Pension plan changes approved by DOE/NNSA

Long-awaited changes may boost many employees’ pensions, increase current retirees’ pensions 15 percent

After an intensive year-long negotiating effort, Sandia’s pension plan changes and other benefit changes affecting employees’ retirement years have won approval from DOE and the National Nuclear Security Administration. The changes apply only to participants in the Labs Retirement Income Plan. Represented employees and formerly represented retirees covered by the Pension Security Plan are not affected by any of the changes at this time. Their pension benefits and formerly represented retirees covered by the National Nuclear Security Administration. The changes apply only to participants in the Labs Retirement Income Plan. Represented employees and formerly represented retirees covered by the Pension Security Plan are not affected by any of the changes at this time. Their pension benefits are negotiated as part of the collective bargaining process.

Based on current retirement patterns and with the caveat that every employee’s circumstances are unique, the new formula should increase pensions by 25 percent on average — sometimes more, sometimes less — for employees who retire Jan. 1, 2002. Employees and surviving spouses who retired before that date will receive a 15 percent ad hoc increase on the fixed portion of their pensions, effective on Dec. 19, 2000. According to Labs Deputy Chief Financial Officer Ralph Bonner (10300), the changes to the plan — combined with the value of the company’s contributions — will mean about a 15 percent increase for employees who retired in 1999.

In a letter to Sandians Feb. 13 announcing the approval, Labs President C. Paul Robinson noted that as the give-and-take of the negotiation process moved forward, the proposed changes had strong support from Lockheed Martin, the Sandia Board of Directors, and the New Mexico senators. And unquestionably, the role of Sandians in writing to their congresswomen and senators has kept us in the fight for better pensions.”

Excerpt from Paul Robinson’s State of the Labs interview comments. For all of Paul’s comments on the pension plan process, see page 7.

match to the 401(k) plan — make Sandia’s retirement benefit very competitive.

In a letter to Sandians Feb. 13 announcing the approval, Labs President C. Paul Robinson noted that as the give-and-take of the negotiation process moved forward, the proposed changes had strong support from Lockheed Martin, the Sandia Board of Directors, and the New Mexico congressional delegation.

Armed with a vigorous “go for it” nod from Paul and Executive VP Joan Woodard, Ralph, Mark Biggs, and Bruce Criel (both 10310) did the bulk of the nuts-and-bolts work of putting the new pension package together. Becky Statler (3341) and her team from the Benefits organization developed the changes to the medical plans.

The new formula (effective Dec. 19, 2000): “High-three” average earnings (i.e., the average of the highest three years of an individual’s eligible income) multiplied by credited pension service multiplied by a retirement age factor. The retirement age factors range from 2.0 percent for ages 50 and below to 1.04 percent for ages 50 and above (See “Retirement age factors” chart on page 3 for the complete schedule of factors). Under the formula in place before Dec. 19, 2000, the maximum multiplier was 1.5 percent of High-5 average earnings.

The revised pension plan formula applies to Sandians whose retirement dates are on or after Dec. 19, 2000. The new formula will provide most Sandia employees with larger — sometimes substantially larger — pension checks when they retire. Because the new formula is designed to encourage employees to extend their Sandia careers into their early 60s and beyond, a small number of employees — especially those with (Continued on page 3)
The Media Relations and Communications crew went right to work to get the news to Labs employees that DOE and NNSA had approved pension and other benefits changes last week. Following a pre-arranged plan, they quickly turned Labs Director Paul Robinson’s message to all hands into a special edition announcing them. But through a glitch, the URL to the Califonia page this time by noting that both Gordon was cited for originating the field of strained-layer superlattices and related structures, which has led to revolutionary advances in electronics and optoelectronics. Gordon was also elected to the National Academy of Engineering, an honor that recognizes his significant contributions to engineering research, practice, and education. Gordon is expected to deliver the keynote speech. He is known for his work in electronic devices in communication and eventually, the development of electronic crystals.

Sandia Senior Scientists Gordon Osbourn (1118) and Jeff Brinker (1846) are among 74 US researchers and engineers chosen nationwide to receive the first “American Engineer of the Year” award by the Chinese Institute of Engineers USA society (www.cieusa.org). Other winners include Nobel laureate Leo Esaki and former University of California Berkeley Chancellor Chang-Lin Tien.

Jeff Brinker Gordon Osbourn named to National Academy of Engineering

Sandia National Laboratories

http://www.sandia.gov/LabNews

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Where’s the ‘California’ page?

If you look to the page at the right, you’ll note that it is not our traditional “California” page. Although we had plenty of California news, pro-

vided by Nancy Garcia, our stalwart reporter on the California site, starting at 8 a.m. PST.

Sandia National Laboratories

2100 Campus Drive, Mail Stop B546

Livermore, California 94550-0969

Jeff Brinker Gordon Osbourn named to National Academy of Engineering

The only hitch was that it got here late in the afternoon. And that prompted one tongue-in-cheek comment that maybe we shouldn’t put out such important news so late in the day because it was obvious on the commute home that a number of Sandians were trying to drive and read the news at the same time. And they were either not stopping on red lights or not going on green—or both—causing more than a little anxiety.

And, oh one other note about the benefits story. Sens. Pete Domenici and Jeff Bingaman both issued news releases expressing their pleasure with the changes, and both news releases were linked in the Sandia Daily News special edition announcing them. But through a glitch, the URL to Bingaman’s release got re-used, somehow, and when you clicked on the link, up popped an agriculture bill story about... peanuts.

One final note on the benefit packages: Kudos to all who worked to make it happen, but especially to Ralph Romner (10300) and Mark Biggs (10310) who did the legwork for many, many months—through revisions and lengthy periods when it languished incomunicado. A lot of people were involved, of course, but no one more so than those two. And in an under-statement typical of him, Ralph drolly said simply that he’s been trying to achieve this for a long time. Read on and benefit improvements on the way.

— Howard Kercheval (844-7842, MS 0165, hckerch@sandia.gov)

Labs Accomplishments issue distributed this week

We hope you got your 2002 Lab News Labs Accomplishments issue yesterday. For the first time ever with this popular annual feature, we decided this time to flip it printed and distrib-

uted (to all recipients of the Labs News in and out- side the Labs) as a separate, special issue of the Lab News (dated February 2003). In all previous years it was an insert into a regular issue.

Doing it separately allowed our printer to use a different press out of state that could produce the best possible reproduction of the 12 pages of text and color graphics, artwork, and photos in this year’s issue.

The Labs Accomplishments issue is an annual Lab News project carried out on behalf of the entire Labs in conjunction with the VP’s offices and technical and line management and adminis-

trators. We thank the Labs who made this year’s issue possible. If you need a few extra issues you can contact Michelle Fleming (12640) at 844-4902. Ken Frazier, Editor

State of Labs presentation for employees is Monday, Feb. 25

Sandians in New Mexico and California are invited to the State of the Labs presentation for employees on Monday, Feb. 25 at Building 52.0. This State of the Labs presentation will feature presentation of new fiscal year accomplishments, including an overview of the Labs’ ongoing work in the US national security mission. The presentation is at 10:30 a.m. in the Bldg. 52.0 Auditorium. This presentation will be simulcast to the CENSAC (Bldg. 810) auditorium, and to the Bldg. 904 auditorium at Sandia’s Carlsbad office, and to the Bldg. 904 auditorium at the California site, starting at 8 a.m. PST.

