

ORS STRATEGIC PLAN
FY 2015-2017

Building a Resilient Organization



Message from the Director

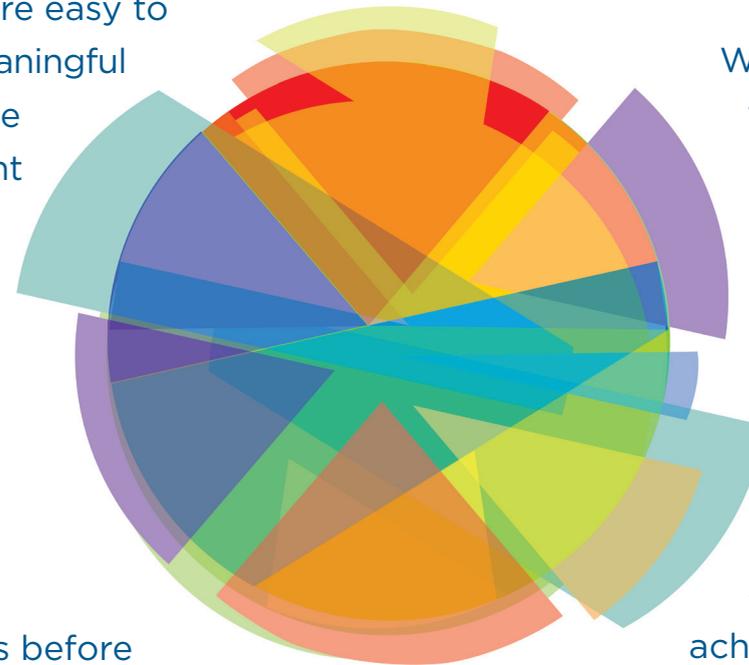


This is an extraordinary time of challenge, change and evolving expectations. The past is no longer an acceptable prediction of the future. Technology is changing the way we do just about everything—how we work and how we communicate. Data and information abound and are easy to

access and acquire, but difficult to decipher for meaningful decision-making. Our workforce demographics are shifting dramatically and the political environment in which we operate is in constant flux. To keep the ORS responsive, effective and valued by the communities we serve, it is critical that we strategically anticipate needs and opportunities across a rapidly changing landscape.

Towards that end, I have the privilege of leading a senior management team within the Office of Research Services in analyzing the terrain that lies before us, recognizing that there are many paths forward for reaching our destination. As part of the process, we reaffirmed our mission, vision and core values and asked ourselves, “How can we make a difference?”, “How will we recognize success?”, and “What capabilities will we need to get there?” The result is our third strategic plan. The central thrust of this strategic plan is building and sustaining a resilient organization, from processes to people, that accommodates current reality and adapts to future

requirements. It is the third product of a strategic planning process that we made integral to ORS leadership seven years ago. Our approach is consistent with our values: we strive for excellence; we plan collaboratively; we always demonstrate fiscal integrity; and for us, it’s all about serving our customers, the NIH community.



Worth noting is that our new Plan covers only a two-year timeframe from 2015-2017. Two years could both be too short and too long in a time of turbulence. Too short to bring about all the change that might be needed, yet too long to affect responsive decision-making in a rapidly changing world. Our Plan, as the two before, remains a living document with the expectation that other ideas, challenges or opportunities may emerge that could change our trajectory and better position the ORS to achieve our mission and realize our vision.

The visuals in this publication illustrate the contemporary and dynamic course that ORS has chosen in its strategic planning process. ORS, as an organization, is moving beyond silos toward a dynamic, interdependent and resilient organization able to respond to the challenges identified in four distinct areas—workforce enhancement, data management, administrative improvement, and stakeholder engagement/customer focus.

ORS Mission, Vision and Core Values



Data Management

Why is data management important to ORS?

ORS collects large amounts and types of data from many sources. Data moves and changes quickly through a variety of sources such as online systems and social media.

- How can we leverage the data ORS collects to optimize customer experience?
- How do we know what data is relevant and how do we analyze it to get useful information?
- How do you integrate diverse data from multiple sources across an organization?
- How do we keep current?

Why does the issue or challenge rise to the level of strategic?

We want a “360 degree” view of the customer so we can optimize the customer’s experience.

