

Guidance on Anti-Harassment Plan

Please use the outline provided (on page 2) to generate your Anti-Harassment Plan. The outline is divided into six primary sections, which have been identified as critical elements and should be included in your IC's plan:

- **BACKGROUND AND OBJECTIVE**
- **SPOKESPEOPLE**
- **TARGET AUDIENCE**
- **KEY MESSAGES**
- **PRODUCTS/DELIVERABLES**
- **ROLLOUT SCHEDULE**

Under the Target Audience, Communication Plan, and Training Courses sections, guidance (in *red italics*) is provided on the type of information that should be included. **Prior to submitting, please delete the red language.** Any language not in italics should remain and be completed as indicated.

For **PRODUCTS/DELIVERABLES**, you will find several activities, in the form of subsections, that should be included in each plan:

- **Executive Leadership Role**
- **Communication Plan**
- **Training Courses**
- **New Hire Onboarding**
- **PMAP Language**
- **Staff Meetings**
- **Anti-Harassment Workgroup/Committee/Task Force**
- **Trans-NIH Collaboration**
- **Consistent Disciplinary Approach**

The final version of your IC's Anti-Harassment Plan is due by close of business on Friday, February 28, 2020, and should be sent by email to Cyndi Burrus-Shaw (cyndi.burrus-shaw@nih.gov). If you have questions about the template, please contact Cyndi or Kamilah Rashid at (kamilah.rashid@nih.gov).



NIH NHGRI
Anti-Harassment Outreach Plan
Date: 02/28/2020

BACKGROUND AND OBJECTIVE:

The National Human Genome Research Institute (NHGRI) is committed to maintaining a work environment that is courteous, respectful, and free from harassing behaviors for its employees, contractors, volunteers, interns, and visitors. NHGRI has a no-tolerance policy in regard to harassment, and this extends to work environments in all settings, including NHGRI-funded locations. Inappropriate workplace behavior and unlawful harassment are inconsistent with the Institute's fundamental values. Harassment damages the careers of those who have encountered it and can leave scars and psychological effects that reverberate for a lifetime. To foster and support a work environment free of harassment, NHGRI is bolstering its policies, guidelines, requirements, and communications to make our expectations clear to NHGRI's workforce. In support of the NIH Anti-Harassment efforts managed by the NIH Civil Program, NHGRI proposes the following activities to reinforce anti-harassment and civility across the institute.

SPOKESPEOPLE:

Members of the Director's Working Group (Senior Leadership)

- **Dr. Eric Green**, Director
- **Dr. Daniel Kastner**, Scientific Director
- **Dr. Paul Liu**, Deputy Scientific Director
- **Dr. Teri Manolio**, Director, Division of Genomic Medicine
- **Dr. Larry Brody**, Director, Division of Genomics and Society
- **Dr. Vence Bonham**, Senior Advisor for Genomics and Health Disparities
- **Dr. Bettie Graham**, Director, Division of Extramural Operations
- **Dr. Carolyn Hutter**, Director, Division of Genome Sciences
- **Dr. Benjamin Solomon**, Clinical Director
- **Mrs. Ellen Rolfes**, Executive Officer

Additional Spokespeople:

- **Mrs. Emily Neveux**, Deputy Executive Officer
- **Mr. Paul Cheung**, Management Analyst
- **Dr. Faith Harrow**, Intramural Training Program Coordinator (representing trainees)
- **Dr. Bill Pavan**, Chief, Genetics Diseases Research Branch; Senior Investigator

- **Dr. Julie Segre**, Chief, Translational and Functional Genomics Branch; Senior Investigator
- **Ms. Sarah Bates**, Chief, Communications and Public Liaison Branch
- **Dr. Luis Cubano**, Extramural Training Program Director, Division of Genomic Medicine

TARGET AUDIENCE:

All NHGRI employees and supervisors, contractors, trainees/fellows, volunteers, and visitors.

KEY MESSAGES:

NHGRI and the NIH are committed to creating and maintaining a work environment that is free of harassment and other inappropriate conduct. It will require participation by all of us to ensure that harassment doesn't work here.

