

Newsletter

Week of Feb. 2, 2004

Vol. 5, No. 3



Seeking the best and the brightest

Exploring recruitment at the Laboratory

The Los Alamos NewsLetter recently invited several senior managers for a roundtable discussion of recruiting — what practices work best, how should the Lab approach technical and administrative personnel requirements, how should recruiting efforts be shared between the Human Resources (HR) Division and other divisions. Joining the discussion were John Immele, deputy director for National Security; Paul Weber, deputy associate director for Defense Science and Technology in the Threat Reduction Directorate; Susan Seestrom, Physics (P) Division leader and currently acting associate director for weapons physics; Judy Ackerhalt, acting HR Division leader; Allen Hartford, program director of the Science and Technology Base Programs (STB) Division; and Jennifer Rudnick, technical chief of staff of the Bioscience (B) Division. At right are highlights of that discussion.

by Bill Dupuy

John Immele: Several years ago, the deputy directors initiated work-force reviews in the same spirit that we do technical program reviews and safety reviews. We wanted to pick up on best practices and mentor and encourage people who were having difficulty with various subjects. One of the issues that has emerged is recruiting. The objective for today was to get together some of the division leaders who have been successful in recruiting and hear how they do it. We hope this will be of use to division and group leaders who need and want to bring new talent to the Laboratory. In line with this, it's important to say that the Science and Technology Base Programs [STB] Division and Deputy Director for Science and Technology Bill Press have taken on the task of making us a better institution by working to recruit the best and the brightest. Human Resources has been providing deployed and systematic institutional support.



Paul Weber: My comments here will pertain to my time recently as division leader for the Earth and Environmental Sciences [EES] Division. EES is somewhat anomalous, because weapons are only about 10 percent of the division's work. The division devotes

about another 10 percent to threat reduction programs, and everything else is in the "other" sponsor category. As we look at the cycles the Lab goes through, EES tends to be counter-cyclical. When the weapons program has a lot of funding, the balance of the division's work often doesn't and vice-versa. So, when the Laboratory had a major initiative to increase staffing recently, we did not participate much.

Second, our skills mix is very different. We have geologists, geochemists, geophysicists, seismologists and ecologists (people in very different skill sets than the rest of the Laboratory) as well as mathematicians, computer scientists and others. In terms of being able to move people in and out of EES, that can be difficult for some people. Also, budget reductions in programs that are not in the main line of Lab sponsors can lead to severe problems "covering" everyone in an organization like EES. So, in recruiting, I tended to be more careful, especially with respect to "permanent" University of California hires.

At the same time, we were looking to the long term and that made us focus on students and postdoctoral candidates. Long-term planning is an important element of recruiting.

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UC President's national-lab column premier



University of California President Robert Dynes has written the first in a periodic series of columns on issues involving the national laboratories operated by the university. The first column discusses the issue of industrial partners for both Los Alamos and Lawrence Livermore national laboratories. It also mentions the "Dynes desk," a way for employees to provide their viewpoints to Dynes. To read the column, see Page 8.

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Weapons staff members receive NNSA Awards of Excellence
 Hundreds of staff working in Los Alamos' nuclear weapons program and supporting divisions were honored with the National Nuclear Security Administration's Defense Programs Awards of Excellence for 2002 in ceremonies at the Administration Building Auditorium.Page 6

Firing-site technicians graduate from new program

Dynamic Experimentation (DX) Division's Operations Support (DX-4) is proud to announce the first graduating class of the Firing Site Technician Apprentice (FSTA) program, said Project Leader Victor Sandoval.Page 7



UC President Dynes' national-lab column premier



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Laboratory management endorses Code of Ethics

