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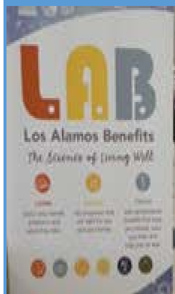

LOS ALAMOS NATIONAL LABORATORY
HUMAN RESOURCE DIVISION
QUALITY NEW MEXICO
ROAD RUNNER SELF-ASSESSMENT

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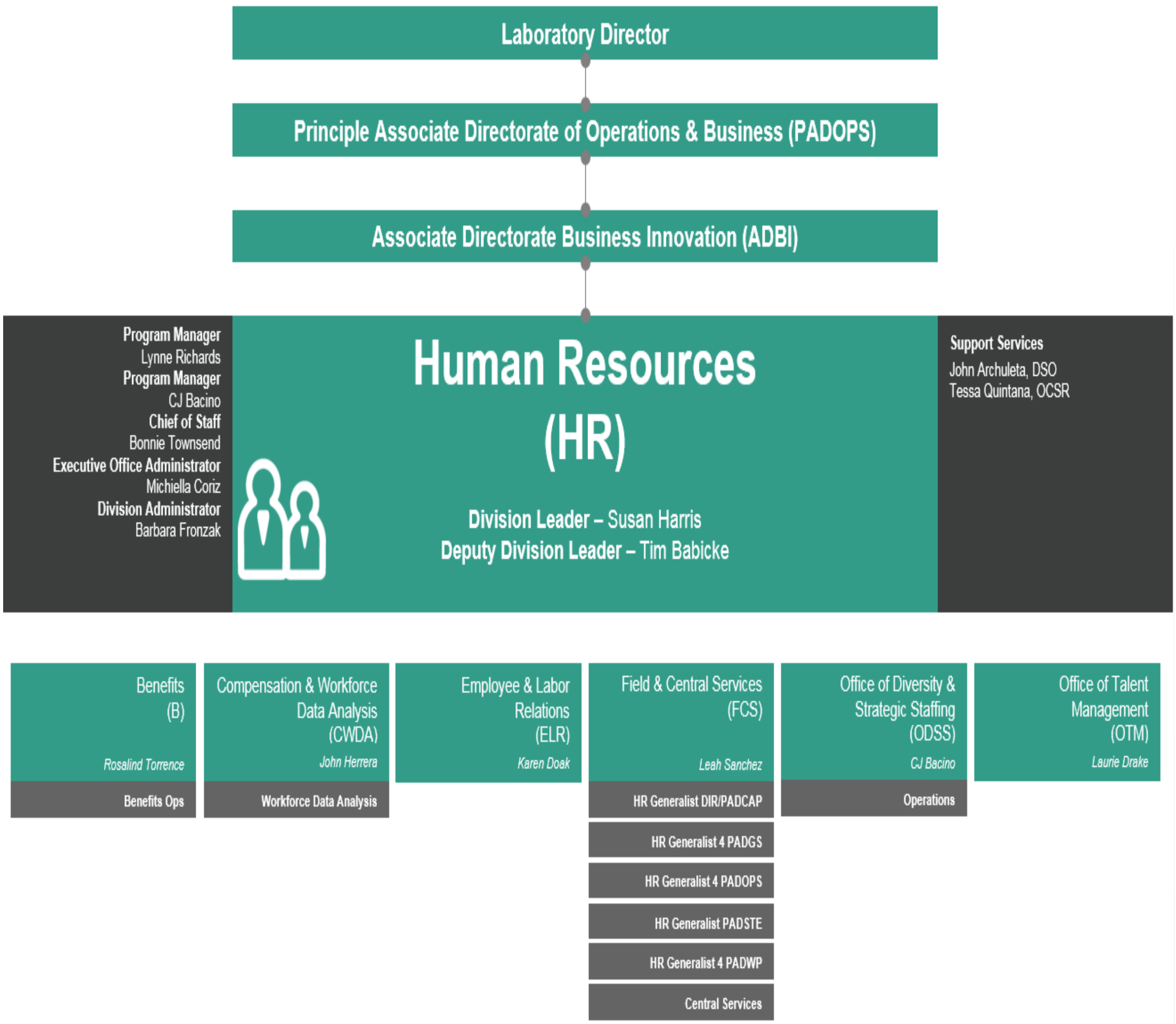
Los Alamos National Laboratory Human Resources Division Organizational Chart



Glossary of Terms and Abbreviations

A

ADBI-Associate Directorate for Business Innovation

AD-associate director

ASM-Acquisition Services Management Division

B

BOC-Los Alamos National Security, LLC, Business and Operations Committee

BOG-Los Alamos National Security, LLC, Board of Governors

BEEP-Building Emergency Planning Program

BEP-building emergency plan

BSR-Business Stewardship Review

BTP-build the plan phase

C

CBA-cost-benefit analysis

CFO-chief financial officer

COMPA-COMPA Industries Inc.

COS-chief of staff

CPH-cost per hire

D

DART-days away from work, restricted or transferred case

DCS-Departmental Computing Services Division

DDL-deputy division leader

DIR-Director's Office

DL-division leader

DLDP-Director's Leadership Development Program

DOE-U.S. Department of Energy

DS-develop strategy phase

E

EA-Ethics and Audit Compliance Group

EEO-Equal Employment Opportunity

EOC-Emergency Operations Center

EPC-Environmental Protection and Compliance

EPHA-emergency planning hazard assessments

ERO-emergency response organization

F

FTE-full-time equivalent position

G

GFA-gather facts and analyzation phase

GL-group leader

H

HDHP-high deductible health plan

HPI-Human Performance Improvement

HR-Human Resources Division

HR-B-Human Resources Benefit Group

HR-CWDA-Human Resources Compensation and Workforce Data Analysis Group

HR-DO-Human Resources Division Office

HR-ELR-Human Resources Employee and Labor Relations Group

HR-FCS-Human Resources Field and Central Services Group

HRIS-Human Resources Information Systems

HR-ODSS-Human Resources Office of Diversity and Strategic Staffing Group

HR-OTM-Human Resources Office of Talent Management

I

ISSO-Information System Security Officer

ITS-Institutional Training Services

IWSST-Institutional Worker Safety and Security

L

LAAP-Los Alamos Awards Programs

LAESF-Los Alamos Employees' Scholarship Fund

LANL-Los Alamos National Laboratory

LANS-Los Alamos National Security, LLC (University of California, Bechtel National Inc., BWXT Government Group Inc., and URS Corporation)

LLNL-Lawrence Livermore National Laboratory

M

MOV-management observation and verification

MP-management performance phase

MRB-Management Review Board

N

NA-LA-Los Alamos Field Office

NNSA-National Nuclear Security Administration

NIE-Network and Infrastructure Engineering Division

NSC-National Nuclear Security Administration's National Security Campus

O

OBI-Oracle Business Intelligence

OCIO-Office of the Chief Information Officer

OCSR-Organizational computer security representatives

OFI-opportunities for improvement

ORPS-Occurrence Reporting Program

OSHA-U.S. Department of Labor's Occupational Safety & Health Administration

P

PAD-principal associate director (or directorate)

PADCAP-Principal Associate Directorate for Capital Projects

PADGS- Principal Associate Directorate for Global Security

PADOPS- Principal Associate Directorate for Operations and Business

PADSTE- Principal Associate Directorate for Science, Technology, and Engineering

PADWP- Principal Associate Directorate for Weapons Programs

PEMP-Performance Evaluation and Measurement Plan

PER-Performance Evaluation Report

PFITS-Performance Feedback Improvement Tool System

PO-performance objectives

PPO-preferred provider organization

S

SAE-Software and Applications Engineering Division

SCSL-senior cyber security leaders

SELF-strongly endorsed leadership focus

SIP-Safety Improvement Plan

SLT-senior leadership team

SMP-strategy management process

SNL-Sandia National Laboratories

SRS-Savannah River Site

SSO-site specific objectives

SWOT-strengths, weaknesses, opportunities, and threats

T

TRC-total recordable case

V

VOC-voice of the customer

VPP-Voluntary Protection Program

W

WSST-Worker Safety and Security Team

ORGANIZATIONAL PROFILE

P.1 Organizational Description

P.1a Organizational Environment

The Human Resources (HR) Division is a critical part of Los Alamos National Laboratory, an internationally recognized science and R&D facility with a specialized workforce of more than 10,000. The Laboratory's mission is to solve national security challenges through scientific excellence. The HR Division partners with employees and managers to support the Laboratory in hiring, retaining, and motivating an exceptional workforce. The Laboratory is owned by the U.S. Department of Energy (DOE), with oversight by the DOE's National Nuclear Security Administration (NNSA). In 2006, NNSA awarded the contract for managing and operating the Laboratory to Los Alamos National Security, LLC (LANS), and a for-profit consortium.

P.1a (1) Product Offerings

Customer focus, continuous improvement, and integration drive our product and service delivery. The following table shows ours HR products, services, and expertise, Services are provided directly and indirectly through our HR professionals in their respective groups.

Groups	***HR Service and Products***
Benefits	Provides a suite of employee benefits: Health and welfare, retirement, education assistance, life and work changes, and time off and leave
Compensation	Provides fair, consistent, and competitive salaries, plus a foundation for institution-wide career paths
Systems Deployment	Works with customers to design, develop, and deploy new electronic business systems to aid in the execution of HR departmental and institutional business
Workforce Data Analysis	Enhances organizational effectiveness through the development and implementation of performance measurement and improvement systems
Employee Relations	Provides subject matter expertise and assistance in resolving employee and management concerns
Labor Relations	Responsible for the Labor Relations Program, including collective bargaining negotiations, grievance/complaint resolution and investigations, dispute resolutions/mediation/arbitration, and craft hiring and employment actions.
Field and Central Services	HR professionals and business partners provide quality, timely, consistent, and seamless HR support to our customers
Staffing and Recruitment	Assists Laboratory managers, organizations, and HR generalists with understanding and addressing staffing needs; offers diversity- and staffing-related guidance and develops initiatives to enhance diversity and staffing
Talent Management and Employee Development	Delivers programs and provides resources that develop and sustain a viable workforce now and into the future, increase worker competency, and empower employees to become a greater asset to the institutional mission

P.1a (2) Mission, Vision, and Values

In alignment with the Laboratory, the HR Division espouses the following vision, mission, and core values**.**

Mission-HR designs and executes programs and processes that support employees, managers, and senior leaders in attracting, developing, and retaining a workforce in support of the Laboratory's vision, mission, values, and goals.

Vision-Delivering HR strategies, programs, and processes in support of Laboratory goals.

Core Values

Service	**Providing HR services that help the Laboratory accomplish its mission**
Excellence	Ensuring business excellence through timely and seamless execution of services to our customers
Integrity	Building trust through professional honesty, ethical conduct, and individual responsibility
Teamwork	Collaborating with colleagues and customers, respecting diverse opinions and backgrounds, and coming together to achieve the best results
Stewardship	Being good stewards of taxpayers' dollars, the Laboratory, our community, and the environment
Safety and Security	Ensuring that safety and security are integral to everything we do

Core Competencies

Our core competency is essential to fulfilling our mission. By offering expertise to employees and customers at all levels, we aim to ensure that our customers successfully understand and implement HR requirements in compliance with federal, state, and local laws.

P.1a (3) Workforce Profile

See Organization Chart (page iii)

The HR Division Leader reports directly to the Associate Director (AD) for Business Innovation, who reports to the Principal Associate Director

(PAD) for Operations and Business, who reports to the Laboratory Director.

The Division supports institutional HR program design and execution, in addition to providing direct customer support. To execute HR goals and objectives, the Division's 114 employees are spread across seven business segments: Division Office; Benefits; Compensation & Workforce Data Analysis; Employee & Labor Relations; Field & Central Services; Office of Diversity & Strategic Staffing; and Office of Talent Management. The Senior Leadership Team (SLT) includes the Division Leader, Deputy Division Leader, Chief of Staff, and Group Leaders.

What recent changes have you experienced in workforce composition or your workforce needs?

A stable and growing organization, the HR Division hasn't experienced any major shifts in workforce composition. Headcount has remained stable over the past four years: (116 employees in 2013, 117 employees in 2014, 110 employees in 2015, and 114 employees in 2016).

What are your workforce or employee groups and segments?

Segmented by: FT or PT	Pop. %	**Segmented by: Group**	Pop. %
Full-time (101)	89%	Division Office (7)	6%
Part-time (9)	8%	Benefits (13)	11%
Casual (4)	3%	Compensation & Workforce Data Analysis (10)	8%
Segmented by: Gender		Employee and Labor Relations (7)	6%
Male (22)	19%	Field & Central Services (41)	36%
Female (92)	81%	Office of Diversity & Strategic Staffing (32)	28%
Segmented by: Category		Talent Management & Employee Development (4)	4%
Regular (99)	87%	**Segmented by: Status**	
Limited Term (2)	2%	Exempt (97)	85%
Graduate Student (4)	3%	Non-Exempt (17)	15%
Undergraduate Student (6)	6%	**Segmented by: Ethnicity**	
Staff Augmentation (3)	2%	African American (3)	2%
Segmented by: High Degree		American Indian (4)	3%
No Education Listed (35)	31%	Asian (1)	1%
Certificate (1)	1%	Hispanic (59)	52%
Associate's (12)	11%	White (43)	38%
Bachelor's (37)	32%	Two or More Races (3)	2%
Master's (26)	23%	Unspecified (1)	1%
Doctorate (3)	2%		
Segmented by: Job Description			
Administrative Assistant 3 (2)	2%	HRIS Analyst 2 (1)	1%
Administrative Assistant 4 (1)	1%	HRIS Analyst 3 (2)	2%
Benefits Analyst 1 (3)	3%	HR Manager 2 (2)	2%
Benefits Analyst 2 (4)	4%	HR Manager 3 (2)	2%
Benefits Analyst 3 (2)	2%	HR Manager 4 (6)	5%
Benefits Analyst 4 (1)	1%	HR Manager 5 (1)	1%
Chief of Staff 3 (1)	1%	HR Manager 6 (1)	1%
Compensation Analyst 3 (4)	4%	Post Bachelors SA (1)	1%
EEO Diversity Specialist 4 (1)	1%	Post Masters SA (10	9%
Employee Relations Specialist 3 (2)	2%	Program Manager 2 (Non-Technical) (1)	1%
General Clerk 1 (1)	1%	Program Manager 4 (Non-Technical) (1)	1%
Graduate Student SA 1 (3)	3%	Project Manager 3 (2)	2%
HR Generalist 1 (2)	2%	Quality Assurance Engineer 4 (1)	1%
HR Generalist 2 (9)	8%	SE Professional 1 (1)	1%
HR Generalist 3 (9)	8%	Service Center Representative 1 (6)	5%
HR Generalist 4 (5)	4%	Service Center Representative 2 (19)	17%
HR Labor Relations Specialist 1 (1)	1%	Service Center Representative 3 (1)	1%
HR Labor Relations Specialist 3 (1)	1%	Undergrad Student SA 1 (1)	1%
HR Program Specialist 3 (5)	4%	Undergraduate Student SA 2 (4)	4%
HR Program Specialist 4 (1)	1%		

What are the educational requirements for different employee groups and segments?

The Division has 14 job classifications, each having various levels of proficiency. The Administrative Assistant and Service Center Representative require a high school diploma and/or a combination of education and experience. The remaining 12 job classifications (Benefits Analyst, Chief of Staff, HR Generalists, Compensation Analyst, Equal Employment Opportunity Diversity Specialist, HR Employee Relations Specialist, HR Labor Relations Specialist, HR Program Specialist, Human Resource Information Systems Analyst, HR Manager, Program Manager, and Project Manager) require a bachelor's degree and/or a combination of education/experience.

What are the key drivers that engage them in achieving your mission and vision?

The Division engages the workforce to achieve its mission and vision through team building, mentoring, rewards and recognition programs, career advancement opportunities, and challenging work assignments.

What are your organized bargaining units (union representation)?

HR has a collective bargaining agreement with 12 organized bargaining units, as shown in this table.

Bargaining Unit	Work Performed
Asbestos Workers Local #76	Asbestos abatement, fire caulking, insulating pipe coverings and ducts
International Brotherhood of Electrical Workers Local #611 (IBEW)	Wiremen, linemen, power plant operators, and Relampers (or electrician helpers)
Iron Workers #495	Measure, cut, bend, shape, and fasten pieces of iron or other metal; renovate older building and structures; heavy rigging; fabricate structural metal;, and install stairs, curtain walls, handrails, and window frames
Laborers Local #16	Operate heavy power tools like jackhammers and tampers; dig; move furniture; load and unload materials; provide pest control and weed mitigation; mow lawns; and maintain roads and grounds
Operating Engineers Local #953	Heavy equipment operators, heavy equipment mechanics, and stationary equipment mechanics
Painters and Allied Trades Local #823	Painters and floor coverers
Masons Local #254	Place and finish concrete and cement, including saw cutting of cement and asphalt, plaster work, block and tile laying
Plumbers and Pipe Fitters Local #412	Maintain, make repairs, and construct new lines for wastewater and sewage treatment; duties for the Utilities Natural Gas System; maintain and test fire alarm systems, sprinkler systems and refrigeration systems
Southwest Regional Council of Carpenters	Construct, install, and repair structures and fixtures using wood and other materials, to include framing walls, constructing wooden forms for pouring concrete, erecting scaffolding, replacing glass, ceiling tiles, doors, etc.
Roofers Local #123	Repair and install roofs made of tar, asphalt and gravel, rubber, thermoplastic, metal, or asphalt shingles
Sheet Metal Workers Local #49	Construct, install, fabricate, and repair structures and fixtures using sheet metal and other materials, to include ductwork and other custom products for maintaining heating ventilation, air conditioning duct systems, roofs, siding, rain gutters, downspouts, skylights, and customized precision equipment made from sheet metal
Teamsters Local #492	Transport people using taxi vehicles, provide snow removal functions, provide vehicle inspections, haul material and equipment on work projects, and provide water wagon support for dust abatement and compaction efforts

What are your organization's special health and safety requirements?

Laboratory policy requires that employees bring all safety and security issues to the immediate attention of their supervisors. A top priority, HR implements policies and procedures to ensure that our workforce injuries and security incidents are held to a minimum. HR follows safety and security procedures and training requirements, which include building emergency plans, building sweep rosters, and Division-wide emergency contact listings. HR follows safety expectations that are outlined in the ADBI Safety Improvement Plan (SIP), a tool used to highlight areas where HR can focus attention in improving worker safety. All HR meetings begin with a safety and/or security message regarding current concerns and an open discussion about how to minimize the impact. Several of HR's primary facilities are accessible by the public, so security measures are taken to protect our employees, information, and property. HR employees who spend time at hazardous work sites receive safety training specific to their roles and to the work site.

In 2014, the Laboratory became the largest site in the DOE complex to receive Star Status-the highest achievement level-from DOE's Voluntary Protection Program (VPP). The program recognizes employers who have implemented effective safety and health management systems and maintain injury and illness rates below national Bureau of Labor Statistics averages for their respective industries. DOE Star Status is based on an assessment of management commitment, employee involvement, worksite analysis, hazard prevention and control, and safety and health training.

P.1a (4) Assets

The majority of HR employees work in standard office environments. HR does not own facilities; instead, the Laboratory provides the facilities and designates other Laboratory organizations as facility owners and managers. Facility agreements specify the types of activities to be performed, health and safety considerations to be observed, and detailed roles and responsibilities for working in the facility, including worker training and qualification. HR employees conduct their work and are deployed throughout Laboratory facilities based on customer needs.

