

One NASA



2003 ANNUAL REPORT

Message from the One NASA Team

Two years ago, participants at a NASA leadership course (MIP 23) envisioned a more efficient, collaborative NASA. That small discussion has grown into an Agencywide vehicle for change to improve the level of performance within the Agency—the One NASA effort. Our team now includes members from all the Centers, with a core team located at Headquarters. Our goal is to bring the NASA community together to optimize the use of Agency resources for the common good. This report celebrates our achievements for the year, explains how our effort is expanding, and outlines what is in store for 2004.

A year ago, we completed our One NASA Recommendations Report based on the input you provided through our surveys and interviews. Recommendations in this report came from employees and contractors at all levels across the Agency. As a first step, we conducted Leader-Led Workshops at each NASA installation. You demonstrated your support by coming out in force. Your input provided many positive comments and new challenges for our team. We listened, and we are acting on your input. Leaders who participated benefited by gaining

greater awareness of Center capabilities and insight into key issues that they heard firsthand from you—the NASA community.

Thanks to your participation, we now serve as a conduit for collaboration across the Agency. In this role, we have been asked to support many Agencywide initiatives that began in response to the Columbia Accident Investigation Board Report. Such efforts include supporting Safety and Mission Success Week, writing the implementation plans for the Diaz Team's report, and participating on a Headquarters team to reexamine our organizational structure in order to maximize our effectiveness for the future.

Every Center has an opportunity to lead, an opportunity to follow, and a need to come together with the rest of the Agency. As you read this report, we encourage you to think about what steps you can take to strengthen our Agency. The back cover identifies your One NASA Center Point of Contact (POC). Contact your POC or visit our Web site at <http://www.onenasa.nasa.gov> for more information. With your support, we will succeed . . . as only NASA can.

One NASA

One team optimally applying many unique capabilities to the pursuit of one shared vision.

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

One NASA is about . . .

- making decisions for the common good,
- collaborating to leverage existing capabilities, and
- standardizing to achieve efficiencies.

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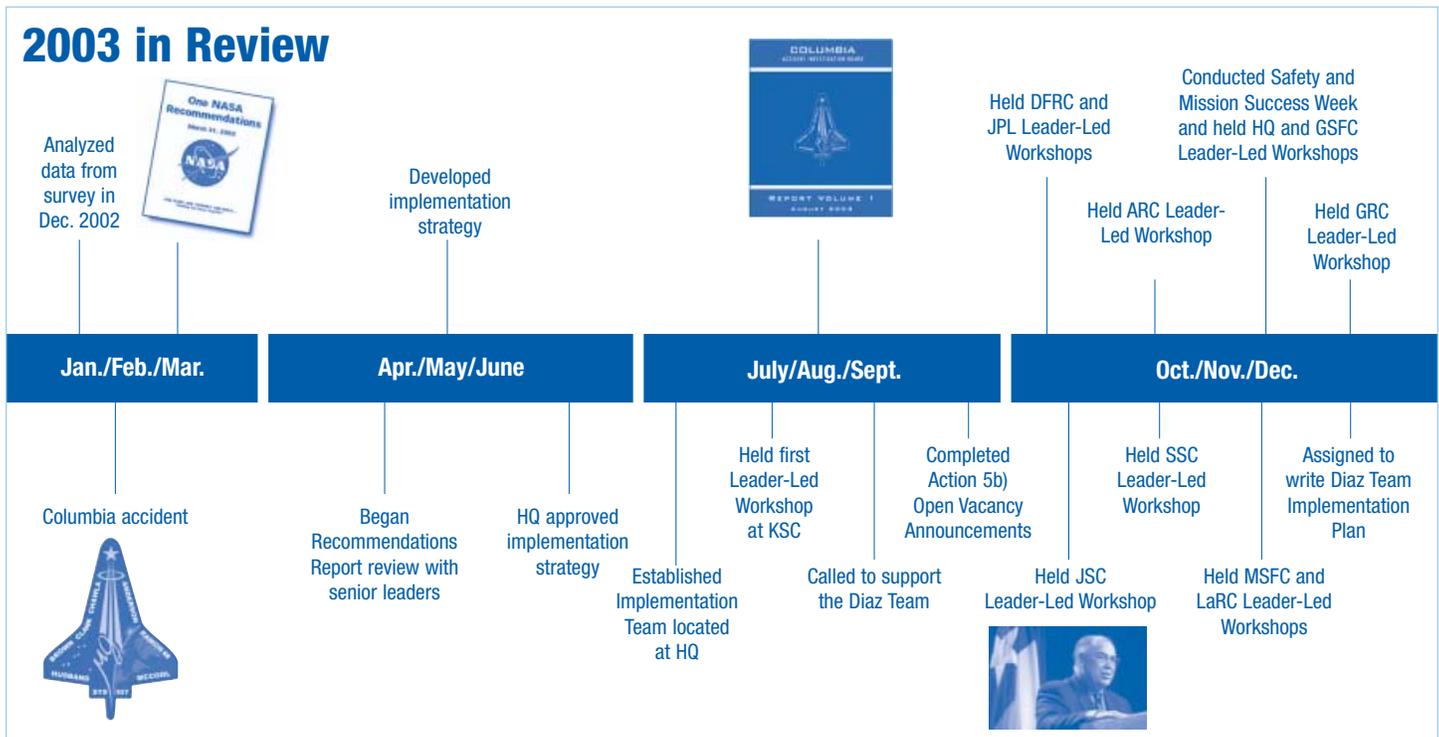
You can access more information regarding One NASA at our Web site:
<http://www.onenasa.nasa.gov>

