



NIH Training Center Highlights



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

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<http://trainingcenter.nih.gov>

Sailing out of Summer into “Soft Skills” September

The NIH Training Center is excited to designate September as a month for focusing on enhancing “soft skills.”



What are “soft skills” and why are they so important?

Soft skills refer to a cluster of personality traits, social graces, and interpersonal skills that characterize a person’s relationships with other people. These skills complement “hard” skills, or knowledge and technical skills.

Studies indicate that the majority of executive failures are attributed to interpersonal competencies. The message is quite clear: if you are going to excel, particularly, as a leader, you must master these soft skills. Soft skills are critical to

your success at NIH, whether you are in science or administration.

Good news! Soft skills can be learned, just like any skill and these skills can be applied not only in your profession, but in your personal life as well.

Join us at the NIH Training Center in September as we embrace the importance of soft skills in the workplace. The complete lineup is below.

Course	Tuition	Date	Location
Managing Change at NIH	\$495	September 5	Rockledge II
Managing Effective Meetings	\$560	September 8	Rockledge II
Gray Matters: Critical Thinking and Decision Making	\$338	September 12	Rockledge II
Powerful Presentations and Public Speaking	\$570	September 12	Rockledge II
Managing Up Communicating with Your Boss	\$540	September 22	Rockledge II
Successful Conflict Resolution	\$340	September 22	Rockledge II
Leadership Skills for Non-Supervisors	\$540	September 23	Rockledge II
Handling Difficult Conversations	\$290	September 26	Rockledge II
Project Management	\$1,050	September 29-30	Rockledge II

For more information about these workshops and to register, visit:
<http://trainingcenter.nih.gov/news.html>

2014 Training Needs Assessment: Results

Recently, the NIH Training Center (NIHTC) conducted its biennial NIH Training Needs Assessment to capture critical input on the training and development preferences and priorities across NIH - including those unique to scientists and administrators, supervisors and employees, and other domains of expertise within the organization. 1,631 employees fully completed the survey and below are a few takeaways:

- As a learning organization, the NIH continually champions skills development for current needs and future opportunities.
- From a list of 13 broad professional development training topics, “interpersonal communication” was ranked by NIH respondents as being the most important topic relevant to their positions.
- NIH employees found NIH-wide e-mails and our *Highlights* newsletter to be the two most useful ways for learning about training and development opportunities.
- Among critical gaps, less than half of NIH respondents indicated that they knew how to use an Individual Development Plan (IDP) to independently guide and track their professional development.
- Respondents cited their highest unmet needs were in leadership development (34%), professional development (33%), and pre-retirement training (26%). IC respondent differences in unmet training needs varied notably from IC to IC. Since the NIH Training Center currently offers training in all of these areas, we will continue to partner with stakeholders and the IC’s to serve as a resource for matching needs to services.

While the needs assessment has concluded, the NIHTC continues to solicit feedback from ALL employees to meet you where you are in your stage of your career. If there is something that you need and we do not offer, share with us your course requests at <http://trainingcenter.nih.gov/requestform.aspx>.

4th
Quarter
FY 2014

NIHTC Featured Course of the Quarter

Managing Change at NIH: How to be a Successful Change Agent and Sponsor for Results

Each month, the NIH Training Center staff interviews course instructors to illustrate the benefits of participation. This quarter, NIHTC Program Manager, Keisha Berkley, interviews Dave Celmer, instructor for *Managing Change at NIH*.

Keisha: Why is this topic so important?

Dave: *Because continuous change is inescapable. In fact, the capacity to manage change effectively may be the most critical skill we bring to our efforts both within the workplace and throughout our daily lives. Remaining flexible, resilient, and confident under turbulent conditions is highly valuable, for sure. Being able to help others to build those qualities into themselves is priceless.*

Keisha: What expertise do you bring to this topic?

Dave: *I have been consulting, coaching, and training within the change management arena for many years. The organizations I assist range from healthcare to accounting to public transportation. Whether it is large-scale change or small group evolution, there is little I haven't seen.*

Keisha: What would you say presents the greatest challenge in leading and managing change?

