



NIH Training Center Highlights



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

Learn...Discover...Grow

<https://trainingcenter.nih.gov>

February DDM Seminar Series Speaker Helps NIH Leaders Understand Unconscious Bias

On February 11, Howard J. Ross, author of *Everyday Bias: Identifying and Navigating Unconscious Judgments in Our Daily Lives*, and nationally recognized expert on diversity, leadership, and organizational change, presented at the Deputy Director for Management (DDM) Seminar Series.

Ross spoke on the topic of unconscious bias, the phenomenon whereby our subconscious mind gets triggered - either positively or negatively - when we are exposed to different kinds of people with whom we feel more or less comfortable. As a result of these conditioned perceptions, we make unconscious decisions that impact our decision making on a daily basis. At times these decisions have small consequences, while at other times, they have a profound effect on our personal and professional lives.

Six Strategies to Mitigate Bias

Recognize unconscious bias as a natural function of the human mind. Take responsibility rather than feel guilty.

Develop the capacity to shine a flashlight on yourself. Examine your own background and identities, so that you can interact more authentically with co-workers, customers and community.

Slow down decision making; pay attention to your "gut" – the non-cognitive. Practice constructive uncertainty.

Expose patterns of unconscious bias so that you can navigate impact on your decision-making processes. Do so by exploring awkwardness and discomfort you are feeling. What's going on? What's the trigger for your reaction?

Engage with those you consider "others" and expose yourself to positive role models in that group.

Identify organizational or social leverage points to mitigate the impact of unconscious bias in interactions, processes and structures. Create structures to allow a positive flow of giving and receiving feedback. Leaders should cultivate an environment of constructive and gracious feedback.

If you missed this seminar, watch the Videocast at <http://videocast.nih.gov/summary.asp?Live=18438&bhcp=1>.

(continued on page 2)

Women NIH Leaders Convene at New Workshop



(l to r) Debra Chew, Barbara McGarey, with Captain Antoinette Jones as forum moderator.

Recently, a cohort of high-performing GS-13 to SES (and equivalent) leaders from 15 ICs participated in the **"Women in Leadership: Strategies for Success"** workshop (see interview with instructor on page 2). This workshop features a roundtable forum, in which panelists and participants connect around leadership success stories and challenges, gender, mentoring,

self-awareness, leadership presence and much more. Panelists included the following:

- Maryland Pao, M.D., Clinical Director, National Institute of Mental Health
- Maureen Gormley, PhD, MPH, RN, Chief Operating Officer, NIH Clinical Center
- Debra Chew, Esq., Director, Office of Equity, Diversion and Inclusion, Office of the Director
- Barbara M. McGarey, JD, Deputy Associate General Counsel for Public Health, NIH, Office of the General Counsel, U.S. Department of Health and Human Services

This workshop is a new favorite! What did we hear?

"One of the best, if not the best leadership course I've taken at NIH/HHS or elsewhere!"

"I think all women at NIH should be offered the opportunity to take this course."

"Outstanding!"

"Great--loved every minute of it!"



(l to r) Maryland Pao, Maureen Gormley, Debra Chew, and Barbara McGarey

3rd
Quarter
FY 2016

Interview Spotlight: Women in Leadership

Keisha Berkley, NIH Training Center Program Manager, chats with Grace Killelea, primary facilitator for the Center's new "Women in Leadership: Strategies for Success" workshop.

Keisha: One would argue that leadership courses designed exclusively for women are unnecessary. Particularly in 2016, when the advancement and opportunities for women have grown exponentially, how would you address this?

Grace: It is true that opportunities for women have increased; however, there are still major gaps in leadership for women across the board. According to McKinsey & Co., although 53% of everyone entering the workforce is a woman, in the U.S., only 37% of managers/supervisors are women and the number decreases yet again at the VP level. There is a higher percentage of women in top management positions in the federal government than in the general U.S. workforce. More than one-third (34%) of Senior Executive Service positions at federal agencies are held by women. Women in the federal government, on average, make 87 cents on the dollar compared to their male counterparts. So there are strides to be made to increase the number of women in leadership and to create more parity for them in their roles.

Keisha: I understand that your background is in human resources. What motivated you to leave an illustrious career and devote yourself to developing women as leaders?

