

**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 | TOPIC                                 | Objective & Goal |
|---|------------------|---------------------------------------|------------------|
| Additive manufacturing                      | 04 G1            | Life-Cycle Materials Management       | 03 G2            |
| Analytics                                   | 03 G3            | Managers operating environment        | 03 G3            |
| Common Engineering Environment              | 04 G2            | Mission Areas                         | 02 G1/2          |
| Data Center consolidation                   | 03 G2            | National security policy debate       | 02 G3            |
| Diversity/inclusion initiatives             | 05 G2            | NW Engineering Laboratory             | 01 G4            |
| Engineering safety                          | 03 G3            | NW mission execution                  | 01 G2            |
| Explosive consolidation                     | 03 G3            | Project management                    | 03 G2, 01 G4     |
| External professional leadership engagement | 04 G3            | Quality                               | 03 G3            |
| Facilities 5-year Plan                      | 03 G2            | Research challenges                   | 02 G2            |
| Governance reform                           | 01 G3, 03 G1     | Retain talent                         | 05 G1            |
| Health and wellness programs                | 05 G3            | Sandia Management Model & Information | 03 G3            |
| High-Performance Computing                  | 03 G2            | System engineering                    | 01 G4            |
| Innovative products                         | 04 G1            | Technology Transfer/IP strategy       | 03 G2            |
| Investment strategy                         | 02 G2            | Workforce strategies                  | 05 G1            |
| Labs-level capabilities                     | 02 G1/2          |                                       |                  |
| Labs' Foundation                            | 02 G1/2, 03 G2   |                                       |                  |

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**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    | <b>Leadership:</b> 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.<br>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.<br>M1.1.3: Demonstrate leadership in formulating new approaches to surety that are relevant for the 21st century challenges.  |
| 2    | <b>Transform SNL NW Mission Space Execution:</b> 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).<br>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.<br>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.<br>M1.2.4: Strengthen Sandia's articulation of a Non-Nuclear Component commonality and the Interoperable Warhead strategy. |
| 3    | <b>Trusted Relationships:</b> Reinvigorate 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).<br>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    | <b>Mission Space:</b> 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.<br>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.<br>M1.4.3: Continue improvements in cost management, project management, and quality, providing outstanding performance in meeting all nuclear weapons deliverables and requirements. |
| 5    | <b>Long-Term Stewardship of Infrastructure and Capabilities:</b> 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.<br>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.<br>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.<br>M2.2.2: Align corporate investments with the Labs' strategy.<br>M2.2.3: Define our capability management approach.<br>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.<br>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.<br>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.<br>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.<br>M3.2.2: Shape our facilities and infrastructure recapitalization and sustainment strategy to enable the Mission Areas.<br>M3.2.3: Advance Data Center Consolidation (DCC), including expanding capabilities and consolidation engagements for the classified environment.<br>M3.2.4: Deploy the next generation of traditional and non-traditional institutional high performance computing platforms.<br>M3.2.5: Advance our hazardous materials life-cycle management program to improve long-term sustainability.<br>M3.2.6: Pilot and refine the project framework process, tools, and policy for FY16 Labs-wide implementation. |