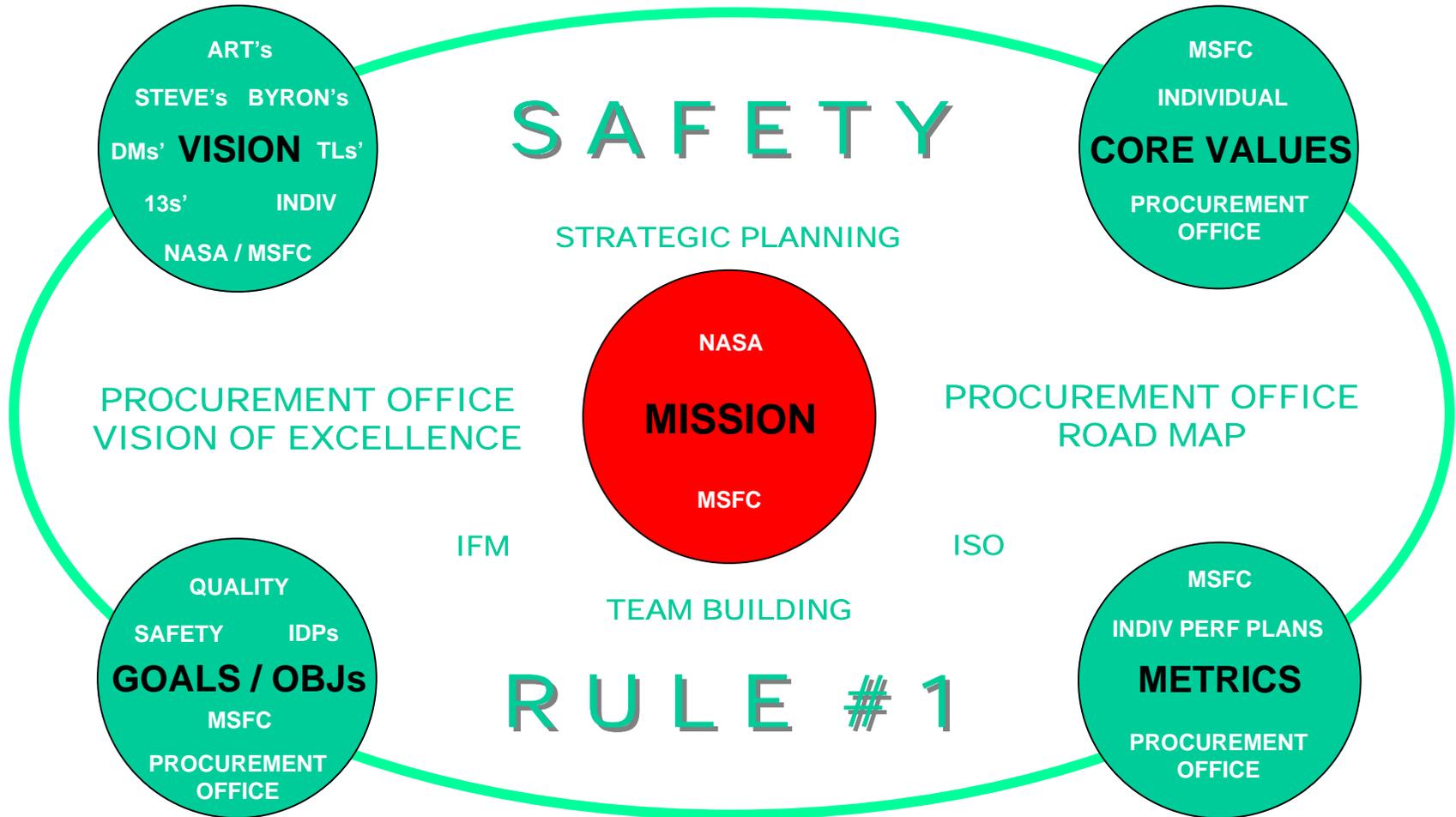
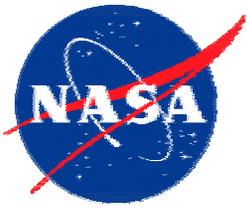


