

National Aeronautics and Space Administration

**Office of the Administrator**

Mary W. Jackson NASA Headquarters  
Washington, DC 20546-0001



**NPI 1000.99**

December 20, 2023

TO: Officials in Charge  
Directors, NASA Centers

FROM: Chief of Staff  
Associate Administrator

SUBJECT: NASA Policy Instruction: Role of Jet Propulsion Laboratory in NASA Decision-Making Processes

NASA's Jet Propulsion Laboratory has been operated by a university contractor, the California Institute of Technology "(Caltech/JPL; hereafter, JPL)" as NASA's only Federally Funded Research and Development Center, since 1959. NASA created JPL as an FFRDC to meet certain NASA research and development needs which could not be met as effectively by existing Government resources or ordinary contractor relationships.

In the years since, JPL has been an integral part of NASA's success; many U.S. and NASA "first" accomplishments are JPL accomplishments. While it is not a civil servant run "Center," NASA entrusts JPL to lead critical, major NASA programs, projects, and tasks such as Mars landings, remote global sensing, and deep space communication. Caltech/JPL employees, with their knowledge, shared experiences, and traditions of excellence, are full members of the NASA team.

In order to fulfill its responsibilities to NASA, JPL is entrusted with access beyond that which is common to the conventional contractual relationship, including some access to sensitive and proprietary data and to NASA employees and facilities. However, NASA's engagement with JPL is subject to constraints in working with a contractor, including limitations and protocols based on OMB Circulars, Office of Federal Procurement Policy, Federal statutes including CICA and FACA, the FAR, and the contract itself.

This NASA Policy Instruction (NPI) sets forth policy regarding NASA's engagement with JPL and any actions needed to complete both policy and procedural implementation. Upon completion of all actions below, this NPI will be superseded by published updates to NASA Policy Directives (NPDs) 1000.3, 1000.5, 1400.1, 1400.2, 7120.5, and/or their associated

NASA Procedural Requirements (NPRs) or NASA Advisory Implementing Instructions (NAIIs). Actions are to be completed on the timeline below, with all actions due no later than December 31, 2024.



Robert D. Cabana

cc:

Jet Propulsion Laboratory/L. Leshin  
Office of the Administrator/D. Boccippio  
Office of the General Counsel/S. Barber

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## Policy Instructions and Actions

**Chartered Governance Bodies.** This Instruction applies to all chartered governance and subordinate governance bodies (Councils, Boards, Panels, Committees, Working Groups) whether chartered under Agency Governance authorities per NASA Policy Directive 1000.3, Chapter 3, or line authorities per NPD 1000.3, Chapters 2 or 4. It applies to all chartered bodies (see NPD 1400.1) regardless of whether their charter is required to be published in NODIS.

JPL may be engaged in these bodies at NASA's discretion. Their attendance will not be extended to sessions/discussions involving inherently governmental functions. The participation of JPL employees, including the JPL Director, will be primarily focused on presenting technical and programmatic information and advice responsive to the core competencies listed in the JPL Contract, Attachment B. Chairs may make final determinations subject to the conditions below.

Attachment C interprets these restrictions as applied to NASA's Agency Governance Council charters, to illustrate how they should be applied to other chartered bodies. In summary:

*JPL is typically included when it is directly implementing specific programs and projects, when its unique technical capabilities are needed, in matters relating to Agency infrastructure and capability management, and in matters related to the direct furtherance of NASA's mission with the public (i.e., communications, STEM engagement). JPL is not included in budget-related discussions or acquisition strategy planning or decisions. All other items are assessed by the Chair in consultation with OES and NOJMO.*

Specifically:

- JPL may not be identified as a *member* of any governing body in its charter implying participation by default or implying a direct advisory role in all decisions.
- JPL's attendance is to be evaluated based on specific subject matter to be discussed at each meeting, per the body's charter, rather than as a standing invitee. Each body should establish a procedure for consulting NOJMO for exceptional situations when a determination is needed.
- JPL may not have access to NASA PPBE budget guidance or formulation data (in whole or in part) prior to a President's Budget Request or participate in related discussions or decisions.

**Unchartered Advisory or Recommending Groups.** For groups operating without a NASA Charter (NC), established to give recommendations and options to NASA officials, the participation of JPL employees, including the JPL Director, will follow the approach above.

