NAC Institutional Committee Meeting
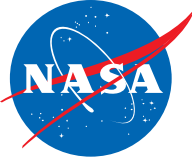
July 25, 2017

James Jennings
Chair, Acting

Committee Members

	Committee Members	Current Employer	Current Position
1	**CHAIR:** **Kathryn (Katy) Schmoll**	Kathryn Schmoll and Associates, LLC	Consultant
2	**Tony Cole**	FireEye	Vice President and Global Government CTO
3	**Malcolm Jackson**	Phase One Consulting Group	Consultant
4	**James L. (Jim) Jennings**	Omega Plus,Inc	President
5	**Jan E. Jones**	Chatteroy Consulting Group	Management Consultant
6	**Alison L. McNally**	none	Retired, Smithsonian
7	**Beth Ann Rafferty**	Southwest Research Institute	Chief Financial Officer, Vice President - Finance
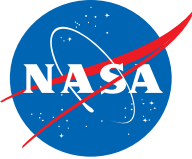
Agency Reform Plan – Context

The White House
Office of the Press Secretary

For Immediate Release | January 23, 2017

Presidential Memorandum Regarding the Hiring Freeze

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Hiring Freeze

By the authority vested in me as President by the Constitution and the laws of the United States of America, I hereby order a freeze on the hiring of Federal civilian employees to be applied across the board in the executive branch. As part of this freeze, no vacant positions existing at noon on January 22, 2017, may be filled and no new positions may be created, except in limited circumstances. This order does not include or apply to military personnel. The head of any executive department or agency may exempt from the hiring freeze any positions that it deems necessary to meet national security or public safety responsibilities. In addition, the Director of the Office of Personnel Management (OPM) may grant exemptions from this freeze where those exemptions are otherwise necessary.

Within 90 days of the date of this memorandum, the Director of the Office of Management and Budget (OMB), in consultation with the Director of OPM, shall recommend a long-term plan to reduce the size of the Federal Government's workforce through attrition. This order shall expire upon implementation of the OMB plan.

January 23

The White House
Office of the Press Secretary

For Immediate Release | March 13, 2017

Presidential Executive Order on a Comprehensive Plan for Reorganizing the Executive Branch

EXECUTIVE ORDER

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COMPREHENSIVE PLAN FOR REORGANIZING THE EXECUTIVE BRANCH

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered as follows:

Section 1. Purpose. This order is intended to improve the efficiency, effectiveness, and accountability of the executive branch by directing the Director of the Office of Management and Budget (Director) to propose a plan to reorganize governmental functions and eliminate unnecessary agencies (as defined in section 551(1) of title 5, United States Code), components of agencies, and agency programs.

Sec. 2. Proposed Plan to Improve the Efficiency, Effectiveness, and Accountability of Federal Agencies, Including, as Appropriate, to Eliminate or Reorganize Unnecessary or Redundant Federal Agencies. (a) Within 180 days of the date of this order, the head of each agency shall submit to the Director a proposed plan to reorganize the agency, if appropriate, in order to improve the efficiency, effectiveness, and accountability of that agency.

