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NEW CHIEF FOR INTERNATIONAL SERVICES BRANCH

In his role as the new chief of the International Services Branch for all of one month, Candelario Zapata sums up his major responsibilities as follows, "We manage the approximately 3,000 foreign scientists on staff, we help them obtain, verify and maintain their immigration status with the Immigration and Naturalization Service, Departments of State and Labor. Documentation preparation is a significant amount of our time. There is a lot of paperwork, and the process is long." The other side of his role is to expand cultural orientation programs to help these scientists settle into their time here at the NIH and in the United States. On average, they stay from one year to five years. "They will have a better experience here, and will do better work, if they are well adjusted culturally." He said many of the scientists who come here have mastered the English of their specialty, but not necessarily of daily living.

This University of Texas at Austin graduate has a B.A. in Economics and an M.A. in Latin American Studies. He served in the Peace Corps in El Salvador and Costa Rica, where he gained valuable life and career experience. "While I helped people learn, I also learned so much from them," said Zapata, who appreciated seeing a different way of life. In basic health care, he taught the basic values of tooth and hair brushing. At the end of his service, he had graduated to potable water projects that involved filtration, chlorination, pumps and wells.

Before Zapata came to the NIH, he served as both Director of the Office of International Services and Assistant to the Vice Chancellor for Student Affairs at the University of Illinois at Chicago. His responsibilities included increasing revenue as well as developing and implementing policies and procedures for the services and programs for nonimmigrant students, research scholars, faculty and staff. Customers included almost 3,000 international students, similar to the population he serves at the NIH, and over 1,000 research scholars and faculty and staff in an assortment of visa classifications.

He was responsible for supervision of the completion and filing of all INS and DOS forms, waiver reviews, authorization of government-allowed benefits to nonimmigrants, and the integration of the nonimmigrant population into the university.

He served as a resource to the Human Resources, Office of International Affairs as it related to





*Candelario Zapata
Chief, International Services Branch*

overseas institutional exchange agreements, and to other departments involved in international education. Zapata has presented immigration related workshops and seminars at local, regional, state and national meetings and conferences.

The day he was interviewed for this article, Zapata had driven through a blizzard to get to the office, but brushed off any suggestion of heroics. "I came here from Chicago, remember," he laughed.

INFORMATION

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Building 13 Room 2W48
13 South Drive, MSC 5774
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WHEELS ON THE BUS: THE NIH SHUTTLE

The ORS operates six shuttle routes on and off campus for official government use by employees, contractors, and anyone visiting NIH facilities. Service is available throughout the business day on the main campus and to the following off-campus locations: • Executive Plaza • Rockledge • Gateway • Mid-Pike Plaza • Parklawn

AFTER BUSINESS HOURS - From Building 10, a shuttle operates until 7:55 p.m. Stops on this after-hours route include Lot 41 and the Medical Center Metro.

ON CALL SERVICE AFTER 8 P.M. -

From Building 10, limited shuttle service is available on call from 8:00 p.m. until 12:30 a.m.

ONLINE INFO - Several new features have been added to the NIH Shuttle home page, providing information regarding schedules, route modifications, delays, and other advisories and useful information. http://des.od.nih.gov/eweb/NIHShuttle/scripts/shuttle_map_live.asp

LOST AND FOUND - If you leave something behind, contact the shuttle operations center at 435-4009. If possible, provide the approximate time and route information. Lost articles unclaimed by the end of the business day are turned into the NIH Police. They can be contacted at 496-5685.

COMMENTS PLEASE - In an effort to continually monitor service and make improvements, your comments and suggestions about the NIH Shuttle service are welcome.

INFORMATION Tom Hayden 496-5037

NIH CHILD CARE WAITING LIST SERVICE

The NIH sponsors three child care centers for children of its employees. There are always long waiting lists for spaces at the centers, known for their high quality and convenience.

