



ANNUAL REPORT 18 | 19

NIH ADMINISTRATIVE TRAINING COMMITTEE



Growing Future Leaders in Administrative Fields



PMF PRESIDENTIAL
MANAGEMENT
FELLOWS PROGRAM
U.S. OFFICE OF PERSONNEL MANAGEMENT

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NIH Administrative Training Committee



The mission of the Administrative Training Committee (ATC) is to develop a highly skilled and diverse NIH workforce of management leaders who can support and expand NIH's world-class research mission now and into the future. As an advisory body to the NIH Deputy Director for Management, the ATC works in partnership with the NIH Training Center (NIHTC) to develop policies and plans for administering the Management Intern and the Presidential Management Fellows programs as well as candidate recruitment and retention.

To date, the MI and PMF programs have produced almost 650 graduates who have gone on to serve in a variety of NIH leadership positions. With a proven track record and demonstrated value, the ATC and the MI/PMF programs have helped NIH fulfill its mission as the nation's medical research agency—making important discoveries that improve health and save lives.

Background

Program Descriptions

The Management Intern (MI) and the Presidential Management Fellows (PMF) programs have been a part of NIH since 1957 and 1985, respectively. Many of NIH's senior administrative leaders are alumni of these esteemed programs. Graduates gain a broad understanding of NIH, developed during unique training rotations through a range of administrative and programmatic areas in a variety of Institutes, Centers, and Offices.

	
<p>Two-year internship 1957</p> <p>Provides current NIH employees with the opportunity to explore changing career tracks</p>	<p>Two-year federal fellowship 1985</p> <p>Attracts advanced degree candidates from varied disciplines with interests in public service</p>
<p>Mentorship Rotations IDPs Training Performance Evaluation</p>	

These two-year programs are highly competitive, attracting and retaining the best and the brightest candidates. Participants develop Individual Development Plans (IDPs) and select rotational assignments that are tailored to meet their career development goals

and the agency's long-term succession planning needs in areas including budget and finance, communications, program and management analysis, information technology, grants management, acquisitions, and human resources. Interns and fellows have a dedicated formal mentor who guides them throughout their tenure. MIs/PMFs develop leadership, management, and communication skills by participating in a variety of NIH wide projects and on committees for events such as the Intern/Fellow Orientation, Management Seminar Series, and Graduation program.

“Infusing Future Leaders into Administrative Fields”

Management Intern Program

Since its inception in 1957, the MI program has offered key resources, targeted training, and hands-on experience to motivated NIH employees who are interested in pursuing new administrative and management opportunities. Many MIs use the program to move



from the bench or clinical work to administrative careers, or to shift from para-professional positions into a professional job series. All MIs are current NIH employees and serve in at-large positions.

The ATC MI Subcommittee oversees a rigorous recruitment and selection process. NIH MI recruitment typically begins in March and concludes in June, though dates in 2017 have been impacted by government wide hiring restrictions. NIH Title 5 staff may submit completed application packages online at

USAJobs, and eligible candidates are invited to complete a one-hour written exercise on a topic selected by the ATC MI Subcommittee. The written exercises are rated by NIH communication specialists, and top scorers are invited to participate in a group exercise to assess skills in communication, group dynamics, and problem-solving. A small number of finalists are then invited to a panel interview before the ATC MI Subcommittee to assess leadership, analytical, interpersonal, and resourcefulness skills.

Presidential Management Fellows Program

The PMF program targets advanced degree candidates who have a passion for public service and who possess exceptional leadership, communication, analytical, and interpersonal skills. The application and assessment process begins each fall and is managed centrally by the Office of Personnel Management (OPM). NIH has participated in the program since 1985 and there are three types of PMFs hired at NIH:



- **At-Large PMFs** are hired by the Office of Human Resources (OHR), and work with the Office to create their own schedules of 3- to 4-month rotations throughout NIH. These rotational opportunities provide on-the-job training with exposure to senior leadership.
- **Designated PMFs** rotate throughout one Institute or Center (IC), with at least one rotation outside of the IC.
- **Targeted PMFs** are hired for a specific position for two years, except for a required 4- to 6-month developmental rotation assignment.

NIH continues to hire a variety of PMFs each year. Interested ICs work with OHR to develop appropriate job descriptions which are entered into an U.S. Department of Health and Human Services (HHS) system to gather applications. OHR’s Global Recruitment Unit (GRU) adjudicates for veterans’ preference and qualifications and sends certificates to hiring managers. The ATC PMF Subcommittee interviews candidates for at-large positions, while ICs interview candidates for designated and targeted positions. All offers are extended by the OHR/GRU.

