Fiscal Year 2016 National Institutes of Health Accomplishments in Equity, Diversity, and Inclusion

# Introduction

As the nation’s premier biomedical research institution, the National Institutes of Health (NIH) is devoted to a noble mission of improving health and saving lives. That mission can best be accomplished when all are given a chance to contribute in the most productive way. The NIH depends on the unique talents, skills, and expertise of its employees, and they in turn depend on the NIH to create an environment where they are treated with respect and dignity. The NIH is dedicated to cultivating a workplace where all employees can perform at their highest potential and their ideas contribute to advancing its mission. Beyond offices assigned to focus on diversity and inclusion, NIH is championing the notion that each employee of the NIH bears responsibility to create inclusive cultures and increase the representation of diverse populations in all of our occupations. This effort, called *EDI 365*, is gaining support with greater dedication and commitment from every NIH component in working on representational diversity, inclusion, and ensuring civil rights protections for all of our NIH employees.

In Fiscal Year (FY) 2016, the NIH took many positive steps in being a more equitable, diverse, and inclusive organization. This document is prepared by the Office of Equity, Diversity, and Inclusion (EDI) to highlight examples of these accomplishments and to demonstrate success in line with Management Directive 715 (MD-715). MD-715 is the policy guidance which the U.S. Equal Employment Opportunity Commission (EEOC) provides to federal agencies for their use in establishing and maintaining effective programs of equal employment opportunity (EEO) under Section 717 of Title VII of the Civil Rights Act of 1964 and Section 501 of the Rehabilitation Act of 1973, as amended.

Much of the information below was gathered from responses to the FY 2016 MD-715 Call for Accomplishments to NIH Institutes and Centers (ICs) and Offices. This compilation of responses offers a holistic understanding of the incredible work being done across the Agency to support the NIH’s commitment to being a model equitable, diverse, and inclusive workplace. These efforts fully embody the concept of *EDI 365*, which are continuous efforts by every component of our effort, working together to advance diversity and inclusion for the NIH. As efforts, such as the successes described herein, continue, the NIH will be shaped as an organization where equity, diversity, and inclusion are reinforced every day, and where all talent is fully realized in pursuit of the NIH mission.

The information contained in this document spans a range of topics and comes from many organizations within the NIH community. Each section begins with an overview description and is followed by spotlights of particular accomplishments from NIH organizations. The accomplishments start off with the recipients of the 2016 NIH Equity, Diversity, and Inclusion Awards. This is followed by accomplishments in the FY 2016 MD-715 Focus Areas and by successes in: pipeline initiatives; outreach; training and development; employee engagement; and diversity and inclusion strategy. In addition to successes in workplace diversity and inclusion, there are stories of accomplishments in the NIH’s extramural efforts. The final portion of this document showcases information from the Scientific Workforce Diversity Office and from the Office of Equity, Diversity, and Inclusion.

Note: The information here is only a sampling of accomplishments and is not all-encompassing. For more information, please contact the preparer of this document at edi.strategy@nih.gov.

# NIH Awards for Equity, Diversity, and Inclusion

Each year, the Agency recognizes individuals for their contributions in furthering equity, diversity, and inclusion at NIH through two awards – the Harvey J. Bullock Jr. Award and the NIH Equity, Diversity, and Inclusion Award of the Year.

## 2016 Harvey J. Bullock Jr. Award: Ligia Artiles, NIMHD

The Harvey J. Bullock Jr. Award was established to recognize employees who champion the ideals of equity, diversity and inclusion. This award is granted to a non-supervisory general schedule (GS), wage grade (WG) or equivalent employee or group of employees at the grade 12 or below who exemplify the spirit of the award by furthering NIH’s equity, diversity, and/or inclusion efforts. Ms. Ligia Artiles, Program Analyst with the National Institute on Minority Health and Health Disparities (NIMHD), was the 2016 recipient of the Harvey J. Bullock Jr. Award.

Ligia Artiles championed EDI’s “Take the Pledge Campaign” within NIMHD. As a result, NIMHD became the first Institute at the NIH to launch its own “Take the Pledge Campaign” and led to the NIMHD Equity, Dignity, Inclusion and Respect (EDIR) Initiative. This involved a year long conversation with NIMHD staff to develop an organizational culture that places high priority on equity, dignity, inclusion, and respect in all aspects of the Institute’s operation.

Despite Ms. Artiles own heavy workload, she worked tirelessly to advance this initiative. Major accomplishments include collaborating with the NIH Ombudsman’s office to develop shared organizational principles, values, and mechanisms of accountability. She assisted with a staff survey, took meeting notes and kept the Institute staff and the new NIMHD Director, Dr. Eliseo Perez-Stable, informed of all EDIR activities.

Many of the EDIR recommendations have been implemented resulting in a noticeable improvement in staff morale. Ms. Artiles is also a member of the NIMHD Worklife Committee which contributes to the advancement of NIMHD’s mission by promoting a work environment that fosters mutual respect, inclusion, cohesion, teamwork and creativity for all employees.

## 2016 NIH Equity, Diversity, and Inclusion Award of the Year: Dr. Rita Devine, NINDS

The NIH Equity, Diversity, and Inclusion Award of the Year was established to recognize executives, supervisors or managers who have excelled in furthering NIH’s equity, diversity and/or inclusion efforts. This award is granted to leaders who exemplify the ideals of equity, diversity and inclusion. Dr. Rita Devine, Associate Director for Science Administration with the National Institute of Neurological Disorders and Stroke (NINDS), was the 2016 recipient of the NIH EDI Award of the Year.

Dr. Rita Devine has gone beyond the call of duty in her efforts to increase opportunities for students of diverse backgrounds into STEM internship programs at the NIH. Dr. Devine has made herself available to meet or conference with students, tribal leaders, educators, principals and school superintendents within underserved communities to share information on opportunities to further their education and training in STEM at the NIH.

Despite her busy schedule, and in addition to her regular responsibilities within NINDS, she has made time to recruit, mentor, and even house students. Dr. Devine has participated in programs such as the High School Scientific Training and Enrichment, the Saturday Program at Blair High School, as well as partnership with the Office of Teaching and Learning-STEM Integration for the District of Columbia Public Schools.

She has given presentations to the Native American SUNY Western Consortium and the Seneca Nation of Indians Education Department to discuss NINDS programs and opportunities which led to 10 Native American students participating in the NINDS Summer Intern Program. Dr. Devine worked in collaboration with the National Capital Area American Indian Science and Engineering Society to provide care packages for minority summer students and planned activities for time outside of the lab.

She has also worked with other Institutes to place students in internships that fit their educational career aspirations. Dr. Devine is enabling students in underserved populations to see their potential futures in STEM careers beyond the challenges they face within their communities.

# MD-715 Focus Areas

As a part of the evolution of the NIH’s MD-715 strategy, EDI examined the NIH’s demographic workforce data in FY 2015 by comparing it with current U.S. labor force data, the 2010 Civilian Labor Force (CLF) and other benchmarks. This comparison located gaps in terms of lower than expected participation rates along lines of race/ethnicity, sex, and disability at the NIH.

This analysis provided a high-level awareness of where potential barriers may exist and the following were identified as the Part I corporate MD-715 focus areas for the NIH:

* The recruitment and retention of American Indians/Alaska Natives
* The recruitment and retention of Hispanics
* The recruitment and retention of People with Disabilities

In addition to these corporate focus areas, the NIH recognizes the need to remain dedicated to diversity of the its biomedical workforce. Therefore, the following will continue as biomedical areas of focus and will be emphasized and spearheaded by the Chief Officer for Scientific Workforce Diversity (COSWD):

* The recruitment of Black tenured and tenure-track scientists/investigators
* The recruitment of Asian/Pacific Islander Lab and Branch Chiefs

NIH Offices, Institutes and Centers have done a range of activities in support of the recruitment and retention of NIH’s corporate focus area groups this year. Efforts on the biomedical areas of focus are noted under the Office of Scientific Workforce Diversity section below.

## Corporate Focus Area: American Indians/Alaska Natives

### Spotlight: NINDS

In fiscal year 2016, The National Institute of Neurological Disorders and Stroke (NINDS) attended both the American Indian Science and Engineering Society (AISES) and Society for Advancement of Hispanics/Chicanos and Native Americans in Science (SACNAS) conferences to target Native Americans and Pacific Islanders for its Summer Intern Program. NINDS staff spoke to approximately 45 minority students and developed a listserv to track participants. NINDS was able to successfully recruit approximately 13 Native American students to the NINDS Summer Internship Program in 2016.

### Spotlight: NIAID

The National Institute of Allergy and Infection Diseases (NIAID) participated in the annual National Native American Youth Initiative (NNAYI), a trans-NIH program sponsored by the Office of Minority Health (OMH) and the National Institute on Minority Health and Health Disparities (NIMHD). NIAID’s Vaccine Research Center (VRC) provided an orientation and overview of the VRC. NIAID also provided a lecture on the ZIKA virus and NIAID's involvement in the virus research. Students were able to ask questions during the lecture and discussed the implications of the virus here in the in the US and abroad. There were 35 participants from NNAYI. The students visited the NIH campus on July 7-8, 2016. Students also spoke with VRC staff about research opportunities at NIAIDs intramural laboratories. NIAID scientific pamphlets and other resources were given to the students during their visits.

