

# WSTF Implementation Plan

Revised December 2008

Our Implementation Plan is intended to drive change within our organization and to set a course for continual improvement. As a living document, the Implementation Plan will be updated as goals and objectives are achieved, as the WSTF business environment changes, and as WSTF itself changes. It will be reviewed annually by the WSTF Management Council and updated as necessary. This edition is an update to the 2007 plan.

The WSTF purpose is the reason the site exists. Our purpose is not exclusive—WSTF can and will continue to undertake appropriate additional activities in support of our customers. WSTF's vision encourages us toward higher levels of achievement. Our values provide a test for our actions. We do not undertake actions that conflict with our values.

To achieve our vision, the WSTF management team selected eight long-term goals. Within these goals, we established very specific objectives and management will continually assess progress. Goals, and objectives may be revised as appropriate to address WSTF's vision.

## Our WSTF Purpose

We enable the safe exploration and utilization of space for the benefit of mankind.

## Vision

WSTF is an investment in America's future and the model of excellence: learning from yesterday, performing today, preparing for tomorrow. As we accomplish our mission, we at WSTF have to be the world's leading Test and Evaluation Facility for space exploration.

## Management System Policy

WSTF is driven by commitment to our values to exceed customer expectations, to proactively evaluate and comply with legal and other requirements, to prevention of pollution, and to continual improvement.

To accomplish this we will:

- Establish measurable objectives at relevant levels in the organization.
- Identify and manage hazards and risks.
- Communicate this policy to employees and make it available to the public.
- Review this policy periodically for continuing applicability.

## **WSTF Safety Policy**

**The employees of the NASA White Sands Test Facility are dedicated to ensuring a world-class level of health and safety for all personnel. We believe all injuries are preventable and working safely is a condition of continued employment.**

### **Values**

#### **Mission**

We are dedicated to our mission.

#### **Safety and Environment**

We keep each other safe and we protect our facilities and environment.

#### **People**

We treat people right.

#### **Integrity**

We bring integrity to everything we do.

#### **Teamwork**

We succeed as a team.

**Table 1 White Sands Test Facility Goals and Objectives**

Goal	Objective
<p>1. <b>Management Execution</b> <i>Improve strategic and tactical management of WSTF operations.</i></p>	<p>1-1 Align the WSTF capability, capacity, and focus with the Shuttle, Station, Constellation, and anticipated human exploration programs.</p> <p>1-1a Develop a business plan around the WSTF core capabilities.</p> <p>1-1b Implement and maintain a marketing plan consistent with the business plan. Review plan objectives, contents, and achievements with site management at least annually.</p> <p>1-1c Partner with other NASA centers, other agencies, and industry.</p> <p>1-1d Increase active involvement in Level II and III design reviews for upcoming NASA programs.</p> <p>1-2 Maintain registration to ISO 9001, ISO 14001, and VPP Star status.</p> <p>1-3 Create a work environment that fosters corporate knowledge retention through employee satisfaction, loyalty, innovation, and productivity.</p> <p>1-4 Conduct an annual review of the WSTF tactical and strategic management position at an annual management retreat.</p>
<p>2. <b>Customer Satisfaction</b> <i>Improve customer satisfaction with WSTF products &amp; services.</i></p>	<p>2-1 Negotiate, formalize, track, and manage requirements.</p> <p>2-2 Maintain the customer feedback process and track results.</p>
<p>3. <b>Safety</b> <i>Demonstrate an effective and efficient safety program.</i></p>	<p>3-1 Implement effective work place evaluations, safety audits, trend analysis, and procedural reviews to reduce injuries.</p> <p>3-2 Implement a situational awareness focus throughout the WSTF culture.</p>

Goal	Objective
<p>4. <b>Environment</b>  <i>Demonstrate an effective and efficient environmental program.</i></p>	<p>4-1 Maintain site-wide awareness and training activities for general environmental compliance knowledge, effectively minimizing regulatory non-compliances for all environmental programs, including hazardous waste, air quality, wastewater management, groundwater remediation, drinking water, and other associated programs.</p> <p>4-2 Reduce overall NASA restoration liability by initiating and completing environmental corrective action activities.</p> <p>4-3 Meet the energy/water conservation goals established within the EPACT 2005 and the WSP 22-0024.A.</p> <p>4-4 Maintain site-wide awareness and continue training activities to enhance knowledge of environmental sustainability practices and activities. Encourage employee participation in all WSTF's recycling initiatives.</p>
<p>5. <b>Infrastructure</b>  <i>Maintain infrastructure to support WSTF core capabilities.</i></p>	<p>5-1 Identify WSTF's enhancing and support capabilities which are necessary to strengthen our core capabilities and meet our business plan.</p> <p>5-2 Benchmark WSTF infrastructure processes against similar processes at other test facilities.</p>

## 2006 Revised JSC Goals

May 31, 2006

Expand permanent human presence in space that enables and sustains exploration.

