



Office of Human hr.nih.gov Resources

ANNUAL REPORT

20
19



LETTER FROM THE DIRECTOR



Julie Broussard Berko, MPA

*Director,
Office of Human Resources,
National Institutes of Health*

In 2019, the NIH Office of Human Resources made remarkable strides that reflect our long-standing commitment to deliver high-quality customer service to our partners at the NIH. We simultaneously sought to build on progress made in 2018 to strengthen our existing programs and explore new services for the NIH community.

The OHR Senior Leadership team saw the need to grow the capacity of staff in our organization to meet emerging needs of our customers. I am proud that in my first full year as permanent Director for OHR, one of our priorities was to enrich the OHR Culture of Development. We provided training in areas such as relationship management, leadership skills, and data management, as well as supported new programs that help information sharing across our subject-matter areas. I was delighted to see OHR receive recognition from the Partnership for Public Service's Excellence in Government program for our employee engagement efforts and for the ways we cultivate an environment designed to have a positive employee experience.

We focused on new ways to further grow and adopt OHR's Consultative Model. We turned our attention to engaging our partners in new ways so that we have their perspective and input in programs that support emerging trends seen across the scientific workforce. We launched a Listening Tour to strengthen relationships with our partners, and this along with our involvement on various NIH advisory boards and committees have contributed improvements to how we design and deliver our services.

We invested in ways to incorporate data technologies – such as Tableau and Robotic Process Automation – into our business model to increase our ability for data visualization and predictive analytics so we can partner with customers. We are an organization that supports professionals that use data in every aspect of their scientific discipline. With these new tools, the services and expertise that we offer our customers will have greater transparency and depth of information at a faster speed.

A notable accomplishment of 2019 is OHR successfully completed the first year of a three-year Strategic Plan, setting our organization on a path towards a desired future state that is being built by staff across OHR. I invite you to read ahead to see highlights on a year rich in achievement for OHR. I hope this report helps you learn more about our organization and where we are headed for the future.

As we take on new challenges in 2020, we will embrace innovation and leverage new technologies to enhance our services, but our core commitment to be the **PEOPLE** that build the **PARTNERS** to drive the **PROGRESS** of the NIH remains steadfast.

Sincerely,

Julie Broussard Berko, MPA

OHR: WHO WE ARE



MISSION

TO RECRUIT AND RETAIN A HIGHLY SKILLED AND DIVERSE WORKFORCE FOR THE NIH.



VISION

TO BE A CATALYST FOR A THRIVING WORKFORCE THAT BEST MEETS THE EVER-CHANGING NEEDS OF BIOMEDICAL RESEARCH.



VALUES

PEOPLE, PARTNERS, PROGRESS.

OHR's goal is to be the people that build the partners to drive the progress of the NIH mission. This is achieved through the unique skills each and every staff member brings to the Office of Human Resources.

324

OHR FULL-TIME EQUIVALENT (FTE)
as of 12/31/2019



HR Specialists and HR Assistants make up 72% of OHR's workforce. These are the staff that customers commonly interact with completing activities such as recruitment, onboarding, benefits, etc.

The remaining OHR workforce is comprised of various positions that directly contribute to the management and operations of HR. These include IT Specialists who support key HR systems and analytics, Training Specialists that oversee the technical and professional development of NIH staff, and NIH Presidential Management Fellows and Management Interns.



Compensation
& Policy
Division



Client
Services
Division



Division of
Senior &
Scientific
Executive
Management



HR Systems,
Analytics, &
Information
Division



Office of
Internal
Management
& Planning



Workforce
Relations
Division



Workforce
Support &
Development
Division

“Our people
are our greatest
asset.”

**Beth Ilana
Chandler**



*Deputy Director, Office of
Human Resources, National
Institutes of Health*



WE BELIEVE IN OUR
PEOPLE

NIH WORKFORCE AT A GLANCE

Data as of 1/1/2020

Data Driven

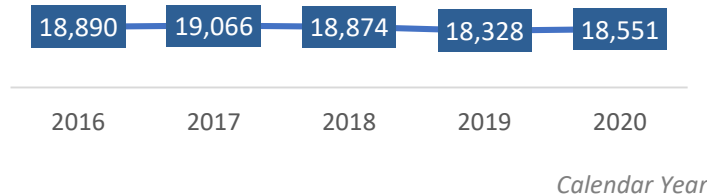
Throughout the Listening Tour, OHR provided IC partners with **Workforce Snapshot Reports** designed to provide leadership with the data necessary to engage in meaningful conversation and make strategic workforce planning decisions.