### Spotlight: NIAMS

The National Institute of Arthritis and Musculoskeletal and Skin Diseases (NIAMS) Career Development and Outreach Branch collaborated with the National Institute of General Medical Sciences (NIGMS) to host over 60 students from the National Youth Alliance for Native Americans for a campus tour, laboratory demonstrations, and interaction with NIAMS Intramural Research Program Scientists and Trainees.

The NIAMS leads the coordination of the Trans-NIH American Indian and Alaska Native Health Communications and Information Work Group, which serves as a forum for NIH staff to share effective approaches to developing and disseminating health information designed for Native communities. Accomplishments include: 1) organized a presentation on the AI/AN activities of the Substance Abuse and Mental health Administration and, 2) coordinated the development, promotion and distribution of three AI/AN Honoring Health e-newsletter issues on diabetes, mental health and dental health.

### Spotlight: NIGMS

The National Institute of General Medical Sciences (NIGMS) in collaboration with the NIH’s Office of Intramural Training and Education developed a pilot program in 2013 to expose American Indian/Alaska Native (AI/AN) students to biomedical research and health career opportunities. Sheila Caldwell, a NIGMS employee, devotes time and effort to the recruitment of AI/AN students, including coordinating speakers, and setting up lab experiences for the NIH Visit Week program. This year, the annual NIH Visit Week program took place during the week of July 11th, with 10 students attending from tribal community colleges, primarily undergraduate institutions and research intensive universities. These students participated in science career workshops, hands-on laboratory activities ranging from basic science to the clinical environment, as well as networking seminars and events. Students were able to network with and be mentored by NIH staff from program administration, scientific research, and clinical research. The students also took part in the day-long NIH Graduate Student event, in which they could talk with over 200 different colleges and universities regarding graduate and professional schools and opportunities. The NIH Visit Week students enjoyed lunch with students and members of the NIH chapter of the Society for Advancement of Chicanos and Native Americans in Science (SACNAS) as well as the Trans-NIH AI/AN working group.

### 3.1.5. Extramural Spotlight – NIAAA: Native Investigator Outreach

The National Institute on Alcohol Abuse and Alcoholism (NIAAA) provided an overview of the diversity supplement and other NIAAA diversity programs at the Native Elder Research Center (NERC) "Native Investigator" (NI) Program in November 2015. The NERC NI is a career development program that focuses on acquiring the skills and knowledge necessary for submission of a career development grant and progression to an independently-funded research career. The training program includes formal didactic sessions, workshops, mini- courses, meetings, mentoring activities that is planned in collaboration by the University of Colorado-Denver and the University of Washington in Seattle.

## Corporate Focus Area: Hispanics

### Spotlight: NIAID

The National Institute of Allergy and Infectious Diseases (NIAID) engaged in the following activities in this fiscal year:

The National Council of La Raza (NCLR) (Orlando, FL) (July 23-26, 2016) is the largest national Hispanic civil rights and advocacy organization in the United States that works to improve opportunities for Hispanic Americans. NCLR has over 300 affiliated community-based organizations with a capacity to reach millions of Hispanics in the US and its territories. NIAID participated in NCLR’s science education and health fair, and impacted over 300 participants during the conference. The overall attendance for this meeting was 20,000. NIAID shared marketing information about its research programs in English and in Spanish. Students were introduced to NIAID’s training programs and K-12 students and teachers were provided information about its science education projects and materials.

The Society for Advancement of Chicanos and Native Americans in Science (SACNAS) National Conference, (National Harbor, MD) (Oct 29-31, 2015), motivates, inspires and engages participants to achieve their highest goals in pursuing education and careers in STEM fields. This year’s conference was entitled, "Interdisciplinary Collaboration: The Role of Diversity in STEM Innovation." NIAID impacted up to 250-300 participants during this conference who received information on research training and NIAID scientific programs. Targeted participants were mainly Chicano and Native Americans, but included a broad spectrum of diverse student populations. NIAID plans to meet with the leadership of SACNAS along with other NIH colleagues to discuss issues of diversity and recruitment in NIH research programs.

The Office of Training and Diversity’s annual outreach program for underrepresented populations in biomedical research, Intramural NIAID Research Opportunities (INRO), was held for the thirteenth year in February 2016. Target audiences for the INRO program included Hispanics/Latinos, African Americans/Blacks, American Indians and Alaska Natives (AI/AN), Native Hawaiians and Other Pacific Islanders, as well as students with disabilities and those from financially disadvantaged backgrounds.

Thanks to an extensive marketing campaign, 29 students identifying as Hispanic submitted applications and nine were selected to attend the INRO 2016 program. Of these nine, eight undergraduate seniors interviewed for, were offered, and accepted post-baccalaureate IRTA training positions in various NIAID laboratories. The Office of Training and Diversity Sponsorship Program supports their traineeship by providing funds equivalent to 50% of their stipend and health insurance costs, as well as providing extensive training and development resources.

### Spotlight: NIGMS

The National Institute of General Medical Sciences (NIGMS) staff participated in several minority outreach and recruitment activities to disseminate information about the Institute’s programs and initiatives, research training, internships/fellowships, job opportunities, and funding resources including the Society for Advancement of Chicanos and Native Americans in Science (SACNAS) conference.

The National Institute of General Medical Sciences (NIGMS), Division of Training, Workforce Development, and Diversity (TWD) sponsors the Annual Biomedical Research Conference for Minority Students (ABRCMS), November 11-14, 2015 under award number T36GM073777. The conference is managed by the American Society for Microbiology (ASM) and designed to encourage underrepresented minority students to pursue advanced training in science, technology, engineering and mathematics (STEM) and provide faculty mentors and advisors with resources for facilitating students’ success. Now in its sixteenth year, ABRCMS is one of the largest, professional conferences for underrepresented minority students, military veterans, and persons with disabilities to pursue advanced training in STEM. ABRCMS attracts approximately 4,080 individuals, including 2,089 undergraduate and post baccalaureate students, 443 graduate students and postdoctoral scientists, and 1,548 faculty, program directors and administrators. Students come from over 350 U.S. colleges and universities. Close to 1,000 students were sponsored by NIGMS. All are pursuing advanced training in science, technology, engineering and mathematics (STEM), and many have conducted independent research. More than 600 representatives from graduate programs at US colleges and universities as well as scientists from government agencies, foundations, and professional scientific societies join ABRCMS in the exhibitors program to share information about graduate school, summer internship opportunities, research opportunities, funding sources, and professional networks.

## Corporate Focus Area: People with Disabilities

### Spotlight: OHR

The NIH, Office of Human Resources (OHR), Client Services Division (CSD), Corporate Recruitment Unit (CRU) supports Executive Order 13548, which directs federal agencies to increase hiring people with disabilities, by establishing partnership with universities, community organizations, and professional associations to promote the NIH as an employer of choice.

On October 2, 2015, CRU participated in the Gallaudet University Career Fair with approximately 200 students attending. CRU engaged approximately 35 students with business, information technology, and biology majors and shared information about the Pathways Program.

From October 20-21, 2015, CRU participated in the Rochester Institute of Technology (RIT) – National Technical Institute for the Deaf (NTID) Career Fair. CRU met with between 80-100 candidates and conducted a presentation to discuss navigating the federal hiring process and share internship opportunities at the NIH. In addition to sharing career information, this allowed the NIH to establish a relationship with RIT NTID to develop a pipeline of highly-qualified students with disabilities.

On November 10, 2015, CRU and its NIH partner, the Clinical Center, participated in the Bender Virtual Career Fair for People with Disabilities to recruit students and college graduates. CRU shared information on the federal application process, how to write a federal resume, Schedule A Authority, and student internship opportunities at the NIH.

On November 11, 2015, CRU participated in a Career Expo for People with Disabilities and Wounded Warriors with approximately 500 attendees. CRU engaged with approximately 91 participants to promote the NIH as an employer of choice. An electronic database of attendee resumes was made available, and CRU reviewed candidates expressing interest in the NIH for possible job matches. CRU will use these best matched candidates for future referral to hiring managers.

Beginning in February 2016, CRU partnered with the Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD) to source candidates for ten summer internship slots for the program titled "DREAM". The purpose of this summer internship program is specifically to hire students and/or recent graduates having a disability. To date, the DREAM internship has hired 15 students.

The NIH participates in the Workforce Recruitment Program (WRP) which was initiated in December 2015. CRU routinely sources for candidates using the WRP, in particular for the DREAM internship program offered by NICHD. Additionally, CRU conducts training on WRP database features with the Branch Selective Placement Coordinators.

On March 16, 2016, CRU participated in a virtual career event for people with disabilities sponsored by Equal Opportunity Publications. This fair was organized to promote opportunities to veterans and jobseekers with disabilities. CRU shared information on the federal application process, how to write a federal resume, Schedule A Authority information, and NIH student internship opportunities.