# OUR CULTURAL ENVIRONMENT ...



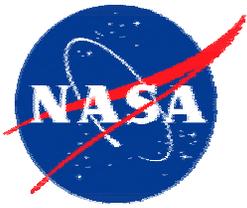


## NASA's MISSION

**TO UNDERSTAND AND PROTECT OUR HOME PLANET,  
TO EXPLORE THE UNIVERSE AND SEARCH FOR LIFE,  
TO INSPIRE THE NEXT GENERATION OF EXPLORERS...**

**AS ONLY NASA CAN**





## **MSFC's MISSION**

**BRINGING PEOPLE TO SPACE; BRINGING SPACE TO PEOPLE.**

**WE ARE WORLD LEADERS IN ACCESS TO SPACE AND THE  
USE OF SPACE FOR RESEARCH AND DEVELOPMENT TO  
BENEFIT HUMANITY.**

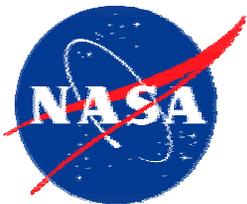




# MSFC CORE VALUES



The Marshall Space Flight Center team is committed to these core values. These values serve as the principles that guide our decisions and behaviors.



# MSFC CORE VALUES

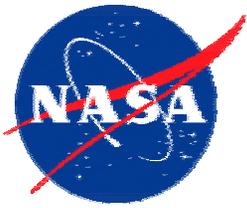


## PEOPLE

- WE RECOGNIZE THAT PEOPLE WHO WORK HERE ARE “MOST IMPORTANT” AND OUR GREATEST STRENGTH.
- WE CREATE A SAFE AND HEALTHY ENVIRONMENT.
- WE ENCOURAGE BALANCE BETWEEN PERSONAL AND PROFESSIONAL LIFE.
- WE ENABLE PERSONAL AND PROFESSIONAL GROWTH.
- WE COMMIT OURSELVES TO THE HIGHEST STANDARDS OF INTEGRITY AND ETHICAL BEHAVIOR.
- WE REWARD AND CELEBRATE OUR ACCOMPLISHMENTS.
- WE COGNIZE INDIVIDUAL AND CULTURAL DIFFERENCES AND TREAT EACH OTHER WITH DIGNITY AND RESPECT.

## PROCUREMENT OFFICE

WE DEMONSTRATE THE IMPORTANCE AND WORTH OF PEOPLE THROUGH FOSTERING AN ENVIRONMENT OF MUTUAL TRUST, HONESTY, FAIRNESS, AND RESPECT; AFFORDING OPPORTUNITIES FOR PROFESSIONAL GROWTH AND DEVELOPMENT; REWARDING AND CELEBRATING ACCOMPLISHMENTS; AND ENGAGING IN OPEN COMMUNICATIONS WITH EACH OTHER.



# MSFC CORE VALUES



## CUSTOMERS

- WE ARE ACCOUNTABLE TO OUR CUSTOMERS AND ARE COMMITTED TO THEIR SATISFACTION.
- OUR CUSTOMERS CAN DEPEND ON US TO DELIVER QUALITY PRODUCTS AND SERVICES.

### PROCUREMENT OFFICE

WE SERVE OUR CUSTOMERS BY BUILDING PROFESSIONAL RELATIONSHIPS THAT EMBODY MUTUAL UNDERSTANDING, RESPONSIVENESS, TRUST, SATISFACTION, AND INTEGRITY THAT RESULT IN QUALITY PRODUCTS AND SERVICES.



