NIST Strategic Plan Implementation

VCAT Update

October 20, 2020

Program Coordination Office
Where are we in the Implementation Cycle

Review progress on plan implementation and selection of activities for action.

Quarterly progress review and assessment of selected actions.

Quarterly progress review and assessment of selected actions.

Six-month progress review and selection of next actions for second round of implementation.

We are here
NIST Strategic Plan: Goals

**Goal 1:** Position NIST to Advance U.S. Science and Innovation

**Goal 2:** Maximize NIST's Stakeholder Impact through High-Value Service Delivery

**Goal 3:** Create the Infrastructure for a 21st Century Research Institution

**Goal 4:** Build a One Nist Culture
Structure of the Plan

- 4 Goals
- 14 Objectives
- 43 Strategies

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

Mid October
- 6-month review of ongoing actions – ADs, Director.
- Decisions for implementation.

Mid-November
- NLB Meeting.
- Formal review of progress.
- Input on actions NLB would like to focus on for Round 2.

Late November
- NIST Open Houses.
  Provide NIST Staff with awareness of ongoing efforts and outputs.
  Collect input on actions staff would like to focus on for Round 2.

Jan 2021
- Launch Round 2 Actions.
### Workforce Actions

<table>
<thead>
<tr>
<th>Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restructure performance plans to provide flexibility for collaborative work.</td>
<td>Complete!</td>
</tr>
<tr>
<td>Establish a new ADLP funding mechanism to foster cross-OU collaboration.</td>
<td>Near Completion</td>
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</table>
| Appoint a NIST Diversity coordinator to lead efforts to improve the diversity of NIST’s workforce. | |}

### Infrastructure Actions

<table>
<thead>
<tr>
<th>Action</th>
<th>Status</th>
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<tbody>
<tr>
<td>Develop a prioritized implementation plan of the NIST Campus Master Plan.</td>
<td>Complete!</td>
</tr>
<tr>
<td>Optimize ongoing repair activities through the utilization of a predictive facilities maintenance tool.</td>
<td>Needs Improvement</td>
</tr>
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</table>

### Operations and Procedures Actions

<table>
<thead>
<tr>
<th>Action</th>
<th>Status</th>
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<tbody>
<tr>
<td>Define and establish the technology liaison function to facilitate the transfer of NIST-developed technologies</td>
<td>On Track</td>
</tr>
<tr>
<td>Improve stakeholder awareness of NIST by clarifying and sharpening NIST’s strategic communications and initiating an effort to rebrand NIST.</td>
<td></td>
</tr>
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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
Progress Update

**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.
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.
• Diversity
• Leadership
• Collaboration and Agility
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.