STRATEGIC PLAN IMPLEMENTATION

FOR

THE FLIGHT PROJECTS DIRECTORATE

June 1998

The Goddard Space Flight Center

Vision:

We revolutionize knowledge of the Earth and the universe through scientific discovery from space to enhance life on Earth.

Mission:

Goddard Space Flight Center enables discovery through leadership in Earth and space science.

We serve the scientific community, inspire the Nation, foster education, and stimulate economic growth.

We partner with others to achieve NASA's goals.

We create technologies that support and advance these endeavors to take full advantage of doing research in space.

We accomplish this through innovation in all that we do.

Values:

Agility
Balance
Creativity
Dedication
Integrity
Respect
Teamwork

The Flight Projects Directorate

Mission Statement:

We Serve as a National Resource in the Field of Project Management. As Managers and Project Analysts, We Meet Our Commitments by Organizing and Leading the Resources Needed to Effectively Implement Projects for the Purpose of Obtaining Scientific Information for Research in Earth Science,Space Science and Technology.

A message from the Director

This is a unique and challenging time for the Center and the Flight Projects Directorate. The way we do business is changing. Processes are being streamlined, review requirements consolidated and standardized, and there is a new emphasis on employee empowerment, responsibility, and customer satisfaction. The Flight Projects Directorate is leading the effort to implement Goddard's Strategic Plan. This document will serve as our road map to that future. I encourage all of you to read this document, relate the plans described herein to the Goddard Strategic Plan, and refer to it through the upcoming years to gauge our successes.

The Flight Projects Directorate has the following core competencies: leadership, communications,environmental knowledge, technical management, and business management. We must apply these competencies in our continuing accomplishment of NASA Flight Projects. However, we , as managers, must grow and enhance these competencies over time to ensure that we more effectively and efficiently utilize all of our resources to accomplish the objectives of our Projects. We should take maximum advantage of courses and experiences available to sharpen the tools that are necessary for us to be effective in our work. We must be creative and demonstrate our willingness to lead at all levels of our programs.

For the many employees in the Directorate who have stepped up to the challenge of our business, I sincerely thank you for your extra effort. For those who have been less aggressive, I challenge you to step out of the bondage of complacency and demonstrate to your employees, peers and managers a willingness to volunteer and lead the work of the Directorate and the Center. I require that the Directorate senior staff seek out employees to mentor and that all employees seek out a mentor. I encourage all of you to take the initiative to become aware of the changing environment that is occurring within the Government and aerospace community that directly affects our work and our future. Communicate your observations, experiences and opinions to others at work where and when you perceive value added. Strive to develop your technical and business management prowess on your own initiative -- don't wait to be told or asked to do so. It is through demonstrating effective leadership that we will be asked to lead the Agency's science programs. Leadership cannot be mandated or delegated. It must be earned through accomplishments. Let's all move forward with the objectives reflected in this document in mind so that we can improve our skills and better serve science as team leaders and managers.

I would like to thank Dr. Stephen Paddack for his work in chairing the team that assembled this document. They did a remarkable job and should be proud of their accomplishment.

James V. Moore
Director of Flight Projects

Flight Projects Directorate Strategic Plan Implementation

As the Center of Excellence for scientific research, Goddard is critical to the success of the NASA mission. Figure 1 shows how the GSFC strategic goals evolve from Goddard's role as the lead scientific research center and the part they play in satisfying the NASA mission. The members of the Flight Projects Directorate (FPD) are key players in the Center meeting both its program and institutional goals. The FPD Strategic Plan Implementation Document addresses five of the six Center goals and nine of the sixteen Center strategies as shown in Figure 2. The theme of our implementation is improvement. Actions, implementation approaches, and metrics characterize the following fifteen FPD improvement objectives. Please review the associated strategies in the Center Strategic Implementation Plan to help you understand each of our improvement objectives. Each of us is challenged to be innovative, to use new technology, and to take calculated risks in delivering first class space flight missions. Excellent performance continues to be our bench mark.

We must accomplish all of our strategic objectives. We should look for ways we can achieve these and other improvements as part of our daily efforts. To assure appropriate attention is given to these particular strategic objectives, we will give them directorate-wide emphasis. However, in light of our ongoing project implementation responsibilities and our limited time, we must prioritize these objectives.

