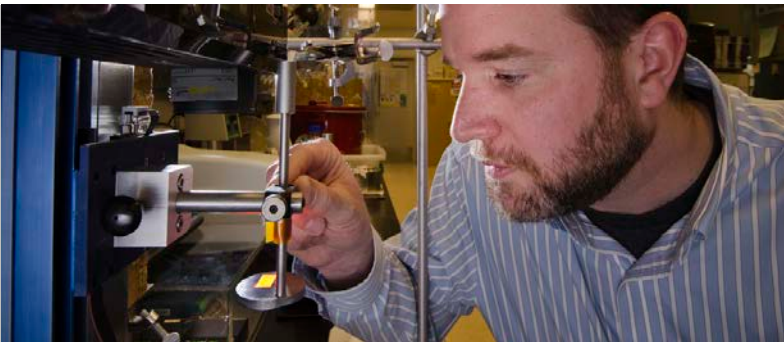


Exceptional service in the national interest



Capabilities: People

Sarah Allendorf

Senior Manager, Biological & Materials Science Center

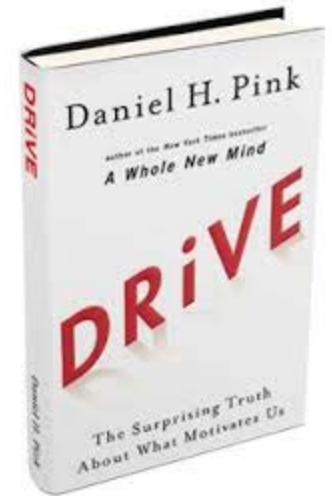


Sandia National Laboratories is a multi-program laboratory managed and operated by Sandia Corporation, a wholly owned subsidiary of Lockheed Martin Corporation, for the U.S. Department of Energy's National Nuclear Security Administration under contract DE-AC04-94AL85000.

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!

