



NASA Travel Reform- Project Management

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Project Management

- First Step: Ask A.I.! (Artificial Intelligence)
- Microsoft CoPilot: The most essential aspects are scope management, planning, execution, risk management, stakeholder engagement, communication, resource management, time management, and quality control.
- Note: Copilot responses differ!

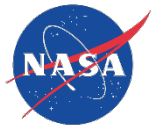
Projects:

- Travel Reform (current project)
- Business Unit migration to Consolidated Business Services (current project)
- International Travel Application (ITA)
- Executive Order Travel Approvals
- Commercial Information Technology Request (CITR)
- Invoice Routing & Information System (IRIS); part of Wide Area Workflow (WAWF)
- G-Invoicing
- Procurement system conversions (SAP ECC -> Contract Management Module (CMM) -> Procurement for Public Sector (PPS) -> SAP ECC -> NASA Contract Management Module)
- Numerous policy/procedure changes



Travel Reform: Administrator Direction

- Jared Isaacman, NASA Administrator, communicated travel reform plans via an Agency email dated March 6, 2026
- Travel went from a “Travel Champion Team” to “Enterprise Travel”
- A Director was appointed at NASA Headquarters
- Enterprise Travel Team (the core team)
- Sub-Teams were formed



Scope Management

- Microsoft CoPilot: Defines what the project includes and excludes, preventing scope creep and misalignment.
- Targeted changes include:
 - Delegating Domestic Approval Authority (complete)
 - Restoring Travel Credit Card Limits (complete)
 - Promoting UberOne travel program (complete)
 - Revision of NASA Travel Policies
 - Fast-Track System Modernization (Go.gov implementation)
 - Decentralization
 - Centralized Support/ Creation of an Enterprise Help Desk
 - Elimination of Shadow Routing (processes and systems)
 - Significantly streamlining the NASA Conference Tracking System (NCTS) conference approval process; Enforcing NCTS timelines
 - Optimizing Conference Space (coordination with Procurement); increased use of NASA and Federal facilities
 - Maximizing Tax-Free Booking (increased use of Federal Tax-Exempt forms)
 - Consolidating Foreign Travel Support (country clearances, passports, visas, etc.)



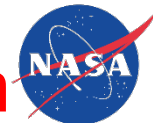
Project Planning

- Microsoft CoPilot: Creates the roadmap- goals, tasks, timelines, milestones, and responsibilities. Strong planning is repeatedly cited as the biggest predictor of success.
- Team Composition
 - Core team
 - Sub-teams
 - Team members with specific roles
- Defining Requirements
 - Small projects vs large projects
- Sub-Teams:
 - Travel Policy
 - Go.gov
 - Travel preparation
 - Training
 - Foreign Travel
 - Individually Billed Account/ Centrally Billed Account
 - Conferences



Project Planning (cont.)

- Microsoft CoPilot: Creates the roadmap- goals, tasks, timelines, milestones, and responsibilities. Strong planning is repeatedly cited as the biggest predictor of success.
- Creation of Implementation Plans/ Charters (high level & sub-team charters)
- Timelines/Milestones
- Resources
- Travel Policy Sub-Team Scope
 - Travel Policy: Define which policies are in-scope vs out-of-scope
 - NPR 9710 General Travel Requirements
 - NPR 9750 Extended Temporary Duty Travel (ETDY)
 - NPR 9780 Payment of Expenses Connected With the Death of Certain Employees
 - NPR 9730 Travel Cards
 - NPR 9790 Payment of Travel Expense from a Non-Federal Source
 - NPR 9770 NASA Conference Approval and Reporting
 - Sub-Team Deliverables
- Data (in-flight orders)
- Future State



Consolidated Business Services (CBS) Imp. Plan

- 1.0 Project Overview
 - Introduction
 - Scope
- 2.0 Center Implementation Project Overview
 - Project Management Documentation
 - Center Implementation Cooperation
 - Nature and Scope of Change
 - Center Implementation Timeline
 - Customer and Stakeholder Definition and Advocacy
 - Management
 - Project Team Structure
 - Glenn Research Center (GRC) Organizations and Responsibilities
 - Implementation Approach
 - Future State
 - Logistics
 - Training Facilities
 - Help Desk Structure



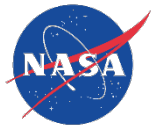
CBS Imp. Plan (cont.)

