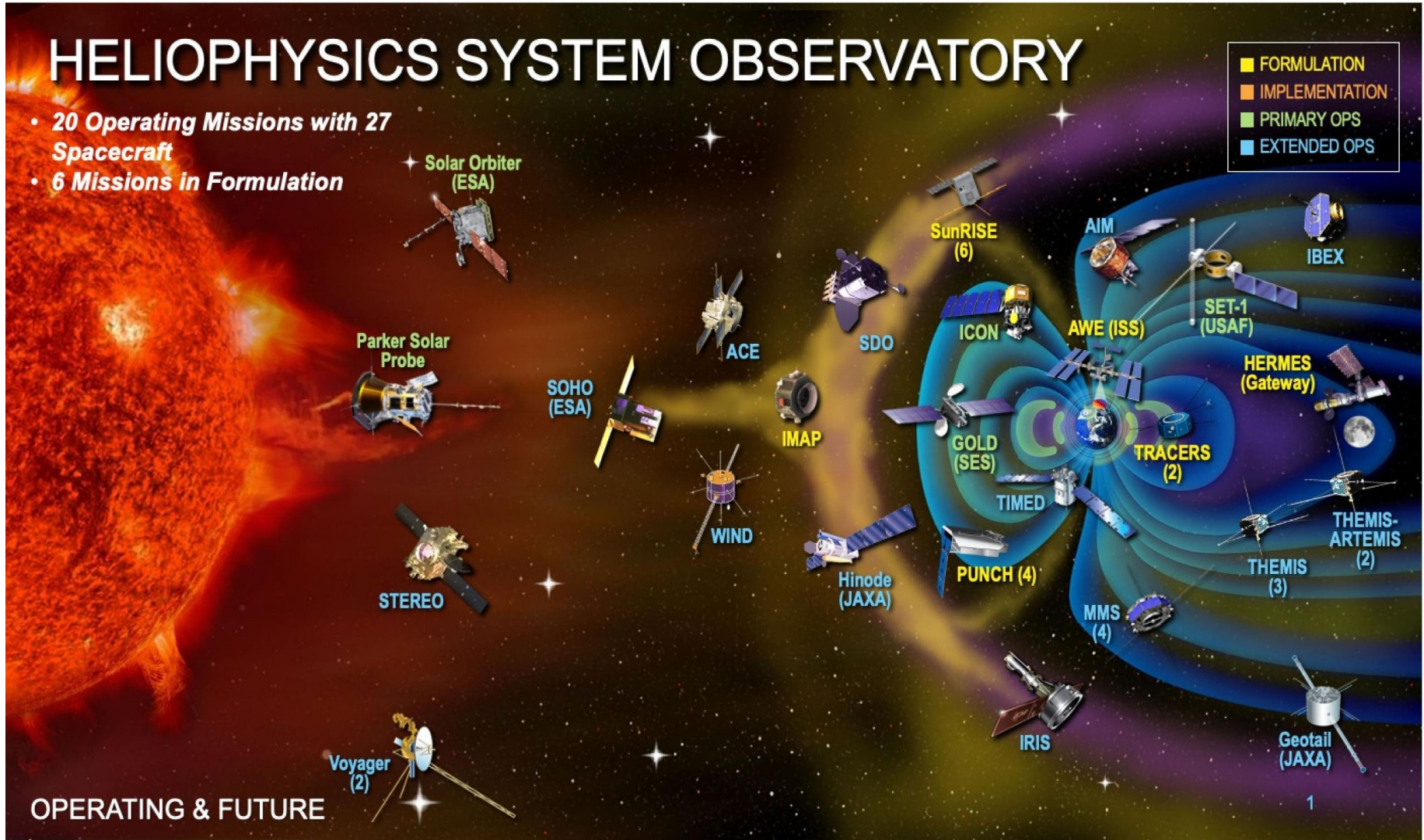




HQ Heliophysics Program Executives, what do they do?