In a survey conducted in the fall of 2001, the ORS heard from many individuals frustrated about the process of placing a child on a list for one or several of the centers. In order to address this concern, a Waiting List Management Service was developed and implemented in May 2002. This service has four components to assist employees who desire child care at the NIH:

■ First, an employee may call or go to a website to place a child's name on the waiting list for one, two, or all three of the centers.

■ Second, all employees are offered personal consultation about other child care options. Since the waiting lists for child care are so extensive, especially for the youngest children, a LifeWork Strategies counselor (our contractor) will help families look for alternate care options near home or work.

■ Third, the Waiting List Service staff will call every family on a regular basis to confirm their place on the waiting list(s) and to update contact information.

■ Fourth, the service maintains extensive demand data for the ORS to use when presenting a case for additional child care resources at the NIH.

The ORS is pleased to offer this service in response to employee requests for streamlining, reliability and fairness.

INFORMATION To place your child's name on a waiting list, call 301-309-1466, ext. 107 or register online at: www.nih.gov/od/ors/dss/special/chintro.htm

NEW BRANCH OF THE NIH CREDIT UNION TO REPLACE SUNTRUST

After 52 years of hosting a commercial bank, the NIH campus lost its lone banking company, SunTrust, when it closed its Building 10 branch on November 27. According to Stephanie Parker, branch assistant at the NIH SunTrust, "Corporate headquarters decided to close it because we were not generating enough business."

SunTrust began as the Bank of Bethesda in 1950, and was located in Building 1. The bank moved to the Clinical Center around the time it opened in 1953. Later, the Bank of Bethesda became Crestar, and eventually Crestar became SunTrust. The bank's primary customers have been patients and visitors, which presents a slight challenge for the NIH Federal Credit Union (NIHFCU) as it reorganizes to absorb nonmember customers.

The space occupied by SunTrust, just outside of the B1 level cafeteria, will reopen in early 2003 as a branch of the NIHFCU. According to NIHFCU President and CEO Lindsey Alexander, "Because of the unique nature of the needs in Building 10, we will provide services that are not offered at the other NIH credit union branches." These services include the handling of foreign currencies, patient accounts, and NIH cashier accounts.

“We are excited about the opportunity to offer a branch in the Clinical Center” continues Alexander, “and will be picking up where SunTrust left off, by offering the same convenience and hopefully better services.”

The NIH community can get updates on the renovations through the Worksite Enrichment website, www.nih.gov/od/ors/dss/special/index.htm.

INFORMATION Worksite Enrichment Programs Branch 402-8180
ORSWEPB@mail.nih.gov

NIH LIBRARY ANNOUNCES WINTER-SPRING 2003 CLASSES

Learn to find, evaluate and organize information around the clock, seven days a week. Make a valuable contribution to your work group by becoming a more efficient searcher. Take advantage of the free, hands-on classes offered at the NIH Library, in the Library Training Room, Building 10. Additional training opportunities are available via online instruction or with a trainer in a personal or group tutorial.

Library Skills for Research Assistants	1/9
PubMed	1/9, 2/13, 3/13, 4/24
EndNote 6 Basics	1/9, 2/13, 3/13, 4/24
Web of Science/Portpoise	1/23, 4/24
Nursing Resources	1/23, 3/13
Reference Manager 10 Basics	1/23, 2/27, 4/10
Alternatives in Animal Research	2/13
PDA: Introduction	2/27, 4/10
PDA: Advanced Applications for Clinical Use	2/27, 4/10
Chemistry Resources	3/27
Clinical Trials on the Web	3/27
Evidence-based Medicine	3/27

INFORMATION NIH Library 496-1080
<http://nihlibrary.nih.gov/training.htm>

DINING CENTER UPDATE

FOOD SERVICES SURVEY

In August 2002, more than 1,500 people completed a survey of the NIH dining centers. The Quality Assurance Specialists of the Worksite Enrichment Programs Branch have shared the survey results with the

dining center managers. They discussed ways to address the concerns of the public and improve on performance.