In support of the NIH's Anti-Harassment program, NHGRI will provide NHGRI staff with resources and training opportunities to raise awareness of NIH anti-harassment policies, procedures, requirements, and tools that can be used in the workplace to prevent harassment.

PRODUCTS/DELIVERABLES:

Executive Leadership Role: NHGRI's Executive Leadership will take the initiative to demonstrate and actively support high standards of integrity within the NHGRI work environment; proactively communicate NIH/NHGRI anti-harassment policies and the rights and responsibilities of NHGRI staff; actively report and address any instances of harassment in partnership with Civil; ensure that the workplace is free of harassment; and hold staff accountable if harassment occurs.

Targeted Assessment: Based on survey results, it is clear that NHGRI staff are not reporting instances of harassment for a variety of reasons, including feelings that the actions were not severe enough, that nothing will be done to address it, or because of fear of retaliation. However, the survey results do not provide enough information to determine why staff feel this way or whether new resources will prove effective to provide a safe environment to report such instances. NHGRI would like to explore this more and plans to hire a contractor to conduct focus groups with several groups across the NHGRI in hopes of gaining more insight.

Communication Plan:

NHGRI Internal Web Presence: NHGRI will establish and maintain an Anti-Harassment web page that includes a comprehensive and centralized page to house key documents including:

- NHGRI Director Statement on harassment

- Current resources, including NIH Anti-Harassment Toolkits to address harassment
- Links and contact information for Civil; Office of Equity, Diversity and Inclusion; NIH Office of the Ombudsman
- NHGRI Survey Results (for increased transparency)
- NHGRI Anti-Harassment Outreach Plan that includes the names of NHGRI spokespeople, annual goals, and the status of those goals
- Presentations that are provided throughout the year so that individuals can refer to them

NHGRI External Communications: NHGRI will publicly demonstrate its commitment to a workplace free of harassment by doing the following:

- Create and maintain an external Genome.gov webpage that includes the NHGRI Director's Statement, relevant resource links, and current information on the NHGRI Anti-Harassment Plan
- Publish periodic awareness, educational and informative posts on the NHGRI social media outlets
- Share NHGRI anti-harassment activities and commitment to workplace free of harassment through the NHGRI Genomics Landscape (the Director's monthly newsletter that is widely distributed)

Print Materials and Toolkits: NHGRI aimed to widely promote anti-harassment in a number of ways. Anti-harassment Posters were placed in hallways in all NHGRI buildings including 10, 12A, 31, 35, 49, 50, 5625 Fishers Lane, 6700 Rockledge Drive, and Bayview in Baltimore. In addition, posters were placed in bathroom stalls in NHGRI areas because the bathroom is often a place of retreat following a harassment event. Other resource posters displayed in NHGRI spaces across campus and on plasma screens in IC suite/lobbies. Anti-harassment notifications are also now prominently displayed via digital signage in all NHGRI buildings/hallways.

All-Hands Town Halls: NHGRI is planning an All-Hands Town Hall in May/June 2020 to share NHGRI's Workplace Climate Survey Data, discuss the NHGRI specific Anti-Harassment Plan, answer questions related to policy and resources, and raise awareness of IC-specific efforts relating to Anti-Harassment. This meeting will be videocast to ensure maximum participation and access to information. NHGRI is also exploring an additional Town Hall in the Fall to address general online behavior (e.g., social media, email, etc.) in both personal and professional capacities because harassment can occur in these venues as well. Topics will include best practices for social media/online behavior, Hatch Act, and cyber bullying and harassment.

Newsletters and Email Communications: NHGRI now provides regular communication and education regarding NHGRI's anti-harassment efforts and training requirements and opportunities through the NHGRI Executive Officer's weekly newsletter (TuesNews@2). The NHGRI Intramural Training Office includes anti-harassment awareness, reminders and resources that target NHGRI trainees.

Implicit Bias Training and Education: NHGRI has incorporated implicit bias training immediately before search committees gather to assess and consider candidates for senior level positions (e.g., Tenure-track, Tenured positions). This has proven effective and we will be developing a resource to provide to all hiring managers and search committees moving forward.

Anti-harassment Information Tables: NHGRI's Management Analysis and Workforce Development Branch hosts anti-harassment and incivility information at the Annual All-Hands NHGRI Symposium, providing in-person opportunities for all staff to learn more about the resources available to address harassment.

