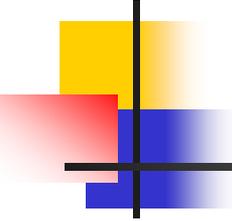


A More Responsive NIST

VCAT Panel Discussion

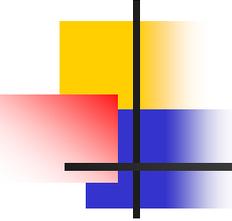
Tom Saponas

14 June 2005



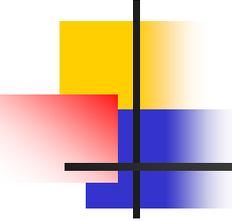
Responsiveness to New Opportunities

- Zero sum is the reality
- To fund new must cancel or reduce old
 - Biggest asset is the current staff
 - Biggest challenge is the current staff
- This is hard – Are you really committed to doing it?



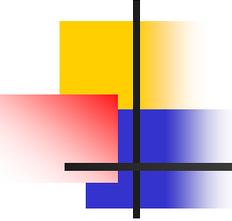
Necessary Elements of Change

- Credibility in motives
 - Is this just another program from senior management that will pass?
 - Are there real consequences for inaction?
- Reward and Recognition aligned to objectives
- Future state must be desirable and believable



First Steps

- Ensure alignment with mission
- Senior Management Board must be committed
 - Function as a team, not a collection of leaders
 - Major time commitment to process
- Identify 3 major opportunity areas
 - Macro economic data
 - Technology trends



First Steps (cont.)

- Must identify champions for each area who are respected not just available
- No holds barred internal recruitment (funding moves with people)
- Guarantees for those taking risks
- Success will be measured in programs canceled or reduced