Overall, customers stated they want lower prices and more variety on the menus. We listened to suggestions and hope you will notice the changes. One example of an improvement occurring in the Clinical Center Ambulatory Care Research Facility (ACRF) is that rotisserie chickens have been added to the menu. They are already selling better than expected!

CLINICAL CENTER ACRF DINING CENTER GETS FACELIFT

If you haven't seen the changes in the Clinical Center ACRF seating area, you are in for a pleasant surprise. In October, the Clinical Center employees were given new tables, chairs, and carpet to provide a fresh atmosphere to that facility. Stop by and see the new look.

INFORMATION Dwayne Parris 402-8180
<http://www.nih.gov/od/ors/dss/special/food.htm>

SMALL ALTERATION/RENOVATION JOBS:

A CHANGE IN PROCEDURE

The Design, Construction and Alteration Branch (DCAB) has instituted a new process for executing small alterations and renovations, defined as those costing \$25,000 or less. A contractor named Chugach, which reports to DCAB, will now complete these jobs that were previously handled by the Shops Section of the Public Works Branch. The change became effective in November 2002.

WHAT CHANGES?

Under the old procedure, when an IC wanted to get a small alteration done, they submitted an electronic Division of Engineering (DES) work request through the Service and Supply Fund Activity in the Administrative Data Base (ADB). Shops then looked at the scope of the job and planned it, but an estimate was not always done before work began. With Chugach doing

the work, the IC will submit a work request in the same way, but Chugach will determine the scope of the job, plan it, and submit an estimate. Once the IC has agreed to the price, the work can begin. With the change, under the new procedures, work cannot begin without an approved estimate. The advantage to the IC is no surprises in the cost.

HOW LONG WILL IT TAKE TO GET WORK STARTED?

It should take no longer than 14 business days from the time the IC submits a work request until the work begins (for jobs from \$500 to \$25,000). This allows two days for approval of the estimate. Any delays on the customer's part, of course, will increase the lead time for the job.

Here's what happens during that time: ► The IC submits a work request, via Delpro ► DCAB Business Center forwards the request to Chugach ► Chugach meets with the customer ► Chugach develops a Statement of Work and an estimate ► Estimate is reviewed by the Business Center and, if approved, sent to the customer for approval ► Estimate is in the customer's hands for approval ► DCAB Business Center obtains funding ► Construction Contracting Branch (CCB) issues Notice to Proceed.

WHAT IF THINGS DON'T PROCEED ON SCHEDULE?

If there is a delay of some sort (for example, the IC submits a work request and doesn't hear from Chugach within a few business days), the customer should call Annette Viola in the Business Center at 496-4895.

If an estimate for a job is over \$25,000, or is under \$25,000 but requires design services, the job will automatically be given to the appropriate DCAB Program Manager who will assign it to a Project Officer.

WHY WAS THE PROCEDURE CHANGED?

The ORS is moving to streamline its operations, and as part of that effort, it concentrated all construction, alteration, and renovation work in the DCAB, leaving the Public Works

Branch, including Shops, to focus on maintenance work. There are a substantial number of work requests for jobs costing \$25,000 or less submitted each year—about 10 a day, or 2,600 a year. The DCAB does not have the staff to get all of these jobs completed in a timely manner, so the work was contracted to Chugach as a means of providing ICs with a fast, cost-effective means of obtaining quality work.

A NOTE ABOUT JOBS UNDER \$500

To expedite a work request for a job that will cost under \$500, Chugach will be allowed to complete the work immediately. An estimate will be provided on the spot for approval.

INFORMATION Annette Viola 496-4895

FIRE PREVENTION TRAINING: AT YOUR SERVICE

The Fire Prevention Section provides the NIH community with fire safety training and information. If you have specific fire safety training needs, ideas, or questions, call these experts. They are anxious to provide training that includes topics for the workplace as well as the home.

The success of fire prevention training programs improves dramatically with direct input from the ICs. Addressing specific needs and questions is better than a 'one-size-fits-all' approach. The Fire Prevention staff finds it worthwhile and more rewarding for both their professionals and the IC participants when the training is something requested and desired. If the subject matter is specific, there is naturally more interest.