All employees have computer access, with in-house technical support, and are connected to the Lab's intranet site. Employees are required to have a password-secured connection device.

P.1a (5) Regulatory Requirements

The HR Division is bound by Federal Executive Orders, DOE Orders, New Mexico State Laws and codes, and internal Laboratory policies and procedures. Primary external oversight is performed by the NNSA Los Alamos Field Office (NA-LA), and guided by the terms and conditions of the management and operations contract between LANS and NNSA. The HR Division actively manages 63 policies and procedures that help ensure we meet the intent of the governing orders set forth by NNSA and other regulatory entities.

P.1b. Organizational Relationships

P.1b (1) Organizational Structure

The Laboratory follows a governance system that provides a formalized flow of information, issues resolution, and decisions along the management chain. The Laboratory Director directs the Senior Leadership Team (SLT), which consists of PADs and ADs. The HR Division resides under the Business Innovation Directorate. (See P.1a (3) Workforce Profile)

P.1b (2) Customers and Stakeholders

HR serves a variety of customers.

Key External Customer	**Requirements and Expectations**
DOE/NNSA	Transparent and efficient HR systems
LANS, LLC (Parent Company)	Provide efficient, relevant, and cost-effective HR goods and services to Laboratory workers
Senior Management	Provide assurance that the HR system promotes diversity, mobility, fairness, and accountability. Also, assures that the Lab is in compliance with federal, state, and local laws
Organized Bargaining Units	Provide qualified craft workers to support the Laboratory
Retirees	Provide HR products and services to retired employees
Potential New Employees (Applicants)	Provide information and
Key Internal Customers	**Requirements and Expectations**
Line Organizations	Perform human resources management, overseeing various aspects of employment, such as compliance with labor law and employment standards, personnel recruitment and hiring, employee relations, and administering employee-benefit programs
Employees	Provide HR products and services to the current workforce

Stakeholders include DOE/NNSA, LANS, the Senior Leadership Team, taxpayers, and the general public, including the surrounding community and tribal neighbors.

P.1b (3) Suppliers and Partners

HR primary suppliers are organizations that provide key services in the benefit arena. We communicate with these suppliers through phone, email, internet, and face-to-face meetings. These suppliers provide the means to offer world-class benefits to our employees and give us a strategic position in the DOE/NNSA complex for hiring and retaining essential employees.

Key Suppliers	**Services Provided**
Blue Cross/Blue Shield of New Mexico (BCBS)	The Lab is self-insured, and BCBS provides the management of the plan for employees.
Delta Dental	Provides dental care to employees and their families.
Vision Service Plan (VSP)	Provides vision coverage to employees and their families.
ARAG Legal Plan	Provides legal advice and services to employees and their families.
Fidelity Investments	Provides 401(k) administration and financial advice to employees and their families.
The Hartford	Provides Life, Disability, and Accidental Death and Dismemberment insurance plans to employees and their families.
COMPA Industries	Provides contract labor support

P.2 Organizational Situation

P.2a Competitive Environment

P.2a (1) Competitive Position

The HR Division is the only Lab organization formally charged with the implementation of products and services associated with the HR function, and we have no competition for these services.

P.2a (2) Competitiveness Changes

There has been no competitive changes for the HR Division.

P.2a (3) Comparative Data

The best source of comparative HR data would be from similar functions at other NNSA laboratories, but that information is not shared openly across laboratories because the laboratories compete for federal budget dollars. Although NNSA publishes a Performance Evaluation Report (PER) on Lawrence Livermore National Laboratory, Sandia National Laboratories, Kansas City National Security Campus, Y-12 National Security Complex, and the Savannah River Site, the reports offer no data or metrics that could be used to measure Los Alamos's HR performance against its peers.

P.2b Strategic Context

The Laboratory’s multiyear strategic plan sets goals for HR services and ties strategic objectives, including milestones, key metrics, and a timeline, to each goal.

P.2c Performance Improvement System

HR’s overall performance is evaluated within the Performance Evaluation and Measurement Plan (PEMP) three times a year. The PEMP defines how NNSA will evaluate Los Alamos National Security performance in a given fiscal year under the company's multi-year contract with NNSA to manage and operate Los Alamos National Laboratory. In the plan, Lab management and NNSA assess performance objectives (PO) and site-specific outcomes (SSO) performance, and the annual Performance Evaluation Report issues the final grade. Part of HR’s strategic planning each year is to implement new ways to improve and grow as an organization. Self-assessments are tools for evaluating the performance of all key systems and processes of the Division and HR establishes these at the beginning of each fiscal year. By conducting these self-evaluations, HR is able to self-identify potential vulnerabilities and take the needed action to make improvements.

Category 1: Leadership

1.1 Senior Leadership

The HR Division Senior Leadership Team is composed of the Division Leader, Deputy Division Leader, Chief of Staff, and Group Leaders.

1.1a Vision, Values, and Mission

1.1a (1) Vision and Values

How do Senior Leaders set your organization’s Vision and Values? The HR Senior Leadership Team created the mission, vision, and core values—the foundation of our operations and strategic direction—and reviews them annually as part of the Laboratory’s strategic planning process. This process, which considers changing needs of the Laboratory and market direction, helps HR maintain a focus on current needs and a developing work environment.

How do Senior Leaders deploy the vision and values through the leadership system, to the workforce, to key suppliers and partners, and to customers and other stakeholders, as appropriate? These vision and values are communicated using a cascading methodology through the management chain. The Division Office flows information to the GLs and their management staff during the weekly HR SLT meetings. The GLs takes this information and provides it to their employees through group level meetings, which occur on a weekly to a monthly basis. The Division Office also communicates through regular emails notifications to the entire Division, as well as through an annual All-Hands Meeting, which brings the entire Division together to review the past year’s performance and review the new fiscal year’s goals and direction.

1.1a (2) Promoting Legal and Ethical Behavior

How do Senior Leaders’ actions demonstrate their commitment to legal and ethical behavior? The HR SLT operates under the Laboratory’s Code of Conduct, which is designed to help workers recognize and resolve the ethics and compliance issues that may arise in their daily work and off the job. The SLT promotes a high ethical standard throughout the workforce, and team members lead by example as they conduct their work with integrity. Complying with the law and company policies is the first and most important job of every HR employee. A momentary lapse in judgment by a single employee has the potential to erode the value and the trust we bring to customers.

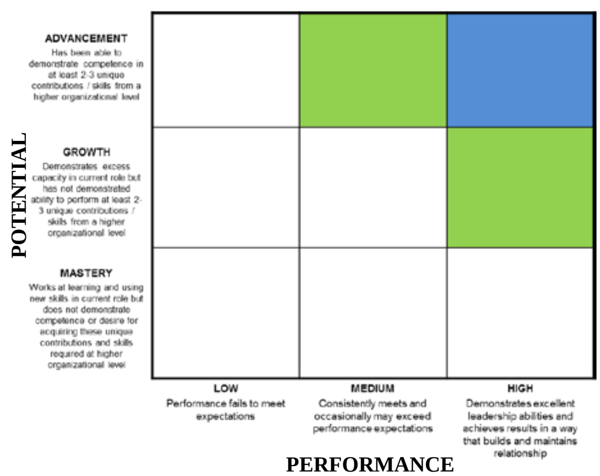
1.1a (3) Creating a Successful Organization

How do Senior Leaders’ actions build an organization that is successful now and in the future? The HR SLT believes in an organization where all employees understand their specific roles and how those roles fit into the overall mission and vision of the Division as well as the Laboratory. The SLT sits down with each employee during the performance review cycle to discuss expectations and how to achieve success for the Division’s goals and objectives, as well as the employee’s career ambitions. Each member of the SLT also has an “open door policy” where employees are encouraged to approach management with concerns, lessons learned, or ideas for improving work processes or systems. These actions from the HR SLT all tie back to Division core values (excellence, integrity, teamwork, and safety and security), and these actions promote collaboration and success in the workplace.

How do Senior Leaders’ actions create an environment for the achievement of your Mission, improvement of organizational performance, performance leadership, organizational learning, and learning for people in the workforce? The HR SLT actively promotes a positive work environment for all employees, believing that to get the most out of the workforce, employees must feel encouraged, accepted, and happy. Managers are responsible for nurturing their teams, and this is accomplished by asking team members about their immediate goals and project interests as well as their career objectives. This is accomplished through the engagement of meaningful dialogue. When managers make the effort to connect with their team members in person—individually and as a group—they establish a position of caring that motivates individuals to achieve their goals and Division goals. The HR SLT also believes in showing appreciation to employees when they have achieved a goal or have gone “outside the box” and makes a substantial or innovative solution to a problem. Appreciation can be displayed by highlighting the employees’ achievements through an announcement during a group meeting, through the Spot Award Program (Safety and Security Awareness), or the Los Alamos Awards Program (LAAP) which enables Laboratory managers to recognize exceptional contributions and noteworthy achievements of employees in a timely manner. The HR SLT also encourages the entire management chain to listen to everyone’s ideas; they are the people that have the direct relationship and interaction with our customers. The HR SLT actively encourages employees to share ideas and suggestions on ways to enhance and improve workflow and processes. This encourages the teams to become more invested and innovated in the work activities and creates a flexible and learning organization for HR Division.

How do Senior Leaders’ actions create an environment for innovation and intelligent risk taking, achievement of your strategic objectives, and organizational agility? HR SLT promotes the Human Performance Improvement (HPI) philosophy, where workers do not cause events, but instead they trigger a set of underlying organizational weaknesses and latent conditions that can result in an event. The HR SLT believes that HPI provides our programmatic and operational workforce with tools that support safe, secure, and quality work, while continually promoting innovative execution. Productivity is not a choice over safety and security; both can be achieved in unison. The HR SLT believes this philosophy helps bridge the gap between theory and practice by helping groups and individuals to apply HPI concepts and encouraging creative and innovative solutions in day-to-day operations, while taking into consideration safety, security, and the environment that surrounds them. This philosophy also encourages employees to make intelligent risk-taking decisions without the fear of retaliation or blame, which is vital for creating an innovative and agile workforce-one that strives to meet and exceed the goals and challenges of the HR Division as well as the strategic goals of the Laboratory.

How do Senior Leaders participate in succession planning and the development of future organizational leaders? Succession planning is an annual exercise held each June, performed by the HR SLT in identifying and developing internal employees with the potential to fill key business leadership positions in the Division. The HR SLT spends time together reviewing the people identified as candidates for development on a path to (1) advanced technical leadership, (2) advanced subject matter expertise in the professional disciplines, and/or (3) fulfillment of future management positions. All employees are assessed across two dimensions—**performance** (results + behavior) and **potential** (demonstrated capabilities and attributes for the next level, motivation to do what’s required to perform successfully at the next management level). The HR SLT uses a nine-box tool as a framework for diagnosis and action. Employees plotted in the blue box are identified as potential successors and a succession plan is created for career developmental opportunities to give them skills to be future leaders.



1.1b Communication and Organizational Performance

1.1b (1) Communication

How do Senior Leaders communicate with and engage the entire workforce and key customers? The Division Office communicates through regular emails notifications on key divisional news to the entire Division as well as through an annual All-Hands Meeting, which brings the entire Division together to review the past year’s performance and review the new fiscal year’s goals and direction. The Group Leader conducts weekly and monthly meetings with employees to provide direction and updates to their specific work directives. The Division Office provides face-to-face communication during monthly meeting with key NNSA customers and also provides a Performance Evaluation and Measurement Plan (PEMP) report to NNSA three times a year. GLs and HR generalists have the most interaction with our direct customers, and they use all the normal communication channels (phone, email, and meetings).

How do Senior Leaders encourage frank, two-way communication, including effective use of social media, when appropriate? All the HR SLT members have an "open door" policy, and they actively encourage their employees to bring any concerns or ideas to their attention. These meetings, by design, encourage frank and open dialogue, and encourage innovations to improve workflow processes and achieve our goals and mission. During the recruitment of potential new employees to the Laboratory, the HR-ODSS and HR-OTM groups rely on LinkedIn and Facebook for recruitment and communication with potential candidates.

How do Senior Leaders communicate key decisions and needs for organizational change? The Division Office communicates key decisions and organizational changes directly with the HR SLT in person during weekly meetings, or calls an immediate meeting, depending on the severity of the news. The GLs then meet with their employees during their group meetings, and go over the key decision or reorganizations news. This allows employees to raise questions and concerns. The Division also sends division wide emails notifying the workforce of the information. The Division Office may also hold an All-Hands Meeting if the announcements warrant the entire Division to be present in person.

How do Senior Leaders reinforce high performance and a customer and business focus by taking a direct role in motivating the workforce, including by participating in reward and recognition programs? The HR SLT maintains the HR "Definitions of Success" document. This is an actionable document that highlights the progress of our vision and goals for the year. This is distributed to our customers, stakeholders, and employees, giving them the current status of goals by quarter, highlighting successes, and pinpointing challenges that still remain for each goal. The HR SLT actively participates in recognizing and rewarding employees through an announcement during a group or All-Hands Meeting or through Spot or LAAP awards, which enable Laboratory managers to recognize exceptional contributions and noteworthy achievements of their employees in a timely manner. The Laboratory recognizes milestone work anniversaries (5, 10, 15, 20, 25, 30, 35, 40, 45 years) on the intranet home page. Employees celebrating 25 or more years have a recognition ceremony with the Laboratory Director and members of the Lab's SLT.

1.1b (2) Focus on Action

How do Senior Leaders create a focus on action that will achieve the organization's Mission? The HR Division, led by the SLT, promotes a daily awareness to all employees on meeting the expectations of our mission. Not only are employees guided by our mission statement, but the Definitions of Success document measures the progress of our goals and is the Division's primary tool used to maintain momentum in accomplishing mission and vision.

How do Senior Leaders create a focus on action that will improve the organization's Performance, achieve Innovation and intelligent risk taking, and attain its Vision? The HR SLT focuses on the Definitions of Success as the main driver for achieving the Division's vision. This living document outlines all of our goals for the fiscal year and is updated regularly to highlight progress and challenges remaining to meet our goals. Every Division employee has goals and metrics that align with the Definitions of Success. These measures form a roadmap leading the workforce to strive for innovative ways to successfully meet our goals, and drives performance throughout the organization. Our progress is shared with NNSA on a quarterly basis and with Laboratory Senior Managers.

***How do Senior Leaders* identify needed actions?** The HR Division performs numerous self-assessments each year, allowing for the identification of gaps and opportunities for improvements. Once these are discovered, they are reviewed by the HR SLT and a course of action is determined. The HR Division is audited from various external sources, and the information gained from the audits is also reviewed and appropriate corrective plans are put into action to improve efficiencies.

***How do Senior Leaders* in setting expectations for organizational performance, include a focus on creating and balancing value for customers and other stakeholders?**

When developing the Definitions of Success, which identifies goals and the desired performance outcomes, great effort during the planning process is made between balancing the needs of our customers while maintain fiduciary responsibilities to our stakeholders.

1.2 Governance and Societal Responsibilities

1.2a Organizational Governance

1.2a (1) Governance System

How does your organization ensure responsible Governance? The Governing Policies of Los Alamos National Laboratory provide the basis for executing work, accomplishing mission, and providing management and oversight, including complying with laws, regulations, and our Prime Contract with NNSA. All work at the Laboratory is executed in accordance with the Governing Policies, applicable work procedures, and responsible worker judgment. These Governing Polices provide the organizational basis and framework for the Laboratory's requirements system. The Governing Policies apply to all Laboratory workers.

How do you review and achieve the following key aspects of your Governance system?

Accountability for Senior Leaders' actions? HR SLT members have accountability for their actions through legal and ethical standards that all employees must abide by to maintain working eligibility at the Laboratory.

Accountability for strategic plans? The HR SLT manages the accountability of the divisional strategic plan through the Definitions of Success document and through the PEMP triannual reports.

Fiscal accountability? Financial accountability is achieved through monthly Business Stewardship Review (BSR) meetings with our CFO analyst. HR Division finances are reviewed against the forecasted budget plan.

Transparency in operations? HR Division operations are fully transparent to employees, customers, suppliers, partners, and the public, as appropriate. The PEMP and NNSA PER documents are available through the NNSA website for full transparency of Laboratory achievements and opportunities for improvement.

Selection of Governance board members and disclosure policies for them, as appropriate? Members of the LANS Board of Governors (BOG) are selected by our parent companies.

Independence and effectiveness of internal and external audits? We ensure the independence and effectiveness of internal and external audits through our yearly assessment schedule, which highlights all assessments and audits that will be performed throughout the Laboratory and tracks them through the Laboratory's Management Review Board on a monthly basis. This also provides transparency to our NNSA customers and allows them the opportunity to shadow these audits and assessments.

Protection of stakeholder and stockholder interests, as appropriate? The Laboratory has no stockholders. Protection of stakeholders' interests is achieved through the BOG and Senior Management.

Succession planning for senior leaders? Succession planning for HR SLT is the same as for employees, (*1.1a (3) Creating a Successful Organization)*, but conducted by the ADBI SLT.

1.2a (2) Performance Evaluation

How do you evaluate the performance of your Senior Leaders, including the chief executive, and your Governance board? This is evaluated through the annual PEMP report and the NNSA PER.

How do you use performance evaluations in determining executive compensation? Intentionally left blank for business sensitivity reasons.

How do your Senior Leaders and Governance board use these performance evaluations to advance their development and improve both their own effectiveness as leaders and that of your board and leadership system, as appropriate? Intentionally left blank for business sensitivity reasons.

1.2b Legal and Ethical Behavior

1.2b (1) Legal and Regulatory Compliance

How do you anticipate and address public concerns with your products and operations? The products and services provided by the HR Division are inclusive to the Laboratory and have no impact on the general public or outlying communities.

How do you address any adverse societal impacts of your products and operations? The products and services provided by the HR Division are inclusive to the Laboratory and have no societal impacts.

How do you anticipate public concerns with your future products and operations? The products and services provided by the HR Division are inclusive to the Laboratory and have no impact on the general public or outlying communities.

How do you prepare for these impacts and concerns proactively, including through conservation of natural resources and effective supply-chain management processes, as appropriate? The products and services provided by the HR Division are inclusive to the Laboratory and have no impacts on conservation of natural resources or on our supply-chain management processes.

What are your key compliance processes, measures, and goals for meeting and surpassing regulatory and legal requirements, as appropriate? Key regulatory requirements are directed to us through our prime contract. When new regulations are imposed on the HR Division from DOE/NNSA, we are directed to create a cost impact analysis and implementation plan. Once agreed upon by NNSA and the Laboratory, the plan becomes effective and performance is measured in the PEMP.

What are your key processes, measures, and goals for addressing risks associated with your products and operations? Our key processes for measuring risk within our products and operations is through our risk registry. Please see *4.1a (4)* for more information on the risk registry.

1.2b (2) Ethical Behavior

How do you promote and ensure ethical behavior in all interactions? Our Code of Conduct Policy, which summarizes the standards of ethical behavior, applies to all employees, labor employees, BOG members, agents, consultants, contractors, and others when they are representing, acting for, or on behalf of, the Laboratory or LANS. The Code of Conduct is designed to help employees recognize and resolve ethics and compliance issues that arise in their daily work. It provides general information and practical advice about the behavior expected of employees both on and off the job.

