National Aeronautics and Space Administration

NASA

Focusing on Results Through the President's Management Agenda

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Contents

On the front cover: Saturn's atmosphere and its rings are shown here in a false color composite made from Cassini images taken in Summer 2004 in near-infrared light through filters that sense different amounts of methane gas. The complex feature with arms and secondary extensions just above and to the right of center is called the Dragon Storm. It lies in a region of the southern hemisphere referred to as "storm alley" by imaging scientists because of the high level of storm activity observed there by Cassini in the last year. This image was released in February 2005.
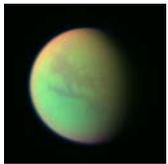
On the back cover: This false-color composite was created with images taken during the Cassini spacecraft's closest flyby of Titan on April 16, 2005.

Introduction: The Importance of Results

NASA Exists to Achieve Results. How Well Do We Succeed?

NASA exists to advance U.S. scientific, security, and economic interests through a robust aeronautics and space exploration program. Achieving results in these areas is what citizens expect from NASA and is implicit in the legislation that established NASA. However, do we at NASA achieve the right results at an acceptable cost? How would we know if we succeeded or failed?

Results Matter!

Obtaining measurable results is important; primarily to the citizens, whose tax dollars make it possible, as well as to the White House and Congress, who must decide what all Federal agencies will do and how much money it should cost. It is also important to us as Agency employees to know that NASA is accomplishing its goals and objectives, and spending the taxpayer's investment wisely in the process. We devote a large portion of our lives—in many cases, decades—to working at NASA. We know whether we have done a good job on a particular project, but is our Agency accomplishing its mission and doing so efficiently?

Program Results (GPRA) and Management Results (PMA)

Several mechanisms have been established to set the agenda for what NASA is to achieve using the resources entrusted to us. The primary two are the Government Performance and Results Act of 1993 (GPRA) and the President's Management Agenda (PMA). GPRA is concerned with establishing *what* our results are; the PMA, with *how* we manage our efforts to achieve them. Although this discussion will focus on management improvements achieved through PMA, let's first briefly review where GPRA fits into the results picture to provide context for the PMA discussion.

What We Do: Program Results (GPRA)—A Brief Overview

NASA's Mission is to understand and protect our home planet, to explore the universe and search for life, and to inspire the next generation of explorers

NASA Overarching Goals:
- NASA's overarching Agency goal is the fundamental goal of the *Vision for Space Exploration*—"…to advance U.S. scientific, security, and economic interests thorough a robust space exploration program."
- We will direct our efforts toward five National Objectives. Four of these come directly form the *Vision for Space Exploration*. The fifth National Objective affirms or continued commitment to understand and protect our home planet, Earth.
- We will pursue 18 long-term NASA Strategic Objectives for which all of our programs and resources will be tied.

GPRA is concerned with *program* results, such as improving weather prediction, understanding the origin of life, and improving access to space. GPRA requires agencies to state their long-term planned results in a Strategic Plan and their shorter-term planned results in an Annual Performance Plan, and then to follow up with an Annual Performance Report[1] describing how well the agency did in accomplishing the annual plan's goals.

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[1] Now part of the annual Performance and Accountability Report (PAR).

What Are Some Examples of Recent Successful Program Results at NASA?

The Cassini-Huygens mission to Saturn and its largest moon Titan began a 7-year voyage that included four gravity-assisted maneuvers to reach its initial destination of Saturn's orbit in July 2004. Stunning pictures of Saturn's rings, surface, and atmosphere have been published and studied world-wide. Huygens is now the farthest human-made object ever to land on a celestial body.

The widely watched adventures of the Mars rovers Spirit and Opportunity are excellent examples of successful program results. These hardy explorers have sent us invaluable clues to Mars's history (and by extension, Earth's), its present composition and resources, and its future potential to sustain human habitation. We launched the Spitzer Space Telescope—the largest-ever space-based infrared telescope that peers deep into space to detect stars and planetary systems being born. We used other data to determine the age and contents of the universe and to confirm that it is expanding at an increasing rate. We launched a new mission to understand the Sun's influence on Earth, with likely benefits for scientific knowledge and protecting telecommunications and other Earth activities from solar disturbances.

We used satellite data to map the Earth's gravity field with unprecedented accuracy to benefit weather and climate change models. We have made strides in identifying how the heat generated by cities affects local rainfall and weather; in quantifying and studying the global impacts of polar ice cap changes; and in identifying the causes, extent, and impact of fluctuating plant coverage on land and phytoplankton in the ocean. We are helping to better identify aerosols and their impacts, to improve the daily air quality forecasts issued throughout the United States.