Some examples of past training performed for the ICs include the following topics: • *Using Space Heaters Safely in NIH Buildings* • *Using Small Appliances Safely* • *Fire-Safety Tips When Using Personal Computers* • *Maintaining Home Fire-Safety While Protecting Against Crime* • *Laboratory Fire-Safety*

The Fire Prevention Section can provide fire safety training for small groups as well as large, in an

informal office setting or a formal setting such as classroom...it's all up to the customer. Call or e-mail Chief J.P. McCabe to set up a training session.

INFORMATION J.P. McCabe 496-0487

ORS RESPONDS TO TREE REMOVAL, MAINTENANCE, AND REPLACEMENT

Lynn Mueller, Chief of the Grounds Maintenance and Landscaping Section, was recently asked why the NIH was removing several of the mature oak trees behind Building 1 between Buildings 4 and 5.

At the NIH, we agree that the landscaping and trees on our campus are one of its great attributes. We want the NIH community to know that, as with those trees, every attempt is made to extend the lives of all our trees. However, some, sadly, reach their maximum growth potential and go into decline. Dead branches can become a hazard to people and property.

The trees between Buildings 4 and 5 are a good example. Fallen limbs had caused damage to several cars. These trees had reached their maximum growth potential about 10 years ago, judging by a study of the annual growth rings.

Mueller insists that decisions to remove trees are not made lightly. "The trees were suffering from significant yearly crown dieback even after repeated pruning and fertilizing. The steel pipe guards that were installed when the trees were planted in the narrow islands to keep car bumpers from hitting them were restricting their growth. From looking at the growth rings, it was obvious that all the trees were in decline for the last 15 years where the rings for the past 12-15 years were compressed into 1-1 1/2 inches of growth while the previous 50 years had about 12-15 inches of growth."

Trees that must be removed are replaced unless construction is planned for the site. The removed oaks will be replaced with new, sturdy willow oaks later this fall. Willow oaks were chosen for their anticipated success in that particular restricted growing situation.

Finally, Mueller pointed out, "Trees are living, breathing things... and like us, do not live forever."

INFORMATION Lynn Mueller 496-4817

16TH ANNUAL MONTGOMERY COUNTY BEAUTIFICATION AWARD

The NIH won a beautification award in the Public/Institutional category for restoring the campus to what many of Montgomery County's city and residential streets looked like over 40 years ago.

During the fall of 1998, following the completion of the utility tunnel that ran under Center Drive through the heart of the NIH campus, the Grounds Maintenance and Landscaping Section (GMLS) was charged with creating a new streetscape from the Natcher Building to the new Louis Stokes Laboratories.

Lynn Mueller, a registered landscape architect and Chief of GMLS, replenished the American elm tree stock, down from hundreds to only 18 due to the effects of Dutch Elm Disease that began to invade the area in the 1960's, with 23 disease-resistant American Elms. Each May, GMLS plants more than 15,000 colorful annual flowers including those in the elm planting boxes along Center Drive. In addition, flowering double pink Kwanzan cherry trees were planted on the west side of Center Drive opposite the elms. All the trees have flourished in the past three to four years.

INFORMATION Lynn Mueller 496-4817

PUBLIC SAFETY UPDATES

ANDOVER SECURITY SYSTEM DEPLOYMENT

All perimeter door Cardkey® readers on the NIH campus have been converted to the new proximity (prox) card readers, with the exception of Buildings 29, 29A, and 29B. Efforts are now underway to convert the interior door card readers in specific on-campus buildings to the new prox card technology.

The issuance of the combination ID badge/Andover proximity card rebadging has begun off-campus. The IC Administrative Officers have been notified of the badging station locations and dates and are being asked to disseminate this information to their staff. In addition, efforts are underway to begin rebadging of Food and Drug Administration staff in the Building 29 complex so that perimeter card reader conversion can begin there.

