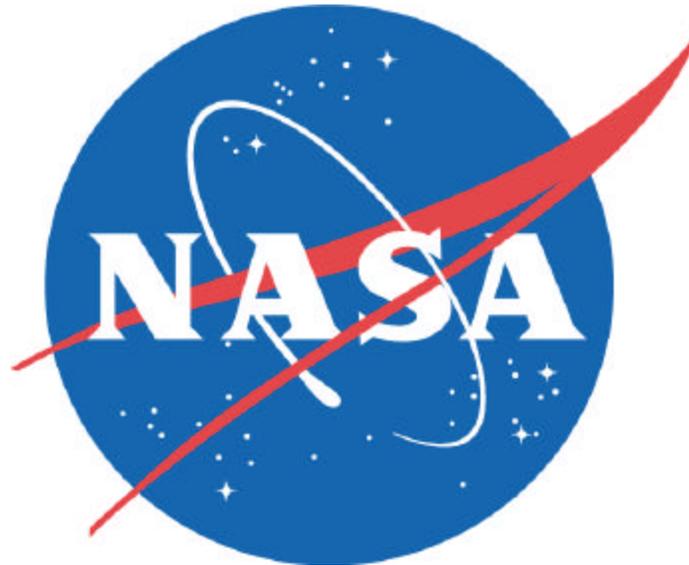


Responsible Office: Office of Associate Deputy Administrator
Subject: **Quality System Manual**



HEADQUARTERS QUALITY SYSTEM MANUAL

Responsible Office: Office of Associate Deputy Administrator
Subject: Quality System Manual

DOCUMENT HISTORY LOG

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Headquarters Quality System Manual

APPROVAL

December 29, 1999

Original approved by

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Prepared by

Original signed by

Michael Mann, Executive Management Representative

Responsible Office: Office of Associate Deputy Administrator
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PREFACE

The NASA Headquarters Quality System enables the achievement of the Headquarters quality policy: to consistently deliver the cutting-edge, quality products and services required by our customers. The Quality System shall be in conformance with the International Organization for Standardization's 9001 (also referred to as ISO 9001) requirements for quality systems. This Quality System Manual (QSM) defines the quality system. Headquarters includes Agency-level management and the leadership functions for four Strategic Enterprises. Headquarters is responsible for determining NASA's strategy relative to programs and activities that implement NASA's mission, goals, and objectives to serve its customers. The Quality System implements the *NASA Strategic Plan*, *Strategic Management Handbook (SMHB)*, the *NASA Performance Plan*, *Program/Project Management*, and other higher level NASA-wide directives which form the basis for the ways Headquarters conducts business.

This QSM applies to all NASA Headquarters organizations in an effort to fully implement and integrate NASA's Agency, Strategic Enterprise, and Headquarters management direction in conformance with ISO 9001 requirements. The focus of the QSM covers all Headquarters Agency-level, Strategic Enterprise, and operational processes which directly affect the quality of their products

The QSM is not intended to duplicate or contradict any other policy, procedure, or guideline. As such, the QSM will reference prevailing documents in which a topic is addressed and existing coverage is deemed adequate. Information provided within is intended to be supplemental.

The Headquarters Executive Management Representative is responsible for maintenance of this QSM. The controlled version of the manual is available on the world wide web via the Headquarters ISO 9001 Document Library for the Quality System at <http://hqiso9000.hq.nasa.gov>. By definition, any printed version of this QSM is uncontrolled. Revisions to this manual shall be made as the Headquarters Quality System matures. Any proposed revision to this manual is to be submitted to the Associate Deputy Administrator who authorizes approval of the revision after an internal review initiated by the Executive Management Representative. (See paragraph 4.5.)

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1.0 SCOPE

The Headquarters QSM applies to all Headquarters organizations. Specifically, it applies to the Agency, Strategic Enterprise, and Headquarters management of NASA's Scientific Research, Space Exploration, and Technology Development and Transfer missions.

This QSM is designed to provide information for the organizational structure, responsibilities, procedures, processes, and resources for implementing the Strategic Management Process at NASA Headquarters in conformance with NASA Policy Directive (NPD) 8730.3, *NASA Quality Management System Policy (ISO 9000)* and *American National Standards Institute Quality Systems-Model for Quality Assurance in Design, Development, Production, Installation, and Servicing (ANSI/ASQC Q9001-1994)*, herein referred to as ISO 9001. It is organized to parallel applicable sections of ISO 9001. The QSM is intended to be a "what" document, not a "how to," addressing the overall policy and referencing other documents that provide implementing guidance. Headquarters Common Processes (HCP) and Office Work Instructions (OWI) will constitute the mechanism describing "how" work is performed at Headquarters (see paragraph 3.3 and 3.4).

2.0 REFERENCES

The following documents contain provisions that, through reference in this QSM or in policy or procedure documents, constitute the basis for the QSM:

NPD 1000.1	<i>NASA Strategic Plan</i>
NPG 1000.2	<i>NASA Strategic Management Handbook (SMHB)</i>
NPG 1000.3	<i>NASA Organization</i>
NPD 7120.4	<i>Program/Project Management</i>
NPG 7120.5	<i>NASA Program and Project Management Processes and Requirements</i>
	<i>Annual NASA Performance Plan</i>
	<i>Each Enterprise's Enterprise Strategic Plan</i>
	<i>Each Functional Office's Functional Leadership Plan</i>
ANSI/ ASQC Q9001-1994	<i>American National Standards Institute, Quality Systems-Model for Quality Assurance in Design, Development, Production, Installation, and Servicing</i>
ANSI/ASQC 8402:1994	<i>Quality Management and Quality Assurance - Vocabulary</i>
NPD 8730.3	<i>NASA Quality Management System Policy (ISO 9000)</i>
NPG 1441.1 HQPC 1150.1	<i>Records Retention Schedules Headquarters Quality Council</i>
HCP1400-1	<i>Document and Data Control</i>
HCP1280-2	<i>Corrective and Preventive Action</i>
HCP1280-3	<i>Internal Quality Audits</i>
HCP3410-4	<i>Employee Training</i>

For definitions and acronyms, refer to appendix A.

3.0 HEADQUARTERS STRATEGIC MANAGEMENT PROCESS IMPLEMENTATION REQUIREMENTS

NASA established a Strategic Management Process that provides for the fulfillment of customer-focused strategic plans that align Agency activities with its mission and concrete goals. The *NASA Strategic Management Handbook (SMHB)*, NPG 1000.2, defines the management system, including the roles and relationships at Headquarters. NASA Headquarters executes its mission and achieves its goals through Strategic Enterprises and Functional Offices that provide Agency-wide leadership.

NASA established its Strategic Management Process consistent with the Government Performance and Results Act (GPRA) of 1993. This act was enacted to improve Government performance by requiring Federal agencies to implement long-term strategic planning activities, to effectively measure program outcomes, and to systematically hold the agencies accountable for achieving program results. GPRA requires NASA to develop and update a 5-year strategic plan, prepare annual performance plans, and submit annual performance reports. GPRA obligates NASA to clearly ascertain and articulate its mission, long- and short-term goals and objectives, and the metrics to measure performance. The net result of these efforts is the publication of the *NASA Strategic Plan* and the annual *NASA Performance Plan*.

The *NASA Strategic Plan* details the Agency's mission, goals, and objectives, as well as the mission, goals, and objectives of each Enterprise. The *NASA Performance Plan* outlines selected measurements to evaluate progress that the Agency intends to make in a given fiscal year toward the achievement of its goals. The *SMHB* details the Agencywide roles and responsibilities and requirements for NASA's Strategic Management Process. The *SMHB* establishes the following:

- 1) A strategic management framework;
- 2) A strategic management process;
- 3) Roles, responsibilities, and an Agencywide strategic management organizational structure which--
 - describes the Administrator's councils,
 - clarifies management roles within the Strategic Enterprises,
 - identifies NASA-wide crosscutting process management role,
 - defines the roles of Centers and Center Directors, and
 - defines the roles of Headquarters Functional Offices;
- 4) Requirements for NASA as a whole and the individual Strategic Enterprises to develop and maintain strategic plans, and perform capital investment planning;
- 5) An implementation planning process; and
- 6) Ties for relating the strategic management process to performance evaluations at all levels.

The following paragraphs detail the Strategic Management Process and its meaning to the Headquarters Strategic Enterprises and Functional Offices from a daily standpoint:

- 1) roles and responsibilities,
- 2) key products and services,
- 3) the Headquarters Quality System, and
- 4) common and organizationally unique processes which directly affect the quality of Headquarters products and services.

3.1 Headquarters Roles and Responsibilities

The NASA Organization handbook (NPG 1000.3) provides the mission statements and sets forth the approved organizational charts for all Officials-in-Charge of Headquarters Offices. Headquarters roles and responsibilities are focused in three main areas: Agency management, Enterprise management, and Headquarters operations. Both Agency and Enterprise management, on a NASA-wide level, are defined in the *SMHB*. Headquarters roles and responsibilities are performed by Strategic Enterprise and Functional Office organizations.

3.1.1 Agency Management

The Headquarters part of Agency management is primarily the responsibility of the Functional Offices which includes the Administrator's senior staff. The Administrator's senior staff, including the Associate Deputy Administrator, Chief Engineer, Chief Information Officer, Chief Scientist, and Chief Technologist, is responsible for providing the Agency's overall strategic direction and policies while establishing the relative priorities, associated budget guidelines, and performance assessments. A series of councils and boards, chaired by Headquarters senior officials, are also employed to ensure the integration and coordination of decision-making in cross-organizational matters.

The Functional Offices establish and disseminate policy, leadership plans, and standards within their functional areas, as well as assessments of performance against those standards. They also serve as staff to the Administrator, and provide central services across the Agency. Memoranda of agreement may be utilized for a Functional Office to provide products and services to Strategic Enterprises, Centers, and other Functional Offices. The Functional Offices are the Office of the Chief Financial Officer, Headquarters Operations, Equal Opportunity Programs, Human Resources and Education, General Counsel, Procurement, External Relations, Management Systems, Small and Disadvantaged Business Utilization, Legislative Affairs, Public Affairs, Safety and Mission Assurance, and Policy and Plans.

Roles of the Headquarters part of Agency management are detailed in the *SMHB*.

