

NASA Agency Program Management Council
March 2018 Capability Days APMC Decision Memorandum

Summary: The Agency Program Management Council (APMC) met on March 7-8, 2018, for a mid-term checkpoint focusing on continued progress implementing the Capability Leadership Model (CLM) across the Agency, and deliberating previous Mission Directorate actions for closure. The APMC also heard a briefing from the Aerospace Corporation on their results for NASA Agency Level Capability Assessment Cycle 1 and status of Cycle 2. Additional background related to this APMC, including prior actions, is referenced in the September 2017 APMC Capability Days summary posted to "Inside NASA". For all topics discussed at this APMC, supporting files can be found on NX in the March 2018 APMC Capability Days meeting folder.

Decisions:

This APMC was established as both informational and decisional. The following specific decisions were made during the meeting upon review of the recommendations.

Charter a Human Systems Integration (HSI) Tiger Team - OCHMO/J.D. Polk

Decision 1: The APMC accepted the chartered HSI Tiger Team as presented by the Office of the Chief Health and Medical Officer (OCHMO). The APMC agreed with the Tiger Team's recommendation to draft language for NPD 1000.0B NASA Governance and Strategic Management Handbook to require early inclusion of HSI in all programs/projects, determine a method to establish the three Technical Authorities to serve as co-leads for HSI, and determine a means to measure success and accountability. The HSI Tiger Team will return to the September 2018 Capability Days for a status. (Action closed: 09/13/17 APMC Capability Days #6)

Review the authority, technology approach, and resources for Communications and Navigation to determine if SCLT is warranted - HEOMD/M. Geyer

Decision 2: The APMC accepted the determination that a Communications and Navigation SCLT is warranted and with the current direction to select a Capability Leader assigned to the Space Communication and Navigation (SCaN) organization within HEOMD and a deputy within the Space Technology Mission Directorate (STMD). This system capability scope will be presented at the September 2018 Capability Days. (Action closed: 09/13/17 APMC Capability Days #2)

Perform a scoping assessment of the topic, Digital Transformation, to determine if a new capability should be established - OCT/D. Terrier

Decision 3: The APMC accepted the recommendation from the Office of the Chief Technologist (OCT) for the agency to adopt digital transformation as a strategy using a phased approach and not be established as a capability within the Capability Leadership Model at this time. The APMC accepted the recommendation of applying a hybrid model for the formulation phase, identifying agency champions, and creating a coordination board to focus agency integration. This will involve expanding the NASA Technology Executive Council (NTEC) with the addition of the Office of the Chief Information Officer (OCIO) as a co-chair with OCT to focus digital transformation activities and identify a champion from both ARC and LaRC who will manage the formulation phase. Digital Transformation will

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return to the September 2018 Capability Days for a status. (Action closed: 09/13/17 APMC Capability Days #2)

Present to the NASA AA a concept of Program Office capabilities, with the intent of avoiding duplication between program/project and institutional functions (ensures actual core program work) – SMD/D. Andrucyk

Decision 4: The APMC concurred with the information provided on the SMD Program Office Study regarding roles and responsibilities. This included efforts to enable a more efficient and streamlined program office structure, reduce agency overhead by reducing the number of program offices, and fully leveraging center capabilities. (Action closed: 09/14/17 APMC Capability Days #9)

Recognition of Orbital Debris and Meteoroid Environment Evaluation as Center Technical Roles – OSMA/H. Bell

Decision 5: The APMC accepted the OSMA proposal for the recognition of primary roles in the functions performed by the JSC Orbital Debris Program Office (ODPO) and the MSFC Meteoroid Environment Office (MEO) as Center Roles in NPD 1000.3, The NASA Organization. These primary roles will be recognized in the spring 2018 update to the Center Roles attachment to NPD 1000.3.