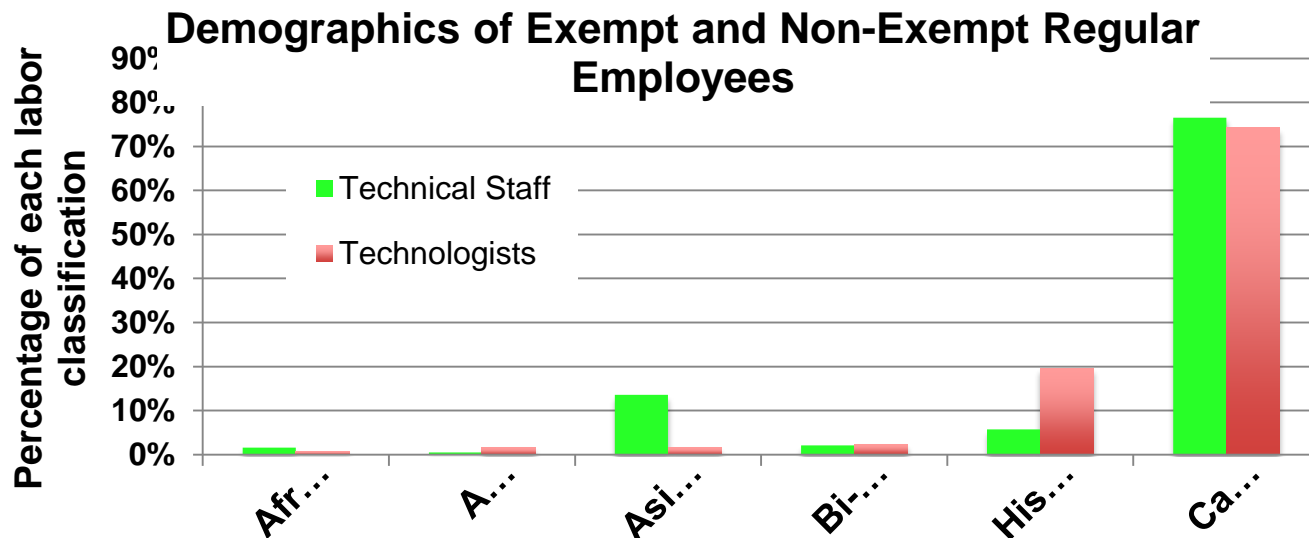
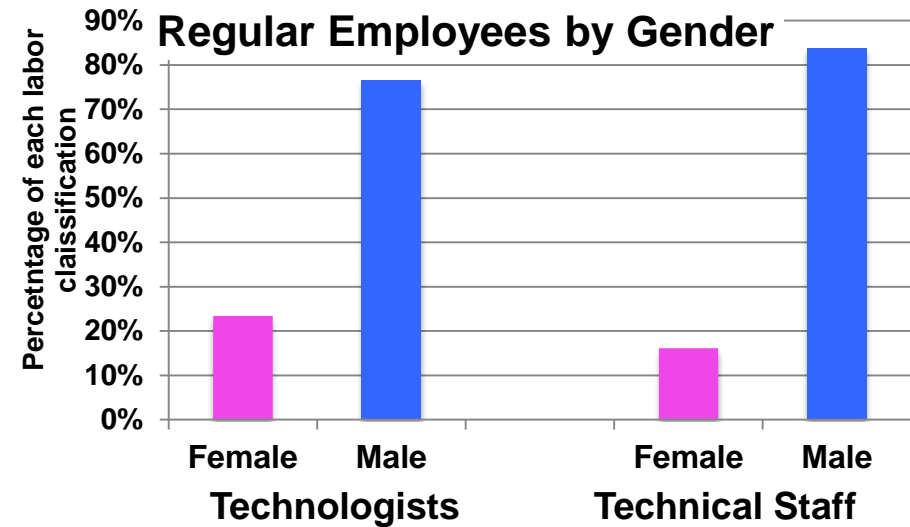
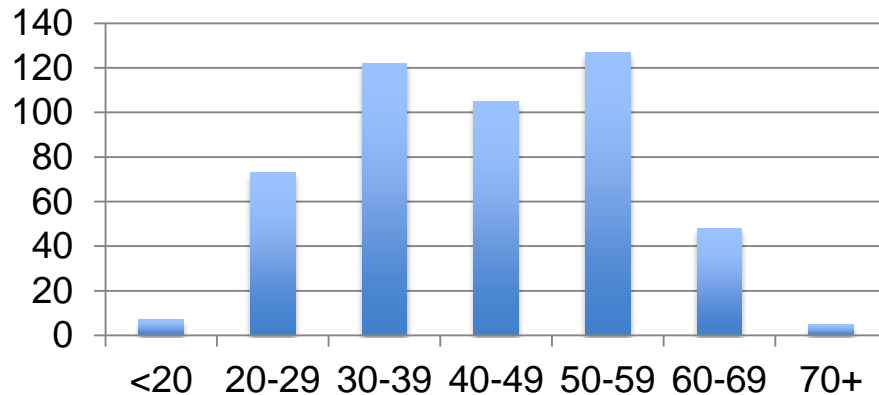
You have asked: How do we do succession planning?

