



# NASA Shared Services Center Board of Directors Meeting

June 21, 2007

# Agenda

Mr. Tom Luedtke  
Chair, NSSC Board of Directors

Introductory Remarks

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Mr. Rick Arbuthnot  
Executive Director

NSSC Executive Overview

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Ms. Joyce Short  
Deputy Director

Service Delivery Update

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Mr. Jonathan Pettus  
Chief Information Officer

CIO Update

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Ms. Rebecca Dubuisson  
Director, Business & Administration Office (Acting)

Business & Administration Update

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Mr. Ken Griffey  
Director, Customer Satisfaction &  
Communications Office (Acting)

Customer Satisfaction &  
Communications Update

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Mr. Rick Arbuthnot  
Ms. Joyce Short

Executive Session

# NSSC Executive Overview

Rick Arbuthnot  
NSSC Executive Director

# Vision

Unparalleled Service



To provide timely, accurate, high quality, cost effective, and **customer focused** support for selected NASA business and technical services.

# Mission

## Significant Events (CY 2007)

- Mar 6 MSFC Center Visit
- Mar 6-7 Agency Budget Kick-off Meeting (NSSC presents data call process/results)
- Mar 8 CMO Review with Rex Geveden (led by OPAE – Rick Keegan)
- Mar 28 Received International Quality & Productivity Center Best New Shared Services Organization First Runner-Up Award
- Apr 12 AP/AR/FMS224 Core Transition Team appointed
- Apr 17 KSC Center Visit
- May 7 Award Fee Evaluation for Third Period Performance
- May 22 Telecast to 7<sup>th</sup> Annual European Shared Services Week (Prague)
- Jun 5 Consolidated Business Process Lead Summit Briefing
- Jun 14 NSSC Honor Awards Ceremony
- Jun 27 Center Transition Team ViTS
- Aug 20-22 LARC, HQ, & GSFC Center Visits
- Aug 23 South Africa Benchmarking Telecast
- Aug 30 SSC Center Visit

# NSSC Organization Structure

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Authorized Ceiling: 160

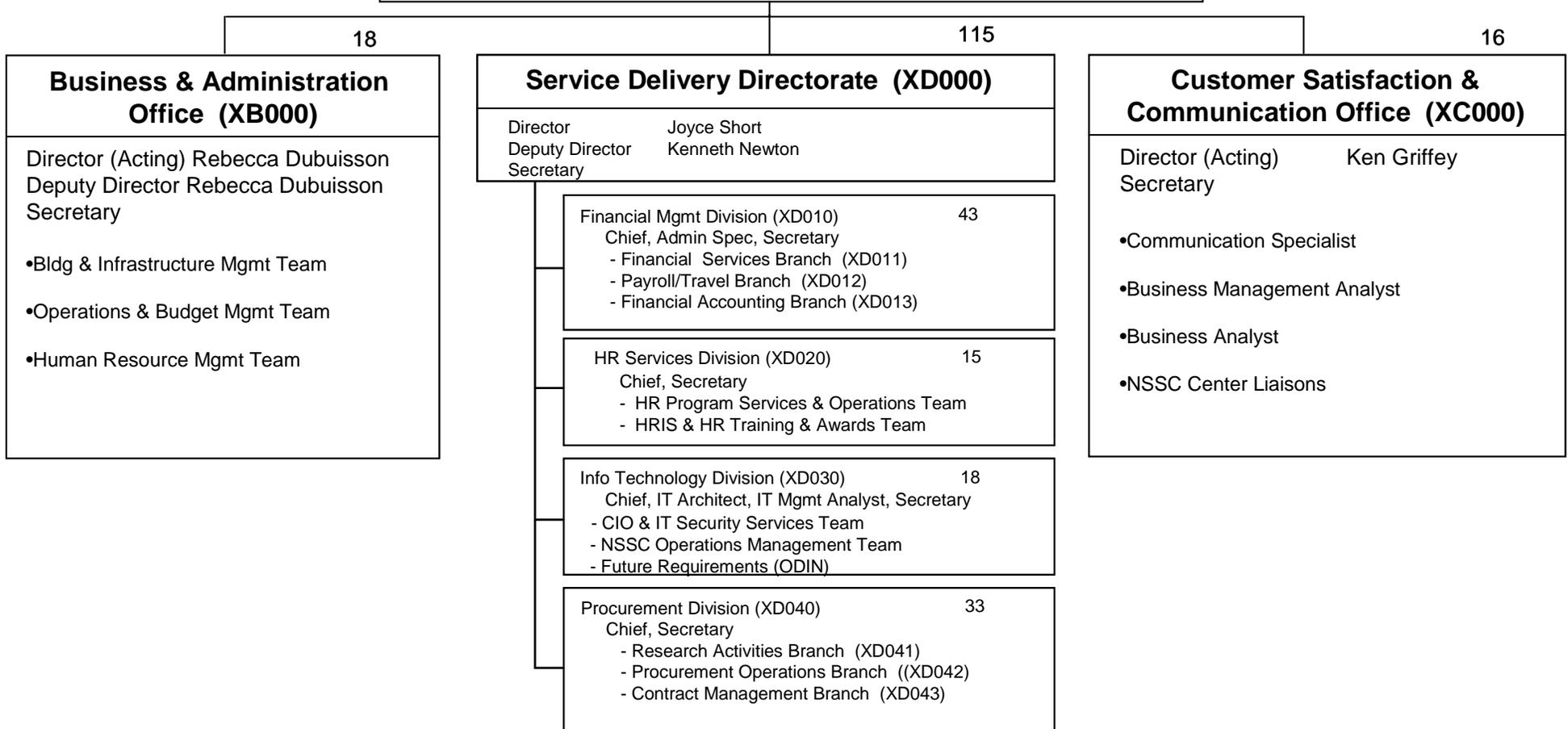
**Executive Director's Office (XA000)**

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Executive Director                      Richard Arbuthnot  
 Deputy Director                         Joyce Short  
 Executive Officer  
 Counsel to the Executive Director  
 Executive Secretary

**Center Summary To-Date**

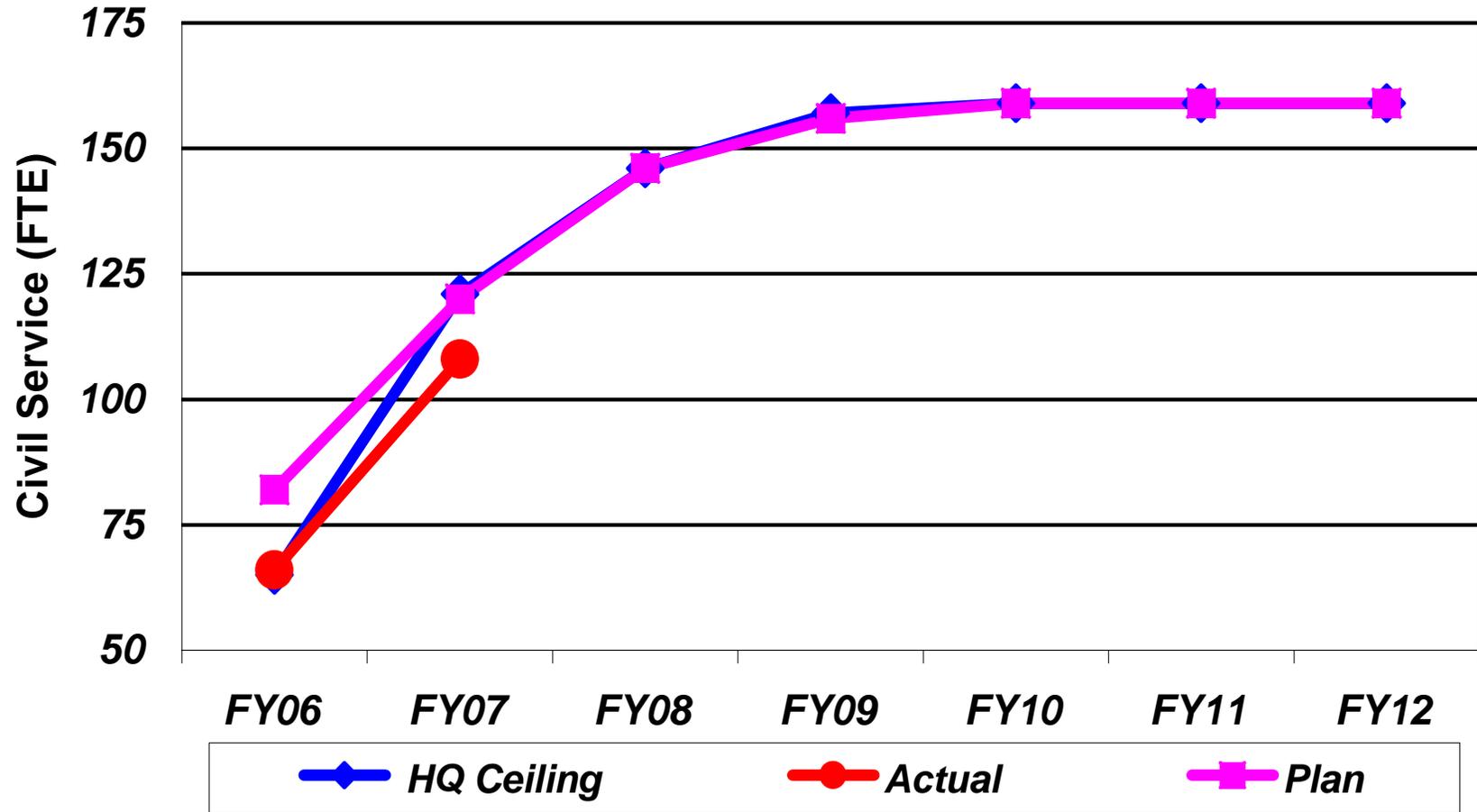
ARC: 1	KSC: 9
DFRC: 2	LaRC: 4
GRC: 2	MSFC: 3
GSFC: 4	SSC: 16
HQ: 1	Outside: 58
JSC: 5	
<b>Total Hires: 105</b>	
Detailees: 1	



## Key Personnel Changes

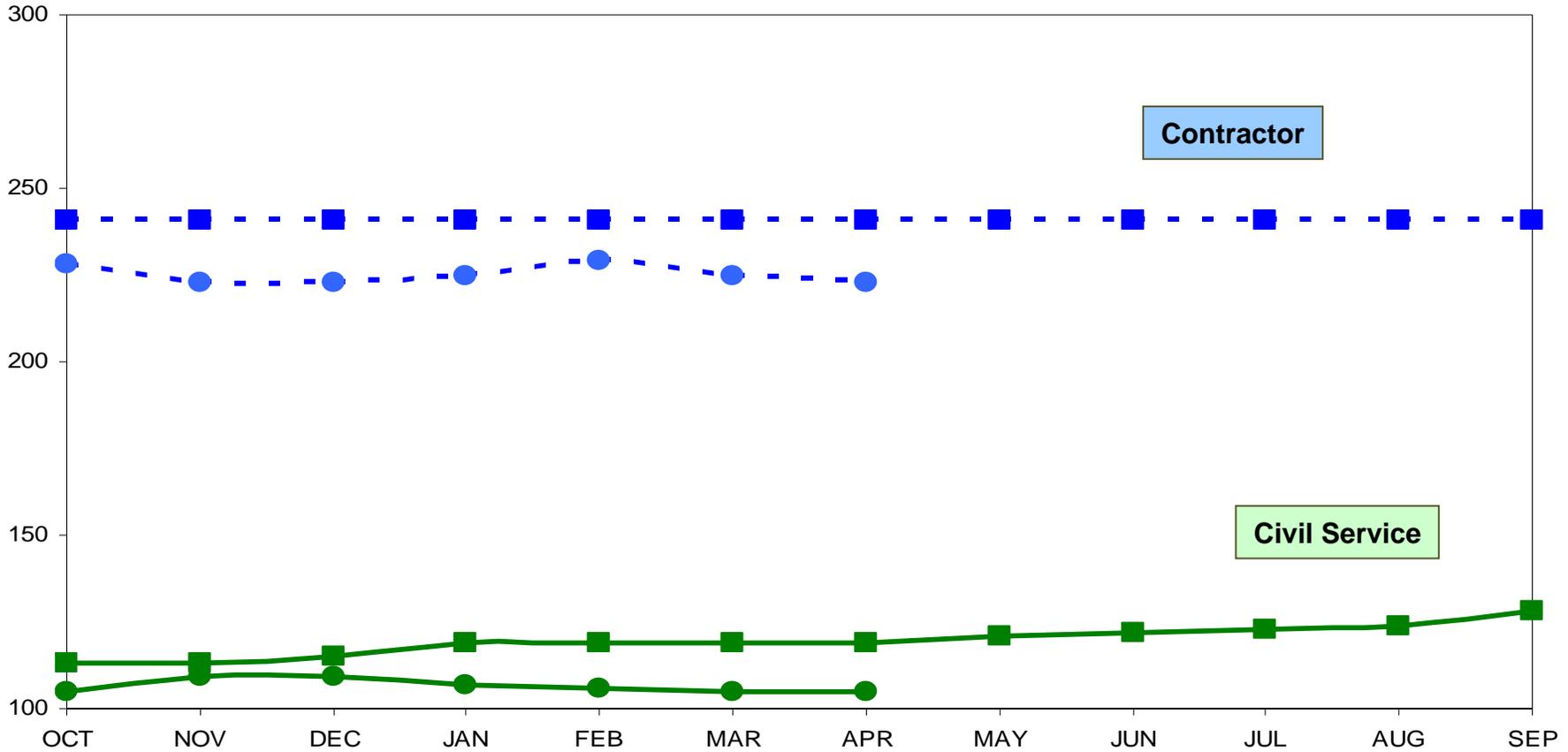
- Ms. Joyce Short – Deputy Project Manager for the transition of critical financial functions to the NASA Shared Services Center (NSSC)
- Ms. Rebecca Dubuisson – Director, Business & Administration Office (Acting)
- Mr. Kevin Love – Counsel to the Executive Director – permanent reassignment, Entry on Duty July 7, 2007
- Mr. Ken Griffey – Director, Customer Satisfaction and Communications Office (Acting)
- Mr. Johnny A. “Jay” Diggs – NSSC Equal Opportunity Officer
- Ms. Fran Cook – Executive Officer
- Ms. Denise Catone – Program Specialist, Service Delivery Directorate
- Selection pending for the Director, Business and Administration Office
- Selection pending for Lead Communications Specialist, CS&C Office

## NSSC Civil Service FTE



	FY06	FY07	FY08	FY09	FY10	FY11	FY12
HQ Ceiling	65	121	146	157	159	159	159
Actual	66	107	146	156	159	159	159
Plan	82	120	146	156	159	159	159

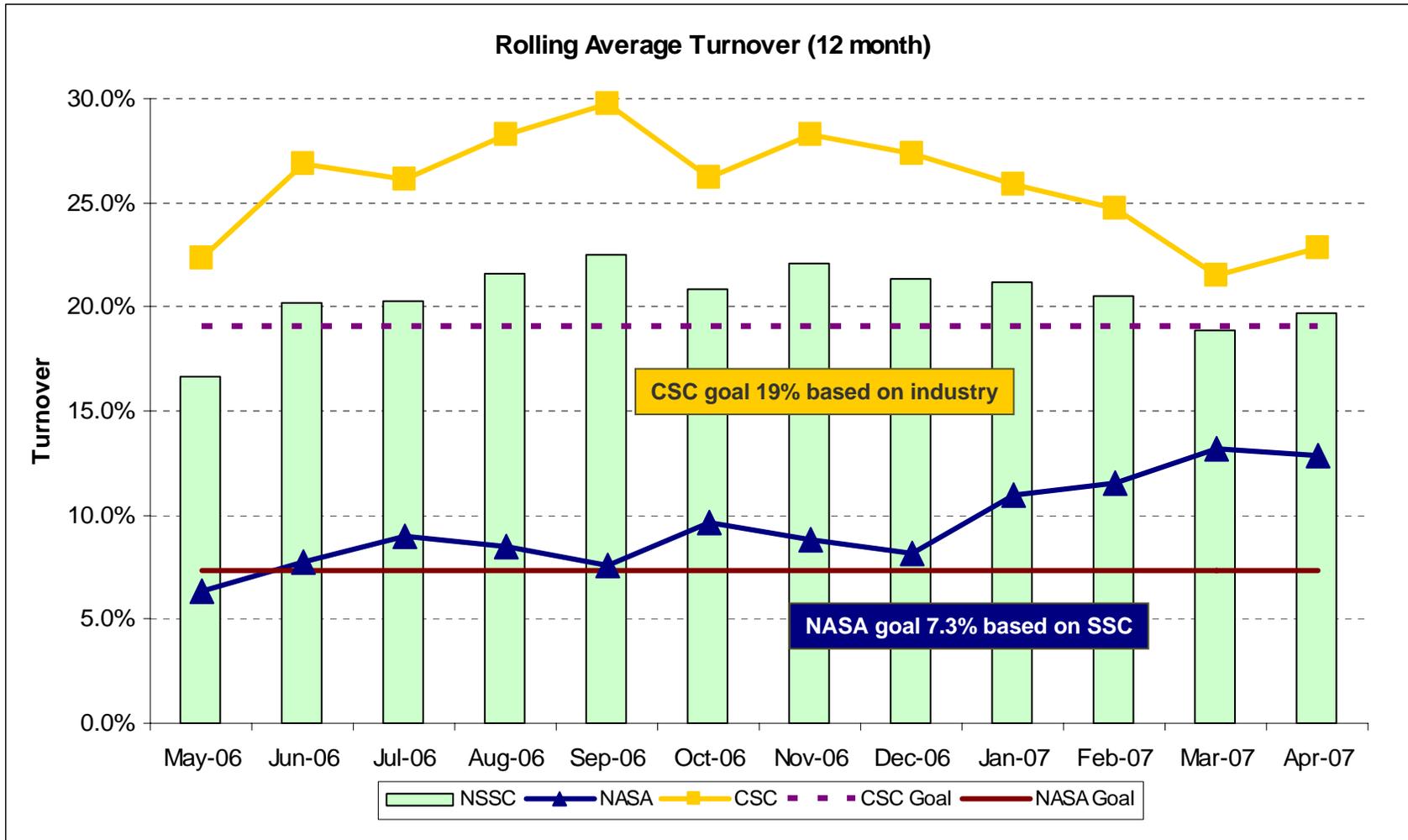
# Staffing



■ Civil Service Plan 
 ● Civil Service Actual 
 ■ Contractor Plan 
 ● Contractor Actual

	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>Proj</u>
Contractor Plan	241	241	241	241	241	241	241	241	241	241	241	241	241
Contractor Actual	228	223	223	225	229	225	223						241
Delta	-5%	-7%	-7%	-7%	-5%	-7%	-7%						0%
Civil Service Plan	113	113	115	119	119	119	119	121	122	123	124	128	
Civil Service Actual	105	109	109	107	106	105	105						115
Delta	-7%	-4%	-5%	-10%	-11%	-12%	-12%						-10%

# NSSC Attrition



	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07
NASA	6.3%	7.7%	9.0%	8.5%	7.6%	9.6%	8.8%	8.1%	10.9%	11.5%	13.2%	12.9%
CSC	22.3%	26.9%	26.1%	28.3%	29.8%	26.2%	28.3%	27.4%	25.9%	24.7%	21.5%	22.9%
NSSC	16.6%	20.2%	20.3%	21.6%	22.5%	20.9%	22.1%	21.3%	21.1%	20.5%	18.9%	19.7%
NASA	-	1	1	-	1	2	-	-	3	2	2	1
CSC	4	7	2	5	7	-	8	3	2	2	5	5
NSSC	4	8	3	5	8	2	8	3	5	4	7	6

# NSSC Attrition (continued)

Primary Reasons For Leaving:	Civil Service	Contractor	Total
Family or Health Reasons	0	6	6
Accepted Position Outside NSSC	6	18	24
Unhappy With Job	3	8	11
Returned To Previous Employer	3	11	14
Returned to School	0	7	7
Retirement	1	0	1
	<b>13</b>	<b>50</b>	<b>63</b>
	<b>12.8%</b>	<b>22.9%</b>	<b>19.7%</b>

<u>Organization</u>	<u>CS</u>	<u>SP</u>	<u>Total</u>
	<b>13</b>	<b>50</b>	<b>63</b>
Program Mngt	2	7	9
B&A	3	0	3
Customer Comm	2	0	2
HR	1	9	10
Proc	3	13	16
IT	0	12	12
Finance	1	4	5
Contact Center	0	5	5

# NSSC Staffing & Center Workforce Impacts

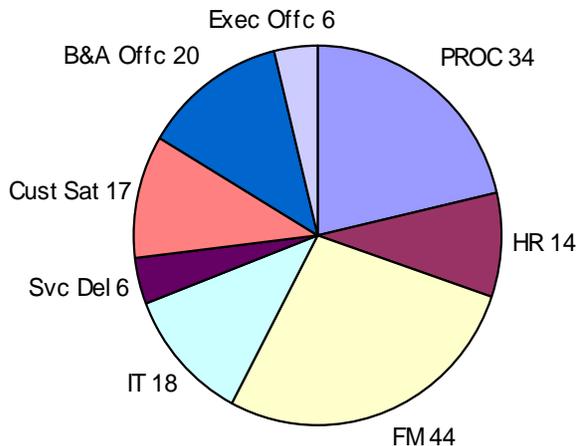
**Center FTP Reductions by FY**

CENTER	FTP Reduction	FY06	FY07	FY08
		cumulative -->		
ARC	10	5	8	10
DFRC	3	1	2	3
GRC	21	11	16	21
GSFC	36	21	31	36
HQ	8	4	6	8
JSC	20	12	16	20
KSC	11	6	9	11
LaRC	13	7	10	13
MSFC	33	21	29	33
SSC	4	2	3	4
<b>TOTALS</b>	<b>159</b>	<b>90</b>	<b>130</b>	<b>159</b>

**Center FTEs Impacted by Service**

CENTER	TOTAL	PROC	HR	FM	IT
ARC	20	3	7	10	
DFRC	7	2	3	2	
GRC	43	13	17	13	
GSFC	74	31	8	32	3
HQ	16	7	9	0	
JSC	39	11	7	21	
KSC	22	4	6	12	
LaRC	27	8	9	10	
MSFC	68	20	9	39	
SSC	8	1	4	3	
<b>TOTALS</b>	<b>324</b>	<b>100</b>	<b>79</b>	<b>142</b>	<b>3</b>

**NSSC Staffing Plan (159)**



**NSSC Staffing Plan (159)**

Svc Del	116	73%
PROC	34	
HR	14	
FM	44	
IT	18	
Mgmt	6	
Cust Sat	17	11%
B&A Offc	20	13%
Exec Offc	6	4%
<b>TOTALS</b>	<b>159</b>	

**324 Impacted FTEs**

**-159 Reductions**

**165 FTEs**

**available for redirection to other mission areas at the Centers**

*Based on 2003 NSSC Implementation Plan and associated backup materials*

## Managing the NSSC Portfolio

- Shared services is a proven strategy for providing more efficient and lower cost services for high-volume, transactional activities
- Shared services is also an effective model for improved performance of functions requiring a strong knowledge base
- Shared services is generally not a viable strategy for activities that must be performed onsite
- The NSSC portfolio includes three activities that require the NSSC to perform on-site activities at or close to Centers
  - Recruiting Logistics
  - Health Fairs
  - Award Ceremonies

## Managing the NSSC Portfolio (continued)

- The unit costs for the NSSC to perform these on-site services are high
  - Recruiting Events - \$8,097
  - Health Fairs - \$14,960
  - Award Ceremonies - \$32,193
- Centers and the Office of Human Capital Management agreed these high-touch activities would be returned to the Centers October 1, 2007
- Impact on Centers
  - Centers retained the resources and expertise for these functions
  - No Civil Service FTE's were transferred to the NSSC for these activities

## Transitioning Work Left Behind

- Work remains at the Centers when:
  - The focus is on designing the least offensive, not the most efficient, process
  - The NSSC is not given the necessary authority to handle failures, necessitating Center involvement in handling rework
  - Center employees who performed the work design the processes and objective, higher-level review is absent; this predictably results in work remaining at the Centers
  - The scope of the work was not clearly known or defined by functional representatives on the performance work statement team
  - Resources remain at the Center to handle Center-unique requirements; not part of the approved “standard” process
  - New systems do not deliver all the promised functionality
  - Work that must be performed at the Center is not identified. NSSC performance of on-site, Center activities is not efficient

## Transitioning Work Left Behind (continued)

- Re-evaluating Center/NSSC Roles
  - For transitioned activities - some work that could be performed by the NSSC left at the Centers and Headquarters (HQ)
    - » This is hindering Center and HQ efforts to achieve the savings originally projected. Some personnel are unavailable to be retrained and reassigned to “more mission critical areas”
    - » The NSSC is in the process of evaluating each transitioned activity and determining where HQ and Center involvement (approvals, coordination, etc.) can be eliminated or at least significantly reduced
  - Based on the lessons learned in this regard, the NSSC is paying particular attention to remaining activities to assure residual tasks are limited to only those that **must** be performed by HQ and Center employees