# MSFC CORE VALUES

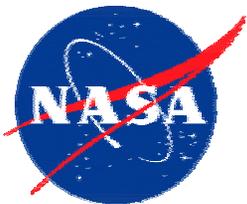


## EXCELLENCE

- WE PURSUE EXCELLENCE IN OUR PEOPLE AND IN EVERYTHING WE DO.
- WE PROMOTE CONTINUAL LEARNING AND IMPROVEMENT.
- WE HOLD ONE ANOTHER ACCOUNTABLE FOR DOING WHAT WE COMMIT TO DO.

### PROCUREMENT OFFICE

WE PROMOTE EXCELLENCE THROUGH CONTINUOUS PERSONAL DEVELOPMENT AND ORGANIZATIONAL IMPROVEMENT. WE RECOGNIZE THAT EXCELLENCE IS EMBODIED BY PERSONAL COMPETENCE, COMMITMENT AND PRIDE IN THE QUALITY OF OUR PRODUCTS AND SERVICES.



# MSFC CORE VALUES

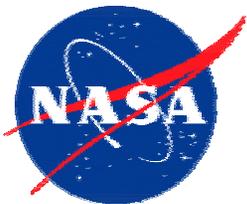


## TEAMWORK

- WE ARE A UNIFIED AND INTERDEPENDENT TEAM.
- WE COOPERATE, COMMUNICATE OPENLY AND SHARE IDEAS WITH EACH OTHER FOR THE COMMON GOOD.
- WE SEEK AND ENABLE PARTNERSHIPS WITH OTHER NASA CENTERS, OTHER AGENCIES, ACADEMIA, INDUSTRY AND OUR LOCAL AND GLOBAL COMMUNITIES.

## PROCUREMENT OFFICE

WE WILL WORK TOGETHER AND WITH OTHERS TO FOSTER PRODUCTIVE RELATIONSHIPS, TRUST, AND SHARED OBJECTIVES THROUGH PARTNERSHIPS, COMMUNICATION, LEADERSHIP AND ASSISTANCE WITH A POSITIVE ATTITUDE.



# MSFC CORE VALUES

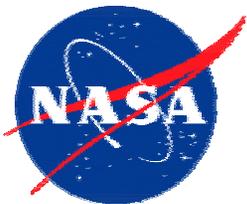


## INNOVATION

- WE PROMOTE INNOVATION AND CREATIVITY.
- WE SEEK DIFFERENT IDEAS AND PERSPECTIVES.
- WE ARE COMMITTED TO MAKING A SIGNIFICANT DIFFERENCE.
- WE ARE WILLING TO ACCEPT WELL-ASSESSED, SELECTED RISKS IN THE PURSUIT OF OUR GOALS – BUT NEVER AT THE EXPENSE OF SAFETY.

## PROCUREMENT OFFICE

**CREATIVITY IS SURVIVAL. WE VALUE AND ENCOURAGE CREATIVITY AND INNOVATION, AND DEMONSTRATE THIS BY COMMITTING TO LISTEN TO ALL IDEAS WITH AN OPEN MIND, AND PROVIDING A FORUM FOR THE SHARING OF IDEAS AND MEANINGFUL FEEDBACK. WE ACCEPT RISK AND EMBRACE THE ENTREPRENEURIAL SPIRIT. WE SEEK SUCCESS, BUT WILL LEARN FROM FAILURE.**



# MSFC CORE VALUES

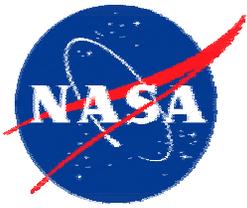


## **INTEGRITY** [IMBEDDED IN “PEOPLE” ... ]

- **WE COMMIT OURSELVES TO THE HIGHEST STANDARDS OF INTEGRITY AND ETHICAL BEHAVIOR.**

### **PROCUREMENT OFFICE**

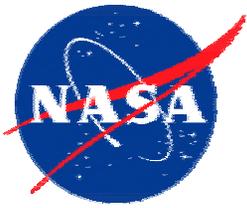
**WE ARE STEWARDS OF THE PUBLIC’S TRUST AND WILL CARRY OUT THIS FIDUCIARY RESPONSIBILITY WITH THE UTMOST INTEGRITY.**



