

Strategic Planning and Change Management for the Move to Hybrid Work

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**Sandia
National
Laboratories**

FOR TODAY



Set the scene



Charting the course

with endless options



Recommending the course

and getting buy-in to create action

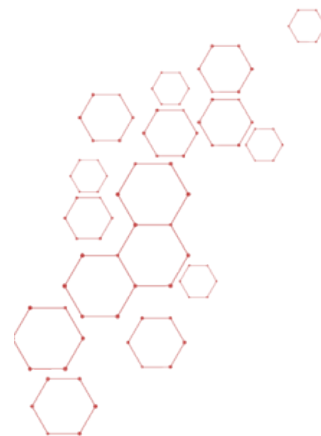


Setting sail

in uncharted territory



Tradeline Three



3 TRADELINE THREE

1. Plan strategically

but allow for flexibility, as learning takes time.

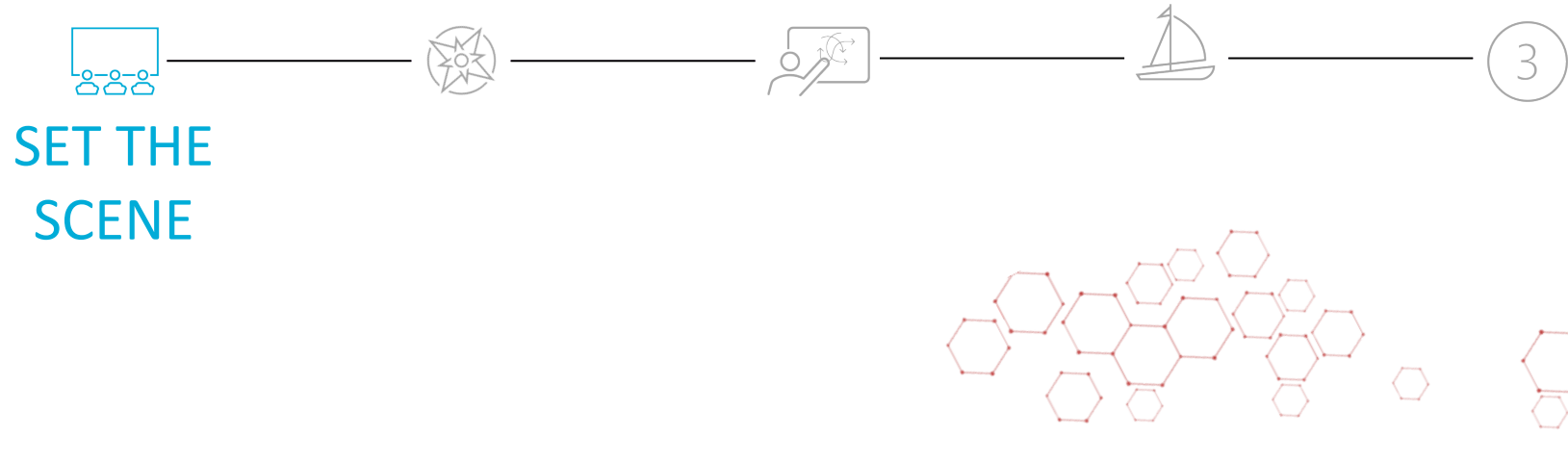
2. Don't forget the human element

create spaces that are human centric that foster hybrid work.

