#### National Institute of Environmental Health Sciences National Institutes of Health Department of Health and Human Services

Applicant Information Meeting Request for Applications RFA-04-005 & RFA-04-006 Division of Extramural Research & Training September 2, 2004





S. Environmental Protection Agency



#### Introduction



#### Joseph T. Hughes Jr. Director Worker Education and Training Program Division of Extramural Research & Training



# Briefing Meeting Guidelines

- ⑦ Agenda
- ⑦ Site Logistics
- ⑦ Notebooks and Handout Information
- ⑦ Questions & Answers
- ② Question Forms









#### Anne P. Sassaman, Ph.D. Director Division of Extramural Research & Training



Human health and human disease result from three interactive elements: environmental factors, individual susceptibility and age. The mission of the National Institute of Environmental Health Sciences (NIEHS) is to reduce the burden of human illness and dysfunction from environmental causes by understanding each of these elements and how they interrelate.



#### **Program Overview**



### Joseph T. Hughes Jr.

#### Director Worker Education and Training Program Division of Extramural Research & Training



#### **APPLICANT BRIEFING**



#### RFA ES-04-005 - Hazardous Materials Worker Health & Safety Training and RFA ES-04-006 - Hazmat Training For the DOE Nuclear Weapons Complex

### RFA PROGRAM COMPONENTS



- HAZARDOUS WASTE WORKER TRAINING
- MINORITY WORKER TRAINING
- EPA- BROWNFIELDS MINORITY WORKER TRAINING
- HAZMAT DISASTER PREPAREDNESS TRAINING
- DOE-NUCLEAR WEAPONS HAZMAT TRAINING

#### **RFA PROGRAM GOALS**

- Diffusion of NIEHS WETP awardee model programs and best practices
- •Creation of national safety and health training benchmarks and guidance
- Integration of safety and health training with work practices, skills development & workplace OSH programs
- •Establishment of innovative program evaluation protocols to demonstrate training effectiveness and impact
- Development of worker-centered education & training delivery to support lifelong learning, workplace protections, ease of accessibility & new opportunities for hazardous waste workers & emergency responders



## **RFA** Program Concerns

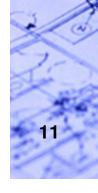


- Domestic non-profit organizations
- Demonstrated expertise and experience in worker training & education
- Demonstrated ability to reach and involve target worker populations that is national or regional in scope
- Target HAZWOPER populations covered by 29 CFR 1910.120 of OSHA

#### NIEHS WETP:TRAINING EVALUATION COMPONENTS



- Competent program management
- Adequate training facilities
- Access to target population
- Requirement for outside evaluations of each grantee program
- Independent NIEHS program evaluation
- Effective program training plan with course evaluation



## NIEHS WETP QUALITY ASSURANCE



- Cooperative agreement terms and conditions
- Compliance with NIEHS Minimum Criteria (Appendix E of 1910.120)
- Advisory boards
- Review of progress reports
- Technical meetings and workshops

#### NIEHS Hazardous Waste Worker Training Program



• The Superfund Amendments and Reauthorization Act of 1986 (SARA), Section 126(g), authorizes an assistance program for training and education of workers engaged in activities related to hazardous waste generation, removal, containment or emergency response and hazardous materials transportation and emergency response.

• Long-term goals of the model training programs should be to assure that workers become and remain active participants in determining and improving the health and safety conditions under which they work and that avenues for collaborative employer-employee relationships in creating safe workplaces are established.

#### HWWT Program Concerns

- Consortia arrangements and training partnerships are encouraged
- Programs must be multi-state or national in scope to reach broad worker populations
- Training should encourage peerlearning, hands-on activities, & critical thinking skills
- Training evaluation should measure student learning, assess training impact



# Upgrade Work Practices & Technical Skills



#### **Simulation of Hazards**



#### NIEHS Hazmat Disaster Preparedness Training Program



- Foster the development of specific training as an extension of the existing program for the purpose of preparing a cadre of experienced workers for prevention and response to future terrorist incidents in a wide variety of facilities and high-risk operations;
- Complement the Department of Homeland Security's (DHS) various preparedness training programs by enhancing the safety and health training capacity of hazmat workers and emergency responders;
- Training to potential response workers must be closely coordinated with the activities of the Department of Homeland Security (DHS), related agencies in the DHHS and other involved local, state and federal entities.

