Letter from
Colleen A. McGowan
Director, ORS

It has clearly been a challenging 2020 for the Office of Research Services, NIH, the Nation, the world, and each of us personally. However, this past August, despite being in the middle of supporting the COVID-19 pandemic response and the continuing unknowns facing us, we decided we must still forge ahead to develop a new 5-year strategic plan. We thought this was the best time to engage NIH stakeholders, capitalizing on what we have learned from this watershed moment and pivoting to focus on other emerging needs.

Like other federal institutions, there is an increasing need to adapt and deliver on missions in a constantly changing national landscape. Now, more than ever, ORS must work in full partnership with the rest of the NIH Community we support to succeed in our important objectives.

The ORS Leadership Team and I wanted to practice our commitment to partnership in our plan development. We applied a highly collaborative process, collecting input from our employees and stakeholders, which became the foundation of this new Strategic Plan for ORS for 2021-2026. The input we received exceeded my expectations. We appreciate the time and effort so many of the NIH staff gave in helping to shape the future of ORS.

ORS provides the regulatory, public safety and security foundation for medical research at the NIH, and the amenities that foster well-being. We meet our purpose by providing hundreds of products and services to a myriad of partners. Many of these services are mandatory. The NIH Community pays for them through quarterly or annual assessments, or on occasion via membership fees. Other services are optional. Partners pay for them on a transactional basis. Even though each of our divisions and branches provides effective services to the NIH, the reality is that there is often very different clientele. Some impact the entire NIH Community of FTEs, contractors, patients and visitors (e.g., access control, security, food services, parking) or impact everyone but the interaction is with a small subset of clients (e.g., fire marshal, physical security, medical arts). ORS is complex and diverse, but it enables us to meet a wide spectrum of agency needs.

This new ORS Strategic Plan lays out a focused roadmap for the next five years with a commitment from our team, collaborating as full partners to: solidify a foundation of trust with the community we serve; provide necessary information and efficient pathways to easily understand and access our suite of services; evolve services to respond to changing research and national needs, shedding what’s no longer needed and strengthening unknown resources; and, demonstrate a forward-leaning, proactive, innovative approach delivered by a team of dedicated professionals committed to service excellence in all we do.

ORS is committed to continuous improvement, innovation, transparency and data-based decision-making aligned with and driven by the needs of the NIH mission. With an ongoing service ethic based on a trusted partnership with the rest of the NIH Community, we are confident we will deliver on the promises outlined in this bold new plan.

Sincerely,

Colleen A. McGowan, MHA, FACHE
Director, NIH Office of Research Services
INTRODUCTION

In August 2020, the Office of Research Services (ORS) Director and Leadership Team embarked on a collaborative effort to develop a new 5-year strategic plan. Input was collected from a cross-section of ORS employees and stakeholders. Between September and November, NIH Community partners and ORS employees participated in virtual meetings, interviews and surveys that yielded feedback and advice on the future direction of ORS. This input was synthesized and prioritized to serve as the foundation for this strategic plan.

This strategy was not developed in a vacuum. The world around us is constantly changing, and our experiences throughout the COVID-19 pandemic have further reinforced the need for adaptability and flexibility. We had no choice but to react to the impact of COVID-19. However, in order to craft smart and forward-looking strategies, we must remain apprised of current and emerging trends and forces, as well as consider and plan for their implications. In crafting this strategy, we considered both global and national trends that will certainly impact the work of ORS now and in the future. Trends in the global economy, climate and natural resources, sustainability, education, innovation in health and medicine, and other sectors that have an impact on the products and services ORS provides, were considered throughout this process.

Within a highly dynamic national and global environment, ORS must continue to adapt to changing conditions and pivot effectively to support new challenges such as the COVID-19 pandemic. Collaborating as partners with the rest of the NIH Community is the foundational central theme of this new plan. Decisions about ORS services and changes must be achieved through a collaborative, enterprise-wide approach.

Federal central service organizations like the ORS are driven by the needs of the community, mandates and policies. Vision-driven planning activities may be influenced or constrained by the user environment. Whether it is budget limitations, policies and procedures, laws and regulations, or customer acquisition choices, many aspects of the ‘business’ are not controlled by ORS. For example, some

ORS services are regulated by organizations such as the Nuclear Regulatory Commission (NRC), American Association for Accreditation of Laboratory Animal Care (AAALAC), the Office of Personnel Management (OPM) and the Department of Health and Human Services (HHS) Office of National Security (ONS). Even though they affect the operations of our Institute, Center and Office (ICO) partners, many of these service delivery protocols are not discretionary – ORS must follow strict guidance. Ensuring the NIH Community understands that ORS is responsible for meeting these regulations is essential to seamless service delivery to the ICO research missions. Funding and delegated authority are directly linked to our collective compliance. The ORS commitment to a full partnership includes effectively communicating what we do and do not control in the services we provide and how we deliver them and how to most effectively access or comply with them.

Our plan’s implementation is underpinned by an inclusive approach with our employees and partners, driven by current and emerging priorities, and led by an ORS Leadership Team that is committed to executing the actions required to achieve our vision, mission and core values.
VISION

- A trusted partner and model of service excellence enabling scientific discovery.

MISSION

- Provide responsive, reliable, and adaptive safety, security, regulatory, employee and scientific support services to enable current and evolving NIH research and its applications.

CORE VALUES

- We care about the safety and security of the NIH community; it drives all we do.

We believe that collaboration is the basis of full partnership.

We demonstrate excellence with the highest standards of quality, performance and continuous improvement.

We innovate to open pathways that address new challenges and support future NIH missions.
FIVE-YEAR STRATEGIC GOALS: 
AN INTEGRATED STRATEGY

GOAL 1
PARTNERSHIP APPROACH
Apply a partnership approach to focus ORS on sustainable, responsive, and high-value services in partner missions.

GOAL 2
SERVICE EVOLUTION
Anticipate needs and adapt services for increased agility, scalability, and efficiency to meet evolving partner missions.

