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Responsible Office: Office of Human Capital Management

Chapter 5: Mission Statements and Organzation Charts for Centers As Well as Technical and Service Support Centers

5.1 AMES RESEARCH CENTER

5.1.1 MISSION. Ames Research Center (ARC), located in California's Silicon Valley, enables exploration through selected developments, innovative technologies, and interdisciplinary scientific discovery. ARC provides leadership in Astrobiology; microsatellites; technologies for CEV, CLV, and HLV; the search for habitable planets; supercomputing; intelligent/adaptive systems; advanced thermal protection; and airborne astronomy. ARC develops tools for a safer, more efficient national airspace and unique partnerships benefiting NASA's mission.

5.1.2 RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.1.2.1 Specifically, the Center Director for the ARC:

a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.

b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and provides safety, reliability, and quality assurance for all Center activities.

c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at ARC. This role requires the Center Director to:

1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at ARC.

2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.

3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.

4) Provide for organizational and financial independence of the technical authorities at ARC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.

d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

e. Coordinates and communicates ARC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

f. Contributes, individually and as part of the Center teams, essential technologies, subsystems, and capabilities to the CEV, CLV, and heavy lift launch vehicle, including thermal protection, launch mission systems, integrated systems health management, and ascent abort/crew escape logic.

g. Provides leadership for NASA's astrobiology science mission to study the origin, evolution, distribution, and destiny of life in the universe.

h. Oversees the NASA Astrobiology Institute (NAI) and its cadre of domestic and international partners; serves as the home base for the NAI administrative offices.

i. Leads the science and technical management of NASA's airborne physical sciences missions. [Oversees the Stratospheric Observatory for Infrared Astronomy (SOFIA) Science Mission and Operations Center.]

j. Leads the science and technical management of selected NASA missions (including the development of atmospheric probes)

to search for habitable environments, understand the origin and evolution of life, and develop the tools needed for this exploration.

k. Provides leadership for NASA information sciences and technology, particularly research in the critical subdisciplines of automated reasoning for autonomous systems, high-performance computing and networking, and human-centered computing. Performs Earth science investigations, in particular, ecosystems research supported by advanced supercomputing and modeling.

l. Develops new applications to enable and enhance space exploration, in particular, techniques to reduce mass and increase vehicle payload capacity and advanced thermal protection systems for transportation and planetary-entry missions.

m. Serves as a NASA leader in the area of information technology security in support of the NASA Chief Information Officer.

n. Provides leadership in defining concepts of operation and developing technologies to enable significant increases in the capacity of the Nation's air transportation system.

o. Contributes pathfinding research to provide system-level analysis capability for flight vehicles in all speed regimes.

p. Develops models of human performance and analysis capabilities for human-operated systems that are integral to enhancing the safety of flight vehicles and of the aviation system as a whole.

q. Performs scientific investigations in-house and through extensive cooperative arrangements with the academic community and private sector within the United States and with foreign institutions; furnishes research and development support to industry and academia as an outgrowth of cooperative utilization of ARC-unique facilities.

r. Provides research and technical leadership in the study of radiation biomarkers and countermeasures to mitigate effects of space radiation in human space flight.

s. Implements innovative partnerships and collaborations with the private sector and academia through development of the NASA Research Park and establishment of the University Affiliated Research Center (with the University of California); accomplishes this in part through execution of Enhanced Use Leasing (EUL).

t. Represents NASA and ARC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

u. Transfers technology to the public and private sectors and spins external technologies back into NASA programs and projects.

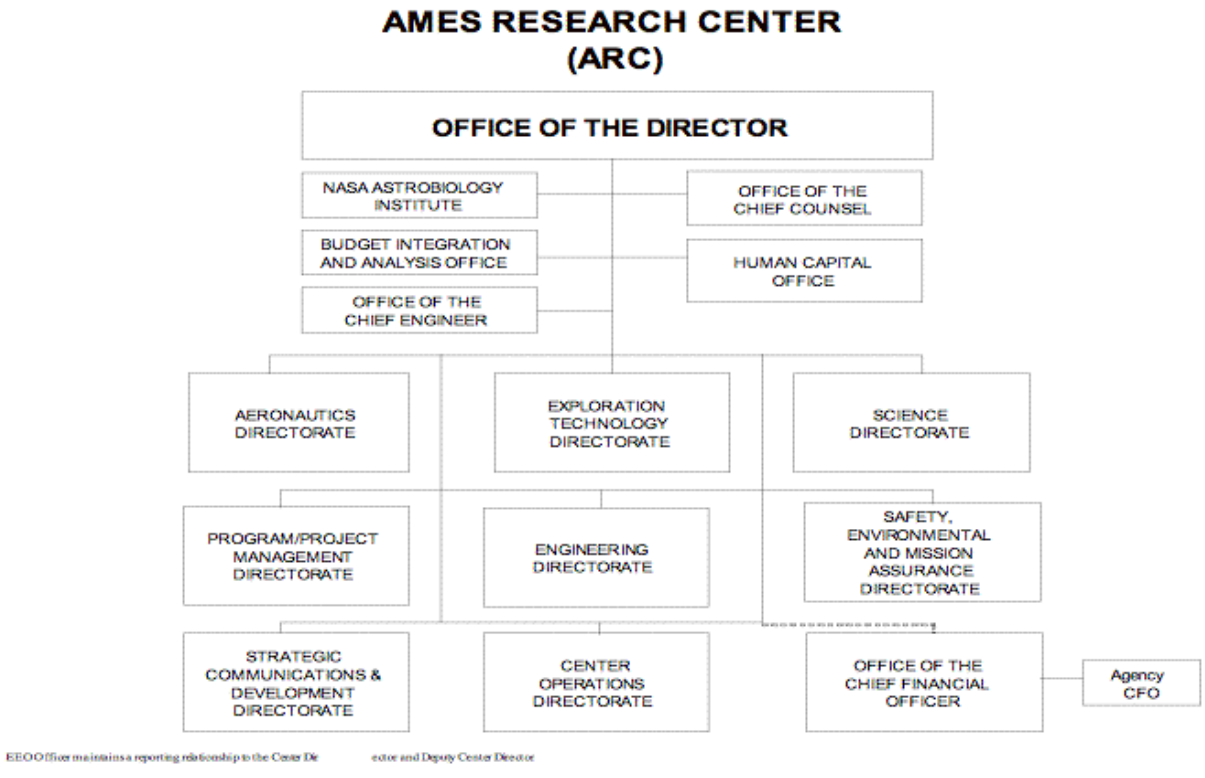
5.1.3 SPECIAL RELATIONSHIPS.

5.1.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.1.3.2 ARC serves as host to other Federal, military, and civilian organizations, such as the California Air National Guard.

5.1.4 LINE OF SUCCESSION. In the following order: Deputy Director, Ames Research Center; Deputy Director for Research; Director of Center Operations; Director for Flight Program/Project Management; Chief Financial Officer; Director of Aeronautics; and Director of Safety, Environmental, and Mission Assurance.

Change 27...September 7, 2006



Change 19...March 14, 2006

5.2 DRYDEN FLIGHT RESEARCH CENTER

5.2.1 MISSION. Advancing technology and science through flight. The Dryden Flight Research Center (DFRC), located at Edwards Air Force Base, California, performs flight research and technology integration to revolutionize aviation and pioneer aerospace technology, validates space exploration concepts, conducts airborne remote sensing and science missions, and supports operations of the Space Shuttle and the International Space Station for NASA and the Nation.

