



National Institutes of Health Training Center





NIH Supervisory Essentials

Resource Packet Revised November 5, 2012



Table of Contents

Pr	ogram Information/LISTSERV Resources1
1.	Art of Supervision Resources
2.	HR Staffing Overview Resources5
3.	Employee and Labor Relations at NIH Resources7
4.	Performance Management and PMAP Resources 11
5.	NIH Enterprise System Resources13
6.	Work Life Balance Resources17
7.	Training and Development Resources23

Note: You can easily access the links in this document by subscribing to the NIH Supervisor ISTSERV. Instructions on how to subscribe are on page 1 of this document.			

Program Information/LISTSERV Resources

NIH Information and Training Resources

- About NIH (http://nih.gov/about/)
- NIH Resources for Mandatory Supervisory Training
 (http://trainingcenter.nih.gov/mandatory_supervisory_training.html)
- Competencies for NIH Employees (http://hr.od.nih.gov/workingatnih/competencies/default.htm)

NIH Supervisory LISTSERV: How to Subscribe

The NIH Training Center has created a LISTSERV for NIH supervisors, including those who have attended the NIH Supervisory Essentials and NIH Refresher training programs. This LISTSERV is titled **NIH-SUPV-INFO-NETWRK** and is located within the NIH LISTSERV. Subscribers will receive supervisory/leadership resources and information, including an online copy of this Resource Packet distributed during the training program. Subscribers are encouraged to post to the LISTSERV, helping to create a supervisory community of practice.

To subscribe to the NIH LISTSERV:

In order to subscribe to the NIH-SUPV-INFO-NETWRK you must first subscribe to the NIH LISTSERV.

- 1. Go to the NIH LISTSERV home page using this link: <u>NIH LISTSERV Home Page</u> (https://list.nih.gov/cgi-bin/wa.exe?INDEX)
- 2. If you do not already have an account on the NIH LISTSERV, then under Options, select Get Password link.
- 3. Enter your NIH email address and register a new LISTSERV password. Note that this login is *not* linked to your NIH user account; however, you need to use your NIH email address in order to post to the list. Also note that if you change your NIH login password, the LISTSERV password will need to be changed as well.

To subscribe to the NIH-SUPV-INFO-NETWRK listserv:

- Select the following link: <u>NIH-SUPV-INFO-NETWORK Subscribe</u> (<u>https://list.nih.gov/cgi-bin/wa.exe?SUBED1=NIH-SUPV-INFO-NETWRK</u>)
 You will be prompted to login with your NIH LISTSERV credentials.
- 2. Select the Subscribe (NIH-SUPV-INFO-NETWRK) button.
- 3. Follow the instructions to confirm your subscription.
- 4. Follow the NIH-SUPV-INFO-NETWRK Home (https://list.nih.gov/cgi-bin/wa.exe?A0=NIH-SUPV-INFO-NETWRK&X=33FC6C40C0D74B9859&Y=clinesmithtruk%40od.nih.gov) link to access the list home page.
 - Once you are signed up, leadership/supervisory resources and articles will be sent to your NIH email address. You will also receive additional information about your new subscription.

To UNSUBSCRIBE from the LISTSERV:

- Follow the Unsubscribe link from a past listserv email; or select this link <u>NIH-SUPV-INFO-NETWRK Home</u> (https://list.nih.gov/cgi-bin/wa.exe?A0=NIH-SUPV-INFO-NETWRK&X=7F126C1ABD3523D50E&Y=clinesmithtruk%40od.nih.gov), then select the Unsubscribe link in the Options box.
- 2. From this screen, you can update your subscription options or unsubscribe.
- 3. To complete the unsubscribe process, select the Unsubscribe button.

To contact the list owner:

Send an email to: NIH-SUPV-INFO-NETWRK-request@LIST.NIH.GOV.

1. Art of Supervision Resources

- NIH Management, Supervision and Leadership Development
- Competencies for NIH Employees

2. HR Staffing Overview Resources

Note: You can easily access the links listed in this section by subscribing to the NIH Supervisory LISTSERV. Instructions on how to subscribe are on page 1 of this document.