We advanced the development of a Smart Icing System to detect ice forming on aircraft and deploy protection against it and tested a new system to provide pilots a clear-weather, daytime view of obstacles, terrain, and air traffic even in poor weather and at night. We demonstrated technologies to reduce aircraft emissions that cause ozone depletion and smog. We tested a promising way to increase aircraft speed and lift with no increase in engine size, reducing fuel costs and pollution. Our successful tests of a new way to reduce sonic booms will help pave the way for environmentally acceptable supersonic aircraft. We also demonstrated a new Multi-Center Traffic Management Advisor to help air traffic controllers manage arrivals from multiple points across multiple routes, for safer flights with fewer delays.

During the Shuttle stand-down that ensued after the loss of the Space Shuttle Columbia, NASA used Russian launch vehicles for crew rotation and resupply; our international partners agreed to fully support these efforts. The evidence of our continued success was found in the soundness of our international teamwork, along with flexibility and resourcefulness of our planning and implementation methods. As a result, in November 2003, the International Space Station celebrated its third year as a continuously inhabited orbiting laboratory. During FY 2003, the tally of its science investigations reached 70, including 23 biological and physical research experiments during that year. In addition, eight of eight planned NASA launches of non-crewed payloads on expendable launch vehicles were successful.

How We Do It: Management Results—President's Management Agenda (PMA In-Depth Discussion)

Our goal is to achieve well-managed program results in an intelligent, cost-effective way. The quality of management often determines whether an agency accomplishes its planned results, how long it takes, how much it costs, and the extent to which the results benefit citizens. If results are late, disproportionately expensive, out of touch with national needs, or delivered to citizens ineffectively or not at all, the net result may be harmful, and would in any case be a waste of scarce taxpayer resources.

The PMA success helps agencies achieve program success. Issued in 2001, the PMA is an explicit effort to address five key aspects of Federal agency management. The five PMA initiatives are shown in Table 1.

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PMA Initiative	What and Why
Budget and Performance Integration	Link budget resources to program results, then use program performance information to make better budget and management decisions.
Strategic Management of Human Capital	Maximize the value of each agency's most important resource—its workforce.
Competitive Sourcing	Examine commercial activities the government performs regularly to determine if it is more efficient to have Federal employees or an outside contractor perform them.
Improved Financial Performance	Provide managers with timely, meaningful, consistent, and useful financial data.
Expanded Electronic Government	Manage information technology resources better and use Electronic Government (E-Gov) to improve service delivery.
PMA Selected Initiative	What and Why
Federal Real Property Asset Management	Ensure efficient and economical use of real property assets resources; provide a systematic, comprehensive approach to real property management; ensure real property assets help achieve NASA vision, mission, and goals.

The Office of Management and Budget (OMB) oversees the PMA effort and rates each Agency quarterly on its success, both in absolute terms—was the goal achieved yet or not—and in degree of improvement, using a "stoplight" chart with red designating poor performance; yellow, mixed or partial success; and green, success. In the relatively short time since the PMA was issued, NASA has already achieved significant management results in many areas. Although we started out "red" in most areas, we are now "green" for Integrated Budget and Performance, Human Capital, Expanded Electronic Government (E-Government), and most recently for Competitive Sourcing, "yellow" for Real Property and "red" only for Improved Financial Performance.

What We Have Done to Manage Better Through PMA

Our Process: To give PMA high visibility within the Agency, the Administrator designated the highest-ranking persons in each relevant functional area as the "champion," accountable for the associated PMA initiative. Each champion's photo appeared at the top of a master list of actions that he or she would need to accomplish to address the PMA challenge, along with the OMB stoplight chart rating, and the list was posted on the web; accountability was thus not only corporate, but personal. The champions and their staff worked with OMB to devise detailed written agreements for what NASA would need to accomplish in each area to earn a "green" rating. Senior management reviewed PMA progress weekly to maintain focus and momentum.

Our Results: The effort has paid off. We have made major strides in each of the PMA areas.

In *Budget and Performance Integration*:

NASA was the first agency in the Federal government to receive a "green" rating in the PMA area of Budget and Performance Integration. We achieved this rating by fully integrating our budget, performance, and strategic planning processes and documents to ensure that all levels of the Agency are guided by a single strategic plan.

