

# NIH Training Center Highlights



National Institutes of Health  
Workforce Support & Development Division  
Office of Human Resources

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

## Bake the NIH Leadership Cake

How can you tell if a leader has increased effectiveness? Dr. Steve Frieman, an expert on leadership and human resource development, recently explored this question with the NIH Training community at the quarterly NIH Training Collaborative Forum.

Visiting from the Western Management Development Center and OPM, Dr. Frieman explored the main two factors frequently measured in evaluating leadership effectiveness: activity and outcome. Measuring behavioral competencies, such as strategic thinking, is an example of measuring activity. Measuring levels of accomplishment is an example of measuring outcome. Dr. Frieman also explored several common High Risk Leader Challenges (HRLCs) to leader effectiveness and the risks of failure via following means: loss of status, loss of resources, embarrassment, loss of influence, and failure to achieve. A leader's adaptation to the complex, contextual factors laden in high-risk challenges can accurately measure leader effectiveness.

Dr. Frieman identified critical factors of applying the benefits of leadership training to produce tangible results afterwards in the office, through adaptive thinking and a shift in underlying belief systems. He draws from "The Zegarnik Effect," coined after a job motivation study that showed that waiters could remember everything that was ordered until the bill was paid; this suggested that if one cares deeply about something becoming successful but it is not complete, one will involuntarily continue to think about it.

## Packing and Unpacking Leadership Learning

Dr. Frieman explained that a winning recipe for leadership success requires both learning and adaptation. Learning is the process of "packing in" (understanding) how to use specific knowledge, skills or abilities. (The content of what to do.) Adaptation is the process of "unpacking" the understanding. (The context of a job.) In a "packing in" framework, a person stays the same: The person waits for the environment to change to match his or her comfort zone. In an "unpacking" framework, the person needs to change his or her beliefs and comfort zone. "Unpacking" comes from the inside out, aided by reflective thinking.

*Bake the Leadership Cake, continued on pg. 3*



**Resource Alert!**  
NIH Acquisition  
Management  
Training Resource  
Center

Looking for a one-stop source to find your acquisitions-related training requirements? The NIH Training Center is thrilled to introduce the launch of the NIH Acquisition Management Training Resource Center! This website was developed in collaboration with the Office of Acquisition & Logistics Management, the Office of Extramural Research and other partners across the NIH.

The user-friendly site is designed for Contracting Professionals (FAC-C), Project/Program Managers (FAC-P/PM), Contracting Officer's Technical Representatives (FAC-COTR) and Scientific Review Officers (SRO) as a source for acquisition certification and training information.

Please visit and bookmark this site today at  
<http://trainingcenter.nih.gov/aqc-fac-p-pm.html>.

4<sup>th</sup>  
Quarter  
FY 2011

## Catch Up with COTR

Are you current with your COTR training? The NIH Training Center now offers a variety of courses that can be applied toward your Continuous Learning Points (CLP) requirements! Not only do these classes fulfill the CLP training requirements, they are relevant to the NIH community and will bring new understanding to your COTR role. Take a peek at our class schedule on Page 4 and register today for one or all of the following titles:

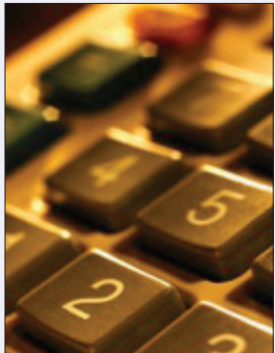
- ✓ COTR Refresher – ID 9547 (8 CLPs)
- ✓ Simplified Acquisition for COTRs – ID 9548 (16 CLPs)
- ✓ COTR Management of IT Service Contracts – ID 9549 (16 CLPs)
- ✓ Writing Statements of Work – ID 8801 (16 CLPs)
- ✓ Source Selection for COTRs – ID 9542 (16 CLPs) – COMING IN FY12!

