LA-UR-21-21163
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Title: ALDWP Culture Team Strategy Proposal

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Intended for: External coorespondence

Issued: 2021-02-09

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ALDWP Culture Team Strategy Proposal

Los Alamos
NATIONAL LABORATORY
EST. 1943

October 2020

Managed by Triad National Security, LLC for the U.S. Department of Energy's NNSA

ALDWP Culture Team

Strategy Proposal Summary

- Overview of approach
- Details of approach
- Approval/support needed
- Questions

VALUES

COMMITMENT
We are dedicated to successfully meeting the Laboratory nuclear security mission and associated deliverables demonstrating a shared commitment while exceeding the expectations of customers, partners, and colleagues.

RESPECT
We will value differences and encourage every team member to express themselves in order to work together toward common goals. We demonstrate high regard for customers, partners and colleagues as we work to meet to serve our Nation and Community.

INTEGRITY
We will maintain high ethical standards. We are honest and fair in all aspects of our work. We fulfill our obligations as responsible employees and stewards of the taxpayer's dollar. We value our personal reputation and the reputation of the organization. We recognize that our integrity can impact national security.

DEALING WITH PROBLEMS
We will anticipate, identify, acknowledge and take initiative to understand the root cause and solve problems. We acknowledge and learn from our mistakes without assigning blame. We help others to solve problems and will be responsible and accountable for our actions.

TAKING CARE OF PEOPLE
We will recognize and value each person and continuously look out for one another through respectful behavior and safe work practices to achieve the success of the individual, the Institution and the mission

PRECISION IN LANGUAGE
We will take the time to formulate our thoughts before speaking and writing to accurately convey our message. We will maintain respectful language and approach in all interactions.

BEHAVIORS

PERSONAL RESPONSIBILITY
We will have the courage to hold ourselves accountable and behave in a professional manner demonstrating integrity, ethics and a high standard of values. We will demonstrate discipline while maintaining a questioning attitude.

VALUE THE LEGACY
We will respect the contributions of the past. In addition, we will actively seek the knowledge and expertise of team members. We will share our collective knowledge to foster growth among individuals and across the greater organization.

RAISE CONCERNS
We will create a safe environment in which concerns can be raised without fear of reprisal. We will address problems, staff concerns, organizational obstacles and difficult situations respectfully and directly in a timely manner.

CONTINUOUS LEARNING
We will proactively develop, adapt and transform ourselves through a mindset of continuous learning and share those lessons with others. We will assess risks and emerging challenges to ensure they are addressed appropriately through a framework of informed perspectives.

CONTINUOUS IMPROVEMENT
We will challenge the status quo, consider new ideas from anywhere and never become complacent with success. We will empower each other to take measured risk to solve problems and continuously improve.

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Why ALDWP Engagement Matters

- Staffing levels are expected to increase by more than 2,000 FTEs in support of expanding mission requirements (ALDWP and supporting organizations)
  - A positive workplace culture promotes retention and knowledge-capture for critical skills
- Addresses retention required for mission success
  - Baseline survey will provide data to identify and implement workplace environment changes
- Supports Laboratory Agenda
  - Strategic Objective 1: Excellence in Nuclear Security
    - Ensures ALDWP has the human capital resources (hiring and retention) to support Major Strategic Initiatives 1.1 – 1.5
  - Strategic Objective 3: Excellence in Mission Operations
    - 3.1 Change organizational culture with an emphasis on organizational learning
    - 3.5 Enhance quality of work life, workforce planning, and training and development

ALDWP FY21 Culture Initiative Strategy Development

Assessment & Exploration

- Surveys
- Focus Groups
- General Feedback
- Near and Long Term Needs

Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats
- Capabilities
- Audience

Actions & Initiatives

- Near Term
- Long Term

Validation & Impact

- Value Proposition
- Target/Timeline Development
- Metrics (KPIs)

Plan

- Vision
- Mission
- Specific activities and initiatives
- Goal/Objective
- Marketing/Socialization
- Resources

Institutional & ALDWP Values And Behaviors

Respect & Accountability

Assessment & Exploration

- Webster “Culture Survey” deployed 2019
- ALDWP Focus Groups/Round Tables

Assessment of current state

- ALDWP Management Culture Team formed
  - Review of data
  - Defined the teams path - leveraging the experiences of the “Change Advocates”
- Developed and defined ALDWP Values and Behaviors
  - To set the expectation and serve as a guideline to reach a positive work culture/environment
  - Socialized and adjusted based off feedback from “Change Advocates” and Senior Management

Where do we want to go?

- Change Advocate Working Sessions
  - Focused on ALDWP Behaviors

How do we get there & how do we measure our success?