GOAL 3
ORS ORGANIZATION
Advance the ORS culture, workforce, and business processes to demonstrate collaboration, integrity, high performance, agility, and contribution to evolving missions and unanticipated challenges.
PARTNERSHIP APPROACH
Apply a collaborative and proactive partnership approach to focus ORS on sustainable, responsive, and high-value services for partner missions.

This goal sets the foundation to achieve our vision as a trusted partner and a model for service excellence. It establishes the processes that enables ORS to be a proactive service provider because we are fully engaged in understanding and anticipating our partner’s current and future needs. ORS is committed to a robust outreach effort to ensure full awareness and understanding of what we can offer and how to access our services for a consistently positive and satisfactory experience.
**Partner Engagement and Collaboration**

As a full partner, ORS will engage in proactive and collaborative planning when partner missions impact ORS services and support. Collaboration during the early stages of a partner’s planning process will enable the ORS to offer the best solutions and value. This ensures a consistent and professional experience in partner engagements and establishes the processes for systematic engagement.

Since ORS is not alone in central service provision, we are committed to collaborating with our NIH Office of the Director (OD) partners to optimize our efforts to provide seamless service delivery as one team.

1.1 Deliver consistent, informed, and professional experiences with every interaction.

1.2 Collaborate with the NIH/OD to promote efficiencies and create partnerships by streamlining administrative processes, optimizing capabilities, and clarifying roles to achieve seamless support services.

**Service Assessment and Change Process**

Changes to ORS services will be accomplished through a transparent, data-driven process based on partner requirements and capabilities, user feedback and emerging trends. This strategy will strengthen approaches for assessing service demands, determining sources for the best value to NIH, and applying a tailored approach to meet unique needs. ORS partners will be part of a sustainable service change process that continuously strives for service excellence. Additionally, the budget allocation process must be more flexible, to pivot as needed to match new service demands. ORS is committed to a systematic approach to facilitate compliance when new mandates emerge.

1.3 Institutionalize a transparent and data-driven Service Review Process to assess and adjust service offerings based on emerging science and technology trends, unique customer requirements, demand, satisfaction, and value to optimize performance and achieve continuous improvement.

1.4 Structure the ORS customer service approach to recognize unique partner needs and ensure responsiveness and continuous improvement.

1.5 Implement a systematic approach by instituting new mandates resulting in NIH Community compliance and acceptance.

**Outreach and Support**

We recognize the importance of understanding ORS services and how to access them. The ORS is committed to producing easier-to-find and tailored outreach and communication to increase awareness and understanding of what is available and ensure ease of access and speed of service responsiveness.

1.6 Tailor continuous outreach across the NIH community to raise awareness and understanding of ORS offerings and the value they provide to support diverse needs.

1.7 Improve discoverability and ease of access to ORS services and information by all NIH sites and provide a responsive and high-value user experience, the first time and every time.
SERVICE EVOLUTION
Anticipate needs and adapt services with increased agility, scalability, and efficiency to meet evolving partner missions.

This goal sets the foundation to achieve our vision as a trusted partner and a model for service excellence. It establishes the processes that enable ORS to be a proactive service provider because we are fully engaged in understanding and anticipating our partner’s current and future needs. ORS is committed to a robust outreach effort to ensure full awareness and understanding of what we can offer and how to access our services for a consistently positive and satisfactory experience.
**Safety, Security, and Regulatory Services**

We value the safety and security of the NIH Community above all else. Many of the safety, security and emergency services are driven by federal mandates and regulations. However, based on partner feedback, ORS is committed to proactively applying strategies to minimize unwarranted delays to the scientific mission, while fully integrating our service delivery model to meet the NIH Community’s expectations. Additionally, we are committed to providing standardized services and sustaining positive engagement between our workforce and our partner community.

**Badging and Onboarding**

2.1 Improve processes with badging, renewals, and site access for new and existing staff.

**Safety and Security**

2.2 Transition to the Federal Protective Service (FPS) as a single security provider for all NIH leased facilities to provide clear, consistent, and effective security.

2.3 Improve and standardize police response across all NIH-owned facilities and jurisdictions to enhance safety and security.

2.4 Maintain trust, positive relations, and open communication between Police, Fire and Rescue, and the NIH Community.

**Emergency Management**

2.5 Establish a fully integrated NIH-wide crisis response system to ensure reliable, timely, and seamless response.

2.6 Formalize an Emergency Management, Test, Training and Exercise (TT&E) Program to ensure readiness for future large-scale incidents across NIH.

**Health and Wellness Services and Programs**

ORS is committed to ensuring a safe working environment for all staff, with access to health and safety resources from anywhere, at any time. We recognize more than ever the criticality of the mental and physical well-being of the entire workforce and will expand and proactively promote availability for all.

**Occupational Health and Safety**

2.7 Develop a comprehensive laboratory safety program and ensure that NIH staff have access to all occupational health and safety and radiation safety resources from anywhere at any time.

**Wellness**

2.8 Sustain, expand, and promote support for the physical, mental, family, community, and career well-being of the entire workforce.

**Scientific Support Services**

This strategy targets specific scientific and programmatic support services that ORS will advance based on partner feedback and emerging mission needs. Leveraging synergies and capabilities of ORS and ICO partners to realize the best service solutions for NIH underpins this section of the plan. Assessing and determining the best value solutions for each service are also central to this strategy. Advancing data services, technology, meeting venues and tools to respond to changing needs and missions, as well as expanding capabilities for a virtual workplace, are also vital parts of this strategy.

**International Services**

2.9 Modernize the DIS process and provide clear and consistent timelines and guidance to meet the needs of foreign recruitment and retention.

**Veterinary**

2.10 Collaborate with ICO partners to develop a comprehensive long-term strategic plan for NIH animal care, research and non-animal modeling to inform future ORS services and support.
Library

2.11 Partner with ICO libraries to leverage synergies, reduce redundancies, and provide best value for NIH.

2.12 Expand virtual library services to accommodate growing demand and capabilities and reallocate resources from physical space to innovative initiatives.

