



Brad Jones

DEPUTY MCR., PARTNER INT. OFFICE.
COMMERCIAL CREW PROGRAM.

Kyle Herring

NASA PUBLIC AFFAIRS

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00:00:03,470 --> 00:00:06,150

>> Kyle Herring: Welcome back to the Public Affairs Console.

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00:00:06,150 --> 00:00:08,590

We're right on the front corner of the room.

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00:00:08,590 --> 00:00:11,230

And we're joined by Brad Jones.

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00:00:11,230 --> 00:00:16,940

He's the Partner Integration Office Deputy Manager for the Commercial Crew Program.

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00:00:16,940 --> 00:00:19,100

>> Kyle Herring: Brad, thanks a lot for joining us today.

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00:00:19,100 --> 00:00:19,410

Appreciate it.

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00:00:19,410 --> 00:00:21,250

>> Brad Jones: I appreciate you guys having us in.

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00:00:21,250 --> 00:00:21,700

>> Kyle Herring: Well, thanks.

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00:00:21,700 --> 00:00:26,240

I always tend to start with kind of some biographical information,

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00:00:26,240 --> 00:00:29,150

so folks get to know, you know, who's with us.

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00:00:29,150 --> 00:00:33,910

Tell us a little bit about yourself, how you got to be here at NASA

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00:00:33,910 --> 00:00:36,220
and where you're from, where you went to school.

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00:00:36,220 --> 00:00:36,910
>> Brad Jones: Okay, okay.

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00:00:36,910 --> 00:00:41,650
That's a bit of a complicated question
for me, so I'll try to get to it quickly.

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00:00:41,650 --> 00:00:47,160
But, you know, my father was in the Air
Force, so I'm an Air Force brat and I was born

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00:00:47,160 --> 00:00:50,690
in Washington, D.C. Grew up most
of my life in Southern, California.

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00:00:50,690 --> 00:00:56,570
And then moved to Dallas, Texas in Junior
High, and went through High School there.

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00:00:56,570 --> 00:00:59,220
So, so I consider myself
from Duncanville, Texas,

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00:00:59,220 --> 00:01:01,590
which is just south, just south of Dallas.

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00:01:01,590 --> 00:01:02,490
>> Kyle Herring: Right.

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00:01:02,490 --> 00:01:06,710
>> Brad Jones: After that I went to Texas
A&M University, got a Bachelor's of Science

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00:01:06,710 --> 00:01:11,010
and Civil Engineering, moved back to Dallas
and worked as a civil engineer for a few years

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00:01:11,010 --> 00:01:13,490

and decided, you know, I wanted to...

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00:01:13,490 --> 00:01:17,870

I thought space was something that was, that was really cool and really could change,

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00:01:17,870 --> 00:01:19,850

change the world a little bit, and I thought I want to be a part of that.

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00:01:19,850 --> 00:01:23,710

So I applied to Grad School and got into Cornell University and went

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00:01:23,710 --> 00:01:25,720

and got a Systems Engineering degree.

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00:01:25,720 --> 00:01:31,310

From there, went back out and was looking for a job at NASA and ended up finding something

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00:01:31,310 --> 00:01:34,120

out at Stanford University on a program called Gravity Probe B,

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00:01:34,120 --> 00:01:37,800

which was an unmanned scientific payload that,

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00:01:37,800 --> 00:01:40,390

that was testing Einstein's general theory of relativity.

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00:01:40,390 --> 00:01:40,460

>> Kyle Herring: Wow...

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00:01:40,460 --> 00:01:44,320

>> Brad Jones: And so I worked

on that for four years.

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00:01:44,320 --> 00:01:52,930

I worked on that for four years until we got the mission, mission ops.

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00:01:52,930 --> 00:01:58,510

So once we completed that mission, I was offered a job out here at NASA,

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00:01:58,510 --> 00:02:03,680

JSC and completed another degree at Stanford in Aeronautics and Astronautics,

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00:02:03,680 --> 00:02:05,790

and so that brought me here to NASA.

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00:02:05,790 --> 00:02:07,010

I jumped on that as I was offered.

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00:02:07,010 --> 00:02:08,930

>> Kyle Herring: So what year did you get here then?

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00:02:08,930 --> 00:02:11,700

>> Brad Jones: I was here in '05, '05.