Implementation Begins

The One NASA Team and Action Leads are pursuing 29 actions from our Recommendations Report. This report organized our recommendations into eight different areas, with specific actions identified for each area. Each action was assigned an Action Lead from Headquarters to ensure its completion. Shown in the chart below are the actions completed or near completion. Two are complete, and four are scheduled for completion by June 2004. In addition to those shown, 11 additional actions are scheduled for completion by the end of the calendar year. This means that by the time the One NASA Annual Report is printed next year, over 50 percent of all the actions should be complete. For more information on any of the actions and/or the One NASA Recommendation Report, please visit our Web site at <http://www.onenasa.nasa.gov>.

	Recommendation Area	Action	Action Lead
Completed Actions	Human Resources	5b) Open Vacancy Announcements	Joan Peterson
	Human Resources	5d) Require SES Mobility	Joan Peterson
Actions To Be Completed By June 2004	Organization Structure	3a/b) Examine Formal Structures and Informal Roles	Paul Pastorek
	Human Resources	5j) Broaden SES Selection Panel	Joan Peterson
	Tools and Business Practices	6i) Streamline Funds Transfer	Gwen Brown Lloyd Blanchard
6k) Program and Project Management Improvements		Greg Robinson	

2003 in Review



Other Change Effort Activities

Given our involvement in change and broad representation across the Agency, the One NASA Team has been called to support the following:

Safety and Mission Success Week. We would like to thank all who participated for their input. One NASA supported the week's activities and created the Safety and Mission Success Web site. We have reviewed and analyzed the data collected during the week, and we will be releasing an Agency synopsis soon. Centers have already begun to use their local findings to initiate change, and the synopsis data will contribute to these efforts and those at an Agencywide level.

Implementation of the actions outlined in "A Renewed Commitment to Excellence: An Assessment of the NASA Agency-wide Applicability of the CAIB Report" (January 2004). This report examined the CAIB recommendations, observations, and findings and identified those with Agencywide applicability. The team arrived at 40 Actions, then assigned them to Action Sponsors at Headquarters. The One NASA team is scheduled to publish the implementation plan in the coming month.