- Conducting Effective Interviews and Reference Checks
- Classification Resources
- Commissioned Corps
- Department of Labor
- Employment and Staffing
- Direct Hire Authority at NIH
- Federal Employees and the Fair Labor Standards Act (FLSA)
- Federal Hiring and Recruitment Best Practices
- Federal Hiring and Recruitment Best Practices, Student and Entry Level
- Frequently Asked Questions
- Hiring Resources for Managers
- NIH Hiring Freeze Information
- NIH Human Resource Contacts: Contact Us
- NIH Merit Promotion Plan
- Occupational Medical Service (OMS) on (301) 496-4411 or the OMS Workers'
 Compensation Specialist on (301) 496-9822, or Occupational Medical Service (DOHS)
- Orientation and Onboarding resources:

HHS Resources

- One Department. One Direction. One HHS: HHS Resources
- HHS Office of Human Resources: Office of Human Resources
- HHS Competency Framework Overview & Model, Including Links to Definitions/Key Behaviors: HHS Competency Framework
- HHS Learning Portal

NIH Resources

- New Employee Orientation Information
- Roadmap for Medical Research
- The NIH Almanac
- NIH Human Capital Group: Office of Human Resources at the NIH
- NIH Appointment Types, Mechanisms and Special Programs (e.g., Titles 5, 42, Commissioned Corps): <u>NIH Appointment Types, Mechanisms and Special</u> Programs
- NIH Competency Models (Core, Leadership, Occupation-Specific): <u>NIH</u>
 <u>Competency Models</u>

Onboarding Checklist

Onboarding Stages	Suggested Supervisor Activity
Before the First Day of Employment - Build	☐ Call new hire and welcome them to the
a Foundation	organization
	☐ Contact property management to ensure space,
	computer equipment and card key access are completed
	☐ Develop a welcome kit for the New hire's first
	day
First Day, First Week and First 90 Days -	☐ Send an introductory email to the team
Welcome New Hire to Team and the	☐ Provide an office buddy to help new hire
Organization	become acclimated to the office
	☐ Complete organization orientation
	☐ Develop an Individual Development Plan
90 – 365 Days - Establish and Implement a	☐ Implement training courses and development
Training and Development Program	activities
	☐ Establish a schedule to discuss performance
	☐ Maintain an Individual Development Plan
	☐ Evaluate Performance

- ► OPM Handbook on Flexible Tours

 <u>Handbook on Alternative Work Schedules</u>
- ▶ Workers Comp Benefits & Pay at the NIH (see Workers Comp within this Benefits page)

3. Employee and Labor Relations at NIH Resources

Note: You can easily access the links listed in this section by subscribing to the NIH Supervisory LISTSERV. Instructions on how to subscribe are on page 1 of this document.

▶ CIVIL

C-I-V-I-L: Preventing Workplace Violence - 301.402.4845

CIVIL is a coordinated NIH resource which strives to attain its vision of: "An NIH Work Environment Free of Acts and Threats of Violence". Call CIVIL if:

- You need help assessing the potential seriousness of a threatening situation;
- You are experiencing a threatening situation at work and need intervention from trained staff;
- You become aware of a workplace situation involving intimidating, harassing, or other unproductive/dangerous behaviors and need consultation; or
- A situation involving threats or aggressive acts already has occurred and you need assistance managing the aftermath and its effect on staff; or
- You need help in addressing your own aggressive reactions to a workplace situation.

Conduct and Performance Guidance

Employee Relations at NIH

A variety of resources and reference materials are available at the website for the Workforce Relations Division, Employee and Labor Relations Branch, including links to other offices within NIH, HHS, and federal agencies.

▶ Employee Assistance Program

Employee Assistance Program (EAP) - 301.496.3164

The Employee Assistance Program exists at NIH as a comprehensive, confidential and voluntary benefit to employees allowing them access to problem-solving resources.

▶ Employee Relations (Workforce Relations Division)

Employee Relations at NIH

Our Employee Relations (ER) Specialists ensure that employee relations issues are handled effectively and expediently in order to improve workplace productivity and morale. Technical advice and assistance is available on all matters pertaining to employee conduct, performance, and medical concerns. The team serves as a center of ER expertise, responsible for case management of adverse actions and

Employee and Labor Relations at NIH Resources (Cont'd)

unacceptable performance actions. Our ER Specialists are available to conduct training sessions on a variety of topics, from leave and attendance management to preventing violence in the workplace.

Ethics Office

Ethics Office

Provides information on the standards of ethical conduct for federal employees. The NIH Ethics Program includes the central NIH Ethics Office and the individual ethics program in each Institute and Center (IC).

