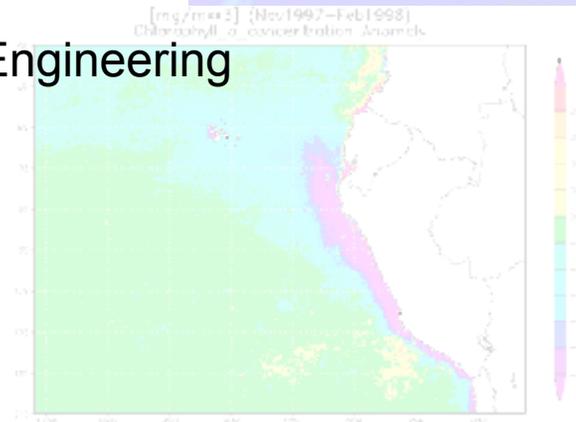![ADNET SYSTEMS, INC.]
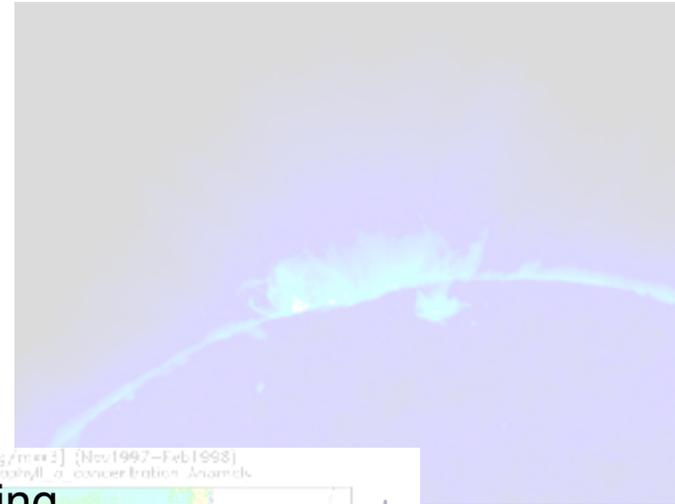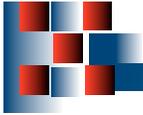
Supply Chain 2009

Richard Isaacman
Vice President, Science and Engineering
October 14, 2009

ADNET Size and Competencies

- Headquartered in Maryland
- 300 employees,
  - GSFC: 191 including IV&V (Fairmont, WV)
  - NASA Ames: 6
  - USGS: 65 (Sioux Falls, SD)
  - Other agencies: 20
  - Corporate: 10
- ISO 9001:2000 Certified
- CMMI Level 3 Certified
- Award-winning reputation for quality service
  - **95% award fee at NASA, three times in a row**
  - 100% award fee at National Highway Institute
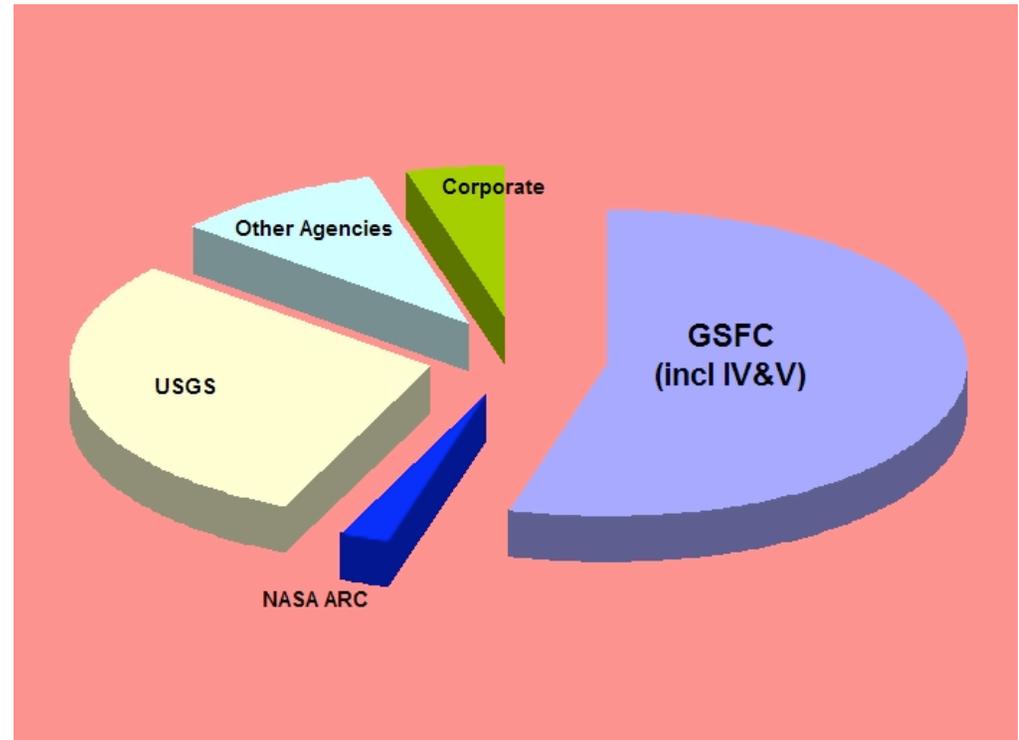
A Significant Concentration on GSFC!

