

*Exceptional service in the national interest*



# Capabilities: People

Sarah Allendorf

Senior Manager, Biological & Materials Science Center

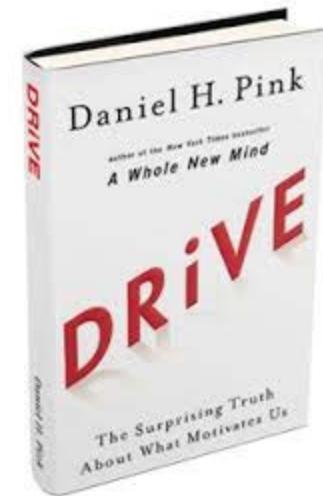


Sandia National Laboratories is a multi-program laboratory managed and operated by Sandia Corporation, a wholly owned subsidiary of Lockheed Martin Corporation, for the U.S. Department of Energy's National Nuclear Security Administration under contract DE-AC04-94AL85000.

# Our goal is to attract and retain the best Materials Scientists

- Daniel Pink says three things motivate people:
  - Purpose
  - Mastery
  - Autonomy
- Surveys show staff stay at Sandia for these reasons:
  - Opportunity to serve the nation
  - Interesting work
  - Outstanding colleagues
  - Great equipment and facilities
  - Ability to evolve your career
  - Job stability
  - Benefits
  - Work-life balance
- A large fraction of Sandia's technical staff stay at Sandia for essentially their entire career.
  - In California, the turnover of staff is less than 5% annually. And that feels big. It's even lower in New Mexico, lacking Silicon Valley competitors.

*Some of these motivators are not as strong as they were 20 years ago...*



As the economy recovers, we have to attract and retain the best employees. Providing opportunities and resources is key!

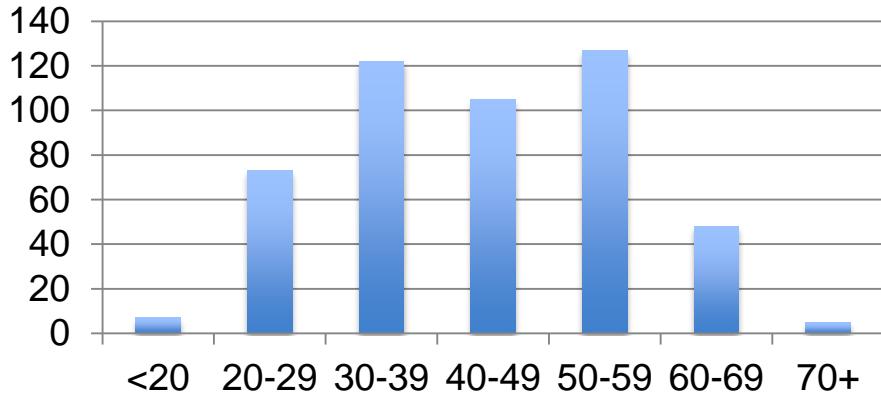
# *You have asked: How do we do succession planning?*

- Sandia uses both formal and informal succession planning approaches
  - Informal succession planning occurs at the department and center level
  - Formal succession planning occurs at the Division level, with support from HR
- We have a challenge before us
  - Hiring and staff development (the people) are mostly handled by department managers.
  - Sandia's programs (the work) cut across departments, centers, and even divisions.
  - Our crystal balls are cloudy

