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NASA Policy Directive

NPD 1280.1

Effective Date: April 17, 2003

Expiration Date: July 17, 2014

COMPLIANCE IS MANDATORY

[Printable Format \(PDF\)](#)

Request Notification of Change

(NASA Only)

Subject: NASA Management System Policy (Revalidated May 12, 2009 w/o changes)

Responsible Office: Office of Internal Controls and Management Systems

1. Policy

It is NASA's policy to:

a. Establish and maintain management systems within NASA. A management system is a set of procedures and practices that define and control how work gets done. Management systems provide a structure whereby we:

- (1) Measure how effectively we are performing our mission and meeting our objectives;
- (2) Focus on where improvements are needed; and
- (3) Ensure that value is delivered to our customers.

b. ISO 9001 or AS9100 may be used to satisfy this policy; additional approaches may also be acceptable, where approved by the Deputy Administrator.

c. Establish management system criteria that are not excessively prescriptive in terms of defining how NASA Headquarters and NASA Centers are managed. Tools, techniques, and systems are determined by Headquarters and Centers based on size, type, responsibilities, and associated levels of risk.

d. Ensure that NASA management systems meet a set of minimum criteria. Management systems shall:

- (1) Ensure customer focus and high performance throughout all operations, while recognizing the diverse missions and levels of risk within organizations.
- (2) Focus on results through procedures and practices that, taken together, ensure that organizations perform their mission effectively and meet their objectives.
- (3) Provide for management responsibility and accountability, performance requirements, measurement, and analysis of data for effectiveness and continual

improvement by:

- i. Focusing organizations on results and creating value.
 - ii. Demonstrating that management at all levels is committed to providing quality products and services and is held accountable for performance.
 - iii. Allocating responsibility for reviewing the management systems.
 - iv. Identifying customer and operational performance requirements.
 - v. Identifying clear performance measures.
 - vi. Using periodic surveillance such as audits and customer feedback to ensure that requirements are met, and using third party assessments to verify requirement compliance.
 - vii. Maintaining relevant records of progress in achieving results.
 - viii. Determining the causes of actual problems and taking action to correct them.
 - ix. Identifying and analyzing potential problems and taking action to prevent them from occurring.
- e. Ensure that NASA contracts include quality requirements that are determined necessary to protect the Government's interest.
- f. Ensure the quality of critical flight hardware, software, and services by establishing process controls linked to a maintained quality management system.

2. Applicability

This NPD applies to NASA Headquarters, NASA Centers, including Component Facilities, the NASA Jet Propulsion Laboratory (JPL), and other NASA contractors to the extent specified in their contracts.

3. Authority

- a. 42 U.S.C. 2473(c)(1), Section 203(c)(1) of the National Aeronautics and Space Act of 1958, as amended.
- b. 15 U.S.C. 272 note, Section 12(d) of P.L. 104-113, "Utilization of Consensus Technical Standards by Federal Agencies."

4. Applicable Documents

- a. 48 CFR Part 46, Federal Acquisition Regulations (FAR) Part 46, "Quality Assurance," and 48 CFR Part 1846, NASA FAR Supplement Part 1846, "Quality Assurance."
- b. NPD 8700.1, NASA Policy for Safety and Mission Success.
- c. Office of Management and Budget Circular A-119, "Federal Participation in the Development and Use of Voluntary Consensus Standards and in Conformity Assessment Activities," dated February 10, 1998.

5. Responsibility

a. The Deputy Administrator will chair the Operations Management Council, and review and approve Headquarters' and Centers' implementation of this policy.

b. The Associate Administrator for Institutions and Management, the Center Directors, and the Director of JPL are responsible for:

(1) Implementing this policy at Headquarters and its Centers, respectively,

(2) Informing the Deputy Administrator how their management systems are defined and verified for effectiveness, e.g., maintaining site-wide certification to ISO 9001, AS9100, utilizing internal audits, management reviews, or other management tools/techniques, and

(3) Requesting approval from the Deputy Administrator for any alternative management systems approaches that do not conform to ISO 9001/AS9100.

c. The Assistant Administrator for Internal Controls and Management Systems is responsible for:

(1) Establishing NASA policies for management systems.

(2) Facilitating the continuous improvement of NASA management systems.

(3) Providing assessments of the effectiveness of NASA management systems against the minimum criteria detailed in this NPD.

d. The Associate Administrator for Safety and Mission Assurance is responsible for providing technical guidance on the type and extent of quality requirements, including quality system requirements, that are appropriate for NASA acquisitions.

6. Delegation of Authority

None.

7. Measurements/Verification

a. NASA Headquarters, NASA Centers, Component Facilities, and JPL shall develop, maintain, and communicate balanced measures that best indicate the performance of their site and respective management systems.

b. All NASA managers shall develop, maintain, and communicate balanced measures for work for which they are responsible and accountable.

8. Cancellation

NPD 8730.3 dated June 8, 1998

**ORIGINAL SIGNED BY/s/ Sean O'Keefe
Administrator**

Attachment A: (Text)

(URL for Graphic)

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