On July 25, 2016, Ms. Melissa Skyer, professor from the Rochester Institute of Technology (RIT), National Technical Institute for the Deaf (NTID) came to the NIH campus and requested Corporate Recruitment (CRU) to provide opportunities to meet with principal investigators and/or Training Directors. CRU developed a half day visit that included visits to a National Cancer Institute (NCI) laboratory and a National Institute of Neurological Disorders and Stroke (NINDS) laboratory, and meetings with NIH scientific staff from NIDCD, NINDS and NCI. This visit allowed Ms. Skyer to meet with NIH employees to share her student’s academic and other training desires and solicit advice on how to better promote the NIH scientific training to the NTID students. This is another example of CRU strengthening its relationships with a universities to encourage and promote opportunities to a diverse STEM student population.

CRU created a database consisting of candidates eligible under a variety of non-competitive special hiring authorities. These are candidates include participants from career events as well as individuals that have reached out to the NIH Selective Placement Coordinator. This database allows CRU to refer highly qualified applicants with disabilities to hiring managers to fill their positions.

# Pipeline Initiatives

Pipeline initiatives are efforts designed to train and prepare students (i.e. undergrads, grads, postdocs) to join the workforce of a particular field. These programs often target individuals, across career levels, from populations that have lower than expected participation in the NIH workforce. NIH ICs and Offices recognize the importance building diversity in the next generation of the workforce and have demonstrated this through the following activities from FY 2016.

Many ICs hosted interns from the Office of Intramural Training and Education’s High School Scientific Training and Enrichment Program (HiSTEP) and Community College Summer Enrichment Program (CCSEP). The goal of HiSTEP is to expand the pipeline of students interested in biomedical and healthcare careers by providing opportunities for high school students from schools with a large population of financially-disadvantaged students. The purpose of CCSEP is to increase the number of community college students who participate in the NIH Summer Internship Program. ICs also hosted interns from the NIH’s Project SEARCH, a program dedicated to providing education and training to young adults with intellectual and developmental disabilities through an innovative workforce and career development model that benefits the individual, workplace, and community.

Some ICs have their own organization-specific internship programs to enhance diversity and others hosted interns from external third-party internships with a diversity-focus, such as the Hispanic Association of Colleges and Universities (HACU). Many NIH organizations promoted existing agency programs to diverse audiences by speaking at minority-serving institutions, bringing students in for tours, and sharing information with diverse professional associations. ICs also partnered with local high schools to expose students to biomedical careers and utilized the Pathways and Presidential Management Fellows programs to onboard students and recent graduates into the workforce.

## Pipeline Spotlight – CSR: NIH Scientist Launch Game

The Center for Scientific Review (CSR) created the NIH Scientist Launch Game app for middle school students that incorporates photos of a diverse group of kids who encourage players to learn more about health science and research careers. CSR shared the app with hundreds of students at the USA Science and Engineering Festival where thirty-eight percent of the participants came from underrepresented minority groups.

Link: [NIH Scientists Launch Game App](https://public.csr.nih.gov/aboutcsr/NewsAndPublications/Outreach/Pages/rocketapp.aspx)

## Pipeline Spotlight – NIA: Diversity in Aging Research Pipeline Program

In 2015 and 2016, the Training Office within the Office of the Scientific Director, has been conducting a pilot program to enhance diversity within the National Institute on Aging (NIA) intramural research program (IRP) and eventually within the biomedical research workforce. The Diversity in Aging Research Pipeline Program (DARPP) is a multi-entry pipeline program to expose and develop underrepresented minorities and socioeconomically disadvantaged students to aging research. Students will participate in ongoing NIH Training Programs to enter the pipeline and receive training from NIA/IRP scientists in a highly mentored, structured environment. Long-term support and follow through will be provided to students as they matriculate through the various levels of education. In 2015, The DARPP recruited and funded 10 students into the Summer Internship Program (SIP) as well as 2 Post Baccalaureate Fellows; and in 2016, DARPP recruited and funded 12 students into the SIP and 2 Post Baccalaureate Fellows. NIA is currently evaluating and planning for FY2017 recruitment efforts.

## Pipeline Spotlight – NINDS: Broadening Research Awareness In Neuroscience Skills and Readiness for Underrepresented Students

BRAINS R US (Broadening Research Awareness In Neuroscience Skills and Readiness for Underrepresented Students) is a new outreach effort by the National Institute of Neurological Disorders and Stroke (NINDS) that aims to increase diversity in the neuroscience workforce via early interventions with underrepresented students via sustained partnerships with area educational groups.

The effort will provide a novel opportunity for NINDS staff and scientists to participate in outreach and enhance diversity in the neurosciences throughout the year. BRAINS R US will promote increased applications from diverse and underrepresented students to the NINDS Summer Internship Program and other NIH research experiences.

The initial effort was a successful partnership with the Prince Georges County Memorial Public Library System (demographic: 65% Black, 15% Latino, 15% White, 5% Asian and over 60 Title I Schools). Five branches throughout Prince Georges County participated and two neuroscience topic areas, Fundamentals of Neuroscience and Concussion (recommended for ages 9-14), were covered on separate occasions at each branch. NINDS staff dedicated time in developing age appropriate presentations for the students and traveled to offsite locations. NINDS staff served as “expert/science role models” and hosted a “Train the Trainer” workshop with the PGC Librarians at the National Library of Medicine. More than 300 students attended the Library’s Brain STEM events.

## Pipeline Spotlight – OITE/COSWD: Graduate Summer Opportunity to Advance Research Program

In summer 2016, the Office of Intramural Training and Education (OITE), in collaboration with the Chief Officer of Scientific Workforce Diversity (COSWD), added GSOAR (Graduate Summer Opportunity to Advance Research) to its portfolio of Summer Internship Subprograms. GSOAR provides a full-time research experience, combined with leadership and career development training, to new graduate students who have had limited research exposure. GSOAR had 19 diverse graduate students, four of whom officially transitioned into the Graduate Partnership Program (GPP) and one who is currently working on the transition.

## Pipeline Spotlight – NIH Partnership with Florida International University (FIU)

On August 18, 2016, the NIH hosted FIU leaders for a day-long series of meetings to explore internship, employment, and research training opportunities for FIU students. This was an occasion to nurture the relationship begun this past winter, showcase the NIH campus and its staff, and share ideas toward a common goal of providing exceptional training and career opportunities for the next generation of scientists. While at the NIH, the FIU team received a guided tour of the Clinical Center and the NIH research laboratories and clinics, followed by presentations from recruiters of various institutes within the organization.

Earlier in the year, FIU’s Office of Research and Economic Development engaged with representatives from the NIH Clinical Center’s Nursing Department. After multiple discussions, the institutions signed a student affiliation agreement that will pave the way for FIU nursing students to travel to the nation’s capital to take part in clinical rotations at the NIH. This will give students firsthand experience in key research areas for the NIH and pave the way to securing clinical research jobs within the organization.

Aiming to recruit more FIU talent into the NIH and strengthen university research partnerships, the FIU partner colleges, Office of Research and Economic Development, and FIU in D.C. plan to further collaborate with NIH leaders to explore strategies for student success.

Content sourced from: [FIU News: National Institutes of Health hosts FIU to explore employment partnerships](http://news.fiu.edu/2016/08/national-institutes-of-health-hosts-fiu-to-explore-employment-partnerships/103493?utm_source=News+@+FIU+Subscribers&utm_campaign=d0528d8263-FIU_News_Aug_10_2016&utm_medium=email&utm_term=0_a91c244dfa-d0528d8263-85906829)

<http://news.fiu.edu/2016/08/national-institutes-of-health-hosts-fiu-to-explore-employment-partnerships/103493?utm_source=News+@+FIU+Subscribers&utm_campaign=d0528d8263-FIU_News_Aug_10_2016&utm_medium=email&utm_term=0_a91c244dfa-d0528d8263-85906829>

# Outreach

Outreach refers to efforts designed to widen and diversify applicant pools for recruitment. NIH ICs recognize that if they draw on the wisdom of a workforce that reflects the population they serve, they are better able to understand and meet the needs of their customers. In line with this ICs have completed outreach activities to enhance workforce diversity.

NIH organizations advertised vacancies in diverse publications, through numerous diverse email lists, and on social media, participated in local career fairs and conferences targeting diverse populations, and partnered with professional organizations affiliated with diverse populations.

## Outreach Spotlight – NCATS: Small Business Innovation Research/Small Business Technology Transfer Outreach to Women Entrepreneurs

This year the National Center for Advancing Translational Sciences (NCATS) Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) Program has been collaborating with the Association of Women in Science (AWIS). This collaboration reaches out to women entrepreneurs to let them know about the SBIR/STTR Program and includes tips and strategies on applying to the program. NCATS held a webinar with AWIS in March that was attended by 340 individuals across 39 states and the District. The NCATS Office of Strategic Alliances, which hosted the event also also focused outreach to women entrepreneurs. The NCATS SBIR/STTR program held another webinar in collaboration with the organization Women in Bio.

## Outreach Spotlight – NIDCR: Diversity Portal

The National Institute of Dental and Craniofacial Research (NIDCR) developed and launched a diversity portal this year which has been advertised and promoted multiple times since it has gone live. The portal includes resources for careers and training as well as research opportunities for individuals from underrepresented racial and ethnic groups, individuals with disabilities, and women.

