



PEOPLE | PARTNERS | PROGRESS

OHR
ANNUAL REPORT
CALENDAR YEAR 2016



Annual Report: Transition

Calendar Year 2016



Letter from the Acting OHR Director



2016 was an exciting year for the NIH Office of Human Resources (OHR) as we made significant transitions in several areas. From changes in many OHR leadership roles to embracing our One OHR approach to accomplish our mission, our updated vision, and our added values, this year provided many opportunities to refine how OHR is shifting to a consultative approach which provides options and solutions to forward IC and NIH objectives.

To realize our unified One OHR community, we knew significant changes would need to occur. These changes require the commitment of our team working in collaboration with our NIH partners to define our progress as we constantly strive to improve as an organization. In reflecting upon CY2016, I am pleased to report on significant accomplishments and provide a snapshot of some of the services our dedicated, committed OHR staff provide.

One of the most notable accomplishments during CY2016 was the stabilization of our workforce, particularly within our Client Services Division (CSD). The success of this effort was realized in large part due to our commitment to employee development and engagement. While we determined staff stabilization was a priority for us, we also placed emphasis on strengthening key partnerships to offer new and improved programs to support employees and managers, we moved forward with initiatives such as performance development and talent acquisition planning, we enhanced our focus on the quality of our services, and updated key human resources policies.

These are just a few highlights beyond performing our regular yet demanding operational requirements. I encourage you to read this report to see some of our highlighted activities for CY2016 and to learn more about our upcoming plans.

Sincerely,

Julie Broussard Berko, MPA

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OHR Overview

Mission

To **recruit** and **retain** a highly skilled and diverse workforce for the NIH.

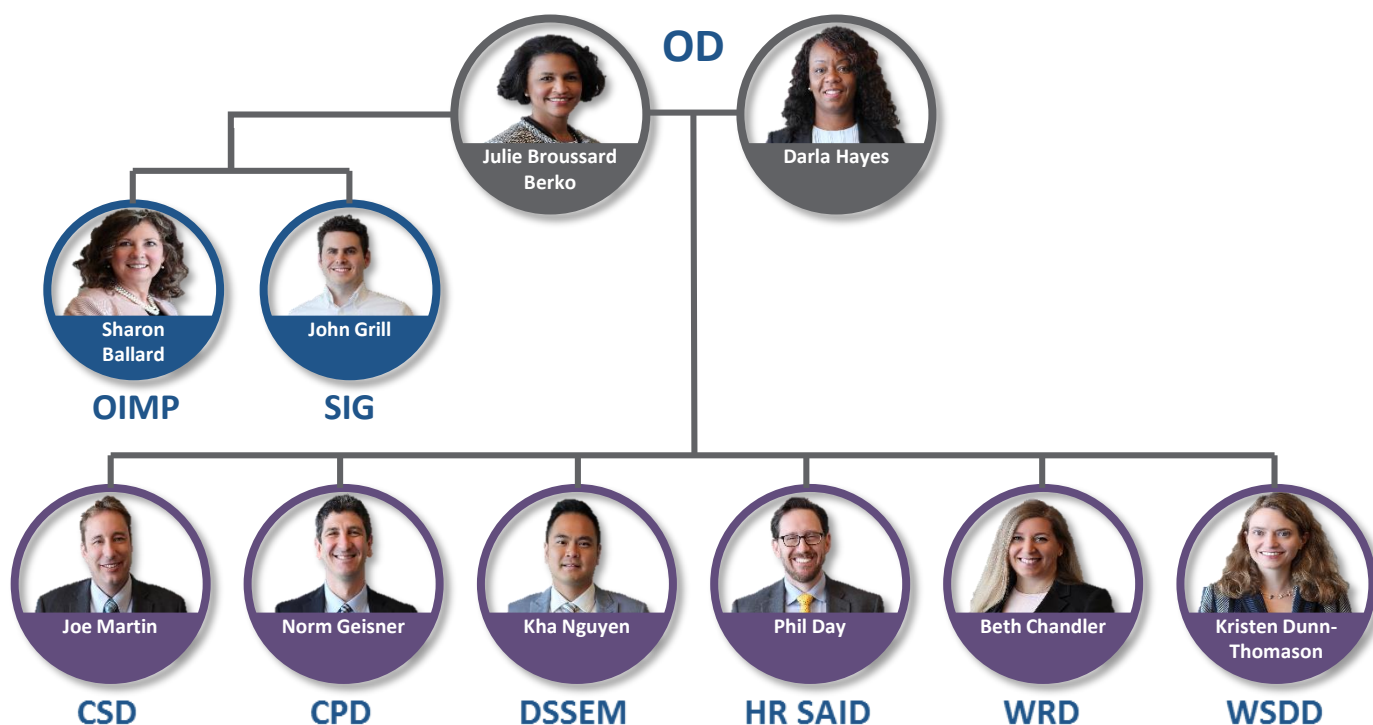
Vision

To be a catalyst for a **thriving** workforce that best meets the ever-changing needs of biomedical research.