An employee-oriented culture that promotes growth and development.
Result: *96%* employee retention rate at GSFC!
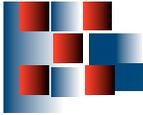
ADNET's Diversity

*Strong Representation among Professional & Management Staff (non-administrative)*

	2006-2007	2007-2008	2008-present
Women	56 (34%)	53 (34%)	64 (35%)
Minorities	58 (35%)	54 (35%)	58 (32%)
Head count	165	155	183

- **Demographic comparisons**
  - U.S. Civilian Labor Force: 45.6% women / 27.4% minority (BLS 9/2005)
  - GSFC (all): 38% women / 28% minority   (http://ohcm.gsfc.nasa.gov)
  - GSFC (400/500/600 only): 29% women / 24% minority

- **ADNET Minority Summer Intern program**
  - Three minority interns hired at company expense each summer
    - One high-school student
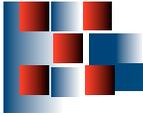   - Two undergraduates
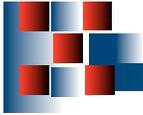
Breaking Records

- Only small business ever to win Goddard Contractor Excellence Award two years in a row.

- Only SESDA contractor ever to score back-to-back 95's (let alone 3 in a row!)

Both wins provide positive reinforcement to expand and improve upon the processes that led to success

# Challenges in the Support Services Environment

- Employees often identify with their projects rather than with their employers
  - Result: leadership is difficult to exercise
- Task order contracts tend to be stovepiped in their particular tasks.
  - Result 1: a proliferation of inconsistent processes and procedures
  - Result 2: difficulty in creating and disseminate innovations

Overcoming these challenges has allowed ADNET to find new paths to excellent performance. This was how we won GCEA two years in a row.
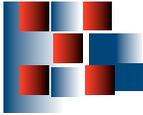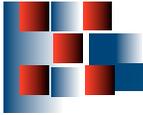
Broadband Communication

- Company philosophy is to maintain multiple communication channels in all areas and at all levels. *This maintains employer identification.*