1 GOAL
1a

Better leverage IT systems and data management across ORS

DESIRED OUTCOME

ORS has the capacity and ability to use large information and/or data management effectively

Objective 1

Assess ORS current capacity for use of large information and/or data

Initiatives

- 1.1 Define what “big data” means
- 1.2 Convene a focus group to understand each division’s needs, current practices and develop survey questions. Distribute survey to each division director
- 1.3 Survey each division that has big data
- 1.4 Collect and analyze the data collected from survey

- 1.5 Understand how large data sets are currently managed
- 1.6 Learn how the data is presently accessed and analyzed

Objective 2 Determine if the current systems are being used as effectively as possible

- Initiatives**
- 2.1 Request sample reports from big data programs
 - 2.2 Review reports to understand how big data are presently analyzed
 - 2.3 Document gaps (if any) observed in current systems

Objective 3 Determine if there is a need to build capacity

Objective 4 Assess decision-making at the division level

Objective 2 Investigate ability to optimize website for use on mobile platforms

- Initiatives**
- 2.1 Evaluate the HHS mobile friendly website
 - 2.2 Identify changes needed to be made to current ORS website
 - 2.3 Prepare SWOT and feasibility analyses to determine a path forward
 - 2.4 Identify resources needed to proceed

Objective 3 Investigate using a completely electronic version of PMAP

- Initiatives**
- 3.1 Consult with ITB regarding SharePoint capabilities
 - 3.2 Consult with Adobe Professional expert regarding Adobe Professional capabilities (i.e. version control, multiple signature capability, etc.)
 - 3.3 Survey which divisions require a paper signature of PMAP (i.e. employees that do not have capabilities or abilities to use form electronically)
 - 3.4 Investigate if SharePoint, Adobe Professional form or another solution can serve as the electronic mechanism

What results and changes can you expect to see?

By third quarter of 2016:

- An electronic software for animal management will be offered to ICs
- The ORS public facing website will be optimized via mobile platforms
- The PMAP will transition to a completely electronic document. We expect that after this objective is achieved, more services/transactions will be converted to electronic formats on a continuing basis

By fourth quarter of 2016:

- Divisions will have the ability to collaborate and share data



Electronic customer interaction is business as usual

DESIRED OUTCOME

ORS has optimized electronic customer interactions through each division

Objective 1 Investigate the adoption of DVMax NIH-wide

- Initiatives**
- 1.1 Consult DVR Division Director about capabilities
 - 1.2 Survey ICs that use large animals to gauge their interest in using DVMax
 - 1.3 Prepare SWOT analysis for implementation of DVMax

Administrative Improvement

What is our challenge or problem?

- Needs and wants of the NIH community are constantly changing
- ORS programs must evolve to meet the NIH changing expectations
- ORS programs are diverse in what we do and where we are located
- Our employees (both programmatic and administrative) need the proper tools and efficient structure to perform their jobs
- Trying to keep up with changes in administrative policy and procedures can be a tough challenge for everyone
- ORS and ORF share several administrative support areas—“Shared Services Model”



Revitalize ORS' internal administrative system

DESIRED OUTCOMES

Practical improvements to the shared services model
High performing administrative system with high customer service satisfaction

