
APPENDIX A: GLOSSARY

Acquisition—The process for obtaining the systems, research, services, construction, and supplies that NASA needs to fulfill its missions.

Adjunct—Something joined or added to another thing but not essentially a part of it, added or joined in a subordinate or temporary capacity to a staff.

Approval—Authorization by a required management official to proceed with a proposed course of action. Approvals must be documented.

Assessment—The evaluation of a program, project, or institutional initiative with respect to its accomplishments and performance in meeting requirements.

Audit—(1) An examination of records or financial accounts to check their accuracy, or (2) a systematic check or assessment, especially of the efficiency or effectiveness of an organization.

Authoritative Data Source—The approved and configuration-controlled source that the Agency uses to measure and monitor programs and projects. This allows organizational consolidation, reporting, and analysis for rapid decision making.

Authorize—To give power, permission, or authorization; to invest with authority.

Competition—An acquisition strategy whereby more than one Center or contractor is sought to bid on a service or function; the winner is selected on the basis of criteria established by the activity for which the work is to be performed. The law and NASA policy require maximum competition throughout the acquisition life-cycle.

Concurrence—A documented agreement by a management official that a proposed course of action is acceptable.

GPRA—The Government Performance and Results Act of 1993 was

established to provide a measurement for Strategic Planning and performance throughout the Federal Government.

Initiative—A “project-like” activity that is managed by the Mission Support Offices.

Institutional Authority—Includes the Headquarters and Center organizations, including the Technical Authorities (Engineering, Safety and Mission Assurance, and Health and Medical), and the Mission Support Authorities (made up of all of the remaining Mission Support Offices, including the Chief Financial Officer and associated Center Chief Financial Officers).

Integration—A process for examining synergy, redundancies, and the effectiveness of resource utilization. Primarily done during implementation plan development, but also includes development of the annual budget, audits, and assessments.

ITAR—International Traffic in Arms Regulations.

Line Organization—An organization that provides personnel to staff the programs/projects located at the Centers. It also includes the engineering, safety, industrial, and overhead functions required to run the Center. NASA relies on the line organization for implementation and integration. Implementation takes place primarily at the project level, where requirements, budget, and schedule are managed.

Metric—A measurement taken over a period of time that communicates vital information about a process or activity.

Mission—The core functions and jobs of the Agency.

Mission success—The fulfillment of NASA’s charter to pioneer the future in space exploration, scientific discovery, and aeronautics research, in accordance with prescribed requirements (both internal and external) and NASA’s core values of safety, excellence, teamwork, and integrity. (Where

appropriate, individual NASA organizations should establish and document a more specific mission success definition that focuses on their particular area of responsibility.)

Mission Support Authority—A component of the Institutional Authority that is made up of all Mission Support Offices with the exception of those making up the Technical Authority; Engineering, Safety and Mission Success, and Health and Medical.

OMB Circular A-11—A policy from the Office of Management and Budget that offers annual guidance on the requirements Federal agencies must meet for budget submission and strategic planning.

Outcome—Outcomes are multiyear performance measures of NASA's progress toward achieving longer-term strategic objectives and strategic goals. Performance on an outcome is determined by weighing the performance of associated annual performance goals against management's timeline for achieving the outcome.

Output—The level of activity or effort that will be produced or provided over a period of time or by a specified date, including a description of the characteristics (e.g., timeliness) established as standards for the activity.

Oversight—To monitor actively the implementation of assigned actions, policy, and procedures. Headquarters officials with an oversight role have the responsibility to establish and track performance parameters to ensure assignees are properly implementing their actions, policies, and procedures.

Performance Budget—A budget that clearly links performance goals with costs for achieving a target level of performance. In general, a performance budget links strategic goals with related long-term and annual performance goals (outcomes) with the costs of specific activities to influence these outcomes about which budget decisions are made.

Performance Goal—A target level of performance at a specified time or period expressed as a tangible, measurable outcome, against which

actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate. A performance goal is comprised of a performance measure with targets and time frames. The distinction between “long-term” and “annual” refers to the relative timeframes for achievement of the goals.

Performance Measures—Indicators, statistics, or metrics used to gauge program performance.

Program—A strategic investment by a Mission Directorate or Mission Support Office that has a defined architecture and/or technical approach, requirements, funding level, and a management structure that initiates and directs one or more projects.

Program Assessment—A determination, through objective measurement and systematic analysis, of the manner and extent to which programs achieve intended objectives.

Programmatic Authority—Consists of the Mission Directorates and their respective program and project managers.

Project—A specific investment having defined goals, objectives, requirements, lifecycle cost, a beginning, and an end. A project yields new or revised products or services that directly address NASA's strategic needs. They may be performed wholly in-house by government, industry, academic partnerships, or through contracts with private industry.

