



Staff Engagement in MML

Presentation to VCAT

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Laurie E. Locascio, MML Director

Material Measurement Laboratory (MML)

National reference laboratory for measurements in the

chemical, biological, and material sciences

- measurement science research, measurement services, and measurement quality assurance tools
- delegated responsibility for managing and coordinating the NIST-wide **Standard Reference Materials** and **Standard Reference Data** programs

- forensics and homeland security
- health care
- manufacturing (from advanced materials to biologic drugs)

- climate change assessment
- renewable energy
- the nation's aging infrastructure
- environmental quality
- food safety and nutrition

MML ORGANIZATION



Chief of Staff,
M. Satterfield



Director,
L.
Locascio



Deputy
Director,
M. Fasolka



Executive
Officer,
N. Alderoty

Office of
Reference
Materials



S. Choquette,
(Acting)

Office of Data
& Informatics



R. Hanisch

Materials
Science &
Engineering
Division



E. Lin

Materials
Measurement
Science
Diviison



J. Small

Biosystems &
Biomaterials
Science
Division



A. Plant

Biomolecular
Measurement
Division



M. Tarlov

Chemical
Sciences
Division



C.
Gonzalez

Applied
Chemicals &
Materials
Division

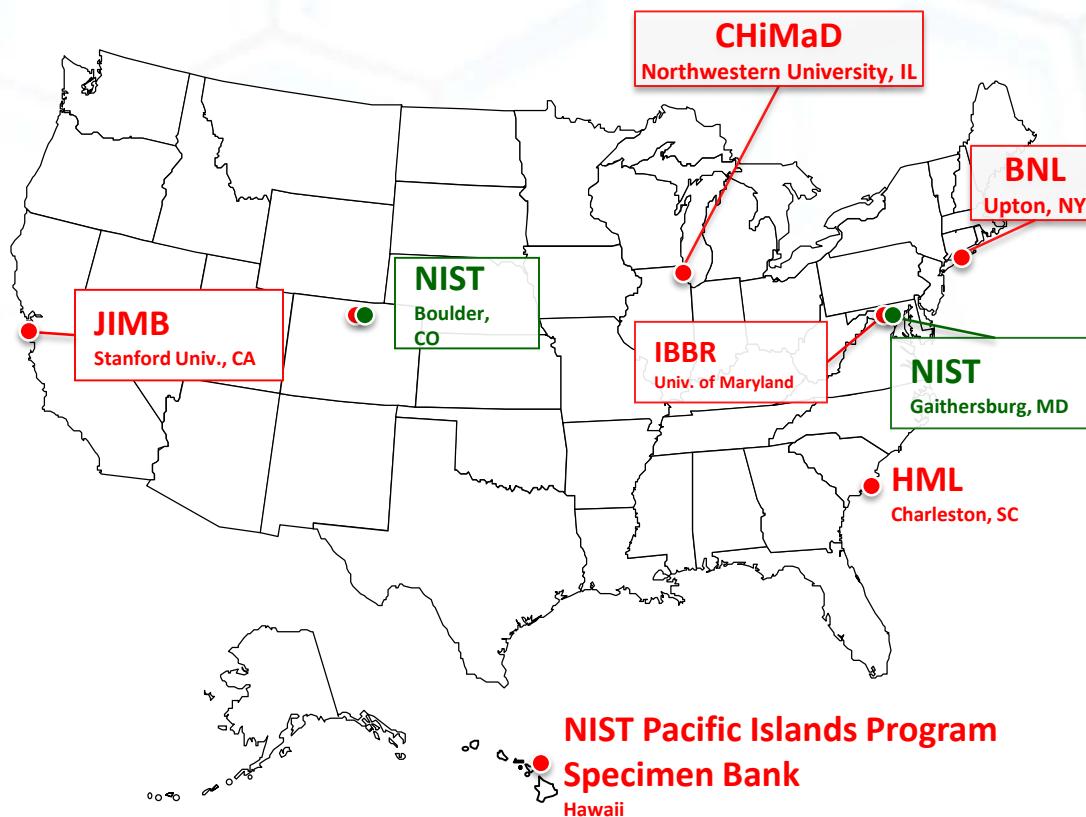


J. Fekete

MML AT A GLANCE

Staff:

