

NIST Strategic Plan Implementation

VCAT Update

October 20, 2020

Strategic Plan at a Glance



4

STRATEGIC GOALS



6

WRITTEN DOCUMENTS



1

Program Coordination Office



14

STRATEGIC OBJECTIVES



10+

OUTREACH ACTIVITIES



80+

STAFF INVOLVED



43

STRATEGIES



8

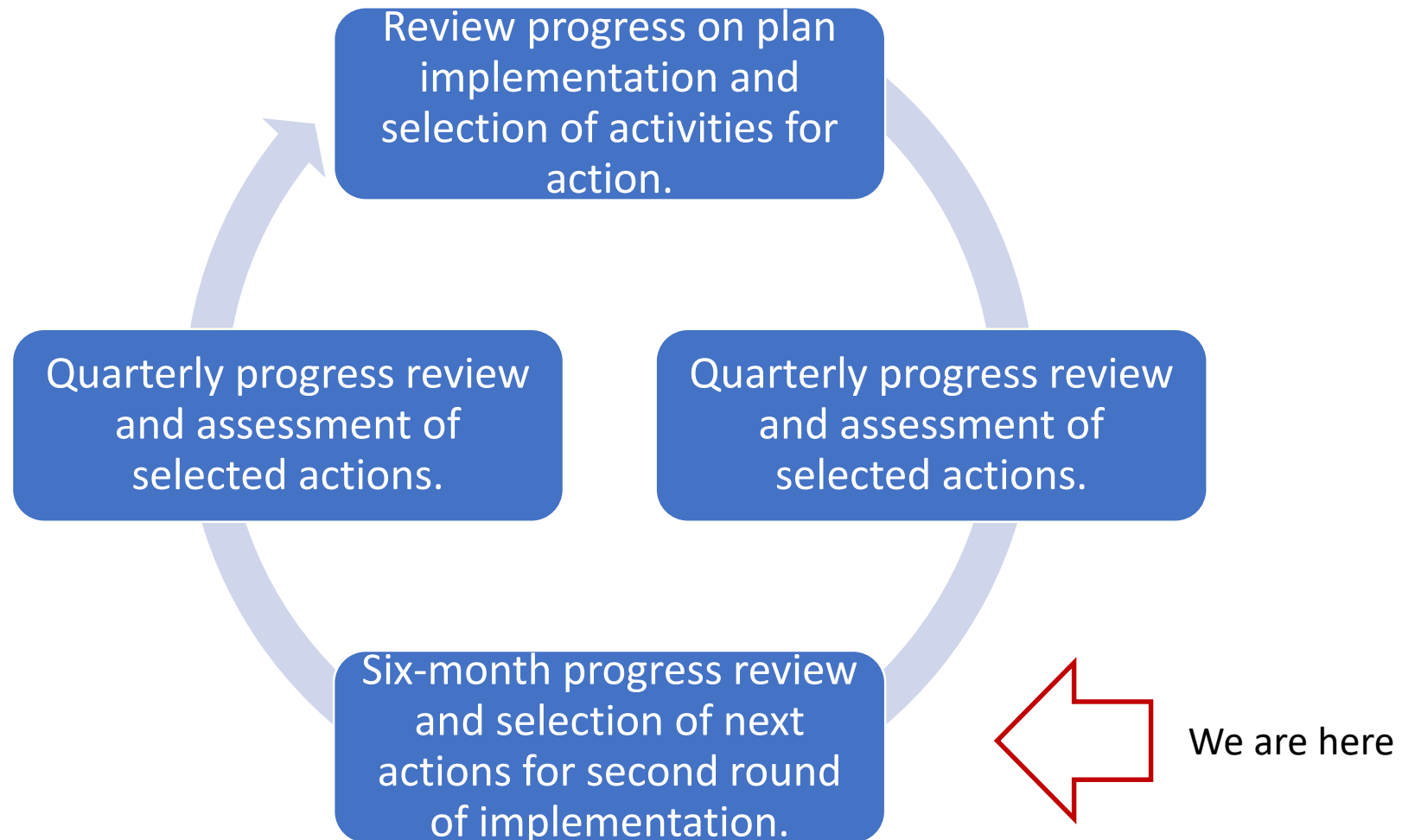
ACTIONS for implementation



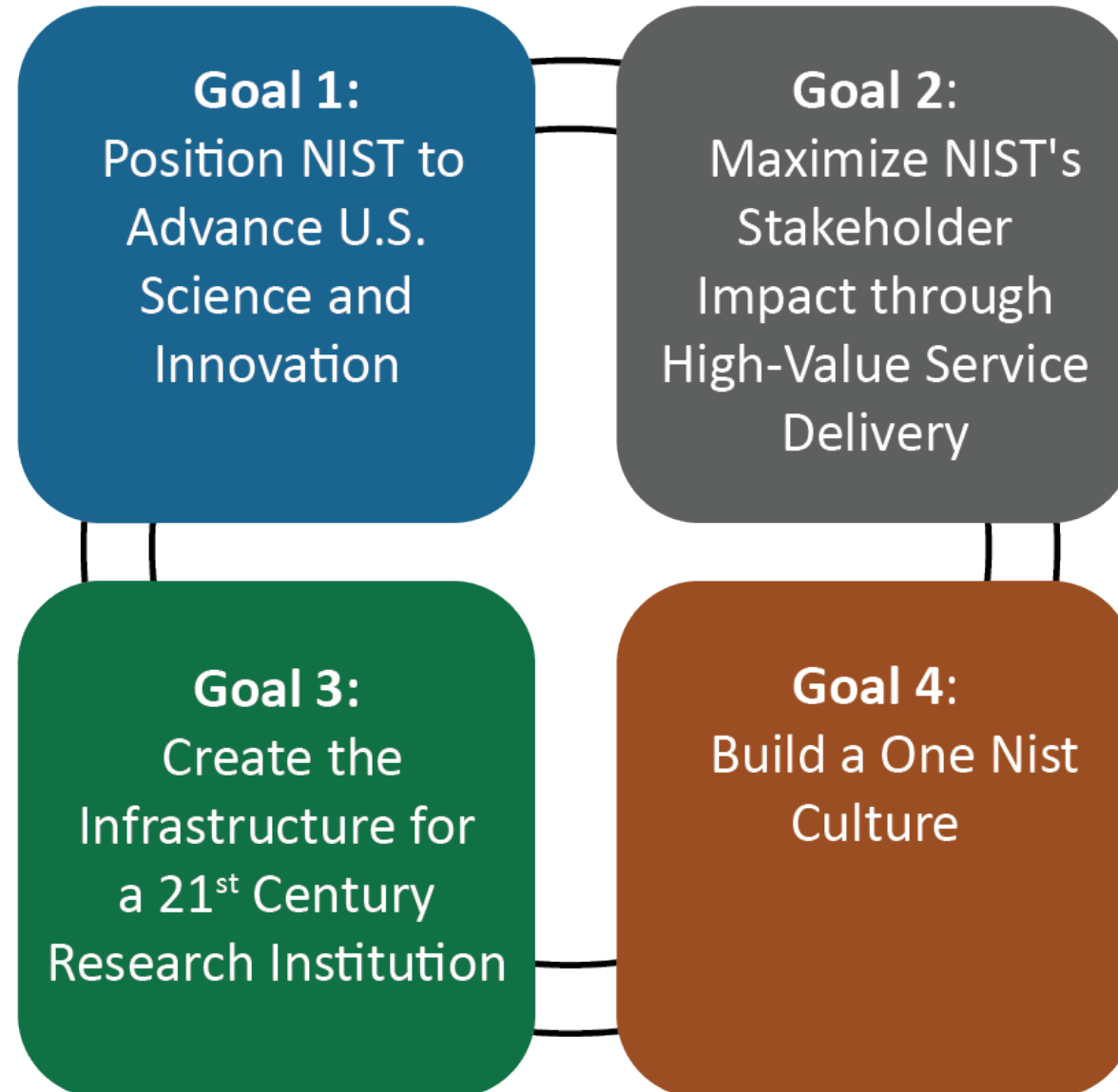
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National Institute of Standards and Technology

