



# NIH Training Center Highlights

U.S. Department of Health and Human Services  
National Institutes of Health  
Workforce Support & Development Division  
Office of Human Resources

Learn...Discover...Grow  
<http://trainingcenter.nih.gov>



## Scientists' Spotlight

The NIH Training Center announces courses specially geared to the needs of scientists, taught by scientists! In this section, we focus on just two of our new offerings, both taught by Carl M. Cohen, PhD, who possesses more than 25 years of biomedical research and management expertise.

Dr. Cohen's leadership includes posts as Chief Operating Officer of Biovest International, Vice President for Research and Development at Creative BioMolecules, Chief of Division of Cellular and Molecular Biology and Acting Chair of the Department of Biomedical Research at St. Elizabeth's Medical Center of Boston, Professor of Medicine and Professor of Anatomy and Cellular Biology at Tufts University School of Medicine. He received his PhD. in Physics from Harvard University. The NIH Training Center offers the following two classes this quarter with Dr. Cohen:

### **Negotiation and Conflict Resolution Skills for Scientists: A Workshop for Scientists, Researchers and Research Managers (#8805)**

This is a highly interactive one-day workshop in which participants will learn and practice techniques for dealing with challenging situations and people in the scientific workplace. This is not a generic workshop – it specifically addresses interactions which scientists deal with daily: interpreting data, negotiating budgets or project plans, receiving and giving scientific criticism and dealing with interpersonal conflicts in the lab or workplace.

Participants will learn the role of personalities and behaviors in performing under stress and conducting negotiations, and be provided with a framework for identifying and interacting with a variety of types of people in the scientific workplace. They will receive concrete tools for dealing with anger, hostility and passive-aggressive behavior. By the end of the session, participants will be better prepared to handle challenging situations with their groups, superiors and peers.

Audience: Scientists and technical professionals at all levels.

*continued on page 2*

## Enhancing NIH Competencies: Transitioning to Functions

Based on data from the Administrative Officer competency assessment and employee feedback, the competencies program will transition to functional competencies in FY 10. Functional competencies are designed to reflect the demands of your daily duties as an employee, such as Data Gathering or Organizational Awareness, rather than your series or title.

### **How Do I Use the New Competency Models?**

You can use the new competencies dictionary to select the appropriate functional competencies for your position. Your supervisor can review the dictionary with you to decide upon the competencies that are required, using pre-established models for certain positions while also allowing the flexibility to select competencies from various areas if your role is unique or diverse. For example, if you are an AO, your supervisor will be able to select competencies from your AO model; or, if other functional competencies apply to your specific job duties, these can be pulled from other models such as Human Resources or Budget Analyst. This functional method provides the supervisor and employee with a clearer picture of what is necessary to succeed in that position.

### **What if I've already completed a self-assessment on the current model?**

You can complete the assessment at any time. If you have already completed the self-assessment, then you can continue to develop in those identified areas until the reassessment period has been reached, typically at 18 months to two years afterwards. Then, you can discuss the functional competency model with your supervisor to identify the necessary competencies for your position.

Share your feedback on the Competency Program at [odcompetencyhelp@mail.nih.gov](mailto:odcompetencyhelp@mail.nih.gov)

1<sup>st</sup>  
Quarter  
FY 2010



## Scientists' Spotlight *continued from page 1*

### Leading Science Meetings (#8804)

In this solution-focused half day workshop, you will learn and practice the key elements of running productive and interactive team or project meetings in the science workplace. This is a highly interactive workshop using NIH scientific case studies and examples from the world of scientific research in academia. Practice specific techniques to make meetings work, guide group decision-making, counteract conceptual traps such as groupthink and hidden group biases, and productively use conflict to improve their positions.

Audience: NIH scientists who lead meetings among teams and colleagues

For more information on these classes, or additional scientist-targeted classes including **Effective Supervision of Scientists and Technical Staff** (#9524), go to <http://trainingcenter.nih.gov/default.asp> and our course schedule on page 4.