Link: [Diversity & NIDCR](https://www.nidcr.nih.gov/careersandtraining/diversity/diversity-and-nidcr.htm) <http://www.nidcr.nih.gov/careersandtraining/diversity/diversity-and-nidcr.htm>

## Outreach Spotlight – OHR: NIH Road Trip

To recruit and retain highly skilled diverse individuals in the scientific and medical fields, the Office of Human Resources’ (OHR) Corporate Recruitment Unit (CRU) and members of the NIH scientific and medical community created a workgroup called Inclusive Recruitment Initiatives Subcommittee (IRIS) to establish partnerships with academic deans, professors, career center personnel and students of minority serving institutions to promote the NIH training programs to those interested in Biomedical Research.

As a part of spring recruitment in February 2016, CRU along with several IRIS members developed a series of recruitment events that concentrated resources in two states (Virginia and Florida) that contain a large number of minority serving institutions. In concentrating resources, the NIH was able to showcase scientific training and career opportunities to a large number of students and share a variety of information specific to NIH Institutes in a short period of time. This initiative was titled the NIH Road Trip.

In six days, CRU and IRIS attended 26 events at 9 universities. The schools visited included: Old Dominion University (ODU), Hampton University, Norfolk State University, Eastern Virginia Medical School (EVMS), Virginia State University (VSU), Virginia Commonwealth University (VCU), Florida Atlantic University (FAU), and Florida International University (FIU). The events consisted of a blend of career fairs, information sessions, faculty meet and greets, campus tours, and an employer panel. Three Historically Black Colleges and Universities (Hampton University, Norfolk State University, VSU) and two Hispanic Serving Institutions (FAU, FIU) were a part of this outreach initiative. CRU and IRIS spoke to 657 students about training opportunities, met with 81 faculty to create lasting partnerships as well as to promote NIH grants and opportunities for early career faculty, and ultimately expanded the NIH's reach by over 1,000 miles.

The NIH partners in this effort included Clinical Center (CC) Office of Clinical Research Training and Medical Education (OCRTME), CC Nursing, NIAID, Office of Scientific Workforce Diversity (OSWD), ORF, and National Institute on Minority Health and Health Disparities (NIMHD).

Additionally, Social Media metrics of this outreach event include: Facebook: People Reached 2,812, Post Clicks 193, Likes, Comments, and Shares 169; LinkedIn: New Followers 1,160, Interactions 1,125, and Twitter: Profile visits 1,643, New Followers 140, Impressions 21,930, with approximately 1.2K impressions per day.

# Training and Development

Training and development activities focus on professional development, career services, resources, and other learning opportunities to enhance an individual or groups' job-related performance. These activities are important as they help employees to feel supported, empowered, and equipped to work at their full potential. NIH ICs and Offices recognize the value in enabling training opportunities for their workforces and supported the following activities this year.

Employees from a variety of NIH organizations participated in NIH’s Leadership Development Programs hosted by the Office of Human Resources. These include the Management Seminar Series; Mid-level Leadership Program; Senior Leadership Program; and Executive Leadership Program.

Additionally, some ICs have customized internal leadership development programs. ICs are also supporting mentoring, sponsoring trainings related to general career development, providing education funds, and sponsoring rotational and detail opportunities. Many organizations have further enhanced their orientation and onboarding programs, and their new supervisor training.

## Training and Development Spotlight – CIT: Training and Career Development Working Group

The Center for Information Technology (CIT) has established a Training and Career Development (TCD) Working Group consisting of 25 members from across all areas within the Center. The volunteer membership includes a diverse group of staff at all grade levels and includes employees and supervisors. The first meeting was held on May 18, 2016. The group will meet monthly to discuss to determine what types of collective training is wanted or needed across the Center.

## Training and Development Spotlight – NCI: Diversity Career Development Program

The National Cancer Institute (NCI) Diversity Career Development Program was launched with the first cohort of 10 trainees. It is supported by the NCI-Center for Cancer Training Intramural Diversity Workforce Branch and seeks to provide postdoctoral trainees with the tools necessary to develop as leaders in academic independent research careers. This new 10-month program is modeled after Stanford University’s Diversifying Academia, Recruiting Excellence (DARE) program and seeks to empower a diverse group of fellows from the NCI’s Center for Cancer Research to remain in independent research careers.

The Program consists of 6 components: coaching workshops; videoconferences; career development workshops; invited speakers; focused mentoring provided by co-mentors; and, additional activities such as community oriented activities and volunteerism. Feedback from program participants has been extremely positive and feedback from the mentors is anticipated shortly. The first cohort graduated from the program in November 2016 and recruitment is underway for the second cohort. Two Division of Cancer Epidemiology and Genetics postdocs (both female, one African American, one Asian) completed a leadership program to facilitate their success in independent research careers and one has accepted a tenure track position at Roswell Park in Buffalo, NY.

Note: The DARE Doctoral Fellowship Program at Stanford awards two-year fellowships to advanced Stanford doctoral students who want to investigate and prepare for academic careers and whose presence will help diversify the professoriate. The DARE program's objectives are to expand the academic “pipeline” by better preparing students from diverse backgrounds for academic careers and to have them, at the same time, enrich the educational experiences of others. Stanford’s commitment to diversity is broadly conceived. It includes, but is not limited to:

* Underrepresented racial and ethnic minorities
* First-generation college students
* Women in fields such as natural science and engineering
* Gay, lesbian, bisexual, and transgender students
* Students with disabilities
* Others whose backgrounds and experiences would diversify the professoriate in their academic fields.

Link: [DARE: Diversifying Academia, Recruiting Excellence](https://vpge.stanford.edu/fellowships-funding/dare)

## Training and Development Spotlight – NICHD: Employment Preparation for DREAM Students

The Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD) Diversity in Research, Executive and Management (DREAM) summer intern program targets postsecondary students and recent graduates with disabilities interested in pursuing research or administrative careers at NIH. The goal of the program is to familiarize these young people with the federal work environment and to provide valuable work experience. The internship is structured as a paid, summer-only internship.

Approaching the end of summer, in August 2016, NICHD partnered with the Office of Human Resources (OHR) and provided transition training to help prepare the DREAM summer students for full-time employment by coaching them on USAJobs navigation, Federal resume writing and interviewing skills. As a result, two of the DREAM summer students have accepted full-time positions and one accepted a part-time position, both at NIH.

## Training and Development Spotlight – ORS Division of Radiation Safety Study Group

The Office of Research Services (ORS) Division of Radiation Safety (DRS) continued a study group launched in early 2016 designed to help encourage and prepare those who would like to be professionally certified as a Health Physicist (CHP). This is a recurring series of seminars and problem solving exercises meant to prepare those who wish to take the required exams. All staff are invited even if they do not wish to formally pursue certification. DRS is interested in skill development for its staff, as the organization is in a period of transition from retiring senior staff leaving behind a group of newer health physicists.

## Training and Development Spotlight – NINR: Overcoming Communication Differences

The National Institute of Nursing Research (NINR) invited a senior consultant from the NIH Employee Assistance Program to lead discussions about recognizing and overcoming communication differences. Three workshops were scheduled between January and June, 2016. Participants became more aware of how their communication styles and inferences can affect the workplace community and learned how an informed awareness and understanding of their individual communication styles are the best way to prevent inadvertent adverse impacts in the workplace.

# Employee Engagement

Employee engagement activities are designed to foster employee commitment to the organization's mission and goals, to encourage contributions to organizational success and to enhance employee sense of well-being. These activities are a critical part of inclusion and encompass efforts to enhance communication, support for employee wellness initiatives, practices to promote work-life balance, structures that recognize employee contributions, support for involvement in employee resource groups, and more. In line with this, NIH organizations have made strides in enhancing employee engagement this year.

ICs and Offices have held awards ceremonies to recognize employees for their contributions to the workplace. Of these, some have a category that honors efforts in promoting diversity and inclusion. In addition to annual ceremonies, organizations are working to recognize employee efforts informally throughout the year with highlights in employee newsletters and small amount gift cards.

Some ICs have committees dedicated towards enhancing employee experiences in the workplace. The roles and functions of these committees vary, and overall, they aim to improve employee morale, promote camaraderie, and increase communication between employees and leadership. Activities of the committees range from hosting social, employee health, and cultural events to advising and making recommendations to leadership on employee satisfaction.

ICs and Offices are also engaged in enhancing wellness at work. Activities include holding healthy lifestyle challenges, encouraging employee breaks, hosting wellness-related speakers, and participating in and hosting overall NIH wellness programs such as Take a Hike Day.

Many organizations are working to increasing communication and transparency throughout their organizations by holding retreats, town hall meetings, having open sessions with leadership, circulating newsletters, and utilizing intranets. Throughout the NIH, offices are also encouraging participation in flexible work schedules and telework, and engaging in volunteer work at the NIH Children’s Inn.

## Employee Engagement Spotlight – NCCIH: Employee Viewpoint Survey Efforts

As a follow up to an internal "pulse" survey conducted in 2015, the National Center for Complementary and Integrative Health (NCCIH) established an employee suggestion box to also allow non-FTE employees and contractors and opportunity to be heard.

Additionally, a robust outreach campaign was developed for 2016 Employee Viewpoint Survey participation, with an emphasis on increasing intramural engagement/participation.