Paul and Joan will also make a State of the Labs presentation to Albuquerque-area community leaders on Tuesday, Feb. 26, at the Sheraton Old Town Inn, 5 p.m.-7:30 p.m.

Shawn Lin, Ray Ng win ‘engineer of year’ awards

Two Sandia engineers — Raymond Ng (8224) and Shawn Lin (7143) — are among 17 researchers chosen nationwide to receive the first “American Engineer of the Year” award by the Chi-

nese Institute of Engineers USA society (www.cieusa.org). Other winners include Nobel laureate Leo Esaki and former University of California Berkeley Chancellor Chang-Lin Tien.

Winners will receive trophies at an awards banquet Feb. 23 in Dallas. Robert Drewes, President and CEO of Raytheon Aircraft Integration Systems, is expected to deliver the keynote speech. Shawn was cited for contributing to a broad range of pioneering advances in the field of pho-

tonic crystals. “Once a theorist’s dream, his realiza-

tion of the intricate lattice of 0.55 microns opens the door for totally integrated optical systems, that might replace traditional electronic devices in communication and eventually, maybe in computers,” the citation reads.

Ray is manager of engineering design services at Sandia/California. According to the citation, “Ray’s research is responsible for maintaining complex 3D solid models and electrical de-

finitions of the nuclear weapons owned jointly by Lawrence Livermore National Laboratory and San-

dia. He is also responsible for maintaining electronic data interfaces with the production facilities in the National Nuclear Security Administration’s nuclear weapon complex.” Prior to his present role, Ray led major programs to develop new gas transfer sys-

tems to help ensure that the nation’s nuclear stock-

piles remain safe and reliable.

The only other national defense laboratory researcher recognized was Paul Pan at Los Alamos National Laboratory, who was described as playing a vital role in the US national stockpile stewardship program. — Neal Singer

Lockheed Martin
Pension

(Continued from page 1)

plan to retire before age 55 — may not fare as well under the new plan as the old one. Those employees will have the option of retiring under the old formula through Dec. 19, 2003. At the end of that five-year period, a final adjustment will be made under the old formula and employees will be guaranteed a pension at least that amount in the future. (The Non-Qualified Pension Plan for directors and above will remain discontinued for those who retire on or after Dec. 19, 2000, due to the threat to the Retirement Income Plan formula.)

In an ad hoc adjustment for retirees and survivors under the Qualified Pension Plan, the fixed portion of pension benefits will be increased by 15 percent across the board. That increase takes effect Jan. 1, 2002, and will be reflected in the 2002 pension checks from Prudential.

There are other key benefit changes, as outlined in Paul’s letter to employees (These are highlights; see the benefits web site at www.sandia.gov/HR/benefits for details.)

• Effective immediately, charges for survivor annuity coverage will be reduced for future pensioners. For example, the charge applied to a 50 percent surviving spouse annuity for a service pension will be reduced from 7 percent to 5 percent. Survivor annuity charges for current retirees who elected the coverage will be reduced effective Jan. 1, 2002.

• Medical care premium-sharing rates for employees who retire on or after Jan. 1, 2003, will vary based on their years of service at retirement as shown in the following table:

<table>
<thead>
<tr>
<th>Years of service</th>
<th>Premium share</th>
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<tr>
<td>30 or more</td>
<td>10%</td>
</tr>
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<td>25-29</td>
<td>10%</td>
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<td>20-24</td>
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<td>15-19</td>
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<tr>
<td>5-9</td>
<td>10%</td>
</tr>
</tbody>
</table>

Individual premium cost sharing amounts will be determined by applying the applicable percentage from this table against the average costs of providing health care for a peer group of medical care.

The difficult we do immediately; the impossible takes a little longer. By Bill Murphy

The pension and other benefits changes announced by Sandia President Paul Robinson Feb. 13 didn’t come easily or quickly. Sandia formally began work on this package about 14 months ago (Dec. 19, 2000) after an earlier attempt failed to generate sufficient support and was “pulled back” by Sandia.

The benefits changes were approved by Sandia’s Board of Directors, Lockheed Martin, and DOE/NNSA.

“We had no idea how long and detailed the approval process would prove to be when we first began talking about changes several years ago,” says Paul, “and we absolutely couldn’t have done this without tremendous support from a lot of people.”

Those who made it happen

The “Sandia rumor mill” surrounding the benefits changes and their status was grinding pretty strongly for the past year, and didn’t always turn out correct information, Paul says. “I’m concerned that some Sandians incorrectly branded those in the approval chain as ‘opponents,’ when many were actually supporters — trying to make sure the changes were properly justified and that proper business and legal procedures were followed. I want to set the record straight and make sure those folks who ‘made it happen’ get some well-deserved credit.”

“We thank a long list of supporters,” he continues, “and our New Mexico and California congressional delegations are at the top. The support we got on this from Sen. Pete Domenici was extraordinary. He was indefatigable in his efforts to support our retirees and work force. Without his intervention at key stages, this would not have happened. Rep. Heather Wilson, who had heard from many retirees about the deficit position of Sandia’s retirement benefits versus the University of California’s, took a strong stand to close the gap in many times and places, watch the Sandia Daily News.

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Working the pension plan changes:

A conversation with Ralph Bonner

By Bill Murphy

“This is really pretty significant; we’ve been trying to achieve this for a long time,” says Labs Deputy Chief Financial Officer Ralph Bonner, speaking of the significant changes to the non-represented employees’ pension plan and other retirement benefits.

Ralph, along with Mark Biggs and Bruce Cyril (both 10310), have spent a good portion of their waking life over the past year putting together the new provisions of the Labs pension plan. Ralph is no stranger to demanding tasks. Before taking on the Herculean labor of trying to improve the pension plan, Ralph spearheaded the profoundly non-trivial Oracle implementation project. Indeed, his recent career at Sandia calls to mind the old US Army Corps of Engineers motto: “The difficult we do immediately; the impossible takes a little longer.”

When Labs President C. Paul Robinson gave Ralph, Mark, and Bruce the go-ahead to rework the pension plan, he laid down several guiding principles:

• Substantially improve the benefit formula while taking into consideration the company match to the 401k plan.
• Try to build in some Cost of Living Adjustment (COLA) provision.
• Devise a plan that encourages employees to stay in the Sandia family careers longer.
• Ensure the plan is financially stable and fiscally responsible.
• Fundamentally, we’ve achieved almost everything Paul asked for,” Ralph says. “The Labs pensions plan has been a tremendous accomplishment for both the current retirees and for those who may retire for a long time. At employee dialogue sessions and other occasions where employees can ask questions of senior management, the issue of the pension always, always comes up. Over the years, several attempts have been made to upgrade the Labs’ pension plan, each time having similar fate. As recently as April of 2000 Paul published a letter in the Lab News announcing that the Labs was withdrawing its then-latest pension plan proposal from consideration by DOE.

Last Dec. 19, Ralph continues, he and Mark sat down with Executive VP Joan Woodard and went through an analysis of the issue, presenting several “straw approaches” they might take to advance the pension plan changes. The question of the day was “Do we want to make another attempt?”

Joan and Paul, bruised but not broken by the previous pension attempts, said, Nike-style, “Just do it.”

The pension team of Ralph, Mark, and Bruce ran countless computer models, (Continued on next page)

Robinson credits supporters who helped get Sandia pension, other benefits changes approved

Sandra retirees and their families.