3.1.2 Strategic Enterprise Management

Agency programs and projects are defined and managed by the centers of the four Strategic Enterprises and their Headquarters offices:

- 1) Space Science (Office of Space Science),
- 2) Earth Science (Office of Earth Science),

- 3) Human Exploration and Development of Space (Office of Space Flight and Office of Life and Microgravity Sciences and Applications), and
- 4) Aero-Space Technology (Office of Aero-Space Technology).

The Headquarters part of Enterprise management is a subset of managing an entire Strategic Enterprise. The Headquarters portion of the Enterprises is responsible for providing leadership for the entire Strategic Enterprise and for establishing Enterprise strategy and cross-program priorities. The focus is primarily on external customers. A process is established for gathering customer requirements, determining the strategic direction for the Enterprise, defining Enterprise programs, and assessing satisfaction levels while providing advocacy for the entire Strategic Enterprise. Roles of the Headquarters part of the Enterprises are detailed in the *SMHB*.

3.1.3 Headquarters Management

All Headquarters organizations are involved in overall management of the activities at Headquarters. Specifically, the manner and procedures for providing the key products and services to which they are assigned. As outlined in Chapter 3 of *The NASA Organization*, Officials-in-Charge of Headquarters offices provide executive leadership and direction for all activities of their offices.

3.2 Headquarters Key Products and Services

NASA Headquarters has ultimate responsibility for designing the Nation's civil aeronautics and space program. To accomplish this effort, Headquarters organizations make a variety of significant decisions in their respective areas of responsibility on a daily basis, which affect NASA-wide endeavors, as well as those of their customers and other stakeholders. These decisions are primarily related to the following:

- 1) Mid- and long-term strategies for implementing NASA's vision, mission, goals, and objectives in conjunction with the requirements of its customers and other stakeholders and funding made available through the appropriation process.
- 2) Policies, procedures, and guidelines which govern Agencywide delivery of technical and functional products and services.
- 3) Issues affecting the management of NASA.
- 4) NASA programs, i.e., initiating new programs and continuing, modifying, or terminating existing programs.
- 5) NASA's pursuit of science and technology.
- 6) Long-term capital investments.
- 7) Issues affecting NASA's interests in science, technology, engineering management, space operations, information technology, and financial management.
- 8) Issues affecting key functional areas of interest primarily internal to NASA (but also of interest periodically to its customers and other stakeholders).
- 9) Issues affecting key activities within NASA's Centers.

The decisions made at Headquarters (HQ) are documented and distributed in various media. Examples include, but are not limited to the following:

- NASA's Strategic Plan, Enterprise Strategic Plans, and Functional Office Leadership Plans.
- Agencywide direction approved as NASA Policy Directive (NPD), NASA Procedures and Guidelines (NPG), and Headquarters-specific direction, e.g., HQPD's and HQPG's, respectively.
- Direction provided through the Senior Management, Program Management, and Capital Investment Council, as well as other advisory councils of the Administrator.
- Direction provided by individual Headquarters offices within the authority and responsibility of the individual organizations as stated in controlling documents.

Headquarters also provides advocacy, education, public outreach, and collaboration related to NASA-wide endeavors in scientific research, space exploration, and technology development and transfer. Advocacy focuses on advancing existing NASA activities and developing support for new NASA initiatives. Education focuses on transferring knowledge of NASA's accomplishments and endeavors to educational organizations. Public outreach focuses on demonstrating the usefulness of NASA's endeavors to the public at large. Collaboration focuses on working with other national and international organizations to leverage NASA's investments and resulting contributions.

3.3 The Headquarters Quality System

High quality, cutting-edge products and services (both internal and external) to achieve the strategic plans are delivered through the implementation of effective, consistent, and repeatable processes. Agency policy and ISO 9001 quality system requirements guide these processes. The NASA Headquarters Quality System is a process-based management system designed to control the quality of Headquarters key products and services. However, the Quality System is based on several inputs because it references and takes into consideration many other requirements. These inputs form the basis of the Headquarters Quality System requirements addressed in paragraph 4.0 below. Figure 1 depicts the relationship of the inputs and outputs of the Headquarters Quality System.

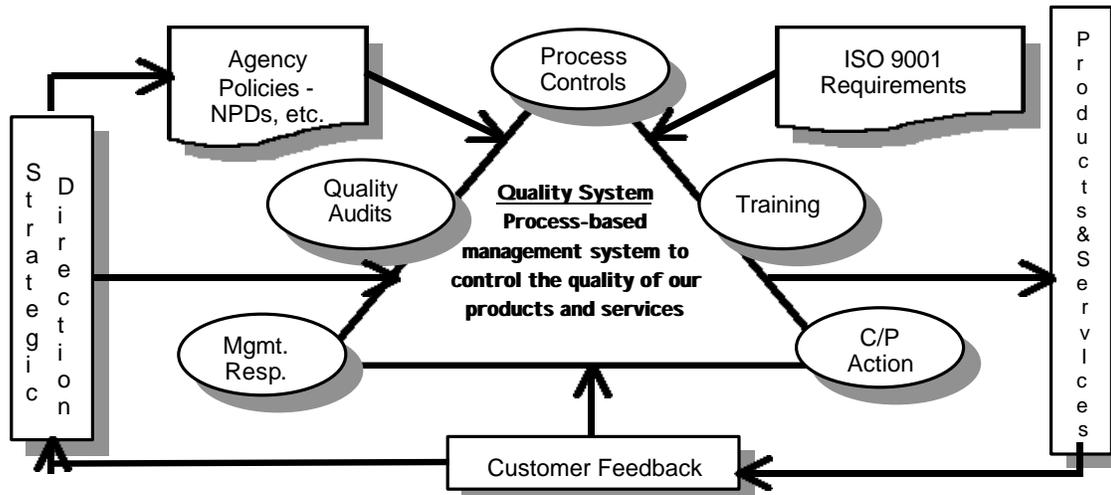


Figure 1 – The NASA Headquarters Quality System

Initially, the system relies on the strategic direction of the agency as defined in the *NASA Strategic Plan* and the *Strategic Management Handbook*. Subsequently, the quality system operates within the constraints defined by Agency policy. These policies are reflected in NPD's, and NPG's which can be found on-line through the NASA On-line Directives Information System (NODIS) at <http://nodis.hq.nasa.gov/>. Lastly, the system was established in conformance with the internationally recognized ISO 9001 standard for Quality Systems. In order to be in conformance with ISO 9001, the Headquarters Quality System must:

- take into consideration the 20 elements of the ISO 9001 standard where applicable
- apply the 20 elements in a manner which makes sense, adds value, and promotes organizational effectiveness and efficiency.

As we noted above, the system was designed to conform to the requirements of ISO 9001. Of the 20 ISO 9001 elements, five are the primary thrust of the Headquarters Quality System. Namely:

- 4.1, Management Responsibility
- 4.9, Process Control
- 4.14, Corrective and Preventive Action
- 4.17, Internal Quality Audits, and
- 4.18, Training

These are the primary elements, which determine the success of any process-based quality system. Collectively they ensure a system that is understandable, effective in producing the high quality products, and changeable based on the actual performance

of the system. In addition, the other 15 elements of the ISO 9001 standard are a variation of element 4.9, Process Control. For example, 4.3, Contract Review, outlines the requirements for clearly understanding incoming requirements. 4.4, Design Control, outlines the requirements to ensure that the product design meets those requirements. Since ISO 9001 is a process-based management system, it is important to have appropriate control over the various processes that produce the products and services required by NASA Headquarters customers. This is why many of the elements address controlling specific elements of an overall business process; thus "Process Control" appears at the apex of the triangle.

Within the Quality System there is a document hierarchy. The Headquarters Quality System Document Hierarchy is explained in paragraph 4.2.1. There are two distinct types of processes in the Headquarters Quality System: Headquarters Common Processes and Office Work Instructions. Each type is described below.

3.4 Headquarters Common Processes (HCP)

HCP's are processes that shall be performed by more than one Headquarters organization. They were developed to meet the need for consistency and repeatability across Headquarters. Quality System HCP's shall be established to ensure that processes for delivering Headquarters products and services are of the highest quality through conformance with the requirements of the ISO 9001 Quality System standard. Quality System HCP's include the following:

- 1) *Document and Data Control* – HCP1400-1,
- 2) *Corrective and Preventive Action* – HCP1280-2,
- 3) *Internal Quality Audits* – HCP1280-3,
- 4) *Employee Training* – HCP3410-4.

The current version of Quality System HCP's can be accessed on the Headquarters electronic document management system at <http://hqiso9000.hq.nasa.gov/dms.htm>. In addition, the Headquarters policy regarding Quality System HCP's, as well as other requirements of the Headquarters Quality System, are addressed in paragraph 4.0 below.

3.5 Office Work Instructions (OWI)

Headquarters OWI's document processes that are unique to an individual organization. OWI's shall be performed to ensure process consistency and repeatability. The documented processes shall be reviewed periodically to ensure that the products and services they produce are of the highest quality. Some OWI's document the office-unique processes to accomplish Quality System elements that have no corresponding HCP, and others document the business processes of that organization. All OWI's shall be compliant with Quality System HCP's. The current version of Headquarters OWI's can be accessed from the Headquarters electronic document management system at <http://hqiso9000.hq.nasa.gov/dms.htm>.

4.0 QUALITY SYSTEM REQUIREMENTS

A quality system intended to conform to the internationally recognized ISO 9001 standard has been implemented at NASA Headquarters. The ISO 9001 standard contains 20 elements that form the basis of the Headquarters Quality System. Headquarters policy regarding these 20 elements is addressed below.

4.1 Establish Quality System Framework

This paragraph documents conformance to the ISO 9001, 4.1, Management Responsibility, quality system element.

4.1.1 Quality Policy

NASA Headquarters quality policy is
“to consistently deliver the cutting-edge, quality products and services required
by our customers.”

FIGURE 2. Headquarters Quality Policy

Each Headquarters manager shall be responsible for ensuring that the quality policy is understood, implemented, and maintained at all levels of the organization.

This quality policy will be communicated throughout the organization via orientation, communication media, employee training, and quality reviews with management.

Objectives to meet the Headquarters quality policy shall be determined by measuring the health of the Quality System. This shall be accomplished by evaluating the results of the internal quality audits (refer to HCP1280-3, Internal Quality Audits), results of actions assigned by the Quality Council (refer to HQPC 1150.1, Headquarters Quality Council) and other metrics identified by the Quality Council which assess the health of the Quality System.

