NASA Policy Directive

NPD 1000.3E
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COMPLIANCE IS MANDATORY FOR NASA EMPLOYEES

The NASA Organization w/Change 86

Responsible Office: Associate Administrator

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NPD 1000.3E, The NASA Organization Change Log

Chg#	Approver	Date Approved	Description/Comments
87	Associate Administrator	03/01/2021 (Published 01/21/2022)	**Chapter 4, 4.6 Mission Support Directorate** - Adds DAA for Mission Support Transformation to Line of Succession and removes Headquarters Operations hyperlink. 4.6(1) Updates narrative for the Roles and Responsibilities Common within the Mission Support Directorate to remove the Office of Headquarters Operations. 4.6(3) Updates narrative for Office of Strategic Infrastructure to remove Aircraft Management Division functions, and updated OSI line of succession. The above changes based upon Mission Support Future Architecture Program (MAP) Phase 1 decisions. **Chapter 4, 4.8 Office of the Chief Information Officer** - MSC approved KDP-C except for the base and demand services scope and cost. The Service Lines will be approved at the MSC through multiple delta KDP-Cs starting with the Pilot in Oct 2021, Wave 1 Jun 2022, and Wave 2 in Sept 2022. **Chapter 4, 4.13 Office of Safety and Mission Assurance** - Updated narrative to add aviation safety. 4.13.3.3 The Chief, Safety and Mission Assurance, based on guidance from the IV&V Advisory Board, establishes program direction for, and supervises the performance of, the NASA IV&V Program. **Chapter 5, 5.2 Ames Research Center, 5.3 Armstrong Flight Research Center, 5.4 John H. Glenn Research Center at Lewis Field, 5.5 Goddard Space Flight Center, 5.6 Lyndon B. Johnson Space Center, 5.7 John F. Kennedy Space Center, 5.8 Langley Research Center, 5.9 George C. Marshall Space Flight Center, 5.10 John C. Stennis Space Center** Updated footnotes for each Center's organization chart.
86	Associate Administrator	01/12/2022	**Chapter 6, 6.2 Center Roles** - Annual update of Center roles provided.

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85	Associate Administrator	06/09/2021	**Chapter 5, 5.10 John C. Stennis Space Center** - Updated organizational chart, minor edit to narrative section of NPD 1000.3. The structure now contains the Strategic Business Development Office. The Office of Chief Information Officer moves out from the Center Operations Directorate and established as an independent office. The Office of Chief Information Officer move is in alignment with the Mission Support Architecture Program (MAP).
84	Center Director	09/14/2020 [Published 06/17/2021]	**Chapter 5, 5.16 Independent Verification and Validation Program** - Updated organizational chart, no changes made to narrative section of NPD 1000.3. Structure changed from four to five boxes, added Office of Information Technology.
83	Associate Administrator	04/18/2021	**Administrative Change** - Changes made throughout directive to update name, wherein the NASA Management Office (NMO) was renamed the NASA Office of JPL Management and Oversight (NOJMO).
82	Associate Administrator	04/08/2021	**Chapter 2, Agency Organizational Structure** - Updated Agency Organizational Chart to remove position Associate Administrator for Space Policy and Partnerships from Administrator box. Minor changes made to narrative section of NPD 1000.3 to remove reference to the position.
81	Associate Administrator	04/05/2021	**Chapter 5, 5.7 John F. Kennedy Space Center** - Updated organizational chart to change name of Gateway Logistics Office to Deep Space Logistics Office. No changes made to narrative section.
80	Chief Human Capital Officer	02/10/2021	**Administrative Changes** - Edit made to the immediate line of succession for the Office of the Chief Human Capital Officer within 4.6 Mission Support Directorate.
79	Associate Administrator	02/12/2021	**Administrative Changes** - Updated Agency Organizational Chart based on changes made within the Office of the Administrator reporting structure and addition of positions. Changes made throughout narrative section of NPD 1000.3 to support updates to Agency chart. Revisions to update the reporting structures of some organizations based on changes made. 4.6, Mission Support Directorate 4.16 Office of Diversity and Equal Opportunity 4.18 Office of the General Counsel 4.19, Office of International and Interagency Relations 5.11, NASA Management Office.

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78	Chief Human Capital Officer	01/07/2021	**Administrative Changes** - Changes made throughout directive to update name, wherein the Plum Brook Station was renamed the Neil A. Armstrong Test Facility. Change signed into public law no. 116-218 on 12/30/2020.
77	Associate Administrator	10/27/2020	**Chapter 5, 5.6 Lyndon B. Johnson Space Center** - Updated organizational chart, no changes made to narrative section of NPD 1000.3.
76	Associate Administrator	11/03/2020	**Chapter 3, 3.6 Agency Program Management Council Charter** - Changes made to the Membership section.
75	Associate Administrator	08/12/2020	**Chapter 4, 4.18 Office of the General Counsel** - Updated organizational chart and minor changes made to narrative section of NPD 1000.3. Changes from Mission Support Future Architecture Program (MAP) Phase 3 decision. Chapter 5, 5.2 - 5.10 - Updated Center Charts to align with Mission Support Future Architecture Program (MAP) Phase 3 decision for OGC office name changes: 5.2 Ames Research Center 5.3 Armstrong Flight Research Center 5.4 John H. Glenn Research Center at Lewis Field 5.5 Goddard Space Flight Center 5.6 Lyndon B. Johnson Space Center 5.7 John F. Kennedy Space Center 5.8 Langley Research Center 5.9 George C. Marshall Space Flight Center
74	Deputy Associate Administrator	04/10/2020	**Chapter 4, 4.21** - Realignment of Small Business Program out of Mission Support Directorate to own Directorate. MSD org chart and Agency org chart updated as a result of change in reporting structure of Small Business.
73	Associate Administrator	09/15/2020	**Chapter 4, 4.3 Human Exploration and Operations Mission Directorate** - Minor edits to remove office no longer in existence and establish Systems Engineering and Integration function. Immediate line of succession updated to be consistent with updates.
72	Associate Administrator	09/14/2020	**Chapter 4, 4.16 Office of Diversity and Equal Opportunity** - Updated organizational structure to divide the current division named "Equal Opportunity Complaints and Programs Division and Field Operations" into two divisions. No changes made to narrative section of NPD 1000.3.
71	Office of the Agency Council Staff	08/12/2020	**Chapter 6, Decision Thresholds and Center Roles** - Chapter 6, Decision Thresholds and Center Roles - Updated Chapter 3 with MSC charter adjustments to reflect new Capability Portfolio management responsibilities per NPD 8600.1/NPR 8600.1, and retire chartered functions which are no longer relevant or exercised. Significant

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			revision to format and content of governance Decision Thresholds from prior 2015 update to (1) consolidate format of integrated thresholds to more concisely provide systems level view, (2) synchronize with Agency Council charters as updated in 2018, (3) document delegation of some authority from MSC to ITC and MSPMC and synchronize with their respective charters, (4) reflect the new role of the ASC in acquisition/partnerships and retirement of the PC, (5) capture other miscellaneous adjustments and clarifications based on changes to external policy or Agency council decisions or practice. Regular update to Center Roles including but not limited to roles associated with Moon to Mars campaign.
70	Associate Administrator	06/17/2020	**Chapter 4, 4.6 Mission Support Directorate** - Updated narrative section and immediate line of succession for Office of Protective Services. Link for OPS updated. Changes from Mission Support Future Architecture Program (MAP) Phase 2 decisions.
69	Associate Administrator	06/01/2020	**Chapter 4, 4.2 Aeronautics Research Mission Directorate** - Updated the organizational structure to create Aerosciences Evaluation and Test Capabilities Office. In support of decision made by Congress. Updated narrative section.
68	Associate Administrator	04/23/2020	**Chapter 4, 4.4 Science Mission Directorate** - Updates to organizational structure to establish the Mars Sample Return (MSR) Program Office and realign the Biological and Physical Sciences (BPS) group within the Human Exploration and Operations Mission Directorate to SMD as a science division. Updated narrative section.
67	Associate Administrator	04/12/2020	**Chapter 4, 4.13 Office of Safety and Mission Assurance** - Updates include establishing a new division, renaming two existing divisions, and realigning functions and staff. Updated organizational structure and narrative section.
66	Chief Human Capital Officer	06/07/2020	**Chapter 5, 5.4 John H. Glenn Research Center at Lewis Field** - Update to organizational structure to change the name of the Office of GRC Human Resources to GRC Human Resources Office.
65	Chief Health and Medical Officer	03/23/2020	**Chapter 4, 4.12 Office of the Chief Health and Medical Officer** - Updates to narrative section to add responsibilities with respect to the To Research, Evaluate, Assess, and Treat (TREAT) Astronauts Act.

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64	Associate Administrator for Mission Support	01/14/2020	**Chapter 4, 4.6 Mission Support Directorate (MSD)** - Updates to narrative section of Headquarters Operations, to show realignment of functions from MAP implementation.
63	Associate Administrator	02/21/2020	**Chapter 5, 5.2 - 5.10**- Updated Center Charts to align with Mission Support Future Architecture Program (MAP) Phase 2 decisions: 5.2 Ames Research Center 5.3 Armstrong Flight Research Center 5.4 John H. Glenn Research Center at Lewis Field 5.5 Goddard Space Flight Center 5.6 Lyndon B. Johnson Space Center 5.7 John F. Kennedy Space Center 5.8 Langley Research Center 5.9 George C. Marshall Space Flight Center
62	Associate Administrator	12/10/2019	**Chapter 5, 5.7 John F. Kennedy Space Center**- Update to organizational structure to include the Gateway Logistics Office. No changes made to narrative section of NPD 1000.3.
61	Associate Administrator	12/27/2019	**Chapter 5, 5.9 George C. Marshall Space Center**- Update to organizational structure to include the Human Landing System Program Office. No changes made to narrative section of NPD 1000.3.
60	Associate Administrator	12/10/2019	**Chapter 2 - Agency Organizational Structure**- Updated Agency Organizational Chart to show Office of Small Business Programs reporting structure. No changes made to narrative section of NPD 1000.3.
59	Associate Administrator	09/25/2019	**Chapter 4, 4.6, 4.15, and 4.16** - Updates made to narrative section and organizational charts for the following sections to align with Mission Support Future Architecture Program (MAP) Phase 2 decisions: 4.6 Mission Support Directorate realignment of the Office of Small Business Programs to the Mission Support Directorate; Updates to internal MSD link for Common Responsibilities for Office of Procurement; 4.15 Office of Communication; 4.16 Office of Diversity and Equal Opportunity. Updates also made to sections 4.6.2.1 and Section 4.6.3.1 to implement a decision from the 10/16/2018 Executive Council meeting regarding MSD AA decision authority for matters of partnership approval process/procedure.

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58	Associate Administrator	12/04/2019	**Chapter 4, 4.7 Office of the Chief Financial Officer** - Updated to realign the line of immediate succession and update organizational chart.
57	Associate Administrator	09/23/2019	**Chapter 4, 4.4 Science Mission Directorate** - Updated to realign the NASA Management Office to the Science Mission Directorate and the Strategic Integration and Management Division will be dissolved.
56	Associate Administrator	09/17/2019	**Chapter 7, The Organizational Change Process** Restructured to more clearly define the process, roles, and responsibilities.
55	Associate Administrator	09/10/2019	**Chapter 2, Agency Leadership and Organizational Structure** Updated Agency Organizational Chart to show updated Agency reporting structure. No changes made to narrative section of NPD 1000.3.
54	Associate Administrator	09/05/2019	**Chapter 1** Minor edits to remove positions that no longer in existence and make necessary changes to support change 51.
53	Associate Administrator	08/20/2019	**Chapter 5, 5.2 5.10** Updated Center Charts to align with Mission Support Future Architecture Program (MAP) October 2018: 5.2 Ames Research Center 5.3 Armstrong Flight Research Center 5.4 John H. Glenn Research Center at Lewis Field 5.5 Goddard Space Flight Center 5.6 Lyndon B. Johnson Space Center 5.7 John F. Kennedy Space Center 5.8 Langley Research Center 5.9 George C. Marshall Space Flight Center 5.10 John C. Stennis Space Center
52	Associate Administrator	08/08/2019	**Chapter 1, -**Minor edits to remove positions that no longer in existence and make necessary changes to support change 51.
51	Associate Administrator	08/08/2019	**Chapter 2, -** Agency Leadership and Organizational Structure Updated Agency Organizational Chart to show NMO reporting structure. Updated Agency reporting structure. Changes made to narrative section of NPD 1000.3.
50	Office of the Administrator	07/01/2019	**Chapter 4, Administrative Changes, -** Line of Succession changed to Immediate Line of Succession, changing to only line of first three to align with Chapter 5.
49	Associate Administrator	6/28/19	**Chapter 4, 4.20** Office of Legislative and Intergovernmental Affairs - Update to organizational structure to include to remove Appropriations Division. Changes made to narrative section of NPD 1000.3.

