

# Ensuring a Vibrant Federal S&T Workforce

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NIH Chief Officer for Scientific Workforce Diversity

November 29, 2021



National Institutes of Health  
*Office of the Director*  
*Scientific Workforce Diversity*

[diversity.nih.gov](https://diversity.nih.gov)

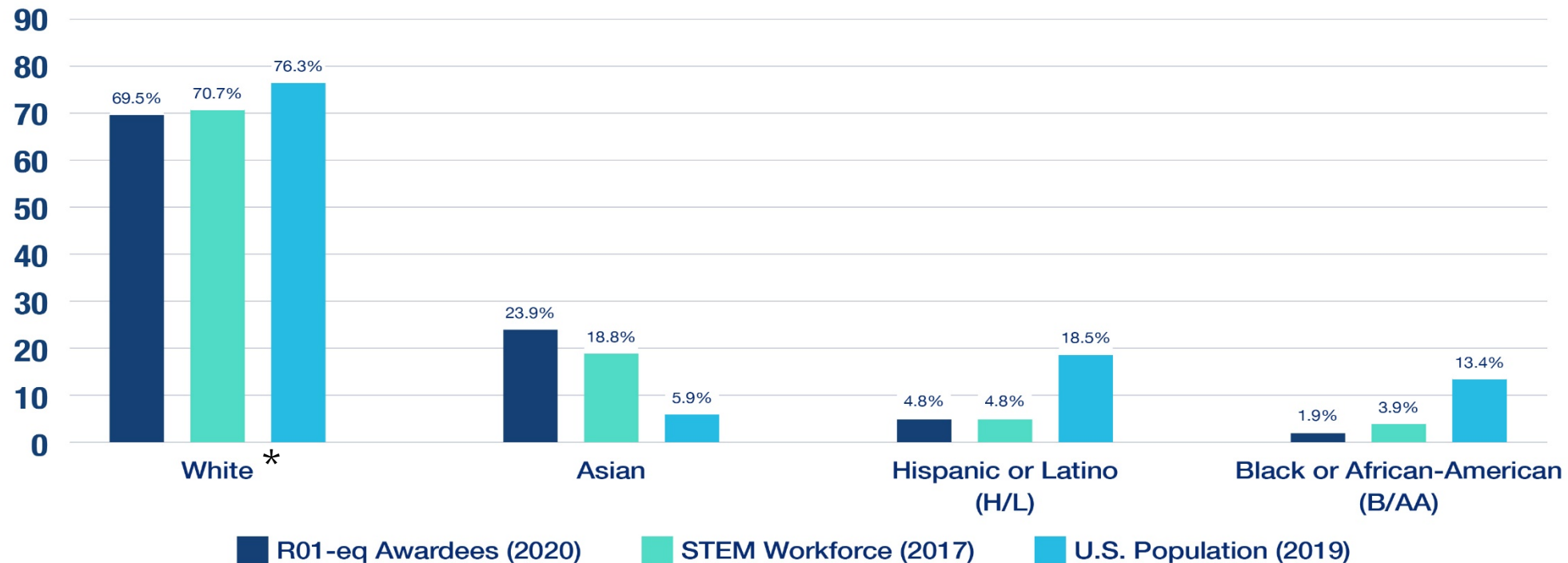
# The Need for Diverse Perspectives in Science



Bernard MA, Johnson AC, Hopkins-Laboy T, Tabak LA. Nature Medicine DOI: 10.1038/s41591-021-01532-1. (2021)

# Lack of Utilization of the Full Talent Pool

Racial/ethnic representation among National Institutes of Health R01-eq grantees, STEM doctoral workforce, and U.S. population (2017, 2019, and 2020)