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00:02:11,700 --> 00:02:12,810

>> Kyle Herring: Great.

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00:02:12,810 --> 00:02:19,320

Well, I had an opportunity to talk to Ed Mango yesterday because he was in town meetings and,

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00:02:19,320 --> 00:02:24,630

so it kind of set the stage for how the Commercial Crew Program operates and, of course,

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00:02:24,630 --> 00:02:26,570

you're, you're a big part of that.

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00:02:26,570 --> 00:02:27,510

You're a team.

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00:02:27,510 --> 00:02:29,040

In fact, he even mentioned the, the...

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00:02:29,040 --> 00:02:30,410

his PIT Crew.

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00:02:30,410 --> 00:02:31,420

>> Brad Jones: Absolutely.

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00:02:31,420 --> 00:02:33,650

>> Kyle Herring: And, ah, which is kind of the Partner Integration Office...

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00:02:33,650 --> 00:02:34,690

is a big part of that.

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00:02:34,690 --> 00:02:39,680

Tell us a little bit about what, what your office does, you know,

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00:02:39,680 --> 00:02:42,620

in terms of the overall concept of the CCP.

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00:02:42,620 --> 00:02:46,850

>> Brad Jones: Sure, sure, so the Commercial Crew Program only has two key aspects to it.

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00:02:46,850 --> 00:02:50,250

There's an, there's an inside portion and there's an oversight portion.

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00:02:50,250 --> 00:02:53,470

Ah... Partner Integration is that inside function, so what,

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00:02:53,470 --> 00:02:57,490

what inside means in this context
is really more the day-to-day,

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00:02:57,490 --> 00:02:59,770

boots on the ground interaction
with the partners.

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00:02:59,770 --> 00:03:02,900

So we have folks that embedded in their teams.

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00:03:02,900 --> 00:03:08,160

Some actually live near the partner sites and,
and are going into their office every day.

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00:03:08,160 --> 00:03:11,500

So we have NASA people working at
the partner, partner locations.

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00:03:11,500 --> 00:03:12,290

We have...

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00:03:12,290 --> 00:03:16,150

We have partner managers that are
leading those efforts for each of the...

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00:03:16,150 --> 00:03:17,910

for each of our partners
and we have seven of those.

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00:03:17,910 --> 00:03:21,870

I think as Ed went over it yesterday, four,
four funded partners, three are unfunded.

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00:03:21,870 --> 00:03:23,790

But partner managers and
deputies for each, and...

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00:03:23,790 --> 00:03:27,790

And so my job as the deputy of the overall office is to, is to help lead

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00:03:27,790 --> 00:03:30,820

and coordinate the functions of, of all those partner managers and make sure

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00:03:30,820 --> 00:03:34,620

that we're treating the partners fairly, and equitably and all of those things.

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00:03:34,620 --> 00:03:35,210

>> Kyle Herring: So you...

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00:03:35,210 --> 00:03:37,920

you as the deputy, obviously there's a manager.

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00:03:37,920 --> 00:03:40,580

You guys are in two different locations.

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00:03:40,580 --> 00:03:44,160

And how does that interaction work with, within your own office?

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00:03:44,160 --> 00:03:44,640

>> Brad Jones: That's right.

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00:03:44,640 --> 00:03:47,270

Yes, Scott Thurston, the manager, he's from...

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00:03:47,270 --> 00:03:48,980

from Kennedy Space Center, so we've got a ...

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00:03:48,980 --> 00:03:52,250

we got a really good symbiotic relationship I think with Kennedy work.

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00:03:52,250 --> 00:03:56,120

For the most part, Kennedy has the lead on, on most of Commercial Crew dep...

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00:03:56,120 --> 00:04:00,970

and the deputy jobs go to JSC and so, you know, the distance is,

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00:04:00,970 --> 00:04:03,910

is definitely something that's hard to overcome at times.

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00:04:03,910 --> 00:04:07,390

But I think the team has done a really, really good job of that.

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00:04:07,390 --> 00:04:11,110

And so having the partners spread all, all throughout the United States.

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00:04:11,110 --> 00:04:14,030

You know, it doesn't really matter which center you're from because...

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00:04:14,030 --> 00:04:14,460

>> Kyle Herring: Right, right.

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00:04:14,460 --> 00:04:14,950

>> Brad Jones: You...