### What are our students saying?

- ✓ “One of the best instructors I've had for these types of courses. Had specific knowledge about HHS.” (COTR Refresher)
- ✓ “Great instructor – he knows his stuff and he knows how to relay it to others.” (Simplified Acquisitions for COTRs)
- ✓ “Exhibits Sections (3) were extremely valuable – the examples are excellent to fall back on when needed for contracts and COTR use.” (COTR Management of IT Service Contracts)
- ✓ “Instructor was extremely knowledgeable about the material and brought his years of experience to the classroom to assist in understanding.” (Writing Statements of Work)

Still need your initial COTR certification? Register today for Introduction to Basic Project Officer/COTR – ID 9546.

## New in FY 12: NIH Budget Course



Whether you are new to managing a budget or a manager seeking budget training for your staff, keep an eye out in FY 12 for our customized course, Introduction to the NIH Budget Process. This new course will enhance your knowledge of the NIH budget operations and systems, the federal budget process, and the role of key budget management stakeholders. In contrast to a typical federal budget class, this course will cover everyday NIH business terms and activities that range from common accounting number (CAN) to fiscal year-end close out.

This one-day course is the result of the collaborative efforts of the NIH Training Center and eight ICs (OD, NCCAM, NCI, NHGRI, NHLBI, NICHD, NIDCD, NIDDK), who identified the critical need for NIH budget training. Spread the word and stay tuned for our FY 12 course selection!

## NIHTC Featured Course of the Quarter

### Time Management and Organizational Skills (ID#5110)

Do you feel that you don't have time to review your work processes in addition to your work? It might be a response from a perspective of scarcity rather than synergy. In this class, you will learn specific strategies to manage your time and priorities more efficiently. Take a step back and review your work processes, relationships, services, and products. Identify areas for enhancement and innovation. Hone your skills, get some coaching, reconfigure your filing system, and get some fresh air.

Why can't you take a walk with three colleagues and generate ideas on a tough problem at work? All at the same time - that's real efficiency!

### About the Instructor

Dr. Berney is President of Berney Associates, which consults to organizations on organizational change and effectiveness, conflict resolution and strategic planning. Dr. Berney has worked for both the private and public sectors, with clients including the Bill and Melinda Gates Foundation, American Red Cross, U.S. Environmental Protection Agency, U.S. House of Representatives, and U.S. Pharmacopeia.

For details and to register, visit:

[http://trainingcenter.nih.gov/app/show\\_details.aspx?cd\\_crs=5110](http://trainingcenter.nih.gov/app/show_details.aspx?cd_crs=5110)  
or contact the NIHTC at 301.496.6211.

Date: August 1, 9:00 - 4:00 • Location: Executive Plaza South (EPS)  
Course ID#: 5110 • Tuition: \$575

## FY12 DDM Seminar Series Wants Your Input!

As the FY11 DDM Seminar Series is coming to an end, it's time to begin planning for the FY12 Series. You, the NIH Community, play an important role in this plan.

The Deputy Director for Management, Colleen Barros, established the NIH DDM Seminar Series in 2006 to offer the NIH community engaging presentations, serving an ultimate goal of introducing administrators to cutting edge leadership and administrative management concepts and solutions.

Please submit your speaker nominations online at

<http://fmp-8.cit.nih.gov/odom/nomination.html> now through **July 30, 2011**.

Nominees should be dynamic, experienced public speakers from business, academia, non-profit or government sectors and offer the NIH community an interesting perspective on a specific leadership or management issue.

Don't delay! Nominate a presenter today.

## Leadership Development Corner

*Bake the Leadership Cake, continued from pg. 1*

Belief systems form a personal map of what routes in life are effective and appropriate. Sometimes, new leadership training insights require a new belief system to apply (“unpack”) the learning in context. Ingredients for adaptive belief change include the following:

- A state of frustration that you want to resolve and will not go away
- A critical goal that is blocked by the frustration
- An ally to question and encourage a reflective space to change your beliefs

Dr. Frieman explained that when these “ingredients” converge, leaders can “bake the cake”: The emotional and cognitive heat produced by the ingredients changes permissions that supported old beliefs, giving rise to a new, adaptive belief system. With this, leaders can derive confidence to apply new wisdom to current jobs, and translate confidence into actions and decisions. *Unpack, adapt, and have your leadership cake and eat it, too!*

## About the Training Collaborative Forum

If you are a training professional interested in becoming part of the Training Collaborative Forum community, please visit

[http://trainingcenter.nih.gov/training\\_collaborative\\_forum.html](http://trainingcenter.nih.gov/training_collaborative_forum.html) or contact Rachel Pemble-Fahnert at 301-496-0684. The next gathering is on September 7 from 1:00-3:30 pm in Building 1, Wilson Hall.