Finally, NCCIH’s communications division conducted an internal survey in 2016 to engage staff and encourage suggestions for improving its intranet site; the site used to communicate updates and announcements to staff (including diversity/inclusion efforts/activities). Over 50% of staff responded and focus groups/interviews are underway to understand how the organization can further engage staff.

## Employee Engagement Spotlight – NCI: Stand-Up Meetings

The National Cancer Institute (NCI)’s Administrative Resource Center (ARC) Management developed and implemented quick 15-30 minute “Stand-up” meetings weekly to briefly discuss Division issues that were out of the norm. The goal of these meetings were to be proactive and foster action plans to better facilitate the mission of program areas. The staff has largely embraced this change and views it as a positive way to get their ideas and issues known to upper management. It has allowed them direct access to upper management and has ensured that their concerns will be heard and addressed.

## Employee Engagement Spotlight – NHLBI: Human Capital Committee

In order to better engage staff of the National Heart, Lung, and Blood Institute (NHLBI) and hear from a diverse group on human capital issues, the NHLBI formed the Human Capital Committee (HCC). The HCC is an employee led, trans-NHLBI work group with membership that reflects the diversity of the Institute. The HCC formed four working groups to address the following topics: What will NHLBI Look Like in 2020; Valuing, Respecting, and Empowering Staff; Recruiting and Onboarding; and Training and Development.

All Committee and working group members were selected to reflect the diversity of the NHLBI. Working group membership is made up of HCC members, self-nominated volunteers from across the Institute, and leadership training graduates. Members identify issues and make recommendations such as how to better respect and engage all staff and how to increase training and development opportunities for all staff. Group recommendations are presented to the Strategic Investment Management Steering Committee (SIMSC), made up of the Institute Director, Executive Officer (EO), and Division Directors.

Thirty-six NHLBI staff sit on the HCC and its working groups. HCC recommendations that have been approved in FY 16 include the implementation of the Speed Mentoring program, an NHLBI Orientation in which existing staff are paired with new employees to ensure they have a positive onboarding experience and ensuring all employees have a common experience and understand the mission, vision, and values of NHLBI. In order to maintain staff participation levels in the HCC, the NHLBI managed the recruitment of new HCC members for all working groups ensuring continued diverse representation, including gender, race and national origin, supervisory status, GS level, and organizational affiliation.

## Employee Engagement Spotlight – NHLBI: Veterans Engagement

The National Heart, Lung, and Blood Institute (NHLBI) recognizes that veterans bring great value to the Institute and make concerted efforts to proactively reach out to these candidates during recruitment. The transition from a military career or retirement to the NHLBI can pose unexpected challenges and create potential barriers to retention. In order to facilitate a smooth transition process, the NHLBI established a monthly brown-bag meeting for veterans to meet and discuss the challenges they face, learn about NHLBI culture, and bring their unique knowledge and experiences to solve issues facing the NHLBI as well. As a testament to the importance of this engagement opportunity for veterans, the NHLBI Executive Officer attends each meeting.

## Employee Engagement Spotlight – NIDDK: Employee Viewpoint Survey Efforts

The National Institute of Diabetes and Digestive and Kidney Diseases (NIDDK) leadership has embraced and shared the importance of the Federal Employee Viewpoint Survey (EVS) as a valuable data collection tool, and have expressed their dedication towards actively addressing themes of low scoring questions. In support of this, NIDDK has created an in-depth analysis of its 2015 EVS results to help pinpoint areas that need attention, and identify themes of low scoring responses (whether they are within individual work units, or across the institute).

In addition, NIDDK conducted a comparative analysis of both 2014 and 2015 results to understand and recognize where improvement has been achieved, or alternatively if there have been decreased scores in particular areas. This information has been shared with management and with individual offices. If an office or a branch has had more than 10 participants, they have received their own individual analysis, and have been engaged in conversations with members of the Executive Office to discuss themes and potential strategies for improvement. The NIDDK Executive Office is working to identify themes and areas of concern for which focus groups will be convened to help forge strategies and supporting actions. Subsequently, this innovative analysis tool has been shared with NIDCR and NICHD, and has resulted in additional cross IC conversations on the subject.

## Employee Engagement Spotlight – NIBIB: Lunch and Learn Series

One of the National Institute of Biomedical Imaging and Bioengineering’s (NIBIB) most popular training programs is the “Lunch and Learn Series” which encourages employees to participate in brown bag seminars or informal learning sessions. Through these programs NIBIB has been able to further educate employees’ knowledge of various topics. In these learning sessions participants have the opportunity to interact in a small group setting and take away new knowledge they could use at home and/or at work. NIBIB has seen improvements in organizational culture and relationships amongst staff as a result of these sessions. Past topics include: Addressing Bullying in the Workplace, Employee Benefits, Pay and Retirement Panel, Leave Administration, Walking tour of the NIH Clinical Center, and Individual Development Plan (IDPs) Information Session.

## Employee Engagement Spotlight – NIDA: EVS Efforts

The National Institute on Drug Abuse (NIDA) implemented a detailed action plan to address the results of the 2015 Federal Employee Viewpoint Survey (FEVS). The action plan included presenting NIDA level data to senior staff, communicating division-level data to NIDA staff, identifying priority areas for the institute, and taking concrete steps to address the priority areas. NIDA’s priority areas were (1) leadership and engagement from NIDA senior leaders, (2) communication and collaboration, and (3) fairness in performance management. Tied to these priority areas, NIDA took the following actions:

* Held a town hall meeting to communicate NIDA’s priority areas, give updates on actions taken, and receive feedback from staff
* Hosted training and brown bag sessions
* Feedback training for supervisors and employees
* Brown bag on the performance awards process
* Supervisor hot topic talk on leave issues
* Profiled a senior leader at a staff meeting
* Held focus group meetings to identify how senior leaders can better engage staff and how to enhance communications/collaborations
* Updated the NIDA Director’s award categories to include a category for collaboration
* Enhanced the performance management page on the NIDA intranet
* Challenged division directors to implement an informal employee recognition process for their respective divisions

A number of NIDA employees shared positive feedback and expressed appreciation for the concrete steps taken by NIDA leadership. In particular, the brown bag on performance awards was highly attended with the conference room full and the conference line at max capacity. At this brown bag, the NIDA Executive Officer pledged to review how the institute was handling ratings and awards, and consider changes to increase the fairness and transparency of the process. Afterward, many employees informally shared positive feedback about this direction (the brown bag occurred after the 2016 FEVS).

# Diversity and Inclusion Strategy

Diversity and inclusion (D&I) strategy refers to action(s) planned to enhance diversity and inclusion within an organization. In order to be successful with diversity and inclusion efforts, the NIH recognizes that it needs to take a critical approach in examining D&I, identifying goals, creating action plans, and evaluating success. Components of these efforts include elements of all of the activities described in this document and additional actions ICs have engaged in such as: examining workforce data; analyzing procedures; educating the workforce on D&I; allocating resources to D&I initiatives; utilizing services by the Office of Equity, Diversity, and Inclusion (EDI) and the Chief Officer for Scientific Workforce Diversity; serving on diversity and inclusion related committees; and demonstrating leadership support of D&I.

## D&I Strategy Spotlight – CSR: New Position Added

The Center for Scientific Review (CSR) created the Associate Director for Diversity and Workforce Development position and named Dr. Karyl Swartz to the role. She will oversee staff recruitment and development efforts, coordinate scientific policy training, and manage efforts to increase the diversity of CSR staff and the diversity of the pool of reviewers, such as CSR’s Early Career Reviewer Program.

## D&I Strategy Spotlight – NCCIH: MD-715 Procedures

The National Center for Complementary and Integrative Health (NCCIH) developed Management Directive 715 Standard Operating Procedures to strengthen and streamline internal processes surrounding hiring and diversity/inclusion. This involved meeting with EDI to help fine-tune the policy.

## D&I Strategy Spotlight – NHGRI: Merit Awards Strategy

The National Human Genome Research Institute (NHGRI) continued its inclusive strategy for the annual NHGRI Merit Awards. For the last three to four years, each supervisor has been provided a list of all nominations of their employees and are encouraged to consider individuals who have not received awards in past years with the goal of individuals receiving an NHGRI Merit Award for the very first time.

## D&I Strategy Spotlight – NHBLI: Diversity and Inclusion Strategic Plan

The National Heart, Lung, and Blood Institute (NHLBI) believes that diversity and inclusion should be at the forefront of everything the organization does every day. In support of building this culture at NHLBI, the Institute is in the process of seeking feedback on the NHLBI Diversity and Inclusion Strategic Plan, the first of its kind at NHLBI and the NIH. The plan was presented to NHLBI leadership as well as all staff via division leadership and the Human Capital Committee (HCC). Staff feedback is under review and clarifying questions have been submitted to the divisions and the HCC. Feedback will be incorporated and the final plan will be housed on the NHLBI Intranet and accessible by all staff. This plan is intended to be a living document that will change to incorporate new objectives and strategies as they arise. The NHLBI's goal is to begin implementation of prioritized goals and activities in early FY 17.