Scientific Equipment and Instrumentation

2.13 Discontinue unprofitable scientific equipment and instrumentation services in ORS and shift responsibilities to vendors to reduce redundancies and improve NIH’s return on investment. (Complete)

Acquisitions Planning

2.14 Transition from scientific equipment purchase and rental responsibilities to the provision of expert acquisition planning support to reduce acquisition timelines and ensure best value for the NIH community.

Data Management and Decision Support

2.15 Establish data analytics and decision support services to convert data and information into knowledge to advance research applications, promote continuous improvement, and improve organizational performance using modeling, AI, simulation, surveys, and other innovative tools.

Events Management

2.16 Enhance and expand ORS technologies to blend the physical and virtual workplace and to provide seamless, integrated, and engaging virtual and hybrid events.

Employee Services

Adapting transportation and food services for changing demands, emerging technologies, and NIH Community feedback and needs are strategic commitments in this last section. We recognize constantly changing environments greatly impact NIH operations and facilities and must be continuously assessed and adjusted.

Transportation

2.17 Adapt NIH parking and shuttle services to accommodate changing demand, and ensure convenience, efficiency, and sustainability.

Food

2.18 Develop and implement a long-term plan for food services to address convenience, choice, pricing, and NIH Community experience both in NIH-owned and leased facilities.
Advance the ORS culture, workforce and business processes to demonstrate collaboration, integrity, high performance, agility and contributions to evolving missions and unanticipated challenges.

While the strategies of this goal are affected by decisions that flow down from the Partnership Approach and Service Evolution processes, this goal is internally focused on the ORS organization structure, culture, people and business processes. The strategies are comprehensive and focus on advancing an ORS organization ready for the future and adaptive to changing conditions. The ORS workforce is the centerpiece of this strategy and mission success depends on it.
ORS Leadership and Future

The first part of this strategy ensures the ORS workforce of the future is in place and that people are high performing, satisfied, and want to commit to ORS for the long-term. Innovative recruitment, staffing and retention strategies must be applied for ORS to be a competitive and sought-after employer. Building and supporting a culture that embraces diversity, equity and inclusion in all work activities will be key to workforce retention. This culture will ensure that everyone can reach their potential and contribute their unique views, experiences, and talents. Employee health and wellness will also be a priority for ORS workforce sustainability.

Key to ORS mission success are leaders who inspire and motivate not just their entire team, but the organization at large. High performance is a must. Ensuring that ORS leaders have the tools, skills, and practices to lead the workforce for today and tomorrow is a centerpiece dependency for ORS success.

Leadership and ORS Sustainability

3.1 Achieve a consistent level of leadership through unity, teamwork, trust, and integrity to develop a culture that fosters growth, sustainability, and performance as an organization.

3.2 Establish a system of knowledge transfer for key positions to ensure continuity and stability for the organization in alignment with staffing structures.

Recruitment and Retention

3.3 Recruit and retain a satisfied and high performing ORS staff.

3.4 Support a culture of diversity, equity and inclusion across all work activities and provide opportunities for each employee to realize their full potential and maximize contributions to ORS and NIH.

3.5 Promote the importance of health and wellness by supporting employee access to and participation in all available resources.

3.6 Enhance performance management through career progression and individual development to ensure regular feedback, recognize accomplishments and address areas for improvement.

Organization and Culture

The ORS core values communicate a commitment to safety, security, collaboration, excellence and innovation, and require strategies to ensure they are realized and practiced every day. The organization’s structure must be aligned with supporting and facilitating current and evolving missions. Partnerships based on collaboration are essential with our NIH partners, but equally important among ORS functions. Teamwork, continuous improvement and enabling innovative thinking and discovery are paramount to ORS future success. The proactive strategies in this section commit to achieving these important cultural elements.

3.7 Redesign the ORS organization to execute future service needs, expand collaboration, eliminate silos and increase efficiencies.

3.8 Inspire and recognize an ORS culture of innovation to promote breakthrough thinking, risk taking and creative problem solving to benefit the NIH Community.
Business and Administrative Processes

Streamlined and enhanced business and administrative processes are critical to a highly responsive, agile and high performing service enterprise. Key strategies in this goal include leveraging innovative tools and technologies to provide ‘real time’ data access, and strengthening data-driven decision-making for budget and financial management. Administrative processes controlled by ORS will be assessed and simplified, and benchmarks to drive and measure performance excellence will be established.

Advanced Technologies and Tools

3.9 Transition to a full system integration of ORS operations to provide real-time access to accurate data and reduce timelines, touchpoints, errors, and redundancies.

Budget and Financial Management

3.10 Develop and implement a process to plan, analyze, execute, and forecast budgets to facilitate data-driven decision-making and financial stewardship.

3.11 Develop and sustain program plans as a standard operating procedure to strengthen integration and link requirements, budget, risks and performance.

3.12 Redesign the ORS budget structure and allocation process to shift from transactional to shared funding and achieve transparent and stable funding commensurate with NIH’s appropriated budget.

Administrative Processes

3.13 Fully assess ORS-owned policies to eliminate those which are no longer necessary or relevant and streamline the others.

3.14 Strengthen Contracting Officer’s Representative (COR) ability to integrate contractor support to complement and enhance ORS mission execution.

Metrics and Benchmarks

3.15 Establish metrics that benchmark ORS performance and become drivers for sustainable service excellence and streamlined processes.

Workspace and Logistics

Adjusting ORS space based on emerging needs and blending physical and virtual workspace are critical strategies for the next five years. Telework operating practices must be updated considering pandemic lessons learned. Finally, ORS is committed to establishing an ORS supply chain management system to better manage inventory and property.

Space Optimization

3.16 Adjust the ORS footprint and reallocate space to accommodate emerging science and service demands.

Virtual Workplace

3.17 Assess and modify expectations, policies, and operating practices for implementing results-driven workplace flexibilities to ensure a successful hybrid workplace.

Logistics

3.18 Establish an ORS supply chain management system to track and manage inventory and property from acquisition planning through disposal.
CONCLUSION

The ORS considers this strategic plan to be part of an ongoing discussion with the NIH Community and its many partners. The plan’s implementation is underpinned by an inclusive approach with ORS employees and NIH partners, driven by current and emerging priorities, and led by an ORS Leadership Team that is committed to executing the actions required to achieve our vision, mission and core values.