by Judy Goldie

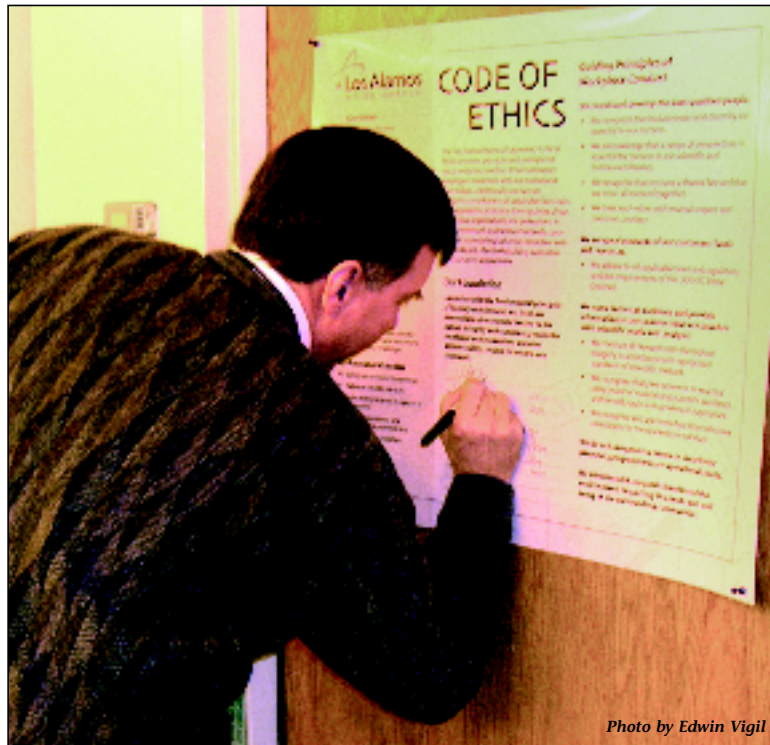


Photo by Edwin Vigil

Senior Executive Team and associate deputy directors endorsed the Los Alamos National Laboratory Code of Ethics at their first meeting of the new year. Together with consultant Tom Donaldson of The Wharton School of the University of Pennsylvania, Director Nanos and his senior managers went to work learning about implementing a code of ethics.

Donaldson is slated to return this month and in March for additional implementation sessions and to work with various Laboratory organizations to incorporate the code of ethics into existing training.

Posters of the code of ethics are being sent to all Laboratory

groups and include the SET's signatures; all SET members and the director signed the code to show their support of this institutional initiative.

For more information about the Los Alamos National Laboratory Code of Ethics, contact Tim Babicke of Human Resources Special Projects (HR-SP) at 5-3928 or via e-mail at timb@lanl.gov or check out information about the code on the Path Forward Web site at <http://int.lanl.gov/communications/code.shtml> online.

Los Alamos
NATIONAL LABORATORY

CODE OF ETHICS

Guiding Principles of Workplace Conduct

Core Values

- Excellence in science
- Integrity in processes
- Professionalism in conduct
- Personal accountability
- Respect for others
- Teamwork

Mission

Develop and apply advanced technologies

- Create the advanced technology of the U.S. nuclear industry
- Work to reduce the number of nuclear weapons, and
- Science and technology to address global security challenges

Values

- Honesty, integrity, and the pursuit of knowledge
- National security challenges

Performance Priorities

- 1) Safety, security, and environmental
- 2) National security risks
- 3) Customer relations and support of the industry
- 4) Innovation and productivity
- 5) Community partnerships

The Los Alamos National Laboratory Code of Ethics provides principles and examples of good workplace conduct for all Laboratory employees consistent with our national Core Values. Additionally, we have an obligation to adhere to all applicable laws, rules, and regulations, including those policies of our respective organizations and performance. A productive work environment depends upon each of us modeling behavior consistent with the Code and effectively holding each other and ourselves accountable.

Our Foundation

Consistent with the fundamental principles of honesty and fairness, we, in all our interactions, demonstrate service to the nation, integrity and openness, passion for excellence and innovation, personal accountability, respect for others, and teamwork.

Guiding Principles of Workplace Conduct

- We recruit and develop the best-qualified people.
- We respect individual values and strongly encourage diversity.
- We acknowledge that a range of perspectives is essential to the success in our other Board and business endeavors.
- We recognize that we have a diverse base and that we must all succeed together.
- We respect each other's individual respect and common courtesy.
- We are good stewards of our customers' funds and resources.
- We adhere to a responsible team and team effort and the requirements of the DOEUC Prime Contract.
- We make technical decisions and provide information to our sponsors that are based on solid scientific study and analysis.
- We conduct research with the highest integrity in accordance with recognized standards of scientific method.
- We recognize that justice is an essential component of maintaining scientific excellence, and we will apply such measures as appropriate.
- We recognize and encourage those who have contributed to the research we conduct.
- We do not compromise safety or security for personal, programmatic, or operational needs.
- We minimize risks to public health and the environment, respecting the needs and well-being of the surrounding communities.

Los Alamos NewsLetter

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Los Alamos National Laboratory is operated by the University of California for the National Nuclear Security Administration (NNSA) of the U.S. Department of Energy and works in partnership with NNSA's Sandia and Lawrence Livermore national laboratories to support NNSA in its mission.

Los Alamos enhances global security by ensuring safety and confidence in the U.S. nuclear stockpile, developing technologies to reduce threats from weapons of mass destruction and improving the environmental and nuclear materials legacy of the Cold War. Los Alamos' capabilities assist the nation in addressing energy, environment, infrastructure and biological security problems.



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Farewell and thanks!

Judy Goldie, associate editor for the Los Alamos NewsLetter, is retiring from the Laboratory. Her editing skills, insight, professionalism and just plain hard work on behalf of employee communications will be sorely missed. The staff of the newsletter and the entire Public Affairs Office wishes her all the best as she ventures into a new and exciting phase of her life.

Exploring recruiting ...

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Another important area is outreach, which for us was a principal recruiting mechanism. We go to conferences, set up booths and create a presence that we hope will attract good people to come talk with us.

We also paid attention to diversity. We managed to come up to the full 100 percent level for females and minorities in virtually all of the ranks.