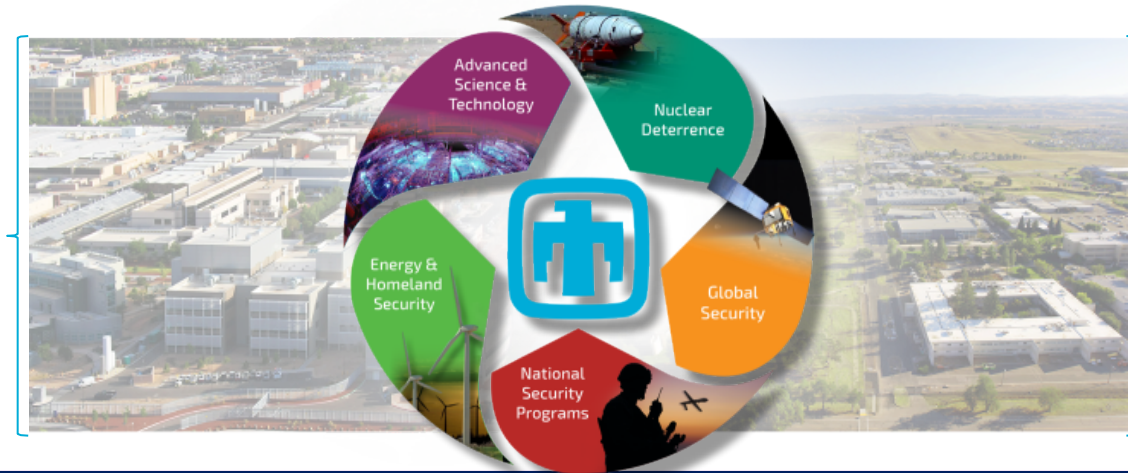
3. Never stop moving

keep your company moving in a single direction with a cohesive plan in mind.

STRATEGIC PLANNING AND CHANGE MANAGEMENT FOR THE MOVE TO HYBRID WORK



Multidisciplinary National Laboratory and Federally Funded Research & Development Center.



SANDIA NATIONAL LABORATORIES

HAS FACILITIES ACROSS THE NATION

TODAY'S FOCUS

Main sites

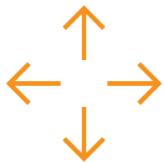
- Albuquerque, New Mexico
- Livermore, California

Activity locations

- Kauai, Hawaii
- Waste Isolation Pilot Plant, Carlsbad, New Mexico
- Pantex Plant, Amarillo, Texas
- Tonopah, Nevada



SANDIA ALBUQUERQUE

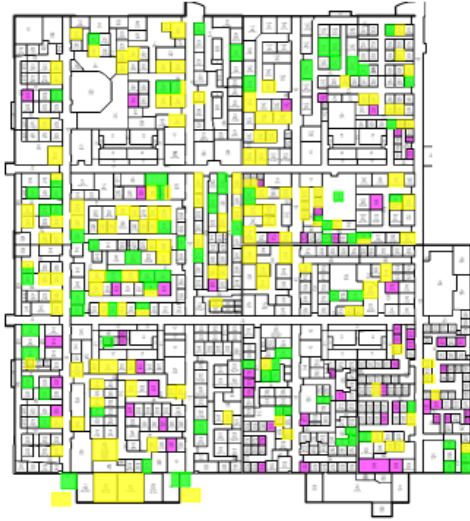


**6 MILLION SQUARE FEET
AT ALBUQUERQUE CAMPUS**

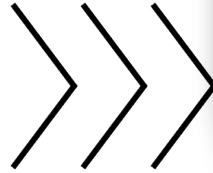


**EXPECTING 4,000+ EMPLOYEES
TO TELECOMMUTE POST-COVID
IN 170+ DIFFERENT BUILDINGS**

EXPECTED VACANCIES FROM TELECOMMUTERS



Example of 1 building at the Albuquerque Campus outlining where expected telecommuters occupied



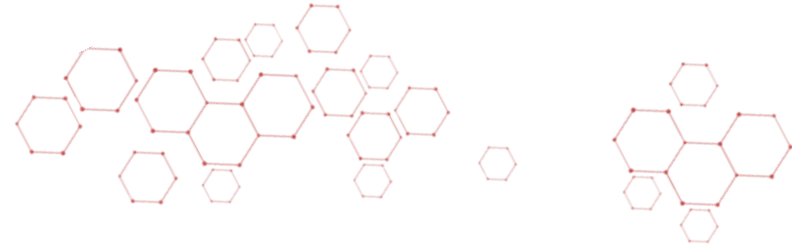
IN ORDER TO MAKE AN IMPACT, WE NEEDED TO SWEEP THE CONFETTI...

TRADELINE

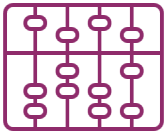
STRATEGIC PLANNING AND CHANGE MANAGEMENT FOR THE MOVE TO HYBRID WORK



CHARTING THE COURSE



EXPECTED VACANCIES FROM TELECOMMUTERS



FIRST THINGS FIRST

we ran the numbers..

⓪ Half a Million Square feet vacated



THEN,

we set some boundaries...