STAFF   COMMUNICATION CHANNELS
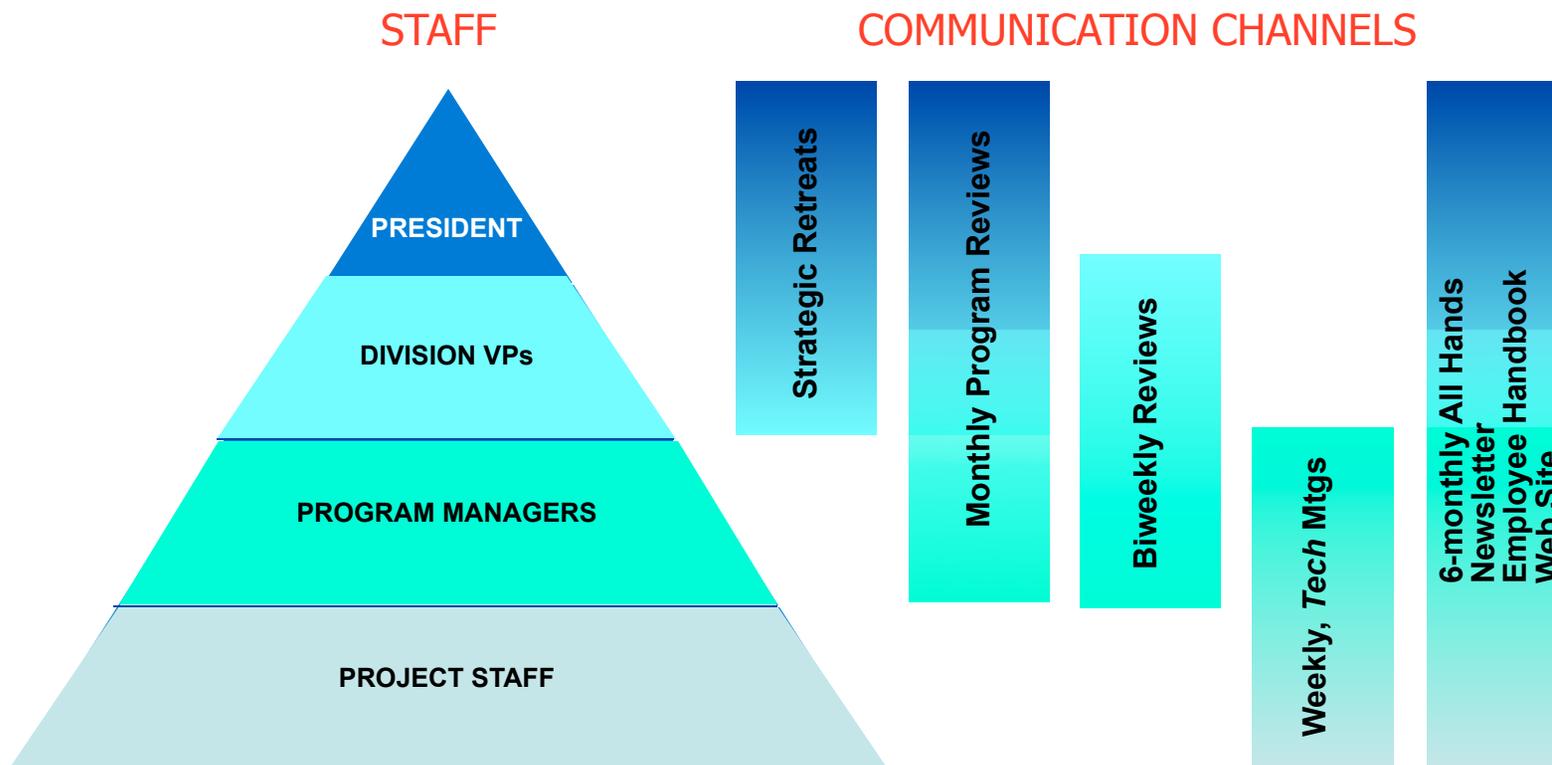
- Process Improvement Director also involved at all stages

"Anti-Stovepiping" Measures to Encourage Innovation

- Employee "Common Interest Groups" (CIGs)
  - Web developers
  - IT Steering Committee
  - Education and Public Outreach
- Group-level All Hands Meetings
- Innovation Bonuses (GoodIdeas@sesda2.com listserv)
- Anonymous suggestion box
- Enterprise-level tools for customer interactions
  - Feedback channels
  - Scheduling and resource flexibility
- Self-imposed Metrics
  - Time to fill vacancies
  - Risk closure
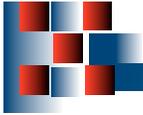
Multiple Customer Feedback Channels

- Group Managers tag-up meetings with ATRs
  - Every ATR visited at least every six weeks
  - Meetings are logged; log summaries included in monthly event report to CO and COTR
  - Logs and meeting are used to open risks or raise discussion issues at biweekly PMO meetings.
    - PM decided whether to engage ATR directly if issue is serious or needs high-level action in any form
    - Sample log entries:

ATR Name	Date	Task Number	Task Name	Meeting Topic
Benford, Dominic	06 Feb	665.0-013	SAFIRE/SOFIA Instrument Dev.	Status of task costs and reporting
Hornschemeier, Ann	27 Feb	662.0-003/007	IXO Support / X-ray Data Analysis	Updated plans for Mattson through end of CY3
Moseley, Harvey	19 Feb	665.0-006/007	JWST Microshutters/ IR Instrument Dev.	Allocation of charges for various projects between his two tasks
Newman, Phil	13 Feb	660.2-001	ASD Technical Support	Plans for new staff members
Newman, Phil	26 Feb	660.2-001	ASD Technical Support	Shift of his own technical work (HEASARC archive related) to SESDA II SA team
Silverberg, Robert	19 Feb	665.0-012	Low-Noise Electronics for LISA	Advised him about ongoing overrun – budget and WAP has now been modified
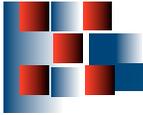
Customer Feedback Channels (cont'd)