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00:04:14,950 --> 00:04:16,580

You're traveling around a lot anyway.

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00:04:16,580 --> 00:04:17,250

Right.

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00:04:17,250 --> 00:04:17,660

>> Kyle Herring: Alright.

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00:04:17,660 --> 00:04:22,010

Speaking of that, the project integration, you know, is obviously not new

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00:04:22,010 --> 00:04:25,830
in the space business, but there must be differences that...

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00:04:25,830 --> 00:04:28,880
working with these different companies, you know?

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00:04:28,880 --> 00:04:33,810
Like, the common goal obviously is to have a new American transport

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00:04:33,810 --> 00:04:36,050
to the international space [inaudible] to lower it to orbit.

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00:04:36,050 --> 00:04:40,400
So how does that work with the different companies in terms of your role?

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00:04:40,400 --> 00:04:41,360
>> Brad Jones: Right, right.

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00:04:41,360 --> 00:04:42,100
Yes, certainly, there...

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00:04:42,100 --> 00:04:43,850
there's differences in each company.

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00:04:43,850 --> 00:04:47,990
I mean, they all have their own personality and, and so it's a...

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00:04:47,990 --> 00:04:49,170
it makes it fun, actually.

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00:04:49,170 --> 00:04:51,590

It's, it's a lot of fun to go out
and, and interact with these guys.

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00:04:51,590 --> 00:04:54,170

You've got, you've got some that
are doing things more along the way

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00:04:54,170 --> 00:04:57,830

of what we call the traditional way
in aerospace, of doing business.

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00:04:57,830 --> 00:05:02,200

So they go out and create a bunch of
paper design first and then they go

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00:05:02,200 --> 00:05:07,250

through a very robust process of
maturing that design to a certain point,

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00:05:07,250 --> 00:05:11,290

which we determine it's ready to begin
development and then testing and,

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00:05:11,290 --> 00:05:14,830

and so on and so forth until you
actually get to, to operations.

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00:05:14,830 --> 00:05:20,260

Where as others are taking a very different
approach and, and, and both approaches are,

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00:05:20,260 --> 00:05:21,880

are good in their own, in their own way.

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00:05:21,880 --> 00:05:23,250

And so others have taken a...

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00:05:23,250 --> 00:05:26,050

the approach of build a little, test a little.

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00:05:26,050 --> 00:05:27,660

So they'll build little, you know...

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00:05:27,660 --> 00:05:31,630

they'll build components, build them up to a certain point, test them and, ah...

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00:05:31,630 --> 00:05:34,220

see what happens, see what went wrong, fix that, fix their design,

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00:05:34,220 --> 00:05:36,330

go back and build some more, integrate as they go along.

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00:05:36,330 --> 00:05:36,850

And, and keep...

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00:05:36,850 --> 00:05:40,530

continue to build up the ah, the overall vehicle as they, as they go,

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00:05:40,530 --> 00:05:43,150

so it's a unique way of doing it, but a...

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00:05:43,150 --> 00:05:43,880

>> Kyle Herring: How's the...

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00:05:43,880 --> 00:05:45,060

how's the relationship?

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00:05:45,060 --> 00:05:48,910

Ah, you know, how, how, how are you being received by these companies?

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00:05:48,910 --> 00:05:50,220

And, ah, you know, how...

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00:05:50,220 --> 00:05:54,080

at least from their perspective, what do you think they think about working

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00:05:54,080 --> 00:05:57,790

with NASA this closely on this type of scenario, this project?

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00:05:57,790 --> 00:05:58,520

>> Brad Jones: Yeah, that's a good question.

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00:05:58,520 --> 00:05:58,810

I like that...

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00:05:58,810 --> 00:06:00,160

we should probably ask them that question.

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00:06:00,160 --> 00:06:01,930

But, ah, eh...

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00:06:01,930 --> 00:06:04,320

you know, we do ask them, as a matter of fact.

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00:06:04,320 --> 00:06:07,380

And I... I think that it's going very well, actually.

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00:06:07,380 --> 00:06:07,820

It's, it's a...

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00:06:07,820 --> 00:06:10,730

It's taken a little bit more time with some companies than others.

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00:06:10,730 --> 00:06:12,590

You know. Others were very open right from the very beginning.