5.2.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.2.2.1 Specifically, the Center Director for DFRC:

a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.

b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all Center activities.

c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at DFRC. This role requires the Center Director to:

1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at DFRC.

2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.

3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.

4) Provide for organizational and financial independence of the technical authorities at DFRC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.

d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

e. Coordinates and communicates DFRC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

f. Represents NASA and DFRC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

5.2.2.3 Formulates and conducts piloted and unpiloted flight research and test projects in disciplinary technologies, integrated aerospace systems, and advanced concepts to meet current and future Agency missions in aeronautics, sciences, and space exploration.

5.2.2.4 Develops, manages, and maintains research and science platform aircraft, flight test bed aircraft, and flight facilities to support safe, timely, and cost-effective NASA flight projects and to support industry, university, and other Government agency flight programs.

5.2.2.5 Provides operational and technical support for the conduct of Space Shuttle and International Space Station missions and for the validation of new and experimental space exploration concepts.

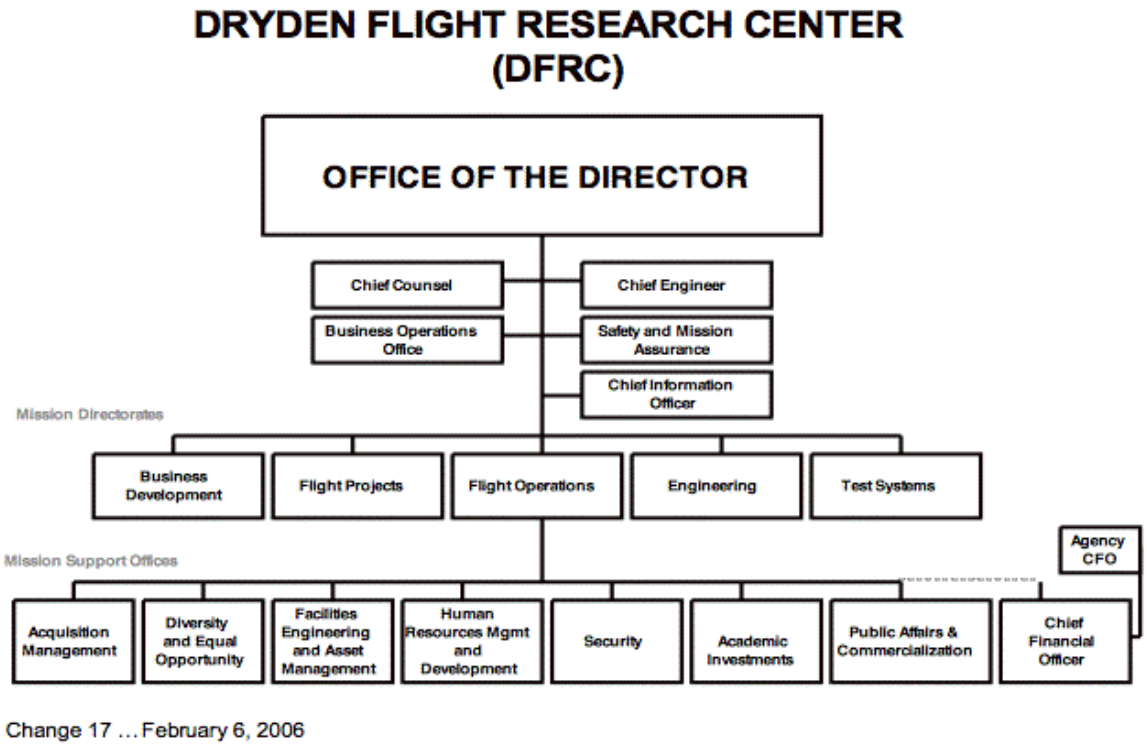
5.2.3 SPECIAL RELATIONSHIPS.

5.2.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.2.3.2 DFRC shares an alliance with the U.S. Air Force Flight Test Center (AFFTC) and the U.S. Air Force Research Laboratory (AFRL) at Edwards AFB, to minimize infrastructure duplication and costs and to share technical and programmatic assets as opportunities arise.

5.2.4 LINE OF SUCCESSION. In the following order: Deputy Director, Dryden Flight Research Center; Associate Director for Programs; Associate Director for Operations; and Associate Director for Management.

Change 27...September 7, 2006



Change 17 … February 6, 2006

5.3 JOHN H. GLENN RESEARCH CENTER at LEWIS FIELD

5.3.1 MISSION. The NASA Glenn Research Center (GRC) at Lewis Field develops critical space flight systems and technologies to advance the exploration of our solar system and beyond while maintaining leadership in aeronautics. In partnership with U.S. industries, universities, and other Government institutions, research and development efforts focus on advancements in propulsion, power, communications, nuclear, and human-related aerospace systems.

5.3.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.3.2.1 Specifically, the Center Director for GRC:

a. Provides technical and institutional resources to satisfy program requirements and schedules to include aerospace research and technology development and engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.

b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for Center activities.

c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at GRC. This role requires the Center Director to:

1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at GRC.

2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.

3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.

4) Provide for organizational and financial independence of the technical authorities at GRC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.

d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

e. Coordinates and communicates GRC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

f. Represents NASA and GRC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

g. Ensures that the workforce embraces and reflects the core values of safety, teamwork, integrity, and mission success as inherent guiding principles in all activities and decision making.

h. Ensures the establishment and maintenance of partnerships with other Government agencies, the private sector, academia, and the community to further the NASA mission.

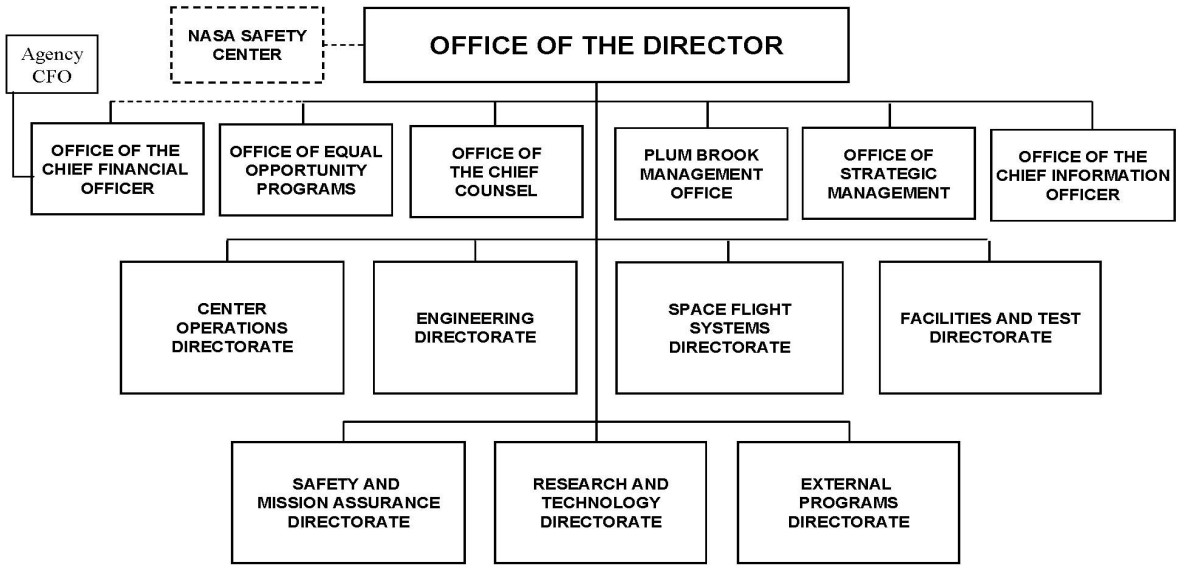
5.3.3 SPECIAL RELATIONSHIPS.

Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.3.4 LINE OF SUCCESSION. In the following order: Deputy Director, Associate Director, Director of Research and Technology, Director of Engineering and Technical Services, Director of Space Flight Systems, Director of Programs and Projects, Director of Safety and Mission Assurance, Director of Center Operations, and Director of External Programs.

Change 27...September 7, 2006

JOHN H. GLENN RESEARCH CENTER at LEWIS FIELD
(GRC)



Change 32...February 2, 2007

5.4 GODDARD SPACE FLIGHT CENTER

5.4.1 MISSION. The Goddard Space Flight Center (GSFC), located in Greenbelt, Maryland, expands the knowledge of Earth and its environment, the solar system, and the universe through observations from space. The Center also conducts scientific investigations, develops and operates space systems, and advances essential technologies.

5.4.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.4.2.1 Specifically, the Center Director for GSFC:

a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering, project management, and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.

b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all Center activities.

c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at GSFC. This role requires the Center Director to:

1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at GSFC.

2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.

3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.

4) Provide for organizational and financial independence of the technical authorities at GSFC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.

d. Provides regular review and reporting of program and project performance in accordance with Agency program and project

policies. Provides input for the Agency Program Management Council reviews.

e. Coordinates and communicates GSFC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

f. Represents NASA and GSFC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

g. Conducts research to advance scientific knowledge of the origin, evolution, and destiny of the universe, and of Earth and planetary environments supportive of life.

h. Designs, develops, and implements sensors, instruments, and flight missions to study the structure of the universe; its fundamental forces and matter; the processes involved in the birth, life, and death of stars, galaxies, and planets; and the chemical and biological conditions for the evolution and sustenance of life.

i. Studies the sun, the Earth, other planets, and other bodies in the solar system to understand the impact of solar activity on the Earth's climate and human activity and on space and planetary radiation environments encountered in human exploration.

j. Studies the Earth's atmospheric, oceanographic, cryospheric, hydrological, geologic, and biogeochemical cycles to understand the Earth as a system, to apply this understanding of the Earth to the study of the nature and evolution of other planets, and to apply discoveries from this study of other planets to an improved understanding of our own planet.

k. Applies knowledge gained from Earth and planetary studies to search the stars for other planets with the potential for supporting life. Performs theoretical research, analysis, modeling, and simulation to develop and test theories and to synthesize data from space missions and ground-based observations to develop an integrated understanding of our planet, our sun, and our universe as a system.

l. Communicates knowledge to the public and to the education community to expand general understanding and to inspire the next generation.

m. Develops advanced technology for future space flight missions, with emphasis on optical communications, advanced science instrumentation, data systems, robotics, and computer science.

n. Develops and procures suborbital launch vehicles and launch services.

o. Hosts assigned programs and projects, including the preliminary and final definition, design, development, integration and test, launch, and operations of flight and unique ground systems for: Earth-orbiting satellites, instruments, long-term flight operations, and projects using NASA Sounding Rockets and Balloons. Manages unique facilities such as the Hubble Space Telescope Science Institute.

p. Manages NASA space flight tracking, data acquisition, communications, and data handling networks and services in support of NASA and other spacecraft. Acquires, operates, and maintains the system as a national asset.

q. Directs mission planning and analysis, space and ground communications networks, spacecraft and payload command and control, flight dynamics, information processing, and flight missions operations and applied research and development of advanced data and telecommunications systems in support of space flight missions.

r. Manages the Wallops Flight Facility rocket range, aircraft flight platforms, and research airport, including related tracking and data acquisition systems for conducting scientific experiments and aeronautical tests. Plans and conducts launches of scientific payloads and aeronautical tests and other research, development, and related activities as requested by elements of NASA, other Government agencies, and the worldwide scientific community.

s. Provides services to NASA Headquarters in a variety of assigned business functions, including HQ accounting, procurement, grants, training and development, logistics, related administrative support, and Agency printing management, forms, reports, and mail management.

t. Supports the Explorations Systems Mission Directorate in the development and operation of robotic missions, communications and navigation architectures, systems and technologies, and other supporting capabilities for the range of exploration systems.

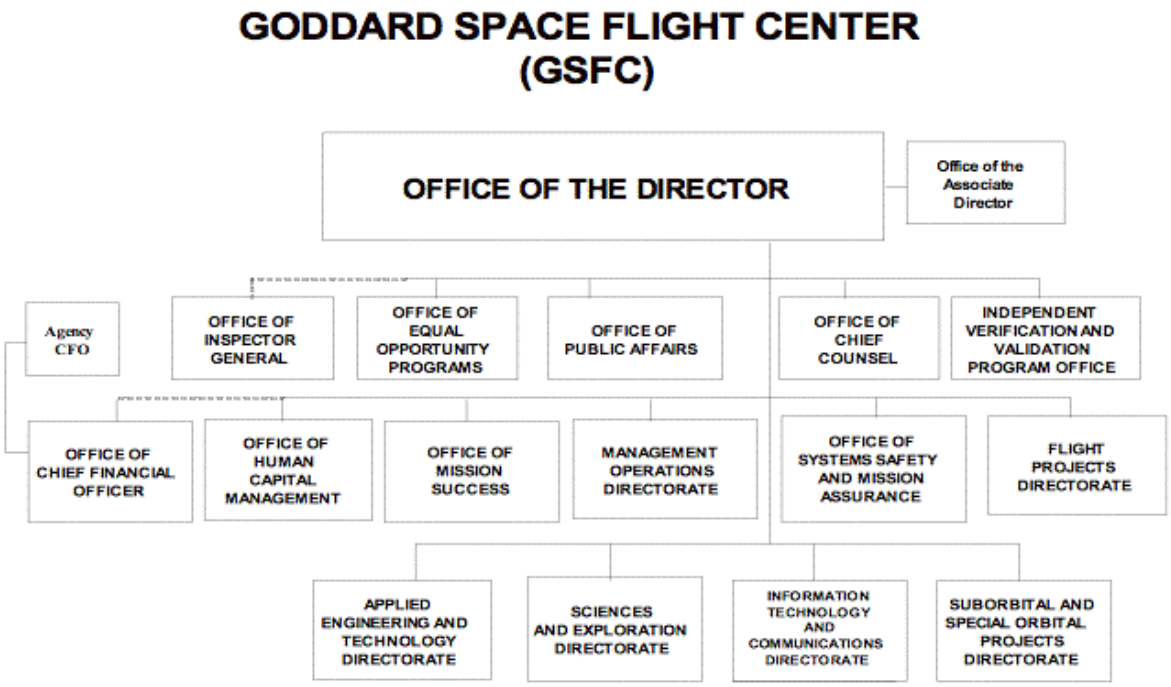
5.4.3 SPECIAL RELATIONSHIP.

5.4.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.4.3.2 GSFC provides design, development, testing, launch, and maintenance of a constellation of operational satellites for the National Oceanic and Atmospheric Administration, Department of Commerce. This activity is fully funded by the Department of Commerce.