As a direct result, OHR's *Workforce Planning and Analytics Team* has consulted with a number of IC partners about long-term workforce strategy and succession planning.

See page 10 for more information about the OHR Listening Tour.

NIH FTE Onboard (Headcount) Trend

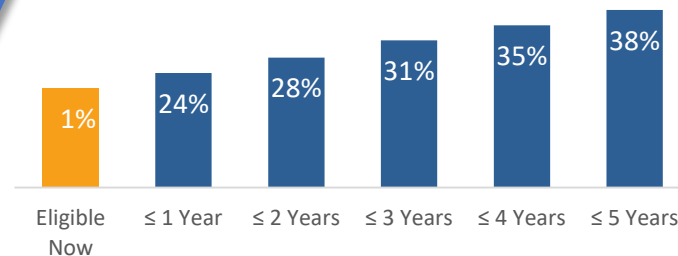


From 2016 to 2020, NIH FTE headcount decreased **2%**

21%
Eligible to Retire Now

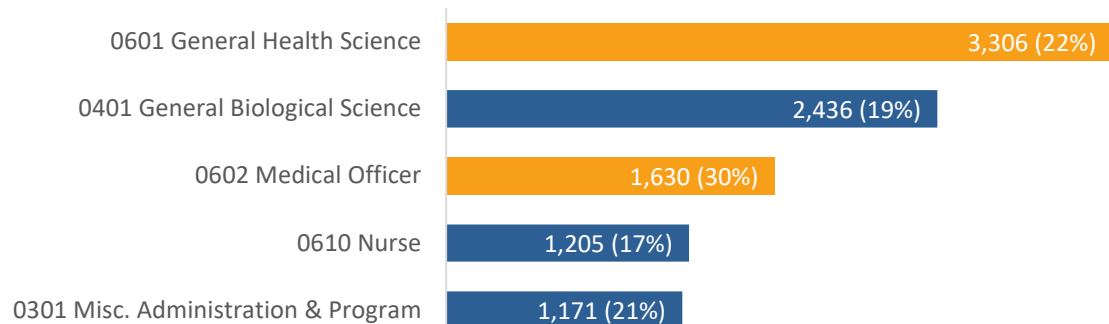
On average, after becoming retirement eligible, FTEs stay in their job for another **5.64** years.

Cumulative Percentage of FTEs Eligible to Retire within the Next Five Years



FTEs without a retirement eligibility date (e.g. temporary appointments or Commissioned Corps) are excluded from calculation.

Top 5 Most Populous Occupational Series
(% of 'eligible to retire now' in parentheses)



Series with higher than NIH 'eligible now' retirement eligibility highlighted in orange.

NIH WORKFORCE



Title 5 - GS



Title 5 - WG



Title 38



SES / Executive



Title 42
Tenure Track and
Tenured
Investigators



Title 42
SSO or SPL-2



Title 42
Clinical or
Research Fellow



Title 42
Staff/Senior
Clinician or
Scientist



Senior Biomedical
Research Service



Commissioned
Corps



Trainees
Summer Interns



Trainees
Visiting Fellows



Trainees
IRTAs and CRTAs



Volunteers and
Special
Volunteers



Guest
Researchers



Title 42
Undergrad
Scholarship
Program (WGSP)



Contractors

Servicing the NIH Workforce

OHR provides full support over the course of the employee lifecycle to 11 of 17 different types of positions at NIH (indicated in blue).

All members of the NIH workforce indirectly benefit from some of OHR's services such as Civil, the NIH Training Center, and other employee engagement efforts.

GREAT SCIENCE BEGINS WITH A GREAT WORKFORCE

The Federal Employee Viewpoint Survey (FEVS) is an annual survey administered by OPM that measures Federal Government employees' perceptions about their work experiences, organizations, and leaders. Employee engagement data is then used by the Partnership for Public Service and the Boston Consulting Group to rank The Best Places to Work in the Federal Government.

