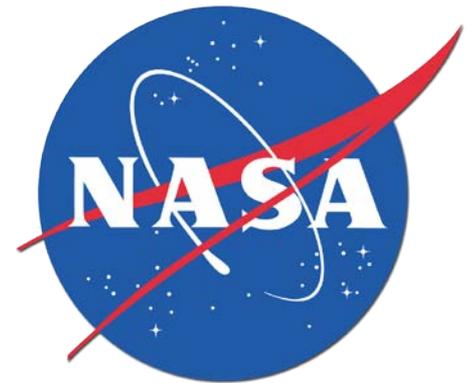


Business Services Assessment (BSA)

Update to the NAC Institutional Committee

July 28, 2015



Process: IT Deep Dive

- This package is a result of the BSA IT Deep Dive, BSSC review of core team findings, and BSSC development of options, including two rounds of stakeholder input to pre-MSA package.
- Approach:
 - Based on preliminary assessment, the deep dive areas were down selected to the following IT Portfolio areas: Data Centers, Communications, End-User Services and IT Security.
 - Core team conducted deep dive interviews with Centers and Mission Directorates.
 - The IT Core Team recognized that IT Services are challenged to follow current policy and guidance in the current operating, governance and management model. Therefore, IT roles and responsibilities and governance was also assessed.
 - Core team held face to face summit with all Center and MD SMEs to confirm health, substantiate ratings, validate, enhance and categorize optimization opportunities.
 - Core team provided observations provided with the following linkages:
 - Health Assessment → Optimization Assessment → Observations → Operating Model Options
 - Core team presented findings to the BSSC and Agency CIO on March 9th and 10th.
 - BSSC reviewed and discussed assessment results with the core team and solicited Agency CIO input. **Heavy emphasis was placed on understanding and addressing the requirements of FITARA.**
 - BSSC developed options for addressing issues and optimization opportunities and documented in a pre-MSA package.
 - BSSC solicited Stakeholder input of pre-MSA package, due March 24th.
 - BSSC dispositioned comments and updated pre-MSA package to include new Functional Owner option.
 - BSSC solicited Stakeholder comments to all options, including new option, due April 14th.
 - BSSC developed recommendation package.
 - Final recommendations presented to and accepted by the MSA on May 15th.
 - The Decision Memo and Decision Summary Paper can be found at: <https://nbat.hq.nasa.gov/bsa/decisions>

Roles & Responsibilities and Governance

Business Services Decisions: IT/Roles and Responsibilities

Positive Progress:

- Current agency policy, NPR/NPD 2800, is well aligned with many of the FITARA requirements regarding the authority of the Agency CIO, including the direct reporting of Center CIO's.
- Some NASA IT programs and projects that meet the criteria identified in NPR 7120.7 are making progress towards applying established governance and program/project management processes.

Challenges:

- Agency level responsibility and authority for IT program management and integration needs to be strengthened, clarified and aligned with agency policy, IG audit findings, OMB and legislative requirements.
- Not managing the IT portfolio as a large agency program. Need to align the CIO organizational structure with proven NASA program/management authorities, assignments and responsibilities.
- Absence of an Enterprise Architecture and Enterprise Service methodology for each IT domain to guide technical, programmatic and investment decisions.
- Project definition needs to be strengthened for Enterprise projects to ensure all Enterprise and Center Requirements are identified and considered.
- NSSC Projects are not managed under standard CIO governance.
- Program funds are spent on redundant IT services and infrastructure, sometimes in shadow IT organizations.

Objectives:

- Establish clear authorities of the Agency CIO for management and oversight of the NASA IT portfolio as required by FITARA and other policies and regulations.
- Provide IT program management framework that defines lines of authority, responsibilities and key interfaces through all phases of program management and service delivery.
- Elevate and expand the I3P Program Integration Office and the Enterprise Integration Office function at the OCIO level 1 and expand the scope to include all IT domain segments.
- To guide technical, services, and investment decisions, create enterprise architecture and enterprise services methodologies for each IT domain that feeds into the overarching enterprise architecture for the full IT portfolio.
- Hold center CIO's accountable for monitoring compliance with IT and IT related agency policies and standards.
- Better aligned IT Security Policy as a Level 1 and IT Service Delivery as it's own domain.
- Develop a Performance-Based Program and baseline service levels that enable the mission/mission support and manages risks, in a sustainable, efficient, integrated and secure manner.

Business Services Decisions: IT/Roles and Responsibilities

The MSC accepted Option 2 with a path forward towards Option 3.

