

8 Changes for Racial Equity (8CRE) Strategic Plan Framework

The 8 Changes for Racial Equity

Change 1. Publicly and explicitly identify diversity, inclusion and anti-racism as top NIH priorities.

Current NIH Initiatives:

- [NIH Scientific Workforce Diversity Strategic Plan 2016-2020](#)
- [NIH Advisory Committee to the Director \(ACD\) Working Group on Diversity \(WGD\):](#)
- [Moving from bystander to upstander: Take Action to Combat Harassment and Aggression](#)
- [Culturally Aware Mentoring Webinar](#)
- [NIH Equity Committee](#)
- [OITE Networks](#)
- “NIH-Virtual Groundwater” collaboration between OITE and the [Racial Equity Institute](#)

More Transparency, Accountability and Sustainability Needed:

- Implement a comprehensive communications plan to nationally declare anti-racism as a top NIH priority and announce a forthcoming agency-wide anti-racism strategic plan and policy.
- An agency-wide strategic outreach plan that informs and promotes awareness of racial discrimination and promotes current and future NIH resources to help prevent racial discrimination in the workplace.
- Host NIH Advisory Committee to the Director (ACD) meetings devoted to discussing the development and implementation of strategies aimed at changing the NIH culture to be more inclusive and anti-racist. The experience of racism is an immediate threat to the advancement of scientific discovery, as it is a major impediment to the career development and the mental and physical health of those engaging in the conduct and administration of science.
- Create forums for open discussion and learning. As an example, NIH may host a series of townhalls to provide opportunities and safe spaces for staff to share

their experiences, learn about bias and the history of discrimination, and discuss opportunities to create change in their work environments.

- Establish targeted Employee Alliance and Resource (EAR) Groups that can engender a true sense of community for staff and serve as a means of information dissemination as well as support for trainees, administrative staff, contractors, guest researchers, junior investigators, and other emerging NIH leaders. In addition, EAR Groups can partner with NIH leadership and advisory bodies to promote accountability on major policies and practices related to anti-racism, diversity and inclusion.

Change 2. Track and publicly report NIH workforce diversity data annually.

Current NIH Initiatives:

- [NIH Workforce Demographics](#)
- [IRP Demographics](#)

More Transparency, Accountability and Sustainability Needed:

- Make data on NIH workforce demographics readily available to the NIH community, detailed by race/ethnicity versus occupational series and pay grade (or SES, etc.).
- Hold annual town halls to inform the NIH community about workforce diversity data, share organizational goals, and provide updates.
- Standardize the collection of intramural and extramural workforce diversity data from ICs to enhance current reporting mechanisms (e.g., the Management Directive 715 report).
- Prioritize the tracking and management of this data to inform interventions aiming to improve recruitment, retention, and promotion efforts at all levels.

Change 3. Improve representation and development of Black, Indigenous, and Latinx individuals in the NIH community.

Current NIH Initiatives:

- [NIH Distinguished Scholars Program](#)
- [Independent Research Scholars Program](#)
- [Future Research Leaders Conference](#)
- [NIH Common Fund Diversity Initiatives](#)
- [Research Supplements to Promote Diversity in Health-Related Research](#)
- [Undergraduate scholarship program \(UGSP\)](#)

- [Diversity Criteria for Tenure](#)
- [NIH Scientific Workforce Diversity Strategic Plan 2016-2020](#)

More Transparency, Accountability and Sustainability Needed:

- Establish and seek input from Employee Alliance and Resource (EAR) groups to help recruitment, retention and career advancement within NIH and IC strategic plans.
- Actively promote leadership, mentorship, and sponsorship opportunities to Black, Indigenous, and Latinx staff, fellows, and trainees.
- Detect, confront, and eliminate bias and barriers to career advancement of Black, Indigenous, and Latinx NIH staff, fellows, and trainees.
- Heighten communication efforts to a wider swath of diverse colleges, universities, regional, and international STEM organizations to enhance recruitment and retention efforts. Broadened efforts will be especially important when recruiting intramural researchers, as culturally concordant staff have the potential to enhance recruitment of Black, Indigenous, and Latinx populations into clinical trials, an immediate concern for NIH.

Change 4. Implement an annual workplace climate survey that includes questions specifically addressing the experience of race-based discrimination.

Currently an Unmet Need.

More Transparency, Accountability and Sustainability Needed:

- Create an annual NIH workplace climate survey for all NIH staff, fellows, and trainees, including questions about the experience of race-based discrimination with results made available to the entire NIH community.
- Use the data collected from this climate survey to provide leadership with a greater understanding of the frequency and impact of the experience of racial discrimination and actively inform thoughtful development and implementation of interventions that will serve to lessen the experience of racial discrimination at NIH (as is being done with the sexual harassment survey data).

Change 5. Develop required anti-racism and anti-discrimination training for ALL NIH employees (with special emphasis on leadership and HR roles).

