

Workforce Development – An Investment in the Future

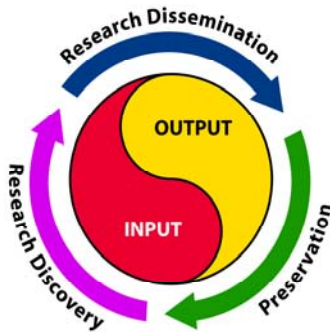
Mary-Deirdre Coraggio
mary-deirdre.coraggio@nist.gov

Barbara P. Silcox
barbara.silcox@nist.gov

Introduction

In 1997, the Information Services Division (ISD) at the National Institute of Standards and Technology (NIST) began a three-phase journey through technology and strategic planning to transform itself into an organization poised to embrace the challenges of the Digital Age. As ISD began to work through the goals and objectives from its first Strategic Plan, it became evident that there was a severe disconnect between the workforce's current skills and competencies and those needed to achieve the Vision.

ISD's continuous evolution is rooted in a commitment to customer service excellence and a culture that encourages learning, risk-taking, and creativity to provide professional scientific/technical information assistance to NIST research staff through their research and publishing cycles.



Knowledge Continuum

The Knowledge Continuum provides the overarching philosophy that drives ISD's products and services. It also serves as the framework for organizational and individual competencies.

Core Competencies

In the ten years since starting its journey, ISD has moved from addressing basic skills mix problems to honing and expanding the expertise of a highly skilled, professional staff. To begin moving the organization forward a two-pronged approach was used – one focusing on improving basic technical skills, the other on developing teamwork and leadership skills. In 2006, critical skills and competencies were mapped to key product and service areas to reinforce ISD's emphasis on meeting and anticipating the needs of the customer.

Product/Service Areas	Skills & Competencies (Examples)
Print and Digital Collections	<ul style="list-style-type: none"> Digital Content Preservation & Management Metadata & Document Coding Digital Licensing & Copyright
Publishing Support	<ul style="list-style-type: none"> Sci/Tech Digital Publishing Citation & Impact Analysis Knowledge Management for Knowledge Transfer
Research Support	<ul style="list-style-type: none"> Information/Knowledge Management in Measurement Science Customer Relations Analysis

Visioning and Planning: The Pathway to Success

ISD made investing in employee growth and development a strategic and operational priority. The Vision, Mission, Values, and Strategic and Operational Goals provide the framework for employee learning. Each employee's performance plan is directly linked to ISD's Strategic and Operational Plans. To support this, ISD budgets for the cost and time for staff to attend formal training, conferences, and seminars. Staff are encouraged to seek out writing, presenting, and leadership opportunities within and external to NIST. Recruitment of new staff targets needed skill sets and the embodiment of ISD's Values. This systematic approach to individual training and professional growth contributes to ISD's organizational performance excellence, improvement, and sustainability. Today, ISD's workforce demonstrates high levels of expertise, resulting in new business, innovative approaches to service delivery, and increased customer satisfaction.



IFLA World Library and Information Congress, Durban, South Africa, August 2007