• Effective Jan. 1, 2003, Sandia’s non-represented employees’ pension plans will change the way they coordinate benefit payments with Medicare so that Medicare- and non-Medicare-eligible retirees will receive comparable post-retirement life insurance and other reimbursements for medical expenses from all sources. To limit out-of-pocket expenses that may result from this change, Sandia’s Two Option Plan will implement an annual stop-loss equal to $250 per individual or $500 per family. The new Sandia Intermediate and Basic medical plans will have larger stop-loss amounts.

• Effective Jan. 1, 2003, the premiums paid by the surviving spouse of a deceased Sandia retiree for medical care coverage will be reduced from 100 percent to 50 percent of the cost of coverage.

• Employees who retire on or after Jan. 1, 2009, will initially receive post-retirement life insurance equal to one times pay up to a maximum of $100,000. This amount will be reduced by 10 percent per year from ages 66-70 until it stabilizes at 50 percent of final pay up to a maximum of $50,000.

— Bill Murphy

THE ABOVE CHART details retirement age factors used in calculating pension benefits. The factors range from 2.0 percent at age 62 and above to 1.04 percent for ages 50 and below. Under the previous plan the highest factor was 1.5.

A series of town meetings addressing the pension formula changes and other retirement benefits will be held during the month of March. For details about times and places, watch the Sandia Daily News.

(Continued on next page)
Pension thanks
(Continued from preceding page)
closely with Sandia and DOE/NNSA people to secure approval, says Paul. “President and Chief Operating Officer Bob Stevens and Executive VP of Technology Services Mike Camardo both supported the package completely once it was in final form. Technology Services HR VP Steve Brinch worked closely with Sandia’s benefits and financial systems folks, and was very helpful to us.”

Special messages from supporters
Here’s what some of these supporters had to say about the announcement either in news releases or in separate statements prepared especially for the Lab News:

“This step provides a more equitable retirement plan for Sandia lab employees and retirees,” says Sen. Pete Domenici (R-N.M.). “It brings a new level of fairness for these workers, who will have more income to pour into the economy. The disparity between Sandia’s program and the benefits offered by other DOE labs has kept Sandia at a distinct disadvantage in the chase to attract and retain the best scientists. The new plan will put the lab on more equal footing.”

“I am very glad to see that this has finally come to fruition,” says Sen. Jeff Bingaman (D-N.M.), “I commend the DOE and NNSA for making this decision, and I want to thank the Sandians who work hard every day to develop the innovative technologies that protect our nation and expand our energy sources.”

“Albuquerque is home to some of the most brilliant people in the world, and many of them work at Sandia National Labs,” says Rep. Heather Wilson (R-N.M.). “We’ve been fighting for fairness for Sandia employees for almost two years, and today’s [Feb. 13] news is good news. We want the best and the brightest to stay in Albuquerque, and we want them to continue their contributions to New Mexico’s and Albuquerque’s economies.”

“The world class scientists and other employees at Sandia deserve this long overdue increase,” says Rep. Ellen Tauscher (D-Calif.). “These are the men and women who helped America win the Cold War and are at the forefront of today’s cutting-edge science and technology. I hope they keep working hard every day to develop the innovative technologies that protect our nation and expand our energy sources.”

Retaining employees with critical skills in the nuclear weapons complex is a top priority for the men and women who helped America win the Cold War and are at the forefront of today’s cutting-edge science and technology. I hope they keep working hard every day to develop the innovative technologies that protect our nation and expand our energy sources.

“Lockheed Martin is delighted these long-anticipated benefits changes for Sandians have been approved.”

“Lockheed Martin is delighted these long-anticipated benefits changes for Sandians have been approved.”

Sandia, other DOE labs, show their stuff in D.C.

Ralph Bonner
(Continued from preceding page)
what-if scenarios, simulations to arrive at the golden mean: a plan that met Paul’s guidelines in every particular — save one.

“We weren’t able to put in an automatic COLA,” Ralph says. “We ran a number of scenarios around that, which looked at a multiplicity of options. We worked it as hard as it could be worked, but we couldn’t make it work.” An automatic COLA, he says, would place the plan under an unacceptable level of financial risk.

Despite the disappointment about the COLA issue, Ralph notes that Sandia has a long and good track record of making ad hoc increases to retirees’ pension benefits, including the latest 15 percent ad hoc increase that takes effect at the beginning of the new year.

“This change would not have happened under our previous operating contractor,” says Ralph. “After the plan change in 1975, the policy was to have the same benefit structure as AT&T. As a result, AT&T was very inflexible in accepting differences, both in the formula or in passing through additional changes of the type just made for retirees. Lockheed Martin, at a time when they are seeking to consolidate their operation, was willing to accept differences at Sandia. Mike Camardo deserves a lot of credit for taking the initial position to accept the proposal and strongly supported it within Lockheed Martin.”

“As you can tell this has truly been a team effort,” added Ralph. “Employees should appreciate how hard Paul and Joan worked on this change, the excellent work by Don Blanton and Frank Figueroa with Lockheed Martin, which strongly pushed for the change, the tremendous effort by Les Shepard and TJ Allard in the Executive Staff organization, the great support from Rick Glass and all the folks at DOE/AL, and the approval by Gen. John Gordon. This list would be incomplete without including the early and ongoing exceptional help from Senator Domenici, Senator Bingaman and Congresswoman Heather Wilson. This was a long journey, but well worth the time and effort.”
So we were obviously at an unsustainable level. We are at a point in time when we are recognizing that situation. We are talking about this and have stressed. Paul and I and the Mission Council have come to the conclusion that we need to put these individual technologies forward where there was a roadmap for where we could go with it. When NNSA has set up task forces they have inevitably called on Sandians who have the engineering view, that “systems view,” to come in and help organize things and get the work moving. We have been helpful to NNSA as well as to Gov. [Tom] Ridge [head of homeland security] and his office by what we have done. And recently we were also asked to take the lead for the organization of energy infrastructure security, protecting all of the nation’s energy assets against possible attack and disruption.

SAR’s big contribution
LN: So we were obviously as well prepared as we could be. But have there been any surprises or serious problems that we couldn’t have anticipated, but you can talk about?
Paul: The problem is far from solved. We are talking about the war in terrorism. One technology that has roots that go back even farther is a heavily classified program that has moved more and more to where we can talk publicly about some of it. What is its value? The SAR technology, the day/night, all-weather imagery that we can achieve. I believe that if there is a most significant contribution, that everybody in the defense business points to is, it’s that. Our SAR technology has changed a lot of things. First, in planning, where many people don’t want to undertake a mission plan unless they can get the SAR imagery. Second, in systems and the idea of small sensors that can be used to watch for the indicators at all possible points of the world is of course the best. But you can’t. So you think about having a multi-national intelligence and ability to decide and communicate that they can be out there as an amplifier of people? And have them with such high reliability that they are a first line, rather than just a piece of confirmatory information?

And that is not all. We are meeting again on the 19th to question their area. We are looking at the whole area of offense. Think about the challenge of what if there was another aircraft situation and as a result we had the fighters launched. What do we do? That’s an actual situation to think through. What are the tools in the terms of the weapons. What do we have? We are thinking along those lines and others, and seeing what we might try to queue up as another Grand Challenge to launch this year.

