# One NASA

## NASA Transformation

**March 2005**

One TEAM, One JOURNEY, One NASA
"Building the Future Together"

*To improve life here,
To extend life to there,
To find life beyond.*

## AGENDA

- **IMPERATIVE FOR TRANSFORMATION**

- **TRANSFORMATION and THE NASA FAMILY**

- **TRANSFORMATION GOALS**

- **MANAGING THE TRANSFORMATION**

  - **MANAGING CHANGE**

  - **CODIFYING CHANGE**

  - **REPORTING AND TRACKING SYSTEMS**

  - **LEADING CHANGE**

  - **COMMUNICATING CHANGE**

- **SUMMARY**

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## IMPERATIVE FOR TRANSFORMATION

- **Great organizations continually learn, grow and adapt to sustain high performance**
- **NASA has been engaged in improvement activities throughout its history.  Recent efforts include:**
  - President's Management Agenda, Freedom to Manage, and One NASA
- ***Columbia* loss was impetus for broader change**
  - CAIB/Return to Flight, Culture Change Effort, 'A Renewed Commitment to Excellence' Report (Diaz Team)
- **Vision for Space Exploration brings with it a fundamental shift and requires transformational change**
  - Agency must transform to achieve mission success

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## TRANSFORMATION and THE NASA FAMILY

**Transformation affects every member of the NASA Family:**

- **How we define and achieve technical and mission success**
- **How our reputation and credibility with stakeholders impacts resources and support**
- **How we obtain resources and funding and bid on work**
- **Roles and responsibilities at the program and project level**
- **How we are developed as technical experts and managers**
- **The culture we work in**

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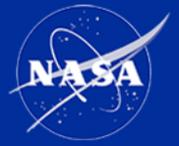
## TRANSFORMATION GOALS

## TECHNICAL EXCELLENCE

NASA safely and consistently *meets mission objectives* through relentless technical rigor and sound program and project management practices. The Agency also *plans strategically*, *manages resources effectively*, and collaborates to ensure the right people have the right resources at the right times to execute the mission.

## ORGANIZATIONAL EXCELLENCE

NASA balances thoroughness with *flexibility* and innovation in its organizational and *business practices* to ensure mission success and alignment with Agency core values. It also *engages the American people* to understand the relevance and value of its work to their general welfare.
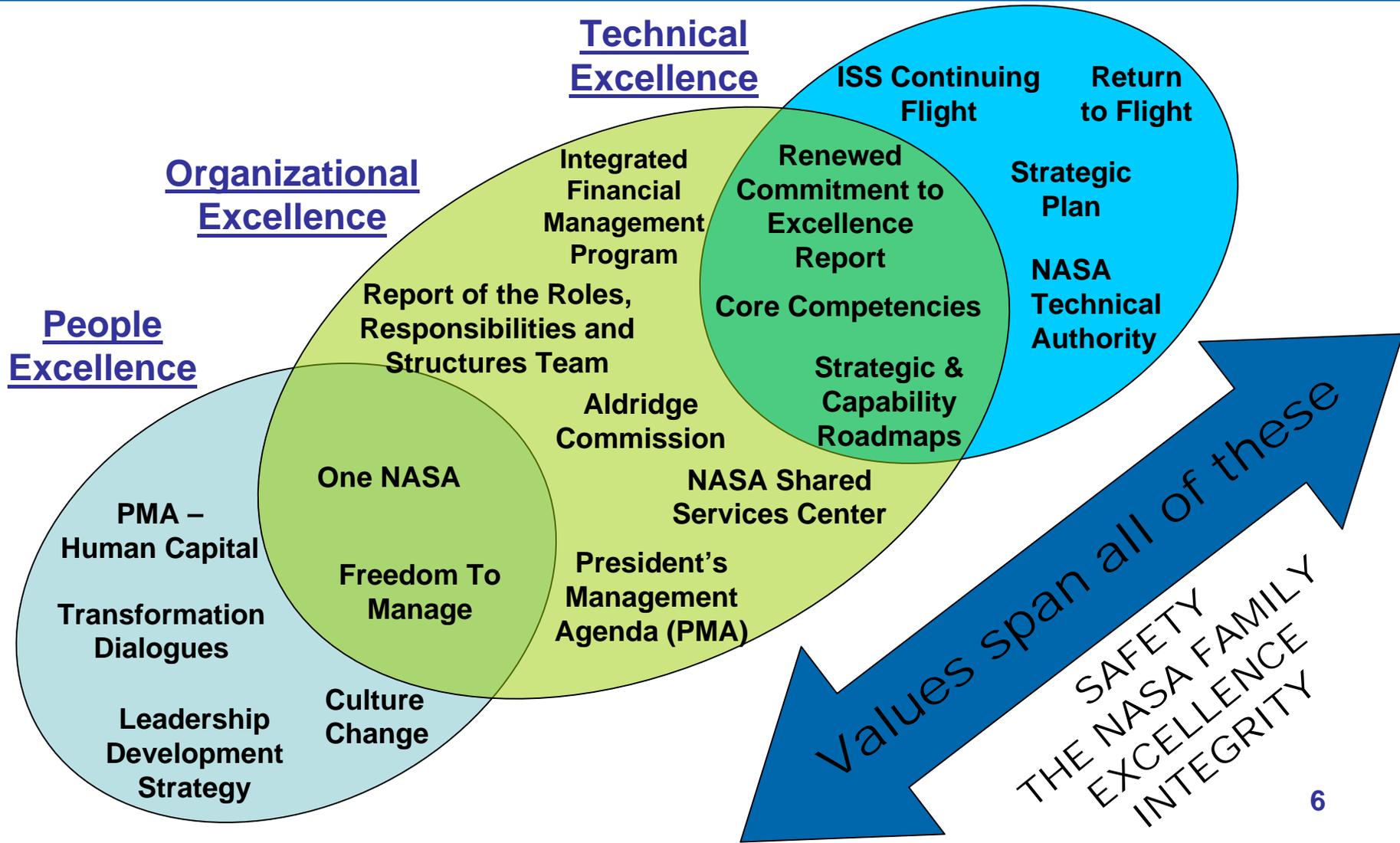
## PEOPLE EXCELLENCE