Over the next five years, ORS will: provide regular updates on its progress and efforts to deepen a foundation of trust with the community we partner with and serve; provide efficient pathways to easily understand and access our suite of services; evolve services to respond to changing research and national needs, shedding what’s no longer needed and strengthening unknown resources; and, demonstrate a forward-leaning, proactive, innovative approach delivered by a team of dedicated professionals committed to service excellence.
ORS STRATEGIC PLANNING
LEADERSHIP TEAM

This plan reflects a commitment to work in partnership with our colleagues to focus on strategic changes that align with NIH mission needs and strengthen ORS sustainability and service excellence over the next five years.

Colleen A. McGowan
Office of the Director

Bill Cullen
Office of Security and Emergency Response

Kathleen Eastburg
Office of Administrative Management

Ron Sires
Office of Budget and Finance

Keith Cogdill
Division of Library Services

Tammie Edwards
Division of Amenities and Transportation Services

Joe Wolski
Office of Quality Management

Tim Tosten
Office of Program and Employee Services

Jessi Cene
Office of the Director

Antonio Rodriguez
Office of Quality Management
GLOSSARY

CORE VALUES: the primary principles by which an organization is guided.

CRISIS RESPONSE SYSTEM: a fully integrated NIH-wide crisis command system that includes the systems, policies, practices, protocols and resources put in place to respond effectively to any crisis.

FEDERAL PROTECTIVE SERVICE: the uniformed security division of the U.S. Department of Homeland Security that provides security services to certain NIH leased facilities.

MISSION: a statement that defines the purpose or goal of an organization.

NIH COMMUNITY: all employees, contractors, affiliates, patients and their families, and others that serve, are served by, or are impacted by the NIH mission.

NIH STAKEHOLDERS: our colleagues that influence funding, priorities and resources. They ensure our goals are aligned with and have a vested interest in the success of ORS.

NIH PARTNER: Institutes, Centers and Offices that work with ORS on a variety of initiatives and projects. ORS engages as a partner with these entities with the shared goal of advancing the NIH research mission.

VISION: an aspirational statement that expresses what an organization would like to achieve and guides the direction of future efforts.
APPENDIX
Overview

In August 2020, ORS Director, Colleen McGowan, Lynne Carbone & Associates, Inc. (LCA), and the ORS Leadership Team, embarked on the development of a new 5-year strategic plan. The group was committed to a highly inclusive and collaborative approach for developing the plan and engaged a cross section of ORS employees and NIH stakeholders in virtual workshops to collect and discuss input on a series of strategic questions.

On October 13 and October 15, 2020, ORS employee representatives were invited to attend one of three half-day virtual workshops to provide input and engage in strategic discourse. Additionally, the ORS Leadership Team provided responses to the same questions via an electronic survey, as did several additional employees who were unable to attend one of the workshops.

On October 29, November 5, and November 12, 2020, ORS stakeholder representatives were invited to attend one of five half-day virtual workshops to provide input and engage in strategic discourse. Stakeholders unable to attend one of the workshops were invited to provide input via individual interviews with the consulting team and ORS Director, or via an electronic survey.

The collective ORS and stakeholder input from these workshops and surveys was consolidated and analyzed. This input was used as the foundation for developing the 2021-2026 ORS Strategic Plan.

Desired Results

The desired results of the workshops were to 1) provide participants with background, purposes, and desired results for the ORS strategic planning effort; and 2) solicit, discuss and prioritize input on strategic questions to inform development of the new strategic plan.

LCA provided a structure and process for the brainstorming and prioritization of ideas.

Meeting Participants

A total of 66 ORS employee participants provided input for the new strategic plan. Participants represented a cross section of all ORS departments and levels from GS-7-15 representing employees, management and leadership.

ORS Employee Participants

Karla Bailey  
Division of Library Services

Samir Balala  
Division of Innovation and Information Technology

Jason Barr  
Division of Occupational Health and Safety

Rick Baumann  
Events Management Branch

Judy Chan  
Division of Occupational Health and Safety

Mike Burnham  
Division of Physical Security Management

Sean Cullinane  
Division of Amenities and Transportation Services

Ron Frost  
Division of Police

Kara Fulginiti  
Division of International Services

Chris Gaines  
Division of Amenities and Transportation Services

Michael Gilroy  
Division of Fire/Rescue Services

Jackie Glass  
Division of Occupational Health and Safety

Colleen Guay Broder  
Division of Veterinary Resources

Holly Habbershon  
Division of Veterinary Resources

Alan Hoofring  
Medical Arts Branch

Samantha Hughes  
Division of Emergency Management

Jane Killian  
Division of Library Services

Victor Lacy  
Division of Radiation Safety

Cortney Lee  
Division of Personnel Security and Access Control

Tonya Lee  
Office of Program and Employee Services

Alvin Maker  
Division of Police

Kathleen McGlaughlin  
Division of Library Services

Katie McLaughlin  
Division of International Services

Michelle Mejia  
Division of Amenities and Transportation Services

Brad Moss  
Office of the Director

Laurenti Ngutter  
Division of Radiation Safety
ORS Strategic Planning Leadership Team Participants

Jessi Cene  
Office of the Director

Keith Cogdill  
Division of Library Services

William Cullen  
Office of Security and Emergency Response

Kathleen Eastberg  
Office of Administrative Management

Tammy Edwards  
Division of Amenities and Transportation Services

Colleen McGowan  
Office of the Director

Antonio Rodriguez  
Office of Quality Management

Ron Sires  
Office of Budget and Finance

Tim Tosten  
Office of Program and Employee Services

Joe Wolski  
Office of Quality Management

A total of 73 NIH participants provided input for the new strategic plan. Participants represented a cross section of NIH leadership from all Institutes and the Office of the Director.

