



Employee Communications

This paper describes objective technical results and analysis. Any subjective views or opinions that might be expressed in the paper do not necessarily represent the views of the U.S. Department of Energy or the United States Government.

SAND2022-4004C

PRSA EMPLOYEE COMMUNICATION SECTION CONNECT22 CONFERENCE

LEANING INTO LEADERSHIP



Partnering to Inspire

A Safety Executive's
Communications Strategy



A Safety Executive's Communications Strategy



Sandia
National
Laboratories



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Environment, Safety & Health

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Internal & Executive Communications

PRSA



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-NA0003525.

LEARNING OBJECTIVES



1. Recognize how collaboration between senior leaders and communications professionals can lead to measurable results in a company's performance goals.
2. Apply strategic planning principles to develop communications campaigns that inform, inspire and involve a workforce to improve its safety culture.
3. Determine what communications tactics might be implemented to benefit your company's goals for safety, as well as employee engagement.

NATIONAL SECURITY IS OUR BUSINESS



For more than 70 years, Sandia has delivered essential science and technology to address the nation's most challenging security issues



PURPOSE

Render exceptional service in the national interest

VISION

On behalf of our nation, we anticipate and solve the most challenging problems that threaten security in the 21st century



OUR MULTIMISSION ROLE OVER THE DECADES



1950s

NUCLEAR
WEAPONS
ENGINEERING
AND TESTING



Arms race

1960s

NW
STOCKPILE
DIVERSITY AND
BUILD-UP



Cuban missile
crisis & Vietnam
War

1970s

NW + ENERGY:
MULTIPROGRAM
LABORATORY



Energy crisis

1980s

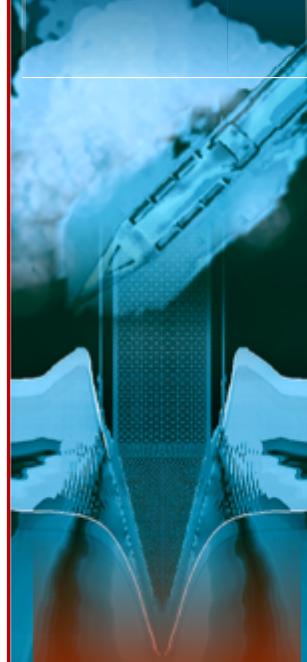
DOE
MULTIPROGRAM
+ MISSILE
DEFENSE
AND OTHER
DoD WORK



End of
Cold War

1990s

DOE
MULTIPROGRAM
+ DoD,
ECONOMIC
COMPETITIVENESS



Stockpile
stewardship

2000s

EXPANDED
NATIONAL
SECURITY ROLE
POST 9/11



Broader
national
security

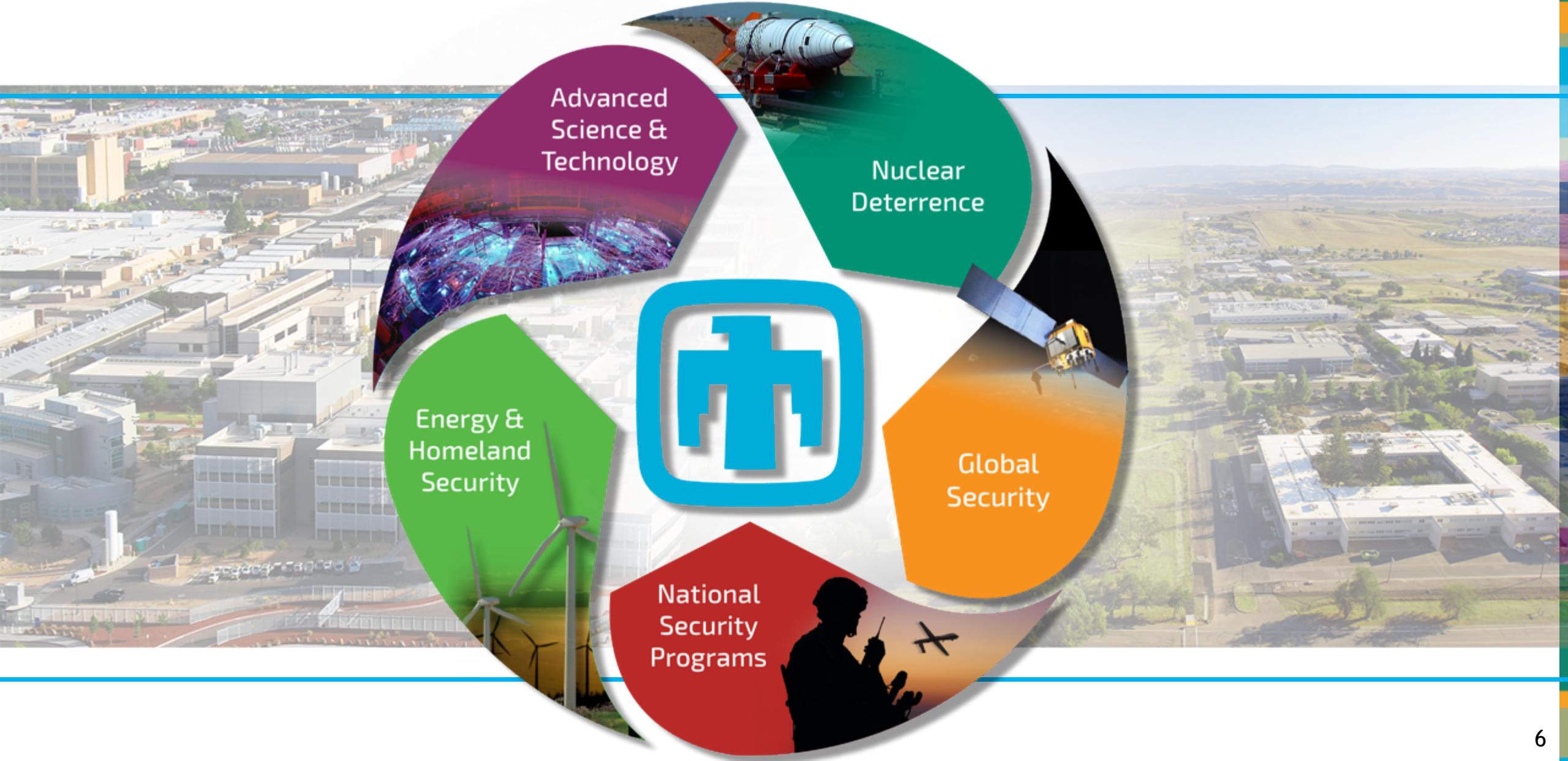
Today

MULTIMISSION
LAB: LEPs
CYBER, BIO,
SPACE,
TERRORISM



Evolving
national
security
challenges

SANDIA HAS FIVE MAJOR PROGRAM PORTFOLIOS



17 DOE National Labs

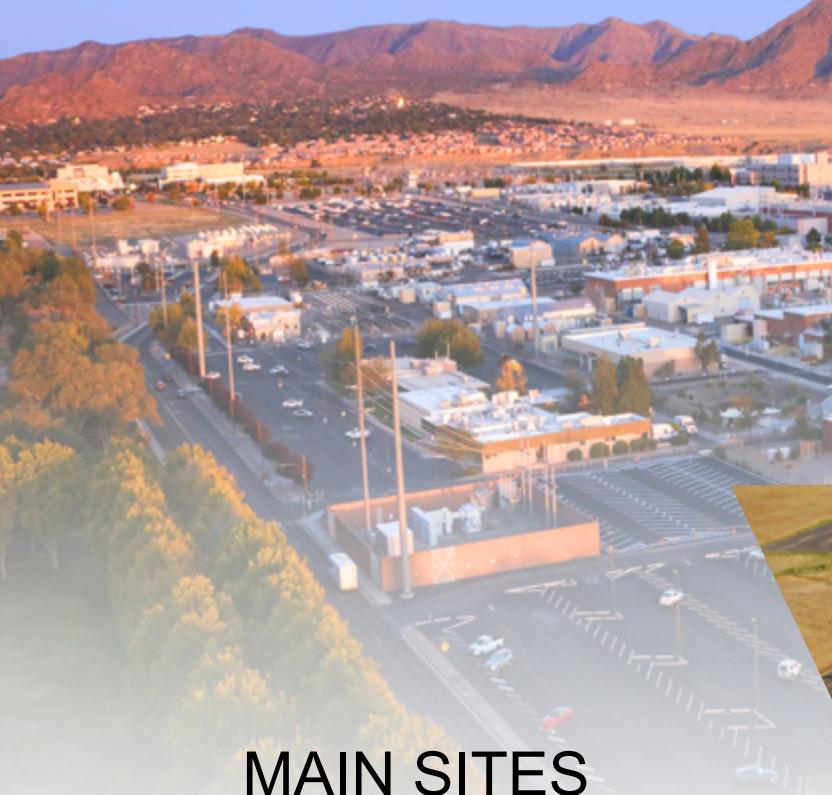


- Tackling the critical scientific challenges of our time.
- Addressing large scale, complex research and development challenges with a multidisciplinary approach that places an emphasis on translating basic science to innovation.



SANDIA SITES ACROSS THE NATION

14,700 member workforce



MAIN SITES

- Albuquerque, New Mexico
- Livermore, California



OTHER LOCATIONS

- Alaska
- Hawaii
- Minnesota
- Nevada
- Texas
- Washington, DC

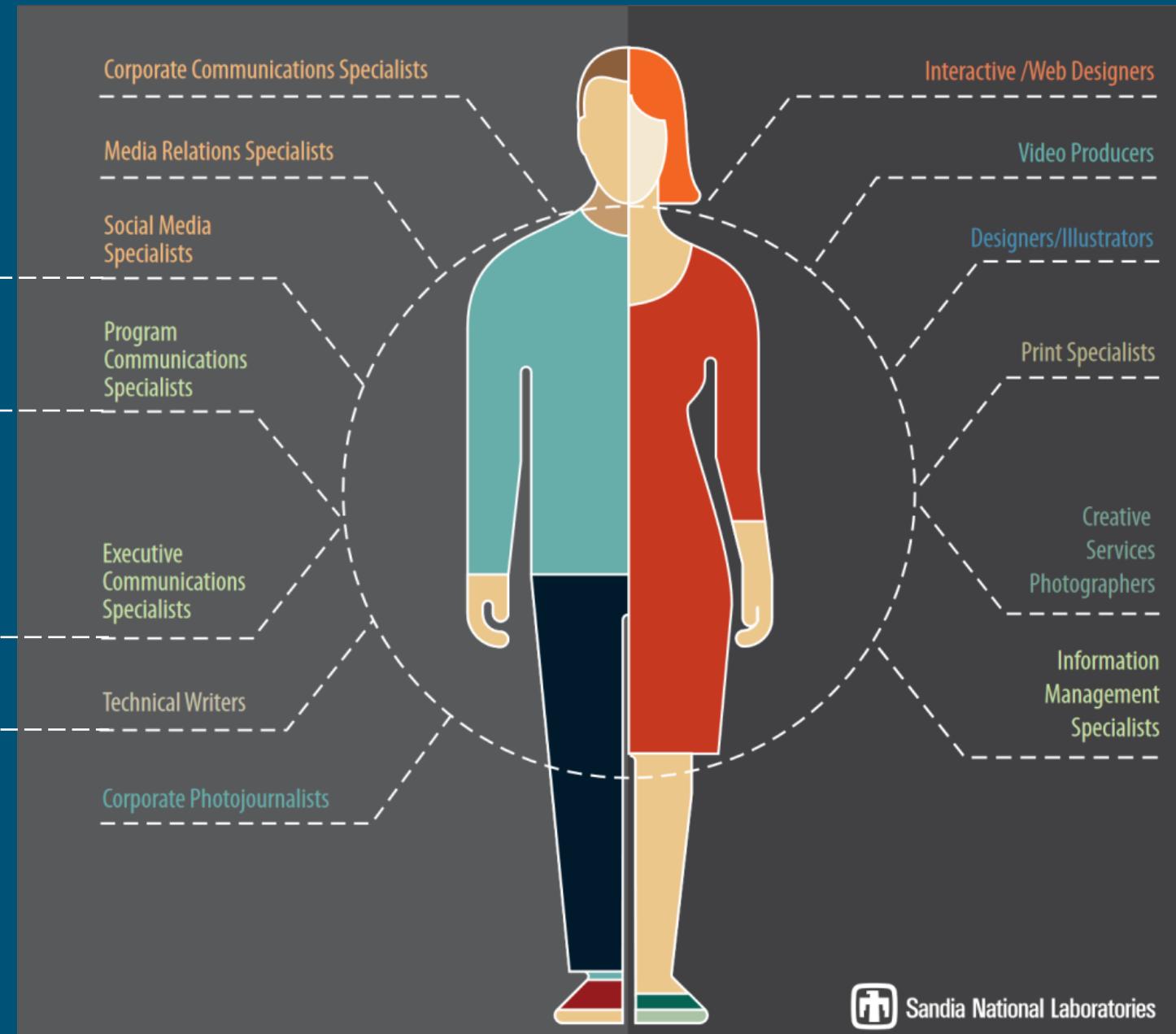


PARTNERSHIP BUILDING

PRSA
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SANDIA'S COMMUNICATIONS MATRIX