What are your key processes and measures or indicators for enabling and monitoring ethical behavior in your governance structure; throughout your organization; and in interactions with your workforce, customers, partners, suppliers, and other stakeholders? The Ethics and Audits Compliance Group (EA) provides Laboratory employees with useful resources for understanding and addressing ethical issues that arise in the workplace in support of the Lab's mission. The EA provides the following services: Developing and communicating standards of ethical conduct, monitoring compliance, reporting results to management, reviewing requests for outside employment, reviewing and advising management on conflict of interest issues, and maintaining the Employee Concerns Program.

How do you monitor and respond to breaches of ethical behavior? Breaches of ethical behavior are addressed promptly upon discovery through formal counseling, and additional disciplinary actions as judged appropriate by managers, often in consultation with legal counsel. For the infrequent occasions where ethical issues have arisen, HR management has evaluated and refined its processes (e.g., training, improved communication) to reduce the potential for future issues.

1.2c Societal Responsibilities

1.2c (1) Societal Well-Being

How do you consider societal well-being and benefit as part of your strategy and daily operations? How do you contribute to societal well-being through your environmental, social, and economic systems? Stewardship is one of HR Division's core values. Through our daily operations and strategic goals, we aim to be good stewards of taxpayers' dollars, the Laboratory, our community, and the environment. The well-being of the community of Los Alamos and Northern New Mexico is at the heart of multiple campaigns and initiatives, such as scholarships, recycling, environmental cleanup, and United Way charitable donations.

1.2c (2) Community Support

How do you actively support and strengthen your key communities? LANS, the Lab's operating contractor since 2006, has committed to contribute $1 million annually to community giving. With this generous commitment, LANS supports employee contributions and involvement in our local communities and strengthens the Laboratory's culture of giving. The Laboratory's Economic Development Team partners with industry, government, universities, and local economic development and business organizations to promote a strong, vibrant local community in Northern New Mexico.

What are your key communities? The Laboratory's Community Giving Program helps students, charities, businesses, tribal nations, and educational institutions in theses Northern New Mexico counties: Los Alamos, Santa Fe, Rio Arriba, San Miguel/Mora, and Taos.

How do you identify them and determine areas for organizational involvement, including areas that leverage your core competencies? Key communities for HR in terms of building and leveraging core competencies include the student population and professional societies and organizations. Students are screened each year from applicants for employment with HR, so that HR staff can help expand their knowledge of HR processes, products, and services.

How do your senior leaders, in concert with your workforce, contribute to improving these communities? The well-being of the community of Los Alamos and greater Northern New Mexico is valued demonstrably through multiple campaigns and initiatives. In addition to participating in the Lab's recycling, environmental cleanup activities, scholarship drives, and United Way drives, the HR organization donates Thanksgiving meals, Christmas gifts, and back-to-school fully stocked backpacks for less fortunate kids in Northern New Mexico communities. HR participates annually in the Institution Great Garbage Grab, which is part of the Lab's observance of Earth Day every April.

Category 2: Strategy

2.1 Strategy Development

2.1a Strategy Development Process

2.1a (1) Strategic Planning Process:

How do you conduct your strategic planning? As a federally funded Research and Development Center, the Laboratory aligns our strategic plan and goals with priorities set by DOE, NNSA, and key relevant national strategy guidance documents. Once these are approved, the Laboratory's multiyear strategic plan sets goals for HR services and ties strategic objectives, including milestones, key metrics, and a timeline, to each goal.

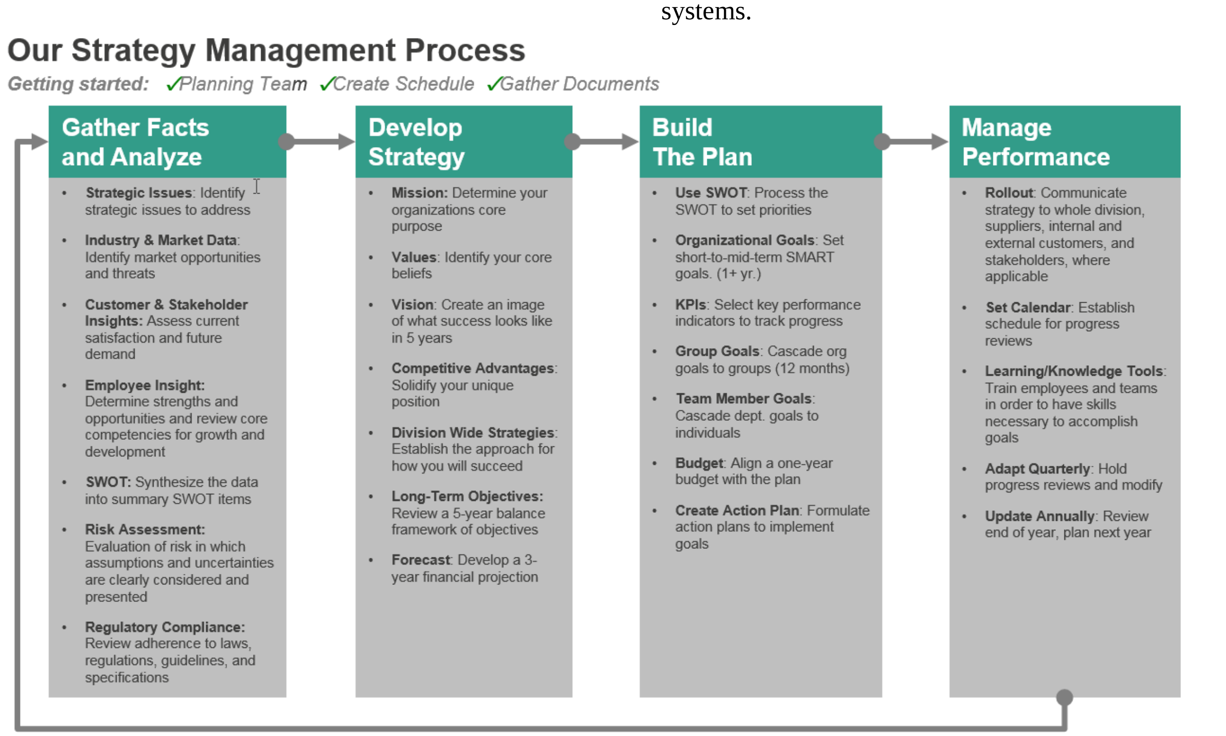
What are the key process steps? See Strategy Management Process (SMP) below.

Who are the key participants? HR SLT, consisting of the DL, Deputy DL, Chief of Staff, and GLs.

What are your short- and longer-term planning horizons? Our strategic planning time horizon is five years. Our short-term is current year and next year; long-term is three to five years.

How are they addressed in the planning process? In the short-term planning horizon, we create next year's plan and we review and adjust the current year's plan. In the long-term planning horizon, we brainstorm ideas and review the Laboratory's five-year plan and adjust the plan as needed.

How does your strategic planning process address the potential need for: Transformational change and prioritization of change initiatives, organizational agility, and operational flexibility? Our planning process factors in change management. The Laboratory, by nature, pushes the boundaries of science and technology, and with this innovation change is a constant. We are always asking ourselves, "How can we meet tomorrow's needs, today?" We challenge our management and workforce to be innovative in their daily work processes and to think outside of the box to improve work processes and systems.



2.1a (2) Innovation

How does your strategy development process stimulate and incorporate innovation? During the development of our strategic planning process, we make a conscious search for innovation opportunities to address our goals and action plans. By its very nature, our process promotes brainstorming and open discussion within the team, leading to creativity and innovation in our approach to establishing the plan, goals, and action plans.

How do you identify strategic opportunities? It is the result of a flow down from our Laboratory's strategic plan, our customers' expectations, and our own plan to improve overall business operations and performance.

How do you decide which strategic opportunities are intelligent risks for pursuing? Through open dialogue, the HR SLT prioritizes and ranks these opportunities, and discusses the resources needed to accomplish them. The team systematically reviews each one, and decides which ones are tied to the Division's mission and vision, and then agrees which ones to pursue.

What are your key strategic opportunities? Our strategic opportunities for the current fiscal year are as follows: 1. Position the Laboratory to compete for and attract world-class talent. 2. Develop and mentor next-generation workforce and leadership talent. 3. Position the Laboratory as one of the best places to work.

2.1a (3) Strategy Considerations

How do you collect and analyze relevant data and develop information for your strategic planning process?

In this collection and analysis, how do you include these key elements? Relevant data is collected and analyzed during our Gather Facts and Analyzation phase (GFA) phase of our SMP. See SMP chart for breakdown.

• Your strategic challenges and strategic advantages? These are reviewed during the GFA phase of our SMP.

• Risks to your organization's future success? Risks are reviewed, discussed, and analyzed during our Strengths, Weaknesses, Opportunities, & Threats (SWOT) assessment in our GFA phase.

• Potential changes in your regulatory environment? Any potential or regulatory changes would be addressed during strategic issues of the GFA phase.

• Potential blind spots in your strategic planning process and information? Any potential blind spots that are discovered or predicted would be reviewed and analyzed during our strategic issues of the GFA phase.

• Your ability to execute the strategic plan? Execution of the strategic plan happens during the Manage Performance (MP) phase of the SMP.

2.1a (4) Work Systems and Core Competencies

What are your key work systems?

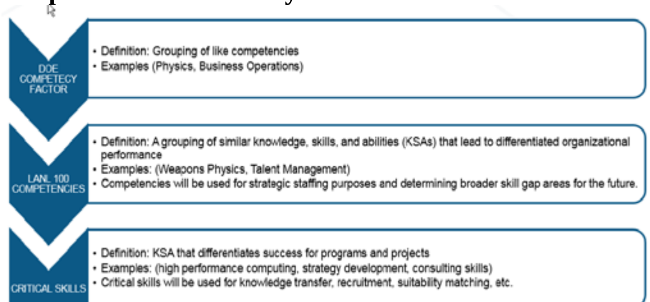
Work System	Description
iRecruitment	Applicants apply for Laboratory jobs.
Electronic Document Management System (EDMS)	Electronic version of the Official Personnel and Benefits folder for each active and terminated LANS employee.
Compensation Workbench	Managers input salary increases for employees during the Performance Management Review cycle.
Performance Management	Employee and managers input commentary on an employee's performance goals.
Time and Effort	Employees enter time and effort for work performed.
Benefits	Employees select benefits.
Worker Self Service	Employees update personal information: address, education background, etc.
Oracle Business Intelligence (OBI)	One-stop shop into enterprise data, updated the evening of every work day to incorporate each day's changes from E -Business Suite

How do you make work system decisions that facilitate the accomplishment of your strategic objectives? Work systems are reviewed and applied to appropriate goals during the SMP and are directly tied to a majority of the services HR provides to the Laboratory. A lot of our innovation comes from improving and expanding our work systems to make work processes more user friendly, faster, and reliable.

How do you decide which key processes will be accomplished by external suppliers and partners? Since a majority of our suppliers and partners are benefits providers, we rely on them heavily to have the websites to provide our employees the access they need to allow them to view their account information.

How do those decisions consider your core competencies and the core competencies of potential suppliers and partners? The core competencies of the benefits providers are reviewed on an annual basis to verify that we are offering the best benefits package to our employees. We review each provider's performance, customer service record, cost, and products provided to our employees each year. The decision does not take our core competencies into account, since there is no direct correlation between the two.

How do you determine future organizational core competencies and work systems?



The above is the Competency Modeling roadmap that we use to identify and develop core competencies. These are discussed by our SLT as situations arise that may impact our current core competencies. The SLT also reviews core competencies through GFA phase of our SMP.

2.1b Strategic Objectives

2.1b (1) Key Strategic Objectives

What are your organization's key strategic objectives and timetable for achieving them?

What are your most important goals for these strategic objectives?

Please see the following table.

Goals	Strategic Objectives	Timeline
Goal 1: Position the Laboratory to compete for and attract world-class talent	Strategic Objective 1. Develop best in class recruitment and retention strategies and programs to support the Laboratory's current and future hiring needs.	By Q4 FY 2016
	Strategic Objective 2: Develop best in class employee friendly work-life strategies to attract and retain talent.	By Q3 FY 2016
Goal 2: Develop and mentor next-generation workforce and leadership talent	Strategic Objective 3: Develop and implement programs that focus on mentoring and knowledge transfer	By Q4 FY 2016
	Strategic Objective 4: Develop and implement programs that identify and develop future and current Laboratory leaders	FY 2015; next session FY 2017
Goal 3: Position the Laboratory as one of the best places to work	Strategic Objective 5: Foster a respectful work environment where people feel safe and secure to work.	Ongoing
	Strategic Objective 6: Assess organizational climate and develop action plans for incremental improvements.	By Q4 FY 2016

What key changes, if any, are planned in your products, customers and markets, suppliers and partners, and operations? We are implementing a new recruiting model, including a pilot program for hiring pools. At the Principal Associate Directorate level, we are piloting plans that forecast staffing needs based on attrition and financial data. We are implementing a Wounded Warrior Program to recruit veterans and a Graduate Fellowship Program.

2.1b (2) Strategic Objective Considerations

How do your strategic objectives achieve appropriate balance among varying and potentially competing organizational needs? These balances are discussing during the GFA and Develop Strategy (DS) phases of our SMP. Careful consideration is reviewed and analyzed by our SLT, and the appropriate balance is achieved, in alignment with our mission and vision.

How do your strategic objectives address your strategic challenges and leverage your core competencies, strategic advantages, and strategic opportunities? Before the strategic plan objectives and goals are identified, our challenges, core competencies, strategic advantages and opportunities are evaluated during the GFA, DS, and Build the Plan (BTP) phases of our SMP.

How do you balance short- and longer-term planning horizons? Short- and longer-term planning horizons are reviewed and acted upon during the DP phase of our SMP.

How do you consider and balance the needs of all key stakeholders? All stakeholders concerns are addressed during the DP phase of our SMP.

2.2 Strategy Implementation

2.2a Action Plan Development and Deployment

2.2a (1) Action Plans

What are your key short- and longer-term action plans? We are implementing a new recruiting model, including a pilot program for hiring pools. At the Principal Associate Directorate level, we are piloting plans that forecast staffing needs based on attrition and financial data. We are implementing a Wounded Warrior Program to recruit veterans and a Graduate Fellowship Program. Improved planning for FY17 will be based on process improvements. We will place women and minorities in positions where affirmative action plan goals have been established.

What is their relationship to your strategic objectives? These action plans are tied directly to our goals and strategic objectives.

How do you develop your action plans? Action plans are created during the BTP phase of our SMP.

2.2a (2) Action Plans Implementation

How do you deploy your action plans? Our action plans are deployed during the MP phase of our SMP.

How do you deploy your action plans to your workforce and to key suppliers and partners, as appropriate, to ensure that you achieve your key strategic objectives? Our deployment strategy is covered in our MP phase of the SMP.

How do you ensure that you can sustain the key outcomes of your action plans? Our measurement and sustainability measures are incorporated during our MP phase of our SMP.

2.2a (3) Resource Allocation

How do you ensure that financial and other resources are available to support the achievement of your action plans while you meet current obligations? Our financial planning and forecasting are covered during our DS and BTP phases of our SMP. These are also reviewed during our measurement and sustainability measures and incorporated during our MP phase of our SMP.

How do you allocate these resources to support the plans? The allocation of resources occurs during our BTP phase of the SMP.

How do you manage the risks associated with the plans to ensure your financial viability? Financial risks, evaluated during our financial planning and forecasting, are covered during DS and BTP phases of our SMP. These are also reviewed during our measurement and sustainability measures and incorporated during our MP phase of our SMP.

2.2a (4) Workforce Plans

What are your key workforce plans to support your short- and longer-term strategic objectives and action plans? Workforce goals and implementation are handled during the BTP phase of the SMP.

How do the plans address potential impacts on your workforce members and any potential changes in workforce capability and capacity needs? Potential and real workforce impacts are handled during the BTP phase of the SMP.

2.2a (5) Performance Measures

What key performance measures or indicators do you use to track the achievement and effectiveness of your action plans? These are handled through our Definitions of Success.

How does your overall action plan measurement system reinforce organizational alignment? Our overall goals and strategic plans, as well as the associated action plans, are established by our HR SLT. This enables the action plans to reinforce mission, vision, core values, and organizational alignment.

2.2a (6) Performance Projections

For these key performance measures or indicators, what are your performance projections for your short- and longer-term planning horizons?

See 2.1b (1) for performance projections (Timelines)

How does your projected performance on these measures or indicators compare with your projections of the performance of your competitors or comparable organizations and with key benchmarks, as appropriate?

Since HR has no direct competitors against these strategic objectives, goals, and action plans, there is no comparison data to provide.

If there are gaps in performance against your competitors or comparable organization, how do you address them?

Since HR has no direct competitors against these strategic objectives, goals, and action plans, there is no gap analysis information to provide.

2.2b Action Plan Modification

How do you establish and implement modified action plans if circumstances require a shift in plans and rapid execution of new plans?

During our MP phase of the SMP, we have quarterly and yearly reviews, where change to scope is addressed.

Category 3: Customers

The HR division has two customer segments: internal and external. Internal customers include current employees and line organizations. External customers include DOE/NNSA, LANS, Lab senior management, retirees, organized bargaining units, and potential new employees (applicants).

Key External Customer	Requirements and Expectations
DOE/NNSA	Provides transparent and efficient HR systems.
LANS, LLC (Parent Company)	Provides efficient, relevant, and cost-effective HR goods and services to employees.
Laboratory Senior Management	Provides assurance that our HR system promotes diversity, mobility, fairness and accountability. Also, assures that we are in compliance with federal, state, and local laws.
Organized Bargaining Units	Provides qualified craft workers to support the Laboratory.
Retirees	Provides HR products and services to retired employees.
Potential New Employees (Applicants)	Provides information and
Key Internal Customers	**Requirements and Expectations**
Line Organizations	Performs Human Resource Management, overseeing various aspects of employment, such as compliance with labor law and employment standards, personnel recruitment and hiring, employee relations, and administering employee-benefit programs.
Employees	Provides HR products and services to the current workforce.

3.1 Voice of the Customer

3.1a Customer Listening

3.1a (1) Current Customers

How do you listen to, interact with, and observe customers to obtain actionable information?

The HR Division interacts with internal and external customers through the following methods: one-on-one meetings, group meetings, voice of the customer (VOC), surveys, emails, phone conversations, and yearly performance management questionnaires.

How do your listening methods vary for different customers, customer groups, or market segments?

There is not any measurable difference in the methods that we listen to our customers. We offer multiple communication avenues to our customers, and we listen through their preferred method of communicating their issues, concerns, and feedback to us.

How do you use social media and web-based technologies to listen to customers, as appropriate?

We use Twitter, Facebook, and LinkedIn to provide communication to our external customers and candidates seeking employment at the Laboratory. These are excellent communication vehicles to communicate with “millennials” and others during the recruitment process.

How do your listening methods vary across the customer life cycle?
There is not any measurable difference in the methods we employ to listen to our customers throughout their life cycle with us. We listen through their preferred method of communicating issues, concerns, and feedback to us and do not impose our preferred method.

How do you seek immediate and actionable feedback from customers on the quality of products, customer support, and transactions?
Through our HR Generalists and our Central Service Representatives who have daily interactions with our line organization’s managers and employees, we are able to receive immediate feedback or direction on issues, and are able to establish an action plan and follow it through to the customer’s satisfaction.