**Independent Review.** JPL may participate in independent life-cycle reviews or other special independent reviews when invited by the Decision Authority for the program/project.

Although JPL membership on consensus review boards is not permitted, JPL may serve as a technical/SME consultant to review boards. Additional instructions may be found in the SRB

Handbook, Revision C, NTRS #20230001306. Independent Review Boards follow the same principles as SRBs.

NASA will reissue its Organizational Conflict of Interest (OCI) waiver for SRB participation, focused on the “Impaired Objectivity” guideline for OCI. NASA will continue to require JPL to maintain an OCI Avoidance Plan for independent review.

**Policy Formulation.** JPL’s participation in the formulation of NASA policies, procedures, and regulations is limited to providing technical and programmatic information, advice, and recommendations consistent with the core competencies listed in the Caltech/JPL Contract, Attachment B, and to the extent that it does not provide a competitive advantage. JPL may not directly participate in the review and approval process (i.e., provide concurrence or non-concurrence) for NASA policies and procedures documented as NASA directives in NODIS or in the approval process review for regulations prior to their publication in the U.S. Code of Federal Regulations.

In the directives review and approval process, NOJMO will review draft directives and, as the policy liaison between the JPL Director and the Associate Administrator (NPD 1000.3, Chapter 5.11), provide inputs as to possible implications for the Prime Contract. Upon issuance of a directive, NOJMO and the Office of Procurement will engage the contractor about incorporation into the contract.

In the regulatory review and approval process, NOJMO will also review as above. JPL may provide inputs using the standard process for public comment, after announcement in the Federal Register.

**Acquisition Strategy; Work Assignments.** Informed by NASA policy (NPD 1000.3 Chapter 6, Center Roles) and the prime contract’s core competencies (Attachment B), NASA will assess risks of tension with Federal procurement law and practices when assigning work to JPL.

**Technical Authority.** Technical Authorities may delegate technical authority to JPL.

At the time of issuance of this NPI, and per the current JPL contract: The NASA Engineering TA (ETA) and Safety and Mission Assurance TA (SMA TA) leads delegate to the Contractor’s Laboratory Director the TA responsibilities of Center Directors defined in NPR 7120.5 and other directives and standards applied to this contract [subject to requirements and limitations detailed in the contract]. The Contractor’s Laboratory Director may delegate ETA and SMA TA responsibilities to qualified individuals within JPL with a line of reporting to the Laboratory Director that is independent of programmatic authority reporting. The NASA Chief Health and Medical Officer will retain all TA for Health and Medical delegations.

**Actions.** The actions below will be monitored until closure at the Acquisition Strategy Council (ASC), consistent with its charter.

**Actions – Governance:**

- The Office of the Executive Secretariat (OES), in consultation with NOJMO and the Office of the General Counsel (OGC), to update NPD 1000.3, Chapter 6, to document final Agency Governance Council participation criteria, similar to Attachment C. Due: January 31, 2024.
- OES and NOJMO to implement and document, in a memo from the OES Director, a consultation and advice process for the Chair on attendance. Due: January 31, 2024.
- OES to update NPD 1400.1, NPR 1400.1, and/or NAII 1400.1 (sections related to Charters) to reflect these Instructions. Due: December 31, 2024.
- OES, in consultation with OGC, to update NAII 1400.1 to provide consistent guidance for inclusion of any external entity in governance bodies. Due: March 31, 2024.
- All organizations listed in Attachment C are to submit updated Charters to OES to reflect membership and attendance restrictions; OES to distribute a schedule for these updates. Due: December 31, 2024.

**Actions – Independent Review**

- The Office of Procurement (OP) to review and take appropriate action on the OCI Waiver for JPL Participation on Agency Standing Review Boards, which was previously revalidated in 2016, leaving the OCI analysis and conclusions intact. OP may modify the process for maintaining a current JPL Avoidance Plan. Any modifications to the “Actions Taken to Reduce the Effect of the Conflict” portion of the waiver will require concurrence by affected stakeholders and approval by the NPR 7120.5 owner (Associate Administrator). Due: March 31, 2024.