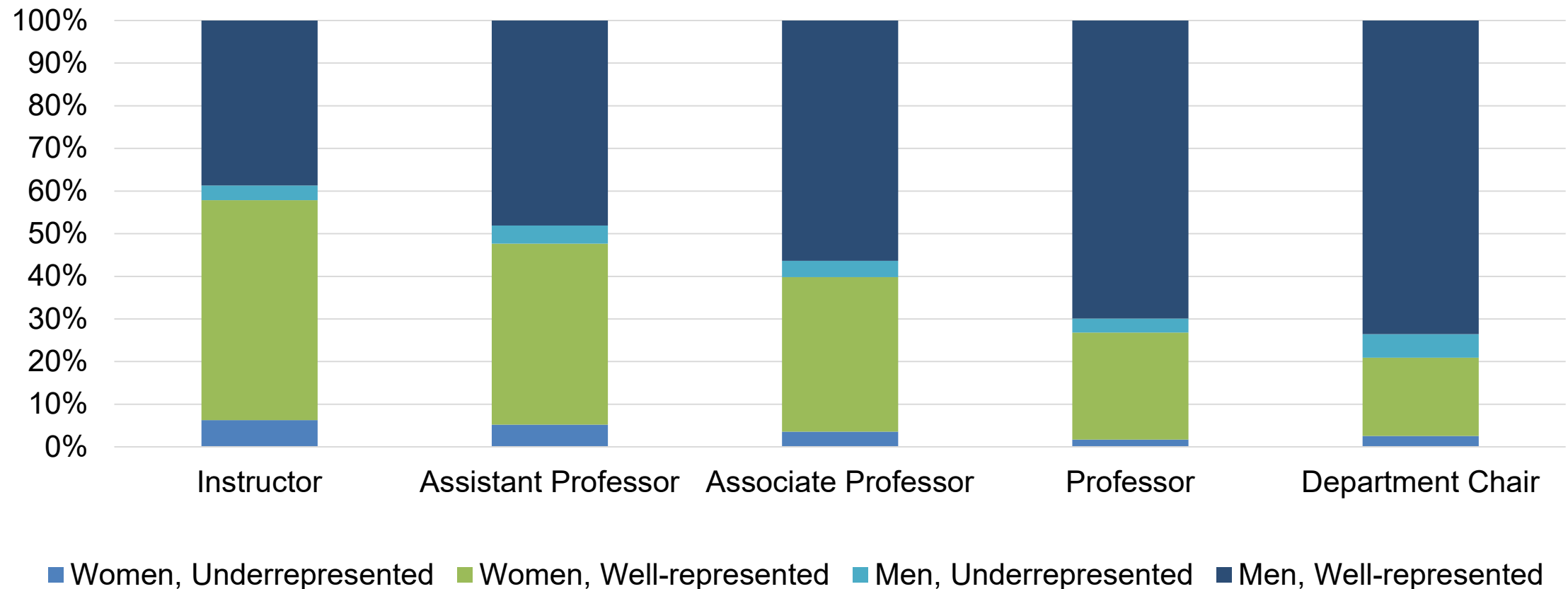
Sources:  
National Institutes of Health, Chief Officer for Scientific Workforce Diversity, 2021 Progress Infographic. Accessed August 2021 from: [https://diversity.nih.gov/sites/coswd/files/images/NIH\\_SWD\\_2021\\_Progress\\_Infographic\\_Release\\_508.pdf](https://diversity.nih.gov/sites/coswd/files/images/NIH_SWD_2021_Progress_Infographic_Release_508.pdf)  
National Science Foundation, National Center for Science and Engineering Statistics, Survey of Doctorate Recipients, 2017.  
US Census, Quick Facts, 2019 Population Estimates. Accessed August 2021 from: <https://www.census.gov/quickfacts/fact/table/US/PST045219>

\*Includes  
Hispanics/  
Latinos

Bernard MA, Johnson AC, Hopkins-Laboy T, Tabak LA. Nature Medicine DOI: 10.1038/s41591-021-01532-1. (2021)

# Diminished Use of the Full Talent Pool Across the Career Spectrum

Proportion of **women** and **underrepresented men** diminishes in more advanced positions along the career path.



Source: <https://www.aamc.org/data-reports/faculty-institutions/interactive-data/2020-us-medical-school-faculty>

# Interagency Working Group on Inclusion in STEM (IWGIS)



## BEST PRACTICES FOR DIVERSITY AND INCLUSION IN STEM EDUCATION AND RESEARCH: A GUIDE BY AND FOR FEDERAL AGENCIES

*A Report by the*  
INTERAGENCY WORKING GROUP ON INCLUSION IN STEM  
FEDERAL COORDINATION IN STEM EDUCATION SUBCOMMITTEE  
COMMITTEE ON STEM EDUCATION  
*of the*  
NATIONAL SCIENCE AND TECHNOLOGY COUNCIL

September 2021

# Federal STEM Workforce Demographics

STEM workforce makes up 16% of GOVT

- **2.1 million** employees in the Federal Workforce
- **280,000+** in Federal STEM Workforce (~**16%** of total workforce)
- **29%** Women in the STEM Workforce
- **10%** Underrepresented racial and ethnic groups (UREG\*) in the STEM Workforce

\*URM includes African American, Hispanic, Native American, Native Alaskan, Native Hawaiian and Pacific Islander, but does not include Asian Americans as they are not underrepresented in STEM.