First, NASA's Strategic Plan defines our long-range performance goals and objectives and describes the approaches and resources we will use to achieve them. NASA will publish a new Agency Strategic Plan in February 2006. After that, each Mission Directorate and Center will develop its own Strategic Implementation Plan further defining the programs, projects, resources, infrastructure, and strategic

capabilities that will enable us to achieve the Agency's Strategic Goals and Objectives. At all levels—Center, Mission Directorate, and Agency—we now work to a single strategic plan.

Second, we continue to refine NASA's Integrated Budget and Performance Document (IBPD) that links our annual performance plan with our annual budget estimates. Our new budget "Theme" structure groups programs together logically and enable us to link performance goals with specific budget amounts. The result: Themes link dollars with results, thereby accomplishing the central challenge of the PMA's Budget and Performance Integration initiative. We now manage these Themes as "investment portfolios," and make informed trade-offs of budget and results both within and among Themes.

Third, we have implemented full-cost budgeting, and the budget request for each NASA program reflects contract funds, civil service salaries, and overhead costs. We now know the full cost of our Agency programs.

Finally, through our enhanced management information system, Erasmus (http//:www.erasmus.ifmp.nasa.gov), we are making more informed management decisions based on easily accessible budget and performance information. Erasmus allows any employee to view online any Theme's performance in terms of budget, schedule, major milestones, and GPRA performance goals. NASA is using this system in management reviews as input to budget and management decisions

In *Improved Financial Management:*

We put the Integrated Financial Management Program (IFMP) into practice. This multiple-module program uses commercial web-enabled systems and software to achieve a consistent Agency-wide solution, as well as standardizing financial data and processes across Headquarters and the Centers. It replaces 140 disparate legacy financial systems with a unified system, allowing programs spanning multiple Centers to access all their financial information and making financial data more timely, useful, and reliable. IFMP's improved financial, physical, and human resource management benefits employees, citizens, and businesses.

We continue to work toward providing virtually instantaneous data on funds availability, actual costs incurred, cost allocation, purchasing, accounts payable and receivable, and other financial matters. To that end, the Office of the Chief Financial has created a set of strategic initiatives aimed at improving NASA's overall Financial Management based on the pursuit of three goals:
- Ensure that all stakeholders have a clear understanding and accurate assessment of how NASA resources effectively and efficiently support NASA's mission;
- Enable the OCFO workforce to provide world-class management and processes in support of the Agency's Mission Directorates and Mission Support Areas; and,
- Provide the Agency's Mission Directorates and Mission Support Areas with financial information and tools to help ensure effective program planning and decision making.

In *Strategic Management of Human Capital:*

We produced a Strategic Human Capital Plan (SHCP) and an accompanying Strategic Human Capital Implementation Plan (SHCIP) in 2002. Together they describe an integrated, systematic approach NASA will need to use to ensure we have a high-performing workforce now and in the future. The SHCP identifies goals, strategies, and improvement initiatives, using a flexible, long-term approach that can accommodate changes in program direction. The SHCIP provides action plans for how to achieve our human capital goals and is updated annually.

To target Agency "at-risk" competencies in FY 2004, the Agency planned and participated in 19 corporate recruitment events to address anticipated future workforce gaps. There were 96 corporate recruitment hires for entry-level positions (*i.e.* GS-7, 9, and 11 positions). An additional benefit from the corporate recruitment effort is its positive impact on increasing diversity in the workforce. As a group, corporate recruitment results

in hiring Hispanics and African Americans, Asian Americans and American Indians exceeded their respective Relative Civilian Labor Force representation.

We sought and obtained workforce employment flexibilities to help us recruit and retain talent now and in the future. On February 24, 2004 the NASA Flexibility Act was enacted, providing the Agency with new human capital authorities which, in conjunction with our other human capital strategies and initiatives, will go a long way in helping the Agency achieve the right mix of competencies needed to meet the Vision for Space Exploration. We have been using the new authorities in a targeted and effective manner, particularly in attracting new talent and building a more agile workforce.

We have improved our hiring mechanisms as well. NASA STARS, our automated resume system, gives candidates the convenience of applying online. It has reduced the time needed to fill vacancies by over 35 percent and yields over four times more applicants per position, on average, than the previous manual process. It saves 40,000 work hours annually and enjoys a 98 percent satisfaction rate among applicants, according to a survey taken immediately upon submitting the applications.