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00:06:12,590 --> 00:06:16,300

Invited us, opened the doors and said: "Hey, here's a desk for you," and bring as many folks

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00:06:16,300 --> 00:06:18,420

as you, as you can because we want your help.

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00:06:18,420 --> 00:06:20,970

We want your 50 years of experience.

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00:06:20,970 --> 00:06:22,120

Please, please give it to us."

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00:06:22,120 --> 00:06:24,290

So, so we have some that are very open from the beginning.

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00:06:24,290 --> 00:06:29,210

Others, others were a little bit more hesitant and were letting us see small portions at a time

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00:06:29,210 --> 00:06:32,050

and saying, "Hey we want your help in this very specific area.

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00:06:32,050 --> 00:06:34,990

We're doing a lot of other work, but we want your help in this specific area."

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00:06:34,990 --> 00:06:38,170

As time has gone on, we've seen that that changed a lot and I think

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00:06:38,170 --> 00:06:39,900

that all of them now are very open...

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00:06:39,900 --> 00:06:40,160

>> Kyle Herring: Right.

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00:06:40,160 --> 00:06:43,370

>> Brad Jones: ...to having us come in and help wherever, whoever we can.

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00:06:43,370 --> 00:06:44,190

>> Kyle Herring: Yeah, that's great.

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00:06:44,190 --> 00:06:50,500

The Space Act Agreements that the CCP works with, obviously it's kind of new,

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00:06:50,500 --> 00:06:53,490

at least in the way it's structured here, and with milestones and everything.

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00:06:53,490 --> 00:06:58,290

But, ah, of course, each company is working toward these milestones.

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00:06:58,290 --> 00:07:04,250

Ah... Does your office have, you know, schedules that must be met in order

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00:07:04,250 --> 00:07:06,110

for these partners to stay on track?

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00:07:06,110 --> 00:07:09,830

And I assume that the integration works toward that common goal.

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00:07:09,830 --> 00:07:10,150

>> Brad Jones: Right.

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00:07:10,150 --> 00:07:12,220

So, so Space Acts are certainly unique.

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00:07:12,220 --> 00:07:14,100

Ah, they're different than a contract.

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00:07:14,100 --> 00:07:15,760

I think Ed talked about it a little bit yesterday and I'll,

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00:07:15,760 --> 00:07:17,810

I'll just reiterate some of that.

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00:07:17,810 --> 00:07:19,580

Ah, you know, in a...

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00:07:19,580 --> 00:07:22,180

In contractual world, typically what NASA does is we go out and we,

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00:07:22,180 --> 00:07:23,160

we give them a statement of work.

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00:07:23,160 --> 00:07:24,470

We tell them exactly what we want.

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00:07:24,470 --> 00:07:26,640

We tell them almost how we want them to do it.

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00:07:26,640 --> 00:07:30,000

And then they, and they come back and they go execute that for us.

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00:07:30,000 --> 00:07:33,870

And that's the, that's the kind of the contract-government type of role.

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00:07:33,870 --> 00:07:37,620

Ah... In a Space Act world and in Commercial Crew, really, it's their plan.

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00:07:37,620 --> 00:07:42,260

We've given them some high level goals and said, "This is what in general we want to do.

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00:07:42,260 --> 00:07:44,180

You guys tell us how you want to go do it."

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00:07:44,180 --> 00:07:45,180

And, and that's what...

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00:07:45,180 --> 00:07:49,820

So what the milestones represent are, you know, discreet moments in time of progress

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00:07:49,820 --> 00:07:53,950

that they're making and that's their report out to us to show we've accomplished some new tasks

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00:07:53,950 --> 00:07:56,460

and they, they range in their, ah...

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00:07:56,460 --> 00:07:58,620

in their intent and scope.

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00:07:58,620 --> 00:08:03,010

From, some of them are a review level, like a PDR, a Preliminary Design Review level.

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00:08:03,010 --> 00:08:03,210

>> Kyle Herring: Right.

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00:08:03,210 --> 00:08:04,880

>> Brad Jones: Others are, you know...

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00:08:04,880 --> 00:08:07,260

testing or, or drop test or something, so,

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00:08:07,260 --> 00:08:11,460

so they have a big range in what those milestones...

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00:08:11,460 --> 00:08:12,260

what those milestones are.

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00:08:12,260 --> 00:08:14,210

So, we tracked those milestones.