Embedded, dedicated resources
to work alongside your team to
support ongoing needs



Sandia National Laboratories

TRUSTED ADVISORS

It's part of the job description

- Plan, prepare, and maintain program-specific communications for targeted internal and external audiences to **enhance the program's reputation**.
- Provide **communication counsel** to strengthen the messaging impact.
- **Collaborate** with other programs to improve the quality and effectiveness of communications.
- Lead initiatives that include **measuring communication effectiveness**, strategic communication planning, campaign management, and event/workforce meeting planning.



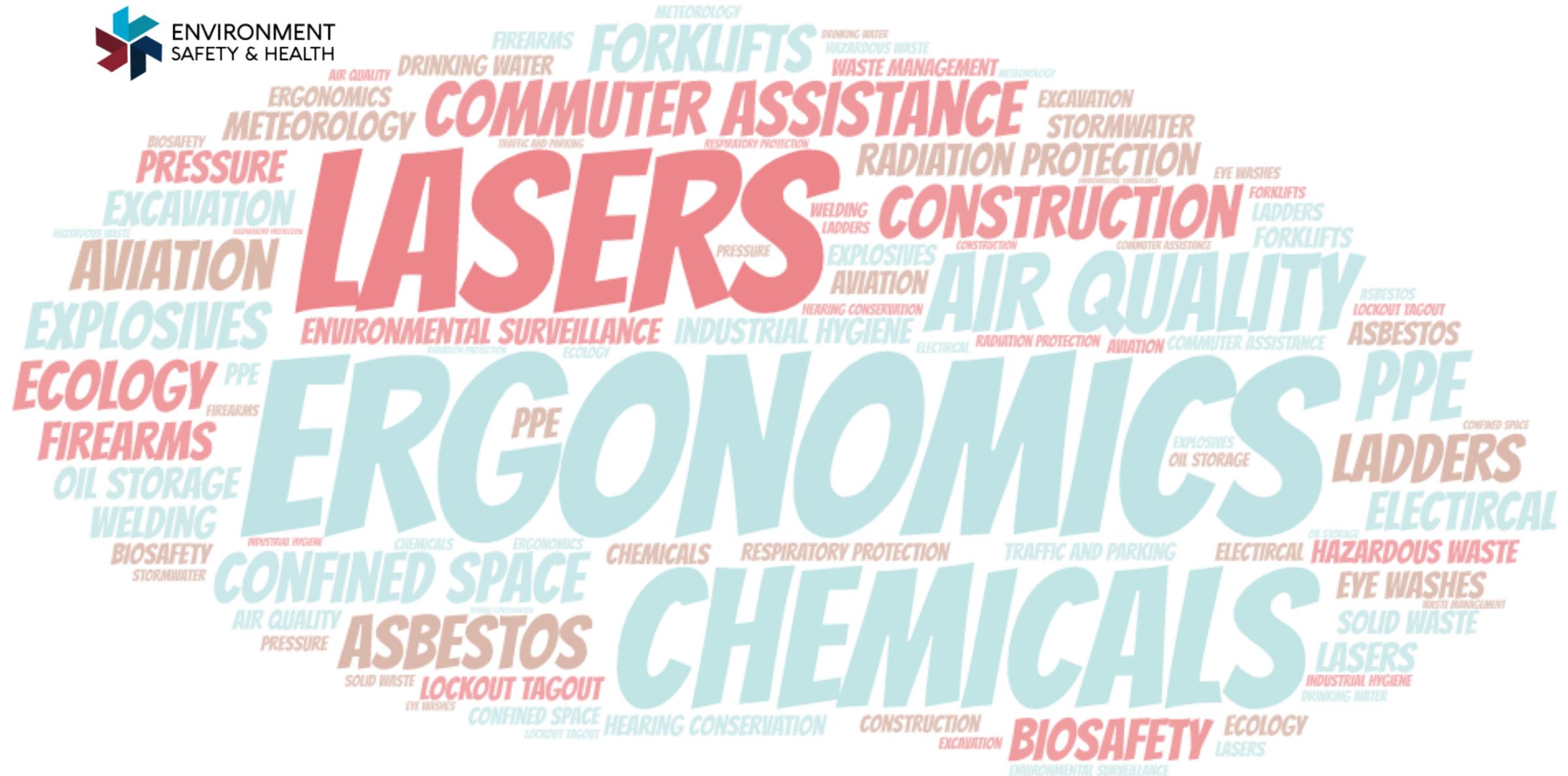


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TRUSTED ADVISOR

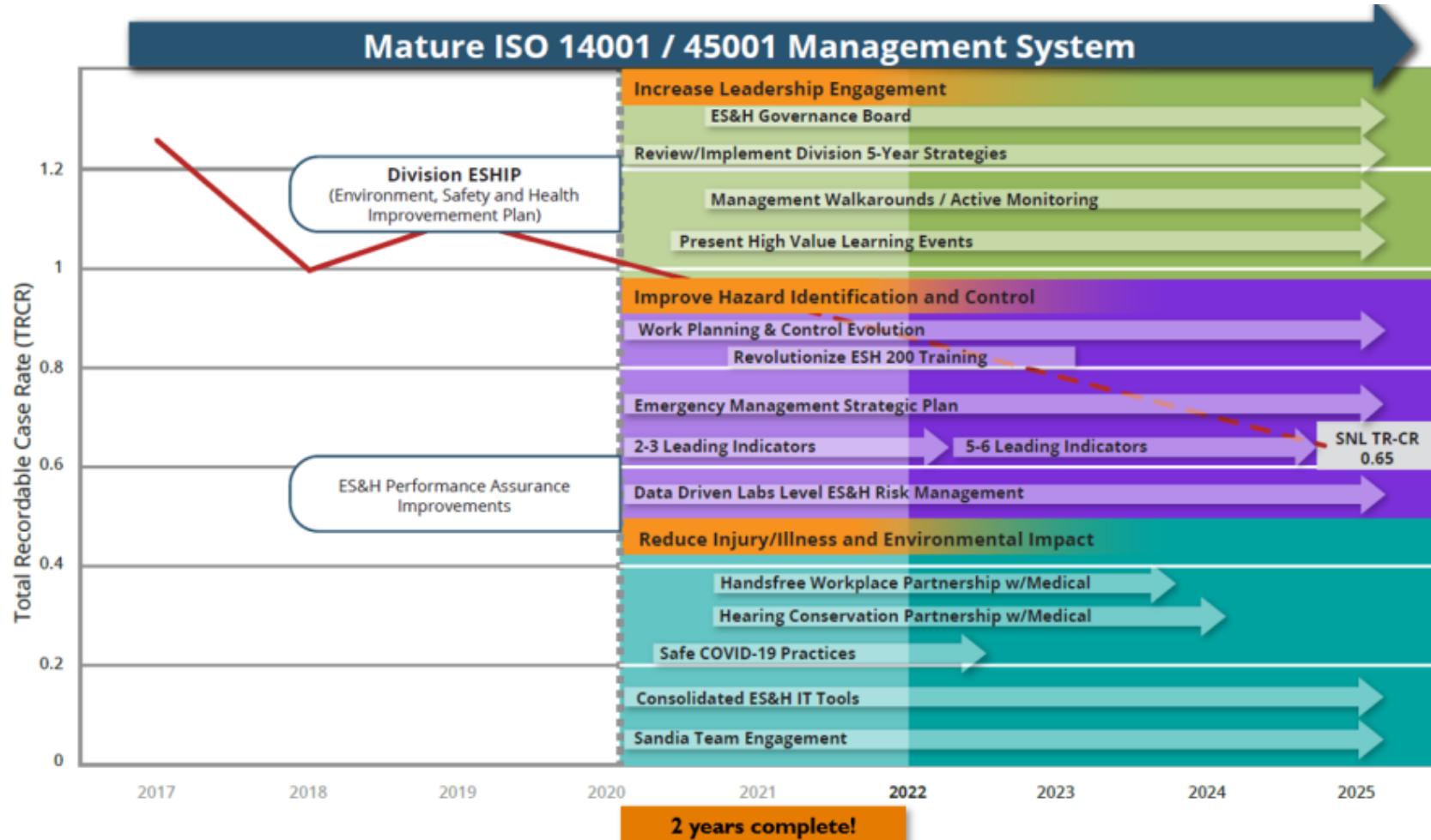
Why do you think it's important to involve communications in leadership meetings and strategy development?

ABOUT ES&H



WHAT'S IN AN ES&H STRATEGY

A Path to Excellence



All leaders at all levels take action consistently to continuously improve ES&H performance at Sandia

Consistently identify and control hazards as part of work planning to ensure a safe work environment

An ES&H culture where employees believe their actions make a difference

A STRATEGY FOR THE STRATEGY

Tipping the Scales from Reactive to Proactive



ES&H 5-Year Strategy
Moving from reactive to proactive

Mature ISO 14001 / 45001 Management System

Year	Initiative	Target
2017	Establish ES&H Management Plan	1.2
2018	ES&H Performance Assurance Improvements	1.0
2019	ES&H 5-Year Strategy	0.8
2020	ES&H 5-Year Strategy	0.6
2021	ES&H 5-Year Strategy	0.4
2022	ES&H 5-Year Strategy	0.2
2023	ES&H 5-Year Strategy	0.1
2024	ES&H 5-Year Strategy	0.05
2025	ES&H 5-Year Strategy	0.02

Total Recordable Case Rate (TR-CR) is one common industry safety performance metric. The goal is to reduce Sandia's TR-CR to 0.65 by FY25.

Access Sandia's Labs-Level Strategic Goals:

MISSION FORWARD

Advancing Our Strategy
Virtual All-Hands Meeting
Thursday, April 29
9:00 - 11:00 a.m.

