OHR

REPORT
ANNUAL | **2017**

PEOPLE | PARTNERS | PROGRESS

OPTIMIZING CUSTOMER EXPERIENCE

iHR**O**NE

NIH National Institutes of Health

LETTER FROM ACTING DIRECTOR

In 2017, the NIH Office of Human Resources (OHR) demonstrated our continued commitment to high quality customer service. As an organization, OHR completed 33,896 personnel actions for new hires, awards, promotions, separations, special pay contracts, and more. We supported our customers' HR needs across the research enterprise in a number of ways. From establishing alternative methods to recruit and retain NIH talent, to partnering on cross-NIH initiatives such as *Optimize NIH*, we listened to our customers' needs and worked together as OneOHR to create innovative HR solutions.

One of the most notable accomplishments during CY17 was our open lines of communication with Institute and Center (IC) customers during 1st quarter hiring efforts. We strove for transparency and flexibility in the HR options to meet customer recruitment and retention goals.

We provided customers with HR guidance, developed new HR strategies, and demonstrated that we were willing to go above and beyond to meet their HR needs. Some of our innovative hiring strategies included using shared certificates, reassignments, social media marketing, and network outreach. We partnered with hiring managers across NIH to ensure the best strategies were being utilized, which helped to foster understanding and trust through the challenges we faced. OHR completed 1,336 total accessions during 1st quarter hiring efforts, for a 135% increase compared with 569 accessions from the same time frame the previous year. We also launched the Internal Opportunities Board, which has advertised several dozen Detail opportunities and is now in the process of being adopted by the Department. I am very proud of how we've worked together as a team to provide exceptional support to our customers in challenging times.

This report, like our previous annual report, is an opportunity to showcase some of the great work that OHR has accomplished, and to highlight key activities from the year. I encourage you to read this report and I hope it helps to reflect on our accomplishments and to learn more about our upcoming plans.

Thank you for truly embodying our OHR organizational values of "*People, Partners, and Progress*." I look forward to continuing this commitment to our customers, as OHR partners, in 2018!

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

Leadership Team

Julie Broussard Berko

Acting Director, Office of Human Resources (OHR)

Beth Chandler

Acting Deputy Director, Office of Human Resources (OHR)

Sharon Ballard

Director, Office of Internal Management and Planning (OIMP)

Joe Martin

Director, Client Services Division (CSD)

Norm Geisner

Director, Compensation and Policy Division (CPD)

Kha Nguyen

Director, Division of Senior Scientific Executive Management (DSSEM)

Phil Day

Acting Director, HR Systems, Analytics, and Information Division (HR SAID)

Deb Coelho

Acting Director, Workforce Relations Division (WRD)

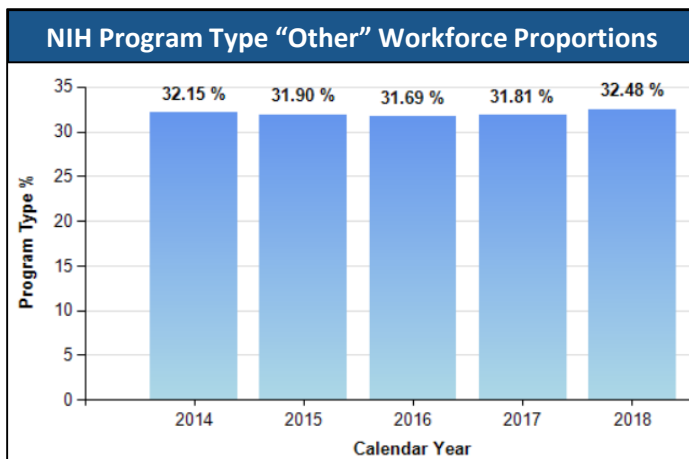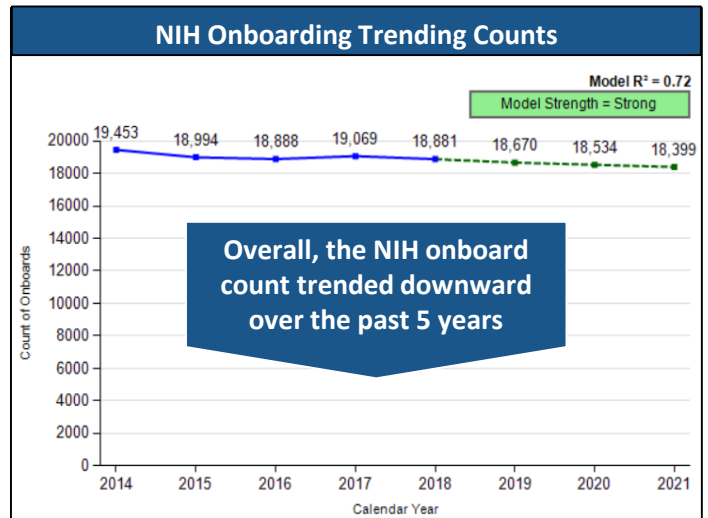**Kristen Dunn-Thomason**

