

National Aeronautics and Space Administration



Dryden Flight Research Center

Strategic Plan

Letter from the Director

To all members of the Dryden team,

After a recent review and update, the NASA Dryden Strategic Plan is now complete, and published here in a format for all to use. The Center leadership team - primarily, the Executive Leadership Team - has been quite deliberate in producing it because it is a fundamental document; a living document that sets our direction for the future.

I urge you to read this Strategic Plan thoroughly because it carefully articulates our Center vision, mission, values, strategic intents, goals, and high-priority tactical initiatives for 2006.

Underlying all of our efforts to chart the Center's future is our brief Vision Statement, "To Fly What Others Only Imagine." It explains why NASA Dryden exists: to prove unique and novel concepts through discoveries in flight. It should inform everything we do and challenge us to be daring, whether in choosing projects, pursuing them, or promoting them.

Our Mission is just a little narrower in scope. It defines our chief areas of research interest, encompassing aerospace flight research and technology integration; validation of space exploration concepts; airborne sensing and science; and support for the Shuttle and International Space Station.

Our Values outline Center leadership philosophies and involve such attributes as professional conduct, continuous learning, and teamwork. No less important are the personal values of our employees, among them, honoring commitments, demonstrating personal integrity, and achieving goals.

Our operating system values include such traits as adherence to safety, customer satisfaction, and the celebration of collective and personal success. The sum of these behaviors contribute to our three Strategic Intents for the Center: to make us the leading flight research and test organization in validating high-risk aerospace technology, space exploration concepts, and science missions; to deliver the highest-value products and services to customers; and to expand our business base while aligning with the Agency missions.

Finally, we have adopted five key Strategies for the future. We have committed ourselves to higher performance through improved Center processes, expanding the market for Dryden's services, revising existing operating models to increase institutional agility, realigning Dryden's organizational structure to conform to the Strategic Intents, and preparing the Center's work force for the future.

Many of you will recognize that we have already made significant progress against some of our strategic goals, but much more needs to be accomplished to fully realize key elements of this strategic plan.



Director, NASA Dryden Flight Research Center



Dryden's

Vision

To fly what others only imagine



Vision



Dryden's Mission

Advancing Technology and Science Through Flight

Mission Elements

Perform flight research and technology integration to revolutionize aviation and pioneer aerospace technology.

Validate space exploration concepts.

Conduct airborne remote sensing and science missions.

Support operations of the Space Shuttle and the International Space Station - for NASA and the nation.

Mission



Dryden's Values

Leadership Philosophy

Professionalism

We are a unified organization of diverse, talented, honest, and hardworking professionals, dedicated to safely providing the highest-value service and products in a safe manner.

Learning Environment

Together we create a work place that values people, communicates openly, and expands our knowledge and skills.

Shared Vision and Values

We share a vision and values characterized by achievement and the knowledge that the work we do is critical to the nation.

Networked Talent

Each of us has leadership, management, and technical roles to perform our work. Therefore, we must rely on the wide and extensive distribution of knowledge and creativity, which comes from the diversity of our people and experience.

Teamwork

We believe teamwork produces superior results through successful integration of technical and functional disciplines. Our customers and suppliers are our equal partners. We are all responsible for and dedicated to mutual success.

Individual Behavioral Values

Commitment to Safety

In all aspects of personal endeavors, ensure the safety of ourselves and others.

Personal Integrity

Be honest, trustworthy, ethical, respectful of others and ourselves.

Honor Commitments

Be accountable, reliable, responsive, disciplined, and dedicated.

Achieve Goals

Focus on the mission. Be creative, resourceful, proactive, efficient, and courageous, and strive for win-win relationships.

Treat Each Other as Customers

Respect diversity in culture and experience. Be fair, open-minded, courteous, and discreet.

Personal Leadership

Pursue continuous learning and improvements of oneself, be a positive role model, help others develop and learn through mentoring and coaching. Create a climate that values constructive feedback at every level.

Operating System Values

Commitment to Safety

Employ systems and processes that ensure the safety of the public, the employees, and material assets.

Teamwork

Share competencies and knowledge within and among Dryden's organizations.

Focus on Customer Satisfaction

Be effective, on time and on budget, consistent, competitive, and service oriented. Focus on excellence and provide high-value products and services.

Support Personal Leadership

Employ systems and processes that encourage growth with empowerment, innovation with responsible risk-taking, freedom to manage, and higher performance.

Reward and Celebrate Organizational and Individual Success

Reward individuals and organizations that align with the organizational vision, mission, and values.



Dryden's Strategic Intentions

Strategic Intent

Desired Future State

We are recognized as the premier flight research and test organization for the validation of high-risk, pioneering aerospace technology, space exploration concepts, and the conduct of science mission observations.

We empower our people and teams to make possible the highest-value products and services.

We align with the Agency while expanding the flight research, test, and operations business base.