As a reminder, regardless of your work location, if you are on campus and have not obtained a new NIH ID badge/prox card, you may do so at the Parking Office located on the B3 level of Building 31.

If you are uncertain about your need to get new identification, look on the back of your ID badge. If it has a magnetic strip, you have a new one. If there is no strip, you are in need of a new NIH ID badge.

PERIMETER SECURITY SYSTEM

The NIH main campus will be receiving a new Perimeter Security System (PSS) beginning in 2003. The objectives of the PSS are to minimize the impact on biomedical research while mitigating the risk of catastrophic events, creating a flexible system that can respond to external security threats, and enhancing the overall security of the NIH campus by managing non-employee access. The PSS is designed to accomplish these tasks in three phases.

The first phase constitutes the current conditions at the NIH today. The lack of a perimeter security system has resulted in 1) the screening of individuals at the building entrances; 2) visitor and commercial vehicle inspections at multiple perimeter points and; 3) a limited number of campus vehicular access points for employees.

The second phase includes conditions that would exist once the perimeter fence is completed, which is expected to be finished during the last quarter of 2003. Completion of the perimeter fence results in 1) removal of the guards from most buildings with the doors open during

business hours; 2) a temporary Commercial Vehicle Inspection (CVI) station for improved traffic control and; 3) a temporary Visitor's Center to welcome guests onto campus.

The third and final stage includes conditions that would exist once a permanent CVI and Visitor's Center are erected. The addition of these two elements along with the fence is what creates the completed PSS. Full implementation 1) creates a centralized gateway for welcoming and orienting visitors at the perimeter; 2) ensures open access to most buildings during business hours and; 3) enables more thorough and efficient screening of commercial vehicles at a single location.

Fundamentally, the PSS provides the most secure environment possible while minimizing impact on the mission of conducting biomedical research, accommodating the culture of the NIH, maintaining all possible openness within the campus environment for employees and visitors, and providing a more secure campus environment while minimizing inconsistencies in the application of the security program.

INFORMATION

Division of Public Safety 496-6893

Comprehensive NIH security information:
<http://security.nih.gov>

ORS Information Line website: <http://www.nih.gov/od/ors/security/index.htm>

Security for NIH visitors and patients: <http://www.nih.gov/about/visitorsecurity.htm>

Security for NIH visitors and patients:

Spanish language version: <http://www.nih.gov/about/spanvisit.htm>

TRAVEL TIPS

To quickly disseminate key travel information, the Worksite Enrichment Programs Branch began piloting the use of its dedicated travel listserv to provide frequent Travel-Tips to its customers. Every two weeks since May, Travel-Tips has provided NIH travel planners with brief articles on current travel topics and, when appropriate, offered links to additional resources.

A sampling of the types of

information in Travel-Tips:

■ Updates regarding the Continuing Resolution as it relates to issuance of tickets by the Travel Management Center (TMC).

■ Omega's NIH dedicated website, www.nihtravel.com, was developed as a one-stop approach for NIH staff to complete travel forms online. We can not stress enough the importance of completing the Travel Profile Form. This provides Omega with a traveler's preference for airlines, airports, seating, meals, and most importantly, full contact information in case of last minute changes. From this site, you can also submit a Travel Request Form or check on the status of an existing reservation.

■ What is a paper ticket fee? A paper ticket fee is a charge applied by the carrier (presently this includes; Continental, Delta and American Airlines) for tickets available electronically (e-ticket), but the traveler insists on having a paper ticket issued. When the TMC (e.g., Omega) books your reservations for travel, if the reservation qualifies for an e-ticket, it will save the NIH \$20 per ticket if you agree to accept the electronic version. The goal is to completely eliminate paper tickets and only offer e-tickets for wholly domestic itineraries by March 2003 and for 100 percent of all other itineraries by December 2003.