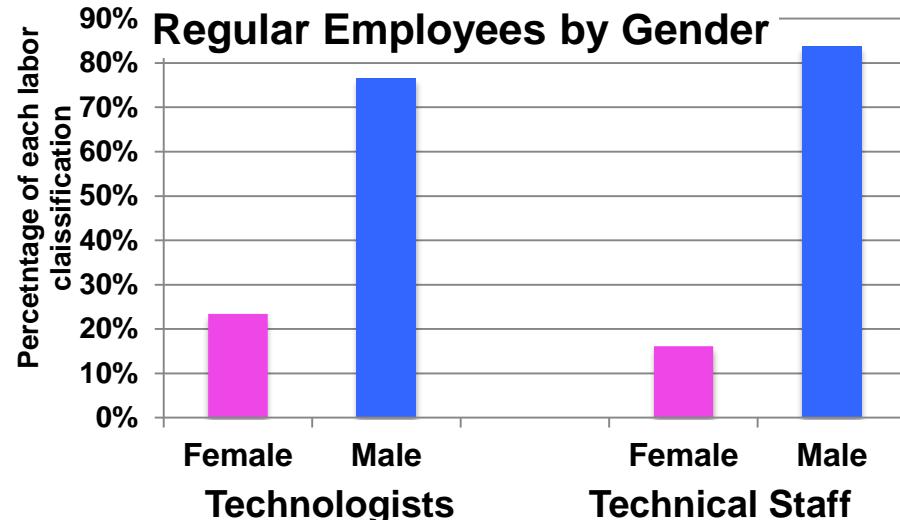
*Our Materials Science Research Foundation helps us bridge between line and program*

# The diversity of our workforce remains low

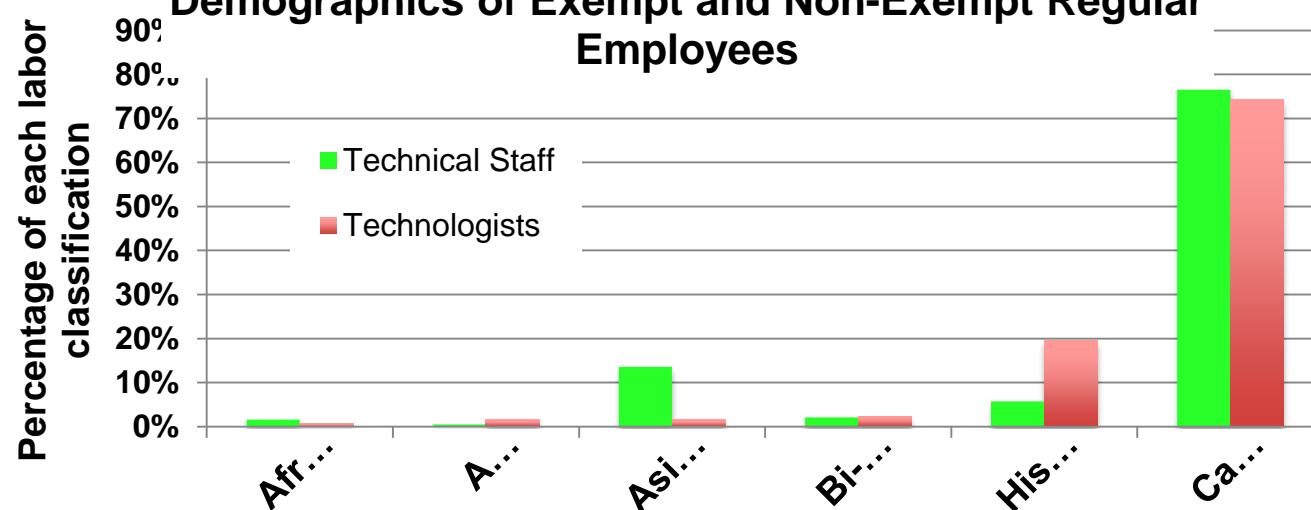
**Materials Science employees: Age Distribution**