## NSSC Plan to Absorb Expanded Tasks

The following activities have been evaluated or are being evaluated and the NSSC will work to transition residual tasks by the end of the Fiscal Year

Activity	Residual Task Description
Travel Voucher Processing	Resolution of Voucher Failures Resolution of Unvouchered Obligations Processing Travel Overpayments
Payroll, Time & Attendance Processing	Employee Express assistance Resolution of pay & leave processing issues Coordinate Student Loan Repayment processing Other miscellaneous T&A processes
Training Registration & Reimbursement	Eliminate Center Training Office (CTO) on 1735 Routing (SATERN) approval Eliminate CTO on reimbursement approval Eliminate CTO on modification approval

## Balanced Scorecard

### Customer Confidence & Loyalty

- KG » Increase customer and stakeholder awareness**
- KG » Increase Customer Satisfaction**
- KG » Anticipate and develop solutions that benefit the Agency**

### Unparalleled Service

- JS » Excel at recovery**
- JS » Meet/exceed targets for performance**
- JS » Make it easy to do business with the NSSC**

### Financial Performance

- RD – Deliver Cost Savings to Agency**
  - » Direct and Indirect Costs
  - » Framework and Tools
  - » Chargeback Model Understood
  - » New Business – ROI

### Investing in Employees

- RA – Attract, develop, & retain a high-quality, diverse workforce**
  - » Recruitment
  - » Training and development
  - » Work-life balance
  - » Awards

# Balanced Scorecard Update

- Customer Confidence and Loyalty
  - Results of FY07 transition activities baseline survey completed and briefed March 15, 2007
  - FY06 transitioned activities baseline survey completed; results due September 1, 2007
- Financial Performance
  - Baseline payback target adjusted to 3.6 years
  - On track to exceed goal of reducing the ratio of direct to indirect costs by 2% by September 30, 2007
  - Chargeback System briefed to Agency March 6, 2007, at Budget Kickoff meeting
  - Four New Business activities approved to date
- Unparalleled Service
  - 89% of SLIs met/exceeded
  - Reports added to Business Intelligence DataMart for Travel, Grants, and Help Desk Tickets.
  - Quality reports added to Business Intelligence DataMart for Travel and Grants.
  - Service Recovery Program initial training; 46% of NSSC workforce trained; target date for completion is August 2007
  - 84% of processes reviewed and validated
  - New Customer Service Portal deployed March 12, 2007
  - Training Purchases Status Web deployed March 7, 2007
- Investing in Employees
  - Implemented a student/feeder employment program; agreements with 19 colleges/universities
  - NSSC Employee Satisfaction Survey completed April 20, 2007

# NSSC Employee Satisfaction Survey Action Plan

- Top 4 Issues
  - Significant interest in varied compressed work schedules
  - Employees want better career path and development, and training opportunities
  - Desire for better communication from management and within the organization and involvement in decision making
  - Employees are concerned about stress, inadequate staffing levels, and work/life balance
- Action Plan is being developed to address key issues identified in survey
  - Employee Satisfaction Focus Team held initial meeting
  - Moved immediately to increase work schedule options
    - » NSSC will offer a compressed work schedule
    - » HR reviewed options and is working with CS&CO to communicate the policy
  - Incorporating suggestions from an assessment of NSSC environment and culture and fit within NASA, conducted by Dr. Elizabeth Harwood in May 2007

# Return-on-Investment Status

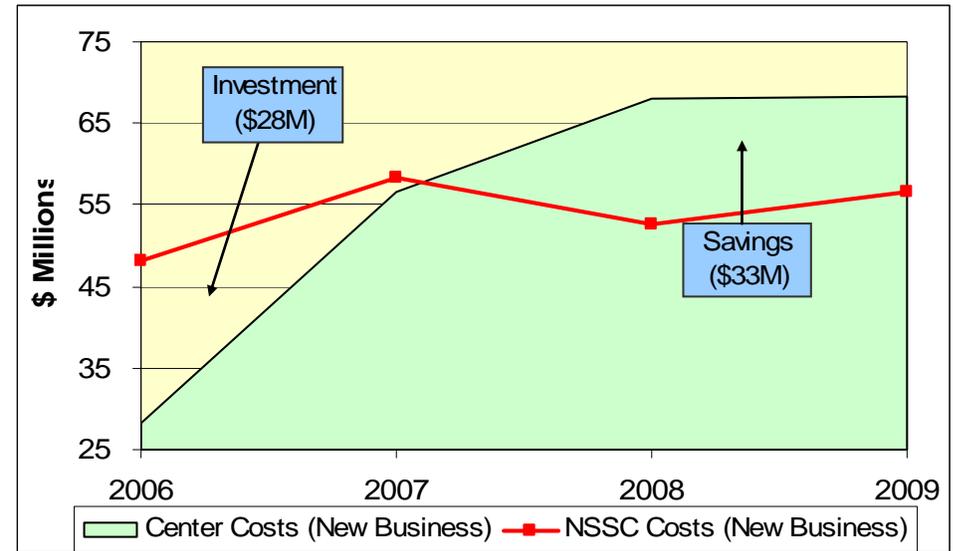
## NSSC and Center Projected Costs Apr-07

	2006	2007	2008	2009
Center Costs FY02 Center Provided	\$ 28.1	\$ 55.2	\$ 64.0	\$ 67.1
Center Costs FY02 w/New Business	\$ 28.1	\$ 56.5	\$ 68.1	\$ 68.3
NSSC (Full Costs)	\$ 30.0	\$ 49.7	\$ 51.7	\$ 55.8
NSSC (Full Costs) w/New Business	\$ 30.0	\$ 50.5	\$ 52.7	\$ 56.6

<b>Agency Savings</b>	\$ (1.8)	\$ 6.0	\$ 15.5	\$ 11.8
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\$Millions

<b>Start Up Funding</b>	\$ 18.1	\$ 7.9		
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	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Annual Savings	\$ (19.9)	\$ (1.9)	\$ 15.5	\$ 11.8	\$ 12.2	\$ 12.7	\$ 13.2	\$ 13.8	\$ 14.3	\$ 14.9
Cumulative Savings		\$ (21.8)	\$ (6.3)	\$ 5.4	\$ 17.7	\$ 30.4	\$ 43.6	\$ 57.4	\$ 71.7	\$ 86.6

<b>NPV (\$M)</b>	<b>\$71.1</b>
<b>Payback Period</b>	<b>3.54</b> Years
<b>Internal Rate of Return</b>	<b>42%</b> Over 10 years

For a 10 year period escalated savings at 4%, discounted at 2.5% (per Implementation Plan).

Drivers		Impact				
Date	Description	NPV (\$M)	Payback (# years)	IRR (10 yrs)	Savings (\$M)	Break Even Date*
Apr-05	Pre-Katrina Initial Calculation	81.1	2.69	61%	NA	08-Jun-08
Feb-06	Post-Katrina Adjustment	79.6	2.83	66%	95.3	29-Jul-08
Apr-07	Approved New Business+\$26M Start Up Funding	71.1	3.54	42%	86.6	15-Apr-09

\*From 1 Oct 05. Official NSSC baseline Break Even Day is 15 Apr 09

# Service Delivery Update

Joyce Short  
NSSC Deputy Director

# Accounts Payable, Accounts Receivable, FM 224 Transition Update

Cathy Claunch, Deputy CFO, Johnson Space Center,  
and Project Manager, AP/AR/FMS224 Transition Team

# Performance

## Performance Overview

- Performance against Balance Scorecard: Green
  - 89% met or exceeded Service Level indicators
- April 2007 Performance
  - 14 of 15 Indicators are green
  - 7 are at 100%
  - 6 are at or above 95%
  - Customer Satisfaction
    - » 95% are satisfied or very satisfied with Contact Center service
    - » 91% are satisfied or very satisfied with Domestic Travel service

# Scorecard – April Overall

Activity	APRIL
Payroll	G
Domestic Travel	G
Foreign Travel	G
PCS (6) Travel	G
PCS (15) Travel	G
PCS (30) Travel	G
Agency Honor Awards	G
Off-site Training	G
SES Appointments	G
PCS Relocation Assistance	R
New Hire In-Processing	G
Grants	G
SBIR / STTR	
Initial Call Resolution	G
Call Response Rate	G
Website Availability	G

Legend:

- Met or Exceeded SLA
- 0 – 5% of stated target SLA
- >5% of stated target SLA

# Scorecard – By Center for April

Activity by Center	ARC	DFRC	GRC	GSFC	HQ	JSC	KSC	LaRC	MSFC	NSSC	SSC
Payroll	G	G	G	G	G	G	G	G	G	G	G
Domestic Travel	G	G	G	G	G	G	G	G	G	G	G
Foreign Travel	G		G	G	G	G	G	G	G		
PCS (6) Travel		G	G	G	G	G	G	G	G	G	G
PCS (15) Travel		G	G	G	G	G	G	G	G	G	G
PCS (30) Travel			G			G					
Agency Honor Awards		G	G	G	G	G	G	G	G	G	G
Off-Site Training	G	Y	G	G	Y	G	G	G	G	G	G
SES Appointments			G	G		G			G		
PCS Relocation Assistance		R	R	R		R	R	R	R	R	R
New Hire In-Processing	G	G	G	Y	Y	G	G	Y	G	G	
Grants	G		G	G	G	G	G	G			
SBIR / STTR											
Initial Call Resolution	G	G	G	G	G	G	G	G	G	G	G
Call Response Rate	G	G	G	G	G	G	G	G	G	G	G
Website Availability	G	G	G	G	G	G	G	G	G	G	G

# Scorecard – By Month

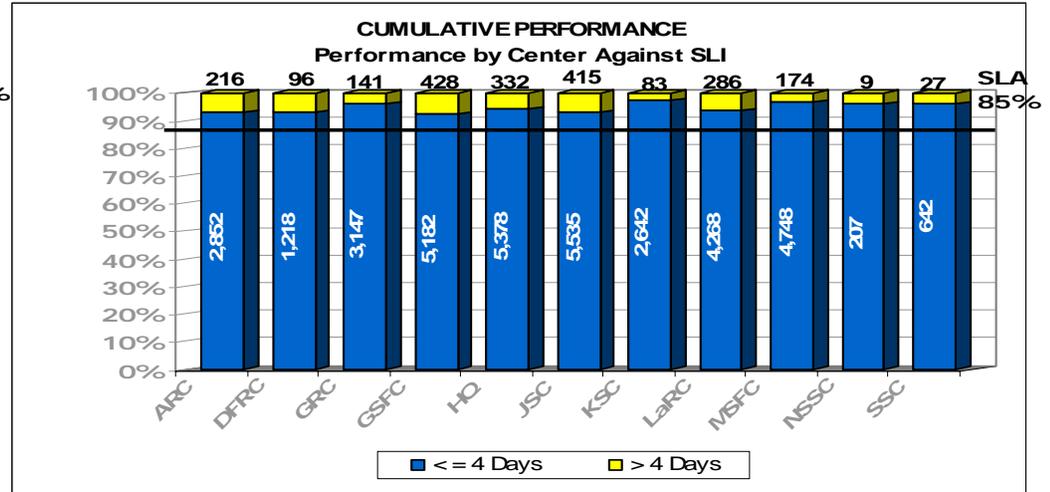
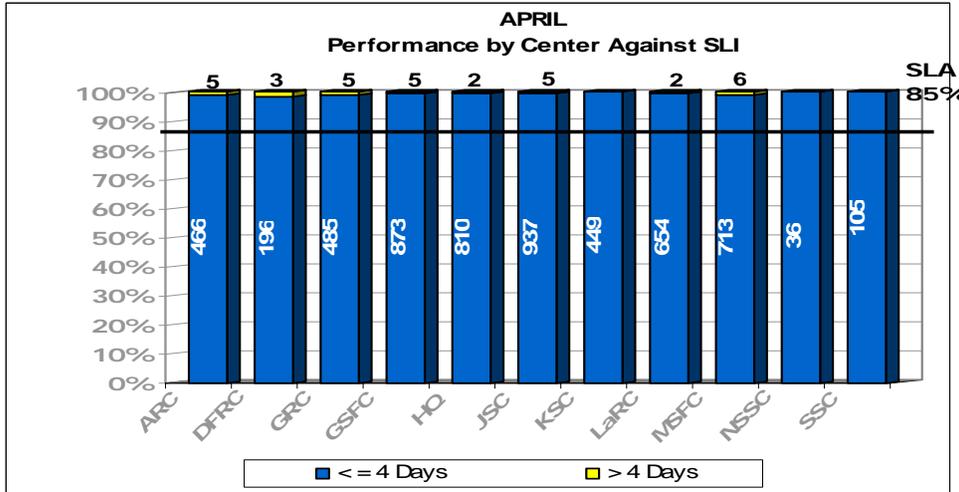
Activity by Month	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Payroll	G	G	G	G	G	G	G					
Domestic Travel		G	G	R	G	G	G					
Foreign Travel		G	R	G	G	G	G					
PCS (6) Travel		G	G	G	G	G	G					
PCS (15) Travel		G	G	G	G	G	G					
PCS (30) Travel		G	G	G		G	G					
Agency Honor Awards	G	G	G	G	G	G	G					
Off-site training	G	G	G	G	G	G	G					
SES Appointments	R	G	G	G	G	G	G					
PCS Relocation Assistance	R	R	R	R	R	R	R					
New Hire In-Processing				R	G	G	G					
Grants			G	G	G	G	G					
SBIR / STTR			G	G								
Initial Call Resolution	G	G	G	G	G	G	G					
Call Response Rate	G	G	G	G	G	G	G					
Website Availability	G	G	G	G	G	G	G					

# Domestic Travel

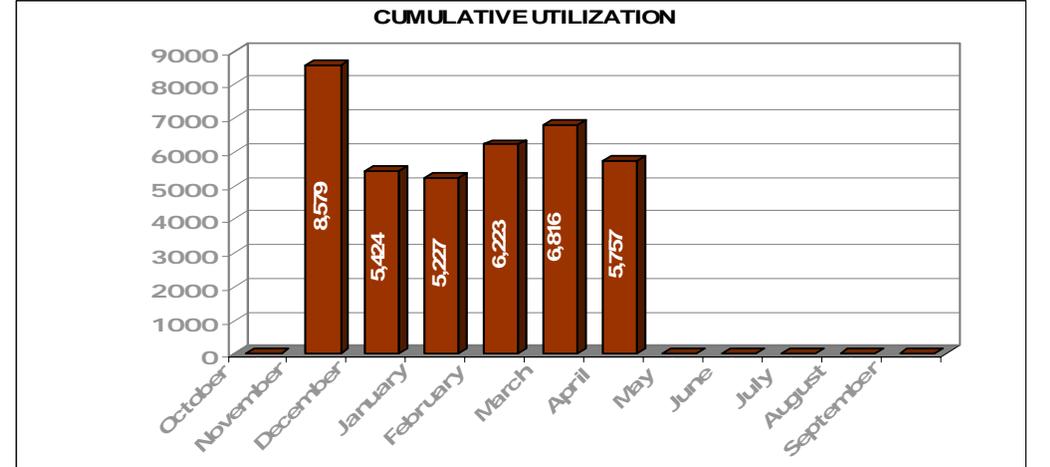
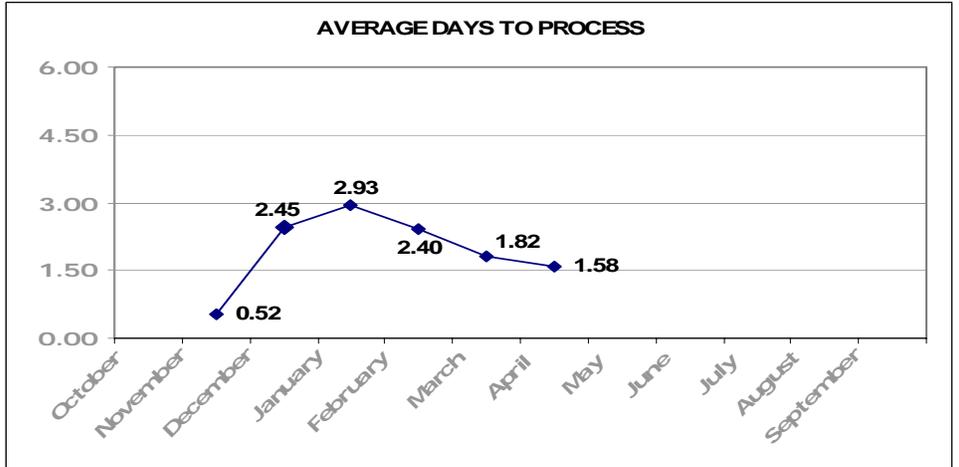
## DOMESTIC TRAVEL

### Service Level Indicator:

Validate and process 85% of domestic travel vouchers within 4 business days of receipt of a complete voucher (including adequate funding).



Goal	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JLY	AUG	SEPT
85%		99.91%	89.64%	75.91%	95.07%	99.44%	99.43%					



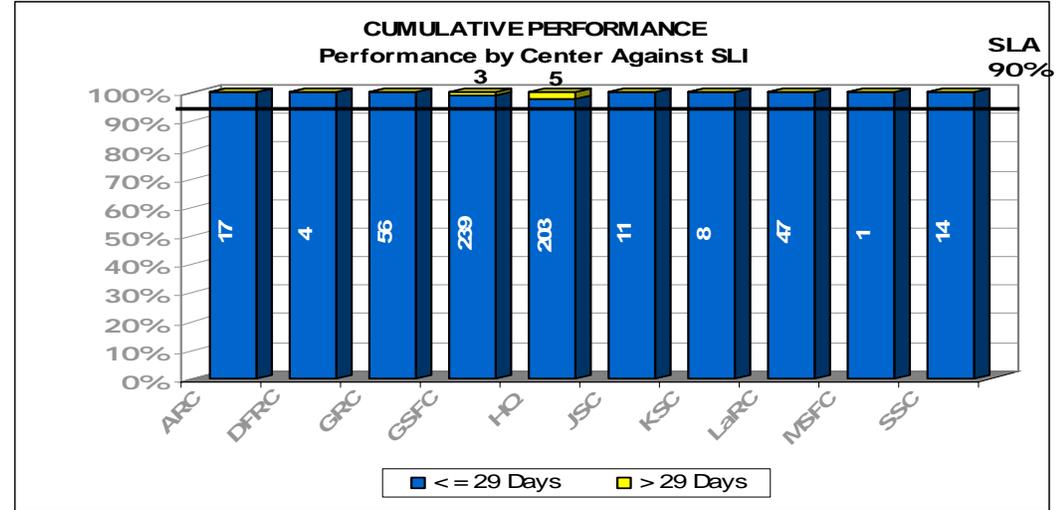
### Assessment:

# Grants & Cooperative Agreements

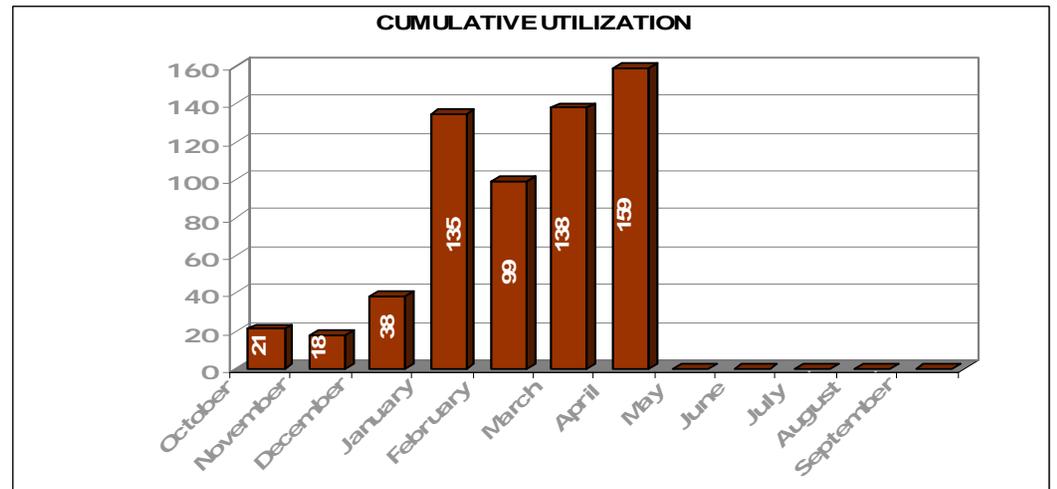
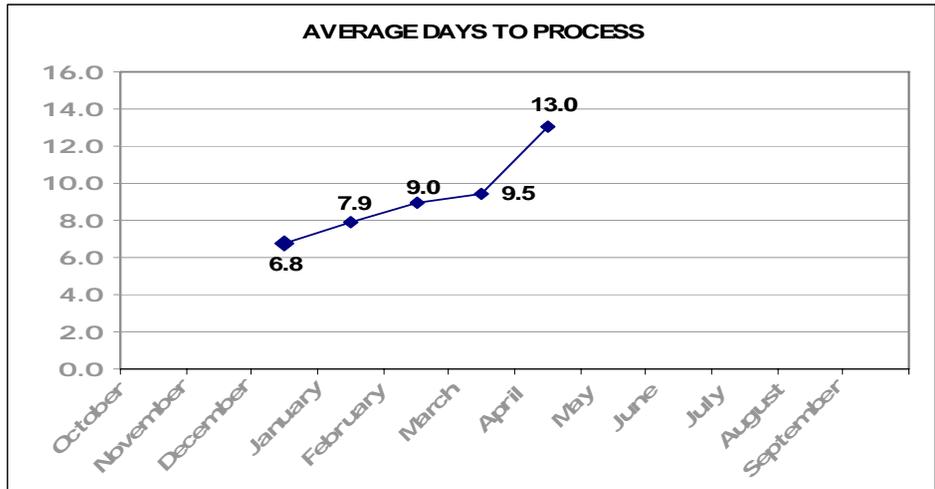
## GRANTS & COOPERATIVE AGREEMENTS

### Service Level Indicator:

90% of Award packages prepared within 29 calendar days of receipt of the completed requirements package



Goal	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JULY	AUG	SEPT
90%	100.00%	100.00%	100.00%	100.00%	100.00%	97.10%	97.48%					



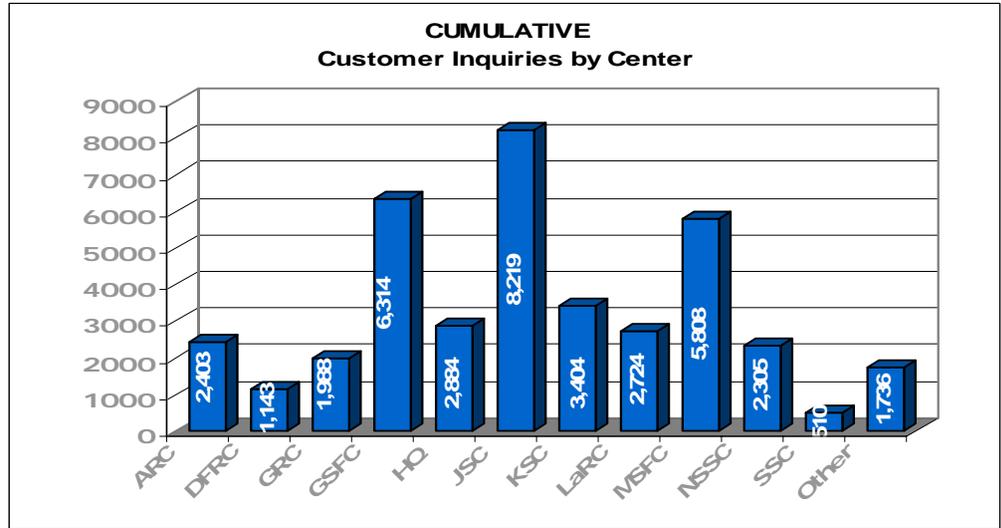
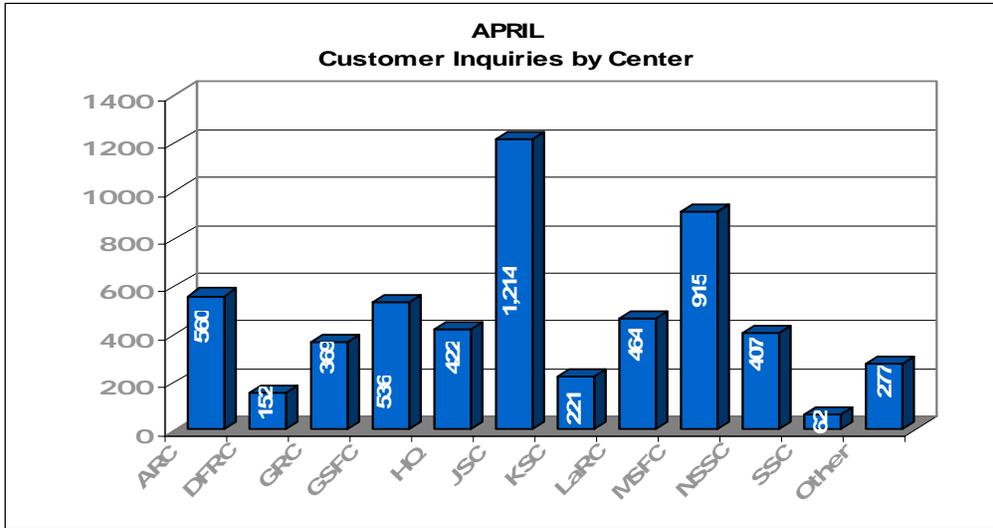
### Assessment:

"In addition to the 159 awards in April, NSSC is administering over 1300 active grants."

