



NIH Training Center Highlights

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

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<http://trainingcenter.nih.gov>

LMS Update: Things to Know...

Mandatory Training As NIH employees are beginning to use the LMS to access and track mandatory training, there have been many questions about what has been migrated to the LMS at this point, and what records can be found in the LMS. One of the many pieces added to the LMS information web page (http://trainingcenter.nih.gov/LMS_info.html) is a status of all general mandatory training courses. The status will tell you which courses have been migrated to the LMS, and whether historical training records for the course have migrated as well. You can find the status at http://trainingcenter.nih.gov/LMS_status_MTI_courses.html.

There is also a listing of additional online NIH courses that are now in the LMS. See http://trainingcenter.nih.gov/LMS_other_NIH_courses.html for more information.

IC Administrators While you are visiting the LMS information web page, be sure to check the list of LMS administrators in each IC (<http://trainingcenter.nih.gov/LMS-Admins-Lists.pdf>). These individuals have been trained, and they can be a good source of assistance and additional information.

LMS Upgrade We are eagerly anticipating an upgrade to the LMS software in the next few months. With this upgrade, we are expecting...

- improved search capability,
- a warning when you are about to be timed out of your session,
- additional functionality regarding learning plans,
- some improvements to the password retrieval process, and
- several improvements for administrative functions.

LMS and Competencies The LMS integrates competencies, classes, and individual development plans into one website and one straightforward process. Users can tailor competencies to fit their individual position and career goals, complete assessments and register for developmental opportunities in a few easy clicks. All NIH-wide competencies are currently available in the LMS. To learn more about the NIH competencies initiative and review the competencies associated with various positions, visit our website at: <http://hr.od.nih.gov/competencies>

As always, if you have questions not addressed by the information you find on the web page, please feel free to send an email to LMSSupport@mail.nih.gov.

Save the Date: Deputy Director for Management (DDM) Seminar Series



The next DDM Seminar Series seminar will be held on April 16, from 11-12 at the Clinical Center (Building 10). Annie McKee, Founder of the Teleos Leadership Institute, is the featured speaker and will address the NIH community about Leadership, Change, and Connecting with Others. Light refreshments will be served after the event, and you will have an opportunity to meet 1:1 with Ms. McKee. You will not want to miss this event!

In February, Joseph Grenny, author of *"Influencer: The Power to Change Anything"*, *"Crucial Conversations: Tools for Talking when Stakes are High"* and *"Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior"* offered an engaging and thoughtful discussion to a packed auditorium surrounding the importance having "Crucial Conversations." If you missed the program or were so intrigued by the topic that you want to learn more about this concept, the NIH Training Center is offering a 2-day **Crucial Conversations** training program specifically for NIH employees.

April 22-23 • Executive Plaza South (EPS)
Course Number: 4007 • Tuition: \$958
Registration is available via NIHITS

Final DDM Seminar Series event for 2008-2009

June 18: Sandy Crowe: Dealing With Difficult People

Visit <http://www.ddmseries.od.nih.gov> for details about the DDM Seminar Series.

3rd
Quarter
FY 2009

NIHTC Featured Course of the Quarter

Interpersonal Interaction: Communicating for Results

In this dynamic class you will begin with a hands-on review of the dynamics that happen when professionals interact. From this experience, attention is focused on the barriers-interpersonal and intrapersonal-that hamper good communication. With this foundation, the balance of the day is devoted to enhancing the communication skills that will help you be more productive. These include the twin topics of active listening and asking effective questions, expressing yourself clearly, and effective use of nonverbal communication. The day concludes with a review of preferred communication styles and the use of praise and affirmation. Some of the key topics that are explored include:

- Basic and Advanced Overviews of the Communication Process
- Major Barriers to Effective Communication
- The Critical Role of Self-Esteem
- Active Listening: The Silent Secret of Success
- Asking Effective Questions
- Using Appropriate Self-Disclosure
- Expressing Yourself: Observation, Interpretation, Sensation, and Need
- Body Language: Facial Expressions, Gestures, Posture, and Breathing
- Paralanguage and Metamessages: How we Say What we Say
- Transactional Analysis: Keeping Your Message Clear and Clean
- Giving and Receiving Constructive Feedback
- Making Requests and Sharing Information From the Other Person's perspective
- Identifying Your Preferred Communication Style
- Adjust to the Closed, Authoritarian, Hidden, and Open Communicators at Work
- Giving Appropriate Praise and Affirmations

This class is available to all employees who want to improve their communication skills. Registration is available via NIHITS.