## D&I Strategy Spotlight – NIDCR: Committee on Diversity and Inclusion and Model

The National Institute of Dental and Craniofacial Research (NIDCR) Committee on Diversity and Inclusion (NCDI) examined and re-established its Charter and By-Laws in order to better serve the Institute’s diversity and inclusion efforts. The NCDI is comprised of intramural, extramural, and Office of the Director staff. The NIDCR Director has recently appointed new leadership for the NCDI.

In addition, NIDCR is currently working on a Diversity and Inclusion Model that demonstrates how each division/branch/office of an IC actively participates in fostering a diverse and inclusive work environment.

## D&I Strategy Spotlight – NIDDK: Diversity Communication Campaign

The National Institute of Diabetes and Digestive and Kidney Diseases (NIDDK) conducted a novel monthly Diversity Communication Campaign in which the Executive Office designed and widely distributed a personalized note to NIDDK staff, acknowledging the accomplishments of highlighted underrepresented populations (often in correlation with national monthly observances). NIDDK used this as a portal to raise awareness and as a mechanism to draw a direct link between major accomplishments within the fields of diabetes, digestive and kidney diseases, and scientists or professionals, within the highlighted community, who accomplished these great things. This educational campaign was also used to share information and resources on related government-wide activities and resources, and to affirm the Institute’s commitment to work towards and celebrate diversity.

## D&I Strategy Spotlight – NINDS: Diversity Working Group

The National Institute of Neurological Disorders and Stroke (NINDS) Diversity Working Group (DWG), a trans-NINDS group, meets monthly to discuss and address issues related to the institute’s diversity efforts. The increased awareness of diversity and dissemination of evaluation data across the institute has helped to create an atmosphere of shared responsibility for inclusion and wider accountability for diversity outcomes. DWG efforts have included enhanced enforcement of appropriate representation of diversity inclusion for R13 awards and development of a “Why” survey submitted to the Office of Management and Budget to explore factors that influence career decisions for both well-represented and underrepresented groups.

The DWG created an internal database for staff to increase information sharing and enhance connections to diversity in the neuroscience workforce. The INCLUDE (Intra-NINDS Community Log for Underrepresented/Diversity Experiences) site captures, in aggregate, the IC participation and effectiveness of diversity activities while also including MD-715 report categories. The individual impact and outcomes will be tracked across the NINDS and resulting data will be used to inform decisions about future diversity workforce and inclusion activities.

## D&I Strategy Spotlight – NIDCD: Identifying Organizational Priorities

The National Institute on Deafness and Other Communications Disorders (NIDCD) formed the first ever NIDCD Diversity and Inclusion Team that consists of four members from the OD Administrative Offices, Extramural, and Intramural. The committee has met to examine the Fourth Quarter Workforce Demographic Report and identify underrepresented areas within the NIDCD and underlying barriers to equal employment opportunities (i.e. Outreach). The first priority identified by the Committee is to focus on increasing NIDCDs Hispanic representation. As a result, NIDCD has initiated collaborations with NIH’s Hispanic/Latino Recruitment Initiatives Committee (HLRIC). The HLRIC promotes the recruitment of diverse scientists and administrators, establishing partnerships with Hispanic Serving Institutions to expand opportunities and promote NIH awareness to this minority population.

# Extramural

To achieve its mission, the NIH invests in research to improve public health; it also devotes substantial resources to identify, develop, support and maintain its scientific resources, including human capital. The NIH’s ability to ensure that it remains a leader in scientific discovery and innovation is dependent upon a pool of highly talented researchers. Promoting diversity in the extramural scientific workforce is critical to the success of the NIH mission.

## Extramural Spotlight – NHRGRI: Diversity Action Plan

For the National Human Genome Research Institute (NHGRI) extramural training program, the Diversity Action Plan (DAP) Grants Program aims to increase the number of researchers in groups with lower than expected participation in science. Research education experiences are provided to undergraduates, post-baccalaureates and graduate students in an effort to prepare participants to pursue a variety of genomics-related scientific careers. In its 15th year, the DAP has had 1,538 participants since it started in 2002. Currently there are about ninety-nine participants in eight programs.

The DAP is associated with some of NHGRI’s largest, most scientifically diverse, and most visible research programs. The DAP Request for Application was reissued this year as an open competition, where the DAP is no longer limited to the traditional genomic science large grant mechanisms. The RFA welcomes applications from any PI who can demonstrate that their institute has a substantial program in one of the three scientific areas of interest to NHGRI – genomic science, genomic medicine, and genomics and society. The DAP has achieved better integration with other NHGRI training programs by initiating an annual meeting of all trainees to network with each other and their mentors, to exchange information on their research projects, and provide feedback to program managers on what works and what needs improvement.

The first such meeting was held in Bethesda, MD in April 2016 and had 230 attendees, including 162 trainees. The next meeting will be held in St. Louis in April 2017. The training program has a Data Analysis and Coordinating Center (DACC) which originally supported only DAP activities. The DACC RFA was reissued last year, and the current PIs of the DACC successfully renewed in April 2016. The DACC will encompass expanded responsibilities to support all NHGRI training activities. The Research Training and Advisory Committee (RTAC) has four members including three Council members and one other with relevant experience. The RTAC function has been expanded beyond the DAP program, to include integration with and advising on all aspects of NHGRI’s extramural training programs, including NHGRI's Ethical, Legal, and Social Implications research program.

## Extramural Spotlight – NIEHS: Analysis of Principal Investigators and Trainees

In 2015 and 2016, the National Institute of Environmental Health Sciences (NIEHS) Division of Extramural Research and Training conducted an analysis of gender, race and ethnicity data of Principal Investigators (PIs) and Trainees from 2000-2014. These findings have not been released yet, but they will provide NIEHS baseline measures of diversity among trainees and PIs, and ultimately enable the Institute to identify steps to increase the diversity of its extramural research community.

## Extramural Spotlight – CSR: Testing Anonymity in Grant Applications

The Center for Scientific Review (CSR) has recently released and awarded a request for proposal (RFP) that will test the effect on reviewer ratings of removing investigator and institutional information from grant applications. The goal is to determine if anonymity in grant applications will reduce any effects on application scores attributable to reviewers’ perception of race, gender, seniority, and institutional affiliation of the applicant. Should any potential weaknesses be identified, CSR will work with experts in the research community to develop policies that mitigate potential problems. The proposed work will be a first step in this process.

# Scientific Workforce Diversity Office

The Scientific Workforce Diversity (SWD) Office leads NIH’s effort to diversify the national scientific workforce and expand recruitment and retention. SWD is on a journey to establish NIH as the national scientific workforce diversity leader by widening and deepening the Agency’s ways of thinking and practice. As a nation, the United States can reach new levels of inquiry by encouraging innovative, science-driven thinking made possible by broadening the diversity of thought that comes with a diverse scientific workforce.

## NIH Future Research Leaders Conference

The second annual NIH Future Research Leaders Conference (FRLC), was sponsored by the Chief Officer for Scientific Workforce Diversity (COSWD), and it was an event held in conjunction with the NIH Research Festival. The purpose of the event was to promote knowledge and awareness about scientific career opportunities in the NIH Intramural Research Program (IRP), as well as to provide talented scientists from diverse backgrounds opportunities to network with IRP investigators. In alignment of the COSWD and NIH mission, the FRLC was a trans-NIH outreach event to increase scientific workforce diversity within NIH by increasing applicant-pool diversity for various NIH scientific searches and positions at NIH. It is also a vehicle for increasing scientific workforce diversity in the broader biomedical and behavioral sciences community by providing continuous outreach to NIH programs that support diversity such as the Diversity Supplement Program (which targets groups with lower than expected participation in science).

The FRLC was purposefully designed to facilitate interaction between NIH scientific leadership and early-stage scientists from diverse backgrounds to achieve the conferences objectives. For the 2016 event, 29 talented, early stage scientists from diverse backgrounds who demonstrated a track record or trajectory of independent scientific research and were interested in learning about IRP career opportunities were invited to participate in the conference.

Over the course of a two-and-a-half-day conference, the participants learned about the IRP mission, organization, current scientific work, resources for investigators, application/search processes at the IRP, and the NIH grant process and funding opportunities. In turn, the participants were asked to present and share their science with the NIH scientific community. The conference provided ample opportunities for IRP senior leaders such as IC directors, scientific directors, branch and lab chiefs, and current investigators to meet with the selected participants to discuss scientific work of shared interests (e.g., one-on-one meetings, networking session, lab tours). These interactions provide opportunities for IRP leadership to identify emerging talent that resonates with IC scientific interest areas, and the participants the opportunity to network with current NIH investigators and seek mentoring opportunities when appropriate. FRLC 2017 is currently in the planning stages and developing programming to maintain engagement with the first & second FRLC cohort. COSWD staff is working with the Diversity Supplement Points of Contacts, in the Extramural Research Program, with these continued efforts.

Nineteen of the IC's participated in the conference, including: NCI, NEI, NHLBI, NHGRI, NIAAA, NIAID, NIBIB, NICHD, NIDCR, NIDDK, NIDA, NIEHS, NIGMS, NIMH, NIMHD, NINDS, NINR, NLM, NCCIH and 118 one-on-one meetings (average of 4 meetings per participant) were scheduled with 81 NIH scientific leaders (11 Scientific/Clinical Directors; 24 Branch Chiefs, 20 Senior Investigators), tenure-track investigators, staff scientists, and program officers.

