

NIH-Wide Strategic Plan for Diversity, Equity, Inclusion, and Accessibility

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ADVISORY COMMITTEE TO THE DIRECTOR, JUNE 10, 2022

Background

Report Language

Report 116-450 on H.R. 7614: *Diversity at NIH Working Group and Strategic Plan* requires NIH to develop a strategic plan to:

- Include short- and long-term goals to address racial, ethnic, and gender disparities at NIH
- Identify and address barriers in access to NIH funding by investigators researching health disparities

Executive Orders

e.g., EO 14035: *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*

**GOVERNMENT-WIDE
STRATEGIC PLAN
TO ADVANCE
DIVERSITY, EQUITY,
INCLUSION, AND
ACCESSIBILITY IN THE
FEDERAL WORKFORCE**

NOVEMBER 2021



Government-Wide Strategic Plan

Government-Wide Strategic Plan to Advance DEIA in the Federal Workforce

- Released November 23, 2021
- Roadmap for implementing EO 14035
- Charges agencies with developing a DEIA Plan by March 23, 2022

Process & Timeline



Contributors to Development of the Plan

- Working Group of 100 representatives from all 27 ICs and many OD offices
 - Chaired by:
 - Chief Officer for Scientific Workforce Diversity, Marie Bernard
 - Acting Director of the Office of Equity, Diversity, and Inclusion, Shelma Little
 - Director of the Office of Human Resources, Julie Berko
 - Managed by DPCPSI Director, Jim Anderson
 - Facilitated by Director of the Office of Evaluation, Performance, and Reporting, Marina Volkov and staff
- Steering Committee DEIA Working Group will be responsible for implementation of the Plan and have provided input on NIH activities to be included in Plan

Overarching Principles of the Plan



Communicates vision and aspirations for all NIH



Broad scope



Articulates NIH definitions of diversity, equity, inclusion, and accessibility



Reports example accomplishments



Conveys priorities for the next 5 years



Includes broad priorities and sample activities



Provides accountability (e.g., measures of progress)



Input from internal and external stakeholders

Scope of the Plan

- Articulates NIH's vision for strengthening diversity, equity, inclusion, and accessibility (DEIA)
- Captures activities that the NIH workforce will undertake to meet the vision of the Strategic Plan
- Harmonized to the NIH-Wide Strategic Plan Framework, with NIH's DEIA priorities organized around accomplishments, needs, opportunities, and challenges in three key areas

Mission & Vision Statements

- **Mission:** NIH will embrace, integrate, and strengthen diversity, equity, inclusion, and accessibility (DEIA) across all NIH activities in service of the NIH mission.
- **Vision:** NIH will be a people-centered organization, representative of our Nation's diversity, where all people feel a sense of belonging as they advance the NIH mission.



Objective 1: Implement Organizational Practices to Center and Prioritize DEIA in the Workforce



Objective 2: Grow and Sustain DEIA through Structural and Cultural Change



Objective 3: Advance DEIA through Research

DEIA
Strategic
Plan
Framework

Related NIH-Wide Strategic Plans



Objective 1.1: NIH Workforce

- **Goal 1:** Strengthen outreach, recruitment, and hiring efforts to facilitate a diverse workforce inclusive of individuals from underserved communities.
- **Goal 2:** Strengthen development, recognition, and advancement efforts across NIH.
- **Goal 3:** Foster a culture of DEIA throughout the NIH workforce.

Objective 1.2: Workforce at Institutions Supported by NIH Funding

- **Goal 1:** Advance DEIA at institutions supported by NIH through research capacity building.
- **Goal 2:** Understand the demographics of the workforce at institutions supported by NIH through data collection and analysis.
- **Goal 3:** Encourage enhancement of DEIA principles in research environments at NIH funded institutions.

Objective 2.1: Stewardship

- **Goal 1:** Foster a culture of good scientific stewardship in enhancing DEIA in the support of biomedical and behavioral research.
- **Goal 2:** Provide coordination and oversight to promote a culture that upholds DEIA principles.

Objective 2.2: External Partnerships & Engagement

- **Goal 1:** Identify the needs of external stakeholders to develop intentional relationships for the purpose of building meaningful engagement.
- **Goal 2:** Foster external partnerships to further enhance DEIA efforts at NIH.

