

STRATEGIC OBJECTIVE 3: (continued)

Lead the Complex as a model 21st century government-owned contractor-operated national laboratory
Exec. Champion: EVP for Mission Support

GOAL	GOAL DESCRIPTION	MILESTONES
3	Create the most effective environment for Sandia management and operations.	M3.3.1: Deploy the initial operating capability for Analytics for Sandia Knowledge to expedite and improve the effectiveness of management decisions.
		M3.3.2: Implement a contemporary solution that begins transforming the access and view of Sandia's management information and improving search capabilities.
		M3.3.3: Assess and continuously improve implementation of: Sandia Management Model, Explosives Centers of Excellence, and <i>Performing Work at Sandia</i> .
		M3.3.4: Strengthen the use of critical thinking by applying Engineered Safety principles and executing our Site-Wide Strategy for Safety Improvement.
		M3.3.5: Streamline and simplify select processes to improve the operating environment for managers in support of principle-based decision-making.

STRATEGIC OBJECTIVE 4:

Excel in the practice of engineering

Exec. Champions: CTO and NW Chief Engineer

GOAL	GOAL DESCRIPTION	MILESTONES
1	Accelerate insertion of research innovations to enable missions.	M4.1.1: Leverage the NW technology demonstrator project and identify and implement mechanisms that enable the accelerated adoption of advanced technologies.
		M4.1.2: Advance Sandia's additive manufacturing capability for component development and application.
		M4.1.3: Identify and develop strategies to resolve limitations in the utilization and impact of computational simulation tools in supporting mission deliverables.
2	Drive continuous improvement of our engineering environment.	M4.2.1: Mature the Common Engineering Environment portal deployment and utility.
		M4.2.2: Engage the workforce in identifying and advocating common engineering standards, best practices, and tools for engineering excellence.

STRATEGIC OBJECTIVE 4: (continued)

Excel in the practice of engineering
Exec. Champions: CTO and NW Chief Engineer

GOAL	GOAL DESCRIPTION	MILESTONES
3	Advance excellence in our practice of engineering through external engagement.	M4.3.1: Benchmark Sandia's engineering approaches with peer institutions to identify areas for improvement.
		M4.3.2: Build a leadership presence in the external engineering community demonstrating excellence in our practice of engineering.
		M4.3.3: Develop an improved approach for strategic engagement with the academic and industrial communities.

STRATEGIC OBJECTIVE 5:

Commit to a learning, inclusive, and engaging environment for our people

Exec. Champions: EVP for Mission Support, and a Mission Technologies Division VP

GOAL	GOAL DESCRIPTION	MILESTONES
1	Attract, develop, and retain talent for mission success.	M5.1.1: Increase attraction and retention of targeted talent through agile workforce practices, employee engagement, and community involvement.
		M5.1.2: Improve the employee experience through modern training and development opportunities that inspire public service and support mission success.
2	Cultivate a culture of diversity and inclusion that engages an energized and inspired workforce.	M5.2.1: Strengthen our commitment to diversity and inclusion through the execution of division Diversity and Inclusion plans.
		M5.2.2: Enhance inclusive leadership skills through mentoring and learning opportunities that deepen engagement in Mission Areas, Research Challenges, and the Strategic Objectives.
3	Promote the well-being of the workforce.	M5.3.1: Advance employee engagement programs to support a healthy, productive workforce.

Exceptional
service in the
national interest



10/24/2014

FY15 Milestones

TOPIC	Objective & Goal
Additive manufacturing	04 G1
Analytics	03 G3
Common Engineering Environment	04 G2
Data Center consolidation	03 G2
Diversity/inclusion initiatives	05 G2
Engineering safety	03 G3
Explosive consolidation	03 G3
External professional leadership engagement	04 G3
Facilities 5-year Plan	03 G2
Governance reform	01 G3, 03 G1
Health and wellness programs	05 G3
High-Performance Computing	03 G2
Innovative products	04 G1
Investment strategy	02 G2
Labs-level capabilities	02 G1/2
Labs' Foundation	02 G1/2, 03 G2

www.strategicplan.sandia.gov



Sandia National Laboratories is a multiprogram 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. SAND No. 2014-SAND14-19182P

STRATEGIC OBJECTIVE 1:

