Purpose

- Background – Cultivate & Communicate Workforce Retention Strategies Working Group
- NIH Employee Recognition Survey – Demographics & Results
- Conclusions & Next Steps
Background

- **2012-2013 NIH Administrative Strategic Plan** - *Goal #1*: Promote Innovative Recruitment & Retention Strategies
- **Objective 3**: Cultivate & Communicate Workforce Retention Strategies
  - Workgroup led by Camille Hoover & Sharon Ballard with about 10 members from across ICs
    - **Environmental Scan**: what methods are most important or meaningful to employees
    - **NIH-Wide Events**: a day focused on employee engagement, possibly linked to Public Service Recognition Week
    - **Best Practice Resources**: compile materials/toolkit
Workgroup Activities

From: Executive Secretary, NIH
To: NIH STAFF
Cc: NIH STAFF@LIST.NIH.GOV
Subject: Important Message from the NIH Director: Public Service Recognition Week - May 2012

TO: NIH STAFF

FROM: Director, NIH

SUBJECT: Public Service Recognition Week - May 2012

This week is designated by Congress as Public Service Recognition Week. I am grateful for the opportunity to thank you all for your contributions to carry out our mission of turning discovery into hope and to-the-life. You are witnesses of your remarkable contributions. Whether you are in the lab, caring for patients in the hospital, communicating with the public, or leading in biomedical research, you have gone beyond your leader in biomedical research.

As NIH Director, I appreciate your talents, your creativity and perseverance, NIH’s contributions to science and medicine, our families, our country, and the world.

I am proud to serve with you.

Francis S. Collins, M.D., Ph.D.

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Camilia Hoover - Employee Recognition Focus Group

From whom would a note of appreciation be most meaningful to you?

- NIH Leadership: 18%
- IC Leadership: 25%
- Supervisor: 46%
- Customer: 45%
- Peer: 7%
- Other: 4%

26 total votes - Change Vote - Reload

Krissy McBoyle: As long as it’s a note and not a generic certificate of appreciation! I agree with how much these matter. I had a boss that used to write great short notes to say thanks and include a “take 59 minutes when you need it” coupon to be redeemed when I could use the break.

Donna Berry: All can be meaningful. Just a note that in other agencies, they sometimes make a point of the signature being “real” (instead of autopen) for senior leadership letters.
NIH Employee Recognition Survey

1. Which methods of award or recognition are you most interested in? Please rate all that apply and list others not included.

<table>
<thead>
<tr>
<th>Method</th>
<th>Not Interested</th>
<th>Somewhat Interested</th>
<th>Very Interested</th>
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<tr>
<td>Other (please rate and specify below)</td>
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2. What else could the following people do to make you feel valued in a non-monetary way? (Optional)

- Your supervisor:
- Your IC leadership:
- NIH leadership:
- Your colleagues:
Survey Demographics

- 96% of ICs participated
- Over 3,000 responses
Survey Demographics

Which title best describes your role at the NIH?

- Non-Supervisory Employee: 62.1%
- Supervisor: 11.2%
- Office or Division Director: 14.5%
- IC Leadership: 4.5%
- Other (please specify): 1.3%
- Other: 6.4%
Survey Demographics

What is your pay category/grade?

- Commissioned Corps: 1.1%
- GS 1-6: 1.7%
- GS 7-12: 28.9%
- GS 13-15: 49.8%
- SES: 0.3%
- Title 42: 12.2%
- WG: 0.5%
- I don't know: 3.3%
- Other (please specify): 2.3%
Survey Demographics

How long have you worked at the NIH?

- Less than 1 year: 6.8%
- 1 to 2 years: 8.4%
- 3 to 5 years: 17.7%
- 6 to 10 years: 20.1%
- 11 to 20 years: 23.4%
- Over 20 years: 23.5%
Survey Results

**Survey Shows Value of Personal Praise**

This past summer, as part of an effort to promote innovative recruitment and retention strategies at NIH, a workforce retention strategies work group launched an NIH Employee Recognition Survey focusing on the types of nonmonetary recognition employees find most meaningful. More than 3,000 employees participated in the survey.

The results reveal that employees value acknowledgement and leadership support, as well as projects of interest, additional training and time-off awards. Of those responding, 92 percent indicated they are interested in receiving personal praise/accolades from their supervisor and 89 percent of employees are interested in time-off awards and projects or assignments of interest. In addition, 87 percent of employees are interested in receiving additional training/conferences.

Further analysis demonstrated how strongly employees felt about each method of recognition. When taking the average rating for each method of recognition, time-off awards were rated highest, projects or assignments of interest were second and personal praise/accolades from their supervisor came in third.

For IC and NIH leadership, employees stated a desire for more visibility and contact through: more personal visits (e.g. in labs, units, town-hall meetings); open communication and transparency; and collaboration, solicitation and listening to employee ideas.
Survey Results

Percentage of Respondents Interested

- Personal praise/accolades from supervisor
- Projects or assignments of interest
- Time Off Awards
- Approval for additional training/conferences
- Peer recognition informal awards
- Additional Telework days
- Appreciation potluck/party/picnic
- Reserved parking space
- Small group lunch with IC Management/Director
- Employee of the month spotlight in IC Newsletter
Survey Results

Which methods of award or recognition are you most interested in? Please rate all that apply and list others not included.