Objective 1

Practical improvements to the shared service model

Initiatives

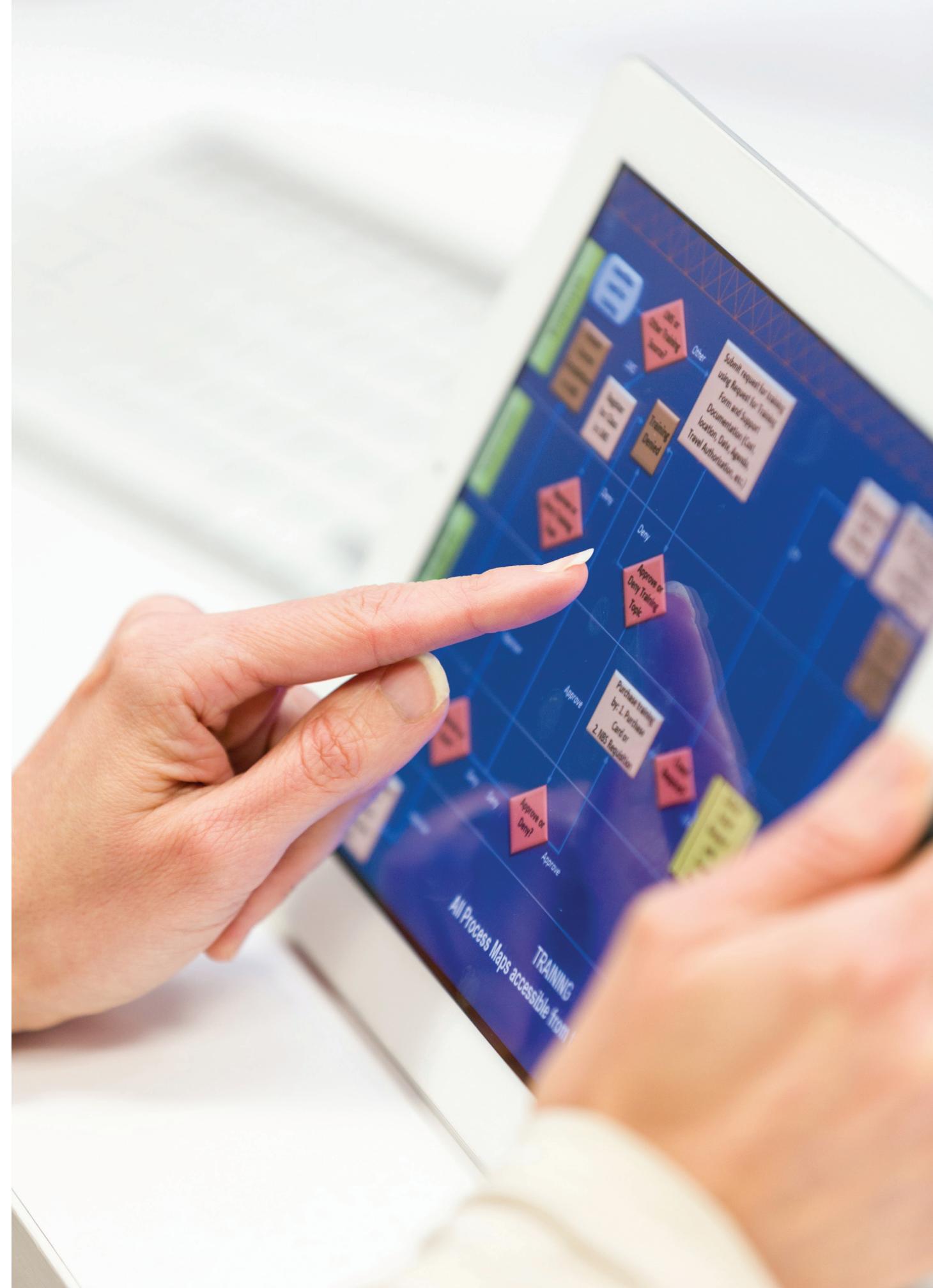
- 1.1 Assess the effectiveness of our shared service model
- 1.2 Develop recommendations for change or modifications for approval
- 1.3 Develop an implementation plan with timeline and actions

Objective 2 High performing administrative system with high customer service satisfaction

- Initiatives**
- 2.1** Launch outreach and education campaign about administrative processes across ORS and hear from you on how they are going
 - 2.2** Work with ORS supervisors and managers to implement consistent processes
 - 2.3** Measure how well we are doing by using easy to understand metrics
 - 2.4** Create a way to solicit and collect frequent feedback from stakeholders on how administrative services are being provided

What results and changes can you expect to see?

- By the end of 2017, ORS will have high quality administrative services with high customer satisfaction
 - Processes are refined
 - Managers/Supervisors are aware and have buy-in
 - Administrative staff understand processes
 - Employees know where to go and what to do with requests
- By the end of 2017, improvements to shared services model will be approved and implemented



Stakeholder Engagement & Embracing Customer Focus

What is our challenge or problem?