- 3.0 Change Management
 - Stakeholders Analysis
 - Communication Plan
 - Training Plan
- 4.0 Risk and Issue Management
 - Risk Management Plan
 - Issue Management
- 5.0 Appendix
 - Objectives
 - Business Drivers
 - Functional Drivers
 - Four Project Phases
 - Change Management
 - Four change management work streams
 - Sponsorship and Advocacy
 - Communications
 - Process and Organizational Alignment
 - Training



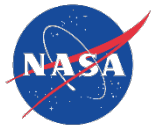
Execution

- Microsoft CoPilot: Carrying out the plan—assigning tasks, managing resources, tracking progress, and producing deliverables.
- Getting started!
- Policy Revisions
 - Comparison with federal travel regulation rewrites
 - Direction in regulations for Agency determinations
 - Policy history
 - References to other policies (some indirectly related to travel)
- Approval Process
- Surprises (unplanned events)
 - NASA Advisory Implementing Instruction (NAII)
 - NAII 9700 Travel Cards Issue
 - NAII 9770 Conference Approval and Reporting Instruction
- Data conversion
- Testing
- Develop new transactional processes/ job aids



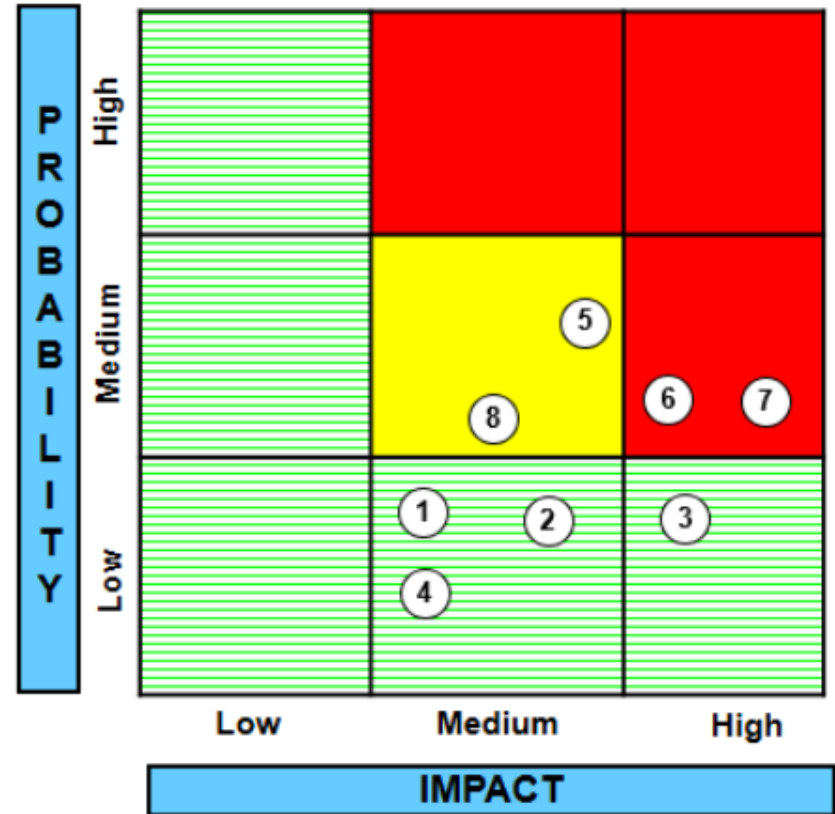
Risk Management

- Microsoft CoPilot: Identifying, analyzing, and mitigating risks before they derail the project. Many organizations cite risk mismanagement as a major cause of failure.
- Changes to existing processes
 - go.gov (amendment thresholds, reports, ETDY)
- Customization challenges
- ***Downstream Affects***
- Issue management
 - Expect the unexpected
 - Issue types (data, system, policy/procedures, resources, etc.)
 - Issue reporting/elevation process
 - Infrastructure (who will work various issues)
 - Resolution process (timelines, subject matter experts, affects on other items)
- Staffing
- Training Plan
- Risk Matrix



Risk Management Matrix

- Identify risks
 - Examples: system outages, customer service impacts, data migration, staffing/support, learning curve, policies, and resistance to change.
- Identify Probability
- Identify Impact
- Plot risks
- Develop risk mitigation





