LETTER FROM DIRECTOR

Julie Broussard Berko

“In the past year, OHR has been working towards preparing for HR of the future.”

In 2018, the NIH Office of Human Resources (OHR) showed our Values – People, Partners, and Progress – through a continued commitment to the employee experience, high quality customer service, and HR innovation. We sought to support and uplift the NIH mission through meeting our customers’ HR needs. We aimed to think forward and create a OneOHR that delivers an integrated suite of HR services and solutions.

An important theme for OHR this past year: prepare for HR of the future. Internally, we looked for processes to increase efficiency and effectiveness. We provided training for our staff in customer experience, analytics, organizational awareness, and performance management. We started to test new technology to enhance our ability to be consultative partners and deliver optimal service. We also solicited staff input to create an OHR Strategic Plan, which defines our three values and set priorities for CY2019:

- People: the employee experience – how we grow and support our staff
- Partners: the customer experience – how we are a partner at the table
- Progress: the future of HR – how we align OHR to what our partners and people need most

Externally, OHR Deputy Director Beth Chandler and I just kicked-off a Listening Tour. We will seek the ICs’ perspective on OHR and seek to better understand the ICs’ business, unique needs, and challenges. We look forward to visits with all the ICs during this tour.

I am thankful for our talented and hardworking staff. We have an outstanding team; some work with you on a regular basis, and some work diligently behind the scenes. Together they deliver the exceptional accomplishments and activities you will read about in this annual report. I hope it helps you reflect on our past efforts and learn more about what’s next for OHR.

In summary, our goal is to be the People that build the Partners to drive the Progress of NIH. I look forward to this continued commitment in 2019 and beyond!

Sincerely,

Julie Broussard Berko, MPA
**OHR OVERVIEW**

**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

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Our goal is to be the people that build the partners to drive the progress of the NIH mission.
LEADERSHIP TEAM

Julie Broussard Berko
Director, Office of Human Resources (OHR)

Beth Chandler
Deputy Director, Office of Human Resources (OHR)

Sharon Ballard
Director, Office of Internal Management and Planning (OIMP)

Deb Coelho
Director, Workforce Relations Division (WRD)

Phil Day
Director, HR Systems, Analytics, and Information Division (HR SAID)

Kristen Dunn-Thomason
Director, Workforce Support and Development Division (WSDD)

Norm Geisner
Director, Compensation and Policy Division (CPD)

Joe Martin
Director, Client Services Division (CSD)

Kha Nguyen
Director, Division of Senior Scientific Executive Management (DSSEM)
## OHR DIVISIONS

<table>
<thead>
<tr>
<th>Division</th>
<th>Description</th>
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<tbody>
<tr>
<td>Compensation and Policy Division (CPD)</td>
<td>Provides and administers pay guidance, develops and/or interprets laws, regulations and policies, and safeguards NIH authorities</td>
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<tr>
<td>Client Services Division (CSD)</td>
<td>Provides a full range of HR staffing services to the ICs (recruitment, staffing, pay setting, classification, position management, compensation, and delegated examining)</td>
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<tr>
<td>Division of Senior and Scientific Executive Management (DSSEM)</td>
<td>Provides HR management to NIH executives (Politically Appointed Leaders, Senior Executive Service, IC Directors, Deputy Directors, Executive Officers, and all Senior Leaders in the Office of the Director)</td>
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<tr>
<td>HR Systems, Analytics, and Information Division (HR SAID)</td>
<td>Provides HR systems support and solutions, as well as workforce automation and process optimization</td>
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<tr>
<td>Office of Internal Management and Planning (OIMP)</td>
<td>Provides administrative, fiscal, development, and analysis support and assistance to OHR leadership and Divisions to achieve OHR’s goals and objectives</td>
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<tr>
<td>Workforce Relations Division (WRD)</td>
<td>Provides a suite of workforce management services to the ICs (benefits, leave, work schedules, performance management, labor and employee relations, payroll, workers’ compensation, and retirement and separation)</td>
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<tr>
<td>Workforce Support and Development Division (WSDD)</td>
<td>Provides workforce strategy, development, and training services to the ICs (NIH Training Center services, New Employee Orientation, NIH Director’s Awards, engagement programs, and workforce planning and analytics)</td>
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We Believe In Our PEOPLE

Be the people that build the partners to drive the progress of the NIH mission.
NIH AT A GLANCE

- **3%**
  Decrease in NIH FTEs from FY 14 to FY 18

- **5.27**
  Average number of years employees stay after becoming retirement eligible

**Projection:** the average number of employees to retire is expected to decline.

- **476**
  (~2.5% of NIH population)
  Average number of employees that have retired each year from 2015 - 2018

- **389**
  Projected average number of employees that will retire each year from 2019 – 2023
  *This number is adjusted for the average number of years that employees stay past retirement eligibility.*

