

ADMINISTRATIVE RESTRUCTURING INITIATIVE

The National Institutes of Health (NIH) is comprised of 27 Institutes and Centers (ICs) with a unique scientific research or support mission. Historically, the ICs have operated with a great deal of independence, and have created their administrative structure to meet their own needs. Administrative functions are governed, however, by at least one central NIH organization. The flexibility given to the ICs in carrying out administrative functions, while allowing them to support their scientific missions, has led to a wide range of structures, reporting relationships, and work processes.

In late 2002, the Director of NIH requested that a study be conducted to review administrative functions across the Agency. In the spring of 2003, NIH formed the Administrative Restructuring Advisory Committee (ARAC) for the purpose of unifying its ongoing efforts to develop and consider restructuring proposals. The resulting ARAC report was reviewed and accepted by the NIH leadership team over the summer of 2003.

In addition, NIH has recently implemented a shared governance model called the NIH Steering Committee to streamline decision-making for NIH corporate functions. These corporate functions—including mission-critical functions, resources, and policies, common to the ICs—are now beginning to be collectively governed under this governance model. Implementation teams for eight major corporate functions have been established to implement these administrative restructurings and provide advice to the Steering Committee about specific NIH-wide functions.

NIH is seeking outside assistance from the National Academy of Public Administration (NAPA) to work collaboratively with the Implementation teams to facilitate, integrate, and track progress on their action plans. More specifically, the assistance should focus on developing a project integration strategy for implementing ARAC recommendations. These activities, for the functional areas involved, should include:

- Developing a project plan with milestones for getting to desired end point for each function area
- Defining a process for tracking and reporting progress, identifying areas of concern, and determining areas for further analysis
- Analyzing the ARAC restructuring proposals
- Assessing implementation progress
- Considering relevant external benchmarks and performing gap analysis
- Refining action plans to implement ARAC recommendations to include integrating change management into every phase
- Providing staffing benchmarks
- Developing performance measures
- Develop a communication strategy to involve and inform stakeholders
- Helping coordinate ARAC activities with other ongoing initiatives
- Advising the NIH Steering Committee on opportunities to enhance restructuring

The above activities represent the main focus of this collaborative assistance, which is expected to be provided over a period of 12 months from the date of project initiation. Another focus will include developing detailed implementation plans and timetables for transitioning some of the functional areas with more complex plans of action to the new structure.

CONTRACT DOCUMENTS, EXHIBITS AND ATTACHMENTS

The following documents are attached and made part of this contract.

- 1. Attachment 1 Statement of Work (Description/Specifications) 1 – 2
- 52.212-3 Offeror Representations and Certifications—Commercial Items 1 - 10