

NASA
AGENCY PROGRAM MANAGEMENT COUNCIL (APMC)
Meeting Summary, Decisions and Actions

VITAL MEETING DATA

Date: 10 October 2018
Time: 9:00 a.m. – 3:30 p.m.
Location: NASA Headquarters (HQ), 8Q40 and ViTS
Agenda: See attached
Attendance: See attached

Opening Comments:

There were no significant opening remarks.

First Item of Business: Earth Science Division (ESD) Programs Program Implementation Reviews (PIR)

Both the Earth System Science Pathfinder (ESSP) PIR and the Earth Systematic Missions (ESM) Program PIRs were conducted back to back and both were decisional topics. The ESSP projects are competed missions and the ESM projects are directed missions. The purpose of the topics were to evaluate the program's continuing relevance to the Agency's Strategic Plan, to assess performance with respect to expectations, and to determine the programs' ability to execute the implementation plan with acceptable risk within cost and schedule constraints.

Earth System Science Pathfinder (ESSP) PIR

There were two concerns overall from the Standing Review Board. First was regarding risk to the resilience of the program by having a deliberate split of skills and roles for Program Office (PO) leadership which includes the Program Manager, Deputy Program Manager and Deputy Program Manager for Program Planning and Control (PP&C). Secondly, some decisions are being made at ESD and SMD levels that affect how ESSP PO operates without adequate opportunity to assess PO impacts. Although this was a concern, the assessment overall was that although the center director does have the overall responsibility, the projects are still managed by the program office. The SRB stated that the ESSP PO was very open in its presentations and responsive to the SRB inquires and requests. The SRB assessment was that ESSP Program continues to be relevant and contributes to NASA, SMD, & ESD goals and objectives. There were no weaknesses identified. Based on the review and supporting documentation, the SRB recommended ESSP continue implementation.

The Langley Research Center (LaRC) Center Director also recommended that the ESSP be approved to continue in implementation.

The APMC approved the continuation of the ESSP.

Earth Systematic Missions (ESM) Program PIR

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Several areas were identified for potential improvement from the SRB. One issue was that there were confusing roles and responsibilities between ESD and the PO which has impacted the reporting and interaction between the PO and their projects. The program plan should be revised to more accurately define the "Program" and the roles and responsibilities of both ESD and ESMPO for implementation and execution of ESM. There were several concerns including that reporting seems excessive, there is limited PO insight on JPL managed projects, the PO does not appear to be optimally staffed and risk management could be strengthened. Several observations were made including Conflicts of Interest (COIs) associated with the PO's dual Center and ESD functions, lack of PO participation in SRB formation, the PIR is focused on the PO vs the total Program and implementation of SMD study report results.

Overall, the SRB felt that the PO is organized efficiently with proficient personnel all working together to benefit ESD's goals and objectives. They have a lengthy history of successful flight projects which also demonstrates a healthy Program. Their immediate ESD customer was present for the review and expressed a high level of satisfaction with the PO performance.

At this time, the activities and lines of accountability appear to be inconsistent with the existing documentation. There were two paths forward outlined:

- Update documentation to be consistent with how the program is being implemented.
- Re-establish the duties of the Program Office consistent with the Program Commitment Agreement (PCA) when backfilling the Program Manager to ensure the vacancy does not delay the ESD goals and objectives.

The APMC Chair assigned an action to ESD to outbrief to the August 2019 APMC the ESM DPMC PIR decision memo action for ESD to investigate solutions that may involve significant changes to the program office structure to address SRB findings. This action in the DPMC decision memo includes:

- A. ESM Program Office insight and access to data on JPL-managed projects is limited resulting in an incomplete picture of the projects' status.
- B. There are conflicts of interest (COIs) resulting from ESM Program Office GSFC line management responsibilities and ESD program responsibilities.

Based on the review and supporting documentation and action item, the SRB recommended ESM continue implementation.

