

APPROVALS

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1. PURPOSE

This charter establishes the Information Technology (IT) Program Management Board (PMB), and sets forth its responsibilities, membership, reporting requirements and general operating guidance.

2. APPLICABILITY/SCOPE

IT Governance encompasses the structures, inputs, outputs, activities and decision rights necessary to facilitate the effective and efficient use of IT. NASA's IT governance model is consistent with the Agency's overall approach to governance and has critical linkages to key NASA policies including:

- NPR 7120.7 NASA Information Technology and Institutional Infrastructure Program and Project Management Requirements
- NPR 2800.1 Managing Information Technology;
- NPD 2810.1 NASA Information Security Policy, NPR 2810.1 Security of Information Technology;
- NPD 2830.1 NASA Enterprise Architecture; and,
- NPR 2830.1 NASA Enterprise Architecture (EA) Procedures.

By adopting a structured and holistic approach to IT Governance, NASA will be better able to enable NASA's mission by:

- Establishing an ongoing alignment of NASA's IT investments and management practices with its business requirements and strategic initiatives;
- Integrating mission and business processes and information across organizational boundaries;
- Leveraging information technology to achieve greater efficiencies and security
- Ensuring that NASA's IT is implemented efficiently and effectively.

NASA's IT governance board structure provides complete coverage of the lifecycle of an IT investment from the initial decision to fund a proposed investment, to oversight of its implementation and operations, and decommissioning. Each of these lifecycle phases has associated with it unique milestones and metrics that require different activities and therefore different governing boards with different memberships. To address the wide-ranging decisions which occur throughout the lifecycle of an IT investment, NASA employs a three-board model where each board has a clear set of responsibilities as well as interfaces to the other governing bodies.

- **IT Strategy and Investment Board (SIB).** Decisions regarding IT strategy, investments (prioritization and selection), EA, and NASA-wide IT policies/processes. The board is chaired by the Agency Chief Information Officer (CIO) and members include senior level stakeholders from Mission Directorates, Mission Support Offices, Staff Offices (Chief Engineer, Program Analysis and Evaluation, Office of Program and Institutional Integration), and Centers.

- **IT Program Management Board (PMB).** Executive oversight and decisions regarding application and infrastructure projects to ensure that investments approved by the IT SIB stay on track during formulation and implementation.
- **IT Management Board (MB).** Decisions regarding performance, integration and other issues pertaining to operational systems. Members include senior leaders within NASA's CIO community.

NASA's IT environment is organized into three major areas: IT infrastructure services; IT applications, and "Highly Specialized IT" such as the technology that supports real-time control systems and on-board avionics.

While some cross-cutting IT processes such as IT security apply to all three areas, the scope of the IT governance described in this document addresses IT infrastructure services and IT applications only. These are investments that are in the scope of NPR 7120.7, NASA Information Technology and Institutional Infrastructure Program and Project Management Requirements. Lifecycle management of "Highly Specialized IT" is in accordance with the applicable management policies, such as NPR 7120.5 Space Flight Program and Project Management Requirements, and will be subject to applicable governance structures and processes.

The IT governance structure described in this document operates at the Agency level and addresses major IT programs and projects and other IT investments in the scope of NPR 7120.7 (collectively referred to in this charter as programs/projects) (including those funded by corporate G&A, Strategic Institutional Investment (SII), Overguides, and Center Management and Operations (CMO) that cross Center and program boundaries). While Center-specific projects are addressed via IT governance structures at each Center, the IT PMB will review a summary of Center projects on an annual basis, and all projects that meet the defined criteria prior to proceeding to operations. At the determination of the NASA CIO, other projects funded by Mission Directorates meeting the NPR 7120.7 definition of an IT project may report to and utilize the IT PMB as its governing body.

3. AUTHORITY

The NASA Strategic Management Council (SMC) approved establishment of NASA's IT governance structure on September 14, 2007. NPD 2800.1, Managing Information Technology, provides the authority for the IT PMB.

4. FUNCTIONS

The purpose of the PMB is to provide a forum for high level Agency participation in the oversight and evaluation of Agency IT programs and projects. The PMB is chaired by the Agency Deputy CIO and comprised of representatives from key organizations that can independently evaluate and provide advice to the Agency's IT programs and projects. The board makes recommendations to the NASA CIO, who is the decision authority (DA) for NASA's IT projects. The chair will present to the IT SIB, the Agency office sponsoring the program/project,

and Agency councils as appropriate. Decisions are rendered based on the group's discussion, collective understanding of the Agency's needs and priorities, and reflective of NASA's IT principles.