Johnathon D. Huff, Director and Chief of Safety
INTEGRATED ES&H TECHNICAL EXPERTS SOLVING NATIONAL AND GLOBAL CHALLENGES

ES&H All-Hands Meeting this Thursday

Johnathon D. Huff from JOHNATHON D. HUFF Director and Chief of Safety

ENVIRONMENT SAFETY & HEALTH

Meeting chat

OUR PURPOSE



ENVIRONMENT
SAFETY & HEALTH

*We are integrated ES&H technical experts
solving national and global challenges.*



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SAFETY LEADERSHIP & CULTURE

What is the Chief of Safety's role?



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*Inform
Involve
Inspire*



ES&H COMMUNICATIONS: BOTTOMLINE UP FRONT



To effectively support ES&H strategy and objectives, messaging and communication approaches should ensure:

Sandia's members of the workforce receive communications that help them understand and perform work in alignment with ES&H objectives and principles.

1. **Provide consistent and concise messaging** that *inspires* the workforce and demonstrates the ES&H purpose, principles, and goals of the 5-year strategy.
2. **Outline timeline and tactics to engage the Labswide workforce and key stakeholders** to *keep them informed* of ES&H requirements, expectations and changes.
3. **Identify existing and new communication channels** to *involve* the workforce and increase leadership and employee engagement.
4. **Identify feedback mechanisms** to ensure workforce performance / input informs the ES&H strategy is being effectively communicated and implemented.



MEASURING SUCCESS

What are we trying to accomplish?



Communication s/PR Process:

ACTIVITIES: Expand opportunities for engagement

- Targeted outreach to key audiences/stakeholders with specific actions
- Presentations, events, info sessions that encourage involvement
- Tier meetings / safety meetings formulated for engagement
- Activities structured to gather feedback/engagement

Research

Research into best practices give insight into how target audiences best receive communications.

Planning ensures that measures/metrics track effectiveness of implementation.