As the directorate senior leaders, the SES cadre within FPD have established the following implementation priority for our Strategic objectives:

Within the next year:

1. Fully disseminate to all employees the purpose and content of both the Goddard Strategic Plan and the Flight Projects Directorate Strategic Plan.

2. Ensure that all employee's performance plans show their relationship to the Strategic Plan to the goal level.

3. In the spirit of responsiveness to our customers (e.g.., Codes 170, 180, NOAA), develop and arrange for performance reviews to be done by our customers on our meeting their needs and expectations.

4. Work with AETD and STAAC to develop a process for ensuring adequate engineering support on projects, including a mechanism for Project Manager input on performance reviews.

5. Ensure full career growth potential for all Code 400 employees and co-located employees working with Code 400.

Within the next 2 years:

1. Work closely with AETD and STAAC to assure the advancement of technologies necessary for future missions. This partnership will define the process to ensure that customer requirements for new technology are represented in the development of the mission, and that it will be transferred to future spacecraft missions as well as to other groups on Center that will benefit from it.

2. In consonance with the two science directorates, STAAC, and Flight Assurance, develop a process for infusing cutting-edge technologies into missions, while achieving science goals and managing (minimizing) risk.

3. Work continuously with STAAC and AETD to clearly define a process involving all the techniques noted in Strategy 3 for evolving mission transition into successful flight projects. Establish mechanisms for the sharing of project management lessons learned and best practices from Project Managers at GSFC, throughout NASA, and other specified organizations.

4. Develop a process for the formation of project teams.

5. Acquire and sustain a world-class workforce in all Project Management skill groups through expansion of the PMDE Program.

6. Streamline Directorate office operations by using the best management methods and practices used in NASA and the aerospace and other high-tech industries.

Within the next 3 years:

1. Identify methods and techniques of providing access to the Flight Projects Directorate's project management expertise to scientific and supporting technical communities.

2. Manage Directorate mission support facilities and equipment to ensure they are consistent with the highest level of cost effectiveness.

3. Identify applicable Directorate facilities and assets for closure or conversion.

4. Work with Codes 150, 170 and 180 to standardize reporting formats.

5. Collect and review cost data before and after CSOC conversion. Review and realign the reimbursable mission process to ensure NASA is responsive to reimbursable customers while being timely reimbursed for work performed.

An SES leader has volunteered to be responsible for the accomplishment of each of the one and two year objectives. I urge that every member of the FPD also volunteer to contribute to their accomplishment. As each objective is achieved, we will tackle the next five year objective on that list.