I think it's important not to be afraid to hire someone or to move someone elsewhere. As a Laboratory, we often don't think hard enough before we convert a postdoc to be a technical staff member. In a different modality, I have had some people who were not performing well in their positions. It took a fair amount of work, but we were successful in moving a half dozen people to other areas. Many of them are much happier and more productive than before, and it opened up an opportunity for someone from the outside. I believe that, as a Laboratory, we need a strategy to allow managers to move those who are persistently not good fits or who are poor performers elsewhere. In some divisions, that's particularly difficult. If you are a bio-geochemist, there aren't many — if any — places to go at the Lab outside EES and RRES [Risk Reduction and Environmental Stewardship].

What would help in recruiting, in my view: better buildings, for one, and closer together; access to open computing resources, which is difficult in an institution largely devoted to weapons programs; finding an easier process for foreign nationals. We had 26 foreign nationals, and the overhead of keeping them is very high. Part of that is the uncertainty regarding rules about foreign nationals that seemed to change every few months.

Several other things would help. One is steady funding for outreach and for trips. Many of these costs wind up as division overhead. Finally, another is steady institutional recruiting efforts, which now seem to be cyclical. Some years, there are a lot of trips to colleges as a recruiting mechanism, while in other years the Human Resources [HR] Division budget is too lean to allow much activity. My observation is that unless we have a continuous presence out in the field, people will forget that we exist. One answer to that may be targeting a smaller number of colleges but going to them more frequently.



Immele: Paul, what major conferences have you recruited at?



Weber: The American Geophysical Union is a very good conference. It's a week-long event every December and it's big, with some 9,000 people in attendance. It's really good when you're looking for students and postdocs because of the broad spectrum of people who attend.



Newsletter: When you were division leader, what was your recruiting goal a year?



Weber: It varied highly from year to year. Most recently, I hired nine technical staff members, seven postdocs and 24 students.



Newsletter: Are your recruiting needs the result of attrition or growth, or both?



Weber: This past year it resulted mostly from recruiting for substantial growth in our work for the Waste Isolation Pilot Plant.



Susan Seestrom: As for the Physics [P] Division, we've probably hired 17 to 20 people. The net result was we were down two or three people at the end of the year. While we're planning for growth, we're not quite keeping up with retirements. One of the issues is future funding. I might know I'm going to have funding in FY04, but if I wait until then to hire, they won't be here for the beginning of the program.



Jennifer Rudnick: Bioscience [B] Division has been growing, but our funding is also an issue because we don't have the stability of one or two major sponsors. Typically, we have small grants that support one principal investigator and a technician or two. That makes the number of people who are hired from year to year highly variable.

One of the questions we're asking ourselves as a division is, "How do we manage our science strategically?" There are ways to manage that, in terms of working with the projects and bringing them to a focused areas. Another way is to seek a \$5 million program, for example, instead of a number of small projects on the order of a few hundred thousand dollars. These approaches will be reflected in the division's strategic plan and will certainly affect how we do our hiring.

About postdocs, as an institution, we have not always been good at mentoring them or determining when it's a good fit or not a good fit. If we can identify in the first year that the person won't work out in the current situation, and are more in tune with other projects either here or elsewhere, then they won't be surprised at the end of two years that they are not invited to stay.



Allen Hartford: I've observed instances in which divisions have hired postdocs based solely on their ability to get funding for a short-term program, not necessarily on their potential for a long-term contribution to the Lab. On average, the Lab hires about 30 to 40 percent of its postdocs, but I don't know what fraction falls into the category I just described.

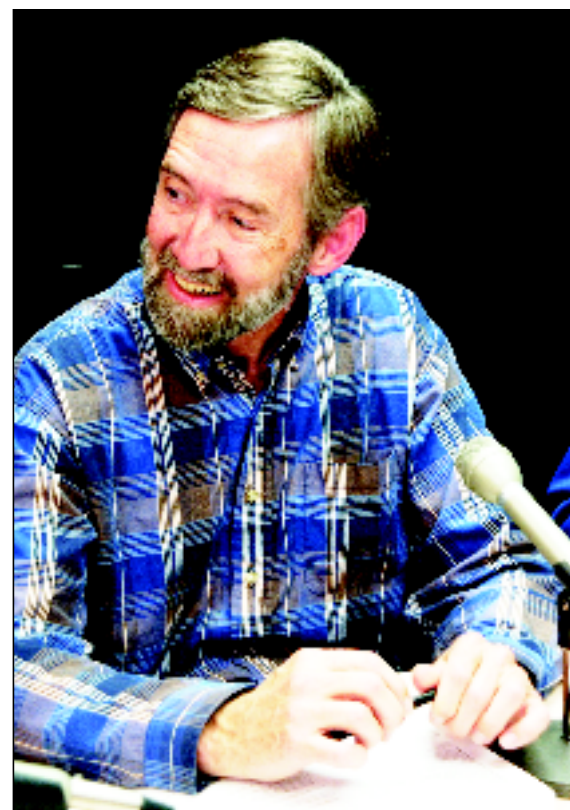


Newsletter: What's the situation in P Division?