<https://grants.nih.gov/grants/guide/notice-files/NOT-OD-20-031.html>

# Interagency Working Group on Inclusion in STEM (IWGIS)

- Attend to climate
- Look objectively at data
- Be transparent
- Be accountable

# The Case of the National Institutes of Health

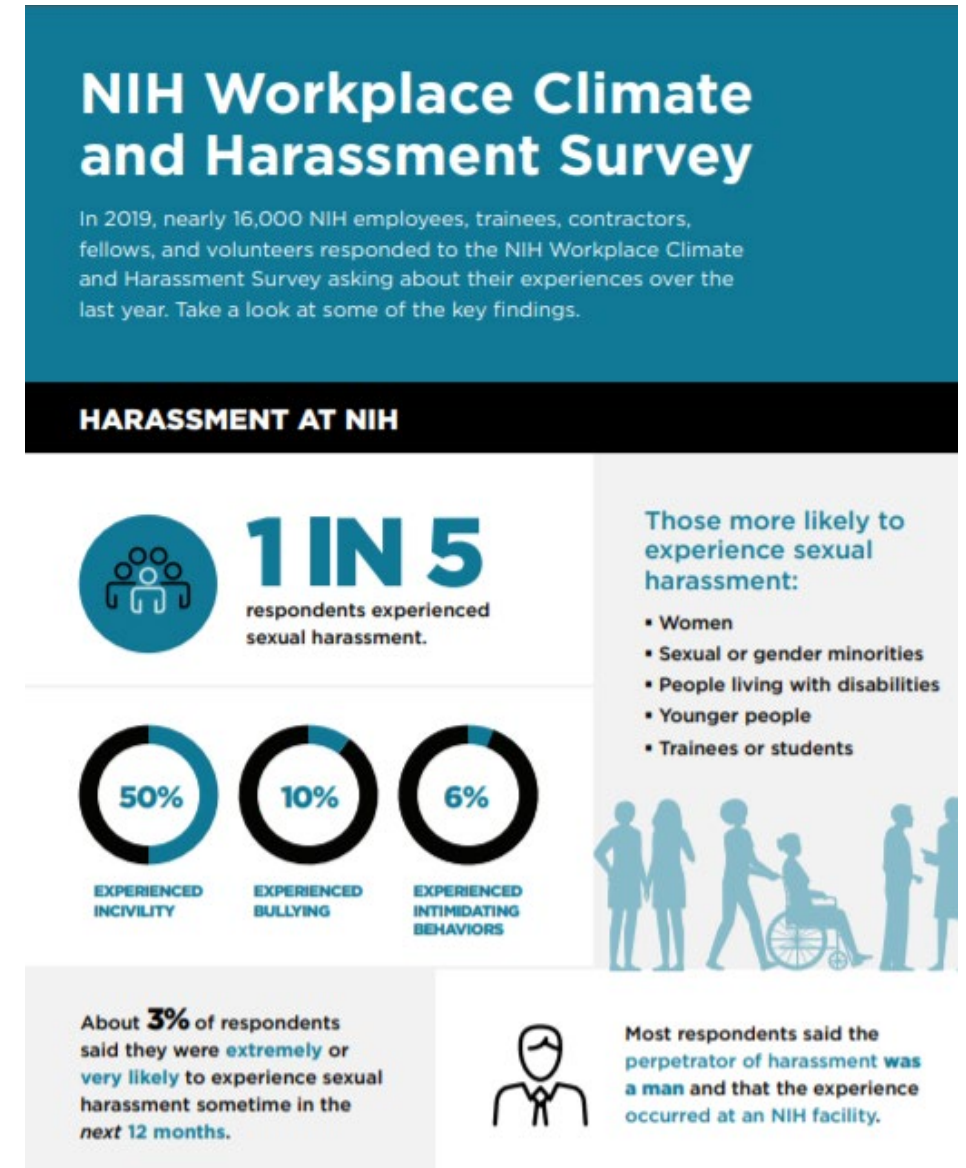




# Workplace Climate and Harassment Survey (WCHS)

- NIH Workplace Climate and Harassment Survey (WCHS) assessed the landscape of harassment to inform policy efforts
- Administered: **January 2019 to March 2019**
  - Response rates: NIH overall (44%); NIH federal employees (56%)
- Led to Manual Chapter 1311
- Establishment of the Anti-Harassment Steering Committee