Inform

OUTPUTS: Demonstrate that ES&H topics/issues being communicated

- # Communication Tools
 - News items
 - Posters / Flyers
 - E-mails
 - Websites
- Views / Open Rates
 - Videos
 - Documents

Plan

Implement

Evaluate

OUTCOMES: Increase participation, change behaviors

 Increased Participation Rates

 Increase Leadership Engagement

 Improvements to Hazard ID and Control

 Reduced Injury/Illness Rates

 Reduce Environmental

5-YEAR IMPLEMENTATION TIMELINE



2020

2021

2022

2023

2024

2025

ES&H COMMUNITY ENGAGEMENT / "INREACH"

5-Year ES&H Strategy Rollout	Division ES&H Strategies	ES&H Strategy Status	EMS Goals Integration	ES&H Strategy Status <i>Mid-Point Successes</i>	ES&H Strategy Status		ES&H Strategy Status	ES&H Strategy Accomplishments
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High-Value Learning Events: *Development + Flow Down*

Lessons Learned: *Partnering for Continuous Improvements*

ESShield Rollout / Training

IT ES&H Roadmap: *Process Improvements*

WP&C Evolution: *Input/Engagement*

WP&C Evolution: *Labswide Outreach Advocates*

INSPIRE: *We are integrated ES&H experts solving national and global challenges* (recognition, retention, recruitment)

INFORM + INVOLVE: Open weekly Tier 3, flow down of Board of Managers/ES&H Governance Board, listening sessions

FEEDBACK >	ES&H Strategy	ESShield	Learning Events Flow Down	WP&C Evolution	ES&H Strategy	WP&C Evolution Communications	
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LABS LEADERSHIP ENGAGEMENT

ESH Gov Board Formed	ESH Gov Board Communique: <i>Development + Flow Down</i>			ESH Gov Board Communique: <i>Improvements</i>			
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High-Value Learning Events
Launched

Incident Data Share
Tier 5

High-Value Learning Events
Tier board integration

High-Value Learning Events
Continuous Improvements

Data Story Telling
Leading/Lagging Indicators

ESH200 Videos Filmed

ESH200 Videos Launched
Division Leadership Communications

Labs Director/ Deputy Labs Directors Messaging
Cadence for outreach/emphasis on ES&H topics

Campaign Toolkits for Leaders:
Electrical Safety, Take 10, Preparedness

Campaign Toolkits for Leaders:
EMS Goals, Traffic/Pedestrian Safety, WP&C Evolution

Campaign Toolkits for Leaders:
ES&H Strategy Successes

INSPIRE + INFORM: *Weekly Safety Minutes + Flow Downs*

FEEDBACK >	ESH Gov Board Flow Down	High-Value Learning Events	Leadership Toolkits	ES&H Strategy	Leadership Communication Approaches	
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WORKFORCE ENGAGEMENT / OUTREACH

5-Year ES&H Strategy Rollout	Division ES&H Strategies Promo	EM Strategy		ES&H Strategy Status <i>Mid-Point Successes</i>	ES&H Success Stories	ES&H Strategy Accomplishments
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ES&H Web Improvements (Live Safe)

Improve Virtual/Interactive Tools

ESShield Deployment:
5-Year Outreach Plan Developed > *Improved*

WP&C Evolution:
Stakeholder Engagement / Campaign Development

WP&C Evolution:
Outreach Campaign

Policy Change Comms Revised

Targeted Outreach for Policy Changes/Impacts

ES&H Recognition:
Integrated in Thunderbird Kudos

ES&H Recognition:
Customized ES&H Outreach/Thanks

ES&H Recognition:
Additional Guidance for Leaders

INSPIRE + INFORM + INVOLVE: *Issue/Topic Messaging Campaigns, Outreach Events*



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INSPIRATION IN PRACTICE

What do you think has been most effective in inspiring our workforce over the last several years?



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COVID-19 COMMUNICATIONS



MISSION FORWARD

SANDIA'S DEFENSE IN-DEPTH APPROACH

Working together to keep our workforce safe and healthy as we further our mission

PREVENTING THE SPREAD

- Using contactless badge readers and computer login stations to prevent spread
- Practicing social distancing to reduce exposure
- Face coverings are mandatory on-site
- Retrofitting and reimagining workspaces and schedules
- Implementing a phased approach for returning to normal operations and maximizing telework

EXPANDED SCREENING + HEALTH SURVEILLANCE SYSTEM

- First national lab testing site to provide screening for workforce and NNSA employees
- Health Check desktop and mobile app system to help reduce the risk in the workplace
- Reviewing antibody testing research for clinical decision making

LABSWIDE EDUCATION + TRAINING

- COVID-19 Safe and Secure Work Practices training as workforce returns to site
- Expanded training and learning resources for teleworking employees
- Site-wide safety and health awareness signage deployed
- Website and e-mail notices inform workforce of health and safety requirements, emergency alerts, and changes to work processes

KEEPING FACILITIES CLEAN

- Cleaning and disinfecting high-touch areas up to six times a day
- Making sanitizer dispensers available at many tumultuous gate entrances
- Filling and distributing bottles of hand sanitizer on-site
- Increasing fresh air circulation and reducing recirculated air across most buildings
- Deploying decontamination process in buildings when confirmed case of COVID-19 reported

PHASED APPROACH FOR RETURNING TO NORMAL OPERATIONS

To guard against possible COVID-19 resurgence, the Labs will begin a phased approach with gradual scaling of work activities. Sandia will remain adaptable and responsive to local conditions and trends, moving to the next phase if no rebound in community cases emerges.

- Phase 0**: Preparation of facilities and critical services. Most personnel teleworking.
- Phase 1**: Safety protocols in place. Mission-critical personnel working on-site.
- Phase 2**: Next tier of mission-essential personnel returning to work on-site.
- Phase 3**: Safety protocols remain. Unrestricted on-site staffing with continued teleworking allowances.

Current Phase

MISSION FORWARD

Working together to keep our workforce safe and healthy as we further our mission

Sandia National Laboratories

coronavirus.sandia.gov

MISSION FORWARD

FRIENDLY FACE TIME

If you need a face covering or mask, contact your Division POC or stop by Sandia medical or one of the in-person Health Check stations.