For more information on the PMF program and eligibility requirements, visit <http://pmf.gov/>.

Comparison of Programs

A brief comparison of the current programs administered by the ATC is provided in the chart below.

<i>Program</i>	<i>Audience</i>	<i>Current Program Size</i>	<i>Program Components</i>	<i>Leadership Pipeline?</i>	<i>Core Admin Rotations?</i>	<i>Budget Source</i>
<i>At-Large PMFs</i>	External to NIH; Hired at GS-9	4	Multiple rotations, Cross-organizational, Trans-NIH experience	Yes	Yes	OHR
<i>Management Interns</i>	Current NIH employees; Hired at GS-7–11	4	Multiple rotations, Cross-organizational, Trans-NIH experience	Yes	Yes	OHR
<i>Designated PMFs</i>	External to NIH; Hired at GS-9 or 11	5	Multiple rotations within IC (NCI) or across NIH (NIAID)	Yes	No	IC
<i>Designated Targeted PMFs</i>	External to NIH; Hired at GS-9 or 11	11	Generally, just one rotation, IC-specific and job-specific experience	Sometimes	No	IC

Program Administration and Oversight

The Deputy Director for Management (DDM) serves as the overall champion of the intern and fellows programs for NIH, providing career development and succession planning. The ATC is an advisory body to the DDM, working in partnership with the NIH Training Center. The ATC is composed primarily of leaders at the GS-14 through Senior Executive Service (SES) levels from across NIH. Members are nominated by the IC executive officers. The committee's primary responsibility is to oversee the MI and PMF programs, support and encourage leadership development of interns and fellows, and create policy and guidance for the programs in collaboration with OHR.

Each intern/fellow program has a corresponding ATC Subcommittee that works closely with the program manager and staff of the NIH Training Center. Subcommittee efforts focus on program oversight and activities in support of recruitment, development, and retention of interns/fellows for their respective programs.

The NIHTC is a component of the Workforce Support and Development Division in OHR and has operational authority and responsibility for the centrally funded, at-large intern/fellow programs. Each NIHTC program manager supervises interns/fellows within their respective program and coordinates and delivers the components of the program.

Interns/fellows are required to identify a formal mentor for the duration of the program. Mentors are high-level staff from across NIH who volunteer and commit to a two-year relationship with the intern/fellow to provide critical guidance, networking, and institutional knowledge. Mentors approve training requests and IDPs, identify potential rotation experiences and informational interviews, and assist interns/fellows in meeting their specific program requirements.

Interns/fellows are expected to rotate throughout the organization over the two-year duration of their program. Rotational supervisors oversee the day-to-day activities of the intern/fellow and provide a performance rating at the end of the rotation.

Each ATC Subcommittee includes one extern from the class of recent graduates who serves in the capacity for one year unless a term extension is warranted. In addition to supporting the ATC Subcommittees, externs serve as liaisons between current interns/fellows and the ATC. The graphic on the next page depicts the components of the NIH Intern/Fellow programs and participant responsibilities.



Key Policies

A variety of policies govern the MI/PMF programs. The following is a brief list grouped by the source of the policy.

- **Office of Personnel Management**
 - Pathways Program – An initiative to help agencies recruit and hire America’s well-qualified students and recent graduates into rewarding careers in the federal public service.
 - Veterans Preference – A policy applied by OPM when selecting program finalists and again by NIH during the hiring process before making offers to candidates. At NIH, all veterans on a list of eligibles must be hired before nonveterans can be considered.
 - Career Opportunity Training Agreement (COTA) – A career development tool used by the MI program that allows double credit for experience, such that an MI who is seeking to qualify for a position can spend six months rotating in that role and be eligible as if they have been in that role for a year.

- **Science, Technology, Engineering, and Mathematics**

A two-year pilot program to recruit PMF candidates in Science, Technology, Engineering, and Mathematics (STEM) fields. The ICs used this program extensively for designated PMFs. Although STEM candidates will remain in the PMF pool, OPM no longer provides this as a separate, stand-alone program.