[Bar chart showing various methods of recognition and interest levels: Not Interested, Somewhat Interested, Very Interested. Specific methods include Time Off Awards, Personal praise/acknowledgment, Approval for additional training/conferences, Projects of assignments, Additional Telwork days, Reserved parking space, Employee of the month spotlight in IC newsletter, Appreciation party/potluck, Small group lunch with IC Management/Director, Internal awards, All Other Responses.]
Survey Results

Which methods of award or recognition are you most interested in? Please rate all that apply and list others not included.

- Time Off Awards: 2.58
- Projects or assignments of interest: 2.47
- Personal recognition (from supervisor): 2.46
- Additional training/education: 2.4
- Approval for additional travel/conferences: 2.2
- Other (please rate and specify below): 2.0
- Additional Telwork days: 1.92
- Peer recognition (internal awards): 1.92
- Other (please rate and specify below): 1.65
- Appreciation (polo/party/lunch): 1.61
- Reserved parking space: 1.5
- Lunch with CEC/Management/Director: 1.5
- Small group lunch with team: 1.5
- Employee of the Month: 1.5
Survey Results - Open Ended Comments

• Personal Acknowledgement & Recognition
  ▫ Verbal, written, public, private, certificates

• Effective Workforce Management
  ▫ Fairness, responsiveness, open communication

• Workplace Flexibilities
  ▫ Telework, Maxiflex, AWS, time off

• Career Development
  ▫ Training, special projects, committees, rotations
Survey Results - Open Ended Comments

- Visibility from IC/NIH Leadership
  - Personal visits, communication, collaboration

- Appreciation from colleagues
  - Teamwork, support, respect, professionalism
Survey Results - Distribution

NIH Employee Recognition Survey Results

The NIH Employee Recognition Survey results provide valuable insights into how we can better make our employees feel valued and appreciated. Results reveal that 92% of employees are interested in receiving "personal praise/accolades from their supervisor," and 87% are interested in "additional training/conferences." In addition, 79% are interested in receiving "time off awards," and 74% are interested in "projects or assignments of interest." These results indicate a strong need for recognition and development opportunities.

Percentage of Respondents

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Further analysis demonstrated how strongly employees felt about these topics. For instance, "personal praise/accolades from their supervisor" was rated according to whether respondents selected "not interested" (0 points), "very interested" (2 points), or "very interested" (2 points). When taking the average of these points, "projects or assignments of interest" was rated highest, with an average of 1.58, followed by "time off awards" (1.47), and "personal praise/accolades from their supervisor" (1.31).

Proposed Email Communication to IC Staff (for EO’s use)

Subject: Employee Recognition Survey Results are in!

Dear ___ Supervisors,

I hope you have had the opportunity to review the NIH Employee Recognition Survey results. The results reveal that employees value acknowledgement and leadership support, and projects or assignments of interest as well as additional training and, in some cases, time-off awards.

Employees also expressed an interest in receiving more personal recognition and appreciation from their supervisors, whether verbally, by email, or in meetings. Such recognition includes more feedback, open communication, and involvement in decision-making and planning. They are also interested in more visibility and involvement from leadership. According to the survey results, employees would also like leaders to foster an environment where people truly feel appreciated and empowered to make suggestions.

Interestingly enough, numerous studies report that monetary incentives are not as effective as one might think in generating employee satisfaction and retention. Dan Pink, author of "Drive: The Surprising Truth About What Motivates Us," found that it is not money, but rather autonomy, mastery, and purpose that motivate people the most. [See NIH video cast of Dan Pink’s Deputy Director for Management Seminar.]

Attach NIH survey results summary...and add IC name...before sending

Proposed Email Communication to IC Supervisory Staff (for EO’s use)

Subject: Employee Recognition...or send separately with results...add IC name before sending

Piggyback onto IC-wide email...or send separately with results...add IC name before sending
Conclusions

• Verbal/written personal accolades, and additional training, projects of interest and workplace flexibility are just as, if not more meaningful to employees.

• Consistent with research on motivation:
  ▫ **Dan Pink**: Autonomy, Mastery, Purpose
  ▫ **Partnership for Public Service**: Satisfaction with leadership is 5x more important than pay
Next Steps

- Discussion on launching toolkit/online resource for supervisors & employees at NIH
- Clinical Center launch of PMAP Employee Recognition Assessment Tool

CC Employee Recognition Assessment

Name: __________________________  Department: ____________

Please check which forms of recognition you appreciate the most and bring to your next PMAP meeting.

**Recognition Strategies**

- An award, preferably given in front of my peers
- A plaque to hang on my wall
- A thank you, in writing, from my boss
- A note to my boss's boss about my excellent performance
- Frequent positive feedback
- My boss implementing one of my ideas
- A chance to be on an exciting project
- A cash award
- Time-off award
- Public praise
- A raise
- A chance to go to lunch with senior management
- An opportunity to work with people from other parts of the organization
- A chance to be on a CC or NIH committee
- A promotion
- A change in my organizational title
- A small memento or gift
Questions?