

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>

New Tools in Competencies Responses to Lessons Learned

Over the course of the year, the competencies team has received a lot of feedback from you and is in the process of implementing some major enhancements to the program. Research and NIH experience shows that the more applicable a competency model is to you, the easier it is to identify developmental activities that would best suit your needs.

What's New? We are compiling the competency models into a dictionary designed to identify the competencies used by employees in your function. This new system will allow you and your supervisor to pick and choose the competencies that will best help you. Design your career roadmap by selecting the competencies that you need for your job and your developmental goals.

When will this transformation take place? Expect to see big changes on the competencies website and in the LMS on October 1st.

New Class! In response to last year's competency assessments highlighting an NIH-wide skill gap in project management, the NIH Training Center has created a new course: **Techniques for Successful Project Management**. This training will provide a sound overview of the principles of project management and provide practical tools and skills that can be used the same day to create more efficient and effective management of projects in your own departments.

Course Dates: August 12 (1 day course)

Tuition: \$350 Registration available via NIHITS

We would love to have your feedback about the Competency Program! Share it with us at odcompetencyhelp@mail.nih.gov.

Record Numbers of Interns Graduate, 2009

On August 27, 2009, the commencement celebration of the NIH Class of 2009 Interns will honor a record 63 graduates. These individuals will have

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New Telework Resources for Managers and Supervisors

The NIH Telework Program Office (OHR), in partnership with the Division of Emergency Preparedness & Coordination (ORS) and the NIH Training Center, has developed an advanced-level telework training program for NIH managers and supervisors: **New Telework Resources for Managers & Supervisors** (Course ID 5516).

The goal of the NIH Telework Program is to improve the quality of life for NIH employees, leading to improvements in employee satisfaction, morale, productivity, and retention while supporting the mission of the agency. Additionally, in times of emergency—think H1N1 flu—it is important to feel empowered by your remote management skills. This training course addresses the myths and realities of teleworking; engages discussion between prospective and existing telework managers; and provides valuable resources and how-to guidance in the areas of:

- Establishing telework goals/tasks, measuring results, and communicating effectively with teleworkers;
- Employing existing resources to manage telework performance, make technology meet telework needs, and prepare for emergencies; and
- Participating in an emergency preparedness tabletop exercise that can be used to spark ongoing awareness and conversation with staff.

Visit http://trainingcenter.nih.gov/app/show_details.aspx?cd_crs=5516 for a full description and schedule.

For more information on the NIH Telework Program, visit <http://hr.od.nih.gov/LeaveWSHoliday/telework/default.htm>.

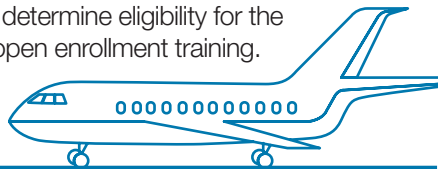
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FY 2009

Coming Soon to the NIH Training Center... NIH GovTrip Travel Training!

In Fall 2009, the NIH Training Center will start offering open enrollment NIH travel training that will include GovTrip system functionality plus travel policy! Since the NIH is migrating to the GovTrip Travel System, the NIH Training Center (NIHTC) has been carefully planning to ensure the training transition from the current NBS Travel System (Gelco) to the new GovTrip Travel System is as seamless as possible.

The intended audience for the NIHTC's open enrollment GovTrip training programs is new NIH Travel Planners who have not completed Gelco travel training and whose ICs have fully implemented GovTrip. Existing NIH Travel Planners should contact the NBS GovTrip Transition Team to determine eligibility for the NBS' transition training prior to considering open enrollment training.