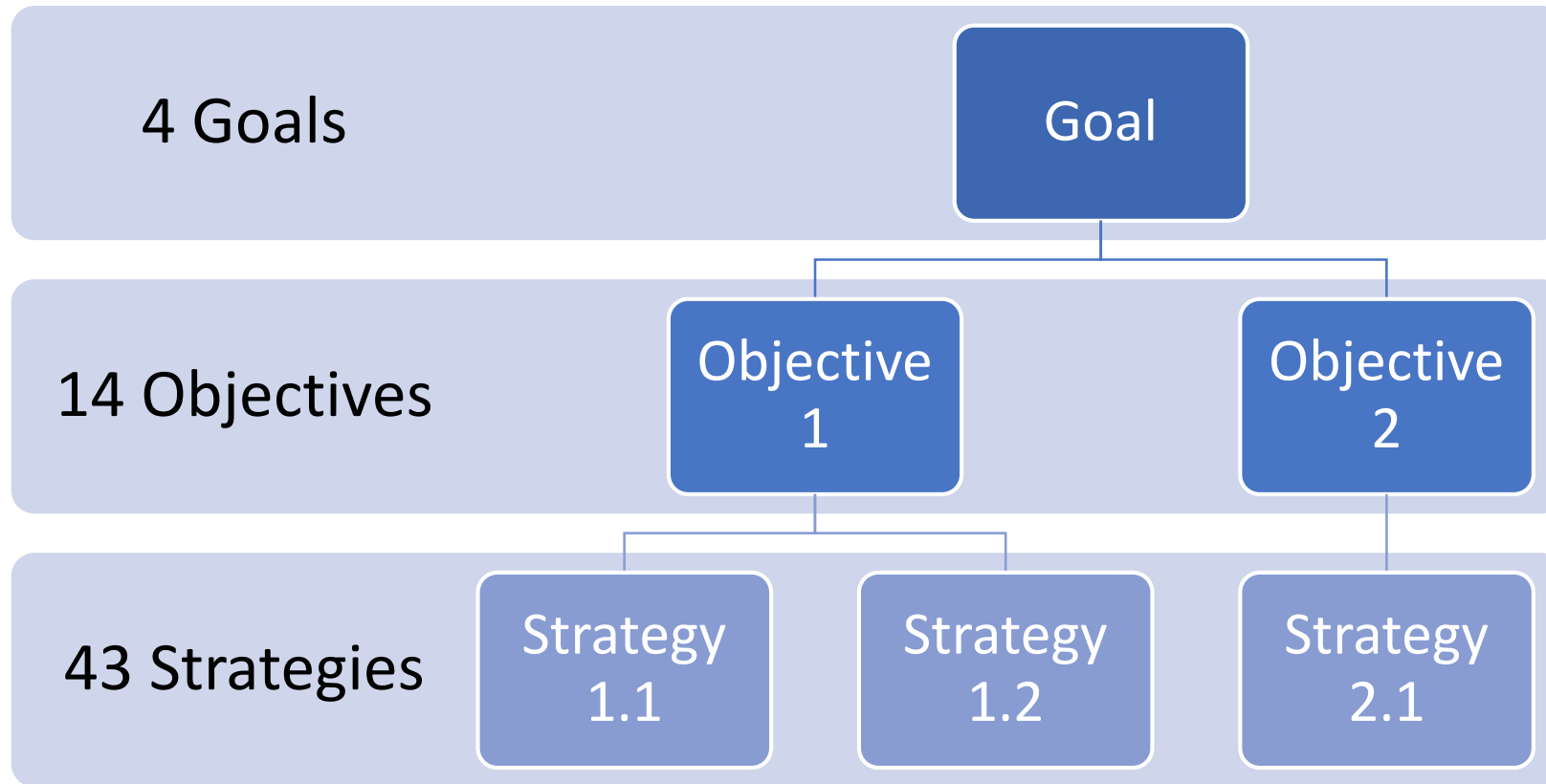
Where are we in the Implementation Cycle