Values

People, Partners, Progress

While OHR announced our leadership transitions when they took place, many of our leadership team are new to their roles. Here are the faces to put with the names.



OD: Office of the Director; **OIMP:** Office of Internal Management and Planning; **SIG:** Strategic Initiatives Group; **CSD:** Client Services Division; **CPD:** Compensation and Policy Division; **DSSEM:** Division of Senior Scientific Executive Management; **HR SAID:** HR Systems, Analytics, and Information Division; **WRD:** Workforce Relations Division; **WSDD:** Workforce Support and Development Division

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Partners: HR Advisory Committee (HRAC)

In May 2016, OHR reinstated the HRAC, a monthly IC customer committee designed to increase customer input on HR strategies and priorities. The committee provides a forum for multidisciplinary dialogue on HR issues.

Here is a list of OHR's key IC collaborators who participated the inaugural HRAC meeting:

Name	Title	Institute / Center
Ms. Colleen McGowan	Deputy Executive Officer	Clinical Center
Dr. Rene Etcheberrigaray	IC Deputy Director	Center for Scientific Review
Dr. David Schneeweis	Deputy Scientific Director	National Eye Institute
Ms. Ellen Rolfes	Executive Officer	National Human Genome Research Institute
Ms. Kathleen O'Sullivan, MBA	Executive Officer	National Heart, Lung, and Blood Institute
Ms. Jessica Schwartz Moreno	Sr. Admin	National Institute on Aging
Ms. Judy Wongsam	Sr. Admin	National Institute of Allergy and Infectious Diseases
Dr. Wilson Compton, MD, MPE	IC Deputy Director	National Institute on Drug Abuse
Dr. Andy Griffith	Scientific Director	National Institute on Deafness and other Communication Disorders
Dr. Bob Angerer	Scientific Director	National Institute of Dental and Craniofacial Research
Ms. LaVerne Stringfield	Executive Officer	Office of the Director

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The NIH Journey

A thriving workforce in the ever-changing biomedical research sector requires a smart game plan to transition from on-boarding to NIH departure with resources at each step to navigate the way. Partner with OHR for every move for a winning play!



Recruitment

[HR CARDS](#), pre-recruitment strategy meetings, hiring [authorities and flexibilities](#)



Onboarding

[New Employee Orientation](#), [mandatory training](#) during orientation, District of Columbia, Maryland, and Virginia (DMV) [community resources](#)

Benefits

NIH [Leave Bank](#), [TALX](#), updates during life-change [events](#), benefits [resources](#) and [news](#), financial planning

Employee Engagement

NIH Employee [Engagement Toolkit](#), NIH Directors' [Awards](#), Individual Development Plan (IDP) [consultation](#), work/life [balance](#)

Training

[NIH Training Center](#), Learning Management System ([LMS](#)), leadership development [programs](#)

Life Events

[Changing benefits](#), leave guidance, [worker's compensation](#), workplace flexibilities, qualifying life events, open season

Risk Management

Employee and labor relations, [Civil program](#), policy guidance, [workforce planning](#)

NIH Departure

[Exit survey action planning](#), retirement planning, workforce analysis

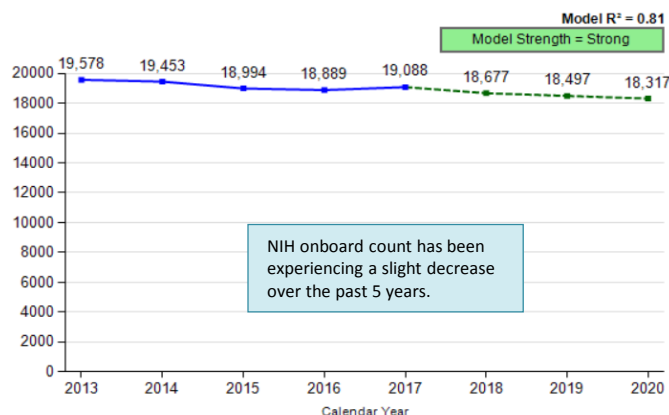
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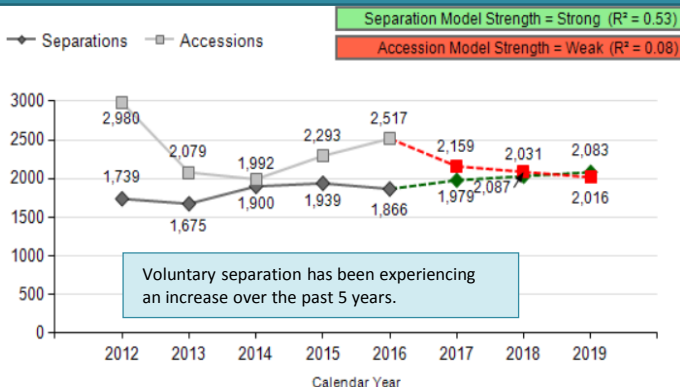