Studied different onsite/offsite ratios

Decided on 225K square feet to “sweep up”



Fun fact: our new builds are typically ~20K sf

SO MANY DIRECTIONS TO GO

Directions we explored:



Focus on streamlining
space one building at
a time



Use vacated space to
D&D aged and
dilapidated facilities



Use vacated space as an
opportunity to exit all surge
leases (non-owned assets)



Use vacated space to
convert existing space to
high security space



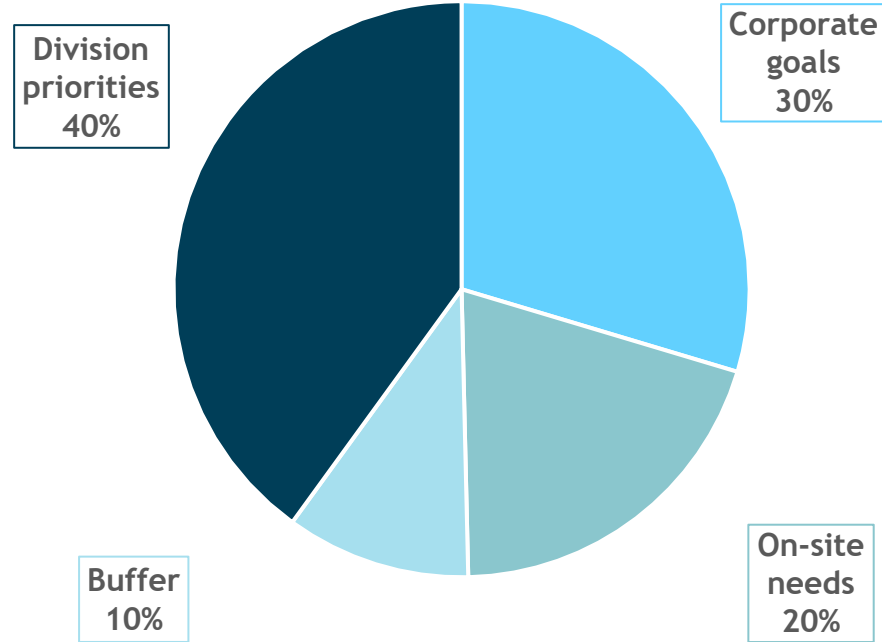
Use vacated space as
swing space to sustain
& renovate buildings

SO MANY DIRECTIONS TO GO

Direction we actually went:



*Balance of multiple ideas
was attractive for the large
amount of stakeholders.*



HUMAN CENTRIC NEEDS



Lab wide survey



Open line to leadership



Focus Groups



Created video



Human Factors



Work style training

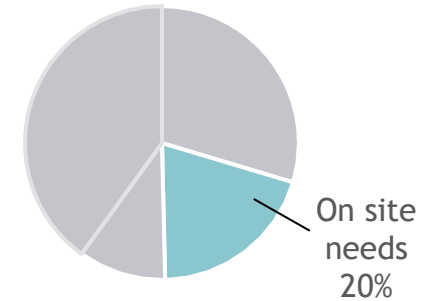
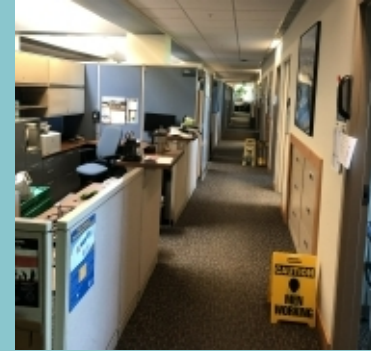
③ TRADELINE 3:
DON'T FORGET
the human element

