

NASA AGENCY PROGRAM MANAGEMENT COUNCIL

Meeting Minutes and Actions

VITAL MEETING DATA

Date: November 6, 2018, 12:30 pm – 5:30 pm

Location: NASA Headquarters 8Q40

Attendance: APMC members and invited participants. The Associate Administrator chaired.

MEETING ACTIVITIES

The APMC met to:

- Hear the third Commercial Crew Program (CCP) Annual Performance Review
- Approve the Program Management Improvement and Accountability Act (PMIAA) Implementation Plan

FIRST ITEM OF BUSINESS: *CCP Annual Performance Review (Informational)*

Kathy Lueders, Manager, Commercial Crew Program (CCP) presented the program's third annual performance review. The review focused on: significant accomplishments, schedule and milestones summary, program risks, commercial providers' progress, and program cost and schedule status.

Over the past year CCP had its human rating review, is preparing to fly the first mission and has completed the flight software. Ongoing work includes defining the Certificate of Flight Readiness (CoFR), facilitating International Partner insight, and developing how to conduct program mission reviews.

CCP has developed a risk management approach that includes both NASA and provider risk, observing and scoring both programmatic and safety risks. CCP's top programming risks include meeting the Loss of Crew (LOC) requirements and the Department of Defense (DoD) Search and Rescue Training Schedule. CCP's top safety risks include meeting LOC requirements, aborting in sea states with unsafe rescue and Spaceflight Associated Neuro-ocular Syndrome exacerbations related to crew entry accelerations. CCP noted that they have retired three risks since October 2017. CCP will be accepting the LOC requirement risk and is looking at the flight rule development and ways to demonstrate ability to meet the LOC requirement.

The Council had a short discussion about the flight software to be delivered December 28. Space X is almost ready to deliver and have been working with the crew. Flight load for Operational Field Test is complete. CCP is conducting Centrifuge testing at Wright Patterson now.

The Council discussed how to ensure that NASA has all of the test data it needs in the commercial program where the provider decides the test program. In the commercial partner proposals, the partner didn't include details of the tests planned but said they would see if the configuration makes sense to get the results they need from the test. The program continues to work with the commercial provider to understand where can they buy down schedule and risk. The challenge in partnering with the commercial entities is that with issues, failures, and risks that need mitigation, we need to make sure we are okay on these configurations especially as new risks develop. The program is looking at testing as an integrated package that includes un-crewed flight tests and further ground tests that can help us understand if the configurations make sense.

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CCP reviewed their cost and schedule analysis noting that both commercial partners are working hard to make their schedules noting that they are making progress, but are preparing for extended program development in anticipation of additional partner schedule slippage, including the need for additional Soyuz margin.

The Council discussed the impacts of using a Firm-Fixed Price (FFP) contract to develop a human rated vehicle including reluctance to change proposals and the need to synchronize the contract baselines. Members noted that this experience is helping to identify inefficiencies in FFP contracts that will benefit the development of lessons learned insights in the future.

CCP's process is to work with commercial partners to actively identify, assess and monitor risks. Partners are taking risks seriously. CCP noted that the team is ultra-lean for oversight and insight and both partners have aggressive schedules. Members expressed concern with flight readiness in two months.

CCP reviewed the unresolved technical issues for both SpaceX and Boeing and noted that while there has been significant progress since 2015, there is a high likelihood of further schedule erosion to the projected flight dates. The Council discussed unresolved technical issues for both SpaceX and Boeing expressing the desire to gain more confidence in partner process controls, testing, and schedules. The APMC will review CCP again in December 2018 with emphasis on closing on test requirements for initial uncrewed test flights which are needed to inform readiness for eventual crewed test flights.

SECOND ITEM OF BUSINESS: *PMIAA Implementation Plan (Decisional)*

The Program Management Improvement Accountability Act (PMIAA), signed into law in December 2016, includes significant new requirements for improving and formalizing program and project management across agencies. OMB released implementation guidance to agencies (M-18-19) on June 25, 2018. Key features include a partnership between OMB and agencies to implement PMIAA by leveraging four key strategies as part of a five-year strategic plan. Key strategies focus on clarifying key roles and responsibilities; identifying principles-based standards; holding managers accountable for results; and building a capable program management workforce. NASA's implementation will proceed on a phased approach consisting of three phases over a five-year timeframe, and be led by the Agency Program Management Improvement Officer (PMIO), Dr. James Ortiz.