- ATRs invited to monthly status meeting with CO and COTR
  - So far all have declined, mostly stating that they have no issues
  - "No news is good news?"
- ACES Customer Feedback feature

Customer entries are sent as email to PM and logged in "trouble-ticket" database along with date and status info
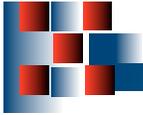
Tools to Give Resource Flexibility

- ACES labor load report allows instant view of staff availability by labor category, task, etc.
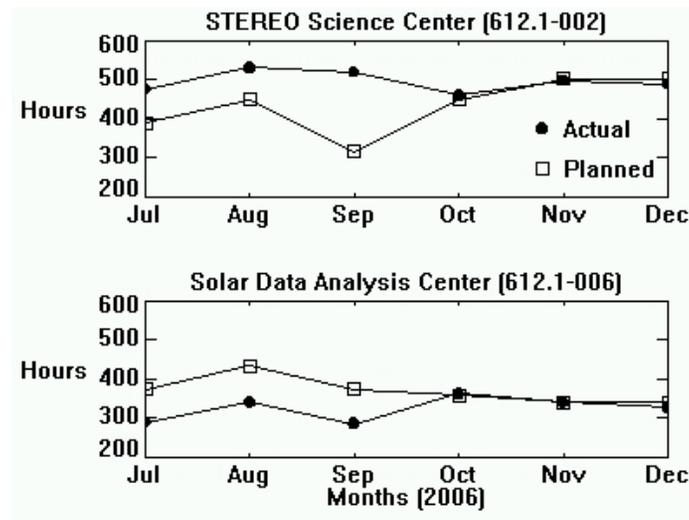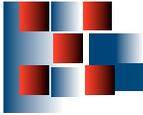- Staff can be rapidly reallocated to mitigate short-term schedule risks.
- Used very effectively on STEREO to reallocate staff to Solar Data Analysis Center (SDAC) during a launch delay
  - Figure at right shows hour reallocation from STEREO to SDAC
  - Loads leveled, funding pressure decreased during delay
- Mechanical engineer was 'loaned' to the SAM (Sample Analysis at Mars) mission to assist with instrument fabrication and assembly which was falling behind schedule
- An in-demand electrical engineer is currently being shared among four projects in Code 665

Individual Labor Load Report

For date range: 01/01/2008 to 06/01/2008

First Name	Last Name	Labor Category	Company
Jianping	Mao	Support Scientist, Principal	RS Information Systems,

Task Number	Title					Total Allocated Hours		
610.2-071-1	Global Change Master Directory Task					568.50		

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2008	94.75 / 60% / 50.38	90.24 / 60% / 50.38	94.75 / 60% / 50.38	99.26 / 60% / 50.38	94.75 / 60% / 50.38	94.75 / 60% / 50.38			

Task Number	Title					Total Allocated Hours		
610.2-032-1	Science Maintenance					203.00		

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2008	34.00 / 22% / 50.38	32.00 / 21% / 50.38	34.00 / 22% / 50.38	35.00 / 21% / 50.38	34.00 / 22% / 50.38	34.00 / 22% / 50.38			

STEREO Science Center (612.1-002)

Solar Data Analysis Center (612.1-006)

Months (2006)

Self-Assigned Vacancy Closure Metric

- Self-assigned metric of 4 week median time to close vacancies
- When the "Median Weeks Open" exceeds 4, program risk is initiated with additional resources applied to recruiting, hiring bonuses offered for referrals
- Improved process applied in late 2006 has led to improved closure times, achieving 4 week goal
  - New processes included expanded advertising venues, more use of subcontractors' "depth on the bench"