April 29, July 29, September 23 • Executive Plaza South (EPS)

Course Number: 1021 • Tuition: \$265

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>

Contact Us

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Attention Project Officers & Contracting Officers Technical Representatives (COTRs)

New Training Requirements to Be Completed by July 31

NIH is implementing FAC-COTR certification requirements, mandated by the Office of Federal Procurement Policy. Application for certification is available at: <http://oamp.od.nih.gov/Division/acp/POTraining/FACCOTR/COTR-FAC-CERT.asp>. The certification deadline for new and current COTRs is July 31, 2009. There are three options available to you in meeting the FAC-COTR certification requirement:

- 1 Take the 40 hour basic COTR/Project Officer Training** (must have been taken within the last two years). Visit <http://oamp.od.nih.gov/Division/acp/POTraining/FACCOTR/BasicCOTR-Training-Options.asp> for a listing of options.
- 2 In addition to basic COTR/Project Officer training taken over two years ago, you must complete an additional 40 hours of training (again, within the last two years) that maps to COTR/Project Officer Competencies. NIH Training Center Professional and Leadership Development courses count towards these hours.** Visit <http://oamp.od.nih.gov/Division/acp/POTraining/FACCOTR/RefresherTraining-COTRCertification.asp> for a sample listing.
- 3 Apply via "fulfillment"**, meaning you can receive certification by documenting experience, alternate education, and developmental activities that qualify you for FAC-COTR certification even though you do not have 40 hours of training within the last two years. Visit <http://oamp.od.nih.gov/Division/acp/POTraining/FACCOTR/ApplyingFAC-COTR-viaFulfillment.asp>

For additional information, contact Carl Henn at (301) 496-7110/Hennc@od.nih.gov or Kim Doherty at (301) 496-7092/kimberly.doherty@nih.gov.

Leadership Development Corner

Have you ever heard the saying “Great Leaders are Not Born...They are Made”? Although this is a bit of a cliché, there is truth to this statement in that yes, some people are natural born leaders born with gifts of charisma, courage, impeccable communications skills and decision making acumen. But for the majority of people, leadership skills are acquired and perfected over time.

Leadership Programs Available at the NIH Training Center

• Management, Supervision & Leadership Open-Enrollment Training

Courses: The NIH Training Center offers a wide variety of programs to support both new supervisors and experienced leaders.

	Course Number
• NIH Supervisory Skills Training	9511
• Leading During Times of Change	9400
• Franklin Covey’s 7 Habits for Managers	9410
• Win-Win Negotiation Skills for Managers	9402
• Advancing Your Telework Knowledge and Skills	5516
• Conflict Resolution for Managers at the NIH	9404
• Techniques for Managing the Generational Mix at the NIH	5905
• Message & Media Training for Managers	9406

And many more! Visit <http://trainingcenter.nih.gov/default.asp> to access the NIH Training Center’s online course catalog.

• **NIH Senior Leadership Program:** Due to overwhelming demand, for the first time since the inception of the program in 2001, 4 session offerings have been filled to capacity. If you are interested in participating in this flagship NIH program, a solicitation to the EO community for IC team nominations will be issued in August. Consider participating in 2010.

• FY 09 NIH Senior Leadership Alumni Program Schedule

*Exclusively available for graduates of the NIH Senior Leadership Program

Workshop Title	Dates	Facilitator/Instructor
Leading Bold Change Through Storytelling	05/01 & 06/12	Steve Denning
Working Collaboratively in Scientific Environments	08/18 & 08/31	Eugene (Geno) Schnell
Results Based Accountability	09/18 & 10/26	Phil Lee

For additional details regarding these programs, please contact Liz Rowe at rowel@mail.nih.gov.