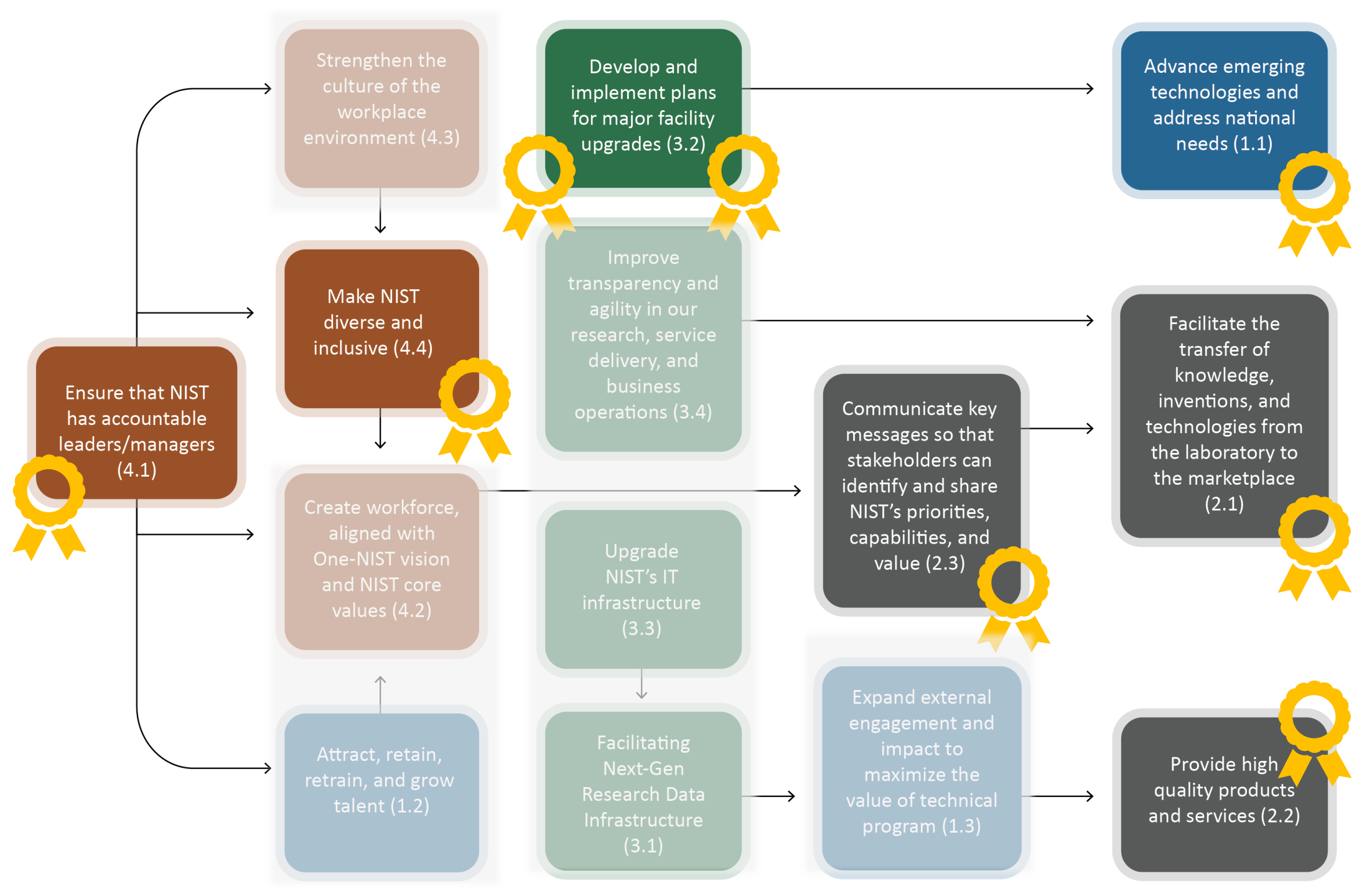
NIST Strategic Plan: Goals



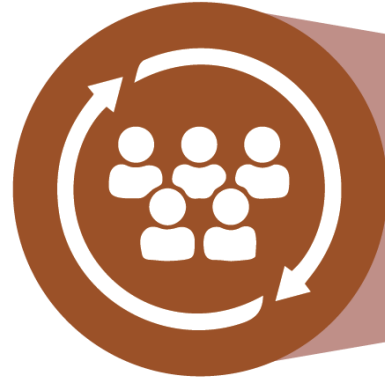
Structure of the Plan



8 Actions selected for implementation



NIST Strategic Plan: Immediate Actions



Workforce

1. Improve collaboration and agility across NIST programs by restructuring performance plans to provide flexibility for collaborative work.
2. Establish a new ADLP funding mechanism to foster cross-OU collaboration.
3. Appoint a NIST Diversity coordinator to lead efforts to improve the diversity of NIST's workforce.
4. Strengthen NIST's leadership corps by developing and implementing a NIST leadership competencies model and increase support for development and growth of existing leaders at NIST.