March 13
E.O. 13781

America First
A Budget Blueprint to Make America Great Again

Office of Management and Budget

March 16

April 12
M-17-22
OMB Guidance Memorandum

Agency Reform Plan Development
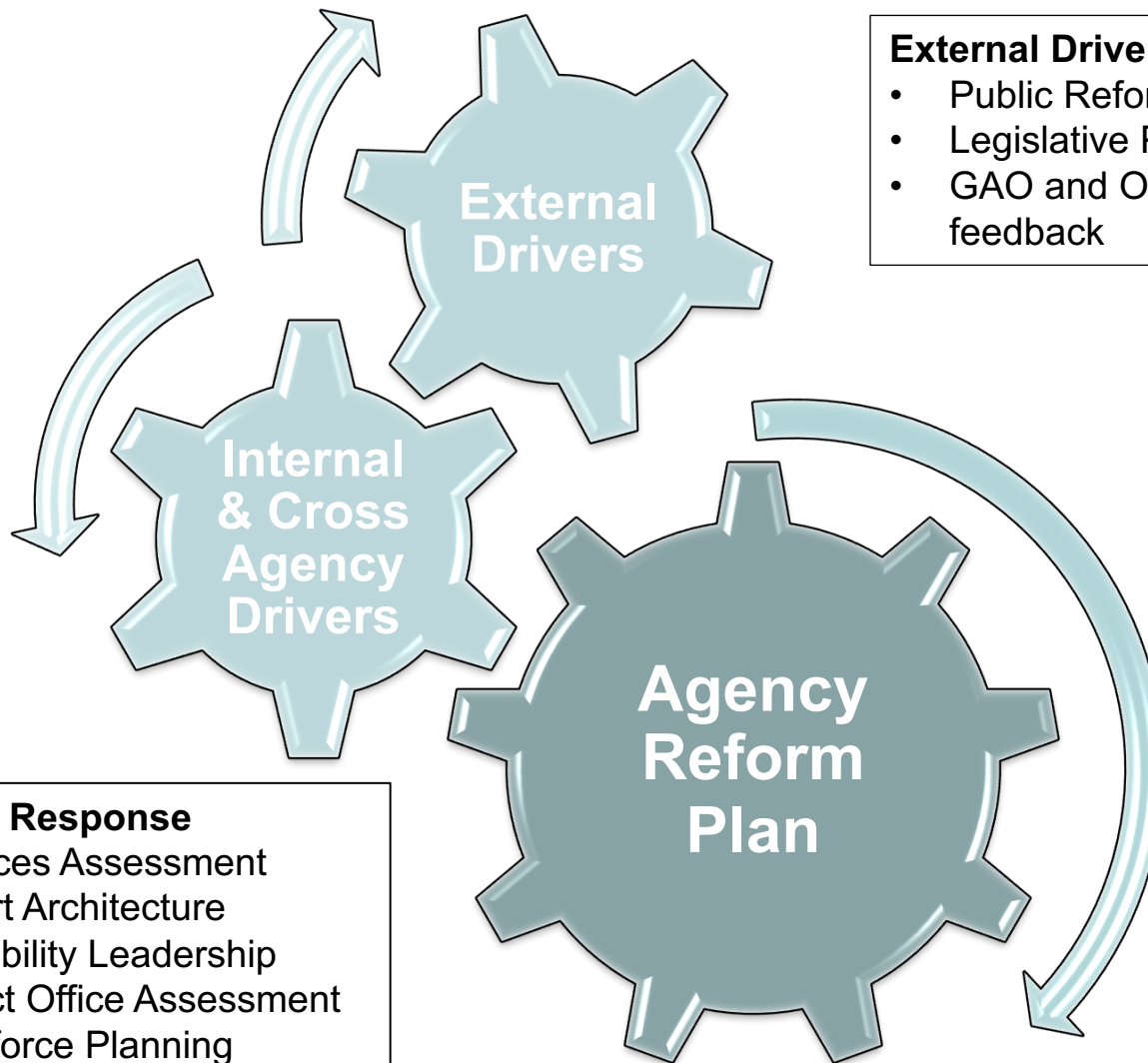
External Drivers
- Public Reform Comments
- Legislative Proposals
- GAO and OIG reports and feedback

External Drivers

Internal & Cross Agency Drivers

Agency Reform Plan

Good Government Emphasizes
- Efficiency
- Effectiveness
- Accountability

Agency Reform Response
- Business Services Assessment
- Mission Support Architecture
- Technical Capability Leadership
- Program/Project Office Assessment
- Strategic Workforce Planning
- Federal Enterprise Business Center
- "Unbounded Ideas"
- Other

4
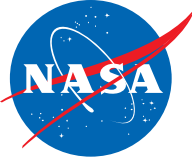
Future Mission Support Decision Criteria

