Health Services Professional Advisory Committee

Skills Inventory
Guide to Resources

Executive Skill Building Program

Part 3 of 4

Skills Inventory Guide to Resources

✔ Policy

	HHS Learning Portal	Online Resources
Federal Regulation Process	• Regulatory Review	➡ A Guide to the Rulemaking Process ➡ Code of Federal Regulations
Federal Budget Process	• Federal Budgeting	➡ Budget of the US Government ➡ Introduction to the Federal Budget Process
Federal Legislative Process	• Legislation	➡ The Legislative Process: Overview (video) ➡ The Legislative Process
Appropriations Law	• Principles of Federal fiscal law • Appropriations Law	➡ The Red Book ➡ Appropriations Law Training (GAO) ➡ Appropriations Law Forum (GAO)
Administrative Procedures	• Regulatory Review • Rulemaking	➡ Federal Administrative Procedures Act ➡ Administrative Procedure Act (5 U.S.C. Subchapter II) ➡ A Guide to the Rulemaking Process
Legislative Processes and Research	• Legislation	➡ Federal Administrative law: A Brief Overview ➡ Introduction to the Legislative process in the US Congress ➡ Library of Congress Legislation Search ➡ Legislative History Research Guide
Development/Formulation	• Policy Analysis • Policy Landscape	➡ CDC Policy Process ➡ CDC Policy Analytical Framework

✅ Human Resources

	HHS Learning Portal	Online Resources
Federal Hiring Process	• Federal Hiring • Hiring Process	➡ [Hiring Manager Handbook](#) ➡ [NOAA Hiring Guide](#) ➡ [Redesigning USAJobs (video)](#)
Supervising civilians, contractors, and cc officers	• Supervisor 101 • Commissioned Corps • Peers	➡ [Commissioned Corps vs. Civil Service](#) ➡ [A Handbook for Measuring Employee Performance](#) ➡ [OPM Federal Supervisory & Managerial Training Framework](#) ➡ [Federal Employee Motivation and Engagement (video)](#) ➡ [Free Guide to Leadership and Supervision](#)
Conflict Resolution	• Workplace Conflict • Facing and Resolving Conflict in the Workplace • Conflict: Avoid, Confront, or Delay?	➡ [Conflict – Use It, Don't Defuse It (video)](#) ➡ [The Beauty of Conflict (video)](#) ➡ [How Understanding Conflict Can Help Improve our Lives (video)](#) ➡ [Managing Conflict in a Union Environment (video)](#)
Labor and Employee Relations (Scope and Process)	• Labor Relations • Employee Relations	➡ [Labor and Employee Relations as a Strategic Partner (video)](#) ➡ [OPM Employee Relations Roundtable Discussions](#) ➡ [Supervisory Guide on Addressing Unacceptable Performance](#) ➡ [OPM Guidance Managing Federal Employees' Performance Issues](#) ➡ [How to Hold an Effective Discussion](#) ➡ [HHS Residual Standards of Conduct](#) ➡ [HHS Instruction 752 Corrective Action, Discipline Adverse Actions, and Table of Penalties](#) ➡ [Addressing Misconduct and Leave Abuse](#) ➡ [Strategies for Addressing Employee Problems](#) ➡ [10 Rules to Remember](#)
Bargaining Unit Guidelines	• Collective Bargaining Unit Agreement • Union	➡ [Bargaining Unit Determinations (video)](#)
Human Resource Planning	• Human Resource Strategy Management: Strategic Planning • Strategic Planning	➡ [Human Resource Planning](#) ➡ [HHS Strategic Plan](#)
Effective Communication	• Effective Communication • Team Building • Cultural Effectiveness	➡ [People-Relationships – Effective Communications (video)](#) ➡ [Communicating Effectively: Making Requests, Offers, Promises (video)](#) ➡ [Remember to Say Thank You (video)](#)
Coaching, Mentoring and Motivating Staff	• Mentoring • Leadership in Mentoring • Performance • Effective Coaching	➡ [HSO Mentor Training and Resources](#) ➡ [Stop Trying to Motivate Your Employees (video)](#)

