

ELLEN DOWD

**NBS/NIST: 1967-1973, 1980-2006**

**EDUCATION:**

Dunbarton College of the Holy Cross, BA (History), 1967

**CITATION:**

For her leadership and technical excellence in the development of and leading the implementation of the Human Resources function at NIST.

**POSITIONS HELD AT NBS/NIST:**

Supervisory Personnel Management Specialist, Office of Personnel and Civil Rights, 1980-1991  
Human Resources Officer, Human Resources Management Division, 1991-2006

**HONORS:**

US Department of Commerce Silver Medal (1985)

**MEMBERSHIPS:**

Officer, Dunbarton College of the Holy Cross Alumni Association  
Member, National Multiple Sclerosis Society

**IMPACT:**

For exceptional leadership in managing the conversion of NIST and the Department of Commerce to the National Finance Center payroll system. NIST was the first Departmental agency to make this change. Ms. Dowd is recognized for assisting in the development of NIST's personnel demonstration project, established by law in 1986, which later became the NIST Alternative Personnel Management System (APMS). NIST's APMS covers over 90% of NIST employees today. Through her strategic direction NIST designed a novel alternative personnel management system in cooperation with the U.S. Department of Commerce (DoC) and the Office of Personnel Management (OPM). NIST's APMS, including pay-banding, streamlined position classification, and performance pay, has been in existence for over 23 years. It is a benchmark for other organizations wishing to develop alternative personnel management systems. Specifically, the Department of Commerce patterned its Commerce Alternative Personnel System (CAPS) after NIST's system.