**Actions – Policy Formulation**

- OES to update NPD 1400.1, NPD 1400.2, and NPR 1400.1 to implement this Instruction relative to directives review and regulatory review. Due: December 31, 2024.
- OES to update NPD/NPR 1400.1 to (1) more correctly communicate applicability of a directive to JPL relative to the Prime Contract, and (2) remove direct references to the current awardee of the Prime Contract. NASA directives will become fully compliant with revised guidance during regularly scheduled revalidation or revision, within five years of the update to NPD/NPR 1400.1. Due: December 31, 2024.

**Actions – Acquisition Strategy / Work Assignments**

- OES in collaboration with OP to modify NAII 1000.2, Acquisition Strategy Meeting Guide, and the associated ASM template, to include a risk assessment for potential tension with Federal procurement and practices when JPL sourcing is being proposed, in ASM Decision Criterion 3. Due: June 30, 2024.

**Actions – Communication**

- NOJMO to update its website with a FAQ on regulatory and statutory constraints on JPL engagement, to include citation of applicable directives referenced in this NPI and POCs. Due: June 30, 2024.

## 2015 EC Decision Memo

Decision Memo

## Role of Jet Propulsion Lab (JPL) with Governance Councils

**Summary:** The Executive Council met on April 29, 2015 and evaluated the role of JPL with respect to governance councils and accessibility to NASA Program Planning and Budget Execution (PPBE) data. There is no specific approach that prescribes the course of dealings between the sponsoring federal agency and the FFRDC contractor. Each Agency may tailor a FFRDC to fit the unique characteristics of the particular sponsoring Agency. JPL is an integral member of the NASA family that brings unique capabilities to the Agency. The engagement of JPL in NASA's governance councils and boards is valued and encouraged when it is in the best interest of the Agency to have them provide their unique perspective and bring their knowledge, information and expertise in areas that JPL holds unique competency. Notwithstanding, careful consideration should be given with regards to decision-making discussions since this is an inherently governmental function.

The Executive Council made the decision after consultation by the recommender with the following stakeholders, and several others, based on the data and analyses appended.

- B. McNally, Assistant Administrator, Office of Procurement
- S. Thompson-King, General Counsel, Office of General Counsel
- D. Radzanowski, Chief Financial Officer, Office of the Chief Financial Officer
- J. Grunsfeld, C. Gay, R. Maizel, Science Mission Directorate
- L. James, Deputy Director, Jet Propulsion Laboratory
- Senior Management Council

**Decision:** Based on this review, the Executive Council decided:

JPL may be engaged in NASA's governance councils and boards at NASA's discretion. The NASA Management Office will ensure that:

- Within 60 days an appropriately tailored OCI waiver is signed by the Assistant Administrator, Office of Procurement;
- Within 60 days Contract NNN12AA01C is modified to include FAR 52.203-16 and the clause is implemented to address the PCI of the JPL leadership team sufficient to address NASA's requirements;
- Appropriate controls are in place to make certain that JPL personnel only have access to NASA PPBE data that is consistent with NASA CFO and OMB direction and guidance as implemented in FY 15; and
- A working team led by NMO is convened and processes are implemented to determine JPL's attendance, participation, and role to ensure they are not engaged in sessions/discussions involving inherently governmental functions. NMO will make a recommendation to the Council Chair and JPL will have an opportunity to reclaim the initial recommendation. The participation of JPL employees, including the JPL Director, at senior councils and boards will be primarily focused on presenting technical and programmatic information and advice responsive to the core competencies listed in the JPL Contract.

**Decider:**



Administrator

EC-2014-06-002a

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## Center Roles, Priority Tiers, and JPL Core Competencies

NASA Policy Directive 1000.3E, Chapter 6.2, “Center Roles,” documents NASA’s policy and intent relative to overall sourcing to JPL. Within the domain of science, SMD has further prioritized sourcing into Tiers for maintaining long-term capability and capacity across the Agency (Appendix A of Chapter 6.2).

Core competencies within the current Caltech Prime Contract’s scope of work are listed below. Competencies clearly addressed in current SMD Tiers are denoted by √. Items partially addressed in current SMD Tiers are denoted by †.