4.1.2 Organization

4.1.2.1 Responsibility and Authority

The Associate Deputy Administrator is the Official-in-Charge of the Headquarters Quality System. While the Associate Deputy Administrator has the ultimate authority and responsibility for establishing and maintaining the Quality System, the Executive Management Representative has the day-to-day authority and responsibility for implementation. All employees shall be responsible for understanding and complying with the Headquarters Quality System and policy. Officials-in-Charge of Headquarters offices may delegate authority for the quality system, but they will maintain the responsibility. Figure 3 depicts the organizational relationships at Headquarters.

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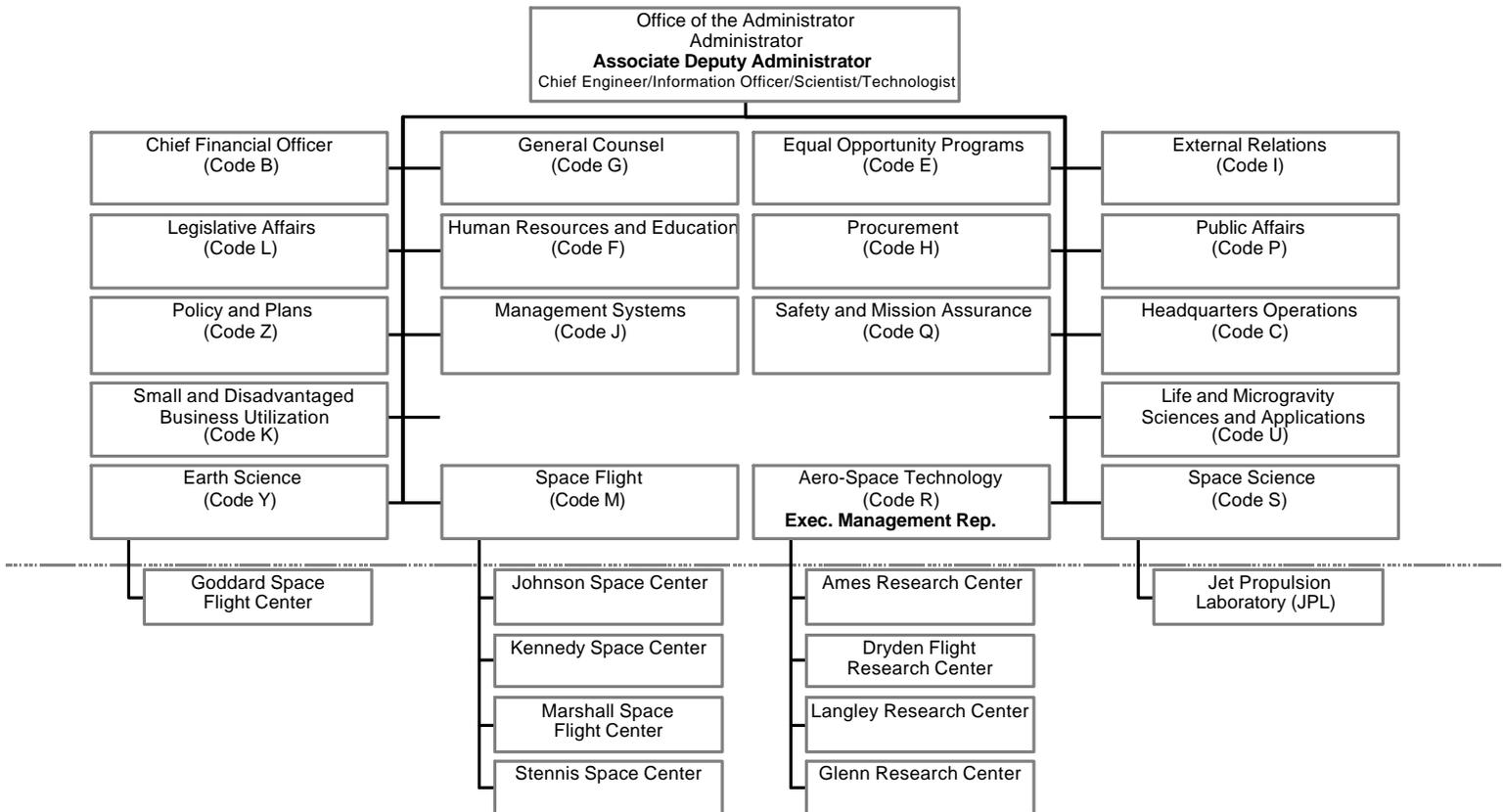


FIGURE 3. NASA Headquarters Organization Chart

Employee performance planning is the process by which employee performance elements are defined and assigned. Individual position descriptions document the responsibilities and authority of all personnel whose work affects product quality. Organizational charters are documented in the *NASA Organization* (NPG 1000.3).

4.1.2.2 Resources

The Associate Deputy Administrator shall be responsible for providing sufficient resources, including trained personnel (see paragraph 4.18); for management work performance; and for verification activities, including internal quality system auditing (see *Headquarters Quality Council*, HQPC 1150.1).

4.1.2.3 Official-in-Charge and Executive Management Representative

The NASA Associate Deputy Administrator is the Official-in-Charge with the authority to develop, implement, and maintain the Headquarters Quality System, ensuring conformance with the requirements of the ISO 9001 standard.

The NASA Associate Deputy Administrator has appointed an Executive Management Representative, who is currently the Deputy Associate Administrator for the Office of

Aero-Space Technology. The Executive Management Representative ensures that a Quality System is established, implemented, and maintained in accordance with ISO 9001, reports on the Quality System performance, and recommends improvement to the Associate Deputy Administrator at Quality Council meetings (see paragraph 4.1.3).

The Executive Management Representative delegated to the Director of the ISO 9001 Project Office the organizational authority to:

- initiate action to identify and prevent Quality System problems;
- initiate, recommend, or suggest solutions through organizational functions;
- verify the implementation of these solutions;
- control further processing and delivery of nonconforming products until the deficiency or unsatisfactory condition is corrected; and
- record any problems relating to the product, process, and Quality System.

The ISO 9001 Project Office leads internal quality audits to ensure continuing conformance with the Quality System and establishes resource requirements for audits. The audit findings shall be given to the management personnel responsible for the area being audited. The responsible manager shall determine a corrective action implementation date.

4.1.3 Management Review

Management reviews of the Headquarters Quality System shall be conducted at Quality Council meetings as detailed in *Headquarters Quality Council* (HQPC 1150.1) policy charter.

4.2 Define Headquarters Quality System

This paragraph documents conformance to the ISO 9001, 4.2, Quality System, quality system element.

4.2.1 General

A Quality System has been established, documented, and will be maintained at Headquarters as a means of ensuring that products and services conform to specified requirements. It is important to note that not all 20 ISO 9001 elements are applicable to Headquarters products and services. Where an element is not applicable, a brief explanation is provided. Additionally, appendix B maps the Headquarters Quality System against the ISO 9001 quality system elements. In order to minimize the documentation required to conform with the ISO 9001 standard, an HCP exists only where it was determined that a common process was needed to conform to the standard. However, to readily determine the ISO 9001 element applicability to each OWI, a matrix is provided in appendix D that lists each OWI by organization, and the QSM elements that apply.

The quality system documentation hierarchy is illustrated in Figure 4 and defined as follows:

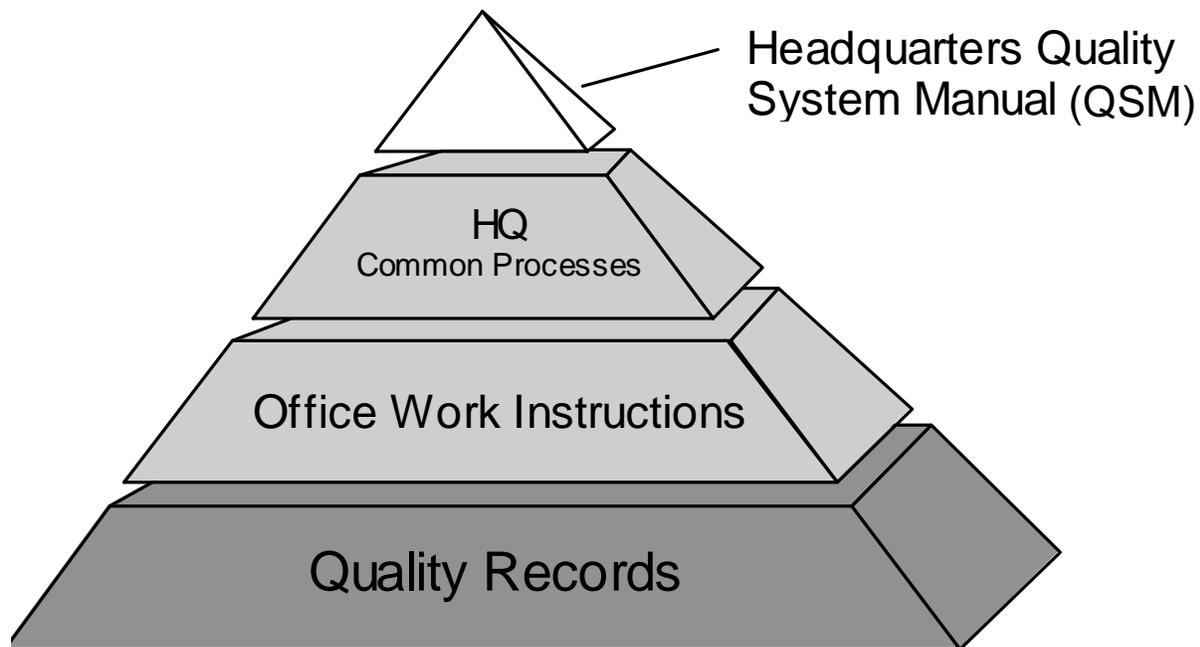


Figure 4. Headquarters Quality System Documentation Hierarchy

Level 1. The Headquarters QSM states the quality policies and objectives and describes the Quality System at Headquarters. The Headquarters QSM incorporates quality system procedures that are less complex or currently defined in other NASA documents (via cross-referencing), and references quality system procedures that are more complex in HCP's. The QSM also outlines the structure of the documentation used in the Quality System.

Level 2. HCP's as described in paragraph 3.4.

Level 3. OWI's as described in paragraph 3.5 or other procedural documentation.

