

#### STRATEGIC THEME 4: Safety Imperative.

We will minimize the risk of serious injury and continuously strengthen our safety culture.

GOAL	GOAL DESCRIPTION	ACTIONS
4.1	Move from a "dependent" safety culture to an "independent" one	<p>4.1.1 Complete division-specific safety principles and communicate with each center; gather feedback.</p> <p>4.1.2 Publicly recognize positive steps forward in our safety culture.</p> <p>4.1.3 Repeat safety culture survey in April-May FY17 for comparison to FY16 results.</p>
4.2	Increase healthy communication with the goal of deepening our collective understanding of safety	<p>4.2.1 At Quad-Level meeting, discuss trust environments for difficult safety topics; identify opportunities for improvement.</p> <p>4.2.2 Refine safety messages based on feedback from Division audiences.</p>
4.3	Explore the concept of predictive safety	<p>4.3.1 Complete activity-level work data analysis and identify areas for predictive metrics pilot.</p> <p>4.3.2 Pilot predictive metrics based on a strength of controls scoring system in three areas.</p>
4.4	Practically improve implementation of Engineered Safety and Work Planning & Control (WP&C)	<p>4.4.1 Assess WP&amp;C implementation for a cross-section of Division 1000 capabilities.</p> <p>4.4.2 Implement WP&amp;C improvements using lessons learned from 4.4.1.</p> <p>4.4.3 Beta test Corporate Milestone 3.4.2 team's consolidated WP&amp;C tool.</p>

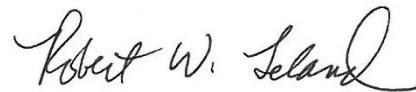
#### Message from Rob Leland

I am pleased to present this summary of the FY17 Division 1000 Science and Technology Strategic Plan.

As this plan represents a continuation of the work we started last year, the four strategic themes (Mission Engagement, Bold Outcomes, Collaborative Environment, and Safety Imperative) remain the same, along with many of the goals. You will see most of the changes in the actions listed for each goal: We completed some actions, modified others, and added a few new ones.

As I've stated previously, this is not a strategy to be pursued in tension with the Laboratory strategic plan. The Division 1000 strategic plan is intended to chart our course as we strive to contribute our very best in service of the greater Laboratory strategy.

I welcome your feedback and look forward to our dialogue about these strategic themes. Please join me as we move forward to implement the plan in the coming months.



**Rob Leland**  
Vice President, Science & Technology  
Chief Technology Officer

Exceptional service in the national interest



1/26/2017

## Division 1000 Strategy for FY17

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



**STRATEGIC THEME 1: Mission Engagement.**

*We will increase our collaboration at the strategic level with mission efforts across the Lab.*

GOAL	GOAL DESCRIPTION	ACTIONS
1.1	Integrate Division 1000 with Mission Areas (MAs) and Program Management Units (PMUs)	1.1.1 Commit a Division 1000 Director lead to each PMU/MA strategy team; initial focus on Defense Systems & Assessments and Global Security.
		1.1.2 Commit senior management delegates to each PMU/MA strategy team in support of Director leads.
		1.1.3 Create an ongoing Nuclear Weapons Science & Technology leadership forum to include membership from across the Division.
1.2	Execute a mission engagement plan	1.2.1 Develop a needs assessment and integrated investment plan for Division 1000 capabilities; use FY17 funding streams and begin executing against plan.
		1.2.2 Coordinate Laboratory Directed Research & Development (LDRD) Investment Area's (IA's) goals and intent across relevant IAs.
		1.2.3 Obtain feedback on FY16 Annual Assessment Review process and Division 1000 involvement; develop recommendations for improvements.
		1.2.4 Develop plan for NNSA's Science Based Stockpile Stewardship 2.0 to include a comprehensive engineering campaign component.
1.3	Identify and communicate mission engagement opportunities	1.3.1 Conduct MA/PMU and Division 1000 strategy and engagement opportunity briefings to increase awareness and understanding of mission needs and S&T capabilities at Division Quad Level meetings.
		1.3.2 Celebrate mission engagement successes at the bi-annual Division 1000 Awards Ceremony.

**STRATEGIC THEME 2: Bold Outcomes.**

*We will increase our ability to take thoughtful risks with the goal of more frequently achieving transformative breakthroughs.*

GOAL	GOAL DESCRIPTION	ACTIONS
2.1	Assert national leadership in differentiating capabilities for national security	2.1.1 Craft a holistic, multi-decadal plan for an aggregate set of capabilities required to execute our Mission Area responsibilities, with emphasis on Trusted Microsystems Capability (TMC), Inertial Confinement Fusion/High Energy Density (ICF/HED), National Strategic Computing Initiative (NSCI), Research Reactor Facility (RRF), and Additive Manufacturing (AM).
		2.1.2 Execute the strategies to advance TMC, ICF/HED, NSCI, RRF, and AM.
2.2	Enhance mission impact through execution of our research strategy	2.2.1 Contribute forward-leaning ideas to Sandia and national efforts to define the future of national security, specifically in science-based stockpile stewardship and sustained deterrence.
		2.2.2 Include specific boldness criteria in the LDRD review process.
2.3	Enhance the effectiveness of Sandia's academic partnerships	2.3.1 Centers develop and begin to execute academic engagement strategies, leveraging Research Foundation work where appropriate and considering Academic Alliance and Campus Executive universities.
		2.3.2 Develop a "reverse-sabbatical" program with Academic Alliance schools.
2.4	Encourage a culture of intellectual courage and transformative action	2.4.1 Implement one or more mechanisms to identify, stimulate, and celebrate boldness.
		2.4.2 Identify and fill strategic DC assignments with a sustainable plan that includes reintegration into Sandia.
		2.4.3 Encourage and support the Division 1000 leadership team to take calculated risks by lowering division authority and accountability levels for one or more decisions.

**STRATEGIC THEME 3: Collaborative Environment.**

*We will strive for a self-aware, truly collaborative working environment that bridges Sandia's many cultures.*

GOAL	GOAL DESCRIPTION	ACTIONS
3.1	Grow Division 1000 strategic collaborations	3.1.1 Conduct focus groups with staff on collaboration; develop recommendations for improvements.
3.2	Accelerate our own development as leaders	3.2.1 Directors continue coaching relationships; remaining senior managers. Establish coaching relationships.
		3.2.2 Engage Workplace Enhancement Council (WEC) and implement quarterly mentorship sessions for Division 1000 workforce.
		3.2.3 Obtain and evaluate feedback on current L1s' leadership development programs; identify and develop additional opportunities.
3.3	Cultivate collaboration and inclusion in our daily work environment	3.3.1 Through workshops, develop and implement execution plans to increase team effectiveness for two Grand Challenge teams.
		3.3.2 Centers conduct at least two diversity and inclusion (D&I) events, and Division hosts at least two D&I cinemas with goal of 40% participation by the Division 1000 workforce.
3.4	Deepen our mission support partnerships	3.4.1 Pilot Mission Support Team personnel engagement in flagship Division 1000 program execution.
		3.4.2 Define and document the Z partnership with Industrial Hygiene and Radiation Protection.