NIH Stakeholder Participants

Jason Brenchley  
National Institute of Allergy and Infectious Diseases

Patti Brennan  
National Library of Medicine

Vicki Buckley  
National Institute on Alcohol Abuse and Alcoholism

Beth Chandler  
Office of the Director

Stephen Chanock  
National Cancer Institute

Linda Coe  
National Institute of Allergy and Infectious Diseases

Eric Cole  
National Cancer Institute

Wilson Compton  
National Institute on Drug Abuse

Glenda Conroy  
Office of the Director

ORS Management Participants

Jill Ascher  
Division of Veterinary Resources

Dan Bernaiche  
Division of Mail Management Services

Karen Cook  
Management Analysis and Review Branch

Susan Cook  
Division of Amenities and Transportation Services

Jennifer Freese  
Division of Innovation and Information Technology

Irene Hanganamole  
Administrative Services Branch

Jonathan Mattingly  
Division of Fire/Rescue Services

Jessica McCormick-Ell  
Division of Occupational Health and Safety

John Petersen  
Division of Physical Security Management

Annie Shih  
Division of International Services

Joy Thomas  
Division of Library Services

Kiana Timmons  
Administrative Services Branch

Carrie Wertheim  
Division of Occupational Health and Safety

Sherry Wu  
Office of Budget and Finance

Cathy Ribaudo  
Division of Radiation Safety

Paul Richards  
Division of the Fire Marshal

Rick Roberts  
Financial Management Branch

Ken Ryland  
Events Management Branch

Bonita Smith  
Business Services Branch

Jordan Southers  
Division of Emergency Management

Lisa Taylor  
Workforce Management and Planning Branch

Jerry Tyus  
Division of Scientific Equipment and Instrumentation Services

Candelario Zapata  
Division of International Services

Pius Aiyelawo  
Clinical Center

Stacie Alboum  
Center for Information Technology

Kimberly Allen  
National Institute on Minority Health and Health Disparities

Susan Amara  
National Institute of Mental Health

Shelli Avenevoli  
National Institute of Mental Health

Diane Babski  
National Library of Medicine

Robert Balaban  
National Heart Lung and Blood Institute

Holli Beckerman Jaffe  
Office of the Director
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<th>Name</th>
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<td>Office of the Director &amp; National Institute of Allergy and Infectious Diseases</td>
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<td>William Dahut</td>
<td>National Cancer Institute</td>
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<td>Charles Dearolf</td>
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<td>Rita Devine</td>
<td>National Institute of Neurological Disorders and Stroke</td>
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<td>Kelly Fenington</td>
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<td>Daniel Fogarty</td>
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<td>Jason Ford</td>
<td>National Institute of Biomedical Imaging and Bioengineering</td>
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<td>Arlyn Garcia-Perez</td>
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<td>Gregory Gendron</td>
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<td>Gregory Germino</td>
<td>National Institute of Diabetes and Digestive and Kidney Diseases</td>
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<td>Kendrick Gibbs</td>
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<td>National Human Genome Research Institute</td>
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<td>Jill Harper</td>
<td>National Institute of Allergy and Infectious Diseases</td>
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<td>Richard Hodes</td>
<td>National Institute on Aging</td>
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<td>Matthew Hoffman</td>
<td>National Institute of Dental and Craniofacial Research</td>
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<td>Steven Holland</td>
<td>National Institute of Allergy and Infectious Diseases</td>
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<td>Camille Hoover</td>
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<td>Ann Huston</td>
<td>National Institute of Mental Health</td>
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<td>Alfred Johnson</td>
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<td>John O’Shea</td>
<td>National Institute of Arthritis and Musculoskeletal and Skin Diseases</td>
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<tr>
<td>Kathy Partin</td>
<td>Office of the Director</td>
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<tr>
<td>Lyne Penn</td>
<td>National Institute on Deafness and Communication Disorders</td>
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<tr>
<td>Ricardo Rawle</td>
<td>National Cancer Institute</td>
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<tr>
<td>Randy Redmond</td>
<td>National Center for Advancing Translational Sciences</td>
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<td>Rodney Rivera</td>
<td>Eunice Kennedy Shriver National Institute of Child Health and Human Development</td>
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<tr>
<td>Ellen Rolles</td>
<td>National Human Genome Research Institute</td>
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<tr>
<td>Tara Schwetz</td>
<td>Office of the Director</td>
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<tr>
<td>Marisa Sheelor</td>
<td>Center for Scientific Review</td>
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<tr>
<td>Patrick Shirdon</td>
<td>National Institute on Aging</td>
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**Strategic Questions**

The internal workshops focused on soliciting responses from ORS staff to the following seven questions:

1. What is ORS currently doing that we should continue doing because it measurably supports advancement of NIH research missions?

2. What is ORS not currently doing that we should start or increase doing because we are uniquely positioned to do it well or there are gaps where we can have greater mission support impact NIH research priorities?

3. What is ORS currently doing that we should stop or decrease doing because it does not have a significant mission “payoff” for customers, or others might do it and we might redirect to more impactful priorities?

4. What are some specific ways that ORS can be a full partner with our customers with shared goals and priorities to advance research missions?

5. As you think about the ORS organization, what positive changes would significantly enhance our collective ability to carry out our missions?

6. What innovative or non-traditional ideas do you have that if applied, would be “game-changers” and would strategically advance ORS as an organization and its contributions and impacts to NIH research missions?

7. What are we missing? What else should ORS be considering as it develops this strategic plan?

Likewise, the external workshops focused on soliciting responses from NIH stakeholders to the following seven questions:

1. Where is your organization heading in the next five years and what trends in your mission area may have implications for ORS services?

2. What ORS services do you most value?

3. What long-standing issues, impediments, or gaps are you facing that ORS as a central service provider might help address or resolve?

4. What might ORS do to better support your organization and its priorities and be more invested as a full partner over the next five years?

5. What services might ORS reduce or eliminate because there are alternative sources and/or they are no longer essential?

6. What is the one thing that if achieved would be a “game-changer” and would strategically advance your mission and contributions to NIH and the nation.