- A. Deep space and ground communications. √
- B. Deep space navigation tools and processes √, particularly complex, multi-body, and/or ion propulsion navigation.
- C. Tools to provide mission navigation and instrument data to users. †
- D. Advanced thermocouples for converting heat into electricity.
- E. Radioisotope thermoelectric generators batteries and related battery and power generation.
- F. Entry, descent, † and landing on planetary surfaces. √
- G. Mars Exploration.
- H. Planetary rovers. √
- I. Extreme-environment spacecraft.
- J. Visible/Infrared/far infrared/submillimeter/microwave astrophysics research. †
- K. Visible/Infrared/far infrared/submillimeter/microwave astrophysics space-based instrumentation. †
- L. Detectors needed for next generation imaging and spectroscopic observations in the visible infrared/far infrared/submillimeter/microwave wavelengths.
- M. Telescopes (mirrors and supporting infrastructure) needed for next generation observatories † operating in the infrared/far infrared/submillimeter/microwave wavelengths.
- N. Cryogenic (4-Kelvin) systems †, test chambers, and engineering capabilities needed for next generation instruments and observatories operating in the infrared/far infrared/submillimeter/microwave wavelengths.
- O. Heliophysics research and technology for space-based heliophysics instrumentation.



- P. Exoplanet exploration research.
- Q. High-contrast imaging technology and testbeds needed for characterizing Earth-like exoplanets (this includes active mirrors, coronagraph technology, and starshade technology)
- R. Exoplanet exploration science and capability to strategically plan an exoplanet exploration program with a goal of determining whether there is life on habitable exoplanets.
- S. Microelectronics laboratories needed to develop nanotechnology for detectors, advanced and adaptive systems for mirror technology, and other devices.
- T. Gravitational wave research and technology required for space-based gravitational wave detection.
- U. SAR technologies and engineering expertise √.
- V. Swath radar altimeter (for ocean and freshwater applications) √ technologies and engineering expertise
- W. UV/VNIR/SWIR hyperspectral remote sensor technologies and engineering expertise. †
- X. TIR multi and hyperspectral remote sensor technologies and engineering expertise. †
- Y. Multi angular and polarimetric multispectral aerosol and particulate remote sensor technologies and engineering expertise.
- Z. Passive microwave and submillimeter limb sounding remote sensor technologies and engineering expertise. †
- AA. Passive microwave and sub mm radiometer technologies and engineering expertise for nadir atmospheric sounding. †
- BB. Radar technologies and engineering expertise for soil moisture measurement.
- CC. Technologies and engineering expertise for large (>5 m) deployable full and sparse aperture microwave antennas (supporting 1, 2, 6, 7, and 8).
- DD. GNSS Instrument technologies and engineering expertise for POD and reflectometry remote sensing.
- EE. UV/VNIR/SWIR/TIR spectrometer technologies and engineering expertise for measurement of Ozone, CO<sub>2</sub>, CH<sub>4</sub>, other atmospheric constituents and properties. †
- FF. Microwave and laser instrument technologies and engineering expertise for gravity field measurements.

- GG. Radar technologies and engineering expertise for remote sensing of clouds and precipitation.
- HH. Laser communication technologies and engineering for high data rate.
- II. Microwave scatterometer technologies and engineering expertise for measurement of ocean surface vector winds and correction of passive microwave measurements of sea surface salinity.
- JJ. Radio Frequency (RF) Communications Technology.
- KK. Optical Communications Technology.
- LL. Position, Navigation, and Timing (PNT) Technology.
- MM. Optical Communication Ground Terminal Facility Operations.
- NN. Planetary Protection.
- OO. Robotics.
- PP. Autonomy and autonomous planning, operations, and capabilities.
- QQ. Information and related data science and cyber research.
- RR. Gas sensing and analysis instrumentation.

