



Surveillance Challenges and Mitigation Strategies

ANNUAL SUPPLY CHAIN CONFERENCE

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10/19/2011

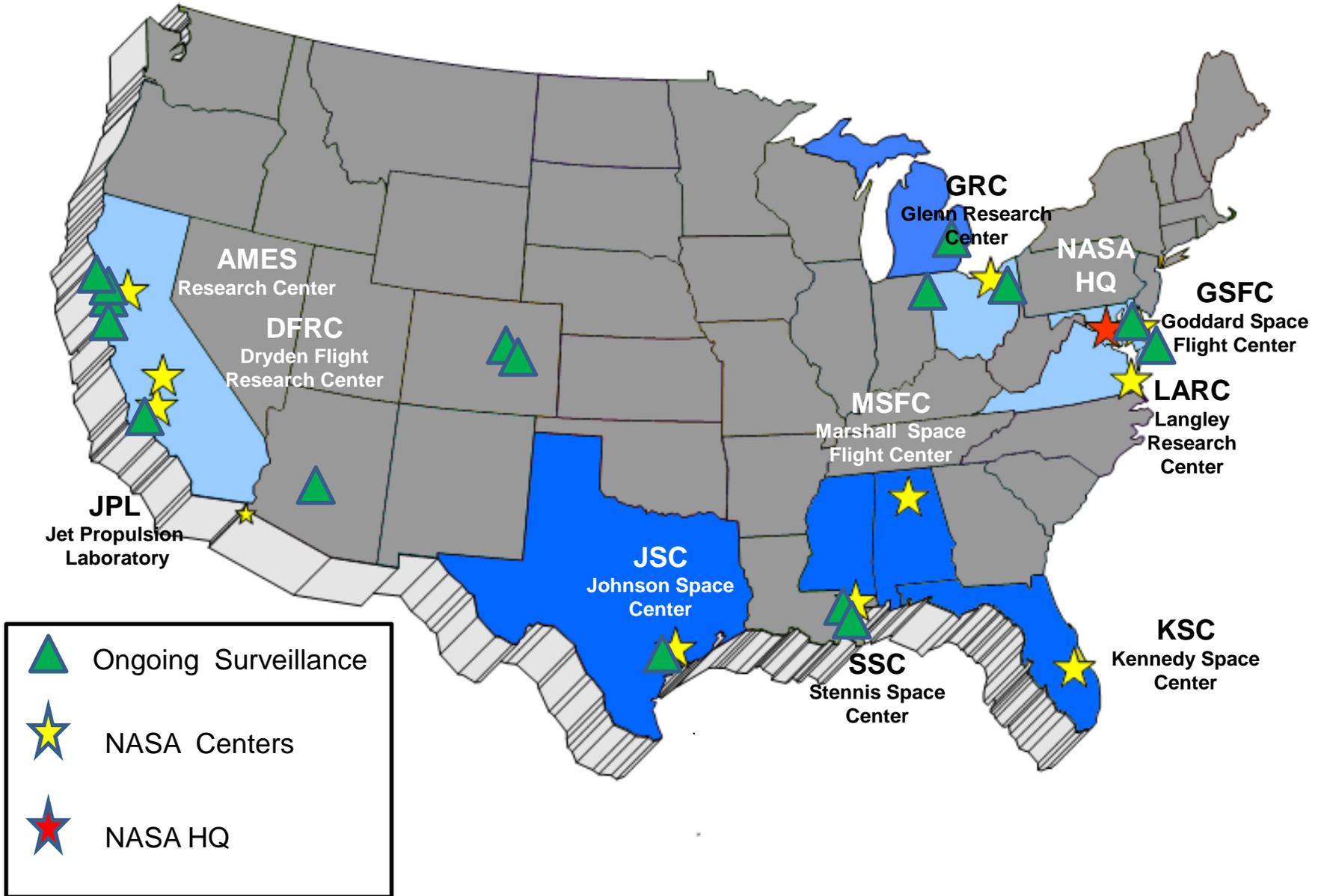
Overview

- NASA Audits, Assessments, and Assurance (A3) Services Contract Overview
- Ongoing Surveillance Support Locations
- Surveillance Topics, Challenges, and Mitigation Strategies

NASA Audits, Assessments, and Assurance (A3) Services Contract Overview

- A contract vehicle for NASA to obtain Safety and Mission Assurance support throughout the Agency.
 - Mission Assurance support includes Audits, Inspections, Surveillance, Systems Safety, Reliability & Maintainability, Structural Engineering Analysis, Hazard Analysis, and Voluntary Protection Program Implementation.
- The contract is managed by the NASA Safety Center (NSC).
- Personnel are deployed to various NASA Centers, Component Facilities , and Suppliers.
- Specifically for GSFC, A3 supports: Supplier Assessments and the analysis of the assessment results, Internal Audits, Management System Analysis and Operations Support, Inspections, and Supplier Surveillance.

