

**STRATEGIC OBJECTIVE 3:** (continued)

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

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

GOAL	GOAL DESCRIPTION	MILESTONES
3	Effectively manage and innovate business and technical approaches and deliverables.	M3.3.5: Modernize Sandia's corporate computing infrastructure to improve workforce productivity and manage risk to Sandia's cyber resources.
		M3.3.6: Strengthen our explosives operational performance through an enhanced management construct.

**STRATEGIC OBJECTIVE 4:**

Excel in the practice of engineering

Exec. Champions: VP for S&T and NW Chief Engineer

GOAL	GOAL DESCRIPTION	MILESTONES
1	Advance capabilities and insertion of research innovations to impact mission.	M4.1.1: Advance the national strategy for high-performance computing.
		M4.1.2: Improve confidence in and impact of computational simulation in research, design, production, and surveillance processes.
		M4.1.3: Mature research challenges with mission area coupling.
2	Enhance our engineering environment.	M4.2.1: Populate, deploy, and communicate the Common Engineering Environment.
		M4.2.2: Mature and embrace trust engineering of mission products.
		M4.2.3: Deploy and socialize the Research Quality Standards.
3	Enhance our competencies through external engagement.	M4.3.1: Enhance collaborations with academia, government, industry, and professional societies.
		M4.3.2: Establish a leadership role in additive manufacturing.
		M4.3.3: Take actions to improve Sandia's research environment.

**STRATEGIC OBJECTIVE 5:**

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

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

GOAL	GOAL DESCRIPTION	MILESTONES
1	Attract, develop, and retain talent for mission success.	M5.1.1: Define workforce strategies to increase talent acquisition effectiveness at key schools.
		M5.1.2: Apply workforce strategies to optimize attracting targeted talent.
2	Emphasize diversity and inclusion to drive innovation.	M5.2.1: Each division will leverage Effective Leadership of Inclusive Teams (ELOIT) and other Diversity and Inclusion learning to develop a sustainable division D&I strategy.
		M5.2.2: Incorporate diversity and inclusion strategies into leadership development, hiring, and succession planning.
3	Promote a healthy, energized workforce.	M5.3.1: Increase consumer engagement and education to improve access to benefits and improve health to support employee/family wellness, reduce health risk, and increase productivity.
		M5.3.2 Foster workforce enrichment initiatives supporting engagement strategies.

TOPIC	Objective & Goal
Additive manufacturing	04 G3
Analytics	03 G1
Capability alignment	01 G4
Common Engineering Environment	04 G2
Corporate quality assurance framework	03 G3
Cyber architecture	03 G3
Data center consolidation	03 G2
Diversity/inclusion initiatives	05 G2
Energy consumption reduction	03 G2
External professional leadership engagement	04 G3
FY15 LDRD strategy	02 G2
Governance reform	01 G1
Health and wellness programs	05 G3
High-performance computing	04 G1
Innovative products	04 G1
Integrated management system	03 G1
Investment strategy	02 G2

TOPIC	Objective & Goal
IP lifecycle strategies	03 G3
Life Cycle Materials Management	03 G3
Management assurance system	01 G5
Mission Area framework	02 G1
National security policy debate	02 G3
NW Engineering Laboratory	01 G3
NW mission execution	01 G6
Project management standardized processes	03 G3
Recapitalization/investment funds	03 G2
Research challenges	04 G1
Retain talent	05 G1
Role of (DOE) FFRDCs	03 G1
Strategic PEP	01 G2
System engineering	01 G3
Workforce strategies	05 G1
Workplace enrichment	05 G3

Exceptional service in the national interest



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# FY14 Milestones

[www.strategicplan.sandia.gov](http://www.strategicplan.sandia.gov)



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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> Provide leadership to influence at a national level a unified stockpile vision.	M1.1.1: Engage with CAPE, NNSA, STRATCOM, Military Services, NWC, and Congress to provide viable modernization scenario options, to include credible cost estimates and risk assessments. M1.1.2: Execute an effectiveness study of the Interoperable Warhead concepts.
2	<b>Relationships:</b> Enable a Strategic PEP by increasing both confidence and credibility with NNSA in our ability to develop and execute to the "Implementation Plan" construct.	M1.2.1: Enhance NNSA/Sandia Executive dialogues to define NNSA concerns and identify resolution path. M1.2.2: Integrate "Implementation Plan" construct into key communication instruments and pathways with NNSA.
3	<b>Mission Space:</b> Solidify Sandia's role as the Engineering Laboratory of the Nuclear Weapons Enterprise.	M1.3.1: Demonstrate Sandia's role as weapon systems integrator. M1.3.2: Demonstrate and maintain Sandia's role as the Nuclear Weapons Enterprise systems integrator. M1.3.3: Establish an Engineering Peer Review process that supports the successful completion of Sandia's engineering mission space and appropriately accommodates the need for review independence.
4	<b>Tech Base Stewardship and Application:</b> Steward critical NW core capabilities, products, pulsed power mission, and production mission to ensure an increasingly robust scientific and engineering understanding for current and future stockpile and broader national security needs.	M1.4.1: Reinvigorate our A&E programs and alignment to S&T. M1.4.2: Foster alignment of S&T capabilities to support stockpile maintenance and sustainment.
5	<b>Program Management Excellence:</b> Through superior rigor in cost estimation, project management, and quality, provide outstanding performance in meeting all nuclear weapons deliverables and requirements.	M1.5.1: Define and implement a Program/Project Assurance System that supports NNSA's expectations for an Earned Value Management System approach for stockpile modernization. M1.5.2: Develop and deploy common best practices for Project Management for the stockpile modernization projects and share with the Common Engineering Environment.