Director, Workforce Support and Development Division (WSDD)

PEOPLE

NIH Workforce at a Glance

*You have to understand workforce NOW to prepare for the future...*

Check out the Workforce Analytics Module in SMART*HR* for IC-level data and analytics! Here are examples of the information you can pull. Use it to make data driven decisions for your organization.
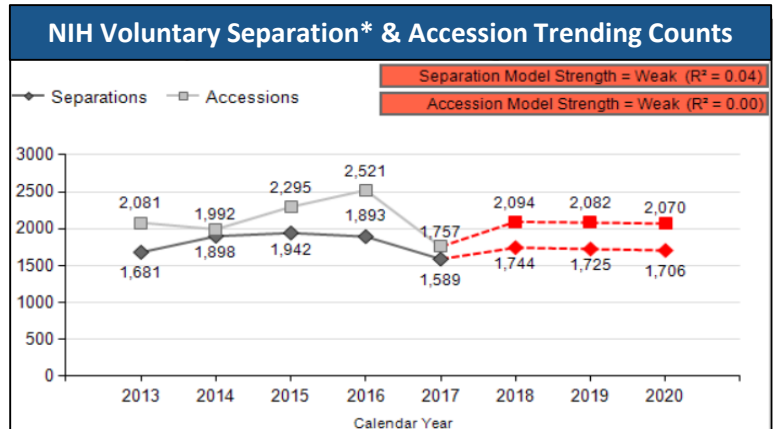
Don't Have Access? Request it today!

NIH Onboarding Trending Counts

Model R² = 0.72
Model Strength = Strong

19,453 18,994 18,888 19,069 18,881 18,670 18,534 18,399

Count of Onboards

2014 2015 2016 2017 2018 2019 2020 2021
Calendar Year

Overall, the NIH onboard count trended downward over the past 5 years

NIH Program Type "Other" Workforce Proportions

32.15 % 31.90 % 31.69 % 31.81 % 32.48 %

Program Type %

2014 2015 2016 2017 2018
Calendar Year

The proportion of Scientific Support/Admin/Technical positions has decreased from 2014 to 2016. In 2017, it experienced a slight increase.

NIH Supervisory/Non-Supervisory Status

Supervisor | Lead | Non-Supervisor/Non-Lead | Other | Unknown

Year	Supervisor	Lead	Non-Supervisor/Non-Lead	Unknown
2018	3,157	446	15,266	12
2017	3,060	448	15,550	11
2016	2,954	434	15,487	1 / 2
2015	2,902	455	15,626	11
2014	2,952	423	16,065	13

0% 20% 40% 60% 80% 100%
% of Workforce

The proportion of supervisors in NIH increased from 15.01% in 2014 to 16.72% in 2018.

SMART*HR*
Information provided by the Workforce Analytics Module

PEOPLE
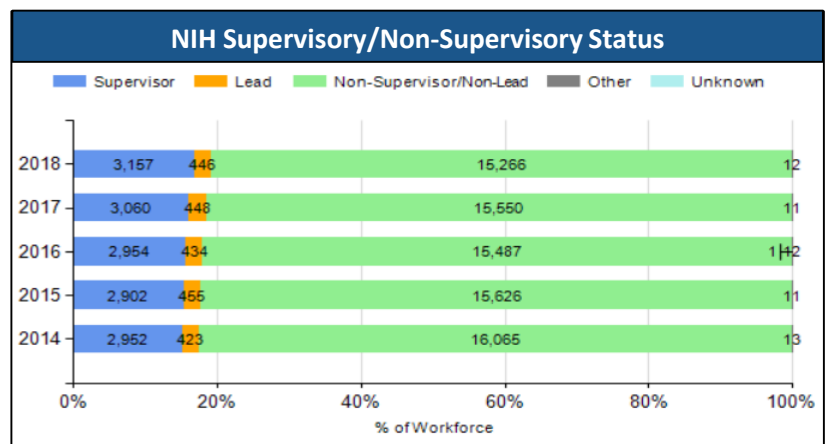
NIH Workforce at a Glance

NIH's accession and voluntary separation both experienced a decrease in 2017.