Dave: *The stressors associated with significant organizational transition present personal traps, blind spots, and interpersonal challenges to all of us. In short, it sheds a very hot light on our own personality. Finding a way to escape the frying pan for even a short time is essential because it opens up the door to broader perspective. We sometimes need to get outside of a problem in order to see it clearly and our role within it. This is what helps us to deepen the kind of self-awareness necessary for long-term success.*

Keisha: What is the biggest take away from this workshop?

Dave: *I would say it is enhanced communications, or the ability to work with others in a way that encourages their investment in the road forward. This includes the ability to deal effectively with the resistance often associated with substantial change. This course provides a great start in developing the skill set necessary to excel during these high impact conversations.*

Keisha: Can you share any tips or suggestions for those who are unable to participate in this workshop?

Dave: *Sure. Be mindful of the need to customize your approach while supporting the people around you. It does take extra time, but people notice when you are trying hard to empathize and get crystal clear about their particular situation. To quote Stephen Covey, "Seek first to understand, then to be understood."*

Dates: 07/11 & 09/05, 9:00am-4:00pm **Tuition:** \$495

The NIHTC Hits the Streets



Hundreds of NIH employees have benefited within in the last few months by having NIH Training Center staff present at various IC-sponsored events around campus.

If you are planning a meeting or event and you would like for NIHTC staff to be a part of your activity, let us know. For details, contact Ebony Scurry at ebony.scurry@nih.gov. And, stay tuned for our **Career Development Open House on October 8!**

LMS Upgrade Delayed

HHS has decided to postpone the implementation of Saba 7.2 until a number of technical issues are resolved. While we are disappointed in the delay, we are pleased that the new LMS will not be released until it is ready for prime time. The blackout period has also been cancelled, so the current version of LMS will continue to be used for training needs until further notice.

In addition, LMS administrator training will be limited until the system is upgraded. If you have questions, please contact LMS administrators within your IC. If your organization has an urgent need for LMS training or questions regarding future LMS training schedules, please contact Nicole Rohloff at the NIH Training Center at nicole.rohloff@nih.gov.

Stay connected to all things LMS-related in the following ways:

- Yammer – Join the NIH LMS Administrator group on Yammer and follow the topic “LMS Upgrade” for the latest news, as it becomes available.
- LMS homepage – Login to the LMS and view the most current LMS news in the Announcements portlet.
- LMS Support Page - View LMS announcements and a host of support documents on the LMS Support webpage located at <http://hr.od.nih.gov/hrsystems/benefits/lms/lmssupport.htm>.

Post LMS Upgrade: New Nominations Process for NIH Training Center Professional Development Workshops

As a new service to our customers, the NIH Training Center will offer a candidate nomination process for NIHTC Professional Development workshops in FY 15, once the LMS upgrade is complete. Executive Officers will have the flexibility to nominate employees for enrollment in professional development classes, similar to the existing nomination process for leadership development programs.

We hope that this new nomination-based process will help your IC be more strategic when in determining organizational training needs, as priorities and staff fluctuate. If this is of interest to your IC, please contact Keisha Berkley, NIH Training Center Program Manager, at berklek@od.nih.gov for details.

Leadership Development Corner

Fall Leadership Program Preview

This fall, the Mid-Level Leadership Program (MLP) and the Senior Leadership Program (SLP) will be available to you and your employees.

	MLP	SLP
Duration	1 year; 10-day program over 6 months with an additional 6 months of webinars	9-day program over 4 months
Audience	New and aspiring first-level supervisors	Middle and senior managers; experienced first-line supervisors
Targeted Grades	GS 12, 13, 14 and equivalents	GS 14, 15, SES and equivalent leaders
Competencies and Other Focus Areas	<ul style="list-style-type: none">● Self-Awareness● Collaboration● Delegation● Motivating Others● Strategy● Mentoring	<ul style="list-style-type: none">● Negotiation & Persuasion● Data-Based Decision-Making● Communication● Leading Change● Accountability● Emotional Intelligence

For more information about these programs, please visit http://trainingcenter.nih.gov/continuum_of_leadership.html. Calls for nominations will take place in August-September 2014.