NASA employs a *high-performing workforce* and a cadre of *exceptional leaders* that are committed to NASA's vision and mission, consistently live Agency core values, and remain adaptable to an ever-changing environment. NASA also fosters an *inclusive culture* in which all members of the NASA Family communicate openly, feel valued, and are empowered to ensure mission success.

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## TRANSFORMATION EFFORTS ALIGNED TO GOALS



**Technical Excellence**

**Organizational Excellence**

**People Excellence**

ISS Continuing Flight

Return to Flight

Integrated Financial Management Program

Renewed Commitment to Excellence Report

Strategic Plan

Report of the Roles, Responsibilities and Structures Team

Core Competencies

NASA Technical Authority

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Aldridge Commission

Strategic & Capability Roadmaps

PMA – Human Capital

Freedom To Manage

NASA Shared Services Center

Transformation Dialogues

President's Management Agenda (PMA)

Leadership Development Strategy

Culture Change

**Values span all of these**

SAFETY
THE NASA FAMILY
EXCELLENCE
INTEGRITY

## MANAGING CHANGE: TECHNICAL EXCELLENCE

| Transformation Effort | Description | Responsible Organization | Tracking Mechanism | Decision Authority |
|---|---|---|---|---|
| Return to Flight | Implementation plan outlines response to CAIB recommendations | Space Operations Mission Directorate | Space Flight Leadership Council | Associate Administrator, Space Operations Mission Directorate |
| ISS Continuing Flight | Implementation plan applies lessons learned from loss of Columbia to the ISS Program, including implementation into engineering and management processes of the program. | Space Operations Mission Directorate | Space Flight Leadership Council | Associate Administrator, Space Operations Mission Directorate |
| Renewed Commitment to Excellence Implementation (Diaz Report) | Assessment of the broader implications of the CAIB Report on activities across the Agency. Implementation plan created to address 40 specific actions. | Senior managers identified for each action | NASA Operations Council | Deputy Administrator |
| NASA Strategic Plan | Provides the necessary guidance for the Agency to accomplish its mission. | Advanced Planning & Integration Office and Mission Directorates | NASA Strategic Planning Council | Administrator |
| Strategic & Capability Roadmaps | Sustainable and repeatable process that brings together NASA, other government agencies, industry, and academic partners to develop roadmaps to guide NASA's future. | Advanced Planning & Integration Office and Mission Directorates | NASA Strategic Planning Council | Administrator |
| Core Competencies Assessment | Identification and review of a recognized set of core competencies for NASA | Mission Directorates and Institutions & Management Office | NASA Strategic Planning Council | Administrator |
| NASA Technical Authority | Provides technical decisions for safe and reliable operations in support of mission development activities and programs and projects so that they impose minimum reasonable risk to humans, the NASA workforce and the public. | Office of the Chief Engineer | NASA Technical Authority Working Group | Administrator |