3.1a (2) Potential Customers

How do you listen to potential customers to obtain actionable information? How do you listen to former customers, potential customers, and competitors’ customers to obtain actionable information on your products, customer support, and transactions, as appropriate?
When we are working with potential customers (applicants), we listen to their feedback provided to us through social media outlets (Twitter, Facebook, and LinkedIn), emails, and through the interview process. Then we evaluate their comments and create action plans to remedy this issues, where applicable. For former employees who have either retired or left the Laboratory, we have an informal exit interview with their manager to gain insight on their decision. We also send a formal survey to gather information, so that we can analyze the data to make improvements, where needed, and address issues in our strategic planning meetings.

3.1b Determination of Customer Satisfaction and Engagement

3.1b (1) Satisfaction, Dissatisfaction, and Engagement

How do you determine customer satisfaction, dissatisfaction, and engagement?
We obtain this information with our internal and external customers through one-on-one meetings, group meetings, voice of the customer (VOC), surveys, emails, phone conversations, and yearly performance management questionnaires.

How do your determination methods differ among your customer groups and market segments, as appropriate? There is not any measurable difference in the methods we use to gather information on customer satisfaction, dissatisfaction, and engagement.

How do your measurements capture actionable information to use in exceeding your Customers’ expectations and securing your customers’ engagement for the long term? Being able to exceed our customers’ expectations takes understanding their needs and then establishing processes to achieve the desired results. We take the feedback provided to us and factor it into our strategic planning process. The issues are included into our strategic plan or goals, and we then create action and implementation plans, milestones and metrics, and track progress in periodical reviews with our customers.

3.1b (2) Satisfaction Relative to Competitors

How do you obtain information on customers’ satisfaction with your organization relative to other organizations?
The HR Division has no competition for the goods and services we provide. We have two primary customers that provide information on satisfaction. The first customer group, Lab employees, can go to benefits.gov for guidance and information with any benefits issue. Upon completion of the issue, they are sent a survey and the data is then sent to our Benefits Office for review and tracking on our performance. NNSA, our second customer group, communicates satisfaction through meetings and the triannual PER report discussing HR’s overall performance.

How do you obtain information on your customers’ satisfaction relative to their satisfaction with your competitors? Since we have no competition for the goods or services we provide, we do not compare these results with any particular organization.

How you do obtain information relative to the satisfaction of customers of other organizations that provide similar products or to industry benchmarks, as appropriate? Since we have no competition for the goods or services we provide, we do not obtain this information.

3.2 Customer Engagement

3.2a Product Offerings and Customer Support

3.2a (1) Product Offerings

How do you determine product offerings?
Our benefits group meets with our consulting firm, AON Hewitt, which conducts an annual review with our suppliers and vendors. That’s how HR obtains information on current product and services as well as potential new products and services with their associated costs. We then perform a cost–benefit

analysis, a systematic approach to estimating the strengths and weaknesses of these new benefits and the associated employee base it would impact.

How do you determine customer and market needs and requirements for product offerings and services?

We work with our consulting firm, AON Hewitt, which provides us a yearly detailed report on the current trends and analysis on the overall HR marketplace in regards to what benefits are currently being offered.

How do you identify and adapt product offerings to meet the requirements and exceed the expectations of your customer groups and market segments?

Our benefits group meets with our consulting firm, AON Hewitt, which conducts an annual review with our suppliers and vendors. That's how HR obtains information on potential new products and services and their associated costs. We then perform a cost–benefit analysis, a systematic approach to estimating the strengths and weaknesses of these new benefits and the associated employee base it would impact.

How do you identify and adapt product offerings to enter new markets, to attract new customers, and to create opportunities to expand relationships with current customers, as appropriate? Since we are the sole providers for HR services, there are no new markets for us to explore. However, we are always engaged with our current customer base, and we have one-on-one meetings, VOC, and surveys to engage our customers about potential new product offerings that could benefit them and meet our vision and mission for the Laboratory.

3.2a (2) Customer Support

How do you enable customers to seek information and support? How do you enable them to conduct business with you?

The HR Division enables our customers to seek information and to conduct business with us through multiple channels. Our HR and vendor websites, along with our HR SharePoint sites, are designed to help customers easily navigate through our many services for the information they desire. We also enable customers to seek information and support through phone, email, and social media avenues. HR Generalists and Central Service Representatives are assigned throughout our line organizations and provide high-quality, timely, consistent, and seamless HR support to our customers.

What are your key means of customer support, including your key communication mechanisms?

Our key communication methods are through websites, SharePoint sites, phone support, one-on-one meetings, email, social media, and through our HR Generalists and Central Service Representatives.

How do they vary for different customers, customer groups, or market segments? There is not any measurable difference in the methods that we provide service to our customers, customer groups, or segments. We tailor our customer service methods to meet the desired format that the customer desires.

How do you determine your customers' key support requirements and market segments?

We determine our customers' key support requirements through one-on-one meetings, VOC, and surveys.

How do you deploy these requirements to all people and processes involved in customer support?

We deploy these requirements through our mission and vision statements and throughout core values and strategic plan. These are communicated to our workforce through email communications, All-Hands Meetings, group meetings, and our website.

3.2a (3) Customer Segmentation

How do you determine your customer groups and market segments?

Our customer groups and market segments are defined through our institutional organizational structure. Five Principal Associate Directorates represent the Laboratory's key market segments of Capital Projects; Global Security; Operations & Business; Science, Technology & Engineering; and Weapons Programs. HR designed a support model to meet each market segment's needs.

How do you use information on customers, markets, and product offerings to identify current and anticipate future customer groups and market segments?

We compile and analyze information and data from our attrition metrics on a quarterly basis, and we use it to develop action plans on ways to retain the current workforce and how we can develop growth opportunities in the recruitment of future customer groups and market segments.

How do you consider competitors' customers and other potential customers and markets in this segmentation?

We review and analyze the services, benefits, and compensation that competitors at SNL and LLNL are providing during their recruitment process. We then create action plans on how we can develop an overall compensation package that gives us the best opportunity to attract and recruit applicants to the Laboratory, as well as retain the current workforce.

How do you determine which customers, customer groups, and market segments to emphasize and pursue for business growth?

We examine and analyze our PBViews Dashboard and identify any trends or potential gaps, and then our SLT meets and discuss appropriate course of action. The Laboratory is experiencing a reduction of 2,500 employees through retirement and estimated attrition over the next five years. Strategic planning is currently underway on identifying the key segments of those leaving the Laboratory, and creating a recruitment strategy for us to be able to recruit and hire in these key market segments.

3.2b Customer Relationships

3.2b (1) Relationship Management

How do you build and manage customer relationships? How do you market, build, and manage relationships with customers, to acquire customers, and build market share?

The HR Division builds and manages internal and external customer relationships by listening to their needs, concerns, and goals through one-on-one meetings, group meetings, VOC, surveys, emails, phone conversations, and yearly performance management questionnaires.

How do you manage and enhance your brand image?

We manage and enhance our brand image by actively promoting our successes as a Division through *LANL today* articles, master management leadership emails, PEMP reports, local and national newspaper articles, social media, and divisional email distribution. We recently received the first place Eddy award for Retirement Readiness from *Pension and Investments* (an international money management newspaper), in recognition of our Financial Fitness Bootcamp. HR partnered with our Chief Financial Officer (CFO) in creating the Financial Fitness Bootcamp for all employees, displaying the Laboratory's financial commitment to employees in all stages of their career development. The Financial Fitness Boot Camp provided an opportunity for employees to learn about benefits and choose the programs that meet their financial needs and the needs of their families.

How do you retain customers, meet their requirements, and exceed their expectations in each stage of the customer life cycle?

The vision and mission of HR Division are tied into the Laboratory's strategic goal of attracting, inspiring, developing, and retaining world-class talent to ensure a vital future workplace. Our multiyear strategic plan involves positioning the Laboratory to compete for and attract world-class talent, develop and mentor the next-generation workforce and leadership talent, and position the Laboratory as one of the best places to work. We are developing and implementing a multiyear strategy that delivers the right workforce now and into the future. We proactively recruit candidates from the nation's best colleges and universities and from industry and government, with an emphasis on strategic hires to support capabilities important to current and future missions. To develop strong leaders, managers, and technical and professional employees, we will strengthen ongoing talent development programs. Los Alamos draws talent energized by compelling missions, fascinating multidisciplinary teaming opportunities, and access to one-of-a-kind experimental and computational capabilities. These aspects differentiate the Laboratory as a great place to work. We must continue to work hard to ensure our workplace and culture attract and retain the workforce we need to meet evolving national security needs.

How do you increase their engagement with you?

Multiple factors contribute to a best national laboratory workplace and gaining employee engagement: ensuring that we have the scientific tools to support compelling science, improving and modernizing the quality of the work environment, keeping pace with the availability of data and information services required for modern science, and providing modern technology and communication services. To sustain a motivated and engaged workforce, we must also create a positive, inclusive, and supportive work culture and invigorate our internal communications practices and tools.

How do you leverage social media to manage and enhance your brand and to enhance customer engagement and relationships with your organization, as appropriate?

We rely heavily on LinkedIn to assist us in promoting our business and for the recruitment of potential employees.

3.2b (2) Complaint Management

How do you manage customer complaints? How do you resolve complaints promptly and effectively?

Customer complaints are systematically managed through our complaint management system. Our staff members are calm and respectful as they listen to complaints, and take responsibility in resolving the issue. Some can be resolved immediately, others take research. We develop an appropriate resolution to issues in a timely manner and work with customers on resolving the issue to their satisfaction. A follow-up is made to verify that the complaint has been resolved and no further action required.

How does your management of customer complaints enable you to recover your customers' confidence, enhance their satisfaction and engagement, and avoid similar complaints in the future?

Through our complaint management system, we ensure that our customer complaints are handled in a professional and timely manner, and that our workforce will work with the customer through the whole process, until it is resolved to the customer's satisfaction. Through this process, customers gain confidence that whenever an issue arises, it will be handled in a professional manner and have a timely resolution.

Category 4: Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, and Improvement of Organizational Performance

4.1a Performance Measurement

***4.1a (1)* Performance Measures**

How do you use data and information to track daily operations and overall organizational performance?

We use the PBViews Dashboard and the ADBI dashboard to track daily operations and overall performance in the HR Division. We have both real-time data as well as lagging data to allow our leaders the information needed for effective decision making in daily operations. Financial reports are provided to our SLT and reviewed with our CFO analyst on a monthly basis.

How do you select, collect, align, and integrate data and information to use in tracking daily operations and overall organizational performance?

Information collected through our Oracle business systems and through various HR and CFO applications is made available on the PBViews Dashboard and LANL Executive Dashboard. Various reports can also be generated by managers through our Oracle portal. Managers also received various reports through email distribution and through the data warehouse.

How do you track progress on achieving strategic objectives and action plans? The progress of our strategic objectives and action plans are captured in our quarterly Definitions of Success. This is shared with NNSA during quarterly meetings. We also provided triannual PEMP input for NNSA, including a detailed report on the progress of our strategic goals.

What are your key organizational performance measures, including key short- and longer-term financial measures? How frequently do you track these measures? All our organizational and performance measures are identified throughout Chapter Seven: Results. Our financial measures are specifically in *7.5a (1)*. We track metrics on a daily, weekly, monthly, and quarterly basis, depending on the measure.

4.1a (2) Comparative Data

How do you select and effectively use comparative data and information? Our HR-B office uses a consulting firm that pulls our comparative data from the Saratoga National Database. Benchmark data encompasses benefit component data points in the Saratoga National Database and also a select peer group of companies. We put an emphasis on engineering-based, highly technical, and research organizations. Some companies included in our comparative data pool include: Black Hills Corporation, Emergent Bio Solutions, Honeywell, Inc., Pacific Gas & Electric, and URS Federal Services. We use this data to compare how our benefits package compares to like companies for strategic planning purposes and recruitment planning.

How do you select and effectively use key comparative data and information to support operational decision making? In alignment with our vision and mission, we use our comparative data during our strategic planning process to evaluate how our benefits compare to our peers' benefits. The data is reviewed and analyzed and decisions are made on how we need to improve or expand our benefit package to be in the best position to win applicants.

4.1a (3) Customer Data

How do you use voice-of-the-customer and market data and information? We use our VOC and market data in the development of our strategic planning and goal action plan development. This data is critical to gain customer engagement, loyalty, retention, and satisfaction. We also use the VOC data to process action plans for immediate resolution to the issue.

How do you select and effectively use voice-of-the-customer and market data and information (including aggregated data on complaints) to build a more customer-focused culture and to support operational decision making? We use VOC, market data, and complaint resolution data to understand the current state of our customers and to identify gaps in our systems and process. We then will work these gaps into action plans and partner with the customers to create a strategy to resolve the matter in a timely fashion.

How do you use data and information gathered through social media, as appropriate? We rely heavily on LinkedIn to assist us in promoting our business and for the recruitment of potential employees. We also take the feedback left through LinkedIn, Facebook, and Twitter to review and analyze our work systems and processes, and seek remediation where needed.

4.1a (4) Measurement Agility

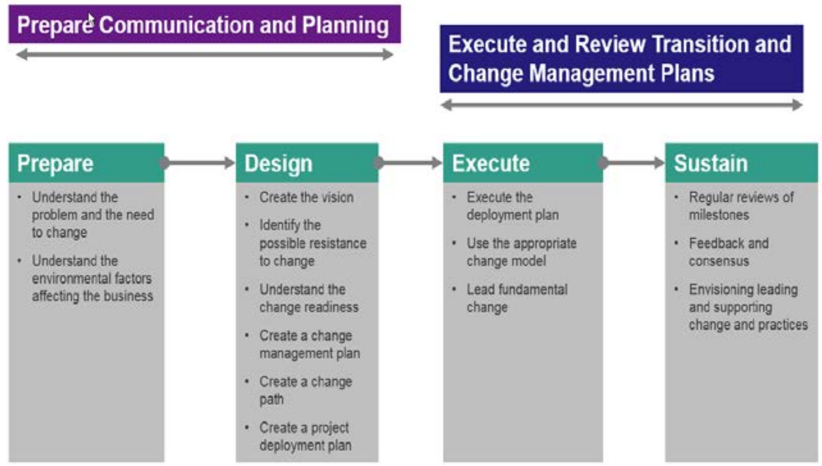
How do you ensure that your performance measurement system can respond to rapid or unexpected organizational or external changes? HR provides for an agile measurement system by ensuring there are sufficient human resources, tools, and customer communications to respond to unexpected changes. For example, the Institutional Risk Registry is a tool we use for risk identification. Each division works with its employees and managers to identify any risks in their workplace. All risks are evaluated by the SLT, and most are resolved at the division or associate directorate level. If the risk requires an institutional level of engagement, it is forwarded to the Director's Risk Registry and the Lab's SLT will assign an action plan to be managed on a monthly basis at the Director's Executive Management Review Board until the risk is resolved.

4.1b Performance Analysis and Review

How do you use your key organizational performance measures, as well as comparative and customer data, in these reviews? What analyses do you perform to support these reviews and ensure that conclusions are valid? The HR Division reviews key organizational performance measures, as well as comparative and customer data, during the weekly HR SLT meeting. This data is reviewed against the Definitions of Success and divisional strategic goals and any adjustment to plan, schedule, or resource allotments is taken to keep goals on schedule. Analysis and commentary for key HR metric performance is forwarded to the HR DL on a monthly basis as preparation for the Executive Management Review Board, a senior executive review of institutional metrics. The result of this performance analysis and review is a robust selection of metrics that more accurately reflects overall HR performance. For FY16 and beyond, HR plans to implement similar integrated and periodic metric reviews so that the set of Quality & Performance Assurance metrics continues to be refined and improved.

How do your organization and its senior leaders use these reviews to assess organizational success, competitive performance, financial health, and progress on achieving your strategic objectives and action plans? Our HR SLT uses these metrics reviews to gauge the overall health of the Division. They also review how we are performing on key performance metrics, financial statements, and progress on our Definitions of Success. We use this data to make any course changes, resource allocations, financial adjustments, and schedule adjustments.

How do you respond rapidly to changing organizational needs and challenges in your operating environment, including any need for transformational change in organizational structure and work systems?



The HR Division is an agile and fluid organization, and due to the nature of the services and goods we provide, being adaptive to changing environment and business needs is part of daily business operations. Whenever we encounter a rapidly developing environmental or organizational change, we develop a change management strategy, as outlined above.

How does your governance board review the organization's performance and its progress on strategic objectives and action plans, if appropriate? The LANS, LLC, Business and Operations Committee (BOC) meets quarterly and reviews metrics from the Lab's business units. The BOG reviews the annual PEMP, which has HR feedback related to the goals and objectives assigned to the Division by DOE/NNSA. The BOG also reviews the PER scorecard, NNSA's interpretation of our PEMP input and its grade on our performance.

4.1c Performance Improvement

4.1c (1) Best Practices

How do you share best practices in your organization? Best practices are shared through divisional email communications, group meetings, bulletin board postings, and during All-Hands Meetings.

How do you identify organizational units or operations that are high performing? How do you identify their best practices for sharing and implement them across the organization, as appropriate? We identify high-performing organizational units or operations through VOC, Performance Management feedback reviews, metrics, Definitions of Success, assessments, and during one-on-one meetings with our customers. Key metrics are owned by each HR group and the results indicate a level of performance that feeds into the overall divisional performance. The HR SLT reviews these high-performing groups and operations and decides which best practices to share throughout the Division to provide assistance and guidance in operations.

4.1c (2) Future Performance

How do you project your organization's future performance? How do you use findings from performance reviews (addressed in 4.1b) and key comparative and competitive data in projecting future performance? We use analytical data mining (on comparative and competitive data) to analyze current and historical information to make predictions about future performance. We use trends discovered in historical or transactional data to identify potential risks and opportunities and use this information during our strategic planning process to develop performance goals and actions plans.

How do you reconcile any differences between these projections of future performance and performance projections developed for your key action plans (addressed in 2.2a [6])? Any difference between present action plans and future performance projections are reviewed and reconciled annually by our HR SLT during the strategic planning process. If a gap is discovered between action plans and future performance projections, the action plan is reviewed and adjusted, or a new action plan is developed.

4.1c (3) Continuous Improvement and Innovation

How do you use findings from performance reviews (addressed in 4.1b) to develop priorities for continuous improvement and opportunities for innovation? All findings that are discovered through audits, assessments, or performance reviews are documented in our Performance Feedback Improvement Tool System (PFITS) and are tracked through our Management Review Board (MRB) until resolved. Our HR SLT uses these findings to identify potential performance issues that may impact our ability to successful achieve our strategic goals. The information is used to identify opportunities for improvement and create innovative solutions to these issues.

How do you deploy these priorities and opportunities to work group and functional-level operations? Our HR SLT reviews and makes the determination of ownership by our appropriate HR groups. The responsible group makes the assignment to teams or individuals to perform the tasks associated to each goal. The GL will manage and monitor the progression of the task till completion and make reports on the progress during HR SLT meetings.

How do you deploy these priorities and opportunities when appropriate, to your suppliers, partners, and collaborators to ensure organizational alignment? In the event that these priorities need to be deployed to suppliers, partners, and/or collaborators, we would have a one-on-one meeting with the impacted party to discuss the issues and jointly develop an action plan, which would ensure organizational alignment with all respected parties.