The Agency has continued its workforce transformation activities, including conducting job fairs at four Centers—Ames Research Center, Dryden Flight Research Center, Glenn Research Center, and Langley Research Center. The job fairs drew over 1,300 employees and managers conducted over 500 job interviews. At this point, approximately 80 job offers have been made with 63 acceptances.

In addition, we offered two opportunities for voluntary separation incentives (buyout) or voluntary early retirement (early out). These two incentives excluded employees deemed to be in critical or emerging competency areas. At this point, 322 employees have accepted the buyout and 59 employees have taken a voluntary early retirement. We have also offered an additional buyout window that is open to individuals in critical competency areas; however, a separation occurs only if a competency match is found with another employee who would like to move into the position. We anticipate that this effort will produce vacancies for individuals who may otherwise be impacted by the shift in skill sets needed for the future.

To support our employees during this transformation, the Agency has contracted with a national firm to provide career transition services. Resource Consultants, Inc. will provide a variety of on-site services to Centers facing unfunded capacity issues, including:
- assessing employee skills, competencies, options, and matches for employment elsewhere in NASA, the public, and private sectors, and retirement feasibility;
- providing affected employees with one-on-one counseling, group training sessions, resume critiquing, interview coaching, and internet-based job searches and tools to aid in the job search and preparation; and
- undertaking outreach with local and national employers, academia, and Federal, state, and local governments to identify job opportunities and facilitate job interviews.

Just as we have better aligned our workforce to carry out the *Vision for Space Exploration*, we ensured that our leadership and management development program is equipped to handle the challenges and opportunities of our unique mission. Through extensive benchmarking and input from senior leadership and middle managers, the Agency developed a strategy outlining leadership roles and core and elective experiences and training. The underpinnings of the strategy and framework are the NASA Values and the NASA Leadership Model. Our Leadership Model governs how we develop employees to fill four key leadership roles— influence leaders, first line supervisors, managers, and senior leaders. It identifies competencies needed for each role and the training and development that can enhance each competency.

Our approach to leadership succession consists of developing potential leaders who possess the competencies needed to meet future needs, who are aligned with our vision and mission, and who are focused on achieving high-quality results that matter to the American people. The Leadership Strategy and Framework is a single umbrella under which we create and refine all our development programs, ensuring a One NASA approach.

NASA's senior leaders help design and conduct leadership development activities through programs such as the SES Candidate Development Program and the Leadership Development Program. NASA has also enhanced its coaching and mentoring activities and increased emphasis on facilitating leadership experiences inside and outside the Agency.

In *Expanded Electronic Government:*

NASA moved to "green" status in Expanded Electronic Government in September 2004. The Agency has remained green in both status and progress since that time, reflecting OMB's confidence that NASA continues to take the necessary steps to improve the management of its IT investment and to take advantage of the opportunities that new information technologies promise. In August 2004, we successfully transitioned from the NASA Personnel and Payroll System (NPPS) to the Department of Interior's Federal Personnel/Payroll System (FPPS) as part of the E-Payroll initiative. Other E-government accomplishments include: confirming requirements and performing risk assessment with E-Authentication (NASA is on schedule to be one of the first agencies to tie applications to the E-Government portal); creating all applicable forms for the Business Gateway E-Forms catalog; deploying the Federal Procurement Data System – Next Generation (FPDS-NG) Agency-wide; and selecting an E-Training vendor for the deployment (beginning June 2005) of a Learning Management System.

The Information Resources Management (IRM) Strategic Plan was significantly revised and expanded last year. The plan, which is a companion piece to the NASA Enterprise Architecture (EA), clearly links IRM strategies to the NASA vision, mission, strategic goals, and implementing strategies. A new strategic goal was added: maintaining a strong IT workforce through effective human capital management. By developing NASA's IT project management certification plans, we continue to demonstrate the importance of developing highly qualified individuals to perform the Agency's IT work.

The overarching IRM Strategic Plan guides the Agency in the use of the Enterprise Architecture (EA) to strengthen the management of NASA's information technology resources. Version 3.0 of the Agency's EA was delivered in September 2004; the document was signed by the NASA Administrator, demonstrating the importance of having an Agency-wide architecture for business transformation and systems modernization. Updated in March 2005, the EA continues to be rated effective by OMB. The NASA EA continues to demonstrate tangible benefits to NASA employees and stakeholders.

