



PMIAA @ NASA: IMPLEMENTATION APPROACH AND LESSONS LEARNED TO DATE

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Objective

- Explores how NASA is successfully addressing its implementation of the Program Management Improvement and Accountability Act (PMIAA).
- NASA's experience could prove useful to others organizations



Contents

- PMIAA Background and Key Features
- OMB Guidance
- NASA's Response
- Conclusion

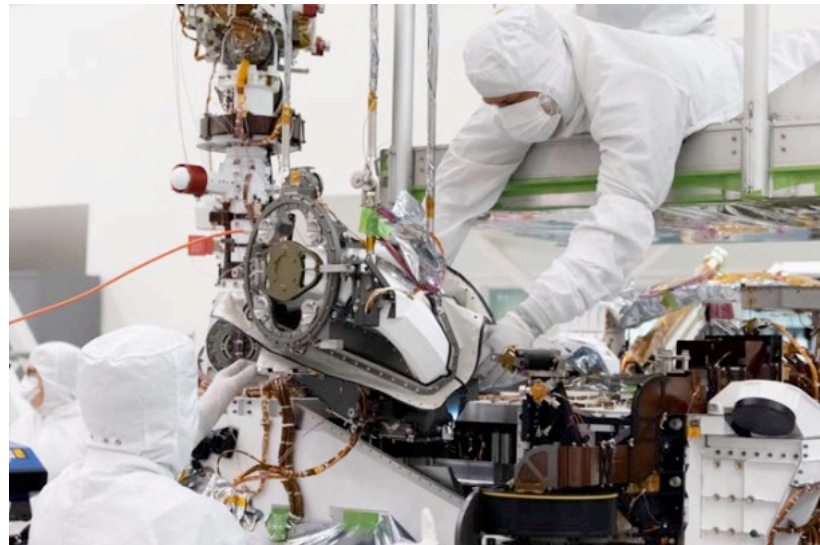


PMIAA Background and Key Features

- 2016 Law with new requirements for improving and formalizing program and project management (P/PM) across agencies:
 - Agency designates a Program Manager Improvement Officer (PMIO),
 - James Ortiz designated as NASA PMIO in July 2018
 - Program Management Policy Council (PMPC) oversees government wide policies, standards, and guidelines (OMB with PMIOs)
 - Annual portfolio reviews to assess the quality and effectiveness of P/PM, including GAO high-risk areas
 - OPM issues regulations to build and strengthen the P/PM workforce
 - GAO reports on the effectiveness of PMIAA implementation

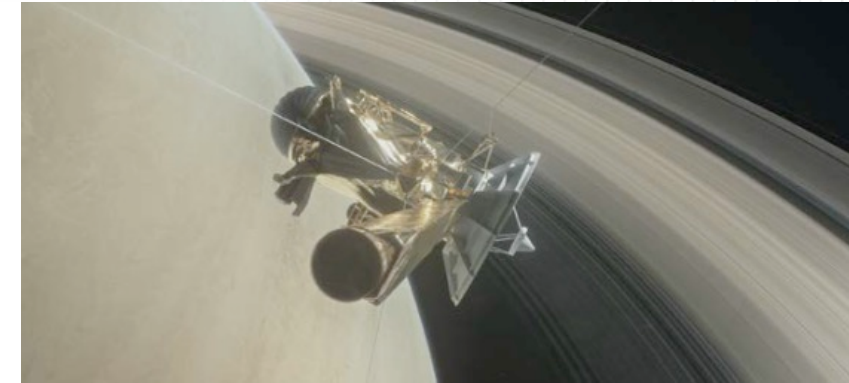
PMIAA OMB Guidance (M-18-19)

- Key features:
 - Partnership between OMB and agencies to implement PMIAA
 - Implementation will include leveraging **three key strategies** as part of a **5 year** strategic plan



PMIAA Strategies

- **Strategy 1- Coordinated Governance**
 - Clarifies roles and responsibilities in strengthening P/PM
 - Establishment of Government-wide P/PM standards, policies and guidelines
- **Strategy 2- Regular OMB/Agency Engagement and Reviews**
 - Conduct annual program portfolio reviews in coordination with agency's internal reviews
 - OMB will coordinate with GAO to include "at risk" areas
- **Strategy 3- Strengthening capacity to build a capable PM workforce**
 - Utilize a new or updated job series (or identifier) to better track the P/PM workforce
 - Build PM workforce capacity through increased training opportunities, career pathways, and mentorship.