4.2 Knowledge Management, Information, and Information Technology

4.2a Organizational Knowledge

4.2a (1) Knowledge Management

How do you manage organizational knowledge? Every HR policy and procedure is reviewed, updated, and trained for important changes on a one-, two-, or three-year basis. We maintain nearly all of our HR knowledge on our extremely robust intranet, including shared drives and SharePoint sites. HR utilizes the self-service UTrain software application, the knowledge center for all required training classes for HR employees.

How do you collect and transfer workforce knowledge? Our HR-OTM provides knowledge capture and transfer consulting services, designed to work with organizations to transfer the skills and knowledge of retiring employees to other members of the team, so that the experience and knowledge is not lost. The information is also captured electronically and stored on network or SharePoint drives.

How do you blend and correlate data from different sources to build new knowledge? We take the data from internal and external sources into our HR-CWDA group, where it can be blended together to build new knowledge.

How do you transfer relevant knowledge from and to customers, suppliers, partners, and collaborators? This transfer of knowledge between our customers, suppliers, partners, and collaborators is communicated through one-on-one meetings, emails, storage of internal shared drives, SharePoint sites, and performance management reviews.

How do you assemble and transfer relevant knowledge for use in your innovation and strategic planning processes? We assemble relevant knowledge in our innovation and strategic planning processes. We hold meetings with our employees to gather all relevant information, factors, issues, and potential innovative solutions to consider. The HR SLT meets and reviews all this information in the yearly strategic planning process. Knowledge that needs to be addressed is placed in the strategic plan, with associated action plans and milestones.

4.2a (2) Organizational Learning

How do you use your knowledge and resources to embed learning in the way your organization operates? The Laboratory and HR culture thrive on continuous improvement and learning. We take care to collect, store, and transfer knowledge and resources, incorporating them into our systems and processes. That's how we embed learning into the flow of our organization.

4.2b Data, Information, and Information Technology

4.2b (1) Data and Information Quality

How do you verify and ensure the quality of organizational data and information? Our data is verified and validated through the HR-CWDA group, which improves the security, reliability, usability, and supportability of the desktop and server computing environment through automated systems management, standardization via guidelines and tools, and highly available centralized services.

How do you manage electronic and other data and information to ensure their accuracy and validity, integrity and reliability, and currency? This is ensured through our Network and Infrastructure Engineering (NIE) Division, which manages infrastructure for information technology applications and ensures the reliability, accuracy, quality, and validity of the data housed in these applications.

4.2b (2) Data and Information Security

How do you ensure the security of sensitive or privileged data and information? How do you manage electronic and other data and information to ensure confidentiality and only appropriate access? Our Information System Security Officers (ISSO) are responsible for ensuring protective measures are in place and operational security is maintained for specific classified information systems/networks. Organizational Computer Security Representatives (OCSR) ensure the cyber security program is implemented and the unclassified networks/systems comply with the security plan. Senior Cyber Security Leaders (SCSL) advise on operational cyber security issues, potential risks, and appropriate mitigation techniques, and convey mission issues with IT policy to the Office of the Chief Information Officer (OCIO).

How do you oversee the cybersecurity of your information systems? The Laboratory employs a "defense in depth" strategy to safeguard networks and intellectual property. Alongside the firewall, the Lab has intrusion detection and prevention systems, host-based intrusion detection systems, and virus and malware detection. The Lab continuously scans the network to enforce minimum configuration requirements.

4.2b (3) Data and Information Availability

How do you ensure the availability of organizational data and information? This is ensured through our NIE Division, which is responsible for providing unclassified and classified institutional computer and storage, operating systems support for Laboratory business systems, institutional network services, and managing the institutional data centers.

How do you make needed data and information available in a user-friendly format and timely manner to your workforce, suppliers, partners, collaborators, and customers, as appropriate? This is provided through the Departmental Computing Services (DCS) Division, which provides the Laboratory with professional desktop and departmental computing products and services, development tools, software, and server administration. Due to our security plan, suppliers, partners, collaborators, and customers do not have access to our network or applications.

4.2b (4) Hardware and Software Properties

How do you ensure that hardware and software are reliable, secure, and user-friendly? HR relies on the Laboratory's highly secure and proven IT institutional programs (Software Application Engineering (SAE) and DCS to ensure our hardware and software is reliable, secure, and user-friendly.

4.2b (5) Emergency Availability

In the event of an emergency, how do you ensure that hardware and software systems and data and information continue to be secure and available to effectively serve customers and business needs? In planning for emergency response, HR completes an annual risk evaluation to review all systems, determine their priority, and assign resources depending on the risk to business operations, including HR operations. HR relies on the Laboratory's High Performance Computing system to backup employee desktop computers

Category 5: Workforce

5.1 Workforce Environment

5.1a Workforce Capability and Capacity

5.1a (1) Capability and Capacity

How do you assess your workforce capability and capacity needs? How do you assess the skills, competencies, certifications, and staffing levels you need? The HR Division evaluates the capabilities and capacity needs by aligning the Laboratory's strategic plan to our vision and mission to make a determination of gaps in the workforce. The HR SLT reviews the five-year staffing plan on a yearly basis. The assumption is that each year in the five-year plan should replace the losses/gaps for that year. Managers must predict the skills they need based on the projected project funding, attrition, and competency information provided. Managers must anticipate internal turnover of employees moving to other parts of the Laboratory, planned retirements, and review attrition statistics for estimated terminations. Gaps are then determined between budgeted full-time equivalent (FTE) positions and projected headcount. We then identify where the capability gaps are through a skills gap analysis, which reviews any gaps between what the HR Division needs compared to the current capability of the workforce. Once we identify any critical needs, we develop a pipeline action plan to recruit the resources.

5.1a (2) New Workforce Members

How do you recruit, hire, place, and retain new workforce members? The Laboratory is an equal opportunity employer and seeks to employ individuals who, in the judgment of the hiring authority, possess the qualifications, expertise, and ability needed to perform the duties of the position. All open jobs are posted on the Lab's website. The HR-ODSS group provides consultation to managers who are looking for realistic, actionable strategies for addressing current and future workforce needs. Sources for talent recruitment are broad and include employment, contracting, outsourcing, and partnering with other organizations to meet talent demands. HR procedure, *P701-Employment Process,* guides managers through the entire hiring process. The Talent Management group provides consulting services to the Laboratory in the areas of organizational development and talent management to further the strategic goals and values of the institution. The group delivers pipeline development programs to sustain a viable workforce now and into the future, increase worker competence, and empower employees.

How do you ensure that your workforce represents the diverse ideas, cultures, and thinking of your hiring and customer community? At the Laboratory, a diverse workforce of multidisciplinary teams fuels the creativity and innovation essential to addressing emerging issues and solving problems of national and international importance. To be successful in our critical mission, it is essential that we embrace diversity and create an inclusive work environment where all employees feel welcome and fully engaged. The HR-ODSS group assists the Laboratory in carrying out its national security mission by collaborating with Laboratory managers, organizations, and HR Generalists to understand and address staffing needs; supply diversity- and staffing-related guidance; and design, implement, and maintain initiatives to enhance diversity and staffing. The HR Division has developed diversity programs to promote career opportunities by partnering with historically black colleges and universities, as well as the Society of Women Engineers, to provide a pipeline for employment opportunities at the Lab.

5.1a (3) Work Accomplishment **How do you organize and manage your workforce? How do you organize and manage your workforce to accomplish your organization's work?** Establishing an organized workforce designed to carry out HR goals starts with a clearly stated vision and mission. HR Division employees are organized into teams and groups according to related tasks. Management of the workforce begins with effective communication with each of the employees on a straightforward and honest basis. The HR SLT empowers the workforce by encouraging them to be innovative in their day-to-day operations, and giving them a degree of autonomy and responsibility for making intelligent risk determinations in their decision-making process. Acknowledgement, praise, and rewards are used to manage the workforce. These can range from highlighting an individual or team during a staffing meeting, to an LAAP or Spot award, which provides financial compensation for meeting or exceeding a goal or bringing an awareness to a workforce environment concern. By organizing and managing the workforce in this manner, we have seen an increase in productivity, improvements in customer service, and the successful execution of our strategic goals.

How do you organize and manage your workforce to capitalize on your organization's core competencies? By segmented employees into similar and related tasks that are encapsulated into teams and groups, we have created opportunities for knowledge sharing and transfer to occur. We have established a mentorship program, where senior members of a team or segment train junior employees. We seek out opportunities for internal and external training opportunities to develop new skills in the workforce and for employee growth. We offer the opportunity for cross-training of employees with other groups within the HR to develop and broaden core competencies throughout the Division.

How do you organize and manage your workforce to reinforce a customer and business focus? Providing excellent customer service is paramount within the HR Division. To maintain this customer and business focus, we emphasize our core value of excellence to our employees. The core value states, “Ensuring business excellence through timely and seamless execution of services to our customers.” We have placed a customer services goal in the performance management system of our employees that have direct involvement with our customers. This reinforces our focus on delivering a high level of customer satisfaction with our workforce and rewards employees for performing this vital core competency.

How do you organize and manage your workforce to exceed performance expectations? First, we communicate to the team a clear explanation of the goal and the desired outcome needed to be successful. We reinforce how their participation and successful completion of the goal impacts the division and Laboratory’s mission. Upon successful completion of the goal, we reward the team with the appropriate level of recognition.

5.1a (4) Work Change Management

How do you prepare your workforce for changing capability and capacity needs? Whenever we identify shifts in the capabilities and/or capacity within the HR Division, we prepare the workforce through divisional communications that outline the changes occurring and reasons for the change. Next, the GLs discuss how the change will impact the teams, groups, or segments and identify opportunities for career growth, potential training opportunities, and a recruiting strategy and action plan to meet the new requirements.

How do you manage your workforce, its needs, and your organization’s needs to ensure continuity, prevent workforce reductions, and minimize the impact of such reductions, if they become necessary? The HR Division has not experienced any significant reduction of workforce over the past four years (2013-116 employees, 2014-117 employees, 2015-110 employees, and 2016-114 employees). This is primarily due to how the HR SLT manages its retention strategy, through a highly competitive benefits program and multiple offerings to meets the diverse needs of our workforce. We offer a salary compensation package that typically exceeds offerings from other employers in the Northern New Mexico, as well as nationally. We offer flexible work schedules, casual work environment, education assistance, health and wellness programs, and work/life balance for our employees. We also offer an environment that allows employees to work with the best minds on the planet in an inclusive environment that is rich in intellectual vitality and opportunities for growth.

How do you prepare for and manage periods of workforce growth?

The HR SLT reviews our staffing plan on an annual basis, and when opportunities for growth are forecasted, the following actions are initiated. Our SLT works with our CFO analyst to verify that the budget and forecasted budget have the means to support the growth. A needs analysis is then performed to identify where the growth would occur and the necessary capabilities and core competencies required to meet this growth. Then a recruitment strategy is developed and an action plan implemented. The hiring process is engaged and the desired candidates are hired. Once hired, the new employees go through an orientation period, and assigned a mentor in their specific team or group.

How do you prepare your workforce for changes in organizational structure and work systems, when needed? The HR SLT develops an action plan outlining which organizational structure and work system is impacted, and then develops an action plan on why the change is happening, who it will impact, and how it will be communicated to the workforce and to customers. Once this is developed, the action plan is implemented across the Division.

5.1b Workforce Climate

5.1b (1) Workplace Environment

How do you ensure workplace health, security, and accessibility for the workforce? HR systematically assesses the work environment via frequent manager meetings, group meetings, Management Observation and Verification (MOV) processes, and informal walk-a-rounds to address workplace environment issues. Employee safety and security are a priority. HR supports an extensive range of resources, policies, and procedures to ensure workforce injuries and security incidents are held to a minimum. Any HR safety or security issue that arises is addressed immediately through management attention and the Worker Safety and Security Team (WSST) process. HR is a member of the ADBI WSST, which meets monthly to identify, evaluate, and resolve any division-level safety and security concerns. In addition, the WSST participates in the annual Laboratory WSST festival, which increases the safety and security awareness and knowledge of the workforce and provides ADBI WSST an opportunity to reach out to HR staff and the institutional community.

What are your performance measures and improvement goals for your workplace environmental factors? Our Safety Improvement Plan (SIP) for ADBI sets the expectation that work will be accomplished in a manner that considers hazards and risks, both before and while performing the task. By continuously focusing on injury prevention, security issue elimination, and sharing lessons learned, we can safely and securely accomplish our daily work without employees suffering any adverse impacts. The following environmental goals are highlighted in our FY16 SIP: 1. Implement HPI learning teams. 2. Improve SIP awareness and participation. 3. Encourage WSST engagement. 4. Promote ADBI workforce wellness initiatives. 5. Sponsor environmental awareness events.

For your different workplace environments, what significant differences are there in these factors and their Performance measures or targets? All HR employees work in the same or similar work environments (office environment), so there is no significant difference in the above factors or measurements.

5.1b (2) Workforce Benefits and Policies

How do you support your workforce via services, benefits, and policies? The HR Division partners with employees, managers, and senior leaders to foster a work environment that attracts, retains, and motivates employees of excellence in support of the Laboratory mission. One specific Laboratory goal is: "Attracting, inspiring and developing world-class talent to ensure a vital future workplace." The HR Division provides world-class services and benefits to our employees, which provides us with that means to attract and retain world-class talent to the Laboratory in all market segments. A detail listing of our product offerings is found in (P.1a (1)) and our listing of benefits is below. The governing policy that provides direction for HR is the Prime Contract (Contract No. DE-AC52-06NA25396). The HR Division has developed, implemented, and maintained formal policies, practices, and procedures to be used in the administration of the HR management process.

How do you tailor these to the needs of a diverse workforce and different workforce groups and segments? The HR-B group has developed and provides a total compensation package that is market-driven and allows the Laboratory to recruit and retain critical scientific, technical, and engineering skills to develop the next generation of scientific personnel necessary to successfully care out its mission.

What key benefits do you offer your workforce? HR employees benefit from a number of Laboratory-wide resources designed to build and support high performance and an effective work environment.

Benefit	Description
Benefits & Insurance	Retirement (401k), Health Savings Account; flexible spending, flexible work schedules, life, accidental death & dismemberment, and medical, vision, dental, legal insurance for employees and their dependents, pension plans, and retiree medical.
Time Off	Family medical, bereavement, military, personal, and catastrophic paid leave including paid vacation and holidays. Employees also can donate sick or vacation leave to other employees in need; and government leaves of absence.
Career and Professional Development	Tuition and travel reimbursement, formal career development and mentoring classes and programs are available for HR employees.
Awards and Retention	Annual employee LANL-wide and group morale events, service awards, Los Alamos Awards Program (LAAP) and Safety Spot awards.
Compensation	Competitive salaries, institution-wide career paths, paid overtime for non-exempt employees, annual salary increases, interim increases and promotions, and merit increases.

5.2a Workforce Engagement and Performance

5.2a (1) Organizational Culture

How do you foster an organizational culture that is characterized by open communication, high performance, and an engaged workforce? The HR SLT has developed a culture that actively communicates employees how the work that they perform fits the vision and mission of the Division, and how it is tied to the yearly strategic goals of the division. This communication channel is accomplished through one on one meetings, open group discussion and collaboration, and through divisional All-Hands Meetings. The HR division openly promotes and recruits a diverse workforce and empowers employees to make intelligent risk decision to spur innovations to exceed strategic and performance goals.

How do you ensure that your organizational culture benefits from the diverse ideas, cultures, and thinking of your workforce? The HR Division has made diversity a priority and has developed and promoted a culture that welcomes and embraces the ideas, thoughts, and values of a diverse workforce. Please refer to P.1a (3) for the workforce and employee groups and segments.

How do you empower your workforce? We empower our workforce by creating an environment that provides the workforce with flexibility and creative input in the goals and action plans. We present new challenges and opportunities that provide additional career opportunities and growth. We promote employees to have input and control over their work, and the ability to openly share suggestions and ideas about their work and the organization as a whole.

5.2a (2) Drivers of Engagement

How do you determine the key drivers of workforce engagement? How do you determine these drivers for different workforce groups and segments? We determine the key drivers by listening to the workforce during group and individual meetings to gain an understanding to what is important for the individual employee and how we can remove barriers and empower the employee to be successful.

5.2a (3) Assessment of Engagement

How do you assess workforce engagement? We evaluate worker engagement during the annual performance review periods and by assessing the body language and attitudes of employees during work assignments. Also, we measure the quality of work produced and the amount of noticeable stress of the employee.

What formal and informal assessment methods and measures do you use to determine workforce engagement, including satisfaction? Formally, we determine worker engagement through surveys and focus groups. Informally, we do it through open discussion group meetings, one-on-one discussions, and when managers sense something is wrong in the workforce.

How do these methods and measures differ across workforce groups and segments? This is our standard methodology, and it does not differ across workgroups or segments.

How do you also use other indicators, such as workforce retention, absenteeism, grievances, safety, and productivity, to assess and improve workforce engagement? We have metrics that monitor workforce retention, grievances, safety and productivity, because these are leading indicators to the overall satisfaction and engagement of the workforce. This data is reviewed during our SMP in the GFA phase discussions.

5.2a (4) Performance Management

How does your workforce performance management system support high performance and workforce engagement? The performance management system is a process used to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the Laboratory.

How does it consider workforce compensation, reward, recognition, and incentive practices? By its very nature, it is a pay for performance system. The employees that perform at a high level of performance are rewarded financially at a level of their output. This encourages the workforce to meet and exceed the goals they are assigned.

How does it reinforce intelligent risk taking to achieve innovation? This process is done through performance planning, alignment of the work with institutional goals and commitments, and continuous performance evaluation and feedback. This process encourages employees to review and make intelligent risk decisions where applicable to achieve innovative solution to the goals.

How does it reinforce a customer and business focus? The system identifies a customer and business focus and expectations in the individual employee's performance management goals.

How does it reinforce achievement of your action plans? The system aligns the goals of the individual to the strategic goals of the HR Division, which supports the overall mission and goals of the Laboratory.

5.2b Workforce and Leader Development

5.2b (1) Learning and Development Systems

How does your learning and development system support the organization's needs and the personal development of your workforce members, managers, and leaders?

Our Learning and Development system is supported by the Institutional Training Services (ITS) group and HR-OTM group. ITS supports instructional delivery, course development, content management, virtual learning experiences, and institutional course management for the Laboratory. HR-OTM provides consulting services to the Laboratory in the areas of organizational development and talent management to further the strategic goals and values of the institution. The group delivers pipeline development programs to sustain a viable workforce now and into the future, increase worker competence, and empower employees. HR-OTM consulting services and program management provides mentoring program development, career progression planning, knowledge capture and transfer consulting, rotational program development, student development program and change management and engagement. The HR-OTM Organizational Development Consulting Services provide leaders strategic planning and partnering, change management, teambuilding, organizational restructuring, leader and team coaching, and assessment services.

How does the system address your organization's core competencies, strategic challenges, and achievement of short- and long-term action plans? Our Learning and Development system develops our employees with the core competencies that are required to perform their job effectively. By developing our workforce through training, workshops, and seminars, our employees are given the skills they need to help the Division meet and exceed our strategic challenges and goals. It also provides our workforce with skills development and career development.

How does the system support organizational performance improvement, organizational change, and innovation? Through our HR-OTM we are able to engage the future leaders of the Laboratory by providing them the skills and training they need to become efficient and effective leaders.