Omega recently acquired a dedicated phone line for customer service questions, comments or concerns. Routinely, the customer service manager receives calls asking for clarification on issues such as frequent flyer and business class authorizations, Omega policies, seat assignments, special meal requests, and sometimes even NIH travel policies. For prompt customer service, contact Patience Hadley, Omega Customer Service Supervisor, at 301-984-9289 or phadley@owt.net.

Please share this valuable resource and encourage others to join the Travel-Tips listserv by visiting: <http://list.nih.gov>.

- ▶ select "Browse"
- ▶ type in the word "Travel"
- ▶ select the option "NIH_Travel_L"

- ▶ select “Join”
- ▶ enter your name and e-mail address

INFORMATION Ellen Grant 402-8180

WHERE’S WALDO?

NEW CAMPUS MAP AVAILABLE FOR VISITORS

Concerned about a new visitor or patient finding their way around campus?

Your worries should be put to rest. The ORS has a new, ‘visitor-friendly’ map available to get people where they need to go – quickly and easily. The map is based on building numbers and includes updates on new facilities, information about entrances, hours of operation, parking locations and fees, valet services, visitor passes, and what to expect from a security standpoint when entering the campus.

The map is available on the NIH website and at the visitor entrances to the campus. To download a copy for yourself or a visitor, visit: <http://www.nih.gov/about/visitors-security.htm>. Select, “NIH Visitor and Patient Campus Map” and print a copy.

INFORMATION Tom Hayden 496-5037

HONORS FOR ‘ABOVE AND BEYOND’ ORS EMPLOYEES

At the 2002 ORS annual Town Meeting, select individuals and groups were honored for going ‘above and beyond’ the norm to make sure their customers – the NIH, its patients and visitors – received outstanding service and the highest level of satisfaction.

This year’s Excellence awards winners included Claude Belcher, for providing superior customer service and going the extra mile to provide repairs and maintenance to NIAAA facilities at the NIH Animal Center. As a team, the Center for Career Resources, including John Carr, Nancy Ludewig and Ron Poole received the Excellence award for unusual resourcefulness and sensitivity while conducting career counseling for ORS employees.

An individual award for Customer Service Special Recognition was presented to Ron Alexander for exceptional resourcefulness and outstanding customer service while managing the Nuclear Magnetic Resonance (NMR) renovation. The NIH Library Digital Reference Project Team, including Kathryn Dudley, Bradley Otterson, Karen Smith and Nancy Terry, also received Special Recognition for creativity, innovation, and vision in developing AskUs Live!, and for being one of the first federal agency libraries to implement a live, interactive web-based reference service. Finally, the Division of Engineering Services AAALAC Accreditation Support Team, a sizable group, was honored for significant contributions to sustain AAALAC accreditation by maintaining NIH animal facilities in exemplary condition.

INFORMATION

Jacqueline Williams 402-2770

PRESIDENTIAL AWARD FOR LEADERSHIP IN FEDERAL ENERGY MANAGEMENT

On October 24, 2002, the NIH and the Department of Health and Human Services received its first Presidential Award for Leadership in Federal Energy Management. This award was accomplished through a joint venture of the Partnership for Energy Performance (PEP) that included: the Department, the U.S. Army Garrison at Fort Detrick, the National Cancer Institute, Frederick Cancer Research and Development Center (FCRDC), and private sector partners.

The uniqueness of this public-private joint venture and the outcome anticipated was the basis for the team receiving the 2002 Presidential Award for the “results” produced in putting the garrison and the NCI-FCRDC campuses in an outstanding position to meet and or exceed the energy reduction goals by FY2005.

Under a utility area wide agreement established in 1994, the PEP developed a Utility Services Contract (UESC) to acquire energy conserva-

tion services and more than \$25M in facility improvements. The private sector partners include Potomac Edison Company (Allegheny Power) and the Science Applications International Corporation (SAIC).

INFORMATION Clarence Dukes 496-5078

BUSINESS FOR THE BAY 2002 AWARD

On November 13, 2002, the Department of Health and Human Services, National Institutes of Health received the Business for the Bay 2002 Significant Achievement Award for a Government Facility.