5.4.4 LINE OF SUCCESSION. In the following order: Deputy Director, Goddard Space Flight Center; Deputy Director for Technical; Associate Director; and Director, Management Operations.

Change 27...September 7, 2006



Change 23...June 6, 2006

5.5 LYNDON B. JOHNSON SPACE CENTER

5.5.1 MISSION. The Johnson Space Center (JSC) provides leadership for human space exploration and operations. The Center strives to advance human capability for exploration and utilization of space by conducting space operations, as well as designing, testing, and developing space flight hardware and systems. The Center has responsibility for the operation of the Space Shuttle and the International Space Station. Additionally, the Center hosts the Constellation Program which will enable the Vision for Space Exploration, as well as the Commercial Crew/Cargo Project which will foster increased commercial space enterprise opportunities.

5.5.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.5.2.1 Specifically, the Center Director for JSC:

a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.

b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.

c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at JSC. This role requires the Center Director to:

1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at JSC.

2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.

3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.

4) Provide for organizational and financial independence of the technical authorities at JSC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.

d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

e. Coordinates and communicates JSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

f. Represents NASA and JSC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

g. Maintains the capability to develop space vehicles and space systems as follows:

1) Provides the workforce and associated development, design, and sustaining engineering support to the Space Shuttle, ISS, and Constellation programs, as well as the Commercial Crew/Cargo project.

2) Provides vehicle, system, and subsystem expertise critical to both the Agency and JSC for future roles in space utilization and exploration.

h. Plans and conducts space flight, crew, and aircraft operations as follows:

1) Provides Agency-wide consolidated operations support environment for space networks, command and control facilities, operations data processing and planning systems, and telecommunications systems.

2) Conducts flight operations for the Space Shuttle Program and ISS Program Office, including providing the flight and support environment to satisfy mission objectives and ensure mission safety.

3) Provides Agency-wide project management of EVA services to the Space Shuttle and ISS programs and support for future programs requiring low-g (gravity) or surface EVA capabilities, including all EVA-related research and development activities.

4) Manages flight crew operations including selection and training.

5) Conducts aircraft operations in support of astronaut flight readiness training, high-altitude research, low-g flight evaluations, orbiter transportation, Agency logistics, and administrative functions.

i. Plans and conducts ground-based and flight operational and research programs in the fields of Human Research (health care, environmental and human factors, adaptation, and countermeasures) and Astromaterials Research and Exploration Sciences (ARES-lunar and planetary science, astromaterials science, orbital debris, and Earth observations sciences).

j. Develops and integrates scientific, medical, and technological experiments and payloads to be flown on the Space Shuttle, ISS, and future exploration vehicles.

k. Integrates all JSC implementing Center requirements and objectives, including schedules, budgets, technical requirements, and safety and reliability standards.

5.5.3 SPECIAL RELATIONSHIP.

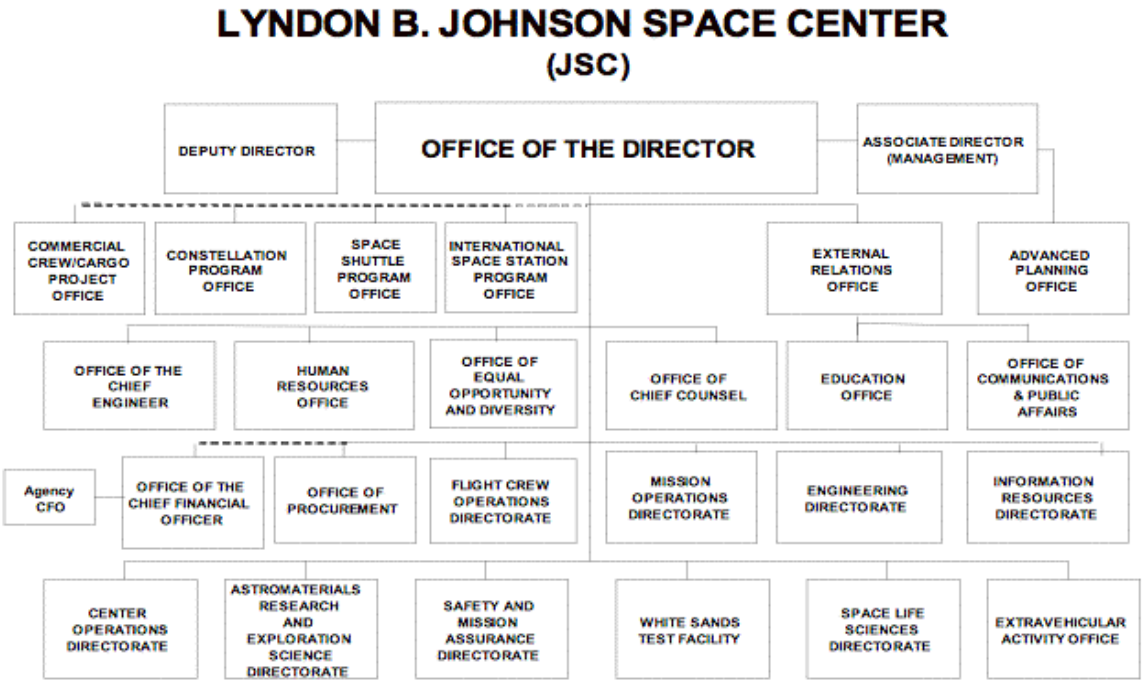
5.5.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.5.3.2 Promotes the Agency's strategic goals and, with common purpose of achieving NASA's Vision for Space Exploration and mission, supports all the Agency's Centers and Mission Directorates.

5.5.3.3 Provides the independent technical authority, independent safety and mission assurance, project management, and engineering support for resident programs and projects, while program authority is retained at NASA Headquarters.

5.5.4 LINE OF SUCCESSION. In the following order: Deputy Director, Johnson Space Center and Associate Director (Management).

Change 27...September 7, 2006



Change 17 ...February 6, 2006

5.6 JOHN F. KENNEDY SPACE CENTER

5.6.1 MISSION. The Kennedy Space Center (KSC) is responsible for the Agency's space launch processing and services, and planning/implementation of ground operations for the Vision for Space Exploration. KSC manages the processing, launch, and recovery of the Space Shuttle; International Space Station elements, and associated payloads; and provides acquisition and technical management of commercially available launch services.

5.6.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the , exec , uti , on , of , pro , gra , ms, , pr , oje , cts a nd mis sio ns ass ign ed to the Center.

5.6.2.1 Specifically, the Center Director for KSC:

a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; and ensures that human, financial, physical, and other supporting resources are properly applied to programs.

b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all Center activities.

c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at KSC. This role requires the Center Director to:

1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at KSC.

2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.

3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.

4) Provide for organizational and financial independence of the technical authorities at KSC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.

d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

e. Coordinates and communicates KSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

f. Represents NASA and KSC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

g. Provides space systems processes, testing, and launch and recovery techniques and applies new technologies to support extended human exploration of space.

h. Designs, constructs, operates, and maintains KSC ground facilities, ground-support equipment, and other systems to meet customer launch site needs, including using innovative and integrated science and engineering techniques that enable safer, lower cost of access to space and extended human exploration.

i. Teams with space launch vehicle designers at other NASA Centers and with industry to ensure lessons learned from processing of launch vehicles are incorporated into future generations to improve their maintainability, supportability, reliability, and safety and to reduce cost of access to space.

j. Operates and maintains ground-support equipment, facilities, and logistics support for NASA launch and recovery activities conducted at KSC, Cape Canaveral Air Force Station, Vandenberg Air Force Base, and Space Shuttle orbiter contingency sites worldwide.

k. Conducts the final preparation and integrated checkout of vehicles, spacecraft, payloads, launch facilities, ground-support equipment, and launch and recovery operations at all launch sites referenced in paragraph 5.6.2.1j.

l. Provides the launch site support, ground processing, and integration of ISS elements, logistics, and research experiments.

m. Provides institutional and technical services in direct support of the Constellation Program, Launch Services Program, Space Shuttle, and ISS customers.

n. Develops, tests, and deploys technologies to support NASA programs and provides test beds, laboratories, tools, and expertise in the related areas.