NIH Voluntary Separation* & Accession Trending Counts

Separation Model Strength = Weak (R² = 0.04)
Accession Model Strength = Weak (R² = 0.00)

Separations / Accessions

Calendar Year	Accessions	Separations
2013	2,081	1,681
2014	1,992	1,898
2015	2,295	1,942
2016	2,521 / 1,893	
2017	1,757	1,589
2018	2,094	1,744
2019	2,082	1,725
2020	2,070	1,706

* Includes both IC to IC movements and separations from NIH.

NIH Cumulative & of Employees Eligible to Retire

% of Current Employees Retirement Eligible

Years Out	%
Eligible Now	19%
> 0 - 1 Year	22%
> 1 - 2 Years	26%
> 2 - 3 Years	29%
> 3 - 4 Years	33%
> 4 - 5 Years	37%
> 5 - 6 Years	40%
> 6 - 7 Years	43%
> 7 - 8 Years	46%
> 8 - 9 Years	50%
> 9 - 10 Years	53%

29% of the current NIH employees will be eligible to retire in the next three years.

Use this information to help plan for the future of your workforce!

NIH employees stay on for an average 5.16 years after they become eligible to retire.

It is estimated that 7% of the workforce will retire in the next three years.

(does not include FTEs who are eligible to retire after adjustment calculations).

NIH Adjusted Cumulative & of Employees Eligible to Retire
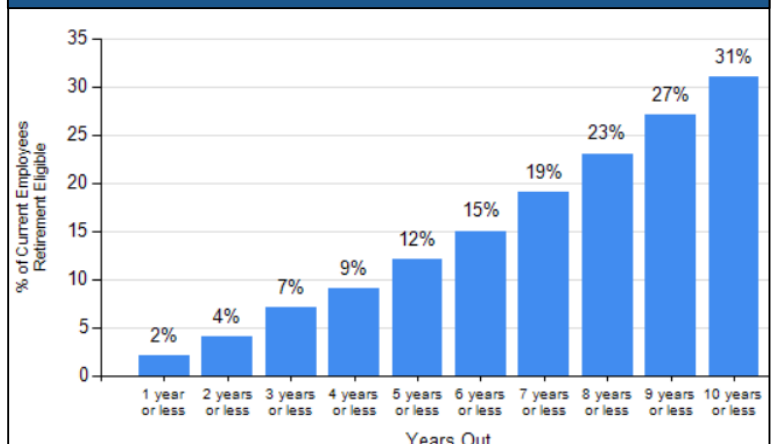
% of Current Employees Retirement Eligible

Years Out	%
1 year or less	2%
2 years or less	4%
3 years or less	7%
4 years or less	9%
5 years or less	12%
6 years or less	15%
7 years or less	19%
8 years or less	23%
9 years or less	27%
10 years or less	31%

SMARTHR Information provided by the Workforce Analytics Module

PARTNERS

Collaboration Across NIH

First Financial Fitness Fair

in May as part of the annual "Spring Into Wellness" initiative. OHR partnered with the Office of Research Services (ORS) to provide a program that focused on employees' personal, financial and professional well-being.

First Workplace Violence Prevention Day

in April to increase workplace violence awareness within the NIH community. OHR partnered with the Division of Police, Office of the Ombudsman, Employee Assistance Program, Division of Emergency Preparedness, and Montgomery County Police to provide NIH staff with information on this matter as well as what resources are available to assist them.

Harassment Prevention

Expanded NIH Civil Program to incorporate a new anti-harassment program that includes and anti-harassment policy development, implementation, and case management as well as increased oversight and accountability across NIH in managing all Civil-related allegations. This expansion ensures that the NIH continues to lead the conversation about preventing and addressing harassment in the sciences.