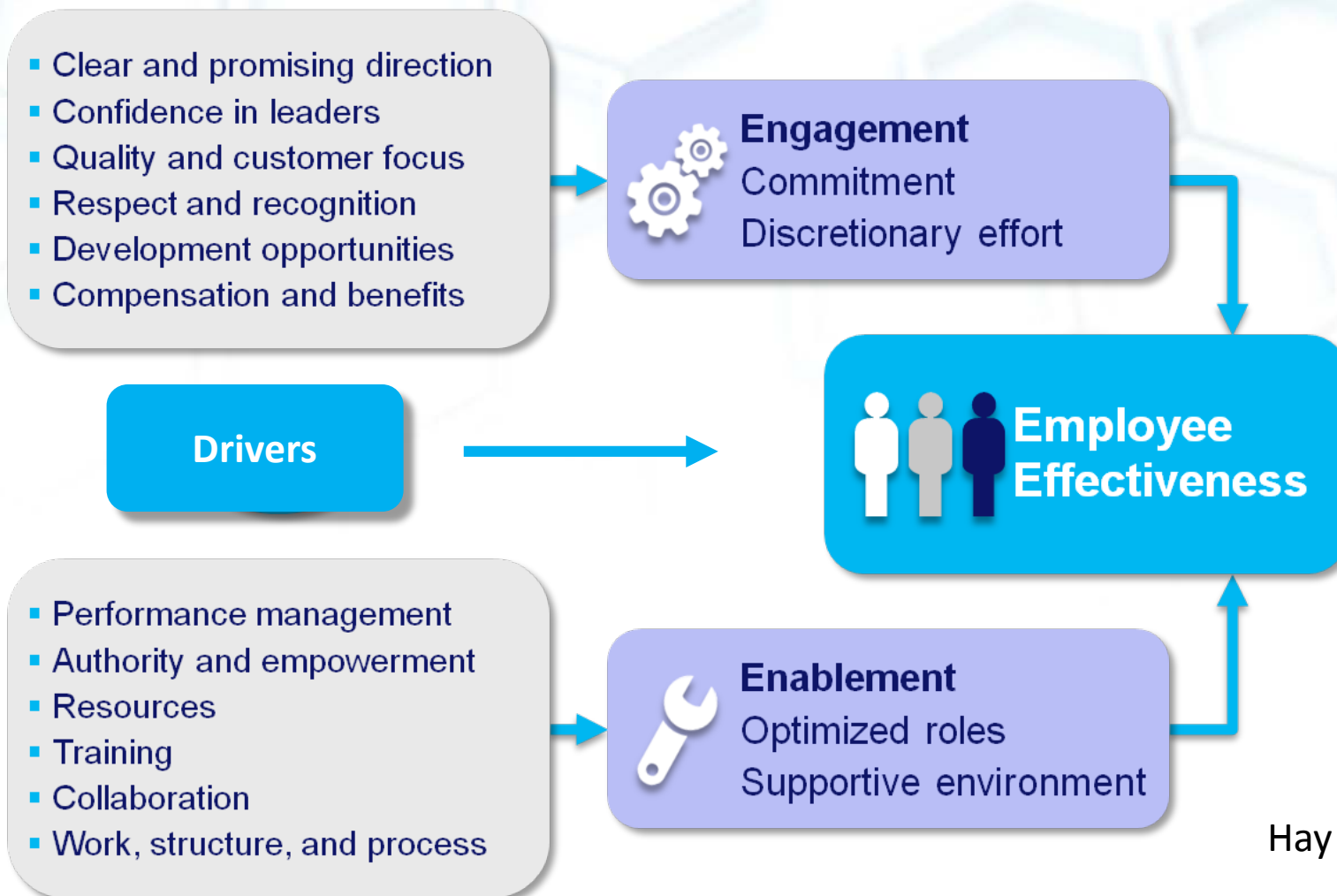
- 612 Federal employees
- 300-400 Associates



MML Survey Results

Who	889 employees and associates invited to respond 515 responded (58% response rate)
What	88-item questionnaire One open-ended question
When	Survey: July 10th – 31st 2013 Results: Spring 2014 Implementation plan completed: Fall 2014 Implementation: FY15, FY16
How	Online survey Professional Analysis and Reporting (HayGroup) Benchmarks to High Performing Organizations Employee Effectiveness Framework