Stakeholder Engagement

- Microsoft CoPilot: Identifying and engaging everyone who influences or is affected by the project.
- Identify the correct stakeholders:
 - Customer stakeholders vs. team stakeholders
 - International Travel Application (ITA): Civil Servant Traveler/ Administrative Support, Business Unit (travel preparation), Foreign Travel Coordinator, Travel Center Business Process Lead, Chief Financial Officer, Pre-Directorate Approver, Directorate Approver, Export Control, Incident Response/Information Technology Security, Enterprise Service Desk (ESD)/ End User Services Office (EUSO), Office of Protective Services, Counter Intelligence/ Counter Threat, Medical Services, Training Office, & Scientific and Technical Information (STI).
- Engage Stakeholders (determining and addressing needs)
- Understand roles (project manager, subject matter expert, tester, developer, etc.)
- Users (day-to-day implementation)
- Listen to feedback



Communication

- Microsoft CoPilot: Ensures alignment, reduces confusion, and keeps teams focused on shared goals. Poor communication is a top contributor to project delays.
- Change Management
 - Communication to external stakeholders and users is vital
- Team meetings
 - Two-way communication: discussions, questions, suggestions
 - Sharing information
- Communication with others outside of team
 - Sharing knowledge (some people need information to implement their portions of the project; others are just curious)
 - Respect limitations (sensitive data, release of information by senior team members)
 - It's ok not to know the answer, especially when the project is in-process



Time Management

- Microsoft CoPilot: Meeting deadlines through scheduling, prioritization, and monitoring. Over half of projects miss deadlines, highlighting the importance of this aspect.
- Set realistic timelines
- Timeline dependencies
- Build in time for unexpected events
- Monitor schedule
- Have realistic timeline revisions



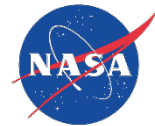
Resource Management

- Microsoft CoPilot: Allocating people, materials, and equipment efficiently to stay on time and on budget.
- Allocating people (several initiatives are occurring simultaneously, everyone wants the “best” people on their team)
- Need correct skill set
- Team accountability
- Cost/budget (asking for funds)
 - Equipment for financial projects tends to be information technology vs. tangible equipment)



Quality Management

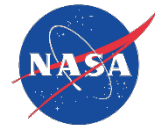
- Microsoft CoPilot: Setting quality standards and ensuring deliverables meet them. Poor quality wastes ~11% of project investment.
- Strong leadership
- Monitoring project success/accountability
- Audits and narratives
- Continuous monitoring program
- Revisiting based on what is working/not working
- Revisiting resources, continuity plan
- Future phases (changes and adjustments)



Interdependencies

- Microsoft CoPilot (entire slide): Project management knowledge areas are interdependent because each one influences, constrains, or enables the others, creating a tightly connected system that ensures a project can be delivered successfully. In practice, no knowledge area can function in isolation—changes or decisions in one area ripple across the rest.

Area	What It Ensures	Why It Matters
Scope	Clear boundaries	Prevents scope creep
Planning	Roadmap for delivery	Strongest predictor of success
Execution	Work gets done	Turns plans into results
Risk Management	Fewer surprises	Avoids delays & failures
Stakeholder Engagement	Alignment & support	Reduces resistance
Communication	Shared understanding	Keeps teams coordinated
Time Management	Deadlines met	Avoids overruns
Resource Management	Efficient use of assets	Controls cost & workload
Quality Management	Standards upheld	Prevents rework & waste



Do/Don'ts

- Microsoft Copilot (entire slide): Great project management is about clarity, communication, and control - without micromanaging. Everything else is a variation of those three pillars.

✓ DO's of Project Management

1. Define the project clearly
2. Break work into manageable pieces
3. Communicate proactively
4. Manage risks early
5. Protect the team
6. Stay flexible
7. Document everything important

✗ DON'Ts of Project Management

1. Don't start without alignment
2. Don't micromanage
3. Don't ignore red flags
4. Don't allow uncontrolled scope creep
5. Don't overload your team
6. Don't rely on memory
7. Don't hide bad news

A More Strategic Layer (What great PMs do differently)

They manage expectations, not just tasks

They build relationships

They simplify

They think in systems