The Council reviewed the recommended strategy and approach for developing the PMIAA Draft Implementation Plan, to verify compliance with OMB M-18-19, leveraging of other past and concurrent Agency efforts, consideration of Program Management as a capability, incorporation of program portfolio pilot reviews, and compatibility with parallel efforts such as FITARA without adding new layers of oversight or reporting.

The final plan will:

- Identify the Agency PMIO (Dr. James Ortiz, Office of the Administrator)
- Clarify how PMIO work will align with other Agency management functions and organizations
- Identify the Agency's major acquisition portfolios
- Define an approach for integrating Agency portfolio reviews as an input to the annual Strategic Review process conducted at BPR
- Document talent management strategies and actions for:
 - Enhancing training and educational opportunities for program/project managers (P/PMs)
 - Improving recruitment and retention of expert P/PMs
 - Using career paths to expand PM opportunities and build experience

- Implementing a mentorship program
- Document the knowledge management process for policies, best practices, lessons learned, etc.
- Document the plan for assessing the current state of P/PM staffing and skills
- Incorporate the renewed High Risk Correction Action Plan, leverage the new Acquisition Strategy Council, and leverage the Strategic Workforce Planning effort.
- Incorporate existing support of the OMB-led Program Management Policy Council (PMPC), OPM Talent Management, President's Management Agenda CAP-11, and assessment of NASA P/PM standards against PMIAA-recommended standards.

The final version of the draft plan will be approved out of board by the Associate Administrator with endorsement from the PMIAA Implementation Team prior to submission to OMB on or before November 30, 2018.

Decision:

- *The APMC approves the strategy and approach for completing preparation of the NASA PMIAA Full Draft Plan.*

Formal actions (to be closed in board):

- The PMIO to ensure that the Agency PMIO effort includes a diverse set of members that represents the Agency's portfolio. Due: 6 December 2018.

THIRD ITEM OF BUSINESS: *High Risk Corrective Action Plan Status (Informational)*

The schedule did not allow the APMC to hear a planned update on the High Risk Corrective Action Plan (CAP). The presentation materials are available to APMC Members in the NX folder (<https://nx.arc.nasa.gov/nx/dsweb/View/Collection-118782>). A decision to approve the CAP is planned for the December APMC.

Prepared by:

(b) (6)

Mark Hershey
APMC Executive

Agenda
Agency Program Management Council Meeting
November 6, 2018
NASA Headquarters, Room 8Q40 & ViTS

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|-------|---|-------------------------|
| 12:30 | Roll Call and General Admin | PMC Exec/Robert Hanley |
| 12:35 | Opening Remarks | NASA AA/Steve Jurczyk |
| 12:40 | CCP Annual Checkpoint (Informational) | CCP/Kathy Lueders |
| | <ul style="list-style-type: none">• Program Status<ul style="list-style-type: none">○ Significant Program Accomplishments○ Program Schedule & Milestone Summary○ Program Risks○ Commercial Providers' Progress○ Program Cost and Schedule Status• CCTS Human Rating Certification Status<ul style="list-style-type: none">○ Program, SpaceX, Boeing• Standing Review Board Assessment and Program Responses• Technical Authority Assessments of Program Performance• Summary• Backup - Status of Actions from 2017 Annual Performance Review | |
| 4:30 | Program Management Improvement Accountability Act (PMIAA)
Agency Implementation Plan (Decisional) | OA/James Ortiz |
| 5:00 | 2018 NASA High Risk Report Plan Status (Informational) | OCFO-SID/Kevin Gilligan |
| 5:20 | Actions, Status Updates | PMC Exec/Robert Hanley |
| 5:30 | Adjourn | |