Current NIH Initiatives:

- [NIH Scientific Workforce Diversity Strategic Plan 2016-2020](#)

- [NIH Advisory Committee to the Director \(ACD\) Working Group on Diversity \(WGD\)](#)

More Transparency, Accountability and Sustainability Needed:

- Mandate centralized, annual, group-based experiential anti-racism and anti-discrimination training for all NIH staff (including contractors, fellows, and trainees) led by certified culturally competent professionals.
- Trainings should be widely promoted and regularly evaluated.

Change 6. Require and incentivize leadership to be active participants in NIH diversity, equity, and inclusion initiatives (e.g., workforce recruitment, retention, and promotion efforts).

Currently an Unmet Need.

More Transparency, Accountability and Sustainability Needed:

- Link metrics of diversity and inclusion in hiring, training, outreach, and promotion to the performance management appraisal program (PMAP) across all leadership levels. Hold leadership accountable for promoting diversity and inclusion, particularly as it relates to hiring, supporting, rewarding, retaining, and promoting Black, Indigenous, and Latinx staff, fellows, and trainees.
- Commit to non-participation in conference panels that lack representation of Black, Indigenous, and Latinx (similar to the NIH commitment to non-participation in all male panels, “manels”).

Change 7. Implement a wage equity plan.

Currently an Unmet Need.

More Transparency, Accountability and Sustainability Needed:

- Establish annual NIH-wide pay parity audits assessing differences in pay relative to age, race, gender, job description, responsibilities, seniority, etc. to ensure that ALL current and future members of the NIH community are being compensated equitably across all NIH Institutes and Centers.
 - Current online search tools clearly reveal pay wage disparities between Black, Indigenous, and Latinx and their White counterparts across Institutes and Centers.

- Establish a NIH algorithm linking wage ranges and career promotions to education level, training, experience, job responsibilities, and performance score (internally available).

Change 8. Rebrand the NIH “Harassment Doesn’t Work Here” Initiative as “Racism, Discrimination, and Harassment Don’t Work Here” and expand course offerings.

Currently an Unmet Need.

More Transparency, Accountability and Sustainability Needed:

- Expand NIH’s anti-harassment statement or establish a separate anti-racism statement and bolster NIH’s no retaliation policy for those who report racially discriminatory practices.
- Hold leadership accountable for mandatory reporting of race-based discrimination and/or harassment and develop a visible, centralized, and anonymous reporting system (including a hotline) for race-based discrimination and/or harassment.

R.I.S.E. Goals of the 8 Changes for Racial Equity

Goal 1. Representation

Goal Statement: Promote ongoing collaborations between NIH employees representing the 8 Changes for Racial Equity and NIH employees representing other diversity/inclusion initiatives.

Objectives:

1. Create EAR (Employee Alliance and Resource) groups to serve as liaisons between NIH Leadership and NIH Staff in all matters pertaining to diversity/inclusion.
2. Create a mechanism for NIH staff supporting the 8 Changes for Racial Equity to serve on committees developing diversity/inclusion initiatives.

Goal 2. Implementation

Goal Statement: Ensure NIH Leadership adopts the 8 Changes for Racial Equity and implements a policy of Transparency, Sustainability, and Accountability of all diversity/inclusion efforts.

Objectives:

1. Develop focus groups, consisting of senior leaders, managers, administrative staff, trainees, etc., to review current NIH diversity/inclusion efforts to determine efficacy and transparency.
2. Develop focus groups, consisting of senior leaders, managers, administrative staff, trainees, etc., to determine the correlation between current NIH diversity/inclusion initiatives and 8 Changes for Racial Equity.
3. Develop focus groups, consisting of senior leaders, managers, administrative staff, trainees, etc., to study the unmet needs, highlighted in 8 Changes for Racial Equity, and implement strategies to address unmet needs.
4. Develop surveys, focus groups, and interviews, to gather data from NIH employees detailing instances of racial inequity.
5. Develop verbiage to be used as PMAP measures to hold NIH supervisors accountable for enforcing diversity/inclusion initiatives.

6. Develop mechanisms to hold IC Directors accountable for enforcing diversity/inclusion initiatives.

Goal 3. Support and Synergy

Goal Statement: Foster alignment between the current NIH diversity/inclusion initiatives and the 8 recommendations listed in the 8 Changes for Racial Equity.

Objectives:

1. Assess current NIH diversity/inclusion initiatives for areas of alignment and synergy with the proposed recommendations in the 8 Changes for Racial Equity.
2. Identify the duplicative areas of current NIH diversity/inclusion initiatives and streamline efforts.
3. Determine if the current NIH diversity/inclusion initiatives are trending in a positive direction and course correct if data highlights ineffective efforts.

Goal 4. Engagement

Goal Statement: Create internal partnership with NIH Leadership as well as external alliances (i.e., community organizations and Department of Health and Human Services agencies) to promote actionable change towards racial equity in the workplace.

Objectives:

1. Secure quarterly meetings with NIH Leadership.
2. Secure official NIH endorsement of the 8 Changes for Racial Equity.
3. Develop external partnerships with community organizations and Department of Health and Human Services agencies to support racial equity and inclusion initiatives for the local community.