Data as of 4/12/2019
OHR manages 11 of 17 different types of positions at NIH

Title 5 - GS
Title 5 - WG
Title 5 - 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 IRTAs and CRTAs
Trainees Visiting Fellows
Volunteers and Special Volunteers
Guest Researchers
Title 42
Undergrad Scholarship Program (WGSP)
Contractors
### 2018 NIH FEVS RESULTS

#### NIH Response Rate
- **62.2%**
- *(+5.1%)*

#### Employee Engagement
( Measures Leadership, Supervisors, and Intrinsic Work Experience)
- **NIH: 78%**
  - *(+1% from 2017)*
- **Gov’t-Wide: 68%**

#### Global Satisfaction
( Measures Job, Pay, and Organizational Satisfaction and Organizational Recommendation)
- **NIH: 74%**
  - *(Same as 2017)*
- **Gov’t-Wide: 64%**

#### Effective Communication
( Measures Communication Among Employees and Supervisor, Leader, Manager, Organization)
- **NIH: 75%**
  - *(+2% from 2017)*
- **Gov’t-Wide: 66%**

#### Inclusion Quotient
( Measures Empowerment, Support, Cooperation, Openness, Fairness)
- **NIH: 72%**
  - *(+1%)*
- **Gov’t-Wide: 61%**
PARTNERS
Are Our Purpose

COLLABORATION

Be the people that build the partners to drive the progress of the NIH mission.
Enhanced the NIH Anti-Harassment Steering Committee to ensure a safe and respectful work environment free of harassment.

Representatives and stakeholders from:
- NIH leadership
- Office of Human Resources
- Office of Scientific Workforce Diversity
- Office of Equity, Diversion, and Inclusion
- Office of Intramural Training and Education
- Employee Assistance Program
- Office of the Ombudsman
- Women Scientist Advisors Committee
- Assembly of Scientists
- Civil Advisory Committee


Launched Civil’s Anti-Harassment Program

OHR, through the Civil Program, now centralizes and manages all inquiries and concerns regarding allegations of harassment to foster civility through the NIH community.
NEW

RESOURCES

Launched case tracking and data management and analysis program.

Launched new tools to report harassment and inappropriate conduct, which supports anonymous and non-anonymous reports.

GUIDANCE

Manual Chapter 1311 Prevention of Harassment and Inappropriate Conduct

NIH Policy Statement Personal Relationships in the Workplace

HOTLINE

833-224-3829 Supports anonymous and non-anonymous reports.

hr.nih.gov/working-nih/civil

“Harassment doesn’t work here” New energy to surround vital message
Launched the Inter-IC OHR Automation Workgroup (IOAW)

A partnership to discuss and propose process enhancements, using a human centered design methodology.

Goals:
• streamline processes
• improve data accuracy
• increase communication with ICs
• support change management efforts

Collaboration Partners:
NIMH, NCI, NHLBI, NIAID, and CIT

Expanded Executive Recruitment

In 2018, OHR started the implementation of the executive recruitment model for Scientific and Clinical Director positions.

2019 Focus: Continued IC implementation to recruit and onboard Scientific and Clinical Directors. Official guidance and resources to come on the OHR website.

Collaboration Partners:
- Division of Senior and Scientific Executive Management (DSSEM), OHR
- Client Services Division (CSD), OHR
- Office of Intramural Research (OIR)
- National Institute of Neurological Disorders and Stroke (NINDS)
Support to the NIH Hiring Controls Committee (HCC)

5,998 SUBMISSIONS
HR tracked 5,998 submissions

96 EMERGENCIES
HR separately tracked and routed 96 emergencies

4,266 APPROVALS
HR tracked and delivered 4,266 approvals

Supported HCC Efficiency and Effectiveness

- Identified exempted staffing populations
- Tracked HCC approvals to identify bottlenecks
- Provided IC-specific data dashboards monthly to assist ICs to make business decisions with HR data
- Documented the guiding principles to set agency expectations
- Informed the IC community on HCC changes
- Advocated for greater flexibilities in the HCC process based on HR data and hiring statistics
- Consulted with IC staff; provided FAQs to inform larger community
- Managed the HCC SharePoint site to serve as a central information hub

Advocated for greater flexibilities in the HCC process.
PARTNERS

COLLABORATION

OHR Led the First Annual HHS HR Clinic

Incorporated HHS priorities into HR functions
Built HR relationships & networks across HHS
Shared best practices

Federal News Radio and GovLoop published articles on the event’s success.

900+ ATTENDEES
65 SPEAKERS
45 SESSIONS

900+ ATTENDEES
In person and virtual

65 SPEAKERS
From eight organizations

45 SESSIONS
Over the two day event

EIGHT TOPIC AREAS COVERED

Consultative Model
Data Analysis
HR Systems
Training & Development
Employee Engagement
Foundations of Federal HR Mgmt
Workforce Planning
Focus on Employee Health

92% Overall Satisfaction by HHS Respondents
WORKFORCE PLANNING AND ANALYTICS SECTION (WPAS)

Aligned existing efforts to provide a team and suite of services to help NIH and its ICs analyze, forecast, and plan for talent needs.