Option 2

- I. Create Level 0 through level 3 management structure.
 - A. Clearly define Responsibilities and Authorities of each level.
 - B. CIO to appoint Level 2 Program Executives for each IT domain.
- II. CIO oversight and authorities apply to all non-highly specialized IT, including NSSC investments.
- III. Include a strategic path forward beyond improved Governance (Option 2), and allows for incremental, gradual growth in operational maturity and IT Management improvement. Suggest Option 3 be seen as a 5 year plan with MSC approvals between phases, which require proven accomplishment prior to advancement toward the next phase.

Option 3 – Program Management of Non-Highly Specialized IT

- I. CIO manages IT resources through direct control of IT spend and workforce
- II. Center Directors and Center CIOs are responsible for IT Spend execution.
- III. Phased In Approach – similar to decision to implement Phased In IT Governance (see next slide). Implementation plan, success criteria, schedules, workforce plan and gates for each phase is developed by OCIO in collaboration with Centers, Missions. MSC final approval.
- IV. Utilize governance framework presented in BSSC Option 2 for transparent decision-making with stakeholder involvement.
- V. Define core IT services that will be delivered by the CIO
- VI. Program requirements, for non-highly specialized IT, are defined and coordinated with Agency CIO through Center CIOs.
- VII. Centers and Programs identify non-highly specialized IT/Center unique requirements and remain advocates for program needs.

IT/Roles and Responsibilities - CIO Program Level Descriptions

Level 0

Agency CIO

Leadership, planning, policy direction, and investment oversight of NASA information technology (IT). IT Vision enables Agency Mission/Vision/Goals. Provides Enterprise Architecture.

Level 1

Associate CIO

Management oversight of the planning, design, integration, and delivery of NASA's IT projects and services

Level 2

Program Executives

Primary interface between levels 1 and 3 for their assigned IT domain. Maintains current knowledge of project status and provides analysis of the project's risks and ability to meet its commitments. Provides domain strategy and domain Architecture.

Level 3

Service Offices

Center SMEs

Projects

Design and implement projects that align with the approved domain service roadmaps. Ensure project or services adhere to the OCIO Program/Project Management Policies and Service Delivery Guidelines.

Business Services Decisions: IT/IT Governance

Positive Progress:

- Highly talented CIO Leadership team is working collaboratively on common agency issues and concerns.
- Initiatives underway include IT Portfolio management, I3P Program Reviews, open governing board meetings, and re-assessment of the Customer Advisory Council.

Challenges:

- Existing policies are not followed or understood.
- Current IT governance operates independent of agency governing councils and decision authorities.
- Inadequate Agency CIO (ACIO) control of IT funding and investments (had direct control of 11% of IT spend in 2012). Not compliant with FITARA requirements.
- CIO cannot enforce security measures over a majority of NASA IT assets.
- Severely limits the Agency's ability to consolidate IT expenditures and realize cost savings and drive investment for meeting long term IT service demands.
- Lack of integrated program management across enterprise and center IT services inhibits capability leadership and capacity management.
- Full cost accounting for IT spend across NASA has not been achieved as planned vs. actual IT spend cannot be evaluated.
- Absence of an Enterprise Infrastructure Services methodology to handle/manage periodic, large capital investments required that exceed year-to-year funding tolerances in a flat budget profile.

Objectives:

- Establish clear authorities of the agency CIO to approve agency IT spend, including both non-highly specialized and specialized IT as required by FITARA, Klinger-Cohen and other regulatory policies.
- Strengthen accountability for non-highly specialized IT cost, schedule and performance management as required by FITARA.
- Enable enterprise level prioritization of non-highly specialized resources.
- Streamline/leverage existing Agency governing processes (i.e. PPBE, MSC, BPR, etc.)
- Strengthen ACIO insight to Mission Directorate IT acquisitions to ensure alignment with agency strategy.