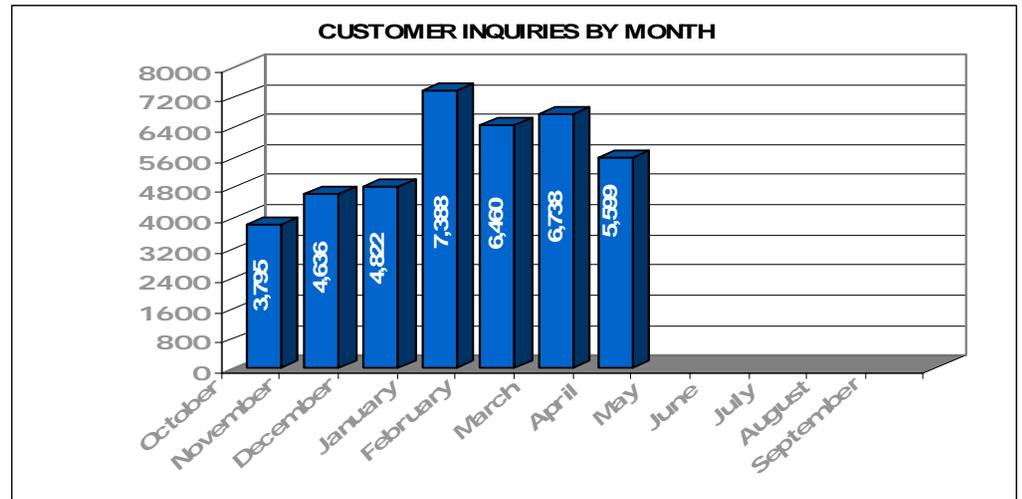
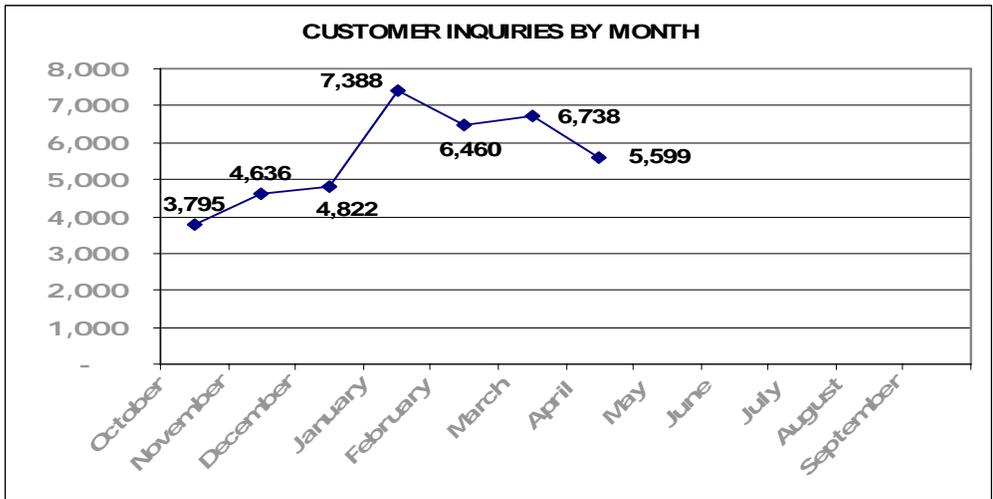
# Inquiries Received by Centers

## CUSTOMER INQUIRIES

Customer Inquiries Received by Center



Goal	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JLY	AUG	SEPT
	3,795	4,636	4,822	7,388	6,460	6,738	5,599					

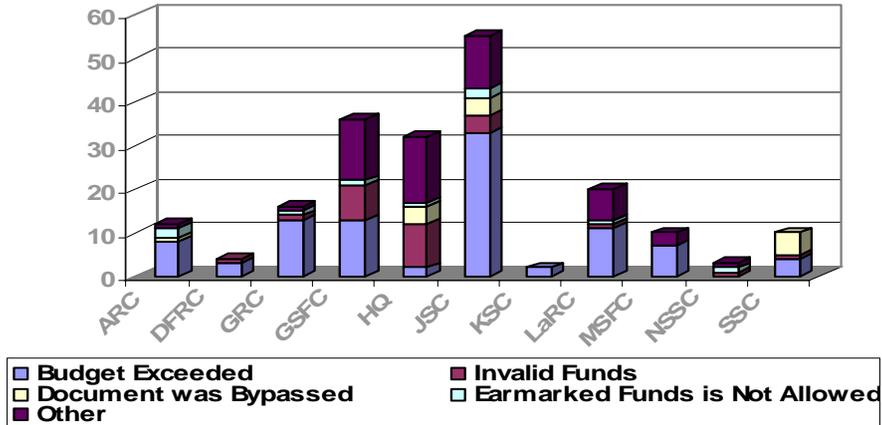


**Assessment:**

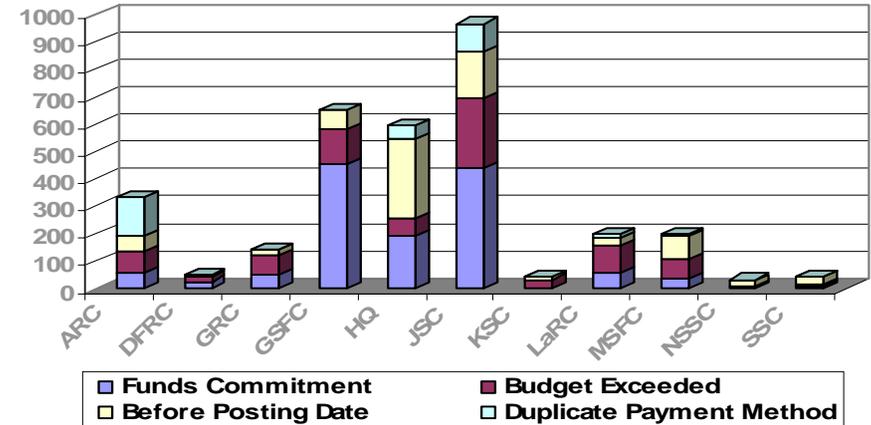
# Domestic Travel

## QUALITY MEASUREMENTS

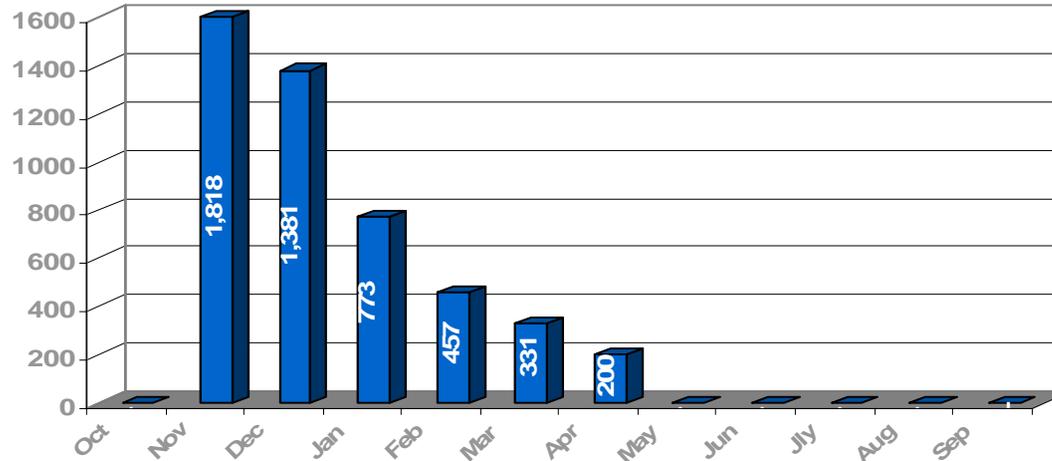
April - FY 2007 Domestic Travel Voucher Failure By Type



Cumulative - FY 2007 Domestic Travel Voucher Failure By Type



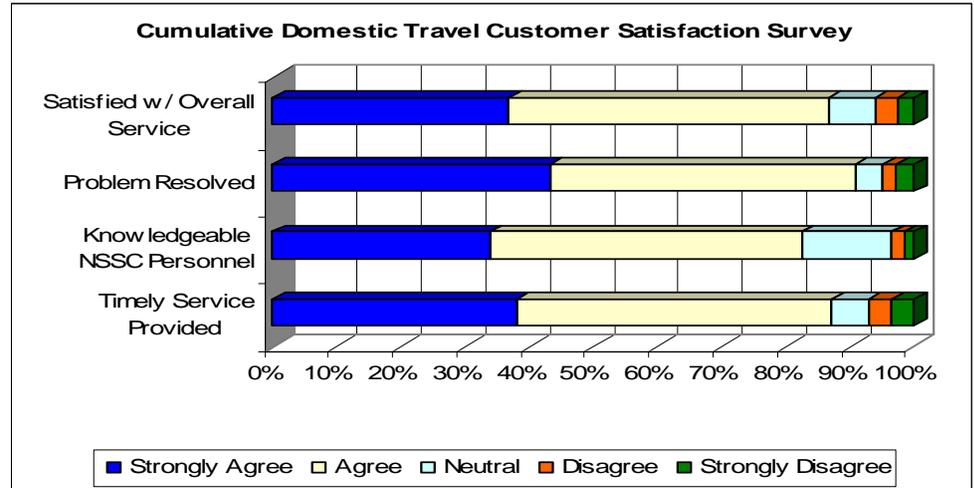
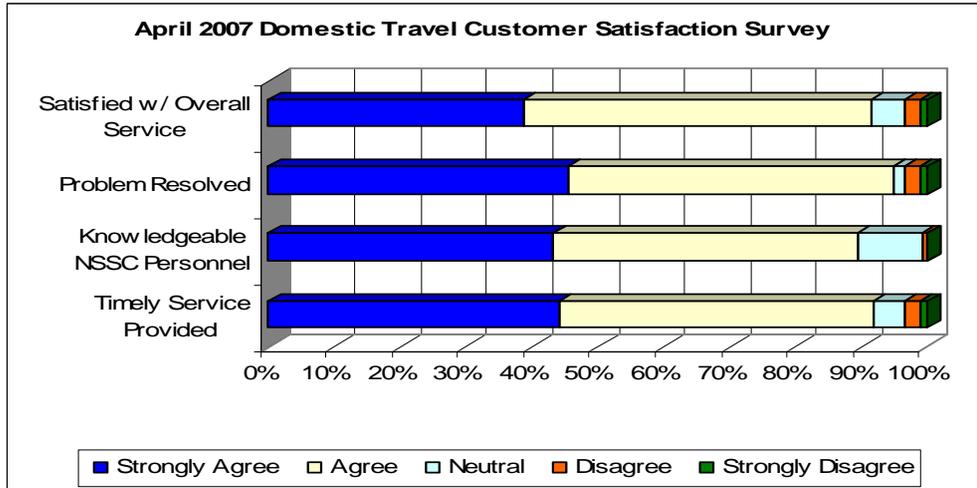
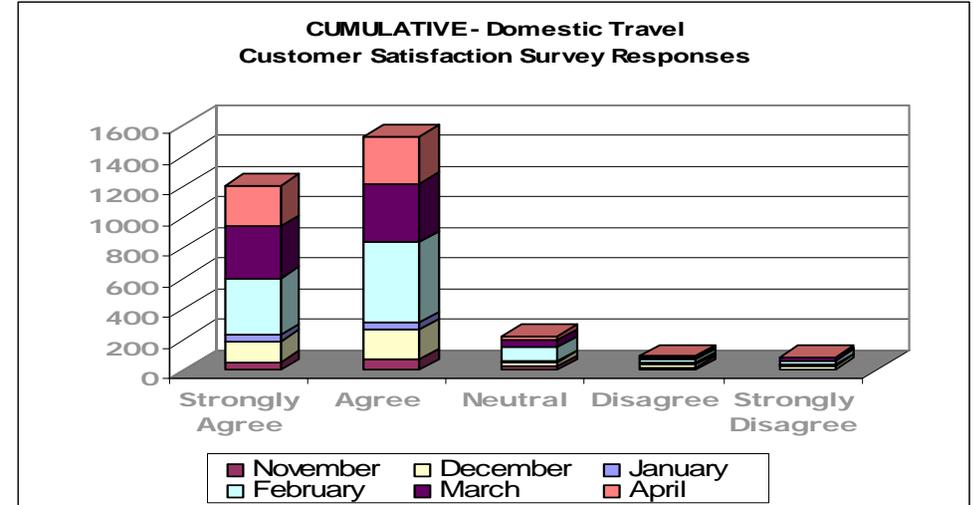
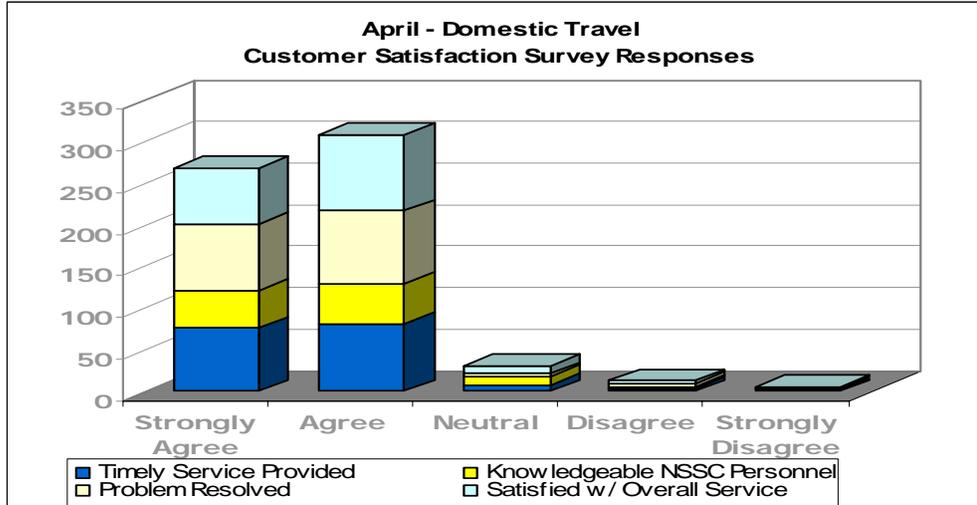
Domestic Travel Voucher Failures Cumulative - FY 2007



3.5% Failure rate for the Domestic Vouchers processed for the month of April. Thank you to our customers for assisting in reducing the failure rate below the target goal of 5%.”

# Domestic Travel

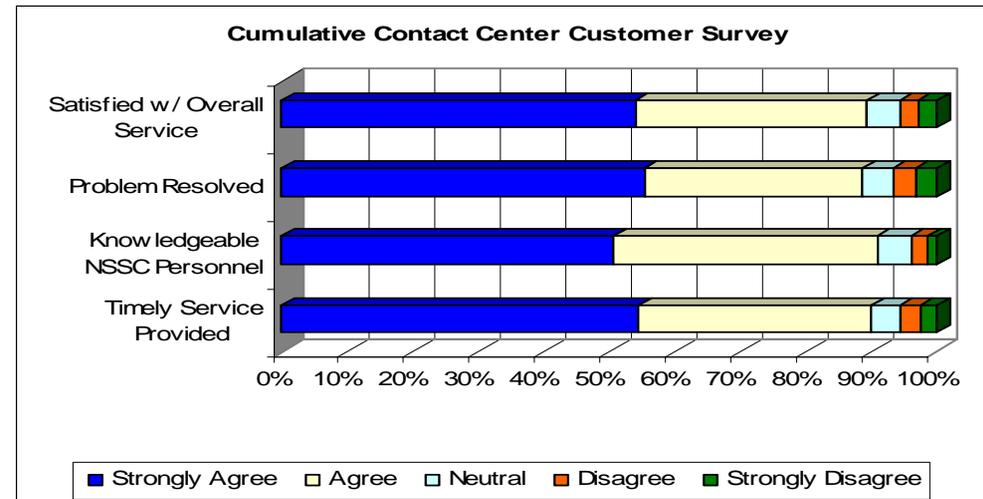
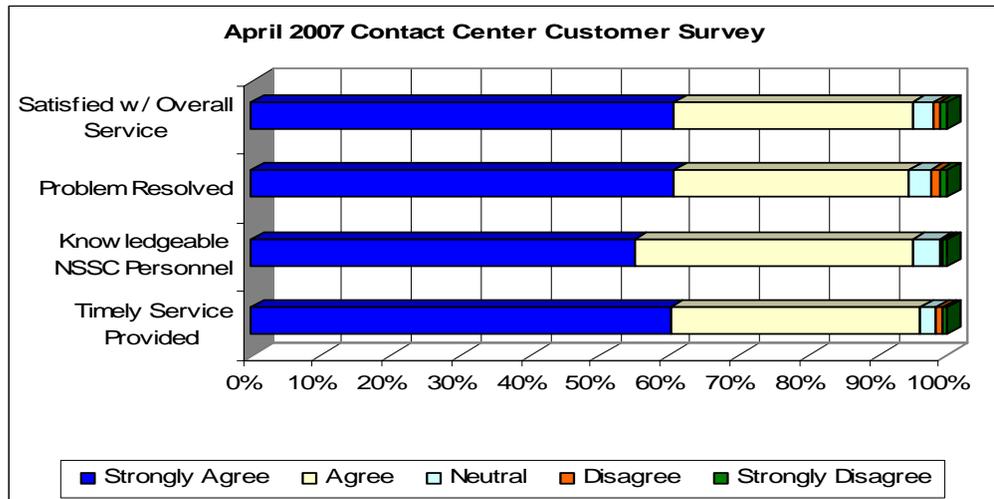
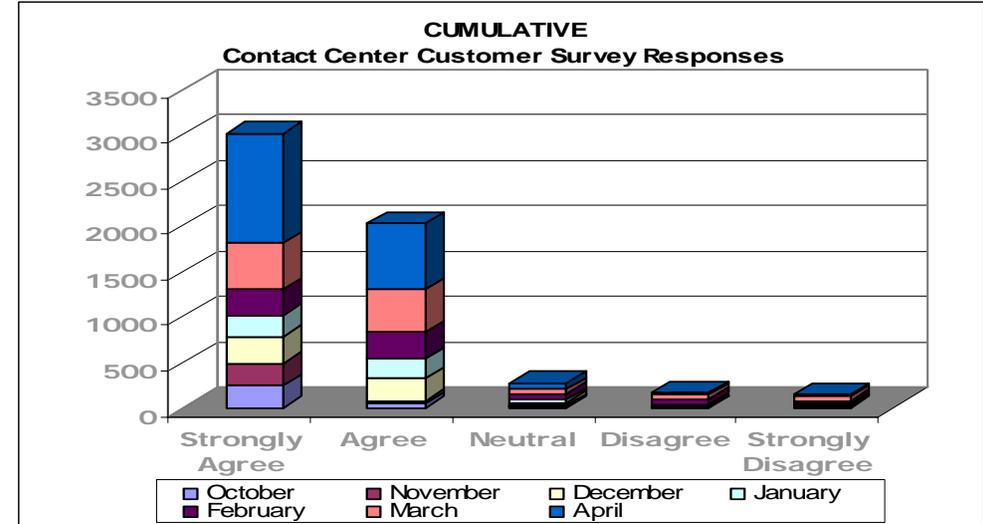
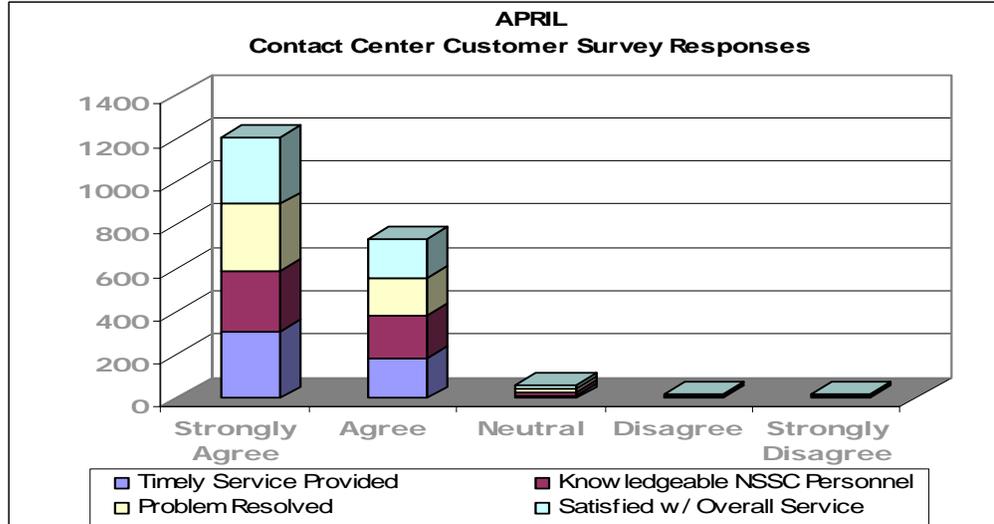
## CUSTOMER SATISFACTION SURVEY



**Assessment:**

91.33% of randomly selected customers "agree" or "strongly agree" that they were satisfied with the overall service of the NSSC  
 94.88% of randomly selected customers "agree" or "strongly agree" that their problem was resolved to their satisfaction

## CUSTOMER SATISFACTION SURVEY



**Assessment:**

95.09% of randomly selected customers "agree" or "strongly agree" that they were satisfied with the overall service of the NSSC

94.53% of randomly selected customers "agree" or "strongly agree" that their problem was resolved to their satisfaction

# NSSC Transition Update

## Fiscal Year (FY) 2007 Transitions to the NSSC

### October 2006 (3)

- PR: Wave II Grants and Cooperative Agreements (ARC, GRC, JSC, LaRC, KSC, MSFC)
- HR: PCS/TCS Relocation Services
- HR: SATERN Systems Administration

### January 2007 (3)

- FM: Extended TDY Assistance
- HR: New Hire, Transfer & Reassignment In-Processing
- HR: Recruiting Event Logistics

### June 2007 (1)

- FM: Agency Travel/Fleet Card Processing

### July 2007 (5)

- HR: HR & Training Website Development and Maintenance
- HR: HR & Training Information Systems (Report Prep & User Support)
- HR: Processing Training Notices and Training Data Entry
- HR/FM: Agency Leave Donor and Advanced Sick Leave Program
- PR: On-site Training Purchases

### August 2007 (3)

- HR: **SES CDP Mentor Appraisals**
- HR: eOPF Maintenance
- IT: Agency eForms Support

## FY 2008 Transitions to the NSSC

### October 2007 (1)

- PR: SBIRs/STTRs Wave II (MSFC, GRC, JSC, KSC, LaRC, JPL/NMO)

### November 2007 (2)

- FM: Accounts Payable Wave I (MSFC, GRC, JSC, SSC) (Under Review)
- FM: Accounts Receivable Wave I (MSFC, GRC, JSC, SSC) (Under Review)

### January 2008 (6)

- HR: Benefits Processing
- HR: Personnel Action Processing
- FM: Accounts Payable Wave II (KSC, LaRC, ARC, DFRC) (Under Review)
- FM: Accounts Receivable Wave II (KSC, LaRC, ARC, DFRC) (Under Review)

### March 2008 (2)\*

- FM: Accounts Payable Wave III (GSFC)
- FM: Accounts Receivable Wave III (GSFC) (Under Review)

### April 2008 (1)\*

- FM: FMS 224 (Under Review)

\* Expect a revised AP/AR/FMS 224 Transition Schedule

## NSSC Transition Schedule Changes

- **HR & Training Website Development and Maintenance** was delayed from June to July to work firewall issues with JSC
- **eOPF Maintenance** accelerated from January 2008 at OHCM request to align with NASA's roll-out of the OPM provided eOPF System; the phased roll-out was to begin in June (GSFC) but has slipped to August 2007
- **Agency Leave Donor and Advanced Sick Leave Program** was delayed from June to July due to coordinating policy changes with OHCM
- **SES Rank Awards** will remain at Centers; SES Candidate Development Program mentor appraisals will transition to NSSC
  - 50% drop in projected utilization for CDP Appraisal versus Rank Awards
  - NSSC will contract resources in this area to offset loss revenue
  - No additional cost to Centers



# Project/Program Updates

## “Service Recovery” Update

- Course content and training material developed April 2007
- 4-hour Coach training session conducted May 2007
  - 12 Service Provider and NASA Coaches
- 1-hour Supervisor and Leads training session conducted May 2007
  - 38 Service Recovery Leaders to sustain and institutionalize Service Recovery
- 2-hour employee training sessions May – August 2007
  - 49% of NSSC NASA employees trained
  - 45% of SP employees trained
- 15-minute Service Recovery Overview added to new employee orientation effective May 2007
- Mandatory 2-hour Service Recovery training for new employees effective June 2007