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48	Office of the Agency Council Staff	6/26/19	**Chapter 6, Decision Thresholds and Center Roles** Updated the Center roles and responsibilities in the document.
47	Chief Human Capital Officer	06/17/2019	**Chapter 1, General Provisions** Updated the name ofthe Independent Verification and Validation Facility (IV&V) to the Katherine Johnson Independent Verification and Validation Facility which was made effective by NASA on February 22, 2019.
46	Associate Administrator	06/06/2019	**Chapter 4, 4.15, Office of Communications** Updated organizational structure to streamline from six divisions to two. Only the Line of Succession was changed in the narrative section.
45	Associate Administrator	05/24/2019	**Chapter 5, 5.6 Johnson Space Center** Update to organizational structure to include the Gateway Program Office. No changes made to narrative section of NPD 1000.3.
44	Associate Administrator for International and Interagency Relations	05/02/2019	**Chapter 4, 4.19 Office of International and Interagency Relations** Updated Line of Succession only.
43	Chief of Staff	03/26/2019	**Chapter 3, Charters for NASA Advisory and Governance Bodies** Added a new Agency Governing Council, the Acquisition Strategy Council; updated Council memberships and made some minor changes as needed throughout all charters.
42	Associate Administrator	03/25/2019	**Chapter 2, Agency Leadership and Organizational Structure** - Updates for Office of the Administrator support the restructuring of the Office of Strategy and Plans to the Office of Strategic Engagement and Assessments (OSEA). Title changes made throughout as needed. Agency organizational structure updated to also include office name changes as a result of Changes 35 and 39.
41	Chief Information Officer	02/14/2019	**Chapter 4, 4.8, Office of the Chief Information Officer (OCIO)** - Minor change to one division. The Technology, Data, and Innovation Division was changed to Transformation and Data Division. The Line of Succession was also updated with the new name.

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40	Chief Human Capital Officer	12/13/2018	**Administrative Changes** Changes made throughout the directive to update the organization name as a result of Change 39, wherein the Mission Support Directorate's Office of Human Capital Management was renamed the Office of the Chief Human Capital Officer.
39	Associate Administrator	10/26/2018	**Chapter 4, 4.6, Mission Support Directorate (MSD)** Change to organizational structure to support renaming the Office of Human Capital Management to the Office of the Chief Human Capital Officer (OCHCO). Updates to internal MSD links for Common Responsibilities, OCHCO, and Headquarters Operations support the new name and necessary functional changes.
38	Associate Administrator	10/19/2018	**Chapter 4, 4.6, Mission Support Directorate (MSD)** - Revisions throughout with majority of changes to remove commonalities throughout MSD subcomponent organizations and add a new section to show roles and responsibilities common to organizations within MSD.
37	Center Director	10/09/2018	**Chapter 5, 5.7, Kennedy Space Center** - Update to Center Line of Succession and modified the organizational placement of several organizations on the org chart.
36	Center Director	10/02/2018	**Administrative Changes** - Changes made throughout the directive to update the organization name as a result of Changes 35, wherein the Office of Education was renamed the Office of STEM Engagement.
35	Associate Administrator	08/27/2018	**Chapter 4, 4.17, Office of Educations** - Updated the organizational structure to first rename the organization to the Office of STEM Engagement and then rename both internal divisions. These changes support an Agency decision to adopt the October 2017 recommended Business Services Assessment Implementation Plan for Public and STEM Engagement.
34	Associate Administrator	07/02/2018	**Chapter 4, 4.7, Office of the Chief Financial Officer** - Changes include the transfer of the grants management function from the Office of Procurement along with the renaming of one of the Divisions within OCFO.
33	Center Director	07/02/2018	**Chapter 5, 5.5 Goddard Space Flight Center** - Update to organizational structure to change the name of the Applied Engineering and Technology Directorate to the Engineering and Technology Directorate.
32	Center Director	04/23/2018	**Chapter 5, 5.2 Ames Research Center** - Update to Line of Succession only.
31	Associate Administrator	04/11/2018	**Chapter 1 and Table of Contents** - Minor edits to remove positions or offices no longer in existence and make necessary changes to support changes 26-30.

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30	Associate Administrator	04/11/2018	**Chapter 6, Decision Thresholds and Center Roles** -Retitled to include section for Agency-level linked attachments and moved previous data to Chapter 3. 6.1 Decision Thresholds of NASA's Governing Councils 6.2 Center Roles
29	Associate Administrator	04/11/2018	**Chapter 5, 5.1 5.12** -Updated to include a new section of roles and responsibilities common to all Center Directors. Streamlined all Center sections to one page with link to Center Roles. Modified NMO and JPL entries to include specific responsibilities of NMO Director and relationship to JPL Lab Director. 5.1 Roles and Responsibilities Common to Center Directors 5.2 Ames Research Center 5.3 Armstrong Flight Research Center 5.4 John H. Glenn Research Center at Lewis Field 5.5 Goddard Space Flight Center 5.6 Lyndon B. Johnson Space Center 5.7 John F. Kennedy Space Center 5.8 Langley Research Center 5.9 George C. Marshall Space Flight Center 5.10 John C. Stennis Space Center 5.11 NASA Management Office 5.12 Jet Propulsion Laboratory
28	Associate Administrator	04/11/2018	**Chapter 4, 4.1 4.5** -Updated to include a new section of roles and responsibilities common to Mission Directorates Associate Administrators. Updated and streamlined entries for each Mission Directorate. 4.1 Roles and Responsibilities Common to Mission Directorate Associate Administrators 4.2 Aeronautics and Research Mission Directorate 4.3 Human Exploration and Operations Mission Directorate 4.4 Science Mission Directorate 4.5 Space Technology Mission Directorate
27	Associate Administrator	04/11/2018	**Chapter 3, Charters for NASA Advisory and Governance Bodies** -Retitled and moved sections for Agency Governance Council Charters and FACA Committees. Majority of charter changes were made under the following sections: Council Affiliation, Functions, Meetings, and Assessment. Synced FACA section to current active committees. 3.1 NASA Charters 3.2 Federal Advisory Committee Act (FACA) Committees Governing Councils 3.3 Executive Council 3.4 Senior Management Council 3.5 Agency Program Management Council 3.6 Mission Support Council

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26	Associate Administrator	04/11/2018	**Chapter 2, Agency Leadership and Organizational Structure** -Updated to include a new section of roles and responsibilities common to all Center Directors. Streamlined all Center sections to one page with link to Center Roles. Modified NMO and JPL entries to include specific responsibilities of NMO Director and relationship to JPL Lab Director.
25	Associate Administrator	03/20/2018	**4.16 OFFICE OF DIVERSITY AND EQUAL OPPORTUNITY** -Updates to organizational structure includes office name changes and realignment of functions and staff. Only the Line of Succession was changed in the narrative section. Updates include the establishing a new division, renaming several other divisions, and realigning functions and staff. Updated organizational structure and narrative sections.
24	Acting Associate Administrator	03/20/2018	**4.16 4.8 OFFICE OF THE CHIEF INFORMATION OFFICER** -Updates include the establishing a new division, renaming several other divisions, and realigning functions and staff. Updated organizational structure and narrative sections.
23	Acting Associate Administrator	01/23/2018	**5.7 KENNEDY SPACE CENTER** -Updated name change on organizational chart and narrative. The Ground Systems Development and Operations Program name changed to the Exploration Ground Systems Program per ESD-MD-12029 dated 11/16/17.
22	Center Director	10/23/2017	**5.2 ARMSTRONG FLIGHT RESEARCH CENTER** -Updated Line of Succession and changed Mission Operations Directorate to include Office of Chief Information Officer.
21	Associate Administrator	09/22/2017	**RESCINDED** -Change 17 as Center did not implement and the record was returned to its prior state.
20	Associate Administrator	08/28/2017	**5.2 ARMSTRONG FLIGHT RESEARCH CENTER** -Substantial changes to Center structure to better align organizations under several key Directorates. No changes made to narrative section of NPD 1000.3.
19	Associate Administrator	08/01/2017	**4.4 SCIENCE MISSION DIRECTORATE (SMD)** -Updated the Center's organizational structure to establish the Science Engagement and Partnerships Division. No changes made to narrative section of NPD 1000.3.
18	Center Director	07/31/2017	**5.3 GLENN RESEARCH CENTER** -Updated Line of Succession.
17	Associate Administrator	07/24/2017	**RESCINDED**

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16	Assistant Administrator for Procurement	03/20/2017	**4.6 MISSION SUPPORT DIRECTORATE**Updated Line of Succession for Office of Procurement. Link for OP updated.
15	Associate Administrator	11/07/2016	**5.9 MARSHALL SPACE FLIGHT CENTER (MSFC)**Updated the Center's organizational chart due to the transformation of the Flight Programs Partnerships Office to the Human Exploration Development and Operations Office. Minor changes to the narrative section of NPD 1000.3 were made to support these changes.
14	Associate Administrator	09/22/2016	**5.1 AMES RESEARCH CENTER (ARC)**Updated the Center's Organizational chart by abolishing two organizations (Partnerships Directorate and Strategic Communications and Education Directorate), establishing two organizations (Partnerships Office and Public Affairs Office) and renaming the Human Capital Office to Human Capital and Education Directorate. No edits made to the Center's narrative section of NPD 1000.3.
13	Associate Administrator	08/19/2016	**4.3 SPACE TECHNOLOGY MISSION DIRECTORATE and 4.10 OFFICE OF THE CHIEF TECHNOLOGIST**-Organizational structures for both organizations modified as a result of two Executive Council decisions to move functional responsibilities. Minor edits made throughout the narrative sections of NPD 1000.3 to support these changes.
12	Associate Administrator for Mission Support	06/20/2016	**4.6 MISSION SUPPORT DIRECTORATE** Revised organizational structure within the Office of Strategic Infrastructure (OSI) to establish the Space Environments Testing Management Office (SETMO). Link for OSI updated.
11	Associate Administrator	04/25/2016	**4.15 OFFICE OF COMMUNICATIONS** Revised organizational structure by eliminating the current two divisions and creating six smaller, more manageable divisions. Edits made throughout the narrative section of NPD 1000.3.
10	Director, Office of Agency Council Staff	02/04/2016	**ADMINISTRATIVE CHANGES** Changes made to Agency-level council charters to support decisions made as a result of EC-2015-03-001 and other counsel chair decisions. 6.3 Executive Council 6.4 Mission Support Council 6.5 Agency Program Management Council 6.6 Senior Management Council