Level 4. Records of quality, including documents such as reports, files, data sheets, letters, and forms that provide objective evidence that quality requirements are documented and have been met and retained according to established procedures.

4.2.2 Quality System Procedures

Headquarters quality system procedures are provided in one of four ways as follows:

- 1) Reference to existing NASA documents in which the existing procedure provides the necessary control as defined by the ISO 9001 standard;

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- 2) Reference to existing documents with supplementary procedures contained in either the QSM or a separate HCP in which existing procedures fall short of providing the necessary control as defined by the ISO 9001 standard;
- 3) The QSM where no existing procedure exists, and the procedure is not complex; or
- 4) An HCP or OWI where no existing procedure exists and the procedure is more complex.

In all cases, the QSM will either detail the quality system procedures or make reference to where applicable procedures can be found.

4.2.3 Quality Planning

Quality planning at Headquarters is performed in a manner consistent with all other requirements of the Quality System. Documentation and definition of how quality requirements are met shall be accomplished in several ways. Table 1 identifies the quality planning elements and the manner in which each is achieved in the Quality System.

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Quality Planning Element	Reference
Preparation of quality plans (ISO 9001, 4.2.3.a)	<ul style="list-style-type: none"> - <i>NASA SMHB</i> (NPG 1000.2) - <i>NASA Strategic Plan</i> (NPD 1000.1) - <i>Enterprise Strategic Plans</i> - <i>Functional Leadership Plans</i> - <i>Program/Project Management</i> (NPD 7120.4) - <i>NASA Program and Project Management Processes and Requirements</i> (NPG 7120.5)
Identification and acquisition of controls, processes, resources and skills (ISO 9001, 4.2.3.b)	- QSM Understanding Incoming Requirements (QSM paragraph 4.3)
Ensuring compatibility of design, process, and documentation (ISO 9001, 4.2.3.c)	- QSM Control Product Design (QSM paragraph 4.4)
Updating quality control, inspection, and testing techniques (ISO 9001, 4.2.3.d)	Not Applicable to Headquarters Quality System
Identification of measurement requirement (ISO 9001, 4.2.3.e)	Not Applicable to Headquarters Quality System
Identification of suitable verification at appropriate stages (ISO 9001, 4.2.3.f)	- QSM Control Processes (QSM paragraph 4.9)
Identification of acceptance criteria (ISO 9001, 4.2.3.g)	- QSM Control Product Design (QSM paragraph 4.4.5)
Identification and preparation of quality records (ISO 9001, 4.2.3.h)	- QSM Quality Records (QSM paragraph 4.16)

Table 1 - Quality Planning

The *NASA SMHB* lays the groundwork for NASA's Strategic Management Process. It provides NASA employees with policy and guidance for integrating quality planning at all levels of NASA into their long-term planning efforts. The *NASA Strategic Plan* defines NASA's overall vision, mission, goals, and objectives and provides a top-level strategy and roadmap for future accomplishments. It also provides overarching goals and objectives for NASA's Strategic Enterprises. The *Enterprise Strategic Plans* flow from and amplify the Agency level strategic plan. The *NASA Performance Plan*, submitted annually, defines performance goals and describes the performance measures and service levels for activities conducted to implement the strategic plans.

Quality planning from a top-level perspective encompasses strategic planning and implementation planning. These plans expand on the *NASA Strategic Plan* by providing detailed quality planning guidance for each Strategic Enterprise and Functional Office,

respectively. Quality planning, from a program/project standpoint, is governed by NPD 7120.4 and NPG 7120.5.

4.3 Understand Incoming Requirements

This paragraph documents conformance to the ISO 9001, 4.3, Contract Review, quality system element.

NASA's operational authority comes from the National Aeronautics and Space Act of 1958 (Public Law), congressional authorization, appropriation laws, and supporting language. In essence, our mission is established and these laws define specific requirements. Contract review applies to Headquarters in the following two ways:

- 1) To accepted work requirements implemented through congressional authorization and appropriation laws, and any clarifying documentation; and
- 2) To accepted reimbursable work requirements accepted through authority provided under Section 203(c)(3) of the National Aeronautics and Space Act of 1958, as amended (42 U.S.C. 2473).

Headquarters organizations shall ensure through their budget processes that--

- 1) Work requirements are understood prior to acceptance;
- 2) Any differences between Headquarters and the party levying requirements are resolved prior to acceptance;
- 3) The way requirements are amended and correctly transferred to the functional elements concerned are identified;
- 4) The ability exists to meet the accepted requirements, both implied and explicit; and
- 5) Records of the accepted requirements shall be maintained (see paragraph 4.16).

Headquarters organizations demonstrate understanding of incoming requirements through budget processes that are directly impacted by congressional authorization, appropriations laws, and reimbursable work requirements (see appendix D).

4.4 Control Product Design

This paragraph documents conformance to the ISO 9001, 4.4, Design Control, quality system element.

4.4.1 General

NASA Headquarters has ultimate responsibility for designing the Nation's civil aeronautics and space program (see paragraph 3.2). Headquarters products are designed as specified in applicable OWI's. Designs shall ensure that products meet specified requirements. Specified requirements include incoming work requirements as defined in paragraph 4.3 and other relevant inputs specified in the Quality System documentation. OWI's shall document the procedures and control mechanisms implemented for the design of specific products in conformance with paragraphs 4.4.2 through 4.4.8.

4.4.2 Design and Development Planning

The planning process incorporates the records and inputs derived from incoming requirements (see paragraph 4.3) and the direction provided from quality planning (see paragraph 4.2.3.a) in the design and development of products. Documents referenced in the quality planning (see paragraph 4.2.3.a) and organizations' OWI's document the processes to be used during formulation.

4.4.3 Organizational and Technical Interfaces

Applicable OWI's define interfaces between groups performing design function required during product formulation. The OWI's identify the information that will be transmitted and regularly reviewed.

4.4.4 Design Input

Budget process OWI's identify incoming work requirements and limitations and define the resolution process of any ambiguous, incomplete, or conflicting requirements. Additional input factors to the design input phase shall be identified from individual codes' OWI's. Any changes agreed to will be documented and approved in accordance with OWI guidance.

4.4.5 Design Output

Design output is typically represented in final draft output documents. The design output shall meet the design input requirements, contain or reference acceptance criteria, and identify critical design characteristics crucial to the product.

4.4.6 Design Review and Approval

Design reviews and approval processes shall be planned, conducted, and documented in accordance with OWI guidance. Design review participation shall include representatives of all appropriate functions concerned. Records of such reviews shall be maintained in accordance with OWI guidance. Design review is the mechanism to ensure that the product is verified, validated, and approved.

4.4.7 Design Verification

(See paragraph 4.4.6 Design Review)

4.4.8 Design Validation

(See paragraph 4.4.6 Design Review)

4.4.9 Design Changes

All changes and/or modifications to designs shall be identified, documented, reviewed, and approved prior to release in accordance with OWI guidance.

4.5 Control Documents and Data

This paragraph documents conformance to the ISO 9001, 4.5, Document and Data Control, quality system element.

4.5.1 General

Documented procedures have been established and shall be maintained at Headquarters to control all documents and data that are within the scope of Headquarters Quality System relating to the requirements of ISO 9001 including, to the extent applicable, documents of external origin such as standards. This includes the processes for preparing, reviewing, approving, releasing, distributing, changing, revising, tracking, maintaining, and canceling such documents as standards, handbooks, requirements documents, interface control documents, quality manuals and plans, procedures, forms, and instructions. HCP1400-1 addresses the QSM, HCP's, and OWI's. Each Headquarters organization is responsible for the establishment, maintenance, and control of organization-unique documents and data to include distribution of documents and data of external origin. The use of the words "shall" or "will" indicates mandatory requirements.

4.5.2 Document and Data Approval and Issue

The documents and data shall be reviewed and approved for adequacy and accuracy prior to issue to perform work by authorized management, or designee, after having received concurrence from technical authorities and employee representatives performing the tasks. Each organization maintains the documents and data, such as procedures, instructions, and forms, or identifies the repository location of the documents and data such that each employee who is performing the task can easily retrieve the applicable documents/data for use. These documents can be in the form of any type of media, such as hard copy or electronic. Electronic media is recommended when available. The documents shall be controlled, using the document's title/subject, effective date, and the Office of Primary Responsibility's organizational code. A master list identifying the current revision status of documents shall be established for the QSM, HCP's, and OWI's by the Document Manager and be readily available to preclude the use of invalid and/or obsolete documents. This control shall ensure that--

- Pertinent issues of appropriate documents are available at all locations essential to the effective functioning of the Quality System.
- Invalid and/or obsolete documents are promptly removed from all points of issue or use, destroyed, or otherwise ensured against unintended use.
- Any previous/obsolete version of any documents within the Headquarters Master List system retained by the user (e.g., for limited applicability, for historical purposes, for reference) will be either marked or otherwise suitably identified.

4.5.3 Document and Data Changes

Changes, revisions, and cancellations to documents and data shall be reviewed and approved by the same Headquarters organizations that performed the original review and approval, unless designated otherwise. The designated Headquarters organizations performing review and approval shall have access to pertinent background information upon which to base their review and approval. Where practicable, a description of the change shall be identified in the document or in the appropriate attachments.

4.6 Purchase Products and Services

This paragraph documents conformance to the ISO 9001, 4.6, Purchasing, quality system element.

Headquarters organizations are responsible for ensuring purchased products or services conform to specified requirements through management processes. OWI's document the method for purchasing products and services in individual organizations. Many of the ISO 9001, 4.6 requirements do not apply to all Headquarters purchasing vehicles. Appendix C describes the different purchasing vehicles and the applicable ISO 9001, 4.6 requirements.

Headquarters organizations, which rely on the Goddard Space Flight Center (GSFC) in Greenbelt, Maryland, to procure all other products and services as a part of their process, maintain process control (see paragraph 4.9) through a series of agreements with GSFC. These agreements are documented in a Memorandum of Agreement (MOA) and two Service Level Agreements (SLA). The MOA details Headquarters functions transferred to GSFC. The two SLA's, one for procurement and one for grants, detail performance parameters to which both Headquarters and GSFC have agreed. Administration of the MOA and SLA's shall be maintained and records kept by the Office of Headquarters Operations (Code C).

4.7 Control Customer-Supplied Product

Customer-supplied products are not incorporated into the supplies at Headquarters. As such, the ISO 9001, 4.7, Control of Customer-Supplied Products, quality system element does not apply to the Headquarters Quality System.