- **Health and Human Services**

- All PMFs must be selected through the OPM announcement and recruitment process.
- PMFs have a Full Performance Level (FPL) to the GS-13.
- HHS does not allow Appointments Above the Minimum (ATMs) for the PMF program.
- Initial Appointments:
 - At-large PMFs are hired at the GS-9 level. Designated PMFs are hired at the GS-9 level or may be appointed at the GS-11 level if the candidate has a doctoral-level degree.
 - MIs are hired at the GS-9 or GS-11 level, depending on their position prior to conversion to an MI.
- Conversions to Permanent Positions:
 - At-large PMFs have an FPL of GS-13, but designated PMFs may have an FPL at the GS-14 if they were initially appointed at the GS-11 level AND the conversion position supports a GS 14 FPL.
 - MIs have an FPL to the GS-12 level and may not be at a higher grade than the GS-11 level while in the program.
- At-Large Core Rotations:

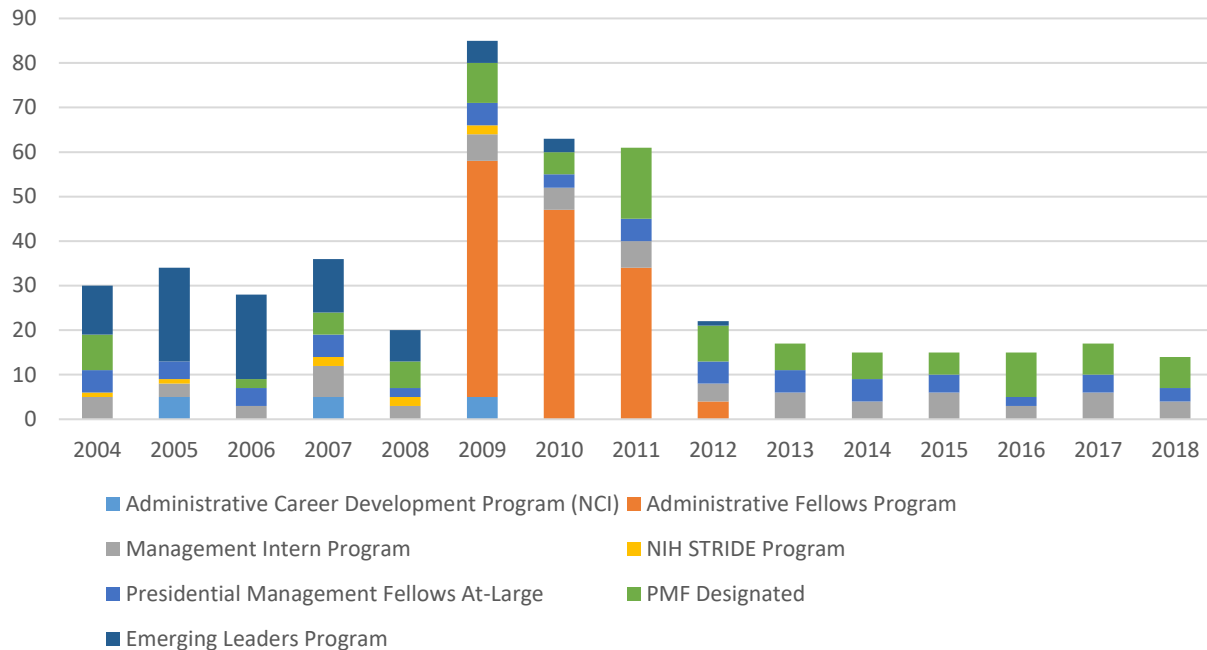
All At-large interns and fellows are required to complete three core rotations, including at least two in administrative management, budget, human resources, and grants management. The third core rotation can include one of the above additional rotations, but may also include rotations in acquisitions, communications, information technology, and program and management analysis.

Historical Background

NIH has used a variety of staff development programs to develop its leadership over the years. Many of these programs, such as the Management Cadre Program, Administrative Fellows Program, Emerging Leaders (an HHS initiative), and the STRIDE program no longer exist, either due to changes in NIH administrative requirements or

OPM guidance. However, The PMF program has also been broadened to include the use of designated positions. All of these programs have been tracked over time to better assess how NIH is meeting critical recruitment and training needs. Graduates of these programs have historically stayed at NIH, and many have also participated in NIH's mid-level, senior, and executive leadership programs.

Graduates Per Program 2004-2018



Note: 2017 and 2018 graduation numbers assume that all MIs and PMFs currently onboard will graduate from the programs.