- A variety of Stakeholder Engagement models currently exist in ORS
 - ORS Advisory Committee (ORSAC)
 - Library Advisory Committee
 - DVR Advisory Committee
 - Community Advisory Board for Security
 - Safety Committees
 - Child Care Board
 - Others
- Best partnerships? Best practices?
- Can these models be strengthened, modified and expanded to other areas of ORS?
- Sustaining customer focus, an ORS core value, is a challenge

GOAL
3

Enhance ORS stakeholder engagement and embrace customer focus: build relationships

DESIRED OUTCOMES

- ORS Stakeholder relationships strengthened, more of them and each with broader scopes
- Information sharing that ensures continuing service value
- Stakeholder and customer influence on ORS decisions transparent and ongoing
- ORS Customer Focus is apparent to all

Objective 1 Engagement of Stakeholders

- Initiatives**
- 1.1 Collect Advisory Committee Information
 - 1.2 Assess Scope, Purpose and Outcomes of Current Stakeholder Participation
 - 1.3 Compile resources for use by divisions and others

Objective 2 Creating an ORS Ambassador Program

- Initiatives**
- 2.1 Recruit Ambassadors to serve as the “face of the ORS” for engaging Stakeholders and Customers
 - 2.2 Develop and Implement “Electronic Ambassador(s)”

Objective 3 Customer Service Training

- Initiatives**
- 3.1 Determine the best approach(es) to training ORS staff and Ambassadors (e.g., everyone or targeted groups)
 - 3.2 Develop a training plan and conduct training
 - 3.3 Assess effectiveness of training and objectives/needs for future training

What results and changes can you expect to see?

- By January 2016, recruit a cadre of ORS Ambassadors
- By July 2016, develop a database of Advisory Committees across ORS
- By October 2016, develop and establish a Stakeholder Engagement/ Customer Focus Policy
- By October 2017,
 - Establish, where appropriate, strategies for engaging stakeholders and promoting customer focus
 - Offer customer service training across ORS
 - Establish additional Advisory Committees as needed, some of which will be subcommittees of the ORS Advisory Committee (ORSAC)



Workforce Enhancement

What is our challenge or problem?

- As the needs of the NIH community continuously change, how do we know if we have the right people in the right places with the right knowledge, skills and abilities?
- How do we provide the personnel the community needs as they evolve over time?
- A 2010 vacancy announcement doesn't suffice for a 2015 recruitment

GOAL

4

A resourceful workforce that is aligned with the evolving needs of the NIH community

DESIRED OUTCOMES

Procedures and processes exist to enhance the knowledge, skills and abilities of the workforce as the ORS evolves to deliver on its mission

Evolving set of characteristics, qualities, experiences, and knowledge, skills and abilities (KSAs) by critical position

Refinement to hiring protocols based on key characteristics

Future training needs identified

Objective 1

Understand success characteristics for “like” positions within ORS

Initiatives

- 1.1 Gather input from incumbents
- 1.2 Gather input from managers, supervisors and stakeholders
- 1.3 Reconcile into a current characteristics “work force synopsis” by position

Objective 2

Anticipate future workforce requirements

- Initiatives**
- 2.1 Create a priority characteristics list for vital positions
 - 2.2 Establish a matrix for capturing desirable characteristics (current, + 5 years, +10 years)
 - 2.3 Validate characteristics with customers/stakeholders

Objective 3 Develop internal processes to:

- Initiatives**
- A. Enhance “in-house” competitiveness for identified future requirements**
 - 3A.1 Make future needs matrix accessible to the workforce
 - 3A.2 Encourage the use of Individual Development Plans (IDPs), shadowing, mentoring, training
 - 3A.3 Target training funds against identified future needs (way to prioritize)
 - B. Effectively acquire “assets” from the outside**
 - 3B.1 Ensure characteristic lists are used for recruitment and hiring actions
 - 3B.2 Hiring officials demand successful performance against characteristics (i.e. review panels and the interview process)

What results and changes can you expect to see?

- By June 2016, compile a workforce synopsis
- By October 2016, create, validate and communicate a characteristics “matrix”
- By December 2016
 - Develop a “menu” of training options or courses to assist employee development; implement shadowing/mentoring program
 - Establish ORS “Management Series” for interested staff members
- By April 2017, recommend process/procedure refinements and improvements to hiring, onboarding training, etc.



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