

# NIH Training Center

Learn ... Discover ... Grow

Department of Health and Human Services  
National Institutes of Health  
Office of Strategic Management Planning

Sharon D. Ballard, *Managing Editor*  
Robert V. Keller, *Editor*  
Melanie Keller, *Contributor*  
Gabriela Cadena, *Contributor*  
Pauline Irwin, *Contributor*

<http://LearningSource.od.nih.gov>

# Highlights

## Career Development: The Road Map to Your Future

Do you feel like you are in a “comfort zone” at work? You know your job well, you come in day after day and perform the same tasks, but you don’t feel enthusiastic about your future? Do you want to feel like you are strategically working towards something exciting and rewarding? With a fairly small investment of time and energy, you can research your way into creating a career development plan that will energize you and get you motivated to strive for more out of your career. Individual Development Plans (IDP’s) or Career Development Plans (CDP’s) are a systematic way of strategically planning training, experience and self-development activities throughout the year.

To develop an IDP/CDP, first an employee identifies his/her short-term (2 year) and long-term (5 year) goals. Second, they identify skills or competencies that they (and their supervisor) feel that they would need to achieve those goals. They then “map” training, experience, and self-development activities to those competencies. We recommend that when employees identify training, that they not

only write down the name of the course, but the target date and the cost. This way, taking the course is more tangible and a timeframe is set. It is essential that the employee and manager sit down together and go over the components of the IDP/CDP. The employee can express his/her interests, and the manager can add their perspective. The IDP/CDP should be a mutually agreed upon plan. IDPs/CDPs are also “living documents”. Such a plan will change throughout the year, as an employee’s interests or a manager’s needs might change. The plan needs to be updated as changes are made and new goals and competencies added as needed. Presently there is not a standard format or requirement for employee IDPs/CDPs at the NIH.

There are several excellent NIH resources for creating a plan or receiving assistance with mapping career goals. The NIH Work Life Center (WLC) has a sample Individual Development Plan on their website, as well as detailed instructions. Please visit: <http://wflc.od.nih.gov/careers/idp/index.asp> for additional information. The WLC also offers career consultation services including individual appointments, as well as career development workshops to NIH employee groups. For more information on WLC services contact 301-435-1619.

If you are interested in establishing IDPs/CDPs for your entire office or organization, the NIH Training Center can assist your group with a systematic and integrated approach for doing this. IDPs/CDPs are an excellent way to “invest” in your staff. This will yield increased morale, more loyalty and increased productivity. A program

### Intercultural Communications

The NIH community is comprised of people from all over the world. Working in such a rich multicultural environment offers many opportunities and challenges. To enhance working relationships between individuals from different cultures the NIH Training Center is proud to announce the offering of a new class on Intercultural Communications.

Go to <http://learningsource.od.nih.gov> to find out more.

4<sup>th</sup> Quarter  
FY 2004

manager can meet with you and work with your Institute's contact to develop a strategic plan for energizing your IC staff with this simple and effective career development tool. If you are interested, please contact us at 301-496-6211 or [training1@od.nih.gov](mailto:training1@od.nih.gov).

## NIH Succession Planning:

### A Strategic Internal Approach

Everyone has heard the statistics. According to the Office of Personnel Management (OPM), with the baby boomers retirement age approaching, "30% of the Federal workforce will be eligible to retire in 5 years and an additional 20% could seek early retirement." Agencies must begin to strategically plan how to replenish the workforce and how to retain the knowledge gaps that will occur



when the workforce begins to shrink. When NIH managers have a vacancy, or an impending retirement, what is the knee-jerk reaction? "We need to advertise...does anyone know a good candidate?" Let's not be so quick to look outward. Did you know that we have an incredible pool of very viable candidates already on staff, waiting in the wings to be "targeted" for your future vacancy?

The NIH has four active intern programs that can and should be used in succession planning. At any given time during the year, the Office of the Director, Office of Management has between 40 and 60 interns on board continually developing their skills and competencies and rotating throughout NIH offices gaining essential experiences. These employees are the future: Budget Analysts, Health Science Administrators, Administrative Officers, Program Analysts, Biologists, Medical Officers, Contract Specialists, Executive Officers and Scientific Directors of the NIH. We have

a wide array of interns, most just recently completing a graduate degree, but many with rich and diverse experiences at the NIH or other organizations waiting for a great opportunity.