✔ Human Resources

	HHS Learning Portal	Online Resources
Performance Management	• Performance Management • PMAP • Evaluation	➡ DHHS Performance Appraisal Program (PMAP) Handbook ➡ Managing Employee Performance
Creating/ Coaching/ Managing IDPs	• Managing Employee Development • Exploring Self-Development	➡ Using IDPs to Leverage Strengths
Training	• What is Training? • Individual Development Plans	➡ OPM Training and Development Wiki
Time Management	• Time • Managing Time • Organization • Outlook • OneNote	➡ The Successful Person's Guide to Time Management ➡ Time Management for a Small Business
Employee Assistance Programs	• Workplace • Employee	➡ HHS Employee Assistance Program
Creating a Culture of Wellness	• Work/Life • Management of People • Staying Balanced • Helping Others Find Balance	➡ Celebrating a Culture of Work-Life Balance and Wellness
Rights of a Supervisor	• Frontline Supervisors • Supervisor 101	➡ Supervisor 101 ➡ OPM Employee Relations
Rights of Employees	• Labor Relations • Employee Relations	➡ OPM Employee Relations ➡ Labor and Employee Relations as a Strategic Partner (video) ➡ OPM Employee Relations Roundtable Discussions ➡ U.S. Special Counsel – Your Rights as a Federal Employee

✅ Resource and Financial Management

	HHS Learning Portal	Online Resources
Federal Budget Process	• Federal Budgeting	➡ [Budget of the US Government](#)
		➡ [Introduction to the Federal Budget Process](#)
Federal Budget Terminology	• Standard Terms, Definitions and Classifications	➡ [A Glossary of Terms Used in Federal Budget Process](#)
Agency Budget Process	• Budget Formulation	➡ [HHS Budget & Performance](#)
	• Consultation	➡ [AHRQ Budget Information](#)
	• Congressional Review	➡ [CDC Budget Process](#)
		➡ [FDA Budget Reports](#)
		➡ [HRSA Budget Process](#)
		➡ [IHS Budget Process](#)
		➡ [NIH Budget Process](#)
		➡ [SAMHSA Budget Documents](#)
		➡ [EPA Budget Process](#)
		➡ [NOAA Budget Information](#)
		➡ [USDA Budget Information](#)
Managing Program Budgets and Reporting	• Principles of Federal fiscal law	➡ [CDC Budget, Grants & Funding](#)
	• Appropriations Law	➡ [CDC Financial Management Course](#)
Agency Resource (Budget) Planning Process	• Regulatory Review	➡ [Budget Process in the US Department of Education](#)
	• Rulemaking	➡ [Basics of Federal Budget and Financial Management – CDC](#)
Operational Plans	• Legislation	➡ [HRSA Operational Plan Instructions and Sample](#)
		➡ [Example Strategic and Operational Plan (State of New Hampshire)](#)
		➡ [Organizational performance Management](#)
		➡ [Project Planning](#)
		➡ [Continuity of Operations Plans](#)

✓ Grants and Contracts

	HHS Learning Portal	Online Resources
Life Cycle of Federal Grants	• Grants Management • Introduction to Grants • Monitoring Grants • Closeout	➡ Grants Lifecycle Timeline ➡ CDC Grants Lifecycle Overview ➡ HRSA Grants Process
Cost Principles	• Cost Principles	➡ Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards: 2 CFR 200 Uniform Guidance ➡ NIH Policy on Cost Principles
Life Cycle of Federal Contracts	• Acquisition Process • Procurement	➡ Phases of the Acquisition Process ➡ CDC Contracting Process ➡ SBA Government Contracting in 5 Steps ➡ Helpful Contracting Links
Contract Negotiation	• Negotiation Challenges • Negotiation Techniques • Negotiation Opportunities • Win-Win	➡ Contracting by Negotiation ➡ Tips for negotiating agreements (video)
Selecting the Correct Funding Instrument	• Introduction to Grants • Introduction to Contracts • Cooperative Agreements • Funding Type	➡ Selecting a Funding Instrument Decision Diagram ➡ USAID Guide to Assistance Instruments