Business Services Decisions: IT/IT Governance

The MSC accepted Option 2

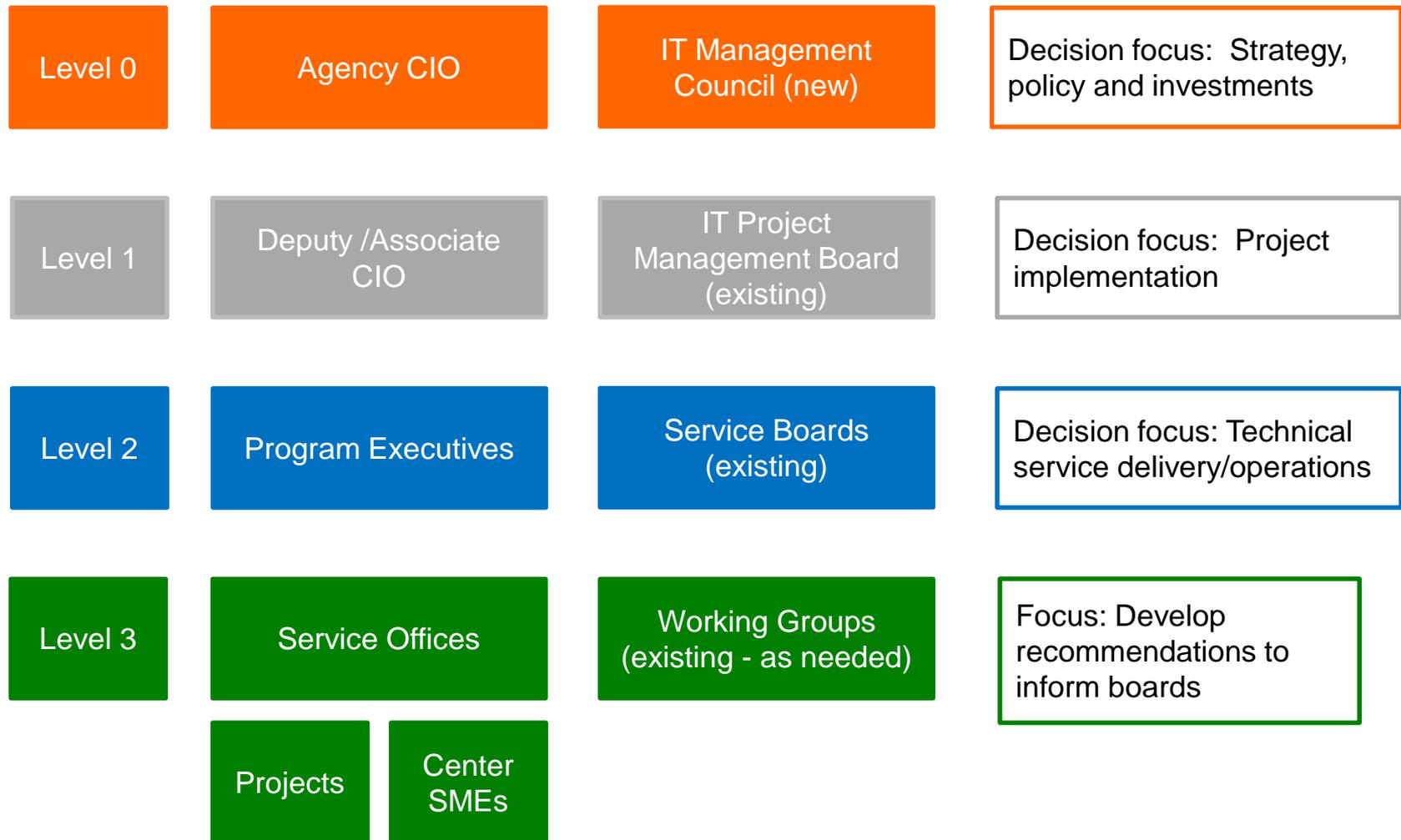
- I. Restructure and streamline Misaligned/Duplicative/Ineffective IT Boards
- II. Working with the CFO, the CIO conducts a formal annual Capital Investment Review as part of the PPBE :
 - a. CFO incorporate SPG guidance and templates for IT spend to be reported at the project level. Instruct CAMs to flow guidance down to the PRG.
 - b. Include requirement for risk assessment and risk rating for all investment (DME and O&M).
 - c. Center CIO's and Center CFO's conduct joint review of center IT spend based on SIBC submissions prior to agency level review. Includes institutional and mission IT, (including highly specialized) and acquisition strategies.
 - d. Scope of Agency review:
 - i. SIBC planned and prior year reported Mission IT spend.
 - ii. Cross agency planned and prior year reported mission support IT spend
 - iii. Focus on alignment with Agency strategic priorities, domain enterprise strategies and standards, existing capabilities, size of investment, etc.
 - iv. Review participants: CIO, Domain PE's, Center CIO's, CFO Rep, MD Reps, business process owners, SSMS CAM
 - v. Unresolved issues result in an issue paper and follow established escalation process.
 - vi. Through PPBE process, annually request to create IT obsolescence and investment fund to be carved out of the administrators 1%. Run candidate projects through prioritization process similar to current CoF process.
 - vii. Do on ad-hoc basis if new critical requirements emerge during the year.
 - e. Ensure CIO representative sit in on Mission Directorate sponsored budget reviews.
 - f. Identify comprehensive list of projects that fall under 7120.7 oversight (not just AITS funded).
 - g. Utilize existing SIBC reporting mechanisms (i.e. Exhibit 53 and 300) and enhance formats to improve consistency in reporting.⁸
- III. Work jointly with the Agency Procurement Officer to formalize guidance on strategic sourcing for IT; for example:
 - a. Enterprise service contracts
 - b. NASA Enterprise License Management Team services (for software)
 - c. SEWP (for software/hardware)
 - d. Center IT contracts (for services)
 - e. Unique/mission-specific contracts (when existing Agency/Center sources are insufficient. Require waivers approved by the CIO for unique/mission-specific sources)
 - f. Assess impact to small business participation.