Mission Support… Today	Mission Support… 10 Years from Now
• Mission support <u>enables</u> the mission!	• Mission support <u>enables</u> the mission!
• Some standard services; many unique areas to support local demands	• More standardized services, greater quality, accuracy, and flexibility at reduced costs.
• Organized mostly around geography at Center level with some routine services centralized, and very limited regionalization	• More reliance on shared service providers
	• More operations working across geographic boundaries leveraging centralization, regionalization, and interdependence
• Operations at every Center and HQ	• HQ enables more integration and governance
• Overall budget provided by Agency and resources traded locally across functions	• Efficient resource trades across Centers & Functions
• Challenges to sustain infrastructure	• Smaller infrastructure with fewer facilities
• 17% of annual NASA budget at $3.2b (2017)	• Smaller total mission support workforce
• Majority of funds for operations	• More flexibility to evolve size of services through higher percentage of contractors
• ~45% of NASA civil service workforce	• More efficient and cost effective services
• ~50/50 FTE/WYE (6,148/6,345) at Centers	• More resources available for investments
	• Broader career mobility for employees

More Efficient Government to Create Room for Investment
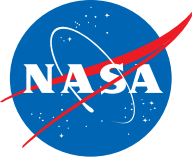
CIO Journey

PREVIOUSLY	TODAY
Decentralized IT Accountability • Center CIOs did not report to Agency • Mission Directorates have own CIO	**Restructured Center CIO Reporting** • Center CIOs now report to Agency CIO resulting in more influence and insight into the Centers • Removed Mission Directorate CIOs - missions now link to agency IT spending through liaisons with OCIO
Program-Based IT Investments • Data calls reporting of NASA's IT Investments **Lack of Authority over IT Security** • Agency CIO did not have authority over Mission networks making it difficult to implement security policy	**Gained Better Understanding of NASA's Total IT Spend** • Establishing an IT investment Portfolio Process **Increased Cyber Security Efforts** • Hired first Senior Cyber Security Advisor • Increased cyber security spending to $40m per year
Lack of Enterprise-Wide View of NASA Spending • Minimal visibility and authority of enterprise-wide spending **Ineffective IT Governance** • IT governance structure did not align authority to support agency mission	**Established IT Portfolio Tiger Team** • Tiger Team helping to review and restructure IT investments to optimize NASA's IT portfolio **Gained More Visibility into Mission Areas** • Restructured governance process to decrease the number of governing boards **Expanded Role and Accountability of NASA's Enterprise-Wide IT Spending** • Member of Agency Program Management Council • Participant in NASA Executive Council • Established the IT Council with Missions
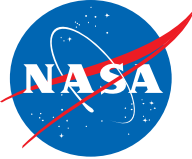
Key Drivers for Changes in OCIO

NASA Business Services Assessment	• Established a plan to create a more efficient operating model for NASA's IT that maintains a minimum set of capabilities and meets current and future mission needs.
FITARA	• Enable the CIO's role with respect to development, integration, and delivery and operations of all IT whether it may affect functions, missions, or operations • Provide appropriate visibility and involvement of the CIO in the management and oversight of IT resources across the agency to support cybersecurity policies
OMB, GAO, Congress, WH	• Hearings • Audits • Additional Reporting Requirements • Executive Orders
NASA Executive Council / Tiger Team	Based on the IT BSA implementation approach in support of the Agency's implementation of FITARA, the EC decided to: •Appoint a team to clarify the definitions of information system and re-baseline NASA's IT portfolio budget estimates, spend, and resources to improve the comprehensiveness and quality of the IT portfolio characterization.
FISMA	• FISMA requires that NASA develop, document, and implement an Agency-wide information security program and that the Agency Chief Information Officer (CIO) designate a Senior Agency Information Security Officer (Senior Security Officer) to assist NASA with this responsibility.
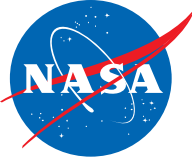
OGR Biannual FITARA Scorecard