Ongoing Surveillance Support Locations



Surveillance Topics, Challenges, and Mitigation Strategies

Surveillance Topic

Surveillance Employee Assimilates into the Organization's Culture

Description

When a surveillance employee adapts to the supplier culture. This includes conforming to attitudes about topics.

Surveillance Employee Assimilates into the Organization's Culture (Cont.)

Challenges

- Too much assimilation results in a strong affiliation with the supplier that may threaten the objectivity of the surveillance activity.
- Too little assimilation results in insensitivity or a disconnect from the processes which are linked to the culture and contributes to a lack of supplier confidence in the employee assigned to the surveillance activity.

Surveillance Employee Assimilates into the Organization's Culture (Cont.)

Mitigation Strategies

- Find the “right” personality.
- Take steps to evaluate the employees' objectivity by asking the following questions:
 - Has the number of nonconformance reports dropped since the employee was assigned?
 - Have you or an independent party visited the surveillance employee and evaluated their work and found it to be objective?
 - Do you have tools in place to remind them of the criticality of their work/objectivity?
 - Have you talked to the end customer/supplier regarding the employee's performance?

Surveillance Topic

Lack of On-Sight Management

Description

An employee you manage is assigned to a location that you do not frequent.



A3 Quality Engineer witnesses move of NASA GSFC's Robotic Refueling Mission

Lack of On-Sight Management (Cont.)

Challenges

- Lack of understanding of employees role and relationship with their management and the supplier and customer.
- Opportunities for the employee to make their own schedule instead of support surveillance needs.
- Employee not reaching out to their management when assistance is needed or not reporting recognitions.
- Employee feeling disconnected or lacking affiliation with their respective team or company.

Lack of On-Sight Management (Cont.)

Mitigation Strategies

- Tools available to improve Virtual Management
- Conduct frequent communication amongst all parties involved.
- Take the time to review employee reports, request that they include issues, concerns, and recognitions received.
- Keep employees engaged with your company and provide them notices, news, and other media.
 - Provide a website or media with information related to surveillance activities.

Strong Virtual Management is Essential for Success!

Lack of On-Sight Management (Cont.)

Mitigation Strategies (Cont.)

- Ask for pictures to help you relate to the supplier products, culture, and the people involved.
- Routinely talk to the customer and the supplier
- Monitor the surveillance schedule, ensure he or she is available when needed, and is fulfilling expectations.

