

NASA Contract Management (June 2008)	Indicate “satisfactorily addressed” or “improvement needed” (if “improvement needed,” summarize recommended steps)
Definition of Success	<p>Improvement Needed NASA has made progress by developing a Definition of Success that targets achieving a level of cost performance of 110% of the budget-weighted aggregate cost baseline for its portfolio of major development projects. However, Title V of the Federal Acquisition Streamlining Act (FASA V) also requires schedule and performance goals to be met. NASA’s definition of success should, at a minimum, be augmented to include schedule goals. In addition the definition should include cost, schedule and performance metrics. NASA currently has meaningful cost and schedule metrics. Further, NASA also has existing measures on mission success and will begin piloting an improved metric in FY09, encapsulated in the Annual Performance Plan and in the Performance and Accountability Report.</p>
Leadership Commitment	<p>Satisfactorily addressed NASA senior management continues to demonstrate its commitment and support for the corrective action plan (CAP) which serves as the baseline for agency corrective action implementation. A revised CAP focused on goals, measures of success and milestones further reflects senior management commitment and intent to succeed.</p>
Capacity	<p>Satisfactorily addressed Obtaining sufficient resources is cited as an issue for some initiatives. Obtaining project managers’ cooperation is also cited as a challenge for some initiatives. Intermediate target slippage has been relatively minimal but should continue to be monitored to ensure existing major targets are not impacted.</p>
Corrective Action Plan	<p>Improvement Needed</p> <ul style="list-style-type: none"> • NASA developed a refined CAP that focuses and more clearly addresses: <ul style="list-style-type: none"> ○ Quantifiable Goals – e.g. cost goal consistent with the intent of FASA V ○ Measures of Success – e.g. life-cycle, development, schedule & contract cost growth measures ○ Milestones for upcoming reporting periods that also identify the positions (rather than individual persons) that are responsible and accountable for the milestone. • GAO is satisfied that the CAP “targets problems and issues that our reports have found are contributing to high risk in contract management.” • However, the CAP needs to include the baselines and targets for the goals and supporting measures of success. This information is available, but has not yet been included in the CAP. NASA needs more time to develop the algorithm to report life-cycle, development, schedule & contract cost growth measures on a portfolio basis.

Validation	Improvement Needed <ul style="list-style-type: none">• NASA's summary reporting document focuses attention on key goals for enhanced traceability.• Cross-functionality of CAP, clearly defined roles and responsibilities of lead executives, and senior management involvement work together in ensuring relevance and value of CAP actions.• However, NASA acknowledges that data must be collected and analyzed in order to establish baselines and measure performance. NASA has not yet provided the baseline for the measure of success.
Demonstrated Progress	Satisfactorily addressed <p>Progress is being made. Intermediate target slippage has been relatively minimal. NASA must take action to ensure achievement of key milestones, especially those emphasized in the summary reporting document.</p>