Deliver with excellence on our commitments to the unique

nuclear weapons mission

Exec. Champions: EVP for National Security Programs and NWLC

GOAL	GOAL DESCRIPTION	MILESTONES
1	Leadership: As an NNSA FFRDC and in collaboration with our Nuclear Security Enterprise partners, provide national-level leadership in assessing strategic trends and developing strategies to influence and shape the evolution of the NW program.	M1.1.1: Engage with key stakeholders (CAPE, NNSA, STRATCOM, Military Services, NWC, and Congress) to provide viable modernization options and balanced infrastructure investment options.
		M1.1.2: Exert strategic leadership among all stakeholders in development of the Stockpile Stewardship and Management Plan, with strong leveraging of Enterprise Modeling and Analysis Consortium for enterprise-wide scope and budget estimating.
		M1.1.3: Demonstrate leadership in formulating new approaches to surety that are relevant for the 21st century challenges.
2	Transform SNL NW Mission Space Execution: Formulate and implement a transformative approach to the execution of Sandia's life-cycle mission space responsibilities in a manner that promotes assurance, affordability, and agility with the goal of providing the right product at the right time and at the right cost.	M1.2.1: Develop an architectural framework for Sandia's mission space that is relevant for the 21st century challenges and that promotes agility (modularity, flexibility, etc.), affordability (unit/life cycle costs), and assurance (always/never).
		M1.2.2: Leverage other Mission Area and Labs' Foundation technologies and SO4 to develop options for applying innovation to cost-effective, agile approaches to product qualification and science-based design and manufacturing.
		M1.2.3: Formulate new approaches to surveillance and reliability assessment, taking into consideration smaller/older stockpile, interoperability (less diversity), limited flight/lab testing, and affordability concerns.
		M1.2.4: Strengthen Sandia's articulation of a Non-Nuclear Component commonality and the Interoperable Warhead strategy.
3	Trusted Relationships: Reinforce a trusted, strategic FFRDC relationship with NNSA and strengthen relationships with key customers and stakeholders (Navy, AF, DoD, DOE, Congress, etc.).	M1.3.1: Enrich NNSA/Sandia/stakeholder dialogues through enhanced communication products (e.g., "Keep the Sponsor We Have" Mission Area initiative).
		M1.3.2: Nurture and leverage relationships with international partners.

STRATEGIC OBJECTIVE 1: (continued)

Deliver with excellence on our commitments to the unique

nuclear weapons mission

Exec. Champions: EVP for National Security Programs and NWLC

GOAL	GOAL DESCRIPTION	MILESTONES
4	Mission Space: Create, execute, and articulate the value proposition of Sandia as the Engineering Laboratory of the Nuclear Weapons Enterprise.	M1.4.1: Demonstrate Sandia's role as weapon systems integrator.
		M1.4.2: Ensure the Nation is receiving maximum value (performance, cost, risk) in the life-cycle delivery, production, and stewardship of non-nuclear systems and components.
		M1.4.3: Continue improvements in cost management, project management, and quality, providing outstanding performance in meeting all nuclear weapons deliverables and requirements.
5	Long-Term Stewardship of Infrastructure and Capabilities: Steward critical NW core infrastructure and capabilities to ensure an increasingly robust scientific and engineering understanding for current and future stockpile and broader national security needs.	M1.5.1: Foster alignment of key Sandia research foundation and NW Mission Area strategies.
		M1.5.2: Develop a strategy to appropriately balance investments in institutional and NW programmatic facilities and infrastructure.

STRATEGIC OBJECTIVE 2:

Amplify our national security impact

Exec. Champions: EVP for National Security Programs, CTO, and MA Execs

GOAL	GOAL DESCRIPTION	MILESTONES
1	Mature Labs Mission Area strategies for the next decade.	M2.1.1: Refine Mission Area strategies. M2.1.2: Integrate Mission Area signals with all PMU (business plans), CTO (research strategy and plans), division (capability strategy and plans), and Labs capability plans.
2	Integrate Mission Areas and the Labs' Foundation.	M2.2.1: Develop a Labs' implementation plan that integrates Mission Areas, Research Challenges, and divisions' and Labs' capabilities. M2.2.2: Align corporate investments with the Labs' strategy. M2.2.3: Define our capability management approach. M2.2.4: Pilot the LLT accepted customer incentive business model.

STRATEGIC OBJECTIVE 2: (continued)

Amplify our national security impact

Exec. Champions: EVP for National Security Programs, CTO, and MA Execs

GOAL	GOAL DESCRIPTION	MILESTONES
3	Increase Sandia's presence and contribution in the national dialogue on strategic national security programs and policy issues.	M2.3.1: Identify key national security organizations with which to engage in strategic dialogue and develop a strategy for approaching each of them. M2.3.2: Along with the NNSA/DOE, help establish a more robust strategic dialogue with the national security interagency community concerning core program and long-term capability sustainment at the national level. M2.3.3: Engage in and provide leadership for Secretary Moniz's initiatives in support of the National Computing Strategy.

STRATEGIC OBJECTIVE 3:

Lead the Complex as a model 21st century government-owned contractor-operated national laboratory

Exec. Champion: EVP for Mission Support

GOAL	GOAL DESCRIPTION	MILESTONES
1	Provide leadership to influence governance reform to revitalize the GOCO model.	M3.1.1: Advance the GOCO model by identifying compelling governance reform opportunities and partnering with DOE/NNSA to pilot process changes. M3.1.2: Collaborate with the DOE National Laboratories and engage in the national dialogue to advance governance reform.
2	Enable Sandia's strategic intent through a stronger Labs' Foundation.	M3.2.1: Lead the DOE complex in technology transfer through innovative approaches to deploying the results of our research and validating ROI through a consistent framework. M3.2.2: Shape our facilities and infrastructure recapitalization and sustainment strategy to enable the Mission Areas. M3.2.3: Advance Data Center Consolidation (DCC), including expanding capabilities and consolidation engagements for the classified environment. M3.2.4: Deploy the next generation of traditional and non-traditional institutional high performance computing platforms. M3.2.5: Advance our hazardous materials life-cycle management program to improve long-term sustainability. M3.2.6: Pilot and refine the project framework process, tools, and policy for FY16 Labs-wide implementation.