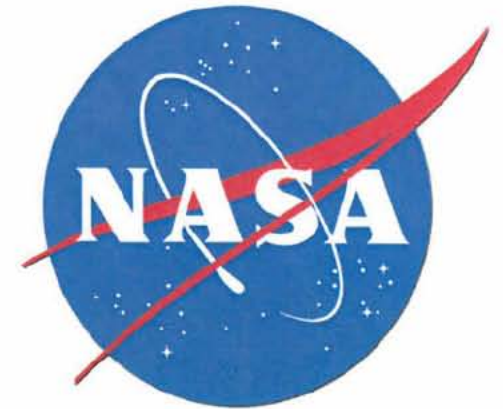


NASA – Executive Council DECISION MEMO

Mission Support Future Architecture



May 10, 2017

EC-2017-05-003

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Mission Support Future Architecture

Summary: The Extended Executive Council (EC) met on May 10, 2017 and evaluated future mission support architectures to include more robust regional and/or centralized service delivery models. Options were derived from guidance in the October 2016 Centers' Roles EC (EC-2016-10-001):

- Evolve mission support operations consistent with evolving roles/work assignments at Centers and strategic Agency objectives
 - Align/adjust mission support services consistent with evolving roles of Centers
 - Enable more flexibility to re-size mission support operations
- Move toward a model of internal mutual dependence
 - Move more toward sharing capabilities across Centers and move away from sustaining business/mission support operations at every location
 - Move more toward centralization for routine/transactional work and toward regionalization for more specialized activities

The Extended EC made the decision after consultation by the recommender with the following stakeholders, based on the data and analyses appended:

- **Consulted stakeholders include the Senior Management Council members and invitees, and core Executive Council members**

Decision:

The Executive Council approved a phased plan to evaluate and, where appropriate, realign mission support structure (to include budget authority and lines of reporting) in order to maintain mission focus, improve efficiency, and ensure local authority, while valuing the workforce. The long-term end state is anticipated to be a mix of implementation spanning the range of decentralized to fully centralized, based on appropriateness for each mission support function.

Assessment and implementation is expected to occur in multiple phases staggered across budget cycles, with the first phase fully implemented in FY19. The mission support functional areas selected for Phase I includes all functions under the Office of Human Capital Management (OHCM), the Office of the Chief Financial Officer (OCFO), and the Office of Legislative and Intergovernmental Affairs (OLIA). The approach for selecting functional areas for future Phases will be included in the program plan. All mission support functional areas involving business services are within scope of this decision.

(decision continues on next page)

Mission Support Future Architecture

Decision (continued from previous page):

The overall initiative, and each functional implementation, will use a tailored management approach consistent with Agency program and project principles. A Mission Support Architecture Program Executive will be named. The Program Executive will develop an overall implementation plan, management structure and approach, independent review approach, key decision points, phasing, implementation durations, and target date for the end state. Planning, performance commitments and KDPs shall be aligned to support the Strategic Planning Guidance for future PPBE cycles. Program and project implementation will be monitored in the Baseline Performance Review. Using the current baseline, targets should be established for program performance goals which measure not only efficiencies gained but effectiveness of the service.

The individual implementation plans will include an approach for addressing the following guiding principles.

- **Mission focus:** Ensure successful execution of NASA missions.
- **Effective and efficient services:** Increase the effectiveness and efficiency of business services across NASA through more consistent approaches and recognized best practices.
- **Local authority:** Enable business services decision-making at the local level to the maximum extent possible to ensure local issues are worked effectively and responsively.
- **Value the workforce:** Recognize the skills and perspectives of the business services workforce and ensure representation on the Center senior leadership team.

For Business Services Assessment (BSA) areas not identified as the first phase, implementation plans should continue as previously approved by the Mission Support Council (OCIO, MSD/OSI, MSD/OP, OEd/OCOMM).

Generalize Mission Support Future Architecture

Decider:

(b) (6)

Administrator, *ACTIV*

Signatures represent 1) concurrence that this decision was reached in compliance with Executive Council procedures, and 2) ownership of amplifying comments relative to the decision.

Signature

Amplifying Comments

(b) (6)

for Lesa Roe

Deputy Administrator

(b) (6)

Associate Administrator

(b) (6)

for Lesa Roe

Deputy Associate Administrator

(b) (6)

Chief Financial Officer

(b) (6)

Chief Scientist

(b) (6)

Chief Technologist

Mission Support Future Architecture

Decision execution responsibility	Accountable for:
Appointment of MSA Program Executive	Associate Administrator
Overall architecture program implementation	Mission Support Architecture Program Executive
Functional area implementation	Designated project managers within each functional area

Execution milestone	Milestone Date	Responsible Party
By 24 May 2017, incorporate appropriate actions into the PPBE19 Strategic Planning Guidance (SPG) for the first wave functional area offices.	May 24 2017	Chief Financial Officer
Incorporate establishment of the current state baseline into Deep Dive guidance for business services assessments which have not yet started (Security, Logistics).	May 24 2017	Mission Support Directorate
Name a mission support architecture Program Executive.	May 31 2017	Associate Administrator
Provide a tailored program plan to the MSC. The plan should include definition of decision gate criteria for project decisions (see below), schedule for establishing the current state baseline for each function to measure future efficiencies against, identification of project managers for each of the three first wave projects, and the approach for definition of the next phases of functional areas for implementation in FY20 or beyond.	August 31 2017	Mission Support Architecture Program Executive
In coordination with the Mission Support Architecture Program Executive, develop recommendations for sub-functions, aligned with the overall implementation plan. New or revised implementation plans based on this decision shall be approved by the MSC.	October 20 2017	First phase functional area project managers