#### HDPT Program Concerns

- Training partnerships are encouraged with state and local response agencies
- Training modules on various different biological, radiological, and chemical agents that can be incorporated into refresher courses
- Training must reference the National Incident Management System (NIMS) protocols
- Training should augment prevention and preparedness efforts in a wide variety of high risk settings

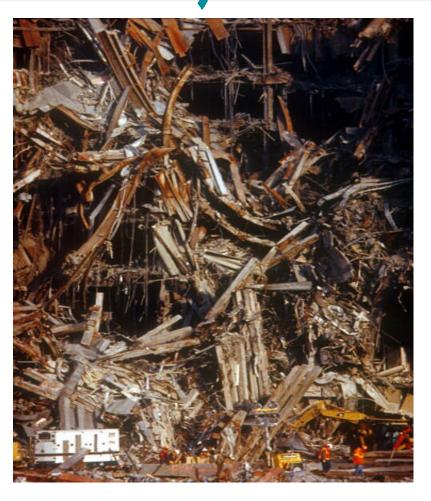


# NIEHS Disaster Response Training



Immediate supplemental funding to support World Trade Center response efforts:

- site training
- provision of respirators
- worker exposure monitoring
- consultation on the site safety plan





#### NATIONAL CLEARINGHOUSE FOR WORKER HEALTH AND SAFETY 4 TRAINING



- National Clearinghouse for Worker Safety and Health Training, which is a support contractor to NIEHS, is the primary communications channel through which the WETP distributes technical reports, news updates, and training information to its awardees, interested members of the hazardous waste worker-training community, and the public.
- National Clearinghouse Web site is maintained at: <u>http://www.wetp.org</u>
- Publishes weekly Hazmat Newsbrief every Friday
- Plans and provide logistics for NIEHS Technical Workshops
- Catalogs and distributes NIEHS Worker Health and Safety
  Training Curricula

# MWT/BMWT Components & Ongoing Initiatives



#### **Sharon D. Beard**

Industrial Hygienist/Program Administrator Worker Education and Training Branch Division of Extramural Research & Training



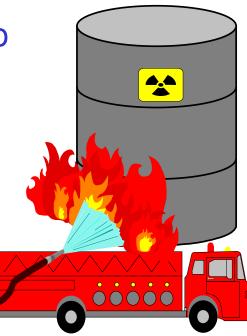


# **MWT/BMWT Program Goals**



#### Hazardous Materials Worker Health and Safety Training (ES-04-005)

- Minority Worker test strategies to recruit, train and employ people of color living in urban communities for remediation work.
- Brownfields-broaden Minority Worker to focus on EPA Brownfields Communities in support of the EPA Brownfields National Partnership Agenda.





#### History of Minority Worker Training Program



#### MWTP established in 1995 by HUD, VA Conference Report

#### 3,000,000 + direct appropriation to:

- train urban young adults for environmental jobs
- teach life skills training and health and safety

#### Accomplishments

- Over 2600 students trained
- 64% job placement rate

#### **History of MWTP & BMWTP**



• BMWTP established in 1998 thru EPA Brownfields Program and National Partnership Agenda

#### • 3,000,000 appropriation to:

- train workers at brownfields
- develop partnerships with groups.

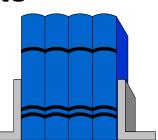
#### Accomplishments

- Trained approx. 2000 students at over 20 Brownfields Communities
- 66% job placement rate

# MINORITY WORKER & \_\_\_\_\_\_ BROWNFIELDS PROGRAM



- Recruitment of people of color residents of all age groups
- No age restrictions for participants
- Life skills, mentoring, & remedial education



- Health and safety/environmental training
- Job Skills based training (trade and or craft specific)
- Job placement and tracking of trainees

# MINORITY WORKER TRAINING PROGRAM



- No age restrictions for participants
  - Strongly encourage recruitment of young adults
- Target training for urban communities (2 - 5 urban cites)
- Job placement in various construction trade, hazardous waste & environmental industry
- Promote partnerships with academic and other institutions, i.e. historically black colleges and universities (HBCUs), public schools and community-based organizations



#### BROWNFIELDS MINORITY WORKER TRAINING PROGRAM



- Discourage overlap/duplication in training
- **Target 2-5 Brownfields Assessment Grants** 
  - → <u>http://www.epa.gov/swerosps/bf/pilot.htm</u>
- Job placement targeting **Brownfields** cleanup sites
- Establish partnerships with the Brownfields Assessment Demonstration Grants
- Training close to the Brownfields Community