## NASA/MSFC VISION

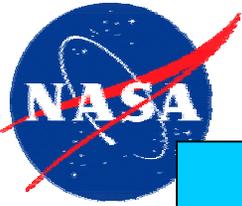
TO IMPROVE LIFE HERE,  
TO EXTEND LIFE TO THERE,  
TO FIND LIFE BEYOND





## **ART's VISION STATEMENT**

**LEAD MSFC TO A CULTURE THAT EMBRACES CENTER  
VALUES AND EMPOWERS OUR EMPLOYEES**



## Procurement Office



### Vision of Excellence

**We provide highly effective and efficient acquisition and business support to meet or exceed customer expectations.**

### Goals

- Invest in our people by providing a positive work environment to enable professional growth, creativity, and innovation leading to a unified and interdependent team that demands personal competence, commitment and pride in exceeding customer expectations.
- Continue to improve our acquisition processes by listening to all ideas with an open mind to further reduce lead times and increase customer satisfaction.
- Exploit emerging technologies in electronic commerce.
- Maintain the public's trust by carrying out our fiduciary responsibilities with the utmost integrity.
- Have a reputation within our contractor community that epitomizes leadership in innovation as well as fairness and objectivity in everything we do.



## Procurement Office -- Our Roadmap

**Provide a safe and healthy work environment for our employees as well as holding our contractors accountable through innovative contractual incentives that foster “world class” performance in safety.**

**Become a learning organization that is dynamic, innovative, and customer focused, and one that fosters increasing each employee’s knowledge and skills through a variety of training and learning methods, rotational assignments and cross training of employees.**

**Apply smart business practices and explore partnerships with industry, other government agencies, and academia in order to most effectively execute MSFC programs. Mimic, adapt, transform, and enhance the best business practices in the contracting community. This would also include using Agency-wide and other government contracts as a vehicle to quickly satisfy customer requirements.**

**(Continued on next page...)**





## Procurement Office -- Our Roadmap

(...Continued from previous page.)

**Facilitate team building within the MSFC technical, financial, legal, and contractor community to reducing lead-times and improve the effectiveness of the procurement process.**

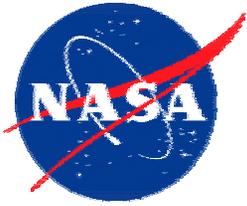
**Fully implement electronic commerce in all areas of the acquisition cycle including providing the customer the ability to obtain equipment and services through direct online ordering.**

**Significantly simplify the process of evaluating competitive contractor proposals by eliminating unnecessary steps and fully automating the proposal evaluation process.**

**Continue to use performance-based contracting, emphasizing work statements, specifications, and delivery schedules written around desired outputs and outcomes of the contract.**

**Implement an effective process for evaluating contractor past performance.**





**Steve Beale**

## **Personal Vision**

(Presented at PS01 All-Hands on August 27, 2002)

Lead in creating an environment that exhibits respect and trust; recognizing individual and cultural differences.

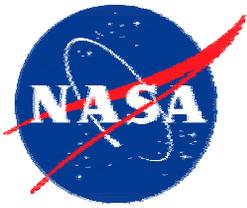
Decisions will be made assuring fairness and the highest levels of integrity with frank and open communication.

Celebration of accomplishments and rewards are provided on a regular basis.

Employees lead balanced lives and enjoy work. We support each other with a “spirit of oneness” to accomplish our goals resulting in “raving customers.”

Employees empowered to perform work at the highest level of quality practical and will feel accountable without fear of punishment for failure or risk taking.