Strategy

Recruiting the Right Talent

To recruit the right talent into the intern programs, the ATC begins by taking a broad look at the administrative needs across NIH. Through OHR, the ATC has access to NIH-wide data on attrition, retirement, and hiring trends per job function, providing a starting point for anticipating administrative job gaps at NIH. It is also important to account for factors affecting workforce trends (e.g., technology and policy changes). Once we have identified target positions for ATC efforts, we determine which skills and competencies are needed. In addition



to functional and technical expertise, key competencies include soft skills such as emotional intelligence, communication skills, and adaptive thinking. Our current job application and interview processes provide an initial opportunity to describe and market the critical job functions that we hope to fill with new interns and fellows. This is a crucial step for setting candidate expectations, conveying the importance of mission-critical administrative jobs, and identifying candidates' soft skills and other competencies. Each year, the ATC reassesses its initial assumptions to determine if efforts over the past year have achieved the desired results. Our recruitment strategy is modified as needed for the coming year to adapt to the changing work environment and staffing needs.

Use of the Intern/Fellows Programs to Help Fill Key Positions

Establishing clear pathways to more satisfying and meaningful careers at NIH is essential to attracting and retaining high-caliber prospective candidates. The ATC champions a strategy that incorporates effective communication, employment branding, broad sourcing, job prioritization, two full years of rotational opportunities, and the promotion of a diverse workforce to help strengthen our recruitment and retention of top performers. Through unique partnerships with hiring managers, IC leaders, human resources specialists, training professionals, and rotational supervisors, the IM/PMF programs are able to develop leaders to help meet NIH's future staffing needs.

Over the years, intern/fellow recruitment targets have shifted to address immediate NIH priorities. For example, from 2007–2010, the Administrative Fellows Program addressed a large-scale need for hiring high-performing administrative staff in fields ranging from Administrative Officers to Contract Officers. This time-limited program had a major impact on NIH, graduating as many as 53 interns in 2009. This year, due to a hiring freeze and budget uncertainties, the ATC paused recruitment of the MI and At-large PMF programs. Because they were exempt from the HHS hiring freeze, there was a great deal of interest by the ICs in the designated PMF program, and 16 designated PMF were hired.

Future Opportunities and Challenges – Options to Maximize Value

In coordination with ICs, the ATC leverages the intern and fellows programs to help address recruitment, retention, and succession planning challenges in the NIH community. As we look ahead to future opportunities and challenges for the ATC and the programs it oversees, several questions arise:



- How can the ATC help enhance NIH's competitive edge in recruiting and retaining the best talent for the agency?
 - How can the ATC be more proactive in identifying and filling mission-critical gaps in the ranks of administrative staff?
 - What are the best strategies to ensure that interns/fellows continue to grow their careers at NIH after graduation?
 - How can we continue to utilize the full breadth of NIH administrative training opportunities and flexibilities to strategically meet NIH's mission needs?
- What is the continued role of these programs during times of workforce restructuring, reduction, and limited budgets?

Given the current uncertainties about agency budget and staffing levels, it is the goal of the ATC to take a strategic approach in targeting the recruitment and training programs.

Guiding Principles for ATC FY 18 Recruitment Cycle

In response to the hiring controls related to Optimize NIH efforts, the ATC proposed recommendations to the NIH Deputy Director for Management, Human Resources Advisory Committee, and Hiring Control Committee (HCC) that would ensure the continued support for these valuable recruitment programs at NIH. Based on the approval of these recommendations, the following Guiding Principles were put into effect:

The ATC and the collective NIH leadership understand the value of the MI and PMF programs. At the same time, NIH is currently facing many challenges, including uncertain budgets, hiring controls, and Optimize NIH activities associated with Reimagine HHS. The NIH must continue to invest in these internship programs because they provide critical succession planning of administrative leaders that support NIH's scientific mission today and in the future.

The below guidelines will allow the ATC to ensure the successful conversion of the current class and recruit for a new class of interns while taking into consideration the challenges we face.

Current Class of MIs/PMFs:

- Current onboard At-Large MIs and PMFs (3 MIs and 2 PMFs) have been given Exempt status by the HCC, which means the MI/PMF may convert without HCC approval, and they may convert to any position they qualify for, including scientific administrative support positions. These individuals are already

encumbering an FTE, and thus their conversion will not negatively impact the overall NIH FTE total. However, the FTE will be counted in the hiring IC's FTE ceiling.