Sustainable workloads, personal lives
LN: We want to ask about something you’ve already alluded to: the heavy workloads, stress levels, and pressing demands of all this work. I know you were worried about the sustainability of it and the effect on people. What message do you have for employees about that?
Paul: I will put it in most simple terms. Some advice I was once given; Life is not a dress rehearsal. We will likely only go through this once. You have to pursue happiness. One of the fundamental reasons for creating our form of government was to assure that. Our people are doing their best to solve those causes — and it’s important that we do respond — but we’ve got to step back and make that effort sustainable. You can’t sustain your lives, your marriages, your relations with your kids — your kids are going to keep aging and growing up. We want to make sure that every Sandian can balance work and life in the process. I believe it’s clear that everybody has been throwing themselves into the effort to try to help the country when the need was so great. We have to have that back and get in a sustainable condition again.

Success does breed success. . . . The budget as of today can be round off to $1.7 billion, which is staggering to me.”

-value of Sandia’s system view
Paul: I’m proud of two things, and I think they are important lessons for us to draw about ourselves from what has taken place over the past five months. The strategic planning was important, and we took it seriously because the best competitors couldn’t have come up with a fraction of the galls needed. There is some sense of real excitement in the Labs even though we think people are really stressed. Paul and I and the Mission Council have talked about this — folks are so stressed we worry that we are at an unsatisfactory level. We are trying to determine what we want to understand the problem and then take some actions. But in general folks’ reaction is, “Yes, I am working hard but I am excited about being able to do something for the nation’s biggest problems.”

Future threats, future technologies
LN: Isn’t Gerry Yonas’s group [the Advanced Concepts Group] critical or pivotal in that sort of anticipatory function?
Paul: That is their job, and they have been key to helping us think and understand the problem and then take some actions. But in general folks’ reaction is, “Yes, I am working hard but I am excited about being able to do something for the nation’s biggest problems.”

“The NSAP panel said,” You are so good that . . . on any particular part of this problem you could work very well and contribute enormously — but you can’t do it all.”
State of the Labs

(Continued from preceding page)

don't find some additional time to occasionally take some time off, my ideas just aren't as good. You turn stale. Almost everyone has their best ideas when their mind is fresh. Often those ideas come when you are on a vacation or while you are at home at night rather than when you are sitting at your desk. I had planned my vacation, two weeks and two days in Europe, to begin on the 13th of September. Obviously, we don't get to go. I have rescheduled this for spring.

Joan: When you brought that up, I couldn't help but laugh. A week or so ago my husband and I had someone had asked him if I was in town this week, and he said, "Gee, beats me, I haven't seen her in days." In fact, we were only "seeing each other" asleep. But Paul is right about the need for everyone to pay attention to themselves. It's very easy to not even realize how stressed you are. People deal with it, and their bod- ies take it on, in different ways. Sometimes you don't even realize how tense and stressed you really are. But for me, my family too is a great help. We have one son at home, and he is very insistant that we do things, and he's got a lot of interests, and so he drags us, and we walk off and enjoy time together.

Leveraging our strengths

LN: Our hiring program has been very successful. We've added more than the 500 new hires that was the target. But if that's not enough people to do the work that we have to do, what can we do?

Paul: I think we've got to find ways to team with a lot more organizations. That's been a theme for how we could leverage our strengths. As Joan said, we can't do it all. We shouldn't do it all. But if we have the right system view, we can depend on those partnerships to extend our con- tributions. In responding to the war on terrorism, the relationships with Los Alamos and Lawrence Livermore, our sister labs in the traditional team- ing of the weapons labs, have been terrific. We and Los Alamos have developed MESA, the National Infrastruc- ture Simulation and Analysis Center. We have teamed our indi- vidual strengths and have put together this joint program. We actually hired a key individual to lead it. We put together the candidates, decided which was the right one, and said, "Live wherever you want to live, you are representing both labs and your goal is to make this program a success." Quite an innova- tion. Also, Los Alamos and Lawrence Livermore have been teaming up together along with Sandia in establishing sensor networks in various parts of the country. I was pleased that the government decided to allow us to discuss more an initiative that had been going on under the name PROTECT, involving a number of laboratories. It focused first on getting sensors against chemical attack in the Washington Metro [subway system]. We also have deployed the technology in some airports. We will keep that moving forward in other node points that might be possible targets of attack in the future. Those are done cooperatively. We have other sensor systems for special programs that we have deployed, with all three labs working together. Those are being done cooperatively. We have other sensor systems for special programs that we have deployed, with all three labs working together. Those are being done cooperatively.

Budgets up, MESA under way

LN: About the budget, it looks good, but how do you see the situation?

Paul: We are actually in the fifth month of the [2002] fiscal year, and so we have been get- ting money in from nontraditional sponsors as well as from the Department of Energy. There are different scenarios of funding. Ideally, we would like to do it in a fairly compressed schedule.

Paul: We are actually in the fifth month of the [2002] fiscal year, and so we have been getting money in from nontraditional sponsors as well as from the Department of Energy. There are different scenarios of funding. Ideally, we would like to do it in a fairly compressed schedule.

Joan: Well, we have had it before, but is this the new Cold War, do you think? Would you characterize it that way?

Paul: I wouldn't say that. I think it is still more than likely to be on the margins of conflict. I hope that at least will be the case. Imagine where you were, 25 years ago, at the height of the Cold War. The potential that your life could be disrupted by conflict and that you might in fact die was enorm- ously higher at that time than it is today. Even though we have all witnessed the recent attacks. One of our participants suggested that the goal of the terrorists is to "kill people but to make sure you have the maximum number of people looking on." So it does strike terror, and we can all see ourselves as being in the building when it was hit or being in the aircraft that was used as a missile against the building. But the probability that such might happen to any one of us is so much lower than the probability for personal harm was before that this is still on the margins. If we do our work well we will keep it on the margins. We still must not lose sight of our principal goal and our central mission, which is to prevent war, to prevent conflict. Our nuclear weapons program will continue as the central deterrent for that.

Budgets up, MESA under way

LN: About the budget, it looks good, but how do you see the situation?

Paul: We are actually in the fifth month of the [2002] fiscal year, and so we have been getting money in from nontraditional sponsors as well as from the Department of Energy. There are different scenarios of funding. Ideally, we would like to do it in a fairly compressed schedule.

Joan: Well, we have had it before, but is this the new Cold War, do you think? Would you characterize it that way?

Paul: I wouldn't say that. I think it is still more than likely to be on the margins of conflict. I hope that at least will be the case. Imagine where you were, 25 years ago, at the height of the Cold War. The potential that your life could be disrupted by conflict and that you might in fact die was enorm- ously higher at that time than it is today. Even though we have all witnessed the recent attacks. One of our participants suggested that the goal of the terrorists is to "kill people but to make sure you have the maximum number of people looking on." So it does strike terror, and we can all see ourselves as being in the building when it was hit or being in the aircraft that was used as a missile against the building. But the probability that such might happen to any one of us is so much lower than the probability for personal harm was before that this is still on the margins. If we do our work well we will keep it on the margins. We still must not lose sight of our principal goal and our central mission, which is to prevent war, to prevent conflict. Our nuclear weapons program will continue as the central deterrent for that.

Paul: I always try to avoid lightning strikes. MESA is well-begun, and that bodes well for its future. MESA is well-begun, and that bodes well for its future.

Joan: We tried to ask that question — is this a new mission, counterterrorism? I know we have innovative people in all parts of the laboratory. Our people who provide facilities are blazing a new trail in once again building major buildings with General Plant Project funds. The first building is under construction right down the street here. The second one was just approved. We are blazing a trail for all of the other laboratories being the first to try this process. Folks worked very hard for a long time to get us to this point, and it's nice to see it come to fruition.