As part of SANDIA'S LAYERS OF DEFENSE

in preventing the spread of COVID-19, all personnel are required to wear face coverings. Face covers and masks prevent you from touching your face and protect others in case you are infected. ***I wear it for you and you wear it for me.***

FACE COVERINGS ARE MANDATORY ON SANDIA PREMISES

- Hallways, break rooms, stairways, elevators, restrooms, shared offices/labs, cubicles, and conference rooms.
- Outdoors, including in parking lots and while exercising.
- You can remove your masks if in an office or lab by yourself with the door closed.

HOW TO WEAR CLOTH FACE COVERINGS

- Face coverings should fit snugly but comfortably against the side of the face, cover your nose and mouth, and be secured with ties or ear loops.
- If making your own, include multiple layers of fabric and allow for breathing without restriction.
- Be careful not to touch your eyes, nose, and mouth when removing the covering and wash hands immediately.
- Routinely wash and machine dry without damage or change to shape.

DIFFERENCES BETWEEN FACE COVERINGS

- 1 Cloth:** Homemade or commercial to decrease spread of a virus.
- 2 Surgical Face Mask:** Provides barrier protection against large-particle droplets; disposable.
- 3 Filtering Facepiece Respirator (N95):** Filters out ~95% of very small particles; requires seal check.

THOSE PERFORMING ACTIVITY LEVEL WORK

- If your work requires you to be in proximity of less than 6 feet of others, Sandia will provide **surgical or cloth masks**.
- Safety glasses with side shields, or goggles, or a face shield are also recommended.

MISSION FORWARD

Working together to keep our workforce safe and healthy as we further our mission

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coronavirus.sandia.gov



VIRUTAL HEALTH & SAFETY MONTH



SAFETY MONTH

Reset & Reflect | NM

RESET

Human Resources

Ergo Tips for Remote Work
Thursday, 06/04 @ 12pm MT
Thursday, 06/18 @ 12pm MT
Resources to move, stretch, and maintain neutral posture.

Home Office Ergonomics
Monday, 06/08 @ 1:30pm MT
Monday, 06/15 @ 1:30pm MT
Science of optimum seated posture and how to achieve it.

NutriChat: Keeping it Safe
Wednesday, 06/11 @ 12pm MT
Review of food safety guidelines and hydration to stay safe this summer.

Tuesday@Two
Tuesday, 06/16 @ 2pm MT
Take a moment to move and shake out the mental cobwebs with posture fixes and microbreak tips.

Ergo Injury Talk
Thursday, 06/18 @ 11am MT
Review worksite ergonomics and workout routines that lead to injuries and how to fix it.

Heads Up!
Tuesday, 06/23 @ 12:30pm MT
"Distracted walking" leads to serious injuries. Take a heads up approach to safety.

Wildlife Safety
Wednesday, 06/24 @ 11am MT
Types of wildlife and insects you may come across and how to keep yourself and the critters safe.

Safety & Mindfulness
Thursday, 06/25 @ 1pm MT
Whil mindfulness session around being safe and setting good habits.

Whil Safety Toolkit
Check out [Whil's Safety Toolkit](#). Use your Virgin Pulse username and password to log in.

Work at Home Resources
Transitioning to a home office video, [work from home video](#), and Sandia's online [ergo assessment](#).

Change Management
Watch [Change Management](#) video to learn how to adapt, manage stress, and face change with resilience.

Self Defense for Women
Watch [Self Defense for Women](#) with Retired APD Lt. Trish Hoffman to learn situational awareness and self defense methods.

COMPLETE 5 VIRTUAL ACTIVITIES THIS MONTH TO EARN 500 VIRGIN PULSE POINTS. CHECK THEM OFF AS YOU GO. CLICK THE BUTTON TO LET US KNOW YOU DID IT BY 6/30/2020.

"I DID IT!"

June
National Safety Month

What's an Ergo Injury Feel Like? And how to fix it!

Practicing good posture and taking frequent breaks helps prevent ergo injuries, such as nerve irritation and muscle strains. Learn from a Sandia Physical Therapist about the causes of these injuries and how to combat them.

SAFETY MONTH FEATURED ACTIVITY
Ergo Injury Talk
with Blas Herrera, onsite Physical Therapist
Thursday, June 18 @ 11:00am (MT)

Safety Month at Sandia is a time to **RESET** some old practices and **REFLECT** on how you can apply a safe and healthy focus to your daily habits and work environment.

Complete 5 virtual activities during Safety Month to earn 500 Virgin Pulse points! Download the [Reset & Reflect Checklist](#) to learn more about:

- ✓ Mindfulness
- ✓ Ergonomics
- ✓ Situational Awareness

June 11, 2020 | More details at [Safety Month at Sandia](#)

June
National Safety Month

Situational Awareness

Reduce stress and fatigue while increasing focus

Mindfulness, emotional intelligence, and resilience are must-have skills to improve safety. Sandia offers access to the whil app that can help you develop these skills.

WHIL SAFETY TOOLKIT
4-week course for professionals

Week 1: Reduce Stress | Week 2: Develop Awareness
Week 3: Notice Distractions & Increase Focus
Week 4: Recognize & Prevent Fatigue

ACCESS THE WHIL SAFETY TOOLKIT
Log in with your Virgin Pulse username/password

Safety Month at Sandia is a time to **RESET** some old practices and **REFLECT** on how you can apply a safe and healthy focus to your daily habits and work environment.

SAFETY MONTH
It's not too late to complete 5 virtual activities to earn 500 Virgin Pulse points this June!

Download the [Reset & Reflect Checklist](#)

- ✓ Mindfulness
- ✓ Ergonomics
- ✓ Situational Awareness

Get the checklist for recordings of some activities.

- The month-long outreach event reached 3,238 employees
 - 218% increase over 2019
- 876 checklists were downloaded
- 657 interactions in live sessions via Skype/Livestream
- 1,405 ergonomic online assessments completed
 - 114% increase over the previous month
 - 10.3% of population
- 2,581 total activities clicked (videos, online links, checklist, Whil)



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LEADERSHIP ENGAGEMENT



PRSA
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LEADERSHIP COMMUNICATION OPPORTUNITIES



Show team members how they are part of your vision

Labs-wide Impact
Volume
Engagement/Feedback

Balanced Approach

Division/Center Specific
Effectiveness
Messaging Overload

Approaches:

Story Telling

- Personal stories
- Data-based

Employee-Driven Content

- Accomplishments
- Best practices

Feedback / Listening Sessions

- Ask how you can help

Strategic Alignment

- Reinforce key messages/goals
- Brand ambassadors

ES&H LEADERSHIP STORIES



Digital Media Operations
505-845-0800

Home Content  Karli Massey

Digital Media Operations
Corporate Streaming Library
505-845-0800

Search 

ES&H Leadership Stories

Channel | Updated Monday, January 31, 2022 

Sandia's work activities, and the actions and behaviors of our workforce, have the potential for impact – either positive or negative – on the health and safety of our workforce and the public, and on the environment around us. Sandia's leaders share their personal stories of events and activities that have shaped their ES&H behaviors.