Businesses for the Bay (B4B) is the Chesapeake Bay Program’s nationally recognized, voluntary pollution prevention program with more than 500 participating businesses, industries, government facilities and other organizations in the Bay watershed. The award was presented at the organization’s annual conference “Towards Zero Regulation – Business Strategies for a Healthier Chesapeake Bay” held in Linthicum Heights, MD.

Institutional pollution prevention programs competing for B4B awards were judged by several award criteria including:

- Setting and successfully meeting or exceeding waste and pollution reduction goals.
- Making positive impacts on the Chesapeake Bay that included education or outreach to employees or local communities, involvement in environmental activities, or providing assistance to others.
- Fostering activities that will be sustained or enhanced in future years.
- Transference of projects and programs to other facilities.
- Development of new or unique approaches to pollution prevention.

The major NIH accomplishments cited in the award were:

- 99+ percent reductions in generation of mixed waste (radioactive/chemical waste).
- Exceeding goals for total reductions of chemicals reported under EPA’s Toxic Chemical Inventory (TRI) reporting system.

- The Mad as a Hatter? Campaign for a Mercury-Free NIH and its extensive outreach efforts to schools and communities.
- Power plant improvements including construction of a new cogeneration facility that will minimize use of the more polluting conventional methods of power generation. When this facility comes online later this year it is expected to produce a regional savings of 815.5 tons of air emissions per year.
- Installation of a state-of-the-art water reclamation system at NIH's Poolesville facility preventing discharges of 100,000 gallons per day of wastewater from the facility's treatment plant to surface waters.

Contributions to this effort were made by diverse disciplines – from the many individual investigators who have worked to improve laboratory waste minimization at the bench top, to the engineers and developers of major facility infrastructure improvement projects such as the new state of the art power generation and wastewater reclamation facilities.

This was the second award issued by B4B to the NIH for its pollution prevention efforts. In May 2002, the NIH received the organization's Member of the Month honors, and a story highlighting some of NIH's program accomplishments appeared in MD Environment, a publication of the Maryland Department of the Environment.

INFORMATION Ed Rau 496-7790

IT'S NOT SO HARD BEING GREEN:

YOUR ROLE IN CONSERVATION

Every NIH employee plays a vital role in preserving our nation's natural resources while at the same time helping the NIH meet the FY2005 energy conservation goals established by the Department of Energy.

Toward this objective, the Department of Health and Human Services (DHHS) instituted a night-time energy audit program to survey facilities

on an 'after hours' basis to evaluate how well the NIH is doing to conserve energy. These audits are intended to observe what electrical equipment (computers, radios, copiers, etc.) can be turned-off to reduce energy consumption.

The audits, conducted periodically, include participants from the DHHS, NIH Security, Facility Managers, and Energy Program Managers to assure that all work areas are entered in a professional manner that is sensitive to the occupants.

Your support in turning-off electrical equipment and in understanding the importance of the NIH participation in the Night-time Energy Audit Program is essential because the NIH consumes over 50 percent of the electricity, natural gas, and water, 40 percent of the fuel oil, and 90 percent of the steam used by the Department to fulfill its mission.

Thank you for supporting this valuable program.

INFORMATION

Clarence Dukes 496-5078

IMPLEMENTING PERFORMANCE MANAGEMENT IN THE ORS

In November, the ORS held its second Performance Management Conference. The conference was attended by several hundred ORS employees and various NIH customers and provided an opportunity for 43 teams of over 200 participants to showcase the initial outcomes of their efforts on their Annual Self Assessments, more commonly referred to as ASAs.