Labor Relations

Labor Relations at NIH

The Labor Relations section of the OHR website contains information for NIH employees in bargaining units. The Labor Relations section of the site lists the negotiated and bargaining agreements in place at the NIH as well as contact information for Labor Relations Specialists who are assigned to particular areas and agreements.

Leave Guidance

- Leave Guide at: NIH Leave Guide for Civilian Employees
- Overview of Federal Leave Categories: Overview of Federal Leave Categories
- Leave Matrix Chart: <u>Leave Matrix Chart</u>

Contact your Employee Relations Specialist or Admin. Officer for further help.

Mentoring Program (HHS)

NIH-HHS Mentoring Program

The NIH version of the HHS Mentoring Program was launched in January 2009 as a tool for federal employees to develop their knowledge, skills, and abilities. This program cycles semiannually at NIH with matched pairs beginning orientation and program events in either a spring (April) or fall (October) cohort.

Contact Rachel Pemble-Fahnert, NIH Training Center; rpemble@od.nih.gov

NIH Human Resource Contacts

Contact Us

Employee and Labor Relations at NIH Resources (Cont'd)

Occupational Medical Services

Occupational Medical Services - 301-496-4411

The goal of the OMS is to enhance the health and safety of the NIH workforce through the provision of a variety of work-related medical and counseling services. OMS services are designed in close collaboration with DOHS safety professionals and researchers to meet the unique needs of the NIH biomedical research community.

▶ Office of Equal Opportunity and Diversity Management

Office of Equal Opportunity and Diversity Management

The Office of Equal Opportunity and Diversity Management (OEODM), a staff office in the Office of the Director, National Institutes of Health, is responsible for policy formulation, implementation, coordination, and management of civil rights, equal opportunity, affirmative employment, and workforce diversity management programs of the National Institutes of Health (NIH).

Office of the General Counsel

Legal: Office of the General Counsel (OGC)

Ethics: Ethics Office

The Office of the General Counsel (OGC) is the legal team for the Department of Health and Human Services (HHS), providing quality representation and legal advice on a wide range of highly visible national issues. OGC supports the development and implementation of the Department's programs by providing the highest quality legal services to the Secretary of HHS and the organization's various agencies and divisions.

Office of Human Resources (Client Services Division)

Client Services Division (CSD) Contacts

Listing of the Client Services contacts and the Institutes and Centers they service.

Office of the Inspector General

Hotline: HHS Office of Inspector General

To report suspicions of fraud, waste, and abuse.

Employee and Labor Relations at NIH Resources (Cont'd)

Office of Management Assessment

Office of Management Assessment

Provides NIH-wide management of activities/oversight and advice to the NIH Institutes and Centers on management reviews/corrective actions involving program integrity (fraud/waste/abuse/mismanagement reviews), OIG/GAO/Outside review liaison, management control, quality management, best practices, continuous improvement, regulations, delegations of authority, A-76/FAIR Act and NIH Privacy Center requirements, records and forms management, organizational and functional analysis, NIH manual chapters, and guidance and oversight on the control and safeguarding of classified national security information.

Office of Research Services

Office of Research Services

The ORS plans and directs service programs for public safety and security operations, scientific and regulatory support programs, and a wide variety of other program and employee services.

Ombudsman's Office

The NIH Office of the Ombudsman

The NIH Office of the Ombudsman, Center for Cooperative Resolution is a neutral, independent, and confidential resource providing informal assistance to NIH scientists, administrators, and support staff in addressing work-related issues.

Training Center (NIH)

Welcome to the NIH Training Center

The NIH Training Center is your dedicated resource for NIH-specific training, professional development programs and customized solutions. We exist to advance the NIH's research mission by supporting and developing employees across NIH's 27 Institutes and Centers.

4. Performance Management and PMAP Resources

Note: You can easily access the links listed in this section by subscribing to the NIH Supervisory LISTSERV. Instructions on how to subscribe are on page 1 of this document.

Performance Management at NIH

Performance

Articles:

How to Give Good Feedback

How to Give Good Feedback Article

7 Tips for Giving Good Positive Feedback

7 Tips for Giving Positive Feedback

Graduate School

Check out Supervisory Development for a list of upcoming courses. Follow the normal training approval process for your office.

Graduate School USA

HHS University

Check out Supervision and Management for a list of upcoming courses. Follow the normal training approval process for your office.

HHS University

Mentoring Program

NIH-HHS Mentoring Program

NIH HR Employee Relations

NIH HR Employee Relations

NIH-HHS Mentoring Program

"Partnering for Excellence"

Recruiting now!