7. What additional considerations do you have for ORS as they formulate their new strategic plan?

Based on the analysis of these survey inputs, a draft strategic plan was developed including proposed goals for the organization and a structure for 5-year goal outcomes. The ORS Strategic Planning Leadership Team participated in a series of facilitated focus groups during early 2021 to synthesize these inputs and bring unique leadership perspectives to craft this plan. This strategic plan will be rolled out to ORS and NIH community communicating the key priorities and direction for the organization. ORS will further develop guidelines and processes for cross-cutting teams to develop implementation plans for each objective.
2023 Plan Revisions

In the spring of 2023, the strategic plan underwent a revision process to streamline and merge objectives with the aim of providing greater clarity and reducing the complexity of implementation and tracking. These revisions were made based on the feedback and recommendations of Objective Leads tasked with implementation, as well as Cluster Champions responsible for supporting the Objective Leads, and were approved and finalized by Senior Staff.

Importantly, none of the desired results articulated in the original version of the strategic plan have been abandoned. Objectives have either been 1) edited for clarity and understanding, 2) merged together for an integrated implementation approach, with each original objective becoming a supporting milestone to the new higher-level objective, or 3) moved to a new location in the plan overall “flow” of the ORS strategy and for plan tracking and reporting purposes (bold objectives). In most cases objectives did not change but have had their assigned number updated accordingly (grey objectives).

As a result, the newly streamlined strategic plan reduces the overall number of objectives from 58 to 43. Merging related objectives allows for greater collaboration and integration of team members in their respective implementation approaches, and has simplified plan management, tracking, and reporting. The changes enacted in this 2023 plan revision are as follows:

**Goal 1: Partnership Approach**

<table>
<thead>
<tr>
<th>Revised Objective</th>
<th>Original Objective(s)</th>
<th>Description of Change</th>
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<tbody>
<tr>
<td>1.1 Deliver consistent, informed, and professional experiences with every interaction.</td>
<td>1.1 Deliver consistent, informed, and professional experiences with every interaction.</td>
<td>No Change.</td>
</tr>
<tr>
<td>1.2 Collaborate with the NIH/OOD to promote efficiencies and create partnerships by streamlining administrative processes, optimizing capabilities, and clarifying roles to achieve seamless support services.</td>
<td>1.4 Collaborate with NIH OD service partners to optimize capabilities, clarify roles, and achieve seamless, efficient, and high-performing support services. 3.17 Partner with the NIH Office of the Director to streamline administrative processes and redirect efforts to higher priorities.</td>
<td>Consolidated NIH Office of Director objectives to support integrated implementation efforts.</td>
</tr>
<tr>
<td>1.3 Institutionalize a transparent and data-driven Service Review Process to assess and adjust service offerings based on emerging science and technology trends, unique customer requirements, demand, satisfaction, and value to optimize performance and achieve continuous improvement.</td>
<td>1.2 Engage as a full partner with NIH stakeholders to influence decisions that impact current and future ORS services. 1.3 Anticipate and prepare for advances in science, research and technology that will affect partner needs and ORS service delivery. 1.5 Implement standardized, data-driven service requirements and a feedback system linked to budgets, priorities and emerging trends. 1.6 Institutionalize a transparent decision-making process for adjusting ORS service offerings, or providing alternative sources based on partner demand, service satisfaction, return on investment, and alignment, with ORS capabilities and value propositions. 1.8 Adjust ORS services to include new centralized services, service mergers and sunsetting of services based on a transparent assessment, decision and management change process.</td>
<td>Established a new higher-order Service Review Process which incorporates previous objectives as key components: partner engagement, trend evaluation, standardized requirements process, and subsequent service adjustments.</td>
</tr>
<tr>
<td>1.4 Structure the ORS customer service approach to recognize unique partner needs and ensure responsiveness and continuous improvement.</td>
<td>1.7 Apply a tailored approach at multiple service levels to recognize unique needs and achieve ‘on target’ continuous improvement.</td>
<td>Revised objective for clarity; new objective number.</td>
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<td>1.5 Implement a systematic approach by instituting new mandates resulting in NIH Community compliance and acceptance.</td>
<td>1.10 Implement a systematic approach by instituting new mandates resulting in NIH Community compliance and acceptance.</td>
<td>New objective number; no change.</td>
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<tr>
<td>1.6 Tailor continuous outreach across the NIH community to raise awareness and understanding of ORS offerings and the value they provide to support diverse needs.</td>
<td>1.11 Tailor continuous outreach across the NIH community to raise awareness and understanding of ORS offerings and the value they provide to support diverse needs.</td>
<td>New objective number; no change.</td>
</tr>
<tr>
<td>1.7 Improve discoverability and ease of access to ORS services and information by all NIH sites and provide a responsive and high-value user experience, the first time and every time.</td>
<td>1.12 Improve discoverability and ease of access to ORS services and information by all NIH sites and provide a responsive and high-value user experience, the first time and every time.</td>
<td>New objective number; no change.</td>
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### Goal 2: Service Evolution