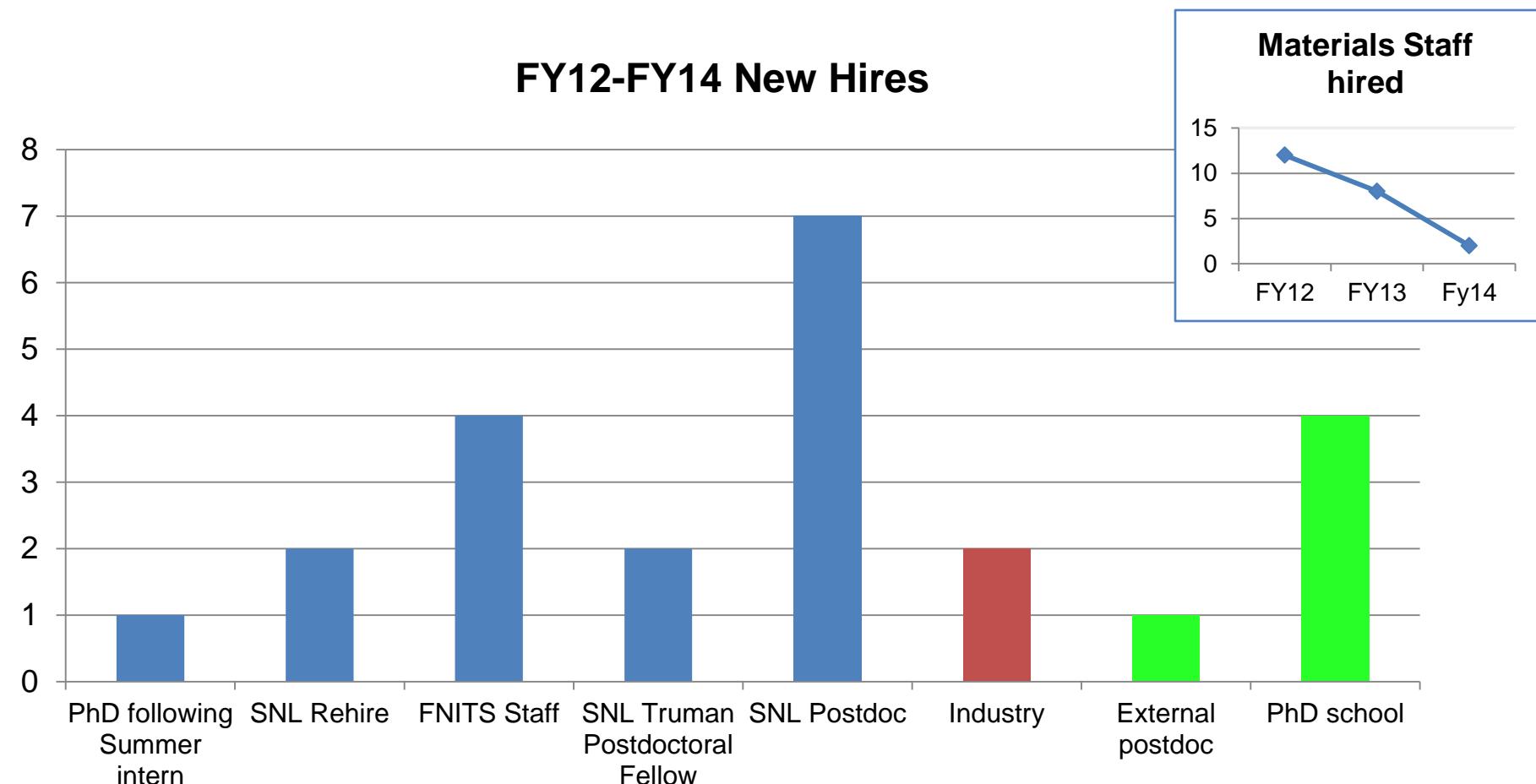
**Regular Employees by Gender**



**Demographics of Exempt and Non-Exempt