



# Talent Management & Management Resource Reviews



Sandia National Laboratories is a multimission laboratory managed and operated by National Technology and Engineering Solutions of Sandia, LLC, a wholly owned subsidiary of Honeywell International, Inc., for the U.S. Department of Energy's National Nuclear Security Administration under contract DE-NA-0003525

# Talent Management at Sandia



## PURPOSE

- Ensure Sandia has the right talent in the right place at the right time to execute on the Mission, now and in the future.

## PRINCIPLES

- Focus on identifying **capability needs** and planning for **organizational sustainability**.
- **Build a strong diverse pipeline** of talent to deliver on our commitments.
- **Address risks** related to retention, engagement, and readiness.

**Talent management is the systematic process of creating and sustaining individual competencies that will help the business deliver strategy.**

**- Dave Ulrich**

# 1. Talent Is a Strategic Priority

## Sandia Strategic Direction

### Labs-Level Strategic Priorities

Unleash the power of Sandia; a great place to work and a great place to get work done



# 2. MRRs Encourage Leader Ownership

### Owner Responsibilities:

- Help recruit, source and evaluate talent to meet pipeline needs
- Provide input on development experiences to mature professionals
- Partner with managers and others to support development of leaders in succession plans including development & gap closure

### Why Management Resource Reviews?

- Provides method for developing talent in core business capability areas
- Allows for understanding need and availability of talent
- Involves leaders as owners in developing talent
- Supports purposeful talent moves and experiences to accelerate development
- Engages employees with opportunities to invest in career growth

# What is an MRR?

## Tell Our Strategic Story

- Forward looking – linked to Strategy
- Based on future organizational requirements (structure, skills/capabilities, systems and processes)
- Actions taken last 12 months and commitments next 12 months to position the organization for future business success.

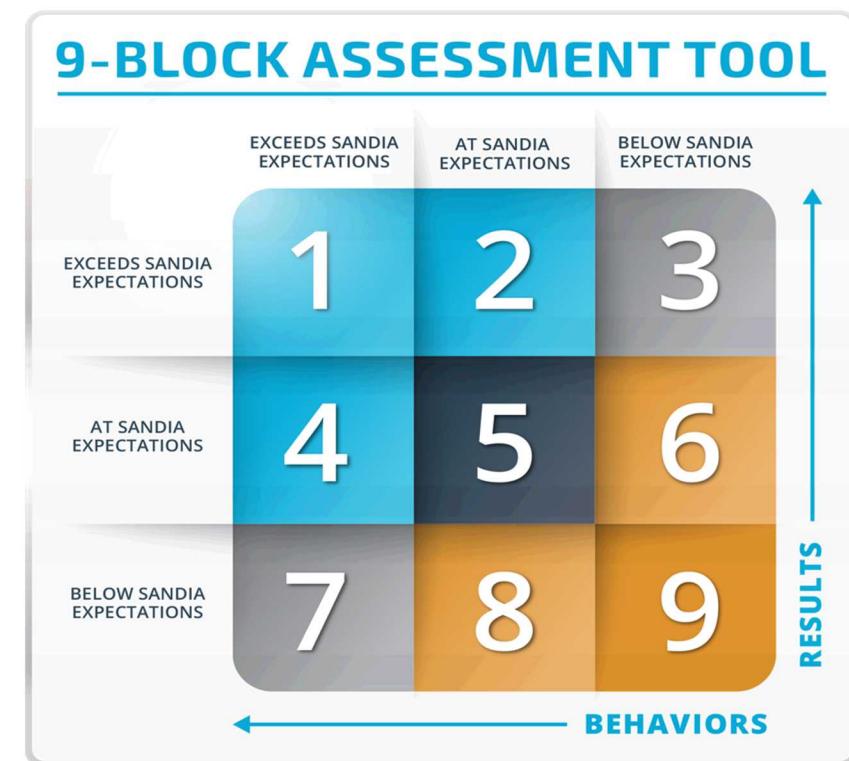
## Share and Validate Leadership Assessment

- Performance calibration and alignment

- Review the talent pipeline (Succession depth and breadth)
- Understand retention risks

# For Performance Management, Sandia has adopted a 9-block system that considers both results & behaviors

- It assesses the whole person, not just one aspect of that person
- It has proven successful at a variety of companies
- While we are not a commercial company, we have the same challenges assessing performance as any other organization
- Results feed directly into Sandia's MRR process



# Back Up Slides

# Approach

## Year-End Performance Reviews:

- Assess talent to identify leadership potential.
- Identify and retention risks (Organizational and Individual)

## Management Resource Reviews

- Visibility: Provide exposure to leaders.
- Succession Planning: Determine successors for leadership positions.
- Strategic Workplace Planning: Identifying and addressing organizational capability needs.

## Leadership Development and Retention Risk Mitigation

- Create and deploy development plans.
- Create and implement risk mitigation plans.

## Mid-Year Performance Reviews

- Conduct career aspiration conversations.
- Engage in career and/or professional development conversations.