Clearing Up Common Myths About Employee Motivation

Written by Carter McNamara, MBA, PHD. Adapted from the *Field Guide to Leadership and Supervision*.

The topic of motivating employees is extremely important to managers and supervisors. Despite the importance of the topic, several myths persist—especially among new managers and supervisors. Before looking at what management can do to support the motivation of employees, it’s important first to clear up these common myths.

Myth #1 “I can motivate people” Not really—they have to motivate themselves. You can’t motivate people anymore than you can empower them. Employees have to motivate and empower themselves. However, you can set up an environment where they best motivate and empower themselves. The key is knowing how to set up the environment for each of your employees.

Myth #2 “Money is a good motivator” Not really. Certain things like money, a nice office and job security can help people from becoming less motivated, but they usually don’t help people to become more motivated. A key goal is to understand the motivations of each of your employees.

Myth #3 “Fear is a good motivator” Fear is a great motivator—for a very short time. That’s why a lot of yelling from the boss won’t seem to “light a spark under employees” for a very long time.

Myth #4 “I know what motivates me, so I know what motivates my employees” Not really. Different people are motivated by different things. I may be greatly motivated by earning time away from my job to spend more time my family. You might be motivated much more by recognition of a job well done. People are not motivated by the same things. Again, a key goal is to understand what motivates each of your employees.

Myth #5 “Increased job satisfaction means increased job performance” Research shows this isn’t necessarily true at all. Increased job satisfaction does not necessarily mean increased job performance. If the goals of the organization are not aligned with the goals of employees, then employees aren’t effectively working toward the mission of the organization.

Myth #6 “I can’t comprehend employee motivation—it’s a science” Not true. There are some very basic steps you can take that will go a long way toward supporting your employees to motivate themselves toward increased performance in their jobs.

Improving employee engagement/retention has a direct effect on performance, productivity, morale, and the viability of organizations. Whether the economy is hot or not, NIH needs its best people to stay—physically and psychologically. If this topic interests you., consider enrolling in **Motivating, Engaging & Retaining Employees (Love ‘Em or Lose ‘Em) Course # 9405**. Tuition for this 1-day program includes a copy of the classic Wall Street Journal Best Seller book “*Love ‘Em or Lose ‘Em*” by Bevelly Kaye and Sharon Jordan Evans.

3rd Quarter FY 2009 Course Offerings

Administrative Systems & Policy

Course Title	Length	Start Dates	Course #
Fellowship Payment Systems	1/2 day	4/1, 5/7, 6/12	2646
Travel for Administrative Officers & Approving Officials	1/2 day	4/2, 5/13, 6/1	2608
LMS Training Administrator Training	2 days	4/6, 5/18, 6/9	10003
Capital HR System Training	1 day	4/9, 5/8, 5/28, 6/25	4009
NIHITS II Basic and Super User Training	1/2 day	4/10, 5/22	5882
Domestic Travel (NBS Travel System)	3 days	4/14, 4/20, 5/4, 6/2	2601
NBS Sponsored Travel	1 day	4/15, 6/17	2616
Introduction to NIH Property Management	4 days	4/20, 5/4, 6/1	9517
Basic Time & Attendance Using ITAS	2 days	4/27, 4/29, 5/5, 5/26, 6/11	2624

Foreign Travel (NBS Travel System)	2 days	4/27, 5/11, 6/8	2605
LMS Local Learning Administrator	1/2 day	4/29, 5/28, 6/30	10001
Advanced Time & Attendance Using ITAS	1/2 day	5/4	2626
ITAS for Supervisors and Leave Approving Officials	1/2 day	5/14	2627
Property Management Refresher	1 day	5/21	9520