The Goddard Space Flight Center (GSFC) Center Director also recommended that the ESM be approved to continue in implementation.

The APMC approved the continuation of the ESM Program.

Separate from the PIRs, discussion occurred regarding the frequency of the PIRs for all programs since the cadence has not been consistent. The APMC chair assigned an action to

SMD to facilitate the Mission Directorates on the applicable reporting cycle for Program Implementation Reviews. This should be completed by the December 2018 APMC.

Second Item of Business: Agency Mission Program & Project List (AMPL)

The AMPL is presented to the APMC on an annual basis, and approved by the NASA AA/Chair for project categorization and governing bodies. The AMPL includes each MD's list of programs and projects derived from the Metadata Manager (Mdm) database. In preparation for the APMC, the MDs update the list, the centers review and comment, and the differences are reconciled. The NASA Procedural Requirement (NPR) 7120.8 research and technology projects are annotated on the list as Research and Technology (R&T), Advanced Technology (AT), or Basic and Applied Research (BAR). Unless delegated, all MD programs are governed by the APMC. The AMPL list was reviewed. It covered the Aeronautics Research Mission Directorate (ARMD), Human Exploration and Operations Mission Directorate (HEOMD), Science Mission Directorate (SMD) (Earth Science, Planetary, Astrophysics, Heliophysics, and Joint Agency Satellite), and Space Technology Mission Directorate (STMD). Members identified minor details that need to be updated on the list. The spreadsheet will be updated based on the required minor edits and the memo will be signed for the record.

Third Item of Business: Independent Assessment (IA) Manifest

The IA Manifest is presented to the APMC on an annual basis and approved by the NASA Associate Administrator/Chair. The purpose of the IA Manifest is to provide a plan of project and program independent reviews for the upcoming fiscal year, as set forth by Agency Project Management Policy Requirements in NPR 7120.5 and NPR 7120.8. The MD review manifests were summarized by SMD, HEOMD, STMD, and ARMD. The Mission Directorates will continue to report on the status of their yearly manifest as part of their periodic Baseline Performance Review (BPR) reports to include any potential changes over the year. The only update identified during the review was for HEOMD to add the pre and post Official Flight Test (OFT) reviews for the Commercial Crew Program (CCP). The spreadsheet will be updated based on the required edits and the memo will be signed for the record.

Actions:

There were two actions assigned. All existing actions were reviewed.

- 10/10/2018 Action 1:

Outbrief the ESM DPMC PIR decision memo action for ESD to investigate solutions that may involve significant changes to the program office structure to address SRB findings:

- a) ESM Program Office insight and access to data on JPL-managed projects is limited resulting in an incomplete picture of the projects' status.
- b) There are conflicts of interest (COIs) resulting from ESM Program Office GSFC line management responsibilities and ESD program responsibilities.

Due date: August 2019 APMC
Assigned to: ESD/Eric Ianson

- 10/10/2018 Action 2:

SMD to facilitate the Mission Directorates on the applicable reporting cycle for Program Implementation Reviews.

Due date: December 6, 2018 (APMC)
Assigned to: SMD/Dennis Andrucyk


Closing:

A decision memorandum was signed each for the AMPL and the IA Manifest, to include the updated respective attachments.

Meeting was adjourned.

Prepared by:

(b) (6)

Robert J. Hanley
APMC Executive 

Agenda
Agency Program Management Council Meeting
October 10, 2018
NASA Headquarters, Room 8Q40 & ViTS