4.8 Identify and Trace Products

Headquarters products are primarily represented in document format on a recurrent basis (see paragraph 3.2). Due to their nature, unique identifiers are automatically assigned to products reflecting their distinctiveness and schedule. These unique identifiers shall be ensured via the instructions provided in paragraph 4.9 of this manual. The ISO 9001, 4.8, Product Identification and Traceability, quality system element is not appropriate for the Headquarters Quality System.

4.9 Control Processes

This paragraph documents conformance to the ISO 9001, 4.9, Process Control, quality system element.

The management processes that directly affect quality at Headquarters have been identified and planned. The identification is documented in the QSM under paragraph 3.2, Key Products and Services, QSM paragraph 4.2.3, Quality Planning, and the HCP's.

4.9.1 Planning and Implementation

The planning and implementation of controlled conditions is ensured through the use of individual OWI's or other procedural documentation. These detailed documents are located within an organization's documentation structure that provides the method for performing activities that directly affect product quality. Included in the OWI's are the references to any standards/codes, quality plans, and/or associated procedures (HCP's, NPD's, and NPG's) and the methods for monitoring and controlling process parameters. Included in the OWI's are the criteria for product workmanship, which is stipulated in a clear practical manner (e.g., flow charts, written standards, representative samples, or illustrations).

4.9.2 Personnel Requirements

Personnel qualification requirements are covered via position descriptions and shall be specified (see paragraph 4.18).

4.9.3 Records

All OWI's and HCP's identify the quality records that provide objective evidence demonstrating conformance to the specified requirements. The results of reviews and assessments (see paragraph 4.9.4) shall be documented and retained as quality records (see paragraph 4.16). Records shall be maintained for qualified personnel, in accordance with HCP3410-4, Employee Training, referred to in paragraph 4.18.

4.9.4 Reviews, Assessments and Approval

Because products developed at Headquarters are primarily documents (see paragraph 3.2), their conformance and adherence to prescribed requirements shall be determined via reviews and assessments as documented in applicable OWI's. These reviews and assessments serve as the mechanism to verify and validate that the products will meet their intended purpose. Approval of products is given, following the review and assessment, and is documented according to the procedures of the applicable OWI.

4.10 *Inspect and Test Products*

Because products developed at Headquarters are primarily represented in document format (see paragraph 3.2), they do not warrant standard inspection activities as defined by the ISO 9001, 4.10, Inspection and Testing, quality system element. Products shall be reviewed and approved via the instructions provided in paragraph 4.9.4 of this manual.

4.11 *Control Inspection, Measuring, and Test Equipment*

Inspection, measuring, or test equipment in the production of products is not used at Headquarters. As such, the ISO 9001, 4.11, Inspection, Measuring and Test Equipment, quality system element does not apply to the Headquarters Quality System.

4.12 Status Product Inspection and Testing

Because products developed at Headquarters are primarily represented in document format (see paragraph 3.2), they do not warrant standard inspection activities as defined by the ISO 9001, 4.12, Inspection and Test Status, quality system element. Status of the products shall be provided via the instructions in paragraph 4.9.4 of this manual.

4.13 Control Nonconforming Product

Because products developed at Headquarters are primarily represented in document format (see paragraph 3.2), product nonconformances identified do not warrant the application of the ISO 9001, 4.13, Control of Nonconforming Products, quality system element. Products shall be reviewed prior to release via the instructions provided in paragraph 4.9.4.

4.14 Correct and Prevent Quality System Problems

This paragraph documents conformance to the ISO 9001, 4.14, Corrective and Preventive Action, quality system element.

4.14.1 General

HCP1280-2, Corrective and Preventive Action, has been established and will be maintained at Headquarters to ensure consistent and effective methods for correction and prevention of recurrence of nonconformances. This is to ensure that nonconformances are corrected in the delivery of quality products to the customer. Any corrective or preventive action taken to eliminate the causes of actual or potential nonconformances shall be to a degree appropriate to the magnitude of problems and commensurate with the risks encountered. Any changes to the documented procedures as a result of corrective or preventive actions shall be recorded and implemented.

4.14.2 Corrective Action

Procedures have been established for the effective handling of customer concerns or complaints and reports of product nonconformances. (Refer to HCP1280-2, Corrective and Preventive Action.) Disciplined problem-solving methods shall be used during the investigation of the cause of the nonconformance. Results of the investigation and analysis shall be recorded (see paragraph 4.16). Procedures document corrective action needed to eliminate the cause of nonconformances and define corrective action follow-up activity to ensure that documented corrective action is taken and that it is effective.

4.14.3 Preventive Action

Procedures have been established for preventive action. Appropriate sources of information such as processes and work operations which affect product quality, audit results, quality records, and customer complaints to detect, analyze, and eliminate potential causes of nonconformances may be used. (Refer to HCP1280-2, Corrective and Preventive Action.) Steps needed to effectively deal with problems, requiring preventive action, shall be determined and initiated; controls shall be applied to ensure

that preventive action is effective and all relative information shall be submitted to the Quality Council for review. Actions resulting from Quality Council meetings shall be deemed preventive actions for the Quality System. (See paragraph 4.1.3).

4.15 Handle, Store, Package, Preserve, and Deliver Products

Because products developed at Headquarters are primarily represented in document format (see paragraph 3.2), they do not warrant the standard application of the ISO 9001, 4.15, Handling, Storage, Packaging, Preservation, and Delivery, quality system element. Therefore, this element is not applicable to the scope of Headquarters registration

4.16 Control Quality Records

This paragraph documents conformance to the ISO 9001, 4.16, Control of Quality Records, quality system element.

The ISO 9001 standard requires that we provide objective evidence that Headquarters products comply with requirements and that processes are effective. There are many possible indicators that can demonstrate that products comply with requirements and that a process is effective. Minutes of meetings, telephone messages, annotations in day planners are but a few means. However, all objective evidence need not be controlled as a quality record. The office of primary responsibility (OPR) shall determine what objective evidence needs to be controlled as a quality record to ensure that Headquarters products comply with requirements and to demonstrate the effective operation of the Headquarters Quality System. OPR's shall identify which objective evidence needs to be controlled as quality records in HCP and OWI documents and in conjunction with the policies in the QSM.

All quality records identified shall be legible and stored in a way that they are readily retrievable in facilities that provide a suitable environment to prevent damage, deterioration, or loss. Records may be in the form of any type of media, such as hard copy or electronic media. The NASA Records Retention Schedule, NPG 1441.1, is the official procedure governing the retention, retirement, and destruction of Agency records. Process owners should use these schedules to determine the item and series that best fit their records. The template provided in HCP1400-1, Document and Data Control, section 7.0, establishes a baseline matrix to guide Headquarters codes in identifying quality records. Table 5 identifies the types of quality records within the Headquarters Quality System and the organizations responsible for collecting, indexing, accessing, filing, storing, maintaining and disposing of the records.

Responsible Office: Office of Associate Deputy Administrator
 Subject: Quality System Manual

Type of Record	Responsible Organization(s)
Quality Council meeting records (see paragraph 4.1.3)	- ISO 9001 Project Office
Incoming Work Requirements records (see paragraph 4.3)	- Headquarters codes
Design records (see paragraph 4.4)	- Headquarters codes
Purchasing records (see paragraph 4.6)	- Headquarters codes
Process Records (see paragraph 4.9)	- Headquarters codes
Corrective/Preventive Action records (see paragraph 4.14) <ul style="list-style-type: none"> • Quality System (General) • Product/Process Specific <ul style="list-style-type: none"> - Identified by audit - Identified by Product/Process Owner 	- ISO 9001 Project Office - ISO 9001 Project Office - Product/Process Owner
Internal Audit records (see paragraph 4.17)	- ISO 9001 Project Office
Employee Training records (see paragraph 4.18) <ol style="list-style-type: none"> 1) Training coordinated by Headquarters Human Resources Management Division 2) On-the-job training (OJT forms) 	- Goddard Space Flight Center (GSFC) Office of Human Resources - Headquarters codes

Table 2 - Quality Records

Responsible organizations in Table 2 shall either have separate procedures for controlling quality records or shall identify the control of quality records within the OWI's. In addition, the organizations listed above shall be responsible for purging obsolete records as they are identified.

4.17 Conduct Quality System Internal Audits

This paragraph documents conformance to the ISO 9001, 4.17, Internal Quality Audits, quality system element.

Documented procedures have been established and shall be maintained at Headquarters for planning and implementing internal quality audits. (Refer to HCP1280-3, Internal Quality Audits.) Headquarters shall plan and perform internal audits on a scheduled basis, according to the status and importance of the activity to determine the effectiveness of the Headquarters Quality System. The results shall be documented and maintained as quality records (see paragraph 4.16) and distributed to the manager responsible for the affected organizations. Nonconformances identified shall be tracked to ensure that timely corrective action is taken by the manager of the affected area (see HCP1280-2, Corrective and Preventive Actions).

Headquarters activities shall be audited by personnel independent of the activity under review for compliance with documented procedures, plans, instructions, and accepted customer agreements and to determine the effectiveness of the Headquarters Quality System.

Follow-up audits shall be performed by Headquarters to verify and record the implementation and effectiveness of the corrective action taken and shall be maintained as quality records (see paragraph 4.16). Corrective action commitments, made in response to audit findings, will be assessed to ensure the implementation and effectiveness of the action.

The results of the Headquarters internal quality audits will form an integral part of the input to Quality Council activities (see paragraph 4.1.3).

4.18 Train Personnel

This paragraph documents conformance to the ISO 9001, 4.18, Training, quality system element.

Documented procedures have been established and shall be maintained at Headquarters that identify the training requirements and provide appropriate training of personnel performing services directly affecting quality. (Refer to HCP3410-4, Employee Training.) Personnel performing specific assigned tasks shall be qualified on the basis of appropriate education, training, and/or experience, as required. Appropriate training records shall be maintained as quality records (see paragraph 4.16).

4.19 Service Products

Because products developed at Headquarters are primarily documents (see paragraph 3.2), they do not warrant standard servicing or maintenance as intended by the ISO 9001, 4.19, Servicing, quality system element. As such, this ISO 9001 quality system element does not apply to the Headquarters Quality System.

4.20 Measure Performance

This paragraph documents conformance to the ISO 9001, 4.20, Statistical Techniques, quality system element.