Learning and Developmental System	Description
Director's Leadership Development Program (DLDP)	A one-year program designed for senior managers and leaders to be a transformative learning experience that supports the development of leaders while engaging them in developing, recommending, and implementing solutions to strategic Laboratory issues. Through this program, leaders will gain the skills needed to help the Laboratory develop innovative solutions to our performance improvements goals and being able to address institutional changes as they occur. The core curriculum provides such topics as Managing Strategic Partnerships, Strategic Decision-Making, Scenario Planning, Organizational Entrepreneurship and Innovation, and Leading Change/Leveraging Culture.
Leadership Institute	Focuses mid-level managers on exploration of the role of leader at using the foundation of Leadership Awareness, Interpersonal Skills & Influence abilities, Thinking and Analytic Skills, and Institutional Acumen.
Management Academy	Trains, develops, and qualifies new or early career employees to perform manager roles. The program offers multiple classroom courses that give future leaders that ability to gain the needed skills to progress in their management career. Some of the courses offered: Leadership Basics, Communication skills, Problem Analysis and Decision Making, Conduct of Operations and Budgeting and Finance.
Strongly Endorsed Leadership Focus (SELF) program	An accelerated leadership development program for future managers and leaders. SELF members participate in leadership coaching, formal mentoring, coursework, and strategic team projects.

How does the system support ethics and ethical business practices? All HR systems follow the ethical conduct requirements outlined in the Code of Conduct, which is designed to help employees recognize and resolve the ethics and compliance issues that may arise in their daily work. It provides general information and practical advice about the behavior that is expected of employees, both on and off the job.

How does the system support improve customer focus? Through a partnership with our federal customer, DOE/NNSA, we are able to develop many courses and learning opportunities to be in alignment with federal regulations that are required through our prime contract. This enables us to focus on the needs and requirements of our customer, and gives our workforce the skills to successfully carry out the mission and vision of the Laboratory.

How does the system support ensure the transfer of knowledge from departing or retiring workforce members? Our HR-OTM provides knowledge capture and transfer consulting services, which is designed to work with organizations that have identified retiring employees. The information is also captured electronically and stored on network or SharePoint drives.

How does the system support ensure the reinforcement of new knowledge and skills on the job? As the world-leading Laboratory for science and technology, we are consistently creating solutions to issues facing the world. This innovation drives the development of new skills and development opportunities. Our ITS and HR-OTM groups are working with Laboratory leaders to research and develop these needed skills, training programs, and learning opportunities to equip our workforce with the skills to meet these expectations.

5.2b (2) Learning and Development Effectiveness

How do you evaluate the effectiveness and efficiency of your learning and development system? Upon the completion of any training course at the Laboratory, all employees are encourage to fill out an exit survey on the value of the course material presented, as well as the instructor providing the training. We analyze this data on a yearly basis, and based on the results, we are able to make any needed course modifications to enhance the learning experience of the class participants.

How do you correlate learning and development outcomes with findings from your assessment of workforce engagement and with key business results reported in category 7? How do you use these correlations to identify opportunities for improvement in both workforce engagement and learning and development offerings? HR SLT reviews all internal and external assessments and audits during weekly HR management team meetings and explore opportunities to expand our employee development and learning opportunities. The SLT also reviews High Performance and Voluntary Turnover rate metrics *(See 7.3a (3))* and survey results to examine why employees are leaving and explore opportunities to improve employee engagement based on the results.

5.2b (3) Career Progression

How do you manage career progression for your organization? We develop a career succession plan for employees that emphasizes future growth and success. We define the steps from entry to highest levels of one or more job families.

How do you manage career development for your workforce? We provide clear direction to the employee during the performance management process about development and career progression.

How do you carry out succession planning for management and leadership positions? Please see 1.1a (3)

Category 6: Operations

6.1 Work Processes

6.1a Product and Process Design

6.1a (1) Product and Process Requirements

How do you determine key product and work process requirements? As we evaluate existing or new products or processes, we develop a workflow plan that examines any NNSA regulatory requirements, prime contract requirements, Lab policy and procedures requirements, and IT-related requirements. All factors are reviewed and the necessary requirements are adapted into our work flow plan.

What are your organization's key work processes? *Please see 2.1a (4)* for our key work systems.

6.1a (2) Design Concepts

How do you design your products and work processes to meet requirements? We establish a workflow plan, gather and evaluate requirements, and work with SAE Division on the design of the process. Then we review and validate through user and regression testing; review and update documentation, policies, and procedures; identify and create any necessary training plans; and release the work process.

How do you incorporate new technology, organizational knowledge, product excellence, customer value, and the potential need for agility into these products and processes? Through our partnership with SAE and DCS, we are always reviewing new technology to enhance and improve our work processes. Our SLT reviews customer input on our processes to explore opportunities to improve customer value, increase product excellence, encourage innovation, and challenge our teams to make our work processes more agile, where applicable.

6.1b Process Management

6.1b (1) Process Implementation

How does your day-to-day operation of work processes ensure that they meet key process requirements? Our HR-CWDA group is in charge of validating and verifying that the information produced from our work processes meets our key process requirements. This is accomplished through several automated verification processes that ensure data reliability.

What key performance measures or indicators and in-process measures do you use to control and improve your work processes? We use data gathered from our Tier 1, Tier 2, and Tier 3 call center customer calls with an issue or enhancement request to any of our work processes. We also review surveys that our customers complete once a ticket has been closed. This data gives us a reasonable assurance on how our applications and work processes are performing, and gives us feedback on enhancements that our customers are requesting.

How do these measures relate to end-product quality and performance? The measures and indicators gathered from our call center data and surveys ensure that we are actively addressing any errors or bugs that arise, and we look to customers' guidance for improving product and work systems quality.

6.1b (2) Support Processes

How do you determine your key support processes? We review the volume of support calls from our call center and make the appropriate staffing allocation to meet the needs of our customers. We have crossed trained employees to be able to have a bench, so we can shift resources to areas that have an immediate need.

What are your key support processes? Our key support process is linked to our Tier 1, Tier 2, and Tier 3 service providers. Tier 1 support are designed to address the issue on the initial call; these are usually "how to" type questions, such as setting up an account Tier 2 support handles administration type issues, while Tier 3 support handles data corruption, errors, bugs, and other items that take longer to resolve.

How does your day-to-day operation of these processes ensure that they meet key business support requirements? Our tier service approach gives customers the needed and immediate support to allow them to address issues and get real time results, so there is little to no impact on their day-to-day operations.

6.1b (3) Product and Process Improvement

How do you improve your work processes to improve products and performance, enhance your core competencies, and reduce variability? By listening to our customers and stakeholders for requested updates and improvements to our work system, we are able to enhance the capabilities of our products and potentially expand our core competencies.

6.1c Innovation Management

How do you pursue the strategic opportunities that you determine are intelligent risks? All of our strategic opportunities are discussed and reviewed during our SMP. Opportunities that are identified to be pursued are given an action plan and rollout following our SMP.

How do you make financial and other resources available to pursue these opportunities? During our SMP, financial and resources allocations are part of the planning process and key factors in developing our action plans and implementation strategy.

How do you discontinue pursuing opportunities at the appropriate time to enhance support for higher-priority opportunities? When newer, higher priority requests arise for the Division, the SLT will meet and review all current goals and make the needed adjustments to the schedule. They will decide to cancel, suspend, or continue any current goal in order to accommodate the new, higher priority opportunity.

6.2 Operational Effectiveness

6.2a Process Efficiency and Effectiveness

How do you control the overall costs of your operations? Financial accountability is achieved through monthly Business Stewardship Review (BSR) meetings with our CFO analyst, where HR Division finances are reviewed against the forecasted budget plan.

How do you incorporate cycle time, productivity, and other efficiency and effectiveness factors into your work processes? We review our work systems on a monthly to quarterly basis, and during these reviews, factors like cycle time, productivity, and ways to improve efficiency and effectiveness are examined. Consideration is giving to available financial resources, customer needs, and employee resources, before any decision is made to move forward on enhancements.

How do you prevent defects, service errors, and rework? The Software Quality Assurance Testing team performs user based and automated testing on all changes, enhancements, and error resolution that is made to any products or systems. They have a systematic and rigorous process that ensure all issues are addressed in the developmental environment and thoroughly tested before release to the live production environment.

How do you minimize warranty costs or customers' productivity losses, as appropriate? How do you minimize the costs of inspections, tests, and process or performance audits, as appropriate? We are able to minimize down time and costs by investing in a rigorous software quality assurance program that addresses factors during development.

How do you balance the need for cost control with the needs of your customers? It is always a delicate balance when you weigh customer needs and the financial implication of those needs. We evaluate each customer request individually, and perform a cost analysis to see if the needed or required request makes financial sense, and meets the scope and vision of the work system or product that will be impacted.

6.2b Supply-Chain Management

How do you manage your supply chain? We manage our supply chain in partnership with the Acquisition Services Management (ASM) Division, which oversees the acquisition of goods and services for the Laboratory. Through this partnership, we meet with the majority of our benefits suppliers on a weekly, bi-weekly, and monthly basis to review any issues that either party is having, and collaborate together to resolve them. We also evaluate supplier performance through our Supplier Performance Evaluation process. We use this information to identify innovation and improvement ideas for our supply chain management processes and use this information to make decisions when it comes to renewing or rebidding future contracts for services.

How do you select suppliers and ensure that they are qualified and positioned to not only meet operational needs but also enhance your performance and your customers' satisfaction? The Benefits Office works with AON Hewitt, a third party consulting firm that provides consultation in the areas of health and welfare products (medical, dental, vision, life, disability and legal). Their senior consultants are able to provide solutions to help us redefine our health care strategies to offer employees greater choice, affordability, and wellness by comparing the goods and services of multiple providers and bringing these to our benefits management team for the review and evaluation. Once our benefits team decides on a vendor for a particular good or services, this is then presented to our Benefit Investment Committee, which is composed of representatives from our parent companies, for final decision and approval.

How do you measure and evaluate your suppliers' performance?

We review our suppliers' and vendors' performance on annual basis, based on the following criteria. First, we perform a cost analysis, which reviews such factors as claims, pricing of goods and services, and performance guarantees and how this measures against budget. We also evaluate their customer service performance for the past year against our expectations. Our Benefit Administrator then reviews this performance and makes the decision on whether we will continue the relationship with our supplier, or we need to pursue another provider through a Request for Proposal process.

How do you provide feedback to your suppliers to help them improve?

Our Benefits Office maintains a great working relationship with all our suppliers and vendors in our supply chain program. During our weekly, bi-weekly and monthly meetings, we have a two-way communication process that provides open and clear dialogue to provide feedback, performance reviews, and open collaboration on issues. Our vendors provide us a yearly survey for providing feedback on their performance. We also meet with their account representatives to perform an annual review on performance, successes, and challenges over the past year.

How do you deal with poorly performing suppliers? If a supplier or vendor is performing below our expectations, we will have daily meetings with their account representatives to discuss the issues and collaborate with them on an action plan for resolution. We will also use data and metrics to chart the progression of the issue and performance. If the issue persists, we will then engage their management and/or ownership of the company for escalation of resolution to our issue. If the matter is nor resolved to our satisfaction, then we will meet with our management team to discuss the possibility of rebidding the contract through our RFP process.

6.2c Safety and Emergency Preparedness

6.2c (1) Safety

How do you provide a safe operating environment? Employee safety is paramount to the HR SLT, and through a partnership with our Institutional Worker Safety and Security (IWSST) teams we develop an overarching strategy to identify, define, communicate, educate, and resolve Laboratory issues pertaining to safety. The HR SLT develops methods to help workers take personal responsibility for a safe and secure work environment and encourage a questioning attitude in regards to safety. Management also performs MOVs to obtain performance feedback and improvement information, accomplished by interacting with workers and observing work. During the MOVs, managers are encouraged to be on the lookout for "good catches" (e.g., proactive or thoughtful actions performed by workers that prevent incidents and injuries) and to share them with workers and other organizations. The HR SLT measures and tracks the Total Recordable Case (TRC) and Days Away from Work, restricted or Transferred Case (DART) rates, as well as injury and illness recordable data, to monitor the wellness of the Division. Please see metric in 7.3a (2) Workforce Climate. We make safety and security integral to everything we do through the following objectives:

Objective	Description
Worker Ownership	Where all workers become advocates for safety and security.
Leadership	Where all managers partner with workers to demonstrate the importance of safety and security and communicate consistent priorities and expectations.
Understanding and Controlling Hazards and Risks	Where everyone is encouraged and supported as they participate in safety and security activities.
Learning from Experience	Where employees are encouraged by management to offer their ideas for operational improvement; and the workers are empowered to make improvements in coordination with management.

How does your safety system address accident prevention, inspection, root-cause analysis of failures, and recovery?

The DOE Occurrence Reporting Program (ORPS) provides timely notification to the DOE complex of events that could adversely affect the public or DOE worker health and safety, the environment, national security, DOE's safeguards and security interests, functioning of DOE facilities, or the Department's reputation. The ORPS Program also requires timely investigation, root-cause analysis, and corrective action of ORPS events, based on pre-determined DOE levels of significance per DOE reporting criteria. If an abnormal event or condition does not meet ORPS reporting criteria, the FOD or designee enters a sub-ORPS issue into the PFITS. In both cases, correctives actions plans are put into place and implemented to the point of recovery.

6.2c (2) Emergency Preparedness

How do you ensure that your organization is prepared for disasters or emergencies? Our Building Emergency Planning Program (BEPP) includes development and maintenance of Building Run Sheets (security hazards and points of contact), Building Surveys, Building Emergency Plans (BEPs), and conduct of building fire evacuation and shelter drills. These elements provide building-specific information to both emergency responders and building occupants to allow for optimum safe response and mitigation of an incident or emergency. BEPP documents for each structure at the Laboratory are updated annually and assist with identifying the appropriate data for Hazards Surveys and Emergency Planning Hazard Assessments (EPHAs). Fire/evacuation drills are required annually and are conducted by the FOD Environmental Protection & Compliance (EPC) and have been successfully performed in the Otowi building over the past five years.

How does your disaster and emergency preparedness system consider prevention, continuity of operations, and recovery? The Lab conducts several emergency response exercises per year. The Lab is considered one site composed of several facilities based on a single-site level Emergency Response Organization (ERO) that responds to all emergency events within the Lab's boundary. Exercises are developed and conducted to validate both facility- and site-level emergency management program elements over a five-year period. Exercise scenarios rotate among the site-specific hazards and include as many of the program elements as possible. The Lab also conducts drills to test a single specific operation or function. Drills are also commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills.

How does your disaster and emergency preparedness system take your reliance on suppliers and partners into account? The Emergency Management Division maintains the Continuity of Operations Plan, to ensure minimal impact on operations during a disaster/emergency. It considers suppliers and partners, such as power and information system providers, and builds in redundancy to reduce the effects of short-term loss of services. Backup power generators for key facilities ensure alarms, sensors, and hazardous material monitoring systems remain functional. Finally, the Emergency Operations Center (EOC) under the ERO, maintains the capability to operate off-the-grid for 14 days to include power, water, food, and basic services to ensure continued, effective emergency incident response, recovery, and mitigation.

Category 7: Results

7.1 Product and Process Results

7.1a Customer-Focused Product and Service results

What are your results for your products and your customer service processes? What are your current levels and trends in key measures or indicators of the performance of products and services that are important to and directly serve your customers? How do these results compare with the performance of your competitors and other organizations with similar offerings? How do these results differ by product offerings, customer groups, and market segments, as appropriate?

Overall Results

	Employer Value		Total Value	
	Index	Ranking	Index	Ranking
New Hires (TCP2)				
All Benefits	97.7	15th/16th	96.2	16th/17th
All Security Benefits	97.3	16th/17th	95.2	15th/16th
Incumbents (TCP1)				
All Benefits	131.1	Above 1st	138.5	Above 1st
All Security Benefits	150.9	Above 1st	158.3	Above 1st

The All Benefits (TCP2) index is 97.7, ranking between 15th/16th out of the comparative group of 25 organizations. The Total Value Index of 96.2 ranks between 16th / 17th out of the comparative group of 25 organizations. The Incumbent (TCP1) All Retirement Income index of 131.1 and Total Value Index of 138.5 ranks 1st out of the comparative group of 25 organizations. There is no differential by market groups or segments.

Retirement Income

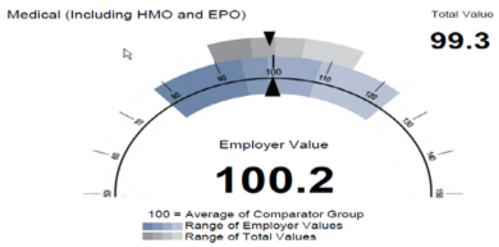
	Employer Value		Total Value	
	Index	Ranking	Index	Ranking
New Hires (TCP2)				
All Retirement Income	101.5	13th/14th	95.7	13th/14th
Non-Matching	76.7	16th/17th	69.9	16th/17th
Matched Savings	143.8	6th/7th	143.8	6th/7th
Incumbents (TCP1)				
All Retirement Income	208.1	Above 1st	260.6	Above 1st
Non-Matching	329.9	Above 1st	399.8	Above 1st
Matched Savings	0.0	20th-25th	0.0	20th-25th

The New Hires (TCP2) All Retirement Income index is 101.5, ranking between the 13th /14th of the comparative group of 25 organizations. The total value (TCP2) of 95.7 ranks between 13th/14th of the comparative group of 25 organizations. The Incumbent (TCP1) All Retirement Income and Total Value ranks 1st out of the comparative group of 25 organizations. There is no differential by market groups or segments.

Time Off With Pay

	Employer Value		Total Value	
	Index	Ranking	Index	Ranking
All Time Off With Pay	98.3	12th	98.3	12th
Holidays	100.7	10th-17th	100.7	10th-17th
Vacations	97.7	15th	97.7	15th

The Lab employee All Time Off with Pay index is 98.3, ranking the same as the 12th out of the comparative group of 25 organizations. The 12 holidays are about average relative to the base organizations. There is no differential by market groups or segments.



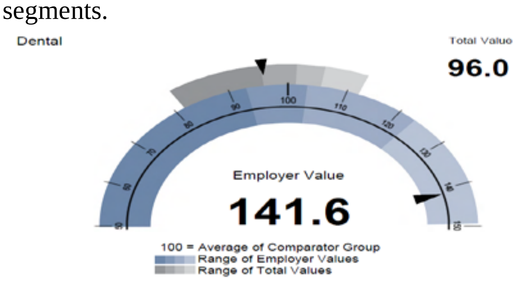
Medical (Including HMO and EPO) (Index and Rank)

	Employer	Total
Index	100.2	99.3
Ranking	10th / 11th	15th / 16th

Comparator Values

Rank	Employer	Total
1st	123.6	114.0
7th	108.3	104.8
13th	98.8	100.2
19th	94.2	96.4
25th	77.6	89.8

The Employer Index of 100.2 ranks between the 10th/ 11th out of the comparative group of 25 organizations. The Total Value index of 99.3 ranks between 15th / 16th out of the comparative group of 25 organizations. There is no differential by market groups or segments.



Dental (Index and Rank)

	Employer	Total
Index	141.6	96.0
Ranking	2nd / 3rd	18th / 19th

Comparator Values

Rank	Employer	Total
1st	149.3	112.1
7th	123.1	105.5
13th	103.1	101.3
19th	92.7	95.8
25th	7.7	81.4

The Overall Employer Index of 141.6 ranks between 2nd / 3rd out of the comparative group of 25 organizations. The Total Value Index of 96.0 ranks between 18th / 19th out of the comparative group of 25 organizations. There is no differential by market groups or segments.