HUMAN CENTRIC NEEDS

Touchdowns



Collaboration Spaces



HUMAN CENTRIC NEEDS

Touchdowns



Collaboration Spaces

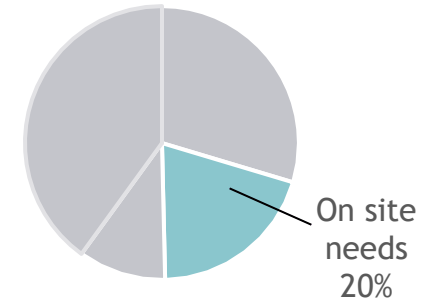


Resource Center

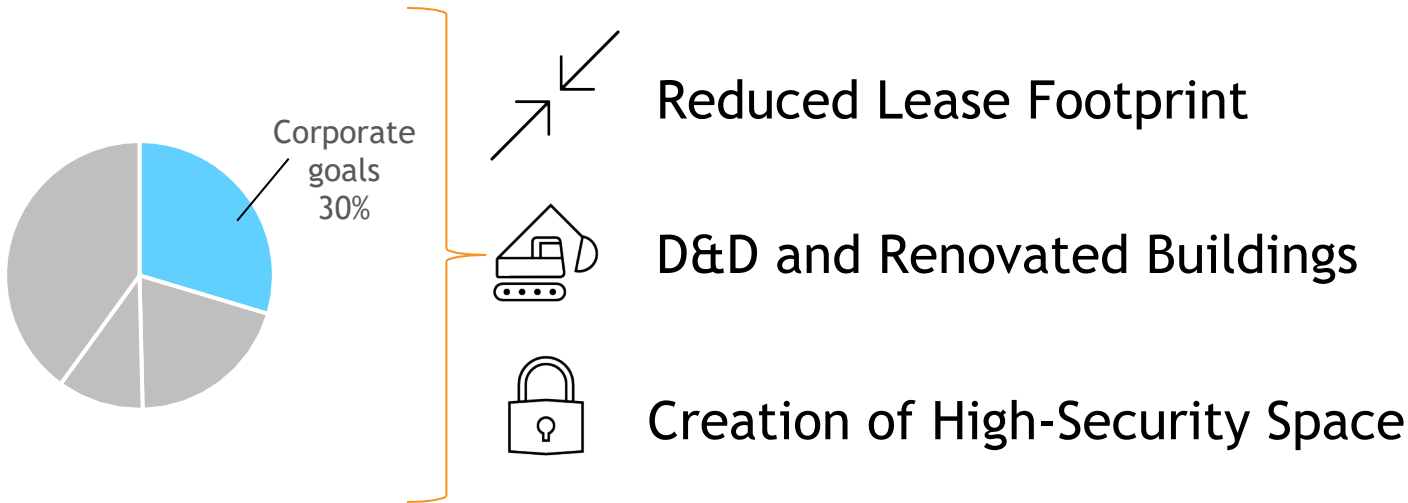


SNL IPOC RESOURCE CENTER LAYOUT

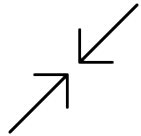
IT Store & Support



From the lens of the Corporation, we wanted to achieve:



CORPORATE GOALS



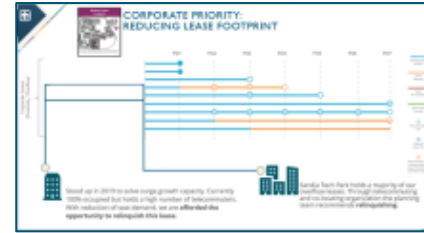
Reduced Lease Footprint



D&D and Renovated Buildings



Creation of High-Security Space

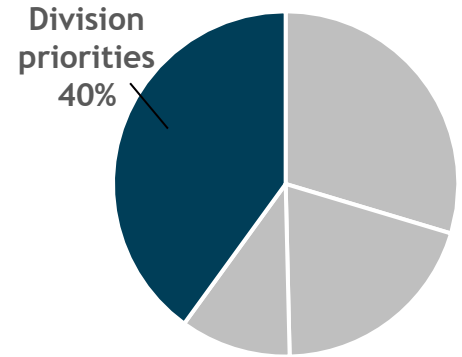


From the lens of the others around the Labs:

Top 3 Priorities were asked of each Division outlining a wish list of 33 items.

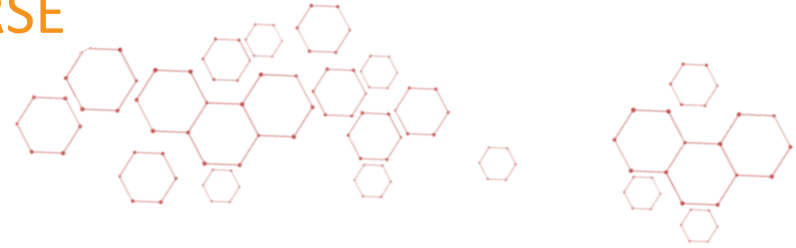


- Ensured Divisions had a stake in the outcome.
- Ensured that all priorities were considered.