66.4% (+4.2%)



**NIH FEVS
Response Rate**

78%



**NIH
Employee
Engagement**

(Measures Leadership,
Supervisors, Intrinsic
Work Experience)

NIH is ranked
THIRD overall
of all HHS
OPDIVS for
Employee
Engagement

That's 6 points
higher than
HHS.



**HHS Ranked #2 of
Large Agencies**

75% (+1%)



**Global
Satisfaction**

(Measures Job, Pay, and
Organizational
Satisfaction and
Recommendation)

75%



**Effective
Communication**

(Measures Communication
Among Employees and
Supervisor, Leader, Manager,
Organization)

72%



**Inclusion
Quotient**

(Measures Empowerment,
Support, Cooperation,
Openness, Fairness)

SUPPORTING NIH EMPLOYEE ENGAGEMENT...



LEARNING WITHOUT INTERRUPTION

In 2019, The NIH Training Center moved their headquarters from Rockledge to White Flint without any interruption to service. The new location at 1601 Landsdown Street in North Bethesda is conveniently accessible via all major interstates and the Metro as well as offers enhanced learning technologies and larger classrooms to meet the learning and development needs of the NIH.

AS WELL AS OHR'S OWN EMPLOYEES.



OHR RECOGNIZED AS EMPLOYEE ENGAGEMENT BRIGHT SPOT

OHR was recognized by the Partnership for Public Service's Excellence in Government program as a "bright spot" for employee engagement *across HHS*. OHR is proud to foster a **Culture of Development**, which encourages employees and supervisors to remain lifelong learners. Here are a few ways in which OHR supports this effort:



HR Opportunity Program (HOP)

OHR supports internal details through the HOP Program designed to expand organizational knowledge, improve strategic thinking, and build cross-organization collaboration. Since program launch in 2016, there have been 18 HOPpers across OHR.



OHR PEP Talks

In 2019 OHR launched a new knowledge-sharing platform called PEP Talks: **P**eople and **P**artners, **E**ngaged in **P**rogress. These 20 minutes or less presentations allow staff and customers to share knowledge, skills, and best practices while simultaneously building a content library for future reference.



PARTNERS
ARE OUR PURPOSE



HIRING CONTROLS COMMITTEE (HCC)

The Client Services Division (CSD) continued to advocate for and implement greater flexibilities in the HCC process to reduce the administrative burden for IC partners and increase approvals.



9,301

SUBMISSIONS



7,250

APPROVALS



78%

APPROVAL RATE

60%

CY19 FILL RATE



OHR LISTENING TOUR

OHR
LISTENING
TOUR

44

meetings completed since 2019

11

additional meetings planned in 2020

OHR's Director and Deputy Director launched the OHR Listening Tour in January of 2019. These focus-group style meetings with key IC leadership were designed to grow relationships, break down barriers, and garner new perspectives between OHR and its customers.

The Listening Tour sparked long-term strategic thinking, a renewed focus on succession planning and all the feedback received will be evaluated for program and service enhancement opportunities.

Supporting Growth



300+ Resume Consultations

CSD piloted a new monthly one-on-one resume review and consultation workshop series.



152 Civil and ERLR Trainings

IC Orientations, All Hands, Team Meetings, Safety and Security Trainings.



10,000 Trained at NIHTC

Participants in courses via the NIH Training Center in 2019.



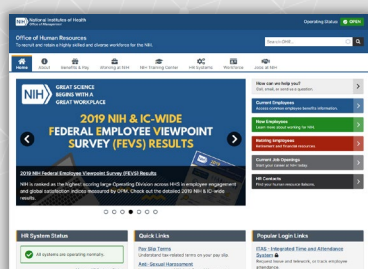
145 Benefits and Leave Trainings

New Employee Orientation, New Employee Workshop, Retirement and Benefits Briefings, Work/Life for Supervisors and Employees, Maxiflex, etc.

Knowledge-Based

hr.nih.gov

OHR's website is a powerful tool for both internal and external customers.



In 2019:

3 MILLION
page views

95% increase
from 2018!

↑ Internal traffic
grew by **33%**
External traffic
grew by **108%**

Top hits include:

1. Jobs Info
2. HR Systems
3. Jobs Search

EXPANDED SUPPORT OF NIH EXECUTIVES

The Division of Senior and Scientific Executive Management (DSSEM) expanded their recruitment portfolio to include two new positions in 2019: Clinical Directors and Scientific Directors.