Actions:

Action Closure

- 1. Charter an Active Optical (Laser/Lidar) Tiger Team – Sensors/Instruments Capability Leader/U. Singh.** The APMC accepted the chartered Active Optical Tiger team consisting of Mission Directorate representatives, Capability Leader and Technical Discipline Team (CLT/TDT) members, and an external assessment team to formulate an integrated Agency level strategy. The APMC concurred with the active optical strategy approach consisting of the included teams and engagement with external US government, industry and academic entities. The APMC also agreed with the team developing an integrated technology development and investment plan to meet the agency priorities for active optical space-based measurements and missions. The Tiger Team will report to the EMB per normal OCE processes and this action is closed for the APMC. (Action closed: 09/13/17 APMC Capability Days #7)
- 2. Develop the executive summary for the ECLSS capability, including challenges and areas under consideration – HEOMD/R. Gatens.** The APMC accepted the Executive Summary for the ECLSS Systems Capability Team (SCLT) provided by HEOMD including both Life Support and Active Thermal. The APMC concurred that ECLSS is a capability for any human vehicle or habitat whether it is the ISS or a mission beyond Low Earth Orbit (LEO). The baseline assessment for the ECLSS capability will be presented at the September 2018 Capability Days. (Action closed: 09/13/17 APMC Capability Days #3)

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3. **Provide Executive Summaries for Earth Science, Astrophysics and Planetary research capabilities – SMD/D. Andrucyk/M. New.** The APMC accepted the information provided as the executive summaries for Earth Science, Astrophysics and Planetary Research Capabilities. (Action closed: 09/14/17 APMC Capability Days #8)

4. **SMD Status on NExSS as New Research Capability – SMD/Michael New.** The APMC concurred that the Nexus for Exoplanet System Science (NExSS) is an experimental Research Coordination Network (RCN) aimed at encouraging and sustaining interdisciplinary, cross-cutting research. Exoplanet research is a new, interdisciplinary field that involves the expertise of four of SMD's divisions. The RCN is a virtual structure to support groups of investigators to communicate and coordinate their research, training and educational activities across disciplinary, organizational, divisional, and geographic boundaries and requires only very light management support. (Action closed: 09/14/17 APMC Capability Days Forward Work)

New Formal Actions: None

New Informal Actions:

1. 03-07-2018 Informal #1: OCHMO to provide the Associate Administrator a briefing on the deep space environmental effects to crew mission performance as presented by the Director of the Human Research Program (HRP) at JSC. Assigned to OCHMO/J.D. Polk

Forward Work:

1. Office of the Chief Engineer will continue partnering with the Office of Procurement to investigate consolidation of engineering support contracts at NASA centers by utilizing current contract end dates and procurement policies. A status will be provided at the September 2018 Capability Days.

2. Office of the Chief Engineer will continue working with Mission Directorates in developing an Agency Engineering Research and Analysis (R&A) implementation process. The PPBE issues paper process for FY20 will be used to formally recognize the Engineering R&A as part of the NASA budget, thus closing this forward work from the September 2017 Capability Days. A status will be provided at the September 2018 Capability Days.

Approval

(b) (6) _____

Associate Administrator
APMC Chair

3/20/18

Date

(b) (6) _____

Deputy Associate Administrator
MSC Chair

3/20/18

Date

Agenda
Agency Program Management Council Meeting
March 7-8, 2018
NASA Headquarters, Room 8Q40 & ViTS

