LETTER FROM THE DIRECTOR

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.

“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%.

Calendar Year

18,890 19,066 18,874 18,328 18,551
2016 2017 2018 2019 2020

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

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

Eligible Now ≤ 1 Year ≤ 2 Years ≤ 3 Years ≤ 4 Years ≤ 5 Years
1% 24% 28% 31% 35% 38%

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)

<table>
<thead>
<tr>
<th>Occupational Series</th>
<th>Eligible to Retire Now</th>
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<tbody>
<tr>
<td>0601 General Health Science</td>
<td>3,306 (22%)</td>
</tr>
<tr>
<td>0401 General Biological Science</td>
<td>2,436 (19%)</td>
</tr>
<tr>
<td>0602 Medical Officer</td>
<td>1,630 (30%)</td>
</tr>
<tr>
<td>0610 Nurse</td>
<td>1,205 (17%)</td>
</tr>
<tr>
<td>0301 Misc. Administration &amp; Program</td>
<td>1,171 (21%)</td>
</tr>
</tbody>
</table>

Series with higher than NIH ‘eligible now’ retirement eligibility highlighted in orange.
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)

That’s 6 points higher than HHS.

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

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)
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.

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: People and Partners, Engaged in Progress. 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
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.

**OHR LISTENING TOUR**

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.
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

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.

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

Office of Human Resources
To recruit and retain a highly skilled and diverse workforce for the NIH.
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.

BUILDING A CULTURE OF DATA LITERACY

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.
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 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

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

OHR supports NIH staff through their entire employee lifecycle.