



NIST
National Institute of
Standards and Technology
U.S. Department of Commerce

Office of Law Enforcement Standards **2-Year Road Map**

FY 2009 - 2011



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Introduction

BACKGROUND. This 2-Year Road Map is part of a tiered implementation process that was developed during Office of Law Enforcement Standards (OLES) March 2009 off-site and is presented in Appendix C of the 10-Year Strategic Plan. The process specifies the overarching guidelines on what OLES needs to accomplish to fulfill its vision, deliver on its mission, and achieve peak operating performance. The Road Map defines Requirements to advance the Objectives of the Strategic Plan's 5 Goals. Requirements will be completed within a 2-Year time horizon according to the Government Fiscal Year (GFY) quarter system.

CATEGORIZING REQUIREMENTS. The Requirements outlined in this Road Map enforce traceability and allow OLES to monitor implementation. Each Requirement is linked to an associated Action and three Milestones. The Action is what OLES will complete by the specified closeout date. Interdependent Milestones are to be achieved in sequential order.

MANAGING REQUIREMENTS. Requirements will be managed and executed at the Administration or Program level. In some cases, both levels will be responsible for a Requirement. This approach impacts implementation from a management, execution, and resourcing standpoint. Requirements that are an Administration responsibility will be executed and resourced by the Strategic Planning Committee (SPC) and/or the OLES Director; and individual programs will be expected to contribute resources on an ad hoc basis. Requirements that are the responsibility of a Program will be executed through their Strategic Program Management Plans (described below).

MEASURING PROGRESS. The Chair of the Strategic Planning Committee will monitor implementation of the Strategic Plan and this Road Map through ad hoc management reviews, monthly planning sessions, and quarterly Strategic Planning Committee (SPC) meetings. Requirements are exhibited as a check-list to facilitate monitoring.

EMPLOYING STRATEGIC PROGRAM MANAGEMENT PLANS. As a complementary measure to the implementation process, each OLES program will develop individualized 1-Year Strategic Program Management Plans. These Program Plans enable OLES to leverage program-specific resources and capabilities to meet strategic, operational, and programmatic requirements defined in the Strategic Plan and Road Map. Individualized Program Plans define the measurable actions for each program and will allow OLES to pursue and complete key technical priorities. Due to OLES' structure, programs need to maintain considerable autonomy and flexibility to capitalize on opportunities that further the interests of the public safety community.

REFRESHING THE ROAD MAP. OLES will refresh the Road Map on an annual basis by identifying the next set of sequential requirements according to the environment. This will enable OLES to manage requirements on a case-by-case basis and allow each Program to be at a different stage of progress.

STRATEGIC GOAL 1

DELIVER SUSTAINABLE RESULTS by pursuing existing and emerging technical initiatives that complement program portfolios and capitalize on Core Capabilities and Core Competencies to maintain technical stewardship in performance standards.

