



March 7, 2019

TO: Officials-in-Charge of Headquarters Offices
Directors, NASA Centers

FROM: Associate Administrator

SUBJECT: Dr. James Ortiz to Lead Program Management Integration Function

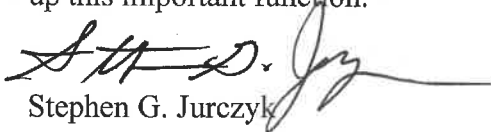
Highly effective Program and Project Management is an essential element in the successful implementation of our missions and a key enabler of the NASA strategic goals and objectives. The Office of the Administrator (A-suite) is taking steps to strengthen the Agency's focus in Program Management (PM) to address recent concerns regarding performance on larger programs and to continuously improve PM capabilities and program/project performance across all classes of missions. Accordingly, in support of my PM stewardship and oversight role as the Chair of the Agency Program Management Council (APMC), I have asked a member of my staff, Dr. James Ortiz, to lead a PM integration function on my behalf with matrixed support from the Office of the Chief Engineer (OCE) and Office of the Chief Financial Officer (OCFO) and in partnership with the Mission Directorates and Centers. Dr. Ortiz will be leading this function consistent with his duties as the designated NASA Program Management Improvement Officer (PMIO) under the Program Management Improvement and Accountability Act (PMIAA)*. The objective of the PM integration function is to provide a focal point in the A-suite to facilitate the communication, coordination, A-suite stewardship, and synergy between different aspects of PM practices and capabilities to promote overall enhancement of PM performance across NASA and to further ensure mission success.

This new function is not intended to duplicate currently assigned PM functions but to enhance cross-Agency integration. The PM integration function will include activities such as:

- *Independent Assessment (IA) Integration* to ensure proactive involvement and coordination with the A-suite for approval of IA approaches, products, and to provide stewardship for maintaining a strong Agency IA capability under the distributed approach instituted in 2016;
- *PM Policy Formulation and Dissemination* to enhance the involvement of the A-suite in the evolution of PM policies to capture areas of emphasis, lessons learned, process improvements, and to communicate NASA PM policies and policy intent broadly across the PM community;
- *PM implementation alignment* to further ensure proper alignment of PM practices across Mission Directorates and Centers;

- *Assessment and Analysis Integration* to facilitate determination of go-forward plans for assessments and analyses presented to the APMC and to ensure follow-through on recommendations; and
- *PM training, certification, and capacity* to sponsor coordination and synergy between development, training, and knowledge management efforts in support of NASA PM career development, certification, and PM workforce strategic planning.

More information, including details of how this function will be implemented consistent with PMIAA, will be provided at an upcoming APMC. Please support Dr. Ortiz as he begins to stand up this important function.


Stephen G. Jurczyk

* <https://www.whitehouse.gov/wp-content/uploads/2018/06/M-18-19.pdf>