Seestrom: About 60 percent is funded by the weapons program, 10 percent by the Office of Science, 7 to 8 percent is Laboratory-directed research and the balance comprises grants to single principal investigators and funding from the intelligence community. While we have to worry about the continuity of much of our funding, there are some people who come along who are so good, we have to hire them and figure out later how to fund them.

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Paul Weber

What would help in recruiting, in my view: better buildings, for one, and closer together; access to open computing resources, which is difficult in an institution largely devoted to weapons programs; finding an easier process for foreign nationals.

—Weber



John Immele

Exploring recruiting ...



Jennifer Rudnick

... there are some people who come along that are so good, we have to hire them and figure out later where to place them.

We have well-established networks to recruit our Ph.D. physicists. We take advantage of conferences, such as the annual Division of Plasma Physics meeting of the American Physics Society.

—Seestrom



Susan Seestrom

continued from Page 3

We have well-established networks to recruit our Ph.D. physicists. We take advantage of conferences, such as the annual Division of Plasma Physics meeting of the American Physics Society. But a significant proportion of the technical staff have bachelor's or master's degrees, and we have a little more trouble recruiting them.

We are always looking for technicians. Programs like the Los Alamos Neutron Science Center [LANSCE] electro-mechanical technician program have yielded three or four very good techs over the past few years.

And we need to work on secretarial and administrative support. It's hard to get people to walk into a division or group office and be useful from the outset. There is no system in which people are trained in how to use the Lab's budget, travel and other systems. Perhaps a pool of trained people could be sent out as substitutes in divisions and groups to train new people as they come on board.

Finally, I agree with Paul that we need institutional exit strategies, especially for people in highly specific areas where we may be overstaffed.



Judy Ackerhalt: We are starting to look at the question of exit strategies. In fact, it's one of the objectives of the Agile Workforce Goal. This goal is one of the enabling goals that was developed out of the retreat with the division leaders and the SET.



Immele: Susan, don't you connect up to certain universities for key jobs?



Seestrom: Certainly. For example, the University of Washington is very strong in neutrino physics, and Princeton has a strong plasma physics lab. We get fewer postdocs from a recruiting booth than from direct contacts with colleagues. That has implications for diversity; if the people you know are all alike, so will their students be alike. I've occasionally prodded recruiting committees about lack of diversity.



Rudnick: B Division's challenge is that bioscience is much broader than biology. It also encompasses chemistry, physical and computational sciences, making recruiting even more of a challenge than you would encounter in a more focused field. There are times when we have more than 100 postdocs and students, which brings in a lot of different skill sets and new ideas.

Like Sue's experience, B Division's strategy will increasingly be to bring in people who can get funding while also running programs.



Seestrom: In that regard, the startup packages some universities can offer are much larger than ours. Then, there's the shock factor when we introduce a top candidate to a 40-year-old building. Those are real issues in recruiting.



Rudnick: Despite the fact that space is a problem with B Division, we still need to hire skilled people. The proposed "Genome: GTL" facility, a Department of Energy program, could be substantial in this regard. We may look for one or two key hires to help bolster our proposal for that program.

We also are looking at creative ways to replace our current facilities and to bring together our staff in one location. Being cross disciplinary is very important to the division, and the ability to interact with colleagues from other fields on a daily basis is crucial to innovation. This is the sort of environment that new recruits are seeking out.



Newsletter: Judy, what's the institutional point of view?



Ackerhalt: HR Division has made a number of strides in 2003.

We coordinated 76 college events and trained 103 of the Lab's technical staff to help in recruiting. We seek diversity and attended 15 diversity events. The UC Tri-Lab Initiative, a recruitment coordination among the UC labs (Los Alamos, Lawrence Livermore and Lawrence Berkeley) is growing stronger, giving us a united University of California front at a recent master's and doctorate career fair and information session at UC, Berkeley. We work closely with the Diversity Office [DVO], but even though we identify candidates, the number of diversity hires the Lab makes is low right now.

Another area is assisting with recruiting at professional meetings. And we have made good progress in recruiting employees with active security clearances by investigating other labs that may be downsizing and by attending job fairs only for those with clearances. For example, our coordination at a recruiting event at Rocky Flats was a good resource for trained and cleared Rad Techs.

Critical skills represent another HR target. We recently sent technical recruiters to a targeted job fair consisting of ex-military and government employees with Top Secret clearances in Washington, D.C., and also recruited at George Mason University for staff positions in the Homeland Security Division. HR is building a database of effective recruiting events and resources that will assist in filling our critical skill needs.

Just-in-time recruiting is a new thing. Advance phone screening and structured on-site interviewing by managers can cut recruiting time from months to weeks. And we're piloting a spousal/domestic partner-career-assistance program, designed to help spouses with résumés and interviewing skills.

