

National Space Policy Strategic Management

Alan Ladwig and Gary Steinberg

Alan M. Ladwig is Associate Administrator for Policy and Plans overseeing strategic plans and policies, as well as the History Office. He had served on the Administrator's task force that produced *Leadership and America's Future in Space*. Gary A. Steinberg is Director of Strategic Management in the Office of Policy and Plans, coordinating the development of *NASA's Strategic Plan*, the *Strategic Management Systems Handbook* and the Agencywide metrics system. He chairs the NASA Strategic Management Working Group.

Bush's primary space goal to "strengthen and maintain the national security of the United States" to a national space policy that would "enhance knowledge of the Earth, the solar system and the universe through human and robotic exploration."

The top policy goal for Aeronautics research and technology is to "maintain the superiority of U.S. aircraft and engines." The Clinton Administration modified the SEI missions to the Moon and Mars, increased the emphasis on joint ventures, especially with the Russians, and altered the International Space Station to save it after a congressional effort to kill it lost by just one vote.

Alan Ladwig opened the discussion of strategic plans by noting a September 1996 switch from President

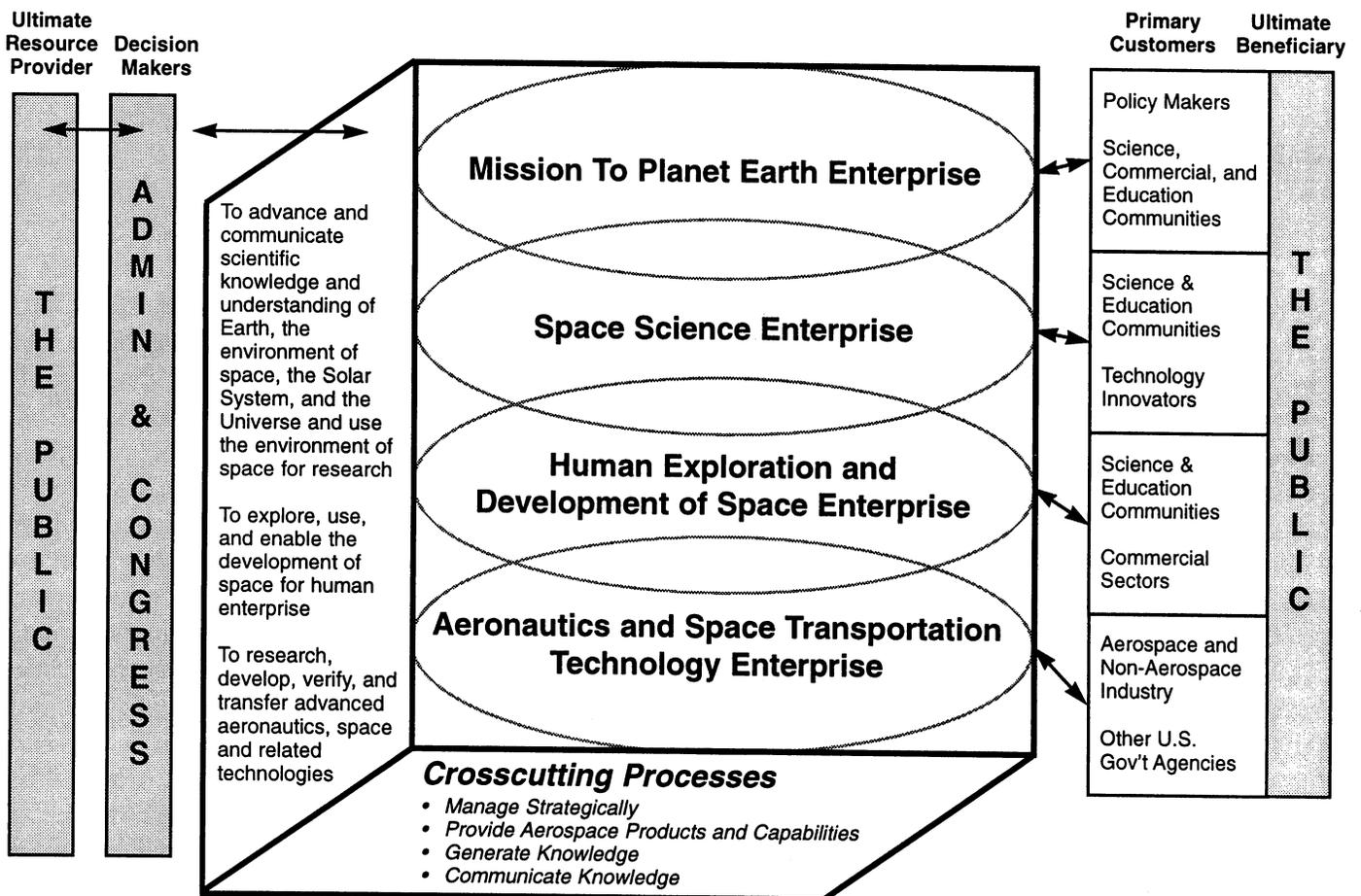


Figure 2. Strategic Framework for NASA

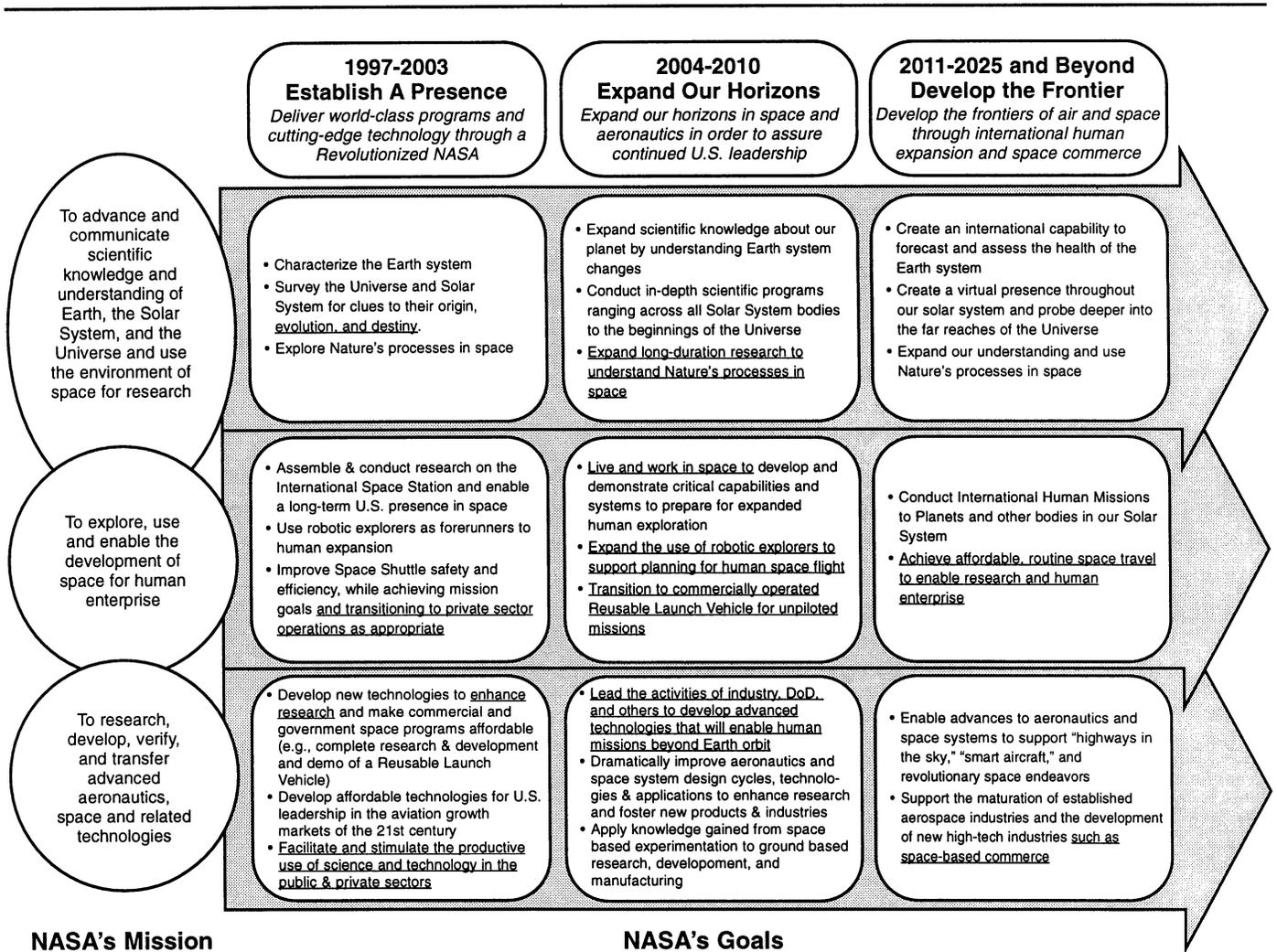


Figure 3. NASA's Strategic Roadmap to the Future

The effort now is to align national space policy with the Agency strategic plan, with Enterprise and functional/staff implementation plans, with Center and Center of Excellence plans and eventually with program plans and Program Commitment Agreements (PCAs) with individual performance plans.

He described the "strategic framework for a single NASA" (Figure 2) based upon the four customer-focused Strategic Enterprises, crosscut or executed by functional and staff offices at Headquarters and Centers. He also described where the Agency is currently headed in terms of missions and goals from 1997 to 2025 and beyond (Figure 3).

Gary Steinberg asked: "Where do you fit in the NASA Strategic Plan?" stressing the importance of

linking individual performance plans to PCAs, program or project plans which in turn should align with Center and Agency plans. He noted the need to "streamline, reduce redundancy and focus on Agency priorities." Thus, instead of redundant Center capabilities we have Centers of Excellence. Instead of Headquarters program offices we have lead Centers. Instead of multiple decision paths we have councils and boards on program management and capital investment. Instead of fragmented individual functions and approaches, we now have integrated crosscutting processes.

Stressing the need to "clarify roles and responsibilities," Steinberg explained the role of the new Capital Investment Council (CIC) in balancing resources among the four Strategic Enterprises for facilities,

human resources, technology, information systems, environmental management and other designated long-term investments.

Copies of the blue NASA Strategic Plan (dated February 1996) and the red NASA Strategic Management Handbook (dated October 1996) were distributed to participants.

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