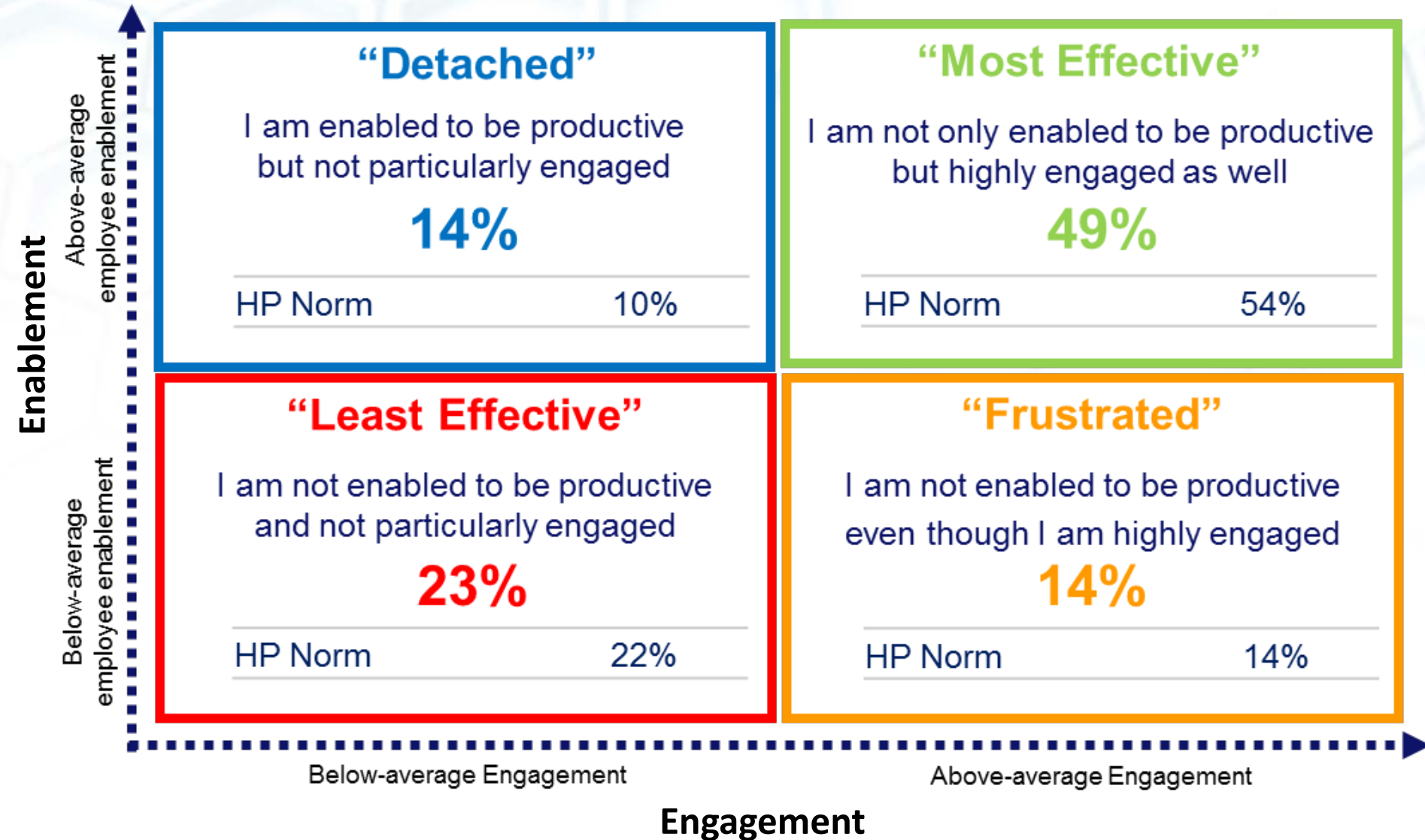
Employee Effectiveness Framework



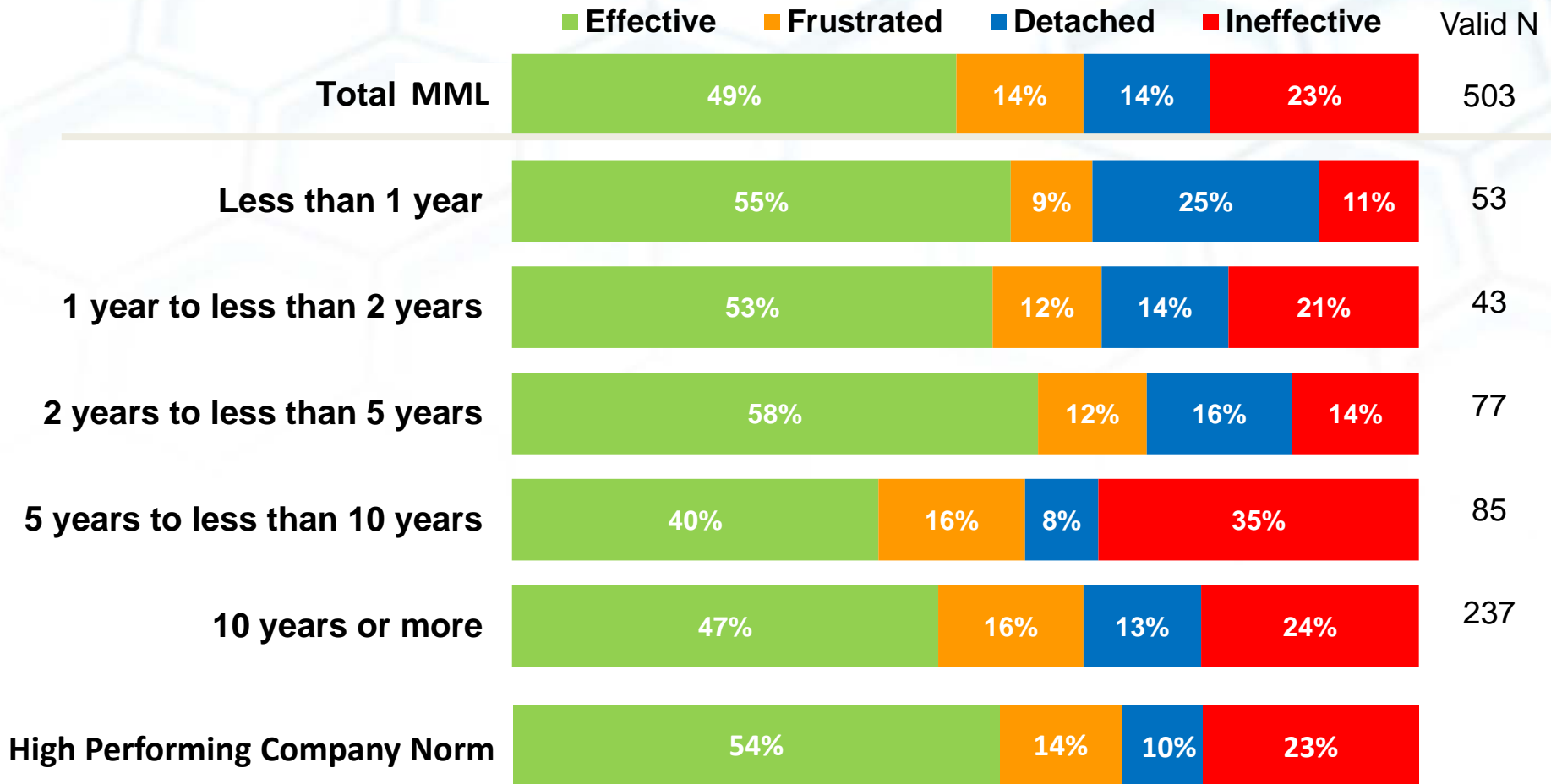
Hay Group

Engagement and enablement
are critical determinants of
performance

Employee Effectiveness Framework: MML Results



Employee effectiveness: Tenure



Frustrated=low engagement (leadership, recognition, respect, direction)

Detached=low enablement (resources to do job)

Where did we fall down in engagement and what was the recommended improvement?

Areas for improvement

- Respect and recognition
- Confidence in leadership
- Quality and customer focus
- Developmental opportunities
- Clear, promising direction