Infrastructure

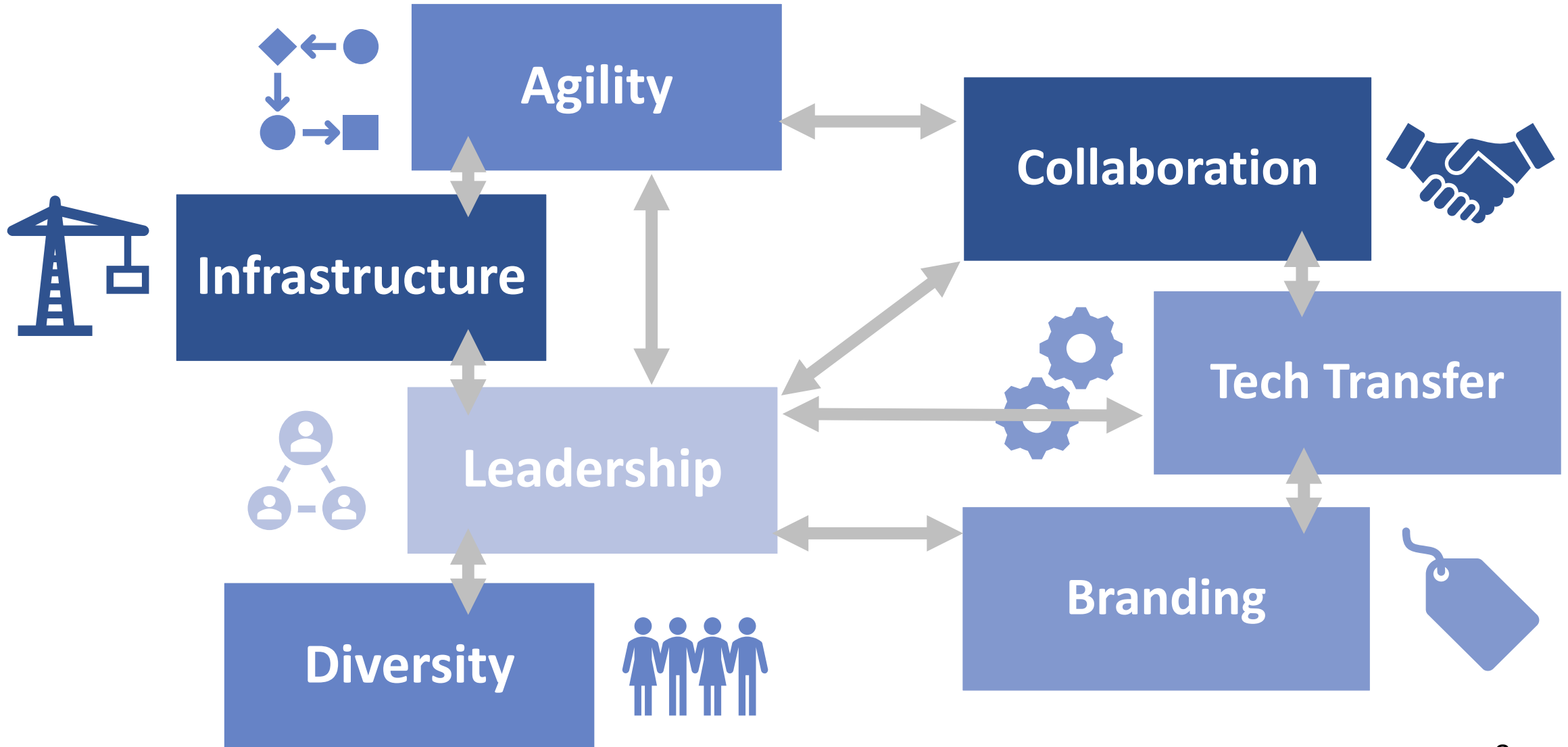
5. Develop a prioritized implementation plan of the NIST Campus Master Plan.
6. Optimize ongoing repair activities through the utilization of a predictive facilities maintenance tool to guide future SCMMR investments.