Paul: That is very important because there are still many people in the laboratory who are in poor space. Some of the best work is still being done in poor space and this gives us a bigger chance to try and control that against the long plan- ning horizon for other capital facilities, like MESA, which we've been planning for many years. This allows us to trade off some of the funds we have, and indeed it's been coming over the last couple years to free up the money that we no longer need.

More on increased budgets

LN: On the budget, does this $1.7 billion for this year reflect growth — beyond the infrastructure invest- ment — in weapons program spending this year, or does it reflect a lot of new dollars coming in?

Paul: I believe the weapons program is up about 1.3 percent. That's the total, including construction — a chunk of that [in the weapons program] is for construc- tion for this year in the weapons program. But the other business units, both emerging threats and nonproliferation, are also doing well in the current-year budget, the emerging threats area is up 7 percent, nonproliferation is up 9 percent.

LN: What about the "03 budget proposal, just released?"

Paul: It's up again, as well.

Joan: The problem is we don't have a good handle on where this is. It's up again. Both emerg- ing threats and nonproliferation — $20-50 million.

Paul: In addition to the budget going up, one other thing I noted in preparing for the recent senators' briefing is that 28 percent of our cur- rent budget is com- ing from agencies other than DOE. I think that's a record.

Joan: Non-DOE funding for this fiscal year is estimated to be $475 million — up 15 percent.

LN: Is it fair to say — because of things like the efficiencies the Labs has gained through the effort to comply with Carls Commission requirements — that the bang for the buck for that money is even more than the raw numbers would suggest?

Paul: We tried to ask that question — what is most important is our people? Some people do look at the rates that we charge, but the most important thing is the quality of the work we perform. Never- theless, we must work very, very hard to ensure that when we appear before Congress, we maintain the same or higher quality.

Joan: As a national lab we should not be focused on or driven ourselves to be the "lowest-cost provider." That's not the answer.

LN: What about energy?

Paul: Energy is actually down a little bit, but you have to look deeper and see the detail. We have some energy as well as environment work that is...
State of the Labs

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down, but also, our critical infrastructure work has come up, so there are some pluses and minuses inside of the detail. And as we look forward to [FY]03 the directed stockpile work in nuclear weapons is up again, and we expect the significant increase on the same order, 12-15 percent, and we’re projecting perhaps similar growth again in ET as well as non-proliferation.

Hiring the best, expanding slowly

Let me switch gears and ask about something else. What about the governance issue, or what was and mechanisms by which to add folks to the team. Where we are in terms of use of subcontractors and the Mission Council going to queue up a look to see promise some of the core things, like the quality. If we start going much beyond that, we come for free. To have less oversight exerted by the bureaucracy that was associated with past ways of doing things. This is one of those things that won into being. This is one of those things that won to have our people not be so encumbered with red tape and look over our shoulders. The governance pilot that Joan presented first to [NNSA Administrator] Gen. [John] Gordon at a luncheon meeting. We said the right way to move ahead and with a proposal that Joan presented first to [NNSA Administrator] Gen. [John] Gordon at a luncheon meeting. We said the right way to move ahead and with a proposal that Joan presented first to NNSA. That is the status of Total Quality. The way to improve the quality of any operation is by building that quality in by the people who do the work, not inspecting out the defects and problems later.

To have less oversight exerted by the bureaucracy, with fewer inspections, will require us to do a better job of managing ourselves.

The whole governance proposal is based on that assumption. Every Sandian now is thinking about risks and about what the program must have in it to succeed. The people who can best improve the quality are the people who do the work, and the farther you move away from that, the less likely you are to add substantially to it. It really is a different way for us to operate.

Joan: One of our advisers, a very wise individual who has worked in a lot of different parts of the federal system, made a point to us recently that he’s tried to convey to folks in Washington. It is the idea that if you have an organization made up of smart, very capable people, but you give them very prescriptive direction on how to do things, then you actually increase rather than decrease the risk. Those rules are given to us not because people want to make our lives difficult but because, in fact, folks are doing, what are the risks, what do they see as laboratory. Joan I, Fred Bigsby, the new group leaders, have long and Biggs — the total of hours has been enormous. It’s been the best of times and the worst of times. The first people with whom we worked on the proposal were Lockheed Martin folks, who had enormous courage and gave us strong support to achieve an equitable proposal, and for that we are grateful. People have also stepped up in Albuquerque Operations to really work the issues, work with us, look at the purposes of what we were proposing, and they’ve been our strong supporters.

In DOE as squatters, it’s been a similar story, but for every supporter there, you could also find someone pushing back. It is an issue that has displayed, as much as any we’ve seen, the problem

“We what encourage and in letter that is first and foremost, keep our eye on quality — we want to make sure we really get top people.”

what folks in the Congress and external reviews have cited in the Commerce department: too many cooks getting into the act.

Time has flown. I certainly felt a lot younger when we started. We have had some wonderful supporters. I am still optimistic that we will get the proposal we developed, and soon.

Success will be due in no small part, not only to the hard work of Sandians and within NNSA organizations here in Albuquerque and in headquarters, but to some of our key political supporters. And unquestionably, the role of Sandians in writing to their congressmen and senators and keeping us in the fight for better pensions. And Pete Domenici’s efforts have been key in all of this. It’s just been an extraordinary effort. Jeff Bingaman has been there pushing on behalf of the program. This year similar to last year or even a little higher that that is exactly what we need to do. Generally we are looking to expand the size of the program. We don’t want to add 200 people. That’s reasonable. If we start going much too far, we compromise some of the core things, like the quality. That brings us other strategies — we are in fact in Mission Council going to queue up a look to see

that the governance initiative rests on. It is one of the most important lessons we’ve learned over the past three years — the lesson of Total Quality. The way to improve the quality of any operation is by building that quality in by the people who do the work, not inspecting out the defects and problems later.

— Paul

Pension changes

Let me switch gears and ask about something else that every employee and every retiree is interested in, and that’s the pension plan changes that everyone — including you — has been waiting to hear some word on for more than a year. What’s the status and what do you have to say about our current plan? [As reported in this issue, the changes were subsequently approved and announced on Feb. 13]

Paul: Let me give you some background of what an immense effort has gone into this request. What I encourage you to do is to read a letter that Joan just read to you. It is an excellent letter and there is a lot more detail in that letter than I can give you. But the long and the short of it is that the NNSA has been waiting to hear approval and announced on Feb. 13. It’s very exciting to see the work that is going on. We have functional area teams in 17 different areas, folks from the Albuquerque office of NNSA as well as Sandia working together.

They are looking at governance from the standpoint of a “clean piece of paper,” asking what should a research lab’s governance look like. And then sitting down with the NNSA folks and seeing where we have agreements, where we have gaps, and then moving forward in each of those areas with the goal of having the basic design in place for a vision and more detailed steps to what orders apply to us. And all that by the end of April.

You asked about an example of governance affecting folks individually. Right now the way the orders and rules are set up, if an individual wants to get his dosimetry record, the approval has to come from DOE. This is driven by the application of the Privacy Act to Sandia. Are we a federal institution or are we a private institution? Folks who have been working in the information systems functional area have identified some similar issues with the way the rules are being applied to Sandia affects our ability to get those individual records. That was a very specific example, but let me emphasize that the real effect is in productivity. Everywhere in the lab we will see increased produc-

ative indeed has had many fathers and mothers.