## NIH Interns and Fellows: 2011 Graduation Alert



It seems like it was just yesterday that the Intern Class of 2011 joined the NIH in search of professional development and an opportunity to enhance their careers in the federal government. On September 13, 2011, the NIH will graduate 33 Administrative Fellows, 6 Management Interns, and 19 Presidential Management Fellows in a formal ceremony at Masur Auditorium. If you would like to support an intern you know to be graduating, be sure to inform them of your interest!

Each intern/fellow engaged in training, rotational assignments, and committees, and received mentoring from experienced NIH

leaders over a two year period in their respective programs. NIHTC congratulates all of our interns and fellows on their successful completion of their service.

For more information on NIH Interns and Fellow programs, please visit:

<http://www.jobs.nih.gov/vacancies/student/default.htm>.

## Quote Of the Quarter

The whole purpose of education is to turn mirrors into windows.

~ Sydney J. Harris

## Got a Training Request?



If you would like to see training on a topic that is not offered on the NIHTC online catalog, consider completing and submitting our Training Request Form. The NIHTC regularly reviews training requests from you, the NIH community - and uses the information to help design and develop training programs to meet your needs.

Check it out! Suggest a course at

<http://trainingcenter.nih.gov/requestform.asp>.

## LMS Leaps and Bounds!

The Department of Health and Human Services is planning an HHS Learning Portal (LMS) system upgrade at the end of the fiscal year, and NIH users will benefit from several new features:

- SF182 form for internal and external training
- Broader support for blended learning items
- Limited “ad hoc” reporting
- Enhanced course search features
- Features specific to Federal government (e.g., improved data gathering for EHRI reporting)
- Ability to program more welcome screen navigation aids
- Easier access to course completion certificates

Don't forget! Former favorites, such as free (yes, free!) online SkillSoft courses and reference books (Books 24x7), NIH competencies, and many of the NIH mandatory online courses, are always ready for use.

Read Free Books on Your iPad! You can search, browse, read, annotate and organize resources on the iPad-friendly Books24x7. Launch the Books24x7 site via Apple's embedded Safari® browser:

- Go to <http://skillport.books24x7.com>; and
- Login with your Books24x7 username, password and Groupcode (AFVEB).

You can view but not download PDFs. You can also view MP4 video and hear MP3 audio in two ways: (1) access the MP3 or MP4 directly on the iPad; or (2) sync the files from your computer to the iPad via iTunes®.

If you have questions about the HHS Learning Portal/LMS, please send an email to [LMSsupport@mail.nih.gov](mailto:LMSsupport@mail.nih.gov) or call the NIH Training Center at 301-496-6211.

# NIHTC Comes to You

Looking to meet the NIH Training Center staff in person? Stop by one of our outreach tables on campus and learn about the wonderful resources that NIHTC has to offer!

Look for the NIHTC Information Table at the following event:

**October 25th to October 28th – NIH Research Festival – Building 45 (Natcher)**



## Do You Know?

Do you know which mandatory courses you are required to take? Visit [http://trainingcenter.nih.gov/mandatory\\_training.html](http://trainingcenter.nih.gov/mandatory_training.html) to obtain your personal training profile through the Mandatory Training Inventory (MTI).