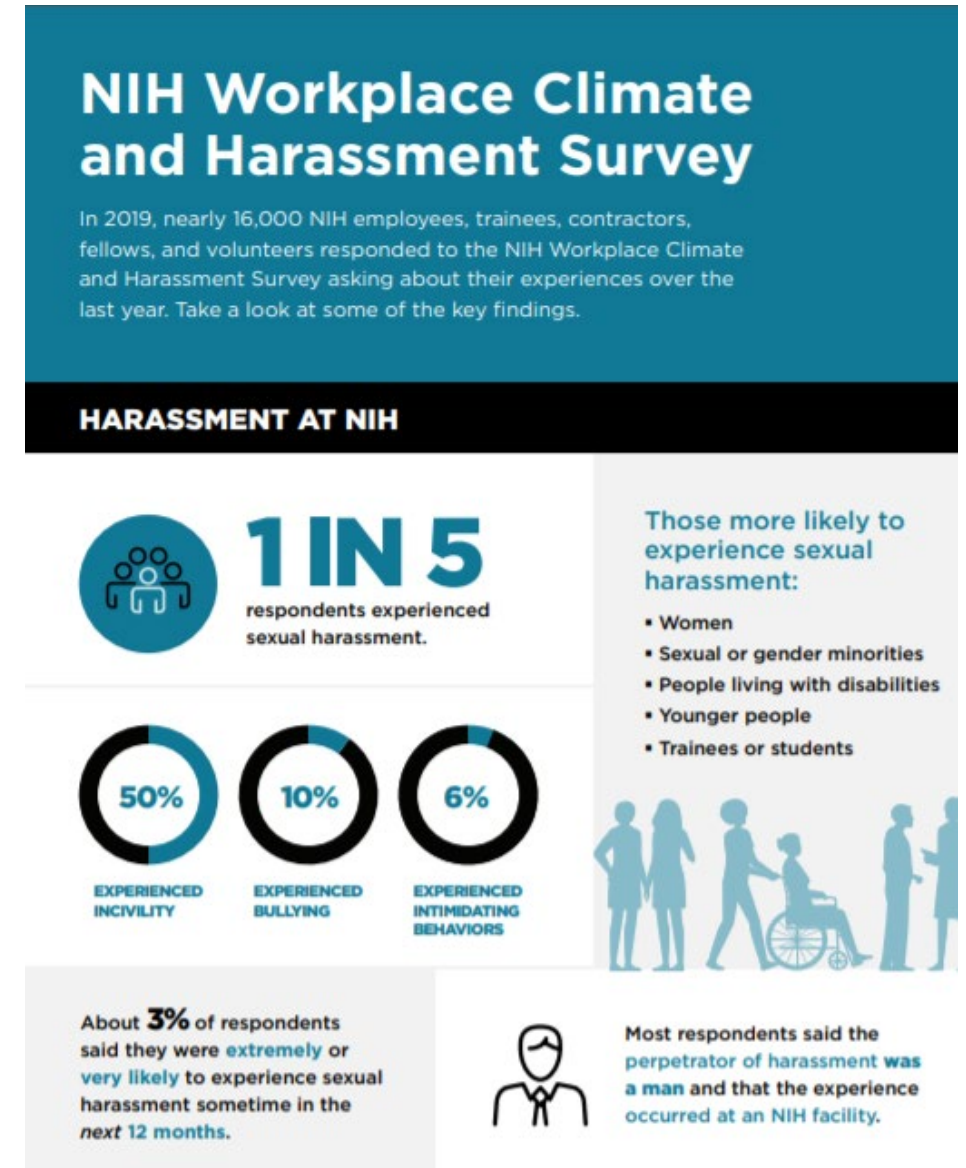
*Workplace Climate and Harassment Survey  
Infographic (Partial)*



# Workplace Climate and Harassment Survey (WCHS)

- **Survey Findings:** SWD developed a suite of products to make results actionable
  - Survey Findings Reports
  - Infographics
  - Survey Development and Methods Report
  - Survey Implementation Guide
  - Summary Frequency Tables

*Workplace Climate and Harassment Survey  
Infographic (Partial)*





# NIH UNITE Initiative



# The NIH UNITE Initiative



- **Events of 2020 brought into sharp relief the ongoing reality of racial injustice in our country, and the responsibility of all of us to address this issue**
- **A series of intense Institute and Center Director meeting discussions were held to identify initial issues**
- **Two self-assembled affinity groups at NIH (8CRE, AA/B Scientists) and the **Anti-Harassment SC** met with NIH leadership for candid discussions that informed next steps**
- **We have arrived at a shared commitment to address structural racism: we must not allow this pivotal moment to pass**

# The NIH UNITE Initiative



- U** Understanding stakeholder experiences through listening and learning
- N** New research on health disparities/minority health/health equity
- I** Improving the NIH Culture and Structure for Equity, Inclusion, and Excellence
- T** Transparency, communication, and accountability with our internal and external stakeholders
- E** Extramural Research Ecosystem: Changing Policy, Culture, and Structure to Promote Workforce Diversity

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- E** Extramural Research Ecosystem: Changing Policy, Culture, and Structure to Promote Workforce Diversity

# Acknowledgement



“

*“To those individuals in the biomedical research enterprise who have endured disadvantages due to structural racism, I am truly sorry. NIH is committed to instituting new ways to support diversity, equity, and inclusion, and identifying and dismantling any policies and practices at our own agency that may harm our workforce and our science.”*

— Francis S. Collins, M.D., Ph.D., NIH Director

”