What is Mentoring?

Mentoring is a developmental partnership through which an individual shares knowledge, skills, information, and perspective to foster the personal and professional growth of someone else.

Program Benefits and Features:

- ✓ Expand Your Horizon
- ✓ Lead and Develop Others
- Networking Opportunities
- ✓ Contribute and Invest in NIH and HHS
- ✓ Senior-to-Junior and Peer-to-Peer Mentoring Platforms
- ✓ Open to all Federal Employees
- ✓ One Year Mentoring Relationship
- ✓ Online Application and Matching System
- ✓ Professional Development Events and Activities

Why should I join?

We all have a need for insight that is outside of our normal life and educational experience. The power of mentoring is that it creates a unique opportunity for collaboration, goal achievement, and problem-solving.

To join the program check out our NIH Gateway site: www.trainingcenter.nih.gov/hhs_mentoring.html

For inquiries: nihhhsmentoringprog@od.nih.gov

5. NIH Enterprise System Resources

For system access or more information regarding the use of these NIH-wide systems in your IC, please first contract your Servicing Administrative Officer. Additional support, resources, and tools made available by NIH are listed below for your reference. Note: You can easily access the links listed in this section by subscribing to the NIH Supervisory LISTSERV. Instructions on how to subscribe are on page 1 of this document.

Systems	Support	Resources/Tools
Hiring & Staffing		
HR Cards	For additional questions please	Information Site:
HR Cards	contact HR Systems Support via:	HR Classification and Recruitment Document System (HR CARDS)
	their <u>online ticket form</u>	User Guides:
	• through <u>WiTS</u>	
	• by e-mail at	HR CARDS General User Guide
	hrsystemssupport@od.nih.gov	Flash Tutorials with Scripts:
	by phone at 301-451-1436 Mandau through Friday hat yourse.	HR CARDS Basic Searching for General Users
	Monday through Friday between 8:30 AM and 4:00 PM.	Basic Searching for General Users Script
		PDF Job Aids:
		Guidance for Using HR CARDS
		Helpful Hints - HR CARDS
		FAQs:
		HR Cards FAQs
HHS Careers	If you have questions or comments	Information Site:
	regarding HHS Careers, please	HHS Careers at NIH
	contact HR Systems Support via their	Llago Cuidea
	online ticket form at <u>Help Desk</u>	User Guides:
		HHS Careers User Guides for Managers and Selecting Officials
		Flash Tutorials with Scripts:

Systems	Support	Resources/Tools
		 Using Selection Manager in HHS Careers Powered by USA Staffing Tutorial Using Selection Manager in HHS Careers Powered by USA Staffing Tutorial Script
		FAQs:
		Question Selection FAQs
WiTs	Please e-mail questions or comments	Information Site:
WiTs	to hrsystemssupport@od.nih.gov or	Workflow Information Tracking System (WiTS)
	call 301-451-1436	
		User Guides:
		WiTS User Guides and Online Tutorials
		WiTS - Reports Basics
		Reports Basics Script
		FAQs:
		Frequently Asked Questions
Benefits & Timekeeping		
ITAS	If you have trouble logging in, please	Information Site:
<u>ITAS</u>	call the NIH Help Desk (301-496-4357)	<u>ITAS Information</u>
	or submit a service request online at Help Desk ITAS Support: ITAS Coordinator List	Training: NIHTC course 2627: ITAS for Supervisors & Leave Approving Officials User Guides:
		• ITAS User Manual TAS FACE
		ITAS FAQs

Systems	Support	Resources/Tools
Travel		
GovTrip	For system errors, document/eVoucher problems, or system access, contact: NIH Help Desk at 301-496-4357 Ithelpdesk.nih.gov/support For help with changing reservations, international reservations, contact Travel Management Center (TMC): Omega World Travel; IC Staff Reservations; M-F 7:30 am – 9:00 pm 1-800-419-2312 Points of Contacts: Travel HPOCs List of All NBS HPOCs OMEGA TMC Contacts Travel Roles and Responsibilities	NIH Portal for GovTrip (includes tools such as Job Aids, Online Training, contacts, etc.): NIH Portal for Gov Trip Training: NIHTC course 2700: Domestic Travel (GovTrip Travel System) NIHTC course 2701: Foreign Travel (GovTrip Travel System) NIHTC course 2702: Sponsored Travel (GovTrip Travel System) NIHTC course 2703: Travel for AOs & Approving Officials (GovTrip) User Guides: Approver Trifold
Ethics		
NEES		Information Site:
NEES		Ethics Procedures
		Ethics System