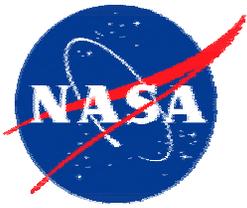
I will alert senior MSFC management of resource or schedule restraint issues.



Steve Beale

## Plan of Action

- Discuss vision with leadership team and then to all PS employees
- Schedule a leadership off-site every six months
- Plan other leadership activities
  - Conflict resolution, cultural diversity, change management, etc.
- Schedule “All Hands” events on a quarterly basis
- Encourage teaming opportunities for department managers
- Meet one-on-one with department managers to mentor
- Continue monthly reviews
  - Understand workload issues
- Continue customer and morale surveys
  - Focus on accountability and leadership
- Encourage employees to schedule time off
- Schedule effective “focused” training classes
- Attend team lead staff meetings
- Attend additional developmental training
- Schedule teaming activity with CFO
- Market our accomplishments to external organizations
- Meet with directorate and office chiefs to get feedback



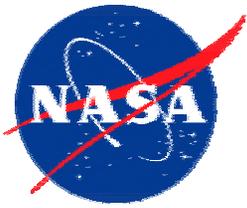
Steve Beale

### How I Will Know Success

- People will not be constrained to speak up
- All ideas will be embraced, recognizing individual and cultural differences.
- Departments will help each other and share ideas
- Customers will provide positive feedback
- People will enjoy their work
- Low level of negativism
- Mentoring will be effective

### From Whom I Need Support

- Procurement Office employees
- Art Stephenson /Jim Kennedy/Axel Roth
- Tereasa Washington
- Bill Hicks
- Charles Scales
- Senior Management Group



**Byron Butler**



## **Personal Vision**

I want to create an environment within MSFC Procurement Office where:

Everyone understands they are valued and appreciated.

Differences in backgrounds, approaches and talents are respected and everyone feels a part of the team and willingly provides their opinions and viewpoints.

All individuals are effectively mentored in their professional and, to the extent possible, personal development.

Individuals can maintain a healthy balance between professional accomplishment and their personal life.

Everyone feels connected to the missions/programs they support and see themselves as a valued member of the procurement office and their “customer” team.

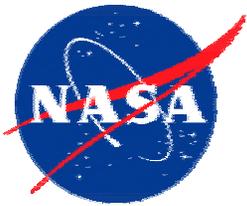
Everyone, to the extent their confidence and capability will allow, is truly empowered to make day-to-day decisions. To this end, everyone understand that they are accountable for results but that accountability does not mean punishment for decisions that are not successful.

Everyone takes pride and personal ownership for the excellence of procurement support provided.

Everyone is encouraged to reach his or her potential and continual learning is a way of life.

I work closely with Steve and do the little things that make his job easier.

Everyone feels that working in the Procurement Office makes them special.



**Byron Butler**



## **Plan of Action**

**Spend less time behind my desk and on the computer and get out with the people more.**

- Beth
- Me: personal commitment
- Steve: hold me accountable

**Obtain more resources and thus lower the individual load.**

- T. Washington
- D. Bates

**Continue to emphasize customer and partner meetings and off-site events.**

- T. Washington
- All customers

**Show in my words/actions that I'm available and willing to support but have trust in the empowered individual to perform. Take special care to avoid any type of criticism that will de-motivate individuals.**

**Listen.**

- Me: personal commitment
- Steve: hold me accountable
- DMs: hold me accountable

**Make saying "thank you" and "good job" a priority—publicly and privately. Celebrate milestone successes.**

- Me: personal commitment
- Steve: hold me accountable
- DMs:

**Model continual learning and emphasize it in my daily conversations with others.**

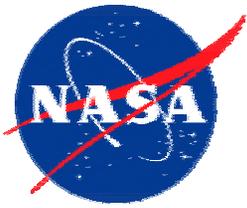
- Me: personal commitment
- Steve: hold me accountable