1. **Succeed:** Successfully support and execute current programs
  - 1.1 Assure the safety and integrity of the Space Shuttle workforce, systems and processes, while flying the manifest
  - 1.2 By September 30, 2010, retire the Space Shuttle.
  - 1.3 By 2010, complete assembly of the U.S. On-orbit Segment; launch International Partner elements and sparing items required to be launched by the Shuttle; and provide on-orbit resources for research to support U.S. human space exploration.
  - 1.4 By 2009, provide the on-orbit capability to support an ISS crew of six crewmembers.
  - 1.5 Ensure crew health and performance
  - 1.6 By 2010, demonstrate one or more commercial space services for ISS cargo and/or crew transport.
  - 1.7 By 2008, launch a Lunar Reconnaissance Orbiter (LRO) that will provide information about potential human exploration sites.
  - 1.8 By 2012, develop and test technologies for in-situ resource utilization, power generation, and autonomous systems that reduce consumables launched from Earth and moderate mission risk.
  - 1.9 No later than 2014, and as early as 2010, transport three crewmembers to the International Space Station and return them safely to Earth, demonstrating an operational capability to support human exploration missions.
  - 1.10 No later than 2014, and as early as 2010, develop and deploy a new space suit to support exploration, that will be used in the initial operating capability of the Crew Exploration Vehicle.
  - 1.11 By 2008, develop and test candidate countermeasures to ensure the health of humans traveling in space.
  - 1.12 By 2010, identify and test technologies to reduce total mission resource requirements for life support systems.
  - 1.13 By 2010, develop reliable spacecraft technologies for advanced environmental monitoring and control and fire safety.
  - 1.14 Advance scientific knowledge of the origin and history of the solar system, the potential for life elsewhere, and the hazards and resources present as humans explore space.
  
2. **Advance:** Develop, sustain and perform the JSC Strategic Implementation Plan to maintain the Center's viability and competitiveness
  
3. **Manage:** Enable current and future work through excellence in management
  - 3.1 Provide a safe and healthy work environment
  - 3.2 Increase efficiency by implementing new business systems and re-engineering Agency business processes.

- 3.3 By 2008, implement Agency business systems that provide timely, consistent and reliable business information for management decisions.
- 3.4 – Maintain and sustain JSC Management System Certifications
- 3.5 – Provide efficient and reliable Center infrastructure facility and information technology services
- 3.6 -- Successfully maintain and operate Agency shared assets at JSC
- 3.7 – Perform effective procurements
- 3.8 -- Sustain and maintain an effective organization and workforce to support the Center and its Programs
- 3.9 – Effectively and efficiently manage the Center’s budget and costs.

**4. Contribute:** Demonstrate the benefits of Space Exploration

- 4.1 – Encourage and support the adaptation of NASA technologies for use in or by private industry
- 4.2 – Communicate and promote the benefits of Space Exploration to the public
- 4.3 – Acquire, integrate and disseminate scientific knowledge
- 4.4 – Promote and develop innovative technology partnerships among NASA, U.S. industry, and other sectors for the benefit of Agency programs and projects.
- 4.5 – Contribute to the development of the science, technology, engineering and mathematics (STEM) workforce in disciplines needed to achieve NASA’s strategic goals through a portfolio of programs.
- 4.6 – Attract and retain students in science, technology, engineering and mathematics (STEM) disciplines through a progression of educational opportunities for students, teachers, and faculty.
- 4.7 – Build strategic partnerships and linkages between STEM formal and informal education providers that promote science, technology, engineering and mathematics (STEM) literacy and awareness of NASA’s mission..

The relationships between the JSC goals and objectives and the WSTF goals and objectives are shown in the following table.

Table of JSC Goals and Objectives supported by WSTF Goals and Objectives

JSC Goals and Objectives	1. Succeed														2. Advance				3. Manage				4. Contribute											
WSTF Goals and Objectives	-1.1	-1.2	-1.3	-1.4	-1.5	-1.6	-1.7	-1.8	-1.9	-1.10	-1.11	-1.12	-1.13	-1.14	Develop, sustain and perform the JSC Strategic Implementation Plan to maintain the Center's viability and competitiveness	-3.1	-3.2	-3.3	-3.4	-3.5	-3.6	-3.7	-3.8	-3.9	-4.1	-4.2	-4.3	-4.4	-4.5	-4.6	-4.7			
<b>1. Management Execution</b>																																		
1-1 Align WSTF capability																																		
1-1a Develop business plan	X	X		X	X			X	X	X				X	X																			
1-1b Maintain marketing plan	X	X		X	X			X	X	X				X	X																			
1-1c Partner with others	X	X		X	X			X		X				X	X									X			X		X					
1-1d Increase involvement									X	X		X	X	X																				
1-2 Maintain registration									X								X	X	X	X			X	X			X							
1-3 Work environment																																		
1-4 Conduct an annual review									X	X							X	X	X					X	X		X							X
<b>2. Customer Satisfaction</b>																																		
2-1 Manage requirements.																	X								X									
2-2 Customer feedback surveys																			X					X										