| Objective | No. | Requirement | Closeout | Champion |
|---------------------------------|-----|--|---------------|--------------------------------|
| 1.1: Enable Innovation | 1 | <p>Action: Provide guidance and subject matter expertise to develop new project ideas.</p> <ul style="list-style-type: none"> ■ Milestone 1: Identify opportunities to contribute to stakeholder activities. ■ Milestone 2: Engage stakeholders on OLES' expertise to provide solutions. ■ Milestone 3: Consult on requirements with stakeholders during development. | GFY10 QTR3 | Program |
| 1.2: Qualify Investments | 2 | <p>Action: Prioritize and fund requirements by projected impact.</p> <ul style="list-style-type: none"> ■ Milestone 1: Employ portfolio management methodologies to evaluate impact. ■ Milestone 2: Prioritize projects by balancing impact with technical merit. ■ Milestone 3: Pursue and monitor funding for new requirements. | GFY10 QTR4 | Program |
| 1.3: Facillitate Success | 3 | <p>Action: Facillitate the advancement of NIST priorities.</p> <ul style="list-style-type: none"> ■ Milestone 1: Trace projects and requirements to NIST. ■ Milestone 2: Invest in projects and requirements that further NIST priorities. ■ Milestone 3: Fund emerging technical areas that are of mutual benefit with NIST. | GFY11 QTR1 | Program |
| 1.4: Explore Concepts | 4 | <p>Action: Identify technical areas with opportunity for breakthroughs.</p> <ul style="list-style-type: none"> ■ Milestone 1: Perform feasibility studies to determine likelihood of impact. ■ Milestone 2: Develop business plans and proposals. ■ Milestone 3: Extend seed funding to incubate requirements with non ear-mark funding. | GFY10 QTR4 | Program |
| 1.5: Expand Exertise | 5 | <p>Action: Stand up programs to further technical requirements and resolve problems.</p> <ul style="list-style-type: none"> ■ Milestone 1: Perform impact, tradeoff, and cost/benefit analyses on requirements. ■ Milestone 2: Prioritize requirements according to impact, stability, and costs. ■ Milestone 3: Operationalize programs to address sustained requirements and problems. | GFY11 QTR2 | Program |
| | 6 | <p>Action: Identify and incorporate best practices and lessons learned for each Core Capability.</p> <ul style="list-style-type: none"> ■ Milestone 1: Identify best practices and lessons learned for each Core Capability. ■ Milestone 2: Improve Core Capabilities based upon best practices and lessons learned. ■ Milestone 3: Incorporate best practices and lessons learned into operations. | GFY11 QTR3 | Program |
| | 7 | <p>Action: Add knowledgeable staff to expand each Core Competency.</p> <ul style="list-style-type: none"> ■ Milestone 1: Define knowledge gaps and needs. ■ Milestone 2: Develop a management plan to show long-range value of expanding staff. ■ Milestone 3: Justify and retain technical and administrative staff. | GFY11 QTR3 | Administration & Program |

STRATEGIC GOAL 2

PRACTICE STRATEGIC MANAGEMENT in operational, programmatic, and technical affairs to understand and respond to our customers and their environment, influence priorities and requirements, and exercise options that optimize effective results.

| Objective | No. | Requirement | Closeout | Champion |
|--|-----|---|---------------|--------------------------------|
| 2.1: Optimize Performance | 8 | <p>Action: Establish a planning, programming, budgeting, and execution (PPBE) methodology.</p> <ul style="list-style-type: none"> ■ Milestone 1: Perform a comprehensive study of PPBE and methods to apply it. ■ Milestone 2: Develop a methodology and a complementary implementation plan. ■ Milestone 3: Implement and integrate the methodology into OLES' standard operations. | GFY10 QTR3 | Administration |
| 2.2: Formulate Options | 9 | <p>Action: Create proposal development capability.</p> <ul style="list-style-type: none"> ■ Milestone 1: Outline approaches to rapidly generate and validate ideas. ■ Milestone 2: Create a process to convert ideas into action plans. ■ Milestone 3: Provide stakeholders opportunities to formulate ideas and plans. | GTY10 QTR4 | Administration & Program |
| 2.3: Measure Performance | 10 | <p>Action: Turn the Strategic Plan into an enforceable mandate.</p> <ul style="list-style-type: none"> ■ Milestone 1: Establish a Strategic Planning Committee (SPC) with regular meetings. ■ Milestone 2: Draft a Strategic Program Management Plan for each program. ■ Milestone 3: Monitor Road Map and Strategic Program Management Plans. | GFY09 QTR4 | Administration & Program |
| | 11 | <p>Action: Create process and output performance measurements.</p> <ul style="list-style-type: none"> ■ Milestone 1: Formulate process measurements that align with NIST. ■ Milestone 2: Formulate output measurements that align with NIST. ■ Milestone 3: Formulate outcome measurements that align with NIST. | GFY11 QTR3 | Administration & Program |
| 2.4: Exceed Expectations | 12 | <p>Action: Develop a customer service model.</p> <ul style="list-style-type: none"> ■ Milestone 1: Define minimum customer satisfaction thresholds and measurements. ■ Milestone 2: Create a process to survey targeted respondents. ■ Milestone 3: Build historical data and conduct trend analyses. | GFY10 QTR2 | Administration & Program |
| 2.5: Drive Priorities | 13 | <p>Action: Develop a portfolio management methodology.</p> <ul style="list-style-type: none"> ■ Milestone 1: Perform resource analyses to define project costs and measure return. ■ Milestone 2: Measure future return on investment in terms of benefits versus costs. ■ Milestone 3: Incorporate new projects that demonstrate a measurable return. | GFY10 QTR4 | Administration & Program |
| | 14 | <p>Action: Fill funding gaps in existing projects and requirements.</p> <ul style="list-style-type: none"> ■ Milestone 1: Evaluate project portfolio to identify funding gaps. ■ Milestone 2: Develop business cases, funding requisitions, and justifications. ■ Milestone 3: Identify and pursue internal and external funding. | GFY11 QTR2 | Program |

