

**NASA  
Procedural  
Requirements**

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**NPD 1000.3D**  
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Request Notification of Change (NASA Only)

**Subject: The NASA Organization w/Change 66****Responsible Office: Associate Administrator**| [TOC](#) | [ChangeLog](#) | [Preface](#) | [Chapter1](#) | [Chapter2](#) | [Chapter3](#) | [Chapter4](#) | [Chapter5](#) | [Chapter6](#) | [Chapter7](#) | [ALL](#) |**Chapter 5: Mission Statements and Organizational Charts for Centers, NASA's Federally Funded Research and Development Center, Technical; Service Support Centers****5.1 Ames Research Center**

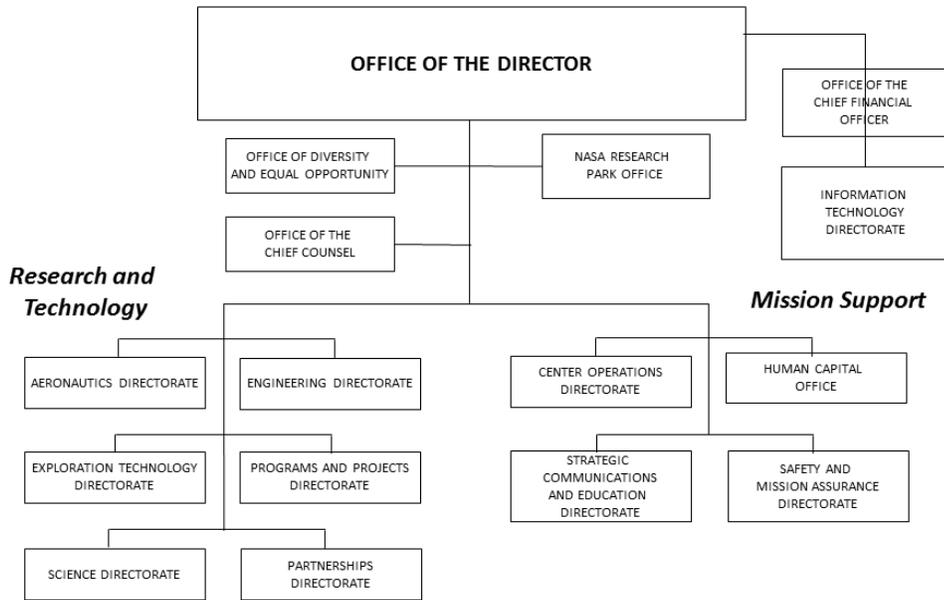
5.1.1 **MISSION.** Ames Research Center (ARC), located in California's Silicon Valley, enables exploration through selected developments, innovative technologies, and interdisciplinary scientific discovery. ARC provides leadership in Astrobiology; small-satellites; technologies for CEV, CLV, and HLV; 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 **OVERALL RESPONSIBILITIES.** All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate AAs and for establishing and maintaining the various programs and projects hosted at a given Center, in accordance with Agency priorities, and communicating any issues to Mission Directorate AAs and higher.

5.1.2.1 Specifically, the Center Director for ARC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
  - b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
  - c. 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.
  - d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and provides safety, reliability, and quality assurance for all Center activities.
  - e. Is the Technical Authority for all NASA projects or subprojects hosted at ARC. This role requires the Center Director to:
    - 1) Exercise Technical Authority through appropriate delegation.
    - 2) Convene an independent review at major milestones to ascertain technical readiness.
    - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
    - 4) Provide for organizational and financial independence of the Technical Authorities at ARC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
  - f. 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.
  - g. Coordinates and communicates ARC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
  - h. 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. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
  - i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at ARC. Also, provides the Agency CFO with a written evaluation of the principal financial official at ARC, which shall be attached to that individual's annual performance appraisal.
  - j. Contributes individually, and as part of the Center teams, essential technologies, subsystems, and capabilities to Ares and Orion, including thermal protection, launch mission systems, integrated systems health management, and ascent abort/crew escape logic.
  - k. Provides leadership for NASA's astrobiology science mission to study the origin, evolution, distribution, and destiny of life in the universe.
  - l. Oversees the NASA Astrobiology Institute (NAI) and its cadre of domestic and international partners; serves as the home base for the NAI administrative offices. Similarly, provides leadership in reinvigorating lunar science in the United States in its role as steward of the NASA Lunar Science Institute.
  - m. Leads the science of NASA's airborne physical sciences missions, in particular the Stratospheric Observatory for Infrared Astronomy (SOFIA) Mission.
  - n. 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; develops airborne sensors.
  - o. Provides innovative solutions to science and exploration problems in the form of small satellites and other craft, e.g., the Lunar CRater Observation and Sensing (LCROSS) and Lunar Atmosphere and Dust Environment Explorer (LADEE) missions.
  - p. 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.
  - q. 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.
  - r. Serves as a NASA leader in the area of IT security in support of the NASA Chief Information Officer; maintains the agency's IT Security Operations Center.
  - s. Provides leadership in defining concepts of operation and developing technologies to enable significant increases in the capacity of the Nation's air transportation system.
  - t. Contributes pathfinding research to provide system-level analysis capability for flight vehicles in all speed regimes.
  - u. 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.
  - v. Develops innovative green technologies and practices.
  - w. Forges innovative partnerships with premiere academic institutions and private-sector organizations to enhance Ames' work in areas such as biotechnology, space and Earth science, robotics, enabling and green technologies, and helps ignite the development of commercial space capabilities, particularly Commercial Orbital Transportation Services (COTS). Achieves this in part through management of the NASA Research Park and the University Affiliated Research Center (with the University of California) and implementation of Enhanced Use Leasing (EUL).
  - x. Provides research and technical leadership in the study of radiation biomarkers and countermeasures to mitigate effects of space radiation in human space flight.
  - y. 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, Mission Support Council, and Program Management Council.
  - 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; Chief Financial Officer; Director of Aeronautics; Director of Safety, Environmental and Mission Assurance; Director of Science; Director of Strategic Business; Chief Counsel; Director of Human Capital; Deputy Associate Director; Director of Exploration Technology; Director of Project Management; Director of Engineering; Chief Information Officer; and Director of Center Operations.

### AMES RESEARCH CENTER (ARC)



Center positions that report to respective Agency functional AA/Chief: Chief Financial Officer, Chief Information Officer, Principal Legislative Affairs Officer, and Principal Public Affairs Officer.

EEO Officer maintains a reporting relationship to the Center Director and Deputy Center Director

Change 53...January 8, 2014

#### 5.2 Dryden Flight Research Center

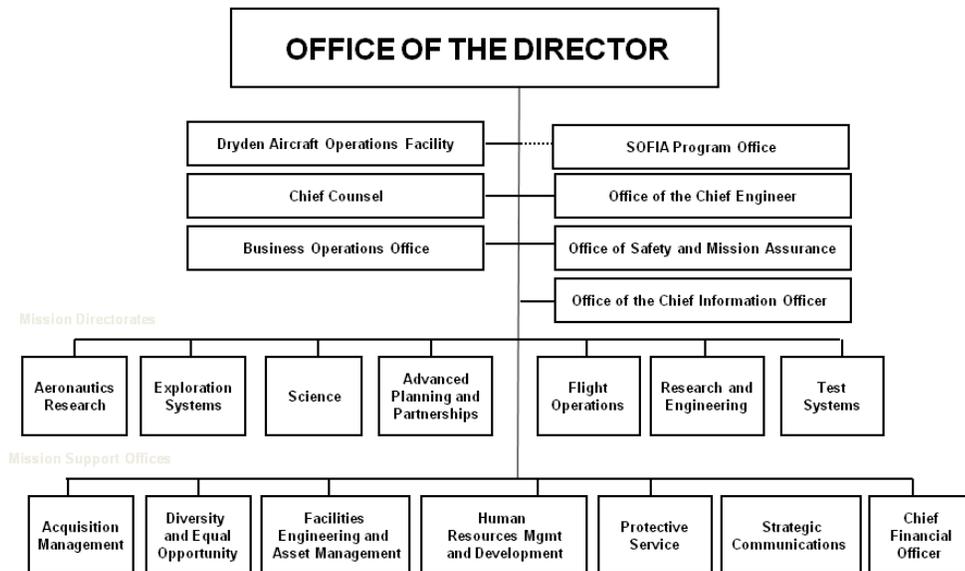
5.2.1 MISSION. Advancing technology and science through flight. The Dryden Flight Research Center (DFRC), located at Edwards Air Force Base, California, performs flight research and technology integration to revolutionize aviation and pioneer aerospace technology, validates space exploration concepts, conducts airborne remote sensing and science missions, enables airborne astrophysics observation missions to discover the origin, structure, evolution, and destiny of the universe, and supports operations of the Space Shuttle and the International Space Station for NASA and the Nation. Dryden supports activities in all four of NASA's Mission Directorates.

5.2.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities and communicating any issues to Mission Directorate AAs and higher.