# NSSC Quality Control Plan

# Quality Control Plan

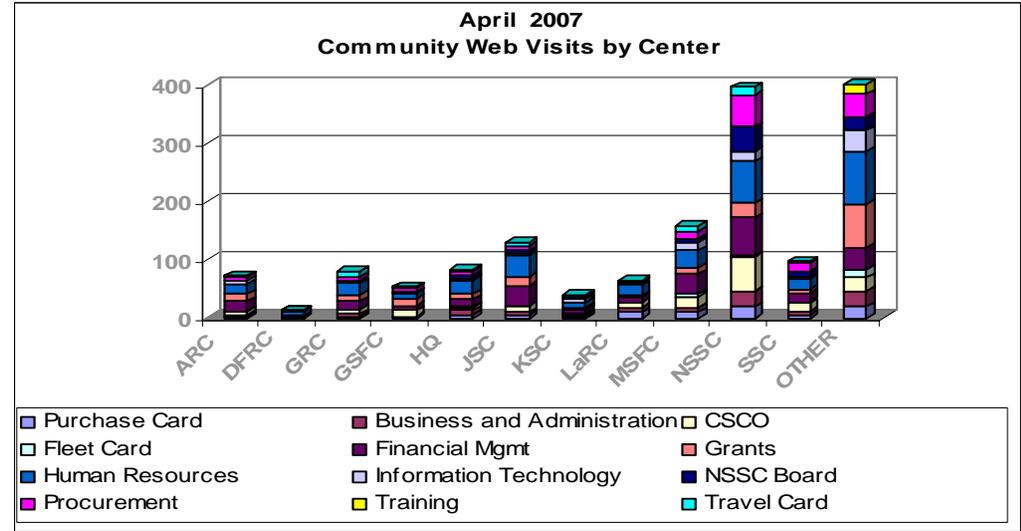
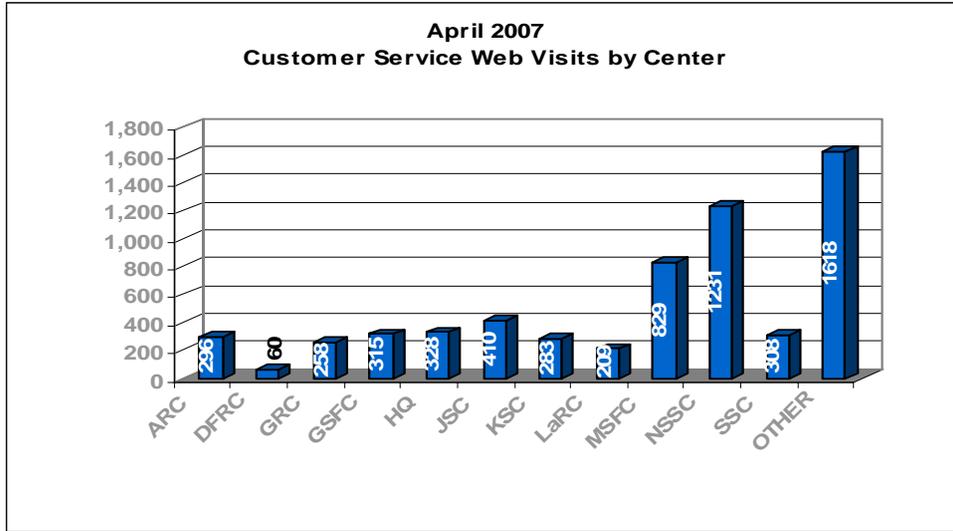
- Phase 1 implemented
  - Processes are reviewed and validated after transition for adequacy
  - Quality reports added to NSSC Business Intelligence DataMart for Travel and Grants
  - QA (Post delivery auditing) activities are taking place for high risk financial processes (Vouchers and Grants, etc.)
  - Significant measuring and monitoring is in place reducing the risk of passing on defects to external customers
- Phase 2 (Next Steps)
  - Train employees on the basics of Quality
  - Communicate our commitment to Quality
    - » External: Customer Service Web Quality Policy
  - Formalize less formal control processes
    - » Tighten documentation
  - Conduct a failure analysis for other high volume activities
  - Implement NSSC Quality Incentive Plan in FY08

# New NSSC Customer Service Web

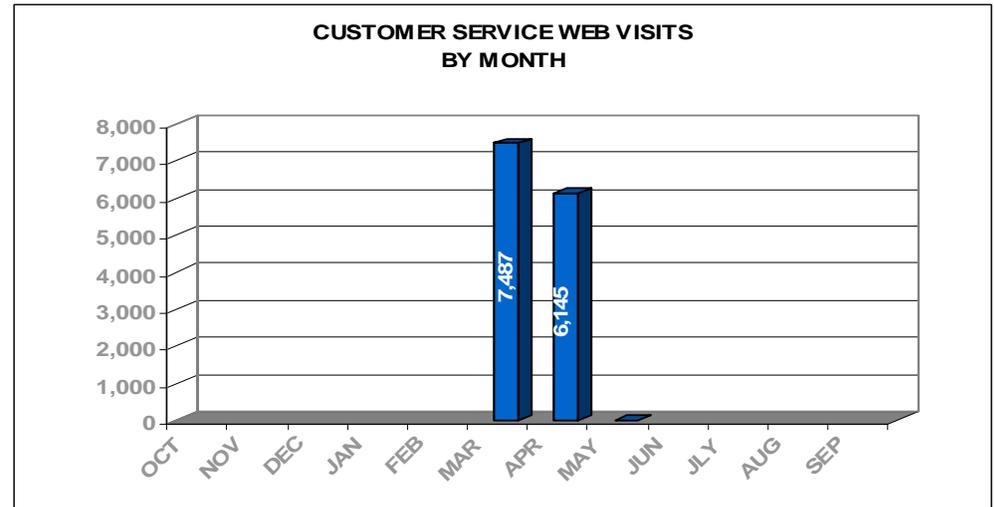
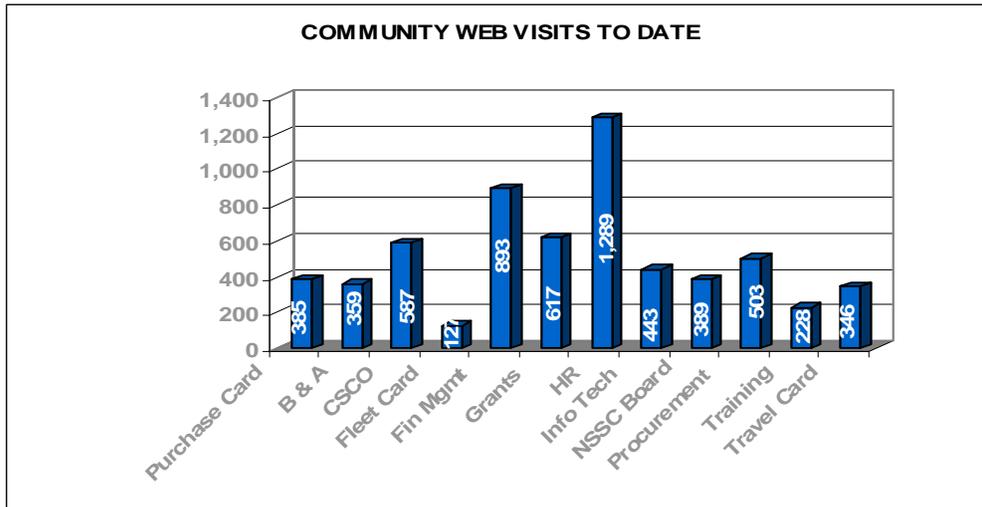
# New Customer Service Web Visits By Center

## CUSTOMER SERVICE WEB VISITS

Service Level Indicator Website Availability: 100% availability



Website Availability	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JLY	AUG	SEPT
99.5%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%					
Website Developed/Maintained	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JLY	AUG	SEPT
	1,308	1,259	1,862	2,273	2,302	2,444	2,436					



# FY08 NSSC Quality Incentive Program (NQIP)

## NQIP Update

- NQIP plan developed
- Transitioned activities impacted by NQIP
  - Travel Voucher Processing
  - Training Purchases
- 100% elimination of errors is cost prohibitive; the goal of the NQIP is to manage errors within 5%; the goal will be included in the FY08 Service Level Agreement as the Quality Incentive Goal (QIG)
  - Centers with a rework percentage less than 5% for a given activity would not be charged for rework for that month
  - Centers with a rework percentage greater than 5% for a given activity would be charged for Center caused rework above the QIG for that activity for the month

## Travel Voucher Processing Example Chart

- An example of the NQIP rework billing for Travel Voucher Processing using 2007 actual data with 5% as the Quality Incentive Goal

	ARC	DFRC	GRC	GSFC	HQ	JSC	KSC	LaRC	MSFC	SSC	Totals / Average
Total Vouchers	392	222	360	1168	1130	854	237	620	495	67	5578
Center Rework	27	33	20	218	89	84	9	59	29	8	580
% Failures	6.9%	14.9%	5.6%	18.7%	7.9%	9.8%	3.8%	9.5%	5.9%	11.9%	9.7%
Billable Rework (>QIG)	1.9%	9.9%	0.6%	13.7%	2.9%	4.8%	0.0%	4.5%	0.9%	6.9%	
Rework Cost (QIG=5%)	\$518	\$1,533	\$140	\$11,172	\$2,275	\$2,891	\$0	\$1,960	\$298	\$326	\$21,277

# Domestic Travel Failure Analysis Update

## Domestic Travel Failure Analysis Update

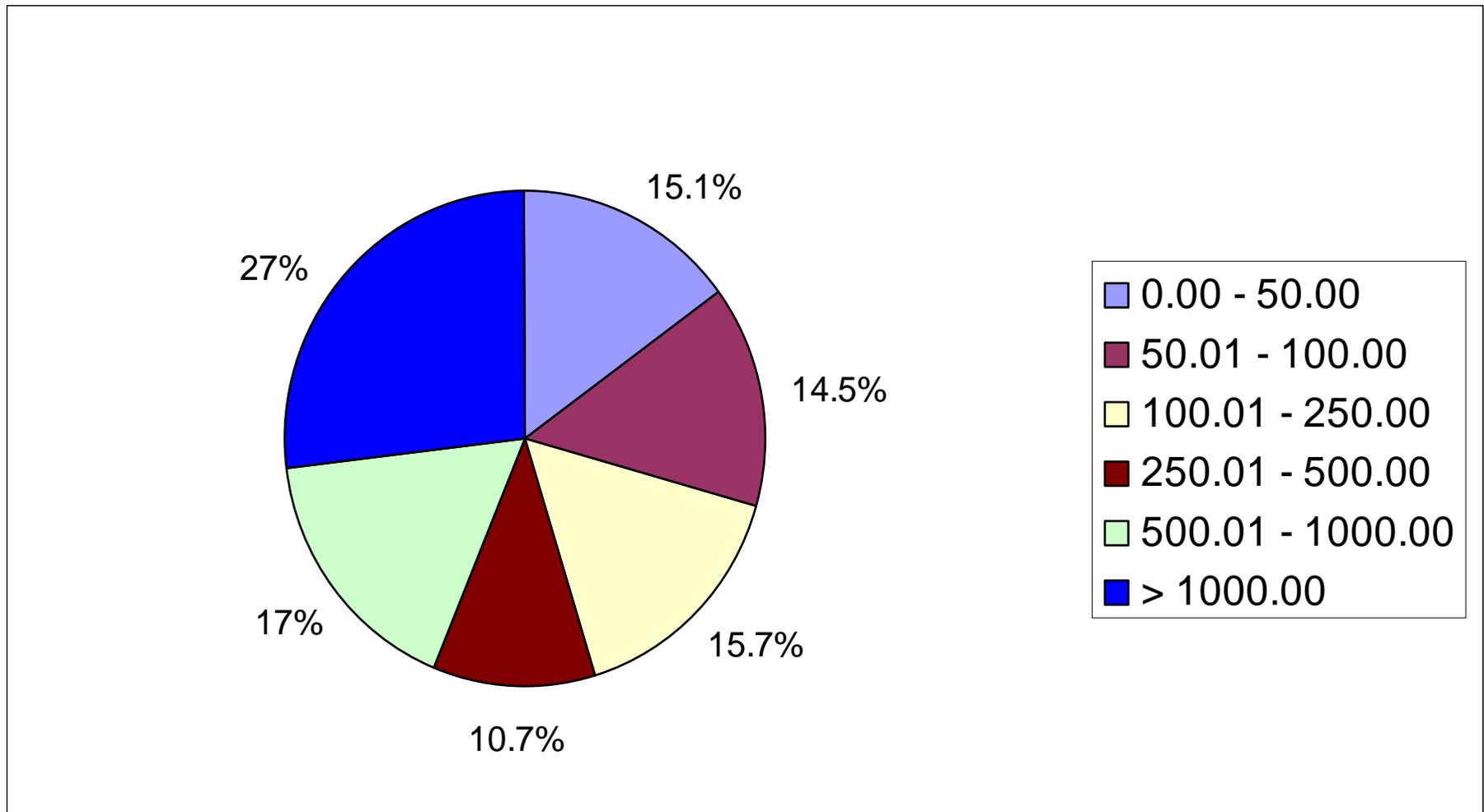
- Conclusions from December 2006 Failure Analysis
  - The 100% prepayment review is costly
    - » The payoff from prepayment review is miniscule – less than 1%
  - The rework is costly
  - Minimizing travel voucher rework should be a high priority for NSSC and Centers
  - January SAP CR's should significantly reduce the “systems date error” rework
- Actions
  - Eliminated the NSSC prepayment review
  - Added rework to OCFO and NSSC recurring reports to Centers
  - IEMP Competency Center fixed SVU errors generating rework
  - Centers focused on reducing rework
  - Rework reduced to 3.5% in April 2007 from 25% in December 2006

## Domestic Travel Failure Analysis Update (continued)

- Redirecting Center resources to increase review and validation of authorizations is not the optimum solution
- Travel work remaining at the Centers should be transitioned to NSSC where it makes sense
- NSSC should be granted bounded authority to handle common voucher failures

# Domestic Travel Failure Analysis December 2006 Data

Funding: Exceeded Budget  
Percent of \$'s exceeded budget



## Service Delivery Challenges

- AP/AR/FMS224 Transition
- SAP EOY
- Staffing
  - Attracting talent to the Post-Katrina Gulf Coast
  - Attrition
- Cost Containment
- Cultural Changes
  - Business acumen
  - Fiscal and process discipline
  - A new level of accountability
  - Visibility

# RUNNING THE TABLE

## WHAT IT TAKES TO DELIVER UNPARALLELED SERVICE



# Business & Administration Update

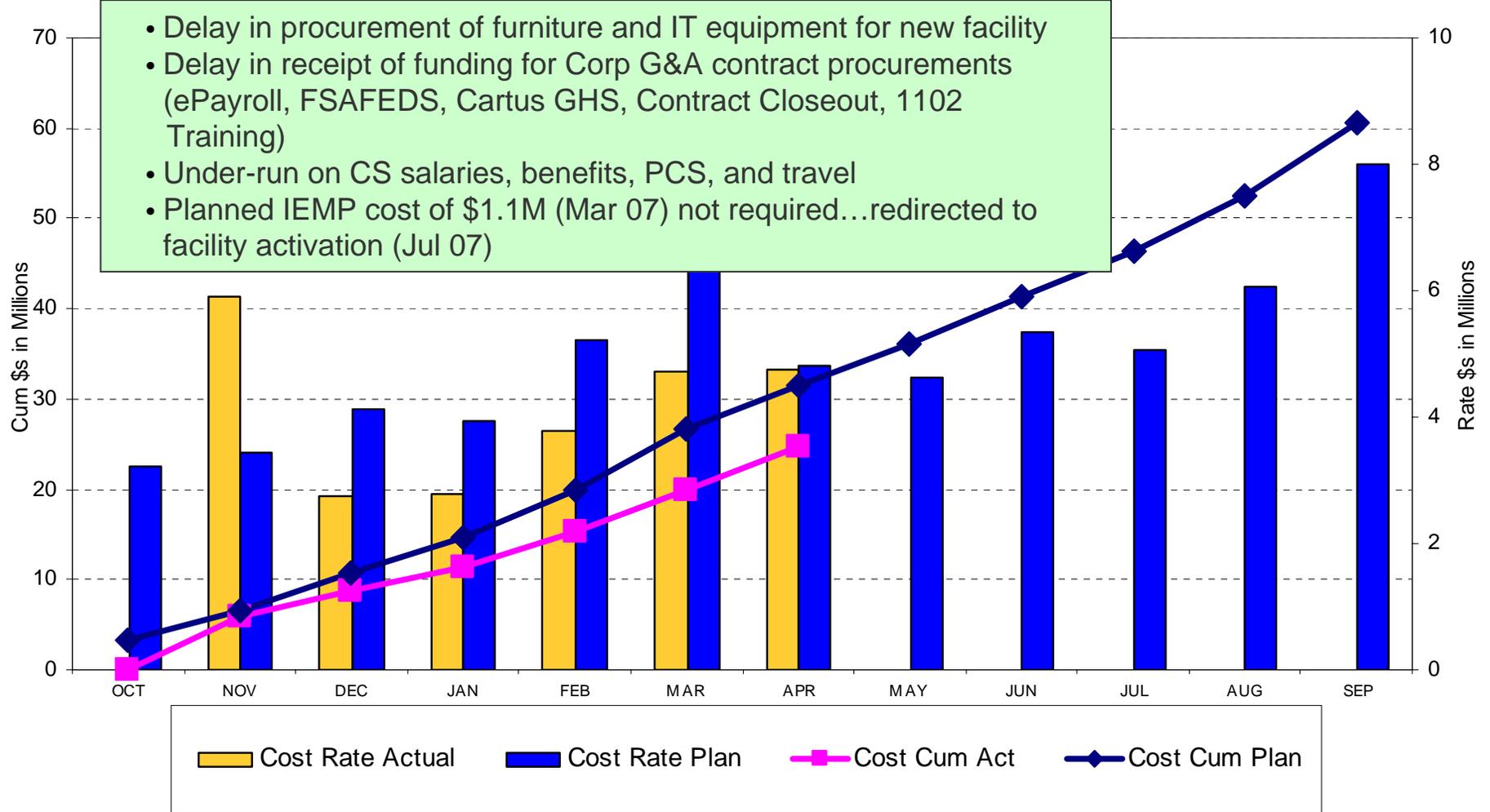
Becky Dubuisson  
Director, Business & Administration (Acting)

# FY07 Performance

## FY07 Status

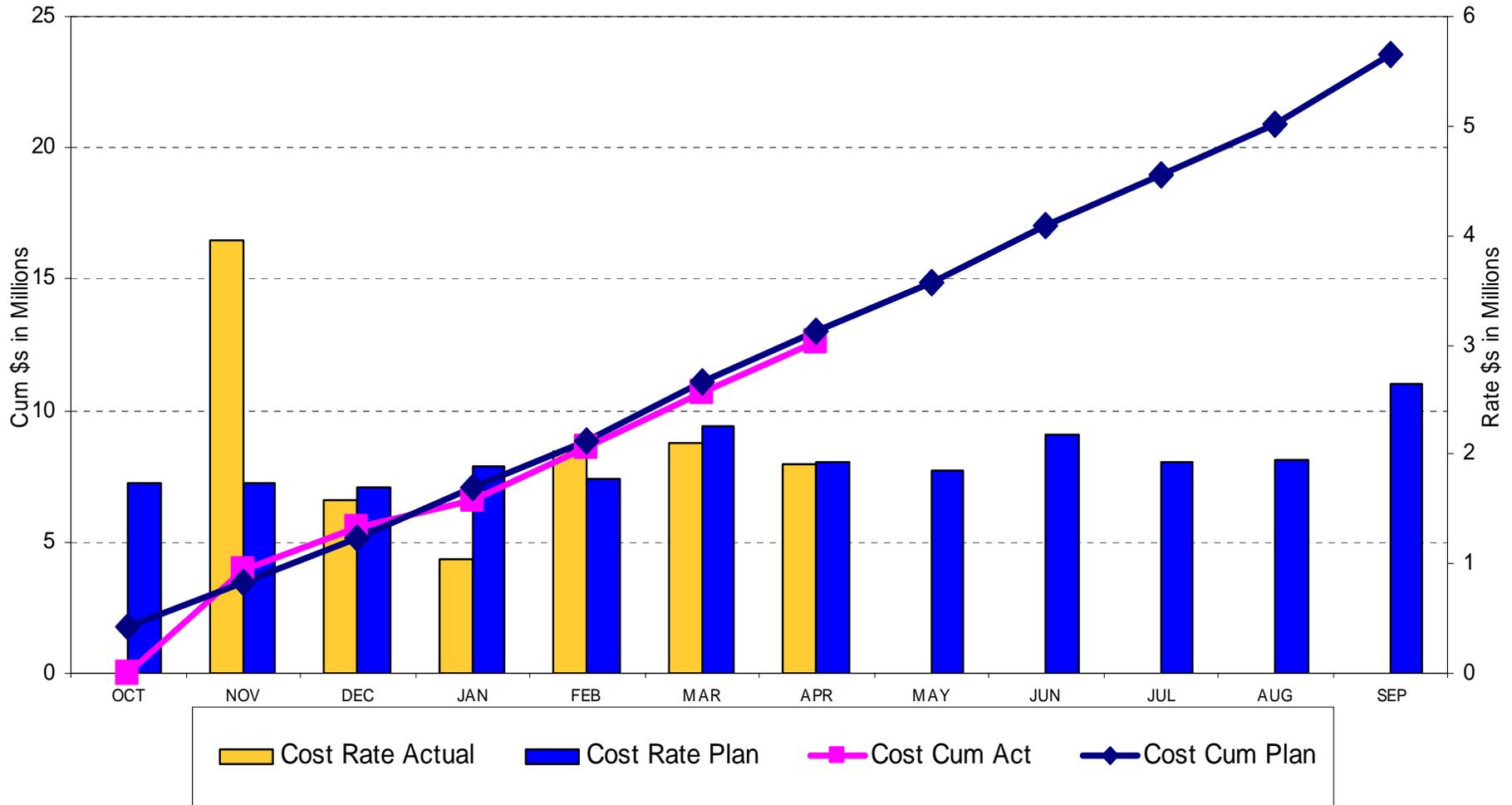
- Current overall financial state through the April 2007 reporting period
- 21% under total cost plan
  - 12% under total civil service staffing plan
  - 7% under total service provider staffing plan
- Projected Loss of \$0.5M in FY07
  - Total service related earnings is \$1.5M
  - Guaranteed Home Sales above FY07 plan offsets earnings by \$2.0M loss
  - FY06 earnings of \$9.3M will offset any under utilization not projected
- Anticipate ~ \$8.7M carry-over into FY08

# FY07 NSSC Budget Performance



	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>EOY</u>
Cost Rate Plan	3.2	3.4	4.1	3.9	5.2	6.6	4.8	4.6	5.4	5.1	6.1	8.0	
Cost Rate Actual	0.0	5.9	2.8	2.8	3.8	4.7	4.7						
Delta	-100%	72%	-33%	-30%	-27%	-29%	-1%						
Cost Cum Plan	3.2	6.7	10.8	14.7	19.9	26.6	31.4	36.0	41.4	46.4	52.5	60.5	
Cost Cum Act	0.0	5.9	8.7	11.4	15.2	19.9	24.7						56.7
Delta	-100%	-11%	-20%	-22%	-24%	-25%	-21%						-6%

# FY07 Contractor Cost Performance



	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>EOY</u>
Cost Rate Plan	1.7	1.7	1.7	1.9	1.8	2.3	1.9	1.9	2.2	1.9	2.0	2.6	
Cost Rate Actual		4.0	1.6	1.0	2.0	2.1	1.9						
Delta Plan	-100%	128%	-7%	-45%	15%	-7%	-2%						
Cost Cum Plan	1.7	3.5	5.2	7.0	8.8	11.1	13.0	14.9	17.0	19.0	20.9	23.6	
Cost Cum Act	0.0	4.0	5.5	6.6	8.6	10.7	12.6						23.4
Delta Plan	-100%	14%	7%	-7%	-2%	-3%	-3%						-1%

# FY07 WCF Projected EOY Earnings

	SLA Rate	Actual Rate	Projected Rate	SLA Utilization	Actual Utilization	Projected Utilization	Projected Gain/(Loss) (\$Ks)
<b>Financial Management</b>							<b>\$1,220</b>
Payroll/Time & Attendance Processing	\$346	\$133	\$209	18,421	10,746	18,421	\$2,740
Travel Services	\$71	\$79	\$98	79,032	40,134	71,466	(\$1,520)
<b>Human Resources</b>							<b>(\$193)</b>
Support to Personnel Programs subset	\$285	\$201	\$266	18,519	10,803	18,519	\$610
Employee Development and Training	\$172	\$121	\$155	18,519	10,803	18,519	\$463
Employee Benefits subset	\$95	\$44	\$68	18,519	10,803	18,519	\$560
Recruiting Events Logistics	\$5,046	\$22,022	\$19,855	73	20	39	(\$537)
SES Case documentation	\$4,124	\$20,787	\$18,230	104	27	55	(\$724)
PCS Relocation Assistance	\$1,454	\$1,362	\$1,336	287	157	350	\$66
Human Capital Information Environment	\$184	\$0	\$338	4,630	-	4,630	(\$631)
Personnel Action Processing and Record	\$0	\$0		-	-	-	
<b>Procurement</b>							<b>\$436</b>
Grants and Cooperative Agreements	\$3,460	\$4,648	\$3,199	2,453	608	2,200	\$940
Training Purchases	\$99	\$150	\$164	12,959	5,243	10,500	(\$595)
Other Agency Procurement Services	\$287	\$180	\$254	18,421	10,746	18,421	\$861
SBIR/STTR Contracts	\$5,227	\$6,592	\$14,259	356	93	93	(\$771)
<b>Total EOY Service Projection</b>							<b>\$1,463</b>
<b>GHS above FY07 Plan</b>							<b>(2,000)</b>
<b>Total EOY Projection</b>							<b>(537)</b>
<b>FY06 Earnings</b>							<b>\$9,277</b>
<b>Cumulative Gain/Loss</b>							<b>\$8,740</b>