# **Objectives**



- Access to target population (no overlap)
- Appropriate adult education (life skills)
- Detailed training plan

- Qualified key personnel
  - -i.e. technical, trade, and adult education
- Retention/tracking of Students
- Partnerships critical

# Other important objectives of /information



- Broad scope of training
- Evaluation of approach/training
- Immediately initiate direct worker training



- Utilization of existing curricula
- Demonstrate sharing of resources or provide evidence of connection with other job training programs
- Outreach to community and underserved populations
- Job placement activity and establish relationships with contractors



#### Ongoing Initiatives: Why Important!



- Emerging training innovations, technologies and approaches
- Woven and integrated into the framework of the program
- Include opportunities for input and collaboration by labor, management, local government officials and other stakeholders
- Vision for integrating training into other workplace programs and initiatives.

## **Ongoing Initiatives**



- Targeted Model
   Training Programs
- Innovative Technology Deployment & Training '
- Advanced Training Technology & Distance Learning
- Training Partnerships and Building Effective Consortia

- Integration of H&S and Jobs Skills Training
  - Community Involvement & Outreach (Super JTI)
- Training & Integration
   with Workplace
   Safety & Health
   Programs



# Ongoing Initiatives Continued



- Guidelines for Training in Support of Workplace Safety and Health Programs
- Environmental Job Training Summit
- Learning from Disasters: WMD Preparedness Through Worker Training
- Worker Training in a New Era: Responding to New Threats



# Important things to remember...



#### Please read the RFA and talk to NIEHS staff

Use the WETP web site: http://www.niehs.nih.gov/wetp/home.htm Use the web version of the RFA and the supplemental instructions

Send questions to wetp@niehs.nih.gov

Frequently asked questions (FAQ's) will be posted on the Worker Training web-site

#### **WETP Resources**



- http://www.niehs.nih.gov/wetp/home.htm
  - NIEHS Worker Training Homepage
  - http://www.niehs.nih.gov/wetp/program/minority.htm
    - NIEHS Minority Worker Training Page
- <u>http://www.niehs.nih.gov/wetp/program/brownfields.htm</u>
   NIEHS Brownfields Minority Worker Training Page
- http://www.wetp.org
  - NIEHS National Clearinghouse Page

## If you have questions....



# Sharon D. Beard

Industrial Hygienist NIEHS Worker Education and Training Program Phone: 919-541-1863 ; fax: 301-451-5595 Email: beard1@niehs.nih.gov or wetp@niehs.nih.gov Web site: http://www.niehs.nih.gov/wetp/home.htm

#### HAZMAT TRAINING AT DOE NUCLEAR WEAPONS COMPLEX RFA-ES-04-006

NITERS Netland Institute of Environmental Health Sciences National Institutes of Health Department of Health Department of Health

Ted Outwater Public Health Educator/Program Administrator Worker Education and Training Branch Division of Extramural Research & Training



- NATIONAL DEFENSE AUTHORIZATION ACT: Section 3131
- Interagency Agreement with DOE to develop model worker safety and health training programs at DOE facilities.
- Support worker training for the purpose of DOE site clean-up activities, waste management and hazardous materials response.

# 



WORKER EDUCATION & TRAINING PROGRAM

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## **Main Points from RFA**



- PURPOSE OF THIS RFA
  - BACKGROUND INFORMATION and LINKS
- PROGRAM DESCRIPTION and LINKS

- GENERAL TRAINING GOALS AND OBJECTIVES
- ONGOING PROGRAM
   INITIATIVES
- COOPERATIVE
   AGREEMENT

#### **DOE RFA Concerns**



- Create training partnerships with DOE contractors drawing on skilled workers
- Promote a culture of continuous learning and integrated safety management
- Blend advanced training technology with classroom and hands-on learning
- Reduce redundancy and draw on DOE lessons learned in training delivery



#### NIEHS WETP:TRAINING EVALUATION COMPONENTS



- •Competent program management
- Adequate training facilities
- •Access to target population
- •Requirement for outside evaluations of each grantee program
- Independent NIEHS program evaluation
- •Effective program training plan with course evaluation