Active Health Care

	Employer Value		Total Value	
	Index	Ranking	Index	Ra
All Active Health Care	104.4	9th/10th	98.8	16
Medical (Excluding HMOs & EPOs)	104.8	8th/9th	101.4	9
Medical (Including HMOs & EPOs)	100.2	10th/11th	99.3	15
Dental	141.6	2nd/3rd	96.0	18

When the values of medical, dental, and vision coverage are included in the preretirement medical comparison, the relative position of the Lab is above average. The employer All Active Health Care index is 104.4, ranking between the 9th/10th out of the comparative group of 25 organizations. There is no differential by market groups or segments.

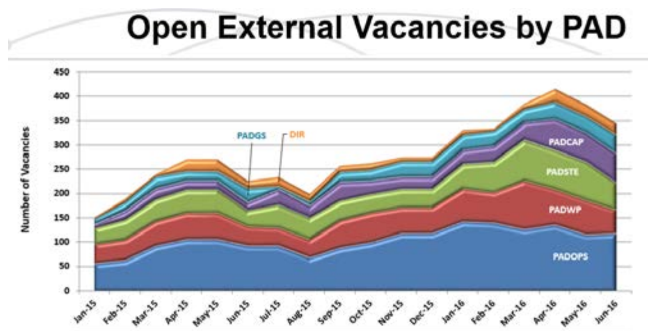
7.1b. Work Process Effectiveness results

7.1b (1) Process Effectiveness and Efficiency

What are your processes and efficiency results? What are your current levels and trends in key measures or indicators of the operational performance of your key work and support processes, including productivity, cycle time, and other appropriate measures of process effectiveness, efficiency, and innovation? How do these results compare with the performance of your competitors and other organizations with similar processes? How do these results differ by process types, as appropriate?

Process	EDMS	Compensation Workbench	Performance Management	Time & Effort	Benefits	Worker Self Service	OBI	iRecruitment
Availability	98%	97%	99%	99%	99%	99%	97%	97%

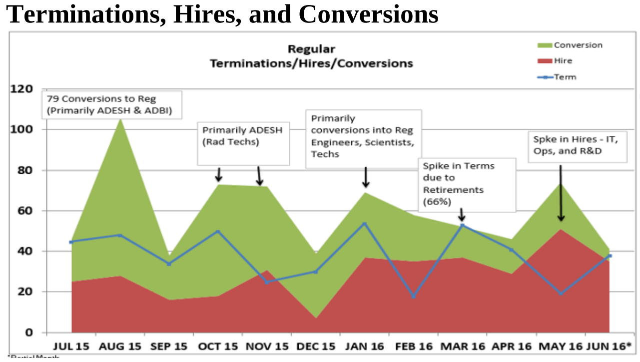
This metric demonstrates our HR work systems availability during the course of FY16. This is the percentage of employees with access to these systems. (Does not include scheduled system outages for maintenance and updating).

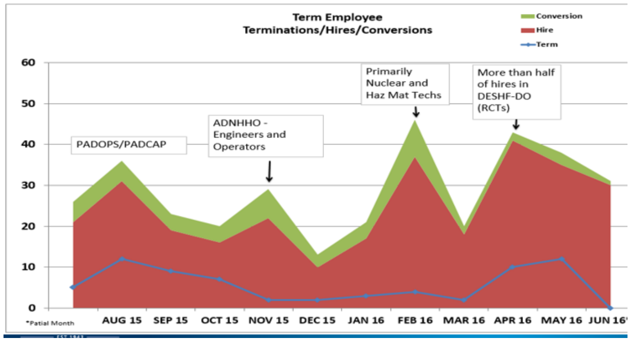


	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16
DIR	3	8	5	26	26	17	20	16	14	15	10	10	10	5	12	28	26	25
PADGS	11	18	25	19	19	27	6	8	20	21	30	30	32	31	27	35	33	39
PADCAP	7	18	21	17	17	16	30	25	37	27	24	24	28	32	35	63	60	59
PADSTE	34	41	46	48	48	34	49	45	42	39	39	39	51	64	84	81	79	56
PADWP	39	43	50	55	55	41	37	37	56	62	54	54	68	63	101	73	71	48
PADOPS	56	62	92	105	105	91	92	68	88	98	117	117	141	138	125	135	114	117

This metric shows the volume of open and closed vacancies for FY16. We continue to see an increase of new job postings and HR is making the necessary resource allocation through our SMP to accommodate the increased activity.

Terminations, Hires, and Conversions





The two metrics show the termination, hires, and conversions of employees during the past year, which allows the HR SLT to anticipate resource allocation to meet demand.

7.1b (2) Emergency Preparedness

What are your emergency preparedness results? What are your current levels and trends in key measures or indicators of the effectiveness of your organization's preparedness for disasters or emergencies? How do these results differ by location or process type, as appropriate?

Table 4-1. FY16 Planned Exercises

Projected/ Scheduled Quarter	Category	Impacted Facility	Type of Exercise	Hazard to be Simulated (Based on site hazards)
Q3	HAZMAT	SERF	Facility-Level Operations –Based Exercise	Chemical
Q3	HAZMAT	WETF	Facility-Level Operations-Based Exercise	Radiological
Q3	Severe Event, HAZMAT	Multiple	EOC Functional	Radiological/ Chemical/Mass Casualty
Q4	HAZMAT	Sigma	EOC Full-Scale, Full-Participation Exercise	Chemical
Q4	HAZMAT	CMR	Facility Operations-Based Exercise	TBD

This is our emergency preparedness exercise schedule for the Otowi facility, as listed in Q3 Severe Event HAZMAT, EOC functional exercise, which will have an emphasis on radiological/chemical events with mass casualties.

Reporting Agency Comments Roll-up

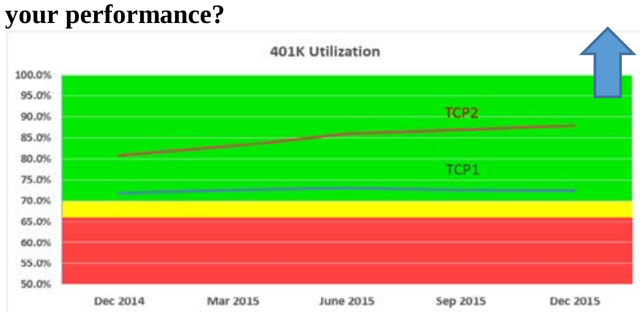
Code	Organizations	Ratings	%
DNFSB	Defense Nuke Facility Safety Board	FAIR	68%
SEO-1	LANL Emergency Response	-	No Data
SEO-2	LANL Operational Assurance	GOOD	86%
SEO-3	LANL Emergency Management	GOOD	87%
SEO-4	LANL Integrated Services	EXCELLENT	88%
NA-LA	NNSA Los Alamos Field Office	GOOD	80%

Rating	High	Low
EXCELLENT	100	88
GOOD	88	76
FAIR	76	64
POOR	64	40

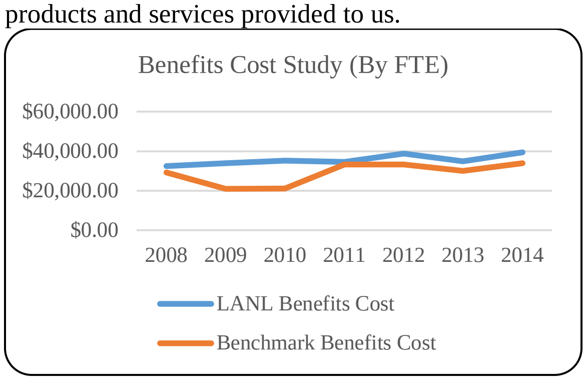
These are the results of the FY15 Emergency Readiness Self-Assessment results. The Otowi facility, where the majority of the HR Division resides, scored 86% in Operational Assurance (2% below excellent), scored 87% in Emergency Management (1% below excellent) and scored 88% in Integrated Services, for an overall excellent rating. This documents that the HR Division is well prepared to handle a natural disaster or emergency.

7.1c Supply-Chain Management Results

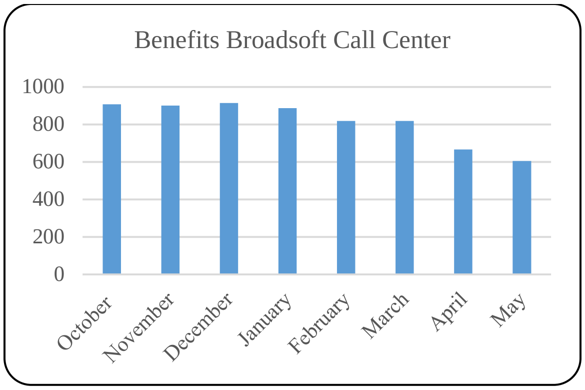
What are your supply-chain management results? What are your results for key measures or indicators of the performance of your supply chain, including its contribution to enhancing your performance?



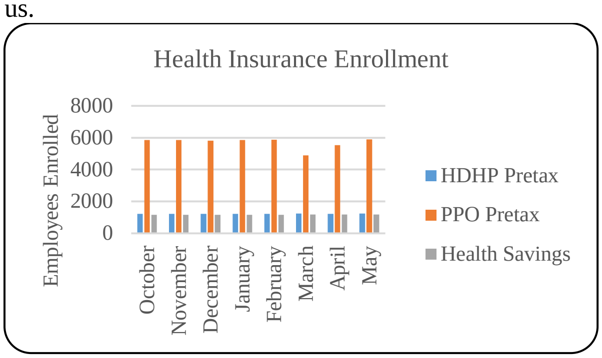
401K Utilization-TCP1 (employees hired prior to 2006) 401K realization remains constant, while TCP2 (Employees hired after 2006) continues to show an upward participation and gives us confidence in our supplier's ability to provide a product that engages employees. We use this information during yearly evaluations with our suppliers to evaluate the products and services provided to us.

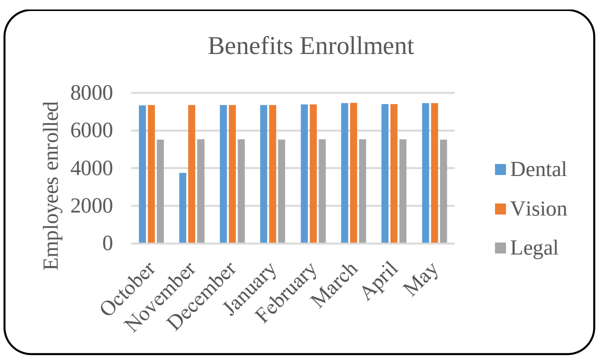


This is the metric we use to analyze what our total benefits cost compared to our benchmarking of 25 comparable organizations. The cost of benefits that we provide to our employees is trending higher than the comparative organizations from 2008-2014.



This metric represents the number of calls that our Benefits call center received for FY16. This allows us to make call center staffing allocations and monitor how many employee have questions concerning benefits. We use this during our yearly evaluations with our suppliers to measure engagement and efficiency of the products and services provided to us.





This metric demonstrates employee engagement in regards to our key products and service offerings. This metric is used to evaluate current benefits usage and to evaluate employee interest in new products or suppliers.

7.2 Customer-Focused Results

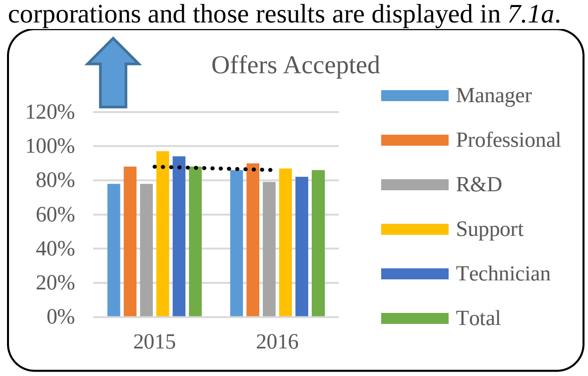
7.2a Customer-Focused Results

7.2a (1) Customer Satisfaction

What are your customer satisfaction and dissatisfaction results? What are your current levels and trends in key measures or indicators of customer satisfaction and dissatisfaction? How do these results compare with those of your competitors and other organizations providing similar products? How do these results differ by product offerings, customer groups, and market segments, as appropriate?

Key External Customer	Satisfaction
DOE/NNSA	Satisfied
LANS, LLC (Parent Company)	Satisfied
LANL Senior Management	Satisfied
Organized Bargaining Units	Satisfied
Retirees	Satisfied
Potential New Employees (Applicants)	Satisfied
Key Internal Customers	**Satisfaction**
LANL Line Organizations	Satisfied
LANL Employees	Satisfied

Our overall customer base is satisfied with the customer service we provided for our goods and services. This information has been provided through formal PER reviews, one-on-one meetings, year-end performance evaluation, and customer surveys. We have no competitions for our products and services, however, we have benchmarked against similar corporations and those results are displayed in *7.1a*.



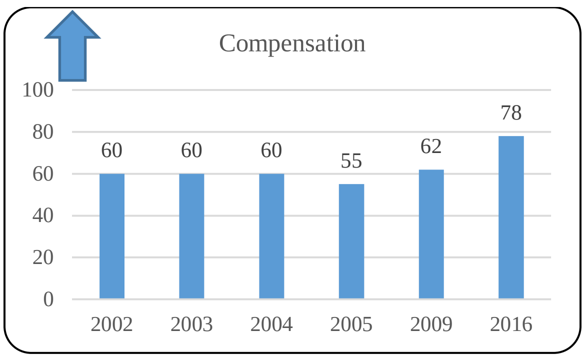
This metric shows the percentage of acceptance of new hires to the Laboratory. The trend in total percentage acceptance has been flat over the past two years.

7.2a (2) Customer Engagement

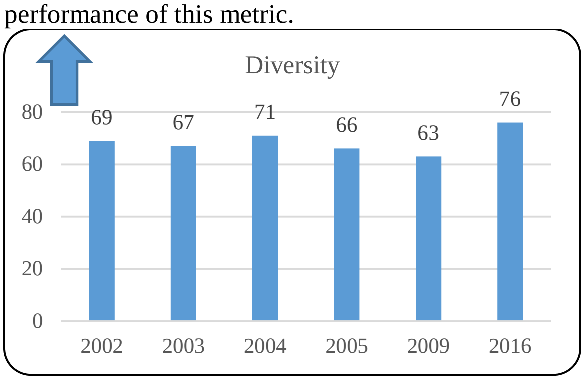
What are your customer engagement results? How do these results compare over the course of your customer life cycle, as appropriate? What are your current levels and trends in key measures or indicators of customer engagement, including those for building customer relationships? How do these results differ by product offerings, customer groups, and market segments, as appropriate?

To better understand relationship building with our customers (employees) over the lifecycle of their employment, we monitor and develop action plans through SMP based on survey results:

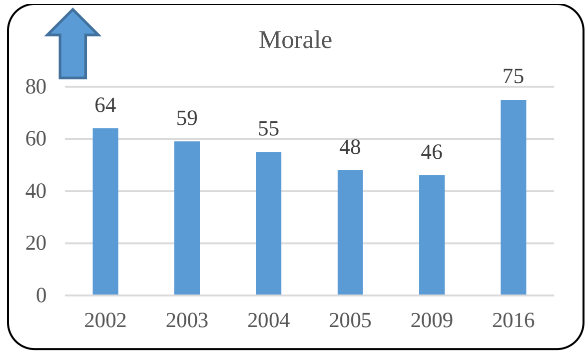
“The Laboratory is a good place to work.” We have seen an upward trend since the current HR SLT has made initiatives to improve the overall performance of this metric.



“I am satisfied with my overall compensation.” We have seen an upward trend since the current HR SLT has made initiatives to improve the overall performance of this metric.



“The Laboratory supports diversity in the work environment.” We have seen an upward trend since the current HR SLT has made initiatives to improve the overall performance of this metric.



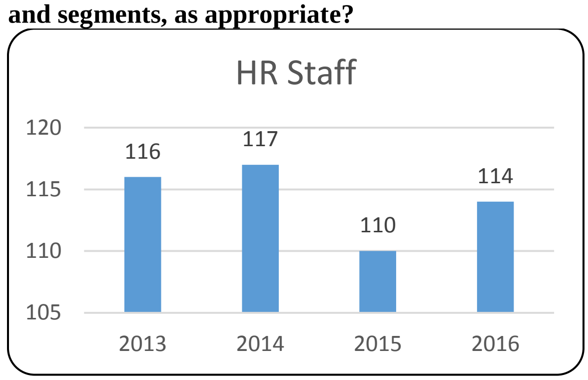
“What is the morale of the HR Division?” We have seen an upward trend since the current HR SLT has made initiatives to improve the overall performance of this metric.

7.3 Workforce-Focused Results

7.3a Workforce Focused Results

7.3a (1) Workforce Capability and Capacity

What are your workforce capability and capacity results? What are your current levels and trends in key measures of workforce capability and capacity, including appropriate skills and staffing levels? How do these results differ by the diversity of your workforce and by your workforce groups and segments, as appropriate?



As a stable and growing organization that hasn’t experienced any major shifts in workforce composition, we expect our workforce to grow over the next five years as the Laboratory anticipates an overall increase of an estimated 2,000+ employees. HR staffing will need to increase to be able to support the hiring, staffing, benefits, and support functions of the new hires.

7.3a (2) Workforce Climate

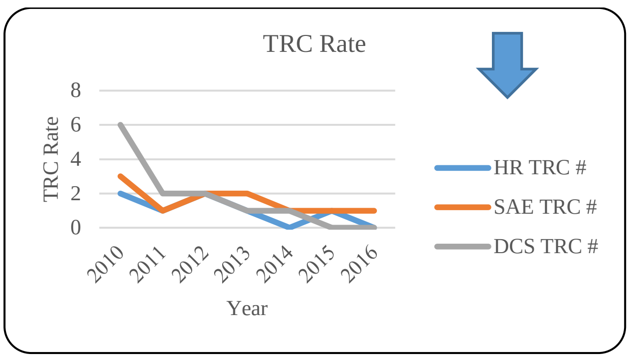
What are your workforce climate results? What are your current levels and trends in key measures or indicators of your workforce climate, including those for workforce health, safety, and security and workforce services and benefits, as appropriate? How do these results differ by the diversity of your workforce and by your workforce groups and segments, as appropriate?

