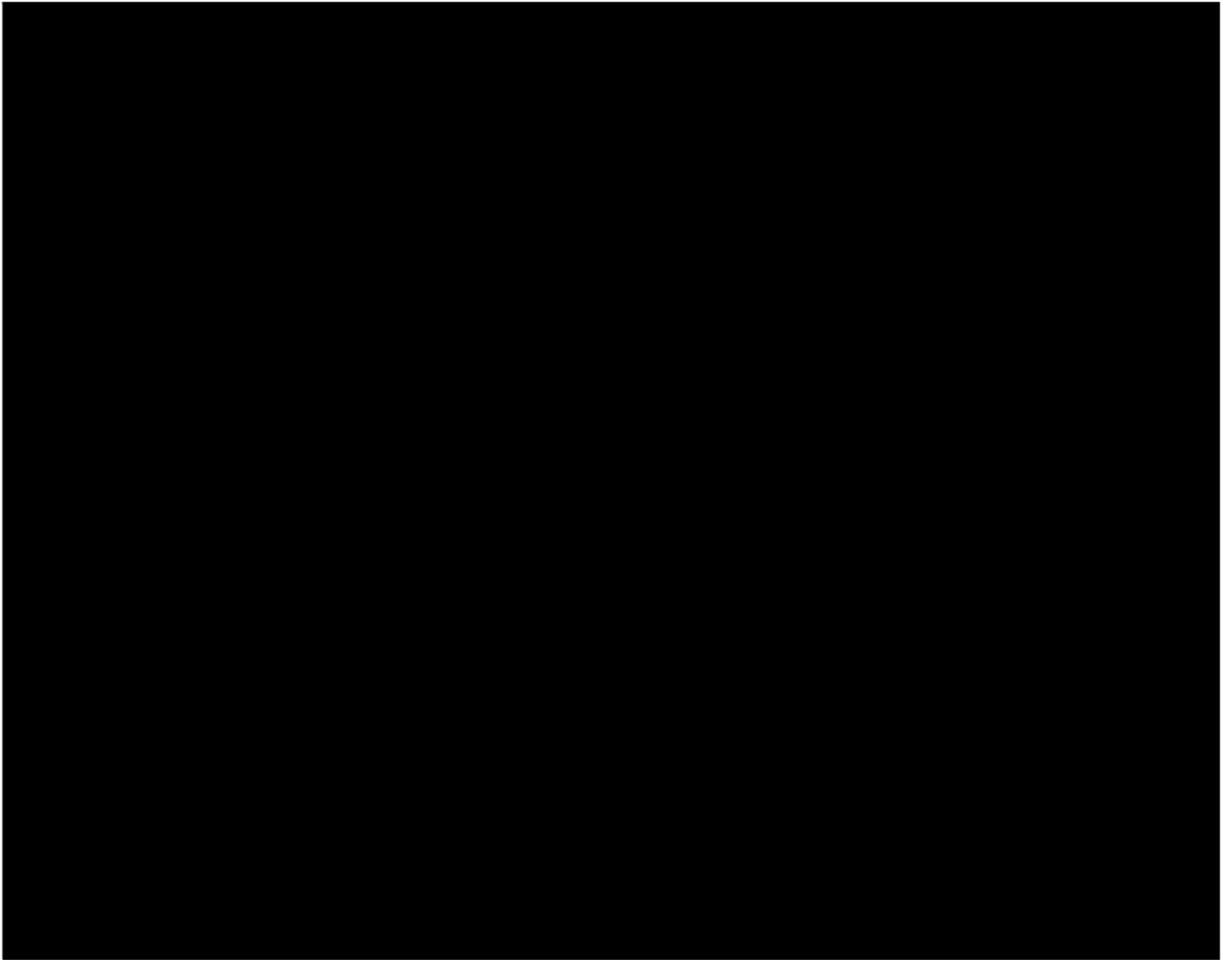


NASA

# Business Systems Management Board Charter

**APPROVALS**  
**BUSINESS SYSTEMS MANAGEMENT BOARD CHARTER**



### REVISION HISTORY PAGE

Status	Revision #	Description of Change	Date	Author/Editor
	1	Original Document	11/01/11	
	2	Revisions from OCIO to strengthen language around scope pertinent to the <i>initial phase</i> approved by the MSC.	11/29/11	
	3	BSMB Manager added wording to introduce role of the lower level board, Enterprise Application Services Board. Co-Chairs determined Membership cannot be delegated.	12/1/11	
	4	Edits to address comments from Co-Chairs & Board Members and consensus on the adoption/rejection of changes from the BSMB Members.	12/15/11	
	5	Added signatory page.	1/10/12	
	6		1/24/12	