10:00	Roll Call and General Admin	PMC Exec/Robert Hanley
10:10	Opening Remarks	NASA AA/Steve Jurczyk
10:20	Earth Science Division Programs	
	• Earth System Science Pathfinder (ESSP) PIR (Decisional)	SMD/Dianne Cheek
	• Earth Systematic Missions Program (ESMP) PIR (Decisional)	SMD/Richard Slonaker
12:30	Break	
12:50	Agency Mission Program and Project List (AMPL) (Decisional)	OCE/Ellen Stigberg
1:40	Independent Assessment (IA) manifest	
	• ARMD	Jay Dryer
	• HEOMD	Toni Mumford
	• SMD	Sandra Connelly
	• STMD	Prasun Desai
2:20	NASA High Risk Corrective Action Plan (Informational)	OCFO-SID/Kevin Gilligan
3:00	Overall Discussion	
3:20	Actions, Status Updates	PMC Exec/Robert Hanley
3:30	Adjourn	

AGENCY PROGRAM MANAGEMENT COUNCIL
NASA Headquarters - 8Q40
10-Oct-2018
MEMBERS

Position	Name	Signature
Associate Administrator	Steve Jurczyk	(b) (6)
Deputy Associate Administrator	Melanie Saunders	
Chief Financial Officer	Andrew Hunter (for)	
Chief Information Officer	Renee Wynn	
Chief Engineer	Joe Gasbarre (for)	
Chief Health & Medical Officer	James (J.D.) Polk <i>Michael</i>	
Chief Safety & Mission Assurance	Hal Bell (for)	
Chief Scientist	Jim Green (for) <i>Hal</i> <i>Con</i>	
Chief Technologist	Douglas Terrier	
General Counsel	Tom McMurry (for)	
Associate Administrator, ARMD	Jay Dryer (for)	
Associate Administrator, HEOMD	Toni Mumford (for)	
Associate Administrator, SMD	Thomas Zurbuchen	
Associate Administrator, STMD	Jim Reuter, Acting	
Associate Administrator, Mission Support	Dan Tenney	
Assistant Administrator, Human Capital	Bob Gibbs	
ARC Center Director	Dean Kontinos (for)	
AFRC Center Director	David McBride/Joe Piotrowski (for)	
GRC Center Director	Marla Perez-Davis (for)	
GSFC Center Director	Steve Shinn (for)	
JPL Center Director	Larry James (for)	
JSC Center Director	Vanessa Wyche (for)	
KSC Center Director	Sandeep Wilkhu (for)	
LaRC Center Director	Clayton Turner (for)	
MSFC Center Director	Paul McConnaughey (for)	
SSC Center Director	Randy Galloway (for)	
APMC Executive	Robert Hanley	