Analysis

- **Change Advocate Sessions Focus**
  - “Change Advocate” teams were assigned a focus area, broken-out by an ALDWP behavior
  - Discussed/Brainstormed what we do well, where our weaknesses were, and our overall opportunities for improvement
  - Discussed barriers (threats) of us moving forward in a positive direction and what it would take to get through those challenges

Analysis Results

- **Change Advocate Team Outcomes**
  - Identified examples of actual behaviors
  - Binned behaviors into higher level categories
  - Developed SMART actions (Specific, Measureable, Attainable, Relevant, Time Based)

Change Advocate Team Results – High-level Binning

Personal Responsibility	Value the Legacy	Raise Concerns	Continuous Improvement / Learning
•Hollow Accountability •Silent Acceptance •Respect for Time and Opinions	•Ineffective Communication Loop •Capability / Knowledge Recognition •Management Behavior	•Management Response •Commitment / Ownership Gaps •Lack of Mentorship	•Identify Solutions •Communicate Solutions •Establish Processes for Solutions

Recommended Actions

Action/Initiative	ALDWP V&B Connection	Champion	Start Date	KPI	Notes
Management / Staff Interaction Initiative	Raise Concerns	TBD	Q2	-Are more items being brought up and addressed in a timely manner	Create structured opportunities (formal and informal), between employees and managers, to develop sincere professional relationships. Ultimately fostering a “safe environment”, where employees feel comfortable to not only raise concerns, but share ideas and propose solutions.
eNPS Survey Deployment	Raise Concerns	TBD	Q1	-Baseline the current culture (environment) to inform employee engagement	eNPS, an industry used tool. Retention and job satisfaction can be inferred through this data. To be deployed twice a year –*consider voluntary yr-rnd, but required on the employees birthday month.* Detail: data results show the difference between your happiest and least happy employees. Anyone who gives a 9 or 10 is called a ‘promoter’ – they’re the people most likely to advocate the company to others. Employees who give a number from 0-6 are termed ‘detractors,’ as they’re more likely to talk negatively about the company.
OFI Implementation Initiative	Continuous Learning / Improvement	TBD	Q3	-ROI tool established to screen good ideas -Are more OFIs being implemented	Establish methodology for implementing OFIs from Learning Teams resulting from Fact Findings. OFIs identified would be evaluated against an ROI criteria (e.g. Value = HPI % x Safety % x Morale Factor) and then tracked to completion for high ROI items.
Values and Behaviors Training	Continuous Learning / Improvement	TBD	Q1	-eNPS Score -360 Evaluation scores	Provide the workforce with tools and awareness of the practical application, using the Values and Behaviors as a guideline.

Recommended Actions continued

Action/Initiative	ALDWP V&B Connection	Champion	Start Date	KPI	Notes
360 Evaluation Initiative	Personal Responsibility	TBD	Q2	-Baseline Managers -Provide focused development to improve on opportunities to develop	Important to create and set-up a “safe” environment for employees to participate and be honest. Engage HR to establish a pilot program of 360 evaluations to provide feedback to at least the FLM/TL level to reinforce accountability. To be deployed twice a year – staggered with the Institutional Performance Management process. *Consider outside contractor to manage this effort.*
Effective Meetings Initiative	Personal Responsibility	TBD	Q1	-Confirmed list of meetings in which they are used -Feedback on improved efficiency/effectiveness of the meetings	Establish expected norms or standards to be implemented at meetings to combat silent acceptance. Methods range from establishing agendas or stating meeting purpose / outcomes to ensuring respectful behavior and full participation of attendees.
Project Team Recognition Program	Value the Legacy	TBD	Q2	-Program participation / recognition identified and awarded for all divisions	Recognize individuals for team participation in programs, campaigns and projects with patches, insignia, logos and coins so as to distinguish the “veterans” and take pride in what they have to offer the team.

Impact and Validation

- Value Proposition
  - A positive shift in the ALDWP culture will increase retention, job satisfaction quality, and productivity
- Develop a baseline survey to measure job satisfaction?
  - Consider using eNPS
    - eNPS is short for Employee Net Promoter Score. It is a method for measuring how willing the employees are to recommend their workplace to friends and acquaintances.
    - Overview of how loyal and engaged a company's employees are
    - Infers job satisfaction, ultimately impacting the retention rate
    - Could also infer that quality and productivity metrics were culture related as we see job satisfaction go up and retention rates increase (more knowledge staying)

Plan

The following actions are being requested of your office as part of the implementation strategy