- Designated PMFs have been given Exempt status by the HCC, which means the Designated PMF may be converted within their current IC, including into a scientific administrative support position. These individuals are already encumbering an FTE within that IC, and thus their conversion will not negatively impact the overall NIH or IC FTE total.
- In the event that a designated PMF's IC does not wish to convert the intern into a permanent position or would like to allow the intern to explore other opportunities, the ATC will distribute their resume to determine if another IC is interested in recruiting the PMF. If a PMF finds a position in another IC, they may be converted within that new IC, including into a scientific administrative support position. These individuals are already encumbering an FTE, and thus their conversion will not negatively impact the overall NIH FTE total. However, the FTE will be counted in the hiring IC's FTE ceiling.

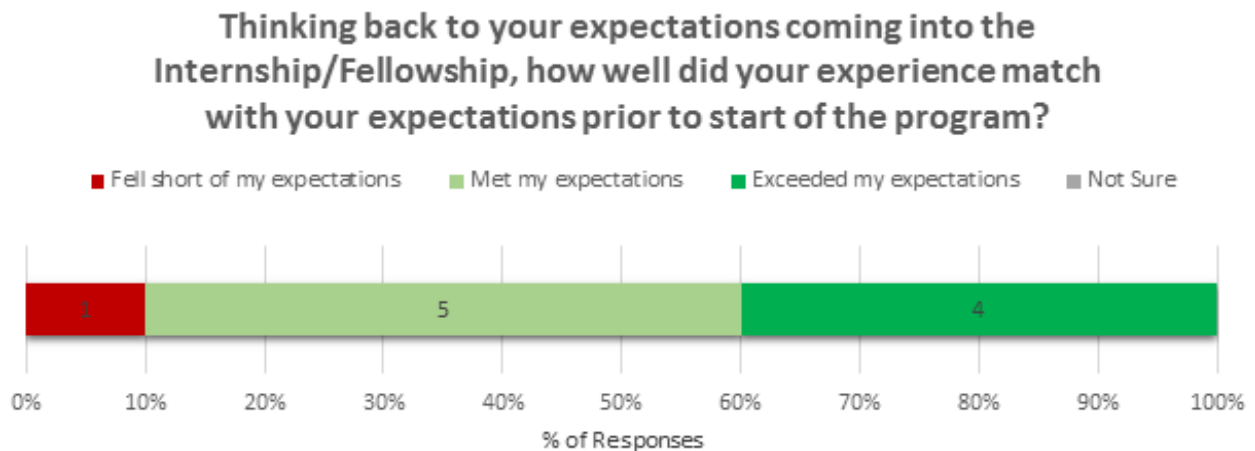
Future Class of MIs/PMFs:

- The ATC will launch a search to fill a combination of 8 At-Large MI and PMF positions in FY 2018.
- The ATC will establish a list of positions that are most likely to be hired at the end of the two-year period so that incoming interns/fellows can be strategic about the types of rotations and training they will need to maximize their conversion to an IC or their administrative field of choice.
- The ATC will partner with the Contracts and Grants Management community to determine whether the MI/PMF program can assist with their recruitment needs and provide the level of training and rotations to make them competitive/attractive for conversion in these two areas.
- Incoming At-Large PMFs will be informed that this is a two-year rotational internship, with **possible** conversion to a permanent appointment at the end of two years.
- Incoming At-Large MIs will be informed that to maximize their conversion potential to the administrative area that they would like to convert, they should be strategic in the selection of their rotations to maximize their competitiveness at the end of their internship.
- The ATC will partner with the IC Executive Officers to ask that all graduating MIs be given priority consideration given that they must be placed since they are on permanent positions.
- The ATC will partner with the IC Executive Officers to ask that all graduating At-Large PMFs be given priority consideration given NIH's two-year investment in their training and to maximize NIH's Return on Investment.

- All At-Large Interns/PMFs will be considered Exempt by the HCC, and thus will be able to convert to any position, including scientific administrative support positions.

Survey Findings/Data

Interns and fellows complete an annual survey about their program experience as part of the ATC’s ongoing program assessment. The 2016 survey indicated that 90 percent of respondents who were program graduates believed their experience would assist them in succeeding in their new positions. MIs and PMFs both ranked orientation, rotations, and mentoring as the most helpful elements of their programs. MIs found their training budget to be particularly helpful, while PMFs valued their meetings with the Executive Officers (EOs) and senior leaders in the NIH Office of Management (OM) to be the most useful. Ninety percent of respondents expressed that the program either met or exceeded their expectations.