What are ASAs? The ASAs are the vehicle the ORS is using to implement performance measurement and improvement throughout the organization. The ASAs use the Balanced Scorecard (BSC) approach as the foundation for performance measurement. This approach originated from a Harvard Business School research project in the early 1990s involving 12 companies at the leading edge of performance mea-

surement. The BSC methodology encourages the establishment of a set of measures to give managers a fast, yet comprehensive view of their business. This approach assists service providers in clarifying the value they provide to customers, along with translating business strategy into action. The ASAs use the BSC approach of four perspectives to organize and communicate performance measures: the customer perspective, internal business process perspective, learning and growth perspective, and financial perspective.

During the Performance Management conference, ASA Teams presented their first chapters in the story of transformation to a performance management culture. For many teams, the story focused on what was learned from the common set of measures all teams were asked to address in FY02. Data shows that progress in implementing these common measures varied by ORS program area and the type of common measure.

For instance, the customer perspective area indicated that about 82 percent of the ORS discrete services have completed a customer segmentation chart, providing service providers with a better understanding of who are their customers. About 50 percent of service groups have established baseline measurements of customer satisfaction using the ORS Customer Scorecard survey. Another outcome, observed from the teams initiating basic steps in understanding their internal business processes, has been the recognition of the "cross-functional" nature of many ORS processes, and our need to work better together. Implementing performance measurement to improve our business operations requires large-scale organizational change with transformation to a performance-driven culture. While no simple task, the ORS has stepped up to this challenge. The Performance Management conference offered our first organization-wide snapshot of a multi-year effort to become a



performance-driven organization. To learn more about Annual Self Assessments, visit:
<http://www.nih.gov/od/ors/od/oqm/asa/asa.htm>

INFORMATION

Amy Culbertson 594-9616 Antonio Rodriguez 496-7698

FITNESS CENTER SURVEY

In order to assess the current state and future needs of the NIH population for fitness services, the ORS commissioned Performance Dynamics, Inc to design and implement a Fitness Facility Needs Assessment Survey.

Understanding the importance of fitness offerings in the recruitment and retention of talented people, the survey was inclusive of all persons working at the NIH whether they are members of fitness facilities or not.

The survey design was quite a process; in fact, it was a comprehensive three-phase approach. Senior consultants reviewed existing NIH public documents pertaining to fitness facilities and conducted focus group meetings with key stakeholders. In the second phase, an initial survey draft was given to select individuals. The results were collected, analyzed, discussed with the stakeholders, and revised. In the final stage, NIH employees received the agreed upon version (in English or Spanish). The survey resulted in a sample of 1,816 participants.

CRITICAL FINDINGS AND RECOMMENDATIONS

Survey respondents indicated the existing fitness facilities provided through the Recreation and Welfare Association are inadequate in many respects.

The following recommendations were derived from the study:

- First, develop an NIH-wide strategy promoting workplace fitness and wellness, comprised from leaders across the Institutes to make recommendations on how the NIH could improve its offerings.
- Second, encourage Institutes and offices to allow

workers to maintain responsibility for productivity and give them greater flexibility for fitness activities during the course of the working day.

- Third, develop corporate discount relationships with other fitness facilities or develop a voucher system that NIH workers could use at select facilities.
- Fourth, build a larger fitness space on the Bethesda campus, ideally with swimming facilities, that can accommodate more programs and equipment, consistent with the standards gleaned from benchmarking.
- Fifth, the NIH should work to develop a comprehensive and consistent campaign to encourage participation in new programs.
- Sixth, the NIH should approach wellness and fitness comprehensively, focusing its efforts on education and raising awareness of health programs and the benefits of healthy living.

Within the next six months, an NIH-wide employee wellness/fitness advisory committee will be formed comprised of leaders across the NIH and will develop a comprehensive plan of action for creating a healthier and more informed workforce. Their plan of action will look at all aspects of creating an NIH-wide wellness strategy including:

- Examining the current fitness centers and employee recreation clubs
- Looking at nutritional values of provided food services
- Sponsoring special fitness events (i.e., the NIH Relay)
- Providing promotional and educational materials

This task force will make recommendations on how the NIH can improve its offerings and develop a comprehensive and consistent campaign to encourage NIH community members' participation in fitness/wellness programs.

INFORMATION

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