**Treat people special.**

- Me
- DMs: hold me accountable

**Listen to Steve and everyone else—filter everything through our values and be proactive in resolving issues.**

- Steve



Byron Butler



## How I Will Know Success

**Everyone will be more relaxed and communication will be free and open.**

**Differences of opinion will be looked upon as a good thing and everyone's opinion will be heard, respected, and consensus will be our normal means of resolving conflict.**

**Everyone will be looking for better ways to serve: our people, the procurement organization, and our customers—versus a “what’s in it for me” attitude.**

**Important decisions that must be made by management will be focused, well explained and a recommendation provided. Less critical decisions will be made at the appropriate levels with the same sort of rigor.**

**Accountability will be evident in everything I/we do.**



## MSFC FY2002 IMPLEMENTATION PLAN METRICS



### GOAL

IMPROVE EFFECTIVENESS AND EFFICIENCY OF CENTER ACQUISITIONS THROUGH INCREASED USE OF TECHNIQUES AND MANAGEMENT TOOLS THAT ENHANCE CONTRACTOR INNOVATIONS AND PERFORMANCE

### METRICS

INCREASE OBLIGATIONS FOR PERFORMANCE-BASED CONTRACTS TO 80 PERCENT.

AWARD 20 PERCENT OF AVAILABLE DOLLARS TO SMALL BUSINESSES.

AWARD 8 PERCENT OF AVAILABLE DOLLARS TO SMALL DISADVANTAGED BUSINESSES.

AWARD 4 PERCENT OF AVAILABLE DOLLARS TO WOMEN-OWNED BUSINESSES.

ESTABLISH A CUSTOMER SATISFACTION SYSTEM AND BUILD A DATABASE TO USE IN FUTURE YEARS TO MEASURE PERFORMANCE.

### PROCUREMENT OFFICE METRICS

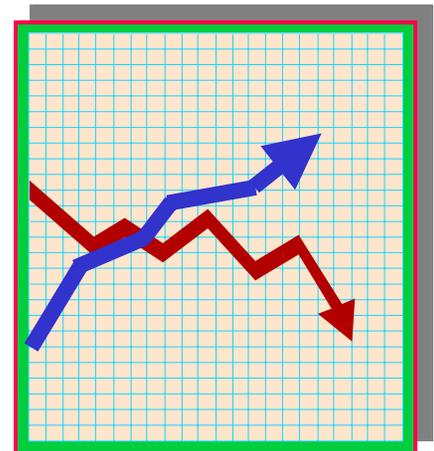
UNDEFINITIZED CONTRACT ACTIONS (UCA's)

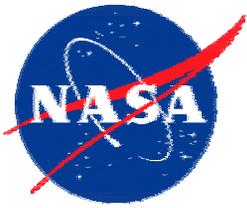
PERFORMANCE BASED CONTRACTING

UNLIQUIDATED OBLIGATIONS

COMPETITION

LEAD TIMES



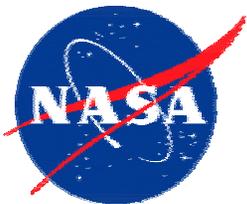


## MARSHALL SAFETY GOAL

**BE NUMBER 1 IN SAFETY WITHIN NASA!**

**TO MEET THIS GOAL WE WILL STRIVE FOR...**

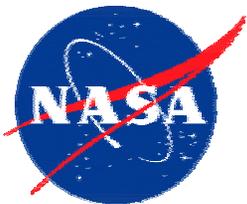
- **ZERO LOST TIME MISHAPS**
- **NO OSHA REPORTABLE VIOLATIONS**
- **NO SAFETY-RELATED PROPERTY DAMAGE GREATER \$1M**
- **NO IN-FLIGHT SAFETY ANOMALIES**