Grace: I had a 35-year career in human resources and retired as the Senior Vice President of Talent for a Fortune 30 company. I made the decision to open my leadership firm based on my 20 years of helping to grow leaders in my industry. As a talent leader and with over 15 years facilitating an industry leadership program for women, I realized I had an opportunity to support women to help them have the career and life they wanted. Although my firm provides development for men as well, my core mission is to help women connect their competence to their confidence so they know how to access opportunities. I am passionate about the fact that all of us are responsible for our lives and our careers and it's up to us to make sure we are taking ownership for how we show up and how we lead in our organizations.

Keisha: Can you share some common themes or challenges women typically face as they advance into executive positions?

Grace: One of the challenges women face is we don't speak up and ask for what we want. We find many women who are extremely competent at the work, but who have not taken the time or initiative to build relationships in their organizations – they don't have a personal brand or the depth of work relationships which help them to navigate through their organization. This often feels like a lack of confidence. We don't always speak up because we are trying to formulate a

perfect response. We can also fall victim to negative self talk (I'm not good enough, smart enough, etc.) which qualifies us "out" of a situation and undermines our personal power.

Keisha: What are some of the major objectives of the 2.5-day workshop at NIH?

Grace: The program at NIH is divided into two full-day instructor-led sessions and a webinar on how to use LinkedIn. Through the Birkman questionnaire, our first day in session helps us explore each participant's behaviors in three ways - our usual, most productive behaviors, what our underlying needs are and understanding our stress behaviors. This session helps improve personal awareness, provides tools to improve communication and allows us to examine stress behaviors in a non-judgmental way. Our second in-person session provides insight into giving and receiving feedback and an interactive session on presentation skills. This combination of self-awareness and skills development provides an abundance of tools which are immediately transferable to the participant's work environment.

Keisha: A complementary component of the class is a half day roundtable discussion with successful NIH women executives. Why is this important?

Grace: I believe access to senior women who have navigated in any organization is important. Finding out their best practices and what has and hasn't worked for them can be powerful learning. Women need to know that even if there are challenges, it is possible to move up, around, and through those challenges to achieve success.

Women in Leadership: Strategies for Success (Course# NIHTC4504)

June and August Cohorts | Tuition: \$1,430

For details, visit: <https://trainingcenter.nih.gov/courses/NIHTC4504>

(DDM info continued from page 1)

Upcoming DDM Seminar Series Events

April 14 ♦ Cy Wakeman on "Reality-Based Leadership"

New York Times bestselling author of *The Reality-Based Rules of the Workplace: Know What Boosts Your Value, Kills Your Chances, and Will Make you Happier*.

June 16 ♦ Daniel Pink on "The Puzzle of Motivation"

Author of five provocative books about business, work, and behavior including three long-running New York Times bestsellers: *A Whole New Mind*, *Drive*, and *To Sell is Human*.

Do you have a speaker in mind for the 2016-2017 DDM Seminar Series? The nomination period will be open the month of July at <http://www.ddmseries.od.nih.gov/nomination.html>.

Supervisor Notes...News that NIH Supervisors Can Use



Additional Support for FLSA Info

All NIH managers and supervisors are required to complete the mandatory Fair Labor Standards Act (FLSA) training by April 15, 2016. As a resource, HHS is offering additional support through a bimonthly series of FLSA "Ask the Expert" Q&A sessions to complement the FLSA training.

Q&A "Ask the Expert" Schedule

- April 13
- April 27
- May 11
- May 25

Occurs at 1:00PM on all dates. Call (880) 790-3593, conference code: 8174491.

Mandatory Supervisory Training – Are You Current?

January 1, 2016 marked the beginning of the next 3-year mandatory supervisory training cycle that ends December 31, 2018. During this period, all supervisors with at least one year of experience are required to take training on the following topic areas:

- Mentoring employees
- Improving employee performance/productivity
- Conducting employee performance appraisals
- Identifying and assisting employees with unacceptable performance

The NIH Training Center offers a 2-day Supervisory Refresher class that covers all the required topic areas! Or visit <https://trainingcenter.nih.gov/list.aspx?catId=7> for more course options. You may also read, coach, mentor, take Skillsoft courses or attend seminars to satisfy the requirement. OPM-managed HR University (HRU) is also a great resource available to all federal employees at no cost. See the full list of courses at <https://hru.gov/index.aspx>.

The 2016 NIH Executive Leadership Program (ExLP) – Coming Soon!