5.6.3 SPECIAL RELATIONSHIPS.

5.6.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.6.3.2 KSC implements Agency policy and direction regarding investments, facilities, and personnel competencies, especially in the context of resolving disputes, coordinating through the appropriate Agency forums.

5.6.3.3 KSC supports the Launch Services Program, which provides acquisition and technical management of commercially available launch services including vehicle integration and launch campaign support for the Agency, with payload processing, institutional and business resources, capabilities, and expertise.

5.6.3.4 KSC is a supporting Center to the Space Shuttle program in the areas of preflight and launch and recovery operations, flight hardware spares, and launch site logistics. This includes test, processing, and integration of Space Shuttle elements. KSC also provides certain logistics services for other NASA Centers supporting the Space Shuttle program.

5.6.3.5 KSC is a supporting Center for the ISS program in the areas of preflight and launch and recovery operations, launch site logistics support, resupply, and customer utilization. This includes the integration, testing, and processing for research experiments and other payloads for the ISS.

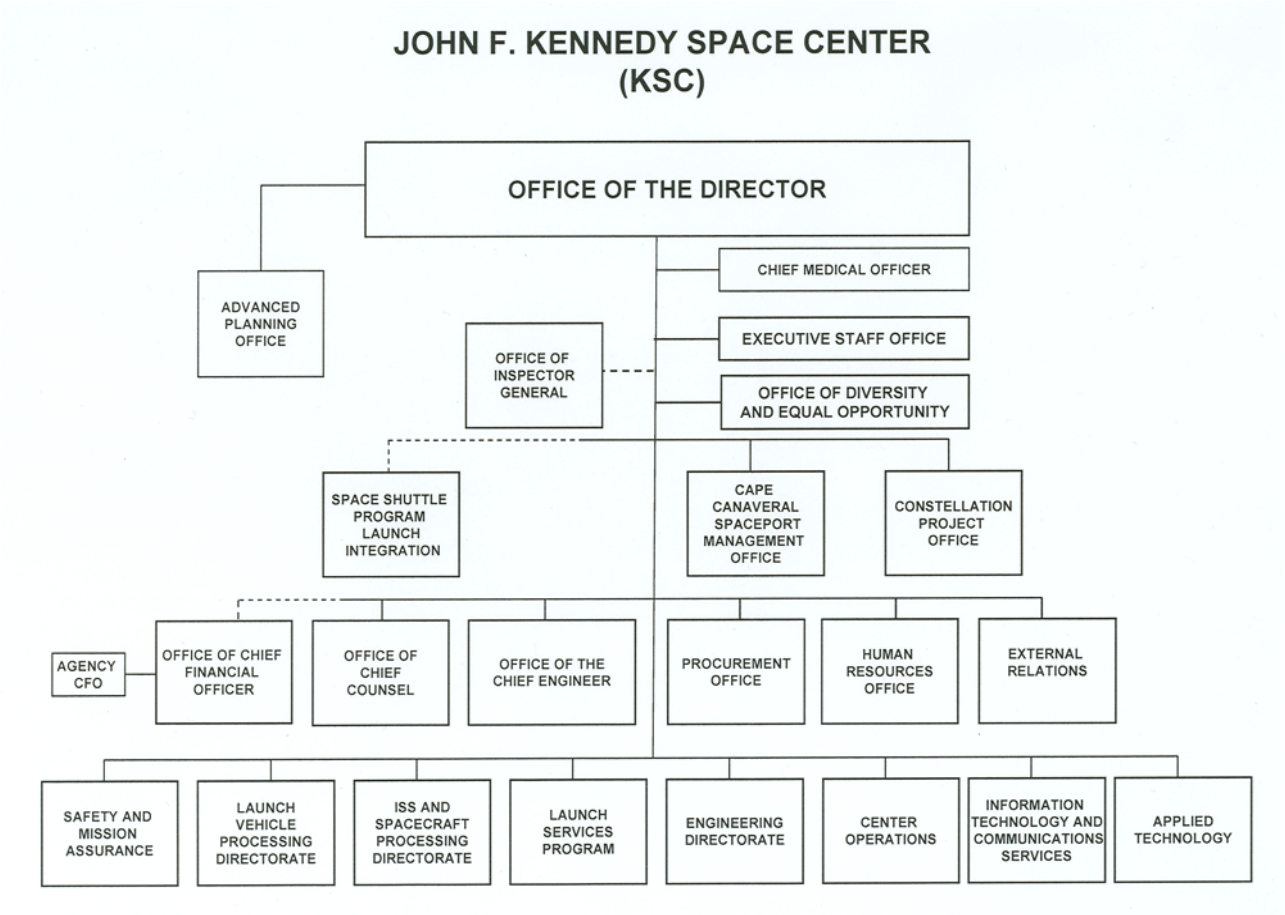
5.6.3.6 KSC is a supporting Center for the Constellation Program providing operational knowledge and expertise for the design and processing of spacecraft and launch systems.

5.6.3.7 Promotes the Agencys strategic goals and, with the common purpose of achieving NASA's Vision for Space Exploration and mission, supports all the Agency's Centers and Mission Directorates.

5.6.3.8 Center activities assigned by the Agency include Drug-Free Workplace Laboratory Services, Employee Relocation Services, NASA's Contracting Intern Program, Recycling and Affirmative Procurement, NASA Acquisition Pollution Prevention, Specifications Kept Intact, Security/Law Enforcement Standards and Training, Fire Protection Program, Metrology and Calibration, Range Safety, NASA-wide Aerospace Fluids Acquisition and Management, and NASA Emergency Preparedness Program.

5.6.4 LINE OF SUCCESSION. In the following order: Deputy Director, Kennedy Space Center; Associate Director, Kennedy Space Center; Director, Launch Vehicle Processing Directorate; Director, ISS and Spacecraft Processing Directorate; Manager, Launch Services Program; and Director, Constellation Project Office.

Change 29...October 30, 2006



Change 29...October 30, 2006

5.7 LANGLEY RESEARCH CENTER

5.7.1 MISSION. The Langley Research Center (LaRC) pioneers the future in space exploration, scientific discovery, and aeronautics through research and development of technology, scientific instruments and investigations, and exploration systems.

5.7.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.7.2.1 Specifically, the Center Director for LaRC:

a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.

b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.

c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at LaRC. This role requires the Center Director to:

1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at LaRC.

2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.

3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.