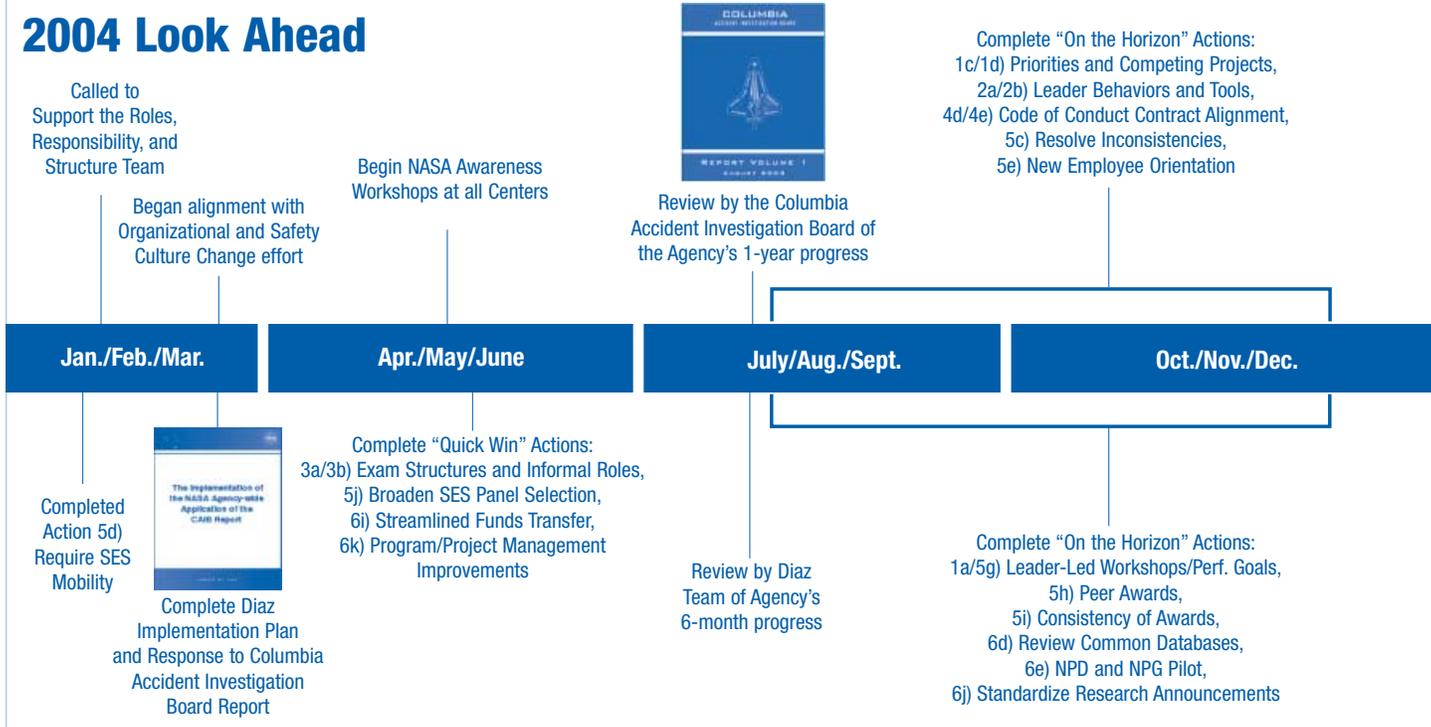
See our Web site at <http://www.onenasa.nasa.gov> to find more information on our current activities.

Action Spotlight—Human Resources

We have accomplished Action 5b) Open Vacancy Announcements. All Agency job vacancies are now open to NASA employees at any Center. With this improvement, we will be able to locate the best person for the job, regardless of where they reside. To see for yourself, visit the NASA Jobs site at <http://nasajobs.nasa.gov>.

Recently, Action 5d) Require SES Mobility was completed. A letter dated February 23, 2004, from the Administrator stressed the importance of mobility experiences in developing senior leaders. This amplifies earlier memorandums from the Deputy Administrator on February 21, 2003, and August 21, 2003, on this topic. Mr. O'Keefe stated, "We need to break the bonds of parochialism and establish a new model of thinking and behavior that transcends the boundaries of a function, program, directorate, or Center." Managers within NASA hoped to get specific guidance on requirements to meet this standard. The Administrator made it clear that the mobility standard is based on the depth and breadth of the total experience and development of each individual proposed for SES appointment—there is no magic formula. The Agency's intent is clear; we must now focus on how to meet this challenge effectively.

2004 Look Ahead



One NASA

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One NASA

Leader-Led Workshops

One of the most visible signs of progress toward One NASA was the Leader-Led Workshops conducted at each Center last fall. Large numbers of attendees provided many comments and raised many new challenges for us. We listened and are acting on that input. Leaders benefited greatly from the experience and gained insight into key issues that they heard firsthand from you—the NASA community. Stay tuned for more workshops in the future.

Expanding the Network

Your Center POC is your link to the One NASA effort. If you would like to get involved, see your Center POC. We have taken your ideas to the executive leadership of the Agency. We hope you will stay involved.

Getting in Touch with Us

We would like to hear from you.
Please visit our Web site at <http://www.onenasa.nasa.gov>,
send e-mail to OneNASAComments@nasa.gov,
or call **202-358-1181**.

Streamlining Funds Transfer

Although significant progress has been achieved in each of our Recommendation Areas, we also would like to highlight the anticipated completion of a key enabler of One NASA—Action 6i) Streamline Funds Transfer. This Action was given top priority to become a “Quick Win” based on your feedback from the Leader-Led Workshops. This Action is a catalyst for promoting collaboration. Gwen Brown and Lloyd Blanchard are now working with Code B and a team of One NASA volunteers. They are scheduled to complete the streamlining of the funds transfer process by June 2004. Current information regarding progress on this action is available as part of Owen Barwell’s weekly e-mail bulletins, *Notes from the Fifth Floor*. These bulletins are widely distributed among NASA’s financial community. Contact your financial personnel or One NASA POC (listed on this page) for more information.