# MARSHALL QUALITY POLICY

**PROVIDE QUALITY PRODUCTS AND SERVICES TO OUR  
CUSTOMERS THROUGH THE MARSHALL VALUES!**





## **PROCUREMENT OFFICE QUALITY OBJECTIVES**

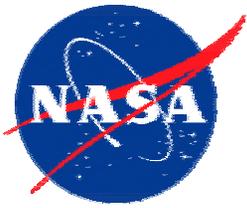
**These objectives will be pursued in consonance with NASA's overall objective of safety as well as MSFC's and the Procurement Office's values of People, Customers, Excellence, Innovation, Teamwork, and Integrity – –**

**Provide highly effective and efficient acquisition and business support to meet or exceed customer expectations.**

(Measured by metrics in the MSFC Implementation Plan, Procurement Office metric data, and customer surveys.)

**Promote excellence through continuous personal development and organizational improvement as embodied in personal competence, commitment, and pride in the quality of our products and services.**

(Measured by training and educational accomplishments, results of internal and external reviews, and the development and implementation of corrective actions.)



# **RAVING FANS**

(KEN BLANCHARD AND SHELDON BOWLES)

## **KEY CONCEPTS**

### **DECIDE WHAT YOU WANT**

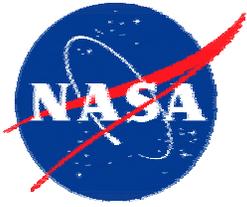
- CREATE A VISION OF PERFECTION CENTERED N THE CUSTOMER**

### **DISCOVER WHAT THE CUSTOMER WANTS**

- ALTER YOUR VISION TO FIT WHAT THE CUSTOMER REALLY WANTS**

### **DELIVER THE VISION PLUS 1%**

- ALL THE TIME**
- CONSISTENTLY**
- DO WHAT YOU SAY YOU'LL DO**



## **RAVING FANS**

(CONTINUED)

### **SALIENT POINTS**

**LIVE THE VISION**

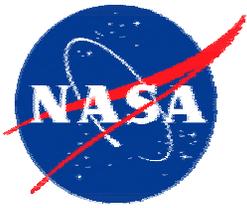
**STAY OUT IN FRONT OF YOUR CUSTOMERS – LOOK FOR WAYS TO IMPROVE SERVICE**

**HAVING YOUR OWN VISION HELPS YOU UNDERSTAND WHAT YOUR CUSTOMER WANTS AND HELPS YOU FILL IN GAPS**

**LISTEN TO THE MUSIC AS WELL AS THE LYRICS**

- SILENCE**
- FINE**

**IF YOU DON'T LOOK AFTER YOUR PEOPLE, THEY WON'T LOOK AFTER YOUR CUSTOMERS**



# **RAVING FANS**

(CONTINUED)

## **(MORE) SALIENT POINTS**

**PACE YOURSELF – BUILD TOWARD YOUR VISION ONE STEP AT A TIME**

**-- FIRST MEET, THEN EXCEED EXPECTATIONS**

**DEVELOP SYSTEMS TO REACH YOUR VISION, THEN TRAIN YOUR TEAM**

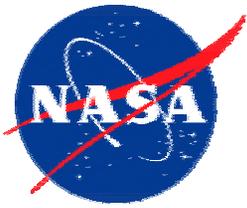
**STRIVE FOR 1% IMPROVEMENT ALL THE TIME**

**BE FLEXIBLE – THE VISION CAN CHANGE**

**-- KEEP YOUR VISION UP-TO-THE-MINUTE**

**GO BEYOND THE VISION**

**IT'S ALL ABOUT PEOPLE**



## **A FINAL THOUGHT ...**

**When I first went to Corning (starting part time in 1951) my boss said to me, “There’s only one thing I want you to remember. In life there are two concentric circles. The outside circle is the legal limits, and the inside circle is the limits of your own feelings about integrity and good taste. I always want you to be inside that inner circle.”**

**Representative Amo Houghton (R, NY)  
The Huntsville Times, July 21, 2002**