There are a variety of different "types" of interns in specific career tracks.

- Scientific Interns (Ph.D., M.D., etc.)
- Public Health Interns (M.P.H., Etc.)
- Social Science Interns (M.S.W., etc.)
- Administrative Management Interns (M.P.A., M.P.P., M.B.A., J.D., etc.)
- Information Technology Interns (M.S., etc.)

Interns in these categories are either participants in the HHS Emerging Leaders Program, the NIH Management Intern Program or the Presidential Management Fellows Program. These programs are highly competitive and yield high caliber employees. These programs are managed through the NIH Training Center, OSMP, with oversight by the Administrative Training Committee. If you would like to learn how to strategically align a current intern with an emerging need within your office, please contact the NIH Training Center's Intern Management Staff: Debbie Butcher or Sharon Ballard at 301-496-6211. An easy way to have a "trial period" with an intern you may be interested in is to offer a rotation to that intern. The rotation could be from 2-6 months depending on the program policies. A rotation is a win-win situation. The intern gets a valuable experience, and the NIH office gets needed assistance from a "free" resource.

Another integral component of succession planning at NIH is to identify a position within your IC that you "anticipate" a retirement or vacancy for within the next 2-3 years. Did you know that you can identify a target professional position, and then advertise an assistant level position through the NIH STRIDE program? You then can select the assistant level employee and train him/her specifically for the target position for up to 3 years. In addition, the Office of the Director provides the FTE and training funds during the employee's time in the program. Once the employee graduates from the STRIDE program, he/she is promoted into the target position and the IC provides the FTE. The STRIDE program is an excellent way to strategically plan replacement of staff and conduct a multi-year knowledge transfer between the exiting employee and the incoming employee. If you would like more information about the STRIDE Program, contact Pauline Irwin at the NIH Training Center, 301-496-6211.

As the number of retirements and early-outs climb, it will become essential for NIH managers to rapidly replenish the workforce. Instead of rushing to post a vacancy, contact our office and learn about the healthy resource of human capital that already exists within the NIH community.

## Meet the NIH Training Center Staff

### Melanie Keller

Director, NIH Training Center



Melanie Keller is the Director of the National Institutes of Health (NIH) Training Center located within the Office of Strategic Management Planning. In this role, Melanie manages the Training Center and oversees operations. She also provides oversight and guidance for all of the NIH-wide development programs. She is continually searching for innovative ways to improve her own performance as well as that of her staff (15 people) and the intern community (60 interns) at NIH and the Department. She is an accomplished trainer and has excellent facilitation skills, inter-personal skills and leadership abilities. Her work experience has been in the human resources, administrative management and training and development fields. Melanie is a standing member of the NIH Administrative Training Committee where she provides advisory services to the committee on training policies and methodologies.

## Doing for Ourselves What We Do for Others

The Training Center offers many resources to help the NIH community develop staff, offices, and departments. Recently, the Training Center Staff turned their training and development focus inward by taking advantage of these same resources in order to develop a common vision of, and commitment to, excellence. This in turn laid the foundation for developing a strategic plan for the center. The strategic

plan begins with the new vision, mission and values that the NIH Training Center embraces. As you read then below, remember that the NIH Training Center can help your office reach new levels of excellence by helping to create a common vision of success. Let us develop a customized office meeting or retreat for you.

### The NIH Training Center Vision

The NIH Training Center is the recognized leader in training technology and customized solutions for enhanced organizational performance. Through our models of excellence the NIH community considers us to be a strong resource in support of the NIH research mission.

Through the development of partnerships, we have created continuity within the training community. Through our career and leadership development programs, we are an integral component of the NIH succession plan.



### The NIH Training Center Mission

The NIH Training Center advances the NIH research mission through the development of human capital. We deliver agency-specific training, career development programs, and customized consulting solutions to enrich learning and optimize individual, group, and organizational performance.

### The NIH Training Center Values

**Excellence** - We embody the highest level of excellence.

**Creativity & Innovation** - We explore new ideas, stimulate discovery, and foster innovation that leads to more effective ways of providing service.

