that facilities and services are in	xii. Conduct agency-wide accessibility assessment of all NSF facilities and spaces.	DAS/OECR

compliance with Section 504 and ADA accessibility requirements.	xiii. Develop plan to remediate any identified barriers to accessibility and ensure compliance with Section 504 requirements.	DAS/OECR
<p>Strategy A.2 Measures:</p> <ul style="list-style-type: none"> • Barriers identified and remediated. • Percentage of contracts containing appropriate acquisition accessibility language. • Number of Section 508 complaints. • Number of staff who completed accessibility training. • Number of Internet and Intranet web pages evaluated for compliance. • Number of Directorates and Offices represented in Disability ERG. • Number of accessible hoteling workspaces. • Web-analytics of pages featuring information about gender neutral facilities. 		
<p>Strategy A.2 Dedicated Resources:</p> <ul style="list-style-type: none"> • NSF currently has 12 total gender neutral, single-use restrooms on the 1st, 2nd & 3rd floors. • NSF currently has dedicated hoteling spaces that are accessible. • NSF currently has an awarded contract for Section 508 assessment and support. • NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF’s future facing DEIA activities. 		

Strategy A.3: Offer, coordinate, and provide reasonable accommodations at the earliest possible stage.

NSF will ensure that all members of the workforce have easy access to the reasonable accommodations that allow them to contribute fully to NSF’s mission.

Actions:	Operational Activities:	Owner/s:
Ensure that Reasonable Accommodations language is included in all relevant NSF communications.	i. Identify relevant NSF communication categories as they relate to distributing information about reasonable accommodations.	OECR/CDIO
	ii. Develop and/or revise standard reasonable accommodations language for all major categories of NSF communications.	OECR/CDIO
	iii. Implement standardized reasonable accommodations language in relevant NSF communications.	OLPA/OECR /CDIO/HRM
Implement enhanced reasonable accommodations system to streamline accommodations process and improve data capabilities.	iv. Assess current reasonable accommodations system capabilities.	OECR
	v. Procure and implement enhanced reasonable accommodations processing system.	OECR
Pursue opportunities to streamline access to assistive technology.	vi. Explore enterprise licensure options for accessible and/or assistive technology.	DAS

Strategy A.3 Measures:

- Number of reasonable accommodations requested.
- Number of reasonable accommodations provided.
- Reasonable accommodations processing system feedback.
- Number of NSF communication categories identified.
- Number of employees with disabilities requesting accessibility assessments (or who received accessibility assessments).
- Number and type of enterprise assistive technology licenses issued for use.

Strategy A.3 Dedicated Resources:

- Enhanced reasonable accommodations processing system is supported by OECR budget.
- NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF's future facing DEIA activities.

Conclusion

Through this DEIA strategic plan, NSF reinforces its commitment to building a workforce that reflects the diversity of the American people, while also establishing an internal culture that stresses accountability, inclusion, and accessibility. Building off leadership and workforce enthusiasm for progress in the realm of DEIA, this plan seeks to eliminate gaps and barriers that previously may have prevented NSF from building a truly equitable workplace and workforce.

The roadmap to action will help NSF integrate DEIA into NSF's policies, practices, and culture. By establishing a Chief Diversity and Inclusion Officer, developing DEIA performance measures for senior leadership, and building an internal communication plan to inform the agency's workforce of DEIA goals and priorities, NSF will embed DEIA goals into its daily operations. Ongoing enhancements in hiring, promotion, and retention, shaped by data-driven work insights, will promote equitable experiences and outcomes for NSF's current and prospective workforce.

NSF will also focus on building an inclusive work environment through the promotion of employee resource groups, the development of NSF's DEIA curriculum, increased participation in NSF mentorship programs, and continuously adding to and enriching NSF supportive programs to best meet the needs of our workforce.

Finally, this plan will work to ensure all NSF environments, both physical and virtual, are safe, accessible, and promote equal access. With accessibility in mind, NSF will seek to establish an ERG for employees with disabilities, promote the Speak UP campaign to stop workplace harassment, embrace gender affirming language, and promote the use of reasonable accommodations. Together, we look to build a workforce that reflects the full diversity of the American population while also providing a safe, inclusive environment where all employees can thrive.

Appendix A:

NSF Workplace Safety and Harassment Prevention and Response Plan

Self-Assessment & Policy Review

The National Science Foundation (NSF) completed a review of its supportive programs and Workplace Safety and Sexual Harassment policies and practices as part of its overall response to E.O. 14035. We have conducted this review to identify best practices, potential barriers, and root causes, as well as possible solutions.

