

BSA Technical Authority Deep Dive

Summary: The Mission Support Council (MSC) and Agency Program Management Council (APMC) met jointly on April 12, 2018 to discuss the results of the Business Services Assessment (BSA) Technical Authority Deep Dive and to review proposed options.

Per NPD 1000.0, Technical Authorities (TA) are a key part of NASA's overall system of checks and balances and provide independent oversight of programs and projects in support of safety and mission success. These individuals exercise judgment and make informed decisions on matters related to the execution of their functional technical expertise in engineering, Safety and Mission Assurance (SMA), and health and medical.

- On February 2, 2017 the TA BSA core team held their initial kick-off. The objective of the deep dive to determine if NASA is meeting the intent of the Columbia Accident Investigation Board (CAIB) Report. Based on a preliminary assessment, the Business Services Steering Committee (BSSC) approved the scope to include: Technical Authority, Customers, Governance and Policy, Funding Sources and Amounts, Benchmarking and Compliance, and Stakeholders.
- Five proposals, each with various options to this action were formulated based on the BSSC review of core team findings and observations, and distributed for consultation and concurrence to the following core stakeholders:

<u>Technical Authority</u>	<u>Customers</u>	<u>Governance & Policy</u>	<u>Funding Sources</u>	<u>Stakeholders</u>
OCE	HEOMD	History	CMO	CFO NASA Engineering Safety Center
OSMA	SMD	NASA Directives	Project	Human Capital NASA Safety Center
OCHMO	ARMD	Center TA Plans	Potential Efficiencies	Procurement Flight Operation Directorate
	STMD		MSD	NASA Centers

The team recommendations and MSC decisions are summarized in the table on page 2 of this decision memo.

The Mission Support Council made the following decisions after reviewing the presented assessment results, input from all NASA Centers, Mission Directorates and administrative staff offices and completing consultation with the recommender.

Decision: This Council met and reviewed five (5) options and the proposed recommendation. These decisions are documented on the following pages. The responsible Technical Authorities assigned shall recommend an implementation plan to the MSC which details how these decisions will be implemented. The deep dive team recommended a number of "just do it" items: the chair directed these be considered as part of the implementation plan.

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BSA Technical Authority Deep Dive - Summary Table

Decision	Recommender's Proposal	Decision
1	Assess the governance and scope of formalized Technical Authority across NASA programs (Option 2)*	<p><u>Option 1: Status Quo</u> Maintain the current governance and scope of TA across NASA Programs</p> <p>*Reflects a change from original Decision Package recommendation of Option 2 (Narrow the scope of formal TA) based on evaluation of comments received</p>
2	Assess the requirement for Independent Funding (Option 1)	<p><u>Option 1: Status Quo</u> Maintain the current model for independent funding</p>
3	Standardize TA for greatest optimization (Option 2)*	<p><u>Option 2: Clarify TA roles and interfaces across the Agency and update documentation as necessary</u></p> <p>*Reflects change in title from "Standardized" to "Clarify" and expands scope</p>
4	Enhance knowledge transfer to the next generation (Option 4)	<p><u>Option 4: Combination of Options 2 and 3</u> Option 2: Formalize focus on lessons learned transfer through personal engagement Option 3: Leverage Day of Remembrance</p>
5	Improve the dissenting opinion (do)/Dissenting Opinion (DO) process (Option 2)*	<p><u>Modified Option 4: Communicate the defined path for escalation</u></p> <p><u>Modification to Option</u></p> <ul style="list-style-type: none"> • Enable a streamlined path for escalation where appropriate • Educate the workforce about the process and responsibility to bring forward dissenting opinions • Senior Leaders reaffirm their responsibility to maintain an environment of openness and awareness of the process <p>*Reflects a change from original recommendation of Option 2 (Establish recommended guidelines for elevating a do to a DO)</p>

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Decision 1:

Council Decision:

Based on this review, the Mission Support Council approved Option 1: Maintain the current structure of governance and scope of formalized Technical Authority across NASA programs

Decision 2:

Council Decision:

Based on this review, the Mission Support Council approved Option 1: Maintain the current model for independent funding

The MSC also directed the following actions be included in the development of the implementation plan:

- The CFO, in consultation with Tech Authorities, the MDs and the centers, identify the common and minimum core independently funded Tech Authority, identify gaps (including HMTA) and highlighting potential overages, develop criteria and issue guidance through the budget process
- Assess agency documentation to identify and update technical authority funding sources to match the existing practices as required

Decision 3:

Council Decision:

Based on this review, the Mission Support Council approved a modification of Option 2, specifically to clarify TA roles and interfaces across the Agency and update documentation as necessary.

