



# OHR ANNUAL REPORT 2018



PEOPLE | PARTNERS | PROGRESS

# LETTER FROM DIRECTOR



Julie Broussard Berko

“An important theme for OHR this past year has been to prepare 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

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

## Compensation and Policy Division (CPD)

Provides and administers pay guidance, develops and/or interprets laws, regulations and policies, and safeguards NIH authorities

## Client Services Division (CSD)

Provides a full range of HR staffing services to the ICs (recruitment, staffing, pay setting, classification, position management, compensation, and delegated examining)

## Division of Senior and Scientific Executive Management (DSSEM)

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)

## HR Systems, Analytics, and Information Division (HR SAID)

Provides HR systems support and solutions, as well as workforce automation and process optimization

## Office of Internal Management and Planning (OIMP)

Provides administrative, fiscal, development, and analysis support and assistance to OHR leadership and Divisions to achieve OHR's goals and objectives

## Workforce Relations Division (WRD)

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)

## Workforce Support and Development Division (WSDD)

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)

# We Believe In Our PEOPLE

WORKFORCE

*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

# NIH WORKFORCE



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

OHR manages 11 of 17 different types of positions at NIH

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

### 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, Diversity, 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



## Recognize. Report. Resolve.

### **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](https://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

Inter-IC OHR  
Automation  
Workgroup  
(IOAW)



#### Collaboration Partners:

NIMH, NCI, NHLBI, NIAID, and CIT

RECRUITMENT  
SUPPORT  
Senior Scientific  
& Executive  
POSITIONS

### 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)

# PARTNERS

## COLLABORATION

# 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**  
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

# PARTNERS

## COLLABORATION

### 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](mailto: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.*

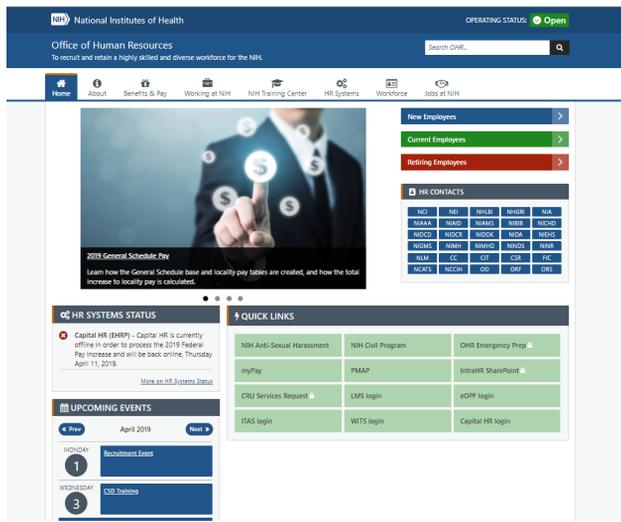
# OHR WEBSITE ENHANCEMENTS

## FIND YOUR HR CONTACTS BY IC

[HR contacts](#) are now grouped by IC. Access this resource from the front page of OHR's website!

HR CONTACTS				
NCI	NEI	NHLBI	NHGRI	NIA
NIAAA	NIAID	NIAMS	NIBIB	NICHD
NIDCD	NIDCR	NIDDK	NIDA	NIEHS
NIGMS	NIMH	NIMHD	NINDS	NINR
NLM	CC	CIT	CSR	FIC
NCATS	NCCIH	OD	ORF	ORS

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



## EXPANDED CONTENT

Information now available to you

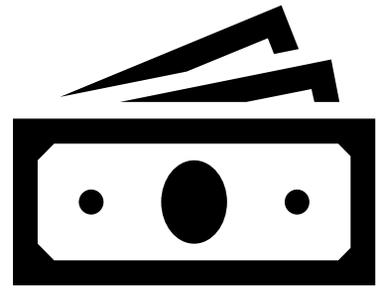
To help consolidate and centralize HR information, some internal HR information has been shifted to the OHR Website and SharePoint site. With a cleaner look, more sections will be moved and improved in 2019.

### [IntraHR SharePoint](#)

- [HR Standard Operating](#)
- [Hiring Resources for Managers](#)
- [Procedures](#)

### [OHR Website](#)

- [HR Systems](#)
- [Federal Employee Viewpoint Survey \(FEVS\)](#)
- [Employee Engagement](#)



## PAY EQUITY ACROSS THE NIH

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%.

PERFORMANCE  
MANAGEMENT  
SYSTEM FOR  
EXECUTIVES

[USAP Resource Page](#)

# 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.

Electronic  
Title 38  
PDP  
Cases

# LOOKING AHEAD

## 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.

**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)

**RETAIN**  
**8,028**  
Leave Bank  
members  
(7% increase)

**CATALYST**  
**4.7/5**  
Average Rating for  
NIH Training Center  
Courses

**RECRUIT**  
**1,814**  
Appointments  
Made  
(8% increase)

# 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](#)



# OFFICE OF HUMAN RESOURCES

PEOPLE | PARTNERS | PROGRESS