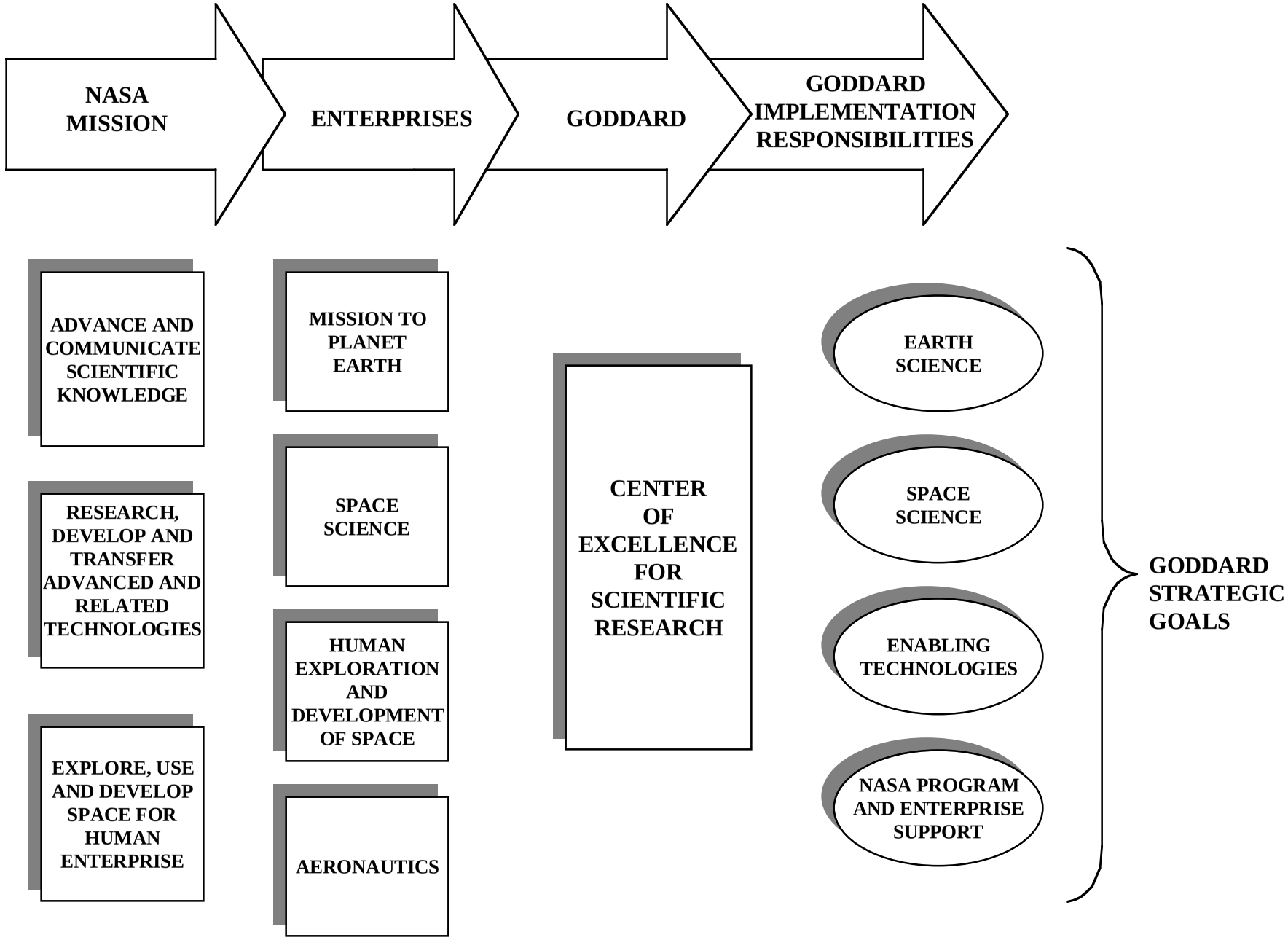

Figure 1: Evolution of the Goddard Strategic Goals

FLIGHT PROJECTS DIRECTORATE

ACTIONS TO BE TAKEN BY THE FLIGHT PROJECTS DIRECTORATE IN RESPONSE TO THE STRATEGIC IMPLEMENTATION PLAN

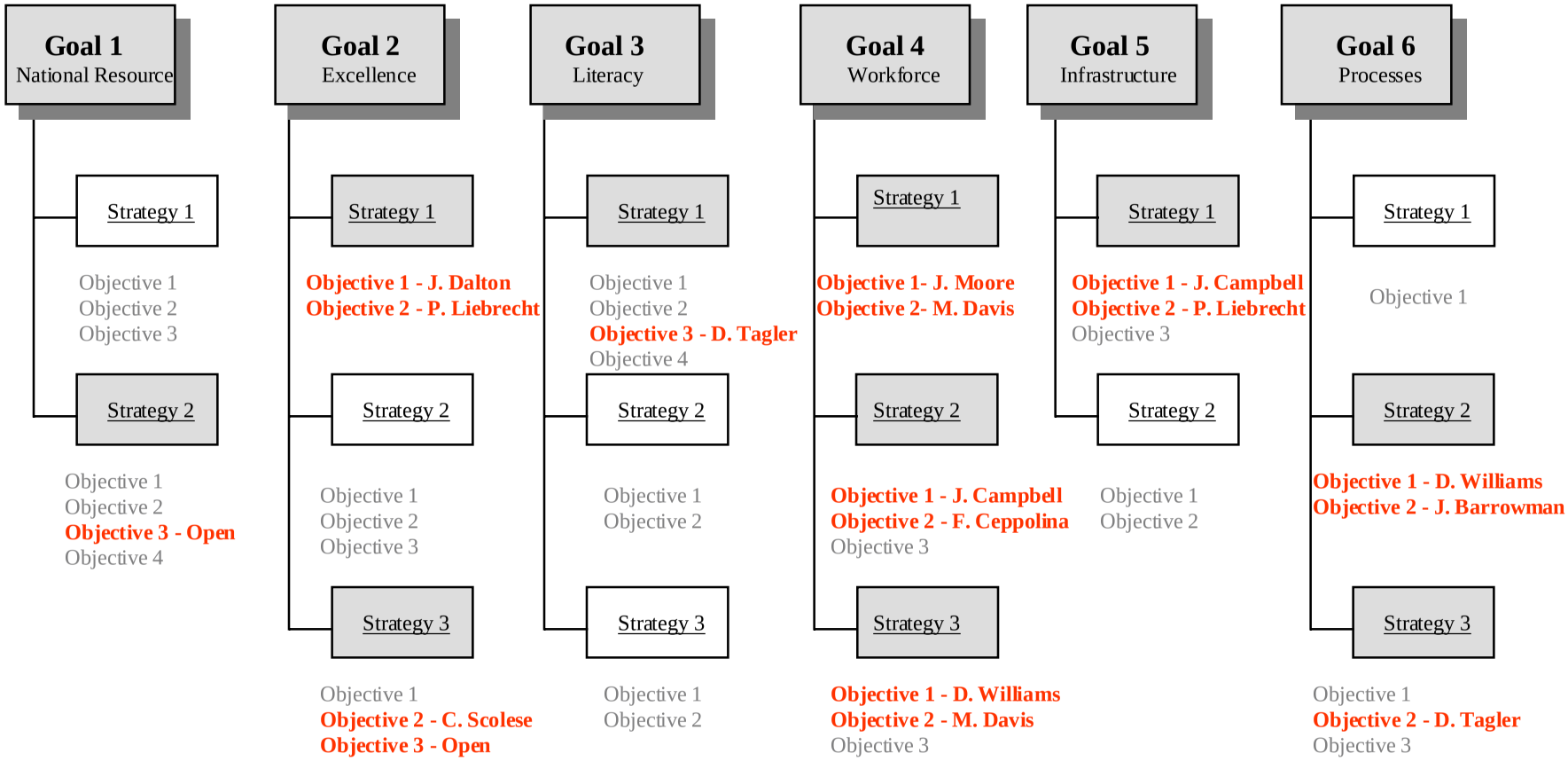

Figure 2

(Refer to Center's Strategic Plan for Details)

IMPLEMENTATION PLAN: PROGRAM GOALS

GOAL 1:
To serve as a National resource for discovery in Earth and space science and technology development.

Strategy 2: In support of the Nation's science and technology goals, the Flight Projects Directorate uses its unique core capability of project management of space flight and space related missions.

Objective 3: Provide access to the Flight Projects Directorate's expertise in project management of space flight and space related missions to support and build the abilities of scientific and supporting technical communities.

Action: Identify methods and techniques of providing access to the Flight Projects Directorate's project management expertise to scientific and supporting technical communities.

Implementation:

- Develop the process by which we will respond to the external request for Project Management support.

- Create a capabilities portfolio which would include the Directorate's core competencies, accomplishments, resumes, and methods of providing access.

- Market core competencies by visiting organizations such as National Laboratories, STAAC, AETD, Codes 600 and 900, universities, other centers, industry, and international organizations.

Performance Measurement:

- Assignment of responsibility for portfolio and marketing to specific individuals.

- Completion of the Marketing Portfolio.

- Completion of a Marketing Plan.

- Present Marketing Plan and Portfolio to management for acceptance. Have resources committed.

- Completion of the Marketing Portfolio.

- Marketing Plan execution.

GOAL 2:

To be an international Center of Excellence in research in Earth science, space science, and technology.

Strategy 1: Foster an environment within the Flight Projects Directorate that will both create and sustain a creative, outward focused outlook that encourages and motivates the interchange of ideas.

Objective 1: Establish value added partnerships and collaborations amongst the projects within the Flight Projects Directorate and between the Flight Projects Directorate and the STAAC and AETD to optimize capabilities to successfully carry out spaceflight mission responsibilities.

Action: Work closely with AETD and STAAC to assure the advancement of technologies necessary for future missions. This partnership will define the process to ensure that customer requirements for new technology are represented in the development of the mission, and that it will be transferred to future spacecraft missions as well as to other groups on Center that will benefit from it.

Implementation:

- Provide a list of Directorate services that can be provided to the customer community through the Announcement of Opportunity process.

- Conduct annual workshops with STAAC and AETD participation to establish a vehicle for transferring technology and advertising the Flight Projects Directorate's services to the customer community.

- Establish a joint database with STAAC and AETD of technologies that are available for implementation on new projects/missions. Make this database available to the customer community via the WWW.