If you are an aspiring or existing "Top 5" leader at NIH, the wait is almost over! We are pleased to announce The Partnership for Public Service as our new learning partner to deliver the ExLP. Recruitment will begin this summer and the program will begin in the fall. Questions? Contact Keisha Berkley, ExLP Program Manager, at Keisha.Berkley@nih.gov. The most current information can be found at <https://trainingcenter.nih.gov/exlp/index.html>.

New Coaching Program by NIH Certified Coaches Available to NIH Supervisors

The NIH Training Center continues to offer a dynamic coaching program with more than 40 executive coaching engagements in this FY alone. Our coaching portfolio primarily features International Coaching Federation (ICF)-certified coaches with decades of expertise coaching scientists and federal leaders. To accommodate less senior supervisors and team leads needs, we are launching a pilot program for certified Training Center coaches to provide leadership and management coaching services. If coaching has been out of your range, or you prefer to partner directly with an NIH employee, we hope you will consider this new offering. The cost is \$1,588 for twelve 1-hour sessions. Visit <https://trainingcenter.nih.gov/coaching.html> for details.

Attention NIH Project Managers

Are you familiar with the Skillsoft Project Management Knowledge Center in the LMS? Visit the LMS portal to earn credits toward your Project Management Professional (PMP) certification or continuing education credits, maintain your current certification and broaden your leadership and project management knowledge.

If you're new to the project management field, the NIH Training Center offers a 2-day introductory Project Management course to give you the foundation you need to be successful. For details and to register, visit <https://trainingcenter.nih.gov/ShowDetails.aspx?cid=NIHTC9414>.

Elective Workshops for Acquisitions Professionals

Would you like to earn Continuous Learning Points (CLPs) this year to apply towards your FAC-COR, FAC-C or FAC-PPM certification - or perhaps just learn more about the Federal procurement process? The NIH Training Center has many outstanding courses available to earn elective acquisition credit or provide you initial exposure to the acquisition environment. These classes include the following:

Advanced COR Refresher	FAR Workshop
Advanced Simplified Acquisition	Contract Closeout Procedures
Annual FAR Update	Federal Appropriation Law Refresher
Basic COR Training	Multi-Year Contracts
Basic Simplified Acquisition	Indefinite Delivery/Indefinite Quantity Contracts
COR Management of IT Service Contracts	Negotiation Strategies for Simplified Acquisition
COR Refresher	Source Selection for CORs
Contract Administration	Writing Statements of Work

*Coming in 2016: Intellectual Property

These classes receive rave reviews and are taught by experienced acquisition professionals. Sessions typically fill to capacity so don't delay your registration. If your office is interested in hosting a closed enrollment acquisition session specifically for your division/team, contact Kim Doherty at Kimberly.Doherty@nih.gov for assistance.

Remember Floppy Disks?



It would take over 2500 floppy disks to store the Microsoft Office program today!

Learn with Your Department as a Team

All courses in the NIH Training Center catalog are available to your team on a closed-enrollment of team basis, including all of our Microsoft workshops. We can accommodate your employees at your location, or you can have your group training at our Rockledge or Natcher locations. Contact Pam McClinton for details at Pam.McClinton@nih.gov.