STRATEGIC GOAL 3

LAUNCH COMPELLING OUTREACH by increasing awareness of milestones, successes, and outcomes through measured communication initiatives designed to maintain a trusted dialogue with stakeholders and engender sustainable strategic partnerships.

| Objective | No. | Requirement | Closeout | Champion |
|---|-----|---|---------------|--------------------------------|
| 3.1: Craft Communication | 15 | <p>Action: Develop outreach materials and products.</p> <ul style="list-style-type: none"> ■ Milestone 1: Identify necessary material and products, channels, and vehicles. ■ Milestone 2: Craft messaging according to value proposition and themes. ■ Milestone 3: Create and implement process to disseminate material and products. | GFY10 QTR4 | Program |
| 3.2: Build Communities | 16 | <p>Action: Launch outreach campaigns.</p> <ul style="list-style-type: none"> ■ Milestone 1: Baseline approach to achieve desired outcomes with stakeholders. ■ Milestone 2: Design and construct outreach and awareness campaign(s). ■ Milestone 3: Implement campaign(s) towards one to two desired outcomes. | GFY11 QTR1 | Program |
| 3.3: Influence Strategy | 17 | <p>Action: Develop stakeholder management plans.</p> <ul style="list-style-type: none"> ■ Milestone 1: Define and analyze stakeholder audience. ■ Milestone 2: Define clear, direct, and transparent roles and responsibilities. ■ Milestone 3: Gain buy-in from and approval of stakeholders. | GFY10 QTR2 | Program |
| 3.4: Promote Success | 18 | <p>Action: Engage targeted stakeholder groups.</p> <ul style="list-style-type: none"> ■ Milestone 1: Categorize stakeholder groups per program and across organization. ■ Milestone 2: Brief each stakeholder group on tailored approach to meet their needs. ■ Milestone 3: Solicit feedback to tailor approach to meet their needs and re-brief. | GFY10 QTR1 | Administration & Program |
| 3.5: Maintain Awareness | 19 | <p>Action: Stand-up a situational awareness capability.</p> <ul style="list-style-type: none"> ■ Milestone 1: Identify types and scope of information, and frequency of monitoring. ■ Milestone 2: Develop process to monitor, analyze, and report. ■ Milestone 3: Create impact analyses and a feedback loop to enhance process. | GFY10 QTR1 | Administration |

STRATEGIC GOAL 4

CULTIVATE PRODUCTIVE PARTNERSHIPS by facilitating collaborative decision-making and establishing direct communication channels with our stakeholders to advance the development and promulgation of standards and technologies.