✓ Organizational Management

	HHS Learning Portal	Online Resources
Project Management	• Agile Project Management • Ethics and Project Management • Practical Exercises • Project Management Knowledge Center	➡ Overview of Project Management ➡ Project Management Certification
Portfolio Management	• Portfolios, Programs, and Projects • Program Management	➡ Portfolio Analysis (NIH) ➡ What is Portfolio Management vs. Project Management? (video)
Process Improvement	• Process Improvement	➡ 4 Steps for Effective Business Process Improvement Cycle ➡ President's Management Agenda ➡ What is a business process (video) ➡ Definition of Process Improvement ➡ Process Improvement Methodologies
Organizational Assessment	• Organizational Change • Organizational Agility • Organizational Goals	➡ How to Diagnose and Improve Organizational Health (video) ➡ Introductory Guide to Organizational Assessment
Enterprise Risk Management and Internal Controls	• Risk Management • Identifying Risks • Internal Controls	➡ Enterprise Risk Management (video) ➡ Playbook: Enterprise Risk Management for the U.S. Federal Government
Standard Operating Procedures	• Procedures • Operating Plans	➡ Writing Guide for SOPs
Federal Records Management	• Document Management • Document Libraries • Records Management	➡ Records Management Handbook
Workflow Management	• Project Management • Optimizing Time	➡ How to define a workflow process (video)
Population (Health) Management	• Data Skills for Public Health	➡ Integrating Healthcare through Population Health Management ➡ NASEM Dialogue about the Workforce for Population Health Improvement Workshop: Readings and Resources ➡ NASEM Dialogue about the Workforce for Population Health Improvement (video)
OMB Clearance	• Paperwork Reduction Act	➡ Paperwork Reduction Act Guide
Business Intelligence and Analytics	• Business Analysis • Business Intelligence • Effective Analysis • Personal Skills for Effective Business	➡ Difference between Business Intelligence and Business Analytics ➡ Application of Business Analytics in Healthcare ➡ Coursera: AI for Everyone
Document Clearance Process	• Writing Complex Documents • OMB Paperwork Reduction Act • IT Clearance Checklist	➡ Clearance Process for Information Collection

✔ Organizational Management

	HHS Learning Portal	Online Resources
Organizational Development	• Organizational Effectiveness • Organizational Agility • Goals • Six Sigma	➡ Lean Six Sigma: Black Belt ➡ Lean Six Sigma Training Opportunities
Developing and Tracking Program Budgets	• Project Schedule and Budget	➡ Sample Budget Narrative - HRSA
Executing Priorities	• Conflicting Priorities • Categorizing Priorities • Aligning Goals	➡ DHHS Priorities ➡ Resource Allocation and Priority Setting
A-123 Audit Process		➡ A-123 Circular ➡ The Updated OMB Circular A-123
A-19 Process		➡ A-19 Process
IT Systems and Functionality Development	• Information Technology	➡ Developing IT System Requirements ➡ Government IT initiatives ➡ GSA Technology Overview
GAO and OIG Inquiries	• Appropriations	➡ GAO and OIG Audits and Investigations ➡ Responding to Congressional Inquiries
Evaluation Techniques	• Program Evaluation	➡ Evaluation as a Tool for Improving Federal Programs ➡ Federal Program Evaluation
Data Collection and Utilization	• Managing Data • Data Warehouse	➡ Data 101 ➡ Medicare Utilization Data (video)
Data Analysis	• Data Analysis • Data Collection • Data Exploration	➡ Coursera: Data Science ➡ Basic Statistics ➡ Probability and Statistics: To p or not to p? ➡ Inferential Statistics ➡ Summary Statistics in Public Health ➡ Introduction to Statistics & Data Analysis in Public Health ➡ Problem Solving with Excel ➡ Mastering Data Analysis in Excel ➡ Real Statistics Using Excel
Data Visualization	• Managing Data • Data Warehouse	➡ Data visualization beginners guide ➡ Data visualization in Excel ➡ Data Visualization Course ➡ Top Tips for Data Visualization
Quality Assurance	• Quality Assurance • Finding Quality in Data • Six Sigma Quality Tools	➡ DHHS Evaluation and Quality Improvement ➡ U.S. Army Quality Assurance Surveillance Plan

✓ Organizational Management

	HHS Learning Portal	Online Resources
Memorandum of Agreement/ Understanding (MOA/MOU)		➡ Memorandum of Agreement definition
		➡ Memorandum of Understanding definition
		➡ Examples of Memorandum of Agreements
		➡ Writing Guide for MOUs
Interagency Agreements (IAA)		➡ Department of Treasury Guide to Writing IAAs
Implementation Science		➡ https://hrsa.connectsolutions.com/pq4huyoe1w0k/