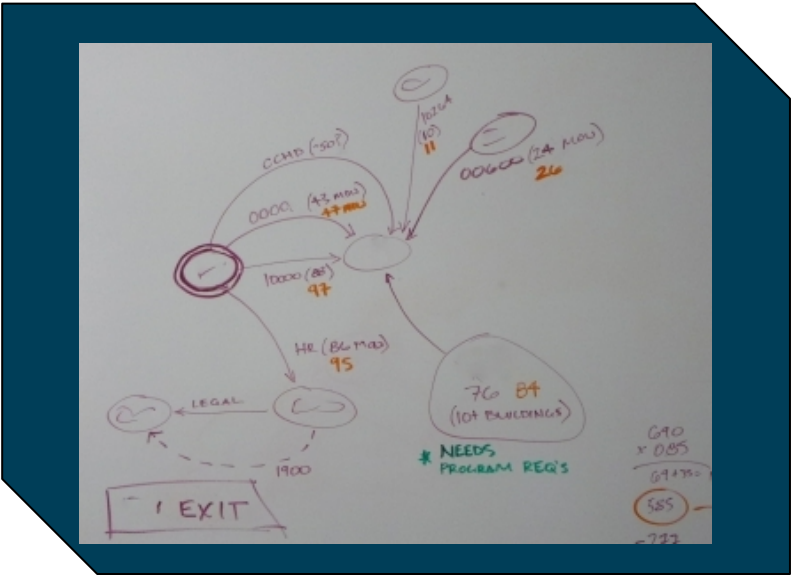




RECOMMENDING THE COURSE



PUTTING THE PIECES TOGETHER



Center	Org Num	Count of EMPLID	Column Labels	Row Labels	40%-80% Part-Time Telecommuter	80%-100% Full-Time Telecommuter	Virtual Worker	Grand Total	
09700	(Multiple Items)			0	5		40	4	49
				887	4				4
				IPOC			1		1
				Grand Total	9		41	4	54

Option A Option B Option C

Center	Org Num	Count of EMPLID	Column Labels	Row Labels	40%-80% Part-Time Telecommuter	80%-100% Full-Time Telecommuter	Virtual Worker	Grand Total	
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Option A Option B Option C

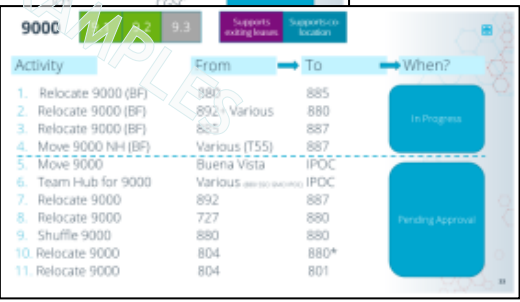
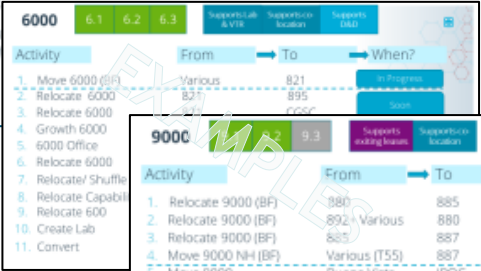
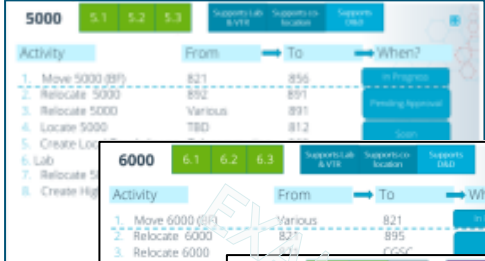
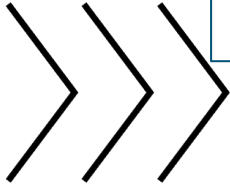
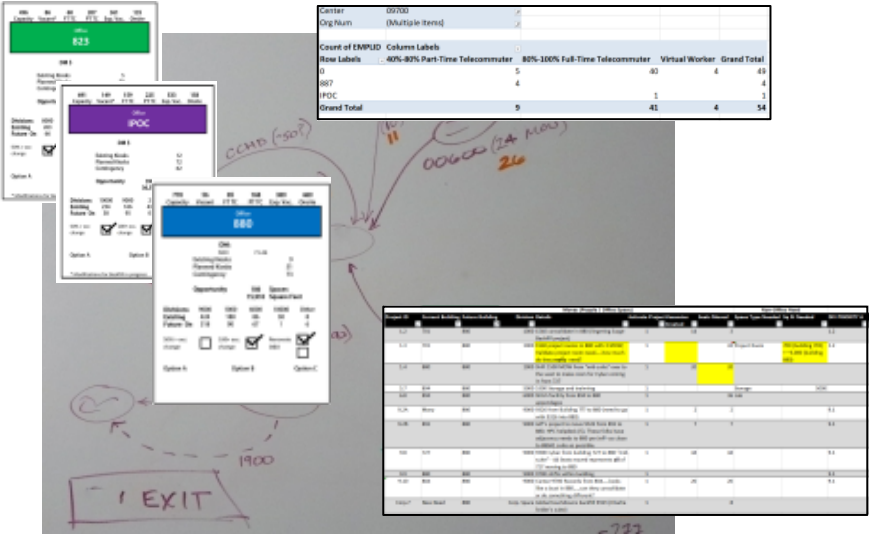
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Option A Option B Option C