Business Services Decisions: IT/IT Governance

Option 2, Cont'd

- IV. Strengthen and expand role of CIO in monitoring agency IT program performance (non-highly specialized).
 - a) Conduct (virtual) Monthly Status Reviews of domain services and program/project execution
 - i. Comprehensive review of entire domain portfolio, both established services and capabilities in development.
 - ii. Include review of major contracts across all IT domains.
 - iii. Led by ACPI.
 - iv. Participants: CIO, Center CIOs, MD Reps, Domain PEs, business process owners.
 - v. Monthly on a rotating schedule
 - vi. Benchmark SMD and HEO to streamline process.
 - vii. Output used for input to Quarterly BPR spotlight report.
 - viii. Select areas (TBD) for monthly BPR that represent broad agency IT concerns and priorities.
 - ix. Elevate high risk agency-wide projects to the APMC
 - x. Report on small business
 - b) ITPMB continues to oversee project gateway reviews.
 - c) Develop and implement training on 7120.7 and agile/scrum development processes.
- V. CIO Conduct Functional Reviews of Centers
 - a) Proactive review of internal controls and management systems.
 - b) Examine compliance with CIO policy and standards
 - c) Similar to reviews conducted by Procurement, Safety, Occupational Health, etc.
 - d) Look for traceability from requirements to performance.
 - e) Leverage center resources to perform reviews.
 - f) Scope includes all 7120.7 activities
 - g) Led by Associate CIO for Policy, Governance & Budget with support from PEs and Service Office Managers
 - h) Once every three years on a rotating basis.

IT Governing Board Alignment with Proposed Program Management Structure



Data Centers

Business Services Assessment: IT/Data Centers

Positive Progress:

- Since 2010, the number of NASA Data Centers has been reduced by >50%
- Good progress continues on the Federal Data Center Consolidation Initiative
 - Server rooms migrating to CIO-managed data centers across Agency
 - KSC and LaRC planning major consolidation into new data center facilities
 - SSC and NSSC leveraging NCCIPS
- Agency CIO and Centers are actively pursuing cloud-based services
- Solid collaboration between Centers and Agency High-End Computing leadership
- Overall, local data centers are addressing customer/mission requirements

Challenges:

- Data Center funding management and decision making is fragmented. Centers, Programs and Projects often make their own sub-optimized decisions
- Multiple Local Data Centers remain at many Centers and capacity not fully utilized
- Lack of consistent coordination and oversight across all NASA data centers
- FDCCI metrics show the need for improvement in many areas
- Full-cost of data center operations (power, cooling, etc) unknown
- COOP is a weak spot for many facilities
- Facilities are aging and need upgrades – obsolescence not always planned
- Mid-range computing resources not consistently tracked/managed
- NASA use of Commercial cloud services and business models are maturing and changing

Objectives:

- Develop an agency level data center enterprise architecture to serve as a decision framework for consolidation of assets, strategic sourcing, and future investments.
- Ensure agency data centers are cost effective, fully utilized and capabilities are aligned to meet critical data system needs across the agency.
- Continue to cultivate cloud services expertise at the Service Management level and create a community of interest forum to assist with cloud-based business case development and transition planning.

Business Services Assessment: IT/Data Centers

The MSC accepted Option 2.

Federated/Hybrid Data Center Operational Model

- I. OCIO will develop an integrated, Agency-wide data center architecture to guide future investments and further consolidation, including on-site, outsourced, and cloud-based data center services as well as strategic sourcing/contract optimization.
- II. In collaboration with OCFO, OCIO will review and approve any investments in new or existing data centers (including institutional and mission/program investments) through the PPBE Annual Capital Investment review. Reviews will specifically address the full cost of data center services (facility, power, system administration, etc.), full lifecycle costs (including obsolescence), strategic sourcing options, and alignment with NASA's data center architecture.
- III. The CIO Computing Services Office will continue to collaborate with Centers via the Cloud community of interest forum to increase understanding and adoption of cloud services, including business case development for cloud-based services. Center CIOs should ensure that all center-based cloud efforts are coordinated with the CSSO. Results of this effort will inform modifications to the overall NASA Data Center Architecture.

Communications

Business Services Decisions: IT/Communications

Positive Progress:

- Solid communications architecture that defines current and target state.
- Network transformation defines the roadmap to get to the target state.
- Has been largely funded by SCAN and MSC augmentation.
- All center CIOs have affirmed their commitment to the transformation strategy.
- Projects are utilizing 7120 processes.