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9	Assistant Administrator for Human Capital Management	12/22/2015	**ADMINISTRATIVE CHANGES** Administrative changes made throughout to support the dissolution of the Office of Evaluation and the Independent Program Assessment Office (IPAO) (also see Change 5). Major changes include: Chapter 2. Agency-wide organizational chart Chapter 5. 5.8 Langley Research Center organizational chart and 5.15, IPAO Chapter 6. Charter membership changes (PMC and SMC)
8	Associate Administrator	11/06/2015	**4.7 OFFICE OF THE CHIEF FINANCIAL OFFICER** Revised organizational structure to better align the functions of the office. Created the Deputy CFO for Appropriations and the Associate Deputy CFO offices and realigned the Mission Support Office. No edits made to narrative section of NPD 1000.3.
7	Center Director	11/02/2015	**5.1 AMES RESEARCH CENTER (ARC)** Updated the Center's Line of Succession.
6	Center Director	11/02/2015	**Executive Council Decision Memo** Changes made as a result of EC-2014-06-002a Role of Jet Propulsion Laboratory with Governance Councils. 5.5 Jet Propulsion Laboratory 6.5 Program Management Council.
5	Associate Administrator	10/26/2015	**4.1 OFFICE OF THE ADMINISTRATOR** Streamlining independent assessment of NASA's programs and projects has been identified as an option to assist the Agency as it moves to a more efficient operating model. Organizational changes include dissolving the Office of Evaluation and its Independent Program Assessment Office (IPAO); while transferring the functions of the Cost Analysis Division to the Office of the Chief Financial Officer. Updated the Agency-wide chart to support this change.
4	Associate Administrator	10/02/2015	**5.16 NASA MANAGEMENT OFFICE (NMO)** Changes move the NMO from the Office of the Administrator. No organizational chart changes needed. Minor edits to narrative section in support of the change.
3	Associate Administrator for Human Capital Management	06/17/2015	**4.5 AERONAUTICS RESEARCH MISSION DIRECTORATE** Revised organizational structure shows a full restructuring in support the NASA strategic vision for aeronautics research. The Line of Succession was updated to support the new division titles.
2	Assistant Administrator for Human Capital Management	05/1/2015	**ADMINISTRATIVE CHANGES** Charters for Agency-level Councils (Executive Council, Mission Support Council, Program Management Council, and Senior Management Council) were updated on April 15, 2015. Changes were made throughout Chapters 4 and 5 to update membership information for Headquarters Officials

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			and Center Directors based on the membership information included in the council charters.
1	Assistant Administrator for Human Capital Management	5/1/2015	**ADMINISTRATIVE CHANGES** Revisions to update the reporting structures of some organizations based on changes made within the Office of the Administrator. 4.6, Mission Support Directorate 4.15, Office of Communications 4.17, Office of Education 4.19, Office of International and Interagency Relations 4.20, Office of Legislative and Intergovernmental Affairs 5.15, NASA Independent Program Assessment Office

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Preface

P.1 Purpose

This NASA Policy Directive (NPD) documents the NASA organization, defines terms, and sets forth the standards and requirements for establishing, modifying, and documenting the NASA organizational structure and for assigning organizational responsibilities. Specific duties of NASA officials are described in their official position descriptions rather than in this document.

P.2 Applicability

This NPD is applicable to NASA Headquarters, NASA Centers, and NASA's Component Facilities. It also applies to the Inspector General (IG), except in so far as it contravenes the requirements of the IG Act (Public Law 95-452), as amended (5 U.S.C. Appendix).

P.3 Authority

The National Aeronautics and Space Act, as amended, 51 U.S.C. § 20113.

P.4 Applicable Documents and Forms

a. NPD 1000.0, NASA Governance and Strategic Management Handbook.
b. NPD 1001.0, NASA Strategic Plan.

P.5 Measurement/Verification

None.

P.6 Cancellation

NPD 1000.3D, NASA Organization, dated December 3, 2008.

/S/
Charles F. Bolden, Jr.
Administrator

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Chapter 1: General Provisions

1.1 Organizational Standards.

1.1.1 The Administrator decides the overall mission, organizational structure, and governance of the Agency.

1.1.2 The Deputy Administrator approves changes to mission statements and organizational charts for the Office of the Administrator, the Office of the Inspector General, and all Headquarters Offices not listed in section 1.1.3 below.

1.1.3 The Associate Administrator approves changes to mission statements and organizational charts for the Mission Support Directorate, the Office of Safety and Mission Assurance, the Office of the Chief Engineer, the Office of the Chief Technologist, the Office of the Chief Scientist, the Mission Directorates, and the Centers.

1.1.4 Changes to mission statements and organizational charts for Technical and Service Support Centers will be approved by the Deputy Administrator or the Associate Administrator, depending on the Centers' reporting structure.

1.1.5 The Officials-in-Charge of Headquarters Offices (OICs) and Center Directors will approve their mission statements and organizational structures below the level shown on the organizational charts identified in Chapters 4 and 5. The corresponding organizational charts will be maintained by the OIC or Center Director.

1.1.6 Organizational processes, such as ad hoc or temporary advisory groups or positions, will not be identified on the organizational charts. Special working relationships with other organizations will be described in the Special Relationships paragraph of the mission statement but not shown on the organizational chart.

1.1.7 Affected parties, including Congressional committees, employees, officially recognized employee unions, suppliers, customers, and supporting organizations should be notified of significant aspects of the organizational change process.

1.2 Terms.

1.2.1 Installations.

1.2.1.1 Headquarters is composed of the following:

a. Office of the Administrator. This term includes the following officials:

(1) Administrator.
(2) Deputy Administrator.
(3) Associate Administrator.
(4) Deputy Associate Administrator.
(5) Chief of Staff.
(6) Associate Administrator for Strategic Engagement and Assessments.
(7) Senior Climate Advisor.
(8) Deputy Chief of Staff.

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b. Office of Inspector General.

c. Administrator Staff Offices.

(1) Office of the Chief Financial Officer.
(2) Office of the Chief Information Officer.
(3) Office of the Chief Scientist.
(4) Office of the Chief Technologist.
(5) Office of the Chief Engineer.
(6) Office of the Chief Health and Medical Officer.
(7) Office of Safety and Mission Assurance.
(8) Office of Communications.
(9) Office of Diversity and Equal Opportunity.
(10) Office of STEM Engagement.
(11) Office of the General Counsel.
(12) Office of International and Interagency Relations.
(13) Office of Legislative and Intergovernmental Affairs.
(14) Office of Small Business Programs.

d. Mission Directorates.

(1) Aeronautics Research Mission Directorate.
(2) Human Exploration and Operations Mission Directorate.
(3) Science Mission Directorate.
(4) Space Technology Mission Directorate.

e. Mission Support Directorate.

(1) Office of Human Capital Management.
(2) Office of Strategic Infrastructure.
(3) Office of Headquarters Operations.
(4) NASA Shared Services Center.
(5) Office of Procurement.
(6) Office of Protective Services.
(7) Office of Small Business Programs.

1.2.1.2 Centers. Primary NASA field entities, each led by a Center Director. Some Centers have Component Facilities that may be geographically separated from the parent Center. Such facilities are led by a Manager or Head who reports to the parent Center official.

a. Ames Research Center (ARC).
b. Armstrong Flight Research Center (AFRC).
c. John H. Glenn Research Center (GRC) at Lewis Field.
d. Goddard Space Flight Center (GSFC).
e. Lyndon B. Johnson Space Center (JSC).
f. John F. Kennedy Space Center (KSC).
g. Langley Research Center (LaRC).
h. George C. Marshall Space Flight Center (MSFC).
i. John C. Stennis Space Center (SSC).
j. NASA Office of JPL Management and Oversight (NOJMO).

1.2.1.3 Jet Propulsion Laboratory (JPL). A Federally Funded Research and Development Center

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(FFRDC) managed by the NASA Office of JPL Management and Oversight (NOJMO).

1.2.1.4 Component Facilities. NASA Installations, with their parent Center annotated, are as follows:

a. Deep Space Network - Goldstone, CA; Canberra, Australia; and Madrid, Spain (NOJMO/JPL).
b. Goddard Institute for Space Studies (GISS).
c. Michoud Assembly Facility (MAF) (MSFC).
d. Neil A. Armstrong Test Facility (NATF) (GRC).
e. Space Network (White Sands, NM) (GSFC).
f. Wallops Flight Facility (WFF) (GSFC).
g. White Sands Test Facility (WSTF) (JSC).

1.2.1.5 Technical and Service Support Centers. Technical and Service Support Centers provide specialized technical and administrative expertise and support for the following NASA programs, projects, and operations:

a. NASA Engineering and Safety Center (NESC).
b. NASA Shared Services Center (NSSC).
c. NASA Safety Center (NSC).
d. Katherine Johnson Independent Verification and Validation Facility.

1.2.2 Officials-in-Charge (OIC) of Headquarters Offices. Listed in the order they appear on the OIC distribution list, the OICs are as follows:

a. Administrator.
b. Deputy Administrator.
c. Associate Administrator.
d. Deputy Associate Administrator.
e. Chief of Staff.
f. Deputy Chief of Staff.
g. Associate Administrator, Strategic Engagement and Assessments.
h. Chief Financial Officer.
i. Chief Information Officer.
j. Chief Engineer.
k. Chief Health and Medical Officer.
l. Chief Human Capital Officer.
m. Chief Safety and Mission Assurance.
n. Chief Scientist.
o. Chief Technologist.
p. General Counsel.
q. Inspector General.
r. Associate Administrator for Communications.
s. Associate Administrator for Diversity and Equal Opportunity.
t. Associate Administrator for STEM Engagement.
u. Associate Administrator for International and Interagency Relations.
v. Associate Administrator for Legislative and Intergovernmental Affairs.
w. Associate Administrator for Small Business Programs.
x. Associate Administrator for Aeronautics Research Mission Directorate.
y. Associate Administrator for Human Exploration and Operations Mission Directorate.
z. Associate Administrator for Science Mission Directorate.

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aa. Associate Administrator for Space Technology Mission Directorate.
bb. Associate Administrator for Mission Support Directorate.
cc. Assistant Administrator for Procurement.
dd. Assistant Administrator for Protective Services.
ee. Assistant Administrator for Strategic Infrastructure.
ff. Executive Director, NSSC.
gg. NASA Office of JPL Management and Oversight.

1.3 Line of Succession. In the following order: Deputy Administrator; Associate Administrator; and Chief of Staff. The process for designating an Acting Administrator is set forth at 5 U.S.C. §3345 et. seq.

1.3.1 Under Section 202(b) of the Space Act, the Deputy Administrator shall act for, and exercise the powers of, the Administrator during his or her absence or disability. In the event that the position of the Administrator becomes vacant, the Deputy Administrator shall serve as Acting Administrator immediately and automatically upon occurrence of the vacancy up to the appointment of a new Administrator, Presidential action under the Vacancies Reform Act, 5 U.S.C. §3345, or the expiration of authority under the Vacancies Reform Act. If both the Offices of the Administrator and Deputy Administrator are vacant or if the Office of the Administrator is vacant and authority for the Deputy Administrator to serve under the Vacancies Reform Act has expired, no individual can serve as the Acting Administrator without Presidential action unless otherwise authorized by law. However, in that event, all authorities of the Administrator that may be legally delegated are delegated to the incumbent official in the following order of precedence: Deputy Administrator; Associate Administrator; Chief of Staff; Center Director for Johnson Space Flight Center; Center Director for Kennedy Space Center; and Center Director for Marshall Space Flight Center. In consultation with the General Counsel, such official exercising authority under this delegation shall also request Presidential action for the appointment of an Acting Administrator.

1.3.2 OICs of Headquarters Offices and Center Directors. Whenever an OIC or Center Director is unable to perform assigned duties, the permanently assigned incumbents of the positions listed in the Line of Succession of each mission statement (Chapters 4 and 5) are authorized to serve, in the order listed, in an acting capacity for the OIC or Center Director and to carry out all functions, powers, and duties of such position, except the duty of the OIC or the Center Director to succeed to any other NASA position, pursuant to laws and emergency authorities.

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Chapter 2: Agency Leadership and Organizational Structure

2.1 Office of the Administrator

2.1.1 MISSION. This office provides overall leadership, planning, policy direction, management, and coordination for all NASA activities.

2.1.2 OVERALL RESPONSIBILITIES.

2.1.2.1 The Administrator leads the Agency and is accountable to the President for all aspects of the Agency's mission, including establishing and articulating the Agency's vision, strategy, and priorities and overseeing successful implementation of all supporting policies, programs, activities, and performance assessments. As part of exercising oversight, all Technical and Institutional Authorities (Agency Chiefs) report to the Administrator. The Administrator performs all necessary functions to govern NASA operations and exercises the powers vested in NASA by law.

2.1.2.2 The Deputy Administrator advises the Administrator on overall leadership, planning, and policy direction for the Agency. The Deputy Administrator performs the duties and exercises the powers delegated by the Administrator. The Deputy Administrator acts for the Administrator in his or her absence by performing all necessary functions to govern NASA operations and exercise the powers vested in NASA by law.