MIDEX PI Forum 2020
Phase A Kickoff

Willis Jenkins
Sr. Explorers Program Executive
Heliophysics Division
Science Mission Directorate,
NASA Headquarters
October 7, 2020





Role of a Program Executive (PE)

Much like Janus, the two-faced god of gates, doors, doorways, it beginnings and *endings with the PE.*

Your project's
Point of Contact
and
Advocate
at NASA HQ



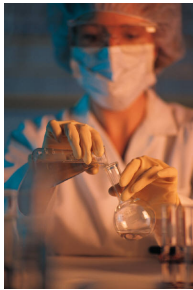
But also NASA HQ's
Enforcer
of Gov't and NASA
rules, regulations, and
seemingly endless
requests for data and
information on
unreasonably short
time frames



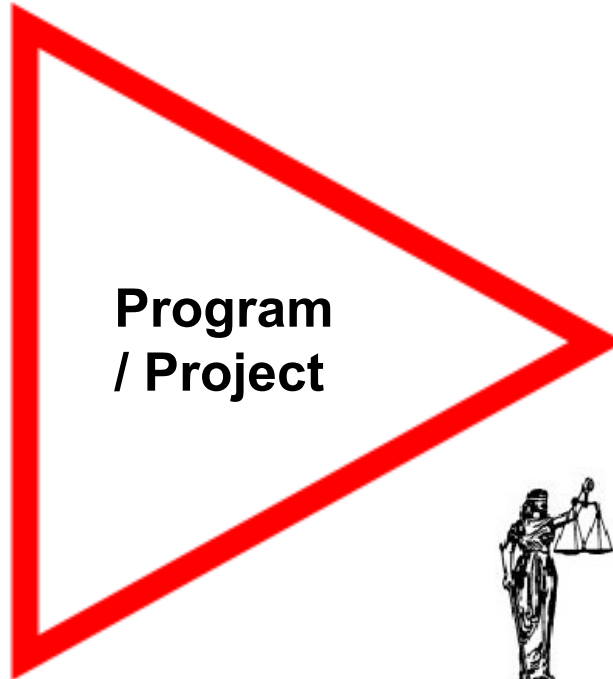
The PE is part of a HQ “Triad”