## Contact Us

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National Institutes of Health  
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### 4th Quarter FY 2011 Course Offerings

Course Title	Length	Start Dates	Course #
<b>Acquisitions Management</b>			
COTR Refresher	1 day	7/7	9547
Internal & External Requisition (NBS)	1 day	7/11, 8/11, 8/15, 9/15	9516
Intro to Basic Project Officer/COTR	5 days	7/11, 8/8, 9/12	9546
Purchase Card Training (NBS)	3 days	7/12	9512
IC Invoice Specialist	1 day	7/15	9523
Professional Services	1 day	7/18	5512
NBS Pcard Logs and Reconciliation (Refresher)	1 day	7/19	2635
NBS Buyer Acquisitions (Refresher)	2 days	7/20	5515
Simplified Acquisitions & Delegated Procurement (NBS)	5 days	7/25, 8/22	9513
Basic Simplified Acquisition	5 days	7/25	9530
Advanced Simplified Acquisition	5 days	8/1	9532
Federal Appropriations Law	3 days	8/3, 9/19	5521
Multi-Year Contracting at the NIH	1 day	8/15	2640
Buying From Businesses on the Open Market	1/2 day	8/16	2611
Price Reasonableness in Simplified Acquisitions	1/2 day	8/16	2617
Federal Supply Schedules	1/2 day	8/17	2609
Consolidated Purchasing Through Contracts	1/2 day	8/17	2610
Negotiation Strategies for Simplified Acquisitions	1 day	8/18	5513
Appropriations Law for Simplified Acquisitions	1 day	8/19	5514
Buyer Contracts (NBS)	3 days	9/12	9515
Writing Statements of Work	2 days	9/14	8801
<b>Administrative Systems &amp; Policy</b>			
Basic Time and Attendance Using ITAS	2 days	7/13, 8/31, 9/20	2624
Introduction to NIH Property Management (NBS)	3 days	7/18, 9/12	9517
Capital HR System Training	1 day	7/28	4009
Basic WITS Reports Training for Admin Users	1/2 day	8/11	8606
Property Management Refresher	2 days	8/17	9520
Basic Records Operations	1 day	8/25	9525
Fellowship Payment System	1 day	8/29	2646
Title 42 at NIH	1.5 days	9/6	8810
Advanced Time and Attendance Using ITAS	1 day	9/21	2626
ITAS for Supervisors & Leave Approving Officials	1/2 day	9/22	2627
<b>Computer Applications</b>			
Introduction to Microsoft Excel 2007	1 day	8/16	6633
Microsoft Office 2007 - New Features	1 day	8/17	6629
Intermediate Microsoft Excel 2007	1 day	8/18	6634
<b>Learning Management System (LMS)</b>			
LMS Training Administrator	2 days	7/11, 9/7	10003
LMS Local Learning Administrator	1/2 day	7/28, 8/25, 9/22	10001
LMS Human Capital Administrator	2 days	8/15	10002
<b>Management, Supervision &amp; Leadership Skills Development</b>			
Supervisory Essentials	3 days	7/12	9511
Advancing Your Telework Knowledge & Skills (Managers)	1 day	8/23	5516
Holding Employees Accountable	2 days	8/23	9531
Advancing Your Telework Knowledge & Skills (Employees)	1 day	8/24	5518
<b>Professional Development</b>			
Leadership Skills for Non-Supervisors	1 day	7/26, 9/14	1017
Problem Solving for Results	1 day	7/27	1022
Time Management and Organizational Skills	1 day	8/1	5110
Introduction to NIH Risk Management (GS 7-12)	1 day	8/2	9543
Introduction to NIH Risk Management (GS 13-15)	1 day	8/9	9544
Internal Controls: Meeting Federal Requirements	2 days	8/16	5517
Managing Up: Communicating with Your Boss	1 day	9/15	1019
<b>Retirement</b>			
Pre-Retirement Workshop - CSRS	3 days	7/13, 8/9, 9/7	5812
Pre-Retirement Workshop - FEERS	3 days	8/3, 9/14	5810
Retirement at a Glance	1 day	8/19	5816
<b>Travel</b>			
Travel for Non-NIH Affiliated Travelers	1/2 day	7/22, 9/16	2710
Foreign Travel (GovTrip Travel System)	2 days	7/25, 8/30	2701
Travel for AOs & Approving Officials (GovTrip)	1 day	8/2	2703
Domestic Travel (GovTrip Travel System)	3 days	8/22, 9/12	2700
Travel for NIH Travelers	1/2 day	9/22	9644
Sponsored Travel (GovTrip Travel System)	1 day	9/23	2702

**Additional programs are available! See all classes at <http://trainingcenter.nih.gov/default.asp>**