Training Courses:

Mandatory Training: In addition, the above activities, NHGRI also actively promotes training requirements and opportunities. NHGRI ensures 100% compliance with all mandatory training by tracking it closely and cutting off accounts if the training is not taken. Mandatory training for 2020 includes:

- Employees must complete the NIH POSH/No Fear training.
- NHGRI will offer bystander training to 60+ staff in FY 2020, with plans to more broadly provide this training in 2021-2022.
- Trainees will be required to participate in the Office of Intramural Training and Education (OITE) training.
- NHGRI supervisors will be required to participate in an NHGRI session that goes over the training provided by OITE so that they are aware of what training their trainees are receiving.
- NHGRI staff will be required to participate in the Spring All-Hands Town Hall that will focus solely on anti-harassment efforts, NHGRI survey results, and NIH resources (e.g., Civil, EDI, Ombudsman, etc.).

Other Training: NHGRI leadership will incorporate regular reminders in regular staff meetings to continue to emphasize the importance of civility and respect in the workplace. The Intramural Training Office will incorporate wellness activities for its trainees during trainee events, including the annual Training Retreat.

New Hire Onboarding: NHGRI has established an Onboarding web presence for all new staff at: <https://inside.genome.gov/20010822>

PMAP Language: Mandatory Language was added to all FTE performance plans as follows:

All Employees: Anti-Harassment -- Consistently communicates in a manner that promotes and facilitates a safe and civil organizational culture; promptly reports harassment or inappropriate conduct; and cooperates fully in administrative inquiries of allegations of harassment and inappropriate conduct.

Supervisors: Anti-Harassment -- Consistently works to prevent and address harassment and inappropriate conduct in the workplace, promotes a safe and civil organizational culture, and creates an environment where all individuals are treated with respect and dignity; and actively supports the implementation of NHGRI's Anti-Harassment Plan.

Staff Meetings: NHGRI aims to incorporate civility and professionalism throughout the organization. Throughout the year, NHGRI leadership will promote the anti-harassment activities, resources, and trainings during regular staff meetings. In addition, NHGRI holds an annual All-Hands Symposium that provides opportunities to share NHGRI's anti-harassment activities through an information booth; as well as Town Halls specifically targeting anti-harassment activities.

Anti-Harassment Liaison/Workgroup/Committee/Task Force: NHGRI established a working group of representatives across the NHGRI to address and champion anti-harassment efforts across the IC. This workgroup meets frequently to assist in the development, dissemination and socialization of various anti-harassment initiatives and policies within NHGRI; attend bi-weekly working group meetings; participate in NHGRI anti-harassment events, such as the April/May 2020 All Hands NHGRI Town Hall; and serve as a Champion for identifying, disseminating, and promoting anti-harassment resources and information throughout the NHGRI.

Trans-NIH Collaboration: NHGRI is a highly collaborative organization, and we frequently partner with other ICs and offices to benchmark with others, share best practices, and develop programs. Specifically, we:

- Collaborate with Civil to develop and or provide relevant training on anti-harassment to help address survey concerns that staff are not reporting incidences of harassment.
- Stay actively involved in the trainee (vulnerable population) anti-harassment training with OITE.
- Partner with EDI, Civil, Ombudsman, and EAP, and include them in the NHGRI Town Hall and faculty trainings to serve as experts and resources.
- Partner with Hannah Valentine to obtain training on implicit bias.
- Partner with NCATS to provide Bystander Training for first cohort of staff.
- NHGRI Executive Officer attends Community of Practice meetings with 5 other Executive Officers biweekly to share best practices and inform collaborative strategy development on a broad range of management initiatives, including anti-harassment efforts.

Consistent Disciplinary Approach: NHGRI partners with Civil, EDI, and EAP as appropriate to consistently address harassment and incivility matters with proper remediation.

ROLLOUT SCHEDULE:

Please include previously implemented and planned activities.