Program Scientist



Program Analyst



Division Director



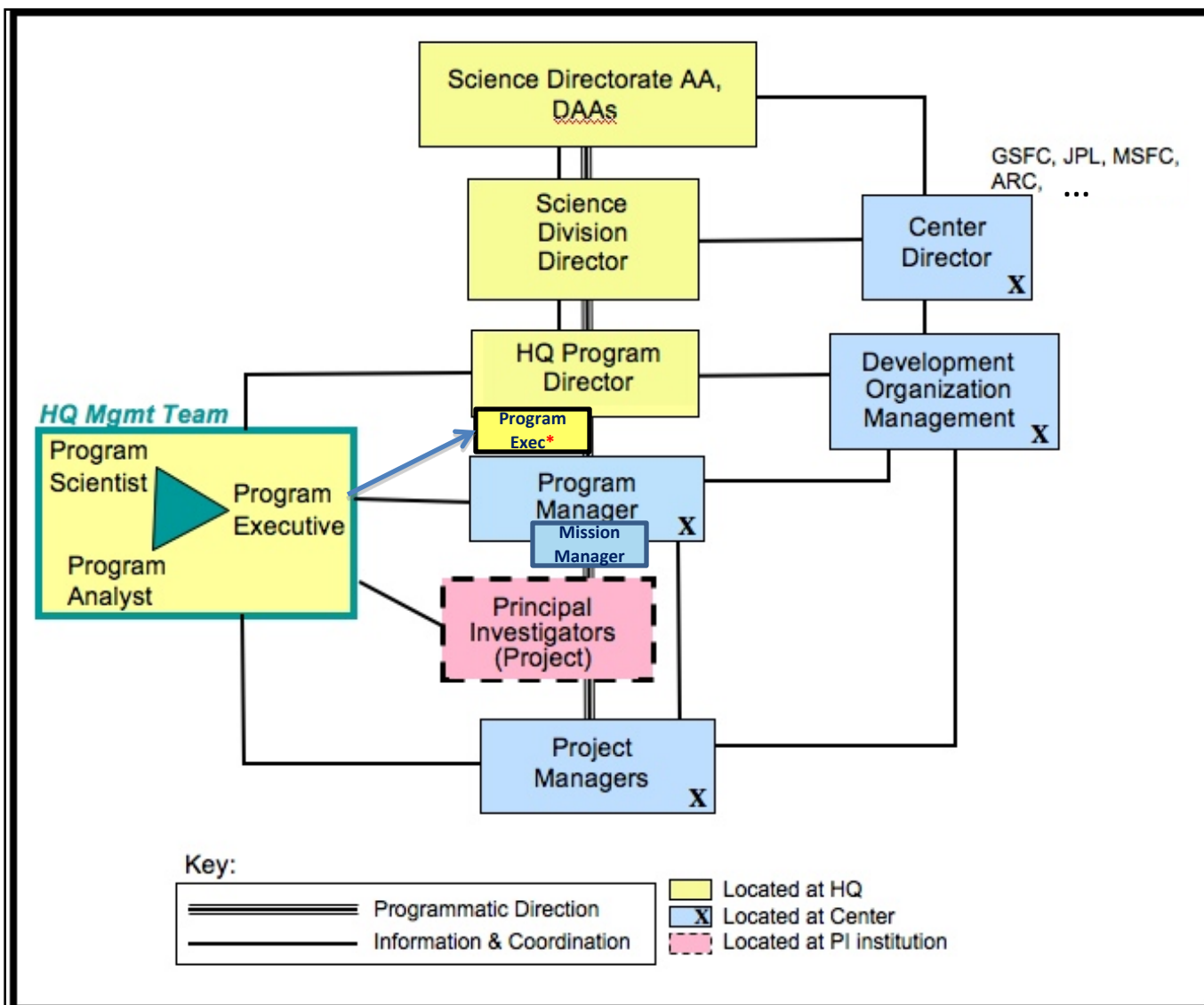
Program Executive



**HQ Management Team
(Program Officers)**



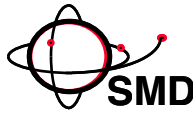
SMD Management Accountability



*Division has the authority to delegate to the PE



The PE:

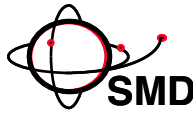


- Facilitates transitions between Phases to get your project through each gate
- Helps you understand what is required for each direction and process
- Opens the doors of all of mission support and directorate offices on your behalf
- Creates the documentation required at the end of each phase or process (i.e. key decision point KDP)
- Is your day to day spokesperson at HQ





NASA Space Flight Program and Project Management Requirements



NASA NPR 7120.5E

- **3.2 Roles and Responsibilities**

- 3.2.1c. The Mission Directorate Associate Administrator (MDAA) may designate some of his/her Programmatic Authority to deputy associate administrator, division directors, or their equivalent such as program directors and center directors.

For a program/project the designated Program Executive supports and recommends action to the MDAA, Deputy AA for Flight Programs and Division Director and is delegated responsibility for roles and responsibilities assigned to the MDAA.

Within SMD, specific responsibilities of PE are reiterated in the SMD Handbook



Your Advocate, the PE

- Defends your status to Division Director every week and to SMD management every month (and any other requested time).
- Promote project science and success highlights to NASA Leadership
- Expected to know MANY details on anything related to your project, sometimes a weed picker. If it is not known, the PE must find out quickly when asked.
- Help you prioritize activities and determine relevance.
- Push to get your required documentation out of the inbox, signed, and on to the next step in approval.
- Push to keep you off the lists for 'pilot programs/projects' that usually add new requirements.
- Defends your budget as unexpected needs arise elsewhere.
- Initiate and manage required documentation
 - Formulation Authorization Document (FAD)
 - Program Commitment Agreement (PCA)
 - Program Level Requirements Appendix (PLRA)
 - Project plan
 - Performance Plan, Budget and Execution (PPBE) submits,
 - Orbital debris, mishap plans, National Environmental Policy Act NEPA,



So you don't need to!