2.1.2.3 The Associate Administrator performs the duties and exercises the powers delegated by the Administrator and acts for the Administrator in the absence of the Administrator and Deputy Administrator. The Associate Administrator is responsible for integrating the technical and programmatic elements of the Agency. The Associate Administrator oversees the Agency's Centers, programs, Technical Authorities, and the NASA Office of JPL Management and Oversight. The Associate Administrator oversees the planning, directing, organization, and control of the day-to-day Agency technical and programmatic operations, including establishing controls over Agency activities, providing a means for evaluating mission accomplishments, and correcting deficiencies.

2.1.2.4 The Deputy Associate Administrator is responsible for integrating the mission support elements of the Agency. The Deputy Associate Administrator oversees the Agency's mission support functions through the Mission Support Directorate, Centers, and appropriate staff offices. The Deputy Associate Administrator also performs the duties and exercises the powers delegated by the Associate Administrator and acts for the Associate Administrator in the absence of the Associate Administrator.

2.1.2.5 The Chief of Staff is responsible for coordinating the management and execution of initiatives, programs, and policies in critical areas of concern to the Administrator and ensuring that the strategic goals and objectives established by the Administrator are achieved. The Chief of Staff directs the Office of the Administrator, oversees the Office of the Agency Council Staff, and also serves as a liaison to the White House staff.

2.1.2.6 The Associate Administrator for Strategic Engagement and Assessments directs the Office of Strategic Engagement and Assessments. This position is responsible for integrating NASA's strategic engagement efforts in support of the Administrator, as well as coordinating strategy across the Agency for space and aeronautics.

2.1.2.7 The mission statements for the offices and functions that provide support to the Office of the Administrator are included below.

a. Office of Strategic Engagement and Assessments (OSEA). The OSEA focuses on strategic engagements in international, commercial and intergovernmental areas to align Mission and Agency-level activities. It is supported by targeted and timely studies and assessments to inform NASA senior leadership. The OSEA seeks to focus and enable Agency goals, policy, and strategy by maintaining awareness of critical emerging issues both internal and external to the Agency, engaging leadership as needed, identifying the trade space for key Agency decisions, and conducting independent studies and analysis to support decision making.

b. Office of Agency Council Staff (OACS). The OACS is responsible for ensuring the overall function of Agency governance. OACS is responsible for ensuring the implementation of Agency governance, while working with Agency organizations to prepare decision packages for Agency-level councils and providing the staff work for Agency Governance Councils and other Agency governance functions and bodies as directed by the Administrator.

c. Enterprise Protection Program (EPP). The EPP, led by the Principal Advisor for Enterprise Protection (PAEP) who

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reports to the Associate Administrator, provides advice and recommendations on threats, vulnerabilities, mitigations, security, and assessments of NASA missions, activities, critical capabilities, and technologies. While implementing a plan to coordinate protection efforts across the Agency and promote enterprise-level solutions, the PAEP is the NASA representative to the Space and Security Defense Program and similar entities and functions.

2.1.2.8 The following special bodies support the Office of the Administrator in execution of certain duties, and as such align to the Office of the Administrator rather than to any of the Agency Governance Councils:

a. Executives Resources Board (ERB).
b. Incentives Award Board (IAB).
c. Senior Executive Committee (SEC).
d. Inventions and Contributions Board (ICB).

2.1.3 SPECIAL RELATIONSHIPS.

2.1.3.1 The Administrator chairs the Executive Council and Senior Management Council.

2.1.3.2 The Administrator appoints the Agency Chief Operating Officer (COO), Performance Improvement Officer (PIO), and the Chief Acquisition Officer (CAO) to ensure the Agency's mission is achieved through management of activities in accordance with respective laws including the 2010 GPRA Modernization Act. The COO and PIO are responsible for activities as designated by OMB Circular No. A-11. The CAO is responsible for activities as designated by 41 U.S.C § 1702(b). The GPRA Modernization Act requires all agency heads to designate a COO. Agency heads in consultation with the COO will designate a senior executive as the Agency PIO. The PIO must report directly to the COO or Agency head. The Administrator has currently appointed the Associate Administrator to serve as the Agency COO and the Chief Financial Officer to serve as both the PIO and CAO.

2.1.3.3 The Deputy Administrator is the alternate Chair for the Executive Council and Senior Management Council.

2.1.3.4 The Associate Administrator chairs the Agency Program Management Council.

2.1.3.5 The Deputy Associate Administrator chairs the Mission Support Council.

2.1.4 LINE OF SUCCESSION. In the following order: Deputy Administrator; Associate Administrator; and Chief of Staff. The process for designating an Acting Administrator is set forth at 5 U.S.C. 3345 et. seq.

2.1.4.1 Under Section 202(b) of the Space Act, the Deputy Administrator shall act for and exercise the powers of the Administrator during his or her absence or disability. In the event that the Office of the Administrator becomes vacant, the Deputy Administrator shall serve as Acting Administrator immediately and automatically upon occurrence of the vacancy up to the appointment of a new Administrator, Presidential action under the Vacancies Reform Act, 5 U.S.C. 3345, or the expiration of authority under the Vacancies Reform Act. If both the Offices of the Administrator and Deputy Administrator are vacant or if the Office of the Administrator is vacant and authority for the Deputy Administrator to serve under the Vacancies Reform Act has expired, no individual can serve as the Acting Administrator without Presidential action unless otherwise authorized by law. However, in that event, all authorities of the Administrator that may be legally delegated are delegated to the incumbent official in the following order of precedence: Deputy Administrator; Associate Administrator; Chief of Staff; Center Director for Johnson Space Flight Center; Center Director for Kennedy Space Center; and Center Director for Marshall Space Flight Center. In consultation with the General Counsel, such official exercising authority under this delegation shall also request Presidential action for the appointment of an Acting Administrator.

2.1.5 DELEGATION AND REDELEGATION. Except as may be specified in laws, regulations, or directives, OICs and Center Directors have full authority to carry out the responsibilities of their offices, and they may redelegate this authority as deemed appropriate.

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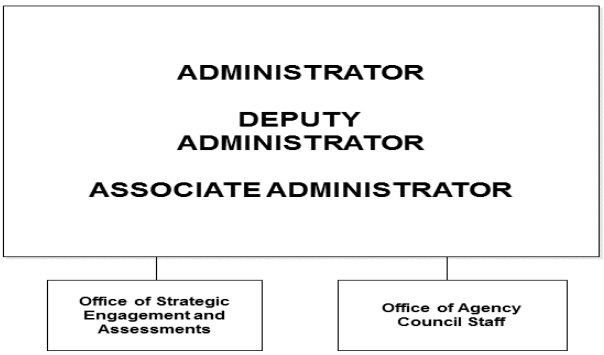
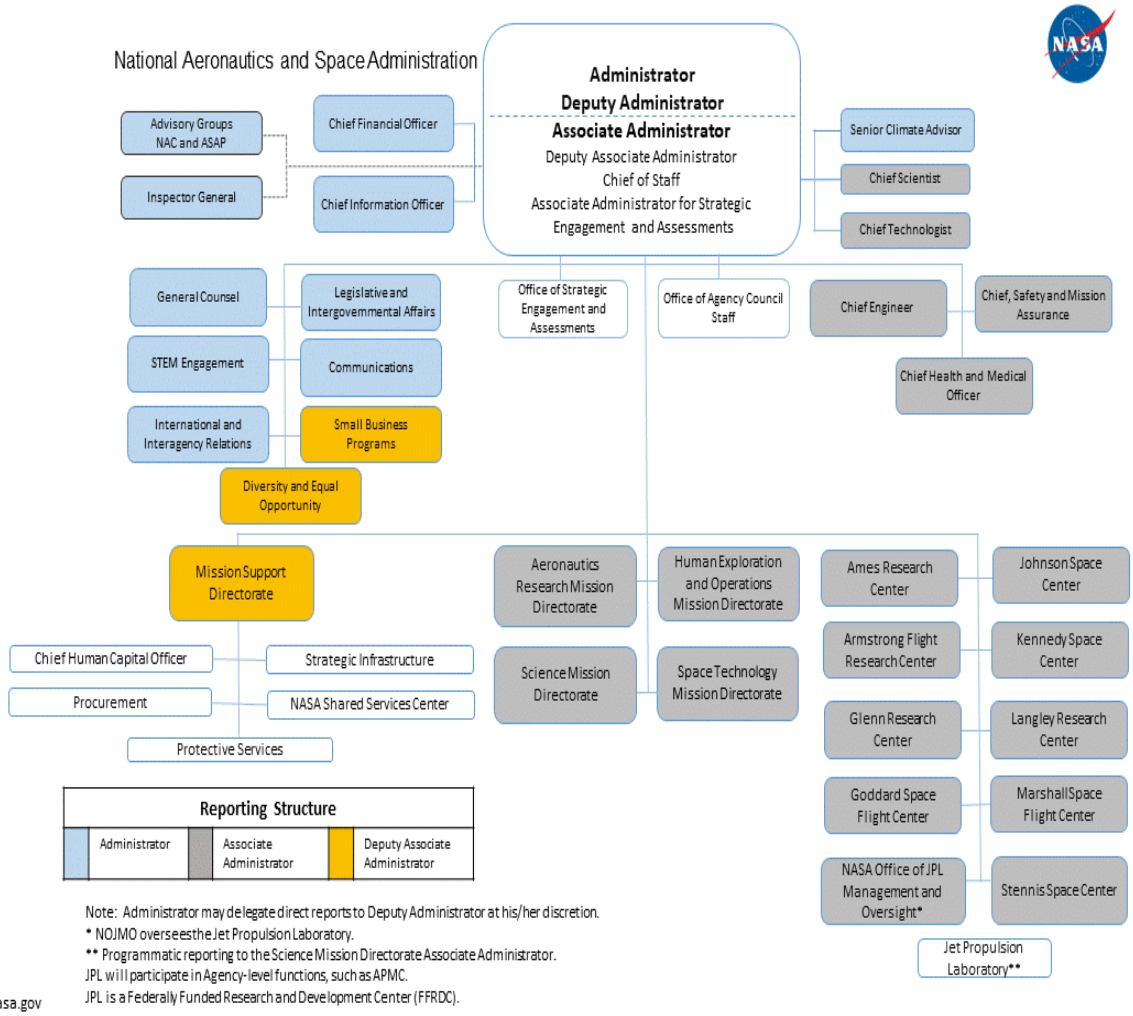
OFFICE OF THE ADMINISTRATOR





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Chapter 3: Charters for NASA Advisory and Governance Bodies

3.1 NASA Charters

3.1.1 Charters establish councils, committees, boards, and panels mandated by regulation, statute, the NASA Administrator, or Officials-in-Charge of Headquarters Offices. To the extent that a group is established by law, directive, or other authority, the charter cites the specific authority. Council, committee, board, and panel chairs shall ensure meeting preparation, efficiency, and follow up on actions. Members are expected to attend and participate in scheduled meetings.

3.1.2 The charters for NASA's governing councils (termed "Agency Governance Councils") will be the only charters maintained in this directive. All other Agency-level advisory charters required by regulation, statute, or program control or directed by the Administrator will be housed in the NASA Online Directives Information System (NODIS) Library, Other Policy Documents. All Agency-level sub-councils, committees, boards, and panels are to report through one of the Agency Governance Councils to the Chair, with the exception of those listed in section 2.1.2.9, which directly support Office of the Administrator functions.

3.1.3 Chairs of Agency Governance Councils may create or authorize specific subordinate councils or boards directly aligned to the Council as necessary to conduct the business of the council and approve formal subordinate bodies' charters. These bodies will convene, deliberate, report, and disband under direction provided by the Agency Council Chair and shall follow requirements as defined above. The Agency Council Executives as defined in each charter are responsible for coordination with subordinate governance bodies to ensure alignment of topics and for assessment/validation of formal subordinate bodies' activity relative to their charters.

3.1.4 A list of the Federal Advisory Committee Act (FACA) Committees will be maintained in this directive. The charters for these committees will be maintained by the NASA Advisory Committee Management Officer, Office of International and Interagency Relations.