**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
6	<b>Shifting the Paradigm:</b> Identify revolutionary (vs. evolutionary) ways to execute our NW Mission – bold, game-changing approaches to (a) take care of the stockpile we have, (b) create the stockpile of the future, and (c) develop and sustain the needed capabilities and infrastructure in a manner that meets growing expectations for cost effectiveness and agility.	M1.6.1: Develop recommendations for new approaches to surveillance taking into consideration smaller/older stockpile, interoperability (less diversity), limited flight test opportunities, and fiscal pressures. M1.6.2: As part of broader reinvigoration of A&E, examine new architectures for safety and security, including information-based vs physical-based surety and integrated versus distributed AF&F. M1.6.3: Explore options for applying innovation to cost-effective execution of our NW mission, to include new approaches for product qualification and science-based vs artisan-based design and manufacture.

**STRATEGIC OBJECTIVE 2:**

*Amplify our national security impact*  
 Exec. Champions: EVP for National Security Programs, CTO, and MA VPs

GOAL	GOAL DESCRIPTION	MILESTONES
1	Mature Labs Mission Areas for the next decade, the differentiating Sandia roles in these areas, and the enabling Labs-level capability that are essential to fulfilling our differentiating roles.	M2.1.1: Identify a common mission area strategy framework. M2.1.2: Using the common framework, develop a strategy & roadmap (with descriptions) for each mission area.
2	Develop an integrated Labs implementation plan for Labs Mission Areas and the Labs-level capabilities.	M2.2.1: Identify the highest priority mission needs to influence FY15 LDRD call. M2.2.2: Recommend and implement a structure for strategic PM management. M2.2.3: Update the division-level capabilities developed across the laboratory working with the appropriate division POC and capturing each division capability in a corporate tool. M2.2.4: Prepare business model options that enable and entice interagency work infrastructure investment at Sandia.
3	Achieve greater Sandia presence and contribution in the national dialogue on strategic national security program and policy issues.	M2.3.1: Along with 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 labs.

**STRATEGIC OBJECTIVE 2: (continued)**

*Amplify our national security impact*  
 Exec. Champions: EVP for National Security Programs, CTO, and MA VPs

GOAL	GOAL DESCRIPTION	MILESTONES
3	Achieve greater Sandia presence and contribution in the national dialogue on strategic national security program and policy issues.	M2.3.2: Actively engage with the George Washington University to gain a better understanding of U.S. national security challenges and stimulate more informed U.S. national security policy decisions and Sandia mission direction.

**STRATEGIC OBJECTIVE 3:**

*Lead the Complex as a model 21st century government-owned contractor-operated national laboratory*  
 Exec. Champions: EVP for Mission Support, and a Mission Technology Division VP

GOAL	GOAL DESCRIPTION	MILESTONES
1	Demonstrate FFRDC leadership in governance reform that leads to improved effectiveness and stewardship.	M3.1.1: Analytics for Sandia Knowledge – Develop a foundation for data-informed decisions involving complex issues. M3.1.2: Define a 21 <sup>st</sup> -century integrated management system that reflects Sandia's quality management system and that is concise, straightforward, and clear. M3.1.3: Develop specific recommendations to advance the FFRDC governance model with NNSA.
2	Enable recapitalization/ investments while sustaining reasonable costs for the customer.	M3.2.1: Consolidate at least 10 distributed data centers and expand centralized storage usage by 100 TB. M3.2.2: Invest utility savings to reduce energy consumption by 25% by the end of FY17 (FY11 baseline), reduce greenhouse gasses, and improve operational efficiency. Toward that end, establish a multi-year strategy with annual payback estimates established for each funded effort.
3	Effectively manage and innovate business and technical approaches and deliverables.	M3.3.1: Deepen Sandia's quality implementation through corporate quality measures and metrics across DOE O 414.1D criteria and focus in FY14 on a graded approach to a project management framework (DOE O 414.1D, Criterion 1). M3.3.2: Using a systems approach, enhance the tools, processes, policies, procedures, and metrics to address life cycle materials management that will influence behaviors to reduce onsite inventories of excess and legacy chemicals, explosives, and radiological material. M3.3.3: Complete implementation of MN471021 "Work, Planning, and Control Criteria for Safe Design and Operations" for all activity-level work. M3.3.4: Lead the DOE complex in technology transfer by implementing the new division and corporate IP lifecycle strategies.