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<tr>
<th>Revised Objective</th>
<th>Original Objective(s)</th>
<th>Description of Change</th>
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| 2.1 Improve processes with badging, renewals, and site access for new and existing staff. | 2.1 Explore legislative solutions, reciprocity with other agencies, and collaboration with OPM to expedite time-to-badging and onboarding at NIH.  
2.2 Inform the NIH Community on the security background check process and associated timelines to expedite and plan for badge renewal and onboarding new staff. | Consolidated badging and onboarding objectives to support integrated implementation efforts. |
| 2.2 Transition to the Federal Protective Service (FPS) as a single security provider for all NIH leased facilities to provide clear, consistent, and effective security. | 2.3 Transition to the Federal Protective Service (FPS) as a single security provider for all NIH leased facilities to provide clear, consistent, and effective security. | New objective number; no change. |
| 2.3 Improve and standardize police response across all NIH-owned facilities and jurisdictions to enhance safety and security. | 2.4 Improve and standardize police response across all NIH-owned facilities and jurisdictions to enhance safety and security. | New objective number; no change. |
| 2.4 Maintain trust, positive relations, and open communication between Police, Fire and Rescue, and the NIH Community. | 2.5 Maintain trust, positive relations, and open communication between Police, Fire and Rescue, and the NIH Community. | New objective number; no change. |
| 2.5 Establish a fully integrated NIH-wide crisis response system to ensure reliable, timely, and seamless response. | 2.6 Establish a fully integrated NIH-wide crisis response system to ensure reliable, timely, and seamless response. | New objective number; no change. |
| 2.6 Formalize an Emergency Management, Test, Training and Exercise (TT&E) Program to ensure readiness for future large-scale incidents across NIH. | 2.7 Formalize a rapidly adaptable standard of practice to ensure readiness for future large-scale incidents across the NIH.  
2.8 Enhance ORS emergency management communication, guidance and alerts to improve NIH Community-wide situational awareness. | Consolidated emergency management objectives to support integrated implementation efforts. |
| 2.7 Develop a comprehensive laboratory safety program and ensure that NIH staff have access to all occupational health and safety and radiation safety resources from anywhere at any time. | 2.9 Develop and implement a comprehensive non-registered lab safety program to ensure a safe working environment for all staff.  
2.10 Enable staff to access all occupational health and safety resources from anywhere at any time. | Consolidated occupational health and safety objectives to support integrated implementation efforts. |
<p>| 2.8 Sustain, expand, and promote support for the physical, mental, family, community, and career well-being of the entire workforce. | 2.11 Sustain, expand, and promote health and wellness programs to support the mental and physical well-being of the workforce. | Revised objective for clarity; new objective number. |
| 2.9 Modernize the DIS process and provide clear and consistent timelines and guidance to meet the needs of foreign recruitment and retention. | 2.12 Modernize the visa process and provide clear and consistent timelines and guidance to meet the needs of foreign recruitment and retention. | Revised objective for clarity; new objective number. |
| 2.10 Collaborate with ICO partners to develop a comprehensive long-term strategic plan for NIH animal care, research, and non-animal modeling to inform future ORS services and support. | 2.13 Collaborate with ICO partners to develop a comprehensive long-term strategic plan for NIH animal care, research, and non-animal modeling to inform future ORS services and support. | New objective number; no change. |
| 2.11 Partner with ICO libraries to leverage synergies, reduce redundancies, and provide best value for NIH. | 2.14 Clarify unique services among the ORS Division of Library Services, the National Library of Medicine, and other ICO libraries to leverage synergies, reduce redundancies and provide best value for NIH. | Revised objective for clarity; new objective number. |
| 2.12 Expand virtual library services to accommodate growing demand and capabilities and reallocate resources from physical space to innovative initiatives. | 2.15 Expand virtual library services to accommodate growing demand and capabilities and reallocate resources from physical space to innovative initiatives. | New objective number; no change. |
| 2.13 Discontinue unprofitable scientific equipment and instrumentation services in ORS and shift responsibilities to vendors to reduce redundancies and improve NIH’s return on investment. | 2.16 Discontinue unprofitable scientific equipment and instrumentation services in ORS and shift responsibilities to vendors to reduce redundancies and improve NIH’s return on investment. (Complete) | New objective number; no change. |</p>
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<tr>
<td>2.14 Transition from scientific equipment purchase and rental responsibilities to the provision of expert acquisition planning support to reduce acquisition timelines and ensure best value for the NIH community</td>
<td>2.17 Transition from scientific equipment purchase and rental responsibilities to the provision of expert acquisition planning support to reduce acquisition timelines and ensure best value for the NIH community</td>
<td>New objective number; no change.</td>
</tr>
<tr>
<td>2.15 Establish data analytics and decision support services to convert data and information into knowledge to advance research applications, promote continuous improvement, and improve organizational performance using modeling, AI, simulation, surveys, and other innovative tools.</td>
<td>2.18 Expand the provision of best practices, training, and expert consultations to facilitate partner application of data analytics, artificial intelligence, and data storage and management. 2.19 Establish data analytics as a central service to convert data and information into knowledge to advance research applications and improve organizational performance. 2.20 Expand the use of modeling, simulation, surveys, assessments, and performance metrics to promote continuous improvement and organizational excellence at the enterprise level. 3.10 Adopt a practice of continuous improvement to prepare for the future, promote innovation and optimize performance. 3.13 Apply innovative tools, such as artificial intelligence and digital simulation of operations to improve ORS decision-making and overall mission performance.</td>
<td>Established a new higher-order data analytics and decision support objective which incorporates previous objectives related to data analysis capabilities, tools, processes, and operating protocols supported by a consolidated central service.</td>
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<td>2.16 Enhance and expand ORS technologies to blend the physical and virtual workplace and to provide seamless, integrated, and engaging virtual and hybrid events.</td>
<td>2.21 Increase technical support capabilities and invest in new technologies and tools to provide and enable seamless, integrated, and engaging virtual and hybrid events. 3.21 Enhance ORS technologies that integrate tools and capabilities to blend physical and virtual workspace.</td>
<td>Consolidated workplace technologies and tools objectives to support integrated implementation efforts.</td>
</tr>
<tr>
<td>2.17 Adapt NIH parking and shuttle services to accommodate changing demand, and ensure convenience, efficiency, and sustainability.</td>
<td>2.22 Adapt NIH parking and shuttle services to accommodate changing demand, and ensure convenience, efficiency, and sustainability.</td>
<td>New objective number; no change.</td>
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<tr>
<td>2.18 Develop and implement a long-term plan for food services to address convenience, choice, pricing, and NIH Community experience both in NIH-owned and leased facilities.</td>