Objective 2.3: Accountability & Confidence

- **Goal 1:** Develop and implement steps to engage and be responsive to the internal and external NIH community about practices to facilitate DEIA principles into NIH work and culture.
- **Goal 2:** Ensure transparency of assessments and evaluations of NIH actions to demonstrate progress meeting DEIA principles and address any gaps in effectiveness.
- **Goal 3:** Consistently communicate and explain how to implement policies and practices that uphold a work environment and culture that is safe, respectful, accessible, and diverse.

Objective 2.4: Management & Operations

- **Goal 1:** Foster a culture of DEIA throughout NIH program management and physical, technological, and cultural infrastructures.
- **Goal 2:** Draw on evidence to make decisions regarding DEIA actions to increase organizational effectiveness and equity, ensure program integrity, and minimize enterprise risk and operational failure.

Objective 3.1: Workforce Research

- **Goal 1:** Expand research to identify promising practices for enhancing DEIA in the biomedical workforce.
- **Goal 2:** Expand research to identify and remove potential barriers to implementation and expansion of promising and effective DEIA practices, policies, and procedures.
- **Goal 3:** Examine how enhancing DEIA in the biomedical workforce influences the accomplishment of the NIH mission.

Objective 3.2: Health Research

- **Goal 1:** Promote research to identify health disparities and examine factors that drive these disparities.
- **Goal 2:** Develop, adapt, test, and disseminate effective interventions to improve health and reduce health disparities.
- **Goal 3:** Promote consideration of DEIA into all NIH-supported research and research sustaining activities.

NIH DEIA Activities



Faculty Institutional Recruitment for Sustainable Transformation (FIRST)

Aims to enhance and maintain cultures of inclusive excellence in the biomedical research community, establishing and sustaining scientific environments that cultivate and benefit from a full range of talent.

Facilitates the building of a self-reinforcing community of scientists, through recruitment of a critical mass of early-career faculty who have a demonstrated commitment to inclusive excellence.



Native American Research Centers for Health (NARCH)

The program supports opportunities for conducting research and career enrichment to meet health needs prioritized by American Indian/Alaska Native (AI/AN) tribes or tribally based organizations.



Distinguished Scholars Program

A cohort program for recently hired intramural PIs with a demonstrated commitment to DEIA. It is funded by contributions from all ICs with intramural research programs to the OIR Innovation Fund.

The program also provides professional development, mentoring, and networking opportunities for the scholars.



Community Engagement Alliance (CEAL) Against COVID-19 Disparities

CEAL is an NIH-wide effort to advance outreach and engagement efforts in ethnic and racial minority communities disproportionately affected by the COVID-19 pandemic.

The CEAL research teams will leverage established relationships between NIH-funded researchers and local community-engaged leaders to help reach underserved communities that might not be located near COVID-19 clinical research recruitment sites.



Special Emphasis Portfolios

EDI's Special Emphasis Portfolios focus on positive, equitable, and inclusive employment experiences for federally identified minorities. These seven portfolios are an integral part of the success of the Agency.

EDI works diligently with ICs, workgroups and committees, and employee resource and affinity groups to identify barriers that keep targeted groups from achieving their career goals at rates consistent with the general workforce.



UNITE Initiative

The UNITE initiative was established to identify and address structural racism within the NIH-supported and the greater scientific community. UNITE aims to establish an equitable and civil culture within the biomedical research enterprise and reduce barriers to racial equity in the biomedical research workforce.



DEIA Performance Standards

The NIH Annual Performance Management Appraisal Program (PMAP) added language in 2022 specifically outlining DEIA and anti-harassment language in all staff's performance goals.