Governance changes

Paul: There’s a fundamental principle that the governance initiative rests on. It is one of the most important lessons we’ve learned over the past three years — the lesson of Total Quality. The way to improve the quality of any operation is by building that quality in by the people who do the work, not inspecting out the defects and problems later.

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State of the Labs

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not just for three labs, the NNSA labs, but for all of NNSA. And separately, [DOE Under Secretary] Bob Card, who is in a parallel position for other parts of DOE as John Gordon is for us, is also following closely what we're doing and has suggested he would like to consider that as a model for all of DOE.

We have had a great opportunity given to us by the creation of NNSA, a semi-autonomous agency within DOE. They have placed the governance method as the must-succeed reorganization activity for this agency. So we think that while it's crucial to streamline our own work, more importantly, so many others are watching to see whether it can succeed and subsequently be picked up for their operations, labs, and plants.

In that respect, this is the best chance we've had for something we've all talked about for at least 10 years: the rejuvenation of the GOCO model. The "government-owned, contractor-operated" model surely fell on bad times over the 58 or 59 years that it's been in operation. It needed to be taken out, looked at, dusted off, and streamlined. This is the first and maybe the best chance we'll have to do that, to see that this model of bringing the best of private-sector methods to the government can continue to succeed.

Concerns and accountability

Joan: I suspect that is coming from the idea that in this model we're really going to have to take seriously responsibility and accountabilities throughout the organization. I actually view that in a very energizing way. I can see us completing what you described, given what we've seen in past years. When something went wrong there were a lot of punitive measures from the department onto organizations and operations. But on the other hand, if we're able to set this up in a way so that by taking full responsibility and accountability you have the ability to make the decisions that make them from the perspective of optimizing the system rather than having the decisions go all the way through a process of checkers and reviewers — that will be tremendously energizing.

In the last 10 years we have gone down a road — and this is a collective "we," that is, DOE and the contractors in the MIEO position, where the use of fee as a motivator has been espoused as a key element of the whole system. This view perceives that if you hold the contractor's fee at risk in some way, then you motivate the laboratory. We have been trying to get people, especially in Washington, to understand — I think many have listened — that is not a motivator for the laboratory. The laboratory is motivated by the pride and excellence of operation and excellence of being able to deliver to the mission. And the bottom line of the governance model is being able to deliver to the mission in a better way.

Paul: The only people who should fear operations under the new governance approach are those who fear taking responsibility that they do, or are opposed to having someone direct them at every step what to do. I can't imagine any Sandian would fall into that category.

Joan: Politically, though, isn't there some point at which the public, or the public through their elected proxies, wants to have somebody on the block that they can hold accountable? Doesn't that [demand for accountability] eventually back into some huge structure that makes you cover everybody?

Paul: I think you're looking at two of the heads that are on the block. It's unfortunate but true that as the more bureaucracy grew within DOE and the more people felt they should have directions and tasking to us, the harder it became to find the line of accountability and responsibility. When everybody is accountable, no one is accountable. We said we're willing to step up for the right to be able to determine what our work methods are, what procedures we'll use, what oversight functions we believe will be the most effective. We're looking for direction, which is a very interesting meeting of the Sandia Directors, which is a very powerful body of individuals. We let them reflect on the full horizons of what the accountability would mean to them as an organizational board, and they certainly stepped up to say they're ready to take it on and ensure the performance.

A great place to work?

Joan: I've said, you've championed for years now the effort to make sure that this is a great place to work. We have many new employees in the past year or so. Where do you think this is going to be? Do you think we stack up on this as a great place to work?

Joan: I was just on the phone this morning with representatives from ChemChina from a laboratory. One of the labs had just completed an employee survey, a broad survey. And they were preparing to go off for a two-day retreat to take a look at the feedback. They had just finished up the 9/80 workweek and communication of a compensation system rationale that had a clearer linkage between performance and the value of contributions and pay. I couldn't think of anything that while we are very critical of ourselves on this front — I think that's a good thing, that's healthy — we are well ahead of where we have an awful lot of good going for us.

The challenges of mentoring a large number of new folks coming into the Labs are going to be big. The difference has been, when we didn't have a lot of hiring, especially people right off of campus, is that today a lot of our projects are won a lot tighter. What I mean by that is that the funding is really sliced in a way that people are always looking for how to stretch and get more for the dollar, and getting that little bit of extra flexibility is harder. A manager has to spend some time with the new folks coming in and give them advice about their project or some coaching. That's going to be a big challenge. So as I look forward, we need to continue to be mentoring and the way we support and bring people in so that they can understand what a lab is, build up connections, and be productive. We must help them to feel a part of this institution.

Working for our country

Joan: We are a unique institution, our being a weapons lab. Our new hires are coming from universities. How do you make that connection to new people?

Joan: I think we are relearning how to do that. Paul: One of the positive outcomes of Sept. 11 was that kids in the schools all realized they don't want just to go out and earn a paycheck. The bursting of the bubble of the dot.coms has also put a damper on their going out to get rich on stock options from startup companies. Today, more people realize their country needs them and their talents, and they want to find a way to work for the country. Sandia is the prototype of that. I have talked with a number of new folks who've come on board, and it's delightful to hear that that's what is driving them. I have worked hard and spent some time with the new folks coming in and made sure that we work on our own processes to reduce the bureaucracy so that when people have ideas we quickly get them to market and the marketplace for new ideas, find the best ones, and promptly move to make them happen.

I do have to say that as we look at the set of "total rewards" to employees — which [VP] Don Blanton and his folks have communicated — the one area that was a glaring deficiency for us was the pension benefit. That's why we started to work four years ago, but only got an emergency relief for older retirees. You may recall a greatly skewed matrix showing that those folks who had been retired a long time had seen their pensions hit by heavy inflation that wasn't responded to — only periodical and not fully. Our actions two years ago did give them some significant relief. Yet, I considered that an emergency action only. We were working on helping the rank-and-file Sandians still working and those recently retired, and that's what our recent efforts have been to try to catch up to part of our market. We need to do that, and promptly move to make them happen.

Spotlight on Sandia

Below is a quarterly report of Sandia's financial health. The charts were developed by Frank Figueroa, VP 10000 and CFO, and people in the Controller's Organization 10550 specifically for publication in the lab news to show Sandia's financial status in various areas. The charts are updated and published quarterly.

The subject matter of three of the charts — those dealing with total operating revenue, year-to-date operating revenue, and affordable vs. actual full-time equivalent employee counts — are the same each quarter. The fourth chart, the one at the end, highlights a different aspect of Sandia’s financial health each quarter. For this report, the chart shows the change in Sandia’s Laboratory Directed Research and Development (LDRD) program from FY01 to FY02. The increase is due to the growth in projected operating cost.

Total Operating Revenue Comparison - FY01 to FY02

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<tr>
<th>Quarter</th>
<th>FY01 Actual</th>
<th>FY01 Projected</th>
<th>FY02 Actual</th>
<th>FY02 Projected</th>
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<tr>
<td>1st Quarter</td>
<td>1,067</td>
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YTD Operating Revenue Comparison - FY01 to FY02

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<th>FY01 Projected</th>
<th>FY02 Actual</th>
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<td>1st Quarter</td>
<td>1,071</td>
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YTD Operating revenue投影 FY01 to S by F03, primarily due to growth in NNSA.