### For Project Officers/Contracting Officer's Technical Representatives (COTRs)!

The NIH Training Center has a variety of courses that can apply towards your Project Officer training requirement. There are 3 ways to qualify for this:

- 1 Take basic COTR training within the last 2 years (not available at the NIHTC).
- 2 Take 40 hours of training that will map to the COTR competencies if you completed COTR training more than 2 years ago.
- 3 Fulfillment—certification based on your experience and/or alternative training.

NIH Training Center classes creditable towards your 40 hours of training (see #2) include, but are not limited to:

Course Name*	ID	Hours
Appropriations Law for Simplified Acquisitions	5514	8
Buying From Businesses on the Open Market	2611	3
Consolidated Purchasing Through Contracts	2610	3
Federal Supply Schedules	2609	3
Negotiation Techniques for Simplified Acquisitions	5513	8
Price Reasonableness in Simplified Acquisitions	2617	3.5
Writing Statements of Work	8801	16

\*Additional NIH Training Center courses are available. To access the full list, visit <http://oamp.od.nih.gov/Division/acp/POTraining/FACCOTR/RefresherTraining-COTRCertification.asp>. Register via NIHITS @ <https://nominate.od.nih.gov/>.

## NIHTC Featured Course of the Quarter

### NIH Supervisory Skills Training: Holding Employees Accountable for Performance and Conduct

Several recent government-wide surveys have reported that when employees are asked what skill their own supervisor most needs help with, the most common response is “handling problem employees.”

This two-day seminar will provide tools and techniques to improve supervision skills related to employee accountability. Unlike the private sector, civil service environments have many laws and policies that constrain what a supervisor can and must do when confronted with a non-performing or misbehaving employee. Participants in this program will increase their knowledge of employee rights as related to supervisory authority, and learn how to develop a strategy for dealing with even the most difficult employee in a fair and efficient manner. Taught by a federal employment law attorney with three decades of experience, the course is a nuts-and-bolts, reality-based, real-world approach to NIH employee accountability and civil service rights to fair treatment.

Each attendee will receive a copy of the speaker's recent book, *UnCivil Servant: Holding Government Employees Accountable for Performance and Conduct*.

Special Pilot!

Audience: NIH managers and supervisors who have managerial authority.  
Register through NIHITS (<https://nominate.od.nih.gov/login.pl>):  
November 3-4 • 8:30-4:30 p.m. • Executive Plaza South (EPS)  
Course Number: 9511A • Tuition: \$839

### Can't Find What You Want?

If there is a course that you would like to see the NIH Training Center offer, let us know! Tel: (301) 496-6211 TTY: (301) 594-2696, or visit us on the web: <http://trainingcenter.nih.gov/requestform.asp>

### Did You Know?

The NIH Training Center has a new URL and a fresh new look for our website! Visit us online at

<http://trainingcenter.nih.gov>

### Quote Of the Quarter

Education is learning what you didn't even know you didn't know.

—Daniel J. Boorstin

## Leadership Development Corner

### NIH Senior Leadership Program (SLP) Call for Nominations

The call for nominations for the FY2010 Senior Leadership Program (SLP) is underway! Twenty-eight managers will have an opportunity to participate in each of the four upcoming programs and work with a select group of peers and scholar-practitioners. This program targets high-performing leaders that an IC would like to further develop, retain and/or elevate to higher levels of responsibility within the organization. Potential participants must be nominated through their Executive Officer or other appointed official, with careful consideration given to an IC's leadership succession planning needs.

IC nominations for SLP One, Two and Three are team-based, comprised of four to six managers from both the scientific and administrative communities. The remaining program is the Intact Team session, which is featured following the resounding success of last year's Intact Team pilot session. Intact Team is designed exclusively for already functioning, intact teams that regularly work closely together within an IC. Special emphasis will be placed on achieving optimal team performance on an ongoing basis beyond the end of the program.