Preliminary results: Two 2016 participants applied to Stadtman; one applied to an IC specific tenure-track position; at least four expressed interests in applying to Stadtman in future years. Pre versus Post conference survey results demonstrated that the FRLC increased the participants’ knowledge of the IRP and how to look for career opportunities as well as a stronger understanding of the Stadtman Search process. The areas of improvement include: higher attendance needed at the participant’s presentations, representation from clinical, social, and behavioral scientists, and request for a mock grant review.

## Outreach

COSWD has initiated support for the Stadtman search process and senior scientific search committees through the development of a protocol to assist with identifying highly competitive potential candidates to enhance the diversity of the applicant pool. From past searches, the database contains over 1,000 highly qualified scientists from diverse backgrounds. For the senior scientific position searches, COSWD collaborates with the NIH Library to identify high caliber women scientists for leadership positions.

## Unconscious Bias Training

Scientific Workforce Diversity (SWD) staff have developed an education module regarding unconscious bias to increase awareness and provide behavioral strategies to minimize the impact of unconscious bias. This module incorporates anonymous pre/post assessments and an interactive presentation. SWD staff trained interested Search Committee Chairs to provide this education to their committees as well as have provided training to IRP leadership, IC Board of Scientific Counselors, and Scientific Review Officers. The purpose of this activity is to increase the diversity of the applicant pool and optimize the hiring decision-making processes for the Stadtman search and other scientific search committees.

To date, the unconscious bias training, coaching and presentations have been conducted with the following IC's and groups:

* 2015 Earl Stadtman Tenure Track Investigator Search Committees Chairs and Committees (Various dates from Oct 1 to 16, 2015)
* 9 committees with at least one Chairs participated in the training: Chemistry/Chemical Biology, Developmental Biology, Immunology, Microbiology/Infectious diseases, Molecular and Cellular Neuroscience, Neurodevelopment, Systems and Behavioral Neuroscience, Systems Biology, and Virology
* 8 Full committees, including the Chairs, participated in the training: Biomedical Engineering/Biophysics/Physics, Cell Biology/Cell Signaling, Genetics/Genomics, Health Disparities, Sensory biology, Social and Behavioral Sciences, Structural Biology, and Synapses and Circuits
* Scientific Directors Meeting on October 21, 2015 presented by Dr. Michael Gottesman
* NIA Intramural Branch Chiefs Meeting on October 28, 2015
* NIEHS Intramural Branch Chiefs Meeting on December 8, 2015 presented by Dr. Darryl Zeldin
* NINR Intramural All Staff meeting on December 11, 2015
* NCI-Center for Center Research Clinical Branch Chiefs on January 6, 2016
* NIDA Branch Chiefs Meeting on January 13, 2016
* NCI-Center for Cancer Training All Hands meeting on January 19 and August 31, 2016
* NIDCD Branch Chiefs and PI meeting on January 26, 2016
* CSR Presentation to all staff invited by CSR diversity committee on March 4, 2016
* NIDCD All PIs meeting on March 22, 2016
* NIDA Intramural Research meeting on April 6, 2016
* NIAAA All Staff training on April 7 (Supervisory refresher training)
* CSR Program Officer Training on April 14, 2016
* MSS (Management Seminar Series) on April 21, 2016
* New Principle Investigator Training on May 10, 2016
* NIDCR All supervisory staff Training on August 4, 2016 (COR training and supervisory refresher training)
* NLM All Staff on September 29, 2016 (COR training and supervisory refresher training)

## Mentor Training

A mentor training session with the Intramural Research Program scientists (PI's and Postdocs) was conducted with National Research Mentoring Network facilitators. The purpose of the training is to maximize the effectiveness of the program scientists’ mentoring relationships.

## Advisory Committee to the Director Working Group on Diversity Efforts

COSWD co-chairs the Advisory Committee to the Director (ACD) Working Group on Diversity (WGD). The purpose of the WGD is to provide regular advice to the larger ACD and NIH Director on effective strategies to increase the representation of diverse individuals underrepresented nationally in biomedical research and to reduce disparities in research awards from diverse applicants underrepresented nationally in biomedical research. The ACD WGD is comprised of top scientific researchers in the extramural community and meets twice quarterly in-person. This past year, this group was able to conduct a review of the progress on the 2012 ACD thirteen recommendations and their early impact on the diversity gaps in the scientific workforce, publish a document on SWD’s approaches to addressing each recommendation, and is developing a report that will address current gaps and provide new recommendations to the ACD.

## NIH Steering Committee Diversity Working Group Efforts

The NIH Steering Committee was established as part of the NIH’s Governance in 2003 by then-Director Elias Zerhouni. It consists of 10 members (all IC Directors (ICDs)) including 3 permanent (from the 3 largest ICs) and rotating members of various-sized ICs. There are multiple working groups of various corporate functions such as facilities, intramural research, extramural research, etc. The Charter for the NIH Steering Committee Diversity Working Group (SC DWG) was signed on Dec. 31, 2013 by Dr. Collins. The SC DWG is co-chaired by the COSWD along with one ICD from the NIH Steering Committee (currently, Dr. Gibbons) and meets monthly. SC DWG was established to advise on issues of diversity and inclusion (D&I) that affect the intramural and extramural research communities and the NIH workforce. These issues include promotion of D&I, recruitment and retention of diverse talent, oversight of programs designed to enhance diversity, and fairness in the peer review system. This group initiated the idea to establish a new graduate student summer program, which launched in 2016 in collaboration with the Office of Intramural Training and Education, with considerable success. The Graduate Summer Opportunity to Advance Research Program (GSOAR) had 19 diverse graduate students, four of whom officially transitioned into the Graduate Partnership Program (GPP) and one currently working on the transition.

## Diversity Administrative Supplements

SWD convened quarterly meetings with all the IC leads for the Diversity Administrative Supplements. As a means to increase diversity in research workforce, Program Directors or Principal Investigators who hold specific types of research grants are eligible to apply for additional funds to recruit and support students, post-docs and/or early career investigators from underrepresented groups in health-related research. Nearly all NIH ICs (except for Center for Scientific Review) participated in this administrative support and on average it supported 1,200 students, post-docs or investigators per year between FY 1998 to FY 2014. SWD conducted a survey with this group and confirmed the lack of consistency in evaluation and tracking across the ICs. The group recommended that COSWD assess the NIH leadership commitment to creating and supporting an NIH-wide system for evaluation and tracking of diversity-focused programs. This recommendation will be discussed at an up-coming Steering Committee Diversity Working Group meeting with the goal of developing recommendations to the NIH director.

## Diversity Program Consortium

SWD worked with National Institute of General Medical Sciences (NIGMS) to co-coordinate and evaluate the impact of a milestone-based national consortium of experimental training and mentoring approaches (Building Infrastructure Leading to Diversity (BUILD), the National Research Mentoring Network (NRMN) and the Coordination and Evaluation Center (CEC)): success metric include: more than 1500 students reached and being advanced to PhD programs; faculty impact – hiring, professional development, being trained as mentors and enhancing grant writing skills; enhanced institutional commitment and investment.

# Office of Equity, Diversity, and Inclusion

The NIH’s Office of Equity, Diversity, and Inclusion (EDI) has been on a journey of change – to become the best equal employment opportunity practice in the Federal government. In FY 2016, EDI took many positive steps in fulfilling this goal by being a more proactive, purposeful, and customer-oriented office. The accomplishments highlighted below reflect efforts in actualizing EDI’s vision of making NIH the premier place for diverse talent to work and discover.

## Overall Office Developments

### Program Evaluation

EDI is committed to a course of continuous improvement for quality service delivery, customer satisfaction, and employee engagement. To develop an environment of continuous improvement, EDI contracted Performance Dynamics, Inc. to assist the office in conducting an organizational assessment. The organizational assessment included: 1) an evaluation of EDI’s portfolio of services, 2) an assessment of the EDI organizational climate, 3) an assessment of EDI’s communication strategy, and 4) a 360-degree assessment of EDI’s leadership team. Research conducted by the contractor during the 2015-2016 period was designed to illustrate a side-by-side comparison with results from previous studies conducted in 2012. Upon analysis of comparative results, the picture clearly emerged of an improved, healthier, more effective organization. EDI will continue to work with the contract company in the coming year to form a strategic plan based on recommendations that emerged from the organizational assessment.

### The EDI Experiment – Investing in Employees

EDI appreciates that, in order to be successful in implementing solid strategies, it has to stay focused on helping its own employees develop their skills, leverage their strengths, accelerate their expertise, and advance their careers. By doing so, the result is an improved customer experience for the people EDI serves. The core belief is that a better-trained EDI employee makes a better consultant to NIH. Investments in employee engagement support the office’s efforts to deliver optimal customer service, achieve better outcomes, and set an example for utilizing effective inclusion strategies. The office has implemented a variety of activities aimed at providing all of the staff with a dynamic work experience and a place to thrive.

Within EDI, the office has been conducting its own “experiment.” In terms of staff development for FY 2016, EDI sponsored employee participation in NIH mid-level and federal executive leadership development programs, arranged for executive coaches for managers, and provided each staff member with an individual training fund. The office sponsored in-house corporate training on topics such as human-centered design, “Excelling as a Manager or Supervisor,” and EEO Counselor Refresher Training. EDI held group mentoring sessions with NIH leaders through brown bag lunch sessions.