3rd Quarter FY 2016 Course Offerings

Course Title	Length	Start Dates	Course #
Acquisitions Management			
Introduction to NIH Property Management (NBS)	3 days	4/4, 6/1	NIHTC9517
Advanced Simplified Acquisition	5 days	6/20	NIHTC9532
COR Essentials/COR Refresher	1 day	4/22, 5/16	NIHTC9547
Internal & External Requisitioner (NBS)	1 day	5/19, 6/14	NIHTC9516
Purchase Card Training (NBS)	3 days	4/20, 5/16, 6/15	NIHTC9512
Federal Appropriations Law Refresher	1 day	4/29	NIHTC5524
Basic COR Training	5 days	4/11, 5/23	NIHTC9546
Federal Appropriations Law	3 days	4/26, 6/27	NIHTC5521
Source Selection for COFs	2 days	4/25	NIHTC9542
Advanced COR Refresher	1 day	5/2, 7/1	NIHTC9551
Negotiation Strategies for Simpl. Acquisitions	1 day	6/6	NIHTC5513
ID/IQ Contracting Techniques	2 days	6/1	NIHTC9562
Annual FAR Update	1 day	5/6	NIHTC9558
FAR Workshop	3 days	5/9	NIHTC9667
Basic Simplified Acquisition	5 days	4/25	NIHTC9530
Multi-Year Contracting at NIH	1 day	4/20	NIHTC2640
Administrative Systems & Policy			
Basic ITAS for Timekeepers	2 days	5/2, 6/6	NIHTC2624
ITAS for Supervisors & Leave Approv. Officials	1 day	6/29	NIHTC2627
Advanced ITAS for Timekeepers	1 day	4/6, 6/8	NIHTC2626
Fellowship Payment System	2 days	5/26	NIHTC2646
Management, Supervision & Leadership Skills Development			
Supervisory Essentials Training	3 days	6/20	NIHTC9511
Women in Leadership: Strategies for Success	4 days	4/19	NIHTC4504
Motivating and Engaging NIH Employees	1 day	4/12, 6/28	NIHTC4500
Leadership Skills for Non-Supervisors	1 day	5/18	NIHTC1017
Managing Change at NIH: How to be a Successful Change Agent and Sponsor for Results	1 day	5/20	NIHTC4103
Leading with Emotional Intelligence: Great Results and Happy People	1 day	6/13	NIHTC4004
Professional Development			
Powerful Presentations and Storytelling: Small Group Coaching Workshop	1 day	4/1	NIHTC4003
Strategies for Effective Email Communication	1 day	4/19	NIHTC2100
Customer Service Excellence	1 day	5/17	NIHTC4017
Putting the Federal Employee Viewpoint Survey Results (FEVS) to Work: An Action Planning Workshop	1 day	4/19	NIHTC4501
Introduction to the NIH Budget Process	1 day	5/13	NIHTC5260
Budget Process for Non-Administrative Staff	1 day	5/11	NIHTC5262
Managing Difficult Conversations and Conflict at NIH: Fundamentals of Negotiation	1 day	6/17	NIHTC4203
Critical Thinking, Problem Solving and Decision-Making	1 day	6/6	NIHTC4401
Writing Skills for NIH Employees	1 day	6/10	NIHTC2114
Facilitating Masterful Meetings	1 day	6/13	NIHTC4101
Managing Multiple Priorities, Projects, and Bosses	1 day	6/13	NIHTC5110
Retirement			
Pre-Retirement Workshop (FERS)	3 days	5/9, 6/8	NIHTC5810
Pre-Retirement Workshop (CSRS)	3 days	5/4	NIHTC5812
Mid-Career Financial Planning Workshop	2 days	4/14, 6/23	NIHTC5814
Travel			
Domestic Travel (Concur Government Edition)	3 days	6/8	NIHTC2700
Domestic Travel Refresher (Concur Government Edition)	1 day	6/20	NIHTC2706
Foreign/Sponsored Travel Refresher (Concur Government Edition)	1 day	6/21	NIHTC2707
Travel for AOs & Approving Officials (Concur Government Edition)	1 day	5/19	NIHTC2703
Sponsored Travel (Concur Government Edition)	1 day	5/13	NIHTC2702

Please note: Additional courses are available. View the entire FY 2016 NIH Training Center course schedule at <https://trainingcenter.nih.gov>

Quote Of the Quarter

"I've missed more than 9,000 shots in my career. I've lost almost 300 games. 26 times, I've been trusted to take the game winning shot and missed. I've failed over and over and over again in my life. And that is why I succeed."

— Michael Jordan

Submitted by: Kristen Dunn-Thomason, Director, Workforce Support and Development Division, Office of Human Resources

Personal Meaning: We can only achieve excellence by stretching ourselves beyond what we can easily do today, and we can only stretch ourselves if we're willing to put ourselves out there and sometimes be less than perfect. I personally struggle with never wanting to fail, but I remind myself that without taking risks, I'll achieve far less than I otherwise could.

Contact Us

NIH Training Center
Rockledge I, Suite 4000
6705 Rockledge Dr
Bethesda, MD 20892
Tel: (301)496-6211 • Fax: (301)480-3197
E-mail: NIHTrainingCenter@nih.gov

U.S. Department of Health and Human Services
National Institutes of Health
Office of Human Resources
Workforce Support & Development Division

Highlights Contributors

Keisha Berkley, Managing Editor
Jonathan Lappin, Senior Editor
Elena Juris, Editor in Chief
Jamshed Bokhari, Designer

NIHTC Contributors
Keisha Berkley
Pamela McClinton
Robert Michon
Kimberly Doherty
Michele Schwartzman