<td>2.23 Develop and implement a long-term plan for food services to address convenience, choice, pricing, and NIH Community experience both in NIH-owned and leased facilities.</td>
<td>New objective number; no change.</td>
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<td>Revised Objective</td>
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| 3.1 Achieve a consistent level of leadership through unity, teamwork, trust, and integrity to develop a culture that fosters growth, sustainability, and performance as an organization. | 3.9 Foster an ORS culture of unity, teamwork, trust, integrity, and innovation to realize the benefits of collective contributions and to solidify our ‘brand.’
3.12 Achieve a consistent level of leadership to inspire trust, motivate today’s workforce, prepare for the future workforce and sustain high performance. | Consolidated ORS culture and leadership objectives to support integrated implementation efforts. |
| 3.2 Establish a system of knowledge transfer for key positions to ensure continuity and stability for the organization in alignment with staffing structures. | 3.2 Establish a system of knowledge transfer for key positions to ensure continuity and stability for the organization in alignment with staffing structures. | No changes. |
| 3.3 Recruit and retain a satisfied and high performing ORS staff. | 3.1 Design the workforce of the future by strategically attracting, recruiting, and hiring a highly skilled, diverse, and adaptive workforce to meet future NIH missions and challenges.
3.3 Retain a satisfied and high performing ORS workforce with opportunities to engage and contribute to NIH innovation and organizational excellence. | Consolidated ORS recruitment and retention objectives to support integrated implementation efforts. |
<p>| 3.4 Support a culture of diversity, equity and inclusion across all work activities and provide opportunities for each employee to realize their full potential and maximize contributions to ORS and NIH. | 3.4 Support a culture of diversity, equity and inclusion across all work activities and provide opportunities for each employee to realize their full potential and maximize contributions to ORS and NIH. | No changes. |
| 3.5 Promote the importance of health and wellness by supporting employee access to and participation in all available resources. | 3.5 Promote the importance of health and wellness by supporting employee access to and participation in all available resources. | No changes. |
| 3.6 Enhance performance management through career progression and individual development to ensure regular feedback, recognize accomplishments and address areas for improvement. | 3.6 Enhance performance management to ensure regular feedback, recognize accomplishments and address areas for improvement. | Revised objective for clarity. |
| 3.7 Redesign the ORS organization to execute future service needs, expand collaboration, eliminate silos and increase efficiencies. | 3.8 Redesign the ORS organization to execute future service needs, expand collaboration, eliminate silos and increase efficiencies. | New objective number; no change. |
| 3.8 Inspire and recognize an ORS culture of innovation to promote breakthrough thinking, risk taking and creative problem solving to benefit the NIH Community. | 3.11 Inspire and recognize an ORS culture of innovation to promote breakthrough thinking, risk taking and creative problem solving to benefit the NIH Community. | New objective number; no change. |
| 3.9 Transition to a full system integration of ORS operations to provide real-time access to accurate data and reduce timelines, touchpoints, errors, and redundancies. | 3.14 Transition to a full system integration of ORS operations to provide real-time access to accurate data and reduce timelines, touchpoints, errors, and redundancies. | New objective number; no change. |
| 3.10 Develop and implement a process to plan, analyze, execute, and forecast budgets to facilitate data-driven decision-making and financial stewardship. | 3.15 Develop and implement a process to plan, analyze, execute, and forecast budgets to facilitate data-driven decision-making and financial stewardship. | New objective number; no change. |
| 3.11 Develop and sustain program plans as a standard operating procedure to strengthen integration and link requirements, budget, risks and performance. | 3.16 Develop and sustain program plans as a standard operating procedure to strengthen integration and link requirements, budget, risks and performance. | New objective number; no change. |
| 3.12 Redesign the ORS budget structure and allocation process to shift from transactional to shared funding and achieve transparent and stable funding commensurate with NIH’s appropriated budget. | 1.9 Redesign the ORS budget structure and allocation process to shift from transactional to shared funding and achieve transparent and stable funding commensurate with NIH’s appropriated budget. | Moved from goal 1 for ease of tracking – new objective number; no change. |
| 3.13 Fully assess ORS-owned policies to eliminate those which are no longer necessary or relevant and streamline the others. | 3.18 Fully assess ORS-owned policies to eliminate those which are no longer necessary or relevant and streamline the others. | New objective number; no change. |</p>
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<tr>
<td>3.14 Strengthen Contracting Officer’s Representative (COR) ability to integrate</td>
<td>3.7 Strengthen Contracting Officer’s Representative (COR) ability to integrate</td>
<td>Moved from retention section for ease of</td>
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<td>contractor support to complement and enhance ORS mission execution.</td>
<td>contractor support to complement and enhance ORS mission execution.</td>
<td>tracking – new objective number; no change.</td>
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<td>3.15 Establish metrics that benchmark ORS performance and become drivers for</td>
<td>3.19 Establish metrics that benchmark ORS performance and become drivers for sustainable</td>
<td>New objective number; no change.</td>
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<td>sustainable service excellence and streamlined processes.</td>
<td>service excellence and streamlined processes.</td>
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<tr>
<td>3.16 Adjust the ORS footprint and reallocate space to accommodate emerging science</td>
<td>3.20 Adjust the ORS footprint and reallocate space to accommodate emerging science and</td>
<td>New objective number; no change.</td>
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<td>and service demands.</td>
<td>service demands.</td>
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<tr>
<td>3.17 Assess and modify expectations, policies, and operating practices for</td>
<td>3.22 Assess and modify expectations, policies, and operating practices for</td>
<td>Revised objective for clarity; new objective number.</td>
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<tr>
<td>implementing results-driven workplace flexibilities to ensure a successful hybrid</td>
<td>implementing results-driven workplace flexibilities to ensure a successful hybrid</td>
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<td>workplace.</td>
<td>workplace.</td>
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<tr>
<td>3.18 Establish an ORS supply chain management system to track and manage</td>
<td>3.23 Establish an ORS supply chain management system to track and manage inventory and</td>
<td>New objective number; no change.</td>
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<td>inventory and property from acquisition planning through disposal.</td>
<td>property from acquisition planning through disposal.</td>
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**THANK YOU**

The ORS extends a special thank you to all that were involved in the ORS 2021-2026 Strategic Plan process and the 2023 plan revision process. We are grateful for the continued trans-NIH partnerships, and are eager to continue rolling out and implementing our vision for the future. Inspired by our trusted partnership with the NIH Community, we are confident we will deliver on the promises outlined in this bold new plan.