ENVIRONMENT SAFETY & HEALTH

Search In Channel 

Reset Filter

ES&H LEADERSHIP STORIES

ES&H Leadership Story - Andy McIlroy - Mar. 2021
3/24/2021 11:38 AM   ESH200 

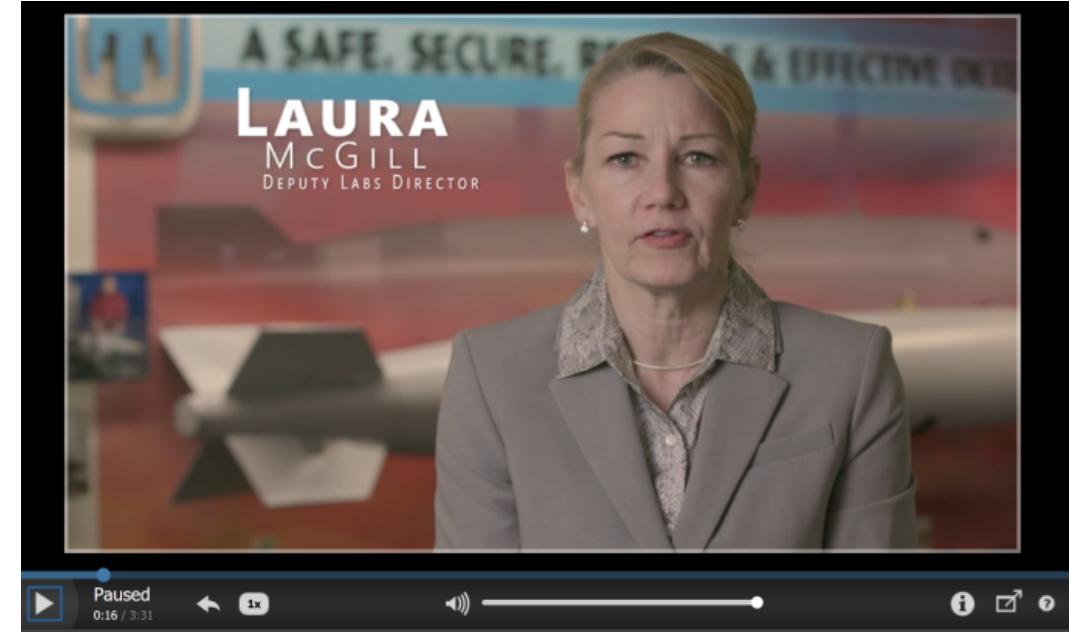
ES&H Leadership Story - Doug Bruder - Jul. 2021
7/22/2021 11:39 AM   

ES&H Leadership Story - Rita Gonzales - Aug. 2021
8/18/2021 11:39 AM   

ES&H Leadership Story - Steve Girrens - Jul. 2021
7/22/2021 11:38 AM   

ES&H Leadership Story - Susan Seestrom - Aug. 2021
8/9/2021 11:38 AM   

ESH200 Executive Message - Dec. 2021
10/5/2021 2:26 PM   ESH200 





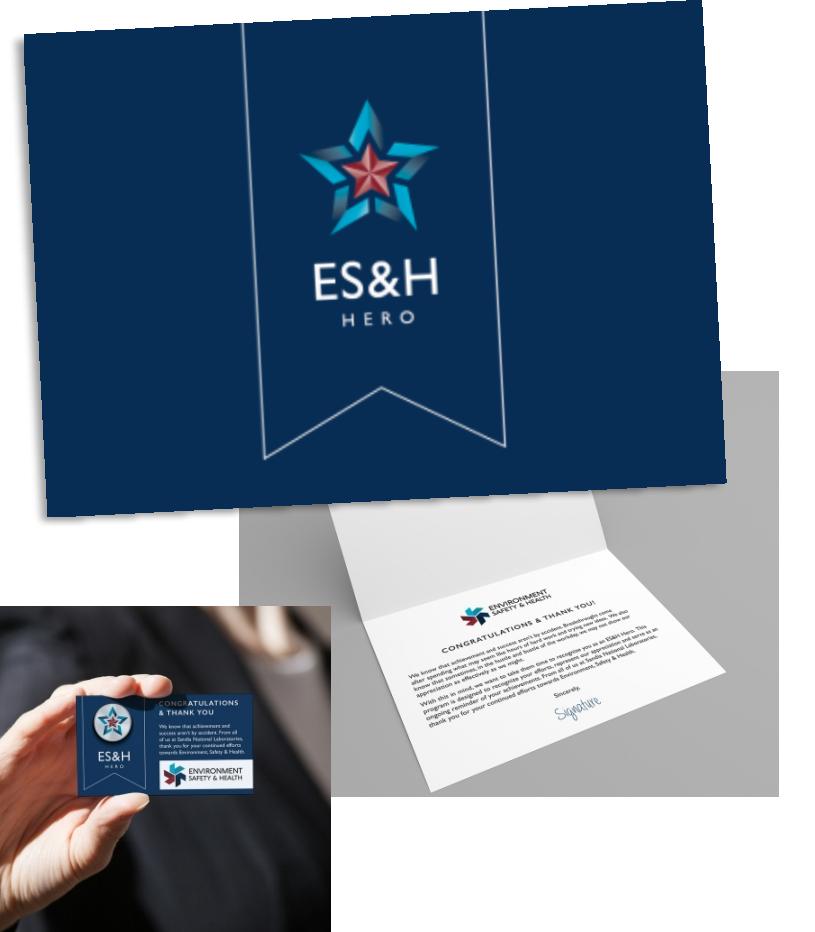
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THE POWER OF RECOGNITION



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THUNDERBIRD KUDOS



RISING STAR OF SAFETY



Safety+Health
an **ASME** publication

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Home > Rising Stars of Safety, Class of 2021

IN THIS ISSUE SHOW DAILY LEADERSHIP

Rising Stars of Safety, Class of 2021

September 26, 2021 13 Comments [Comment](#)

2021 Rising Stars of Safety, an NSC award

Rising Stars of Safety, Class of 2021

CURRENT ISSUE

Safety+Health
"We can benefit the team"

VIEW TABLE OF CONTENTS

VIEW PAST ISSUES

VIEW THE DIGITAL EDITION

This Month in Safety+Health

"We can benefit the team"
You're in charge of safety – now what?
Always talking about safety'
Demolition work: A look at the hazards

Earn recertification points

BCSP Board of Certified Safety Professionals

Take a quiz about this issue of the magazine and [earn recertification points](#) from the Board of Certified Safety Professionals.