5.2.2.1 Specifically, the Center Director for DFRC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
  - b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
  - c. 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.
  - d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all Center activities.
  - e. Is the Technical Authority for all NASA projects or subprojects hosted at DFRC. This role requires the Center Director to:
    - 1) Exercise Technical Authority through appropriate delegation.
    - 2) Convene an independent review at major milestones to ascertain technical readiness.
    - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
    - 4) Provide for organizational and financial independence of the Technical Authorities at DFRC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
  - f. 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.
  - g. Coordinates and communicates DFRC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
  - h. 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 Agency activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
  - i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at DFRC. Also, provides the Agency CFO with a written evaluation of the principal financial official at DFRC, which shall be attached to that individual's annual performance appraisal.
- 5.2.2.2 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.
- 5.2.2.3 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.
- 5.2.2.4 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, Mission Support Council, and Program Management Council.
- 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 Operations; Associate Director for Programs; and Associate Director for Management.

**DRYDEN FLIGHT RESEARCH CENTER (DFRC)**



Center positions that report to respective Agency functional AA/Chief: Chief Financial Officer, Chief Information Officer, Principal Legislative Affairs Officer, and Principal Public Affairs Officer.

Change 28a...November 2, 2011

**5.3 Glenn Research Center**

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 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

5.3.2.1 Specifically, the Center Director for GRC:

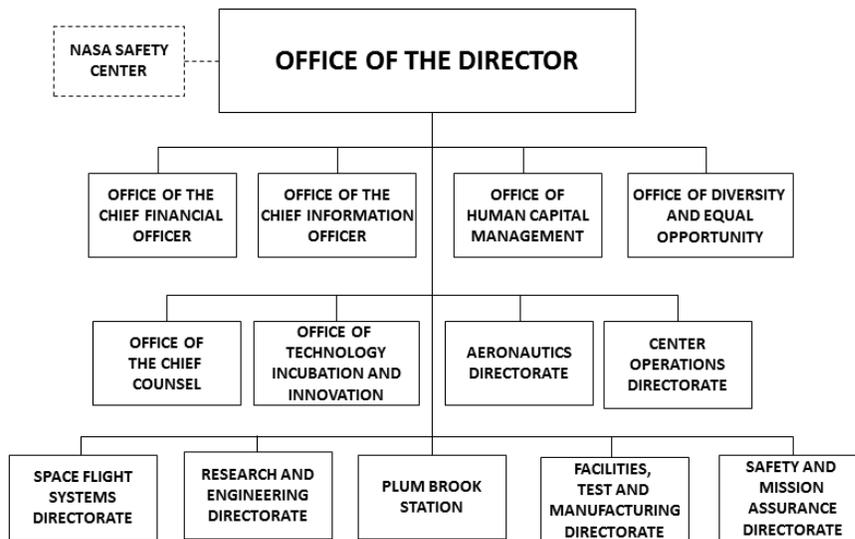
- a. Develops and implements plans that address the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. Provides 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.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for Center activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at GRC. This role requires the Center Director to:
  - 1) Exercise Technical Authority through appropriate delegation.
  - 2) Convene an independent review at major milestones to ascertain technical readiness.
  - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
  - 4) Provide for organizational and financial independence of the Technical Authorities at GRC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
- f. 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.
- g. Coordinates and communicates GRC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. 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. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at GRC. Also, provides the Agency CFO with a written evaluation of the principal financial official at GRC, which shall be attached to that individual's annual performance appraisal.
- j. 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.
- k. 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, Mission Support Council, and Program Management Council.

5.3.4 LINE OF SUCCESSION. In the following order: Deputy Director; Associate Director; Director of Research and Engineering; Director of Facilities, Test and Manufacturing; Director of Space Flight Systems;; Director of the Office of Technology Incubation and Innovation; Director of Safety and Mission Assurance; Director of Plum Brook Station; and Director of Center Operations.

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



Center positions that report to respective Agency functional AA/Chief: Chief Financial Officer, Chief Information Officer, Principal Legislative Affairs Officer, and Principal Public Affairs Officer.

Change 51...December 6, 2013

### 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 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and communicating any issues to Mission Directorate AAs and higher.

5.4.2.1 Specifically, the Center Director for GSFC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. 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.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all Center activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at GSFC. This role requires the Center Director to:
  - 1) Exercise Technical Authority through appropriate delegation.
  - 2) Convene an independent review at major milestones to ascertain technical readiness.
  - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
- f. Provide for organizational and financial independence of the Technical Authorities at GSFC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
- f. 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.
- g. Coordinates and communicates GSFC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. 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. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at GSFC. Also, provides the Agency CFO with a written evaluation of the principal financial official at GSFC, which shall be attached to that individual's annual performance appraisal.
- j. Conducts research to advance scientific knowledge of the origin, evolution, and destiny of the universe, Earth, and planetary environments that support life.
- k. 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.
- l. 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.
- m. 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.
- n. Applies knowledge gained from Earth and planetary studies to search the stars for other planets that have the potential to support 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.
- o. Communicates knowledge to the public and to the education community to expand general understanding and to inspire the next generation.
- p. Develops advanced technology for future space flight missions, with emphasis on optical communications, advanced science instrumentation, data systems, robotics, and computer science.
- q. Develops and procures suborbital launch vehicles and launch services.
- r. 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.
- s. 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.
- t. 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.
- u. 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.
- v. 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.
- w. 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.
- x. Offers software services Agency wide, including independent verification and validation of critical software under development, systems engineering support, and software assurance research in order to provide assurance that mission-critical software will operate dependably and safely.

5.4.3 SPECIAL RELATIONSHIPS.

5.4.3.1 Serves as a member of NASA's Strategic Management Council, Mission Support Council, and Program Management Council.

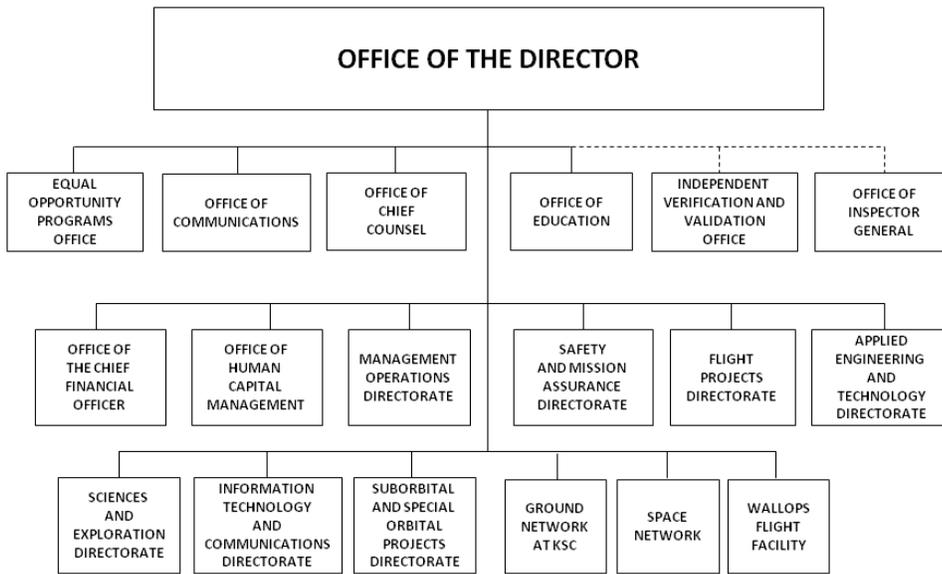
5.4.3.2 Component Facilities are the Wallops Flight Facility (WFF), the Independent Verification and Validation Facility (IV&V), the Ground Network at KSC, and the Space Network at White Sands, NM.

5.4.3.3 Manages the Goddard Institute for Space Studies (GISS), in affiliation with Columbia University through cooperative agreements, emphasizing a broad study of global climate change; and the Columbia Scientific Balloon Facility (CSBF) at Palestine, TX for launching and tracking large, unmanned, high-altitude research balloons, and recovering scientific payloads they transport.

5.4.3.4 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 Science and Technology; and Associate Director.

**GODDARD SPACE FLIGHT CENTER (GSFC)**



Center positions that report to respective Agency functional AA/Chief: Chief Financial Officer, Chief Information Officer, Principal Legislative Affairs Officer, and Principal Public Affairs Officer.

**Change 28b...November 2, 2011**

**5.5 Jet Propulsion Laboratory**

5.5.1 MISSION. The Jet Propulsion Laboratory (JPL) is a Federally Funded Research and Development Center (FFRDC) managed for NASA through a contract with the California Institute of Technology (Caltech). The FFRDC is a unique non-government entity sponsored and funded by NASA to meet specific long-term technical needs that cannot be met by any other single organization within NASA. As part of this special relationship, it is also required that JPL be operated in the public interest with objectivity and independence, be free from organizational conflicts of interest, and have full disclosure of its affairs to NASA. The contract between NASA and Caltech is the sponsoring document for JPL as an FFRDC. JPL develops and maintains technical and managerial competencies specified in the contract to perform the following current mission in support of NASA's strategic goals:

- (1) explore our solar system to fully understand its formation and evolution -- physical, chemical, and biological,
- (2) establish continuous permanent robotic presence at Mars to discover its history and habitability -- past, present, or future, and prepare for human exploration,
- (3) make critical measurements and models to better understand the global and regional integrated Earth system, including studies of the solid Earth, oceans, atmosphere and ecosystems, and their interactions,
- (4) conduct observations to search for neighboring solar systems and Earth-like planets, and help understand formation, evolution and composition of the Universe,
- (5) conduct communications and navigation for deep space missions,
- (6) provide support, particularly in robotic infrastructures and robotic precursors, that enables human exploration of the Moon, Mars and beyond, and
- (7) under Caltech's initiative, apply our capabilities to collaborate with other Federal and state government agencies and commercial endeavors in areas synergistic with our work performed for NASA.