**Respect** - We embrace and foster diversity among people and their ideas as an inherent strength.

**Accountability** - We take responsibility for our actions.

**Teamwork** - We celebrate and capitalize on the strengths and contributions of others.

**Customer Service** - We provide premier customer service.

**Integrity** - We are ethical, fair and honest in all we do.

**Learning** - We cultivate lifelong learning.

*Learn. Discover. Grow.*



## The NIH is pleased to announce the 2004 STRIDE Program

STRIDE is a three-year career development program designed to provide employees with an opportunity for career change and advancement, while at the same time, help the NIH meet its staffing needs. The program's aim is to provide a combination of on the job training, academic courses, and selected short-term courses to prepare individuals for placement in targeted position.

Informational sessions, held from 11:30 am - 12:30 pm

August 5 - Natcher Building, Room F1/F2

August 19 - Building 31, Conference Room 6

September 2 - Executive Plaza South, Classroom 9

To learn more about the program and access the on-line application go to <http://learningsource.od.nih.gov/stride.htm> or call the program coordinator, Pauline Irwin, at 301-451-2082.

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### Can't find what you want?

Is there a course you'd like to see the NIH Training Center offer? We would like to hear from you about your individual or group training needs. Call us at 301-496-6211 or TTY: 301-594-2696 or visit our web site at <http://learningsource.od.nih.gov/requestform.asp>

### Ways to Contact Us

NIH Training Center  
6120 Executive Plaza South, Suite 100  
Bethesda, MD 20892  
Tel: 301-496-6211  
Fax: 301-480-3197  
TTY: 301-594-2696  
E-mail: [training1@od.nih.gov](mailto:training1@od.nih.gov)

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### The NIH Training Center Staff

Melanie Keller, Director  
Curtis Williams, Strategic Management Planning Assistant  
Debbie Butcher, Program Manager  
Sharon Ballard, Program Manager  
Carol Storm, Program Manager  
Pauline Irwin, Program Manager

Gregg Tabachow, Program Manager  
Theresa Johnson, Assistant to the Director  
Moneca Surida, Acting Project Manager  
Lashawn Taylor, Training Coordinator  
Gabriela Cadena, Training Coordinator  
Kent Bemberger, Training Coordinator  
Kathy Hardin, Technical Project Manager  
Dale Pearlman, Sr., Technical Consultant

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## 4th Quarter FY 2004 Course Offerings

<b>Course Title</b>	<b>Length</b>	<b>Days</b>	<b>Course #</b>	<b>Location</b>	<b>Cost</b>
Basic Time and Attendance Using ITAS	2 days	8/16-17	2624	EPS	\$607
<a href="#">Fellowship Payment System</a>	1 day	7/28, 9/29	2646	EPS	\$229
Introduction to NIH Property Management	2 days	9/14-15	2622	EPS	\$694
<a href="#">NIH Domestic Travel</a>	3 days	9/13-15	2601	EPS	\$542
NIH Foreign Travel	2 days	7/26-27, 8/19-29, 9/27-28	2605	EPS	\$395
<a href="#">Travel for Administrative Officers</a>	1 day	7/29, 9/20	2606	EPS	\$278
Travel for NIH Travelers	0.5 day	9/16	2644	EPS	\$168
<a href="#">Professional Service Orders</a>	0.5 day	8/4	2612	EPS	\$245
Purchase Card Processing System	0.5 day	8/2	2635	EPS	\$189
<a href="#">Purchase Card Training</a>	1 day	8/3, 8/5	2636	EPS	\$290
Simplified Acquisitions Refresher	0.5 day	8/6	2607	EPS	\$190
<a href="#">Federal Supply Schedules</a>	0.5 day	9/7 am, 9/7 pm	2609	EPS	\$245
Consolidated Purchasing through Contracts	0.5 day	9/8 am, 9/8 pm	2610	EPS	\$245
<a href="#">Buying Businesses on the Open Market</a>	0.5 day	9/9 am, 9/9 pm	2611	EPS	\$245
FasTrac	Annual	Upon processing	6401	On-line	\$75
<a href="#">NEW! Intercultural Communications for the NIH Scientist and Clinician</a>	0.5 day	7/24, 8/9, 9/20	4000	EPS	\$151
<a href="#">NEW! Intercultural Communications at the NIH</a>	0.5 day	7/24, 8/9, 9/20	4001	EPS	\$151