I’m Phil Lenowitz
DIVERSITY

NIH

People

Culture

Office of Human Resources
Ben and Brett

THE UNIVERSITY OF GEORGIA
Dr. Rabson    Dr. Larry Einhorn
Fall in Love with NIH Orientation

Building A Culture of Inclusion through Mission
Recognition

Building A Culture of Respect through Acknowledgment

Green Champion Awards
HHS Innovates
Arthur S. Flemming Award
Innovations in American Government
Service to America Medals (SAMMIES)
Federal Engineer of the Year
Nathan C. Davis Awards for Outstanding Government Service
The Face of Diversity

• Respective Difference; Including Uniqueness
Targeting Diversity

- Veterans Recruitment & Retention Force (VRRF)

*2104 only shows numbers through Q3
Targeting Diversity

- Veterans Recruitment & Retention Force

NIH Veterans Onboarded Over Time

- **843** Veterans onboarded in 2008
- **844** Veterans onboarded in 2009
- **853** Veterans onboarded in 2010
- **886** Veterans onboarded in 2011
- **903** Veterans onboarded in 2012
- **935** Veterans onboarded in 2013
- **998** Veterans onboarded in 2014*

*2014 only shows numbers through Q3

5.1% increase

12.6% increase

VRRF began
Generational Diversity

• Valuing New Talent and Collaboration
Generational Diversity

- Respecting Experience
Generational Diversity

• Staying Power

NIH Retention Analysis on FY 2005 Hires

Ages 25-30

Ages 50-55

Stayed 5 or more years, hired in FY2009

- Hired at age 25-30
- Hired at age 50-55
- Still Here

Ages 25-30  Ages 50-55
Addressing Conflict
Providing Employee Support

- Employee Support
Culture Change: From Worst to Best

- Federal Deposit Insurance Corporation (FDIC)
  - 2007: Ranked 24 of 32 (Best Places to Work)
  - 2008: Culture Change Initiative was established
  - 2010: Ranked 3 of 32
  - 2011:Ranked 1 of 32 and most improved large agency
Culture Change: From Worst to Best

• Federal Deposit Insurance Corporation (FDIC)
  1. Model who you want to be
     • Benchmarking; developed core values: “FACE IT” – Fairness, Accountability, Competence, Effectiveness, Integrity, Teamwork
     • Branding: “Let’s FACE IT, Culture Change Starts with Me”

  2. Focused Communication – Employee Engagement
     • Culture Change Council – employees of all divisions and levels
     • Strong leadership, strong messaging, and established two-way communication