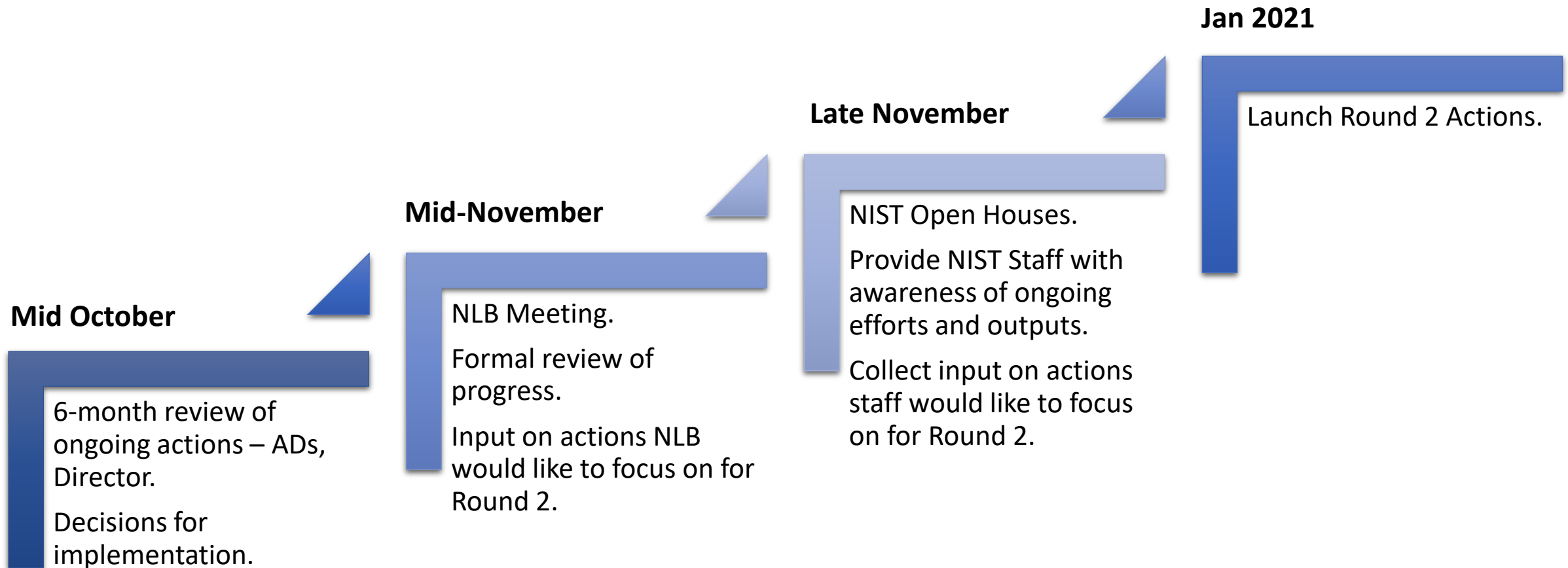
Operations and Procedures

7. Increase the successful transfer of NIST-developed technologies by applying best practices to streamline and enhance customer and stakeholder engagements.
8. Improve stakeholder awareness of NIST by clarifying and sharpening NIST's strategic communications and initiating an effort to rebrand.

Actions are Interlinked



Upcoming Steps



NSP Dashboard

Workforce Actions



Restructure performance plans to provide flexibility for collaborative work.



Establish a new ADLP funding mechanism to foster cross-OU collaboration.



Appoint a NIST Diversity coordinator to lead efforts to improve the diversity of NIST's workforce.



Strengthen NIST's leadership corps by developing and implementing a NIST leadership competencies model.



Complete!



Near Completion

Infrastructure Actions



Develop a prioritized implementation plan of the NIST Campus Master Plan.



Optimize ongoing repair activities through the utilization of a predictive facilities maintenance tool.



Operations and Procedures Actions



Define and establish the technology liaison function to facilitate the transfer of NIST-developed technologies



Improve stakeholder awareness of NIST by clarifying and sharpening NIST's strategic communications and initiating an effort to rebrand NIST.



Needs Improvement

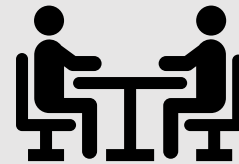


On Track

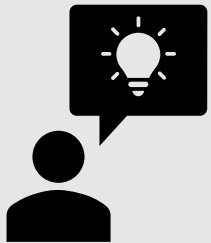
Noteworthy Accomplishments



Diversity and
Inclusion Leader PD



Performance Plans
modifications to
foster One NIST
culture



Innovation
Ambassador detail
opportunity



Branding Study
contract awarded



Additional Slides



INFRASTRUCTURE

- Prioritized Implementation Plan
- Predictive Maintenance Tool



OPERATIONS & PROCEDURES

- Technology Transfer
- Branding



Problem

NIST's lacks strategies and resources to deal with aging infrastructure.



Motivation:

- Deferred maintenance backlog is over \$750M
- Congress signaled its willingness to support funding increases for a facility improvements



Action

Develop a prioritized implementation plan of the NIST Campus Master Plan.



Action

Optimize ongoing repair activities through the utilization of a predictive facilities maintenance tool to guide future SCMMR investments.

Branding: What is the Problem to be Solved?



Problem

NIST does not have a consistent, recognizable brand that clearly communicates NIST's priorities, capabilities, and value.

How do we know that this is a problem?