AGENCY PROGRAM MANAGEMENT COUNCIL
NASA Headquarters - 8Q40
10-Oct-2018

Other Invitees and Presenters

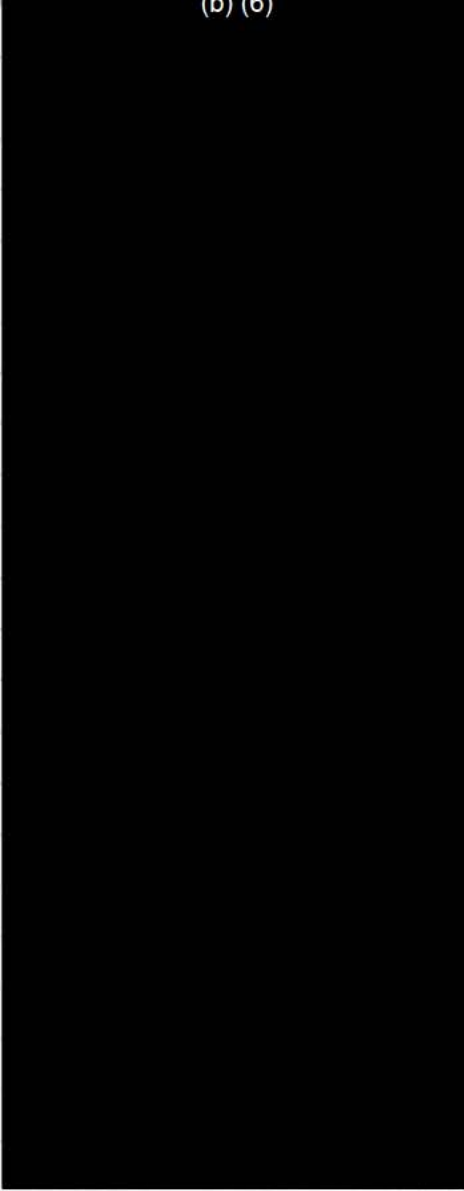
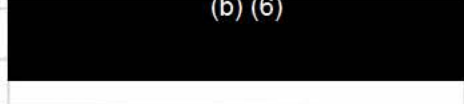
Position	Name	Signature
Administrator	Jim Bridenstine	(b) (6)
Deputy Administrator	VACANT	
Chief of Staff	Tom Cremins, Acting	
Associate Administrator, Strategy and Plans	Tom Cremins	
Director, OCFO/SID	CraigMcArthur/Garth Henning (for)	
Associate Administrator, Communications	Bob Jacobs, Acting	
Associate Administrator, OLIA	Rebecca Lee, Acting <i>Chris Filbin</i>	
Associate Administrator, Small Business	Glenn Delgado	
Assistant Administrator, Procurement	Monica Manning <i>Jeff Seaton</i>	
Assistant Administrator, Strategic Infrastructure	Rick Marrs (for)	
Director, NASA Management Office	J.C. Duh (for)	
	<i>NMO</i> <i>Andrea Razzaghi (for)</i>	
ESSP SRB Chair	Andrea Razzaghi	
Presidential Appointments Team	Brandon Eden	
SMD Program Specialist <i>ASST. DAAP</i>	Camille Alleyne	
ESMP Program Office	Cathleen Richardson	
ESD Management	Christina Moats-Xavier	
Director, OACS	Dennis Boccippio	
ESSP Program Executive	Dianne Cheek	
SMD Program Specialist	Ellen Gertsen	
OCE Program Management	Ellen Stigberg	
ESD Assoc Director for Flight Programs	Eric Ianson	
OSMA	Gerry Schumann	
Director, ESSP Program Office	Greg Stover	
ESSP Lead Program Analyst	Holly Degn	
ESD Program Business Manager	Jahi Wartts	
Senior Advisor to the Administrator	James Ortiz	
Deputy AA for ARMD Programs	Jay Dryer	
OCE Representative	Joe Gasbarre	
OACS Senior Analyst	Judy Carrodegua	

AGENCY PROGRAM MANAGEMENT COUNCIL

NASA Headquarters - 8Q40

10-Oct-2018

Other Invitees and Presenters

Position	Name	Signature / (b) (6)
OCFO-SID Program Analyst	Kevin Gilligan	
Office of the Administrator, Senior Advisor, Technical	Lisa Guerra	
ESMP SRB Chair	Mary Beth Wusk	
ESD Division Director	Mike Freilich	
Executive Assistant Office of the Deputy Associate Administrator	Natalie Simms	
STMD Presenter	Prasun Desai	
Advisor to the Administrator	Randy Cruz	
Principal Advisor for Enterprise Protection	Raynor Taylor	
ESMP	Richard Carter	
ESMP Program Executive	Richard Slonaker	
OCE	Rob Woods	
ESD Deputy Director	Sandra Cauffman	
SMD DAA for Programs	Sandra Connelly	
ESSP Project Management	Stella Harrison	
ESD Engineering Program Mgmt	Steve Neeck	
<i>ESMP</i>	<i>JEFF WALTERS</i>	
<i>OF</i>	<i>JEFF CULLEN</i>	
<i>OCFO/SID</i>	<i>TRACY JOSEPH</i>	
<i>SRB</i>		
<i>OCFO/SID</i>	<i>David Walters</i>	
<i>OCE</i>	<i>Robert Woods</i>	
OACS Support, Total Solutions Inc.	Lisa Connell	
OACS Support, Total Solutions Inc.	Sophia Bogat	