4) Provide for organizational and financial independence of the technical authorities at LaRC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.

d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

e. Coordinates and communicates LaRC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

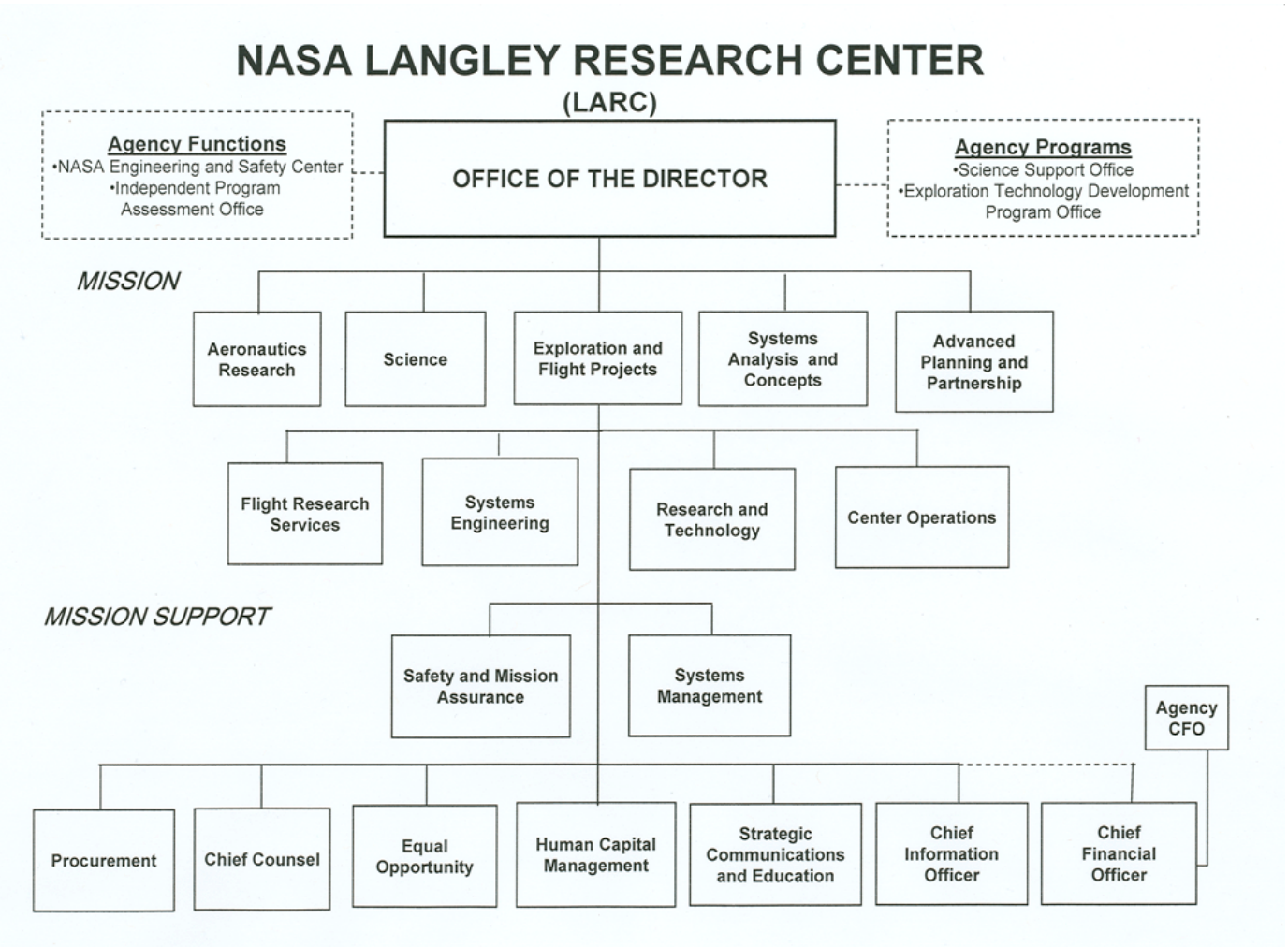
f. Represents NASA and LaRC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

g. Provides and manages an institutional base for long-term stewardship of a national capability in support of NASA, other Federal and state agencies, and components of U.S. industry engaged in advanced research and technology in aeronautics and space. Additionally extends these technologies to nonaerospace applications which enhance the U.S. economic posture.

5.7.3 SPECIAL RELATIONSHIPS. Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.7.4 LINE OF SUCCESSION. In the following order: Deputy Director, Langley Research Center; Associate Director for Operations; and Chief of Staff.

Change 27...September 7, 2006



Change 30...November 6, 2006

5.8 GEORGE C. MARSHALL SPACE FLIGHT CENTER

5.8.1 MISSION. Marshall Space Flight Center (MSFC) serves as a systems developer and integrator for exploration and science missions. It advances Agency priorities with its full life-cycle engineering capabilities, developing and integrating human and scientific space flight systems from concept to development to operation. The Center's work in advanced materials and manufacturing processes and scientific research in specialized areas rounds out its portfolio.

5.8.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.8.2.1 Specifically, the Center Director for MSFC:

a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.

b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.

c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at MSFC. This role requires the Center Director to:

1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at MSFC.

2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.

3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.

4) Provide for organizational and financial independence of the technical authorities at MSFC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.

d. Provides regular review and reporting or program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

e. Coordinates and communicates MFSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

f. Represents NASA and MSFC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

g. Ensures alignment of MSFC implementing plans with the Agency's strategic direction by sustaining the institutional capability to analyze, plan, evaluate, and communicate performance. 5.8.2.2 MSFC's institutional capabilities deliver the following solutions:

a. Space Transportation and Propulsion Systems -- embodying the Center's Space Shuttle propulsion and new launch systems expertise, including experience with propulsion and space transportation elements, systems, and subsystems.

b. Space Systems Development and Integration -- involving the Center's development and engineering expertise that forms the base for expanding and renewing MSFC's capabilities in flight projects, science, and exploration missions, including spacecraft and scientific systems.

c. Scientific Research and Instrument Development -- encompassing the Center's research and development capabilities in astrophysics, large optics development and testing, Earth science, and exploration systems.

d. Advanced Materials and Manufacturing -- integrating the Center's capabilities to discover, develop, and apply materials and processes for transportation and propulsion systems and spacecraft and instrument development.

5.8.2.3 The Center provides the capability to support the following resident projects and activities:

a. Space Shuttle propulsion Project Offices.

b. Operation of the Payload Operation Center for management of science aboard the International Space Station.

c. Crew Launch Vehicle and Heavy Lift Launch Vehicle Project Offices, including first and upper stage design and engine development, systems engineering and full vehicle stack integration, and safety and mission assurance.

d. Robotic Lunar Exploration Program (RLEP) and RLEP-2 Project Office.

e. Discovery and New Frontiers program, Chandra X-ray Observatory, and Gravity Probe-B.

5.8.3 SPECIAL RELATIONSHIPS.

5.8.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.8.3.2 Provides program and project management, systems, and engineering expertise to other NASA Centers.

5.8.3.3 Provides scientific and technical research knowledge to appropriate Agency Mission Directorates and other NASA Centers.