3.2 NASA Federal Advisory Committee Act (FACA) Committees.

3.2.1 In 1972, the Federal Advisory Committee Act (FACA) (5 U.S.C. App., as amended) was enacted by Congress. FACA sets strict Government-wide requirements for the establishment, operation, oversight, and termination of any group established by statute or established or utilized by the President or by an agency official for the purpose of providing advice or recommendations to the President or on issues or policies within the scope of an agency official's responsibilities. Subject to a few exceptions, the FACA statute is triggered when the group being formed includes in its membership individuals other than officers or employees of the Federal Government or elected officers of State, local, or tribal governments or their designees acting in their official capacities.

3.2.2 NASA currently has twelve FACA advisory committees. The charters for NASA's advisory committees are maintained and renewed in accordance with the procedures stipulated in the FACA

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statute and subsequent implementing regulations, specifically 41 Code of Federal Regulations (CFR) Parts 101-6 and 102-3, Federal Advisory Committee Management; Final Rule, dated July 19, 2001.

3.2.3 FACA requires an Advisory Committee Management Officer (ACMO) at each Executive Branch agency to provide agency-wide management oversight of its respective advisory committees, ensure agency compliance with FACA provisions, and administer the chartering process. Government-wide oversight of FACA advisory committees is provided by the U.S. General Services Administration (GSA). The charters for FACA advisory committees automatically expire after a two-year period unless renewed by the sponsoring agency

3.2.4 NASA's own policies and procedures for its Federal advisory committees are documented in NPD 1150.11, Federal Advisory Committee Act Committees. The Office of International and Interagency Relations (OIIR) serves as the responsible office. NASA FACA compliance, management oversight, and committee staff support are the responsibility of the Advisory Committee Management Division, OIIR, NASA Headquarters. In addition, the Agency ACMO resides in the latter organization.

3.2.5 The current twelve NASA-chartered FACA committees are shown below, along with their GSA committee numbers (charters can be found at https://oiir.hq.nasa.gov/acmd.html).

Table A. NASA-chartered FACA committees

Committee	GSA No.	Responsible Office
Aerospace Safety Advisory Panel (ASAP)	136	Office of International and Interagency Relations (OIIR)
NASA Advisory Council (NAC)	1071	Office of International and Interagency Relations (OIIR)
International Space Station (ISS) Advisory Committee	27808	Office of International and Interagency Relations (OIIR)

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National Space-Based Positioning Navigation and Timing (PNT) Advisory Board	29124	Human Exploration and Operations Mission Directorate (HEOMD)
International Space Station (ISS) National Laboratory Advisory Committee (INLAC)	70424	Human Exploration and Operations Mission Directorate (HEOMD)
Applied Sciences Advisory Committee (ASAC)	80519	Science Mission Directorate (SMD)
National Space Council User's Advisory Group (UAG)	2630	NASA Headquarters
Astrophysics Advisory Committee (APAC)	2596	Science Mission Directorate (SMD)
Earth Science Advisory Committee (ESAC)	2597	Science Mission Directorate (SMD)
Heliophysics Advisory Committee (HPAC)	2598	Science Mission Directorate (SMD)

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Human Exploration and Operations Research Advisory Committee (HEORAC)	2600	Human Exploration and Operations Mission Directorate (HEOMD)
Planetary Science Advisory Committee (PAC)	2599	Science Mission Directorate (SMD)

3.3 Executive Council Charter.

3.3.1 PURPOSE. The Executive Council (EC) serves as the Agency's senior decision-making body. The EC typically addresses decisions affecting the Agency's high-level strategy, organization, governance, budget, and stakeholder management and advises the Administrator on any topic at the Administrator's discretion.

3.3.2 APPLICABILITY/SCOPE.

The scope and authority of the EC encompasses all activities conducted by NASA, with intrinsic functions of the EC enumerated in 3.3.5. In addition, EC decision thresholds are based on the Administrator's preference and Section 6.1, Decision Thresholds of the Agency Governance Councils. Such thresholds trigger the consideration of issues from the other Agency Councils to the EC, as well as agenda topics requested by EC members. NASA leaders are responsible to the EC for implementation of decisions made within this scope and authority.

3.3.3 AUTHORITY.

a. The National Aeronautics and Space Act, as amended, 51 U.S.C. §20113.
b. NPD 1000.0, NASA Governance and Strategic Management Handbook.

3.3.4 GOVERNANCE COUNCIL AFFILIATION.

3.3.4.1 The EC is the Agency's senior decision-making body and highest governing council. All other Agency Governance Councils are subordinate to the EC. These include:

a. Senior Management Council (SMC).
b. Acquisition Strategy Council (ASC).
c. Agency Program Management Council (APMC).
d. Mission Support Council (MSC).

3.3.4.2 The following subordinate governance bodies have delegated decision authority and align to the EC:

a. Communications Coordinating Council (CCC).

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b. STEM Engagement Council (SEC).

3.3.4.3 The following subordinate governance body provides recommendations or advice to the EC, per its charter: NASA Technology Executive Council (NTEC).

3.3.5 FUNCTIONS.

3.3.5.1 The EC addresses decisions affecting the Agency's high-level strategy, organization, governance, budget, and stakeholder management; decisions escalated from subordinate bodies per Section 6.1; and topics requested at the Administrator's discretion. Specifically, the EC functions include:

a. 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.

b. 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 work assignments escalated from subordinate Agency Governance Councils due to scope or magnitude of impact.

c. Budget

(1) Approves the annual budget Strategic Programming Guidance.

(2) May provide additional strategic planning guidance during off-nominal budget years (for example: compressed development cycles, incremental OMB guidance, and sequestration).

(3) Decides annual budget issues and overguide requests only above a certain threshold.

(4) Approves annual budget messaging and integrated budget submission to OMB.

d. 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.

e. Other issues

(1) Decides additional issues by exception as defined in Section 6.1, Decision Thresholds of the Agency Governance Councils.

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(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 Dissenting Opinion Process documented in each Agency Governance Council charter.

3.3.6. MEMBERSHIP.

3.3.6.1 The following officials serve as EC members and attend all EC meetings:

a. Administrator (Chair).
b. Deputy Administrator alternate Chair.
c. Chief of Staff (convener).
d. Associate Administrator.
e. Deputy Associate Administrator.
f. Associate Administrator for Strategic Engagement and Assessments.
g. Associate Administrator for Legislative and Intergovernmental Affairs.
h. Associate Administrator for Communications.
d. Chief Financial Officer.

3.3.6.2 The EC Chair retains the discretion to expand the attendance at any EC meeting for any particular matter. This could include Chairs or members of other Councils, as a whole or individually, as well as any other individuals the EC Chair deems necessary to include in the EC deliberations.

3.3.6.3 An EC meeting extended to include all Senior Management Council (SMC) members is termed a "fully Extended Executive Council" and effectively serves as a decisional SMC.

3.3.7 MEETINGS.

3.3.7.1 Conduct of Meetings. The NASA Administrator chairs the EC. The NASA Chief of Staff selects a Director, Office of Agency Council Staff (OACS) to manage the activities of the Agency Governance Councils. The Director serves as EC Executive and facilitates the planning, assessment, analysis, preparation, and follow-through for all matters considered by the EC in consultation with the EC Chair and Chief of Staff. The Director is supported by OACS staff, reporting to the Director.

3.3.7.2 Meetings and Decisions.

The EC meets as needed, with the agenda coordinated by the Director, in consultation with the EC Chair and Chief of Staff.

Meeting agendas and materials should be made available to members in advance of the meeting with sufficient lead time to allow members to review and prepare. Decisions shall be documented through formal decision memoranda signed by the Chair and each member, or their proxy.

3.3.7.3 Appeal of Decisions.

EC decisions are final. Appeals should be rare and based on extraordinary circumstances, such as significant underlying facts having changed since an issue was considered by the EC decision process. Appeals shall be directed to the Director, OACS with a concise description of the circumstances. The Director, OACS will confer with the EC Chair and Chief of Staff to determine whether the circumstances warrant EC reconsideration. If an appealed decision is not reconsidered, the individual may use the Dissenting Opinion Process, as described in NPD 1000.0, NASA Governance and Strategic Management Handbook, to raise related issues of significance warranting review by the EC. The Chief of Staff will confer with the EC Chair and determine whether the

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related issue warrants EC consideration.

3.3.8 DURATION.

The EC will remain in existence indefinitely.

3.3.9 ASSESSMENT.

3.3.9.1 The EC shall perform routine assessments of the effectiveness of the Council in achieving objectives set forth in this Charter, no less than every two years. To determine the effectiveness, the Executive will evaluate the following and make appropriate recommendations to the EC Chair on operations of the EC or its subordinate bodies:

a. Effectiveness in meeting chartered functions. The Executive will assess the overall effectiveness in conducting the business of the Council as defined in this Charter. The assessment will consider whether matters within the EC's chartered purview were consistently dispositioned in the Council, the overall alignment of EC topics to enumerated charter functions, and other factors as considered relevant. The Executive will assess whether governance gaps exist which might warrant adjustments to agenda planning, or modifications to the charter.

b. Outcomes. The Executive will track the rate of successful and timely implementation of decisions made in the EC.

c. Decision-making focus. The Executive will track the extent of agenda items which are decisional versus non-decisional and compare against external benchmarks.

d. Effective delegation. The Executive will consider assessments of other governance bodies directly aligned to the EC, the proportion of EC topics aligned to core functions (3.3.5a-d) versus ad-hoc or escalated (3.3.5e), and the appropriateness of escalated topics.

e. Effectiveness of the decision-making process. The Executive will monitor the inclusiveness, adequateness of evidentiary support, effectiveness of individual decision processes, and adequacy of decision documentation, as decisions are made, and periodically solicit feedback from participants

3.3.10 RECORDS.

The Director is responsible for appropriate maintenance of EC records, including this Charter, and for coordination with the Office of the Executive Secretariat for appropriate archival of EC decisions.

3.4 Senior Management Council Charter

3.4.1 PURPOSE. The Senior Management Council (SMC) serves as the Agency's senior advisory and information sharing body to the Administrator. The SMC advises on issues of Agency-wide strategy or implementation impact and is informed of key strategy, mission, budget, or transition issues.

3.4.2 APPLICABILITY/SCOPE.

The scope of the SMC encompasses all activities conducted by NASA. Governance by the Council shall be used when desired by the EC. The SMC is an advisory and informational, rather than decision-making, forum.

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3.4.3 AUTHORITY.

a. The National Aeronautics and Space Act, as amended, 51 U.S.C. §20113.

b. NPD 1000.0, NASA Governance and Strategic Management Handbook.

3.4.4 GOVERNANCE COUNCIL AFFILIATION.

3.4.4.1 The SMC aligns to the Executive Council (EC).

3.4.4.2 No subordinate governing bodies aligning to the SMC have delegated decision authority.

3.4.4.3 The following subordinate governance body provides recommendations or advice to the SMC, per its charters: Diversity and Inclusion Strategic Partnership.

3.4.5 FUNCTIONS.

3.4.5.1 The SMC advises the Administrator on issues of high-level Agency strategy or implementation with Agency-wide impact. The SMC is informed on Agency strategic planning, mission and initiative development, budget priorities, decision points, and transition plans. The Administrator often consults the SMC prior to major decisions and often extends the Executive Council to include the full SMC membership when making major decisions. Specifically, the SMC implements the following key functions:

a. Strategy

(1) Advises on the formulation of high-level Agency strategy.

(2) Advises on the formulation of strategies for major portfolios, missions, programs, and projects.

(3) Is informed of and advises on Agency-wide management initiatives which are a priority for senior leadership.

(4) Is informed of key Agency decision points, including but not limited to the budget process.

b. Budget

(1) Is informed of key steps in the development of the annual Strategic Programming Guidance.

(2) Reviews the annual integrated budget build (Program Analysis and Alignment report).

(3) Is informed of the status of budget from OMB submission through appropriations.

c. Stakeholder Management

(1) Reviews implementation of the Agency's Communications Strategy, including annual prioritization of public outreach activities, annual budget messaging, and legislative response.

(2) Reviews implementation of the Agency's STEM Engagement Strategy, including annual prioritization and alignment of activities.

d. Workforce

Reviews topics which support the Executive leadership and management of NASA workforce, including shaping skills, culture, and diversity.

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e. Transition

(1) Is informed of key developments during Administration or senior leadership transition.

(2) Advises on major program transitions which impact a significant portion of NASA workforce or capabilities.