Regular Employees**

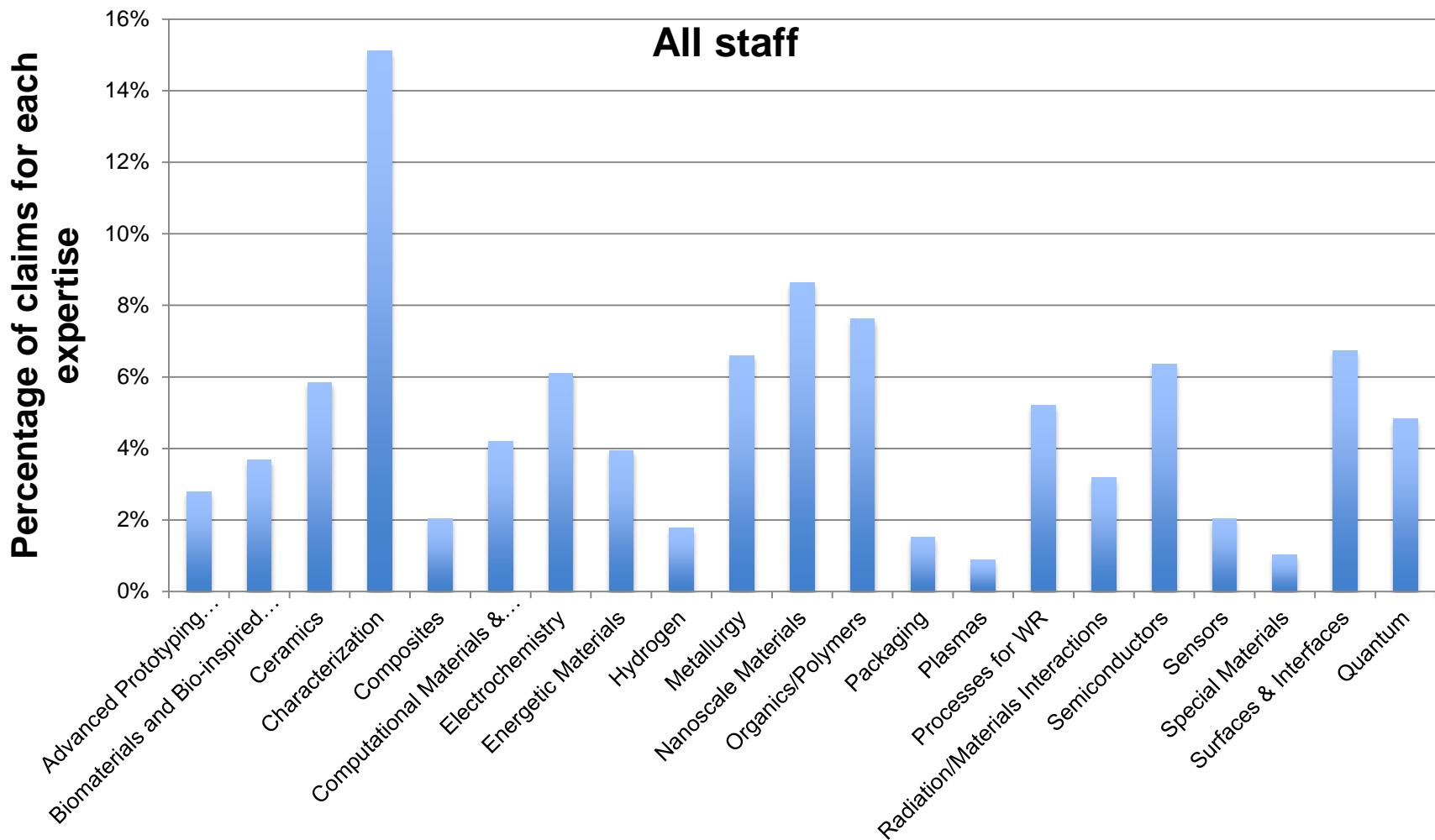


70% of recent staff hires were “Pipeline” hires