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## 1. PURPOSE

This charter establishes the Business Systems Management Board (BSMB), and sets forth its functions, membership, and general operating guidance.

## 2. APPLICABILITY/SCOPE

Information Technology (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.

Adopting a structured and holistic approach to IT Governance, enables 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 economically, 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 memberships. To address the wide-ranging decisions which occur throughout the lifecycle of an IT investment, NASA employs four governing boards, as follows:

- **NASA Mission Support Council** is the Agency's senior decision-making body regarding the integrated Agency mission support portfolio, including IT. The MSC assesses and determines mission support requirements to enable the successful accomplishment of the Agency's mission. The MSC approves large IT investments, divestments, and strategy. The MSC also approves investments or policies that impact a large number of Civil Servants or include unfunded requirements. This board serves as the highest level IT governing body.
- **Business System Management Board (BSMB)**. This board, consisting of senior stakeholders representing the Agency's business systems functional owners, oversees and makes decisions regarding specific strategy, operational performance, integration and budget priorities pertaining to the Agency's Enterprise Business Systems, unless specifically exempted.
- **IT Management Board (ITMB)**. This board, consisting of the CIO, Center CIOs and Mission Directorate CIOs makes decisions regarding the Agency's IT infrastructure strategy, operations and budget. The ITMB also serves as a senior-level Configuration Control Board (CCB) for Agency infrastructure projects, reviewing and approving high-level infrastructure requirements.
- **IT Program Management Board (PMB)**. This board oversees projects during development and implementation, to ensure that approved investments stay on track during formulation, design and implementation. This board's focus is on ensuring that the projects meet their cost, schedule, and scope commitments until they become operational.

The BSMB operates at the Agency level and during the initial phase currently provides governance to Enterprise Business Systems within the Agency Management and Operations (AMO) purview of the Cross-Agency Support Control Account. The board's oversight role is expected to increase in the future, with

MSC approval, to include business systems within the Center Management and Operations (CMO) budget and business systems funded with Programmatic funds. The MSC will determine when the board's scope will be expanded.

### **3. AUTHORITY**

The NASA Mission Support Council approved the BSMB on October 13, 2011. NPD 2800.1 B provides the authority for the BSMB. NASA policies that are most relevant to the BSMB and its responsibilities are:

- NPR 7120.7, NASA Information Technology and Institutional Infrastructure Program and Project Management Requirements;
- All 2800 series NPR's and NPD's (which all relate to managing Information Technology); and
- NPR 7150.2A, NASA Software Engineering Requirements.

### **4. GOVERNING COUNCIL AFFILIATION**

The BSMB is sanctioned by and reports to the NASA Mission Support Council.

### **5. FUNCTIONS**

The purpose of the BSMB is to provide governance and visibility into the Enterprise Business Systems portfolio and to develop an integrated business systems strategy. The BSMB reviews and approves the Business Systems Transition Plan, oversees the business systems budget and assesses business systems performance to identify gaps and issues. The BSMB also resolves resource issues within the Business Systems portfolio.

The BSMB has the following responsibilities with respect to enterprise business systems:

- Provide leadership, vision and strategic direction for all enterprise business systems, including determining Agency business systems priorities recommended by the Enterprise Applications System Board (EASB), as appropriate.
- Allocate the enterprise business systems budget based on the Agency's highest priorities – act as the Agency's Business Systems Investment Review Board (IRB)
- Review and approve the enterprise business systems target state architecture and transition plan
- Maintain customer focus, empower action, and recommend new enterprise business initiatives
- Advocate to the Cross Agency Support (CAS) Control Account Manager (CAM) for funding to support new initiatives and requirements
- Provide customer advocacy and communication
- Review and approve metrics and key performance indicators for all enterprise business systems.