Challenges:

- In the case of Network transformation, the Agency has agreed on the direction and largely funded the project, but full implementation is currently at risk because of:
 - Challenges in getting consensus on detailed requirements. Ineffective and protracted review and comment process.
 - Certain Center based precursor activities and dependencies were not accounted for in project plans or budgets (Dynamic DHCP) and centers are at different levels of technical capability. This is leading to continuing friction in finalizing requirements.
 - Inability to share resources across Centers and reliance on investments that are determined within the Centers.
 - Additional cost during transition timeframe have not been accounted for in project funding.
 - Culture change required for impacted civil servants. CRM vs. hands-on direction of contractors.
- Multiple centers at end-of-life with phones, voicemail and Land Mobile Radios (LMR) and modernization investments exceed funding tolerances in a flat CMO budget profile.
- Project funding must consider additional center level operational/maintenance cost impacts, post implementation.
- Missions are unable to effectively and securely collaborate using existing IT infrastructure.

Objectives:

- Transform the Agency's Network architecture to enable a seamless, integrated agency system that provides reliable, secure and lower cost services that enables cross center collaborations.
- Eliminate project management, technical and funding barriers to successfully implementing the Agency Network Transformation Initiative.
- Ensure alignment of all communications efforts with the NASA Communications architecture and develop an integrated set of communications priorities integrating both enterprise and center initiatives.

Business Services Decisions: IT/Communications

The MSC accepted Option 3 with the following stipulation:

Pending MSC approval of the implementation plan, realign NICS-provided voice services, network operations and transformation funding under the Agency CIO to enable enterprise funded and managed approach.

Network Transformation

- I. Streamline review process by requiring a Center senior CIO level focal point to vet and submit inputs and RIDs. Engage Center CIOs and Agency CIO to help focus and resolve disputes.
- II. The Communications Program Executive shall approve all engineering and service initiatives within the Communications domain, including center-specific initiatives. The Communications Program Executive shall ensure alignment of all communications efforts with the NASA Communications architecture and develop an integrated set of communications priorities integrating both enterprise and center initiatives.
- III. Agency CIO will issue clear guidance to Centers regarding the requirement to implement the existing, approved Agency network transformation efforts.
 - a) Network transformation leadership should engage with Center CIOs to clearly define any outstanding Center specific dependencies and cost implications
 - b) Center CIOs develop a mitigation plan and communicate to network transformation team.
 - c) If required, Agency CIO and Center management get involved to re-prioritize funding or adjust schedule to achieve the mitigation.
 - d) Include Program Commitment Agreement signed by all implementing organizations that establishes minimum funding requirements to support project plans.
- IV. Leverage existing local and Agency change management professionals to assist with culture change.
- V. Proceed with the establishment of a standard agency network perimeter and standardize firewall rules and management as approved by the MSC network transformation decision, to better enable collaboration and improve security.
- VI. Realign voice services, network operations and transformation funding under the Agency CIO to enable enterprise funded and managed approach.
 - a) Obsolescence and Center/Mission-specific investment funding not included in realignment of funding but rather addressed as part of the Annual Capital Investment Review process
 - b) Sources of obsolescence funding:
 - i. Savings from ongoing operations
 - ii. Enterprise level Issue Paper through PPBE Process to establish obsolescence fund to address investment needs, assessed and prioritized through a CoF like process
- VII. Evaluate effectiveness of funding strategy after first year of implementation

End-User Services - Workstations and Collaboration and Content Management Tools

Business Services Decisions: IT/End-User Services

Positive Progress:

- Most Centers use ACES for about 80% of their workstation needs. Two Centers get less than half from ACES and several smaller Centers get nearly all from ACES. Centers try to look for non-ACES workstations thru strategic sourcing: SEWP or GSA
- Desire for collaboration tools is strong and a wide variety are in use.
- Overall Centers use ESD for their Tier 1 needs and have responsive local service desks for specialized functions, and are able to address customer program/project requirements for workstations and collaboration tools.
- ACES contract metrics continue to show performance improvement for service delivery and customer satisfaction over the last two years.
- ACES settlement includes 8 service enhancements including support for Mac's and non-ACES mobile device management.

