Workforce Planning Working Group Tools
NIH Exit Survey/Action Planning Overview

December 2015
NIH EXIT SURVEY
NIH Exit Survey: Service Offering Overview

- Began on October 1, 2010
  - All ICs were invited to participate; 21 chose to participate
  - Currently, 26 participating ICs; 2 non-participating
- SmartHR Reports launched June 2012
- Online survey for NIH FTEs with a separation action
  - Also includes transfers, retirements, and expired appointments
- Managed by the HR Systems Analytics & Information Division (HRSAID) Survey Team within OHR
### NIH EXIT SURVEY OBJECTIVES

- ✓ Assess the reasons why employees are separating
- ✓ Develop engagement and retention strategies
- ✓ Provide context to turnover data (the “why”)
- ✓ Provide insight into underlying organizational issues/areas for improvement
- ✓ Open up communication channels
- ✓ Provide data for strategic workforce planning
NIH Exit Survey: Current Design

Basic demographic questions
- IC, Series, Grade, Pay Plan, Tenure, Program Type
- Gender, Race, Disability

Separation Types
- Leaving NIH, Moving ICs, Appointment Expired

Reasons for Separation
- Respondents can select up to 3 reasons for separating
- Follow-up questions are based on the reason(s) for separation
NIH Exit Survey: Current Design

General questions
- Type of position leaving for
- Training and promotion opportunities
- Telework/Flexible Work Schedule arrangements

Overall satisfaction with NIH/IC
- Overall experience rating
- Recommend NIH/IC to others?
- Return to NIH/IC?

Open-Text Responses
- Additional comments for each separation reason
- Limitations experienced
- Liked least/liked best about NIH/IC; What NIH/IC could have done to retain the employee; What does new organization offer
NIH Exit Survey Reports: Exit Survey Module

- Exit Survey data is analyzed/aggregated by the Survey Team; results are presented via the Self Monitoring Analytics Reporting Tool for Human Resources (SMARTHR)
- Filter data by
  - Fiscal Year
  - Quarter
  - IC
  - Separation Type (Leaving NIH, Moving ICs, and Appointment Expired)
  - Program Type (Intramural, Extramural, Other)
- Components: Executive summary, charts/graphs for all question items, open-text responses, actual separations data
NIH Exit Survey: Analysis of the Data

• Cross-tabulate and compare data
  – By type of separation and/or program
  – Compare the IC to NIH-wide results
  – Across time (quarters and FY)

• Use in conjunction with Climate and Engagement Survey Data
  – Link exit survey data to employee survey results to determine how employee engagement is impacting turnover

• Use in conjunction with other HR data
  – Tie opinion data with other data to obtain greater context
NIH Exit Survey: Analysis of the Data (cont.)

- Historic analyses
  - Compare to previous year(s)

- Look for trends in open-ended questions
  - Open-text can provide additional context and more in-depth information

- Develop trend models
  - Based on trends, forecast for the future
  - Workforce planning and action planning
ACTION PLANNING MODULE
NIH Exit Survey Reports: Action Planning Module

- Developed to supplement Exit Survey
- **Best Practices Component:**
  - Current retention strategies/best practice recommendations for action planning
  - Rooted in research and current NIH best practices
  - Based upon top three reasons for separation
- Filter data by
  - IC
  - FY
  - Quarter
  - Program Area
  - Respondent Type

<table>
<thead>
<tr>
<th>Reason</th>
<th>Best Practices</th>
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<tbody>
<tr>
<td>Retirement</td>
<td>Review eligible and upcoming retirements to get a sense of succession planning</td>
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<td>needs and targets for retirement plans.</td>
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<td>Proactively discuss opportunities and options for the employee to stay onboard</td>
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<td>after retirement eligibility date, either full or part time.</td>
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<td>Determine whether the employee is interested in taking on a different role</td>
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<td>within the organization (e.g., new work responsibilities but able to utilize</td>
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<td>same knowledge).</td>
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<td>Consider part-time opportunities.</td>
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<td>Discuss whether the employee would stay on if work schedule flexibilities</td>
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<td>such as ability to work from home or on a more flexible schedule were offered.</td>
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<td>Promotion/Hire/Advancement/Potential</td>
<td>If the employee still decides to retire and depart the organization, set up a</td>
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<td>transition plan and methods to document and transfer the employee’s knowledge</td>
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<td>prior to departure. This will help to limit the loss of institutional knowledge</td>
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<td>when the retiree leaves NIH.</td>
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<td>Employees more likely</td>
<td>Make sure that there is salary equality for individuals doing the same work.</td>
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<td>to go to a different</td>
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<td>organization if they</td>
<td>Ensure development plans are in place so that employees are aware of what</td>
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<td>feel they can get</td>
<td>steps need to be taken in order to get into more advanced positions.</td>
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<td>paid better and</td>
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NIH Exit Survey Reports: Action Planning Module

• Trending Component:
  ▪ Historical Trending (last 5 FYs) of Exit Survey data
  ▪ Executive Summary
  ▪ Demographics and Reasons for Separation Trends
  ▪ Overall Satisfaction Trends

• Filter data by
  ▪ IC
Access and Support

Helpdesk:
- Access and support requests managed by OHR HR Systems Support Helpdesk.
- EO authorization is required for all access requests.
- Granular security based on roles (Global, IC, HR), modules, ICs, and Org Codes
- WiTS Web Form: http://intrahr.od.nih.gov/wits/index.htm
  - Click on Initiate New Request
  - Click on Need Access?
- Email: hrsystemssupport@od.nih.gov

Links:
- HR Systems Helpdesk Requests: http://hr.od.nih.gov/hrsystems/help.htm
- SMARTHR: https://smarthr.od.nih.gov *NEW
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