5.5.2 OVERALL RESPONSIBILITIES. Consistent with Federal Acquisition Regulation 35.017, JPL, as an FFRDC, may be allowed access to Government and supplier data, including sensitive and proprietary data, and to NASA employees and facilities beyond that which is common to the normal contractual relationship. Notwithstanding the special FFRDC relationship, the JPL Director is a Caltech employee appointed by the Caltech President and is neither a civil servant nor an agent of the Government. The JPL Director is Caltech's authorized representative for day-to-day management of JPL and Contract compliance and is therefore responsible for identifying, allocating, and dispersing resources, including overseeing the assignment of workforce and facilities, and managing JPL's assigned operations to facilitate program and project execution. The JPL Director, in accordance with accepted standards of professional practice and applicable NASA requirements, is responsible for the care of institutional assets assigned to JPL and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. The JPL Director determines how best to support the various programs and projects hosted at JPL, in accordance with Agency priorities, and communicates any issues, on behalf of Caltech, to Mission Directorate AAs and higher in consultation with the NASA Management Office, a NASA Headquarters government organization co-located at JPL.

5.5.2.1 Specifically, the JPL Director:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan. Specific NASA mission activities are assigned to and performed by JPL in accordance with the contract and various discrete task orders administered by the NASA Management Office.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, information technology, physical, and other supporting resources are properly applied to programs.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all JPL activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at JPL. This role requires the Director to:
  - 1) Exercise Technical Authority through appropriate delegation.
  - 2) Convene an independent review at major milestones to ascertain technical readiness.
  - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
  - 4) Provide for organizational and financial independence of the Technical Authorities at JPL and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
- f. 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 as requested by NASA Headquarters senior management.
- g. Coordinates and communicates JPL's program, project, and policy implementation activities with NASA Centers and Headquarters on a regular basis as requested by NASA Headquarters offices.
- h. Represents JPL in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts education and public outreach as coordinated with the Office of Strategic Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- i. Supports Agency CFO regarding JPL's financial performance.
- j. Is responsible for implementing missions contractually assigned to JPL, including achieving mission success and ensuring safety of personnel and NASA mission hardware.
- k. Serves as a non-Government special member (non-voting) of NASA's Strategic Management Council, Mission Support Council, and Program Management Council

**5.5.3 SPECIAL RELATIONSHIPS ESTABLISHED THROUGH CONTRACTUAL ARRANGEMENTS.**

5.5.3.1 JPL is a lead organization for robotic science missions conducted in space. Maintains vertically-integrated competencies to execute the various programs and projects listed below including: program planning, strategy, and budgeting support; science community interface; concept engineering, trades, and analysis; development of enabling technologies; mission, system, and instrument design, analysis, development, fabrication, assembly, test and operations; industry contracting; and science data analysis.

5.5.3.2 JPL manages several programs for NASA: Mars exploration, search for exoplanets, Deep Space Network, and New Millennium technology. Responsibilities include: strategic planning, analysis, and budgeting; technology development and infusion; and program integration and oversight including inter-project interfaces (e.g., Mars communication network). JPL supports HQ and science community strategic planning in solar system exploration.

5.5.3.3 JPL is the lead organization for assigned and flagship missions in: Mars, solar system, exoplanet discovery/characterization. JPL is the lead organization for enabling technologies and capabilities in interferometric and coronagraphic exoplanet detection and characterization; large, segmented, and adaptive optics; advanced microdevices including focal plane arrays, bolometers, microfluidics; deep-space communications, mission design, and navigation.

5.5.3.4 JPL is the lead organization for key NASA science domains and the technologies that enable them: solid-Earth geophysics, oceanography, and radar missions.

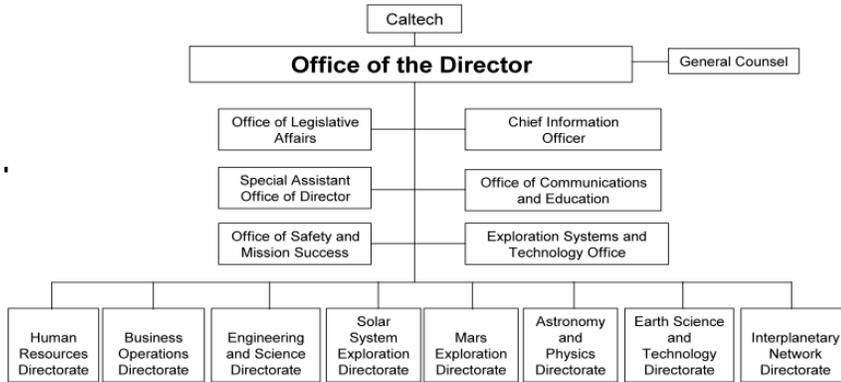
5.5.3.5 JPL supports Constellation in enabling areas: systems engineering; precision-landing and planet-surface mobility; multi-asset, multi-mission operations; and robotic systems to enhance astronaut sensing, awareness, and operations efficiency.

5.5.3.6 JPL is the lead organization for NASA's program in the Search for Exo-solar planets.

5.5.3.7 JPL manages the operation of the Deep Space Network providing uplink and downlink communication for all of NASA's deep space missions. 5.5.3.8 JPL implements Agency policy and direction regarding investments, facilities, and personnel competencies, coordinating through the appropriate Agency forums. 5.5.3.9 JPL 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. 5.5.3.10 JPL through its connection with Caltech represents a unique educational and research resource for NASA.

5.5.4 LINE OF SUCCESSION. JPL is an FFRDC, and the JPL staff members are not government employees. The described JPL organization and line of succession are not part of the NASA institutional process and are shown here for insight into the contractor's operations and for informational purpose only. In the following order: Deputy Director, JPL; Associate Director for Flight Projects and Mission Success; Associate Director for Project Formulation and Strategy; and Associate Director for Business Operations.

## JET PROPULSION LABORATORY (JPL)



### 5.6 Lyndon B. Johnson Space Center

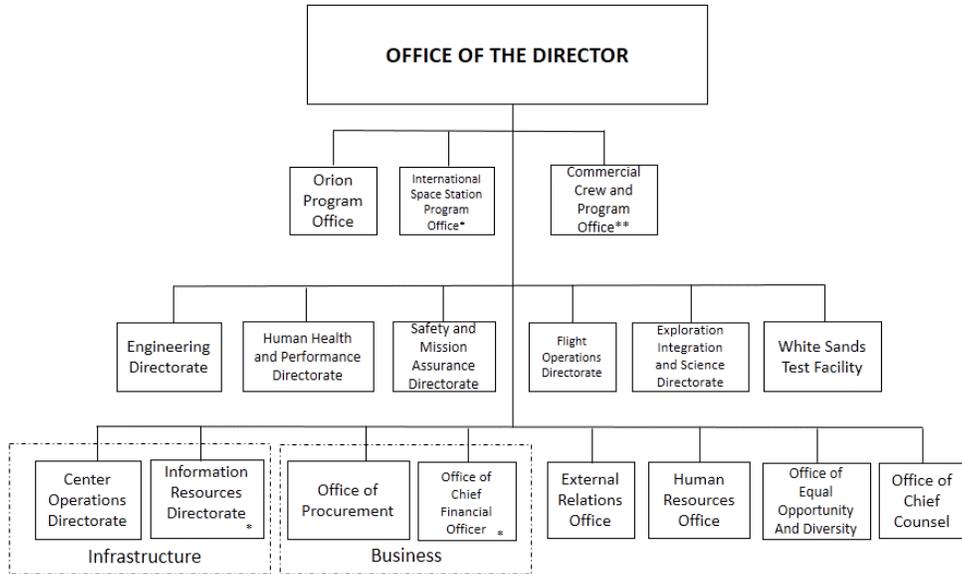
5.6.1 MISSION. The Johnson Space Center (JSC) role in NASA is human space flight. JSC hosts and staffs program and project offices; selects and trains astronauts; manages and conducts projects that build, test, and integrate human-rated systems for transportation, habitation, and working in space; and plans and operates human space flight missions. The work requires a comprehensive understanding of space and planetary environments, as well as research into the effects of those environments on human physiology. It also requires that JSC develop technology to sustain and preserve life; maintain a supply chain to design, manufacture, and test flight products; select, train, and provide medical care to those who fly space missions; and continue to provide administrative mission support services. JSC is currently hosting, staffing, and supporting the International Space Station (ISS) Program, the Orion Program, and the Human Research Program (HRP). JSC also partners with the Kennedy Space Center to staff and support the Commercial Crew Program (CCP). JSC provides and applies the preeminent capabilities to develop, operate, and integrate human exploration missions spanning commercial, academic, international, and US Government partners.