In IT security, the Agency secured more than 90% of its IT operational systems, verified by NASA Office of Inspector General. The Agency also completed a critical infrastructure protection plan for the Agency and revised NASA's IT security policies and requirements to make them consistent with National Institute of Standards and Technology (NIST) guidance and standards. In addition, we finalized the IT security plan restructuring to ensure top-down accountability and to simplify planning, certification, and accreditation, and completed a schedule for Master and Subsystems IT security. NASA is transforming IT security operations across the Agency by moving to a single agency-wide identity and account management system. This will reduce the number of passwords, simplify access to systems, and align NASA with the Federal identity standards.

We continue to improve our management of IT investments by strengthening the Agency's Capital Planning and Control (CPIC) process. Accomplishments include establishing an IT portfolio management structure aligned with the EA, integrating IT security into EA and portfolio management, moving to Agency-centric service delivery models, and employing project management principles in managing IT projects.

Our successful outreach continues through our redesigned web portal, created in partnership by NASA's education, public affairs, science, and IT communities to deliver dynamic content to a wide range of audiences. With more than 450 terabytes of information downloaded since January 2003, the portal is setting new records for interaction with the public. In December 2004, the NASA Centers' public Web sites were integrated into the NASA portal. The redesigned portal has been successful in helping to communicate the

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Agency's mission, vision, and goals, offering broad, in-depth, and customer-focused information. Behind the scenes, NASA continues to lay out the framework for the portal's operational activities, using external hosting and a federated publishing model to increase efficiencies and improve the provision of content to the public.

In the area of *Competitive Sourcing:*

We consolidated Competitive Sourcing activities (the FAIR Act inventory, competitive sourcing plan development, etc.) under the Associate Administrator for Procurement, and created a dedicated Agency Competitive Sourcing Team (ACST) to lead competitive sourcing issues. We also established a Competitive Sourcing Review Board, comprised of senior NASA managers, and named Agency-wide points of contact to facilitate communication. So that everyone understood our FAIR Act Inventory process and why the inventory was necessary, we developed standard criteria for inventory preparation and provided process training for senior management. This enabled our process to succeed and to generate an inventory that is more accurate and more consistent with OMB guidance.

Our competitive sourcing plan defines a process and schedule for reviewing each position that the FAIR Act inventory reports as being available for competition. This process and schedule ensures that our review is systematic and based on established criteria such as location, similarity of activity, etc. NASA completed two standard competitions—*Langley Metallic Test Article and General Precision Machining*, with expected savings of $4 million over 5 years, and the *NASA Shared Services Center*—that are expected to result in savings of $42 million over 10 years. The ACST will continue to monitor competitive sourcing activities on an ongoing basis.

In addition to standard competitions, science competitions remain crucial to NASA's strategy for finding the best performers for our research at the most competitive cost. To ensure that our science efforts remain world class and cost-effective, we conduct ongoing public-private competitions to fund scientific research based on the research proposals' scientific merits and costs. Our most recent (2004) FAIR Act inventory identified 445 scientists and engineers engaged in NASA science projects as a result of winning competitions under NASA Research Announcements (NRAs) and Announcements of Opportunity (AOs).

By encouraging the consolidation of related activities and business processes, competitive sourcing improves efficiency and information exchange and eliminates needless redundancies. When coordinated with human capital initiatives, Competitive Sourcing creates efficiencies that will allow NASA to allocate its resources better, matching skills to mission needs.

In the area of *Federal Real Property Asset Management*:

We have integrated directives and requirements documents for the four foundational areas of Real Property—master planning, construction, maintenance, and record keeping. These documents were recently updated to address the need for improved management of NASA real property as well as to ensure their integration. The NASA Real Property Management Plan was signed by the Administrator in November 2004. It provides the strategic framework for all real property management for NASA, and is currently being expanded in a Real Property Asset Management Plan as required by Executive Order (EO) 13327, "Federal Real Property Asset Management." These documents guide our management of NASA real property.

We implemented several initiatives to assist in the management of NASA real property including the development of an annual review of the condition of all NASA facilities and the calculation of a Facility Condition Index (FCI) for all facilities. This condition index aids in the development of the annual budget for NASA facilities and infrastructure. We have also begun a review of all facilities to establish the importance of each of NASA's facilities for accomplishment of the mission. This Mission Dependency Index (MDI) will assist Centers and senior managers in understanding where to place resources to ensure that NASA is ready and capable of fulfilling its mission.