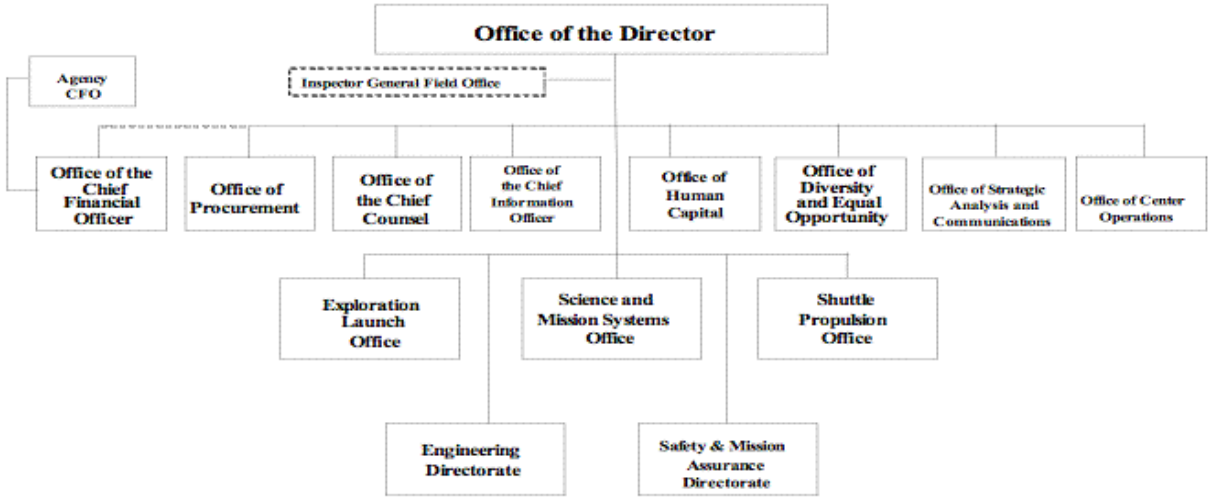
5.8.3.4 Provides Agency management and support in technical areas such as network communications, the NASA Data Center, the Integrated Enterprise Management Program, and Agency enterprise applications including the personnel, logistics, Agency payroll, and the NASA Operational Environment Team.

5.8.3.5 Oversees the National Space Science and Technology Center, a collaborative research and education initiative, in cooperation with the State of Alabama, other Government agencies, academia, and industry.

5.8.4 LINE OF SUCCESSION. In the following order: Deputy Director, Marshall Space Flight Center; Associate Director, Marshall Space Flight Center; Director, Engineering Directorate, Marshall Space Flight Center; and Director, Shuttle Propulsion Office, Marshall Space Flight Center.

Change 27...September 7, 2006

GEORGE C. MARSHALL SPACE FLIGHT CENTER
(MSFC)



Change 17 ... February 6, 2006

5.9 JOHN C. STENNIS SPACE CENTER

5.9.1 MISSION. Stennis Space Center (SSC) implements NASA's mission in areas assigned by three Agency Mission Directorates. Manages Rocket Propulsion Testing for the Space Operations and Exploration Systems Mission Directorates. Serves as Systems Engineering Center for and manages assigned Applied Sciences program activities for the Science Mission Directorate. Serves as Federal manager and host Agency of a major Government multiagency Center.

5.9.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.9.2.1 Specifically, the Center Director for SSC:

a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.

b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.

c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at SSC. This role requires the Center Director to:

1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at SSC.

2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.

3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.

4) Provide for organizational and financial independence of the technical authorities at SSC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.

d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

e. Coordinates and communicates SSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

f. Represents NASA and SSC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

g. Manages, operates, develops, and maintains NASA Rocket Propulsion Test capabilities and associated processes and procedures.

h. Provides test operations services to NASA, the Department of Defense, industry, and other customers for the development of propulsion systems, engines, subsystems, and components.

i. Accomplishes development, flight certification, and acceptance testing of the Space Shuttle Main Engines and derivatives.

j. Manages NASA's effort to extend the benefits of Earth-Sun Division science and technology and information investments by applying a systems engineering approach to advance Federal partners' decision support tools that serve the Nation.

k. Manages SSC as an integrated multiagency Federal laboratory for the programmatic benefit of NASA and the other Federal and state agencies in residence.

5.9.3 SPECIAL RELATIONSHIPS.

5.9.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.9.3.2 SSC has program management responsibility for managing all of the Agency's rocket propulsion test assets.

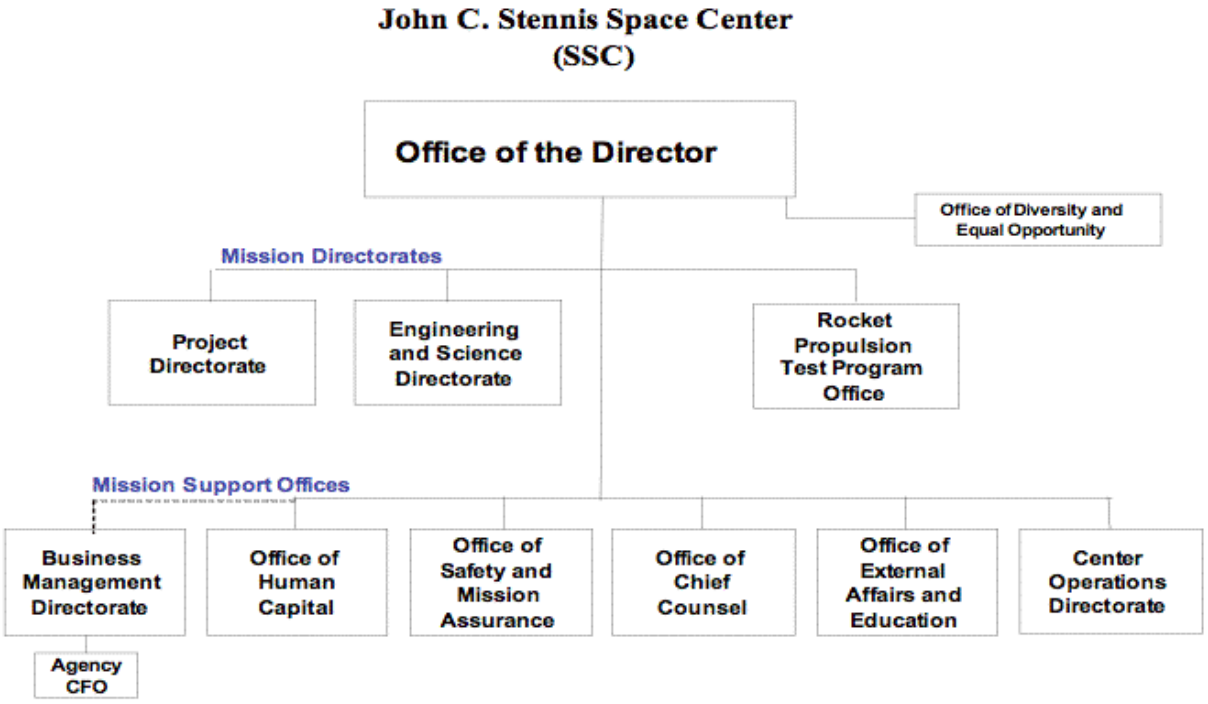
5.9.3.3 SSC has program management responsibility for applying a systems engineering approach to benchmark the benefits of assimilating NASA Earth-Sun research results into decision-support tools in areas of national priority.

5.9.3.4 SSC supports other Centers in their lead program roles.

5.9.3.5 SSC promotes the Agency's strategic goals and, with the common purpose of achieving NASA's Vision for Space Exploration and mission, supports all the Agency's Centers and Mission Directorates.

5.9.4 LINE OF SUCCESSION. In the following order: Deputy Director, Stennis Space Center; Associate Director, Stennis Space Center; Director, Engineering and Science Directorate; and Director, Center Operations Directorate.