PROGRAM MANAGEMENT COUNCIL
NASA Headquarters - 8Q40
6-Nov-2018
MEMBERS

Position	Name	Signature (b) (6)
Associate Administrator	Steve Jurczyk	
Deputy Associate Administrator	Melanie Saunders	
Chief Financial Officer	Jeff DeWit	
Chief Information Officer	Faith Chandler (for)	
Chief Engineer	Ralph Roe	
Chief Health & Medical Officer	James (J.D.) Polk	
Chief Safety & Mission Assurance	Terry Wilcutt	
Deputy Chief Safety & Mission Assurance	Hal Bell	
Chief Scientist	Jim Green	
Chief Technologist	Douglas Terrier	
General Counsel	Sumara Thompson-King	
Associate Administrator, ARMD	Jay Dryer (for)	
Associate Administrator, HEOMD	William Gerstenmaier	
Associate Administrator, SMD	Dennis Andrucyk (for)	
Associate Administrator, STMD	Jim Reuter, Acting	
Associate Administrator, Mission Support	Lisa Ziehmann (for)	
ARC Center Director	Carol Carroll (for)	
AFRC Center Director	Patrick Stoliker (for)	
GRC Center Director	Janet Kavandi	
GSFC Center Director	Christyl Johnson (for)	
JPL Center Director	Larry James (for)	
JSC Center Director	Mark Geyer	
KSC Center Director	Kelvin Manning (for)	
LaRC Center Director	Debi Tomek (for)	
MSFC Center Director	Jody Singer	
SSC Center Director	Randy Galloway (for)	
APMC Executive	Robert Hanley	

PROGRAM MANAGEMENT COUNCIL

NASA Headquarters - 8Q40

6-Nov-2018

Invitees and Other Attendees

Position	Name	Signature	
Administrator	Jim Bridenstine		
Deputy Administrator	Jim Morhard		
Chief of Staff	Tom Cremins, Acting		
Director, OCFO/SID	Craig McArthur		
Associate Administrator, Strategy and Plans	Tom Cremins Ave Kludz		
Associate Administrator, Communications	Bob Jacobs, Acting		
Associate Administrator, OLIA	Rebecca Lee, Acting		
Associate Administrator, ODEO	Steve Shih		
Associate Administrator, Office of STEM Engagement	Michael Kincaid		
Associate Administrator, OIIR	Al Condes		
Associate Administrator, Small Business	Glenn Delgado		
Assistant Administrator, Human Capital	Jane Datta (for)		
Assistant Administrator, Procurement	<i>for</i> Monica Manning		
Assistant Administrator, Protective Services	Joe Mahaley		
Assistant Administrator, Strategic Infrastructure	Calvin Williams		
Executive Director, HQ Operations	Jay Henn		
Executive Director, NSSC	Anita Harrell		
Director, NASA Management Office	Andrea Razzaghi (for)		
CCP SRB	Alan Lindenmoyer		
Deputy Chief Financial Officer	Andrew Hunter		
CCP SRB	Anne Sweet		
Deputy CSO	Billy Stover		
Presidential Appointments Team	Brandon Eden		
SRB	Byron Lichtenberg		
OCIO	Dana Mellerio		
ARC/Associate Director for Research & Technology	David Korsmeyer		
CCP SRB	David Littmann		
OCFO	David Walters		
ARC/Chief Engineer	Dean Kontinos		
CCP HMTA Delegate	Debbie Berdich		

PROGRAM MANAGEMENT COUNCIL

NASA Headquarters - 8Q40

6-Nov-2018

Other Attendees

Position	Name	Signature
Director, OACS	Dennis Boccippio	(b) (6)
CCP	Dennis Davidson	
CCP	Edward Fincke	
OCE Program Management	Ellen Stigberg	
OCFO/SID	Garth Henning	
KSC	George Jacobs	
OSMA	Gerry Schumann	
CCP APR	Heather Rarick	
Senior Advisor, Office of the Administrator	James Ortiz	
OHCM	Joan Davidson	
Deputy Chief Engineer	Joe Pelliocitti, Acting	
OCE/Chief Engineer, HEOMD	John Mcmanaman	
OACS Analyst	Judy Carrodegua	
OP	Julia Wise	
NMO	Kaiser Adeni	
Program Manager, CCP	Kathy Lueders	
OCFO-SID Program Analyst	Kevin Gilligan	
KSC	Lisa Colloredo	
Office of the Administrator, Senior Advisor, Technical	Lisa Guerra	
Director, OCFO/Appropriations	Mary D. Kerwin	
CCP	Michael Richardson	
CCP	Mike Curie	
CCP Chief S&M Officer	Nathan Vassberg	
Advisor to the Administrator	Randy Cruz	
Principal Advisor for Enterprise Protection	Raynor Taylor	
OSMA	Richard Grant	
OCFO/SID	Rob Giannini	
Chief Knowledge Officer	Roger Forsgren	
SMD DAA for Programs	Sandra Connelly	
HEOMD	Scott Martinelli	
OCE	Steve Angelillo	