March 7 — Capability Day 1

10:00	Roll Call and General Admin	PMC Exec/Robert Hanley
10:05	Opening Remarks	NASA AA/Steve Jurczyk
10:15	Status on Capability Leadership Forward Work <ul style="list-style-type: none"> ➤ Engineering Support Contracts for Consolidation ➤ Consistent Agency-wide Adoption of the Capability Leadership Model (CLM) ➤ Pathways Implementation at Centers for Engineering Needs ➤ Facility Recommendation for Rate-based Approach ➤ Capability Inventory Status Report 	OCE/Terry Spagnuolo
11:45	September 2018 CLT Cadence Preview	OCE/Terry Spagnuolo
12:00	Lunch Break	
12:30	NASA Agency-Level Capability Assessment - Aerospace Corp	AERO/Matthew Smith
2:00	September 2017 Capability Days Actions (Status) <ul style="list-style-type: none"> ➤ Charter Active Optical (Laser/Lidar) Tiger Team ➤ Charter Human Systems Integration Tiger Team ➤ Executive Summary of ECLSS Capability 	LaRC/Upendra Singh OCHMO/Vincent Michaud HEOMD/Robyn Gatens
3:00	September 2017 Capability Days Actions (Decisional) <ul style="list-style-type: none"> ➤ Communications & Navigation SCLT Update ➤ Digital Transformation Capability Determination 	HEOMD/Mark Geyer OCT/Carlos Westhelle
4:00	Recognition of Orbital Debris and Meteoroid Environment Evaluation as Center Technical Roles	OSMA/Hal Bell
4:30	Overall Discussion	
4:40	Review Day 1 Actions, Status Updates	PMC Exec/Robert Hanley
4:45	Adjourn	

**PROGRAM MANAGEMENT COUNCIL
NASA Headquarters - 8Q40/VITS
CAPABILITY DAYS - DAY 1
7-Mar-2018
MEMBERS**

Position	Name	Signature
Associate Administrator	Robert Lightfoot, Jr	(b) (6)
Associate Administrator	Steve Jurczyk, Acting	
Deputy Associate Administrator	Krista Paquin	
Chief Financial Officer	Mike Hecker (for)	
Chief Information Officer	Keith Bluestein (for)	
Chief Engineer	Ralph Roe	
Chief Health & Medical Officer	James (J.D.) Polk	
Chief Safety & Mission Assurance	Terry Wilcutt	
Chief Scientist	Gale Allen, Acting	
Chief Technologist	Douglas Terrier, Acting	
General Counsel	Sumara Thompson-King	
Associate Administrator, ARMD	Jaiwon Shin	
Associate Administrator, HEOMD	Mark Geyer (for)	
Associate Administrator, SMD	Thomas Zurbuchen	
Associate Administrator, STMD	Jim Reuter, Acting	
Associate Administrator, Mission Support	Dan Tenney	
ARC Center Director	Eugene Tu	
AFRC Center Director	David McBride	
GRC Center Director	Janet Kavandi	
GSFC Center Director	Chris Scolese	
JPL Center Director	Richard Cook (for)	
JSC Center Director	Ellen Ochoa	
JSC Center Director	Melanie Saunders (for)	
KSC Center Director	Robert Cabana	
LaRC Center Director	David Bowles	
MSFC Center Director	Todd May	
SSC Center Director	Randy Galloway (for)	
APMC Executive	Robert Hanley	

PROGRAM MANAGEMENT COUNCIL

NASA Headquarters - 8Q40/VITS

7-Mar-2018

Invitees & Other Attendees

Position	Name	Signature
Administrator	Robert Lightfoot, Acting	(b) (6)
Deputy Administrator	VACANT	
Chief of Staff	VACANT	
Associate Administrator, Strategy and Plans	Ave Kludze (for)	
Director, OCFO/SID	Cristina Guidi	
Associate Administrator, Communications	Jen Rae Wang	
Associate Administrator, OLIA	Rebecca Lee, Acting	
Associate Administrator, Small Business	Glenn Delgado	
Assistant Administrator, Human Capital	Bob Gibbs	
Assistant Administrator, Procurement	Bill McNally <i>Attended for</i>	
Assistant Administrator, Strategic Infrastructure	Calvin Williams	
Director, NASA Management Office	Marcus Watkins	