- External public affairs experts' reports
- Strategic Plan Objectives
- NIST community feedback



Action

Improve stakeholder awareness of NIST by clarifying and sharpening NIST's strategic communications and initiating an effort to rebrand NIST.



Technology Transfer



Problem

NIST lacks a cohesive approach to technology transfer.

How do we know that this is a problem?

- Strategic Plan Objectives
- NIST community feedback
- Lessons learned from NOAC Pilot



Action – new direction!

Define and establish the **technology liaison** function to facilitate the transfer of NIST-developed technologies through enhanced customer [internal] and stakeholder [external] **service and process improvements.**





WORKFORCE

- Diversity
- Leadership
- Collaboration and Agility

Diversity: What is the Problem to be Solved?



Problem

NIST lacks a systematic and lasting approach to improving workplace diversity, inclusion, and belonging.

Motivation

- Common theme in Goal I and IV
- Calls to allocate real resources and drive real changes
- Data from studies and analyses



Action

Appoint a NIST Diversity Coordinator to lead efforts to improve the diversity of NIST's workforce.



Leadership: What is the Problem to be Solved?



Problem

NIST lacks a comprehensive and complete toolkit to grow, nurture, and support leaders and managers.

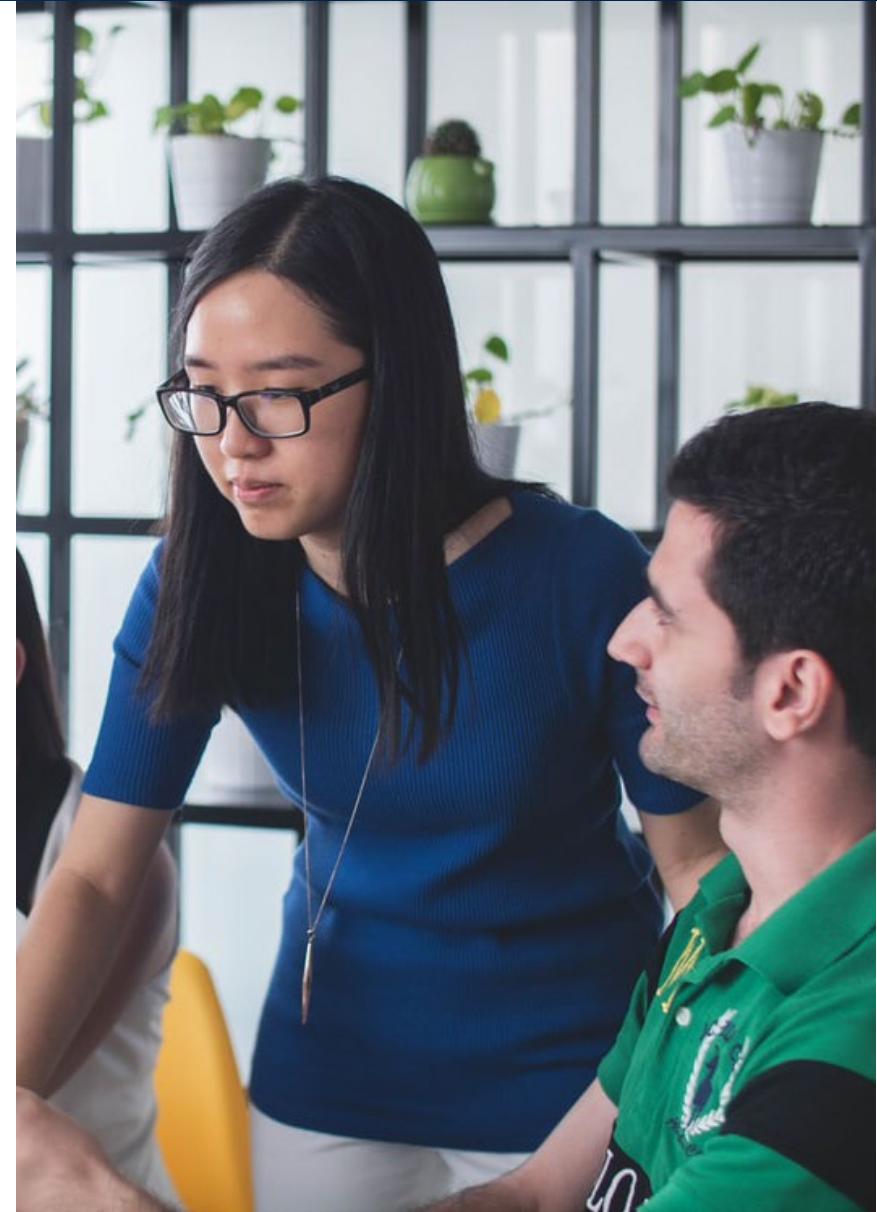
From Strategic Plan:

- Prepare individuals for leadership positions
- Enhance the capability to develop and/or hire the 'right' leaders/managers
- Training leaders for success



Action

Strengthen NIST's leadership corps by developing and implementing a NIST leadership competencies model and increase support for development and growth of existing leaders at NIST.