Established an **Anti-Harassment Steering Committee** to improve the consistency with which NIH investigates and addresses allegations of harassment. This committee was established and led by the NIH Principal Deputy Director and the Deputy Director for Management, in partnership with OHR, and is comprised of leaders from several stakeholder groups and offices across the NIH.

PARTNERS

Collaboration Across NIH

Staffing Systems

Worked with HHS on USA Staffing and Onboarding system upgrades.
New functionality and features make using the system more user-friendly for all users (HR users, Hiring Managers, Applicants, New Hires) in comparison to the legacy system.

ReImagine HHS Maximize Talent

Dozens of OHR staff collaborated with the broader HR community to focus on talent acquisition, employee performance and engagement, delivery of HR services, and HR Information Technology. To support Reimagine, NIH leadership launched **Optimize NIH**. The goals of this initiative are to increase efficiency and effectiveness of administrative functions within NIH, and maximize employee feedback in optimizing NIH operations, business processes, and coordination.

Federal Employee Engagement Survey (FEVS)

Increased the survey response rate, which helps provide information to continually improve the NIH workforce. Hosted a NIH Employee Engagement Liaisons group to collaborate with FEVS points of contact within each IC. Provided ICs with marketing and branding tools to improve response rates, as well as weekly reports on those rates. Created and distributed an NIH-wide poster across all NIH facilities reaching approximately 400% more physical locations than in past years!

Enterprise Human Capital Management

Worked with HHS on upgrade readiness by validating 19,000 approved/budgeted positions in Capital HR to improve data accuracy for reporting.

PARTNERS

Hiring Efforts

We partnered with NIH to meet their unique hiring needs.

New Committees

Hiring Exemption Committee (HEC)

established to reduce the Federal workforce. Approved only positions that had a direct connection to national security or public safety.

Hiring Control Committees (HCC)

established when NIH was granted Hiring authority to fill positions that align with reimagine efforts. It also ensures we fill positions that are necessary in advancing NIH's mission.

SES Reform

Recruitment

Streamlined and simplified the SES hiring process which resulted in search committee members being more satisfied with the application packages they reviewed. Changes include:

- Applicants only need to submit a five page resume which incorporate the Professional Technical Qualifications (PTQs), instead of providing a separate PTQs narrative
- Only the selectee is required to submit the Executive Core Qualifications (ECQs) narrative

Onboarding

Because first impressions are so important, OHR made changes to improve the SES onboarding process which included:

- Onboarding checklists to ensure that new SES employees have the tools they need to be successful
- A pre-onboard meeting with all personnel involved with onboarding the new executive
- A swearing-in ceremony with NIH senior leadership to welcome the new SES

Onboarded a total of 1741 employees in 2017, including **423** employees in one day! Largest new employee orientation in the history of NIH!

5,000+ Hits on the Onboarding page! Exceeded OHR's most page views in a day (Jan 5).

200% Increase in attendees at the NIH Benefits Federal Open Season fair.

PROGRESS

By the Numbers

To ensure the OHR mission, vision, and values connect to the results you see, below is a snapshot of metrics we currently track and how they connect to our purpose. Our core values help us deliver proactive solutions for NIH's human capital management needs.

RECRUIT

135%

Increase in total hires during Q1 hiring efforts

RECRUIT

12

Executives recruited to the NIH

CATALYST

16%

Increase in membership for NIH Employee Engagement Liaison's Group

RECRUIT

45%

Faster for final offer to EOD

CATALYST

57.1 %

Response rate of NIH staff completing FEVS (a 5.6% increase)

RETAIN

6,830

Course completions by NIHTC

CATALYST

240

Training classes on topics such as Employee and Labor Relations, Civil, PMAP, and Workplace Flexibilities

RETAIN

33,896

Total actions processed

RETAIN

62%

More courses in Learning Management System (LMS)

Percentages reflect a difference represent change from CY16 levels.

PROGRESS

OHR Website Redesign

Look how far we have come throughout the years!

2017

2015

New & Improved!