5.6.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities, as well as Mission Support Authorities, and are responsible for ensuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

5.6.2.1 Specifically, the Center Director for JSC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
  - b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
  - c. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering, human health and performance and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
  - d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.
  - e. Is the Technical Authority for all NASA projects or subprojects hosted at JSC. This role requires the Center Director to:
    - 1) Exercise Technical Authority through appropriate delegation.
    - 2) Convene an independent review at major milestones to ascertain technical readiness.
    - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
    - 4) Provide for organizational and financial independence of the Technical Authorities at JSC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
  - f. 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.
  - g. Coordinates and communicates JSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
  - h. 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. Conducts educational and public outreach as coordinated with the Office of Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
  - i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at JSC. Also, provides the Agency CFO with a written evaluation of the principal financial official at JSC, which shall be attached to that individual's annual performance appraisal.
  - j. While maintaining the capability, JSC manages and supports space vehicle and space system development programs as follows:
    - 1) Provides the workforce and associated development, design, crew health and performance support, and sustaining engineering support to the ISS Program, Orion Program, and HRP, as well as the Commercial Crew Program (CCP) and other human exploration efforts.
    - 2) Manages assigned projects and technologies as well as provides vehicle, system, subsystem, and human system expertise that are critical to both the Agency and JSC for future roles in space utilization and exploration.
    - 3) Provides independent Technical Authority, Safety and Mission Assurance Authority, and Health and Medical Authority for resident projects.
  - k. Plans and conducts space flight, crew, and aircraft operations as follows:
    - 1) Provides operations support environment, command and control facilities, and operations data processing and planning systems.
    - 2) Conducts flight operations for the ISS Program, Orion Program, CCP, and other human exploration efforts including providing the flight and support environment to satisfy mission objectives, ensure crew health, performance, and mission safety.
    - 3) Provides Agency-wide project management of Extravehicular Activity (EVA) services to the ISS Program 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 training and medical care.
    - 5) Conducts aircraft operations in support of astronaut flight readiness training, high-altitude research, low-g flight evaluations, Agency logistics, and administrative functions.
  - l. Plans and conducts ground-based and flight research programs and operations in the fields of Human Health and Performance and Astronautics Research and Exploration Sciences (ARES) as follows:
    - 1) Plans and conducts human health and performance efforts in support of human space exploration including:
      - (a) Integrating all human system activities in support of human space exploration.
      - (b) Providing ground-based and flight operations in space medicine; environmental factors; and human factors and habitability.
      - (c) Leading the Human Research Program in the fields of human adaptation, environmental factors and human factors research, and countermeasure technology development.
      - (d) Developing and integrating scientific, medical, and technological experiments and payloads to be flown on the ISS, and future exploration vehicles.
    - 2) Plans and conducts ARES efforts including lunar and planetary science and astronautics science and curation; micrometeoroid and orbital debris operations and research; and Earth sciences observations in support of human space flight.
  - m. Integrates all JSC implementing Center requirements and objectives, including schedules, budgets, and technical requirements (human health and performance standards, habitability, human factors and environmental factors standards, safety and reliability standards) and also ensures that resources infrastructure support are properly applied to programs and projects.
- 5.6.3 SPECIAL RELATIONSHIPS.
- 5.6.3.1 The Center Director serves as a member of NASA's Strategic Management Council, Mission Support Council, and Program Management Council.
- 5.6.3.2 JSC promotes the Agency's strategic goals and, with the common purpose of achieving NASA's mission, supports all the Agency's Centers and Mission Directorates.
- 5.6.3.3 JSC 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.
- 5.6.3.4 JSC provides matrixed support to White Sands Test Facility (WSTF), a JSC component facility located in New Mexico. The Manager of the White Sands Test Facility serves as the senior JSC official interfacing with local and state governments and other groups on subjects relating to NASA and the WSTF.
- 5.6.4 LINE OF SUCCESSION. In the following order: Deputy Center Director, Johnson Space Center; Associate Center Director, Johnson Space Center; Director, Flight Operations; and Director, Engineering.

**LYNDON B. JOHNSON SPACE CENTER (JSC)**



Center positions that report to respective Agency functional AA/Chief: Chief Financial Officer, Chief Information Officer, Principal Legislative Affairs Officer, and Principal Public Affairs Officer.

\* Center position report to the Human Exploration and Operations Mission Directorate. \*\* Host Center/PM at KSC

Change 65...October 2, 2014

**5.7 Kennedy Space Center**

**5.7.1 MISSION.** The Kennedy Space Center (KSC) is responsible for the preflight processing, launch, landing, and recovery of the Agency's human-rated spacecraft and launch vehicles; the assembly, integration, and processing of International Space Station (ISS) elements and flight experiments, the acquisition and management of Launch Services for Agency spacecraft; and leading the development of a commercial crew transportation system for access to and from Low Earth Orbit and the ISS. KSC leads the development of ground systems supporting human-rated spacecraft and launch vehicle and lunar In-Situ Resource Utilization hardware elements. KSC hosts the manufacturing of the Orion spacecraft. KSC executes research and technology projects and establishes partnerships with commercial and other Governmental entities to optimize the use of KSC capabilities and facilities in order to establish a multiter spacecraft and support Agency exploration initiatives.

**5.7.2 OVERALL RESPONSIBILITIES.** All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

5.7.2.1 Specifically, the Center Director for KSC:

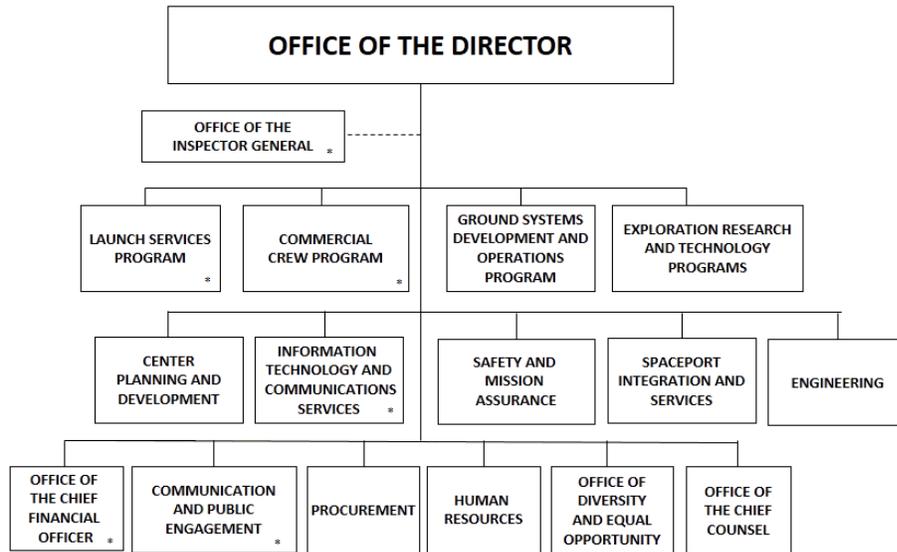
- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. Coordinates 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.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all Center activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at KSC. This role requires the Center Director to:
  - 1) Exercise Technical Authority through appropriate delegation.
  - 2) Convene an independent review at major milestones to ascertain technical readiness.
  - 3) Approve the flight readiness of projects for which he/she is the Technical Authority.
  - 4) Provide for organizational and financial independence of the Technical Authorities at KSC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
- f. 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.
- g. Coordinates and communicates KSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. 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. Conducts educational and public outreach as coordinated with the appropriate offices at NASA Headquarters Office of Education, office of legislative and Intergovernmental Affairs, and Office of Communications prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at KSC. Also, provides the Agency CFO with a written evaluation of the principal financial official at KSC, which shall be attached to that individual's annual performance appraisal.
- j. Provides space systems processes, testing, and launch and recovery techniques and applies new technologies to support extended human exploration of space.
- k. Designs, constructs, operates, maintains, and disposes of KSC ground facilities, ground support equipment, and other systems to meet NASA and customer launch site needs to support launch and recovery activities conducted at KSC, Cape Canaveral Air Force Station, and Vandenberg Air Force Base. Initiatives can include partnering with Commercial and other governmental entities to outgrant underutilized facilities that are no longer needed by NASA programs.
- l. Collaborates with space flight vehicle designers at other NASA Centers and with industry to ensure lessons learned from processing of launch vehicles are incorporated into future designs to improve safety, maintainability, supportability, reliability, and operability in an effort to reduce the life-cycle cost of operating a human space flight system. KSC uses innovative and integrated science and engineering techniques that enable safer, lower-cost access to space and extended human exploration.
- m. Conducts the final preparation and integrated checkout of launch vehicles, spacecraft, payloads, launch facilities, ground-support equipment, and launch and recovery systems operations at all launch sites referenced in paragraph 5.7.2.1.k.
- n. Provides the launch-site support, ground processing, and integration of ISS elements, logistics, and research experiments.
- o. Develops, tests, and deploys technologies to support NASA programs and provides test beds, laboratories, tools, and expertise in the related areas.
- p. Provides concurrence to the Agency Chief Information Officer (OCIO) regarding the assignment, promotion, discipline, and relief of the CIO at KSC. Also, provides the Agency CIO with a written evaluation of the CIO at KSC, which shall be attached to that individual's annual performance appraisal.