Stakeholder—An individual or organization that is materially affected by the outcome of a decision or deliverable but is outside the organization doing the work or making the decision.

Strategic Goal or Strategic Objective—A statement of aim or purpose included in a Strategic Plan (required under GPRA) that defines how an Agency will carry out a major segment of its mission over a period of time.

Strategic Management—A series of integrated activities that enable the Agency to establish and execute strategy, make decisions, allocate

resources, formulate and implement programs and projects, and measure their performance.

SWOT Analysis—A strategic planning tool used to evaluate an organization’s strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal, while opportunities and threats typically originate from outside the organization. A SWOT analysis, usually performed early in the strategic planning process, facilitates understanding of those internal and external factors.

Tailoring—The process used to adjust or seek relief from a prescribed requirement to accommodate the needs of a specific task or activity (e.g., program or project).

Technical Authorities—The *individuals* within the technical authority process who are funded independent of a program or project and who have

formally delegated Technical Authority traceable to the Administrator. The three organizations who have Technical Authorities are Engineering, Safety and Mission Assurance, and Health and Medical.

“technical authority”—Refers to the *process* by which Engineering, Safety and Mission Assurance, and Health and Medical provide independent oversight of programs and projects through specific individuals who have formally delegated authority at specific organizational levels.

Target—A quantity, or otherwise measurable characteristic, that conveys how well and by when a program must accomplish a performance measure.

Vision—A concise description of a point in the near or far future where the leadership desires the Agency to go.

APPENDIX B: INDEX

A

Administrator, 1, 5, 6, 7, 8, 9, 12, 14, 15, 17, 20, 21, 22, 30
Annual Performance Goals, 23
Assistant Administrator, 6, 7, 9, 12
Associate Administrator, 6, 7, 8, 9, 12, 14, 22, 30
Acquisition
 Acquisition Strategy Meeting, 22, 25
 Procurement Strategy Meeting, 22
 Strategic Acquisition, 2, 4, 10-11, 14, 22
Authorities
 Accountability, 17
 Checks and Balances, 11-12, 15
 Mission Support (Institutional), 14, 15, 16
 Programmatic, 13, 14, 16
 Roles and Separation, 13-14
 Technical, 8, 9, 13, 14, 15

B

Budgeting, 1, 9, 19, 22, 25-26, 29, 30

C

Center, 1, 3, 4, 6, 7, 8, 9, 11, 12, 13, 14, 15, 20, 21, 22, 23, 24, 25, 27
Chain of Command, 4
Checks and Balances, 1, 4, 8, 11, 12, 13-17, 18
Chief, Safety and Mission Assurance, 6, 7, 9, 12
Chief Engineer, Office of, 12, 27, 30
Chief Health and Medical Officer, 6, 7, 9, 12
Chief Financial Officer, Office of (OCFO), 6, 7, 9, 13, 14, 22, 23, 25, 30
Chief of Staff, 6, 7, 8, 9, 12
Communication
 Process Communication, 29
 Strategic Communications, Chief of, 7, 9
Competition, 11
Congressional Budget Justification, 24, 26, 29
Control Account Managers, 25
Controls, 26-27

Core Values, 3, 18
Councils, Governing, 5, 29

D

Deputy Administrator, 6, 7, 8, 9, 12, 14, 23, 30
Dissenting Opinions, 8, 15, 16, 17

E

Earned Value Management, 27
External Evaluations and Reporting
 Performance and Accountability Report, 27, 30
 Major Program Annual Report, 26, 28, 30
 Program Assessment Rating Tool, 26, 28, 30
 President's Management Agenda, 20, 23, 26, 29, 30

F

Feedback to Planning, 29
Financial Management, 9
Financial Resources, 26
Financial Statements (in the Performance and Accountability Report), 28

G

Governance
 Framework, 1, 4
 Lean Governance, 1, 4
 Organizational Balance, 12
 Principles, 1, 4, 18
 Roles and Responsibilities of Senior Management, 6-7, 8-9, 12
 Separation of Programmatic and Institutional Authority, 14
 Structure, 1, 6, 11, 12
Government Accountability Office, 25, 27, 28
Government Performance and Results Act of 1993 (GPRA), 20, 21, 26, 27

I

Implementation, 1, 5, 6, 7, 8, 11, 12, 13, 14, 15, 18, 20, 22, 23, 24, 28
Implementation Plans, 20, 22, 23, 24

Independent Assessments and Reviews

- Program Analysis and Evaluation (PA&E), 6, 7, 8, 20, 27, 30
- Chief Engineer, 6, 7, 8, 27, 30
- Chief, Safety and Mission Assurance, 6, 7, 9, 14, 15, 30
- Technical Authority, 8, 9, 13, 14, 15
- Life-Cycle Review, 15
- External Evaluations, 27