In addition, HR is in transition to a new delivery model. We will have a service center that processes transactions quickly and efficiently; we will have deployed staff who will act as strategic business partners with divisions and directorates and thus could help tailor recruiting plans; and we will have a corporate section that will also act as strategic business partners with all HR staff and the directorates to keep abreast of laws and legal developments and to develop institutional programs.

Exploring recruiting ...

Newsletter: Judy, you said you identified a number of diversity candidates but hired few. Why?

Ackerhalt: Part of it seems to be the time it takes. The candidate may have been hired elsewhere in the meantime. HR is working closely with DVO and the Diversity Working Groups to encourage better networking and marketing of qualified candidates. Our goal is to get more diversity candidates hired once they are identified by our recruiters.

Seestrom: I agree, and one of our issues is the process for identifying the right prospect. In P Division, we have a set plan for hiring a technical staff member — a search committee to evaluate and interview candidates, the individual always gives a seminar and we always ask for written letters of recommendation. Our own process is more often the time limitation — not HR.

Newsletter: What's the impact of the UC-DOE contract question on recruiting?

Ackerhalt: It is having an impact, but I can't quantify the number of hires that may not have been made because of it.

Seestrom: As a senior professional, I wouldn't find job instability very satisfactory.

Hartford: On the other hand, it doesn't disturb younger people who aren't worried about retirement yet.

Rudnick: The contract question didn't stand in the way of our hiring a deputy division leader, but we are in the process of hiring two group leaders, and it does appear that the contract is an issue for some of these candidates.

Immele: Returning to the question of using staff members to help recruit at conferences, what level person works best?

Weber: A mixture. If a candidate says, "I'm a bio-geochemist," I run to find a bio-geochemist to talk to that person. And Susan's point about the candidate always giving a seminar is good because it will draw people from the audience who will say, "I'd like to talk to that candidate."

Seestrom: We try to make sure our booth is staffed by a technical-level person all the time, and having staff members who know the work is very important

Newsletter: Allen, what's the experience of the STB Division?

Hartford: Our responsibility as a division is to run student and postdoc programs that we hope will put high-quality people in the hiring pipeline. We had nearly 500 postdocs in the 2003 program. But I'm concerned about the diversity aspect, too. I've observed that females tend to be underutilized in the divisions and seldom make it into the round of very high-level prestigious appointments. So, if the postdoc category is such an important recruitment tool, we have to somehow change the demographics on the front end of the process.

Another issue is the composition of foreign nationals in the postdoc program. We have about 60 percent foreign nationals in the program, obviously because they are of very high quality, but it does limit the number of people who are able to get a clearance in the short term.

The numbers in our programs are huge — 1,350 undergraduates and 584 graduate research assistants. However, I'm bothered that we don't seem to be placing a lot of the high-quality students that we identify. Bill Press may have a way of solving this matter. By asking that every opportunity for a student job be posted for all to see, he's hoping to improve chances for placement.

About university collaborations, the focus of strategic partnerships was initially on the UC campuses. With the new University of New Mexico collaboration agreement, that has been broadened, and we expect to develop similar ones with New Mexico State University and New Mexico Tech.

One of the things I hear when I go out on campus visits is that Los Alamos doesn't have an ongoing visible presence on campuses. Going only during recruitment season is not enough. Sandia's executives are even "assigned" to a number of universities each.

Immele: So, the question is, how should we strategically target schools?

Ackerhalt: One answer may be setting up a group to study our practices and come back with recommendations. A big question may be budget restrictions, however.

Hartford: I see it as a partnership of professional recruiter and professional staff member. But if we're serious about attracting the best and brightest, we may well find our investment in the process is far too low compared with others.

Immele: It might also be a partnership among the technical divisions, for a coherent presence.

Hartford: And we need some basic things we don't now seem to have, such as a current generic brochure about the Lab and a set of standard viewgraphs from which to select a few that are appropriate for any given campus visit.

Newsletter: Let's sum up the key points, and these are not necessarily in order of priority:

- more and more-concentrated campus visits, together with stronger collaborations
- focused use of conferences as a recruiting tool
- long-range planning to more correctly identify the right type of candidate
- an institutional exit strategy
- attention to diversity
- a strategic partnership between the Lab and HR
- a greater investment of money and resources in the recruiting process
- hiring the person who can contribute long term.



Allen Hartford

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—Hartford



Judy Ackerhalt



Director G. Peter Nanos recently handed out NNSA Defense Programs Awards of Excellence to 18 teams pointing out that such a large number of awards is a significant achievement because nuclear weapons work is the Laboratory's "bread and butter." Hundreds of staff in many divisions were honored. Among those who accepted the hardware on behalf of their teams were Brent Park of Neutron Science and Technology (P-23), Andrew (Angus) Lawson of Structure/Property Relations (MST-8) and Jim Ostic of Nuclear Materials Technology (NMT-DO). Photo by Ed Vigil

Weapons staff members receive NNSA Awards of Excellence

by Jim Danneskiold

Hundreds of staff working in Los Alamos' nuclear weapons program and supporting divisions were honored with the National Nuclear Security Administration's Defense Programs Awards of Excellence for 2002.