NIH Workforce at a Glance

NIH Onboard Trending Count

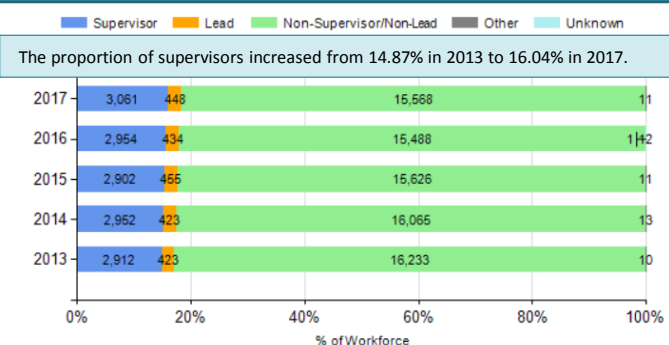


NIH Voluntary Separation* & Accession Trending Counts

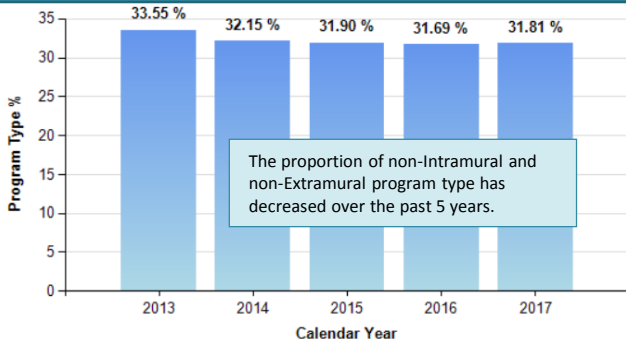


*Includes both IC to IC movements and separations from NIH.

NIH Supervisory/Non-Supervisory Status



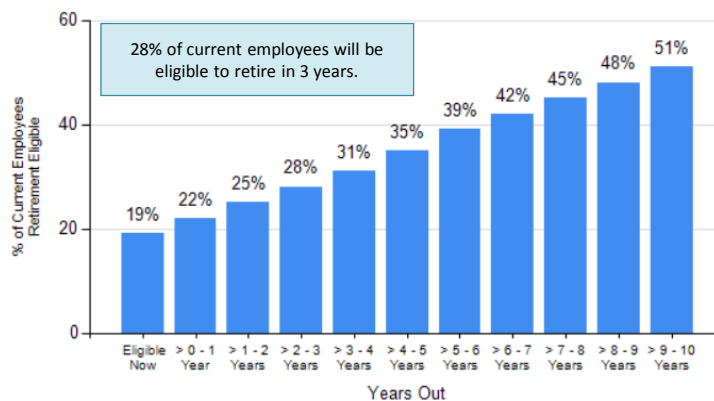
NIH Program Type "Other" Workforce Proportions



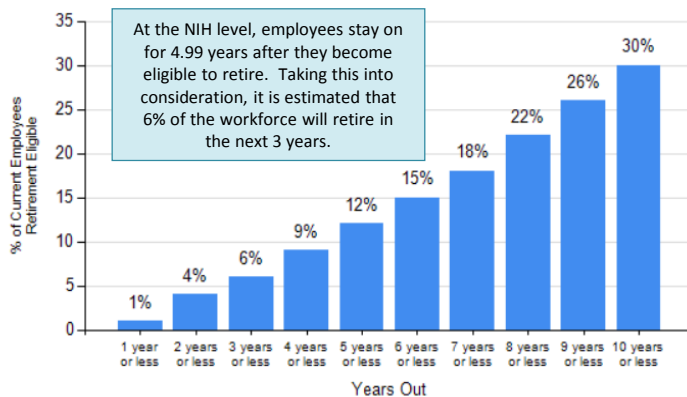
Go To **SMARTHR Workforce Analytics Module**
For IC-Level Data and Additional Reporting Capabilities

<https://smarthr.od.nih.gov>

NIH Cumulative % of Employee Eligible to Retire



NIH Adjusted Cumulative % of Employee Eligible to Retire



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2016 By The Numbers

To ensure the OHR mission, vision, and values connect to the results you see, the following is a snapshot of metrics we currently track and how they connect to our purpose. Our transition to the simplified vision and addition of our core values will shape our larger strategic plan that is under development, so we can best deliver proactive solutions for NIH's human capital management needs.