2021 Rising Stars of Safety, an NSC award



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Safety matters at Sandia Labs

BY LUKE FRANK
FRIDAY, OCTOBER 22, 2021

National Safety Council honors Cynthia Rivera

Sandia's Cynthia Rivera has been named a Rising Star of Safety, Class of 2021, by the National Safety Council.

Cynthia joined Labs' mission services as an Environment, Safety & Health coordinator in 2014. Since, she has guided the development of safety training sessions and materials, ergonomics programs, occurrence reporting tools and policy assessments.

"It's great to be recognized," Cynthia said. "But at the end of the day I do it because I care about people and want to be a good partner in promoting safety for Sandia's mission and activities."

"The inquisitive nature of our employees helps to create an important safety culture here," she said. "I really like that. That's why all of these amazing accomplishments come out of this organization."

Cynthia is one of 38 National Safety Council honorees under age 40 with a proven track record of workplace safety leadership and dedication to continuous improvement.

Cynthia's work in Sandia's industrial ergonomics



SAFETY MAVEN — Cynthia Rivera is one of 38 National Safety Council's honorees under age 40 with a proven track record of workplace safety leadership and dedication to continuous improvement. (Photo by Bret Latter)



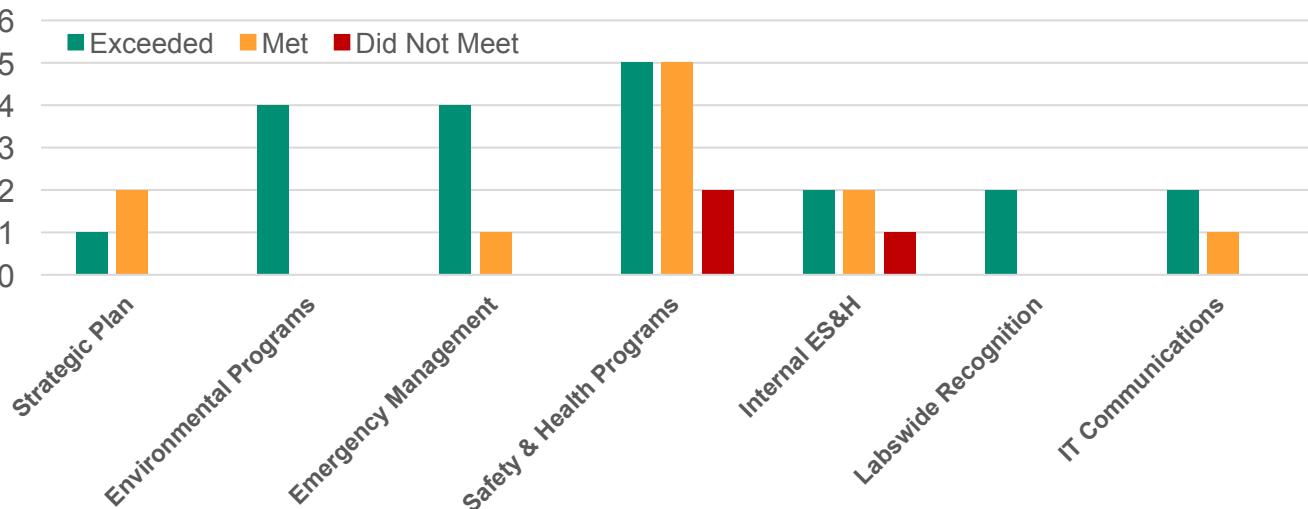
RESULTS

ES&H COMMUNICATIONS

Communication Plan Success Metrics

Data as of 09/30/21 

Yearend:
expectations **91% of plans meet or exceed**
(target was 80%)



Managing 17 active plans and 34 metrics/measures

PROCESSES/ACTIVITIES	OUTPUTS	OUTCOMES
   <ul style="list-style-type: none"> • 24 Info Sessions • 2 	   <ul style="list-style-type: none"> • 155 Average Event Participants • 121 Labswide Mentions • 30 Average Monthly ES&H Recognitions • Goals Met for Page Views and 	   <ul style="list-style-type: none"> • 23% Increase Event Engagement • 38% Increase in Website Hits

Summary

Plans completed or ongoing through September: **91% of measures met or exceeded goals**

- **Strategic Plan:** Plan Rollout, Division Improvement Plans, Ongoing Mentions
- **Environmental Programs:** Earth Day Activities, EMS Awards, Meteorology, ASER, ES&H Minutes
- **Emergency Management:** Website, Strategic Plan Promotions, Preparedness Month
- **Safety Programs (+ policy change communication):** World Hearing Day, Forklifts, Electrical Safety, Safety & Health Month, LOTO rollout, Chemical Safety, RSI Guard, Hoisting/Rigging
High-Value Learning Events (Did Not Meet – increase in HVLE downloads; however, now at Tier 5)
- **Internal ES&H:** All-Hands Attendance, Engagement Activities (Did Not Meet – activity participation)
- **Recognition:** Kudos ES&H Categories
- **IT Communications:** ESShield Launch, Action Tracker, IT Bytes Sessions, Webpage

Improvement Actions

Planned Completion	Completed Date
06/30/21 move to 09/30/21	9/27
06/30/21 move to 09/30/21	9/29
09/30/21	9/27



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ADVICE FROM THE EXECUTIVE

What advice would you offer to other communications professionals when partnering with an executive?



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THANK YOU



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-NA0003525.