Top 5 Support

16

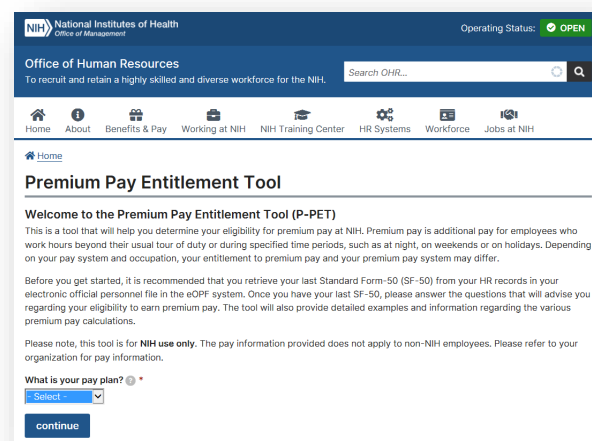
OHR now provides direct support to all "Top 5" executives across the NIH.

Executive Recruitments completed in 2019 including 3 Clinical and Scientific Director recruitments.

PREMIUM PAY ENTITLEMENT TOOL (P-PET)

The Compensation and Policy Division (CPD) launched the P-PET, a web-based tool designed to help NIH employees determine their eligibility for premium pay.

Users answer a series of questions related to their pay plan and position type to quickly determine eligibility.



In the year since launch, P-PET has had over **1,100** unique pageviews.



PROGRESS

DRIVES THE NIH MISSION

PROGRESS BEGINS WITH STRATEGY

In 2019, OHR kicked off a new strategic plan designed to align the organization's values and priorities with staff-led initiatives. OHR has taken on strategic planning to ensure that we take opportunities to be proactive instead of reactive and that OHR is able to successfully support the science of the NIH.

Twenty-nine staff from across OHR came together to take on key initiatives that looked at how OHR grows and supports its own staff, is a partner at the table for our customers, and is aligned with what our partners and people need most.



PEOPLE

Cultivate OneOHR Culture (Employee Experience)



PARTNERS

Be the Customer's First Choice

(Customer Experience)



PROGRESS

Plan for the Future of Work

BUILDING A CULTURE OF DATA LITERACY



Image: PMAP Ratings

In 2019, OHR focused on strengthening a culture of data literacy across the organization. The *People Insights Program* launched with a goal to create a comprehensive HR Data Information Management Strategy to provide consistent, accurate, timely, and accessible HR data to NIH customers by redefining how we identify, store, share, manage, and use workforce data to support the NIH mission.

What Lies Ahead

OHR will take on the following key initiatives in FY20:

2020 Key Initiatives

People

Develop a process, guidelines, and implementation plan for promoting informal developmental opportunities within OHR.

Partners

Identify and implement a means to further connect OHR staff with customers in the scientific community at all levels, and create an action plan for staff and leadership to better promote our services to this audience.

Progress

Identify opportunities to enhance OHR staff's application and understanding of analytic tools to ensure consistent data reporting across the organization while continuing to improve awareness and usage of such tools.

The Future of Work is Here

Robotic Process Automation (RPA)

RPA is software that can be programmed to do basic, repetitive tasks across applications.

In 2019, OHR completed a successful year long RPA pilot with a goal of reducing processing time for NIH customers.

The software robot, commonly referred to as “bots,” can be taught a workflow with several steps, such as receiving forms, sending a receipt message, and checking a form for completeness.

70%

Average reduction in processing time across three piloted processes

ENTERPRISE HUMAN CAPITAL MANAGEMENT (EHCM)

A SUCCESSFUL TRANSITION

In 2019, OHR supported the successful transition from Capital HR to the Enterprise Human Capital Management (EHCM) system in partnership with HHS and NIH-wide collaborations.



Replaced Obsolete Software

EHCM replaced obsolete software and now requires increased security to better protect sensitive human capital data.



Continual Optimization

The NIH EHCM team identified and helped resolve over 70 defects prior to launch and continues to on an ongoing basis.