Acquisitions Management & Systems

Course Title	Length	Start Dates	Course #
Internal & External Requisitioner	1 day	4/10, 4/13, 5/1, 5/8, 6/5, 6/19	9516
Simplified Acquisition & Delegated Procurement Training Program	5 days	4/13, 5/11, 6/15	9513
Negotiation Skills for Simplified Acquisitions at the NIH	1 day	4/14, 5/7, 6/9	5513
Appropriations Law for Simplified Acquisitions at the NIH	1/2 day	4/15, 5/8, 6/10	5514
Purchase Card Training	2 days	4/20, 4/22, 5/18, 5/21, 6/22, 6/24	9512
Price Reasonableness in Simplified Acquisitions	1/2 day	5/11, 6/16	2617
Consolidated Purchasing Through Contracts	1/2 day	5/18	2610
Buying From Businesses on the Open Market	1/2 day	5/18	2611
Federal Supply Schedules	1/2 day	5/19	2609
Purchase Orders for Professional Services (Refresher)	1 day	5/20	5512
Buyer Contracts	3 days	5/27	9515

Computer Applications

Course Title	Length	Start Dates	Course #
Introduction to Microsoft PowerPoint 2007	1 day	4/1	6642
Introduction to Microsoft Word 2007	1 day	4/3, 6/5	6630
Intermediate Microsoft Word 2007	1 day	4/6, 6/8	6631
Introduction to Microsoft Excel 2007	1 day	4/8, 6/1	6633
Introduction to Microsoft Project 2007	1 day	4/7, 6/3	6636
Intermediate Microsoft Excel 2007	1 day	4/10, 6/2	6634

Management, Supervision & Leadership Skills Development

Course Title	Length	Start Dates	Course #
Supervisory Skills Training	3 days	4/7, 6/9	9511
Techniques for Managing the Gen. Mix at NIH	1 day	4/8	5905
Crucial Conversations	1 day	4/22	4007
Presentation Skills/Briefing Techniques for Managers	1 day	5/19	4006
The Art of Network Building - Creating Successful Partnerships	1 day	5/20	9407
Advancing Your Telework Knowledge and Skills (Managers)	1 day	5/20, 6/18	5516
Franklin Covey's The 7 Habits for Managers	2 days	6/2	9410
Problem Solving/Decision Making for Managers	1 day	6/4	9408
Message and Media Training for NIH Managers	1 day	6/8	9406
Motivating and Retaining Employees	1 day	6/18	9405
Win-Win Negotiation Skills for Managers	1 day	6/23	9402

Professional Development

Course Title	Length	Start Dates	Course #
Leadership Skills for Non-Supervisors	1 day	4/28	1017
Interpersonal Interaction: Communication for Results	1 day	4/29	1021
Problem Solving for Results	1 day	4/30	1022
Managing Up: Communicating with Your Boss	1 day	5/4	1019
Communicating in a Culturally Diverse Workplace	1 day	5/5	1020
Internal Controls: Meeting Federal Requirements	2 days	5/12	5517
Writing Statements of Work	2 days	5/12	8801
Writing and Managing Executive Correspondence at the NIH	2 days	5/14	2115
Concepts of Biotechnology for Non-Scientists	2 days	5/14	5881
Managing Difficult Conversations	1 day	5/19	1023
Time Management and Organizational Skills	1 day	5/21	5110
Advancing Telework Skills	1 day	5/21, 6/18	5516
Essentials of Team Leadership	2 days	6/24	4005

Additional programs are available! View the entire FY 2009 NIH Training Center course schedule at <http://trainingcenter.nih.gov/default.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

"Curiosity is the very basis of education and if you tell me that curiosity killed the cat, I say only the cat died nobly."

—Arnold Edinborough

NIH Training Collaborative Forum Update

We invite training professionals and others involved in employee training and development throughout NIH to attend our next Training Collaborative Forum on Tuesday, June 23, from 1-3:30 p.m. in Rockledge II, room 9100-9104. This can be a great way to leverage existing resources, develop partnerships and stay informed! For more information, visit the Training Collaborative Forum webpage at <http://trainingcenter.nih.gov/forum.html> or contact Elena Juris at jurise@mail.nih.gov or Janice Gonzalez at gonzalezjan@mail.nih.gov.