4.20.1 Need for Statistics

The need for statistics to measure the performance of the Quality System has been identified at Headquarters in applicable OWI's and in the following activities:

- Quality Council Meetings - for statistical analysis of corrective actions, Quality System nonconformances, and trend analysis for preventive action items (see QSM paragraph 4.1.3),
- Quality System Problem Correction and Prevention - corrective action tracking and analysis (see QSM paragraph 4.14),

Appendix A - Definitions & Acronyms

In general the definitions, given in ANSI/ASQC 8402:1994 apply. However, the following definitions are offered to assist the user in understanding the application of the Strategic Management Process, as well as the ANSI/ASQC Q9001-1994 quality standard and the quality policies in this QSM:

Agency Crosscutting Processes - The key processes identified at the Agency level that Headquarters use to deliver products and services to customers.

ISO - The recognized short name for the International Organization for Standardization, an international agency consisting of member countries that each have one "equal" vote. The U.S. representative is the American National Standards Institute.

Key Process - A process that has a DIRECT impact on the quality of a product or service being provided by NASA Headquarters.

Process - Set of interrelated resources and activities that transform inputs into outputs. Resources may include personnel, finance, facilities, equipment, techniques, and methods.

Product – That which is the result of activities or processes.

Quality System - A management tool that ensures that products and services conform to specified requirements.

Service - The results generated by activities at the interface between the NASA Headquarters and the customer and by NASA Headquarters internal activities to meet customer needs.

Strategic Management Process - The basis for NASA to manage its affairs effectively and efficiently.

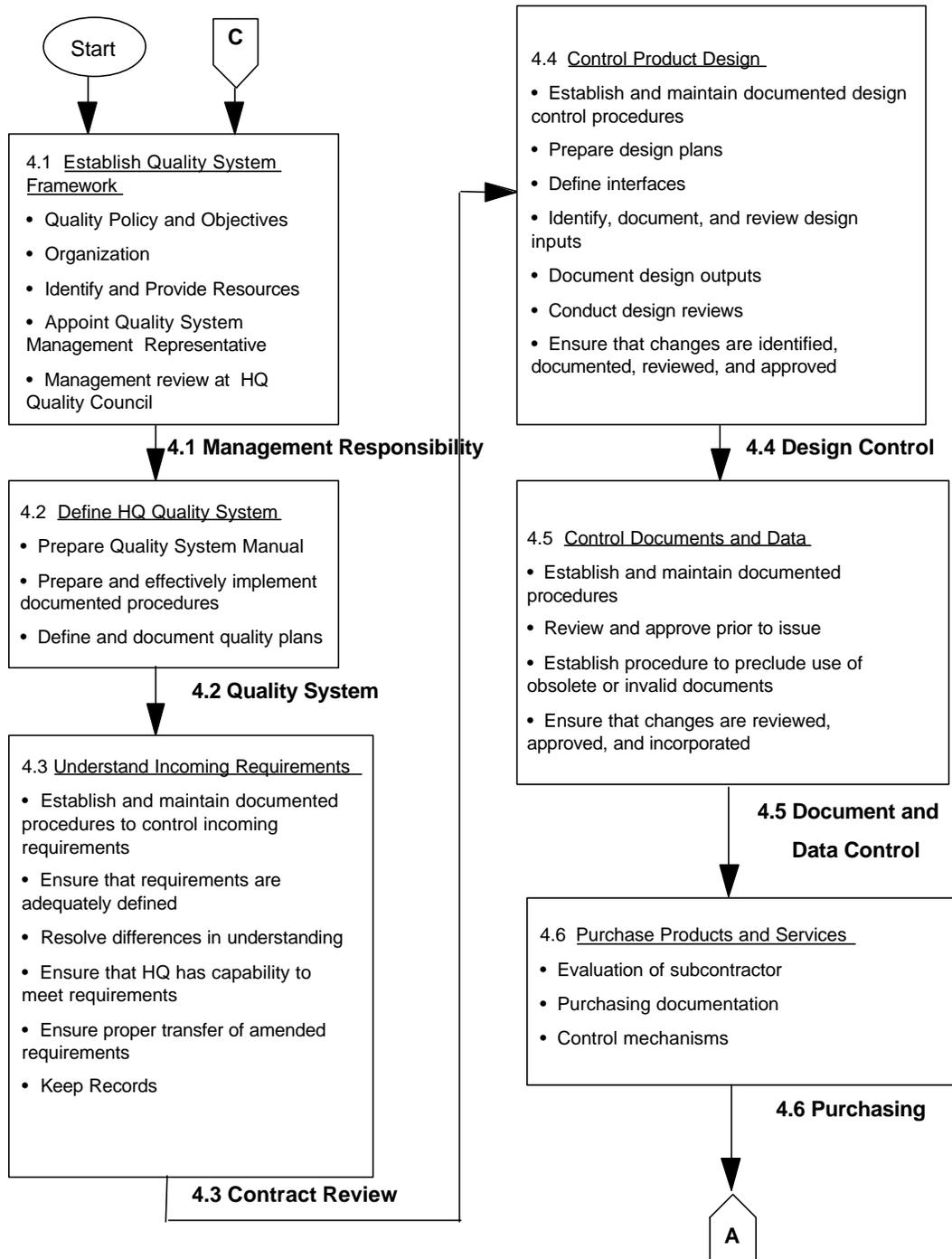
ANSI - American National Standards Institute
ASQ - American Society for Quality
GPRA - Government Performance & Results Act
GSFC - Goddard Space Flight Center
HCP - Headquarters Common Process
HQPC - Headquarters Policy Charter
HQPD - Headquarters Policy Directive
HQPG - Headquarters Procedures and Guidelines
ISO - International Organization for Standardization
MOU - Memorandum of Understanding
NHB - NASA Handbook

NPC - NASA Policy Charter
NPD - NASA Policy Directive
NPG - NASA Procedures and Guidelines
OHR - Office of Human Resources
OJT - On-the-job training
OPR – Office of primary responsibility
OWI - Office Work Instruction
QS - Quality System
QSM - Quality System Manual
SMHB - Strategic Management Handbook

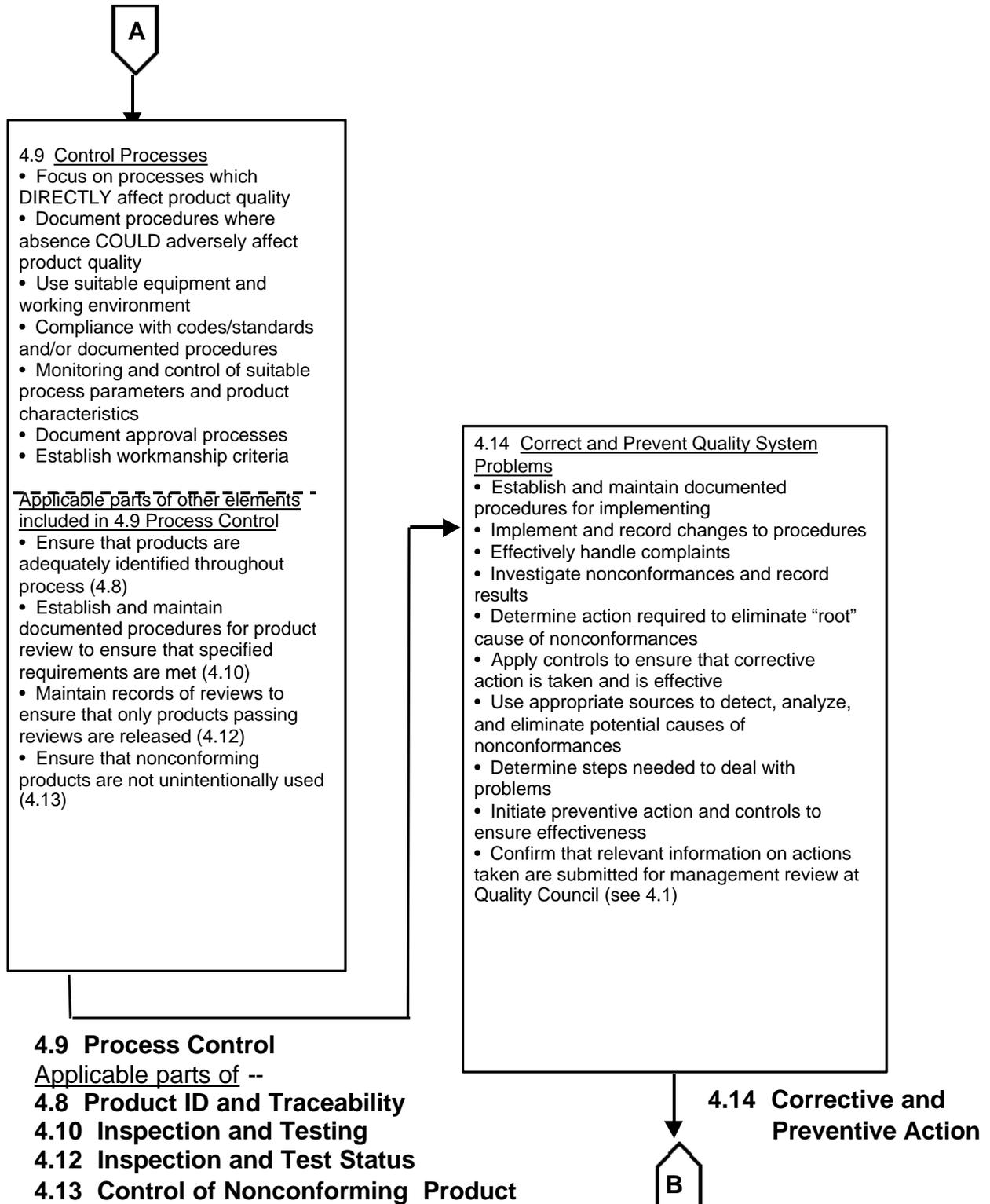
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Appendix B - Quality System Element Crosswalk