### JPL Attendance at Agency Governance Councils, by Chartered Function

Council	Charter Function Group	Charter Function	Invitation Approach
EC	Strategy	(1) Approves the quadrennial Agency Strategic Plan, including related performance commitments. (2) Provides high-level strategic direction on the implementation of the Agency's missions and mission support.	<i>May be invited at Administrator's discretion</i>
	Governance, Organization and Roles	(1) Decides the overall structure and alignment of Agency Governance Councils and subordinate bodies. (2) Creates, monitors, and dissolves subordinate governance bodies under its direct purview. (3) May approve significant reorganizations that have cross-Agency impact. (4) Approves Center roles or work assignments escalated from subordinate Agency Governance Councils due to scope or magnitude of impact.	<i>Not invited</i>
	Budget	(1) Approves the annual budget Strategic Programming Guidance. (2) May provide additional strategic planning guidance during off-nominal budget years. (3) Decides annual budget issues and override requests only above a certain threshold. (4) May approve annual budget messaging and integrated budget submission to OMB.	<i>Not invited</i>
	Stakeholder Management	(1) Approves the Agency's communications external messaging strategy. (2) Decides issues that will materially affect Administration or key Congressional priorities. (3) Decides issues that will attract significant media or public scrutiny. (4) Approves the Agency's STEM Engagement strategy.	<i>Generally invited</i> <i>May be invited at Administrator's discretion</i> <i>Generally invited</i>
	Other Issues	(1) <u>Decides additional issues by exception as defined in Section 6.1, Decision Thresholds of the Agency Governance Councils.</u> (2) Decides additional issues as requested by the Administrator, as recommended by other Agency Governance Councils or subordinate governance bodies directly aligned to the EC or as escalated through the appeals process documented in each Agency Governance Council charter.	<i>May be invited at Administrator's discretion</i>

Council	Charter Function Group	Charter Function	Invitation Approach
ASC	Agency Planning	<p>(1) Evaluates mission needs, external and internal acquisition options. Based on evaluations, may recommend high-level guidance to the EC to inform formulation of the budget Strategic Programming Guidance (SPG).</p> <p><a href="#">(2) May decide Center Roles, as documented in Section 6.2 in cases where Mission Directorates and Center Directors cannot achieve agreement.</a></p>	<i>Not invited</i>
	Specific Acquisition Strategy Approval	<p>(1) Evaluates and provides guidance for future decisions, per NPD 1000.5 and NAII 1000.1.</p> <p>(2) Decides Agency-level Acquisition Strategy Meetings, following thresholds and requirements specified in NPD 1000.5 and NID 1000.2.</p> <p><a href="#">(3) Decides authority to proceed with final formulation of certain external partnerships, following thresholds specified in Section 6.1, Decision Thresholds of the Agency's Governing Councils, prior to formal or implied commitment to external partners. May decide issues of Agency partnership policy surfaced by proposed partnerships.</a></p>	<i>Not invited</i>
	Policy, Integration and Performance	<p>(1) May decide or provide guidance on significant additions or changes to Agency acquisition policies, under the scope of the strategic acquisition process defined in NPD 1000.5.</p> <p>(2) May decide significant changes to Agency partnership policy, as recommended by the Director, Partnerships Office or Associate Administrator for International and Interagency Relations.</p> <p>(3) Should monitor the capability and capacity of external suppliers and partners to contribute to the achievement of NASA's missions, including both domestic and international, and both industry and non-industry partners.</p> <p>(4) Should monitor significant developments in the aerospace industry and supply chain which might impact NASA's mission.</p> <p>(5) Should evaluate the integrated performance of NASA's acquisition strategies and monitor the integrated performance of major suppliers.</p>	<i>Not invited</i>