Challenges:

- The ACES contract is not used as extensively as it could be at some Centers. Where ACES is not used, the unique requirement is not clearly identified and there are multiple contracts and methods used to procure and administer workstations, leading to missed opportunities in purchasing, licensing, administration, security, asset management, etc. of similarly provided support. Some reasons for lower ACES usage: Mac and Linux support, some non-core SW support. Additionally, there are gaps in the use of software for which site licenses exist. Lack of insight into quantity and type of non-ACES security configuration of non-ACES workstations creates uncertainty in Agency security posture and lack of enterprise license for software on non-ACES workstations is a missed opportunity.
- There are over 27 independent platforms in place for collaboration, all managed independently, requiring distinct infrastructure and accounts on each system to facilitate collaboration. Despite the plethora of tools, seemingly critical requirements are still unmet (secure large file sharing, ITAR, collaboration with external partners, information management of NASA data on non-NASA devices, etc.). The NASA mission model and some TCAT decisions will further drive the need for effective collaboration tools that work across the Agency mission model and extend into the much broader and diverse community of NASA's mission partners.
- No significant service desk challenges identified

Objectives:

- Limit non-ACES workstations and shadow IT to improve security, maintain interoperability standards, maximize efficiencies and reduce fragmented configurations.
- Increase accountability for following agency ACES waiver policy and for monitoring and controlling end user demand.
- Effectively position the agency to meet growing demands for effective collaboration tools that work across the agency mission model and extend to external partners.

Business Services Decisions: IT/End-User Services

The MSC accepted Option 2 for Workstations and Collaboration Services.

Consolidate Non-ACES Workstations Support administration and support where feasible.

- I. Reimbursable service under common Center support contract
- II. Funding – no change
- III. Provisioning via common support contract
- IV. Center IT Management Board governance
- V. Set a target for each Center to obtain at least 80% of their desktop, laptop, and workstation computing services through the Agency End User Contract (ACES).
- VI. Require Center CIO-approved waiver for all non-ACES systems, following consistent Agency waiver guidance.
- VII. Assess compliance with this policy during the annual center function reviews.
- VIII. Hold managers accountable to monitor/control end-user demand.

Collaboration Services and Content Management Managed at the Enterprise level for an Agency Collaboration Suite

- I. Define Core Suite of Collaboration Tools and standards to meet the majority of NASA requirements.
 - E-mail (i.e.: Exchange, Office 365)
 - Collaborative Document Creation (i.e.: Office 365)
 - Instant Messaging (i.e.: Lync, Jabber)
 - Desktop Videoconferencing (i.e.: Vidyo, Adobe Connect)
 - Web Conferencing (i.e.: Lync, WebEx)
 - Document sharing (i.e.: SharePoint)
 - Social Networking (i.e.: Jabber, Yammer, ExploreNet, Sharepoint)
- II. Enterprise managed service under the End-User Services Program Executive.
- III. Funding - AMO (Agency IT Services) or NSSC Working Capital Fund for development, migration and operations of base capability. Above base funded by requiring organizations.
- IV. Provisioning via An Enterprise contract or Service (NEACC, ACES, NSSC, other), based on existing contract cycles.
- V. Update suite periodically, as new tools become available and preferred and changes to technology.

Security

Business Services Decisions: IT/IT Security

Positive Progress:

- Enterprise Security Operations Center progress in centralizing network and system monitoring, incident response, incident management, etc.
- Based on the Gartner assessment, NASA is currently at or above level 3 in 11 of the 17 IT security priority areas (about 65%).
- Centers noted strong skillsets but only 1-deep.
- GSFC third-party Assessment and Authorization service; Centers only pay for travel and get excellent benefit.
- Agency-provided ARC-managed centralized phishing testing services.
- Langley Risk Management Framework.

Challenges:

- IT security is a cross-cutting service that is currently provided in a hybrid manner. Some services are delivered centrally, others are delivered in a decentralized fashion.
- The absence of an enterprise-wide risk management framework creates gaps in IT security planning, implementation and management. This results in inconsistencies in how the Agency continuously monitors and assesses its security posture and our ability to make informed decisions (e.g. firewalls, configurations, investments, etc.) that mitigate security risks.
- With no agreed upon standard set of security tools NASA is paying a premium procuring the same tools at individual Centers instead of leveraging enterprise license pricing.
- The Agency does not have an integrated strategy to analyze voluminous amounts of data produce by the many tools implemented throughout the enterprise. This makes the Agency incapable of articulating risk posture and making investment decisions to mitigate risk to an acceptable level.
- \$93M in annual IT security spending is not optimized across the Centers.

Objectives:

- Manage IT security through an Agency level integrated risk management framework to actively and clearly understand the agency risk posture and inform action plans and investment strategies.
- Address the layers of spending for IT security methods that have accumulated over time as new tools and techniques are introduced on top of traditional “looking at screens” approaches.
- Establish a standard set of security tools to leverage enterprise license pricing and to ensure the workforce is fully proficient in the highest value tools and investments.

Business Services Decisions: IT/IT Security

The MSC accepted Option 2.