Other guidance was provided to the Centers for leasing underutilized facilities to others. Two Centers, Ames Research Center and Kennedy Space Center, are the demonstration sites for NASA's Enhanced Use Leasing authority by which the Center can retain the proceeds of the lease rather than turning the revenue over to the U.S. Treasury. In addition, all Centers were part of an "Opportunity" study to determine which real property at the Centers were good candidates for such out-leasing, resulting in the publication of the NASA Real Property Business Plan. To further reduce the cost of maintaining underutilized facilities we developed a centrally funded demolition fund for Centers to use to remove old building and infrastructure.

These and other initiatives build on a history of strong real estate management including NASA's Real Property Inventory (RPI) which contains the historical data of all NASA facilities. In response to the President's Management Agenda, NASA is expanding this system to capture additional information including the MDI, the FCI, and historical status. The RPI was recently also updated with digital photographs of the facilities.

NASA provides value to its programs and workforce through excellence in real property management by ensuring real property assets meet Agency goals, and do so affordably.   NASA provides appropriate stewardship of these assets to achieve the best value for the American taxpayers' investment. NASA's real property (land and facilities) constitutes a significant and important capital investment which is integral to achieving NASA's Vision and Mission in science, technology, and discovery.

How Do We Know Whether Our PMA Effort is Succeeding?

NASA's commitment to results starts with senior leadership through the Office of the Administrator. As a primary mechanism for continuous improvement, the Deputy Administrator enforces accountability and monitors progress through weekly PMA progress reports.

Accountability and Progress

Since the beginning of the PMA program, the Office of the Administrator installed a system to make senior managers accountable for PMA's success. The Administrator appointed five "Champions" from among top management to be responsible for the five initiatives. Each Monday at the senior staff meeting, each Champion provides a detailed PMA progress report covering success criteria that still need to be met, obstacles, and steps taken over the past week and planned for the next week.

Clarifying Goals

A periodic "NASA Update with the Administrator" is the primary vehicle to clarify where the Agency is going. At this talk, the Administrator addresses employees in the Headquarters auditorium and, via live broadcast on NASA TV, all employees Agency wide. Audio links to the Centers enable any employee to ask questions and volunteer ideas. In addition to addressing program issues, this update is an opportunity for the Administrator to inform the employees about management reform, including PMA. Although he also meets regularly with senior managers to clarify goals, these updates ensure that everyone at NASA hears the same message.

Program-Specific Accountability, Clarification, and Progress Monitoring

In addition to these Agency-wide mechanisms, NASA uses other means to clarify direction, ensure accountability, and monitor progress on specific PMA components.   Table 2 on the next page outlines how the Agency monitors progress in these areas.

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Training	The Agency assesses training needs via formal surveys, interviews with managers and customers, and focus groups, to ensure training investments are aligned with competency needs. A series of panels and leadership committees reviews training and development budgets to verify strategic direction and soundness of content. We also evaluate the effectiveness of these programs using student evaluations, on-the-job assessments, and pre- and post-tests.
Leadership Development and Succession Planning	NASA uses analyses of workforce demographics including forecasts of future retirements and other turnover to help inform succession planning. NASA also makes public its leadership evaluation and selection criteria.
Staffing	The Competency Management System (CMS) and workforce planning are integrated with the annual budget formulation cycle to determine workforce gaps which in turn influence the staff needs. The Agency evaluates the effectiveness of the staffing process by use of online applicant surveys, interviews with hiring managers and selecting officials, and audits of hiring actions. As of June, 2005, the Agency will send an on-line manager satisfaction survey with every referral certificate.
Employee Performance	NASA's Employee Performance Communication System (EPCS), the performance management system for all employees (other than Senior Executive Service, Senior Scientific and Technical, and Senior Level employees) has been enhanced, establishing a systematic process for planning, monitoring, developing, assessing, and rewarding employee performance that contributes to the achievement of the Agency's Vision, Mission, and goals. The EPCS creates a common set of performance expectations for all employees and promotes a performance culture that focuses on two-way communication and accountability for results and clearly differentiates between high and low performers. Employee satisfaction surveys, such as the Federal Human Capital Survey, help assess the effectiveness of the EPCS.
Management Performance	Explicit performance criteria hold members of the Senior Executive Service directly accountable not only for their own performance results but also for their success in strategic management of human capital, including effective performance-based employee evaluations. These criteria are then cascaded to employee performance plans, thereby aligning employees' performance expectations to a uniform set of factors, linking them to the Strategic Plan, and ensuring a One-NASA approach to performance accountability.
Competitive Sourcing	Senior staff members receive weekly status reports on current public-private competitions that explain any variance from the planned schedule. The Employee Performance Plans of the Agency Competitive Sourcing Official and of each competition official all contain competition-specific performance factors. The Agency Competitive Sourcing Team monitors milestones for each standard competition and provides regulatory guidance and advice. NASA also publicizes progress and results on its overall Competitive Sourcing website (http://competitivesourcing.nasa.gov/) and on competition-specific websites such as the NASA Shared Services site (http://nssc.nasa.gov/).
Electronic Government	NASA uses management reviews to assess progress, monitoring each major IT investment's cost, schedule, and technical performance against established goals. We use a stoplight scorecard to assess and report on IT security operations and restructuring, such as the number of IT security plans meeting specific goals for contingency testing. In October of 2004 the NASA CIO, Mission Directorate CIOs, and the Center CIOs developed a set of measures and metrics consistent with our commitment to provide the Agency with secure and interoperable Information Technology. These metrics reflect the processes, procedures, expectations, and areas of responsibility for which each of the Centers and Missions Directorates have accountability. Measures of success are quantified for Enterprise Architecture, IT Security, communications, customer service, CSPAs, and Exhibit 300s and 53s. For the NASA portal, information delivery is measured through statistics such as the daily number of user visits, pages viewed, and megabytes of information downloaded, as well as with a customer satisfaction survey randomly presented to site visitors. For 2005, the amount of information sent to