Agility: What is the Problem to be Solved?

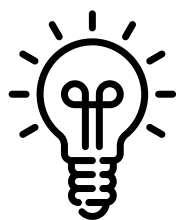


Problem

NIST needs to realize agility and technical excellence both at the institutional and individual level.

From Strategic Plan:

- Create the least-restrictive environment for NIST staff and associates to achieve technical excellence.
- Foster a culture that promotes collaboration across laboratory programs.
- Incentivize cross-collaboration between different OUs and improve the engagement and empowerment of the NIST workforce.



Action

Restructuring performance plans to provide flexibility for collaborative work.

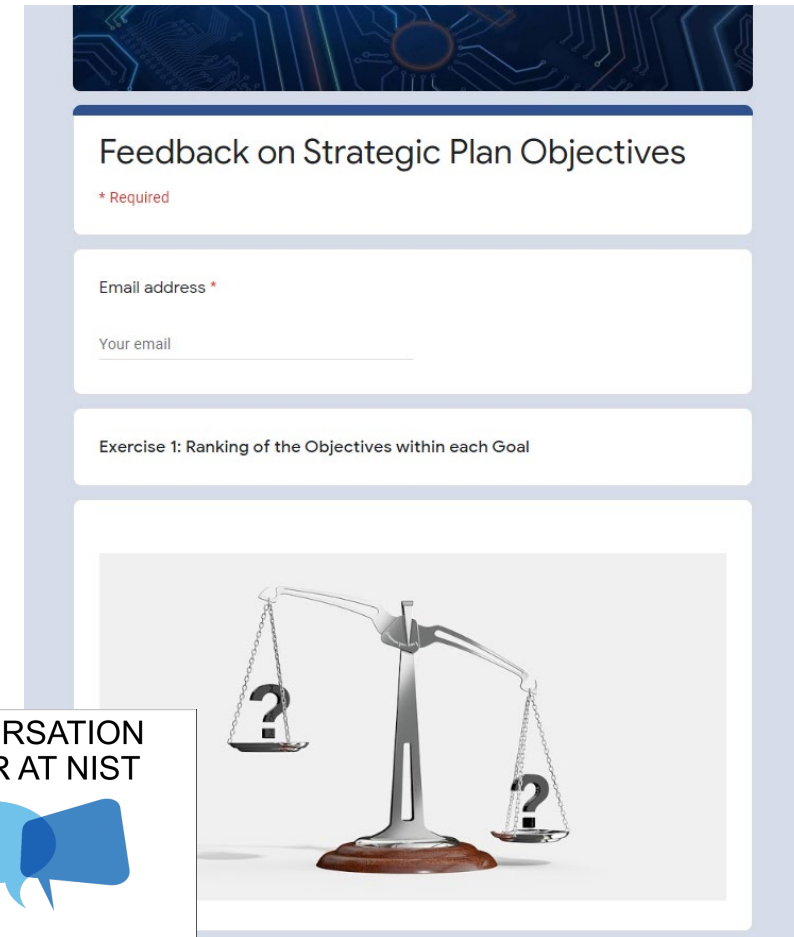


Action

Establishing a new ADLP funding mechanism to foster cross-OU collaboration.

How were Actions Formulated?

- **Short list of objectives** that originated from **ranking exercise with NLB** and **Goal Teams**. Ranking in terms of financial cost the barrier to culture change.
- **Open House** feedback in Gaithersburg and Boulder. **Community input sessions** on tech transfer (G2) and next-gen infrastructure (G3).
- **Analysis of overlap** in objectives and strategies between Goal Teams.
- Strategic priorities of Associate Directors.
- Final selection takes into consideration urgency, constraints of cost, and the level of difficulty.



COMMUNITY CONVERSATION
ON TECH TRANSFER AT NIST



Welcome!

Welcome from the Goal 2
Strategic Plan Team!

Sponsor: Phil Singerman, Associate Director