FY02 Affordable & Actual FTEs and On-Rate Comparison - 1st Quarter

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<th>Quarter</th>
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FY02 LDRD Program Comparison - FY01 to FY02

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<th>FY02 Actual</th>
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<td>1,060</td>
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FY02 current on-rate indications actual FTEs will fall short of affordable FTEs.

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a big step to make everybody’s effectiveness go up, and their power as individual workers has increased.

The Wen Ho Lee case, again

LN: On Jan. 31 your counterpart at Los Alamos National Labs, John Browne, spoke at the National Press Club in Washington. In answer to questions, he said he felt he was right in firing Wen Ho Lee and in fact he said of his actions “That was a serious violation of security I’ve seen in 30 years.” Yet the government’s case collapsed, Lee has gained a lot of sympathy, and now he’s been freed. Why do you think they collapsed?

Paul: I had very pleased that John stepped forward. I was surprised and I think it was the Defense Department to assess the damage and the potential damage from the secrets that were downloaded. I did thumb through Lee’s book and found some of the material bizarre. It seems clear, and is repeated often in the book that he was aware he was downloading classified information and not caring for it by any of the procedures that are mandated.

In the Lee case the public has never seen the data or had a full hearing of the evidence. The Lee prosecution decision that I’ve seen that I don’t think our infrastructure was ready to take on. How do you allow debate about matters of such high security importance without revealing them open to the public? That was perhaps Wen Ho Lee’s lawyer’s greatest weapon. It appeared that there was very little that he wanted to have to be a compromise or a plea bargain. The eventual felony conviction was acceptable to those investigators in the FBI who evidently had no direct evidence of espionage to present in court. But such behavior can’t care the nation’s greatest secrets is not something anyone should say is OK to do. That became the most important lesson and outcome for the future.

Joan: I think one thing that came from all this is that management at all levels is much more aware of making sure the information about what’s going on in their organization so they can make decisions. I’ll give you an example. If someone comes to you with a graph of something and says, ‘Let’s see what that means’ there is some negative information about someone’s activities, previously there has been difficulty — due to stovepipes, whether security or counterintelligence personnel inside or outside the labs had such information, it was not shared with that person’s manager. Now I think management is stepping back up to the accountability and responsibility. They know where the responsibility lies and are making sure that they get access to that kind of information — not to take actions with regard to guilt, but to make sure that prudent actions are taken to not create any kind of national security risk. That’s another key learning from this whole experience.

Paul: I think that if the counterintelligence programs, which all the laboratories have now increased in scope, had been in place earlier, they would have played a major role in triggering investigations earlier, many years after the fact. I think the Lee case made it painfully clear that the downloaded information [at Los Alamos] was outside classified protection for so long. It was heartbreakingly, I still remember the day I was first briefed on what had taken place, and it was something almost too shocking to believe.

LN: We talked to you last year about this and you gave a sense of the seriousness of the issue. You said, ‘Are you still confident that your assessment was accurate?’

Paul: I wouldn’t change a word of my testimony.

The M&O contract

LN: The University of Texas has announced it wants to compete for any open bid for management of Sandia, and now the University of New Mexico is at least talking about wanting to do something. Lockheed Martin wants to retain its situation as manager. Is this by a lot faster than I noticed. So I must be having fun. I have the best job in the country. I told that to Tom Ridge, who said he’ll take the job. There are some things we’ve been trying to do that set as long-term goals. We polished our articulation of what is the research today. Jerry Porras, co-author of the book Built to Last: Successful Habits of Visionary Companies. How can we build the best science and engineering laboratory that will not only last for 100 years but will make the maximum of employee contributions to the nation? I’m still having fun in watching some things improve, and there’s probably no one who is more of the outputs people make. In my introduction to this year’s Lab News Labs Accomplishments list, I suggested that everyone should ask themselves, “Is this the best it’s ever been?” It certainly seems that way to me. On the other hand, I still feel we are a long way from fulfilling our potential as a premier laboratory, so there are plenty of challenges in this job.

In my introduction to this year’s Lab News Labs Accomplishments list, I suggested that everyone should ask themselves, “Is this the best it’s ever been?” It certainly seems that way to me. On the other hand, I still feel we are a long way from fulfilling our potential as a premier laboratory, so there are plenty of challenges in this job.

Defence to NNSA.

We have made significant progress in science-based stockpile stewardship — being able to meet some of the needs for tests and evaluation without having to invoke an underground test. We certified the design for a new neutron generator, and are now producing those neutron generators with a production performance that rivals and may even surpass, the best that was ever done before. The feedback that we were getting from the Weapons Program have been in large measure blunted. We aren’t all the way there. We still have a huge workload facing us in the stockpile life extensions of the serious material. But well-started is some time a good assurance of outcome.

Joan: That rejuvenation has taken place with requirements that are extraordinarily challenging. The W-76 AF&F is a good example. Dr. Barry Hannah of the Navy set the challenge of achieving the design and production with a 75 percent cost reduction. He was here earlier this week with the Strategic Systems Program working group, which involves contractors and folks from throughout the Navy strategic systems. We announced with some genuine praise to Sandia that we had achieved that goal, we have decreased production costs to lower than 25 percent. So we achieved the 75 percent-plus overall reduction in costs which is just phenomenal. Just imagine trying to do that.

LN: Do you think that’s a new baseline target? Joan: Yes. I’m sure that John Dickman’s folks are hoping so. But as Barry tried to convey, this is the world and the climate where you have to do more with less. We really need to embrace change.

We cause us to think about doing business in a whole different way, which is really a piece of what we are trying to do in the governance pilot.

Integrated Enabling Services Initiative

Joan: The one thing I wanted to say was that we hadn’t covered was the Integrated Enabling Services initiative and the effort [VP 7000] Lynn Jones is leading. That is a tremendous opportunity. Though it is a part of governance, and we see governance moving forward, IES just by itself is going to do so much in terms of enabling mission work. For example, when we start up something like this new Grand Challenge I talked about earlier, we’re going to have an IES individual as part of that team from our laboratory, what do they need in terms of space or new facilities or modifications or getting matrixed folks and the team together — all that will be worked as an integrated piece of the puzzle. Make sure we enable the work in the most rapid timeframe that we possibly can.

Paul: A key to me is that the classic tension between direct work and indirect or supporting work. Those tensions have always been around. That’s part of what we like would to become as a laboratory — so that each side of that view can’t wait to be able to call on the help of the other side and to work with them because it’s going to be so powerful in doing their own work. Everyone in direct lab work has known that there’s a need, being able to call on any part of support because they know those folks can do it far better and faster than could ever be done by any other means. They will know that as soon as they communicate to our support folks what is needed, it will happen. That’s what we’re trying to achieve. I think major gains will come from the integration of direct and support parts of the laboratory.

LN: It’s not one at the expense of the other?