	the public through the NASA portal increased by 77%, in spite of the extremely high traffic generated from the Mars Rover landings in 2004.
Financial Management	Enhanced accountability between the Agency CFO and the Center CFOs was achieved through a realignment of the reporting and performance evaluation structure of the Center CFOs. Last August, each Center CFO began to report directly to the Agency CFO. Further, the Agency CFO is responsible for the Center CFO annual performance evaluation. Each month, the Agency CFO and Deputy CFO meet with the Center CFOs to discuss the most significant ongoing issues. These discussions, along with quarterly meetings with a broader membership of Headquarters CFO Management, enhance NASA's ability to focus on the significant issues to improve overall financial management.
Federal Real Property Asset Management	NASA conducts its deferred maintenance review annually and can chart to the overall change of facility condition at the Center and Agency level. Through demolition and judicial use of limited maintenance and repair funds, we have seen a rise in the overall condition of NASA's facilities as measured by our FCI. We now have annual revenue from Enhanced Use Leases of more than $400,000 which can be used at those Centers for facility-related projects. We have improved performance measures, such as utilization, and operations and maintenance costs, which will help the Centers and the Agency effectively manage real property on a portfolio basis.

What More Can We Achieve Through PMA in the Coming Years?

Having made so much progress to date, we are confident of achieving our long-term management goals. Our vision for NASA's future is an organization where each resource makes optimal contributions toward achieving our mission.

Our most important resource will continue to be our workforce. We will realign the workforce as needed to fulfill NASA's strategic priorities, in particular the Vision for Space Exploration. Through the use of our Competency Management System and other workforce planning tools, solid data and analyses will enable us to specify short- and long-term needs by competency and prescribe the optimum mix of civil service, industry, and academic personnel. Better workforce planning and deployment tools will enable line managers to fill vacancies promptly with workers who have the competency mix needed to do the job well. Our civil service workforce will be more mobile and deployable where needed to carry out activities that only NASA can perform.

We have launched an enhanced Employee Performance Communication System (EPCS) to make meaningful distinctions in employee performance and identify the Agency's top performers. We will evaluate and assess the EPCS to determine if (1) employees' performance appraisals are perceived as fair and accurate, (2) the EPCS makes meaningful distinctions in employees' performance, and (3) the EPCS is integrated with and supports the Agency's Awards and Recognition Program and, depending on the outcomes of the assessment, make any necessary revisions.

We will use performance results consistently to help guide budget and management decisions. Not only will management consult data in the online management information system, Erasmus, for formal performance briefings and informal status checks, but employees will regularly use the system to view progress on NASA programs. Program managers will be accustomed to reporting their results promptly and accounting for divergences from plan. As a result, upper management will be better informed, and line managers will communicate accordingly. The data will be a catalyst for discussion that makes possible better informed, more widely understood decisions.