- Provide proposal Red/Blue Team support to the AETD/STAAC proposal/study team, as well as to external customers, providing expertise in project management and programmatics (cost, schedule and requirements vs. technology tradeoffs.)

Performance Measurement:

- Success in winning new work
- Measure the number of project developed technologies transferred to industry, customers and other Directorate projects/missions.
- Obtain periodic customer satisfaction reports/ratings
- Database available on the WWW

GOAL 2:

To be an international Center of Excellence in research in Earth science, space science, and technology.

Strategy 1: Foster an environment within the Flight Projects Directorate that will both create and sustain a creative, outward focused outlook that encourages and motivates the interchange of ideas.

Objective 2: Systematically assess the quality and value of Goddard's contributions in research and leadership through customer, peer, and other external input and to use the results of these assessments to target areas for improvement.

Action: In the spirit of responsiveness to our customers (e.g.., Codes 170, 180, NOAA), develop and arrange for performance reviews to be done by our customers on our meeting their needs and expectations.

Implementation:

- The Flight Projects Directorate and each project will identify their respective internal and external customers. Establish baseline roles and responsibilities with each customer and formulate an "Executive Dialogue" procedure with each customer to assess performance against the baseline.

Performance Measurement:

- Directorate and the Project customers identified and baseline roles and responsibilities established.

- Directorate and the Projects formulation of an "Executive Dialogue" procedure completed.

- Performance Assessments with customers initiated.

- Feedback is provided to the responsible Directorate and Project employees

GOAL 2:

To be an international Center of Excellence in research in Earth science, space science, and technology.

Strategy 3: Using the Flight Projects Directorate's expertise in program/project leadership/management, initiate a process whereby science goals are achieved, risk is managed/minimized and the most recent technological advances are incorporated into future (project) missions.

Objective 2: Manage the risk of infusing cutting-edge technologies into spacecraft missions.

Action: In consonance with the two science directorates, STAAC, and Flight Assurance, develop a process for infusing cutting-edge technologies into missions, while achieving science goals and managing (minimizing) risk.

Require all Code 400 managers to study risk management practices in aerospace and other high tech industries to assist in the development of the Flight Project's Directorate's risk management techniques.

Implementation:

- Establish Center-wide standard framework for technology infusion and risk management. Identify needs and opportunities for technology development to support future missions based on Flight Projects Directorate experience.

- Require training in risk management for Directorate and Project personnel.

- Monitor ongoing and new missions with new technologies for risk management methods and lessons learned. Support NASA lessons learned websites.

- Create a risk management focal point within the Directorate and identify a Project Technologist on appropriate projects (possibly co-located from STAAC).

Performance Measurement:

- Development of a process for technology infusion in collaboration with STAAC and AETD.
- Plan established for Directorate-wide risk management training.
- Demonstrated use of a risk management process by Flight Projects Directorate missions.
- Directorate focal point for risk management appointed.
- Successful technology infusion into space flight missions.

GOAL 2:

To be an international Center of Excellence in research in Earth science, space science, and technology.

Strategy 3: Use the Flight Projects Directorate's expertise in program/project leadership and management to set the benchmarks for mission, schedule and cost performance in meeting customer requirements, thus helping to assure successful project missions.

Objective 3: Employ innovative practices in program and project management unique to the Flight Projects Directorate.

Action: Work continuously with STAAC and AETD to clearly define a process involving all the techniques noted in Strategy 3 for evolving mission transition into successful flight projects.

Establish mechanisms for the sharing of project management lessons learned and best practices from project managers at GSFC, throughout NASA, and other specified organizations.

Implementation:

- Establish with STAAC, the process for cycling proposal/study managers to project/mission managers and back.

- Sponsor periodic aerospace conferences on project management with topics on technical management, leadership, business management, communications, environment, and risk management.

- Update and release the Project Managers Handbook on a yearly basis (on WWW).

- Automate the Directorate Library

- Create a project management database on the Web which would include lessons learned, best practices, and design lessons learned and parts. Update at least quarterly.

- Supply articles to publications such as the PPMI "Issues in NASA Program and Project Management".

Performance Measurement

- Performance would be measured by holding the conference periodically, updating the Project Management Handbook yearly, automating and maintaining the Library, an updated the Project Management Website quarterly, and submitting one article for publication semi-annually.