Contact your IC's Change Advocate to determine the appropriate training:



| | NIHTC GovTrip Travel Training | NBS GovTrip Transition Training for ICs |
|----------------------|---|--|
| Audience | New NIH Travel Planners Existing NIH Travel Planners who missed their scheduled IC transition training session | Existing NIH Travel Planners Special Note: New Travel Planners will not be admitted to the NBS' training once their IC has implemented GovTrip. |
| Content | GovTrip system functionality plus Federal travel policy | GovTrip system functionality ONLY |
| Prerequisites | Domestic Travel – N/A Foreign & Sponsored Travel – Domestic Travel for AOs – (Domestic recommended) | NIHTC Training Course: NIH Domestic Travel (NBS Travel System) – Course ID 2601 |
| Register | NIHITS: https://nominate.od.nih.gov/ For course descriptions, please visit the online NIHTC Course Catalog | LMS/HHS Learning Portal: https://lms.learning.hhs.gov/Saba/Web/Main/ |

The NIHTC will offer both GovTrip and Gelco travel training during the transition period (ending in Dec 2009). After Dec 2009, the NIHTC will offer Gelco travel on an IC-training request basis. Contact the NIHTC at (301) 496-6211 if you are interested in Gelco travel training for your IC.

Questions about signing up for NBS GovTrip Transition Training? Contact Kathy Chiacchierini (301-451-0045) or Jennifer Martin (301-451-0066).

Questions about signing up for NIHTC GovTrip Travel Training? Please contact the NIHTC at (301) 496-6211.

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

Learning is like rowing upstream; not to advance is to drop back.

—Chinese Proverb

LMS Boasts New, Convenient Features

The LMS has been upgraded! The HHS Learning Portal (also known as LMS) was recently upgraded from version 5.3 to 5.4. Thank you for your patience after the Department informed us that the blackout would last a few days longer than expected.

The wait was worth it! Here are some features of the upgraded system:

- A self-service password reset now provides step-by-step guidance, including notification of any actions you need to take for your password reset request to be completed.
- You can now verify and change your own email address by going to the "My Profile" tab and then the "My Contact Information" menu.
- The course search functions have been improved with many additional options available to you.
- A pop-up warning will appear two minutes before your session is automatically timed out due to inactivity.

There are also some NEW LOCATIONS for familiar features:

- Your transcript is in a new place. Select the "Learning" tab, then "Learning Administration" menu item to find the link to access your transcript.
- Your Learning Plan is now located under the "My Success Plan" tab. Use this area to build a 'wish list' of training that will help you develop your career. Your supervisor can collaborate with you in the process as well.
- You can still change your own password using the "Preferences" link at the top of your screen. The tab in the pop-up window is now labeled "Account Details."

All the former favorites are still there too, such as free online Skillssoft courses and reference books (Books 24x7), NIH competencies, and many of the NIH mandatory online courses. The NIH LMS team is working to update training materials and post more job aids for your use. Check http://trainingcenter.nih.gov/LMS_info.html for updated information.

If you have questions about the HHS Learning Portal/LMS, please feel free to send an email to LMSSupport@mail.nih.gov or call the NIH Training Center.

Leadership Development Corner

Chuck Ward, instructor for the NIH Training Center (NIHTC) course, “Leadership Skills for Non-Supervisors,” sat down with NIHTC Program Manager, Liz Rowe, to discuss the class as well as tips for developing oneself at all levels of an organization. Excerpts from that conversation follow.

Q: What is the best advice you received when you were an aspiring leader?

The best advice I received in the early days when I was an emerging leader is that leadership is about learning to serve other people and help them to be more successful at what they are doing. My favorite definition of leadership is “Helping people to do willingly and well what you want them to do.” That is a challenge whether you are in a formal leadership role or not. And it always involves relationships.

We can serve other people and support them for any number of reasons. When those who are serving do so out of a healthy sense of self-worth and with the best interest of the other person at heart, the dynamics of the relationship give the person service an amazing amount of leverage in a situation. I have seen that in a broad range of settings, everywhere from the CEO in a meeting with direct reports to a restaurant in which a waiter does his job and makes the experience better for the guests at the table.

Q: How can one begin building rapport with peers and supervisors?

That is a great question because leadership is, at its heart, a matter of relationships. Great leaders are able to connect with us and move us so we do what they want with a willing spirit.

One of the best ways to begin building rapport is to become a student of the people around you. In some of the research my firm has done, we have found that people with high potential realize they will never be successful in isolation. That is why they work to understand and communicate in small ways the value they see in others. And they learn to be flexible.

Not too long ago, Sloan Business School at MIT published a research article underscoring the value of versatility in leadership. It reminded me of a concept that was popular a few years ago called situational leadership. The idea is to study the other person and adjust to her or his style. There is a great deal to that but one of the simplest places to begin is with what we call pacing. Notice the energy level and the pace at which another person moves and talks. As you see the pace of the various people around you, make subtle adjustments in your rate and intensity to align your pace with theirs.