2012

2009

2008

2006

2005
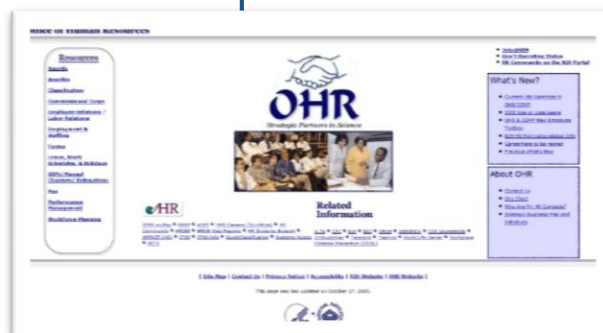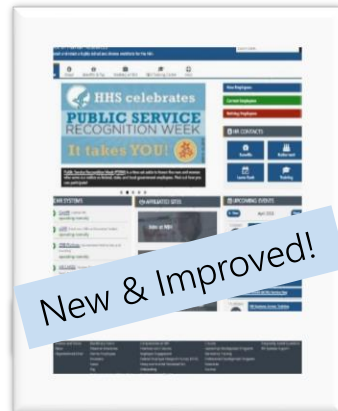
PROGRESS

OHR Website Redesign
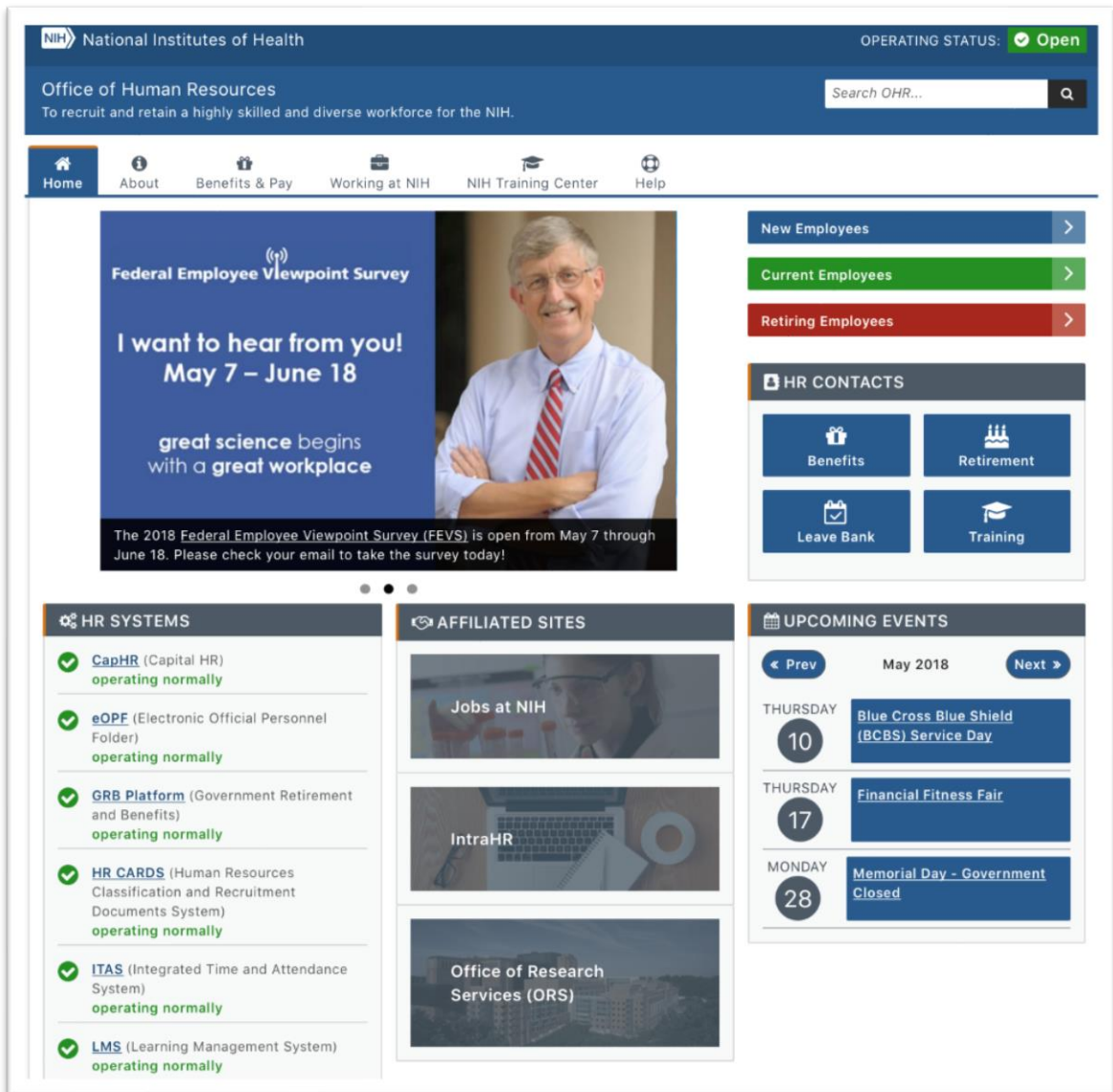
2017 Redesign

OHR launched a new [website](#) that was developed according to feedback from our customers! We partnered with eight ICs to ensure the site would have the information our customers need and want. Changes include simpler language and understandable terms, modern design with easier navigation, as well as targeted information with areas for new, current, and retired employees. The website was developed with responsive design so it is accessible on all devices.

Highlights include:

- [Frequently Asked Questions Repository](#)
- [Operating Status of HR systems](#)
- [New Benefits Newsletter format](#)
- [Exclusive HR Events Calendar](#)

PROGRESS

Training Programs

OHR invests in people through the development of existing staff to ensure we are cutting edge!

Mid-Level Leadership Program

(183 participants)

"[MLP] brought the group of disconnected NIH staff together, and gave us the ability to bond and share in a safe environment, and to learn!"

Senior Leadership Program

(112 participants)

"The Senior Leadership Program is a great opportunity for feedback and to work on developing areas that are otherwise things we tend to neglect."

Executive Leadership Program

(20 participants)

"I've worked very hard to apply many of the leadership activities and lessons into my day to-day business. Not just for an improvement in my management style, but to exert and promote leadership qualities that I value."

Award for *Best* Leadership Development Program