#### Concerns

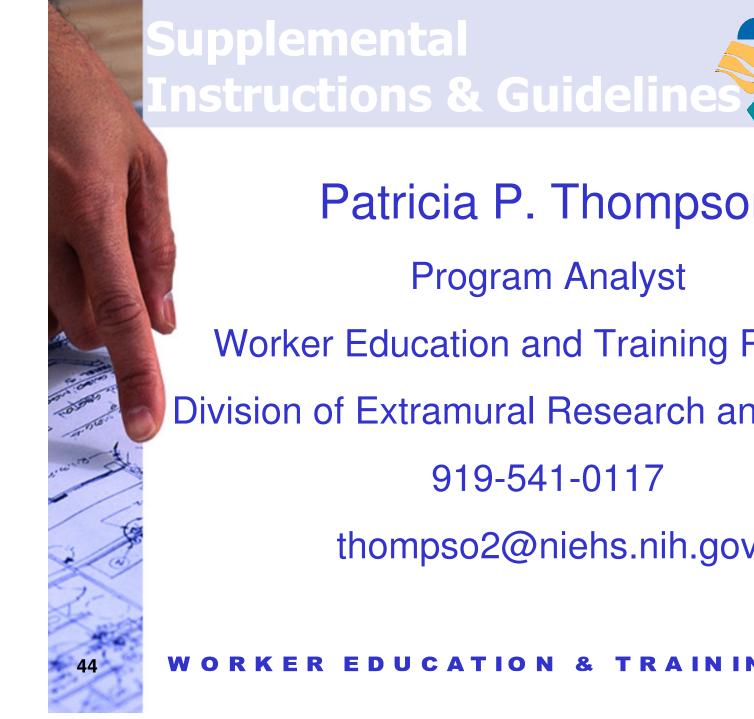


- Domestic non-profit organizations
- Demonstrated expertise and experience in worker training & education
- Demonstrated ability ability to reach and involve target worker populations

## NIEHS WETP QUALITY ASSURANCE



- Cooperative Agreements
- Compliance with NIEHS Minimum Criteria
- Advisory Boards
- Review of progress reports
- Technical meetings and workshops





Patricia P. Thompson **Program Analyst** Worker Education and Training Program **Division of Extramural Research and Training** 919-541-0117 thompso2@niehs.nih.gov

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## **Tips for a Success Application**



- Make it easy for the reviewers, follow the instructions in the RFA
- Application should be well organized, clearly written, and complete in all details
- Closely follow the Supplemental Instructions and Guidelines



## **General Information**



- Two separate solicitations and supplemental instructions (RFA ES-04-005 and RFA ES-04-006)
- Applicants should submit one application which contains separate budget pages and a training plan for up to a five-year period (9/1/2005 – 8/31/2010).
- If applying for more than one program (HWWT, MWT, BMWT, and HDPT) under the <u>RFA ES-04-005</u>, separate budget pages and a separate training plan must be submitted for EACH program.

# General Information Cont

- Type the name of the Principal Investigator at the top of each printed page and each continuation page.
- Number pages consecutively at the bottom center.
- The pages should be identified at the top right corner by the appropriate program.

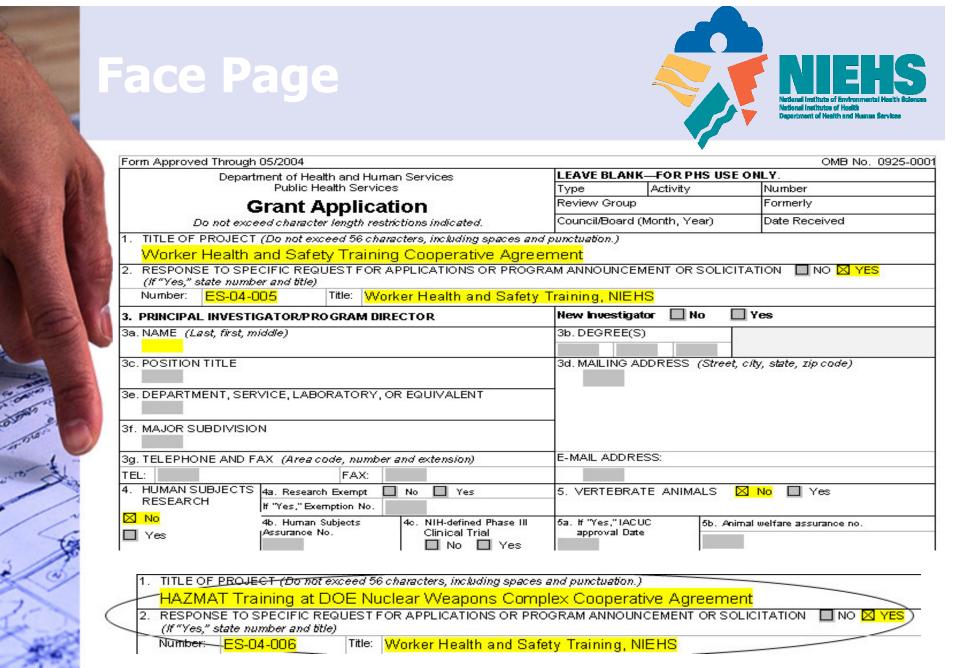
#### **Specific Instructions** (I. Section C)