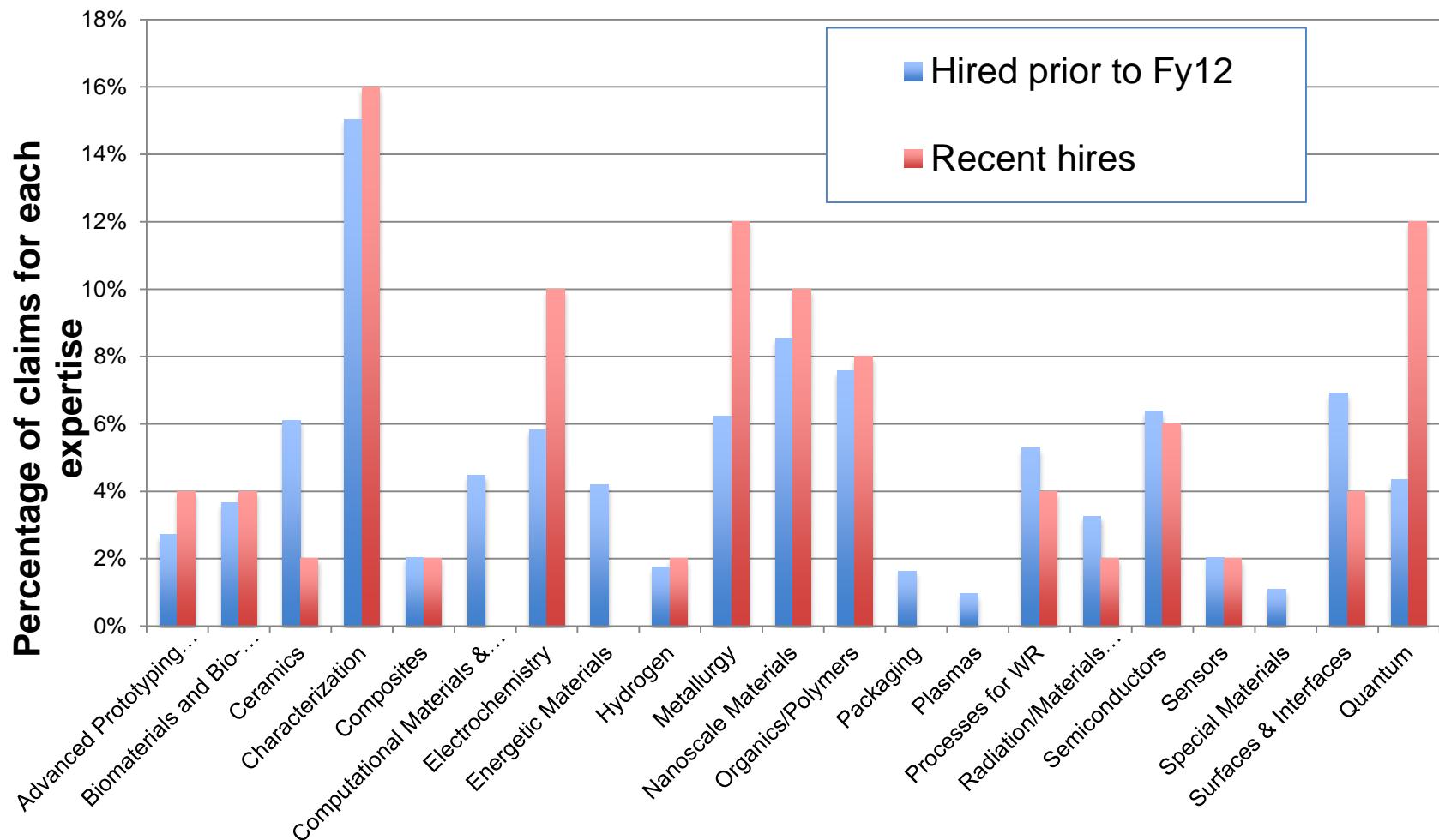


23 recent staff hires. A positive note - Gender demographics are 8 female : 15 male.