#### Eligible Nominees Include:

Scientific Directors	Executive Committee Members
Executive Officers	SES / SBRS Staff
Extramural Program Managers	Senior Title 42 or 38 Staff
Division Directors	GS 14 to 15 or Equivalent Staff
Senior Administrative Staff	

#### Dates

##### SLP One:

Orientation: February 1  
31/6C Room 10  
Retreat: March 22-24  
Days 4/5: April 7-8  
Days 6/7: April 21-22  
Days 8/9: May 5-6

##### SLP Two:

Orientation: March 29  
Natcher E1/E2  
Retreat: May 24-26  
Days 4/5: June 9-10  
Days 6/7: June 23-24  
Days 8/9: July 7-8

##### SLP Intact Teams:

Orientation: May 10  
Natcher E1/E2  
Retreat: June 28-30  
Days 4/5: July 14-15  
Days 6/7: July 28-29  
Days 8/9: August 11-12

##### SLP Three:

Orientation: August 23  
Natcher E1/E2  
Retreat: October 18-20  
Days 4/5: November 3-4  
Days 6/7: November 17-18  
Days 8/9: December 7-8

Selections will be made by mid-November. Please visit the NIH Training Center website for program dates and additional information. If you are interested in this program, speak with your supervisor about the established selection process within your IC.

## Class Kudos!

Over 4,000 students were trained by the NIHTC this fiscal year. What did our students say about some of our FY09 classes?

#### Leadership Skills for Non Supervisors, with instructor Chuck Ward:

*“Best teacher/class I've taken. He is charming, engaging, and smart! Great instructor, great wisdom, stories, knowledge, humor. Training was very helpful to me on a personal management level and as an emerging leader in my organization.”*

#### Writing Statements of Work, with instructor David Houseman:

*“This class should be offered more frequently. It is a very important class. Dave was excellent!”*

#### Managing Difficult Conversations, with instructor Bob Slevin:

*“This course was so informative with applied content. Bob is extremely skillful at communicating and drawing out attendees' goals.”*

#### Domestic Travel (Gelco/NBS Travel Systems), with instructor Penny Van NESTE:

*“Penny is fantastic! I would take her for all trainings if I could. [She] was very good at balancing knowledge with great examples and experiences.”*

#### Negotiation Techniques for Simplified Acquisitions, with instructor Steven Tomanelli:

*“Outstanding instructor, very thorough and knowledgeable about the subject. I would definitely enjoy taking another course with Steven Tomanelli.”*

**Interested in FY 10 courses?** Check out our schedule of newly targeted courses on Page 4. Our most popular courses remain, and we also have a host of new courses geared specifically to scientists, as well as additional new classes, including:

**6629**—Microsoft Office 2007 New Features

**8804**—Leading Science Meetings

**8805**—Negotiation and Conflict Resolution for Scientists

**8810**—Title 42 at NIH

**9511**—Holding Employees Accountable for Performance and Conduct

**9524**—Effective Supervision of Scientists and Technical Staff

Make your voice heard! Be on the lookout for our Training Needs Assessment, sent to NIH staff in mid-October.

### If you are a Training Professional... Join our roundtable!

October 14, 1-3:30 PM is the next quarterly NIH Training Collaborative Forum, in Rockledge II, room 9112-9116. For details, visit [http://trainingcenter.nih.gov/training\\_collaborative\\_forum.html](http://trainingcenter.nih.gov/training_collaborative_forum.html)

## November 4: Preview Day

The Workforce Support & Development Division (WSDD) invites you to attend a free open house. Take your career to the next level. No registration required! This is a great opportunity for you to:

- Preview a wide variety of NIH training center courses
- Obtain information about NIH intern programs
- Receive on-site career counseling, resume and Individual Development Plan (IDP) assistance
- Learn about the Learning Management System (LMS) including a hands-on demonstration of new features since the recent upgrade
- Gather information about the benefits of Executive and Team Coaching
- And much more!

Location: Natcher Building 45 Balcony B and E1/E2 • Time: 9:00 a.m.-4:00 p.m.

Additional details will be available soon. Visit the news section of the NIHTC website at: <http://trainingcenter.nih.gov/news.html>

## The 2009-2010 Deputy Director for Management (DDM) Seminar Series Approaches

Thanks to all of you who nominated speakers to support the DDM Seminar Series and class preview. The full schedule of selected presenters and topics will be available soon. Stay tuned!