- Face Page
- Description, Performance
   Sites, and Key Personnel
- Table of Contents
- Detailed Budget for Initial Budget Period
- Budget for Entire Proposed Period of Support
- Biographical Sketch

- Other Support
- Resources
- Training Plan
- Personnel Table
- Checklist
- Letter of Support
- Appendix





#### **Description, Performance Site (s) & Key Personnel**



Principal Investigator/Program Director (Last, First, Middle): <mark>Last, First, Middle</mark>

DESCRIPTION: State the application's broad, long-term objectives and specific aims, making reference to the health relatedness of the project. Describe concisely the research design and methods for achieving these goals. Avoid summaries of past accomplishments and the use of the first person. This abstract is meant to serve as a succinct and accurate description of the proposed work when separated from the application. If the application is funded, this description, as is, will become public information. Therefore, do not include proprietary/confidential information. **DO NOT EXCEED THE SPACE PROVIDED.** 

- Include one sentence stating which programs you are applying for, indicating the total cost (direct plus F&A) for each.
- State the application's broad, long-term objectives and specific aims for worker health and safety training.
- This abstract is meant to serve as a brief and accurate description of the proposed work when separated from the application.

PERFORMANCE SITE(S) (organization, city, state) List site where training will be performed.

KEY PERSONNEL. See instructions. Use continuation pages as needed to provide the required information in the format shown below. Start with Principal Investigator. List all other key personnel in alphabetical order, last name first.

Name	Organization Role or	n Project	
Jones, Michelle	ABC Principa	al Investigator	
PHS 398 (Rev. 05/01)	Page 2 Number pages consecutively at the bot		age 2

## **Table of Contents**



Follow PHS 398 format except for the following:

- Change "Research Plan" to "Training Plan"
- Delete Introduction to Revised Application and Introduction to Supplemental Application
- Replace items a-j in the PHS 398

Research Plan Training Plan	
Introduction to Revised Application ( <i>Abt to exceed 3 pages</i> )	
Introduction to Supplemental Application (Not to acceed one page	
A. Specific Aims	
B. Background and Significance	
C. Preliminary Studies/Progress Report/	(Items A-D: not to exceed 25 pages*)
Phase I Progress Report (SBIR/STTR Phase II ONLY)	* SBIR/STTR Phase I: Items A-D limited to 15 pages.
D. Research Design and Methods	
E. Human Subjects	
	Face Page is marked "Yes")
	e is marked "Yes")
Inclusion of Minorities (Required if Item 4 on the Face Pa	ge is marked "Yes")
Inclusion of Children (Required if Item 4 on the Face Pag	e is marked "Yes")
Data and Safety Monitoring Plan (Required if Item 4 on th	ne Face Page is marked "Yes" <b>and</b> a Phase I, II, or III clinical
trial is proposed	
F. Vertebrate Animals	
G. Literature Cited	
H. Consortium/Contractual Arrangements	
I. Letters of Support (e.g., Consultants)	
J. Product Development Plan (SBIR/STTR Phase II and Fast-	Track ONLY)

#### Table of Contents/ Training Plan



Λ	Chosific Aimo	-
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Β.	Specific Aims	
C.	Progress Report/Compliance with Terms of Prior Award (s)	
D.	Progress Report/Compliance with Terms of Prior Award (s) Administration, Staff, Advisory Board	
E.	Target Populations	
F.	Training Program	$\langle \_$
G.	Training Facilities and Institutional Resources	
H.	Quality Control and Evaluation Plan	
Ι.	Consultants/Collaborators	
J.	Consortium/Contractual Arrangements	
K.	Training Facilities and Institutional Resources.	C
Derso	onnel Table	
Chec	klist Form Page	
ette	rs of Support	

## **Training Plan**



- Follow the plan of the Table of Contents
- If applying for more than one program (HWWT, MWT, BMWT, and HDPT) under the <u>RFA ES-04-005</u>, each Training Plan must keep within the 25 page limit.
- Each topic in the Table of Contents should be addressed.