✓ Communication

	HHS Learning Portal	Online Resources
Change Management	• Making Change • Change Planning • Sustainable Change	➡ Successful Change Management in the Public Sector
Internal/External Communication Methods	• Effective Communication • Art and Science of Communication • Non-verbal communication	➡ Plain Language ➡ Improving Internal Communications ➡ GSA Tools to Advance Online Communication
Federal Plain Language	• Plain Writing • Plain Language	➡ Federal Plain Language Guidelines
Effective Communication	• Effective Communication • Team Building • Cultural Effectiveness	➡ People-Relationships – Effective Communications (video) ➡ Communicating Effectively: Making Requests, Offers, Promises (video) ➡ Remember to Say Thank You (video)
Writing (Professional, Technical, Creative)	• Clarity and Conciseness in Writing • Writing Curriculum • Foundations of Professional Writing • Improving Technical Writing Skills	➡ Writing Resources for Federal Agencies ➡ Plain Language Tools
Responding to Congressional Inquiries and Correspondence		➡ HHS Congressional Inquiries ➡ DOD Congressional Inquiries Guide
Principles and Platforms for Training Development and Presentation	• What is Training? • Individual Development Plans	➡ OPM Training and Development Wiki
508 Compliance	• 508 Training • Creating Accessible Documents	➡ DHHS Section 508
Social and Earned Media	• Social Media Quality • Managing Social Media Activity • Electronic Communication • Global Internet	➡ DHHS Social Media ➡ Analysis of earned media and public engagement (CDC Campaign)
Engaging Stakeholders	• Six Sigma Benchmarking • Engaging with Users • Managing Stakeholder Expectations	➡ DHHS Strategic Communications ➡ NIH Stakeholder Engagement presentation ➡ Stakeholder Engagement (video

Leadership

	HHS Learning Portal	Online Resources
Leadership Core Competencies	• Leadership Development Plan • Leveraging Core Competencies	➡ Women's Leadership Support Group Podcast (video) ➡ USDA Leadership Core Competencies
Leadership vs Management vs Supervision	• Leadership Development Plan	➡ Federal Leadership Development Programs
Understanding your Strengths and weaknesses	• Assessing Your Own Leadership	➡ Great leadership starts with self-leadership (video) ➡ General Public Health Professionals Self-Assessment
Discovering and Honoring your Leadership Style	• Building a Leadership Development Plan • Project Leadership • Assessing Your Own Leadership	➡ What's Your Natural Leadership Style?
Characteristics of Great Leaders	• Building Innovation	➡ Great leadership comes down to only two rules (video)
Leading Cross Functional Teams	• Managing for cross-functionality • Leading a Cross Functional Team • Communicating with Cross Cultural Audience	➡ Developing Cross Functional Teams ➡ Managing Cross Cultural Remote Teams (video)
Engaging Stakeholders	• Six Sigma Benchmarking • Engaging with Users • Managing Stakeholder Expectations	➡ DHHS Strategic Communications ➡ NIH Stakeholder Engagement presentation ➡ Stakeholder Engagement (video)
Situational Leadership	• Situational Leadership • Optimizing Operations • Assessing Your Own Leadership	➡ How to Master Situational Leadership
Operational Leadership	• Building a Leadership Development Plan • Project Leadership	➡ OPM Center for Leadership Development ➡ Stop Managing, Start Leading (video)
Strategic Leadership	• Building a Leadership Development Plan • Assessing your own Leadership Performance	➡ Positive Leadership Strategies for Extraordinary Performance ➡ OPM Center for Leadership Development
Emotional Intelligence	• Emotional Intelligence • Navigating the Workplace • Other Kind of Smart • EI for Teams	➡ 6 Steps to Improve your Emotional Intelligence (video) ➡ The Power of Emotional Intelligence (video) ➡ Emotional Intelligence
Self-Care and Wellness	• Work/Life Balance • Dealing with Work/Life Challenges	➡ Federal Occupational Health Healthy Living Topics
Political Savvy	• Influence others with political savvy • Peer political styles	➡ Political Savvy 101
Change Management and Leading Change	• Making Change • Change Planning • Facilitating Change	➡ Leading Change Management (video) ➡ Successful Change Management Practices in the Public Sector (video)
Leading People	• Leading Teams • Difficult People • Leading Outside the Organization	➡ OPM Center for Leadership Development ➡ OPM Senior Executive Service Core Qualifications
Development, Communication, and Implementing a Vision	• Communicating Vision • Shared Vision • Strategic Vision	➡ Developing and Communicating a vision