- I. Conduct a independently led zero-base review of IT Security spending and the alignment to the IT security strategy.
 - a. Complete an analysis of all Agency and Center IT spending, with emphasis on examination of the cost and utilization of and proficiency with tools.
 - b. Benchmark Industry best practices.
 - c. Leverage NASA's collaboration with DHS for the Continuous Diagnostics and Mitigation (CDM) effort.
 - d. Establish a standard set of Security tools along with stronger analytical capabilities to prioritize security actions against scarce resources.
 - e. Establish a set of IT Security related Business Service Levels/metrics.
- II. Establish an Agency IT Security risk management framework & IT security architecture that aligns with NASA's business risks.

Schedule

Current Deep Dives

– IT Deep Dive

- Completed May 15, 2015
 - MSC Package, signed Decision Memo and Decision Summary can all be found on the BSA webpage: <https://nbat.hq.nasa.gov/bsa/decisions>
- *OCIO working on implementation plans to be presented to the MSC in September OCIO to provide MSC status at 6 and 12-months*



– Procurement Deep Dive

- Kick-off held May 1, 2015
- Completed questionnaires submitted to core team July 2
- Interviews being conducted July 10-24
- *Assembling questionnaire and interview responses and developing draft observations*
- Present findings to BSSC August 31
- BSSC present recommendations to MSC November 5

– Human Capital Deep Dive

- Core team kick-off telecom on July 7
- Core team F2F at HQ July 14-16
- *Questionnaire being sent to POCs July 29*
- Present findings to BSSC October 26
- BSSC present recommendations to MSC January 14



* All future dates are for planning purposes only.

Upcoming Deep Dives

— Budget Management Deep Dive

- Will be soliciting for nominees for Core Team leadership and members in the near future.
- Scheduled to begin: September 1
- Schedule to present to MSC: March 3



NASA Financial News

— Facilities Deep Dive

- Scheduled to begin: November 1
- Schedule to present to MSC: May 5



* All future dates are for planning purposes only.



Business Services Assessment Procurement Deep Dive

- **Objective: Enable a more efficient and effective procurement model, achieving a better Return on Investment (ROI)**
- **Some potential desired outcomes:**
 - Reduce transaction cost and lead-times required for procurements
 - Assure procurement organizations are right sized to assure lean, agile, efficient organizations
 - Ensure appropriate interpretation of rules and regulations (FAR and FAR Supplement)
 - Strengthen procurement as an Agency capability that meets local and global needs

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| <p><u>Scope of assessments</u></p> <ul style="list-style-type: none"> • Procurement Process • Workforce Capability • Governance and Policy • Procurement Efficiency Initiatives • Benchmarking and Compliance | <p><u>Data and information collected across the Agency</u></p> <ul style="list-style-type: none"> • Centers data integrated from multiple users • Headquarters Offices • Mission Directorates • Others |
| <p><u>Team comprised of diverse experts</u></p> <ul style="list-style-type: none"> • Steve Miley, Lead (MSFC Engineering) • Monica Manning, Co-Lead (HQ Procurement) • Also includes technical users and procurement professionals from GRC, GSFC, HEO HQ, JSC, KSC, LaRC, NSSC, and OGC • Subject matter experts at each center | <p><u>Key Schedule/Dates:</u></p> <ul style="list-style-type: none"> • 6/17 Questionnaire distributed to centers • 7/10-24 Conducting interviews with each center • 8/3-8/7 Face to face with SMEs • 8/18 Present draft findings to POCs/SMEs • 8/31 Team presents findings to BSSC • 8/31-9/4 BSSC develops options/proposals • 11/5 Recommendations presented to MSC |

* All future dates are for planning purposes only.