## **Target Populations**



- Identify, describe, and document access to target populations to be trained
  - size of the target population
  - worker profiles
  - types of hazardous materials
  - trades and job categories to be trained
  - geographic locations of workers
  - degree of health and safety training already received
  - young persons who live near hazardous waste site (MWTP)

### **Training Program**



Proposed training program should include...

- Duration of training
- Number of training courses to be held
- Number of students to be trained

Type of	2005	- 2006	2006 ·	- 2007	2007	- 2008	2008	- 2009	2009	- 2010	Тс	otal
Course	CRS.	STD.	CRS.	STD.	CRS.	STD.	CRS.	STD.	CRS.	STD.	CRS.	STD.
40-Hour Hazardous Waste Worker	50	1,000	50	1,000	50	1,000	50	1,000	50	1,000	250	5,000
8-Hour Hazardous Waste Worker Refresher	100	2,000	100	2,000	100	2,000	100	2,000	100	2,000	500	10,000
80-Hour Train- the-Trainer	10	100	10	100	10	100	10	100	10	100	50	500
Total	160	3,100	160	3,100	160	3,100	160	3,100	160	3,100	800	15,500

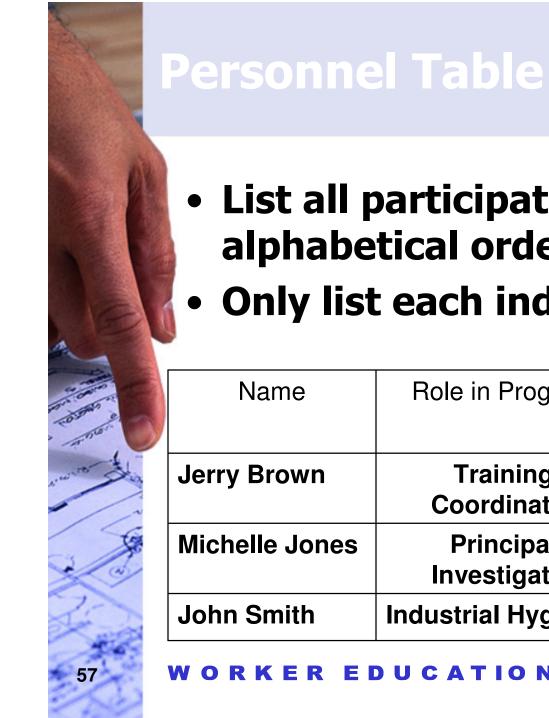
\*CRS. = Courses and STD. = Students



#### **Training Program**



- Describe curriculum to be used
  - Use existing curricula
  - Do not include copies of actual curriculum as appendix material.
  - Outline each curriculum, (not to exceed two pages in length and should be included in appendix only).





- List all participating individuals in alphabetical order
- Only list each individual once

Name	Role in Program	Total Level of Effort (%)	Affiliations		
Jerry Brown	Training Coordinator	35%	ABC		
Michelle Jones	Principal Investigator	30%	ABC		
John Smith	Industrial Hygienist	10%	ABC		

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PROGRAM

## Make the Reviewers Job Easy!



• Be Clear

Be Complete but Concise

Be Organized

#### **Best of Luck!**





#### **Carolyn Mason**

Deputy Grants Management Officer Division of Extramural Research and Training

## **Application Instructions**



- <u>http://grants1.nih.gov/grants/funding/phs398/phs398.html</u>
- http://grants.nih.gov/grants/guide/rfa-files/RFA-ES-04-006.html
- http://grants.nih.gov/grants/guide/rfa-files/RFA-ES-04-05.html
- http://www.niehs.nih.gov/wetp/about/funding.htm#current

# Budget Preparation/Justification

- Keep the format <u>simple</u> and <u>direct</u> MUST USE PHS 398
   FORM PAGES
- Make sure the information is <u>complete</u>
- Provide <u>convincing</u> information
- Make certain information is <u>accurate</u>
- Cost Principles are available at: <u>http://www.whitehouse.gov/omb/circulars/a021/a21\_2004.html</u> <u>http://www.whitehouse.gov/omb/circulars/a122/a122\_2004.html</u>