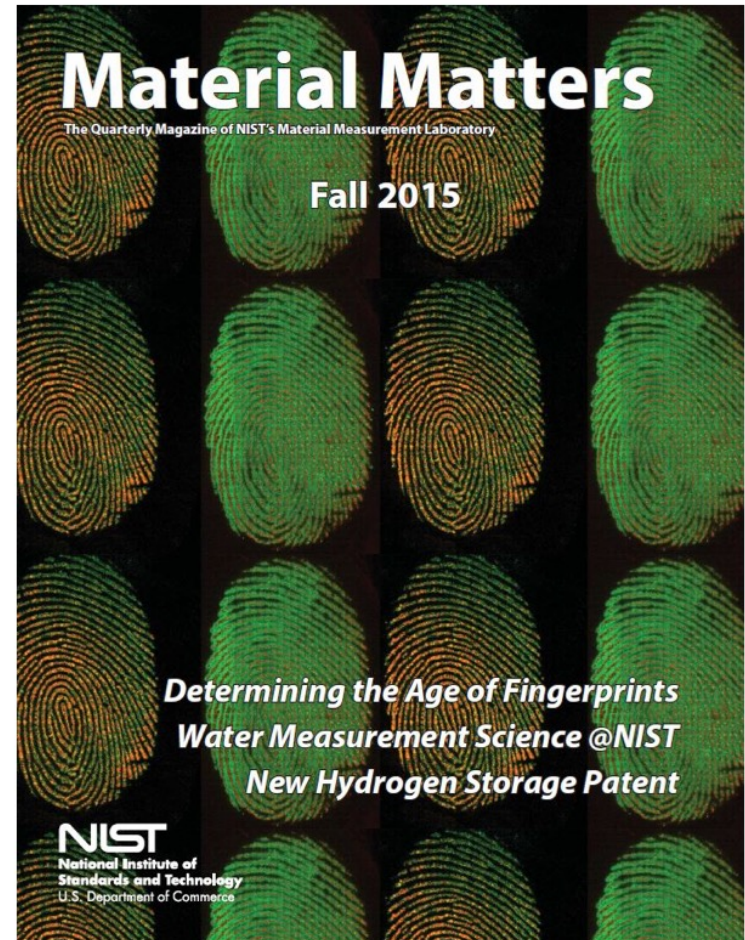
Recommendations

- Communicate
- Collaborate
- Make people feel valued and respected
- Recognize and reward fairly
- Provide clear, promising direction
- Coach, mentor, develop

MML Action Plan: communication and transparency

Develop a multi-pronged strategy for internal and external communications

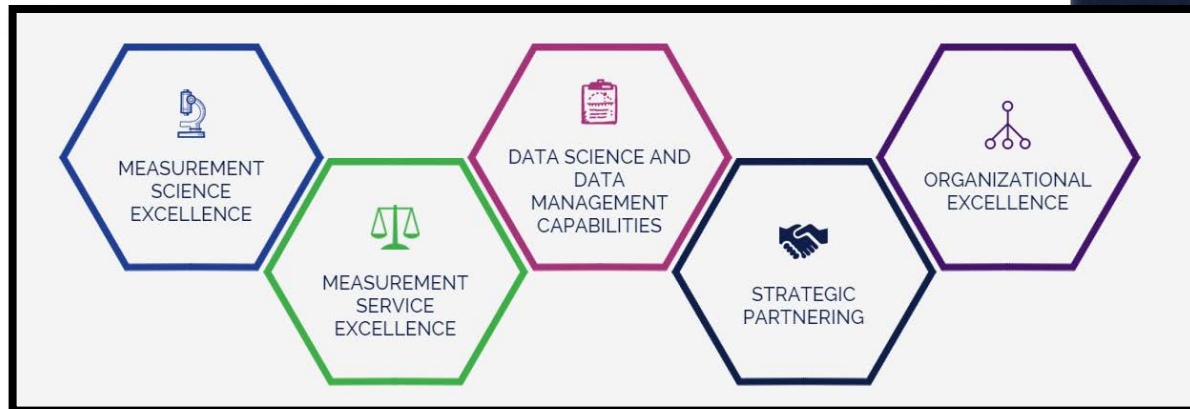
- Hire Director of Communications, and Director of Engagement
- Lunch & Learn sessions – performance review, strategic planning, MML processes, developmental details, travel policies
- More transparent promotion processes
- Increased management face time at other MML sites
- Coffees with me and my staff
- MML Science Advisor from Boulder, HML in Charleston
- Internal MML Newsletter, MML magazine for stakeholders, strategy website



MML Action Plan: clear and promising direction

Year-long effort to develop MML 5-Year Strategy

- input from >300 MML staff members as well as external stakeholders



<https://mmlstrategy.nist.gov>

MML Action Plan: professional development and training opportunities

Primary Focus on Early to Mid-Career Permanent Employees

- MML Career Development Committee
- NIST leadership training programs
- MML sabbaticals and details
- MML Group Leader support and development (FY16 Q1)
- “Demystifying NIST” lunch series
- Metrology training seminar series with active learning component (FY16 Q3)
- “Budget talks” with Neil