| Objective | No. | Requirement | Closeout | Champion |
|--|-----|---|---------------|----------------|
| 4.1: Cultivate Partnerships | 20 | <p>Action: Set stage for long-term partnerships.</p> <ul style="list-style-type: none"> ■ Milestone 1: Catalogue relationships according to strength, impact, and related factors. ■ Milestone 2: Map relationships to identify intersections among stakeholders with untapped value. ■ Milestone 3: Facilitate introductions between or among stakeholder groups. | GFY10 QTR4 | Program |
| 4.2: Mobilize Networks | 21 | <p>Action: Execute a Road Show.</p> <ul style="list-style-type: none"> ■ Milestone 1: Develop a presentation to brief stakeholders on OLES' value proposition. ■ Milestone 2: Create Road Show management plan and briefing schedule. ■ Milestone 3: Cultivate stakeholder partnerships in response to immediate needs. | GFY10 QTR3 | Administration |
| 4.3: Broker Expertise | 22 | <p>Action: Streamline access to subject matter expertise.</p> <ul style="list-style-type: none"> ■ Milestone 1: Identify desired expertise within and outside of NIST. ■ Milestone 2: Engage organizations harboring expertise. ■ Milestone 3: Establish Memorandum of Understandings with organizations. | GFY11 QTR1 | Administration |
| 4.4: Organize Opportunities | 23 | <p>Action: Champion sustainable partnerships.</p> <ul style="list-style-type: none"> ■ Milestone 1: Identify opportunities to partner with stakeholder groups. ■ Milestone 2: Develop business plans and proposals to justify/create/sustain partnerships. ■ Milestone 3: Facilitate technical discussions between and among stakeholder groups. | GFY11 QTR2 | Program |
| 4.5: Multiply Insights | 24 | <p>Action: Provide global strategic counsel.</p> <ul style="list-style-type: none"> ■ Milestone 1: Extract insights from experiences and situational awareness reports. ■ Milestone 2: Offer insights during group-based sessions and one-on-one interactions. ■ Milestone 3: Facilitate incorporation of insights into a requirements development process. | GFY11 QTR3 | Program |

STRATEGIC GOAL 5

ACHIEVE PEAK PERFORMANCE by integrating organizational program areas vertically and horizontally to capture synergy points, thereby maximizing operational performance, positioning as a learning organization, and improving cost-effectiveness.

| Objective | No. | Requirement | Closeout | Champion |
|--|-----|--|---------------|--------------------------------|
| 5.1: Capitalize Synergies | 25 | <p>Action: Employ internal situational awareness.</p> <ul style="list-style-type: none"> ■ Milestone 1: Develop process to share information through internal awareness reports. ■ Milestone 2: Construct tools to report on actions, SWOTs*, requirements, and needs. ■ Milestone 3: Design approach to collaboratively improve performance. <p><i>*Defined as Strengths, Weaknesses, Opportunities, and Threats</i></p> | GFY10 QTR1 | Administration |
| 5.2: Institutionalize Knowledge | 26 | <p>Action: Establish a knowledge management capability.</p> <ul style="list-style-type: none"> ■ Milestone 1: Develop a process to capture, archive, and access information. ■ Milestone 2: Organize information on a centralized database. ■ Milestone 3: Demonstrate methods and techniques to use archived information. | GFY10 QTR3 | Administration |
| 5.3: Motivate Learning | 27 | <p>Action: Set up internal communication channels.</p> <ul style="list-style-type: none"> ■ Milestone 1: Survey staff on effective ways to learn. ■ Milestone 2: Evaluate and select channels that support learning as a team. ■ Milestone 3: Develop concept of operations for each selected channel. | GFY10 QTR1 | Administration |
| 5.4: Enforce Efficiency | 28 | <p>Action: Define roles and responsibilities.</p> <ul style="list-style-type: none"> ■ Milestone 1: Clarify expectations on technical and programmatic requirements. ■ Milestone 2: Develop resource allocation plan(s). ■ Milestone 3: Create matrix management plan(s). | GFY10 QTR1 | Administration & Program |
| 5.5: Energize Growth | 29 | <p>Action: Invest in training and education.</p> <ul style="list-style-type: none"> ■ Milestone 1: Identify baseline and specialized learning requirements. ■ Milestone 2: Enable learning opportunities through resourcing and time management. ■ Milestone 3: Socialize learning through information archival and information sharing. | GFY10 QTR4 | Administration & Program |
| | 30 | <p>Action: Formalize a personnel detailee program.</p> <ul style="list-style-type: none"> ■ Milestone 1: Evaluate federal agency detailee programs for benefits to be gained. ■ Milestone 2: Design program to ensure knowledge, skills, and abilities are expanded. ■ Milestone 3: Contract with selected federal agencies. | GFY11 QTR1 | Administration |



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