<https://www.nih.gov/ending-structural-racism>



# Initial UNITE Recommendations

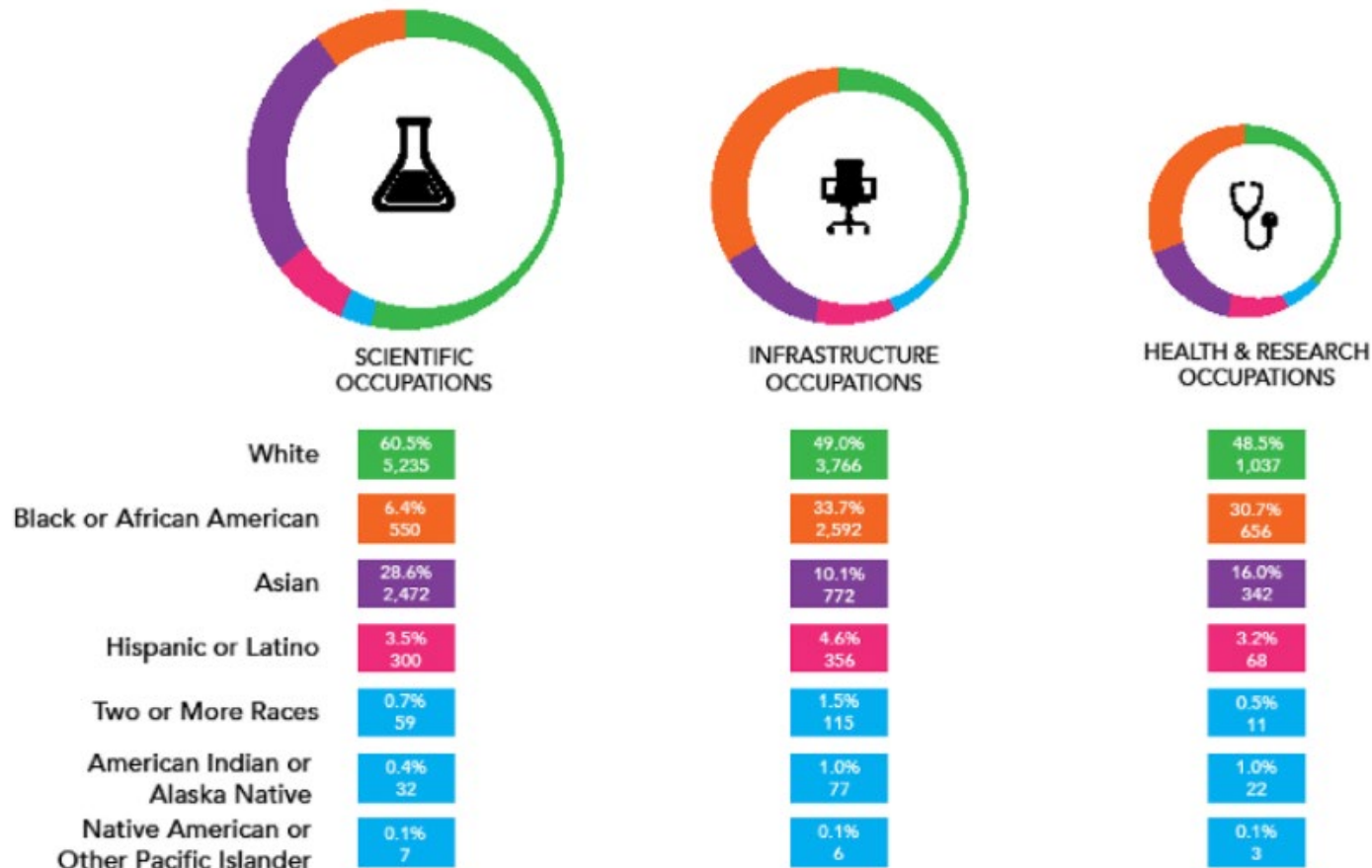
- **Develop a sustainable process to systematically gather and make public the demographics of our internal and external workforce**





# Action – NIH Internal Data FY 21, Q2

## RACE / ETHNICITY



Employees classified in the five racial groups or Two or more races are all non-Hispanic or Latino. Employees classified as Hispanic or Latino may identify with any combination of the five racial categories.

<https://www.edi.nih.gov/people/resources/advancing-racial-equity/nih-workforce-profile-fy21q02>

# Initial UNITE Recommendations

- **Implement policy changes that promote anti-racism and remove barriers to professional growth for staff from diverse backgrounds, including underrepresented groups**



# Action

## *Anti-Racism Steering Committee*

### ARSC Membership

- 515+ members from across NIH – all race/ethnicities, job categorizations, and pay levels