A sustained and purposeful career development program to enrich careers, provide new opportunities, increase staff engagement, and deepen our pool of leaders

MML Action Plan: provide avenues for collaboration

- Program Directors: single point of contact across Laboratory for important program areas, inward and outward focus
- Focus Groups: grass roots committees to discuss specific scientific areas of interest such as precision medicine and microscopy
- MML Strategy Committees: formed around strategic plan with volunteers

'The Focus Groups brought together many colleagues across MML for a common scientific interest and allowed for an extended sense of comradery.'- MML research bioscientist

Manufacturing
Rick Ricker



Biomedical and Health
Kelley Rogers



Materials Genome
Jim Warren



MML Action Plan: Respect and Recognition

Show our staff that we value them
and increase sense of community

MML Accolades



It was so wonderfully accepted. Many people attended and it was such an important day! Thank you ... for your incredible insights ..toward increased well being of our employees which leads to so many good things including great productivity from our great workforce!—MML research materials scientist



Engaging female engineers: Projects for societal good

How to Attract Female Engineers

Lina Nilsson, New York Times, April 27, 2015

“D-Lab at MIT... focuses on developing technologies that improve the lives of people living in poverty”, 74% female enrollment



“women seem to be drawn to engineering projects that attempt to achieve societal good.”

Inclusive Innovation Initiative

Goal: Enhance innovation and catalyze breakthroughs in science and technology capabilities through inclusive teams and workspaces



How do we know we did the right things?

Recruited staff to help shape the response

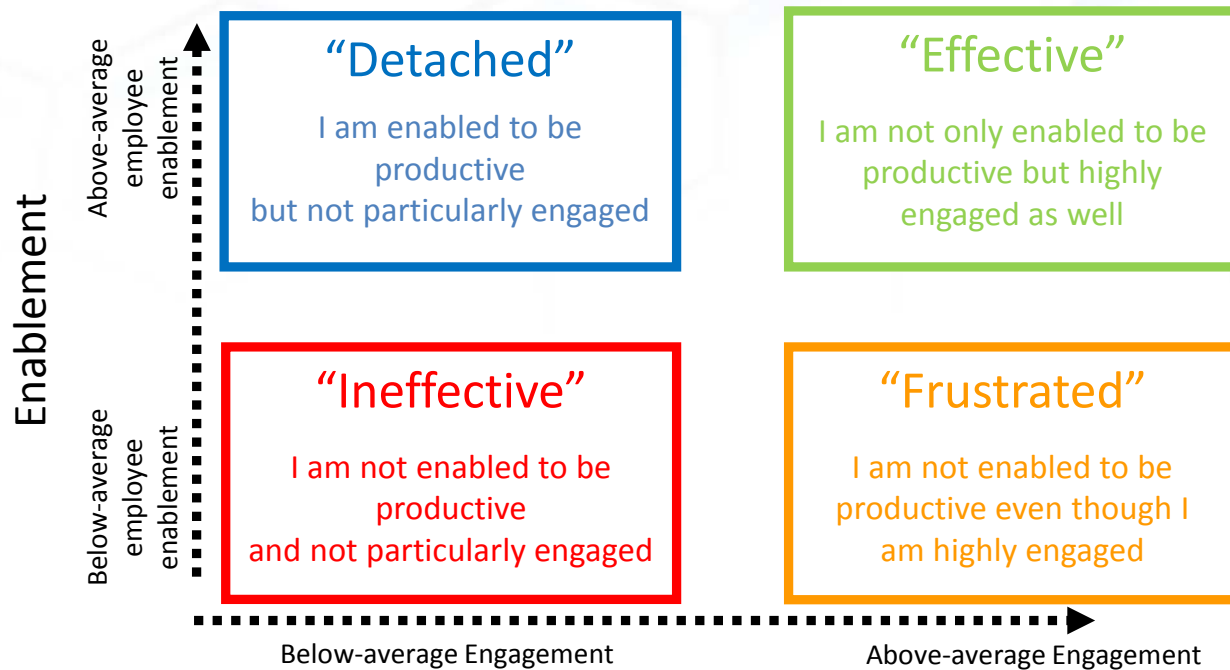
Numbers of volunteers for strategic plan implementation is over 100

Repeat survey in summer of 2016



Employee Effectiveness Framework

Four employee Effectiveness Clusters based on engagement v. enablement



High Performing Companies Norm based on data from ~40 companies that are financial performance leaders.