In addition, 100 percent of respondents:

- Felt they were assigned meaningful projects in rotations
- Could balance rotational and programmatic responsibilities
- Planned to stay at NIH for at least five years, with 66 percent planning to remain at NIH indefinitely.

Survey data have also been used to identify opportunities to further develop and refine the intern/fellow programs. For example:

- After the one-year Progress Survey showed a decline in satisfaction with the intern SharePoint site, the ATC worked with the intern community to improve the site.
- The ATC and the NIHTC collaborated to address the roles of MIs/PMFs in planning the NIH Management Seminar Series (MSS).

- The ATC and the NIHTC are exploring additional opportunities to involve MI/PMFs in planning broad impact events across NIH.

Strategic Goals for the Coming Year

The ATC will continue to evolve and engage with its stakeholders, interns, and fellows to ensure that programs meet the changing needs and environment of the NIH and advance the careers of MIs and PMFs. The ATC will continue to partner with the ICs to attract and train exceptional employees and address succession planning and workforce development priorities through the following initiatives:

- Leveraging the MI and PMF programs to respond to hiring needs during challenging budgetary climates.
- Researching new recruitment opportunities to effectively and efficiently meet NIH's needs.
- Strengthening the MI, PMF, and program alumni communities through continuing education and engagement.
- Communicating to NIH leaders, managers, and supervisors to increase awareness of ATC programs.
- Reviewing programs and aligning marketing and recruiting approaches with all NIH stakeholders, including Boomer, Generation X, and Millennial populations.

Return on Investment

There is a significant return on investment (ROI) for the NIH and the individual ICs that host rotation experiences or ultimately hire an MI/PMF.

Participation

In any given year, the ATC will facilitate the graduation and conversion of MIs/PMFs into their new home IC, recruit the next class of MIs/PMFs, and continue to mentor and provide career development to second-year MIs/PMFs.

In September 2017, the ATC successfully graduated and converted the following individuals:

- MI: Rebecca Coca, Rick Hawkins, Steevenson Nelson, Sarah Scharf, Melissa Shue, and Erica Vass
- PMF: Michael Apata, Cooper McLendon, and Matthew Sierra

In August 2017, the ATC elected to not recruit for the MI or PMF At-large positions. NIH was successful in recruiting a class of 16 Designated/Targeted PMFs

Throughout 2016 to the present, the ATC successfully mentored and provided career development for the Class of 2018, which includes the following individuals:

- MI: Louis Choporis, Tammy Maggid, and Kristen Welch
- PMF: Todd Kliche, Jef Palframan, and Laura Prakash

Notable Contributions Made During Rotations



The MI/PMF Classes of 2017 and 2018 were involved in approximately 12,800 hours of rotations at 16 ICs, including the NIH Office of the Director. MIs/PMFs often take on meaningful assignments and tackle unexpected and complex projects that must be completed quickly. Rotations provide outstanding career development experiences for each MI/PMF and a tangible ROI for each IC that has hosted a 3- to 6-month rotation opportunity. Highlights of notable accomplishments by MI/PMFs during several IC-hosted rotations are described below:

- MIs/PMFs contributed to the development of a personnel profiles tool that enables the NIH Office of Science Policy (OSP) to share information about the specific skills and topic interests of people within the office, thus enabling better leadership matching of personnel to projects, and staff-level determination of resources within the office. This tool was primarily developed by a small team of OSP staff, which included two PMFs. It was developed during the fall of 2017 and spring of 2018, and it was launched in March of 2018.
- MIs/PMFs were tasked with finding a better way to convey Federal Employee Viewpoint Survey (FEVS) results to senior management. The PMF developed an electronic dashboard which conveyed FEVS data in an interactive and intuitive way, resulting in senior managers gaining more powerful insights by which to make crucial management decisions affecting their IC. The dashboard was subsequently adopted by several other ICs across the NIH.
- MIs/PMFs redesigned and facilitated NIH's SafeZone training, a three-hour interactive learning experience to promote NIH community awareness and education about the needs and concerns of people who identify as sexual and gender minorities
- MIs/PMFs developed an Awards Calculator Tool designed to automatically calculate award pools by office/division within an IC and automatically validate OHR SmarHR awards source data against CapHR data.
- MIs/PMFs organized a Blue-Ribbon Panel meeting on vaccine adjuvant research. The project required an extensive scientific portfolio analysis of 300+

grants and contracts, and the results of the analysis and BRP meeting laid the foundation for an 8-10-year strategic plan.

