



## 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
- **Dr. Christie Gunter**, Senior Advisor to the NHGRI Director on Genomics Engagement
- **Ms. Sarah Bates**, Chief, Communications and Public Liaison Branch

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
- **Ted Han**, Postdoctoral Fellow
- **Skye Miner**, Postdoctoral Fellow

## 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 staff 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 established and maintains an Anti-Harassment and Civility 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; and the Employee Assistance Program
- 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 are displayed in NHGRI spaces across campus and on plasma screens in NHGRI suites/lobbies. Anti-harassment notifications are also now prominently displayed via digital signage in all NHGRI buildings/hallways.

All-Hands Town Halls: NHGRI held an All-Hands Town Hall in August 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. NHGRI will continue to use this forum to share information with the staff.

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 2021 includes:

- Employees must complete the NIH POSH/No Fear training.
- NHGRI will offer bystander training through the NIH Training Center, with plans to provide practical training that uses real-life case studies in 2021-2022.
- Trainees will be required to participate in the Office of Intramural Training and Education (OITE) training.

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>, as well as through a virtual onboarding presentation.

### **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; 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.
- 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*
Calendar Year 2021	Require implicit bias training for all staff.		In progress
Calendar Year 2021	Ensured 100% of staff completed the mandatory Anti-Harassment Training (No FEAR/POSH), including new staff.		In progress
Calendar Year 2021	Create realistic bystander case studies to share in small groups.		In progress
Calendar Year 2021	Partner with the Office of Intramural Training and Education to ensure all NHGRI Trainees attend training.		Recurring
April 2021	Create a one page document of Bystander Interrupter options to share with staff, to make it easier to address bystander issues.		In Progress
April 2021	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.		Recurring
Calendar Year 2021	Send out regular communications to NHGRI staff about NHGRI's antiharassment and civility program.		Recurring
May 2021	Develop tips to share with the NHGRI about appropriate social media and online presence best practices including but not limited to: Hatch Act, Cyber bullying/harassment, Twitter, etc.		In Progress

CALENDAR YEAR 2021 NHGRI ANTI-HARASSMENT AND CIVILITY PLAN

Calendar Year 2021	Communicate anti-harassment information (using different mediums) to NHGRI Supervisors on the various resources available to them as mandatory reporters and helpful feedback and discussions regarding past actions and case studies.		
March 2021	Share statistics on NHGRI cases in general terms, with examples of how issues were resolved.	NIH Civil Program	
April 2021	ITO will do a call for representatives from the trainee community (mix of trainees and supervisors) who can serve as points of contacts for the trainee community to report and discuss any concerns on a monthly basis. (possibly use this as a pilot for other groups like nurses, clinical staff).	ITO	
May – June 2021	Consider ways to share real-life experiences of how NHGRI staff supported a civil and harassment free workspace (e.g., perhaps through an NHGRI Town Hall, launching a web campaign similar to EDI).		In Progress
July 2021	Forum to discuss with trainees on the overall claim process from making a claim, actions and steps that follow, and closing of the process (if successful, further expand invite list to whole IC).	ITO, NIH Civil Program	
Calendar Year 2021	Monthly educational sessions with trainees - how to become more resilient		

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Fall 2021	Partner with NIH to determine what steps/actions need to be taken with Anti-racism	Possible Inclusion Task Force	
Fall 2021	Create Anti-harrasment element in admin section of the branch chief policy – and disseminate further to within the group.	EO, SD	
Calendar Year 2021	Executive Officer (who also serves as the Personal Relationships Policy Point of Contact) will continue to raise awareness of policy and track disclosures.		Recurring
April 2021	Develop a Code of Conduct for NHGRI-sponsored events/meetings		