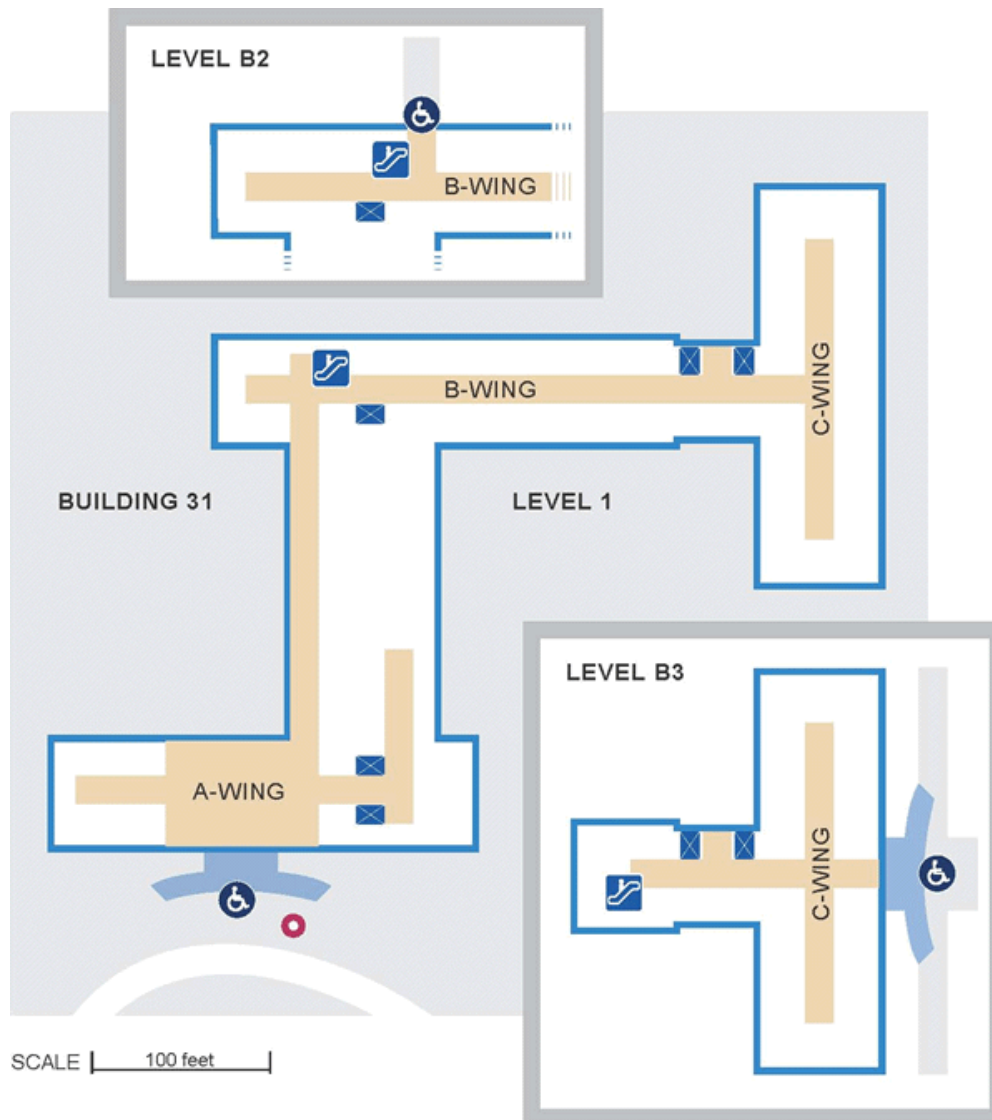
Review of NIH Director's Awards

In the past, the NIH Director's Awards have been focused on higher-graded employees. Changes were made in 2022 to expand the Mission Support Category and a Task Force has been established to review all aspects of the program before the 2023 awards are made.



Workplace Climate and Harassment Survey

A Workplace Climate and Harassment Survey (WCHS) was administered in January 2019 to NIH staff including NIH employees, contractors, fellows, and trainees. Results are informing new NIH programs and approaches to address harassment in the workplace.



NIH Building Accessibility Maps

Campus maps are available on the Office of Research Services webpage that indicate the accessible entrances for buildings on the NIH campus.



Benchmarking to Facilitate Accessibility in the Workplace

The NIH Office of the Chief Information Officer (OCIO) is planning to meet with HHS Operating Divisions and other Government Agencies, to learn how they execute their accessibility program. From these meetings, OCIO plans to adapt and adopt better practices to eliminate barriers.

The Stakeholder Communities of the NIH

The NIH Advisory Committee to the Director

NIH Leadership

Institute, Center, and Office Directors

NIH Steering Committee DEIA Working Group

NIH-Wide DEIA Strategic Plan Working Group

**Thank You
to the many
Contributors**