- MIs/PMFs strengthened international scientific relationships between the NIH and Indonesia, Mali, and Taiwan. This resulted in the initiation and completion of clinical trials, international scientific workshops, scientist exchanges, and resource sharing to advance global research on infectious diseases.

A Focus on Training

Each year, the ATC welcomes a talented pool of MIs/PMFs with advanced degrees and/or extensive experience. Rotational placements provide opportunities to become familiar with the dozens of varied administrative and leadership career paths at NIH, and formal training experiences allow for in-depth exploration of complex IC projects. In 2017, interns and fellows were provided with a training budget of \$2,500 per person, which was augmented by a number of internal training programs such as the NIH Management Seminar Series, and the MIs/PMFs took an average of 125 hours of training, amounting to about \$20 per training hour.



MIs/PMFs also contribute while learning by serving in critical roles on NIH committees and workgroups. Below is a list of roles and committees that MIs/PMFs supported in 2017:

- Executive Secretary, Intramural Administrative Management Council
- Executive Secretary, Extramural Administrative Management Council
- Executive Secretary, Deputy Ethics Council
- Executive Secretary, CIVIL Advisory Committee
- Member, Budget Execution Class Development Committee
- Member, Management Analyst Working Group
- Member, Budget Analyst Working Group
- Member, Adult Dependent Care Committee
- Member, ATC Funding Model Working Group (multiple members)

Hiring Flexibilities to Fill Important Positions

MI/PMF hiring authorities provide NIH supervisors and managers with additional options for filling critical staff positions. The rigorous recruitment process for MIs/PMFs and their two-year immersion into many ICs and programs enables candidates to graduate from their programs ready to hit the ground running. PMFs are often exempt from potential hiring freezes, providing additional hiring flexibilities.

Return on Investment – Long-Term Contributions

MIs/PMFs continue to give back to the NIH community long after graduation from their respective programs. Each year, former MIs/PMFs are appointed to the ATC or the MI and PMF subcommittees. This year's committees were comprised of 14 former MIs/PMFs. Five former MIs/PMFs provided rotational placements and six served as mentors this year for members of the current class.

MI/PMF alumni have been integral to creating resources for the incoming class. This past year, three former alumni were involved in creating a budget rotation checklist for current MIs/PMFs who were interested in a budget rotation or career. The checklist also helped rotational supervisors identify relevant projects. This checklist was then also used to augment an EO/OM Strategic Planning initiative to ensure a robust training and succession program for the budget community.

In February 2016, the ATC formed a focus group to address concerns of MI/PMF alumni regarding gaps in engagement with the program following conversion to a permanent position. The focus group met with and solicited feedback from current and former MIs, PMFs, and Administrative Fellows. Based on results from the survey, three workgroups were formed to establish engagement resources that could be used by alumni, potential rotational supervisors, and current MIs/PMFs. Workgroup goals include developing an alumni profile database and planning alumni networking, informal mentoring, and reunion events.

Over the years, many MIs/PMFs have gone on to serve in critical NIH leadership positions. Below are a few notable examples:

- Executive Officers in NIDA, NIDDK, NCCIH, NCATS
- Deputy Executive Officers in OD, NIDCD
- Budget Officers in NCATS and NIGMS
- Director, Office of Acquisition and Logistics Management, OD
- Director, Office of Scientific Policy, Planning, and Communications, NIAMS
- Chief, Science Policy and Planning Branch, NIDCD
- Director, Office of Internal Management and Planning, OHR
- Director, Office of Workforce Management and Development, NCI
- Ethics Coordinator, NIAMS
- Senior Leadership in the NIH Office of AIDS Research

Communication Efforts and Strategy

Key responsibilities of the ATC include marketing and promoting the MI/PMF programs across NIH, as well as communicating with the ICs to understand their hiring and

administrative needs. Some of the successful communication strategies are highlighted below.

Communicating Successes and Accomplishments

- **NIH Community Involvement**

ATC members, current and former interns/fellows, rotational supervisors, and NIH/IC leadership officials often share first-hand knowledge and experiences at trans-NIH meetings, workgroups, and committees. For example, in 2016, presentations were made at both EO meetings and the Scientific Training Managers' meeting to help educate participants about how the MI and PMF programs can benefit their ICs.

- **ATC Website**

The ATC's website <https://trainingcenter.nih.gov/atc/> provides key information about MI and PMF program eligibility and the application process. The MI page promotes the MI email listserv for continuous program engagement and features [profiles of current and past interns](#).