A. Leadership & Planning	Disagree strongly	Disagree somewhat	Neutral	Agree somewhat	Agree strongly
1. I understand the long-term strategy of the division	21%	15%	16%	21%	27%
2. I have confidence in the leadership of the division	18%	15%	14%	21%	32%
3. There is adequate planning of division objectives	14%	16%	13%	36%	21%
4. There is adequate planning of group objectives	16%	20%	10%	25%	29%
5. The leadership of this division is open to input from employees	21%	25%	11%	19%	24%

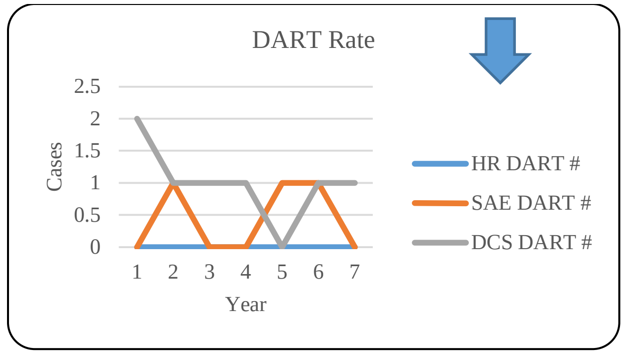
B. Culture & Communications	Disagree strongly	Disagree somewhat	Neutral	Agree somewhat	Agree strongly
1. The division's communications are frequent enough	27%	19%	11%	27%	16%
2. The division's communications are detailed enough	16%	20%	14%	27%	23%
3. The division gives me enough recognition for work that is well done	21%	23%	6%	27%	23%
4. Safety is a top priority with this division	2%	2%	11%	21%	64%
5. Quality is a top priority with this division	7%	14%	11%	34%	34%
6. Employees in this division are treated fairly	21%	18%	7%	25%	29%
7. I feel safe raising concerns to my manager	13%	13%	5%	16%	53%

C. Work Environment	Disagree strongly	Disagree somewhat	Neutral	Agree somewhat	Agree strongly
1. I feel physically safe in my work environment	0%	4%	14%	21%	61%
2. The conditions of my work area are acceptable	0%	14%	4%	28%	54%
3. Ergonomic resources are available to me	1%	1%	1%	6%	91%
4. I know who to talk to about any work environment concerns	0%	6%	0%	5%	89%

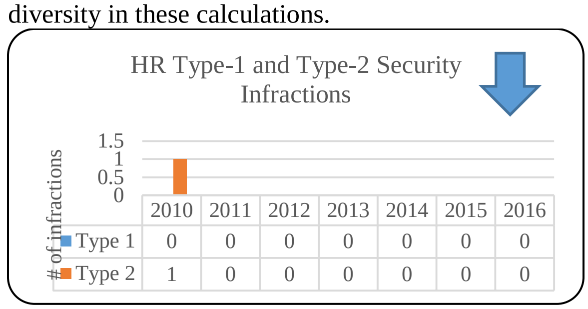
D. Your Role	Disagree strongly	Disagree somewhat	Neutral	Agree somewhat	Agree strongly
1. I have a clear understanding of my job role	11%	13%	1%	18%	57%
2. My job makes good use of my skills and abilities	5%	13%	11%	23%	48%
3. I feel part of a team working toward a shared goal	11%	13%	15%	20%	41%
4. I feel I am valued in this division	10%	13%	4%	25%	48%
5. I have the resources, information, and equipment to do my job well	7%	7%	4%	39%	43%



The Total Recordable Cases (TRC) rate is calculated by taking the total number of recordable cases within a defined period, multiplying by 200,000, and then dividing by the total number of productive man-hours for that defined period. This chart represents a comparison between HR and two like organizations (SAE & DCS) within ADBI. HR is trending below their like organizations over the past six years. The HR TRC rate for FY16 is 0.00 compared to the overall Lab rate of 1.28. There is no differential based on diversity in these calculations.



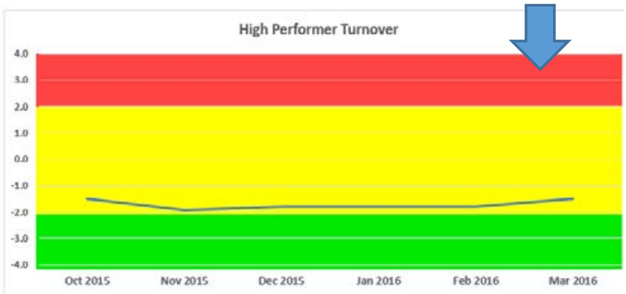
The Days Away from Work, restricted or transferred case (DART) rate, is calculated by taking the total number of DART cases within a defined period, multiplying by 200,000, and then dividing by the total number of productive man-hours for that defined period. This chart represents a comparison between HR and two like organizations (SAE & DCS) within ADBI. HR is trending well below like organizations over the past six years. The HR DART rate for FY16 is 0.00 compared to the overall Lab rate of 0.41. There is no differential based on diversity in these calculations.



The HR Division uses this metric to monitor the number of Type-1 and Type-2 security infractions. Type-1 incidents are serious breaches of DOE and/or NNSA cybersecurity, having the potential to generate negative media interest, or involve lost or stolen computing assets that have memory. Type-2 incidents are attempted incidents that pose potential long-term threats to cybersecurity interests or that may degrade the overall effectiveness of the cybersecurity posture. For divisions with similar environment and headcount as HR, the Lab's security infractions average 1.56 for Type-1 and 1.97 for Type-2. There is no differential based on diversity in these calculations.

7.3a (3) Workforce Engagement

What are your workforce engagement results? What are your current levels and trends in key measures or indicators of workforce satisfaction and workforce engagement? How do these results differ by the diversity of your workforce and by your workforce groups and segments, as appropriate? We are unique in the fact that our main internal customers are also our employees. Please see the metrics within *7.2a (2)* for additional Workforce/Customer Engagement metrics and information.

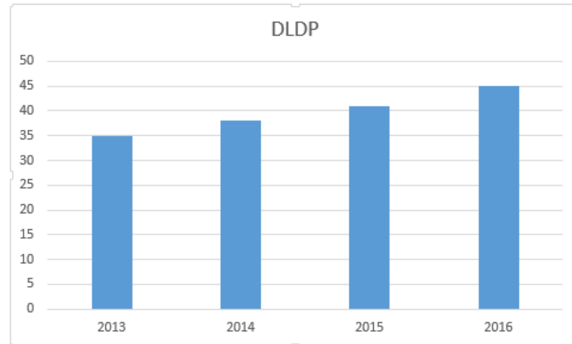


HR High Performer Turnover compares the turnover rate for high-performing employees who are voluntarily leaving the Laboratory to mid- and low-performing employees. Note: Retirements and craft terminations are not included in the metric. The overall Laboratory attrition rate is rising, with a slightly faster increase in the termination rate among high performers since the beginning of the first quarter of FY 2016.

Voluntary Turnover is the percent of career (regular) employees leaving the Laboratory voluntarily (does not include retirements or involuntary terminations) over the past rolling 12 months. The trend is constant and is well within the targeted parameters.

7.3a (4) Workforce Development

What are your workforce and leader development results? What are your current levels and trends in key measures or indicators of workforce and leader development? How do these results differ by the diversity of your workforce and by your workforce groups and segments, as appropriate?



The Director's Leadership Development Program (DLDP), a one-year program for senior managers and leaders, has experienced steady growth over the past four years.

Year	2015	2016
Attendees	20	26

Our Leadership Institute Program, which focuses on mid-level managers, has seen steady growth over the past two years.

Year	2013	2014	2015	2016
# of Employees	18	18	25	28

Our Management Academy trains, develops, and qualifies new or early career managers. The program has seen continued growth and development of these managers and leaders.

Year	2015	2016
Attendees	20	24

Our SELF program is an accelerated leadership development program for future managers and leaders, which has grown over the past two years.

7.4 Leadership and Governance Results

7.4a Leadership, Governance, and Societal Results

7.4a (1) Leadership

What are your results for senior leaders' communication and engagement with the workforce and customers? What are your results for key measures or indicators of senior leaders' communication and engagement with the workforce and customers to deploy your vision and values, encourage two-way communication, and create a focus on action? How do these results differ by organizational units and customer groups, as appropriate?

Communication Mechanism	Initiated By	Schedule	Audience
HR Division Office Staff Meeting	HR DL	Weekly	Division Office staff, GL
HR Management Team Meeting	HR DL	Weekly	SLT
HR Extended Management Team Meeting	HR DL	Monthly	Division Office Staff, GL, DGL, Team Leaders

HR-B Group Meeting	B GL	Weekly	All B employees
HR-CWDA Group Meeting	CWDA GL	Monthly	All CWDA employees
HR-CWDA Compensation Team Meeting	CWDA-GL	Weekly	All Compensation employees
HR-CWDA Workforce Data Analysis Team Meeting	CWDA-GL	Weekly	All Workforce Data Analysis Team employees
HR-ELR Group Meeting	ELR GL	Weekly	All ELR employees
HR-FCS Group Meeting	FCS GL	Monthly	All FCS employees
HR-FCS Team Leads Meeting	FCS-GL	Weekly	All FCS Team Leads
HR-ODSS Group Meeting	ODSS GL	Weekly	All ODSS employees
HR-OTM Group Meeting	OTM GL	Bi-Monthly	All OTM employees
New Hire Orientation	ODSS	Weekly	New employees
HR Division Email Communication	HR DL	Bi-Monthly	All HR employees
Recruiting & Diversity Meeting	ODSS GL	Weekly	Recruiting and Diversity Staff
Internal Customer Meeting	ODSS GL	Monthly	Various Internal Customers
External Customer Meeting	ODSS GL	Monthly	Various External Customers
HR-all@lanl.gov email communication	SLT	Daily	All employees
HR-mgmnt@lanl.gov email communication	HR Division Leader	Bi weekly	SLT
PAD Meeting	PAD	Weekly	LANL SLT, HR DL
NNSA/DOE Meeting	NNSA	Quarterly	HR DL, DDL, GL

The above table demonstrates how our SLT communicates with and engages our employees and customers by using multiple communication methods, tailored to organization unit, segment, and customer group. These opportunities for conversations give the SLT the opportunity to emphasize our mission and vision, goals, strategy, developments on the Definitions of Success, as well as action plans and items.

7.4a (2) Governance

What are your results for governance accountability? What are your key current findings and trends in key measures or indicators of governance and internal and external fiscal accountability, as appropriate?

Year	2012	2013	2014	2015	2016
% completed	100%	100%	100%	90%	65%

By addressing findings, opportunities for improvement (OFI), and recommendations from our financial audits, self-assessments, and federal audits, we believe this demonstrates a commitment to maintaining governance and fiscal accountability. The table above demonstrates our commitment to addressing findings, OFIs, and recommendations from our audits and assessments.

7.4a (3) Law and Regulations

What are your legal and regulatory results? What are your results for key measures or indicators of meeting and surpassing regulatory and legal requirements? How do these results differ by organizational units, as appropriate?

Year	2012	2013	2014	2015
Contributing Factors	Met Expectations	Met Expectations	Met Expectations	Met Expectations

We are regulated by our federal customer, NNSA, and we receive a score based on our performance on contributing factor goals mutually agreed upon between Lab SLT and NNSA SLT. These are captured in the NNSA PER each year. The above chart shows how the HR Division has performed over the past several years. HR Division is graded as a whole; there are no differentials by organization.

7.4a (4) Ethics

What are your results for key measures or indicators of ethical behavior, breaches of ethical behavior, and stakeholder trust in your senior leaders and governance? How do these results differ by organizational units, as appropriate?

This intentionally left blank for business sensitivity concerns.

LANL's EA division monitors the metrics for the entire Laboratory. HR SLT reviews the metrics as they concern HR; if they notice any significant trends in unethical behavior, they take immediate actions to understand and develop an action plan to address the situation. Due to the sensitivity of the data, this is left intentionally blank.

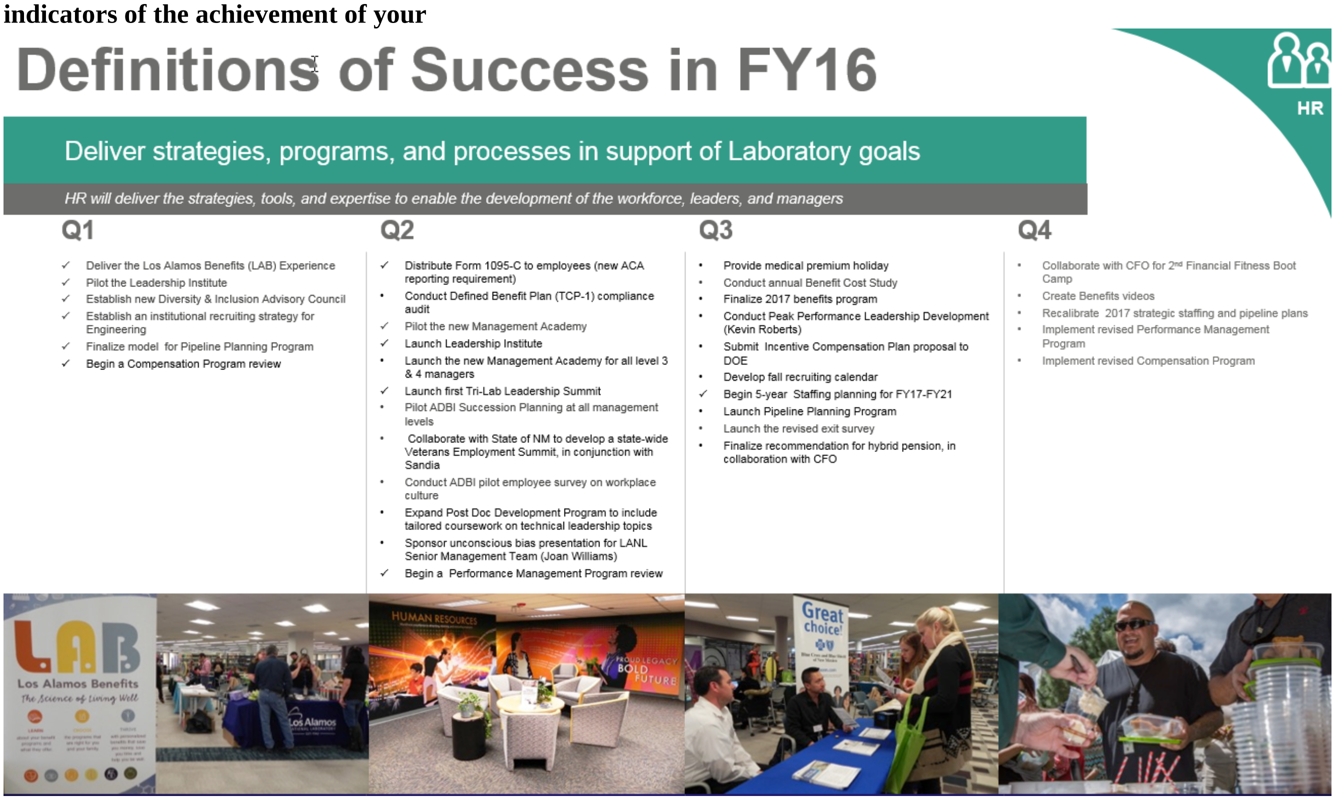
7.4a (5) Society

What are your results for key measures or indicators of your fulfillment of your societal responsibilities and support of your key communities? HR has been part of the ADBI team during the Annual Great Garbage Grab where HR employees can help beautify the areas where they work by picking up trash and other debris along the roads, buildings, and work areas of the Laboratory. For the past three years, the ADBI team has won the Traveling Trash Trophy. In addition, HR employees have made increasingly generous donations supporting the United Way of Northern New Mexico, benefiting such charities as Los Alamos Friends of the Shelter, Habitat for Humanity, Big Brothers Big Sisters, Wounded Warrior Project, Visiting Nurse Services, Boy Scouts, the Española Valley Humane Society, and others.

Year	2013	2015	2016
Charitable Contributions	$11,855.90	$12,041.10	$17,704.18

7.4b Strategy implementation Results

What are your results for the achievement of your organizational strategy and action plans? What are your results for key measures or indicators of the achievement of your organizational strategy and action plans? What are your results for building and strengthening core competencies? What are your results for taking intelligent risks? The Definitions of Success is an actionable document that highlights the progress of our vision, goals, organizational strategy, and action plans. Our results are listed by quarter, with a checkmark indicating successfully completion of that goal or a bullet indicating the action that is underway. Intelligent risk taking is incorporated into the action plans and measured during the performance management process.

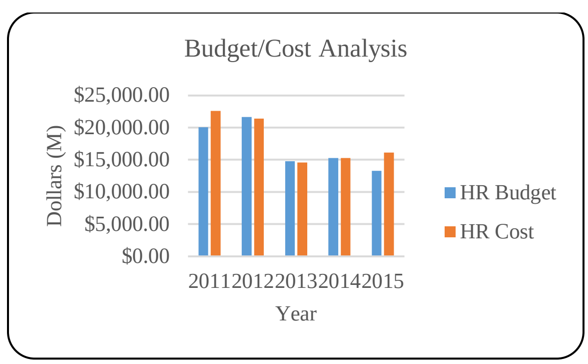


7.5 Financial and Market Results

7.5a Financial and Market results

7.5a (1) Financial Performance

What are your financial performance results? What are your current levels and trends in key measures or indicators of financial performance, including aggregate measures of financial return, financial viability, and budgetary performance, as appropriate? How do these results differ by market segments and customer groups, as appropriate?



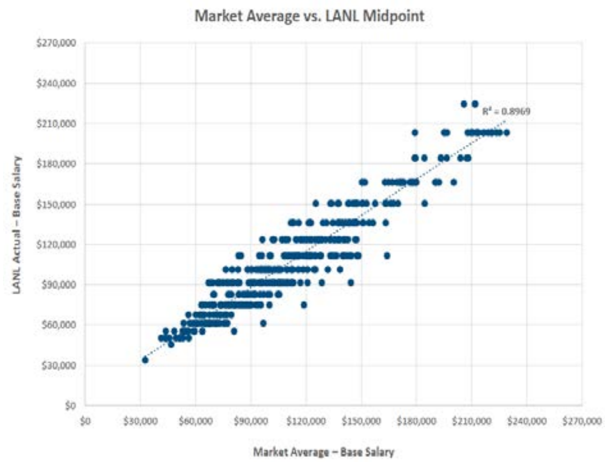
The HR Division is a service provider for the Laboratory as a non-fee generating entity. Our financial metrics are limited to budget performance against costs. Our budget to cost analysis over the past five years is detailed below. In 2011, there was a budget deficit of $2.5M. In 2012, there was a budget surplus of $400K. In 2013, there was a budget surplus of $200K. In 2014, there was a budget surplus of $149K. In 2015, there was a budget deficit of $2.8M.

The cost per hire (CPH) is calculated by the total amount of costs divided by the total number of hires over a period of time. The above is a metric we use to analyze how recruitment dollars are being spent. We had 871 hires in FY15 at a cost of $1,236,667, which equates to a CPH of $1,420.00. This is well below the national average of $4,000 CPH reported by Deloitte for FY15.

7.5a (2) Marketplace Performance

What are your marketplace performance results? What are your current levels and trends in key measures or indicators of marketplace performance, including market share or position, market and market share growth, and new markets entered, as appropriate? How do these results differ by market segments and customer groups, as appropriate?

Pay to market results measuring the relationship between the Lab's base salary levels and market averages. There is a high correlation between Lab pay and market pay, with some "outliers," which is not unusual.



Pay to market results showing the relationship between the Lab's midpoints and market averages. There is a high correlation between midpoints and market pay, with some "outliers," which is not unusual.

Grade	Total # of LANL Employees	Average (Actual Salary % of Market Average)
63	40	104%
62	43	94%
61	219	98%
60	277	101%
59	838	101%
58	336	100%
57	1,122	100%
56	1,210	99%
55	573	104%
54	937	99%
53	328	93%
52	742	93%
51	130	93%
50	363	94%
49	89	97%
48	129	98%
47	6	98%
44	3	93%
Total/Average	**7,385**	**99%**

This chart represents pay to market results, including details on the Lab's competitive position by pay grade and employment category. Compared to other employees at benchmarked companies, 73% of the Laboratory's workforce is at or above the market average in salary compensation.