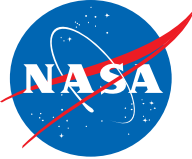|	Oct '15 Grade		May '16 Grade		Dec '16 Grade		Current Grade	Agency CIO authority enhancements Incremental	Transparency and risk management Dashboard	Portfolio review PortfolioStat	Data center optimization Initiative DCOI	Software Licensing MEGABYTE	CIO's boss = Sec/Dep Sec	CIO Status
USDA	D	▲	C	▬	C-	▬	C-	B	C	C	D	F	N	Permanent
DOC	B	▬	B	▬	B+	▬	B+	C	A	A	C	F	Y	Acting
DOD	D	▬	D	▬	D+	▼	F+	F	F	D	F	F	Y	Acting
Ed.	F	▲	D	▲	C+	▬	C+	B	F	C	A	C	Y	Permanent
Energy	F	▲	C	▬	C-	▬	C-	A	D	D	F	F	N	Acting
HHS	D	▬	D	▬	D-	▬	D-	B	D	F	F	F	N	Permanent
DHS	C	▬	C	▲	B-	▬	B-	B	B	B	C	F	N	Permanent
HUD	D	▬	D	▲	C-	▲	B-	B	A	D	A	F	N	Acting
DOI	C	▬	C	▲	B+	▼	C+	B	B	B	F	F	Y	Permanent
DOJ	D	▲	C	▲	B-	▬	B-	B	B	B	C	F	N	Permanent
DOL	D	▲	C	▬	C-	▼	D-	F	B	D	F	F	N	Permanent
State	D	▬	D	▬	D-	▲	C-	A	C	F	C	F	N	Permanent
DOT	D	▬	D	▼	F+	▲	D+	F	D	C	F	F	Y	Acting
Treas.	D	▬	D	▲	C-	▬	C-	F	C	B	B	F	N	Permanent
VA	C	▬	C	▲	B+	▬	B+	A	A	B	F	F	Y	Acting
EPA	C	▬	C	▲	B+	▬	B+	A	A	C	C	F	Y	Acting
GSA	B	▼	C	▲	B+	▬	B+	A	F	A	B	A	Y	Permanent
NASA	F	▬	F	▲	C+	▬	C+	F	D	A	B	F	Y	Permanent
NSF	D	▬	D	▲	C-	▬	C-	A	F	C	B	F	N	Acting
NRC	C	▬	C	▬	C-	▬	C-	A	B	F	F	F	N	Permanent
OPM	D	▲	C	▬	C+	▼	D+	A	D	F	F	F	Y	Permanent
SBA	D	▬	D	▬	D-	▬	D-	F	C	D	F	F	N	Permanent
SSA	D	▲	C	▲	B+	▼	C+	F	F	A	C	F	Y	Permanent
USAID	D	▬	D	▬	D+	▲	A+	A	A	A	B	A	Y	Permanent

Grade changes	▲ 7	▲ 12	▲ 4	All software proj.	Tiers	Tiers	Combo Bumps	Exclude
	▬ 16	▬ 11	▬ 15					
	▼ 1	▼ 1	▼ 5					

Recommendation to Submit to NAC

Short Title of Recommendation:

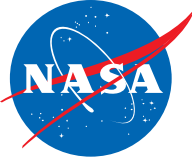Cybersecurity Scorecard by NASA Center

Recommendation:

The NAC Institutional Committee recommends that the OCIO, in collaboration with the NASA IT Council, 1) develop and determine the content/methodology of a cybersecurity scorecard to be applied to each Center, 2) limit the scorecard metrics to those that would foster continuous improvement to the Agency's overall cybersecurity posture, and 3) complete the scorecard on a quarterly basis.

Major Reasons for Recommendation:

A scorecard-based tool would, 1) provide motivation and energize Centers to actively engage in, and be compliant with, sound cybersecurity policies, 2) reward and reinforce positive behaviors, and 3) help the OCIO identify successes and challenges to potentially drive decisions for future cybersecurity investments.

Consequences of No Action on the Recommendation:

Cybersecurity intrusions threaten the security and reputational risk to NASA and the Federal Government. Without transparency and accountability down to local, operational levels, there can be lack of ownership for cybersecurity lapses.

Short Title of Recommendation:

Utilization of Geographic Information System (GIS) to assist in managing aging infrastructure

Recommendation:

The NAC Institutional Committee recommends that NASA develop and implement an Agency-wide strategy to utilize GIS to assist in managing NASA's aging infrastructure. The strategy should leverage the existing Langley Research Center model and include Conditioned Based Monitoring (CBM) strategies and applications.

Major Reasons for Recommendation:

Langley Research Center has successfully implemented GIS and CBM tools to reduce their facility maintenance costs. A similar Agency-wide initiative could yield similar achievements and cost-savings across the Agency.

Consequences of No Action on the Recommendation:

Loss of opportunity to, 1) improve the Agency's maintenance posture, and 2) take advantage of potential savings based on a proven model.