- 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

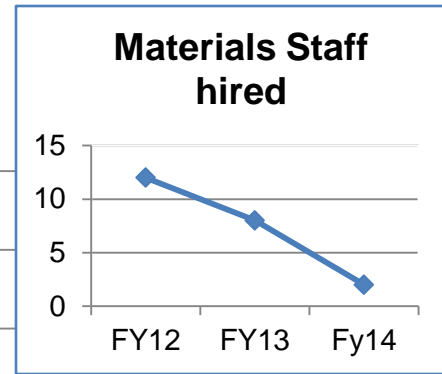
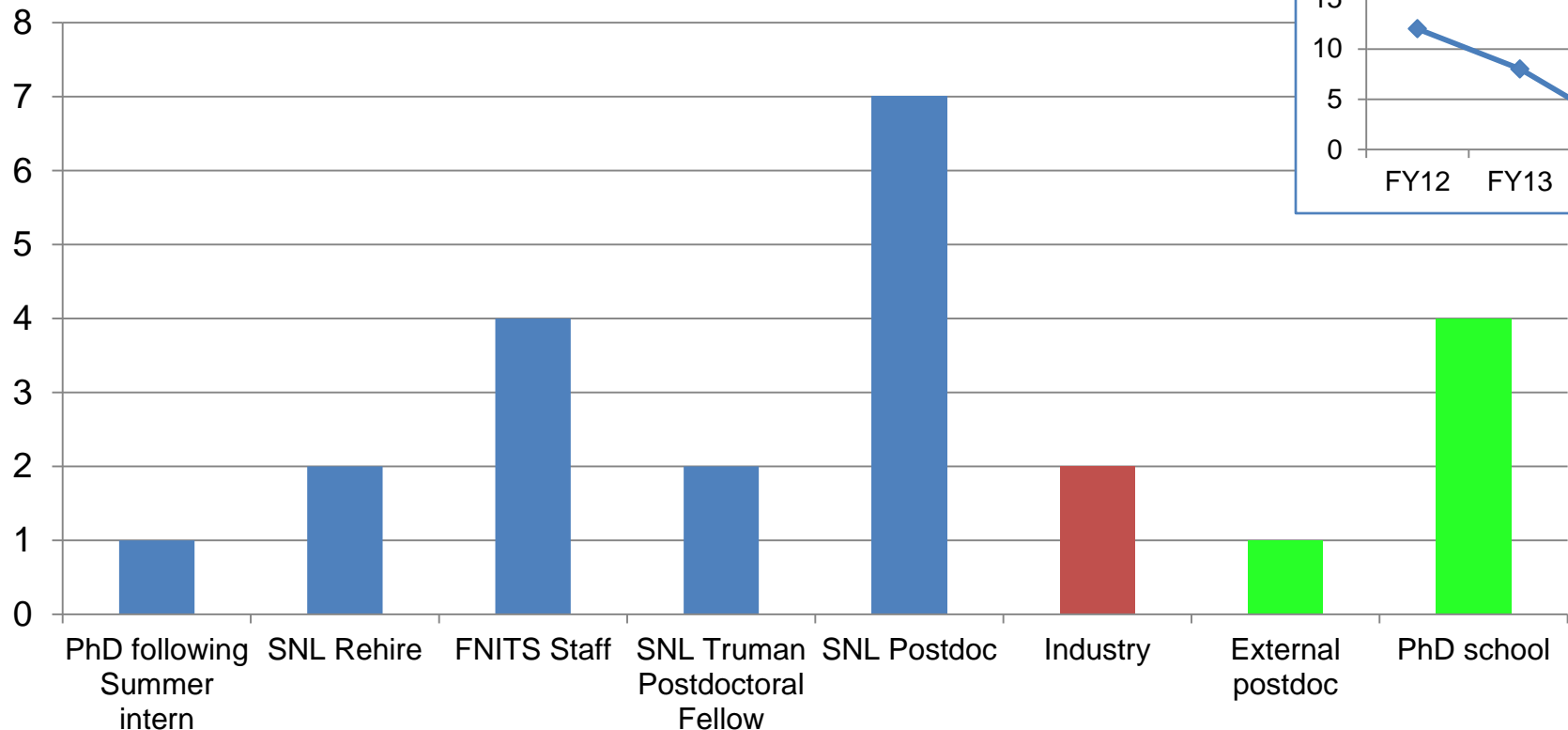
The diversity of our workforce remains low

