

Mission, Values, and Projects at NASA

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Every project is a reflection
of an organization's values.

NASA Core Values



Mission-Based Organization

Mission Directorates



Programs



Earth Observing System

Projects



The project is the basic unit of work.



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Mission and Values: Tale of Two Shuttles

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STS-107



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STS-107

Foam struck leading edge of wing during ascent

Extent of damage unclear during post-launch photo review

Scope of investigation limited

Ground team to crew: "...there is absolutely no concern for entry." (Damage would not threaten the crew on reentry of Earth's atmosphere)



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STS-107

did not explore
all technical possibilities
(e.g., images)

did not empower
safety organization
to serve as a “check”

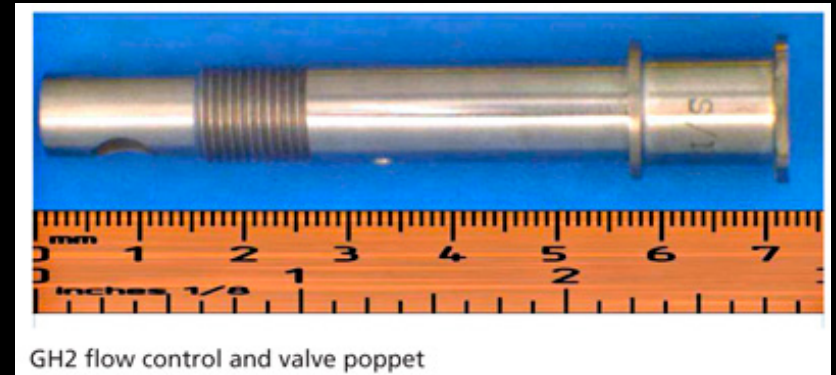


did not
communicate
effectively across
org. boundaries

did not speak
up when
something
was wrong

STS-119

Flow control valve
anomaly during ascent
of prior mission in
November 2008



Investigation began immediately after
landing

Shuttle under tight March 2009 deadline
for International Space Station

STS-119

Intensive activities across NASA and contractor facilities to conduct analysis and tests – 1000+ working at peak

Two Flight Readiness Reviews rejected flight rationale before “go” decision at third

New inspection technique developed during investigation

STS-119



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STS-119

developed new techniques during investigation

only said "go" once it was safe

EXCELLENCE

SAFETY

TEAMWORK

INTEGRITY

1000+ people working at facilities across the country

all opinions welcomed and heard

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If our work provides a sense of dignity,
meaning, and purpose, we'll do anything
to make our projects successful.

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