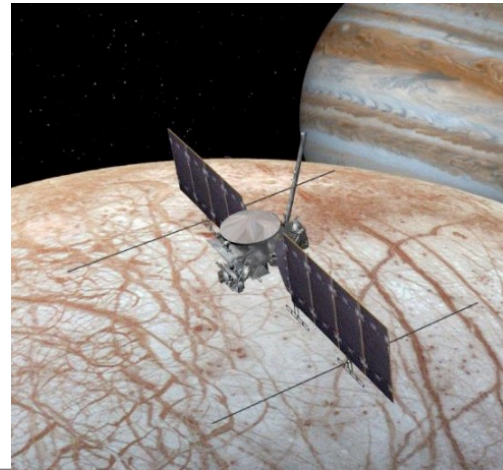


NASA Response (1 of 2)

- Designation of PMIO
 - NASA PMIO direct report to NASA Associate Administrator
 - Responsibility includes Program Management Integration (PMI) across the agency :
 - Facilitate communication, coordination, senior leadership stewardship, synergy between PM practices and capabilities
 - Promote enhancement of PM performance to further ensure mission success
 - PMI functions:
 - Independent Assessment (IA) Integration; PM Policy Formulation and Dissemination; PM Implementation Alignment; Assessment and Analysis Integration; PM Training, Certification and Capacity

NASA Response (2 of 2)

- PMIO organized a NASA PMIAA Implementation Team with representatives of key stakeholders organizations
 - Stakeholders: Mission Directorates (Program Owners); Chief Engineer; Chief Financial Officer; Procurement; Chief Information Officer; Human Capital
 - PMIAA Implementation partnership between PMIO and PMIAA Implementation Team



Strategy and Approach for PMIAA Plan

- Describes how agency implements PMIAA to improve its P/PM capabilities over time
- OMB realizes Agencies have varying degrees of P/PM capabilities
 - “Meet agencies where they are”
 - Provide implementation flexibility
- Strategy for preparing NASA PMIAA plan
 - Describe the **high level** of P/PM capability at NASA
 - Incorporating efforts to further build P/PM capabilities
 - Incorporate continue support of PMIAA related activities underway sponsored by OMB and OPM



NASA PMIAA Plan (1 of 3)

- Authored by PMIO with PMIAA Implementation Team
- Content
 - Governance chart illustrates how PMIO align with other management functions
 - *NASA organizational chart showing the relationship between the PMIO, acquisition program management function, Investment Review Board (IRB), agency CXOs, portfolio managers, and program and project managers*
 - Identification of major acquisition portfolios
 - *Identified NASA Flight Program and project portfolio with ties to agency strategic objectives, methodology used for determining non-IT major acquisition programs to be reviewed as part of the PMIAA's Portfolio Reviews beginning with the 2019 Strategic Review meetings with OMB*

NASA PMIAA Plan (2 of 3)

(Content continued)

– Agency’s approach for integrating agency portfolio reviews input to internal strategic review process

- *Included detail description is provided showing how the PMIAA assessment will be incorporated into the Strategic Review.*

– Strategies and actions for PM training, building experience, and recruitment/retention:

- *Enhancing training and educational opportunities: NASA Program Management and Engineering Program (APPEL)*
- *Improving recruitment and retention program. Described NASA PM recruitment and retention and strategic workforce planning*
- *Utilizing career paths to ensure appropriate training and experience APPEL has developed career path in PM including PM competencies with links to training and other resources.*
- *Mentorship program to leverage the experience and expertise. Described how Mentoring is part of the NASA culture and how mentoring programs are implemented.*

NASA PMIAA Plan (3 of 3)

(Content continued)

- Collection and dissemination of agency-specific policies, best practices, lessons learned, templates, tools, etc.
 - *NASA Online Directives Information System (NODIS) for publishing agency policies; the NASA Lessons Learned Information Systems (LLIS); and the NASA web-based communities of practice (CoP).*
- Plan for assessing P/PM staffing, skills, and competencies in order to focus priority training and development areas
 - *Describe how NASA Field Centers perform these functions*



First Year Highlights (1 of 2)

- Conducted FY19 Portfolio Review Pilot
- Key features of NASA PMIAA portfolio review approach are:
 - Periodic examination of PM practices influencing project performance (positively or negatively) to factor into plans to strengthen PM capabilities
 - Sample Flight Programs/Projects Portfolio from each Mission Area
 - Portfolio review process conducted similarly to Strategic Review (SR) process
 - Results presented to NASA leadership and to OMB (well received)





First Year Highlights (2 of 2)

- Supported OPM efforts:
 - Identify key PM skills and competencies; establishing a new job series or updating existing job series; and establishing a new career path
- Supported GAO assessment of PMIAA Implementation
- Supported biennial PMPC Meetings
- Advice to other Agencies
- Worked go-forward plan from FY19 Portfolio Review
- Completed 1st year of Program Management Integration Function

Forward Plan

- Performing FY20 PMIAA Portfolio
- Review PMIAA implementation plan. Update as needed
- Continue to support OPM efforts
- Work go-forward plan from FY20 Portfolio Review
- Continue to support:
 - Program Management Policy Councils (PMPC)
 - PMIAA Focus Group at the Partnership For Public Service
 - GAO assessments



Conclusion

- PMIAA implementation is best accomplished by taking full advantage of flexibilities afforded by OMB's implementation guidance approach: "Meet agencies where they are"
- Collaborate extensively by teaming every step of the way internally and externally