Materials Science employees: Age Distribution



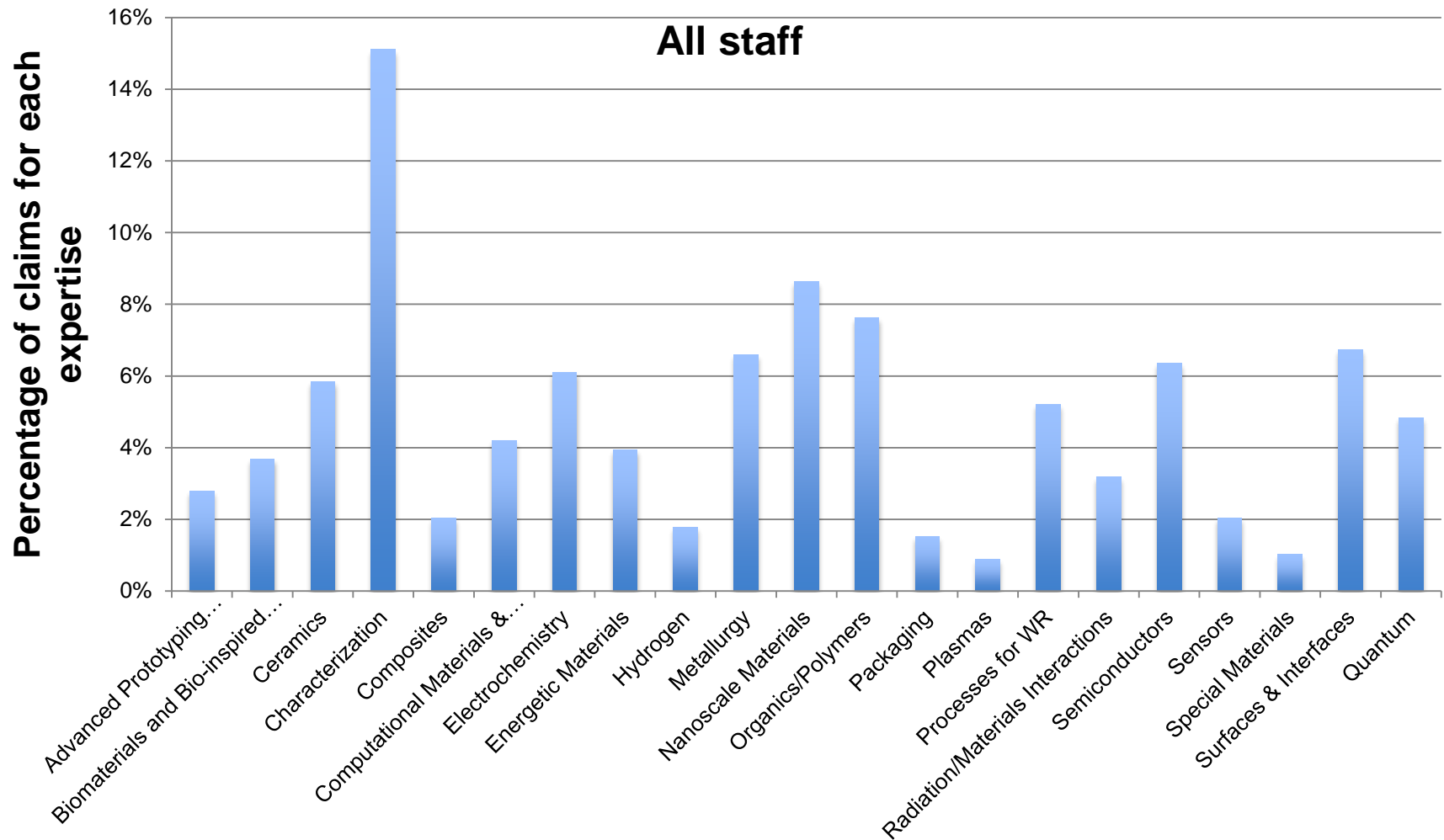
70% of recent staff hires were “Pipeline” hires