Dryden's Goals

Improve Center Processes for Higher Performance

Our project teams have successfully accomplished some of the nation's most complex flight research projects. To make this capability possible, the Center has created and refined innovative flight research techniques resulting in highly developed design, development, fabrication, and operations processes.

While we continue to improve these processes, this same excellence needs to be applied to our business and management practices, including performance, accountability, empowerment, and continuous improvement. These initiatives will result in a more motivated and focused work force.

Strategy 1 Goals:

- S.1.1 Improve existing systems and processes for high value to our customers.
- S.1.2 Develop a performance management system that aligns individuals, groups, teams, and organizations with Center goals.

Promote the Role and Expand the Market for Dryden in the Aerospace Sciences

To sustain our capability to conduct experimental flight research, we must enhance our core competencies and expand our business base. To be recognized as the premier flight research and test organization, we must be visible and respected in the aerospace and science communities, with our beneficiaries and stakeholders alike. This recognition of our excellence will expand market opportunities and reduce our dependency on any single customer.

Strategy 2 Goals:

- S.2.1 Inform the aerospace and science communities of our skills and abilities.
- S.2.2 Insert ourselves into the funding chain.
- S.2.3 Create new opportunities aligned with NASA that serve internal and external customers.
- S.2.4 Put increased emphasis on selected markets.

Create and Refine Operating Models to Increase Agility

We have developed world-class capabilities stemming from an expert work force, natural infrastructure unique facilities and aircraft, flexible project management, and a proven operating system. To continue to provide these capabilities in a changing environment, we must improve our operating models, processes, agreements, and work force management capabilities.

Strategy 3 Goals:

- S.3.1 Identify alternate operating models to support a broader range of activities.
- S.3.2 Create the necessary approaches to improve, expand, or decrease capacity, and capability.
- S.3.3 Integrate the new models into the Dryden culture.

Align Our Organizational Structure with Our Strategic Intent

Organizational structure is a causal factor leading to improved communication, integration, alignment, and performance. We will optimize the formal structure through realignment of the organization based upon current realities and expectations for the future.

Strategy 4 Goals:

- S.4.1 Align and/or size the organization as required.
- S.4.2 Improve integration and communication to optimize organizational effectiveness.

Prepare the Organization's Work Force and Culture for the Future

To achieve higher performance, we are creating a more open, consultative work environment that encourages new ideas and approaches and appreciates the value of challenging technical conclusions and organizational assumptions. Additionally, to attract, retain, and nurture a qualified and motivated work force, we need to constantly improve employee satisfaction and participation.

We value and require talented, motivated, and innovative employees. Accordingly, we are renewing our efforts to expand the definition of professional excellence to include leadership, management, and team skills and abilities, while continuing our primary role of advancing technology and science through flight.

Strategy 5 Goals:

- S.5.1 Ensure our organizational systems and behaviors align with the Dryden Leadership Philosophy, Individual Behavioral, and Operating System Values.
- S.5.2 Ensure the work force has the required competencies (leadership, management, team, and technical) to support the Strategic Plan.

Strategic Planning Process



Dryden Strategic Plan:

Highest Priority Tactical Initiatives for 2006

Strategic Goal S.1.1: Improve existing systems and processes for high value to our customers.

- a. Conduct external customer surveys and, if need be, internal ones as well.
- b. Review business management systems with the goal of reducing the number of management approvals.
- c. Eliminate low value processes and audits that do not directly emphasize/impact our products.

Strategic Goal S.1.2: Develop a performance management system that aligns individuals, groups/teams and organizations with Center goals.

- a. Implement and track the Center-level balanced score card.
- b. Complete the rollout of the Dryden Strategic Plan from Center rollout through organizational development of goals/contributions by March 2006.

Strategic Goal S.2.3: Create new opportunities aligned with NASA that serve internal and external customers.

- a. Develop a marketing plan/strategy within the Center, including a calendar that identifies who, what, and when to visit.
- b. Complete a Strategic Customer Value Analysis and gather other survey data that identifies customer future wants, needs, and expectations.

Strategic Goal S.3.2: Create the necessary approaches for Dryden to improve, expand, or decrease capacity and capability.

- a. Run a pilot project through the AERO Institute.
- b. Conduct brainstorming sessions within the Center to gather approaches and develop models.

Strategic Goal S.5.1: Ensure our organizational systems and behaviors align with the Dryden Leadership Philosophy, Individual Behavioral, and Operating System Values.

- a. Redefine the Center promotion process/criteria and communicate it to employees.
- b. Complete the Executive Leadership Assessments and continue coaching.
- c. Complete and distribute the Critical Leadership Behavioral Index for all management levels, and offer (on a voluntary basis) coaching to all management.

Strategic Goal S.5.2: Ensure workforce has required competencies (leadership, management, team, and technical) to support the Vision and Mission.

- a. Conduct three to four "Transforming Dryden Workshops" within the calendar year.
- b. Validate existing competency databases and develop a system to project future competency requirements.
- c. Re-vitalize a formal training and mentoring program for all employees.