- **NIH Newsletters**

The ATC regularly promotes the MI/PMF programs through the biweekly staff newsletter, the [NIH Record](#); the bimonthly intramural staff newsletter, [The Catalyst](#); and the NIH Training Center's quarterly newsletter, [Highlights](#). Contributions made by current and former interns/fellows are featured and articles are often authored by interns and fellows.

- **Management Intern Subcommittee Marketing Plan**

The Management Intern Subcommittee has embarked on a year-round marketing plan to raise awareness of the program to prospective applicants, rotational supervisors, and the broader NIH community. The committee maps out their activities in quarterly cycles with ongoing monthly progress reviews, as illustrated below:

Management Intern Ongoing Recruitment and Marketing Plan



Goal: Recruit potential MIs and market the program to the NIH community year-round.

- **Alumni Engagement Activities**

MI/PMF alumni have a long tradition of giving back to the community and a desire to play an active role in past and current programs by sharing personal success stories and experiences, and serving as mentors, rotational supervisors, and/or as ATC members.

- **MI/PMF Orientation**

The onboarding process includes a two-week orientation for incoming candidates designed by current interns/fellows. Staff across administrative areas at NIH help set expectations and convey program information essential for success. Current MIs/PMFs gain experience in coordinating a key program, developing guidance, exploring best practices, and managing resources.

Recommendations for Future Communication Strategies

Suggested strategies for promoting the MI/PMF programs include the following:



Expand outreach to communicate the purpose and value of the MI/PMF programs across the broader NIH community

Seek input from the HR Advisory Committee, Office of Management, various NIH committees, EOs, IC leadership, OM leadership, and other key groups.



Utilize career maps

Work with ICs to develop and utilize tools to help interns successfully meet competency and training requirements targeted to careers in critical job occupations with higher vacancy rates. Encourage conversion into positions with a great need for new talent such as Budget, Contracts, and Administrative Officers.



Develop a social media presence

About seven-in-ten Americans use social media to connect, engage, share information, and entertain themselves.¹ Through targeted message planning, interns/fellows can directly engage potential candidates and others by posting news and information about their respective programs on social media platforms such as Facebook, Twitter, and LinkedIn, including those hosted by the Intramural Research Program, the NIH Office of Human Resources, and NIH Office of Equity, Diversity and Inclusion (EDI), and individual ICs.



Highlight the work and activities of MIs/PMFs through video vignettes

Videos allow audiences to hear directly from the fellows/interns and the rotational office staff. Vignettes can also cultivate a level of connection and commitment not typically found in more traditional marketing mediums. The NIH EDI office has used its [Telling Our Stories](#) video project very effectively to that end.

¹ Social Media Fact Sheet. January 12, 2017: Pew Research Center. Available at: <http://www.pewinternet.org/fact-sheet/social-media/>



Enhance publicity through NIH publications

Develop regular short articles for the *NIH Record* and *The Catalyst* to showcase an MI/PMF class, individual fellows, or a rotational supervisor. Include background on the intern/fellow, why they came to the NIH, anecdotes about their inspiration for applying to the program, lessons learned, and what rotational supervisors like about working with the programs. Include a photograph of the intern/fellow and the rotational supervisor.



Explore ways to develop a more visible presence on the [NIH employment page](#)

The ATC plans to partner with Jobs@NIH administrators to develop relevant content for the existing NIH employment page as tweets for their [@NIHforJobs](#) social media feeds. Content can include candid photographs of interns/fellows “on the job,” management program [videos from NIH](#) and [OPM](#), feature stories about current and former interns/fellows, and program contact information.

Training the Next Generation

The MI and PMF programs have a demonstrated ability to develop best-in-class candidates for NIH leadership positions. These programs provide experiences that uniquely position graduates to contribute to and lead a breadth of administrative functions at NIH from a multidisciplinary and cross-organizational perspective. Many graduates are already leaders in administrative management, including EOs, OM managers, and IC leadership officials, including deputy EOs, and office chiefs. The ATC continues to evolve to ensure that its programs and graduates adapt to changing NIH workforce needs.

NIH staff who are interested in serving on the ATC or as a rotational supervisor or mentor should contact the NIH Training Center.

- PMF: John Abrams – john.abrams@nih.gov, 301-451-3756
- MI: Bob Michon – bob.michon@nih.gov, 301-496-0264