**5.7.3 SPECIAL RELATIONSHIPS.**

- 5.7.3.1 The Center Director serves as a member of NASA's Strategic Management Council, Extended Mission Support Council, and Agency Program Management Council, Partnership Council, Human Exploration and Operations Mission Directorate program Management Council, and the Space Technology Mission Directorate Program Management Council and as a participant in the Strategy Implementation Planning and Baseline Performance Review.
- 5.7.3.2 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.
- 5.7.3.3 KSC supports the Launch Services Program, which provides acquisition and technical management of commercially available launch services for the Agency, with engineering, safety and mission assurance, payload processing, and institutional and business resources, capabilities, and expertise.
- 5.7.3.4 KSC supports the Commercial Crew Program, which provides facilitates the development of a United States commercial crew space transportation capability, providing acquisition support and engineering and safety and mission assurance resources, as well as institutional and business resources and capabilities.
- 5.7.3.5 KSC is a supporting Center for the ISS program in the areas of processing and integration of ISS flight hardware spares, launch site logistics support, and Station utilization. This includes the integration, testing, and processing for research experiments and other payloads for the ISS.
- 5.7.3.6 KSC is a supporting Center for the Space Life and Physical Sciences Program (SLPS), which utilized the ISS as a test bed to perform space biology and physical sciences research. KSC provides project management, research and development, science, testing, and integration for SLPS projects to enable NASA mission success.
- 5.7.3.7 KSC is a supporting Center for the Exploration Systems Development Division of the Human Exploration and Operations Mission Directorate. KSC provides management of the Ground Systems Development and Operations Program, providing leadership in the design, development, activation, and operation of facility and ground systems to process, integrate, test, launch, and recover the hardware for the Orion spacecraft, Space Launch System, and other users. Ground processing operations expertise is provided for the design and development of spacecraft and launch systems.
- 5.7.3.8 KSC implements Center activities assigned by the Agency, including 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, Expendable Launch Vehicle Payload Safety, NASA-wide Aerospace Fluids Acquisition and Management, NASA Special Assigned Aircraft Mission and Opportune transportation, and NASA Emergency Preparedness Program.

- 5.7.3.9 KSC maintains productive partnerships with the National Park Service, the U.S. Fish and Wildlife Service, U.S. Air Force (45th and 30th Space Wings), U.S. Navy, National Reconnaissance Office, U.S. Army, Department of Energy, Department of Transportation, National Oceanic and Atmospheric Administration, and the Federal Aviation Administration.
- 5.7.3.10 KSC oversees the KSC Exchange Council (the Exchange), which serves as a nonappropriated fund instrumentality of the U.S. Government, operating for the benefit of KSC civil servants, contractors, and tenants. The Exchange administers and manages operations and activities that create revenue to contribute to the efficiency, welfare, and morale of KSC personnel. The Exchange operations and services include, but are not limited to, the Child Development Center; Kennedy Athletic, Recreation, and Social Parks I and II; five retail stores; the Employee Services office; food services; KSC Service Station; KSC Federal Credit union; two barbershops; and a massage therapy program.
- 5.7.3.11 KSC partners with Space Florida, the Economic Development Commission of Florida's Space Coast, Florida Department of Transportation, and other Federal, state, and local governments to explore new business and leverage resources to achieve the Agency's strategic goals.
- 5.7.3.12 KSC provides strategic leadership and management integration to develop and execute commercial agreements in support of a multiuser spaceport..
- 5.7.3.13 KSC conducts research and technology development to enhance capabilities to explore and enhance surface and launch systems for any destination.
- 5.7.3.14 KSC partners with the KSC Visitor Complex, the Astronaut Scholarship Foundation, The Astronaut Memorial Foundation, film and documentary industry, members from various media forms, academia, and professional societies to promote and maintain good public and community relations and provide for the widest practical and appropriate access to KSC for dissemination of information and awareness concerning space activities.
- 5.7.4 LINE OF SUCCESSION. In the following order: Deputy Director, Kennedy Space Center; Associate Director, Kennedy Space Center; Director, Spaceport Integration and Services; and Director, Engineering.

### JOHN F. KENNEDY SPACE CENTER (KSC)



\* Center positions that report to respective Agency functional AA/Chief/Director: Inspector General; Manager, Launch Services Program; Manager, Commercial Crew Program; Chief Information Officer, Chief Financial Officer, Principal Legislative Affairs Officer, and Principal Public Affairs Officer.

Change 62...September 17, 2014

#### 5.8 Langley Research Center

5.8.1 MISSION. The Langley Research Center (LaRC) is a research, science, technology, and development Center that provides game-changing innovations to enable NASA to make significant contributions to the nation. We are leaders in systems innovation for expanding air mobility, exploring space and definitively characterizing the Earth's changing climate. Our work spans fundamental research to mission development and operations with an eye toward the next generation of cutting-edge ideas that provide new capabilities or significantly improve performance of cost.

5.8.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities, as well as Mission Support Authorities, and are responsible for ensuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

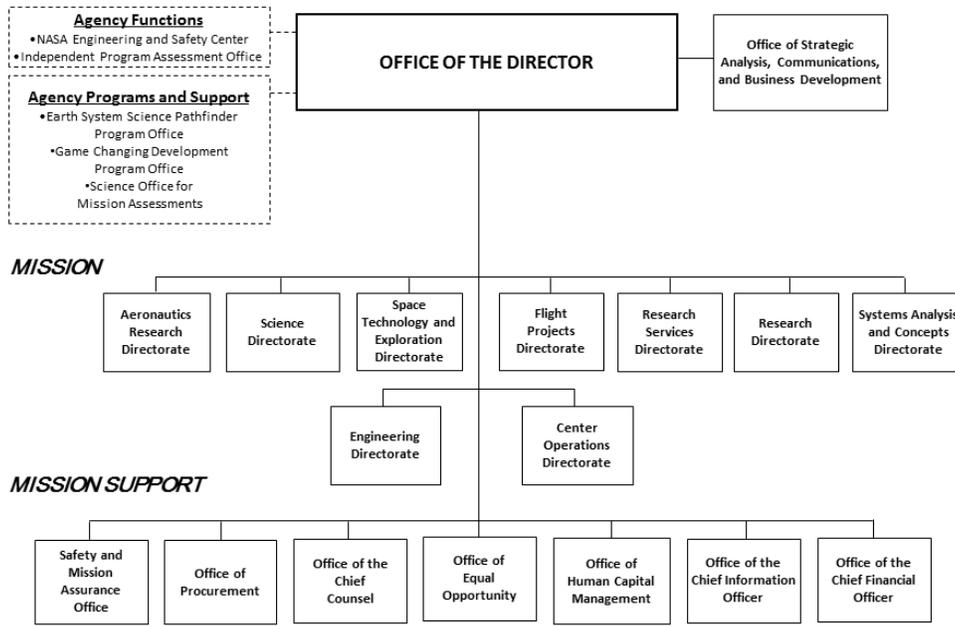
5.8.2.1 Specifically, the Center Director for LaRC:

- a. Develops and implements plans that address the organization's goals, objectives, metric, and actions needed to execute the strategic goals and outcomes in NASA's Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. 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.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at LaRC. This role requires the Center Director to:
  - (1) Exercise Technical Authority through appropriate delegation.
  - (2) Convene an independent review at major milestones to ascertain technical readiness.
  - (3) Approve the flight readiness of projects for which he/she is the Technical Authority.
  - (4) Provide for organizational and financial independence of the Technical Authorities at the LaRC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity.
- f. Provides regular review and reporting of program and project performance in accordance with the Agency's program and project policies. Provides input for the Agency's Program Management Council reviews.
- g. Coordinates and communicates LaRC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. 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. Conducts educational and public outreach as coordinated with the Office of Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at LaRC. Also, provides the Agency CFO with a written evaluation of the principal financial official at LaRC, which shall be attached to that individual's annual performance appraisal.
- j. 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 non-aerospace applications which enhance the U.S. economic posture.
- k. Delivers research and development solutions across exploration and space operations, science, and aeronautics related to lunar development and planetary exploration, aeronautics for space access, flight through all planetary atmospheres, civil and military aviation, measuring and understanding the Earth's changing atmosphere, and characterizing other planetary atmospheres. Provides an integration of analysis, computation, experimental testing, and facilities, combined with scientific expertise to solve challenging technical problems by applying core competencies in aerosciences, structural and material concepts, systems analysis, and atmospheric characterization.

5.8.3 SPECIAL RELATIONSHIPS. The Center Director serves as a member of NASA's Strategic Management Council, Mission Support Council, and Program Management Council.

5.8.4 LINE OF SUCCESSION. LINE OF SUCCESSION. In the following order: Deputy Director, Langley Research Center; Associate Director, Langley Research Center; and Director for Research, Langley Research Center.

**NASA LANGLEY RESEARCH CENTER (LaRC)**



Change 36...June 7, 2012

**5.9 George C. Marshall Space Flight Center**

5.9.1 MISSION. The Marshall Space Flight Center (MSFC) performs engineering design, development, integration and operations of systems required for space exploration, operations, and scientific research. This includes management and systems engineering and integration for both human and robotic missions. These functions are implemented through core product lines of Space Transportation, Propulsion Systems, Space Systems, and Scientific Research. The Center also manages the Michoud Assembly Facility, which supports the unique manufacturing and assembly needs of current and future NASA programs.