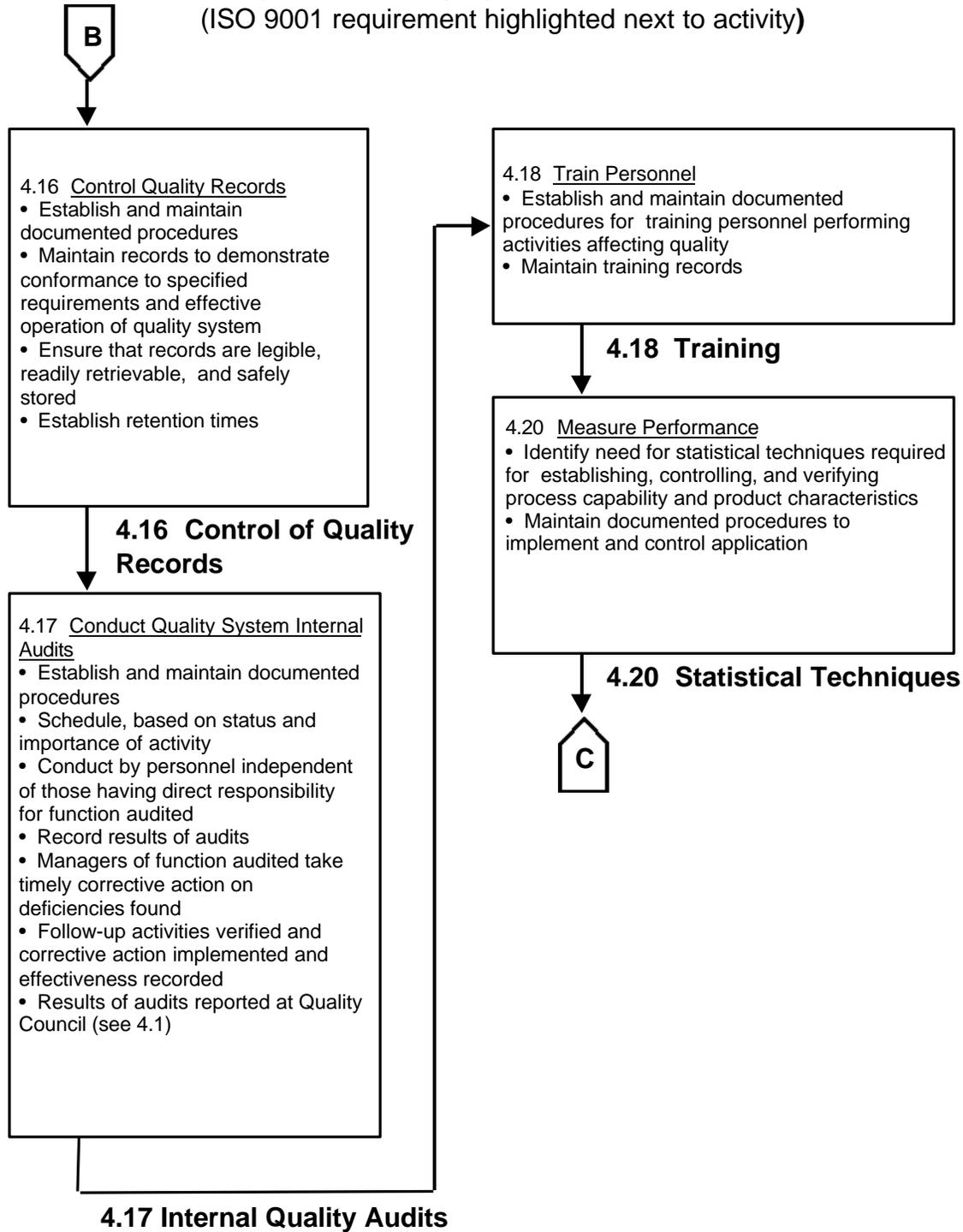
Headquarters Quality System Element Crosswalk (ISO 9001 requirement highlighted next to activity)



Headquarters Quality System Element Crosswalk (ISO 9001 requirement highlighted next to activity)



Headquarters Quality System Element Crosswalk
 (ISO 9001 requirement highlighted next to activity)



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Appendix C – Purchasing Requirements

C1 - JPL Purchasing Requirements

The Headquarters Office of Space Science (Code S) directly purchases products and services as addressed in the ISO 9001 standard. Code S has established and maintains a multiyear contract for the operations of NASA's Jet Propulsion Laboratory (JPL) in Pasadena, California. JPL is a Federally Funded Research and Development Center (FFRDC) managed under contract by the California Institute of Technology (Caltech). Table 3 defines the ISO 9001, 4.6 requirement and its applicability to the Caltech contract:

ISO 9001, 4.6 Requirement	Applicability to Caltech Contract
4.6.1 Establish and maintain documented procedures	Defined in Code S OWI's
4.6.2.a Evaluate and select on the basis of their ability to meet requirements	As detailed in the solicitation evaluation factors or Justification for Other than Full and Open Competition (JOFOC)
4.6.2.b. Define the type and extent of control	Defined in contract
4.6.2.c. Establish and maintain quality records of acceptable subcontractors	As established in the selection statement, JOFOC, and/or award fee evaluations
4.6.3. Purchasing data	As specified in individual task orders
4.6.4 Verification of purchased products	Defined in individual task orders when required to show verification of purchased products by NASA or the customer

Table 3 – Purchasing Requirements for JPL

Applicable processes within the Office of Space Science, used to award the contract to manage JPL and evaluate Caltech performance, are identified in Appendix D.

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C2 - Research Purchasing Requirements

Headquarters codes may also issue solicitations that identify areas of research interest. They solicit research, education grant proposals or investigative ideas that contribute to broad scientific and technical objectives. The Headquarters codes' pre-award activities are generally comprised of solicitation, evaluation and selection of proposals.

Headquarters produces three types of solicitations: NASA Research Announcements (NRAs), Cooperative Agreements Notices (CANs) and Announcements of Opportunity (AOs). The process of soliciting, evaluating and selecting proposals under these solicitation instruments varies somewhat and is governed by the applicable regulation as shown in Table 4 below. The post-selection activities (e.g., award, payment, administration, verification, etc.) associated with each type of solicitation instrument are performed by the awarding NASA Field Center. Requirements of paragraphs 4.6.2.b., 4.6.3, and 4.6.4.1 (if required) are performed by the awarding NASA Center. Paragraphs 4.6.2.c. and 4.6.4.2 do not apply.

ISO 9001, 4.6 Requirement	NASA Research Announcement (NRA)	Cooperative Agreement Notice (CAN)	Announcement of Opportunity (AO)
4.6.1 Establish and maintain documented procedures	Detailed in HQ Code OWI and NFS 1835	Detailed in HQ Code OWI and NPG 5800.1	Detailed in HQ Code OWI and NFS 1872
4.6.2.a Evaluate and select on the basis of their ability to meet requirements	Detailed in HQ Code OWI, NFS 1835, and the solicitation	Detailed in HQ Code OWI, NPG 5800.1, and the solicitation	Detailed in HQ Code OWI, NFS 1872, and the solicitation

Table 4 – Purchasing Requirements for Research

Actual procurement of all other scientific research is provided by NASA's Centers in accordance with their documented procedures.

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C3 - SBIR/STTR Purchasing Requirements

Although the overall management and execution of NASA's Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) Program is the responsibility of the NASA centers, Headquarters Office of Aero-Space Technology (Code R) has certain responsibilities that also fall within the purview of the ISO 9001, 4.6 requirements. Specifically Code R performs three functions: approves the SBIR/STTR acquisition plan, considers the evaluations of SBIR/STTR proposals and selects subcontractors as the Source Selection Official for the SBIR/STTR Program. Table 5 below contains the ISO 9001, 4.6 requirements applicable to Code R under the SBIR/STTR program. Subparagraphs not listed fall under the responsibilities of the executing NASA center.

ISO 9001 4.6 Requirement	Code R Function	Relationship of Function to Requirement
4.6.2.a Evaluate and select on the basis of their ability to meet requirements	Consider the Evaluation of SBIR/STTR Proposals	The source selection official considers proposals based on stated solicitation criteria. The solicitation contains the requirements and criteria that demonstrate requirements are met.
4.6.2.a Evaluate and select on the basis of their ability to meet requirements	Select the SBIR/STTR Proposals for Award	The source selection official selects proposal based on demonstrated ability to meet requirements
4.6.2.b. Define the type and extent of control	Approve the SBIR/STTR Acquisition plan	Acquisition plan defines contract type and type and extent of control to be required

Table 5 – SBIR/STTR Purchasing Requirements Applicable to Code R

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Appendix D - QSM/OWI Matrix – NASA Headquarters

Office Work Instructions

Quality System Manual Elements

Quality System Documents	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Quality System Manual	X	X							X							X				X
Document & Data Control					X											X				
Corrective & Preventive Action														X			X			
Internal Quality Audits																	X			
Employee Training																		X		
Associate Deputy Administrator - Code AI	(3)																			
Manage Capital Investment Council Meetings									X							X				
Manage Senior Management Council Meetings									X							X				
Manage Headquarters Quality Council Meetings									X							X				
Chief Engineer - Code AE	(3)																			
Lead and Manage PAPAC Process									X							X				
Manage Chief Engineer's Councils									X							X				
Manage Programs and Budget			X						X							X				
Chief Information Officer - Code AO	(3)																			
IT Policy Formulation Process									X							X				
Information Technology Capital Investment Development Process			X						X							X				
Information Technology Architecture & Standards Devel.				X					X							X				
Chief Scientist - Code AS	(2)																			
Develop and Integrate NASA Cross Enterprise Science Activities									X							X				
NASA Science Council Management									X							X				

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	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Chief Financial Officer - Code B	(6)																			
Agency Financial Management Policy Formulation									X							X				
Budget & Performance Plan Formulation			X						X							X				
Budget Execution			X						X							X				
Annual Accountability Report Process									X							X				
Performance Plan Update and Reporting			X						X							X				
Manage CFO Council Meetings									X							X				
Headquarters Operations - Code C	(11)																			
HQ Policy Formulation and Approval									X							X				
MOA Process									X							X				
HQ Budget Formulation			X						X							X				
HQ Budget Execution			X						X							X				
Multicultural/Diversity Education									X							X				
Support Services Contract Management									X							X				
EO Pre-Complaint Process									X							X				
Facilities, Administration, Security Services									X							X				
Correspondence Management									X							X				
Recruitment									X							X				
Human Resources Services									X							X				
Equal Opportunity Programs - Code E	(8)																			
Policy Formulation and Approval									X							X				
Budget Formulation and Execution			X						X							X				
Operational Budget Formulation and Approval			X						X							X				
Affirmative Employment Program Planning and Approval									X							X				
Annual Accomplishment Reports Preparation and Approval									X							X				
Evaluation and Reporting									X							X				