#### Personnel



- What is each staff 's effort on the project?
- Is the Principal Investigator's effort reflective of the responsibilities of a PI?
- Has the appropriate institutional base salary been included?
- Is the salary requested consistent with the institutional salary?
- Is a justification and description included for each individual's role on the project?
- Handout on Roles and Responsibilities

#### **Consultant Considerations**

- Who are the Consultants and what institutions are they affiliated with?
- Are biographical sketches included?
- What portions of the project require advice from consultants?
- Does the application include letters of commitment from consultants:
- Are fees, travel and per diem costs broken down?

## Equipment Considerations



- Has a survey of available equipment been conducted prior to requesting in the application?
- Are equipment items available which could be shared?
- Is it more economical to rent any of the items rather than purchase them?

#### **Supplies**



- Are the major subcategories of supplies identified?
- Where applicable, are unit prices shown?
- Does the justification match the amounts indicated elsewhere in the application?

#### Travel



- Are all travel costs itemized and categorized?
- Is the amount requested and reason for the anticipated travel consistent with the training goals and appropriate for the effort devoted by the proposed staff?
- Does the justification demonstrate a direct benefit to the project?



#### **Other Expenses**



#### Are requested costs itemized and appropriately justified?

#### **Consortium Costs**



- Does the project require third party costs or include other institutions? If so, has the need for third-party costs been anticipated?
- Are detailed budgets and justifications including facilities and administrative costs included?
- Are budgets and statements of intent (or Face Page) signed by authorizing official of consortium institution?

#### **Future Years**



- Is the amount of escalation requested supported by institutional policies?
- Are any necessary cost breakdowns included?
- Does the application provide full justifications for additions and other changes in future years?

### **Helpful Hints**



- Read the RFA guidelines <u>carefully</u>
- Read the PHS 398 instructions and Special Instructions <u>carefully</u>
- Don't assume that reviewers will "know what you mean"
- The application will be scored only on the information provided in the application.
- Use resources web pages, NIEHS staff
- Seek appropriate advice
- Make the application <u>easy to read</u> and follow

#### Items to be noted



- Principal Investigator may <u>not</u> also be Administrative Official <u>or</u> Official Signing for Applicant Organization
- Follow instructions for Form Pages in Supplemental Instructions, i.e. -Section 2, Description Section 3, TOC Sections 4&5, budget pages

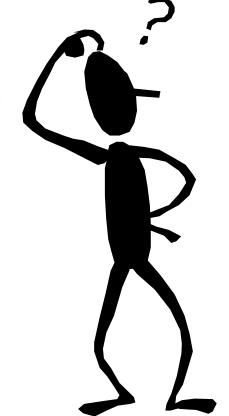
#### Items to be noted cont.

- Section 7, Other Support This is a JIT item
- Section 9, Training Plan follow
   Supplemental Instructions
- Section 10, Personnel Table complete in format provided
- Section 11, Checklist -note Supplemental Instructions



# **QUESTIONS?**





- Carolyn Mason
- 919/541-1373
- mason6@niehs.nih.gov
- Pamela Evans
- 919/541-7629
- evans3@niehs.nih.gov

WORKER EDUCATION & TRAINING PROGRAM

# **Application Process and Peer Review**



# Sally E. Eckert-Tilotta, Ph.D. Scientific Review Administrator Scientific Review Branch National Institute of Environmental Health Sciences (919) 541-1446 eckertt1@niehs.nih.gov