Systems	Support	Resources/Tools		
Training & Development				
LMS LMS	Contact the Learning Management System (LMS) Helpdesk at 1-866-246- 5440 or DHHSHelp@gpworldwide.com LMS Administrators: List of IC LMS Administrators	Information Site: HHS Learning Portal / LMS User Guides: • Learner/User Guide FAQs: HHS Learning Portal / LMS		
MTI MTI	For technical support contact the NIH Help Desk at <u>NIH IT Service Desk</u> or 301.496.HELP	Information Site: Mandatory Training FAQs: Mandatory Training: Frequently Asked Questions		
NIHITS II NIHITS	For NIHITS II Help, Phone: 301-496- HELP (4357)	Information Site: Information Site		

6. Work Life Balance Resources

Note: You can easily access the links listed in this section by subscribing to the NIH Supervisory LISTSERV. Instructions on how to subscribe are on page 1 of this document.

Work/Life Balance Resources at NIH

Work/Life Balance

Child Care

The ORS, Division of Amenities at NIH has contracted with LifeWork Strategies, Inc.
to provide referrals to many types of alternative childcare services and resources
only. This highly personalized professional service is available at no cost to all NIH
employees by calling 1-800-777-1720 between the hours of 9:00 am until 5:00 pm,
Monday through Friday. More information can be found at the Child Care Resources
website.

NIH Work/Life Policy Information

- Alternative Work Schedules
 - o NIH Policy Manual, 2300-610-4 Alternative Work Schedules
 - Fact Sheet
- Benefits for NIH Permanent Employees
- <u>Disability Resource Center</u>
- NIH Policy Manual, 2300-630-5 Family Leave Policies and Programs
- HHS Telecommuting Program
- NIH IC Telework Coordinators
- NIH Leave Guide for Civilian Employees
- NIH Policy Manual, 2300-630-5 Family Leave Policies and Programs
- NIH Tobacco-Free Bethesda Campus Policy
- NIH Off-Campus Smoking Policy
- NIH Telework Program
- NIH Voluntary Leave Transfer Program
- OPM Operating Status and Schedules
- OPM's Washington DC Area Dismissal or Closure Procedures
- OPM Family Friendly Leave Policies

NIH Employee Services

- CIVIL
- Employee Assistance Program
- Fitness Centers
- Food/Concessions Services

Work Life Balance Resources (Cont'd)

NIH Employee Services (Cont'd)

- Gift Shop Locations/Hours
- Hair/Barber Salon
- Housing Lists
- NIH Child Care Programs
- NIH Federal Credit Union
- NIH Library Online
- NIH Office of the Ombudsman/Center for Cooperative Resolution
- Notary Public
- On-Campus Work Center
- Office of Equal Opportunity and Diversity Management
- Office Ergonomics
- Parking & Transportation
- Recreation & Welfare Association
- Safety & Security (NIH Police)
- <u>Sign Language Interpreting Services</u>
- Smoking Cessation Program
- Sport, music, photography, and other clubs
- Tickets to various area event

Career Employment Opportunities

- Jobs at NIH
- HHS Careers Health and Human Services employment resources.
- <u>USAJOBS</u> The official job site of the United States Federal Government.
- Handbook of Federal Occupational Groups (OPM)
- The Riley Guide Guide to employment resources on the Internet.
- <u>CareerBuilder.com</u> Jobs search, employment, and careers site.
- Monster.com An all-purpose employment web resource site.

Training and Education

- <u>CIT Training</u>
- NIH Training Center
- Intramural Research and Training Opportunities
- Extramural Training Opportunities
- Undergraduate & Graduate-Level Continuing Education
- Management/Administrative Internships at NIH
- Toastmasters at NIH

Elder Care

- <u>Elders and Families website</u> Sponsored by the U.S. Administration on Aging; resources include links to disaster assistance, elder rights, housing, money matters, nutrition & health, services for seniors, and volunteer opportunities.
- American Association of Retired Persons (AARP) Resources on a variety of elderrelated issues.
- FirstGov for Seniors Senior Citizens' resources.