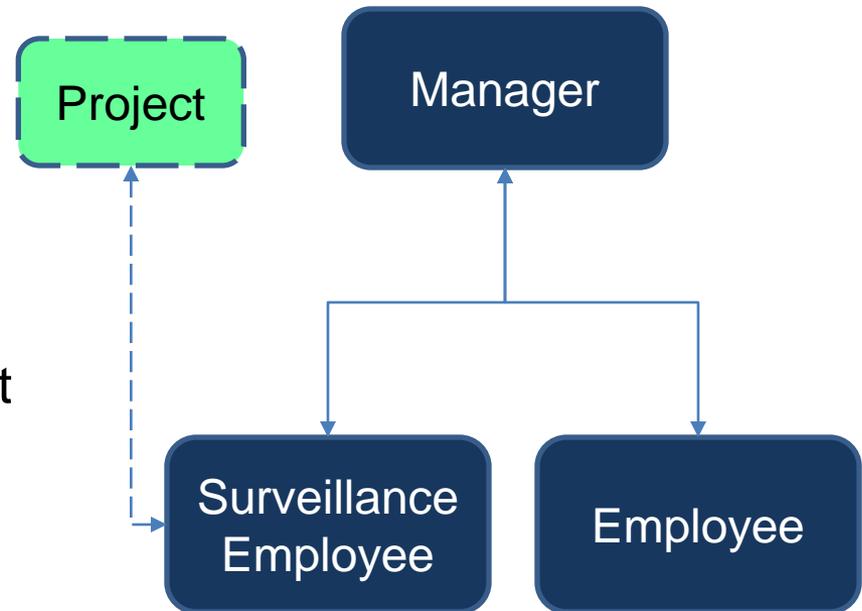
Surveillance Topic

Cross Functional Reporting

Description

An employee works for an organization, referred to herein as Management Organization (e.g., Honeywell or the Quality Assurance Directorate), however, the end customer is another organization, referred to herein as the Program or Project.

For surveillance segregating reporting relationships from the Program organization is sometimes required. This relationship is intended to create more independent objectivity with the surveillance function.



Cross Functional Reporting (Cont.)

Challenges

- Employee aligns more with the Program and Project. This has the effect of contributing to less objectivity.
- Employee receives requests from the Management Organization that conflict with the customer's end needs (e.g., different report formats, content, etc.).

Cross Functional Reporting (Cont.)

Mitigation Strategies

- Provide employee an environment that fosters belonging to the Management Organization.
- When a conflict is noted between the Project/Program and the Management Organization, the surveillance employee should notify the Management Organization first to allow his or her organization an opportunity to evaluate solutions prior to involving the end customer.
 - If the issue cannot be resolved by the Management Organization, then the Management Organization needs to be involved in the solution with the Program/Project .

The Management Organization Must Be Flexible to Accommodate Program/Project Needs

Surveillance Topic

Information Reporting

Description

Information reporting is critical in surveillance activities and may include weekly reports, nonconformance reports, and Material Review Board dispositions. Data must be treated in accordance with proper protocols and may involve following NASA's, Supplier's, and your organization's protocols. Extra precautions must be taken with information protected by policies, procedures, and laws such as International Traffic in Arms Regulations (ITAR) sensitive information, information protected under a Non-Disclosure Agreement, Sensitive but Unclassified (SBU), Controlled data, and Classified information.



Information Reporting (Cont.)

Challenges

- Reports with too much detail may not get reviewed.
- Too little detail is not a value added product.
- Data may be dispersed throughout the organizations and not readily available.
- Data must be disclosed using appropriate channels, only to authorized employees, and protected at the right levels.

Information Reporting (Cont.)

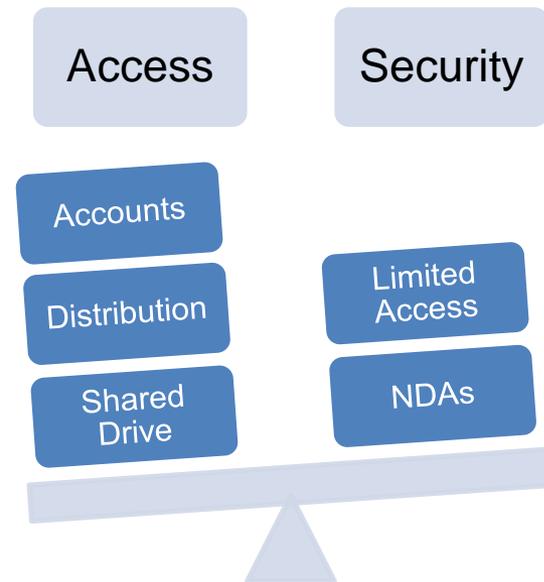
Mitigation Strategies

- Understand which policies and procedures apply to your reports before generating/publishing them.
- Reporting must be a balance between making the necessary information available and reporting with the brevity needed.
- Ensure the customer understands what you plan to report.
 - Start with a reporting template that integrates the basic needs of the end customers, management needs, and lessons learned. The template should be clear, concise, and have clear instructions on what information is required.
 - Send an example report to your customer before starting surveillance work.

Information Reporting (Cont.)

Mitigation Strategies

- If the Program/Project does not require information in the report but is required by your Management Organization, ask the employee to send that data to you separately.
- Make sure Non-Disclosure Agreements (NDAs) are in place.
- Coordinate the reporting distribution list and method (email, loading to a shared site, etc.) and ensure compliance to the NDA and other policies and procedures.
- Create and maintain the appropriate security balance.



THANK YOU!

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