

National Aeronautics and  
Space Administration  
**Office of the Administrator**  
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**TO:** Officials-in-Charge of Headquarters Offices  
Directors, NASA Centers

**FROM:** Administrator

**SUBJECT:** Office of the Chief Financial Officer and Integrated Financial  
Management Program Organization Updates

Sound financial management by NASA is an essential underpinning of our Nation's ongoing commitment and investment in space exploration, spaceflight operations, Earth and space science, and aeronautics research and development. It is imperative that NASA fully and accurately plan for, manage, account, and report on such investments and related performance in a timely, accurate, and consistent manner. In short, NASA's financial management, systems, resources, staff, and practices must match its efforts and achievements in seeking technical excellence. During my confirmation hearing (and in subsequent communications with the Congress), I reiterated a commitment to significantly improve our financial management practices and performance. This improvement is crucial to garner sustained support for the Vision for Space Exploration.

Following both a detailed internal review of our financial management systems and plans, and a related external review by a senior team of financial managers from across the Federal Government, I have directed a rebaselining of the Integrated Financial Management Program (IFMP) and issued new directives to the Office of the Chief Financial Officer (OCFO). It is important for us all to realize that the changes I am directing reflect the fact that the challenges we now face are more than financial. Therefore, I am updating the name of our Integrated Financial Management Program to Integrated Enterprise Management Program (IEMP). The investments we are making today in this Program are principally aimed at improving how we manage our investments and control the operating costs of the Agency; this new name captures the spirit of the developments now under way in this effort.

To ensure that we stay on course and maintain priorities that will ultimately lead to mission success, I am directing that the following actions be taken.

**Integrated Enterprise Management Program (IEMP) Improvements**

- The current phase of the Project Management Information Improvements (PMII) effort is to be completed by the end of September 2005. The completion of all phases of this project will significantly improve the ability of our Agency to manage its programs and projects along consistent and integrated lines of financial and technical performance reporting. Embedded within this effort is a new financial and project accounting structure for the Agency. Converting to this new structure will also require the attention and participation of our programmatic community, and I am requesting your full support in completing this important rollout.
- Budgeting and funding for all development and implementation activities (including Center implementation) of the remaining IEMP projects (modules) and the planned improvements of existing applications are to be consolidated and managed from a single program fund source instead of the existing numerous Corporate and Center General and Administrative (G&A) funding sources. This action, which was recently recommended by Congress, is effective October 1, 2005.
- IEMP will continue to be managed from the Office of the Administrator and will continue to develop enhanced lines of communications between IEMP offices and various owners of its applications, including the Office of the Chief Engineer and the Mission Directorates.
- NASA has developed a strategy encompassing all of the President's Management Agenda (PMA) commitments, as illustrated by the successful recent implementation of the e-Payroll application. As part of that strategy, we are moving back the scheduled implementation of the eTravel application to follow the stabilization of the IEMP's Core Financial Upgrade. This Upgrade is a key factor to receiving a "clean" financial audit opinion and is a major component of a successful migration to GSA's new external Travel Management Center Services Program.
- One of the salient recommendations from our recent internal and external reviews was to minimize the overall development and deployment risks of IEMP's forthcoming Integrated Asset Management (IAM) project. The recommended strategy was to focus our resources and attention in the near-term on the successful rollout of the current Financial Upgrade and Project Management Information Improvement before tackling the large and complex issues related to the implementation of our IAM module. In the meantime, I have asked the program office to work in concert with the IAM functional ownership and communities to develop an updated development and deployment strategy, including additional system implementation approaches.

**Financial Management Organization Improvements**

- Additional resources will be provided to the OCFO for staffing at both Headquarters and the Centers to ensure that we are adequately staffed to improve our financial management (including compensating controls) and reporting capabilities. The Agency Chief Financial Officer (CFO) will directly review and approve all proposed adjustments or changes to Center CFO staffing/resources to ensure consistency in our financial management improvement efforts and alignment of our Center CFOs with the Agency OCFO.
- In the near term, the asset management community will continue to work closely with the OCFO to ensure that business practices associated with asset control and reporting are successfully aligned with financial management requirements while the new IAM solution is being developed and implemented.
- G&A, Service Pool Analysis, and Institutional Service Workforce oversight functions currently provided by the Office of Institutional Planning and Investment will be transferred to the OCFO.
- Development of the strategic institutional investment plans and associated funding strategy functions of the Office of Institutional Planning and Investment are to be immediately transferred to the Office of Program Analysis and Evaluation (PA&E) as part of PA&E's strategic investments functions.

Many other financial management improvement activities, including those outlined in the OCFO's Financial Management Improvement Strategic Initiatives, are already under way. The actions that I have outlined above complement and support those efforts. Shortly, you will receive additional details on each of those areas from the concerned offices.

Improving financial management at NASA is a responsibility we all share, and I thank you again for your continued support of this critical Agency initiative.



Michael D. Griffin

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