Paul: No. Never. Because we won’t succeed if either is weak.
Mileposts

Photos by Iris Aboytes

Donald Wright
35 12335

Thomas Mayer
30 15252

John Fuller
25 2345

Sam Holmes
25 3112

Thomas Hund
25 6218

Carl Iafonaro
25 14404

Robert Lagasse
25 1811

Cynthia Williams
25 10254

Dennis Carroll
20 9142

Linda Garcia
20 9523

Rusty Gillen
20 5733

Judith Jojola
20 10254

Greg Anderson
15 10842

Glen Ankenman
15 6531

Stephen Altaway
15 9142

Stephen Becker
15 2125

Dale Brandt
15 2331

Douglas Cotter
15 15415

Roy Hogan
15 9116

Peter Kamovski
15 2345

Lila Martinez
15 9330

Yolanda Moreno
15 12111

Robert Lagasse
15 15252

Edward Parma
15 6424

Brian Philipbar
15 12345

Randolph Shibata
15 10206

James Rush
35 10848

Richard Toth
35 15331

Glen Fowler
40 5851

Louis Nogales
40 5851

James Rush
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Richard Toth
35 15331

Thomas Mayer
30 15252

John Fuller
25 2345

Sam Holmes
25 3112

Thomas Hund
25 6218

Carol Skinner
15 2955

Biu So
15 2955

Christine Tomlin
15 10206

Michael Thomas
15 1744

Carl Mora
23 9612

Avelino Zuni
19 10263

Recent Retirees

Howard Seltzer
37 5921

Drayton Boozer
26 15352

Carl Mora
23 9612

Avelino Zuni
19 10263
COUCH, earthing carbon, very good condition, $150.00, indoor, $100, Ruten, 869-6132.

SEWING MACHINE, good condition, no attachments, $30.00, Dobreren, 450-9289.

JEANS $2.00 each, for 2 March mate 24, 3rd row center at Popejoy, $22.00. Tania, 281-8924.


GOLF CLUBS, women's RH, 1.3, wood set, excellent condition, $20.00, Greys, 883-8921.

FLORAL SET, 6-pc. for Mercury Villager or Nissan Quest, $30.00, Hertel, 880-0107.

PLAYER PIANO, needs restoring, $50.00, Dobreren, 450-9289.

SOFTWARE, $1.00 each, $10.00 a bundle, ask for Brian, 862-8584.

TRUNK, for sale, black, 75 cm, $35.00, Doody, 291-3028.

ANTIQUE SERVICE CART, Ethan Allen, excellence condition, $850.00, Hertel, 880-0107.

STUDENT DESKS, white or pine, $25.00 ea.; fluorescent desk lamps, $10.00 ea.; dinette set, white $25 ea.; refrigerator, electric cooktop, all appliances, $600.00, 1/3 face value, 48 available, no patches, approximately 7.5-in.-wide polished aluminum, 225-ft. range, great condition, $250.00. Destriker, 899-8971.

RDRAM MEMORY, 256MB, 2 128MB, 4 64MB, Windows 95, 98/98SE, ME, W2kPro, more; electric baseboard effects, and general functions, $500 000.00, Zender, 294-8210.

LANDSHIP, one wind在同一, $200.00 OBO. Holton, 867-0143.

Baldwin organ, has fun function, $600.00 OBO. Jensen, 281-2127.

WANTED

91 FORD TAURUS GL, AC, PS, PW, PL, AM/FM cassette, flip-up sunroof, 5-speed manual, 31,000, new $3,200, trade for large dog, 95 CHEVY SUBURBAN, 96,984 miles; 4x4, 35,000 miles, $10,000.00 OBO. Tapia, 280-8888.

2000 HONDA XR400R MXTECH, 60 X 700mm, refractor, tripod, case, good working condition, need by 5/21/02. Sena, 873-1665.

We will not run the same ad more than twice.

ROYAL CROWNS, 10 each, $2.00 OBO. McCrory, 401-4412.

ACURA INTEGRA, special edition, white, 5-spd., AM/FM/CD cassette, leather, 86K miles, excellent condition, $8,000.00 OBO. (Cabc), 281-9025.
During a visit to Sandia Thursday (Feb. 21), Office of Homeland Security Director Gov. Tom Ridge heard briefings about several Sandia-developed counter-terrorism technologies, including a description of Sandia’s role in a recent high-profile terrorist response at Boston’s Logan International Airport.

The FBI gave clearance this week for Sandia to publicly discuss the use of an advanced bomb disablement tool originally developed at Sandia to surgically disable the shoe bombs Richard Reid allegedly tried to detonate on board a trans-Atlantic flight from Paris to Miami on Dec. 22.

Ridge’s arrest in Boston, Massachus-sets, led to a Sandia response to the FBI and Sgt. Ed Anderson disabled Reid’s shoe bombs with assistance from the FBI using a Percussion-Actuated Nonelectric (PAN) Disablement. Using the PAN Disablement, the bomb’s inner workings were revealed without detonating them so the FBI could use the deactivated bombs during its criminal investigation of Reid.

Although details about how the PAN Disablement tool cannot be divulged for security reasons, the device precisely intercepts a bomb’s internal gadders quickly, before the bomb can detonate, and remotely, with human bomb specialists a safe distance away.

Sandia bomb-disablement expert Chris Cherry (5952) and a team of Sandia researchers developed the PAN Disablement in the early 1990s as a way to keep bomb technicians safe and disable bombs nonexplosively so valuable evidence can be retained. The PAN is one of several advanced bomb-disablement tools developed at Sandia.

Since 1995, when the PAN was licensed to Ideal Products of Lexington, Ky., the PAN has become the primary tool used by bomb squads nationwide to disable conventional, homemade-type bombs remotely.

Sandia played a key role during the US Missile Defense Agency’s Jan. 25 flight test and a developmental (811) based Midcourse Ballistic Missile Defense System (SMD).

Called Flight Mission-2, the test was the third in a series of 18 planned flight tests meant to evaluate and improve the United States’ ability to destroy incoming ballistic missiles using ship-launched interceptors.

The SMD program compliments other US development efforts toward a missile defense system that seeks a capability to intercept a ballistic missile aimed at the US or its allies during the boost and mid-flight stages of its trajectory.

The Sandians — approximately 20 from Centers 13400, 9100, and 2600, as well as 11 Sandia contractors — operated the Kauai Test Facility (KTF) during launch of the test’s target missile.

Sandia was responsible for ground operations and safety at the facility and for target vehicle countdown and launch operations.

At approximately 4 p.m. local time on Jan. 25, the Aries target missile was launched successfully from KTF. Eight minutes later a Standard Missile-3 (SM-3) with a kinetic warhead interceptor was launched from the US Navy Aegis-class cruiser USS Lake Erie in the Pacific.

With help from radar and computer systems on board the ship, the SM-3 acquired, tracked, and diverted toward the target, accomplishing the test’s objectives of demonstrating fourth-stage warhead guidance, navigation, and control.

Although not a primary objective of the test, the warhead intercepted and destroyed the target missile at approximately 4:18 p.m. It was the first attempted intercept in the SMD test program.

The target test vehicle performance was nominal, and all mission objectives were accomplished, says Dick Hay, Manager of Kauai Facility and Range Interface Dept. 15419.

The next SMD flight test is scheduled for this summer. — John German

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If you purchase important items and services for Sandia, you need to know of some important changes in the procurement process beginning March 15.

The Procurement Center is deploying a new Quality-Significant Requester Training course, which will be offered about once a year.

Specific procurement processes are being insti- tuted to ensure that Sandia is purchasing the quality stipu-lated in the purchase requirement. To learn about these processes and tools that will fulfill your criti-cal procurement needs, register for the two-hour course, ‘Quality-Significant Requester Training,’ by calling Lynne Adams at 844-7963. Tuition costs will be waived for the class schedule below shown.

Thereafter, this class will be offered about once a month at a cost of about $160.

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