PROGRAM MANAGEMENT COUNCIL
NASA Headquarters - 8Q40/VITS
7-Mar-2018

Other Attendees & Presenters

Position	Name	Signature
Digital Transformation/Presenter	Carlos Westhelle	(b) (6)
Deputy Center Director, ARC	Carol Carroll	
Capability Assessment Aerospace Corp/Engineering Technology Group Vice President Aerospace	Charles Gustafson	
All OCE Topics/GN&C Capability Leader	Cornelius Dennehy	
Charter HSI Tiger Team/Human Factors Capabilities Lead	Cynthia Null	
Capability Assessment Aerospace Corp/Asst Gen Mgr, Strategic Assessments & Studies	Debra Emmons	
OSMA	Deirdre Healey	
Director, OACS	Dennis Boccippio	
Capability Assessment Aerospace Corp	Francesco Bordi	
OSMA Center Role Designations/DIR, SAFETY & ASSURANCE REQ DIVISION	Frank Groen	
GSFC Deputy Director	George Morrow	
Deputy Chief OSMA	Hal Bell	
Senior Advisor to the Associate Administrator	James Ortiz	
Capability Assessment Aerospace Corp/Asst Gen Mgr, Strategic Assessments & Studies	Jay (Thomas) Pittman	
OSMA Center Role Designations/Langley Center Chief Technologist	Jean Barthelemy	
OACS Senior Analyst	Jeff Beyer	
Charter HSI Tiger Team/Chief, Human Systems Engineering & Integration Division	Jennifer Rochlis	
All OCE Topics/SMD Deputy Chief Engineer	Joe Gasbarre	
All OCE Topics/SMD Chief Engineer	Joe Pellicciotti	
ARMD	Jon Montgomery	
NMO	Kaiser Adeni	
Office of the Administrator, Senior Advisor, Technical	Lisa Guerra	
All OCE Topics/GN&C Capability Leader Deputy	Mark Hammerschmidt	

PROGRAM MANAGEMENT COUNCIL
NASA Headquarters - 8Q40/VITS
7-Mar-2018

Invitees & Other Attendees

Position	Name	Signature
Charter HSI Tiger Team/Director Policy and Ethics, OCHMO	Mark Weyland	(b) (6)
Capability Assessment/Aerospace Corp/Presenter	Matthew Smith	
JSC Acting Associate Director	Mike Hess	
ECLSS Capability/ECLSS SCLT	Molly Anderson	
GSFC	Nancy Abell	
Executive Assistant, Office of the Administrator	Natalie Simms	
ECLSS Capability/STMD/Presenter	Prasun Desai	
Principal Advisor for Enterprise Protection	Raynor Taylor	
OCE	Rob Moreland	
ECLSS Capability/Presenter	Robyn Gatens	
ECLSS Capability/Thermal CLT	Rubik Sheth	
Office of Human Capital	Steve Chesley	
GSFC	Steve Shinn	
OCE Technical Integration	Susan Minor	
All Topics/Sensors and Instruments Deputy Capability Leader	Terrence Doiron	
Office of Chief Engineer, Capability Leadership Integration Lead	Terry Spagnuolo	
Office of the Chief Engineer, NESC Director	Tim Wilson	
All Topics/Detailee for Capability Leadership	Tommy Mack	
Active Optical Tiger Team/Presenter	Upendra Singh	
Charter HSI Tiger Team/Presenter	Vince Michaud	

Agenda
Agency Program Management Council Meeting
March 7-8, 2018
NASA Headquarters, Room 8Q40 & VITS

March 8 — Capability Day 2

10:00	Roll Call and General Admin	PMC Exec/Robert Hanley
10:05	Opening Remarks	NASA AA/Steve Jurczyk
10:10	Executive Summaries – Research Capabilities	SMD/Michael New
	➤ Earth Science	SMD/Mike Freilich
	➤ Astrophysics	SMD/Paul Hertz
	➤ Planetary	SMD/Jonathan Rall
11:20	SMD Status on NExSS as New Research Capability	SMD/Michael New
11:45	Break	
12:15	SMD Study on Program Office Roles & Responsibilities	SMD/Dennis Andrucyk
1:30	Overall Discussion	
1:40	Review Day 2 Actions, Status Updates	PMC Exec/Robert Hanley
1:45	Adjourn	