Family Life

- American Academy of Child and Adolescent Psychiatry Information on developmental, behavioral, and mental disorders that effect children and adolescents.
- <u>Child Welfare Information Gateway</u> Information and resources to help children and families.
- National Adoption Center National program featuring adoption information.
- NIH Child Care Programs Child care resources and services at NIH.
- OPM Adoption Benefits Guide for Federal Employees
- <u>Stepfamily Association of America</u>

Health and Wellness

General

- <u>NIH Health Information Index</u> Index of health information from the National Institutes of Health.
- <u>MayoClinic.com</u> Consumer health site.
- <u>National Library of Medicine MedlinePlus</u> Web site for patients and their families and friends. Provides information about diseases, conditions, and wellness issues.
- <u>InteliHealth</u> InteliHealth, a joint venture of consumer-oriented health and wellness site from Aetna U.S. Healthcare® and Johns Hopkins University and Health System, provides this consumer-oriented health and wellness site.
- Go Ask Alice Health question and answer site from Columbia University.
- Word on Health Free consumer health information service from the National Institutes of Health.
- <u>USDA's Food and Nutrition Information Center</u> Information on nutrition issues, including food safety, healthy school meals, dietary supplements, and much more.
- <u>Centers for Disease Control and Prevention</u> Credible public health information.

Local Interest

- <u>Washingtonian Health and Medicine</u> Information on aging, health care providers, medical conditions, fitness, alternative medicine, and medical resources.
- <u>Washingtonian Travel and Recreation</u> Travel and recreation in the Washington, DC area.
- Arlington County Department of Parks, Recreation & Community Resources -Information about pools, parks, and nature centers in Arlington County, VA.
- Washington Area Bicyclist Association Information on area bike paths and cycling clubs.
- Montgomery County Recreation Department Montgomery County parks information.
- Washington Post Entertainment Guide

Volunteerism & Community Service

- <u>Greater DC Cares</u> Volunteer projects within seven critical issue areas: Children & Families, Elderly, Hunger & Homelessness, Affordable Housing, Environment, People Living with Disabilities, and People Affected by HIV/AIDS.
- <u>United Way of the National Capital Area</u> Directory of D.C. metro area community service organizations.
- <u>ClinicalTrials.gov</u>. ClinicalTrials.gov is a registry and results database of federally and privately supported clinical trials conducted in the United States and around the world. ClinicalTrials.gov gives you information about a trial's purpose, who may participate, locations, and phone numbers for more details. This information should be used in conjunction with advice from health care professionals.
- NIH Blood bank. The National Institutes of Health (NIH) Blood Bank is conveniently located on the first floor of Building 10, with reserved parking available while you donate.

Work Life

- <u>The Boston College Center for Work and Family</u> Links, publications and articles for practitioners.
- Federal Telework Information Guidance for creating a telecommuting program.
- <u>Sloan Work and Family Research Network</u> Web-based resources in the work-family area of study.
- <u>Voluntary Leave Transfer Program (VLTP)</u> (NIH Only) This program at NIH gives employees additional flexibilities for balancing work and family needs through greater accessibility to leave.

Work Life Balance Resources (Cont'd)

Workplace & Domestic Violence

- <u>CIVIL</u> NIH resource for preventing workplace violence.
- Responding to Domestic Violence: Where Federal Employees Can Find Help -Information for employees in a violent relationship, and for their supervisors and friends.

Workplace Balance at NIEHS

- NIEHS Worklife home page
- Career Development & Training at NIEHS

7. Training and Development Resources

Note: You can easily access the links listed in this section by subscribing to the NIH Supervisory LISTSERV. Instructions on how to subscribe are on page 1 of this document.

NIH Training Center: Welcome to the NIH Training Center

NIH Satellite Sites:

Rocky Mountain Laboratories, NIAID:

Rocky Mountain Laboratories (RML)

- Education and Outreach
 - Graduate Partnership Program
 - Office of Training and Diversity
 - Biomedical Research After-School Scholars
- North Carolina, NIEHS: Careers & Training
 - Training
 - Research Training
 - Hazmat Safety and Training
 - Workplace Balance at NIEHS
 - NIEHS Worklife home page
 - Career Development & Training at NIEHS

▶ Phoenix, NIDDK

NIDDK Training and Employment

- Training
 - Fellowship Training Programs
 - Orientation Guides
 - Career Development Opportunities
- ▶ **DEAS Training newsletter**: A wide range of work/life, work/family, work/gender resources, and additional links to organizations and articles: <u>Programs for Working People Content Corner</u>