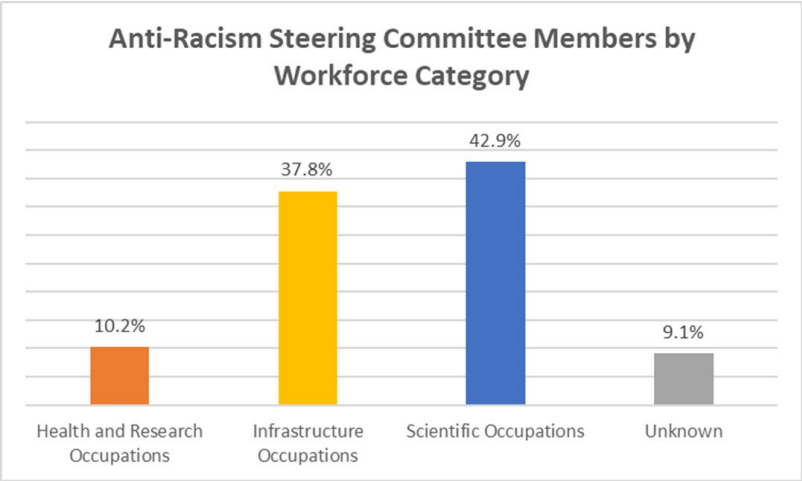
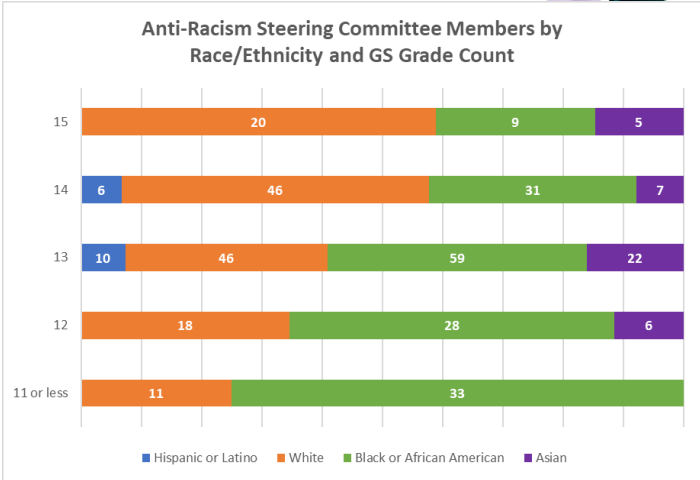
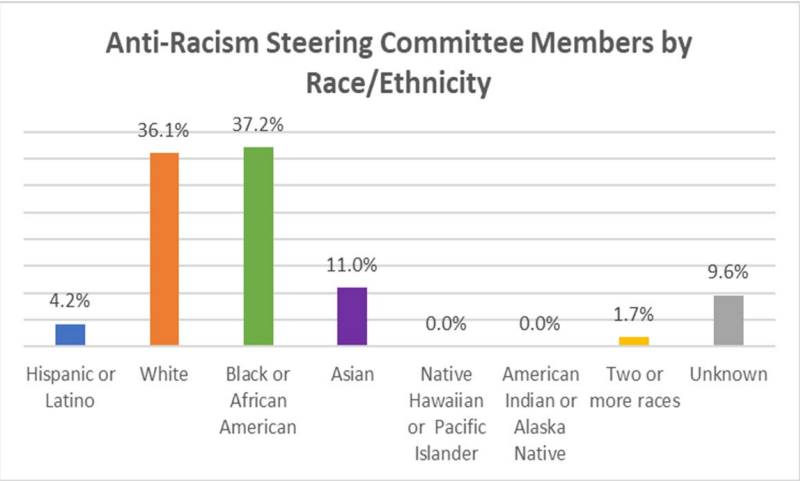
### Goal

- Address issues regarding policies and procedures.
- Does not address individual cases
- Modeled after the Anti-Harassment Steering Committee

[NIHANTIR-STEERINGCMTE@mail.nih.gov](mailto:NIHANTIR-STEERINGCMTE@mail.nih.gov)