- Create strategic workforce plans
- Use predictive analytics for scenario planning
- Identify and plan for mission critical positions
- Leverage tools with expert consultation
- Develop & leverage engagement surveys
- Create effective action planning

For more information, contact NIH-Workforce-Planning@od.nih.gov.

TRAINING - HR FOR ADMINISTRATIVE PROFESSIONALS

Essential HR Training for non-HR Administrators

Created in response to stakeholders’ requests!
- Two-day class
- Multi-office collaborative effort
  - HR IC Liaisons
  - Selected AOs
  - Equity, Diversity, and Inclusion (EDI)

Pilot session feedback: almost all respondents indicated they would apply what they learned "immediately."

For upcoming sessions visit the NIH Training Center.
PROGRESS

Drives the NIH Mission

MOVING FORWARD

Be the people that build the partners to drive the progress of the NIH mission.
HR contacts are now grouped by IC. Access this resource from the front page of OHR’s website!

Did You Know?  The OHR website had a 27% increase in number of users in 2018!

EXPANDED CONTENT

Information now available to you

To help consolidate and centralize HR information, some internal HR information has been shifted to the OHR Website and SharePoint site. With a cleaner look, more sections will be moved and improved in 2019.

IntraHR SharePoint

HR Standard Operating
Hiring Resources for Managers
Procedures

OHR Website

HR Systems
Federal Employee Viewpoint Survey (FEVS)
Employee Engagement
First time the NIH has undergone such a complete review of Title 42 and Title 38 PDP salaries. It may help with long-term retention and morale of scientists.

Compensation Realignment Project

OHR implemented a one-time opportunity for ICs to propose a pay increase for certain Title 42 and Title 38 Physician and Dentist Pay (PDP) scientists, with a goal to realign salaries to address internal pay inconsistencies stemming from the 2011-2013 federal pay freeze and other factors.

Research highlights:
- the vast majority of Title 42 and Title 38 PDP scientists are appropriately paid
- pay increases were warranted based on individual performance and similar qualifications in comparison to peers

Collaboration Partners:
- Office of Extramural Research (OER)
- Office of Intramural Research (OIR)
- NIH Compensation Committee (NCC)/NIH Clinical Compensation Panel (NCCP)

Launched USA Performance (USAP) Management System

Moving to an electronic system for executives was a significant enhancement and saved an estimated 5000 pages of paper by switching to an electronic review process alone. OHR ensured both Title 42 and SES Executives - 218 total plans – were on the same schedule for plan completion, with an excellent completion rate of 96.33%.
NEW
NIH PAY GUIDE
A collection of summary information on a variety of pay topics, all in one place. It streamlines and simplifies pay information for NIH staff.
Also check-out the revamped Title 5 Pay and Title 38 Pay sites.
Visit the New Guide!

INNOVATION
TITLE 38 ENHANCEMENTS
OHR is now able to accept electronic Title 38 Physician and Dentist Pay (PDP) and peer review cases for NIH Clinical Compensation Panel (NCCP) meetings. Hard copies of Title 38 PDP cases are no longer necessary.

Launched the Process Optimization Program - POP
POP seeks to leverage existing analytics, technology, and expertise to enhance HR functions.
POP focus: optimize the performance awards process
This includes non-ratings based and PMAP-based, as well as other monetary recognition. POP Awards will convert paper forms to electronic, leverage automated notification capabilities, and introduce automated validations to eliminate preventable risks. OHR is excited to continue this effort in 2019.
**PROGRESS**

**RECRUIT**

14
Executive Recruitments for Ten ICs (27% increase)

**RETAIN**

7,257
Course completions by the NIH Training Center (6% increase)

**CATALYST**

324
Benefits, Employee/Labor Relations, Civil, PMAP, & Workplace Flexibilities Trainings (35% increase)

**RECRUIT**

1,814
Appointments Made (8% increase)

**RETAIN**

8,028
Leave Bank members (7% increase)

**CATALYST**

4.7/5
Average Rating for NIH Training Center Courses
NIH JOURNEY

FROM ONBOARD TO DEPARTURE, OHR PROVIDES RESOURCES EACH STEP OF THE WAY!

RECRUITMENT AND ONBOARDING
- Recruitment Package Preparation
- Hiring Resources
- New Employee Orientation
- Mandatory Training Inventory
- Community Resources

WORKFORCE MANAGEMENT
- Civil Program and Resources
- Employee Relations
- Workforce Planning
- Work/Life at NIH
- Workers' Compensation

EMPLOYEE ENGAGEMENT
- Employee engagement tools and resources
- Leadership Development Programs
- NIH Training Center
- Learning Management System (LMS)
- Awards information
- Individual Development Plan (IDP)
- Consultation

BENEFITS
- Benefit News
- Benefits Resources & Pay Guidance
- NIH Leave Bank
- Employment Verification (TALX)
- Financial Awareness
- Benefits and Retirement System
- Leave Guidance

DEPARTURE
- NIH Exit Survey Action Planning
- Retirement Planning