*Earnings is SLA Revenue - Projected Costs for each Unit of Service used by the Centers*

Current through Apr 2007 reporting period

# FY2009 PPBE

## Services Budget Summary

<i>(\$ in Millions)</i>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>
FY2008 PPBE	51.5	54.0	55.4	57.8	58.4
FY2009 PPBE	51.7	55.8	56.8	58.4	59.4
<b>\$ delta</b>	<b>0.2</b>	<b>1.9</b>	<b>1.3</b>	<b>0.6</b>	<b>1.0</b>
<b>% delta</b>	<b>0.3%</b>	<b>3.5%</b>	<b>2.4%</b>	<b>1.0%</b>	<b>1.8%</b>

- Does not include pass-thru training procurement dollars
- Does not include Agency pass-thru dollars
- FY2008 PPBE adjusted downward to reflect transfer of PCS Guaranteed Home Sales (GHS) content back to Centers (\$2.5M per year)
- FY2008 PPBE error in FY09 understated HR budget by \$0.5M  
FY2009 PPBE adjusted FY09 delta would be +\$1.4M (+2.6%)

### Efforts to get “in the box” in FY08

- Reduced civil service staffing
- Reduced reserves
- Re-phased IT activation costs for new building
- Seeking consideration from State of MS due to new building delay

## FY09 PPBE Cost Drivers

- Dept of Labor Wage Determination update on contractor costs
  - ~ \$0.4M (FY08-11)...\$0.5M (FY12-13)
- Extension of interim facility due to delay in construction of permanent facility
  - ~\$0.5M (through February 2008)
- SES Case Documentation
  - Underestimated staffing required to adequately provide these low-volume, high-touch services
  - Increased contractor support and added \$80K for sub-contractor support during surge activity
- Employee Development and Training accelerated from FY08 Q2 to FY06 Q4
  - Registration for individual training and SATERN data entry

## FY09 PPBE Cost Drivers (continued)

- Information Technology Support
  - Increased workforce for systems support (HRIS/other admin systems)
  - Additional Mailroom/Electronic Forms Program Management support staff
- HR and Training Information System
  - Absorbed e-Training charge of \$500K in FY07...included in FY08-13 rates (new scope)
- PCS Relocation Services
  - Moved counseling and finalization of authorization in-house
  - Cost to Centers under relocation services contract (Cartus) should go down as a result
- Off-site Training (new scope)
  - Training purchases associated with purchases less than \$3,000

- Many contracts funded at the agency level have been shifted to the NSSC for contract oversight. The NSSC team has reviewed these contracts and separated them according to those which are demand driven as opposed to those which are a fee for service. Those which are demand driven can be incorporated into the NSSC Rates for those services. Those which are a fee based cannot be directly related to NSSC services and therefore should remain funded by the Agency. These contracts are identified below:

## **Demand (WCF)**

AP/Grants (HHS)  
ONR  
Payroll

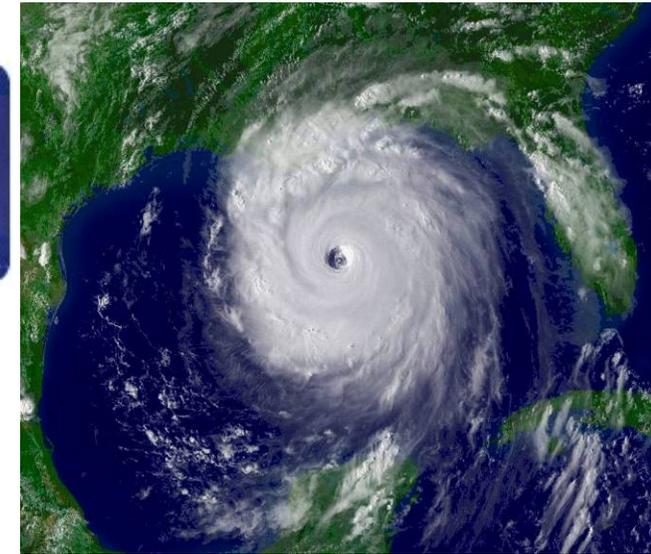
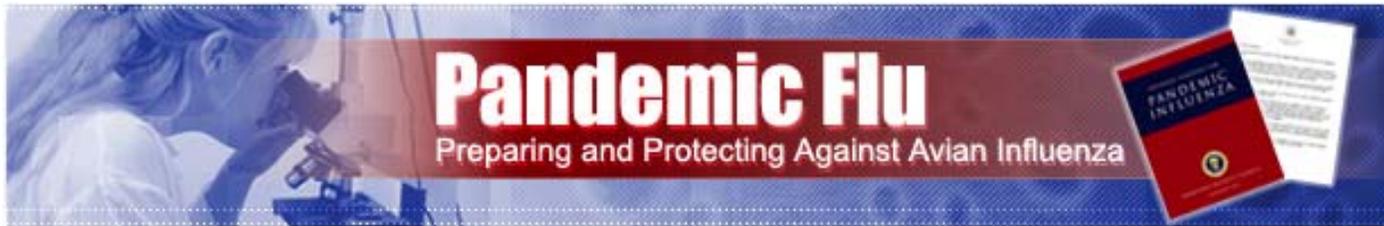
## **Fee (Non-WCF)**

eGov (Saturn)  
Employee Express  
eTravel  
eOPF  
FSA Admin  
1102 Training  
Agency Contract Closeout  
Agency Contracts  
ODIN IV&V (Agency IT Svs FY09)  
HCIE Enhancements (WCF FY09)

# Building & COOP



- Anticipate slippage in completion date by 60 days or more (Feb 08)
- IT activation to begin mid-Nov 07; personnel moves to begin Jan 08
- Budget in place to handle cost of remaining in interim facility (Bldg 5100)



- COOP Testing
  - Completed for the Contact Center, Payroll, Travel, and Procurement
  - Test results were good with minor computer issues fixed on the spot
- ERG (annual refresher) – two classes completed in May
- Annual Hurricane Awareness Training – four classes completed in May
- Reviewing and updating key components for 2007 Hurricane Season
- MOU with Alternate Work Site (MSFC) is signed
- MOU IT Implementation Plan is finalized
- IT Testing at SunGuard – no schedule yet

# COOP Activation Costs

HUNTSVILLE ALTERNATE WORK SITE	One Time Cost (\$)	Daily Cost (\$)	Cost for 10 Days (\$)
Evacuation Pay (20% of salary)		1,355	13,546
Per Diem		1,712	17,120
Per Diem for average of 3 family members at 50% M&IE		984	9,840
Mileage (900 miles round trip)	7,056		7,056
Dislocation Allowance (\$500 per ERG member)	8,000		8,000
<b>TOTAL HUNTSVILLE</b>	<b>15,056</b>	<b>4,051</b>	<b>55,562</b>

NEW JERSEY SUNGARD ALTERNATE WORK SITE	One Time Cost (\$)	Daily Cost (\$)	Cost for 10 Days (\$)
Evacuation Pay (20% of salary)		283	2,827
Per Diem		495	4,950
Per Diem for average of 3 family members at 50% M&IE		221	2,205
Mileage (2600 miles round trip)	3,822		3,822
Dislocation Allowance (\$500 per ERG member)	1,500		1,500
SunGard facility usage: \$5,000 per day		5,000	50,000
<b>TOTAL SUNGARD</b>	<b>5,322</b>	<b>5,998</b>	<b>65,304</b>

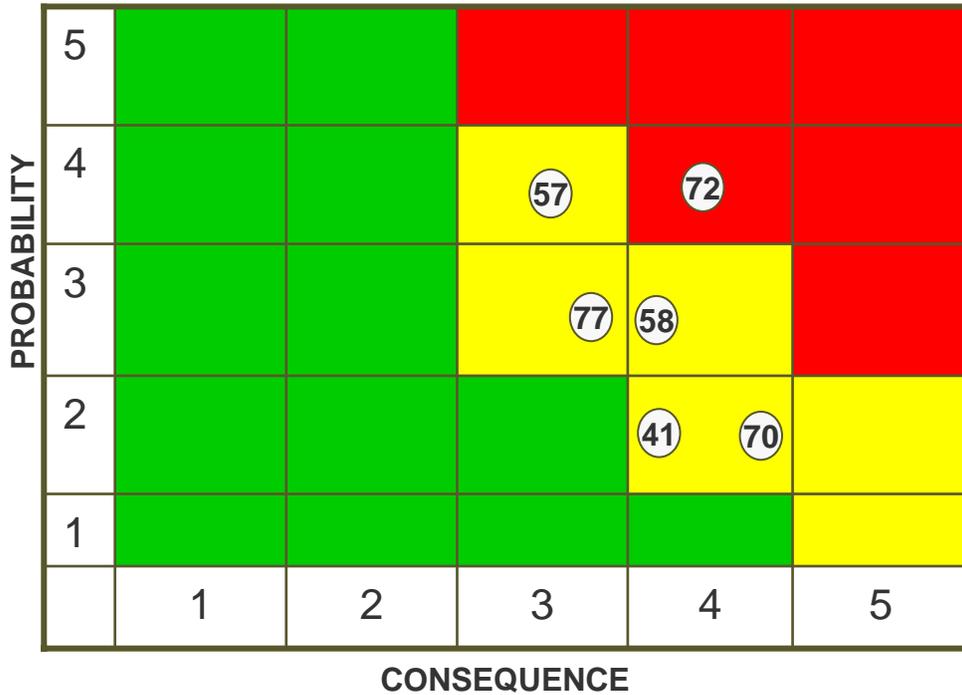
  

<b>TOTAL BOTH FACILITIES</b>	<b>20,378</b>	<b>10,049</b>	<b>120,867</b>
------------------------------	---------------	---------------	----------------

- 16 personnel at MSFC (5 civil service + 11 contractors)
- 3 contractor personnel at SunGuard

# Risks

# NSSC Red/Yellow Risks



5X5	Risk Category	Risk
72	Threat Against Reserves	AP/AR/FMS 224 Delay Impact on NSSC Chargeback Rates
41	Threat Against Reserves	Sustained COOP Activation
57	Threat Against Reserves	Attrition Rate will Continue to Run Higher than Plan
58	Threat Against Reserves	Unbudgeted Costs from Delay in Completion of New Building
70	Transition 7/07	Insufficient NSSC Budget for HCIE Enhancements
77	Operational	SAP Year End Downtime

**CONSEQUENCE**

- 1- Minimal or no impact
- 2- Acceptable impact with no change in approach
- 3- Acceptable impact with work around
- 4- Major impacts in technical, cost, or schedule
- 5- Total work stoppage

**PROBABILITY**

- 1- Very low
- 2- Low
- 3- Medium
- 4- High
- 5- Very high

**Open Risks (13)**

- Red: 1
- Yellow: 5
- Green: 7

Mitigation plans in place for all Red & Yellow risks

## AP/AR/FMS 224 Watch List

- Watching the following AP/AR/FMS 224 risks which belong to the AP/AR/FMS 224 Project Team:
  - Centers may not accomplish data clean up
  - Inability of the NSSC to disburse and bill because cost is not posted
  - Inability of the NSSC to disburse because the contract modification has not been processed in SAP by Procurement
  - Inability of the NSSC to disburse because the invoice has not been approved at the Center
  - Staffing may not initially be sufficient to support activities being transitioned

## NSSC Risk Management

- Currently rating risks on a 5X5 matrix and developing mitigation plans for all red/yellow risks
- Implementing the web-based Active Risk Manager (ARM) program which will enable the NSSC to ensure:
  - Compliance with NASA standards in identifying, assessing, managing, controlling and communicating risk issues and opportunities
  - Qualitative and quantitative assessment of risks and mitigations
  - Maintenance of a complete risk management audit trail
  - Comprehensive customizable report capability
  - Proactive risk mitigation through automatic email alert notifications

# Customer Satisfaction & Communications Update

Arlen “Ken” Griffey  
Director, Customer Satisfaction & Communications Office

## FY07 Baseline Customer Satisfaction Surveys

- Assessments of Centers' service quality prior to FY07 transition to NSSC
  - Extended Temporary Duty (TDY) Assistance
  - HR Training Website Development and Maintenance
  - Leave Donor Processing
  - New Hire In-Processing
  - Onsite Training
  - Permanent Change of Station
  - Recruitment Logistics
  - SBIR and STTR Award Processing
- Establish a baseline to measure future NSSC performance
- Prior to transition, addresses any findings/actions during the Operational Readiness Review

## FY07 Baseline Customer Satisfaction Survey Results

- Overall satisfaction ratings are positive
- Overall satisfaction scores benchmarked against the internal customer satisfaction surveys show that six of the eight surveys fall above the median
  - Extended TDY service received the lowest scores and is nearly at the bottom of the benchmark panel
- The two most common areas for improvement are **communication** with customers and **process efficiency**
  - Communicate timing of service and notify customers of changes
  - Improve process efficiency
    - » Also a common area for improvement in the FY06 survey

## FY07 Baseline Customer Satisfaction Survey Results (continued)

- NASA personnel performing the services today generally exhibit positive customer service attitudes
- Customers' ratings consistently indicate that accuracy should be the top objective for the NSSC
- Most survey results show variation in customer satisfaction across Center and mission directorate or mission support area
  - In general, there were not consistent patterns in the results across demographic groups
- Some confusion about who was being rated, the Center or the NSSC, despite explicit directions

## Broad-based Customer Satisfaction Surveys

- Surveys to assess performance for activities that have transitioned to the NSSC
- Results for the following activities will be available June 25, 2007
  - Financial management services (multiple)
  - Permanent change of station
  - Extended temporary duty assistance
  - Human resources services (multiple)
  - Financial disclosure
  - 1102 certification and training
  - New hire in-processing
  - Agency purchase card
  - Agency contracting
  - Off-site training
  - Grants and cooperative agreements
- Used to measure current performance
- Benchmark against the baselines that were established through FY06 Baseline Survey
- Used in addition to transactional surveys that are conducted throughout the year to gain a full perspective on customer satisfaction

## Round 2 Center Visits

- Center visits allow the NSSC to update on status and progress since Go Live
- Feedback from the Centers, in a face-to-face venue, is essential to our continuing efforts to improve service and contain costs
- Provides employees at the Center an opportunity to see the personal face of the NSSC
- The remaining Center Visits are scheduled for:
  - Langley Research Center, August 20, 2007
  - Headquarters, August 21, 2007
  - Goddard Space Flight Center, August 22, 2007
  - Stennis Space Center, August 30, 2006

## Outreach and Communication Government Shared Services

- Public-sector organizations exhibit the following shared services trends:
  - 70% use or intend to use shared services as a strategy to enhance citizen service and increase efficiency
  - 54% use shared services now
  - 16% expect to introduce shared services by 2010
  - 75% say shared services model would make deepest impact on business process improvement

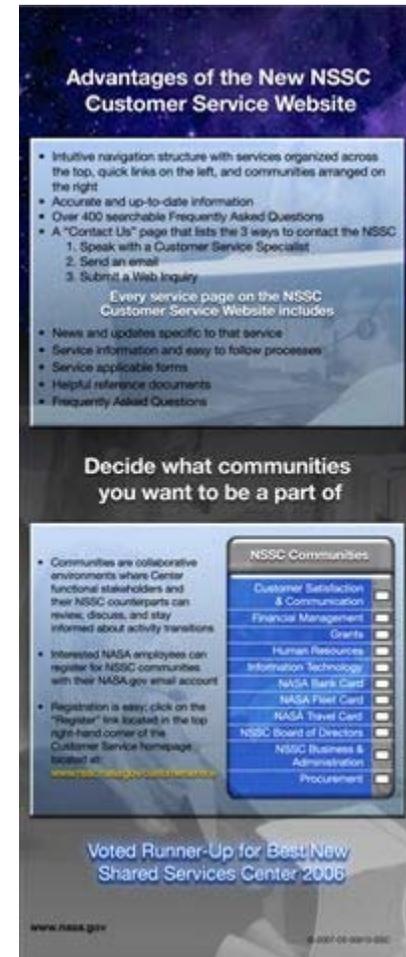
Source: 2006 Economist Intelligence Unit Research Report

# Outreach and Communication NSSC 1, 2, 3

- Liaisons are promoting the three avenues for contacting the NSSC at each NASA Center:
  1. Speak with a Customer Service Specialist by calling 1-877-NSSC123
  2. Send an email to: [nssc-contactcenter@nasa.gov](mailto:nssc-contactcenter@nasa.gov)
  3. Visit the NSSC Customer Service Website at: [www.nssc.nasa.gov/customerservice](http://www.nssc.nasa.gov/customerservice)
- Two events at each Center with target audience of end-users



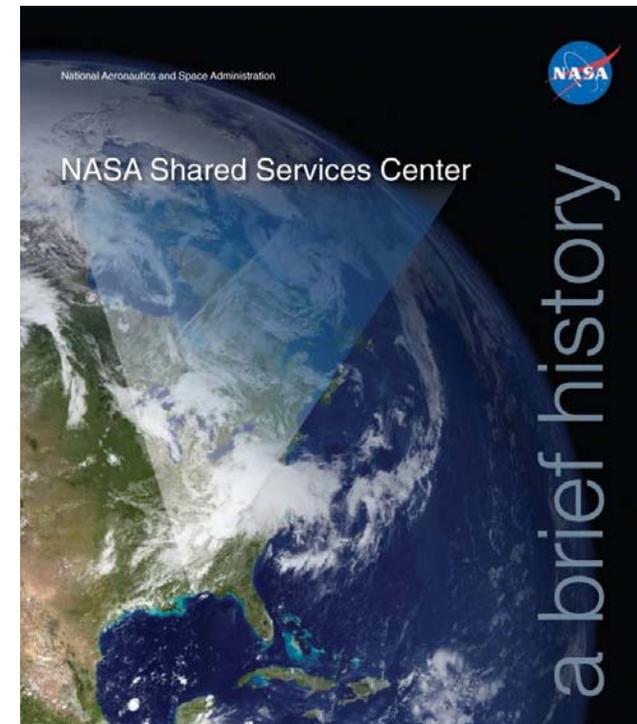
Front



Back

## Outreach and Communication NSSC History

- Record NSSC History per Associate Deputy Administrator Charles Scales
- Completed and will be coordinated with NASA Historian Steven Dick
  - Will be available electronically on the NSSC Public Website and the NSSC Customer Service Website
  - Hard copies will be distributed to key stakeholders
    - » NSSC Liaisons
    - » NSSC Board of Directors
    - » NSSC Senior Leadership Team
- Rough draft design \$1,450
- Estimate for production through Government Printing Office
  - ~ \$3.75 each
  - ~750 copies



## Outreach and Communication NASA Awareness Campaign

- To increase NSSC awareness of NASA
  - Week long awareness campaign leading up to STS 117 launch
  - Daily NASA Fact emails
  - NASA informational items
  - NASA 101 packet (comes with CD)
  - Shuttle launch video



## FY08 SLA Coordination

- Process of establishing FY08 SLA timeline
  - Service Delivery is currently revising and finalizing FY08 Service Level Indicators
  - Business and Administration has collected usage data and established rates for FY08
- Estimated release of draft SLA is scheduled for July 2007

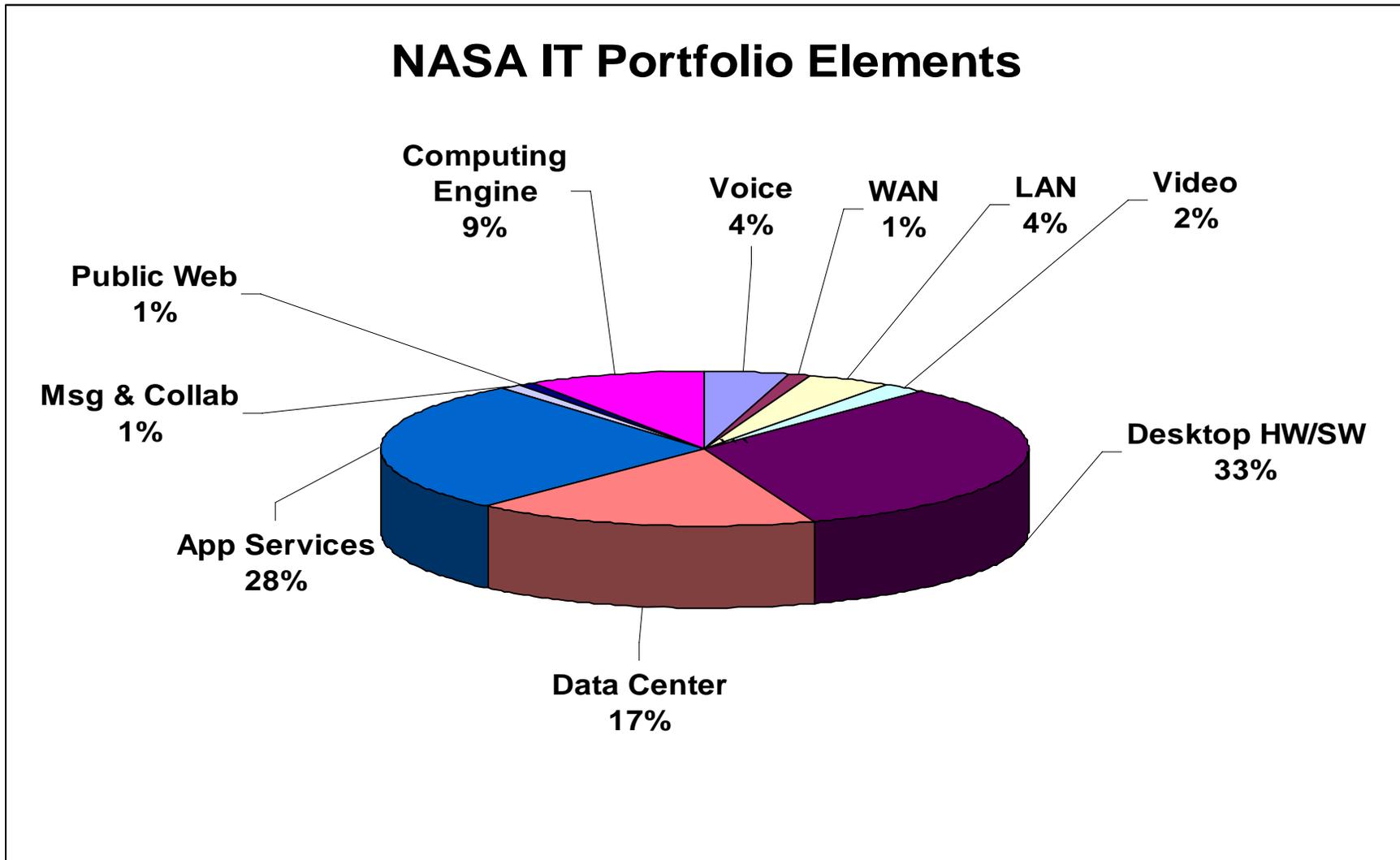
# IT Strategy Update

Jonathan Pettus  
NASA Chief Information Officer

## State of IT at NASA Feedback from Agency Stakeholders

- We spend a lot of money on IT (\$2.2B)
  - We need to be more efficient with our IT investments
- Inconsistent understanding of how IT is managed at NASA and the role the CIOs play
- Proliferation of tools and lack of standards to enable integration
  - It's difficult to work seamlessly across Center boundaries
- “IT is one of my Program’s biggest risks”
- “Don’t fix what isn’t broken”
- CIO is detached from the mission
  - IT is the source of unfunded mandates and bureaucracy
  - Mission doesn’t trust “institutional IT” to deliver

# NASA IT Portfolio ~ \$2.2B Annual Spend FY 2008



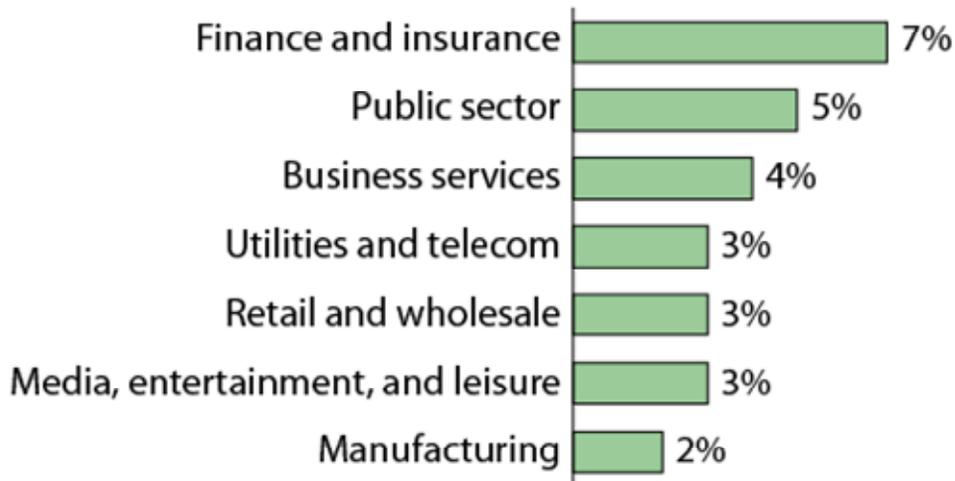
(IT spend is 13% of budget)

# Overall IT Spending by Industry

February 2007, Data Overview “The State Of IT Governance And Sourcing In North American Enterprises”

## Finance And Insurance Industry Allocates Greatest Percent Of Budget To IT

“In 2006, what percentage of your company’s total revenue was spent on IT?”