5.9.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center activities to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities, as well as Mission Support Authorities, and are responsible for ensuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate Associate Administrators and higher.

5.9.2.1 Specifically, the Center Director for MSFC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in NASA's Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. 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.
- d. Maintains a safe, healthy, and environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.
- e. Is the Technical Authority for all NASA programs or projects hosted at MSFC. This role requires the Center Director to:
  - (1) Exercise Technical Authority through appropriate delegation.
  - (2) Convene an independent review at major milestones to ascertain technical readiness.
  - (3) Approve the flight readiness of projects for which he/she is the Technical Authority.
  - (4) Provide for organizational and financial independence of the Technical Authorities at MSFC and implement the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork and integrity.
- f. Is responsible for overseeing the execution of program and project plans through regular performance reviews and reporting in accordance with the Agency's program and project policies. Provides input for the Agency's Program Management Council reviews.
- g. Coordinates and communicates MSFC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. Represents NASA and MSFC in promoting and maintaining public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities. Conducts educational and public outreach as coordinated with the Offices of Communications and Education at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications are addressed.
- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at MSFC. Also, provides the Agency CFO with a written evaluation of the principal financial official at MSFC, which shall be attached to that individual's annual performance appraisal.
- j. Ensures alignment of MSFC implementing plans with the Agency's strategic direction by sustaining the institutional capability to analyze, plan, evaluate, and communicate performance.

5.9.2.2 The institutional capabilities of MSFC deliver the following solutions:

- a. Space Transportation Systems MSFC provides leadership for the development of Agency space transportation systems. The Center manages the Space Launch System (SLS) Program, and oversees the design, development, manufacturing, and delivery of the launch vehicle and related systems and infrastructure of the SLS. MSFC also implements advanced materials and manufacturing techniques to space transportation elements, and participates in technology development activities and partnerships related to future space transportation projects.
- b. Propulsion Systems MSFC provides Agency expertise for propulsion systems research and development. The Center manages key propulsion hardware and technologies that leads the design, development, and delivery of new/follow-on engines and related systems in support of the SLS Program. MSFC further provides solid rocket booster engineering and expertise to the launch abort system of the Multi-Purpose Crew Vehicle.
- c. Space Systems MSFC develops and manages space systems that enable humans in space as well as systems for robotic exploration. The Center developed and sustains key elements of the life support system, research laboratories and nodes, and payload systems for the International Space Station (ISS). The Center also leads the integration and operations of U.S. and international payload systems and research activities on the ISS through the Payload Operations Integration Center. MSFC also manages and provides engineering design and development support to many Agency unmanned missions (Chandra X-ray Observatory, Discovery/New Frontiers Program, Lunar Quest Program, Technology Development Missions program, etc.).
- d. Scientific Research The Center's expertise in space and Earth sciences enable programs such as the Chandra X-ray Observatory, Gamma-ray Burst Monitor, and Hinode solar research satellite, as well as multi-agency and multi-country partnerships for Earth observations, such as SERVIR, short-term weather prediction research (SPoRT), and lightning and hurricane research (HIRAD).

5.9.2.3 The Center provides the capabilities to support the following resident programs, projects and activities:

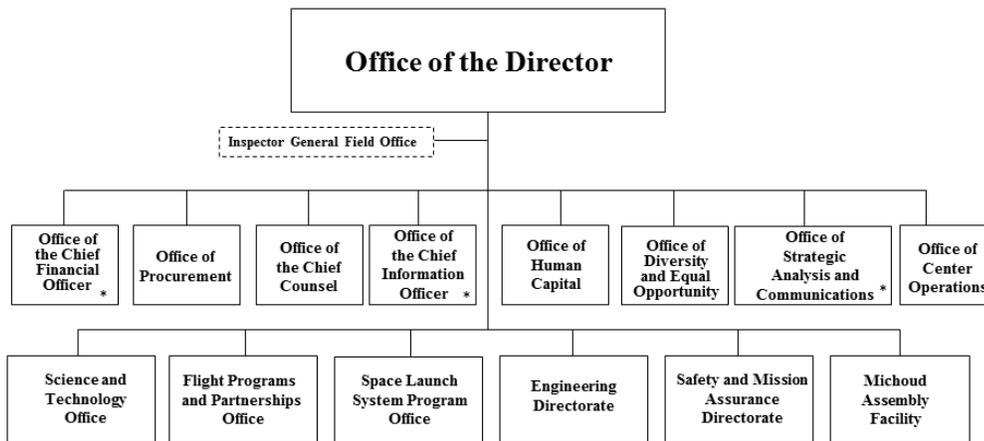
- a. Space Launch System Program Office, including full responsibility for developing and producing a new heavy-lift launch vehicle and related systems.
- b. Operation of the Payload Operation Integration Center for management of utilization activities onboard the ISS, and development and sustainment of payload systems and the environment control and life support system.
- c. Program Offices and related science and engineering development activities, including Discovery and New Frontiers Program, Lunar Quest Program, Technology Demonstration Missions Program, and Chandra X-ray Observatory.
- d. Project Offices and related science and engineering development activities, such as SERVIR, Hinode, Gamma-ray Burst Monitor, and Hurricane Imaging Radiometer projects.
- e. Implementation of the Centennial Challenges Program to drive progress and advancements in aerospace technologies of value to Agency missions.
- f. Management of the Michoud Assembly Facility, which supports unique manufacturing and assembly needs to current and future NASA programs.

**5.9.3 SPECIAL RELATIONSHIPS.**

- 5.9.3.1 The Center Director serves as a member of NASA's Strategic Management Council, Mission Support Council, and Program Management Council.
- 5.9.3.2 MSFC provides program and project management, systems, and engineering expertise to other NASA Centers.
- 5.9.3.3 MSFC provides scientific and technical research knowledge to Agency Mission Directorates and other NASA Centers.
- 5.9.3.4 MSFC 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 and logistics for the NASA Operational Environment Team.

5.9.4 LINE OF SUCCESSION. In the following order: Deputy Director, Marshall Space Flight Center; Associate Director, Marshall Space Flight Center; Associate Director Technical, Marshall Space Flight Center

**GEORGE C. MARSHALL SPACE FLIGHT CENTER  
(MSFC)**



\* Center positions that report to respective Agency functional AA: Chief: Chief Financial Officer; Chief Information Officer; and Office of Strategic Analysis and Communications (Media Relations Officer and Legislative Affairs Specialist).

Change 49...June 11, 2013

**5.10 John C. Stennis Space Center**

5.10.1 MISSION. The Stennis Space Center (SSC) implements NASA's mission in areas assigned by two Agency Mission Directorates. The Center manages and operates Rocket Propulsion Test facilities and support infrastructure for the Human Exploration and Operations Mission Directorate. Serves as the Systems Engineering Center and manages assigned Applied Sciences program activities for the Science Mission Directorate. SSC serves as Federal manager and host Agency of a major Government multi-agency Center.

5.10.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution while ensuring that the statutory, regulatory, and fiduciary compliance requirements for the Center are met. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities, as well as Mission Support Authorities, and are responsible for ensuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets and for establishing and maintaining the staff and their competency and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

5.10.2.1 Specifically, the Center Director for SSC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. 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.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.
- e. Is the Technical Authority for all NASA projects or subprojects hosted at SSC. This role requires the Center Director to:
  - (1) Exercise Technical Authority through appropriate delegation.
  - (2) Convene an independent review at major milestones to ascertain technical readiness.
  - (3) Approve the flight readiness of projects for which he/she is the Technical Authority.
  - (4) Provide for organizational and financial independence of the Technical Authorities at the Stennis Space Center and implement the Dissenting Opinion Process as required in NPD 1000.0 - NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork and integrity.
- f. 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.
- g. Coordinates and communicates SSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. 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. Conducts educational and public outreach as coordinated with the Office of Communications at NASA Headquarters prior to the award of a contract or the expenditure of funds to ensure Agency-wide priorities and consistent communications.
- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at SSC. Also, provides the Agency CFO with a written evaluation of the principal financial official at SSC, which shall be attached to that individual's annual performance appraisal.
- j. Manages, operates, develops, and maintains NASA Rocket Propulsion Test capabilities and associated processes and procedures.
- k. Provides test operations services to NASA, the Department of Defense, commercial, and other customers for the development of propulsion systems, engines, subsystems, and components.
- l. Accomplishes technical management and oversight of engine development testing or flight certification testing of current and future engine hardware and testing for technology validation of new propulsion systems.
- m. Manages NASA's effort to extend the benefits of science, technology, and information investments by applying a systems engineering approach to advance Federal partners' decision-support tools that serve the Nation.
- n. Manages SSC as an integrated multiagency base of operations for the programmatic benefit of NASA and other Federal, state, and commercial entities.
- o. Develops and executes an implementation plan that delineates a structure and process which demonstrates organizational independence of technical/engineering authority from program/project management.

5.10.3 SPECIAL RELATIONSHIPS.

5.10.3.1 The Center Director serves as a member of NASA's Strategic Management Council, Mission Support Council, and Program Management Council.