Integrated Budget and Performance Document (IBPD), 26, 30

Integrity, 3, 16

Inspector General, Office of, 12, 25, 27

Institutional Health, 4

L

Lean Governance, 1, 4

M

Mission Directorate, 1, 6, 7, 8, 9, 12, 13, 14, 20, 21, 22, 23, 25, 26, 27, 28, 30

Mission Success, 3, 4, 11, 12, 13, 14, 15, 27

Mission Support Authority

- Role and Definition, 15

Mission Support Office (MSO), 8, 9, 12, 14, 20, 23, 24, 25, 26, 27

N

National Aeronautics and Space Act of 1958, 2, 10, 18, 20

NASA Online Directives Information System, 29

O

Office of Management and Budget (OMB), 8, 20, 23, 24, 25, 26, 27, 28, 29

Office of Personnel Management, 24, 27-28

OMB Circular A-11, 20, 27

Operating Plan, 26, 30

Operations Management Council (OMC), 5, 7, 26, 27

P

Performance Budget, 25, 26

Planning, Programming, Budgeting, and Execution (PPBE), 9, 22, 24, 29, 30

President's Management Agenda (PMA), 18, 20, 23, 24, 26, 27, 29, 30

Process Products (of PPBE), 30

Program Analysis and Evaluation (PA&E) Office, 6, 7, 8, 20, 21, 22, 23, 27, 30

Program and Resources Audience Document, 25

Program Management Council (PMC), 5, 6, 15, 23, 27, 30

Programmatic Authority, 14

Programming, 1, 9, 19, 22, 24-25, 29, 30

R

Reporting, 19, 24, 26, 27, 28

Responsibility and Decision Making, 1, 4, 8, 9

Risk, 3, 6, 7, 11, 13, 15, 22, 23, 27, 28

Requirement Tailoring, 15, 16

S

Safety and Mission Assurance, 6, 7, 9, 12, 14, 15, 30

Strategic Management Council (SMC), 4, 5, 6, 7, 27

Strategic Management

- Capital Assets, 8, 23

- Principles, 18

- Processes, 18, 19, 22, 23, 24, 30

Strategic Plan, 5, 6, 8, 14, 18, 19, 21, 25, 30

Strategic Planning, 1, 12, 20, 21, 23, 24

Strategic Planning Guidance, 25, 30

Strategic Management System

- Budgeting, 25-26

- Execution, 26-29

- Planning, 19-24, 29

- Processes, 18

- Programming, 24-25, 29

T

Teamwork, 4

Technical Authority

- Role of Senior Management, 8-9, 13

- Role in Institutional Authority, 14-15

APPENDIX C: ACRONYMS

AA	Associate Administrator	OMC	Operations Management Council
APG	Annual Performance Goal	OCFO	Office of the Chief Financial Officer
ASM	Acquisition Strategy Meeting	OMB	Office of Management and Budget
ASP	Acquisition Strategy Planning	OPII	Office of Program and Institutional Integration
CAM	Control Account Manager	PA&E	Office of Program Analysis and Evaluation
GAO	Government Accountability Office	PAR	Performance and Accountability Report
GPRA	Government Performance and Results Act of 1993	PART	Program Assessment Rating Tool
IBPD	Integrated Budget and Performance Document	PMA	President's Management Agenda
MD	Mission Directorates	PMC	Program Management Council
MPAR	Major Program Annual Report	PPBE	Planning, Programming, Budgeting, and Execution
MSO	Mission Support Office	PSM	Procurement Strategy Meeting
NPD	NASA Policy Directive	SMC	Strategic Management Council
NODIS	NASA Online Directives Information System	SPG	Strategic Planning Guidance