3.4.6 MEMBERSHIP

3.4.6.1 The membership of the SMC shall include the following:

a. Administrator (Chair).
b. Deputy Administrator.
c. Associate Administrator.
d. Deputy Associate Administrator.
e. Chief of Staff.
f. Associate Administrator for Strategic Engagement and Assessments.
g. Chief Financial Officer.
h. Chief Information Officer.
i. Chief Engineer.
j. Chief Health and Medical Officer.
k. Chief, Safety and Mission Assurance.
l. Chief Scientist.
m. Chief Technologist.
n. General Counsel.
o. Associate Administrator for Communications.
p. Associate Administrator for Diversity and Equal Opportunity.
q. Associate Administrator for STEM Engagement.
r. Associate Administrator for International and Interagency Relations.
s. Associate Administrator for Legislative and Intergovernmental Affairs.
t. Associate Administrator for Small Business Programs.
u. Associate Administrator for Aeronautics Research Mission Directorate.
v. Associate Administrator for Human Exploration and Operations Mission Directorate.
w. Associate Administrator for Science Mission Directorate.
x. Associate Administrator for Space Technology Mission Directorate.
y. Associate Administrator for Mission Support.
z. Chief Human Capital Officer/Assistant Administrator for Human Capital Management.
aa. Deputy Chief Acquisition Officer/Assistant Administrator for Procurement.
bb. Assistant Administrator for Strategic Infrastructure.
cc. Assistant Administrator for Protective Services.
dd. Executive Director, Headquarters Operations.
ee. Executive Director, NASA Shared Services Center.
ff. Director, NASA Office of JPL Management and Oversight.
gg. Center Directors.

3.4.6.2 The Administrator may appoint special members to the SMC and may invite non-members to the SMC.

3.4.7 MEETINGS.

3.4.7.1 Conduct of Meetings. The NASA Administrator chairs the SMC. The Director, Office of

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Agency Council Staff (OACS), working with the Chief of Staff, serves as the SMC Executive and facilitates the planning, assessment, analysis, preparation, and follow-through for all matters considered by the SMC.

3.4.7.2 Meetings. The SMC meets quarterly for regular sessions and as necessary for emergent, time-critical matters. Meeting agendas and materials should be made available to members in advance of the meeting with sufficient lead time to allow members to review and prepare.

3.4.8 DURATION.

The SMC will remain in existence indefinitely.

3.4.9 ASSESSMENT. The SMC shall be assessed as part of the EC assessment, as documented in section 3.3.9.

3.4.10 RECORDS.

The Director, OACS, as the SMC Executive, is responsible for the maintenance of all records associated with the SMC, including this charter.

3.5 Acquisition Strategy Council Charter

3.5.1 PURPOSE. The Acquisition Strategy Council (ASC) serves as the Agency's senior decision-making body for matters of long-term, annual, and tactical acquisition strategy planning; and for matters of policy and performance assessment pertaining to the Agency's acquisition approaches.

3.5.2 APPLICABILITY/SCOPE.

3.5.2.1 The scope and authority of the ASC includes the strategic acquisition process as defined in NPD 1000.5, Policy for NASA Acquisition, which addresses both mission and mission-enabling scope, not restricted by procurement or partnership mechanism. The scope includes long-term, annual, and tactical acquisition strategy planning. In addition, ASC decision thresholds are based on the Chair's preference and as defined in Section 6.1, Decision Thresholds of the Agency's Governing Councils.

3.5.2.2 The ASC scope does not include: decision authority over precedent-setting international partnerships as reserved by the Executive Council (EC), over classified interagency partnerships, over Principal Investigator-class research or science missions, or any decision authority otherwise granted to other Agency Governance Councils. The scope is also not intended to include or replace Procurement Strategy Meetings.

3.5.2.3 The ASC is intended to serve as a forum for discussions on the strategic management of acquisition and the industrial base, per charter functions below. This scope may include matters of Agency policy, at the Chair's discretion. Matters of process and procedure are not intended to be included in its scope.

3.5.2.4 NASA leaders are responsible to the ASC for implementation of decisions made within this scope and authority.

3.5.3 AUTHORITY.

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a. The National Aeronautics and Space Act, as amended, 51 U.S.C. §20113.

b. NPD 1000.0, NASA Governance and Strategic Management Handbook.

c. NPD 1000.5, Policy for NASA Acquisition.

3.5.4 GOVERNING COUNCIL AFFILIATION.

3.5.4.1 The ASC is aligned to the EC.

3.5.2.5 The following subordinate governance body provides recommendations or advice to the ASC: JPL Governance Board (JGB).

3.5.5 FUNCTIONS.

3.5.5.1 The ASC formulates and recommends annual Agency integrated acquisition strategy options in order to inform budget development and decides Center Role assignments for mission needs. The ASC guides analysis of alternatives and decides acquisition strategy for certain major acquisitions, partnerships, or portfolio adjustments. The ASC monitors the Agency's strategic acquisition environment, formulates recommendations on Agency approaches to respond to environmental change, and evaluates the integrated performance of NASA's acquisition policies and strategies.

a. Agency Planning

(1) Evaluates mission needs, external and internal acquisition options, and option impacts through Agency Strategic Implementation Planning (ASIP) meetings. Based on ASIP, Center Roles, or other reviews and decisions, recommends high-level guidance to the EC to inform formulation of the budget Strategic Programming Guidance (SPG).

(2) Decides Center Roles Center Roles assignments, as documented in Section 6.2, on no less than an annual basis.

b. Specific Acquisition Strategy Approval

(1) As informed by Strategy Implementation Planning (SIP) memoranda, evaluates and provides guidance on analysis of alternatives for Agency-level pre-Acquisition Strategy Meetings (pre-ASM), or their equivalent as appropriate for partnerships, following thresholds and requirements specified in NPD 1000.5 and NID 1000.110, Update to Requirements for Acquisition Strategy Implementation described in NPD 1000.5.

(2) Decides Agency-level Acquisition Strategy Meetings, following thresholds and requirements specified in NPD 1000.5 and NID 1000.110.

(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.

c. Policy, Integration, and Performance

(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.

(2) May decide significant changes to Agency partnership policy, as recommended by the Director,

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Partnerships Office or Associate Administrator for International and Interagency Relations.

(3) The ASC 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.

(4) The ASC should monitor significant developments in the aerospace industry and supply chain which might impact NASA's mission.

(5) The ASC should evaluate the integrated performance of NASA's acquisition strategies and monitor the integrated performance of major suppliers.

3.5.6 MEMBERSHIP.

The following officials serve as core ASC members and shall attend all ASC meetings:

a. Associate Administrator (Chair).

b. Associate Administrator for Strategic Engagement and Assessments.

c. Chief of Staff.

d. Chair, Agency Program Management Council (currently, the Associate Administrator).

e. Chair, Mission Support Council (currently, the Deputy Associate Administrator)

f. Chief Financial Officer.

g. Chief Acquisition Officer (currently, the Chief Financial Officer).

h. Deputy Chief Acquisition Officer and Senior Procurement Executive (currently, Assistant Administrator for Procurement).

i. Chief Engineer.

j. Associate Administrator for Mission Support

k. Chief Information Officer.

l. General Counsel.

m. Associate Administrator for Legislative and Intergovernmental Affairs.

n. Deputy Chief Financial Officer for Appropriations.

The ASC Chair retains the discretion to expand the attendance at any ASC meeting for any particular matter, including, but not limited to, the following officials who may have significant stakes under NPD 1000.5. These officials shall be proactively considered for inclusion in specific ASC meetings based on the nature of topics.

a. Associate Administrator for Science Mission Directorate.

b. Associate Administrator for Human Exploration and Operations Mission Directorate.

c. Associate Administrator for Space Technology Mission Directorate.

d. Associate Administrator, Aeronautics Mission Directorate.

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e. Center Directors with Primary Center Roles in the meeting topic area, as assigned per Section 6.2.

f. Center Directors with Supporting Center Roles in the meeting topic area, as assigned per Section 6.2.

g. Deputy Center Directors and Deputy Mission Directorate AAs, for certain Agency planning topics.

h. Associate Administrator for International and Interagency Relations.

i. Associate Administrator for Communications.

j. Associate Administrator for STEM Engagement.

k. Associate Administrator for Small Business Programs.

l. Chief, Safety and Mission Assurance.

m. Chief Health and Medical Officer.

n. Chief Technologist.

o. Chief Scientist.

p. Chief Human Capital Officer.

q. Assistant Administrator for Strategic Infrastructure.

r. Director, NASA Office of JPL Management and Oversight.

s. Principal Advisor for Enterprise Protection.

t. Director, Partnerships Office, Mission Support Directorate.

The mapping of required and discretionary extended members to topic type (per functions above) is shown on the ASC Situational Attendance table ASC Situational Attendance.

3.5.7 MEETINGS.

3.5.7.1 Conduct of Meetings. The NASA Associate Administrator chairs the ASC. The Director, Office of Agency Council Staff (OACS) appoints a Council Executive to plan and formulate agendas, conduct meetings, and manage operations of the ASC. The Executive implements ASC meetings and meeting policies consistent with Agency Governance Council policies and procedures maintained by OACS.

3.5.7.2 Meetings. The ASC meets as needed, with the agenda coordinated by the Executive in consultation with the ASC Chair. Meetings shall be no less than annual, as required to provide recommendations on annual budget guidance and decisions for Center Role assignments. Meeting agendas and meeting materials should be made available to members in advance of each meeting with sufficient lead time to allow members to review and prepare. For topic recommenders, advance consultation of key internal NASA stakeholders is expected as a Council norm. Meeting materials will be labelled appropriate to their sensitivity level.

The attendance policy for non-members to ASC meetings, is participation by invitation of the Chair only, and all invitations must be finalized prior to the meeting. Based on the distributed agenda and

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prior to distribution of meeting materials, all invitees are required to identify and self-recuse themselves from any topic which may comprise a personal conflict of interest, via notification to the ASC Executive.

The Deputy Associate Administrator shall be responsible for recommending to the Chair the appropriateness of partnership or partnership policy topics for consideration by the ASC.

3.5.7.3 Decisions and Minutes. Decisions shall be documented through formal decision memoranda signed by the Chair and by additional members or officials, as designated by the Chair, who have significant execution responsibility under the decision. In general, ASC decision memoranda are not intended for distribution beyond the core membership except as decided by the Chair. The Chair should determine and communicate any redistribution restrictions at the time of each decision.

Actions shall be tracked following Agency governance procedures and denoted as formal (requiring in-board closure) or informal (closable out of board).

Minutes should only be prepared for topics which may require long-term traceability of strategic management initiatives, or require broader communication. In general, this will correspond only to policy, integration, and performance topics, and in general, minutes are not intended to be recorded for Agency planning topics to preserve an environment of free and open discussion. Open posting for the NASA workforce of any minutes shall be determined case by case by the ASC chair. 3.5.7.4 Appeal of Decisions. ASC decisions are final. Appeals should be rare and based on extraordinary circumstances, such as significant underlying facts having changed since an issue was considered by the ASC decision process. Appeals shall be directed to the Executive with a concise description of the circumstances. The Executive will confer with the ASC Chair to determine whether the circumstances warrant ASC reconsideration. If an appealed decision is not reconsidered, the individual may use the Dissenting Opinion Process, as described NPD 1000.0, NASA Governance and Strategic Management Handbook, to request review by the EC. The Chief of Staff will confer with the ASC Chair and determine whether the issue warrants EC consideration of appeal.

3.5.8 DURATION.

The ASC will remain in existence indefinitely.

3.5.9 ASSESSMENT.

3.5.9.1 The ASC shall perform routine assessments of the effectiveness of the Council in achieving objectives set forth in this Charter, no less than every two years. To determine the effectiveness, the Executive will evaluate the following and make appropriate recommendations to the ASC Chair on operations of the ASC or its subordinate bodies:

a. Effectiveness in meeting chartered functions. The Executive will assess the overall effectiveness in conducting the business of the Council as defined in this charter. The assessment will consider whether matters within the ASC's chartered purview were consistently dispositioned in Council, the overall alignment of ASC topics to enumerated charter functions, and other factors as considered relevant. The Executive will assess whether governance gaps exist which might warrant adjustments to agenda planning, or modifications to the charter.

b. Outcomes. The Executive will track the rate of successful and timely implementation of decisions made in the ASC.

c. Decision-making focus. The Executive will track the extent of agenda items which are decisional

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versus non-decisional, and compare against external benchmarks.

d. Effective delegation. Assessment will not include the effectiveness of ASMs for which decision authority has been delegated to a Mission Directorate or Mission Directorate Program Management Councils (DPMC). Assessment should include effectiveness of the Mission Support Directorate in exercising delegated authority for some partnership matters previously within the now-retired Partnership.

e. Council scope. Assessment should consider any subordinate governance bodies directly aligned to the ASC.

f. Effectiveness of the decision-making process. The Executive will monitor the inclusiveness, adequateness of evidentiary support, effectiveness of individual decision processes, and adequacy of decision documentation, as decisions are made, and periodically solicit feedback from participants.