Project ID	Current Building	Future Building	Division Details	Move (People / Office Space)	Relocate Project Vessels	Seats Moved	Space Type Needed	sq ft Needed	Div PRIORITY
1.2	701	880	1000 1540 consolidate in 880 (Incoming Surge benefit project)	1	14	3			1.2
1.3	701	880	1000 1540 project rooms in 880 with 3 MCOWs. Validate project room need... how much do they really need?	1		43 Project Rooms		700 (building 701) + 3,100 (building 880)	1.2
1.4	880	880	1000 Shift 1500 MCOW from "mid-suite" over to the west to make room for Cyber coming in from 727	1	20	20			
5.7	894	880	5000 5100 Storage and training	1			Storage	5000	
6.8	894	880	6000 Switch facility from 894 to 880	1			38 Lab		
9.2A	Manny	880	9000 9124 from Building 777 to 880 (need to go with 9326 into 880)	1	2	2			9.1
9.2B	882	880	9000 Jeff's project to move 9326 from 892 to 880. HFC helpdesk (S). These folks have adjacency needs to 880 per Jeff-as close to 885A2 suite as possible.	1	7	7			9.1
9.8	727	880	9000 9300 Cyber from building 727 to 880 "mid-suite". 44 seats moved represents all of 727 moving to 880	1	44	44			9.1
9.9	880	880	9000 9300 shifts within building	1					9.1
9.10	804	880	9000 Center 9700 Records from 804... looks like a bust in 880... can they consolidate or do something different?	1	20	20			9.1
Corp.7	New Need	880	Corp. Space Global touchdowns backfill 9323 (Charlie Seider's suite)	1		8			

The team started to build a solution that met Corporate goals, Division goals, and the new on-site needs at a low-fidelity state using a variety of creative techniques.

INCREASING THE FIDELITY



Easy to follow visuals were created to communicate exactly what we wanted to do around the campus.

GAINING LEADERSHIP SUPPORT



Held a strategy session with all stakeholders

- Presented plan and prototyped live
- Asked for showstoppers
- Ensured stakeholders felt part of the solution
- Asked leaders to commit to plan to keep things moving