APPENDIX D: GUIDE TO FURTHER INFORMATION

Section	NPD 1000.0 Topic	For Further Information	Reference Content or Key Point Description
3.1	Lean Governance	NPD 1000.3C	Terms, standards, and requirements for NASA's organizational structure and responsibilities: NPD 1000.3C: The NASA Organization w/Change 26, multiple references.
3.2	Roles and Responsibilities	NPD 1000.3C	Specific duties are described in official position descriptions of 1000.3C (multiple references).
3.3	Strategic Acquisition	NPR 7120.5D	NPR 7120 5D: NASA Space Flight Program and Project Management Requirements, Chapter 2.
3.4	Checks and Balances	NPR 7120.5D	Chapter 3.
3.4.2.1.1	Programmatic Authority	NPR 7120.5D, NPR 7120.7*	NPR 7120.5D, Chapter 3 and Appendices D and E. NPR 7120.7*: NASA Information Technology and Institutional Infrastructure Program and Project Requirements.
3.4.2.1.2	Institutional—Technical Authority	NPR 7120.5D, Chapter 3; NPR 7120.7*; NPR 7120.8	NPR 7120.5D, Chapter 3. NPR 7120.7*. NPR 7120.8: NASA Research and Technology Program and Project Management Requirements, multiple references. See POLARIS for available NPR 7120.5D training materials (https://polaris.nasa.gov/).
3.4.2.1.4	Authority Roles Regarding Risk	NPD 1000.3C	NPD 1000.3C, Section 4.6.2.3, describes specific roles of Safety and Mission Assurance and the authority to halt work.
3.4.2.2.1	Independent Life Cycle Review Process	7120.5D	Chapter 3.
3.4.2.2.3	Dissenting Opinion Process	NPR 7120.5D; Columbia Accident Investigation Board (CAIB) Report: Volume I	Specific process steps to record and resolve divergent views by a higher level of NASA management: NPR 7120.5D, Chapter 3. CAIB Report, Chapter 8, Section 8.5.
4	Strategic Management System (overview)	OMB Circular A-11; Government Performance and Results Act of 1993 (GPRA); NPD 1001.0	Planning/performance requirements: Circular A-11, Part 6; GPRA, Sections 3 and 4; NPD 1001.0: NASA Strategic Plan, available through NODIS or at http://www.nasa.gov/budget/ .
4.1.1	External Guidance	National Aeronautics and Space Act of 1958; U.S. National Space Policy (NSPD 49)	Space Act (http://history.nasa.gov/spaceact.html). Space Policy (http://www.fas.org/irp/offdocs/nspd/space.html).
4.1.4	Strategic Plan	OMB Circular A-11	Part 6, Section 210.

Section	NPD 1000.0 Topic	For Further Information	Reference Content or Key Point Description
4.1.5.3	Use of the Procurement Strategy Meeting to Implement Strategic Acquisition Decisions	NASA FAR Supplement Subpart 1807.170; NPR 7120.5D	FAR Supplement, Subpart 1807.170, describes Procurement Strategy Meeting (PSM) requirements in greater detail. NPR 7120.5D, Chapters 2 and 3 and Appendices E and F.
4.1.6.2	President's Management Agenda Initiatives	OMB President's Management Agenda Web site	http://www.whitehouse.gov/omb/budintegration/pma_index.html .
4.2	Programming: Alignment of Resources to Plans (processes in annual budget formulation)	NASA Financial Management Requirements (FMR); Annual Strategic Planning Guidance document release	FMR, Volume 4, consolidates legal, regulatory, and administrative policies into procedures applicable to NASA. The SPG, developed through a strategic decision making process, provides initial programmatic guidance for budget development.
4.3.1	Performance Budget	OMB Circular A-11	Part 6, Section 220.
4.4.1	(Execution) Controls	NPD 1200.1D	NPD 1200.1D: NASA Internal Control and Accountability.
4.4.2	Monitoring, Evaluation, and Reporting	NPR 7120.5C; NPR 7120.5D; NPR 7120.8	NPR 7120.5C: NASA Program and Project Management Processes and Requirements (applies to non-spaceflight programs), Chapters 2, 3, and 7 and Appendix H. NPR 7120.5D, multiple references. NPR 7120.8, multiple references.
4.4.2.1	Internal Evaluations	See references for 4.4.2	For Earned Value Management, see http://evm.nasa.gov/ .
4.4.2.2	External Evaluations and Reporting	NASA Advisory Council (NAC); NASA Aerospace Advisory Panel (ASAP);	The NAC Web site provides information on council activities. The ASAP Web site provides information on panel activities.
4.4.2.2.1	Performance and Accountability Reports	OMB Circulars A-11 and A-136	Circular A-11, Section 200.4, and OMB Circular A-136, Section II, provide the requirements for the PAR. NASA's annual PARs are available at http://www.nasa.gov/budget/ .
4.4.2.2.2	Major Program Annual Reports (cost and schedule reports)	NASA Authorization Act of 2005; NSPD 49	The NASA Authorization Act of 2005, Section 103, provides the reporting requirements for MPAR. NSPD 49. NASA provides MPAR information in the annual Budget Estimates (see individual projects and the MPAR subsection under Management and Performance), available at http://www.nasa.gov/budget/ .
4.4.2.2.3	PART Evaluations	OMB Assessing Program Performance Web site; ExpectMore.gov	Guidances and reference materials for OMB's Program Assessment Rating Tool (PART). Online PART ratings, related performance links, and assessments of NASA programs..
4.4.2.2.4	President's Management Agenda Scores	See reference in 4.1.6.2	See Results.gov, President's Management Agenda for scorecard information. NASA's PMA scorecard information is available at http://www.nasa.gov/budget/ .
4.6	Process Communication	NODIS (Directives Online)	http://nodis/main_lib.html .
*7120.7: NASA Information Technology and Institutional Infrastructure Program and Project Requirements is expected for publication in 2008.			



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