3.5.10 RECORDS. The ASC Executive is responsible for appropriate maintenance of ASC records, including this charter, and for coordination with the Office of the Executive Secretariat for appropriate archival of ASC decisions.

3.6 Agency Program Management Council Charter

3.6.1 PURPOSE. The Agency Program Management Council (APMC) serves as the Agency's senior decision-making body regarding the integrated Agency mission portfolio and enabling programmatic and technical capabilities.

3.6.2 APPLICABILITY/SCOPE.

3.6.2.1 The scope of the APMC encompasses those decisions and briefings needed to support the Associate Administrator in execution of their Decision Authority for NASA programs and projects under NPR 7120.5, NASA Space Flight Program and Project Management Requirements, and NPR 7120.8, NASA Research and Technology Program and Project Management Requirements. The scope also includes oversight over those programmatic and technical capabilities needed to execute NASA's mission, those activities needed to ensure that independent technical authority within the Agency is effectively implemented, and those activities needed to advise the Administrator on acceptance and management of risk within the NASA mission portfolio. NASA leaders are responsible to the APMC for implementation of decisions made within this scope and authority.

3.6.2.2 Governance of these activities is delegated except in cases where decisions require high degrees of integration, visibility, and approval, as determined by the Chair, by Agency Decision Thresholds, or by NPR 7120.5 or NPR 7120.8. Thresholds triggering escalation of issues from line organizations to the APMC, and from the APMC to the EC, are defined in Section 6.1, Decision Thresholds of the Agency's Governing Councils.

3.6.3 AUTHORITY.

a. The National Aeronautics and Space Act, as amended, 51 U.S.C. §20113.

b. NPD 1000.0, NASA Governance and Strategic Management Handbook.

3.6.4 GOVERNANCE COUNCIL AFFILIATION.

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3.6.4.1 The APMC is aligned to the Executive Council (EC).

3.6.4.2 The following subordinate governance bodies have delegated decision authority and align to the APMC:

a. While not formally chartered, Mission Directorate Program Management Councils (DPMCs) effectively align to the APMC in supporting their Chairs to make programmatic decisions delegated from the APMC.

b. Flight Planning Board (FPB).

c. Chief Health and Medical Officer Management Board (CMB).

3.6.4.3 The following subordinate governance bodies provide recommendations or advice to the APMC, per their charters:

a. Program/Project Management Board (PPMB).
b. Engineering Management Board (EMB).
c. Enterprise Protection Board (EPB).
d. Space Flight Safety Panel (SFSP).
e. Aircraft Advisory Committee (AAC).

3.6.5 FUNCTIONS.

The APMC supports the Associate Administrator in assessing execution of Agency programs and projects, ensures that NASA maintains a healthy and functioning independent review framework, monitors the health of Agency program management capabilities, decides the roles and priorities of Agency technical capabilities, supports the implementation of Independent Technical Authority, and makes formal recommendations to the Administrator on topics of significant mission risk acceptance. Specifically, the APMC implements the following key functions:

a. Agency Program and Project Implementation.

(1) Annually documents the retention of Decision Authority for all Agency programs or projects or their delegation to Mission Directors. The Associate Administrator retains or delegates Decision Authority for NASA programs and projects, following NPR 7120.5 and NPR 7120.8

(2) Decides Key Decision Point (KDP) completion for all programs under its Decision Authority. Confirms completion of Program Independent Reviews (PIR), although these may be briefed out-of-board at the discretion of the Chair.

(3) Decides KDP completion for all projects under its Decision Authority.

(4) May review special and out-of-cycle assessments for Agency portfolios, programs, and projects at the discretion of the Chair.

(5) 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.

(6) Annually approves the independent review manifest and schedule, and tracks and approves any requested schedule changes from the approved manifest.

(7) Through the Program/Project Management Board, approves proposed NPR 7120.5 or 7120.8

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tailoring by programs or projects.

b. Agency Programmatic, Technical, and Mission Capabilities.

(1) Monitors the health of the Agency's program management capabilities and supporting business and systems engineering capabilities.

(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.

(3) Decides recommendations from Capability Leaders and provides relevant direction to the annual budget Strategic Programming Guidance.

c. Risk Management, Risk Acceptance, and Independent Technical Authority.

(1) Annually approves the Agency Enterprise Risk Management risk profile.

(2) Receives annual briefings from the Enterprise Protection Board (EPB), and decides recommendations made by the Board.

(3) Recommends human safety risk thresholds to the EC.

(4) Recommends approval for launch of nuclear systems to the Administrator.

(5) 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.

d. Governance

(1) Creates, monitors, and dissolves subordinate Councils, Boards, Panels, or Committees under its purview in order to support implementation of its Charter.

(2) Oversees the development of major policies which may have Agency-wide programmatic or technical impact and may decide key issues arising from them.

3.6.6 MEMBERSHIP.

3.6.6.1 The membership of the APMC shall include the following positions:

a. Associate Administrator (Chair).
b. Deputy Associate Administrator (alternate Chair).
c. Associate Administrator for Aeronautics Research Mission Directorate.
d. Associate Administrator for Human Exploration and Operations Mission Directorate.
e. Associate Administrator for Science Mission Directorate.
f. Associate Administrator for Space Technology Mission Directorate.
g. Associate Administrator for Mission Support.
h. Chief Engineer.
i. Chief, Safety and Mission Assurance.
j. Chief Health and Medical Officer.
k. Center Directors.
l. Chief Financial Officer.
m. Chief Information Officer.

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n. General Counsel.
o. Chief Scientist.
p. Chief Technologist.

3.6.6.2 The chair may invite non-members to the APMC. Invitees are not members but are invited to attend. The Chair may close meetings to invitees at his/her discretion. The following officials are often invited to attend the APMC:

a. Administrator.
b. Deputy Administrator.
c. Chief of Staff.
d. Associate Administrator for Strategic Engagement and Assessments.
e. Chief Human Capital Officer (Assistant Administrator for Human Capital Management).
f. Senior Procurement Executive (Assistant Administrator for Procurement).
h. Performance Improvement Officer (Director, OCFO/Strategic Investments Division).
i. Program Management Improvement Officer.
j. Principal Advisor for Enterprise Protection.
k. Associate Administrator for Communications.
l. Associate Administrator for Legislative and Intergovernmental Affairs.
m. Associate Administrator for Small Business Programs.
n. Assistant Administrator for Strategic Infrastructure.
o. Director, NASA Office of JPL Management and Oversight.

3.6.6.3 Additional membership, joint, and focused meetings. Due to the highly integrated nature of Agency missions and mission support, it is occasionally beneficial and necessary to have the APMC jointly convene with another Agency Governance Council to address topics relevant to both Councils. If the Chairs cannot reach joint resolution on decision items, the item will be elevated to the EC for a decision.

3.6.6.4 The APMC may convene with a reduced subset of all members in order to conduct highly focused, informational programmatic or technical reviews on a specific program or project at the discretion of the Chair (see APMC chartered function 3.6.5.a.(4) above).

3.6.7 MEETINGS.

3.6.7.1 Conduct of Meetings. The NASA Associate Administrator chairs the APMC and holds decision-making authority for the APMC. The Director, Office of Agency Council Staff (OACS), appoints an APMC Executive, who facilitates the planning, assessment, analysis, preparation, and follow-through for all matters considered by the APMC. The APMC Executive collaborates with other Agency Governance Council Executives to ensure agenda topics are sufficiently comprehensive, coordinated, and in accordance with the governance process. The Director, OACS is supported by OACS staff, reporting to the Director.

3.6.7.2 Meetings. The APMC generally meets monthly for regular sessions and as necessary for emergent, time-critical matters. Meeting agendas and materials should be made available to members in advance of the meeting with sufficient lead time to allow members to review and prepare. Council meeting summaries shall be maintained and published. Decisions shall be documented through formal decision memoranda signed by the Chair, separate from meeting summaries.

3.6.7.3 Appeal of Decisions. APMC decisions are final. Appeals should be rare and based on

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extraordinary circumstances, such as significant underlying facts having changed since an issue was considered by the APMC decision process. Appeals shall be directed to the APMC Executive with a concise description of the circumstances. The APMC Executive and Director, OACS will confer with the APMC Chair to determine whether the circumstances warrant APMC reconsideration. If an appealed decision is not reconsidered, the individual may use the Dissenting Opinion Process, as described in NPD 1000.0, NASA Governance and Strategic Management Handbook, to raise issues of significance warranting review by the EC. The Chief of Staff will confer with the EC Chair and determine whether the issue warrants EC consideration of the appeal.

3.6.8 DURATION.

The APMC will remain in existence indefinitely.

3.6.9 ASSESSMENT.

3.6.9.1 The APMC shall perform routine assessments of the effectiveness of the Council in achieving objectives set forth in this Charter, no less than every two years. To determine the effectiveness, the Executive will evaluate the following and make appropriate recommendations to the APMC Chair on operations of the APMC or its subordinate bodies:

a. Effectiveness in meeting chartered functions. The Executive will assess the overall effectiveness in conducting the business of the Council as defined in this Charter. The assessment will consider whether matters within the APMC's chartered purview were consistently dispositioned in the Council, the overall alignment of APMC topics to enumerated charter functions, and other factors as considered relevant. The Executive will assess whether governance gaps exist which might warrant adjustments to agenda planning, or modifications to the charter.

b. Outcomes. The Executive will track the rate of successful and timely implementation of non-KDP decisions made in the APMC.

c. Decision-making focus. The Executive will track the extent of agenda items which are decisional versus non-decisional and compare against external benchmarks.

d. Effective delegation. The Executive will consider assessments of other governance bodies directly aligned to the APMC, the proportion of APMC topics aligned to core functions versus ad-hoc or escalated, and the appropriateness of escalated topics.

e. Effectiveness of the decision-making process. The Executive will monitor the inclusiveness, adequateness of evidentiary support, effectiveness of individual decision processes, and adequacy of decision documentation, as decisions are made, and periodically solicit feedback from participants.

3.6.10 RECORDS.

The APMC Executive is responsible for appropriate maintenance of APMC records, including this charter, and for coordination with the Office of the Executive Secretariat for appropriate archival of APMC decisions.

3.7 Mission Support Council Charter

3.7.1 PURPOSE. The Mission Support Council (MSC) serves as the Agency's senior decision-making body regarding the integrated Agency mission support portfolio. The MSC assesses

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and determines mission support requirements to enable the successful accomplishment of the Agency's mission.

3.7.2 APPLICABILITY/SCOPE.

3.7.2.1 The scope and authority of the MSC encompasses all mission support activities conducted by NASA. This includes, but is not limited to, facilities, workforce, information technology (IT), infrastructure, capability portfolios, and associated investments and divestments. It further includes all mission support policy areas. NASA leaders are responsible to the MSC for implementation of decisions made within this scope and authority.

3.7.2.2 The MSC makes decisions on mission support issues that require a high degree of integration, are highly visible, or require a higher authority than that granted to line organizations. Governance of these activities is otherwise typically delegated. Thresholds triggering escalation of issues from the line organization to the MSC and from the MSC to the EC, are defined in Section 6.1, Decision Thresholds of the Agency Governance Councils.

3.7.3 AUTHORITY.

a. The National Aeronautics and Space Act, as amended, 51 U.S.C. §20113.

b. NPD 1000.0, NASA Governance and Strategic Management Handbook.