The MSC also directed the following actions be included in the development of the implementation plan:

- Address HMTA role
- Address JSC Center Director role for crew risk acceptance

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Decision 4:

Council Decision:

Based on this review, the Mission Support Council approved Option 4: Develop an enterprise strategy to enhance knowledge transfer to the next generation which is a combination of Options 2 and 3 in the Decision Package.

The MSC also directed the following actions be included in the development of the implementation plan:

- Develop an enterprise strategy for knowledge transfer with a focus on personal engagement
 - Ensure lessons learned from Columbia and Challenger and other mishaps remain fresh and are understood by mid-level and early-career employees
- Leverage Day of Remembrance
 - Formalize focus on lessons learned transfer through personal engagement, Center Directors and leveraging the Day of Remembrance

Decision 5:

Council Decision:

Based on this review and the discussion during the MSC, the Mission Support Council approved Option 4: Communicate the defined path for escalation of dissenting opinion (do)/Dissenting Opinion (DO) in lieu of Option 2 as initially recommended.

The MSC also directed the following actions be included in the development of the implementation plan:

- Communicate the path for escalation
- Enable a streamlined path for escalation where appropriate
- Educate the workforce about the process and responsibility to bring forward dissenting opinions
- Senior Leaders reaffirm their responsibility to maintain an environment of openness and awareness of the process

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Decision execution responsibility	Accountable for:
R. Roe, Chief Engineer	Ensure and monitor the integration of the technical authorities' implementation of the decisions referred to in this decision memo.
R. Roe, Chief Engineer	In coordination with OSMA and OCHMO develop an integrated implementation plan based on decisions within this memo. Integrate and coordinate across disciplines.
J. DeWit, CFO	In consultation with Tech Authorities, the MDs and the centers, identify the common and minimum core independently funded Tech Authority; identify gaps (including HMTA) and highlight potential overages; develop criteria and issue guidance through the budget process

Execution milestone	Milestone Date	Responsible Party
Identify POC for coordination on implementation plan across disciplines	May 2018	R. Roe, Chief Engineer J.D Polk, Chief Health and Medical Officer T. Wilcutt, Chief S&MA
Develop an integrated implementation plan for Technical Authority including the processes and policies to address the decisions of the MSC for the BSA TA Deep Dive recommendations. (Note: Implementation Plan must be approved by the BSSC prior to presentation at the MSC.)	July 2018	R. Roe, Chief Engineer J.D Polk, Chief Health and Medical Officer T. Wilcutt, Chief S&MA
Present implementation plan to MSC	September 2018	R. Roe, Chief Engineer J.D Polk, Chief Health and Medical Officer T. Wilcutt, Chief S&MA
After implementation plan approval, provide quarterly performance updates at the BPR until implementation is complete and approved by the AA.	Beginning October 2018	R. Roe, Chief Engineer With support other technical authorities as needed

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Decider: (b) (6)
K. Paquin, MSC Chair

Signatures represent concurrence that this decision was reached in compliance with Mission Support Council procedures, ownership of amplifying comments and joint council key stakeholders relative to the topic.

Signature	Amplifying Comments	Signature	Amplifying Comments
(b) (6) S. Jurczyk, Acting AA		(b) (6) J.D. Polk, OCHMO	
(b) (6) J. DeWit, OCFO		(b) (6) R. Rde OCE	
(b) (6) D. Tenney, AA MSD		(b) (6) T. Wilcutt, OSMA	
(b) (6) R. Wynn, OCIO			