# MANAGING CHANGE: ORGANIZATIONAL EXCELLENCE

| Transformation Effort | Description | Responsible Organization | Tracking Mechanism | Decision Authority |
|---|---|---|---|---|
| President's Management Agenda | Improve key aspects of Federal agency management. | Senior managers identified for each key area | Administrator's Weekly Staff Meeting | Administrator |
| Integrated Financial Management Program | NASA's single integrated management system and related processes. | Office of the Administrator | Agency Program Management Committee | Deputy Administrator |
| Freedom to Manage | Freedom to Manage Task Force (F2M) identified changes that would remove impediments to effective management and help assure organizational excellence. | Institutions and Management Office | NASA Operations Council | Deputy Administrator |
| NASA Shared Services Center | Shared services management approach consolidates targeted activities in the areas of financial management, human resources, procurement, and information technology. | Institutions and Management Office | NASA Operations Council | Deputy Administrator |
| One NASA Implementation | One NASA concept is that we will operate as one team that applies our many unique capabilities to the pursuit of our shared vision and in keeping with our clearly defined mission. | Institutions and Management Office | NASA Operations Council | Deputy Administrator |
| Aldridge Commission Report Response | Responsibilities for actions in the report, "A Journey to Inspire, Innovate, and Discover" have been assigned at the Strategic Planning Council level. | Associate Deputy Administrator for Systems Integration | NASA Strategic Planning Council | Administrator |
| Report of the Roles, Responsibilities and Structures Team (Clarity Team) & New Headquarters Organization | Internal team commissioned to develop a streamlined organization structure for the Agency, clarify roles and responsibilities of Agency leadership, and increase top-down and bottom-up communication through clear reporting lines. | Institutions and Management Office | NASA Operations Council | Deputy Administrator |

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## MANAGING CHANGE: PEOPLE EXCELLENCE

| Transformation Effort | Description | Responsible Organization | Tracking Mechanism | Decision Authority |
|---|---|---|---|---|
| Transformation Dialogues | NASA senior leaders engage the workforce and gather input from the NASA family concerning how we proceed in our efforts to transform the Agency. | Institutions and Management Office | NASA Operations Council | Deputy Administrator |
| Culture Change Effort | NASA established the objective of completely transforming its organizational and safety culture to address concerns cited by the CAIB. | Institutions and Management Office | NASA Leadership Council | Administrator |
| Leadership Development Strategy | NASA has embarked on a strategy that ensures a leadership cadre, able to lead NASA's transformation and perform on a world-class level, in advance of need. | Institutions and Management Office | NASA Operations Council | Deputy Administrator |

## CODIFYING CHANGE: NASA Management Systems

# Changes are codified in our NASA Management Systems

Four seminal documents capture the majority of these changes:

- NASA Strategic Plan (NPR 1000.1) *in formal review*
- The NASA Organization (NPR 1000.3) *update complete*
- Strategic Management Handbook (NPR 1000.2) *in formal review*
- NASA Program and Project Management Processes and Requirements (NPR 7120.5C) *preparing for formal review*

# NASA workforce accesses approved documents and those in review using NASA Online Directives Information System

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## REPORTING & TRACKING SYSTEMS

**Formal mechanism for tracking actions:**

– Headquarters Action Tracking System (HATS)

A web-based system that tracks HQ action items and correspondence. HATS generates email notifications when an action is created, data is modified including due dates, and when progress is updated

– Consolidated Action Tracking System (CATS)

A web-based system that tracks schedule and cost of recommendations for corrective actions from a variety of audit sources that include the NASA OIG, GAO, DCAA, and ISO 9000. CATS has users at NASA HQ and NASA Centers

**Formal mechanism for tracking performance:**

– Erasmus, NASA's Management Information Dashboard

Provides all levels of leadership with accurate, timely and comparative information, allowing NASA decision makers to monitor the health of Programs and Projects by tracking key measures, including safety metrics. Formally briefed at Center, Directorate and Agency Program Management Committee meetings.

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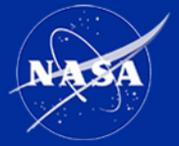
## LEADING CHANGE

- **Affirming NASA's Core Values begins with senior leadership**
- **Key senior leader behaviors that reflect NASA's values**
  - Communication
    - Acknowledging people, speaking positively about change efforts, finding opportunities to send safety message in internal communications
  - Employee Support
    - Show employees that management cares about them as individuals, actively show interest in their work, actively engage your employees
  - Management Credibility (Trust)
    - Admit mistakes and show an interest in doing better, make difficult choices consistent with our values, place people who have the courage to speak up in positions where that is important, consistently enforce standards using the role of the Independent Technical Authority to assist in this
  - Decision making
    - Confront questions and issues, seek alternative views, make decisions, communicate those decisions, have the difficult conversations

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## COMMUNICATING CHANGE

**Throughout the process, NASA leadership is fully engaged in communicating the changes to the NASA Family, participating in face-to-face meetings and through Dialogue Forums on "Inside NASA" website**