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	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
OEOP Conference Selection and Implementation									X							X				
Solicitation Development, Proposal Peer Review, Selection, and Award Process									X							X				
Human Resources & Education - Code F	(7)																			
Formulation, Analysis, and Implementation of Agencywide Training Policy									X							X				
Agency Policy Formulation and Approval									X							X				
Budget Formulation, Advocacy and Execution for NASA Education Program			X						X							X				
Agency Research & Program Management Budget Formulation			X						X							X				
Agency Research & Program Management Budget Execution			X						X							X				
NASA Education Program – Contracts and Grants									X							X				
NASA Education Program Data Collection and Evaluation System									X							X				
General Counsel - Code G	(4)																			
Coordinate and Submit Proposed Legislation									X							X				
Representing NASA in Litigation									X							X				
License NASA Technologies and Negotiate Licenses									X							X				
Rendering Legal Advice									X							X				
Procurement - Code H	(4)																			
Develop and Publish Regulations and Guidance									X							X				
Develop and Implement Initiative									X							X				
Procurement Management Survey Process									X							X				
Review and Approve Documents									X							X				
External Relations -Code I	(12)																			
Formulation and Approval of International Space Act Agreements									X							X				
Support of NASA Research Opportunities									X							X				
Approval Process for NASA Participants in NATO Research and Technology Org. Activities									X							X				
Diplomatic Clearance for NASA Research Aircraft and Scientific									X							X				

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Balloon Campaigns																				
Obtaining Export Licenses for NASA									X										X	
Inventions and Contributions Board Staff Operations and Procedures									X										X	
Organizing and Supporting Administrator Foreign Travel									X										X	
Foreign Official Travel Notifications									X										X	
Foreign National Visitor Requests									X										X	
Assignment/Extension of Military Detailees to NASA									X										X	
Recommendations for Military Decorations to Military Detailees to NASA									X										X	
NASA Software of the Year Competition Operations and Procedures									X										X	
Management Systems - Code J	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	(10)																			
Policy Formulation									X										X	
Agreement Formulation									X										X	
Construction of Facilities Budget Formulation & Execution			X						X										X	
Environmental Compliance & Restoration Budget Formulation & Execution			X						X										X	
Management Report Preparation									X										X	
Functional Oversight									X										X	
Agency Directives Management					X				X										X	
Audit Management									X										X	
Sensitive Compartmented Information Program Management									X										X	
Aircraft Acquisition and Disposal									X										X	
Small & Disadvantaged Business Utiliz. - Code K	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	(4)																			
Policy Formulation				█					X										X	
Advocacy				█					X										X	
Outreach				█					X										X	
Oversight of OSDBU Office Functions				█					X										X	

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	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Legislative Affairs - Code L	(7)																			
Preparation of Initial NASA Operating Plan Submission to Congress									X							X				
Congressional Hearing Preparation									X							X				
Preparation of Congressional Briefings									X							X				
Responding to Congressional Correspondence									X							X				
Post-Hearing Activities									X							X				
Comments on Proposed Legislation									X							X				
Identification of & Response to Congressional Reporting Reqts.									X							X				
Space Flight - Code M	(21)																			
HEDS Strategic Planning Process									X							X				
Policy Formulation and Dissemination Process									X							X				
External Directives Review									X							X				
Internal Directives Development									X							X				
Budget Formulation (Advocacy) Process			X						X							X				
Funds Control Process									X							X				
Congressional Support									X							X				
HEDS Exploration Technology Process									X							X				
Approval and Implementation of Outreach & Education Systems									X							X				
Space Operations Space Shuttle Req'ts and Assessment Process				X					X							X				
Space Development Req't. Definition & Assessment				X					X							X				
Customer/Space Communications Req'ts Services Process									X							X				
ELV Manifest Process									X							X		X		
DoD Secondary Payloads Reimbursable Process			X						X							X				
Shuttle Payload Manifest Process									X							X				
ISS Strategic Utilization Planning									X							X				
Traffic Model Planning Process for ISS									X							X				
Spectrum Management/Regulatory Policy Process									X							X				
NASA/DoD GPS Coordination Process									X							X				

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	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Space Data Systems Standard Services Process									X							X				
Correspondence and Action Tracking									X					X						
Public Affairs - Code P	(10)																			
Determine Public Affairs Requirements for Products and Services									X							X				
Perform News Gathering, Encapsulation and Distribution									X							X				
Respond to Freedom of Information and Public Inquiries									X							X				
Plan/Conduct Guest Operations, Protocol, Special Events and Initiatives									X							X				
Coordinate Astronaut Appearances & Speakers Bureau									X							X				
Develop TV Programming									X							X				
Manage Art Program						X			X							X				
Manage Exhibits Program									X							X				
Protect Trademark and Corporate Identity									X							X				
Monitor and Adopt Emerging Technology									X							X				
Safety & Mission Assurance - Code Q	(26)																			
Development and Utilization of Annual Operating Agreements									X							X				
OSMA Budget Execution			X						X							X				
OSMA Budget Reprogramming			X						X							X				
Issuance of Resources Authority to Centers			X						X							X				
ASAP Annual Report									X							X				
Safety Variances									X							X				
Manage SMA Process Verifications									X							X				
Process Based Mission Assurance Process									X							X				
Perform Executive Secretary for HEDS Assurance Board									X							X				
Coordinating SMA Participation in the Shuttle CoFR Process									X							X				
Coordinating SMA Participation in the ISS CoFR Process									X							X				
Perform OSMA's SMA Insight/Oversight of ELV Launches									X							X				

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Coordinate Nuclear Launch Safety Approval (NLSA) Process									X							X				
Manage NASA's Emergency Response									X							X				
OSMA Management of NSRS									X							X				
Manage Agency-wide ISO 9000 Lead Assessor/Auditor Training									X							X				
Manage QRAS CCB				X					X							X				
Administer QASAR Award Program									X							X				
Administer George M Low Award Program									X							X				
Appoint New ASAP Members									X							X				
Manage OSMA Support Contractor k Orders									X							X				
Provide OSMA Input to JPL Award Fee									X							X				
Manage Emergency Operations Center									X							X				
Develop and Maintain SMA Requirements Documentation				X					X							X				
Develop and Maintain HOWIs					X				X							X				
Manage OSMA use of HATS									X							X				
Aero-Space Technology - Code R	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Enterprise Strategic Planning				X					X							X				
Agency Policy Formulation & Approval									X							X				
Enterprise/IPO Policy Formulation									X							X				
Enterprise/IPO Budget Formulation			X						X							X				
Facility Investment Planning									X							X				
Enterprise Budget Execution			X						X							X				
HQ Operations Budget Development									X							X				
HQ Operations Budget Administration									X							X				
Advocacy, Outreach & External Communications									X							X				
Review of Interagency Agreements			X						X							X				
Review of International Agreements									X							X				
Advisory Committee Management									X							X				
Program/Project Formulation & Approval									X							X				

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Program Evaluation									X							X				
Enterprise/IPO Contingency Planning									X							X				
Review of Center Implementation Plans									X							X				
Performance Assessment & Investment Strategy									X							X				
IG/GAO Liaison									X							X				
Develop Technology Investment Portfolio									X							X				
Update NASA Technology Plan									X							X				
Maintain NASA Technology Inventory Database									X							X				
Advisory Committee Management									X							X				
Space Science - Code S	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Strategic Planning									X							X				
Budget Formulation			X						X							X				
Budget Justification			X						X							X				
Budget Implementation -- Operating Plan			X						X							X				
Budget Implementation – Cost Phasing Plan			X						X							X				
Develop or Update Program Commitment Agreement (PCA)									X							X				
Program Plan Development									X							X				
NASA Research Announcement (NRA) for R&A Investigations						X			X							X				
Announcement of Opportunity (AO) for Science Flight Missions					X				X							X				
Competing and Awarding Prime Contract for JPL Operations					X				X							X				
Evaluating, Approving, and Authorizing Award Fee on Prime Contract for JPL Operations					X				X							X				
JPL Direct Task Order Award					X				X							X				
JPL Reimbursable Task Order Award					X				X							X				
Launch Preparation Activities									X							X				
Performance Planning									X							X				
Performance Assessment									X							X				
Program/Project Assessment									X							X				
Code SM Technology Development Monthly Review									X							X				

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	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Tracking HATS Action Items Issued to the Associate Administrator for Space Science									X							X				
Life & Microgravity Sciences & Applications - Code U	(15)																			
Enterprise Strategic Planning				X					X							X				
OLMSA General Policy Formulation				X					X							X				
Agency Occupational Health Policy Formulation				X					X							X				
OLMSA Medical Policy Formulation				X					X							X				
Budget Formulation			X						X							X				
Budget Implementation									X							X				
Outreach Material Preparation									X							X				
Inquiry Response									X							X				
Space Act Agreements									X							X				
Research Solicitation, Evaluation and Selection									X							X				
Commercial Space Center Definition and Selection									X							X				
Commercial Research Flight Planning									X							X				
Flight Requirements Planning and Integration									X							X				
Grants, Contracts & Interagency Agreements/Transfers Renewal									X							X				
Formulation & Approval of OWIs					X				X							X				
Earth Science - Code Y	(13)																			
Develop Enterprise Strategy				X					X							X				
Formulate ESE Budget			X						X							X				
Execute ESE Budget			X						X							X				
Advocate ESE Budget			X						X							X				
Prepare Press Release									X							X				
Plan Science Research									X							X				
Formulate and Approve Flight Missions									X							X				

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Solicit & Select Science, Applications & Education Investigations								X							X					
Formulate the ESE Technology Development Program								X							X					
Conduct Peer Review								X							X					
Obtain Approval for Release of Solicitation Instruments								X							X					
Oversee and Evaluate Enterprise Program								X							X					
Approve ESE Office Work Instructions					X			X							X					
Policy & Plans – Code Z	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
NASA Strategic Plan				X					X							X				
NASA Policy Development									X							X				
Aeronautics and Space Report of the President									X							X				
NASA Historical Publications									X							X				
Advisory Committee Management				█					X							X				
NASA Advisory Council				█					X							X				
HQ Historical Reference Collection					█				X							X				
N/A to HQ Quality System																				
Addressed via Element 9																				

216 Total OWIs

REV: May 9, 2000