  - Conferences conducted
  - Databases established
  - Handbook established

GOAL 3:

To enhance the Nation's technological and scientific literacy by sharing the information and knowledge that result from the performance of Goddard's mission.

Strategy 1: Use the full scope of the Center's capabilities to communicate the content, relevance, and excitement of scientific and technical knowledge and discovery to the education community and to the public at large.

Objective 3: Make education and public information initiatives part of each Project Office.

Action: The Flight Projects Directorate will develop a comprehensive outreach program to disseminate information about the Directorate, individual projects, other activities to Goddard, NASA, educational institutions, the media and the public and each Project will develop a Public Relations Plan consistent with the Directorate Program.

Implementation:

- Create and actively maintain an up-to-date, interesting, innovative and informative internet web page.

- Create and develop and maintain talks and lectures about the Flight Projects Directorate and individual projects and activities. These lectures should include visual aids such as photos, slides, videos, computer animation products, and other state-of-the art means of presenting complex material in a method understandable to various age groups and educational levels.

- Prepare, distribute, and make available an attractive, informative brochure about the Directorate.

- Assign a Directorate employee with the primary responsibility of gathering information, creating a plan for a website, preparing talks and lectures and making and distributing brochures.

Performance Measurement:
- Number of talks or lectures given
- Number of "hits" on website
- Employee participation in giving talks and lectures
- Amount of media coverage
- Increased number of FPD Initiated Outreach Activities
- Evidence of Public Relations Successes

INSTITUTIONAL GOALS

GOAL 4:

To accomplish the Center's mission through a vital and effective workforce.

Strategy 1: Ensure that all employees understand Goddard's values, their individual roles and contributions in achieving the Center's goals, and how their work fits into NASA's overall mission.

Objective 1: Communicate the purpose and content of the Goddard Strategic Implementation Plan and the Flight Projects Directorate Strategic Plan Implementation to every employee.

Action: Fully disseminate to all employees the purpose and content of both the Goddard Strategic Plan and the Flight Projects Directorate Strategic Plan.

Implementation:

- The Directorate shall fully embrace the Goddard Strategic Plan in both word and deed.

- The Code 400 Directorate Office will present this Strategic Implementation Plan to the Directorate.

- Project Managers will meet periodically with their project teams to ensure successful implementation of Goddard's Strategic Plan.

Performance Measurement:

- The Code 400 Directorate shall present their implementation progress on this Strategic Plan at a directorate-wide open forums periodically.

- Project Managers will hold follow-up sessions with their teams following the Directorate open forum.

GOAL 4:

To accomplish the Center's mission through a vital and effective workforce.

Strategy 1: Ensure that all employees understand Goddard's values, their individual roles and contributions in achieving the Center's goals, and how their work fits into NASA's overall mission.

Objective 2: Involve every employee in developing work plans to fulfill the Center's mission.

Action: Ensure that all employee's performance plans show their relationship to the Strategic Plan to the goal level.

Implementation:

- For each job element in the employees performance plan, show by exact reference that it applies to in the Goddard Strategic Plan.

- Ensure all Directorate contractor tasks are written to accomplish goals consistent with the Goddard Strategic Plan.

Performance Measurement:

- Have all project managers verify their employees performance plan compliance at his or her next performance review.

- Contract performance evaluations should reflect Strategic Plan goal accomplishment. These results should be included in reports to fee determination officials and milestone payment officials.

GOAL 4:

To accomplish the Center's mission through a vital and effective workforce.

Strategy 2: Involve employees in the creation of a work environment conducive to their best performance according to the Center's values and goals.

Objective 1: Foster an organizational climate where employee diversity and mutual respect are catalysts for creativity and team effectiveness.

Action: Develop a process for the formation of project teams and promote processes that encourage diversity, balance and the exchange of ideas and communications within the Directorate.

Implementation:

- Agreement at the Directorate level among Codes 400 ,500, 700, and others as appropriate on roles and responsibilities and specific positions at each stage of the project's life cycle.
- Project Manager shall jointly develop a project staffing plan with each supporting directorate for each new project detailing the staffing and implementation plans for each directorate.

Performance Measurement:

- Written Directorate agreement(s) / MOU(s)/Partnership Agreements
- Project staffing plans that reflect diversity and balance
- Multiple examples of staffing efficiencies resulting from a sharing of resources
- Project/customer surveys
- Demonstrated use of focus groups to facilitate cross pollination of ideas as a problem resolution technique
- Lessons learned at key project milestones. e.g.., SCR, PDR, CDR.