The BSMB Co-Chairs are responsible for:

- Ensuring effective and efficient BSMB performance;
- Identifying members to serve on the board;
- Coordinating with the BSMB Manager in planning and conducting BSMB meetings, and in capturing minutes and actions; and
- Reporting on behalf of the BSMB to other governing bodies or NASA executive management, as appropriate.

The individual BSMB member representatives are responsible for:

- Reviewing pre-meeting materials;
- Preparing for and participating in the BSMB meetings and related activities, speaking and voting authoritatively for their respective organizations;
- Working with the Agency CIO and other organizations to reach mutually acceptable resolutions.

The CFO is responsible for:

- Appointing a BSMB Manager and providing necessary support for board functions.

The CIO is responsible for:

- Supports coordination between IT boards, voting functions, etc. with necessary resources and related tools.

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

- Recommendations from the Enterprise Application Services Board (EASB);
- IT Business system status reports;
- Results of enterprise architecture reviews;
- Business cases;
- Scope documents, or other documents which identify high-level requirements;
- Briefings and recommendations from functional experts within mission support organizations and Centers.

Using these inputs, the BSMB will fulfill the responsibilities described above to ensure the effective and efficient use of IT resources to support business systems across the Agency.

## **6. MEMBERSHIP**

The BSMB membership includes the following organizations/roles, which cannot be delegated:

- Deputy Associate Administrator, Mission Support Directorate (Co-Chair)
- Deputy Chief Financial Officer (Co-Chair)
- Deputy Chief Information Officer
- Deputy Chief Engineer
- 2 Rotating Center Members (Associate Center Directors supported by Center CIOs)
- 1 Rotating Mission Directorate Member
- 1 ITMB member.

The BSMB Co-Chairs may invite others with technical or functional expertise to attend selected meetings, as needed, in an advisory and non-voting role.

## **7. MEETINGS**

The BSMB will meet on a bi-weekly basis initially. This timeframe may be modified by concurrence of both the co-chairs. A quorum is established when at least five of the eight voting members and at least one Co-Chair participate in a meeting. The Co-Chairs make decisions on behalf of the BSMB after discovery, discussion, and debate, if necessary.

BSMB voting members are expected to be prepared to vote on the day of the scheduled vote. Preparation may include review of documentation prior to the BSMB or discussion or consultation with related lower level Center working group representatives.

During a presentation that requires a decision from the BSMB, the BSMB voting members will be polled by the BSMB Manager and each vote will be recorded. Only principal members of the board may vote. Voting will occur with a simple majority of the quorum members present to vote. The Chairs make decisions on behalf of the BSMB after discovery, discussion and debate, if necessary. The BSMB Manager will then generate a Memorandum for the Record to record the final vote determination. Members may submit a dissenting view that may be considered by the MSC, if necessary.

## **8. DURATION**

The BSMB will remain in existence indefinitely. This charter shall be reviewed at a minimum of every 3 years and/or renewed as appropriate.

## **9. ASSESSMENT**

The BSMB shall perform routine assessments of the effectiveness of the Board in achieving objectives set forth in this Charter. To determine effectiveness, the BSMB Co-Chairs will evaluate the following:

- a. Decision-making focus of the Board – the BSMB Manager will track the number of Agenda items and time spent on items which are decisional versus those that are non-decisional and provide a report at least semi-annually to the BSMB Co-Chairs and members as to the effectiveness of the board in focusing on decision-making during meetings.
- b. Inclusiveness of the decision-making process – the BSMB Manager will request feedback from all BSMB Members at least semi-annually to compile a report to the BSMB Co-Chairs and MSC as to the effectiveness of the decision-making process in ensuring that a broad range of views are solicited prior to making decisions.

## **10. RECORDS**

The BSMB Manager is responsible for appropriate maintenance of board records, including this charter, BSMB meeting minutes, documentation of the proceedings and formal recommendations. Documentation, briefing materials, action items and other support documentation will be maintained on an Agency CIO provided Sharepoint site.