NIHTraining Center
Highlights

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4th Quarter FY 2006

The NIH Senior Leadership Program Returns

New for 2006! The NIH Training Center is pleased to announce a new partnership with The George Washington University Center for Excellence in Public Leadership, to facilitate the NIH Senior Leadership Program this fall. The 10-day leadership program is customized to meet the needs and challenges affecting managers at NIH. Key topics include:

- Negotiation Skills
- Managing Change and People
- Leadership Values and Ethics
- Executive Communications
- Building Coalitions
- Strategic Decision Making: Strategy Mapping
- Results-Oriented Performance: Measuring for Success
- Coaching Others for Development and Performance

The program features a variety of executive coaching sessions, a battery of assessments, (including the FIRO-B, MBTI and Stages of Contribution 360 Feedback) and presentations from senior leaders at NIH and honored guests within the scientific research field.

The September-November program is completely full, however, nominations are welcome for the winter program, which will tentatively be held in January-March, 2007.

This program is tailored for IC teams of senior NIH scientific and administrative leaders (e.g. Scientific Directors, Executive Officers, Executive Committee Members, SES/SBRS, and Senior Title 42 or 38 staff) at the GS-15 or equivalent level and above. A team must be comprised of four to six people with a mix of Scientists and Administrators.

Nominations will be vetted through each IC's Executive Office. One primary goal of the program is to have a participant population that is diverse, spanning multiple career backgrounds, responsibilities and interests. This will maximize opportunities for participants to learn from one another. If you are interested in participating in the program, consult with your Director. For additional program details, please contact Keisha Berkley at berkleyk@od.nih.gov or (301) 451-7303.

The NIH Training Center Partners with the Clinical Center to offer Leadership in Performance Management Training for the Human Capital Group

The NIH Training Center, in partnership with the Clinical Center, Office of Workforce Planning and Organizational Development, is offering leadership training designed for Human Capital Group (HCG) Managers and Supervisors who lead others with managerial responsibility. The program benefits leaders who require strong decision-making skills and the ability to lead, motivate and hold others accountable.

Key topics:

- NIH leadership and management competency model, designed to enhance management effectiveness across the organization
- Core competencies required to develop and support a committed workforce
- How to write measurable performance standards
- The rights and responsibilities of managers and employees within the Federal workplace
- How to address performance management issues
- Situation-Behavior-Impact (SBI) Model for giving effective feedback
- Emotional intelligence in leadership

The three-day training begins this fall. For additional information about the program, please contact Keisha Berkley at berkleyk@od.nih.gov or (301) 451-7303.

2006 NIH Directors Awards Ceremony

A significant accomplishment of the Office of Strategic Management Planning (OSMP) was the coordination of the NIH Director's Awards Ceremony, held on July 12 at the Natcher Building. Forty-nine individuals and 30 groups received NIH Director's Awards. Select individuals also received Mentoring, Commission Corps, EEO and NIH Roadmap Awards. In total, more than 350 NIH staff members were recognized for outstanding achievement. This event required 36 volunteers within the Office of the Director and plenty of hard work. Special thanks to all the volunteers who made this event a success. According to Tammy McClure, NIH Awards Coordinator, "This was a time for NIH to reflect on the wonderful accomplishments that were made throughout 2005 – congratulations to all."

Dr. Elias Zerhouni addressing award recipients and guests

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://learningsource.od.nih.gov/requestform.asp

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Looking to Expand Your Network?

Do you want to accomplish business tasks easier? Networking is an option that may help. Some networkers have actually been given a negative connotation in many circles but perhaps they've been given a bad reputation because of how they do it. If you feel that you are not one of those "schmoozers" don't fret!

What Networking Isn't

Networking isn't glad-handing or making phony connections with people in hopes of using them or their connections. It is not the act of making friends with people only because of the positions they hold, or the favors they can do for you. Networking is not effective when you act as a "lone ranger" – that is, when you need a job, information, or assistance, you actively pursue someone to address these needs.

What Networking Is

Networking works better if you view it as a way of life – a way of getting more done with less. Relationship building with individuals you either know or would like to know better is a pretty good criterion to form a basis for networking. You may even choose to network with organizations that can help your department function more effectively. However, the key to networking is building the relationships before you need help.

General Networking Tips

To become a better networker, it requires one simple step—just do it! Fear of meeting people, of looking phony or of not feeling comfortable go away over time as you challenge yourself to move out of your comfort zone. Attending networking events with friends and colleagues can make a difference as well.

Some important points to remember:

- Be confident
- Use business cards
- Engage people and listen
- Ask people what they do
- Have something to say
- Follow up quickly

It is important to be clear about your intentions and be nice to everyone you encounter – you never know what the future holds.

The ultimate goal is to be yourself as you build relationships for life!

Meet the Workforce Support & Development Division Staff

Melanie Keller
Director, Workforce Support & Development Division
Office of Strategic Management Planning, NIH

In February 2006, Melanie Keller was selected as the Director of a newly formed division called the Workforce Support & Development Division (WSDD).

In her new role, Melanie sets the strategic direction for activities within the division, which includes:

NIH Training Center   NIH Transition Center

NIH Work/Life Center   NIH Awards Program

Melanie has a 10-year career within the U.S. Department of Health and Human Services. She began her career with the Food and Drug Administration and has been at the National Institutes of Health for the past seven years. Her work experience has been in the human resources, administrative management, training & development and competitive sourcing fields. Melanie has an adept understanding of HR and government law, corporate learning and strategic planning, and effectively communicates with employees and managers. She is often sought out by senior management to provide HR, administrative and training advisory services. Melanie was a leader in the NIH Training & Development A-76 study conducted in 2004-2005 and still serves as the Manager for the newly formed NIH Training & Development Most Efficient Organization (MEO), which spans 11 ICs.