After five successful years of the NIH Executive Leadership Program (ExLP), all option periods on NIH's contract with the Brookings Institution to deliver this program are complete. As such, we plan to use this year to thoroughly assess the program to help us plan for future offerings designed for our aspiring and existing "Top 5" leaders of science. While applications for the ExLP will not be accepted at this time, we encourage leaders to use the following NIH Resources:

- NIH Senior Leadership Program
- Executive Coaching/Team Coaching for supervisors and managers
- 360 assessments w/coaching support
- A comprehensive reading list, covering a broad range of leadership topics, is available at http://trainingcenter.nih.gov/nihonly/resources/leadership_reading_list.html.

If you have any questions or would like additional information, please contact Keisha Berkley at berkleyk@od.nih.gov.

Quote Of the Quarter

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

~ Maya Angelou

Why Delegating Is Important – For You and Your Team

It's happened again. You are stretched far too thin - missing important deadlines, experiencing significant stress and finally acknowledge that you cannot be in more than one place at one time. In times like these, you need a colleague or staff member to step in, yet no one volunteers because in your mind, *only you* are empowered to make important decisions. When leaders delegate well, they create a climate of trained and experienced staff who can help solve problems and pursue opportunities on the job. This creates a livelier and more focused environment for your employees. and an opportunity for leaders to sharpen their own delegation skills. Below are a few simple steps on how you can reduce your workload by empowering your team:

1. **Share your vision of success by formulating SMART goals as a team.** *Effective leaders plan SMART (Specific, Measurable, Attainable, Realistic and Timely) goals with delegation in mind.*
2. **Delegate based on talent, interests and workload.**
3. **Motivate via dialogue – not through debate.** *Avoid trying to prove validity of your own views and instead boost the opportunity to exchange expertise and knowledge.*
4. **Share lessons that have been learned.** *Teachable moments will help foster an environment that promotes self-improvement.*
5. **Act as a follower.** *Inclusive leaders empower by reversing roles; they model the act of taking a different perspective, which facilitates employees' development.*
6. **Keep an open mind to uncertainty and the possibility of unanticipated success.** *Creating space for others to step forward will lead a path to temporary uncertainty – which can bring forth its own advantages.*

What's New with the DDM Seminar Series?

The Deputy Director for Management (DDM) Seminar Series, now in its eighth year, has become a staple for NIH employees who want to enhance their leadership and management skills. In a new turn of events, the NIH Office of Management has added a fifth DDM Seminar to this year's series. Join us on September 25 for researcher and author Dr. Dan Arieli speaking on "Now and Later: The Problem of Self-Control." Plus, we're already gearing up for next year. Speaker nominations for the 2014-2015 DDM Seminar Series are open on our website from July 1-31. Visit <http://www.ddmseries.od.nih.gov/index.html> and nominate a speaker today!

You may now receive 1.5 hours of supervisory course credit by attending DDM Seminars both in-person and online. By attending in-person, you can sign in and we'll enter credit into LMS for you. If you watch live via NIH Videocast, you can register in LMS on the morning of the seminar then launch the video from the Videocast website to receive credit. Also, we now have an NIH Yammer Group, "Fans of the DDM Seminar Series" where employees can share what they've learned and receive special updates and photos. Visit Yammer at www.Yammer.com. If you have any questions or feedback, contact NIHTC Program Manager Virginia Hill at Virginia.Hill@nih.gov.

New Class: Planning and Leading Engaging Virtual Meetings

If you are in charge of leading meetings with remote participants, this class is for you. Virtual meetings serve NIH's unique structure, with employees dispersed across several on and off-campus buildings, as well as in North Carolina and Montana. In this 90-minute interactive virtual workshop, you will learn new tips, techniques and guidelines for designing and facilitating virtual meetings, where all or some people join the conversation from afar.

- Date: **September 22**
- Time: **10am-11:30pm**
- Format: **100% remote - webinar/conference call format**
- Tuition: **\$149**

For more details and to register, visit: <http://trainingcenter.nih.gov/ShowDetails.aspx?cid=NIHTC4014>. Space is limited; register early!