- **NASA Transformation Dialogues**
  - Nine Agency broadcast sessions held July – September 2004
  - New set of Transformation Dialogue broadcasts from January – June 2005
    - Topics: NASA Technical Authority, Strategic Planning & Capability Road-Mapping, Competition Working Group, programs featuring each Mission Directorate, and more broadcast on NASA TV
    - Transformation Bulletin Boards
- **Leader-Led Workshops at all NASA Centers and Headquarters**
- **NASA Internal News & Communications (INC) announcements**
- **"Can We Talk" small face-to-face sessions with leaders**
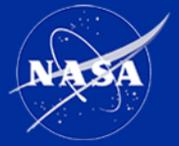
## SUMMARY

- **We are managing change in an integrated, systematic way**

  - Establishing new organizational constructs, policies and procedures that reinforce desired ways of operating

  - Changes are being formally documented

  - Change progress is being tracked and measured

  - A formalized communications and feedback process has been established and is being actively utilized throughout the change process

- **We remain committed to our NASA Values -- SAFETY, THE NASA FAMILY, EXCELLENCE, and INTEGRITY – throughout our transformation**

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# BACK-UP MATERIAL
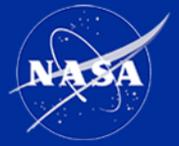
## TRANSFORMATION GOALS: TECHNICAL EXCELLENCE

# TECHNICAL EXCELLENCE

– **MISSION SUCCESS:** NASA safely and successfully meets its mission objectives through relentless engineering and scientific rigor. NASA effectively manages projects and programs by allocating resources in accord with mission objectives and Agency core values, accounting for changing resource requirements throughout program and project lifecycles, and making sound decisions about risk by employing effective safety and engineering checks and balances (both internal and external).

– **STRATEGIC ALIGNMENT:** NASA provides equal and complementary focus on strategic and operational issues to ensure the Agency's efforts and resources are aligned to its vision and mission. This includes creation of strategies and plans to ensure a high quality, technically competent workforce with ready access to the necessary facilities, tools, and knowledge to accomplish the mission. NASA invests its resources strategically to ensure mission success, adjusts the availability of resources when needed, and the disposes of resources no longer required.

– **SOUND RESOURCE MANAGEMENT:** NASA managers have the required information to understand their costs and make good decisions about resource allocation. They develop realistic schedule, budget, and personnel requirements and credibly defend them. They engage in collaboration with internal and external partners to leverage existing capabilities, eliminate redundancy, and ensure access to the right resources at the right times to achieve NASA's mission safely and effectively.

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## ORGANIZATIONAL EXCELLENCE

- FLEXIBLE ORGANIZATION: NASA's organization is structured to ensure mission success.  It is focused, integrated, affixes clear authority and accountability, and has the flexibility and agility to effectively, efficiently, and rapidly adapt to changing mission direction and budget conditions.

- BEST BUSINESS PRACTICES: NASA's processes, policies, and business systems support mission success and align with Agency core values.  NASA seeks out and nurtures partnerships that produce the most innovative and cost-effective technical and business solutions in the Federal Government, the Nation, and the World.

- PUBLIC ENGAGEMENT: NASA effectively engages the public in its vision, and continues to be recognized worldwide for its technical prowess and accomplishments. The American people understand and support this vision through both public sentiment and collaborative efforts with academia and private industry. The White House, Congress, and the general public understand the relevance and value of NASA's work to the general welfare of the United States.

## TRANSFORMATION GOALS: PEOPLE EXCELLENCE

# PEOPLE EXCELLENCE

– **HIGH-PERFORMING WORKFORCE:** NASA recruits, develops and retains a diverse, agile, technically renowned workforce that operates as a unified team and possesses the strategic competencies needed to accomplish the Agency's mission. All NASA employees—technical and mission support—understand the mission, embrace it, and know how their jobs contribute to the Agency's success. They are motivated high-performers who value continuous learning, practice innovation, and demonstrate Agency core values in their daily duties.

– **EXCEPTIONAL LEADERS:** The Agency grows and develops world-class leaders who are committed to NASA's vision and mission, and accountable for overall organizational performance. They inspire, motivate, mentor and challenge the workforce. They guide others toward goals, are adaptable to change, and serve as exemplars for living NASA's core values by demonstrating high standards of honesty, integrity, trust, openness, and respect.

– **INCLUSIVE CULTURE:** The Agency fosters an inclusive culture in which employees and partners feel valued and respected, and are treated with fairness and dignity. NASA employees are excited about the mission, and feel empowered to make valuable and fulfilling contributions to the mission. NASA enables open sharing of issues, concerns, and knowledge to mitigate risk, facilitate use of best practices and lessons learned, and foster personal and professional growth.