Change 27...September 7, 2006



Change 20...March 14, 2006

5.10 NASA ENGINEERING AND SAFETY CENTER (NESC)

5.10.1 MISSION. The NESC, managed at the Langley Research Center, serves as a major Agency-wide technical resource focused on engineering excellence supporting the safety and success of NASA missions. The NESC provides independent engineering and technical expertise to evaluate technical problems and supplement Center-based engineering and safety activities for NASA programs. The NESC shall perform independent engineering assessments, analysis, and testing to assure technical adequacy and, thus, the safety of NASA activities. In relation to the Center's mission, the term "safety" encompasses those aspects of NASA system designs and operations that are important to mission success and that relate to potential risks to the public, to NASA, and to contractor flight and ground personnel. The term "engineering" signifies any of the professional technical design, manufacturing, and operational disciplines, including systems engineering and the various assurance engineering disciplines. The NESC serves the safety and mission assurance, engineering, and program/project communities as a value added, independent resource.

5.10.2 RESPONSIBILITIES. The NESC Director reports to the NASA Chief Engineer and performs the following activities:

5.10.2.1 Provides a centralized location for the management of independent engineering assessment supported by expert personnel and state-of-the-art tools and methods for the purpose of assuring safety.

5.10.2.2 Performs independent engineering review, analysis, and testing to uncover technical vulnerabilities and to determine the appropriate preventive or corrective action for NASA programs.

5.10.2.3 Performs independent safety and engineering trend analyses and technical risk assessments utilizing program and discipline data sources and state-of-the-art tools and techniques while looking for trends across and within programs.

5.10.2.4 Provides technical leadership and expertise in support of Agency engineering and safety and mission assurance assessments and reviews (provides recommendations certifying the adequacy of areas reviewed).

5.10.2.5 Facilitates and/or leads mishap investigations. Analyzes Agency mishap and close-call data for trends and causes, develops countermeasures for root causes, and disseminates information on analysis results.

5.10.2.6 Promotes continual improvement of engineering and safety within NASA by capturing, disseminating, and using knowledge gleaned both inside and outside the Agency.

5.10.2.7 Assesses and validates existing analytical techniques, engineering standards, models, simulations, and other tools for adequacy and capability. Enhances or corrects deficient analytical techniques and tools and develops advanced assessment techniques and tools.

5.10.2.8 Promotes the capture and dissemination of lifetime technical experiences and knowledge of senior scientists and engineers through the establishment and operation of the NESC Academy.

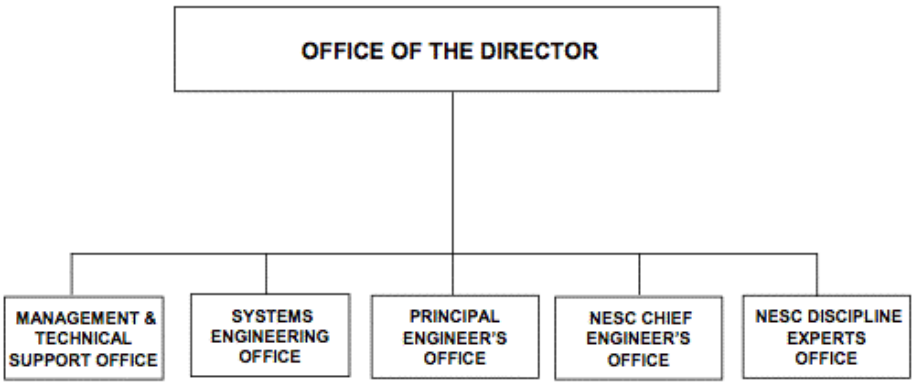
5.10.2.9 Participates as appropriate in Agency engineering and system safety training and mentoring programs.

5.10.3 SPECIAL RELATIONSHIPS. NASA Centers provide technical personnel, resources, and facilities to support the NESC Mission.

5.10.4 LINE OF SUCCESSION. Deputy Director, NASA Engineering and Safety Center; and Deputy Director for Safety, NASA Engineering and Safety Center.

Change 27...September 7, 2006

NASA Engineering and Safety Center
(NESC)



Change 1...September 21, 2004

5.11 NASA Shared Services Center (NSSC)

5.11.1 MISSION. The NASA Shared Services Center (NSSC), located at Stennis Space Center, serves as a major Agencywide service resource that provides timely, accurate, high quality, cost effective, and customer-focused services for NASA. The NSSC serves the Information Technology (IT), Financial Management, Procurement, and Human Resources communities as a value added, independent resource. Increased operational efficiency and improved overall customer service will be achieved through consolidated business and technical services. By achieving synergy within and across functions the NSSC will reduce resource requirements for institutional support areas and position NASA for further business process improvements and innovations.

5.11.2 RESPONSIBILITIES.

5.11.2.1 The NSSC Executive Director reports directly to the Associate Administrator for Institutions and Management, and is responsible for the following:

5.11.2.2 Provides timely, accurate, high quality, cost effective, and customer-focused support for selected NASA business and technical services.

5.11.2.3 Processes transactional work in the areas of IT, Financial Management, Procurement, and Human Resources for NASA.

5.11.2.4 Provides effective and consistent services for all employees and vendors by standardizing business processes and integrating systems and technology.

5.11.2.5 Implements an organization that employs shared services leading practices in management and process development.

5.11.2.6 Promotes the Agency's strategic goals with the common purpose of achieving NASA's Vision and Mission by providing support Agencywide.

5.11.3 SPECIAL RELATIONSHIP

5.11.3.1 NSSC shares an infrastructure alliance with Stennis Space Center to minimize infrastructure duplication.

5.11.3.2 Works in cooperation with the following officials to provide services at the NSSC:

a. Chief Financial Officer to provide management of financial management services.

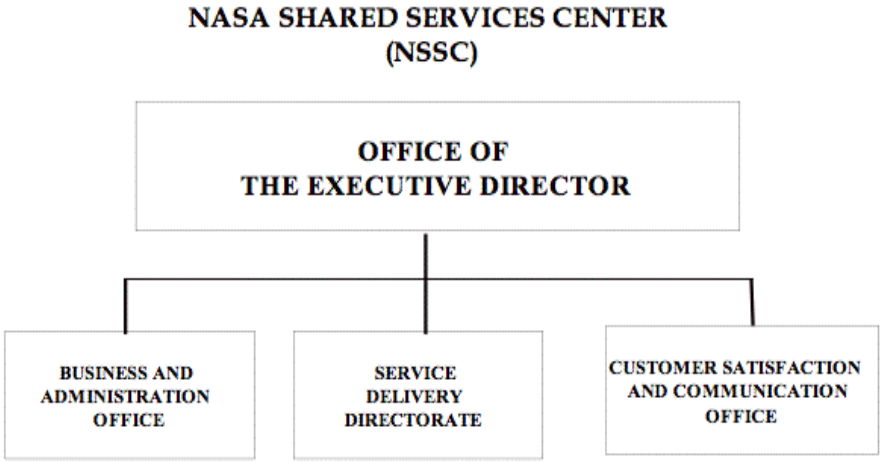
b. Assistant Administrator for Human Capital Management to provide management of human resources services.

c. Chief Information Officer to provide management of information technology (IT) ffservices.

d. Assistant Administrator for Procurement to provide management of procurement services.

5.11.4 LINE OF SUCCESSION. In the following order: Deputy Director, NSSC; Director for Service Delivery Directorate, NSSC; Director for Business and Administration Office, NSSC; and Director of Customer Satisfaction and Communications Office, NSSC.

Change 14...August 26, 2005



Change 14...August 26, 2005

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