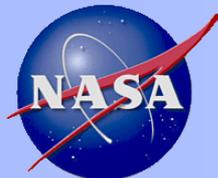


Business Services Assessment Human Capital Deep Dive

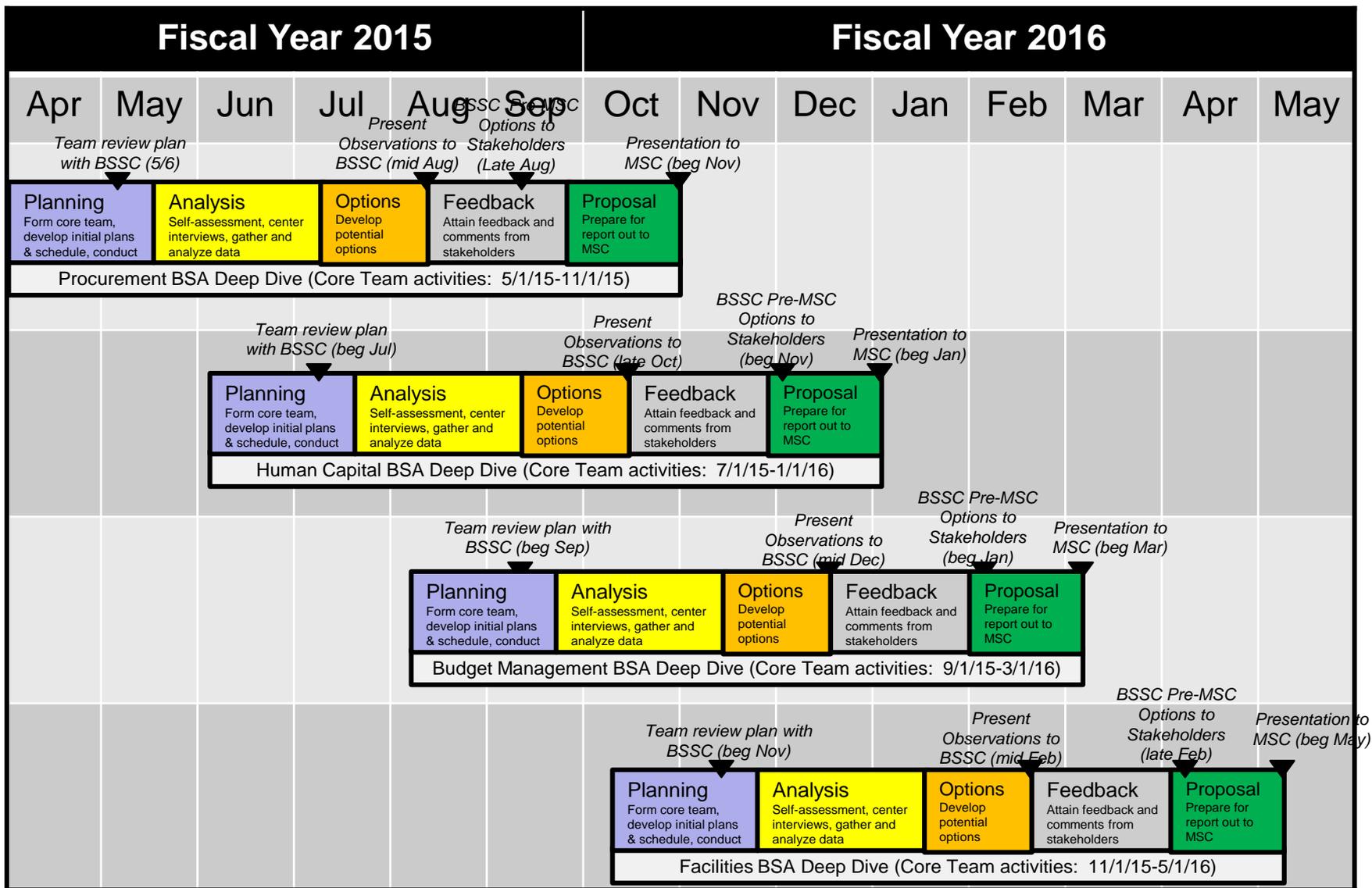
- **Goal 1 (Strategic):** The HC BSA Team will assess current practices as well as identify barriers and new practices needed to build the workforce of the future. The resulting program will enable NASA to hire and effectively utilize the best and brightest in a way that strategically aligns with NASA’s new Agency operating model.
- **Goal 2 (Tactical):** The HC BSA Team will assess HC functions to determine if they should be managed as integrated capabilities (vs. multiple Center-centric capabilities) leveraging cross-center HC resources for a distributed workforce and functioning in a way that promotes excellence, consistency and efficiency.

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|--|---|
| <p><u>Scope of assessments</u></p> <ul style="list-style-type: none"> • Strategic Workforce Planning • Position Management • Talent Acquisition • Talent Development • Talent Management • Executive Resources | <p><u>Data and information collected across the Agency</u></p> <ul style="list-style-type: none"> • Centers data integrated from multiple users • Headquarters Offices • Mission Directorates • Others |
| <p><u>Team comprised of diverse experts</u></p> <ul style="list-style-type: none"> • Carol Carroll, Lead (ARC Science and ISS Utilization) • David LeDoux, Co-Lead (LaRC Human Capital) • Also includes technical users and human capital professionals from AFRC, GRC, JSC, MSFC, KSC/CCP and HQ OGC • Subject matter experts at each center | <p><u>Key Schedule/Dates:</u></p> <ul style="list-style-type: none"> • 7/29 Questionnaire distributed to centers • 8/31-9/11 Conducting interviews with each center • 10/6 Face to face with SMEs • 10/16 Present draft findings to POCs/SMEs • 10/26 Team presents findings to BSSC • 10/26-30 BSSC develops options/proposals • 1/14 Recommendations presented to MSC |

* All future dates are for planning purposes only.



BSA 2015-16 Deep Dive Schedule



* All future dates are for planning purposes only.