**PROGRAM MANAGEMENT COUNCIL
NASA Headquarters - 8Q40/VITS
CAPABILITY DAYS - DAY 2
8-Mar-2018
MEMBERS**

Position	Name	Signature
Associate Administrator	Robert Lightfoot, Jr	(b) (6)
Associate Administrator	Steve Jurczyk, Acting	(b) (6)
Deputy Associate Administrator	Krista Paquin	(b) (6)
Chief Financial Officer	Mike Hecker (for)	(b) (6)
Chief Information Officer	Keith Bluestein (for)	(b) (6)
Chief Engineer	Ralph Roe	(b) (6)
Chief Health & Medical Officer	James (J.D.) Polk	(b) (6)
Chief Safety & Mission Assurance	Terry Wilcutt	(b) (6)
Chief Scientist	Gale Allen (Acting)	(b) (6)
Chief Scientist	Helen Grant (for)	(b) (6)
Chief Technologist	Douglas Terrier, Acting	(b) (6)
General Counsel	Sumara Thompson-King	(b) (6)
Associate Administrator, ARMD	Jaiwon Shin	(b) (6)
Associate Administrator, HEOMD	Mark Geyer (for)	(b) (6)
Associate Administrator, SMD	Thomas Zurbuchen	(b) (6)
Associate Administrator, STMD	Jim Reuter, Acting	(b) (6)
Associate Administrator, Mission Support	Dan Tenney	(b) (6)
ARC Center Director	Eugene Tu	(b) (6)
AFRC Center Director	David McBride	(b) (6)
GRC Center Director	Janet Kavandi	(b) (6)
GSFC Center Director	Chris Scolese	(b) (6)
JPL Center Director	Richard Cook (for)	(b) (6)
JSC Center Director	Ellen Ochoa	(b) (6)
JSC Center Director	Melanie Saunders (for)	(b) (6)
KSC Center Director	Robert Cabana	(b) (6)
LaRC Center Director	David Bowles	(b) (6)
MSFC Center Director	Todd May	(b) (6)
SSC Center Director	Randy Galloway (for)	(b) (6)
APMC Executive	Robert Hanley	(b) (6)

**PROGRAM MANAGEMENT COUNCIL
NASA Headquarters - 8Q40/VITS
8-Mar-2018**

Other Attendees & Presenters

Position	Name	Signature
Digital Transformation/Presenter	Carlos Westhelle	(b) (6)
Deputy Center Director, ARC	Carol Carroll	
All OCE Topics/GN&C Capability Leader	Cornelius Dennehy	
Charter HSI Tiger Team/Human Factors Capabilities Lead	Cynthia Null	
OSMA	Deirdre Healey	
Director, OACS	Dennis Boccippio	
Heliophysics	Elsayed Talaat <i>PegLuc</i>	
Small Cube/Sat Working Group/Research Ast, Fields and Particles	Emil Kepko	
Capability Assessment Aerospace Corp	Francesco Bordi	
OSMA Center Role Designations/DIR, SAFETY & ASSURANCE REQ DIVISION	Frank Groen	
GSFC Deputy Director	George Morrow	
Deputy Chief OSMA	Hal Bell	
Program Dir, Research & Analysis	Jack Kaye	
Senior Advisor to the Associate Administrator	James Ortiz	
OACS Senior Analyst	Jeff Beyer	
Senior Scientist	Jim Spann	
All OCE Topics/SMD Deputy Chief Engineer	Joe Gasbarre	
All OCE Topics/SMD Chief Engineer	Joe Pellicciotti	
ARMD	Jon Montgomery	
AST, Planetary Studies	Jonathan Rall	
NMO	Kaiser Adeni	
Office of the Administrator, Senior Advisor, Technical	Lisa Guerra	
All OCE Topics/GN&C Capability Leader Deputy	Mark Hammerschmidt	
Charter HSI Tiger Team/Director Policy and Ethics, OCHMO	Mark Weyland	
ESD	Mike Freilich	
JSC Acting Associate Director	Mike Hess	
GSFC	Nancy Abell	
Executive Assistant, Office of the Administrator	Natalie Simms	