Presented to the NIH Training Center by the Human Capital Management for Government (HCMG). The award recognizes "the best program focused on training and preparing future leaders, who can develop cutting-edge human capital strategies, communicate effectively, manage performance and lead in a joint environment."

226

Members of the acquisitions community were trained to earn their FAC-C Level 1 certification based on new requirements mandated by the Senior Procurement Executive at HHS.

PROGRESS

The NIH Journey

Transition from onboard to departure, OHR provides resources each step of the way!

Recruitment
Recruitment Package Preparation and Hiring Resources

Training
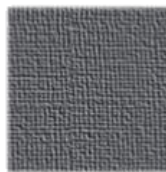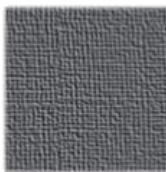Leadership Development Programs, NIH Training Center and the Learning Management System (LMS)

Benefits
Read about the latest news, the NIH Leave Bank, Employment Verification (TALX), Resources and Financial Awareness

Onboarding
New Employee Orientation, Mandatory Training Inventory and Community Resources

Life Events
Balancing Work/Life at NIH, as well as information on Benefits & Pay, Leave Guidance and Workers' Compensation

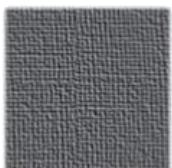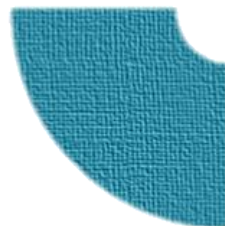### Employee Engagement
Tools and resources are available. Also Individual Development Plan (IDP) Consultation
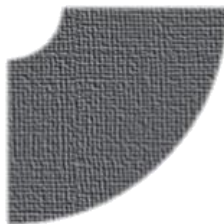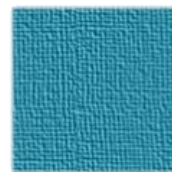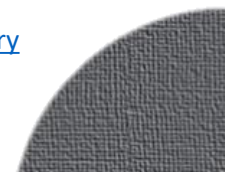
Departure
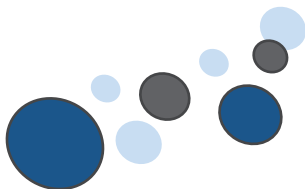NIH Exit Survey Action Planning and Retirement Planning
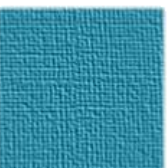
Risk Management
Learn about the Civil Program and Resources, as well as Workforce Planning and Employee Relations

PEOPLE | PARTNERS | PROGRESS