11:00 am-12:00 pm

December 3, 2009 • February 18, 2010 • April 15, 2010 • June 17, 2010

For additional information about the DDM Seminar Series or to view past lectures, visit <http://www.ddmseries.od.nih.gov/>

### Contact Us

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## 1st Quarter FY 2010 Course Offerings

Administrative Systems & Policy	Course Title	Length	Start Dates	Course #
	Domestic Travel (GovTrip Travel System)	3 days	10/19, 10/26, 11/16, 11/30, 12/14	2700
	Capital HR System Training	1 day	10/22, 11/12	4009
	LMS Local Learning Administrator Training	1/2 day	10/22, 11/9, 12/7	10001
	LMS Training Administrator Training	2 days	10/27, 11/17, 12/10	10003
	Foreign Travel (GovTrip Travel System)	2 days	10/29, 12/8	2701
	Introduction to NIH Property Management (NBS)	4 days	11/2, 11/30	9517
	Basic Time and Attendance Using ITAS	2 days	11/9, 12/7	2624
	Domestic Travel (Gelco/NBS Travel System)	3 days	11/16, 12/8	2601
	Title 42 at NIH	1 1/2 days	11/17, 12/15	8810
	LMS Human Capital Administrator Training	2 days	11/12, 12/17	10002
	Foreign Travel (Gelco/NBS Travel System)	2 days	11/19, 12/17	2605
	Sponsored Travel (GovTrip Travel System)	1 day	11/19	2702
	Basic WITS Reports Training for Admin Users	1/2 day	11/12	8606
	Fellowship Payment System	1 day	12/3	2646
	Sponsored Travel (Gelco/NBS)	1 day	12/7	2616
	Advanced Time and Attendance Using ITAS	1/2 day	12/9	2626
	<b>Acquisitions Management &amp; Systems</b>			
	Purchase Card Training (NBS)	2 days	10/28, 11/9, 12/14	9512
	Simplified Acquisitions & Delegated Procurement (NBS)	5 days	11/2	9513
	Buying From Businesses on the Open Market	1/2 day	11/2	2611
	Price Reasonableness in Simplified Acquisitions	1/2 day	11/2	2617
	Federal Supply Schedules	1/2 day	11/3	2609
	Consolidated Purchasing Through Contracts	1/2 day	11/3	2610
	Negotiation Techniques for Simplified Acquisitions	1 day	11/4, 12/17	5513
	Appropriations Law for Simplified Acquisitions	1 day	11/5, 12/18	5514
	Internal & External Requisitioner (NBS)	1 day	11/6	9516
	NBS Purchase Card Logs & Reconciliation (Refresher)	1 day	12/11	2635
	Buyer Contracts (NBS)	3 days	12/14	9515
	NBS Buyer Acquisitions (Refresher)	2 days	12/17	5515
	<b>Computer Applications</b>			
	Microsoft Office 2007 New Features	1 day	11/13	6629
	Intro to Microsoft Excel 2007	1 day	11/16	6633
	Intermediate Microsoft Excel 2007	1 day	11/17	6634
	Intermediate Microsoft Word 2007	1 day	11/18	6631
	Intro to Microsoft Project 2007	1 day	11/23	6636
	<b>Management, Supervision &amp; Leadership Skills Development</b>			
	Holding Employees Accountable for Performance and Conduct	2 days	11/3	9511
	Coaching Employees for Competency Development	1/2 Day	11/5	5802
	Techniques for Successful Project Management	1 day	11/16	9414
	Effective Communication Skills for Managers and Supervisors	2 days	12/3	9521
	Effective Supervision of Scientists and Technical Staff	2 days	12/8	9524
	Emotional Intelligence for Managers	1 day	12/9	9411
	Behavioral Based Interviewing	1/2 day	12/16	5803
	<b>Professional Development</b>			
	Writing Statements of Work	2 days	11/9	8801
	Time Management and Organization	1 day	11/10	5110
	Leadership Skills for Non-Supervisors	1 day	11/17	1017
	Negotiation and Conflict Resolution for Scientists	1 day	11/18	8805
	Problem Solving for Results	1 day	11/18	1022
	Leading Science Meetings	1/2 day	11/19	8804
	Managing Up: Communicating with Your Boss	1 day	11/19	1019
	Scientific and Technical Writing	2 Days	12/3	2154

Indicates course customized for scientists

See all classes at <http://trainingcenter.nih.gov/default.asp>