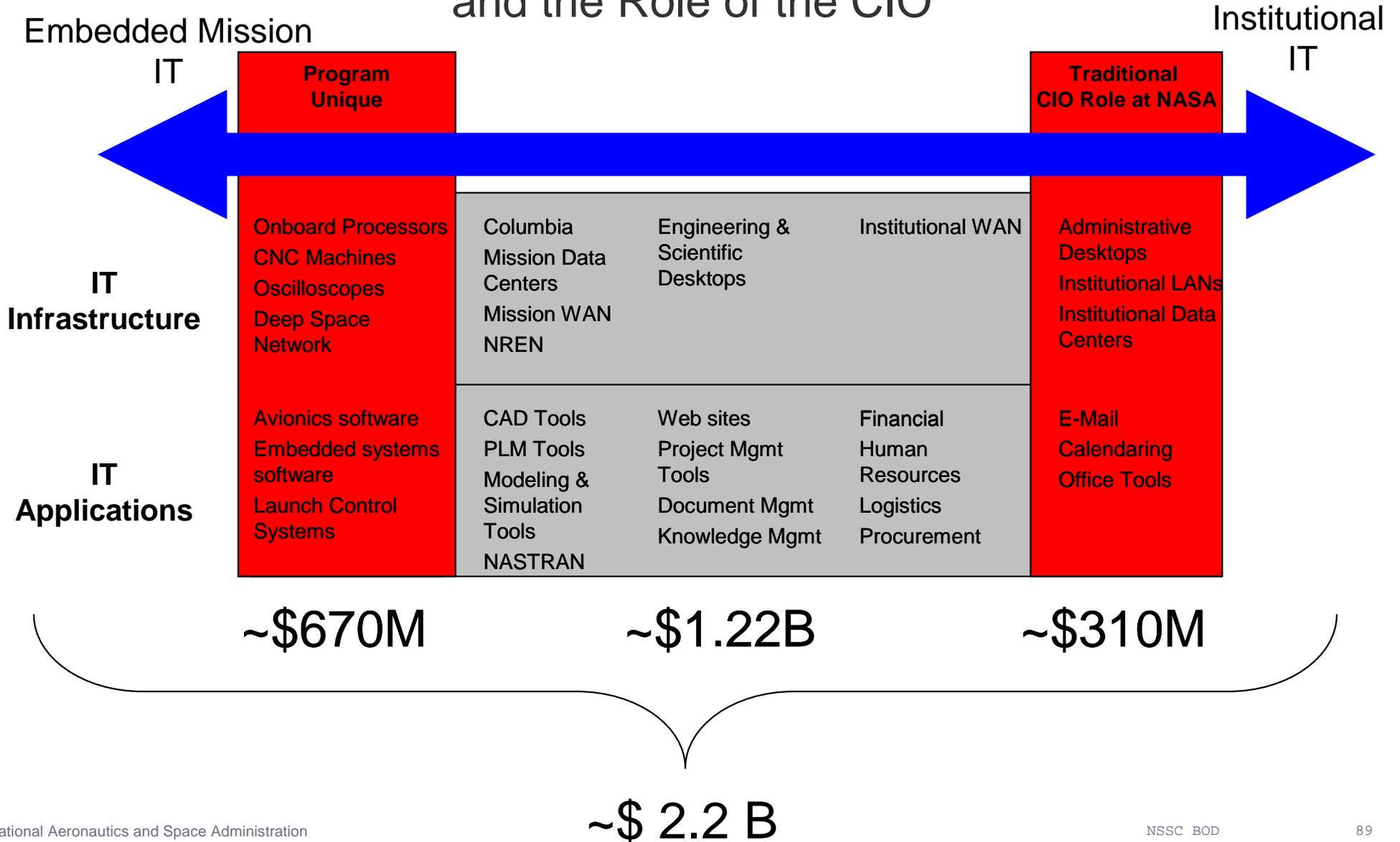
Base: 402 executives at North American enterprises (percentages may not total 100 due to rounding)

US Federal Government	7%-9%
Aerospace and Defense	3.5%-4.5%

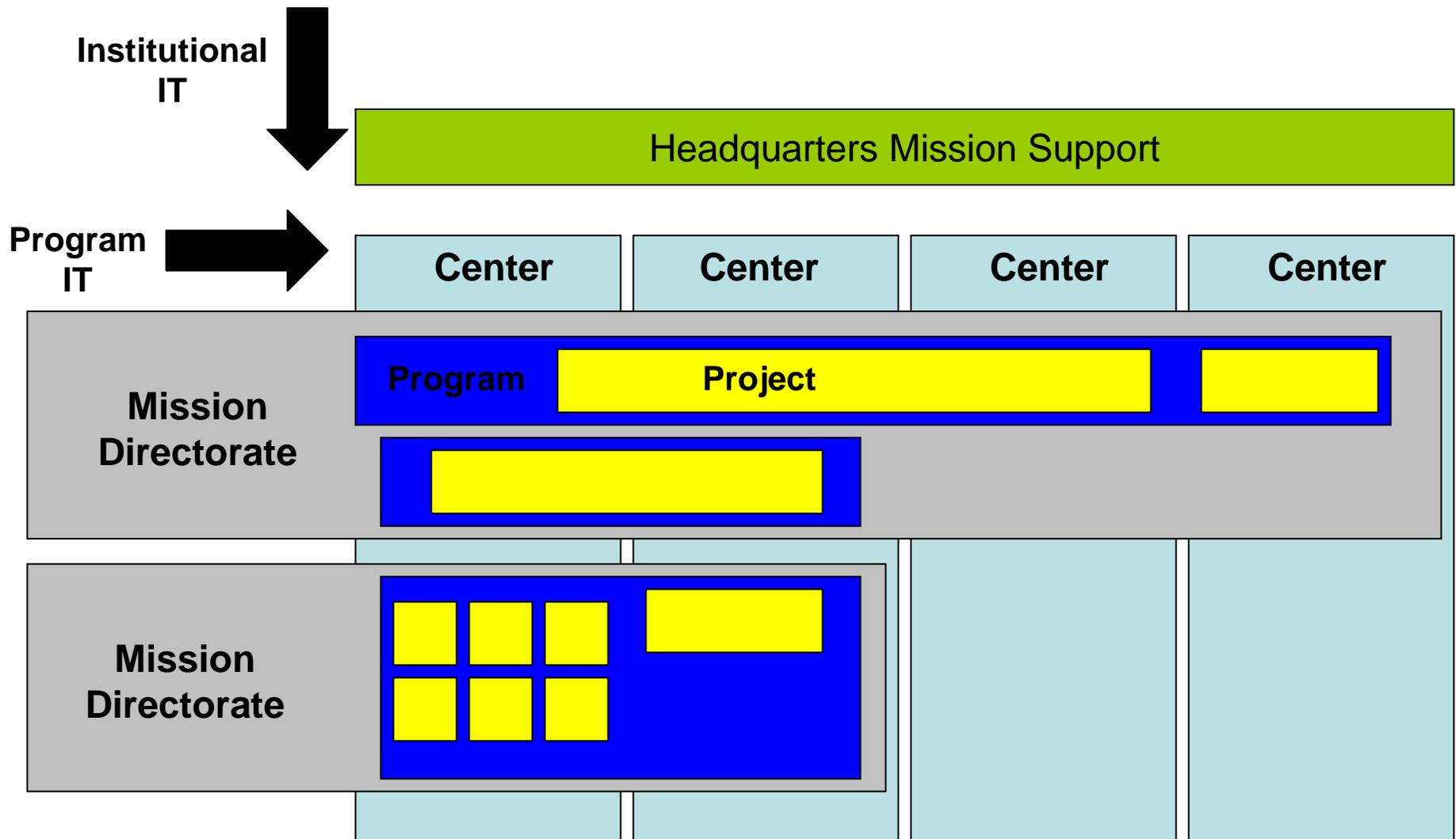


“2006-2007 IT Spending and Staffing Report: North America”

# Mission IT and Institutional IT and the Role of the CIO



# IT Must Integrate Across Multiple Dimensions



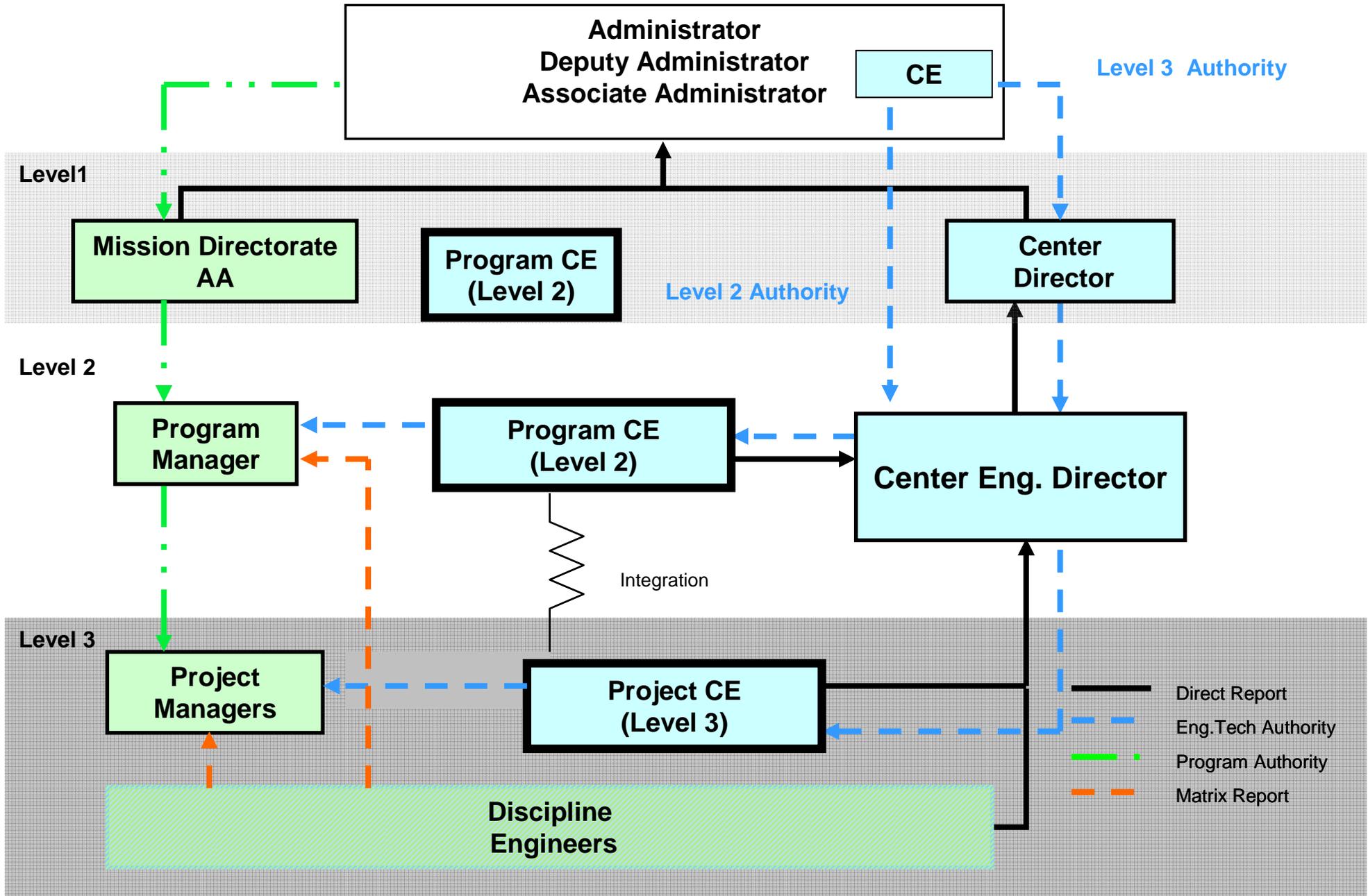
## Four Key Principles for IT at NASA

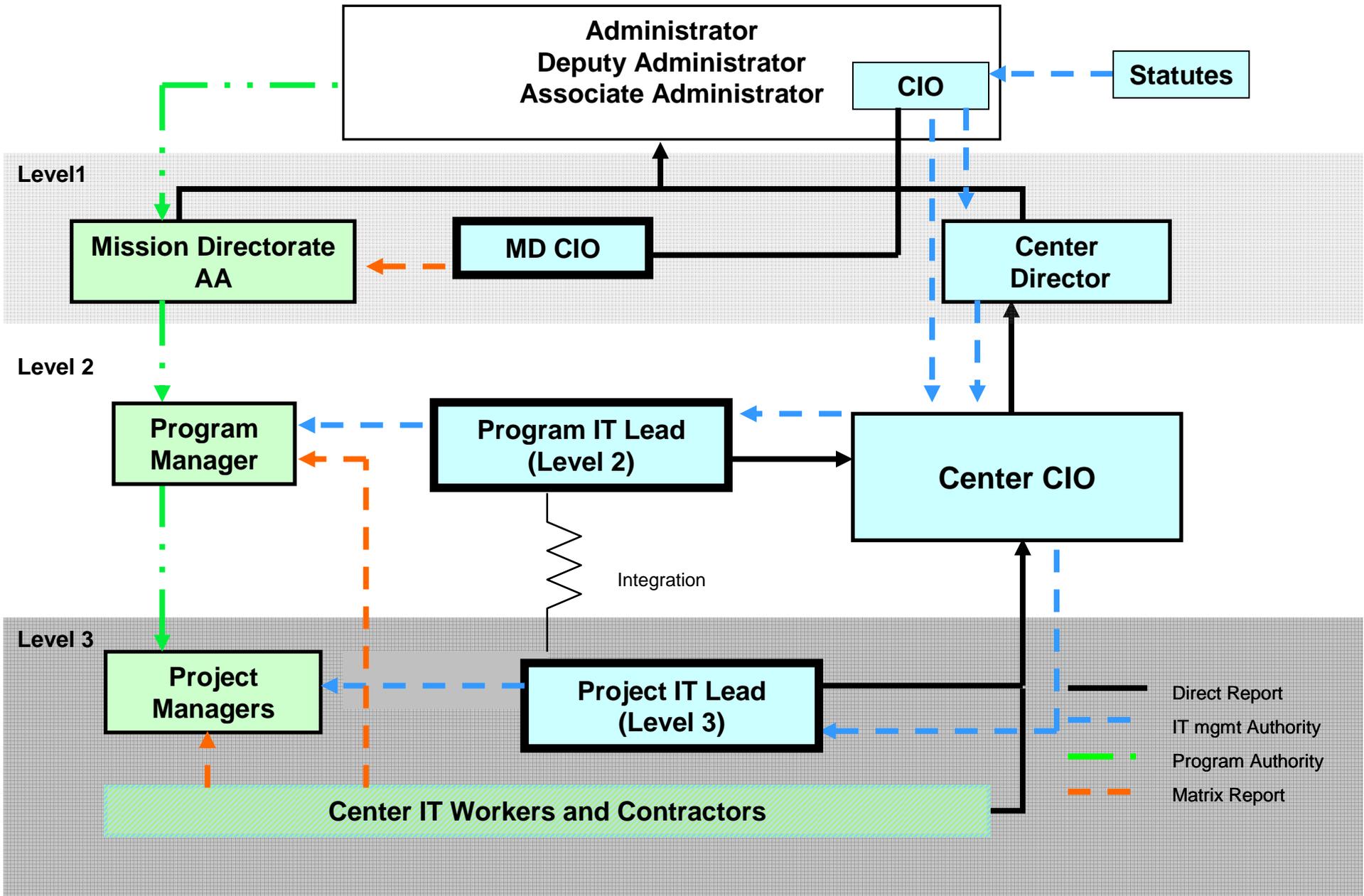
- IT at NASA serves to enable NASA's mission
- We will implement information technology that enables the integration of business (mission) processes and information across organizational boundaries
- We will implement information technology to achieve efficiencies and insure that our IT is efficiently implemented
- We will implement secure IT solutions

## Key Elements of Strategy

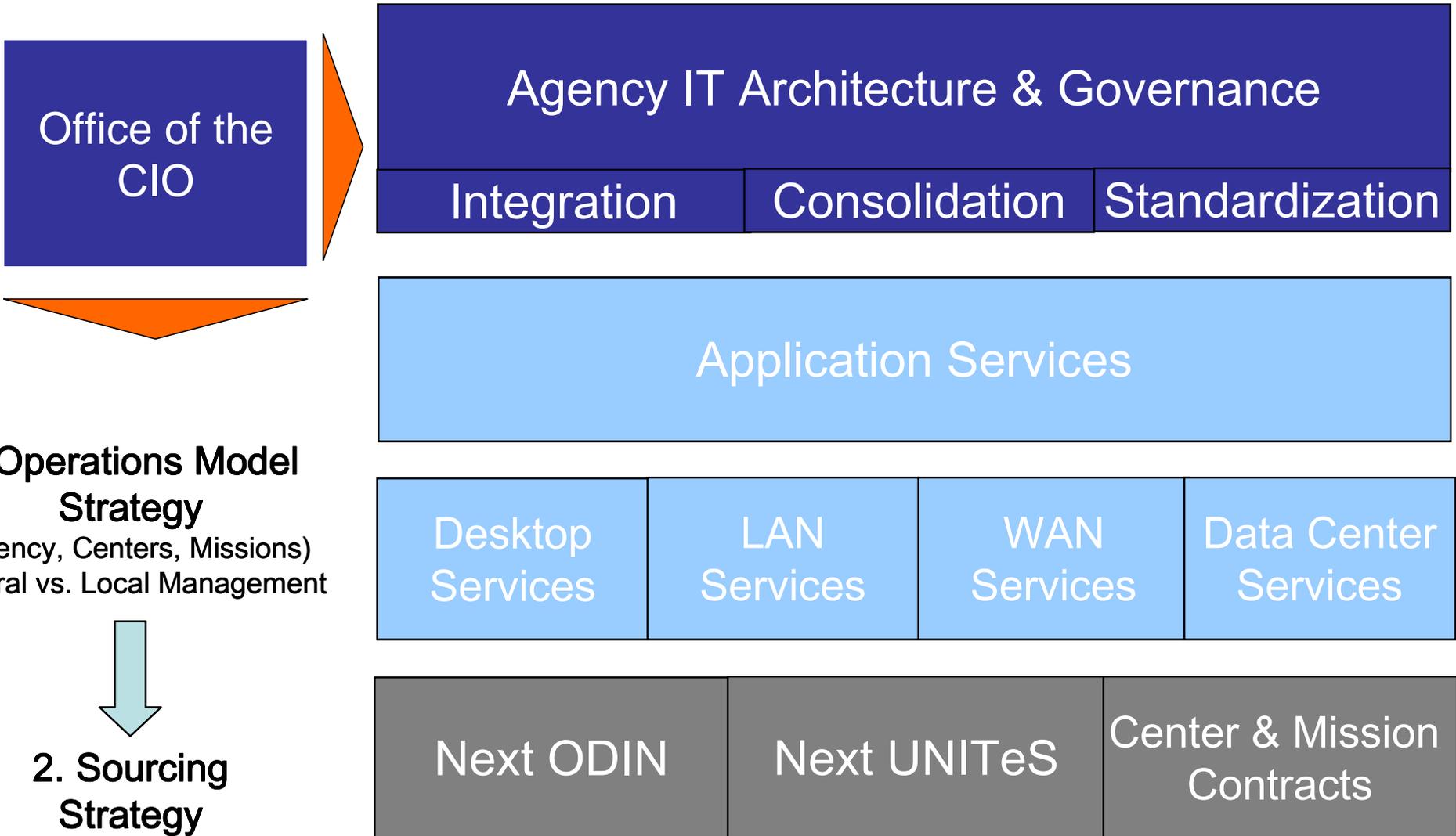
- A governance model that allows for alignment of IT solutions with mission needs
  - Rethink traditional mission IT and institutional IT models
  - Link the CIO chain and the programmatic chain for IT decision making
- A framework and management model for the collective IT infrastructure going forward
- A portfolio approach for organizing and managing applications and integration standards at the Agency, Center, and Program levels
- A strategy to create better visibility into IT budget and allow for improved IT investment decision making
- A credible, actionable plan for improving IT security

# Technical Authority for Programs





# IT Strategy Framework



## SMC Decisions and Actions

- The Administrator approved the proposed IT strategic direction and issued the following actions:
  - Develop implementation plan for IT governance based on Technical Authority model. (July 31, 2007)
  - Revise NASA Policy Directive (NPD) 2800.1A, Managing Information Technology, and NASA Procedural Requirement (NPR) 2800.1, Managing Information Technology with changes, as the governing documents for Agency IT management. (September 1, 2007)
  - Develop a detailed IT infrastructure management strategy that outlines the path forward for implementing and managing the Agency's IT infrastructure. The strategy should insure seamless collaboration across center boundaries. (July 31, 2007)
  - Work with the Offices of Program Analysis and Evaluation and the Chief Engineer to develop an application portfolio management process that organizes the Agency's investments in IT tools and applications to insure integration and eliminate unnecessary duplication. (September 1, 2007)
  - Work with the Offices of Program Analysis and Evaluation, Program and Institutional Integration and the Chief Financial Officer to establish an improved methodology to insure visibility of IT resources in the budget and accounting structures. (July 1, 2007)

## Approach to Completing Governance Action

- Establish core team and pair with strategic IT consulting firm
  - Center CIO, Agency CIO rep, and MD/Program rep
- Establish an extended team consisting of a subset of Center CIOs and MD/program representatives to review and provide input
- Based on IT governance best practices, analysis, and interviews deliver implementation guidelines and governance board structure
- Present recommended guidance to the CIO Board
- Deliver final recommended implementation approach to Agency leadership as response to SMC action
- Each Center and MD will develop an implementation plan based on approved guidelines

## Approach to IT Infrastructure Action

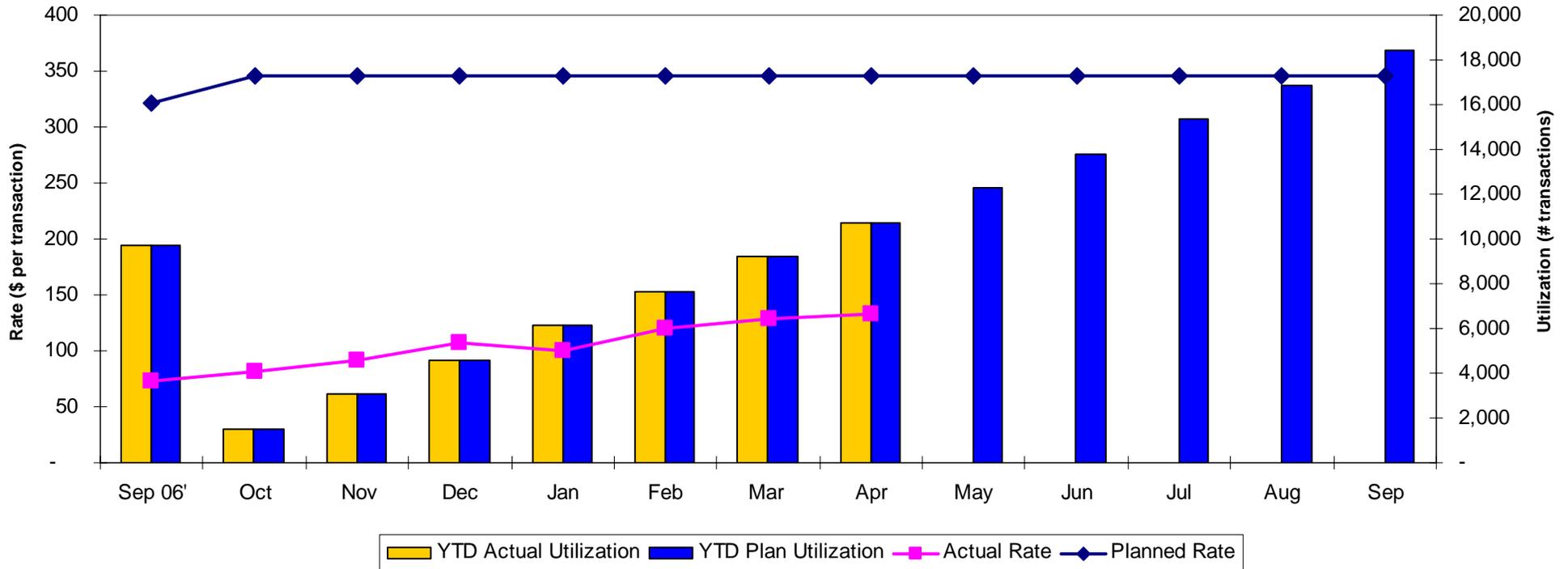
- Establish a core IT infrastructure strategy team and pair with a strategic IT consulting firm
  - Create three sub-teams
    - » Data Center
    - » Network
    - » Desktop and End User Devices
  - Team is to deliver recommended approach for managing each infrastructure element going forward including:
    - » Alternatives analysis
    - » Recommended approach
    - » High level implementation approach
  - Recommendations presented to CIO Board
  - Final recommendations presented to Agency leadership as response to SMC action