She is an accomplished trainer and has excellent facilitation, inter-personal and leadership abilities. She has presented many high-impact training sessions nationally. Melanie developed the NIH Training Collaborative Forum, which has helped facilitate a synergistic theme of "Partners in Learning" within the NIH community. She serves on the NIH Administrative Training Committee where she provides advisory services on training policies and corporate development strategy. She also co-chairs the Administrative Officer Competency Toolkit subcommittee with Ms. Laurie Bullman, ORS, which is an outgrowth of the AO/EO Retreat, held in the fall of 2005. Together, Melanie and Laurie are leading a team to build an array of developmental tools for the Administrative Officer community.

Melanie holds a B.S. degree in Management Studies and Human Resource Management from the University of Maryland University College. She is also a Certified Training Manager/Director through Langevin Learning Services. Melanie holds the title of Past-President of the Montgomery County Chapter of the International Public Management Association for Human Resources (IPMA-HR). She was recently elected to the Eastern Region Executive Committee of IPMA-HR.

The NIH Training Center Partners with the NIH Executive Secretariat to Deliver its Course (2115): "Writing and Managing Executive Correspondence at the NIH"

The NIH Training Center has formed a partnership with the NIH Executive Secretariat in offering "Writing and Managing Executive Correspondence at the NIH." A key benefit of the two-day course is that one full day is taught by NIH subject matter experts from the Executive Secretariat, the SERCH (System for Enterprise Records and Correspondence Handling) Project Team, and the NIH public affairs community. The program focuses on the policies and procedures governing day-to-day correspondence and the NIH-wide standardized practices.

Ann Brewer, Director, Executive Secretariat, and her dedicated team including Betty Canning, Dale Johnson, and Barbara Williams worked diligently to ensure that this training accurately reflects "the NIH way" of managing correspondence. Star Kline from SERCH and Larry Thompson from the NHGRI Communications Office also generously gave of their time in the initial course offering. Much effort has been invested into this training initiative and the NIH Training Center appreciates all of the contributions.

Register today for the September 20-21 program! You will also be exposed to effective techniques in writing Congressional correspondence. Your tuition includes several desk-references and guides to further assist you in the writing process.

For more information and to register for the class on 9/20-21, visit the NIH Training Center website at http://learningsource@od.nih.gov

Competence Versus Performance: What is the Difference?

You have just signed-off on your Performance Plan and you may be wondering, "what is the difference between competence and performance and why are we creating an administrative NIH Competency Model when the new Performance Management Appraisal Program (PMAP) was recently implemented?" If you're asking yourself this question, you're not alone!

Often, the terms competence and performance are used interchangeably. However, the two words have distinctly different meanings. According to the American Heritage Dictionary:

- Competence means "the state or quality of being adequately or well qualified; a specific range of skill, knowledge or ability"

- Performance means "the way in which someone functions; to demonstrate a skill; to take action in accordance with a requirement"

In other words, "competence" is an unobservable quality and means that an individual has the capacity to perform his/her job functions (what you know). This is in contrast to "performance," which is an observable behavior and refers to an individual's actual performance in a particular situation (what you do).

Competencies are applied to a particular occupation or job rather than an individual employee. Performance appraisal relates to an individual employee. An individual may possess the requisite knowledge, skills and abilities to have a high competency level, however, it is quite possible that the same individual is an under-achiever and, thus, receives a poor performance appraisal. Being competent does not automatically lead to a high-level of performance and, vice versa, poor performance does not necessarily indicate incompetence. In the end, competencies contribute to superior employee and organizational performance.

The NIH Competency Development Project, spearheaded by the Office of Strategic Management Planning, is a current, multi-phase initiative focused on defining and modeling administrative occupation-specific competencies (knowledge, skills and abilities). Once administrative competencies are fully developed at NIH, they will be an excellent reference tool to use in writing performance elements.

If you would like to learn more about the NIH Competency Development Project, contact Debbie Butcher, Acting Director of the NIH Training Center, at: butcherd@od.nih.gov.

4th Quarter FY 2006 Course Offerings

Course Title	Length	Days	Course #
Travel for Admin Officers/Approving Officials	1 day	7/26	2608
Electronic Purchase Logs & Reconciliation Procedures	1 day	7/31	2635
Simplified Acquisitions Refresher	1 day	8/1	2607
NIH Domestic Travel (NBS Travel System)	3 days	8/1-3/06	2601
Professional Service Orders	1 day	8/3	2612
Scientific and Technical Writing	1 day	8/9	2154
NIH Foreign Travel (NBS Travel System)	2 days	8/15-16	2605
NBS Transition: Simplified Acquisition Review	1 day	8/21	8300
Computer Skills Refresher	1 day	8/24	8301
Budget Planning and Execution Refresher	1 day	8/25	8303
Property Management Principles Refresher	1 day	8/25	8304
NBS Travel System for Organizational Administrators	2 days	8/29-30	2614
Financial Controls & Proper Payments Refresher	1 day	8/30	8302
Travel for Admin Officers/Approving Officials	1 day	9/5	2608
Travel for NIH Travelers	1 day	9/6	2644
Review, Update on EEO Policies	1 day	9/11	4301
Writing Statements of Work	2 days	9/12-14	8801
Basic Time and Attendance Using ITAS	2 days	9/12-13	2624
Writing & Managing Executive Correspondence at the NIH	2 days	9/20-21	2115
NIH Foreign Travel (NBS Travel System)	2 days	9/25-26	2605

Quote Of the Quarter

"If we all did the things we were capable of doing, we would literally astound ourselves."

—Thomas Edison