Laboratory Director G. Peter Nanos and Rich Mah, associate director for weapons engineering and manufacturing (ADWEM), presented the awards — among NNSA's most prestigious — to representatives of 18 large and small teams.

The 18 teams whose achievements were recognized with the Defense Programs Awards of Excellence are listed below, followed by the representatives who accepted the awards on behalf of the teams:

- Accelerated Aging of Plutonium, Franz Freibert, Nuclear Materials Science (NMT-16);
- Actinide Analytical Chemistry, Vahid Majidi, Center for Homeland Security (CHS);
- ASCI Q Integration Team, Cheryl Wampler, High-Performance Computing Systems (CCN-7);
- B61 Alt 357 Team, Lloyd A. Montoya, Weapon Systems Engineering (ESA-WSE);
- B61 NDE/ANDE Team, Robert Gates, Stockpile Complex Modeling and Analysis (D-2);
- Cluster Research, Ronald Minnich, Advanced Computing (CCS-1);
- Computer Code Evaluation Group, Richard Krajcik, Applied Physics (X-DO);
- DARHT 2nd Axis Team, Carl Ekdahl, Dual-Axis Radiographic Hydrotest Facility (DX-6);
- DynEx Vessels Design and Fabrication Team, Christopher Romero, Test Engineering (DX-5);
- Engineering Index and Methodology for Certification/Qualification, Jane Booker, Weapon Response (ESA-WR);
- High Explosives HE Thermal Response and Behavior Team, Blaine Asay, Materials Dynamics (DX-2);
- MARIO/ROCCO Subcritical Experimental Team, Mark Wilke, Neutron Science and Technology (P-23);
- Metropolis Center Visualization Capability, Robert Tomlinson, Computing, Communications and Networking (CCN-DO);
- Pit Manufacturing Project, Jeanne Ball, Weapons Engineering and Manufacturing (ADWEM);
- Plutonium Fundamentals Team: New Findings, Robert McQueeney, Manuel Lujan Jr. Neutron Scattering Center (LANSCE-12);
- VITO/ETNA Subcritical Experimental Team, Nick King (P-23);
- W80 1K Valve Screening and Reliability Determination, Clint Bowyer, Gas Transfer Systems (ESA-GTS); and
- WETF Octave Team, Dale Tuggle, Tritium Science and Engineering (ESA-TSE).0

Leeman named deputy associate director

Joel Leeman is the new deputy associate director in the Operations Directorate. Joining the work force in January, Leeman provides leadership and management oversight of the ADO programs portfolio.



"I look forward to working with

Joel Leeman

my Laboratory and NNSA [National Nuclear Security Administration] colleagues on the interesting challenges here at the Lab," Leeman said. "This is a good fit for me and I am ready to go," he added.

Leeman comes to the Laboratory after 11 years with NNSA. "From my experience across the nuclear weapons complex, I believe I can offer alternate approaches to operations issues and provide the Laboratory with insight on the workings of NNSA and help in establishing a more responsive relationship between the two," Leeman said. Leeman has had several successful NNSA/Laboratory joint ventures including the Chemistry and Metallurgy Research (CMR) Facility Upgrades project, Integrated Nuclear Planning and the Integrated Construction Program Plan.

"My focus is going to be on improving the Laboratory infrastructure, both business systems and physical-facilities support to ensure we effectively meet our mission today and over the long term," Leeman stated.

Leeman holds a bachelor's degree in civil engineering from Pennsylvania State University and a master's degree in environmental engineering from Johns Hopkins University.

Brendlinger new AA leader

Terry Brendlinger is the new leader for the Laboratory's Audits and Assessments (AA) Division.

Brendlinger has extensive experience in performance, financial and contract

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Terry Brendlinger

Firing-site technicians graduate from new program

by Ed Kellum

Dynamic Experimentation (DX) Division's Operations Support (DX-4) is proud to announce the first graduating class of the Firing Site Technician Apprentice (FSTA) program, said Project Leader Victor Sandoval. On Dec. 9, 2003, 18 graduates of the program began work throughout DX Division, fully competent in the setup and execution of explosive experiments. The graduates are **Pedro Aragon** of Dual Axis Radiographic HydroTest (DAHRT/DX-6), **Michael Archuleta** of Hydrodynamics (DX-3), **Jesus Arellano** of DX-3, **Joe Bainbridge** of DX-3, **David Ballard** formerly of DX-4, **Anthony Balmes** of DX-6, **Joe Boyet** of DX-3, **Myles Cartelli** of Weapons Materials and Manufacturing (ESA-WMM), **Brent Christman** of DX-4, **Racci Deluca** of Materials Dynamics (DX-2), **Lloyd Lee Gibson** of DX-2, **Vernon Lawrence** of DX-4, **Carmelo Martinez** of DX-3, **Fidel Martinez** of DX-4, **Keith Osenbaugh** of DX-4, **Dennis Royer** of DX-2, **Victor Eric Sanders** of DX-4 and **Richard Trujillo** of DX-3.