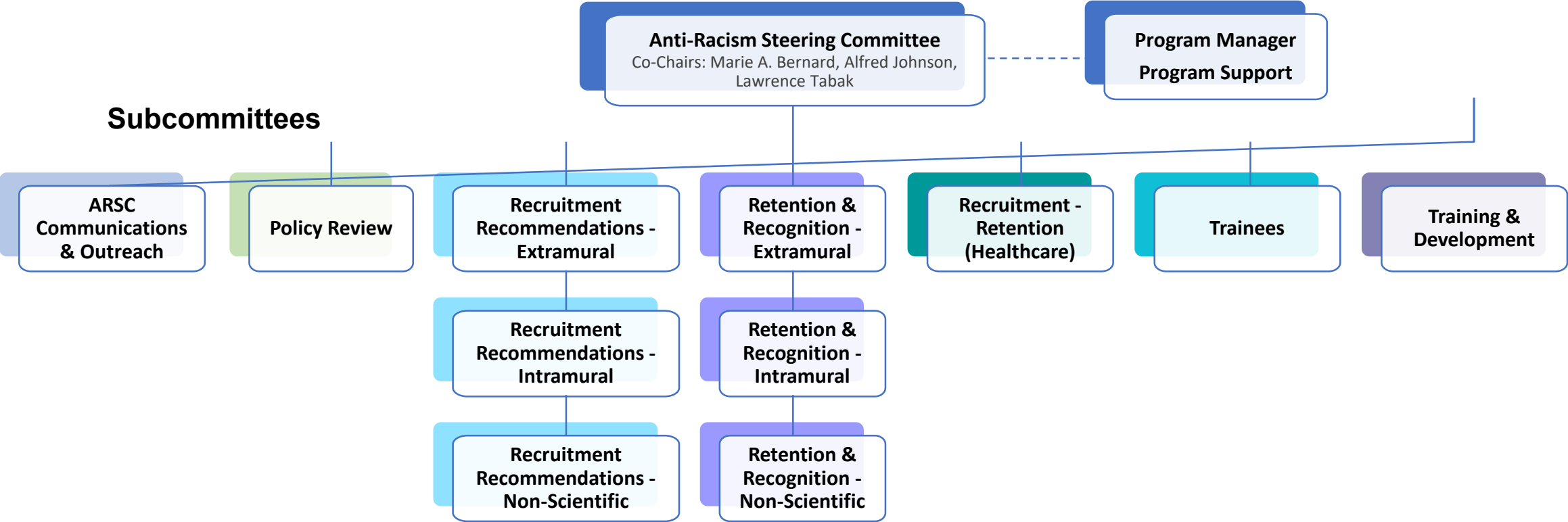


# ARSC Demographic Data from EDI



- 471 members of the NIH Racism Steering Committee.
- The pay plan breakout is as follows: GS = 370, GP = 7, AD = 1, CC = 3, ES = 4, RF = 21, RG = 22, 1 Unknown.
- Grade distribution is provided for the GS pay plan only.
- Demographics for all Fellows and Contractors (n=42) are unknown.
- Demographics for 3 FTEs is unknown (3 race, 1 disability and 1 sex).
- To maintain confidentiality and protect individual identification from deductive disclosure risk, some categories, are suppressed for reporting purposes

# Anti-Racism Steering Committee





# Initial UNITE Recommendations and Actions



- Implement policy changes that promote anti-racism and remove barriers to professional growth for staff from diverse backgrounds, including underrepresented groups - *Initiated*
- *Develop a performance expectation for IC Directors to be accountable for equity, diversity, and inclusion efforts and actively participate in NIH-wide diversity efforts through a diversity, equity, and inclusion officer or other means appropriate for the IC, in coordination with SWD and EDI.*

# NIH Executive Performance Requirements



**FY  
2022**

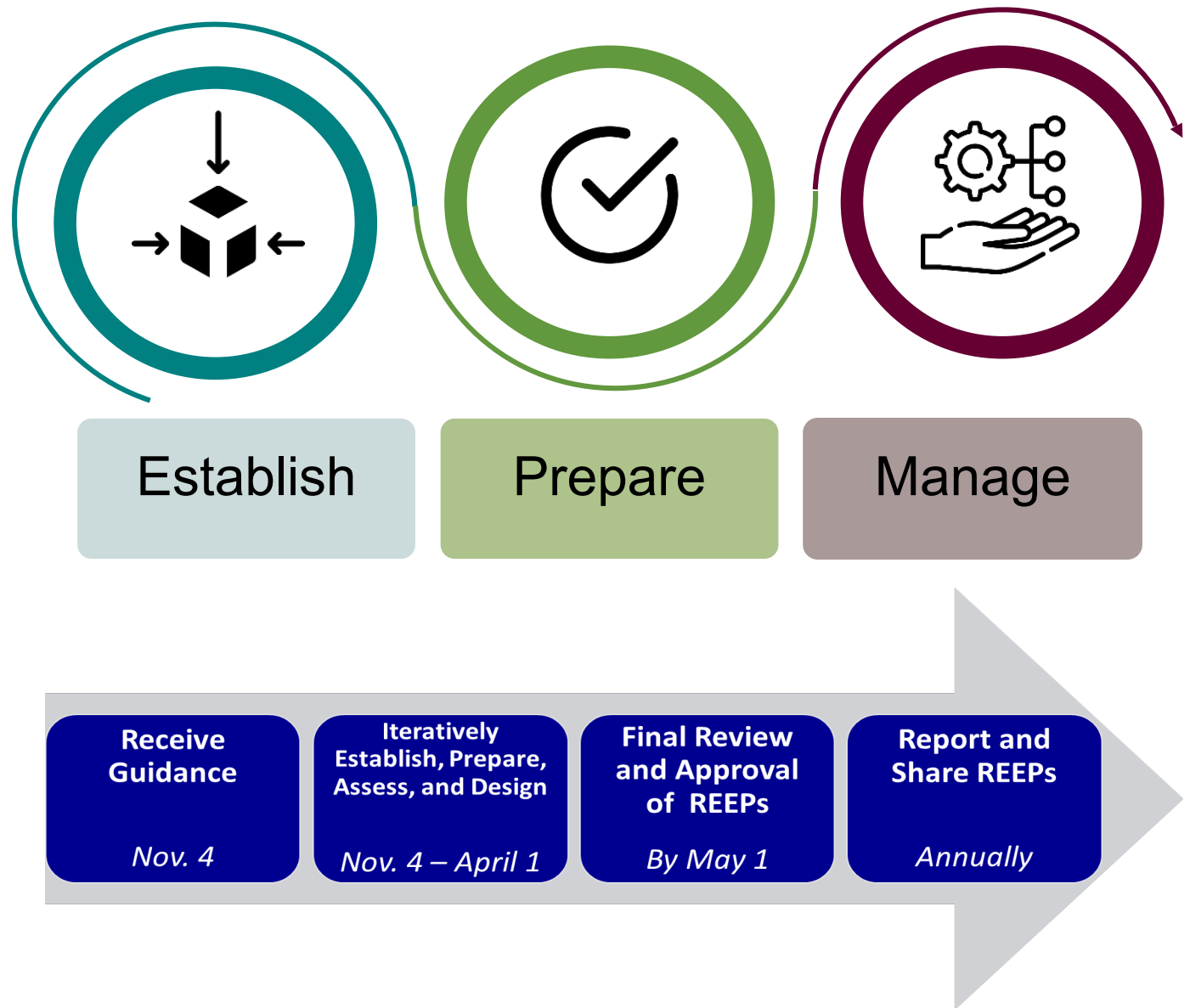
**CE1: Leading  
Change**  
IT Cyber  
Security