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4th Quarter FY 2014 Course Offerings

Course Title	Length	Start Dates	Course #
Acquisitions Management			
Federal Appropriations Law Refresher	1 day	7/1, 7/25, 8/11	NIHTC5524
Property Management Refresher	2 days	7/14	NIHTC9520
Purchase Card Training (NBS)	3 days	7/28, 8/25	NIHTC9512
COR Refresher	1 day	7/31, 9/4	NIHTC9647
Internal & External Requisitioner (NBS)	1 day	7/31	NIHTC9516
Professional Services	1 day	8/1	NIHTC5512
CONT100 Staging Smart Business Arrangements	5 days	8/4	NIHTC9566
Simplified Acquisition & Delegated Procurement (NBS)	5 days	8/4	NIHTC9513
Basic Simplified Acquisition	5 days	8/4	NIHTC9530
Basic COR Training	5 days	8/4, 9/8	NIHTC9546
Advanced Simplified Acquisition	5 days	8/11	NIHTC9532
Annual FAR Update	1 day	8/12	NIHTC9558
Federal Appropriations Law	3 days	8/18	NIHTC5521
CONT110 Mission Support Planning	5 days	8/25	NIHTC9568
NBS PCard Logs & Reconciliation (Refresher)	1 day	8/28	NIHTC2635
Introduction to NIH Property Management (NBS)	3 days	9/3	NIHTC9517
Administrative Systems & Policy			
ITAS for Supervisors & Leave Approv. Officials	1 day	7/9	NIHTC2627
Basic ITAS for Timekeepers	2 days	7/17, 8/11, 9/8, 9/15	NIHTC2624
Advanced ITAS for Timekeepers	1 day	7/31, 8/29	NIHTC2626
HR Data and Analysis	1 day	8/19	NIHTC4011
Title 42 at NIH	2 days	8/26	NIHTC8810
Capital HR Systems Training	1 day	9/9	NIHTC4009
Computer Applications			
Introduction to Microsoft Project 2010	1 day	7/23	NIHTC6649
Intermediate Microsoft Excel 2010	1 day	9/12	NIHTC6648
Management, Supervision & Leadership Skills Development			
Supervisory Essentials Training	3 days	8/13	NIHTC9511
Supervisory Refresher	2 days	8/20	NIHTC9561
Professional Development			
Increasing Individual Productivity	1 day	7/10	NIHTC5110
Managing Change at NIH: How to be a Successful Change Agent and Sponsor for Results	1 day	7/11, 9/5	NIHTC4103
Writing & Managing Executive Correspondence	2 days	7/14	NIHTC2115
Project Management	2 days	7/17, 9/29	NIHTC9414
Introduction to the NIH Budget Process	1 day	7/18, 8/19	NIHTC5620
Risk Management	1 day	8/22	NIHTC9543
Managing Effective Meetings	1 day	9/8	NIHTC4101
Powerful Presentations and Public Speaking	1 day	9/12	NIHTC4006
Gray Matters - Critical Thinking and Decision-Making	1 day	9/12	NIHTC4401
Managing Up: Communicating with your Boss	1 day	9/22	NIHTC1019
Successful Conflict Resolution	1 day	9/22	NIHTC4202
Handling Difficult Conversations	1 day	9/26	NIHTC4201
Leadership Skills for Non-Supervisors	1 day	9/23	NIHTC1071
LMS Administrator Training			
LMS Local Learning Registrar	1 day	8/18	NIHTC1001
LMS Learning Administrator	2 days	9/10	NIHTC1003
Retirement			
Pre-Retirement Workshop (CSRS)	3 days	7/9, 9/3	NIHTC5812
Pre-Retirement Workshop (FERS)	3 days	7/23, 8/4, 8/13, 9/8	NIHTC5810
Mid-Career Retirement Workshop	2 days	8/21	NIHTC5814
Travel			
Foreign/Sponsored Travel Refresher	1 day	7/8	NIHTC2707
Domestic Travel (Gov/Trip Travel System)	3 days	7/14, 8/20	NIHTC2700
Travel for AOs & Approving Officials (Gov/Trip)	1 day	7/21	NIHTC2703
Foreign Travel (Gov/Trip Travel System)	2 days	7/23, 8/29	NIHTC2701
Domestic Travel Refresher (Gov/Trip)	1 day	7/25	NIHTC2706
Sponsored Travel (Gov/Trip Travel System)	1 day	7/31	NIHTC2702

See all the classes we offer: <http://trainingcenter.nih.gov/Default.aspx>
Check out our monthly calendar for courses still accepting enrollment: <http://trainingcenter.nih.gov/calendar>