The FSTA program originally was founded because of an increase in DX Division program deliverables, which mandated the need for technicians with specialized training. To maintain the division's effectiveness, Mary Hockaday, DX Division leader, and other key individuals in DX-4, including Sandoval, Jon Nielsen now of the Office of Military Applications (ADWEM-OMA) and Jerry Vasilik created the FSTA program to accelerate the training.

"We needed our firing-site technicians to have a large breadth of capability, so this training aimed at enabling them to have more flexibility," Hockaday commented.

"Upon graduation from the program,



From left to right, Carmelo Martinez of Hydrodynamics (DX-3), Vernon Lawrence of Operations Support (DX-4), Pedro Aragon of Dual Axis Radiographic HydroTest (DX-6) and Michael Archuleta of DX-3 were members of the first graduating class of the Firing Site Technician Apprentice (FSTA) program. Photo courtesy of the Dynamic Experimentation (DX) Division

each technician is fully qualified as a firing-site assistant with a basic knowledge of safety, operations and experimental techniques," stated Sandoval. "This knowledge forms the foundation for a career in explosives experimentation," he added.

The FSTA candidates underwent on-the-job and classroom training with emphasis placed on explosives operations, general experimental techniques and conducting explosives experiments safely, professionally and efficiently.

"The program was instituted to ensure that we continue to train our firing-site technicians; provide operational consistency; create a more knowledgeable and flexible work force; and in the end, build our future," said Sandoval.

Hockaday noted, "I am very pleased with the outcome. I feel the FSTA program itself can be used as a template for developing a program for new and future experimental staff and as a basis for continuing education."

Brendlinger ...

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auditing including 12 years with the Department of Energy's Office of Inspector General, nine with the Department of Defense's Office of Inspector General, eight with the Defense Contract Audit Agency and two with a public accounting firm.

His most recent position was director for the Environmental Audits Division in the Department of Energy's Office of Inspector General. During his government career, Brendlinger received numerous honors and awards including the President's Rank of Meritorious Executive in the Senior Executive Service for sustained superior accomplishments in 2002.

Brendlinger holds a bachelor of science degree in accounting from Southwest Missouri State University and a master of science in public financial management from American University in Washington, D.C. He is a member of the American Institute of Certified Public Accountants and the Association of Certified Fraud Examiners.

As division leader, Brendlinger is responsible for providing management with reasonable assurance through audits, assessments and evaluations that Laboratory operations and business practices are continuously improved; therefore, resulting in the reduction of Laboratory costs, decreased external oversight and cost-effective compliance with internal and external requirements.

Dorries selected RRES-ECR group leader

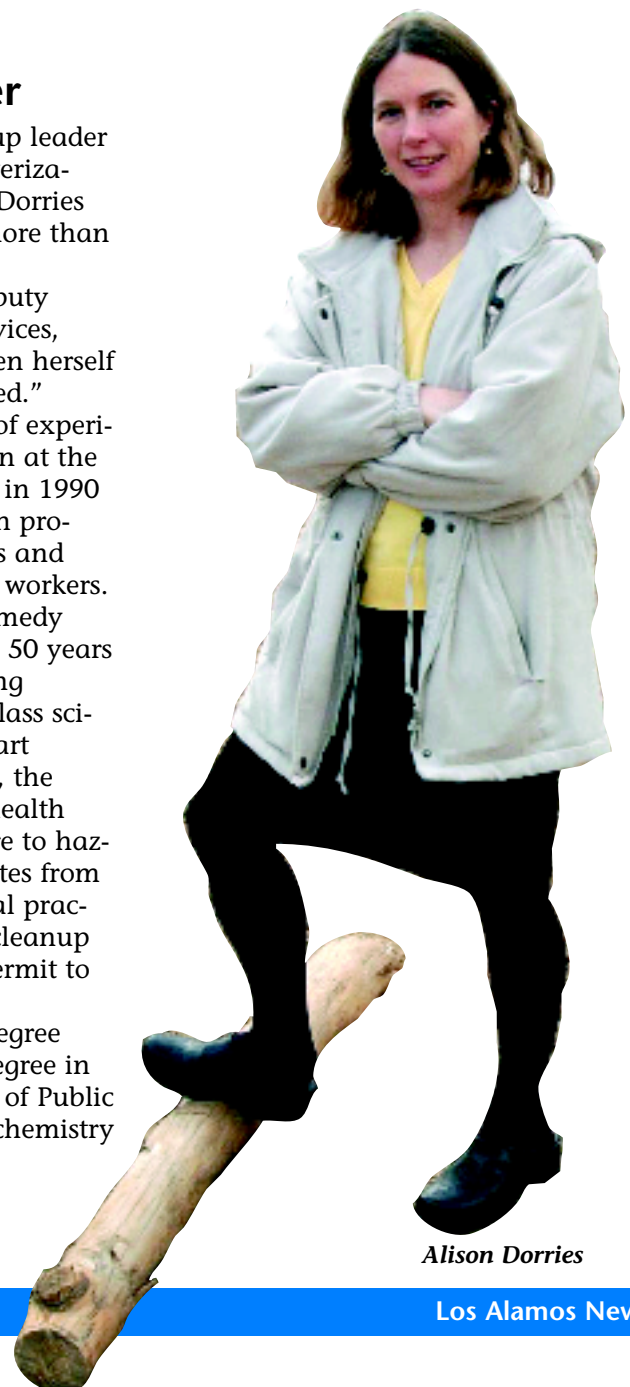
Alison Dorries is the new group leader for Environmental Characterization and Remediation (RRES-ECR). Dorries served as acting group leader for more than a year.