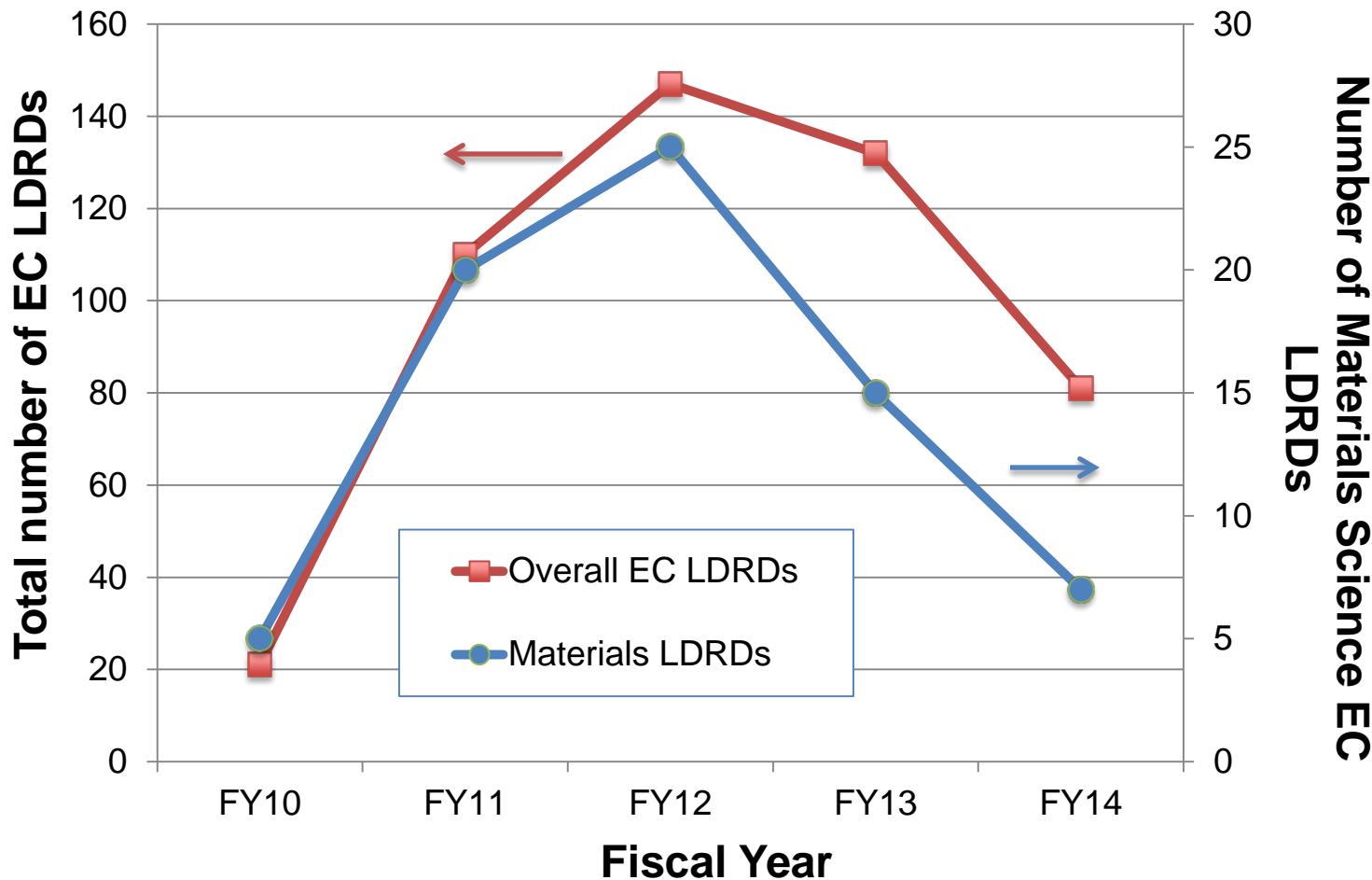
# Who are we? (by staff expertise)



# Expertise of new hires is largely aligned with current staff



# Early Career LDRDs can help with staff succession planning



# *You have asked: How do we develop the next generation of “Materials Science icons”?*

- Recruit and hire the absolute best that we can
- Assure resources are in place for outstanding technical work
  - Target discretionary \$\$ towards these rising stars
- Intentionally bring young staff into project teams where they can work along side of seasoned mentors
  - Example of partnering materials science staff closely with Gas Transfer Systems staff: discussion on Wednesday morning



# Summary: Sandia's success depends on the strength of our staff *and* our managers

- We encourage staff to grow their leadership skills through mentoring, coaching, and formal training.
- Following the AT&T model, many of our managers have come from the ranks of staff.
- We similarly encourage our managers to grow their management and leadership skills
  - Many of our leaders have benefited substantially by rotating to new roles. While risky, managing and leading in a new technical area can be very energizing.
  - Management rotations are also a good business practice

# Questions?