Month(s) and Year	Item	ICO Partners	Status*
Nov 2018	100% Watched NIH Anti-Harassment Video	EO, Training Coordinator, Deputy EO	Completed
Dec 2018	Anti-Harassment Intranet Website	Director, EO, DEO	Completed
Dec 2018	Display Anti-Harassment graphics and messages with resource information on NHGRI plasma screens in high traffic areas in all buildings		Completed
Dec 2018	Reinforced participation in the NIH Town Hall on the new Anti-Harassment Program within NHGRI. (December 2018)		Completed
Dec 2018	Distribute Anti-Harassment posters to all floors and all buildings across the NHGRI.		Completed
Dec 2018	Create and distribute folders to 100% of NHGRI supervisors. Folders include Anti-harassment posters, table cards, the NIH Policy for Preventing and Addressing Harassment and Inappropriate Conduct, and the toolkits for Managers and Supervisors, Employees, Trainees, and Contractors, as well as the toolkit for Managers and Supervisors on Personal Relationships in the Workplace.		Completed

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April 2019	Achieved a 50.8% response rate to the Workplace Climate Survey. (April 2019)		Completed
January-April 2019	Provided 4 Lunch and Learn in-person trainings for NHGRI supervisors where case studies were discussed.		Completed
August 2019	Expanded locations to display Anti-Harassment posters in NHGRI bathrooms		Completed
August 2019	Elevated Anti-Harassment as an NHGRI Enterprise Risk		Completed
August 2019	Held implicit bias training for NHGRI senior leadership, hosted by the NHGRI Inclusion Taskforce.		Completed
September 2019	Ensured 100% of staff completed the mandatory Anti-Harassment Training (No FEAR/POSH).		Completed
November 2019	NHGRI Director participated in Bystander Training at NHGRI Leadership Forum.		Completed
Jan 2020	Include performance language in all staff performance plans regarding Anti-harassment responsibilities at all levels.		Completed
Jan 2020	Present Survey Results to Leadership/Director's Working Group		Completed
Jan 2020	Create an NHGRI Anti-Harassment Workgroup to come up with initiatives, policy, etc. to address results from survey and feedback received from IC.		Ongoing

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Dec 2019-2020	Partner with the Office of Intramural Training and Education to ensure all NHGRI Trainees attend training.		In Progress
Fall 2020	Hold a training session for all NHGRI trainees, once the OITE training is completed		In Progress
March-December 2020	Analyze and discuss Workplace Climate Survey results with NHGRI top leadership and key spokespeople to evaluate areas of concern with respect to harassment and develop action plans in partnership with leadership to mitigate and eliminate harassment at NHGRI.		In Progress
March/April 2020	Arrange for Bystander Training/Bias Interrupters to help identify ways for people to know how to stop inappropriate behavior as it occurs.		In Progress
May/June 2020	Host NHGRI Town Hall in partnership with NIH CIVIL to focus on the Anti-Harassment Plan, Survey Results, IC culture and an opportunity for questions and discussion.		In Progress
Fall 2020	Host and NHGRI Town Hall to address social media and online presence best practices including but not limited to: Hatch Act, Cyber bullying/harassment, Twitter, etc.		In Progress
Fall 2020	NHGRI hosted training mandatory for all DIR faculty to review the Trainee training (OITE training) to ensure a consistent message is being heard in the intramural setting between faculty and trainees.		In Progress
	Communicate information to NHGRI staff via email to remind supervisors of the requirement to mandatorily		Recurring

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	report any harassment issues brought to their attention.		
	Continue to advertise and endorse EDI and CIVIL hosted trainings that address harassment within the IC.		Recurring
	Executive Officer (who also serves as the Personal Relationships Policy Point of Contact) will continue to raise awareness of policy and track disclosures.		Recurring
June 2020	Communication in the form of awareness and education to NHGRI external stakeholders on the IC-specific efforts to mitigate harassment and incivility within the institute and its grantees through the use of the Director's newsletter and Council presentation.		In Progress
May 2020	Incorporate Implicit Bias training prior to search committee reviews of applications and interviews. Establish a one-pager to provide to search committee members and interviewers to help thwart biases.		In Progress
September 2020	Hold at least one Bystander Training for 60+ staff and develop a strategy for training all staff by 2022.		In Progress

Status* (Done, In Progress, Not Started, TBD)