# Backup

# Business & Administration Update Back-up

# Payroll Time and Attendance Processing



	Sep 06'	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Number of Transactions</b>													
YTD Plan Utilization	9,716	1,535	3,070	4,605	6,140	7,675	9,211	10,746	12,281	13,816	15,351	16,886	18,421
YTD Actual Utilization	9,716	1,535	3,070	4,605	6,140	7,675	9,211	10,746					
<b>Rate (\$/transaction)</b>													
Planned Rate	321	346	346	346	346	346	346	346	346	346	346	346	346
Actual Rate	73	82	91	107	100	120	129	133					

Metric - # of W-2 Forms

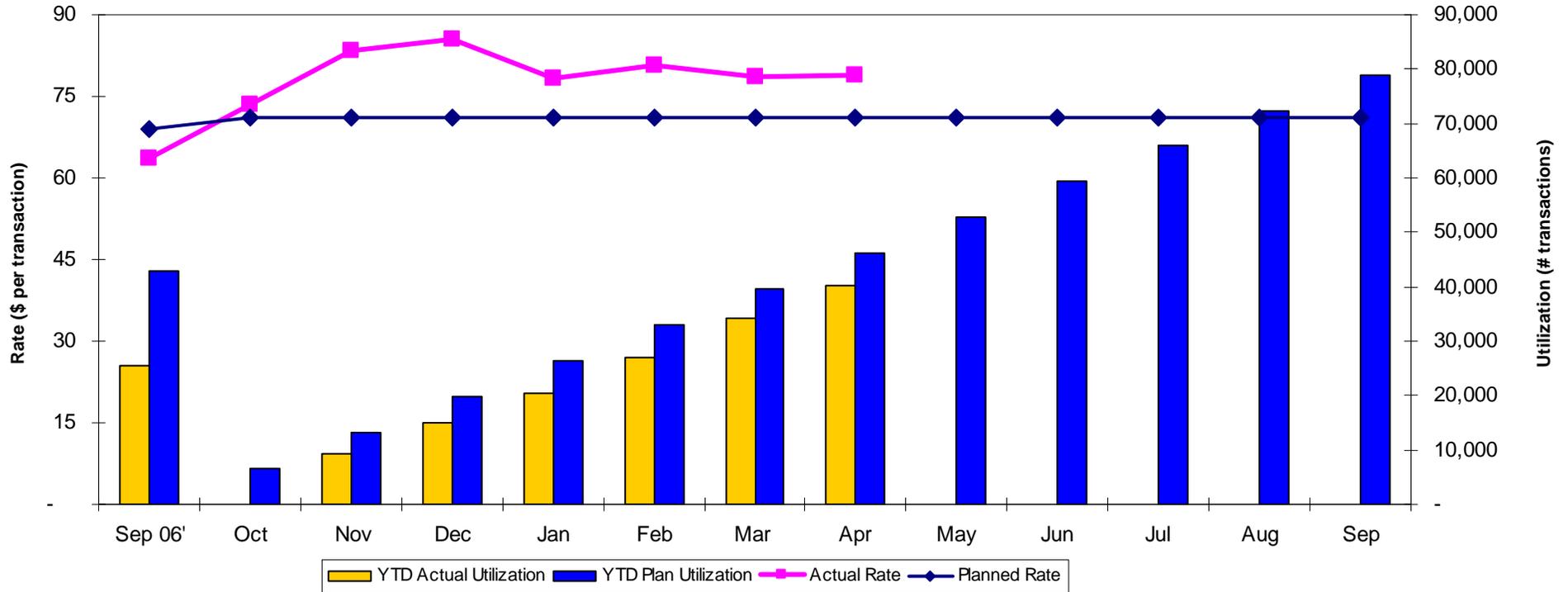
Oct "Actual Rate" Averaged between Sep & Nov

Projected EOY Earned (\$Ks)

\$2,740

WebTADS administration, employee payroll review, validation and inquiry support, time & attendance review and validation

# Travel Services



	Sep 06'	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Number of Transactions</b>													
YTD Plan Utilization	42,775	6,586	13,172	19,758	26,344	32,930	39,516	46,102	52,688	59,274	65,860	72,446	79,032
YTD Actual Utilization	25,421	-	9,226	14,964	20,514	27,028	34,096	40,134					
<b>Rate (\$/transaction)</b>													
Planned Rate	69	71	71	71	71	71	71	71	71	71	71	71	71
Actual Rate	64	74	83	85	78	81	79	79					

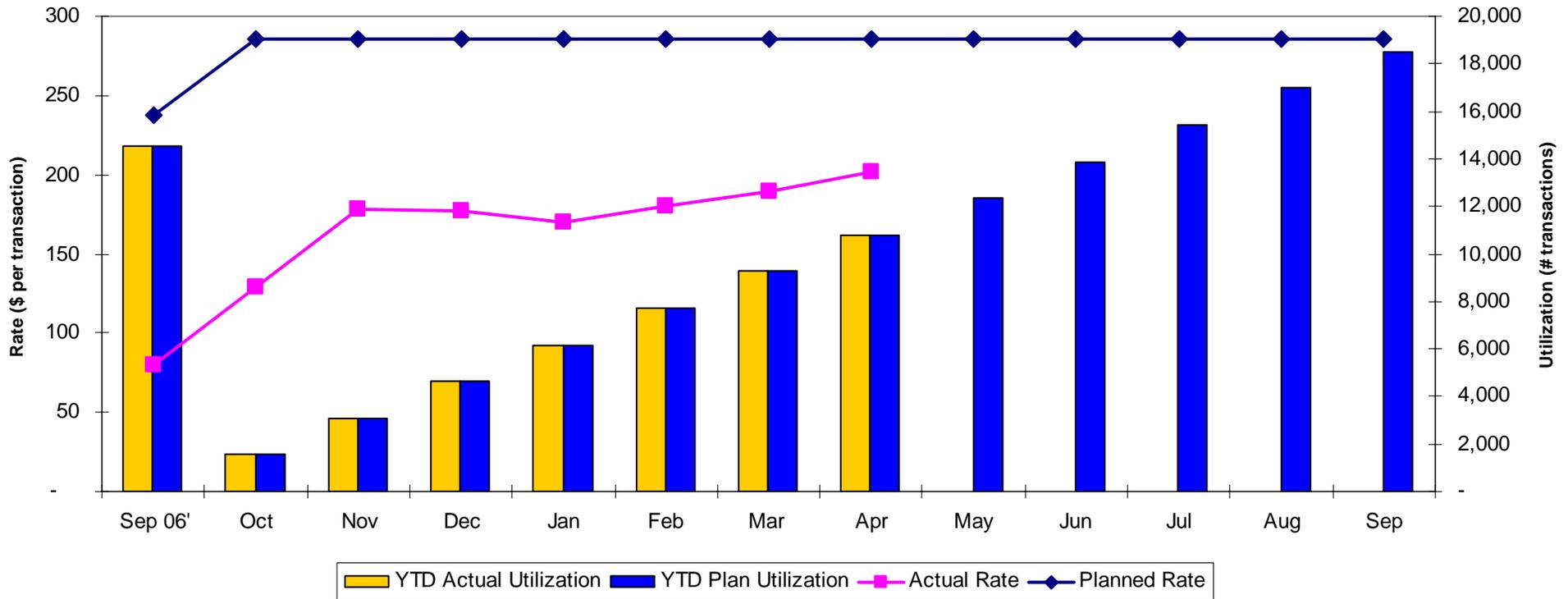
Metric - # of Vouchers Processed

Oct "Actual Rate" Averaged between Sep & Nov

Projected EOY Utilization **71,466**  
 Projected EOY Earned (\$Ks) **(\$1,520)**

Travel reimbursement services for authorized Agency travel, including domestic, foreign, local, extended temporary duty and change of station

# Support to Personnel Programs



	<u>Sep 06'</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>
<b>Number of Transactions</b>													
YTD Plan Utilization	14,573	1,543	3,087	4,630	6,173	7,716	9,260	10,803	12,346	13,889	15,433	16,976	18,519
YTD Actual Utilization	14,573	1,543	3,087	4,630	6,173	7,716	9,260	10,803					
<b>Rate (\$/transaction)</b>													
Planned Rate	238	285	285	285	285	285	285	285	285	285	285	285	285
Actual Rate	80	129	178	177	170	180	189	201					

**Metric - # of W-2 Forms**

**Oct "Actual Rate" Averaged between Sep & Nov**

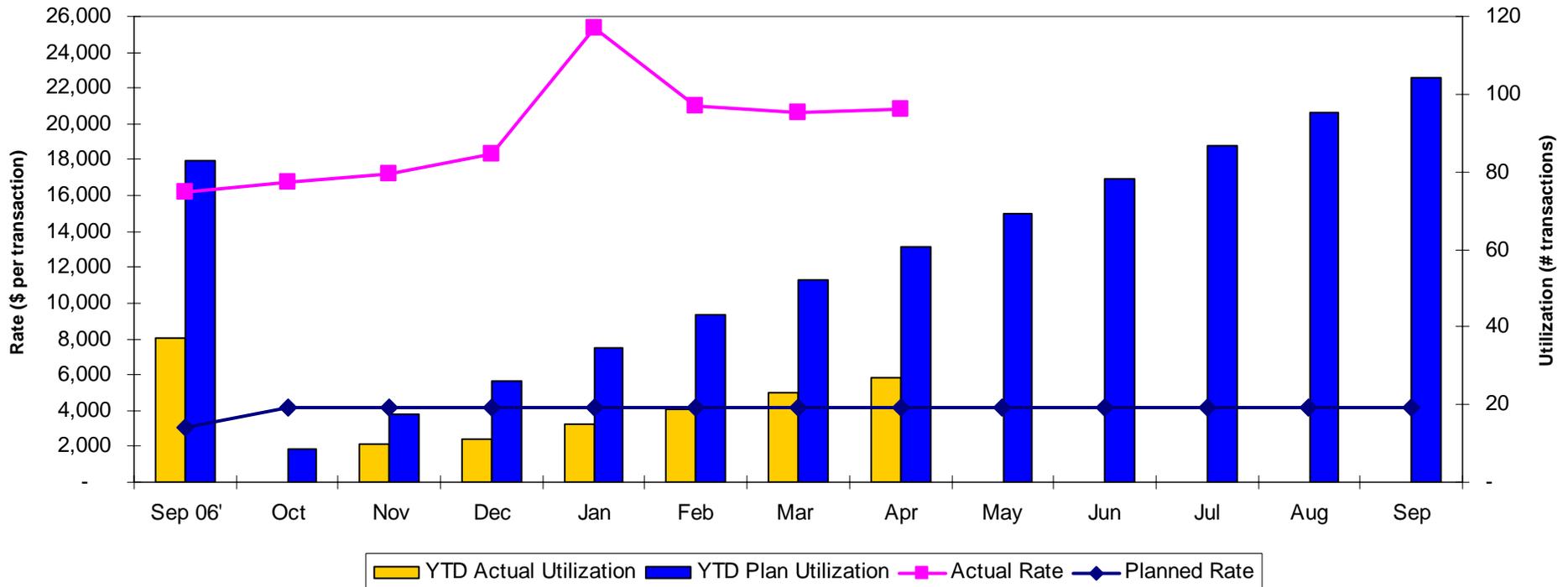
**Projected EOY Earned (\$Ks)**

**\$610**

Drug testing administration, general employment inquiries, position classification appeals, employee recognition and awards processing, agency honor awards, preparation and distribution of employee notices, support to HR specialists, development and delivery of information materials



# SES Case Documentation

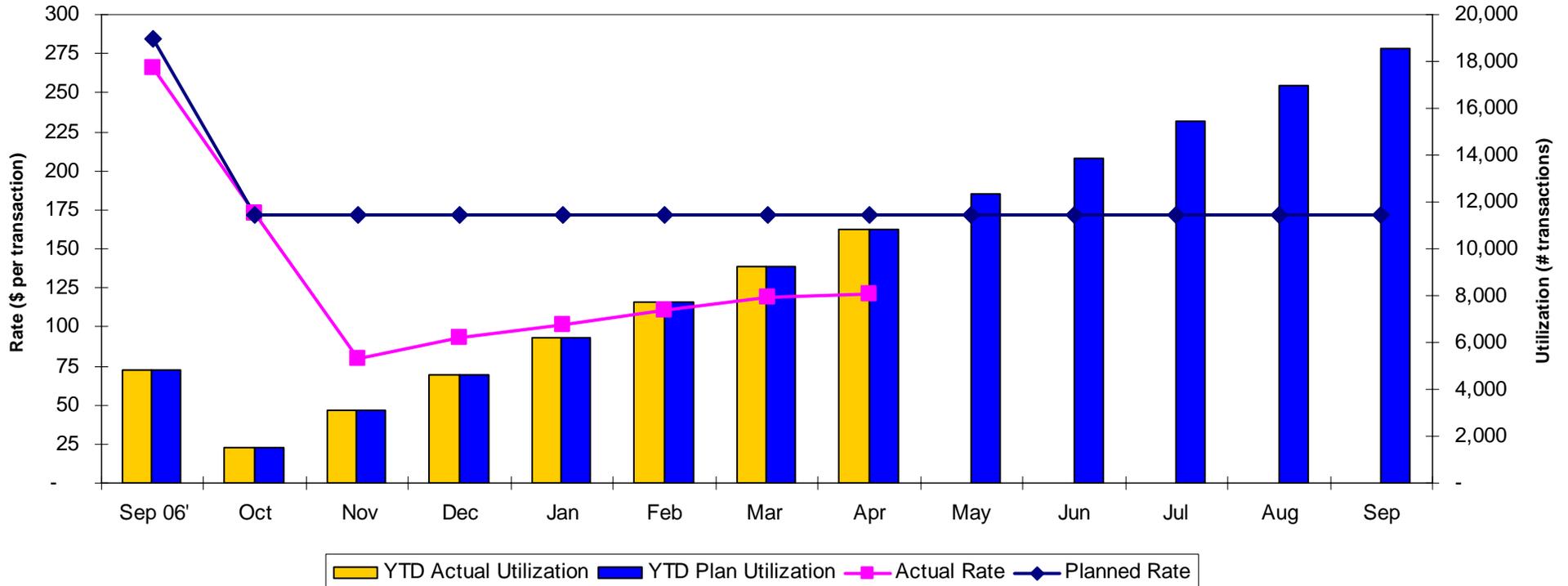


	<u>Sep 06'</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>
<b>Number of Transactions</b>													
YTD Plan Utilization	83	9	17	26	35	43	52	61	69	78	87	95	104
YTD Actual Utilization	37	-	10	11	15	19	23	27					
<b>Rate (\$/transaction)</b>													
Planned Rate	3,079	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124
Actual Rate	16,214	16,729	17,244	18,286	25,311	21,045	20,633	20,787					

**Metric - # of SES Appointments/Nominations (excluding NSSC)**      **Oct "Actual Rate" Averaged between Sep & Nov**      **Projected EOY Utilization** **55**  
**Projected EOY Earned (\$Ks)** **(\$724)**

SES Presidential Rank Award nomination documentation in final submission format

# Employee Development & Training



	Sep 06'	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Number of Transactions</b>													
YTD Plan Utilization	4,858	1,543	3,087	4,630	6,173	7,716	9,260	10,803	12,346	13,889	15,433	16,976	18,519
YTD Actual Utilization	4,858	1,543	3,087	4,630	6,173	7,716	9,260	10,803					
<b>Rate (\$/transaction)</b>													
Planned Rate	284	172	172	172	172	172	172	172	172	172	172	172	172
Actual Rate	266	173	80	93	101	111	119	121					

**Metric - # of W-2 Forms**

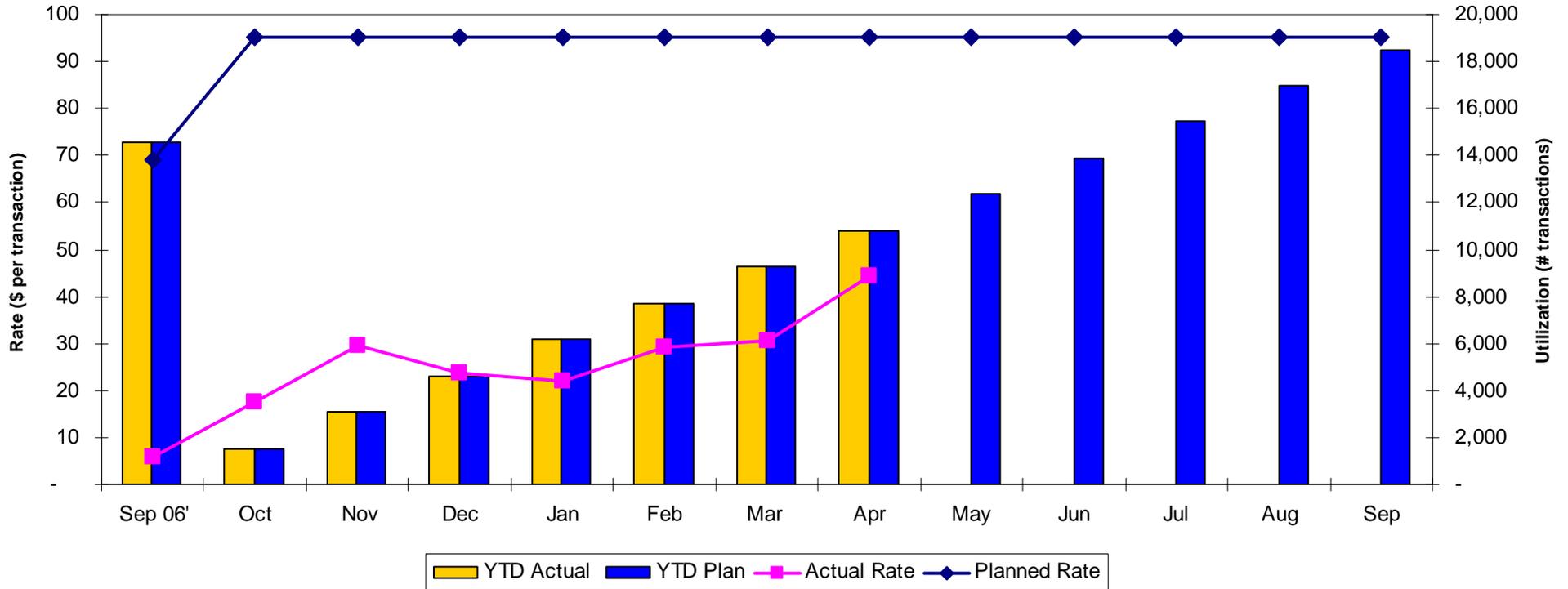
**Oct "Actual Rate" Averaged between Sep & Nov**

**Projected EOY Earned (\$Ks)**

**\$463**

Training services support for specific needs standard across agency, registration/reimbursement for individually funded training activities, processing of on-site training notices, training data entry, support to surveys and assessments, GS-1102 training program

# Employee Benefits (Health Fairs)



	Sep 06'	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Number of Transactions</b>													
YTD Plan	14,573	1,543	3,087	4,630	6,173	7,716	9,260	10,803	12,346	13,889	15,433	16,976	18,519
YTD Actual	14,573	1,543	3,087	4,630	6,173	7,716	9,260	10,803					
<b>Rate (\$/transaction)</b>													
Planned Rate	69	95	95	95	95	95	95	95	95	95	95	95	95
Actual Rate	6	18	30	24	22	29	31	44					

**Metric - # of W-2 Forms**

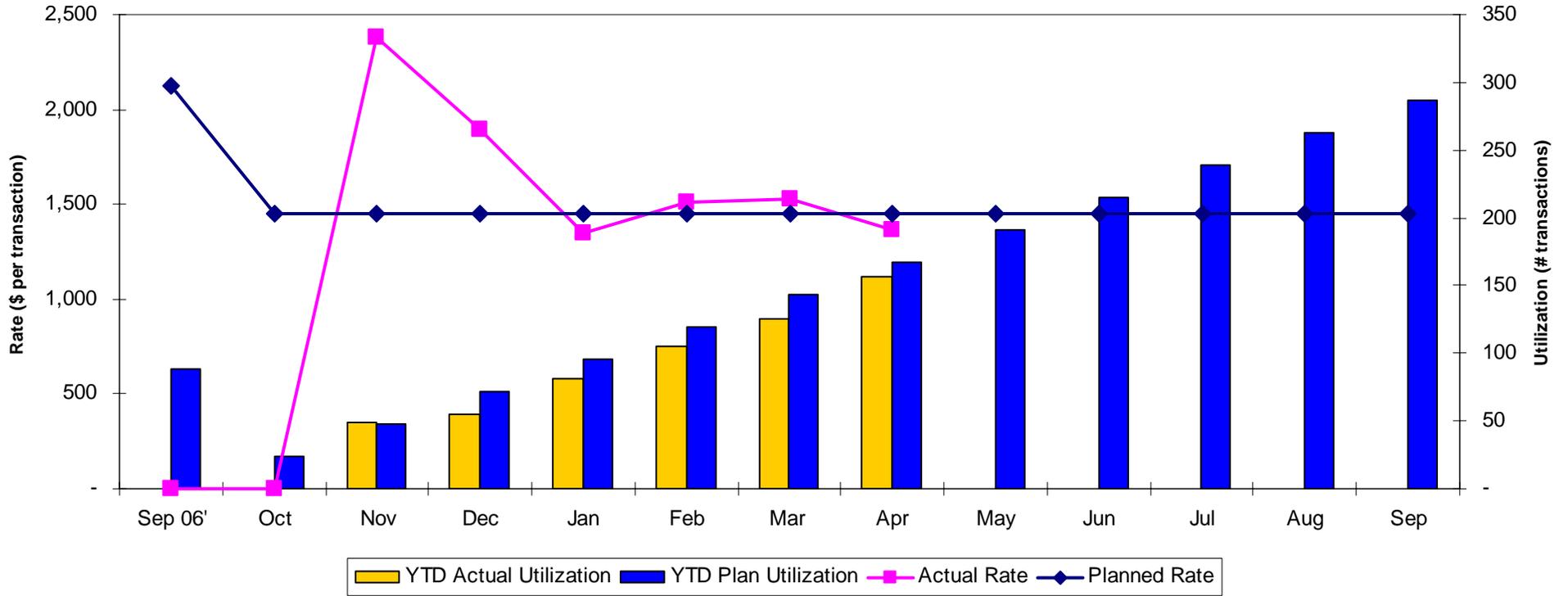
**Oct "Actual Rate" Averaged between Sep & Nov**

**Projected EOY Earned (\$Ks)**

**\$560**

Benefits processing, new hire, transfer, and reassignment in-processing, administration of leave donor program and advance sick leave, organization of health fairs and occupational health and safety awareness fairs, and financial disclosure forms