In addition to policy and program review, NSF conducted outreach to various employee groups across different levels of the organization to elicit feedback on impacts of NSF policies and practices related to Domestic Violence, Sexual Assault, and Stalking (DVSAS). Outreach efforts included focus groups, in-depth interviews and design-thinking sessions. NSF also conducted qualitative data analysis to validate feedback across stakeholder groups (senior management, managers, supervisors, and staff) with the recommendations informing the recommendation to enhance policy and practice across the Agency.

The Self-Assessment highlighted areas where NSF plans to enhance and reinforce existing policies and practices related to workplace harassment and violence prevention:

- NSF will reenforce with leaders at all levels (senior management, managers, supervisors,) the availability of training and resources to promote and expand utilization of our Employee Assistance Program (EAP), work-life programs, and mental health support and referral services.

Priorities for Advancing Workplace Safety and Harassment

- Committed and engaged leadership;
- Consistent and demonstrated accountability;
- Strong, comprehensive, and consistently applied harassment policies;
- Trusted and accessible complaint procedures; and
- Regular, interactive training tailored to the audience and the organization.

Committed and Engaged Leadership

Advance and embed best-practices that support and encourage a safe workplace for all employees.

Actions:	Operational Activities:	Owner/s:
Promote a trauma informed framework, allowing managers and supervisors to support victims of DV/SAS, bully, and harassment.	i. Incorporate trauma informed competencies into the DEIA curriculum. (See Strategy I.2)	CDIO/HRM
Explore opportunities to expand NSF's Employee Assistance Program (EAP).	ii. Review available resources for opportunities to extend access to counseling beyond 8 free sessions.	HRM
Promote immediate response by all relevant parties to allegations of workplace harassment	iii. Ensure that supervisors and managers understand their responsibility to immediately report allegations of harassment via proper channel/s.	HRM
	iv. Guide supervisors in taking appropriate measures to stop/prevent future harassment.	HRM
Measures: <ul style="list-style-type: none"> • Utilization of EAP services. • Number of reports filed/investigated • Case processing times. 		
Dedicated Resources: <ul style="list-style-type: none"> • NSF's Workforce Relations Branch (WRB) is responsible for providing guidance and conducting investigations of Conflicts in the workplace; non-EEO harassment/Hostile work environment; and Workplace violence. • NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF's future facing DEIA activities. 		

Consistent and Demonstrated Accountability

Actions:	Operational Activities:	Owner/s:
Leverage exit surveys to better understand employee perception of agency effectiveness as it relates to harassment and bullying prevention.	i. Draft exit survey questions.	HRM
	ii. Update exit interview survey.	HRM
Regularly review data related to harassment and responsive strategies.	iii. MD-715 Working Group will review EEO data related to harassment on an annual basis.	CDIO
	iv. Review data related to non-EEO harassment on a quarterly basis.	HRM
Monitor trends relative to complaints, investigations, and resolutions.	v. Collect and track data regarding complaints initiated and resolutions.	HRM
Measures: <ul style="list-style-type: none"> • Exit survey responses. • Harassment data over time. 		
Dedicated Resources: <ul style="list-style-type: none"> • NSF’s Workforce Relations Branch (WRB) is responsible for providing guidance and conducting investigations of conflicts in the workplace; Non-EEO harassment/hostile work environment; and workplace violence. • NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF’s future facing DEIA activities. 		

Strong, Comprehensive, and Consistently Applied Policies

Actions:	Operational Activities:	Owner/s:
Establish guideposts for a trauma-informed workplace.	i. Obtain trauma/PTSD training for all employee/labor relations staff	HRM
	ii. Assess feasibility of expanding training to key agency stakeholders.	HRM
	iii. Assess feasibility of expanding training to key agency stakeholders.	HRM
Review, update, and disseminate NSF Manual Chapter on Staff Safety, Security, and Protections, Including the subchapter on Preventing and Addressing Workplace Violence.	iv. Ensure policy addresses emergencies in a hybrid environment and ensure the policy is current with current other federal policies	HRM
Measures: <ul style="list-style-type: none"> Policy updates and relevant guidance developed/disseminated. 		
Dedicated Resources: <ul style="list-style-type: none"> NSF's Workforce Relations Branch (WRB) is responsible for providing guidance and conducting investigations of Conflicts in the workplace; Non-EEO harassment/hostile work environment; and workplace violence. 		