JSC Goals and Objectives

WSTF Goals and Objectives

	1. Succeed	2. Advance	3. Manage	4. Contribute
<b>1. Succeed</b>	<ul style="list-style-type: none"> <li>-1.1 Safety of Shuttle while flying the manifest</li> <li>-1.2 By September 30, 2010, retire the Shuttle.</li> <li>-1.3 By 2010, complete assembly of the ISS.</li> <li>-1.4 By 2009, support ISS crew of six.</li> <li>-1.5 Ensure crew health and performance</li> <li>-1.6 By 2010, demonstrate commercial services for ISS cargo/crew transport.</li> <li>-1.7 By 2008, launch a LRO</li> <li>-1.8 By 2012, in-situ resource utilization, power generation, and autonomous systems</li> <li>-1.9 No later than 2014, transport 3 crewmembers to ISS</li> <li>-1.10 By 2014 develop and deploy a new space suit</li> <li>-1.11 By 2008, test candidate countermeasures to ensure the health of humans</li> <li>-1.12 By 2010, test technologies to reduce total mission life support systems resource requirements</li> <li>-1.13 By 2010, develop reliable spacecraft technologies environmental monitoring and control and fire safety.</li> <li>-1.14 Advance scientific knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Develop, sustain and perform the JSC Strategic Implementation Plan to maintain the Center's viability and competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>-3.1 Safe and Healthy Work Environment</li> <li>-3.2 Increase efficiency new business systems</li> <li>-3.3 By 2008, implement Agency business systems</li> <li>-3.4 Maintain and sustain JSC Management System Certifications</li> <li>-3.5 Provide Center infrastructure facility and information technology services</li> <li>-3.6 Maintain and operate Agency shared assets at JSC</li> <li>-3.7 Perform effective procurements</li> <li>-3.8 Sustain and maintain an effective organization and workforce</li> <li>-3.9 Manage the Center's budget and costs</li> </ul>	<ul style="list-style-type: none"> <li>-4.1 Support NASA technologies in industry</li> <li>-4.2 Promote the benefits of Space Exploration to the public</li> <li>-4.3 Acquire, integrate and disseminate scientific knowledge</li> <li>-4.4 Innovative technology partnerships among NASA, industry, and other sectors</li> <li>-4.5 Development of science, technology, engineering and mathematics (STEM) workforce needed to achieve NASA's strategic goals</li> <li>-4.6 Retain students in STEM disciplines</li> <li>-4.7 Strategic partnerships between STEM formal and informal education providers</li> </ul>
<b>3. Safety</b>				
3-1 Work place evaluations			X	X
3-2 Situational awareness			X	X
<b>4. Environment</b>				
4-1 Environmental compliance			X	X
4-2 Reduce restoration liability		X		
4-3 Energy/water conservation goals		X		
4-4 Sustainability			X	X
<b>5. Infrastructure</b>				
5-1 Identify core capabilities	X X X X	X X X	X X	X X
5-2 Benchmark WSTF		X	X X	X X

The relationships between the WSTF goals and objectives and the WSTF processes (Product and Infrastructure) are shown in the following table.



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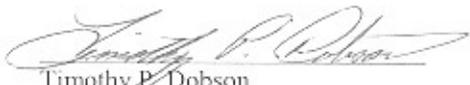
  
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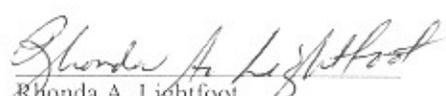
  
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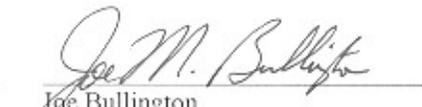
  
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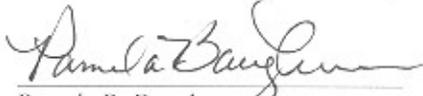
  
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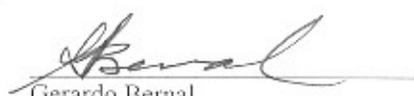
  
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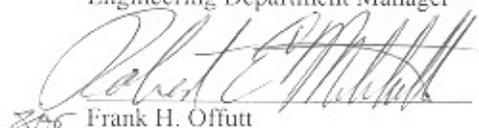
  
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