# PCS and Ext TDY Relocation Assistance

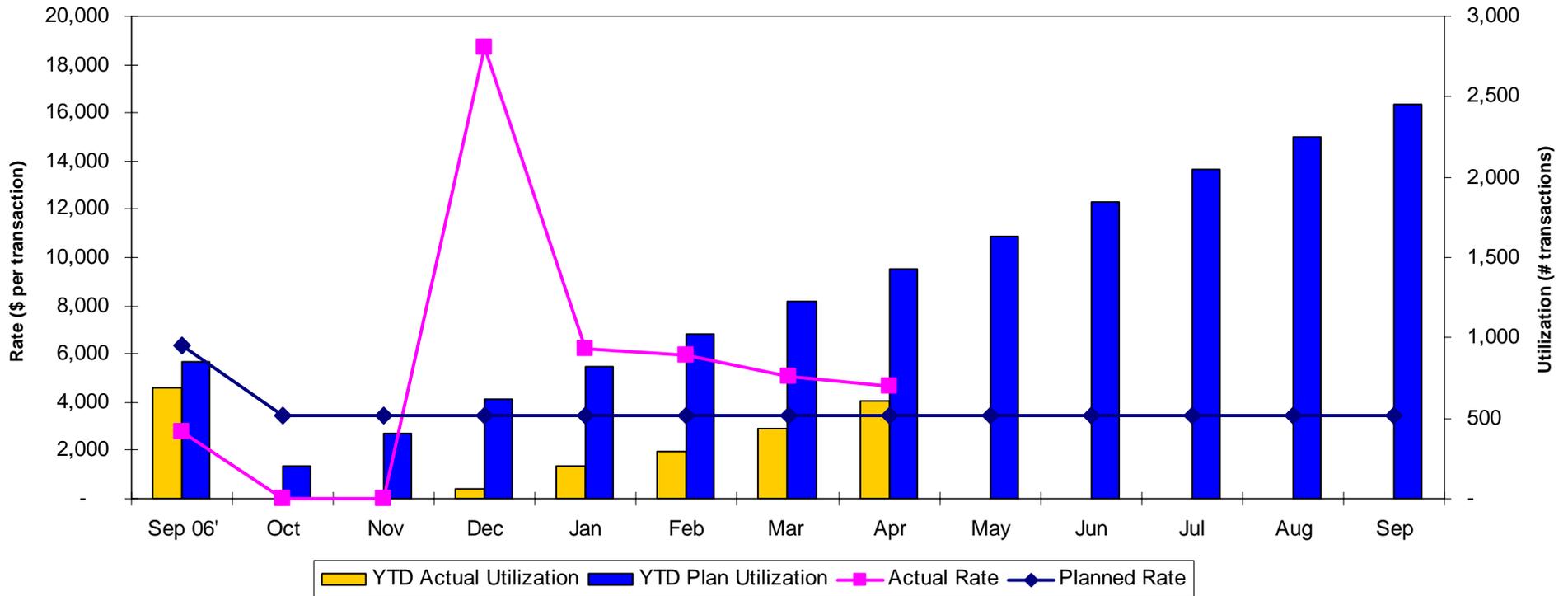


	<u>Sep 06'</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>
<b>Number of Transactions</b>													
YTD Plan Utilization	88	24	48	72	96	120	144	167	191	215	239	263	287
YTD Actual Utilization	-	-	49	55	81	105	126	157					
<b>Rate (\$/transaction)</b>													
Planned Rate	2,126	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454
Actual Rate	-	-	2,380	1,892	1,347	1,507	1,528	1,362					
													<b>Projected EOY Utilization</b>
													<b>350</b>
													<b>Projected EOY Earned (\$Ks)</b>
													<b>\$66</b>

**Metric - # of PCS Moves (excluding NSSC)**

Counsel and process actions for employees and new hires on entitlements for movement to new duty location

# Grants and Cooperative Agreements



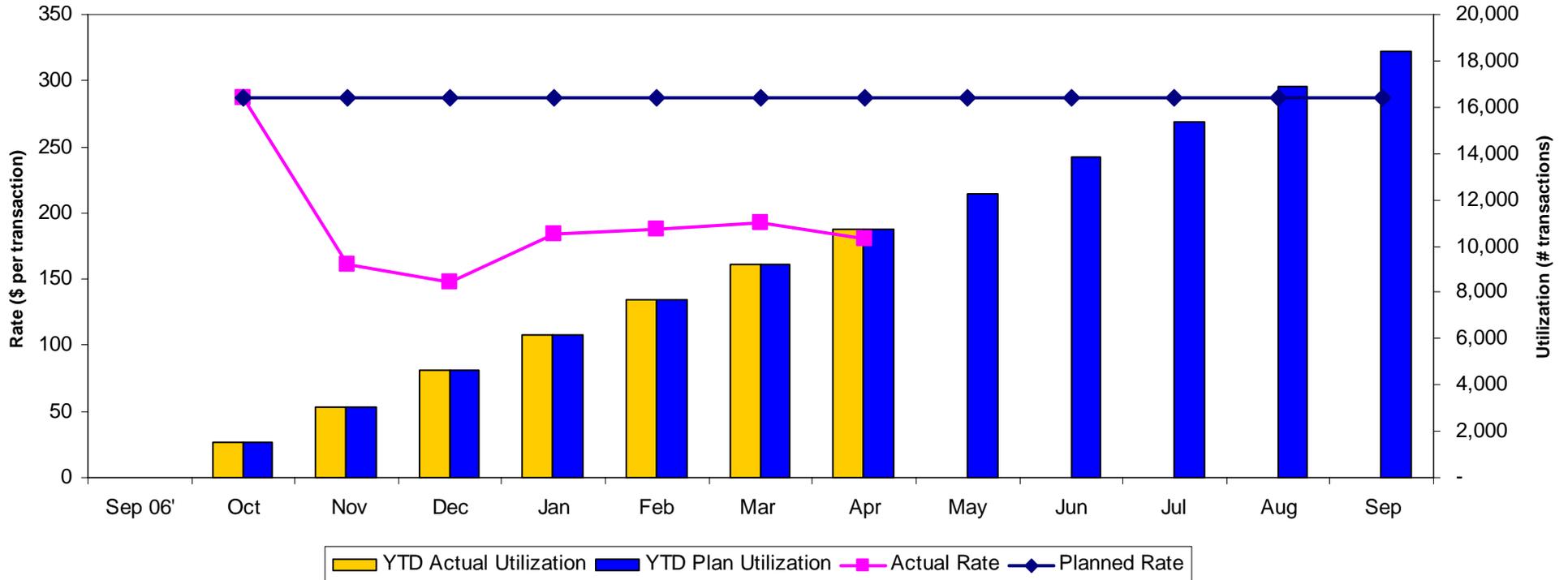
	<u>Sep 06'</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>
<b>Number of Transactions</b>													
YTD Plan Utilization	848	204	409	613	818	1,022	1,227	1,431	1,635	1,840	2,044	2,249	2,453
YTD Actual Utilization	686	-	-	64	199	297	435	608					
<b>Rate (\$/transaction)</b>													
Planned Rate	6,378	3,460	3,460	3,460	3,460	3,460	3,460	3,460	3,460	3,460	3,460	3,460	3,460
Actual Rate	2,757	-	-	18,719	6,247	5,949	5,057	4,648					
													<b>Projected EOY Utilization</b>
													<b>2,200</b>
													<b>Projected EOY Earned (\$Ks)</b>
													<b>\$940</b>

**Metric - # of Grants Awarded (excluding NSSC)**

Support the award and administration of grants and cooperative agreements including pre-award and post-award actions for both competitive and noncompetitive awards, and maintenance of grants website



# Other Agency Procurement Services



	Sep 06'	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Number of Transactions</b>													
YTD Plan Utilization	10	1,535	3,070	4,605	6,140	7,675	9,211	10,746	12,281	13,816	15,351	16,886	18,421
YTD Actual Utilization	10	1,535	3,070	4,605	6,140	7,675	9,211	10,746					
<b>Rate (\$/transaction)</b>													
Planned Rate	312,665	287	287	287	287	287	287	287	287	287	287	287	287
Actual Rate	203,129	287	161	148	184	188	193	180					

**Metric changed from FY06 (Flat Rate per Center) to # of W-2 forms**

**Projected EOY Earned (\$Ks) \$861**

Agency contracting (Consolidated Contracting Initiative), e-procurement, customer survey administration, NASA contracting intern program



## FY2009 PPBE Assumptions/Ground Rules

- Current NSSC Staffing model reflects the RUS Salary Table for 2007 with annual escalation of 3.4%
- Civil Service awards planned at 2% salary
- Civil Service training planned at 1% salary
- Staffing will not routinely be adjusted for projected changes in utilization until after stabilization in FY09
- W2s per Center for FY08 were based upon the DOI W2 Report for FY06...FY09-13 were adjusted from FY08 (DOI W2s) according to the profile submitted by the Centers

# FY2009 PPBE NSSC Budget Trace



(\$ in Millions)	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>
<b>FY2008 PPBE</b>	<b>57.3</b>	<b>73.7</b>	<b>76.3</b>	<b>78.1</b>	<b>80.1</b>	<b>80.7</b>	<b>-</b>
<b>Total Services</b>	<b>43.7</b>	<b>51.5</b>	<b>54.0</b>	<b>55.4</b>	<b>57.8</b>	<b>58.4</b>	<b>-</b>
Financial Management	12.0	19.7	21.7	21.3	22.8	23.2	
Human Resources	14.8	14.8	14.6	16.1	15.9	15.6	
Procurement	16.9	17.0	17.6	18.0	19.1	19.5	
Liaison Support	-	-	-	-	-	-	
<b>Training Purchases</b>	<b>13.6</b>	<b>22.2</b>	<b>22.3</b>	<b>22.6</b>	<b>22.3</b>	<b>22.3</b>	
<b>FY2009 PPBE</b>		<b>69.3</b>	<b>73.5</b>	<b>74.7</b>	<b>76.0</b>	<b>77.0</b>	<b>78.5</b>
<b>Total Services</b>		<b>51.7</b>	<b>55.8</b>	<b>56.8</b>	<b>58.4</b>	<b>59.4</b>	<b>61.0</b>
Financial Management		18.6	19.0	19.2	20.1	20.6	21.3
Human Resources		15.4	17.9	18.2	18.1	18.1	18.3
Procurement		16.5	17.7	18.1	18.9	19.3	20.0
Liaison Support		1.2	1.2	1.3	1.3	1.4	1.5
<b>Training Purchases</b>		<b>17.6</b>	<b>17.7</b>	<b>17.9</b>	<b>17.6</b>	<b>17.6</b>	<b>17.6</b>
<b>Delta from FY2008 PPBE</b>		<b>(4.5)</b>	<b>(2.7)</b>	<b>(3.4)</b>	<b>(4.1)</b>	<b>(3.7)</b>	
<b>Total Services (\$M)</b>		<b>0.2</b>	<b>1.9</b>	<b>1.3</b>	<b>0.6</b>	<b>1.0</b>	
<b>Total Services (%)</b>		<b>0.3%</b>	<b>3.5%</b>	<b>2.4%</b>	<b>1.0%</b>	<b>1.8%</b>	
Financial Management		(1.2)	(2.7)	(2.1)	(2.7)	(2.6)	
Human Resources		0.7	3.3	2.1	2.3	2.5	
Procurement		(0.5)	0.1	0.0	(0.3)	(0.2)	
Liaison Support		1.2	1.2	1.3	1.3	1.4	
<b>Training Purchases</b>		<b>(4.6)</b>	<b>(4.6)</b>	<b>(4.7)</b>	<b>(4.7)</b>	<b>(4.7)</b>	
<b>Total Utilization Change</b>		<b>-11%</b>	<b>-15%</b>	<b>-15%</b>	<b>-15%</b>	<b>-14%</b>	

FY2008 PPBE adjusted downward by \$2.5M each year for transfer of PCS GHS content back to the Centers

# IPAC Status

	IPAC Schedule		IPAC Amount (\$K)			IPAC Schedule		IPAC Amount (\$K)	
	Due	Rcvd	Plan	Actual		Due	Rcvd	Plan	Actual
<b>ARC</b>	Aug-06	Aug-06	680	680	<b>JSC</b>	Aug-06	Aug-06	1,315	1,315
	Dec-06	Dec-06	795	795		Dec-06	Dec-06	1,800	1,800
	Feb-07	Feb-07	903	903		Feb-07	Mar-07	1,752	1,752
	May-07	May-07	1,429	1,429		May-07	May-07	2,599	2,599
<b>DFRC</b>	Aug-06	Aug-06	252	252	<b>KSC</b>	Aug-06	Sep-06	842	842
	Dec-06	Jan-07	311	311		Dec-06	Jan-07	965	965
	Feb-07	Feb-07	343	343		Feb-07	Mar-07	1,219	1,219
	May-07	May-07	631	631		May-07	May-07	1,887	1,887
<b>GRC</b>	Aug-06	Aug-06	600	600	<b>LARC</b>	Aug-06	Aug-06	980	1,037
	Dec-06	Jan-07	622	622		Dec-06	Dec-06	1,338	1,172
	Feb-07	Mar-07	856	856		Feb-07	Mar-07	1,342	1,334
	May-07	May-07	1,315	1,315		May-07	Apr-07	1,932	1,732
<b>GSFC</b>	Aug-06	Sep-06	1,718	1,516	<b>MSFC</b>	Aug-06	Sep-06	1,064	3,248
	Dec-06	Jan-07	2,949	1,662		Dec-06	n/a	-	-
	Feb-07	Apr-07	2,760	4,047		Feb-07	Mar-07	819	500
	May-07	May-07	3,770	3,771		May-07	May-07	2,431	3,334
<b>HQ</b>	Aug-06	Sep-06	1,484	1,396	<b>SSC</b>	Aug-06	Aug-06	175	452
	Dec-06	Jan-07	360	1,596		Dec-06	n/a	-	-
	Feb-07	Apr-07	1,694	1,033		Feb-07	Feb-07	118	160
	May-07	May-07	3,367	1,881		May-07		325	

Dec 06 IPAC delayed to Jan 4, 2007 due to SVU implementation issues.

Feb 07 IPAC due date was March 2, 2007

**GSFC – partial IPAC under CR...remainder to be IPAC'd once budget is approved**

**HQ – IPAC reduced due to significant under-utilization & impact on NSSC Spend Authority**

**LARC – reduced to accommodate change in training procurement strategy**

# Liquidation Status

	Schedule		Amount (\$K)			Schedule		Amount (\$K)	
	Month	Liquidated	Billed	Costed		Month	Liquidated	Billed	Costed
<b>ARC</b>	Oct & Nov 06	Jan-07	389.5	389.5	<b>JSC</b>	Oct & Nov 06	Dec-06	972.6	972.6
	Dec-06	Mar-07	423.8	423.8		Dec-06	Feb-07	602.5	602.5
	Jan-07	Mar-07	207.3	207.3		Jan-07	Feb-07	592.4	592.4
	Feb-07	Mar-07	229.0	229.0		Feb-07	Mar-07	520.2	520.2
	Mar-07	May-07	223.6	223.6		Mar-07	Apr-07	638.9	638.9
	Apr-07	May-07	155.4	155.5		Apr-07	May-07	533.5	533.5
<b>DFRC</b>	Oct & Nov 06	Jan-07	215.2	215.2	<b>KSC</b>	Oct & Nov 06	Apr-07	692.1	692.1
	Dec-06	Jan-07	162.8	69.1		Dec-06	Apr-07	392.6	392.6
	Jan-07	Feb-07	110.1	110.1		Jan-07	Apr-07	352.9	352.9
	Feb-07		94.5			Feb-07	Apr-07	386.5	386.5
	Mar-07	Apr-07	123.2	123.2		Mar-07	Apr-07	371.8	371.8
	Apr-07	May-07	132.9	132.9		Apr-07	May-07	411.5	411.5
<b>GRC</b>	Oct & Nov 06	Jan-07	419.8	419.8	<b>LARC</b>	Oct & Nov 06	Dec-06	631.6	631.6
	Dec-06	Jan-07	392.2	392.2		Dec-06	Jan-07	392.7	392.7
	Jan-07	Mar-07	372.9	372.9		Jan-07	Mar-07	476.5	476.5
	Feb-07	Apr-07	224.0	224.0		Feb-07	Mar-07	377.2	377.2
	Mar-07	Apr-07	248.3	248.3		Mar-07	Apr-07	340.0	340.0
	Apr-07	May-07	189.9	189.9		Apr-07	May-07	409.7	409.7
<b>GSFC</b>	Oct & Nov 06	May-07	840.0	840.0	<b>MSFC</b>	Oct & Nov 06	Jan-07	744.7	744.7
	Dec-06	May-07	844.2	844.2		Dec-06	Jan-07	401.5	401.5
	Jan-07	May-07	795.9	795.9		Jan-07	May-07	504.4	504.4
	Feb-07	May-07	766.7	766.7		Feb-07	May-07	512.9	512.9
	Mar-07	May-07	792.1	792.1		Mar-07	May-07	438.1	438.1
	Apr-07	May-07	673.0	673.0		Apr-07	May-07	480.4	480.4
<b>HQ</b>	Oct & Nov 06	May-07	486.5	459.2	<b>SSC</b>	Oct & Nov 06	Dec-06	98.6	98.6
	Dec-06	May-07	297.0	283.4		Dec-06	Jan-07	116.9	116.9
	Jan-07	May-07	439.7	350.9		Jan-07	Feb-07	88.8	88.8
	Feb-07	May-07	350.1	184.8		Feb-07	Mar-07	121.7	121.7
	Mar-07	May-07	571.4	103.3		Mar-07	Apr-07	48.4	48.4
	Apr-07	May-07	874.8	43.5		Apr-07	May-07	41.6	41.6
<b>HQ-OIG</b>	Oct & Nov 06		5.5						
	Dec-06		5.0						
	Jan-07		9.5						
	Feb-07		7.1						
	Mar-07		27.3						
	Apr-07		43.1						

## Center Support to NSSC

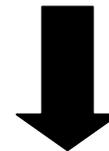
- A current issue sending NSSC WCF earnings to SSC, MSFC, and KSC will impact NSSC's ability to fund necessary support services starting in FY08
  - proposal by OCFO DAB requires the Centers to request spending authority up front
  - during the year, NSSC and Centers will execute the reverse of our current WCF process to send the advance to the Center
    - » e.g., Stennis would set up a Sales Order to receive our advance and the NSSC would set up a funds commitment and submit an advance through the AP process that the Centers currently use to send advances to the NSSC
  - NSSC is concerned about how/if this process will be tested the CC had some concerns with this solution when options were discussed in late-Jan 07
  - Starting in FY08, NSSC will not have any Corp G&A budget to fund required services from the Centers...must use WCF earnings
- NSSC is working with OCFO DAB and CC to arrange a process check this summer during the Release 8.1 testing

# IT Strategy Update Back-up

# Information Technology Application Portfolio Management Matrix

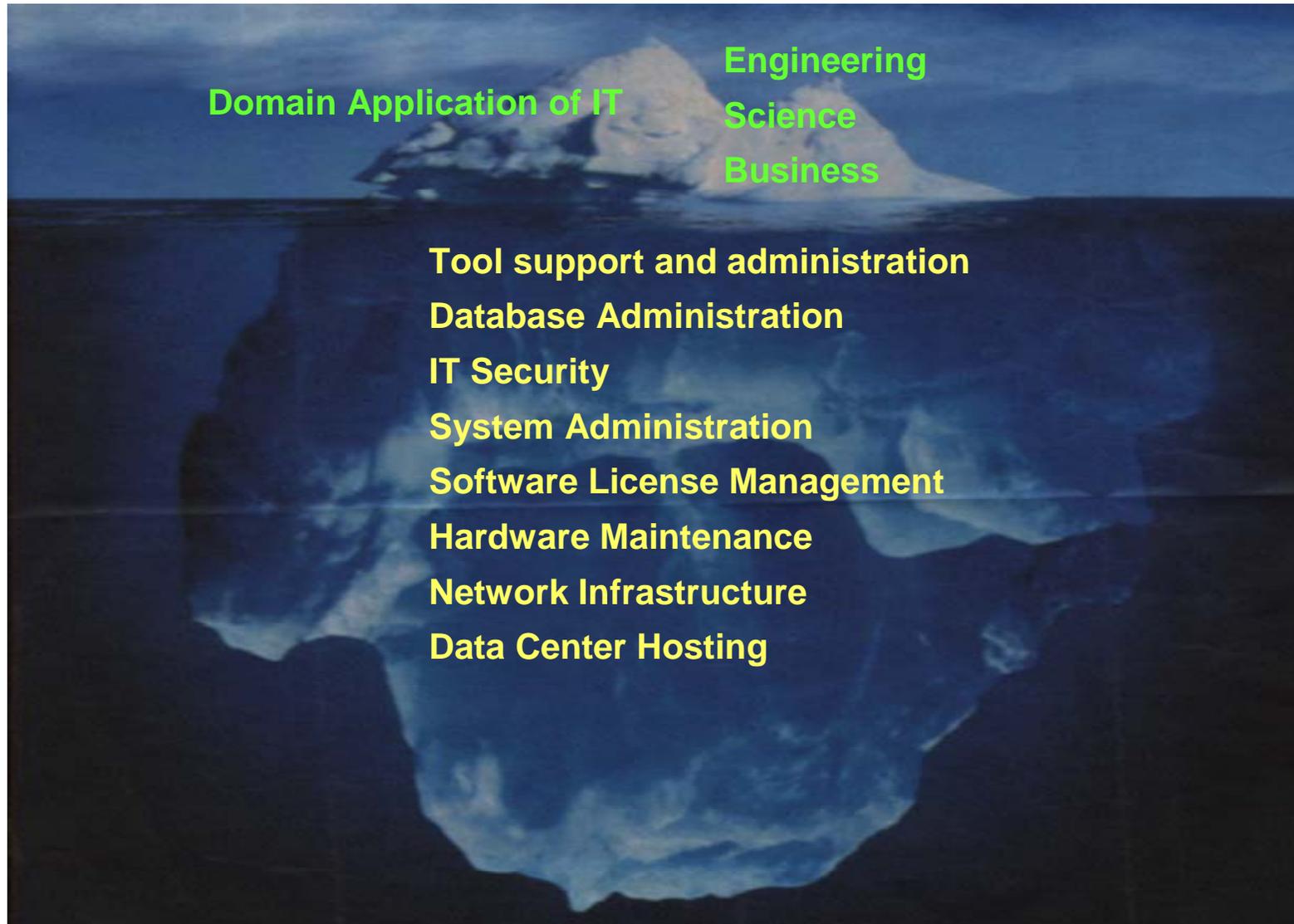
	Business Applications	Engineering Applications	Scientific Applications	Project Mgmt Applications
Agency				
Center				
Mission Directorate				
Program				

Map and manage to this portfolio by function and organization

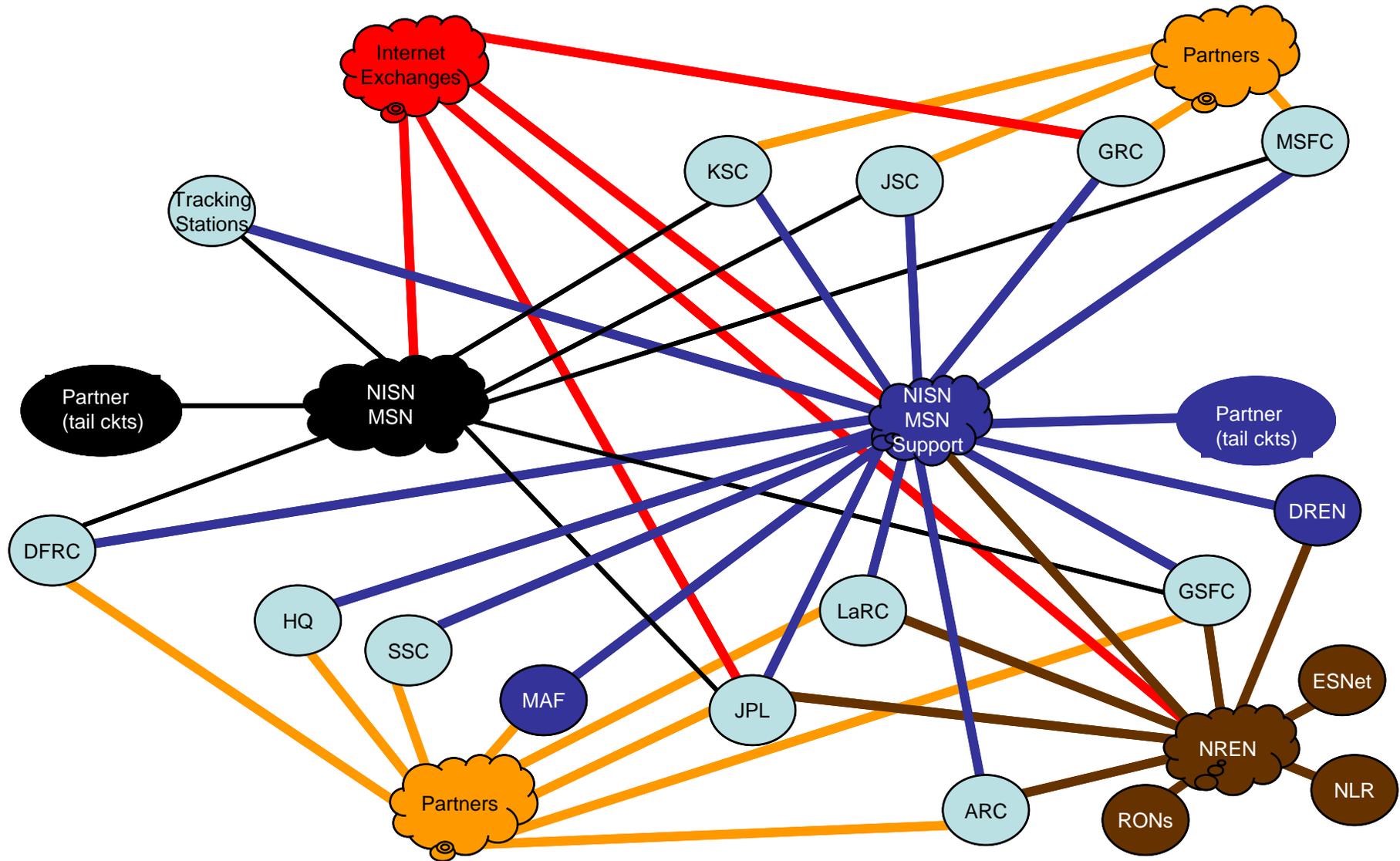


Emerging Technologies	Development & Enhancement Projects	Run the Business	Sunset
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## Services Approach to IT Support



# NASA's Network Infrastructure



# Firewall Architecture and Management Inhibits Center-to-Center Collaboration