Trusted and Accessible Complaint Procedures

Actions:	Operational Activities:	Owner/s:
Leverage Strategy D.3 to assess employee perceptions of NSF's complaint procedures.	i. See Strategy D.3	HRM
Update/establish procedures for addressing workplace violence	ii. Review database (Employee Express) for maintaining emergency contact information. Make emergency contact information accessible to managers	HRM
Measures: <ul style="list-style-type: none"> Policy updates and relevant guidance developed/disseminated. 		
Dedicated Resources: <ul style="list-style-type: none"> NSF's Workforce Relations Branch (WRB) is responsible for providing guidance and conducting investigations of Conflicts in the workplace; Non-EEO harassment/hostile work environment; and workplace violence. 		

Regular, Interactive, and Tailored Training

Actions:	Operational Activities:	Owner/s:
Integrate relevant competencies (anti-bullying, anti-discrimination, bystander intervention, unconscious bias) into NSF's DEIA learning curriculum.	i. See DEIA Strategy I.2	HRM/CDIO
Educate workforce and disseminate NSF policy on preventing and addressing workplace violence.	ii. Train individuals who are responsible for investigating and responding to charges of DVSA in trauma-informed communication and response.	HRM
	iii. Facilitate annual training and disseminate NSF Manual-Ch.6-Staff Safety, Security, and Protections, Subchapter 500-Preventing and Addressing Workplace Violence	HRM
Measures: <ul style="list-style-type: none"> • Number of employees that engage in learning opportunities associated with relevant competencies. • Number of employees trained in trauma-informed communication and response. 		
Dedicated Resources: <ul style="list-style-type: none"> • NSF's Workforce Relations Branch (WRB) is responsible for providing guidance and conducting investigations of Conflicts in the workplace; Non-EEO harassment/hostile work environment; and workplace violence. • NSF has budgeted 2 million dollars to support the CDIO/DEIA activities across the organization. The CDIO will engage in future budget planning as appropriate to best support NSF's future facing DEIA activities. 		

Support and Assistance to Federal Employees Whose Working Lives are Affected by DVSAS

Actions:	Operational Activities:	Owner/s:
NSF will continue to grow and flex its supportive policies and programs to best meet the needs of a diverse, hybrid workforce.	i. See DEIA Strategy I.4	HRM Work/Life
Provide DVSAS guidance and resources to supervisors and managers.	ii. Educate supervisors and managers on how to identify and report signs of abuse	HRM
	iii. Encourage supervisors and managers to actively promote and refer employees to EAP services.	HRM
	iv. Assist supervisors and managers in undertaking security measures as necessary.	HRM
Measures: <ul style="list-style-type: none"> • Usage of EAP counseling services. • New programs developed. 		
Dedicated Resources: <ul style="list-style-type: none"> • HRM Work/Life has an established budget related to supporting the experience and wellbeing of all NSF staff. However, this budget should be reassessed to accommodate additional activities related to the NSF DEIA Strategic Plan. • NSF’s Workforce Relations Branch (WRB) is responsible for providing guidance and conducting investigations of Conflicts in the workplace; non-EEO harassment/hostile work environment; and workplace violence. 		

Appendix B: DEIA Implementation Team

Senior Designee from Front Office	Chief, Business Operations - Office of the Director
Chief Diversity Officer	To be named
Equal Employment Opportunity Officer	EEO Officer and Head, Office of Equity and Civil Rights
Chief Human Capital Officer	Chief Human Capital Officer (CHCO) and Head, Office of Information and Resource Management
Chief Learning Officer	Chief Learning Officer and Chief, NSF Academy
Chief Financial Officer	Chief Financial Officer and Head, Office of Budget, Finance and Award Management
Performance Improvement Officer	Chief Financial Officer and Head, Office of Budget, Finance and Award Management
General Counsel	Deputy General Counsel
Agency Equity Team Co-Lead	EEO Officer and Head, Office of Equity and Civil Rights
Agency Equity Team Co-Lead	General Counsel
D&I Council Representative	Diversity & Inclusion Program Manager
Employee Resource Group Lead	Blacks in Government (BIG) NSF Chapter
Employee Resource Group Lead	LGBTQ+ Employee Resource Group
Employee Resource Group Lead	Los Amigos Employee Resource Group
Employee Resource Group Lead	Mental Health Advocates Employee Resource Group
Workplace Safety and Sexual Harassment Lead	Chief, Workforce Relations Branch (Division of Human Resource Management)
Additional Members:	Deputy Office Head, Office of Equity and Civil Rights
	Head, Office of Legislative and Public Affairs
	Deputy Chief Human Capital Officer and Division Director, Division of Human Resource Management
	Chief, Staffing and Classification Branch (Division of Human Resource Management)
	Equal Employment Opportunity Program Manager
	Disability Program Manager
	508 Compliance Officer
	Strategic Advisor, Office of Equity and Civil Rights
	Chief, Equity and Operations Branch (Office of Equity and Civil Rights)