SESDA II Vacancy Closure Time
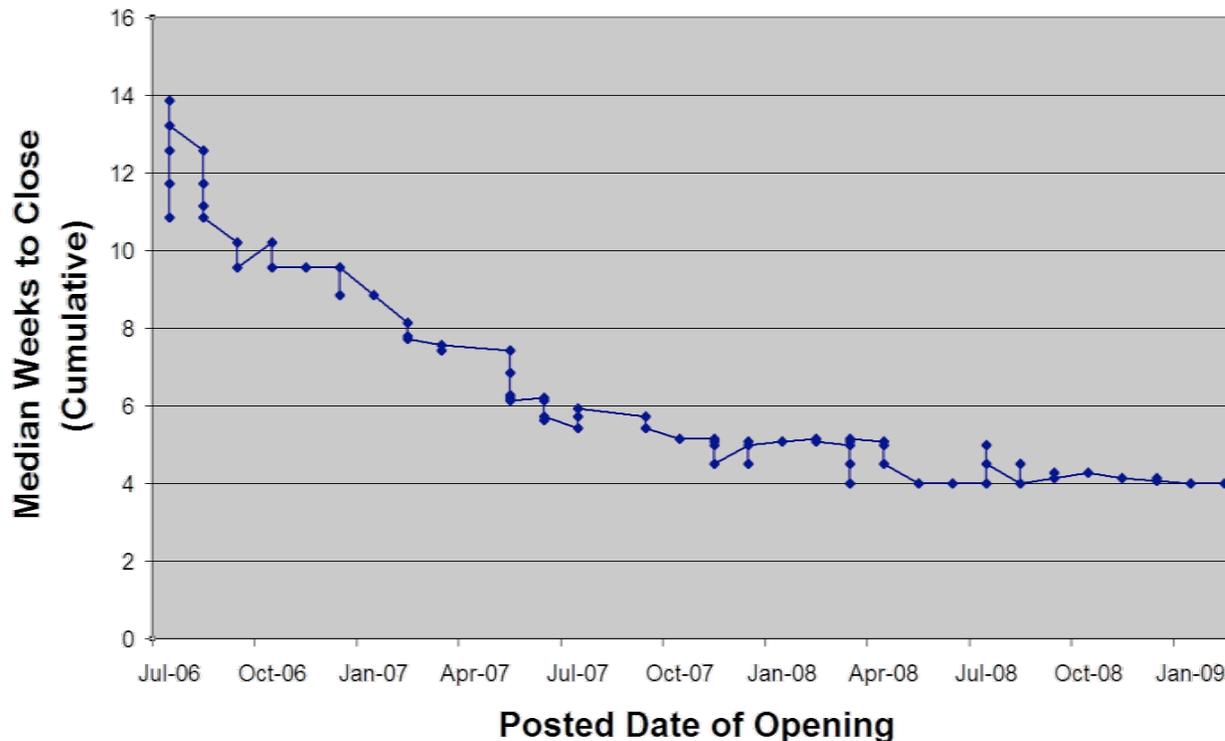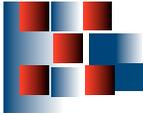
Self-Assigned Risk Metrics

- Bi-monthly risk evaluation includes identifying areas for improvement and progress toward mitigating/closing risks to program performance

- CMMI Maturity Level 2 & 3 SCAMPI appraisal results exceptional:
  - "Excellent use of risk matrices and risk mitigation strategies that are managed throughout all of the project's lifecycles. "
  - "Risk library is a best practice"
  - "Strong evidence that Risk Management is performed across all appraisal projects"
  - "Risks are identified, categorized, evaluated, and monitored throughout the project lifecycle"
  - "Mitigation plans are developed and implemented as needed"
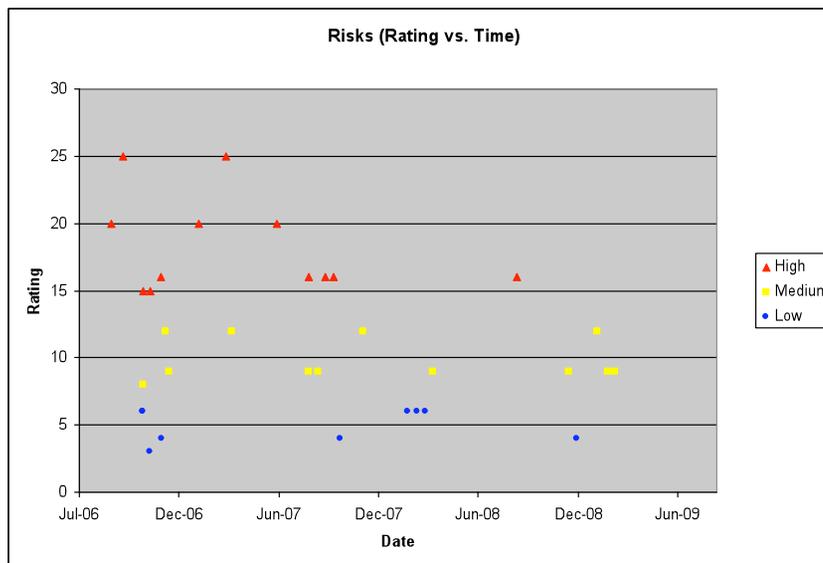
- Proactive approach to risk management has led to fewer severe risks