To enhance team-building and office cohesion, EDI hosted an All Hands retreat, conducted an eight-week health and wellness challenge, held an internal award ceremony, and supported staff development by offering internal details and shadowing opportunities.

### Infrastructure

Driven by the desire to be a customer-centric organization, EDI has taken steps to be a more efficient, resourceful, and high-performing office. The Administrative Management Team (AMT) has been at the center of this effort, managing office developments while maintaining an exemplary level of customer service. The AMT oversaw renovations and upgrades, the installation of a new security system in Building 2, drafted standard operating procedures for many internal policies, and onboarded numerous new EDI staff members and detailees.

## EDI Services to NIH

### Guidance

The Guidance team is frequently called upon to develop and deliver customized guidance on EEO rights and responsibilities to the NIH community. In FY 2016, examples of guidance provided included:

* Implications on federal employees’ rights regarding sexual orientation claims from the decision reached in Baldwin vs. Department of Transportation Aviation Administration,
* Implications on federal employees’ rights regarding transgender claims from the decision reached in Lusardi v. Department of Defense,
* Early intervention and preventative behaviors,
* Policy for anti-harassment efforts, and
* Drafted toolkits on manager and employee official time, independent contractors, and transgender identity and sexual orientation.

### Strategy

In FY 2016, the Strategy team continued to evolve NIH’s MD-715 process to better meet organizational needs. The following items were developed in alignment with this objective: standard operating procedures for developing the Agency’s MD-715 report, a frequently asked questions document on Part H plans, phase one of the MD-715 SharePoint site, and capacity-building practice sessions on barrier analysis.

This year was the second year of the MD-715 Technical Assistance Group (TAG) – a community of practice comprised of MD-715 points of contact throughout the NIH. TAG conversations focused on NIH promising practices in representational diversity and inclusion. Participant feedback on TAG was very positive, and participants’ comments reflect that they found the information, resources, and meetings valuable.

The Strategy team strengthened alignments and partnerships with the Office of Human Resources (OHR) and the Office of Scientific Workforce Diversity (COSWD) through the following efforts: hosting lunch and learn sessions with Office staff on unconscious bias, supporting the development of NIH’s Federal Equal Opportunity Recruitment Program (FEORP) report, engaging with the Trans-NIH Recruitment Forum and the NIH Employee Engagement Liaisons group, and launching an effort to engage Employee Resource Groups.

In overall efforts to further equity, diversity, and inclusion, the Strategy team developed and presented briefings on MD-715 and EDI 365, consulted with ICs, submitted a Talent Sourcing Project white paper addressing broadening the pool of diverse talent for NIH mission critical occupations, and finalized a Search Committee Toolkit for EEO practitioners.

### Special Emphasis Portfolios

Each EDI Special Emphasis Portfolio is led by a principal strategist who engages in a wide range of activities and efforts to support their constituency groups. The Portfolio Strategists’ accomplishments span from organizing and hosting awareness, mentoring, and career advancement programs; interfacing with professional organizations in the community; supporting employee resource groups; and educating the NIH on information and strategies related to constituency groups. A few examples of these successes are:

* Partnering with NIH’s Asian Pacific American Organization in having a panel discussion on Diverse Career Pathways of Asian Pacific American Scientist and Administrative Workforce at NIH: Extramural and Intramural Perspectives
* Engaging with OHR in the creation of a new Hispanic outreach group
* Creating 20 sexual and gender minority inclusion-related videos
* Launching NIH’s Workforce Resource Eligibility Matrix to increase awareness and encourage participation in the many supportive programs and resources at NIH
* Developing Hiring Manager toolkits for Native American and Alaska Natives, Hispanics, and People with Disabilities
* Engaging in a social media campaign for Martin Luther King Jr Day and Black History Month
* Conducting Disability Etiquette training

EDI is committed to working with ERGs on matters that are beneficial to the organization’s diversity and inclusion goals. Our diversity Strategists have identified over 30 groups that fit the general definition of Employee Resource Groups (ERGs). In 2016, EDI supported the following ERG activities:

* June 21, 2016, EDI Leaders and D&I Strategists participated in the HHS 4th Annual ERG Forum featuring leaders and ERG representatives from HHS OPDIVS.
* Nov 1, 2016, The NIH EDI Director and the Chief of Scientific Workforce Diversity (COSWD) had a meet and greet session with NIH ERGs where they conveyed support and explored ways to work closer in areas of common interest. The HHS Office of Diversity and Inclusion and OPM provided update information on the development of ERG guidance.

 The following goals have been identified for FY 2017:

* EDI will conduct quarterly meet and greet sessions to strengthen and sustain a collaborative relationship with ERGs.
* EDI will lead the development of formal guidelines for collaboration with ERGs that will include the process registering and recognizing new and existing groups
* EDI Strategists will continue to engage NIH’s ERG on matters that are beneficial to the organization’s diversity and inclusion goals.

### Training

EDI offered in-person EEO Compliance Training for Managers and Supervisors and EEO Compliance Training for Employees and has core online training modules for Civil Treatment Training for Managers and Employees, Anti-Bullying, NoFEAR Act, and Prevention of Sexual Harassment (POSH). In 2016, EDI launched new online NO FEAR and POSH modules in the NIH Learning Management System. These courses have supported NIH’s efforts to meet its goal of 100% compliance with the biennial requirement for NoFEAR and POSH training. EDI continued to facilitate training at New Employee Orientation and a total of 1,395 total employees were trained from Q1 to Q4.

### Resolutions

The Resolution and Equity (R&E) team works to provide unbiased counsel to individuals who seek to resolve workplace conflict. In 2016, the R&E team implemented monthly 462 Report auditing to ensure accurate data entry leading to a timely submission of the 462 report to the EEOC. The team benchmarked with other Federal agencies on best practices for collateral duty programs and implemented anti-retaliation language into the Responsible Management Notifications in the informal stage. The team also implemented a customer service survey at the end of all Pre-Complaint cases.

Note: NIH EEO complaints trends information is available in the executive summary.

### Data

In FY 2016, the Data Analytics team has had many successes in translating workforce data into meaningful information the NIH can use to make decisions on equity, diversity, and inclusion strategies. As a baseline, bi-annually, the team provided NIH-wide and IC specific demographic workforce reports stratified by race, ethnicity, sex and disability status. In addition, this year, the team provided 198 supplemental reports to the NIH community. These reports include items such as demographic analyses of NIH’s principal investigators, lab/branch chiefs, Stadtman applicants, SES applicants and USAJobs applicants. The Data team also completed demographic trends analysis of 2009-2014 Stadtman hires and a ten year trend analysis of NIH scientific workforce. The team began work on a trends analysis of formal complaints data and salary analysis by sex.

EDI’s led the Trans-NIH Gap Analysis Workgroup that completed scientific workforce categorization of NIH’s workforce in 2015. This year, this information was presented to NIH Executive Officers, IC Directors, and the Scientific and Medical Recruitment Forum. EDI also led the workgroup seeking a system solution to make Title 42 Applicant flow data collection possible. The team was successful in resurveying the Principal Investigator Workforce and worked with the Office of Intramural Research (OIR) and OHR to resolve discrepancies between nVision and the OIR database. The data access policy was approved and incorporated into the NIH manual chapters and the Qlikview data dashboard was released into production. The Data team also identified CommonLook as a solution tool to obtain 508 compliance on data tables.

### Reasonable Accommodations

In 2016, EDI obtained approval to build NIH’s Reasonable Accommodation (RA) program and EDI was able to onboard three Accessibility Consultants (ACs). These ACs have provided ad-hoc guidance and support for processing current reasonable accommodation requests NIH-wide. EDI contracted for an RA tracking system in 2015 and this year the RA has developed specifications for the Entellitrak system and began conducting reviews of the system’s functionality. The RA team finalized an Inter-Agency Agreement between NIH and Federal Occupational Health, drafted a RA policy and procedure document, a service animal toolkit, and RA training. The team also collaborated with NIH Police to conduct site visits of sally ports and walkways to assess accessible routes leading to/from the Visitors Center and Metro.

### Language Access

NIH is committed to providing meaningful access to its programs and activities to people with limited English proficiency. EDI’s Language Access portfolio consults with the Agency on implementation strategies for NIH’s Language Access Plan. In 2016, the team worked to form partnerships with internal and external organizations to further the goals of inclusion for Limited English Proficient people. A SharePoint tool designed to collect and create a repository of IC information on language access was launched, and educational material on the Affordable Care Act ruling and its relationship to language access services was developed. An indefinite delivery/indefinite quantity contract for language access services is pending award.

### Branding and Marketing

In addition to direct services the office provides to the NIH community, EDI has taken steps to establish a more informative, accessible, useful, and interactive online presence for its customers. In alignment with this, some notable projects were completed in 2016, such as: created short-films that enhance messaging (Women in Science, EDI Branding), promoted two highly visible programs and services (MD-715 reporting process and SafeZone), launched the EDI Blog, established a comprehensive web presence for PRIDE 2016, and enabled social media campaigns for heritage month observations.