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00:08:14,210 --> 00:08:18,340

You know, certainly that is the thrust of what our, what our program is focused on.

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00:08:18,340 --> 00:08:20,760

It's making sure we're helping the partners get through those.

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00:08:20,760 --> 00:08:25,070

It is there, but at the end of the day it's their plan, so they are in charge

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00:08:25,070 --> 00:08:28,220

of the schedule, making sure the milestones either happen on time or not.

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00:08:28,220 --> 00:08:31,670

What we're worried about, more than anything is tracking schedules to make sure

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00:08:31,670 --> 00:08:36,730

that if we have some feedback that we have to give them at any point in time, ah...

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00:08:36,730 --> 00:08:38,450

that we're not holding up their schedule.

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00:08:38,450 --> 00:08:41,320

What we're trying to do is keep NASA off the critical path on these,

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00:08:41,320 --> 00:08:43,350

and make sure that it's their schedule and they're meeting it.

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00:08:43,350 --> 00:08:45,970

>> Kyle Herring: And that's obviously the value of integration role, right?

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00:08:45,970 --> 00:08:46,630

>> Brad Jones: Exactly.

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00:08:46,630 --> 00:08:47,130

>> Kyle Herring: Yeah...

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00:08:47,130 --> 00:08:53,240

I asked Ed this and I, I tend to ask everybody but, ah, you know, I kind of sense excitement,

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00:08:53,240 --> 00:08:56,820

both on the NASA side and on the, on the partner side.

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00:08:56,820 --> 00:08:59,340

But do, do you sense that, too?

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00:08:59,340 --> 00:09:00,510

>> Brad Jones: Yeah, absolutely.

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00:09:00,510 --> 00:09:04,840

Ah... You know that one of the, one of the first things when we had all of our, all of our...

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00:09:04,840 --> 00:09:07,880

the first round of milestones with each partner, it was amazing to talk

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00:09:07,880 --> 00:09:09,850

to the team when we came back of...

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00:09:09,850 --> 00:09:13,400

You know, these guys were genuinely excited about this.

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00:09:13,400 --> 00:09:16,720

You know, I put it in the category of
they, they're starting to get a sense

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00:09:16,720 --> 00:09:19,150

for just how hard human space flight really is.

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00:09:19,150 --> 00:09:22,230

And it's that excitement
that you get only from trying

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00:09:22,230 --> 00:09:24,010

to master something that's
that difficult, you know?

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00:09:24,010 --> 00:09:24,130

>> Kyle Herring: Right.

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00:09:24,130 --> 00:09:24,930

>> Brad Jones: And that team...

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00:09:24,930 --> 00:09:27,500

each team is motivated in their own way.

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00:09:27,500 --> 00:09:28,140

And, and ah...

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00:09:28,140 --> 00:09:33,510

what's really, what I really find, you
know, inspiring about it is that they...

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00:09:33,510 --> 00:09:35,990

It's not just, it's not about the
money, it's about doing something.

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00:09:35,990 --> 00:09:39,510

It's about helping us get to a point where
we're able to replace the space shuttle and,

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00:09:39,510 --> 00:09:43,190
and close this gap of not having
the capability of launching U.S....

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00:09:43,190 --> 00:09:43,410
>> Kyle Herring: Right.

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00:09:43,410 --> 00:09:45,550
>> Brad Jones: Or U.S. capability
of launching, of launching humans.

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00:09:45,550 --> 00:09:47,990
So that you get a sense of it from each.

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00:09:47,990 --> 00:09:49,310
They're all very excited about it.

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00:09:49,310 --> 00:09:51,710
And that, that excitement is really contagious.

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00:09:51,710 --> 00:09:52,600
>> Kyle Herring: Yeah...

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00:09:52,600 --> 00:09:54,960
well, we've been visiting with Brad Jones.

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00:09:54,960 --> 00:09:59,110
He's a Deputy Manager of the Partner Integration
Office for the Commercial Crew Program.

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00:09:59,110 --> 00:10:03,830
Fitting, setting here in the International
Space Station Flight Control Room

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00:10:03,830 --> 00:10:07,620
since these companies are
vying to be a transport vehicle

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00:10:07,620 --> 00:10:10,470

to the International Space Station for Crews.

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00:10:10,470 --> 00:10:13,690

So Brad we appreciate you stopping by
with us for a few minutes this morning.