When people are like us, they tend to like us. That doesn't mean we compromise who we are to match them, but it does mean we take the time to know the other person and adjust modestly to the behavior of that person.

Q: What is the number one thing employees in non-leadership positions can do to enhance their leadership potential?

Without question, I think the most important foundation for a person aspiring to leadership is to develop a balanced sense of self-worth and self-respect. I have watched many people stumble along the way to a successful career as a leader because the fault lines in their own values were compromised. Many times that went back to an imbalance in self-worth. They either thought too little or too much of themselves.

When I am coaching new executives, I give them three fundamental warnings: First, don't be deceived about who you are and where you are. You have not arrived. You always have a long way to go. Arrogance is a road to ruin, and it should be, in today's open world.

Second, don't be discouraged. Leadership is about helping people and organizations to change. That always comes more slowly than the leader would like. One of the best traits for a person to develop is resilience: the ability to persevere in the face of setbacks and disappointments. The greatest leaders I have known and worked with can all tell you about hard times when they found the personal strength to persevere. They know much of their character was shaped in the crucible of difficulty.

Third, don't be distracted. Leaders must learn to respond, not merely react, to the changing world around them, and many things vie for a leader's time.

Q: What key skills do you hope employees walk away with from taking your Leadership for Non-Supervisors class?

First, use specific tools to build rapport with people who are significantly different.

Second, use tools to become the “go to person” in their present position.

Third, identify and align their values with their behavior to build personal clarity and minimize stress.

Fourth, maintain optimism and resilience in difficult situations.

Fifth, understand the stages of personal and organizational change and have a plan for managing the change process in themselves and encouraging it in others.



In addition to **Leadership Skills for Non-Supervisors**, Chuck Ward also teaches **Interpersonal Interaction: Communicating for Results** and **Problem Solving for Results**. His classes can be found on the NIH Training Center website at www.trainingcenter.nih.gov.

Intern Graduation, *continued*

successfully completed a unique 2-year fellowship opportunity to provide them with the necessary competencies to become successful leaders within the NIH community. A combination of training, rotational assignments, projects, and mentoring have given them the opportunity to learn and enhance a wide range of skills.

For over 20 years, the **Management Intern Program (MI)** and the **Presidential Management Fellows Program (PMF)** have been instrumental in developing future NIH leaders. This year, they will graduate 6 MIs and 5 PMFs. Representing over half of the graduating class this year are the inaugural class of 34 interns from the **Administrative Fellows Program (AFP)**, which has met with so much success that there are now over 100 AFPs at NIH. Additionally, the veteran **Emerging Leaders Program (ELP)** will have 6 graduates. For more information on intern programs, go to <http://trainingcenter.nih.gov/career.html>.

2010 Deputy Director for Management Seminar Series

Save the date! The dates for the FY10 DDM Seminars are as follows:

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

The Deputy Director for Management, Colleen Barros, established the NIH DDM Seminar Series in 2006 to offer the NIH community engaging presentations introducing administrators to cutting edge leadership and administrative management concepts and solutions. All seminars are held at Masur Auditorium in Building 10 between 11:00 a.m.-12:00 p.m. with a reception from noon to 1:00 p.m.

Contact Us

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4th Quarter FY 2009 Course Offerings