Dave McNroy, RRES Division deputy project director for remediation services, commented that Dorries "has proven herself to be tenacious and outcome focused."

Dorries has more than 10 years of experience with environmental restoration at the Laboratory, having come on board in 1990 in the then-HSE-5 to work on health programs, specializing in health effects and exposures to beryllium and lead in workers.

The mission of RRES-ECR is to remedy environmental problems caused by 50 years of Laboratory operations by bringing together multi-disciplinary, world-class science, engineering and state-of-the-art management practices. Specifically, the group is tasked to protect human health and the environment from exposure to hazardous, radioactive and mixed wastes from past treatment, storage and disposal practices and meet the environmental cleanup requirements of the Laboratory's permit to operate hazardous waste facilities.

Dorries received her bachelor's degree from Smith College, her master's degree in public health from Harvard School of Public Health and her doctoral degree in chemistry from Princeton.



Alison Dorries



UC President Dynes' national-lab column premiers

Editor's note: University of California President Robert Dynes has written the first in a periodic series of columns on issues involving the national laboratories operated by the university. The first column discusses the issue of industrial partners for both Los Alamos and Lawrence Livermore national laboratories. It also mentions the "Dynes desk," a way for employees to provide their viewpoints to Dynes.

It has been three months since I became president of the University of California, and in that time I have gained an even deeper appreciation for the breadth and distinction of the research being conducted throughout the UC system. A key component of the university's research enterprise is the work of the Los Alamos, Lawrence Berkeley and Lawrence Livermore national laboratories. These three labs, through both independent and collaborative efforts with one another and with our campuses, continue to make tremendous contributions to the scientific advancement and national security of the United States.

This month, the University of California Board of Regents voted to preserve the university's options to compete for national laboratory management contracts and gave the university the authority to team with industrial partners. A final decision on contract competition will not be made until the terms of the competition are known, but the regents' action puts the university in the best position to compete if, in fact, that is the ultimate course we pursue.

Because the concept of teaming with industrial partners is a new one, I want to reassure you that the university believes that this approach will further strengthen our management and business practices at the laboratories. By entering into teaming arrangements, the university will be able to demonstrate that we are innovative in our management practices and committed to ensuring that we have the strongest and most effective business and management practices in place.

In the near future, we expect to reach agreement on contracts with industrial partners at Los Alamos National Laboratory ...

In the near future, we expect to reach agreement on contracts with industrial partners at Los Alamos National Laboratory, and we are having initial discussions with potential industrial partners about teaming arrangements at Lawrence Livermore National Laboratory. It is important to note that both labs are actively involved in defining the scope of work for the industrial expertise at each laboratory.

I recognize that this prospect may raise many questions for employees: What does this mean for the university's overall management at the labs? What about my job? What about the reporting structure? Let me be clear that the University of California continues to manage the national laboratories and will continue to do so under these teaming arrangements. The industrial partners will be brought on to enhance specific aspects of our laboratory management. At Los Alamos National Laboratory, these areas include human resources, supply-chain management, procurement, finances and high-hazard facilities management. The specific areas at Lawrence Livermore National Laboratory still are being determined. These teaming arrangements are about supplementing the existing work force and ensuring that management practices are of the same high level of quality as our scientific and technical programs. The industrial partners would work with the management team at the lab and report to the director. The partners we are considering have excellent reputations, and we believe they would only enhance the operations of these critical institutions.

As we move forward, I know many of you will have questions about the competition process and its effects on the labs, the university and each of you as employees. In an effort to keep you informed about the university's actions, I will be writing periodic columns for your laboratory publications. In addition, I have set up an e-mail account by which you can submit questions as well as suggestions for future columns. This feature, called "Dynes" Desk," is based on an initiative I implemented while chancellor at UC, San Diego, where I found it a very effective way to stay in touch with the community. While I cannot respond personally to every e-mail, I promise that I will read each one submitted and will respond, in future columns and other messages, to the broad concerns and suggestions being expressed. To submit an e-mail to Dynes' Desk, visit www.universityofcalifornia.edu/president/desk.html online.

Thank you. We'll be in touch.

Sincerely,
Robert C. Dynes, President



*Robert Dynes, president,
University of California*



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