# **Letters of Intent**

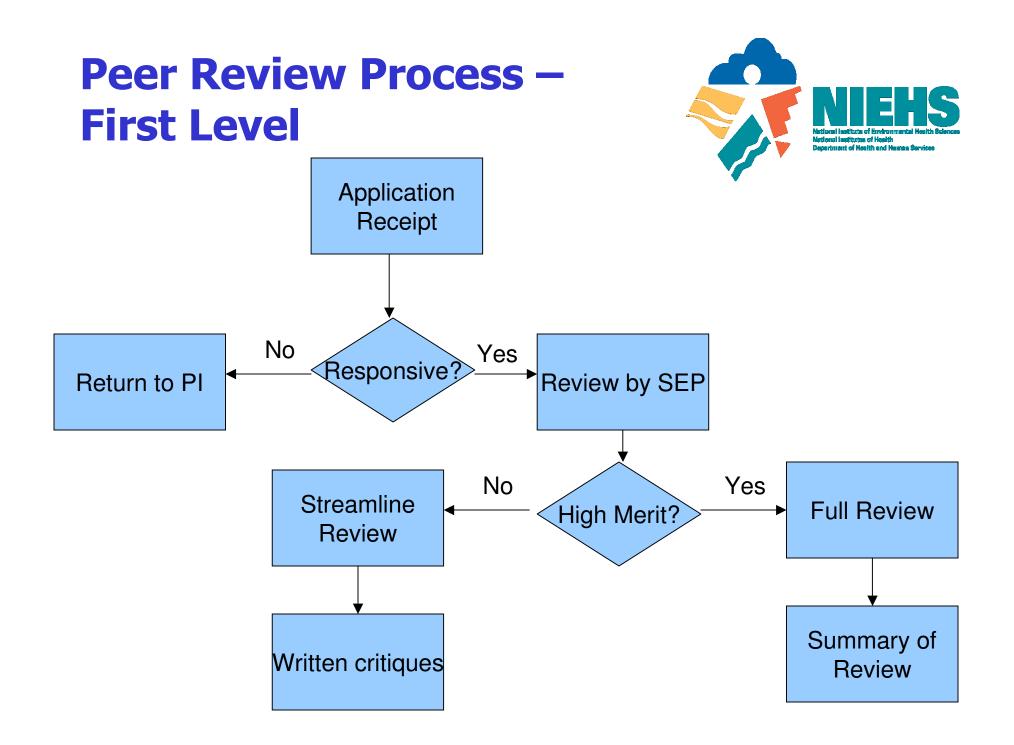


- Letter of Intent (LOI) due October 22, 2004
- Separate LOIs for each RFA; indicate which RFA
- Hard copy to me at address in RFA or fax to 919-541-2503 or email to <u>eckertt1@niehs.nih.gov</u>
- List components to which you are applying; PI name, address, telephone number, email address; key personnel; and participating organizations.

#### **Application Process Pointers**



- Receipt Date, November 22, 2004 (firm)
- Original and 3 copies to Center for Scientific Review (CSR)
- Two copies to NIEHS to my attention
- Appendices (5 copies) sent ONLY to NIEHS to my attention
- PLEASE do not bind applications
- Color figures in appendices



# Peer Review Process – Second Level



- Funding plan prepared by program administrators
- Submitted to National Advisory Council for concurrence
- Council meets May 2005
- Funding decisions communicated with PIs

# **Special Emphasis Panels** (SEPs)



- Two SEPs, one for each RFA
- Composed of experts with expertise relevant to the applications and the RFA
- Reviews are confidential, panelists are required to disclose potential conflicts of interest
- Applications with full review will be given priority score between 100 (best) and 500

# **Special Emphasis Panel -2**



- Each component of ES-04-005 applications
   will be reviewed separately and scored
   (100 500)
- Multi-component applications will receive an overall score in addition to component scores
- All PIs will receive summary statement with written critiques; fully discussed applications will include summary of discussion

#### **Review Criteria**



- Reviewers will evaluate the technical merit of the applications based on the review criteria presented in RFA.
- They will assess Significance, Approach, Key Personnel, Environment
- Budgets will be reviewed for their appropriateness to scope of work and level of effort for key personnel.

# Additional Points to Consider



# Supplemental instructions must be followed; applications can be returned

- Review criteria are specific to each RFA, and ES-04-005 has multiple components with specific review criteria
- Competing renewals have additional requirements

# Applications that review poorly...



- Lack clarity. Reviewers are unable to determine what you are planning to do.
- Lack sufficient detail. Specificity generates confidence.
- Are poorly prepared. Typos, misspelled words, small font size, poor grammar irritate reviewers.
- Are poorly thought out. Reviewers can tell a first draft when they see one.

# Applications that review well...



- Specifically address all the essential components of the RFA. Tell the reviewers what they need to know.
- Are clearly written, well organized, and prepared according to instructions. Again, don't make the reviewers work too hard.
- Demonstrate rather than assure. "Trust me" attitude is kiss of death.



# **Contact Information**



### Sally E. Eckert-Tilotta, Ph.D. Scientific Review Administrator National Institute of Environmental Health Sciences (919) 541-1446 eckertt1@niehs.nih.gov

WORKER EDUCATION & TRAINING PROGRAM