# Potential Assessment Ratings



 HP	<b>HIGH POTENTIAL</b>	<p><b>Has the potential to obtain two promotions within the next five years.</b> Job rotations, transfers, or other assignments at the same level are not considered promotions for this purpose. Consider both the manager's belief in the ability to promote and the employee's demonstrated aspiration to achieve two promotions. Note, this does not take into account whether or not there are opportunities to promote, only the ability to promote.</p>
 RP	<b>READY TO PROMOTE</b>	<p><b>Used for promotable employees for whom there are no known barriers to immediate promotion when an opportunity arises.</b> This includes promotions, transfers, rotations, or other job progressions. Also consider any personnel loans or similar assignments. An employee's aspiration for future promotions should be assessed and readiness for an immediate move should be considered. If believed to have potential to be promoted two times within the next five years, the employee should be considered high potential, even though they are ready to promote immediately.</p>
 PR	<b>PROMOTABLE</b>	<p><b>Is capable of promotion within the next three years, yet needs more time in current position.</b> Job progressions of similar responsibilities are not considered promotions for this purpose. Again, an employee's aspirations for future promotions should be assessed.</p>
 CG	<b>CONTINUE TO GROW</b>	<p><b>Appropriate place in current role.</b> Employee may be capable of additional assignments or progression. More time or development is needed to determine the ability to promote. This would include employees who do not aspire to take on positions at a higher level or those whose skill sets are so unique, there are no opportunities available elsewhere.</p>
 PI	<b>PLACEMENT ISSUE</b>	<p><b>Employee is struggling in their role.</b> This may be because the position does not fit the employee's skill sets or because the role has outgrown the employee. The manager may consider exploring a role that is more in alignment with the employee's skillsets.</p>

**The employee's abilities and aspirations  
are used to determine potential.**

# Retention Risk

- Retention risk assessments consist of two components:
  - **Individual Risk:** The probability of an individual leaving Sandia voluntarily within the next six to nine months (low, medium, high).
  - **Organizational Risk:** The severity of the impact of the employee's departure from Sandia (low, medium, high).

**Leaders put in place plans to manage these risks.**

# During MRRs

Leaders discuss the current and future talent needs of the organization:



## Organization

- Organizational changes
- Organizational capability needs
- Talent gaps and risks

## Individuals

- Potential and risk assessments
- Succession plans
- Risk retention plans
- Development plans

# Talent Profiles capture MRR Succession Decisions



## Talent Profile: Landry Maes, Associate Labs Director, Research & Development

	<p><b>Hire Date:</b> 08/02/1999  <b>Date in Current Position:</b>  05/01/2017  <b>Date in Level:</b> 05/01/2017</p>	<p><b>Previous Assignments:</b></p> <ul style="list-style-type: none"> <li>Stockpile Resource Center, Director; Jan 2015 - April 2017</li> <li>NW Product Engineering Program, Director; March 2013 - Dec 2014</li> <li>Deputy Director, Sr Mgr; Dec 2008 - March 2013</li> </ul>	<p><b>Education:</b></p> <ul style="list-style-type: none"> <li>PhD Human Factors, University of CA; 1993 - 1998</li> <li>MS Mechanical Engineering, Oregon State University; 1984 - 1991</li> <li>BS Mechanical Engineering, Oregon State University; 1979 - 1983</li> </ul>
<p><b>Leadership Competencies Needed for Position</b> (Leadership knowledge, skills, or abilities.)</p> <ul style="list-style-type: none"> <li>Demonstrated leadership and management skills, with a strong strategic orientation.</li> <li>Ability to influence change at the senior executive management levels.</li> </ul>	<p><b>Technical/Professional Competencies Needed for Position</b> (Technical/professional knowledge, skills, or abilities.)</p> <ul style="list-style-type: none"> <li>Excellent technical qualifications, with significant technical knowledge in a range of DoD national security programs.</li> <li>In-depth knowledge of Sandia's mission, strategies, and goals.</li> <li>In-depth knowledge of one or more major functions of Sandia.</li> </ul>	<p><b>Experiences</b> (Assignments or roles undertaken that will prepare leader for future positions) <b>or Traits/Drivers</b> (Inclinations, motivations, and natural tendencies beneficial to success.)</p> <ul style="list-style-type: none"> <li>Experience leading DoD and DOE programs &amp; familiarity with sponsors &amp; partners.</li> <li>Extensive experience interacting and negotiating at the executive level.</li> <li>Excels at leading through ambiguity, driving change, &amp; managing crises.</li> <li>Leans into turning orgs around, building high performing teams, &amp; shifting org cultures.</li> </ul>	
<h3>Successors</h3>			
<p><b>Name; Level [Org #] &lt;MRR&gt; Performance Ratings (2018) (2017) (2016)</b></p>	<p><b>Readiness</b></p>	<p><b>Retention Risk [individual] &lt;organizational&gt; Plan</b> (Steps to mitigate risk)</p>	<p><b>Development Needs/Plan</b> (Key Experiences, Exposure, or Learning)</p>
Branson, K [LLNL]	R1; 1-2 Years	N/A	N/A
Gibson, L; Manager [2599] <PR> 4 (2017) 3 (2016) 5 (2015)	R2; 3-5 Years	(High) [High] Is being recruited by Google. May want to have a "stay" conversation to determine interests and aspirations.	Leading w/Excellence; Rotation into NYG Program

# Drive Progress Thru Metrics and Accountability

PwC Saratoga Human Capital Effectiveness Survey		
Metric		
High Potential Voluntary Separation Rate: Percent of high potential employees that voluntarily left the organization.		
Succession Planning Turnover Rate: Percent of succession planning candidates that voluntarily and involuntarily left the organization.		
High Potential Promotion Rate: Percent of high potential staff that was promoted into a position of greater authority.		
Bench Strength: Percent of Management that has been identified as ready for promotion by the organization.		

Talent Actions		
Action	Owner	Result/Status
Determine Alan Sample's interest in relocating to California to gain experience in ...	ALD	Alan would be open to relocating and stated that he will apply for open positions in California.
Provide a coach to Chirico Example to enhance ability to communicate effectively with project sponsor.	Director	Chirico has engaged with a coach.