GOAL 4:

To accomplish the Center's mission through a vital and effective workforce.

Strategy 2: Involve employees in the creation of a work environment conducive to their best performance according to the Center's values and goals.

Objective 2: Align reward, recognition, and performance systems with the Center's values and goals.

Action: Work with AETD and STAAC to develop a process for ensuring adequate engineering support on projects, including a mechanism for project manager input on performance reviews.
Design briefings to the Code 400 Projects to explain and seek their perceptions and feedback on processes for awards/rewards, promotions, and job selections.
Expand Code 400 employee involvement in the awards process by encouraging Project Peer Awards, initiating a Code 400 Peer Awards System and actively encouraging employees to submit nominations.

Implementation:

- Reach an agreement between Code 400 and AETD and STAAC on Civil Service support that gives the Project Manager direct influence over performance planning, rating and awards for employees matrixed from other Directorates to support Code 400.
    - Project Manager would have signature authority (or concurrence) on performance plans and ratings.
    - Allocate award money to the project manager in proportion to the total number of dedicated project team members (from all directorates) for use in rewarding all team members.
- Conduct employee briefings on awards/rewards, promotions, and job selection processes.
- Collect perceptions and feedback from employees on these processes.
- Re-evaluate processes and demonstrate how any process changes reflect employee input.

Performance Measurement:

- AETD and STAAC employees are properly recognized and rewarded for Code 400 support.
- Briefings were conducted and employee input collected.
- Processes were re-evaluated based on employee input.
- There is an increased participation in the awards process.
- There is increased trust in the process.
- Code 400 employees are properly recognized and rewarded for their work.

GOAL 4:

To accomplish the Center's mission through a vital and effective workforce.

Strategy 3: Acquire and sustain a vital workforce.

Objective 1: Recruit the best employees, while maintaining balance in the experience levels of new hires and enhancing the Center's diversity.

Action: Acquire and sustain a diverse world-class workforce in all project management skill groups through implementation of a career development program.

Implementation:

- Establish a career development program within the Directorate covering all skill groups; i.e., technical, business and clerical.

- Use lessons learned from the PMDE Program and assistance and expertise of the Human Resources Office in formulating the career development program.

- Continue to use and evolve the PMDE Program in Code 400 as one of the tools to develop a diverse project management staff for the Center.

- Encourage and support formal and informal mentoring as well as the use of individual development plans.

- Identify and cooperate with other Directorates to assure adequate feeder programs for all project management disciplines including office support and clerical personnel.

- Periodically review recruitment process to assure that we recruit world class skills

Performance Measurement:

- Number and diversity of participants in the career development program.

- Annual count of persons being mentored by Code 400 employees

- Annual count of persons using individual development plans.

- Ascertain the percentage of PMDE graduates that have attained responsible positions at GSFC.

- Accomplishment of staffing objectives across all skill groups

GOAL 4:

To accomplish the Center's mission through a vital and effective workforce.

Strategy 3: Acquire and sustain a vital workforce.

Objective 2: Make a commitment of management and resources to ensure that employees receive the training, developmental experiences, and tools they need to attain the highest levels of professional excellence and personal growth in order to perform the Center's mission.

Action: Ensure full career growth potential for all Code 400 employees and co-located employees working with Code 400 by emphasizing the managers/supervisors role in career development.

Implementation:

- Encourage Code 400 managers and supervisors to work with all of their employees to jointly develop and implement individual development plans for them.

- Review reassignment process to assure that all affected parties (Managers, Supervisors and Employees) are involved in the discussions.

- Participate in the growth and performance evaluation process of co-located employees.

- Encourage Code 400 managers and supervisors to volunteer as mentors.

- Identify/Develop the necessary training to support managers/supervisors in the above roles.

Performance Measurement:

- List the number of IDPs per Project by Directorate.

- For each co-located employee, co-sign the IDP, the performance plan, and the performance evaluation at the end of the performance period.

- List the numbers of managers and supervisors who are mentors.

- Effectiveness of training.

GOAL 5:

To maintain and upgrade Goddard's core infrastructure, laboratory facilities, and equipment to preserve the Center's preeminence as a National resource and Center of Excellence.