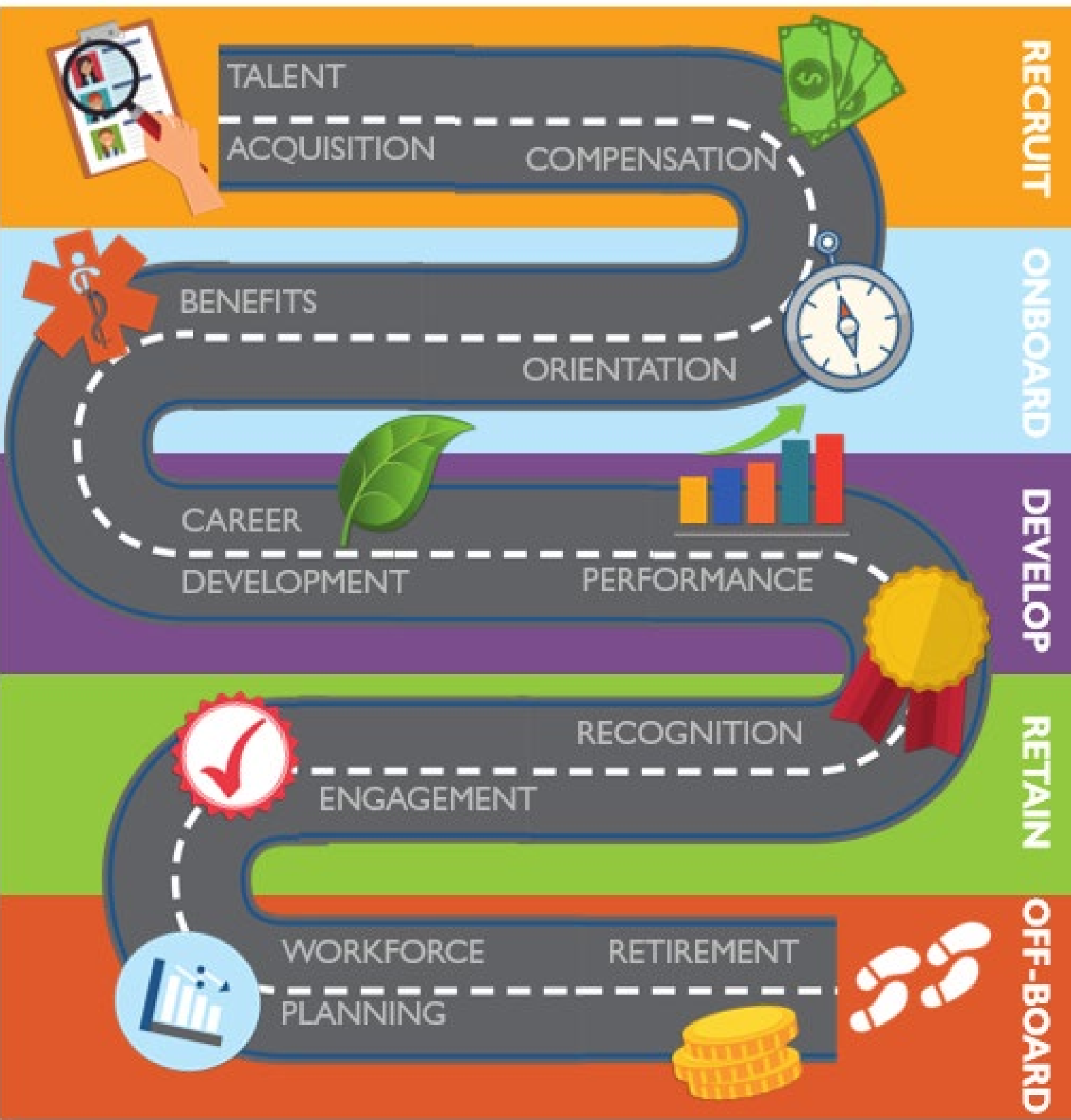


OPTIMIZED AWARDS PROCESS

HR SAID, in partnership with CSD and WRD, developed electronic awards forms and workflows to capture cash and time off awards (not tied to performance) in 2019.

Starting in June 2020, IC will be able to use this form to submit cash and time off award nominations electronically.

The PEOPLE that build the PARTNERS to drive the PROGRESS of the NIH mission.



OHR supports NIH staff through their entire employee lifecycle.

OPAIR

PEOPLE **PARTNERS** **PROGRESS**



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[glassdoor.com/Reviews/NIH-Reviews-E11709.htm](https://www.glassdoor.com/Reviews/NIH-Reviews-E11709.htm)