Request	Time Frame	Why	Notes
Approve Activities/Initiatives	W/O 10/19/2020	Alignment with FY21 Performance goal and objective development	-Slide 8, specifically -Confirm if there are resources/teams recommended to lead these initiatives for the Directorate, supported by this team and the Change Advocates
Formally Communicate and Set Expectations to Direct Reports	10/26/2020	-Enforce Accountability -Ensure Clarity -Allow for questions or concerns to be raised -Assign champions for stated Activities/Initiatives	-ALDWP Mgmt. Culture Team can provide a proposed communication document and proposed high-level expectations -Describe how this will be tied to the Performance Review process -Consider differentiating factors for leaders/managers in the Performance Review process -Ensure communication flow down through the entire management chain
Add as a Reoccurring topic on the ALDWP Mgmt Staff Agenda	Reoccurring	-Enforce Accountability -Display Importance of the Initiative – keeping it at the forefront of all business	-Set Expectation that this also be done at the lower mgmt. levels
Include in an upcoming All-Hands	TBD	-Enforce Accountability -Display Importance of the Initiative – keeping it at the forefront of all business	
Support a Socialization/Marketing and Communication Strategy	Reoccurring	-Keep the importance in front of the workforce	-Consider marketing material, use of DDF tied to this effort and use of proposed slogan “Respect and Accountability” -Monthly Value and Behavior Topic. Supporting tools to be developed -Consider requiring this as an agenda item, similar to “safety discussion” -Other as appropriate/necessary -Resource: TBD

Questions?

Back-up

Change Advocate Session 1 - Results

Personal Responsibility	Value the Legacy	Raise Concerns	CI & Continuous Learning
Demonstrated Behavior That Does Not Positively Align To The Focus Area	**Demonstrated Behavior That Does Not Positively Align To The Focus Area**	**Demonstrated Behavior That Does Not Positively Align To The Focus Area**	**Demonstrated Behavior That Does Not Positively Align To The Focus Area**
• #myrights • Well they did. . . • It is X's fault • I didn't know • Finger pointing • Deflecting • No one told me • Workarounds • Easy is better than right • Ignore the elephant • This is how we have always done it • Talented jerk • Impolite language • Disrespecting others opinions • Poor time mgmt. • Lacking preparation • Interrupting • Failure to listen • Being tardy to meetings • Elitist attitude	• Implementing poor ideas • Communication • Weak at knowledge transfer • Not growing expertise because employees are staying in positions for a period of time • Retention • Voices of experienced employees are not listened to • Lack of trust with Management • Aggressive Management • Not respecting ideas from the workforce	• Management communication • Management will not correct issues due to fear of termination "calibration issue" • Fair treatment between orgs "hiring and promos" • Fear of reprisal • Fear of management • Knee-Jerk management reactions • Horseplay turned into termination "pinching PIC" • Contamination concerns and management response • "PA" announcements on spill, red lights, etc. no information on issues • Datasheet not filled out correctly wrote NCR • Organizational obstacles • Badge issues – not even ACO will help – you are on your own • Red network access issues • AskIT closes ticket without resolution • Difficult people are protected • Do not work together • "Mean girl "attitude has been heard • WSST issues tracking • Atomics is missing • Workers don't feel empowered • PIC being fired for people pinching	• "It will work this time because we are smarter than those guys" • Lost in the chain of command • "We tried that before and it didn't work" • Safety classes • Dropped TEMS • Management: "Why don't workers bring up issues?" • Worker: "Why bring it up to management – they won't do anything about it" • Sit to stand desk

Change Advocate Session 2 - Results

Personal Responsibility	Value the Legacy	Raise Concerns	CI & Continuous Learning
Hollow Accountability • Establish accountability at every level • 360 Evals down to FLM/TL level • Develop a tool to give peer to peer “kudos” (different than SPOT)	**Ineffective Communication Loop** • Leadership Communication Training • Improved Business Systems • Career Pathing	**Management Response** • Anonymous alert tool – for safety/security concerns (non-critical, similar to an askIT ticket) • More opportunities to informally interact with management • Smaller “All-Hands” to encourage participation	**Identify Solutions** • Leadership Communication Training • Improved Business Systems • Career Pathing
Silent Acceptance • Develop/Publish a List of “Norms” Phase 1 focused on Meetings • Training for Managers on creating an Empowered Workforce • Training on Self-Awareness at all levels	**Capability/Knowledge Recognition** • Mandatory Succession/Skill base Planning • Discussion Scripts for Performance Mgmt • Mandatory Co-Pilot Program (Peer Partners) • Visual recognition of experience and accomplishments • Formal Knowledge Capture	**Commitment/Ownership Gaps** • Improve Training Structure – Dedicated Trainers – OJT Quality • Demo/Presentations set up through-out an employees career on the importance of their job –not just onboarding • Recognition and Reward (Cafeteria Meals), coupled with Visual Recognition	**Communicate Solutions** • Mandatory Succession/Skill base Planning • Discussion Scripts for Performance Mgmt • Mandatory Co-Pilot Program (Peer Partners) • Visual recognition of experience and accomplishments • Formal Knowledge Capture
Respect for Time and Opinions • Devonway • Develop/Publish a List of “Norms” Phase 1 focused on Meetings	**Management Behavior** • Lunch and Learns by Job Function • Program for Peer to Peer accountability • 360 Evals down to FLM/TL level • Customer “thank you”	**Lack of Mentorship** • Leverage and Expand Current Mentoring Program • Train escorts on Culture and other messaging to positively influence new hires	**Establish Processes For Solutions** • Engage Learning Teams in OFI outcomes