FY12-FY14 New Hires

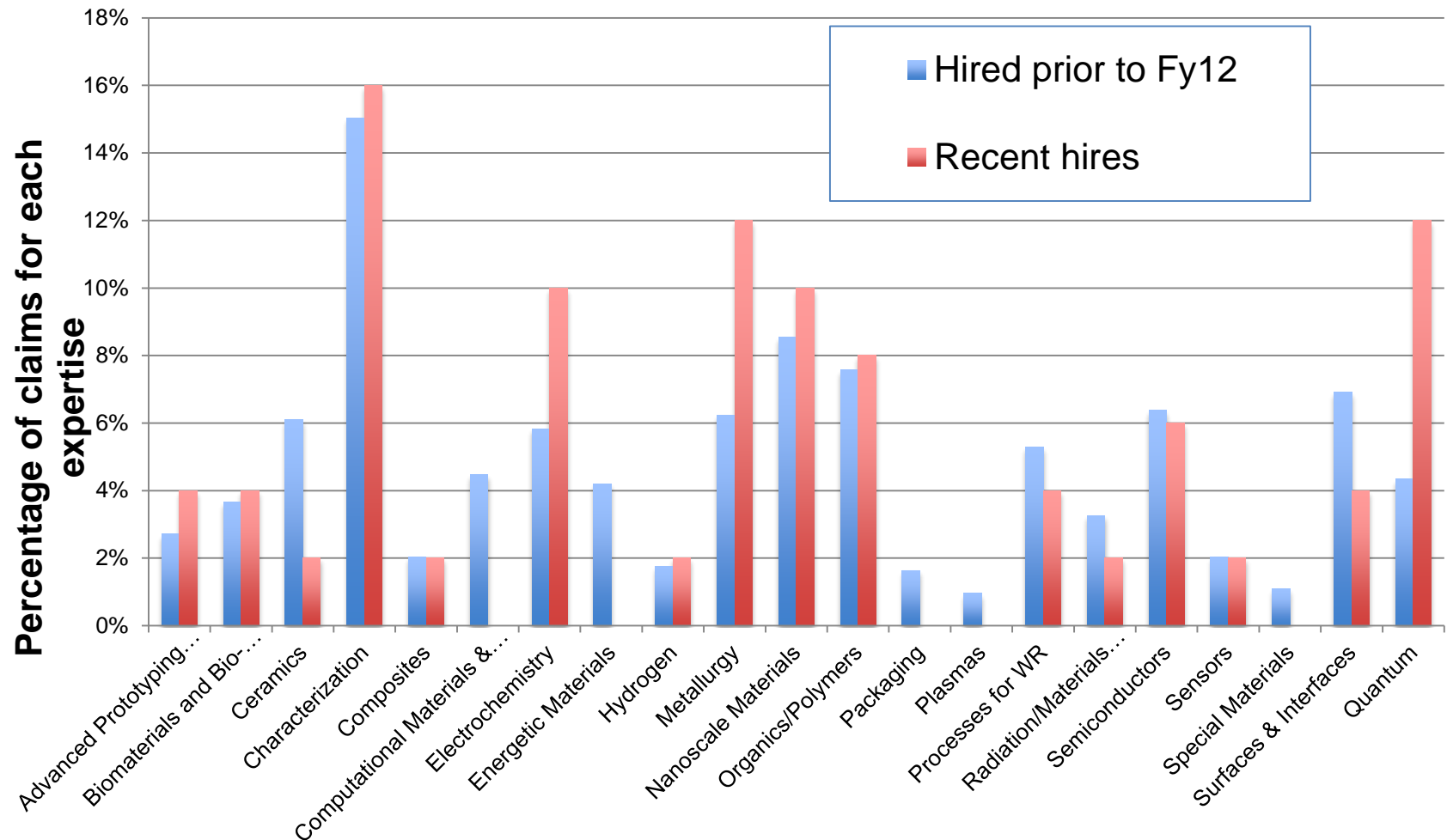


23 recent staff hires. A positive note - Gender demographics are 8 female : 15 male.