5.10.3.2 SSC provides support to the program management responsibility of managing the Agency's rocket propulsion test assets. Provides support to the Rocket Propulsion Test Management Board (RPTMB) Level II and establishes and manages Level III responsibilities.

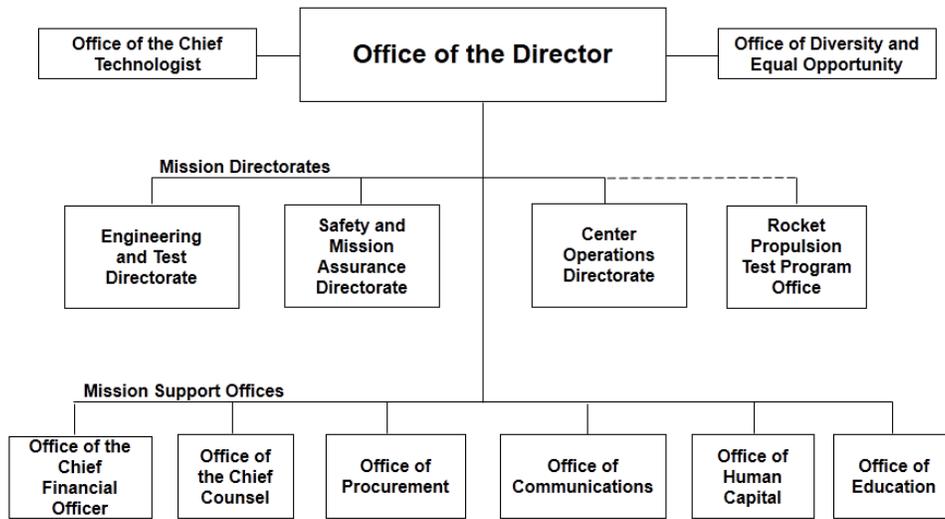
5.10.3.3 SSC provides program management responsibility for applying a systems engineering approach to benchmark the benefits of assimilating research results into decision-support tools in areas of national priority.

5.10.3.4 SSC provides support to other Centers in their lead program roles.

5.10.3.5 SSC promotes the Agency's strategic goals and, with the common purpose of achieving NASA's vision and mission, supports the Agency's Centers and Mission Directorates.

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

**JOHN C. STENNIS SPACE CENTER (SSC)**



Center positions that report to respective Agency functional AA/Chief: Chief Financial Officer, Chief Information Officer, Principal Legislative Affairs Officer, and Principal Public Affairs Officer.

Change 61...September 9, 2014

**5.11 NASA Engineering and Safety Center**

5.11.1 MISSION. The NASA Engineering and Safety Center (NESC), located 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 ensure 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 engineering, safety and mission assurance, and program/project communities as a value-added, independent resource.

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

5.11.2.1 Resolves high-risk technical issues by performing independent, in-depth technical assessments, testing, and analyses for NASA programs, projects, engineering and technical organizations, and Safety and Mission Assurance (SMA) organizations.

5.11.2.2 Proactively identifies potential technical issues by maintaining technical insight to major programs and performs independent data mining and trend analysis activities within single NASA programs and across multiple NASA programs.

5.11.2.3 Provides Agency-level stewardship for critical engineering disciplines and performs discipline-enhancing activities through the NASA Technical Fellows Program.

5.11.2.4 Transfers knowledge and lessons learned through various technical reports, communications, and the NESC Academy.

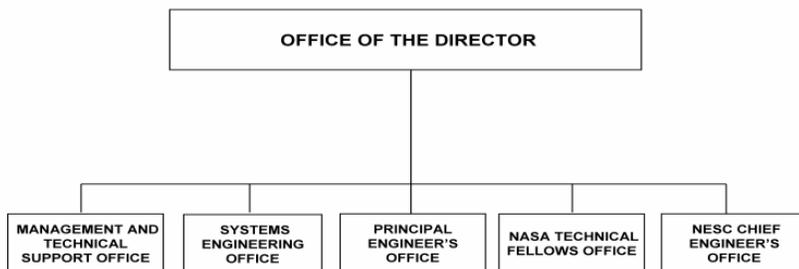
5.11.2.5 Provides independent systems engineering and analysis.

5.11.2.6 Leads and supports selected mishap investigations, as requested by the NASA Safety Center (NSC) and other organizations.

5.11.3 SPECIAL RELATIONSHIPS. The core NESC organization is comprised of senior engineering experts from across the Agency, whose capabilities are complemented through partnerships with additional experts within NASA, other government organizations, national laboratories, universities, and industry. NASA Centers provide technical personnel, resources, and facilities to support the NESC mission. The NESC partners with the NASA Safety Center (NSC) in conduct of selected technical assessments, mishap investigations, and other activities. The NSC provides SMA discipline expertise for NESC-led teams. The NESC provides engineering discipline expertise for NSC-led teams, as requested.

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

**NASA ENGINEERING AND SAFETY CENTER (NESC)**



**5.12 NASA Shared Services Center**

5.12.1 MISSION. The NASA Shared Services Center (NSSC), located at Stennis Space Center, serves as a major Agency-wide 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 are 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.

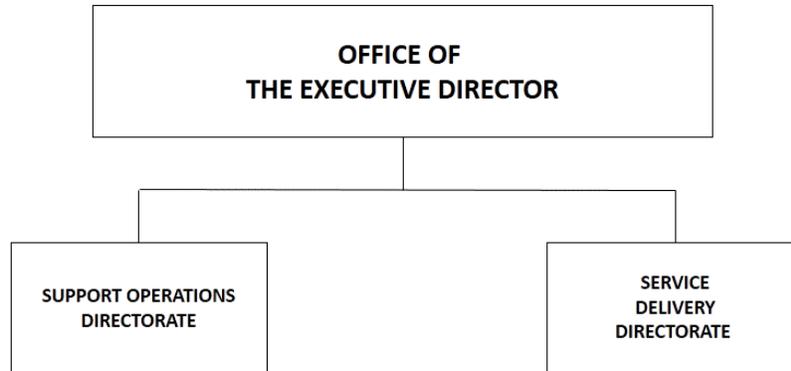
5.12.2 OVERALL RESPONSIBILITIES. The NSSC Executive Director reports directly to the Associate Administrator for Mission Support Directorate.

5.12.2.1 Specifically, the Executive Director for the NSSC:

- a. Provides timely, accurate, high-quality, cost-effective, and customer-focused support for selected NASA businesses and technical services.
- b. Provides a variety of transactional, administrative, and technical activities in lines of business to include: Financial Management, Human Resources, Procurement, Enterprise IT, and Agency Business Support.
- c. Provides management of resources responsible for the budget formulation, execution, and accounting operations of the NASA Working Capital Fund in Support of NSSC operations and Agency programs.
- d. Provides effective and consistent services for all employees and vendors by standardizing business processes and integrating systems and technology.
- e. Implements an organization that employs shared services leading practices in management and process development.
- f. Promotes the Agency's strategic goals with the common purpose of achieving NASA's vision and mission by providing support Agency wide.

- 5.12.3 SPECIAL RELATIONSHIPS. The NSSC Executive Director:
  - a. Shares an infrastructure alliance with the Stennis Space Center.
  - b. Works in cooperation with the following officials to provide services at the NSSC:
    - (1) Chief Financial Officer to provide management of financial management services.
    - (2) Assistant Administrator for Human Capital Management to provide management of human resources services.
    - (3) Chief Information Officer to provide enterprise IT services and management of the NSSC IT environment.
    - (4) Assistant Administrator for Procurement to provide management of procurement services.
- 5.12.4 LINE OF SUCCESSION. In the following order: Director, Service Delivery Directorate, NSSC; and Director, Support Operations Directorate, NSSC.

## NASA SHARED SERVICES CENTER (NSSC)



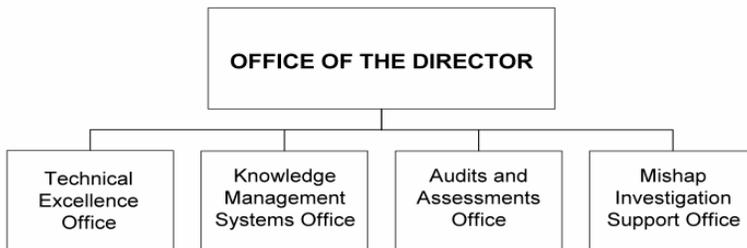
Center position that report to respective Agency functional AA/Chief: Chief Information Officer.