Council	Charter Function Group	Charter Function	Invitation Approach
APMC	Agency Program and Project Implementation	<p>(1) Decides Key Decision Point (KDP) completion for all programs under its Decision Authority, including Program Implementation Reviews (PIR). Decides KDP completion for all projects under its Decision Authority.</p> <p>(2) May review special and out-of-cycle assessments for Agency portfolios, programs, and projects at the discretion of the Chair.</p> <p>(4) Through the Program/Project Management Board, approves proposed NPR 7120.5 or 7120.8 tailoring by programs or projects.</p>	<i>Invited if JPL is executing a specific Program/Project</i>
	Agency Programmatic, Technical and Mission Capabilities	<p>(1) Monitors the health of the Agency's program management capabilities and supporting business and systems engineering capabilities.</p> <p>(3) Ensures the Agency maintains and implements a framework for independent review of programs and projects and includes both programmatic authority and technical authority in independent review. Annually approves the independent review manifest and schedule, and tracks and approves any requested schedule changes from the approved manifest.</p> <p>(2) Supports the capture, communication, and retention of Agency lessons learned and, at the Chair's discretion, may request Lessons Learned activities for selected major programs, projects, or other activities.</p> <p>(3) Decides recommendations from Capability Leaders and provides relevant direction to the annual budget Strategic Programming Guidance.</p>	<i>Generally invited</i>
	Risk Management, Risk Acceptance and Independent Technical Authority	<p>(1) May receive briefings from the Enterprise Protection Board (EPB), and may decide recommendations made by the Board.</p> <p>(2) Recommends human safety risk thresholds to the EC.</p> <p>(3) Recommends approval for launch of nuclear systems to the Administrator.</p> <p>(4) May monitor topics as needed to support the Chief Engineer, Chief, Safety and Mission Assurance, and Chief Health and Medical Officer in implementing their Agency Technical Authority roles.</p>	<i>N/A (EPB is being realigned)</i>  <i>Generally invited</i>  <i>Generally invited</i>  <i>Generally invited</i>
	Governance	<p>(1) Creates, monitors, and dissolves subordinate Councils, Boards, Panels, or Committees under its purview in order to support implementation of its Charter.</p> <p>(2) Oversees the development of major policies which may have Agency-wide programmatic or technical impact and may decide key issues arising from them.</p>	<i>Invited at Chair's discretion</i>

Council	Charter Function Group	Charter Function	Invitation Approach
BPR	BPR Purpose	<p>The Baseline Performance Review (BPR) is a monthly assessment of NASA's performance in achieving its missions, as well as risks to mission.</p> <p>Specifically, the purpose of the BPR is to ensure the Chair maintains situational awareness of program/project performance, in order to understand and integrate issues including but limited to:</p> <ul style="list-style-type: none"> <li>• Risks to delivery of NASA's mission</li> <li>• External stakeholder management</li> <li>• Supplier performance</li> <li>• Workforce capacity</li> <li>• Industrial base issues</li> </ul>	<p><i>Invited if IPI is executing a specific Program/Project; excused after their portion of agenda.</i></p>

Council	Charter Function Group	Charter Function	Invitation Approach
MSC	Strategic Management	(1) Establishes mission support priorities and reviews the strategies for information technology, facilities, workforce, capability portfolios and other mission support components.	<i>Invited only when specifically needed.</i>
		(2) May approve certain policies, processes, or delegation structures needed to implement Agency-wide mission support objectives.	<i>Not invited</i>
		(3) Creates, monitors, and dissolves subordinate governance bodies under its purview.	<i>Not invited</i>
		(4) Directs and approves the creation, transition or termination of Agency capability portfolios.	<i>Not invited</i>
	Performance and Improvement Initiatives	(1) Approves the overall framework and approach for Agency-wide initiatives to establish effective and efficient institutional services.	<i>Not Invited</i>
		(2) Provides broad direction on institutional service areas to improve and may decide whether to act on initial business cases for institutional services improvement initiatives. MSC recommends to EC any business case decisions which have high stakeholder visibility or impact or which alter the roles and responsibilities of Senior Leadership or other Agency Governance Councils.	
		(3) May approve implementation plans for institutional services improvement initiatives.	
		(4) Reviews and assesses outcomes and lessons learned from institutional services improvement initiatives.	
		(5) Provides high-level direction or decisions as needed on strategic sourcing and shared services.	
	Operational Decisions	(1) Has Decision Authority over certain institutional programs or projects, as informed by NPR 7120.7. Decision Authority may be delegated in whole or in part.	<i>Invited only when specifically needed.</i>
(2) Approves infrastructure (facilities and information technology) investments or divestments above certain thresholds, per Section 6.1).		<i>Generally invited</i>	
(3) Decides reclama requests to change the divestment status of specific infrastructure.			
(4) Approves the Agency Master Plan and Center Future Development Concepts.		<i>Invited only when specifically needed.</i>	
(5) Reviews Center Workforce Master Plans.			
(6) Approves significant changes to Capability Portfolios above certain thresholds, per Section 6.1.			
Risk, Internal Controls and Liability	(1) Recommends acceptance of the annual Statement of Assurance to the Administrator.		<i>Needs research.</i>
	(2) Recommends escalation of institutional issues to enterprise risks, as needed.	<i>N/A - this function is being re-evaluated.</i>	
	(3) Monitors or decides institutional issues which have high legal or partnership liability or exposure.	<i>Not invited.</i>	