The PMB uses inputs from a variety of sources to support its deliberations and recommendations. These include but are not limited to:

- IT program and project status reports;
- Reports of independent assessors;
- Results of enterprise architecture reviews;
- Enterprise architecture and program/project management standards; and
- Program/Project documentation.

Using these inputs, the PMB will fulfill the responsibilities described above to ensure the effective and efficient use of IT across the Agency and will produce the following specific output:

- Recommendations to the DA for the program/project to improve its likelihood of success; and,
- Concur /non-concur decisions on key decision point recommendations.

5. MEMBERSHIP

The PMB membership includes the following organizations/roles:

- 1 Deputy CIO (Chair)*
- 2 Division Chief, OCIO Policy and Investment Division (ex officio)
- 3 IT MB representative (ex officio)
- 4 Office of the Chief Engineer
- 5 Center representatives (2)**
- 6 Mission Directorate representatives (2)**

*The OCIO PMB Chair may invite others with technical expertise to attend selected meetings, as needed, in an advisory and ex-officio, non-voting role.

**Membership rotates annually.

6. MEETINGS

The PMB will convene for two types of meetings; 1) monthly status update 2) key decision points (KDP). The PMB Chair may also convene special sessions to address issues that may arise that cannot wait for the monthly update or a KDP. A quorum is established when representatives for at least two thirds of the member organizations participate in a meeting. If a designated representative is unable to participate then an alternate is acceptable. However, alternates are expected to speak and vote authoritatively. The chair makes decisions on behalf of the PMB after discovery, discussion and debate, if necessary. Escalation path for members in opposition of decisions is through their chain of command, and then the NASA Associate Administrator for final disposition.

PMB meeting minutes, documentation of the proceedings and formal recommendations, will be maintained on an accessible web site. Briefing materials, action items and other supporting documentation will also be maintained on the web site.

7. DURATION

This charter shall be in effect for a period of 3 years and will be reviewed/renewed as appropriate.

8. MEASUREMENT

The PMB uses inputs from a variety of sources to support its deliberations and recommendations. These include but are not limited to:

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- Recommendations to the DA for the program/project to improve its likelihood of success; and,
- Concur /non-concur decisions on key decision point recommendations.

The PMB, as a group, is responsible for:

- A. Ensuring Agency-wide IT programs/projects are integrated across the appropriate stakeholders and aligned with Agency priorities;
- B. Ensuring IT program/project outcomes achieve the goals and objectives as defined by the Strategy and Investment Board;
- C. Ensuring IT program/project decisions are made in recognition of budgeting, resource, and other constraints (e.g., compliance with federal laws, regulations, and policies; other externally mandated requirements);
- D. Reviewing and approving IT program/project to proceed into the next phase based on analysis of cost, schedule, risk management and requirements; and
- E. Reviewing project performance relative to commitments.

The PMB Chair is responsible for:

- A. Ensuring effective and efficient PMB performance;
- B. Establishing standard PMB organization and operating practices;
- C. Planning and conducting PMB meetings and related activities;
- D. Ensuring good communications between the PMB and relevant stakeholders;
- E. Ensuring appropriate issues are brought to the Agency level governance councils

- F. Reporting on behalf of the PMB to the Agency SMC, Operation Management Council (OMC), and Program Management Council (PMC);
- G. Disposition of PMB member recommendations; and
- H. Tasking organizations to implement approved recommendations

The individual PMB member representatives are responsible for:

- A. Representing their respective organizations;
- B. Reviewing pre-meeting materials, coordinating within their respective organizations to formulate an official organizational position, opinion, or recommendation relative to the topic;
- C. Participating in the PMB meetings and related activities, speaking and voting authoritatively for their respective organizations; and
- D. Working with the Agency CIO and other organizations to reach mutually acceptable issue resolutions.

9. RECORDS

The NASA Chief Information Officer is responsible for the maintenance of this charter and all other records associated with the IT PMB.

10. ACRONYMS

CIO	Chief Information Officer
CMO	Center Management and Operations
DA	Decision Authority
EA	Enterprise Architecture
KDP	Key Decision Point
MB	IT Management Board
NASA	National Aeronautics and Space Administration
PMB	IT Program Management Board
OCIO	Office of the Chief Information Officer
OMC	Operations Management Council
PMC	Program Management Council
SIB	IT Strategy and Investment Board
SII	Strategic Institutional Investments
SMC	Strategic Management Council