| Administrative Systems & Policy | | | |
|---|---------|------------------------------|----------|
| Course Title | Length | Start Dates | Course # |
| Basic Time & Attendance Using ITAS | 2 days | 7/6, 7/29, 8/27, 9/15 | 2624 |
| Domestic Travel (NBS Travel System) | 3 days | 7/8, 7/20, 8/10, 9/14, 9/21 | 2601 |
| Travel for Administrative Officers & Approving Officials | 1/2 day | 7/9, 9/17 | 2608 |
| LMS Training Administrator Training | 2 days | 7/13, 8/19, 9/8 | 10003 |
| Advanced Time & Attendance Using ITAS | 1/2 day | 7/14 | 2626 |
| NBS Sponsored Travel | 1 day | 7/15, 8/20 | 2616 |
| Property Management Refresher | 1 day | 7/16, 9/9 | 9520 |
| Introduction to NIH Property Management | 4 days | 7/20, 8/31, 9/14 | 9517 |
| Foreign Travel (NBS Travel System) | 2 days | 7/27, 8/17, 9/24 | 2605 |
| LMS Local Learning Administrator | 1/2 day | 7/28, 8/25, 9/24 | 10001 |
| NIHITS II Basic and Super User Training | 1/2 day | 7/30, 8/25, 9/28 | 5882 |
| Capital HR System Training | 1 day | 7/30, 9/24 | 4009 |
| Fellowship Payment Systems | 1/2 day | 8/13, 9/10 | 2646 |
| ITAS for Supervisors and Leave Approving Officials | 1/2 day | 9/9 | 2627 |
| Acquisitions Management & Systems | | | |
| Course Title | Length | Start Dates | Course # |
| Simplified Acquisition & Delegated Procurement Training Program | 5 days | 7/13, 8/3 | 9513 |
| Internal & External Requisitioner | 1 day | 7/13, 8/13, 8/14, 9/11, 9/14 | 9516 |
| Consolidated Purchasing Through Contracts | 1/2 day | 7/13, 9/9 | 2610 |
| Buying From Businesses on the Open Market | 1/2 day | 7/13, 9/9 | 2611 |
| Federal Supply Schedules | 1/2 day | 7/14, 9/10 | 2609 |
| Negotiation Skills for Simplified Acquisitions at the NIH | 1 day | 7/15, 8/4, 8/26 | 5513 |
| Buyer Contracts | 3 days | 7/15, 8/26 | 9515 |
| Appropriations Law for Simplified Acquisitions at the NIH | 1/2 day | 7/16, 8/5, 8/27 | 5514 |
| Purchase Card Training | 2 days | 7/20, 8/10, 8/12, 8/17 | 9512 |
| NBS Purchase Card Logs & Reconciliation Procedures (Refresher Only) | 1 day | 7/22 | 2635 |
| Purchase Orders for Professional Services (Refresher) | 1 day | 8/14 | 5512 |
| Price Reasonableness in Simplified Acquisitions | 1/2 day | 8/17 | 2617 |
| Management, Supervision & Leadership Skills Development | | | |
| Course Title | Length | Start Dates | Course # |
| Conflict Resolution for Managers at the NIH | 2 days | 7/14 | 9404 |
| Techniques for Managing the Gen. Mix at NIH | 1 day | 7/15 | 5905 |
| Techniques for Successful Project Management | 1 day | 8/12 | 9414 |
| Supervisory Skills Training | 3 days | 8/4 | 9511 |
| Presentation Skills/Briefing Techniques for Managers | 1 day | 8/6 | 4006 |
| Professional Development | | | |
| Course Title | Length | Start Dates | Course # |
| Building and Managing Effective Teams | 1 day | 7/8 | 1026 |
| Delegation: Developing Others Through Shared Work | 1 day | 7/9 | 1025 |
| Scientific and Technical Writing | 2 days | 7/13 | 2154 |
| Cultivating a Learning Organization | 1 day | 7/16 | 1024 |
| Internal Controls: Meeting Federal Requirements | 2 days | 7/21 | 5517 |
| Concepts of Biotechnology for Non-Scientists | 2 days | 7/21, 9/17 | 5881 |
| Leadership Skills for Non-Supervisors | 1 day | 7/28, 9/22 | 1017 |
| Interpersonal Interaction: Communication for Results | 1 day | 7/29, 9/23 | 1021 |
| Problem Solving for Results | 1 day | 7/30, 9/24 | 1022 |
| Writing Statements of Work | 2 days | 8/18 | 8801 |
| Managing Difficult Conversations | 1 day | 8/19 | 1023 |
| Advancing Telework Skills | 1 day | 8/19, 9/16 | 5516 |
| Time Management and Organizational Skills | 1 day | 8/27 | 5110 |
| Managing Up: Communicating with Your Boss | 1 day | 9/7 | 1019 |
| Communicating in a Culturally Diverse Workplace | 1 day | 9/8 | 1020 |
| Essentials of Team Leadership | 2 days | 9/9 | 4005 |

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