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

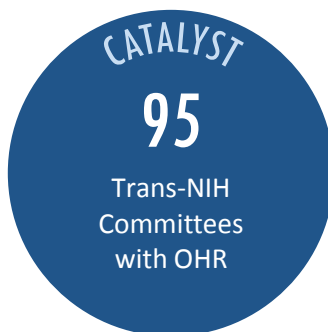
People



Partners



Progress



Percentages reflecting a difference represent change from CY15 levels

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2016 Highlights

SES Reform - Co-led the OpDivs design team for SES Reform, a multi-agency group that developed a number of guides and checklists to improve SES recruitment and onboarding. NIH OHR piloted streamlined recruitment and onboarding tools built by the SES Reform teams and will continue to do so in CY2017.

Benefits Open Season – In addition to the traditional Benefits Open Season, OHR successfully managed the Federal Employees' Group Life Insurance (FGLI) Open Season, the first in 12 years, processing approximately 1,500 applications. OHR benefits staff also hosted 3 highly successful Financial Fitness Roundtables.

Federal Employee Viewpoint Survey Administration – OHR developed a trans-NIH FEVS communication strategy with the launch of the [FEVS Communications Toolkit](#) containing tips, a sample communications timeline, and numerous email templates. These efforts, in concert with the ICs' individual efforts, resulted in an NIH-wide 2.7% increased response rate from 2015.

HR Information Technology Refresh – OHR provided over 35 Subject Matter Experts to participate in the HHS HR system modernization activities that ensured Title 38 & Title 42 business needs are met within the upgrade. OHR's continued participation and advocacy in department led efforts assure that the technology works for NIH's unique business needs.

Title 42 – OHR implemented changes to the Title 42 programs, policies, and processes to further strengthen oversight and controls while making the process more efficient and consistent across NIH. Changes included revisions to the IC Directors/NIH Deputy Directors Compensation Model, the Title 42 2016 Spring Guidance, the Clinical Fellow on-call policies and rates, to name a few.

Workforce Analytics - Launched the Workforce Analytics module in [SMARTHR](#) to leverage predictive analytics to facilitate NIH Senior Leadership's strategic planning and encourage a proactive approach to workforce reporting.

NIH-wide communications - Created and published HR News on a weekly basis including over 230 HR-related articles, communicating both policy changes and general updates on variety of subjects.

NIH ExLP Leadership Development Program – OHR redesigned the NIH ExLP program for high-level impact. Updates include: off-site leadership immersion to foster deeper relationships, learning, and collaboration; expanded curriculum for Change Management, Innovation, and Crisis Management; and added the amount and depth of involvement of top NIH leadership.

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Services that Make a Difference

OHR services reflect our commitment to our core values and enable us to leverage resources to recruit top talent, foster an engaged workforce, promote development at all staffing levels, provide support when needed most, and foster a safe workplace throughout NIH employee's careers.

The NIH Corporate Recruitment Unit (CRU) Supporting Diversity and Inclusion –

Joined with partners in **72** events with over **22** schools with a minority majority student body.

Generated **14,883** new social media followers over five social media channels. Posted over **1000** social media items.

Increased university connections with **82** faculty and **684** students by partnering with Trans-NIH Recruitment Forum members, to create and execute a **multi-university outreach** initiative to Hispanic Serving Institutions and Historically Black Colleges and Universities.

This initiative—the NIH Road Trip, was the recipient of The **OD Honors Award in 2016**.



“ I knew the **Management Seminar Series** would be a great opportunity to network, but I was surprised by the number of **trans-NIH connections** I made. I have made friendships that will potentially last my entire career. ”



The Civil team also facilitated **6** training sessions to **share best practices** with external organizations including Peace Corps, USAID, the National Science Foundation, the January OPM ER/LR Roundtable, the HHS Office of Women's Health, and the IPMA 2016 International Training Conference.

The **Leave Bank**

allowed me to stay home to heal, reduce my recovery time, and return to work quickly.

“ I am truly **grateful** to this program and **highly recommend** it to others! ”



NIH HR contributed to a safe and violence-free workplace—managed **148** Civil cases in CY2016 (**up 18%** from CY2015),

25 customized training sessions (**up 14%** from CY2015), and collaborating with the ORS Division of Emergency Preparedness and Division of Police to provide **33** NIH Safety and Security training sessions (a **230% increase** from CY2015).

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In this transitional year, our **people** continuously demonstrated our **One OHR** commitment to you, our strategic **partners**, to achieve the proactive solutions that will define our **progress** in support of the NIH workforce.





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