## Charter Revision Actions

Organization	Body	NPD 1000.3 Chartering Authority
OA	Supply Chain Resiliency Board (ASC)	Chapter 3
NOJMO	JPL Governance Board (ASC)	Chapter 3
OA	Program Project Management Board (APMC)	Chapter 3
OCE	Engineering Management Board (APMC)	Chapter 3
OCHMO	CHMO Management Board (APMC)	Chapter 3
OSI	Strategic Infrastructure Board (MSC)	Chapter 3
OCFO	Senior Assessment Team (MSC)	Chapter 3
MSD	Mission Support PMC (MSC)	Chapter 3
OA	Cross-Directorate Federated Board (EC)	Chapter 3
OSTEM	STEM Engagement Board (EC)	Chapter 3
OCOMM	Communications Coordinating Board (EC)	Chapter 3
SMD	SMD Program Management Council (APMC)	Chapter 3
STMD	STMD Program Management Council (APMC)	Chapter 3
SOMD/ESDMD	SOMD/ESDMD Program Management Council (APMC)	Chapter 3
ARMD	ARMD Program Management Council (APMC)	Chapter 3
SOMD	SCaN Board of Directors (SOMD)	Chapter 4
SOMD	Flight Planning Board (SOMD)	Chapter 4
OSMA	IV&V Advisory Board (OSMA)	Chapter 4
ODEO	DEIA Board (ODEO) (in development)	Chapter 4
MSD	Aircraft Management Advisory Board (MSD)	Chapter 4
MSD	Space Environments Test Control Board (MSD)	Chapter 4
ARMD	Aeronautics Test Advisory/Management Board (ARMD)	Chapter 4

SOMD	Rocket Propulsion Test Management Board (SOMD)	Chapter 4
OSMA	Space Environments Sustainability Board (AA)	Chapter 2
OA	Enterprise Protection Board (AA)	Chapter 2
OCHCO	Performance Review Board (AA)	Chapter 2
OCHCO	Executive Resources Board (AA)	Chapter 2
OGC	Inventions and Contributions Board (A)	Chapter 2
OGC	Contract Adjustment Board (A)	Chapter 2

## LIST OF ACRONYMS AND ABBREVIATIONS

ASC.....	<i>Acquisition Strategy Council</i>
ASM.....	<i>Acquisition Strategy Meeting</i>
CICA.....	<i>Competition in Contracting Act</i>
EC.....	<i>Executive Council</i>
ETA.....	<i>Engineering Technical Authority</i>
FACA.....	<i>Federal Advisory Committee Act</i>
FAQ.....	<i>Frequently Asked Questions</i>
FAR.....	<i>Federal Acquisition Regulations</i>
FFRDC.....	<i>Federally Funded Research &amp; Development Center</i>
JPL.....	<i>Jet Propulsion Laboratory</i>
NAII.....	<i>NASA Advisory Implementing Instruction</i>
NODIS.....	<i>NASA Online Directives Information System</i>
NOJMO.....	<i>NASA Office of JPL Management and Oversight</i>
NPD.....	<i>NASA Policy Directive</i>
NPI.....	<i>NASA Policy Instruction</i>
NPR.....	<i>NASA Procedural Requirements</i>
OCI.....	<i>Organizational Conflict of Interest</i>
OGC.....	<i>Office of the General Counsel</i>
OES.....	<i>Office of the Executive Secretariat</i>
OMB.....	<i>Office of Management and Budget</i>
OP.....	<i>Office of Procurement</i>
POC.....	<i>Point of Contact</i>
PPBE.....	<i>Planning, Programming, Budgeting, and Execution</i>
SMA.....	<i>Safety and Mission Assurance</i>
SMD.....	<i>Science Mission Directorate</i>
SRB.....	<i>Standing Review Board</i>
STEM.....	<i>Science, Technology, Engineering, and Mathematics</i>
TA.....	<i>Technical Authority</i>