**CE2: Leading  
People**  
FEVS,  
Harassment &  
**HHS & NIH  
DEIA**

**CE3: Business  
Acumen**  
Privacy Act

NIH DEIA element includes the expectation of Racial Equity Plans for all ICs by 2022

# Racial and Ethnic Equity Plan Process





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- Expand the Distinguished Scholars Program to Senior Investigators hired with tenure and enhance recruitment of researchers from underrepresented groups as candidates for open IRP investigator positions

# Inclusive Excellence Best Practices

## Distinguished Scholars Program (DSP)

- Built upon the Stadtman and Lasker investigator programs
- Self-reinforcing community of PIs devoted to diversity and inclusion

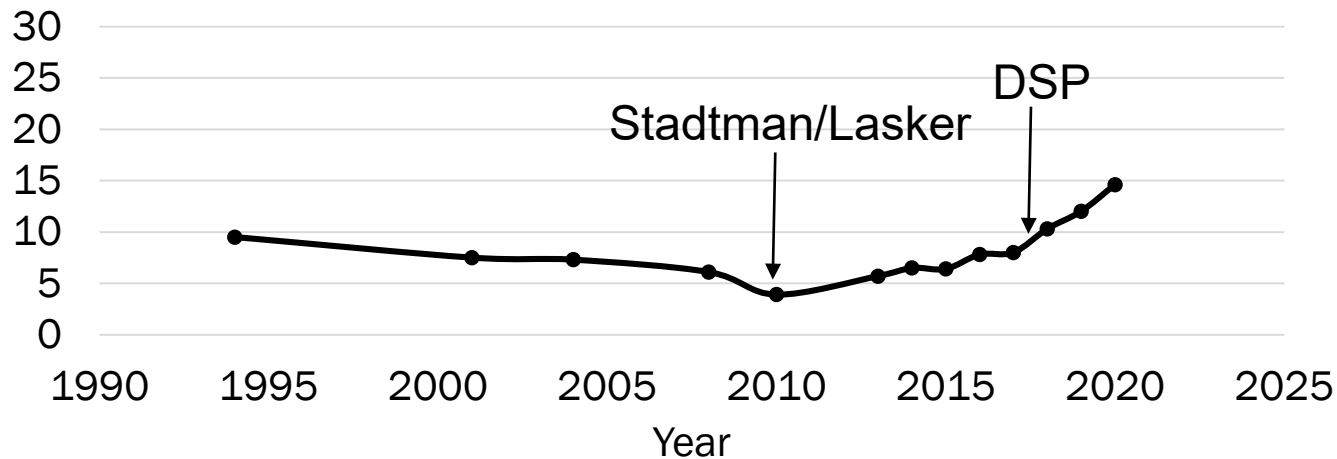


# Inclusive Excellence Best Practices

## Distinguished Scholars Program (DSP)

- Built upon the Stadtman and Lasker investigator programs
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% URM IRP Tenure-Track Investigators



URM=Underrepresented minority (Black, Hispanic [any race], American Indian, Alaska/Hawaii natives); Source: [OIR](#)





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## UNITE Action

- **Publish revised NIH internal guidance for reporting racial discrimination**



# Supporting a Safe and Respectful Workplace - Revision of Manual Chapter 1311 for NIH staff





*Injustice anywhere is a threat to justice  
everywhere*

*Martin Luther King, Jr*



National Institutes of Health

*Office of the Director*

*Scientific Workforce Diversity*



# Great minds think differently.



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