Your Advocate, the PE con't



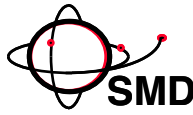
- **Represents you to**

- Procurement and Science Support Office for proposals
- Procurement for protests
- Other Mission Directorates in cooperative efforts
- External Affairs with Memorandum Of Agreement, Letters of Agreement, and International Partnerships
- Legislative Affairs for immediate turn around information and defense of budget
- General Counsel as needs arise (export control, protests, other) Office of Chief Financial Officer (OCFO): baseline reports for the Office of Mgmt & Budget (OMB), General Accounting Office (GAO) reports, Basis Of Estimates (BOEs), Joint Cost & Schedule Confidence Levels (JCLs), Cost Analysis Data Requirement, Strategic Mgmt Council CADREs, official documentation for the Strategic Mgmt Council (SMC)
- Launch Services to get your NASA sponsored Launch Vehicle requirements satisfied on time
- Public Affairs when the news is good or bad
- Office of Chief Engineer (OCE) for 7120 waivers
- Standing Review Board (SRB) membership, Terms of Reference (TOR), reviews





The PE is NASA's Enforcer



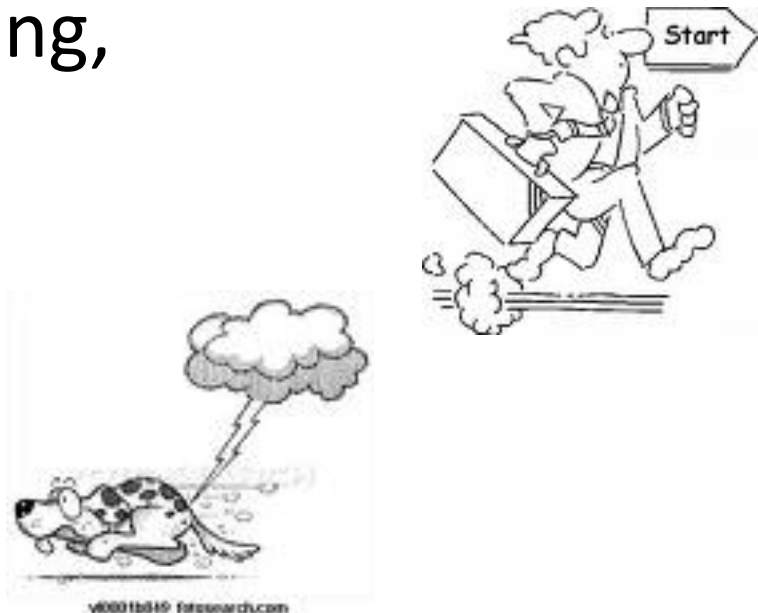
- Must ensure that you follow and be in accord with:
 - Engineering Standards (Gold rules, Design Principles, etc)
 - NPR 7120.5E
 - NPD 1000.5B
 - SMD Handbook (guidelines)
 - Earned Value Management (EVM) reporting
 - Science Data Access Policies
 - Cost and obligation metrics
 - Orbital debris policy, education and outreach policy, etc.
- Must assess and report
 - Technical performance and risks
 - Project/Program status: technical, schedule, cost and overall
 - Mission success criteria and accomplishment



A PE's Life at HQ



- A lot of rapid swirling and chasing with an indeterminate outcome (i.e. 6 month budget cycle)
- PE acts as the buffer (i.e PE is the “clutch”)
- PE needs to be flexible
- Sometimes we are chasing,
- and sometimes we are being chased



- Open communication is the key



- Maintain “open door” policy - both directions

- Project to PE and PE to Project

- Mostly to , Mission Manager (Program Office Representative) and Project Manager , but sometimes other key project staff (Principal Investigator, Resource Analyst, launch vehicle manager, etc.)

- PE manages by influence

- Uses an integrated team approach (we are all in it together)



- How do PE accomplish goals?
 - Build firm foundations
 - Gain and maintain trust & respect
 - Foster a positive relationship
 - Teamwork is the key to mission

success





PE's Tools



- Sometimes a PE helps you to see the “Big Picture”
 - Take you out of your comfort zone
 - Help you see things a different way
 - Prevent you from entering a downward spiral
 - Help with clarification of request



- Keep your project “balance and on target” to achieve:

A mission

- Within cost
- On schedule
- Having a successful launch
- Achieving science objectives





Value Added by a PE

- Implement project request and requirements through the NASA governance model processes
- Pushes back on impacts by new policies, and procedures
- Provides access to large, external experience base
- Keeps the project in “positive light” with the Division and SMD by keeping them well informed
 - But prepare the ground in case of bad news
- Navigates NASA bureaucracy
- Acts as a “referee”
- Keeps HQ and it’s management informed



Hope that you ..

- See the PE as both Advocate



- and *Enforcer*



- Help us balance the roles as needed
- Help us help you to achieve

Mission success