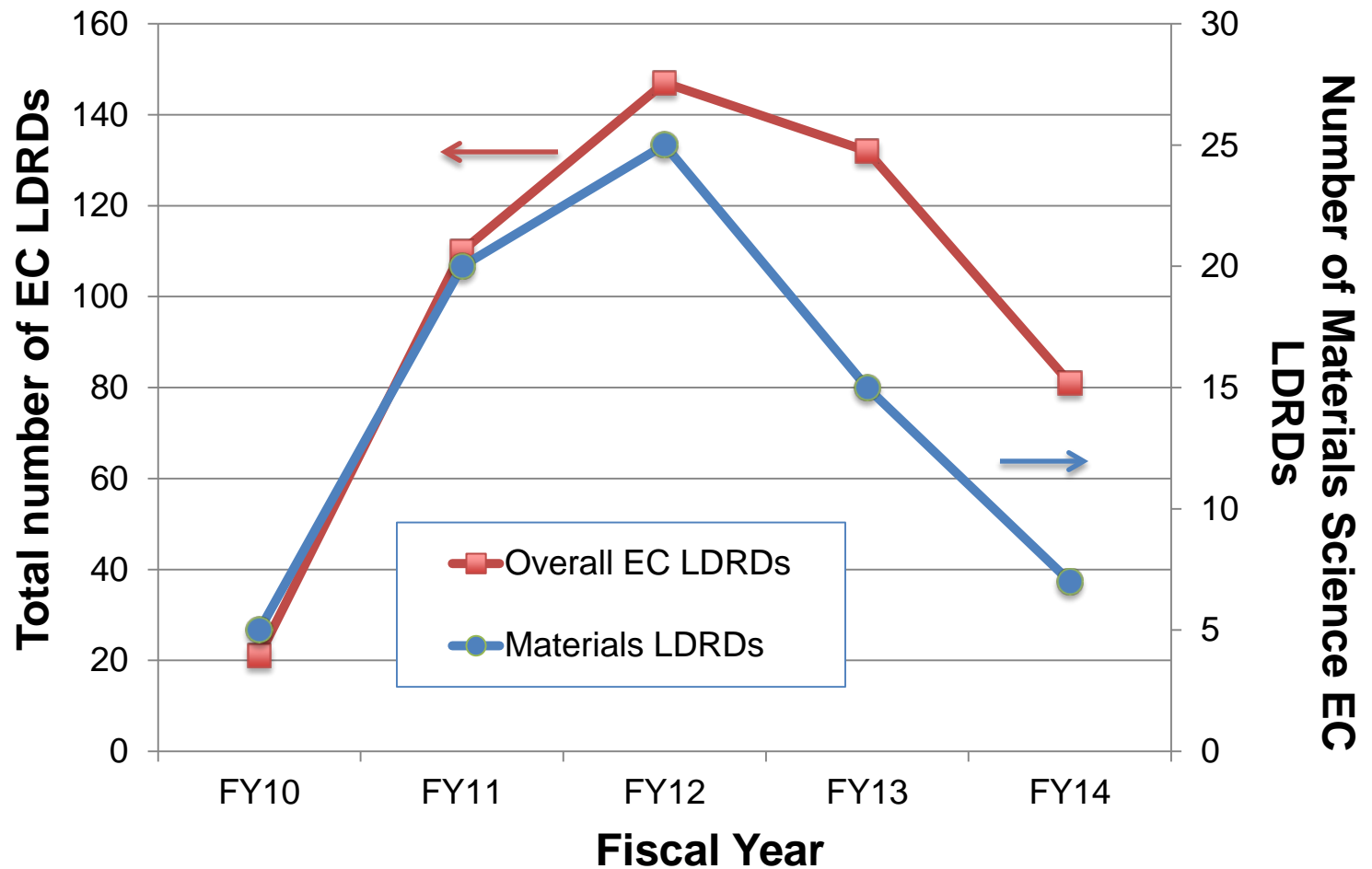
Who are we? (by staff expertise)



Expertise of new hires is largely aligned with current staff



Early Career LDRDs can help with staff succession planning



There were a total of 33 Early Career staff with EC-LDRDs during this time period..

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?