**Change 64, September 30, 2014**

### 5.13 NASA Safety Center

- 5.13.1 MISSION. The NASA Safety Center (NSC), a tenant organization located near and administratively supported by the Glenn Research Center, serves as an Agency-wide resource for strengthening Safety and Mission Assurance (SMA) capabilities and enabling more uniform and effective SMA support for the safe and successful execution of all NASA programs. The NSC promotes technical excellence through a balanced program for leadership development, education, training, communication, and information management in the SMA disciplines. The term "SMA" refers to the disciplines that include safety, reliability, maintainability, quality engineering, and quality assurance.
- 5.13.2 OVERALL RESPONSIBILITIES. The Director, NSC reports to the Chief, Safety and Mission Assurance and manages the NSC in the following activities:
  - 5.13.2.1 Enhances knowledge and capabilities within the SMA community by developing a technical excellence program that fosters education, training, and leadership development within SMA and other engineering disciplines.
  - 5.13.2.2 Provides SMA technical support to Agency managers while embracing the concept that SMA encompasses important engineering and operations disciplines that enable and enhance the effective execution of all NASA programs from concept through retirement or mission completion.
  - 5.13.2.3 Manages the audit, review, and assessment process for evaluating and assuring conformance with Agency SMA requirements.
  - 5.13.2.4 Facilitates the mishap investigation process and supports mishap investigation boards. Performs in-depth analysis, risk assessment, quality assurance, and trending of NASA's mishaps and provides timely and relevant information to the NASA community to ensure understanding and prevent recurrence as part of NASA's mishap prevention efforts. Manages mishap data and provides a centralized mishap information collection system for the Agency.
  - 5.13.2.5 Captures and disseminates information of importance and usefulness to the SMA community. Maintains a repository and serves as a clearing house for essential data and information collected from the SMA community.
- 5.13.3 SPECIAL RELATIONSHIPS. NASA Centers provide technical personnel, resources, and facilities to support the NSC mission.
- 5.13.4 LINE OF SUCCESSION. Deputy Director, NASA Safety Center; Director, Technical Excellence, NASA Safety Center; and Director, Audits and Assessments, NASA Safety Center.

### NASA Safety Center (NSC)

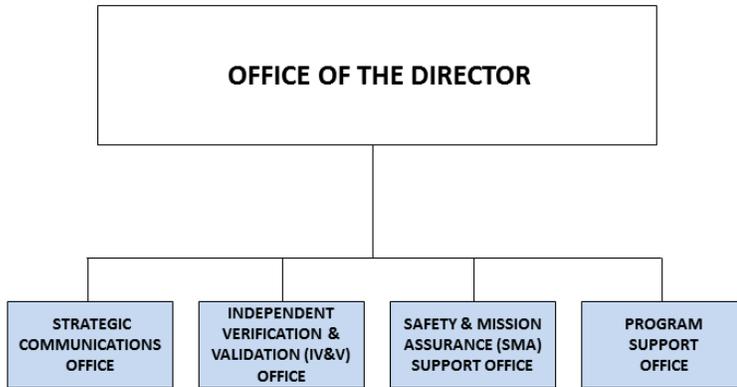


### 5.14 NASA Independent Verification and Validation Program

- 5.14.1 MISSION. The NASA Independent Verification and Validation (IV&V) Program provides assurance to its stakeholders and customers that NASA's mission-critical software will operate dependably and safely. The NASA IV&V Program performs leading-edge research that improves IV&V and software assurance methods, practices, and tools. The NASA IV&V Program participates in the vitality of the community, as well as engages the public in the experience and benefits of exploration and discovery.
- 5.14.2 OVERALL RESPONSIBILITIES. The Director of the NASA IV&V Program reports to the Chief, Safety and Mission Assurance at NASA Headquarters and manages the following technical activities:
  - 5.14.2.1 Applies software engineering best practices to provide the Agency with an independent assessment of the software correctness and quality on safety and mission-critical software.
  - 5.14.2.2 Provides the early detection and identification of risk elements on safety critical and mission-critical software throughout the System Development Life Cycle.
  - 5.14.2.3 Improves safety, reliability, and quality of NASA projects' and missions' software through effective application of systems and software IV&V methods, practices, and techniques.
  - 5.14.2.4 Provides observations and assessment results to support key decision points and major milestone reviews to the Chief, Safety and Mission Assurance and to NASA project/programs receiving IV&V services.
  - 5.14.2.5 Manages and provides software assurance and software engineering services to the Agency in support of the other Office of Safety and Mission Assurance organizations and provides expert review and input on Agency software related standards, documentation, and processes.

5.14.3 SPECIAL RELATIONSHIPS. Goddard Space Flight Center in Greenbelt, Maryland, provides administrative and facility support in such areas as human capital management, contract management, and facility management, including security and training.  
 5.14.4 LINE OF SUCCESSION. Deputy Director, NASA IV&V Program; and Associate Director, NASA IV&V Program.

**NASA INDEPENDENT VERIFICATION AND VALIDATION (IV&V) PROGRAM**



**Change 29...February 1, 2012**

**5.15 NASA INDEPENDENT PROGRAM ASSESSMENT OFFICE**

5.15.1 MISSION. The NASA Independent Program Assessment Office (IPAO), located at the Langley Research Center, provides an Agency-level function that conducts independent reviews of programs and select projects during their life cycle. The IPAO provides independent assessments that support approval decisions by Agency leadership at key decision points (KDPs) to ensure mission success. Life cycle reviews (LCRs) are an important part of NASA's checks-and-balances system, which provides the Agency with a valuable periodic, nonadvocate assessment of the readiness of programs and projects to proceed through key milestones in the development life cycle. NASA accords special importance to maintaining the integrity of its independent review process.

5.15.1.1 The IPAO is responsible to ensure the objectivity, quality, integrity, and consistency of each IPAO-led independent review. The IPAO in concert with the Convening Authority, is responsible for assembling independent expert bodies (Standing Review Boards (SRBs) that report to Center, Mission Directorate and Agency level Program Management Councils (PMCs)), to provide unbiased and comprehensive assessments of the technical, schedule, cost, and risk posture of proposed and ongoing programs/projects.

5.15.2 OVERALL RESPONSIBILITIES. The NASA IPAO Director reports to the Associate Administrator for Independent Program and Cost Evaluation and performs the following activities:

5.15.2.1 Enables the conduct of multi-disciplinary assessments at designated decision milestones to evaluate program and project objectives, cost, schedule, and risk management in compliance with NASA Policy Directive (NPD) 1000.5, Policy for NASA Acquisition, NASA Procedural Requirements (NPR) 7150.5, NASA Space Flight Program and Project Management Requirements, NPR 7150.8, NASA Research and Technology Program and Project Management Requirements and NPR 7153.1, NASA Systems Engineering Processes and Requirements.

5.15.2.2 Provides programmatic assessments of programs' and projects' cost, schedule and risk management as a member of SRBs.

5.15.2.3 Facilitates the reporting of independent review results to all involved parties.

5.15.2.4 Advances the Agency's programmatic (cost and schedule) analysis and estimating capabilities in coordination with the Cost Analysis Division, Independent Program and Cost Evaluation Office.

5.15.2.5 Continuously improves the Agency's independent program/project review processes through consultation with stakeholders and other review organizations.

5.15.2.6 Maintains the Agency SRB Handbook, providing guidelines and procedures for the conduct of independent reviews.

5.15.2.7 Provides an Executive Secretary to the Agency Program Management Council (APMC), who is responsible for the APMC and ensures the LCR assessments for all programs and Category 1 projects are briefed to the APMC for authorization to proceed to the next phase of the program/project life-cycle.

5.15.3 SPECIAL RELATIONSHIPS. The IPAO is comprised of engineers and programmatic analysts from across the Agency. They are responsible for:

a. Enabling the convening authorities to establish independent, technical expert boards to review programs and select projects at key milestones and to define the scope of the reviews.

b. Facilitating the SRB assessment to include performing the cost and schedule analyses in support of the SRBs.

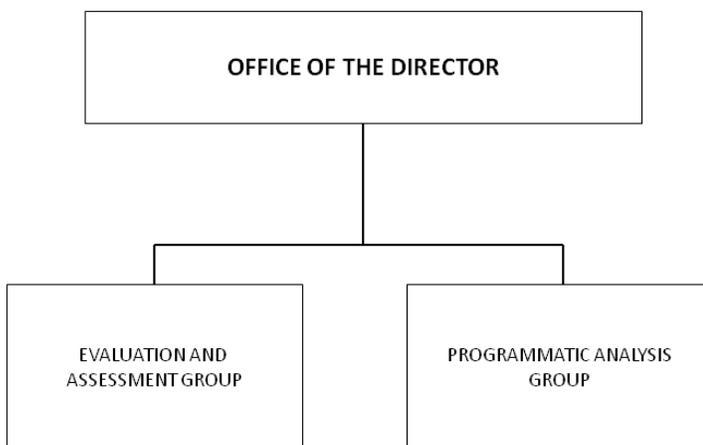
c. Communicating and documenting the results of the reviews to the Convening Authorities, Mission Directorates, Centers, and Program and project managers.

5.15.3.1 The IPAO partners with the Centers, Mission Directorates, and program/projects in conducting LCRs. The SRB assessment provides a credible basis for decisions by the Agency leadership for approval of a program/project, at the KDP, to the next life cycle phase.

5.15.3.2 In addition to the permanent staff, the IPAO draws high performing individuals from across the Agency on rotational (2-5 years) and detail assignments (2 years) as review managers. Those on rotational assignments are afforded the opportunity to apply for positions at any Center or Headquarters during the latter part of their rotation.

5.15.4 LINE OF SUCCESSION. Deputy Director, NASA IPAO.

## INDEPENDENT PROGRAM ASSESSMENT OFFICE



Change 17...December 20, 2010

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