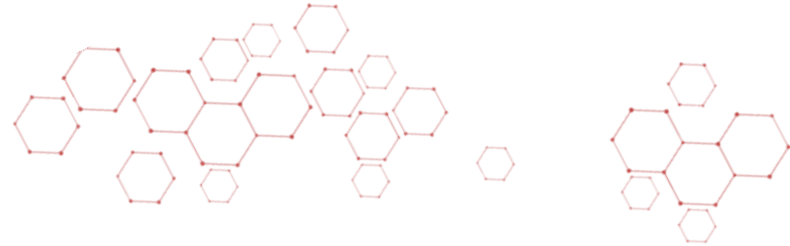


③ TRADELINE 3:
PLAN STRATEGICALLY
but allow for flexibility

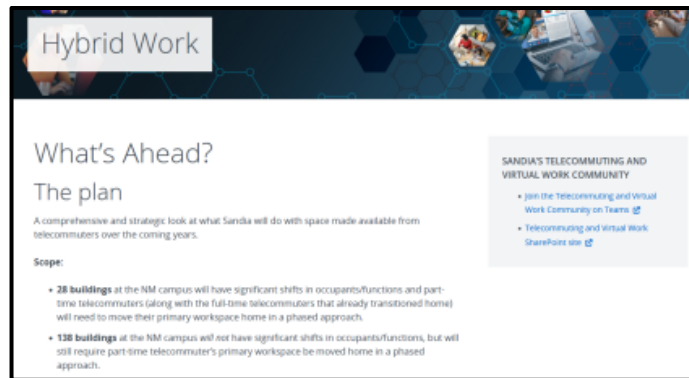


3

SETTING SAIL



BRINGING 15,000 PEOPLE ALONG



One-stop shop webpage was created to bring the workforce along with a single source of truth and advertised to the Labs.

Educating others as this change is monumental to how we use our current footprint.

Info sessions or resource fairs debugging the rumors and communicate the truth while letting individuals vent their frustrations.

③ **TRADELINE 3:**

NEVER STOP MOVING

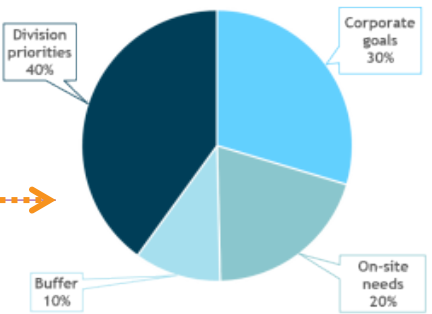
keep your company moving in a single direction



1 YEAR IN

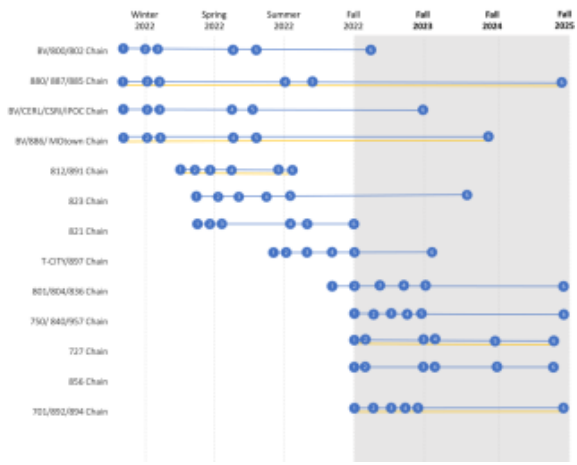
SCOPE OF PLAN:

75 distinct moves or modifications to achieve this balanced plan.



COMPLETED:

23 projects have been completed with 33 more in motion.



TELECOMMUTERS MOVED TO THEIR HOME OFFICE:

3,100 moves have occurred home.

OTHER LEVERS WE INTEND TO PULL



Scaled Solutions:

- Global/ Local Touchdowns operations models



Paradigm Shift:

- Reevaluating Technologists/ activity work space allocation
- New hire/ Student Allocations



Recalibrate

- Once the dust settles, reevaluate

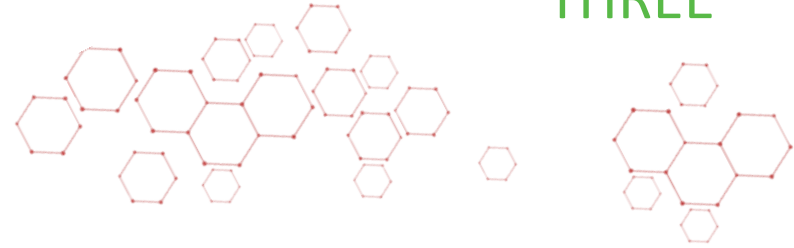


Impacts to other space types

- Labs & Storage



TRADELINE THREE



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create spaces that are human centric that foster hybrid work.

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Space Strategies 2022

TRADELINE

Thank You.