Our budget formulation system will allow us to develop budgets in full cost and to make adjustments (including full cost impacts) based on performance. Similarly, managers will be accustomed to managing in full cost, and will look for the most cost-effective uses of their resources to accomplish the results for which they are responsible. This includes choosing among supporting service providers for their programs, rewarding service providers that provide needed services reliably at lower cost, and causing the phase-out of

service providers that are less productive. We will also conduct our accounting activities in full cost, so that our records will show the true cost of our programs.

We will continue to optimize our use of IT to support NASA's mission. We will deliver new IT tools quickly and economically to enable the workforce to capture, disseminate, and reuse the knowledge it generates. Central to NASA's success is our ability to collaborate virtually with internal and external partners, for seamless information delivery and exchange regardless of time differences or geographic boundaries. IT will increasingly expand and speed the flow of NASA information from space or Earth to the laboratory, the office, the home, and the classroom, increasing the benefit to all from the Agency's discoveries. IT will also continue to streamline Agency management processes such as human capital management, increasing outreach to potential employees. We will align NASA's E-Government activities appropriately with related Federal initiatives, using Government-wide solutions to benefit from best practices and economies of scale.

We will continue to look for new opportunities for competitive sourcing throughout NASA, focusing on areas with the greatest opportunity to improve effectiveness and productivity. In addition to competitions targeted to activities that do not need to be done by civil servants, we will continue to rely on competition as a way to ensure that our research efforts are world-class. Through competitive sourcing, we will continue to improve quality and productivity, providing American taxpayers with maximum value for their tax dollar, generating savings that can be redirected to the core mission activities.

As we move forward in the Vision for Space Exploration, the need for facilities and infrastructure that will support the myriad projects of that vision will grow. Whether the facilities are owned or leased the need to ensure efficient and effective management is ever more important. The real property initiatives discussed here and those that will be developed and undertaken in the future will ensure that NASA has the innovative real property management solutions to construct and operate only the real property required to conduct NASA programs, maintain its core capabilities, and meet national responsibilities. The goal is to ensure our facilities are the right type and size; safe, secure and environmentally sound; affordable; and provide quality workplaces.

The PMA advances discussed above will benefit us through better training, IT support, financial management tools, and program decisions based on sound performance data and cost estimates. Not only will we have better means and strategies for doing our work, but even more important, we will have the profound satisfaction knowing we are helping to make NASA a better agency.
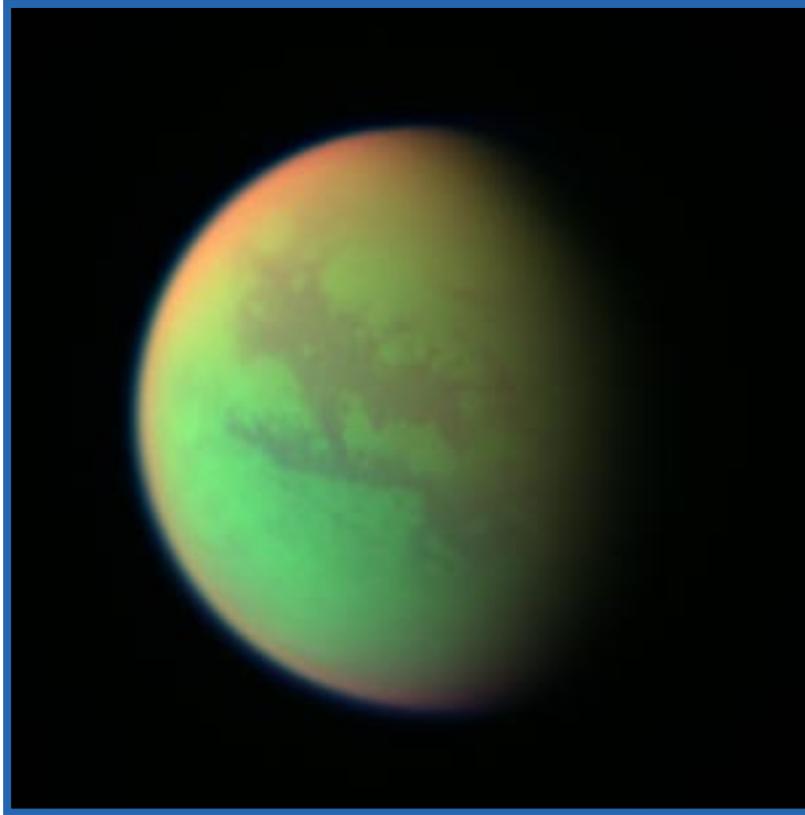
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