Strategy 1: Focus facility resources on those capabilities that contribute the most toward meeting Goddard's goals as a national resource and a Center of Excellence.

Objective 1: To define the facility requirements and acquire the resources needed to enhance Goddard's state-of-the-art capabilities.

Action: Manage Directorate mission support facilities and equipment to ensure they are consistent with the highest level of cost effectiveness.

Implementation:

- Develop and implement plans and budgets to upgrade or replace obsolete facilities and systems.

Performance Measurement:

- Replacement of equipment before it becomes cost ineffective.

- Availability of cost effective equipment for use in core areas.

GOAL 5:

To maintain and upgrade Goddard's core infrastructure, laboratory facilities, and equipment to preserve the Center's preeminence as a National resource and Center of Excellence.

Strategy 1: Focus facility resources on those capabilities that contribute the most toward meeting Goddard's goals as a national resource and a Center of Excellence.

Objective 2: To reduce the Center's overall infrastructure costs by closing excess facilities or by converting them to other uses.

Action: Identify applicable Directorate facilities and assets for closure or conversion.

Implementation:

- Complete closure of Bermuda (BDA) Spaceflight Tracking and Data Network (STDN) Station.
- Complete lease arrangement with DoD for use of the Data Interface Facility (DIF) at the White Sands Complex.
- Complete closure of Canberra, Australia GRO Remote Terminal System (GRTS) once Guam Remote Ground Terminal (GRGT) becomes operational.
- Identify other assets that can be transferred, closed, or converted.

Performance Measurement:

- Reduction of infrastructure costs in O&M, C of F, and sustaining budgets.

GOAL 6:

To organize science, technology, flight mission, and business processes to achieve greater productivity.

Strategy 2: Systematically improve the Center's work processes.

Objective 1: Identify, prioritize, and streamline the Center's core science, engineering, project management, and quality processes.

Action: Streamline Directorate office operations by using the best management methods and practices used in NASA and the aerospace and other high-tech industries.

Implementation:

- To provide the training necessary to analyze administrative policies and procedures, enroll all Directorate business personnel in a CPI course. The product should be an evaluation of the Directorate Charter, as well as all activities (approval processes, review processes, reporting and processes.) in the spirit of ISO 9000. The goal would be a process improvement implementation plan aimed at streamlining and reducing the number of processes.

- Flow information among projects by periodically assigning, as a Code 400 Directorate function, a small, ad hoc, survey team composed of 1-3 senior FPD personnel to compare processes and practices throughout the Flight Projects Directorate.

- Documentation of best practices and mistakes to avoid. Brief FPD personnel with suggestions at the annual retreat.

Performance Measurement:

- The results of the process improvement implementation plan will be measured by a before and after comparison of the process flow.

- Performance of the "living lessons learned" function will be measured by documenting the number of good ideas collected, the number implemented, and by soliciting feedback from the project managers.

GOAL 6:

To organize science, technology, flight mission, and business processes to achieve greater productivity.

Strategy 2: Systematically improve the Center's work processes.

Objective 2: Identify, prioritize, and streamline the Center's human resource and business processes.

Action: Work with Codes 150, 170 and 180 to standardize reporting formats.

Implementation:

- Initiate a mandatory retreat which includes Codes 400, 150, 170, 180 and the Project Managers or Deputy Project Manager's for Resources to review current processes and formats with the goals being to set minimum standard reporting requirements for monthly reporting, as well as POP submissions and improved sharing of information through standardized reporting and quality of analysis.

Performance Measurement:

- Performance will be measured by feedback after the next budget exercise as to whether the process went smoother.

GOAL 6:

To organize science, technology, flight mission, and business processes to achieve greater productivity.

Strategy 3: Create a management and full-cost information structure to facilitate strategic management of programs, processes and resources.

Objective 2: To establish near and long-term overhead targets for reducing infrastructure costs.

Action: Collect and review cost data before and after CSOC transition.

Review and realign the reimbursable mission process to ensure NASA is responsive to reimbursable customers while being reimbursed in a timely manner for work performed.

Implementation:

- Direct Resources personnel and project managers to review CNMOS costs and compare and contrast them with CSOC costing data.

- Projects and resources personnel will draft a reimbursable process improvement implementation plan.

Performance Measurement:

- Substantial reduction in mission services costs.

- Measure responsiveness to committed customers before and after process improvement is implemented.