3.7.4 GOVERNANCE COUNCIL AFFILIATION.

3.7.4.1 The MSC aligns to the Executive Council (EC).

3.7.4.2 The following subordinate governance bodies have delegated decision authority and align to the MSC:

a. Mission Support Program Management Council (MSPMC).
b. Information Technology Council (ITC).
c. Senior Assessment Team (SAT).

3.7.5 FUNCTIONS.

3.7.5.1 The MSC establishes the overall strategy, framework, and structure for Agency mission support, initiates and oversees Agency-wide initiatives to establish effective and efficient institutional services, establishes Agency capability portfolios and decides key issues in their management, decides mission support issues above certain thresholds, and recommends or decides certain issues involving significant Agency risk exposure. Specifically, the MSC implements the following key functions:

a. Strategic Management

(1) Establishes mission support priorities and reviews the strategies for information technology, facilities, workforce, capability portfolios and other mission support components.

(2) May approve certain policies, processes, or delegation structures needed to implement Agency-wide mission support objectives.

(3) Creates, monitors, and dissolves subordinate governance bodies under its purview.

(4) Directs and approves the creation, transition or termination of Agency capability portfolios..

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b. Performance and Improvement Initiatives

(1) Approves the overall framework and approach for Agency-wide initiatives to establish effective and efficient institutional services.

(2) Provides broad direction on institutional service areas to improve and decides 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) Approves 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.

c. 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.

(2) Approves infrastructure (facilities and information technology) investments or divestments above certain thresholds, per Section 6.1).

(3) Decides reclama requests to change the divestment status of specific infrastructure.

(4) Approves the Agency Facilities Master Plan and Center Facility Master Plans.

(5) Reviews Center Workforce Master Plans.

(6) Approves significant changes to Capability Portfolios above certain thresholds, per Section 6.1.

d. Risk, Internal Controls, and Liability

(1) Recommends acceptance of the annual Statement of Assurance to the Administrator.

(2) Recommends escalation of institutional issues to enterprise risks, as needed.

(3) Monitors or decides institutional issues which have high legal or partnership liability or exposure.

3.7.6 MEMBERSHIP

3.7.6.1 The following officials serve as Core MSC members and attend all meetings:

a. Deputy Associate Administrator (Chair).
b. Associate Administrator.
c. Associate Administrator for Mission Support.
d. Chief Financial Officer.
e. Chief Information Officer.
f. Chief, Safety and Mission Assurance.

3.7.6.2 Extended MSC membership and joint meetings.

a. Senior Management Council (SMC) members form the extended MSC. SMC members attend and

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participate in MSC meetings as is determined necessary and appropriate by the MSC Chair. To make the most efficient use of extended MSC members' time and to enable effective decision making, such participation will be determined based on agenda topics and may be accomplished virtually to minimize travel requirements.

b. Due to the highly integrated nature of Agency missions and mission support, it is occasionally beneficial and necessary to have the MSC jointly convene with another Agency Governance Council to address topics relevant to both Councils. If the Chairs cannot reach joint resolution on decision items, the item will be elevated to the EC for a decision.

3.7.7 MEETINGS

3.7.7.1 Conduct of Meetings. The NASA Deputy Associate Administrator chairs the MSC and holds decision-making authority for the MSC. The Director, Office of Agency Council Staff (OACS), appoints an MSC Executive, who facilitates the planning, assessment, analysis, preparation, and follow-through for all matters considered by the MSC. The MSC Executive collaborates with other Agency Governance Council Executives to ensure agenda topics are sufficiently comprehensive, coordinated, and in accordance with the governance process.

3.7.7.2 Meetings and Decisions. The MSC meets as needed, typically at least once a month, and the agenda will be coordinated by the MSC Executive with the MSC Chair. Meeting agendas and meeting materials should be made available to members in advance of the meeting with sufficient lead time to allow members to review and prepare. Decisions shall be documented through formal decision memoranda signed by the Chair and each member, or their proxy.

3.7.7.3 Appeal of Decisions. MSC decisions are final. Appeals should be rare and based on extraordinary circumstances, such as omission of important facts from consideration by the MSC in the decision process, rather than on a disagreement with a particular outcome. Appeals shall be directed to the MSC Executive with a concise description of the circumstances. The MSC Executive and Director, OACS will confer with the MSC Chair to determine whether the circumstances warrant MSC reconsideration. If an appealed decision is not reconsidered, the individual may use the Dissenting Opinion Process, as described in NPD 1000.0, NASA Governance and Strategic Management Handbook, to raise issues of significance warranting review by the EC. The Chief of Staff will confer with the EC Chair and determine whether the issue warrants EC consideration of the appeal.

3.7.8 DURATION

The MSC will remain in existence indefinitely.

3.7.9 ASSESSMENT.

3.7.9.1 The MSC shall perform routine assessments of the effectiveness of the Council in achieving objectives set forth in this Charter, no less than every two years. To determine the effectiveness, the Executive will evaluate the following and make appropriate recommendations to the MSC Chair on operations of the MSC or its subordinate bodies:

a. Effectiveness in meeting chartered functions. The Executive will assess the overall effectiveness in conducting the business of the Council as defined in this Charter. The assessment will consider whether matters within the MSC chartered purview were consistently dispositioned in the Council, the overall alignment of MSC topics to enumerated charter functions, and other factors as considered relevant. The Executive will assess whether governance gaps exist which might warrant adjustments

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to agenda planning or modifications to the charter.

b. Outcomes. The Executive will track the rate of successful and timely implementation of decisions made in the MSC.

c. Decision-making focus. The Executive will track the extent of agenda items which are decisional versus non-decisional and compare against external benchmarks.

d. Effective delegation. The Executive will consider assessments of other governance bodies directly aligned to the MSC, the proportion of MSC topics aligned to core functions versus ad-hoc or escalated, and the appropriateness of escalated topics.

e. Effectiveness of the decision-making process. The Executive will monitor the inclusiveness, adequateness of evidentiary support, effectiveness of individual decision processes, and adequacy of decision documentation, as decisions are made, and periodically solicit feedback from participants.

3.7.10 RECORDS

The MSC Executive is responsible for appropriate maintenance of MSC records, including this Charter, and for coordination with the Office of the Executive Secretariat for appropriate archival of MSC decisions.

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Chapter 4: Mission Statements and Organizational Charts for Headquarters Offices

4.1 Roles and Responsibilities Common to Mission Directorate Associate Administrators

4.1.1 EMPHASIS AND SCOPE. This section identifies overall responsibilities and special relationships applicable to Mission Directorates in Sections 4.2-4.5 at NASA Headquarters.

4.1.2 OVERALL RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators (MDAAs) report to the NASA Associate Administrator. MDAAs are responsible for managing the Mission Directorate's program portfolio and are accountable for the safety, success, and performance of the programs and projects assigned to them. MDAAs define, fund, evaluate, advocate, and oversee the implementation of NASA programs and projects to ensure their outcomes meet schedule and cost constraints as well as performance requirements. MDAAs provide guidance regarding future capability needs required to accomplish the NASA Strategic Plan and for supporting the necessary resources to meet the specific goals and objectives of the Mission Directorate.

4.1.2.1 MDAAs provide strategic guidance and input to the NASA Strategic Plan. They establish and maintain the Mission Directorate's strategy and corresponding portfolio to meet Agency goals and objectives. Specifically, each MDAA:

a. Develops and implements long-term plans that address the Mission Directorate's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.

b. Provides guidance to the strategic acquisition process, decides acquisition strategy as delegated, and oversees implementation of decisions from that process.

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

d. Invests in research and capabilities for the long term in areas that are appropriate to NASA's unique capabilities and that foster new discoveries and expand human knowledge.

e. Ensures stakeholder needs are addressed through appropriate communications, acquisitions, or regional assessments.

f. Solicits input and ideas from Center Directors to help with the formulation of future program and project strategy that addresses Mission Directorate goals and objectives.

g. Coordinates with the appropriate Centers and other institutions to ensure capabilities are available to meet strategic goals.

h. Communicates any issues to Center Directors, senior leaders, and participates in strategy discussions as appropriate.

i. Supports Centers on their strategic workforce planning and facilities master planning to ensure responsiveness to Mission Directorate requirements.

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4.1.2.2. MDAAs are responsible for Programmatic Authority in managing programs and projects within their Mission Directorate. Specifically, each MDAA:

a. Initiates new programs and projects and recommends assignment of programs and projects. When appropriate, selects projects resulting from a competitive process.

b. Establishes in coordination with the assigned Center the program and project budgets; approves Formulation Agreements and Program and Project Plans; oversees program and project performance via the Directorate Program Management Council (DPMC); and approves launch readiness.

c. Manages the development of the Mission Directorate's budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.

d. Reports on program and project progress to Agency forums including deviations in performance (cost, schedule, technical, risk) which could impact Agency commitments and performance goals with external organizations and stakeholders.

e. Plans and manages independent reviews with support from Centers for the Mission Directorate program and project portfolio; organizes and staffs the independent review teams; monitors execution of the reviews; and captures lessons learned with support from Centers, the Chief Financial Officer, and the Chief Engineer.

f. Delegates, as appropriate, some of their Programmatic Authority for program or projects to Deputy Associate Administrators, Division Directors, or their equivalent, as well as program managers, and Center Directors.

g. Works proactively with Center Directors to develop constructive solutions for the formulation and implementation of programs and projects conducted at their Centers and to resolve issues as necessary.

h. Provides updates to Section 6.2, Center Roles and aligns work assignments according to these roles.

i. Establishes the Mission Directorate unique policies and processes applicable to programs, projects, and supporting elements, in coordination with technical authorities, the Mission Support Directorate, and Centers.

4.1.2.3. MDAAs coordinate and collaborate among various organizations within and outside NASA in order to achieve NASA's goals, objectives, policies, plans, and missions. Specifically, each MDAA:

a. Collaborates with other Mission Directorates and Centers to accomplish the Agency's objectives.

b. Coordinates the Mission Directorate's planning, policies, and programs with other Mission Directorates, the Mission Support Directorate, Technical Authorities, Centers, Government agencies, industry, international participants, and academia.

c. Oversees the Mission Directorate's reporting as required by Congress, the Office of Management and Budget, and other external stakeholders.

d. Coordinates all international partnership agreements with the Office of International and Interagency Relations.

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e. Coordinates the availability of required institutional capabilities with the Mission Support Directorate.

f. Provides performance feedback on key personnel, staffed at the Center level.

g. Sponsors research by NASA Centers, other Federal research centers, industry, and academia as selected through open, competitive solicitations following NPD 1080.1 and 1090.1.

4.1.3. SPECIAL RELATIONSHIPS.

4.1.4.1 The MDAAs serve as members of NASA's Senior Management Council, Agency Program Management Council, and Mission Support Council (extended).

4.1.4.2 The MDAAs participate in other subordinate governance bodies as convened.

4.1.4.3 The MDAAs support Agency performance management by participating in the Baseline Performance Review.

4.2 Aeronautics Research Mission Directorate

4.2.1 EMPHASIS. The Aeronautics Research Mission Directorate (ARMD) conducts research that generates concepts, tools, and technologies to enable advances in our Nation's future aircraft. ARMD programs facilitate a safer, more environmentally friendly, and efficient national air transportation system. In addition, NASA's aeronautics research serves a vital role in supporting NASA's human and robotic space exploration activities.

4.2.2 ARMD SPECIFIC RESPONSIBILITIES.

Specifically, the ARMD Associate Administrator:

a. Implements responsibilities as stated in 4.1, Roles and Responsibilities Common to Mission Directorates.

b. Develops and explores new technologies that increase efficiency of the Nation's air traffic management systems, reducing flight delays and fuel consumption.

c. Develops the tools, technologies, and concepts that enable new generations of civil aircraft that are safer and more energy efficient.

d. Conducts experimental flight research, such as X planes and major demonstrations of transformative innovation, in coordination with the Centers, the Mission Support Directorate, and the Technical Authorities.

e. Cultivates multi-disciplinary, revolutionary concepts to enable aviation transformation and harness convergence in aeronautics and non-aeronautics technologies to create new opportunities in aviation.

f. Manages the Agency's Aerosciences Evaluation and Test Capability portfolio consisting of large wind tunnel assets for ground testing in subsonic, transonic, supersonic, and hypersonic speed regimes.

4.2.3 SPECIAL RELATIONSHIPS.

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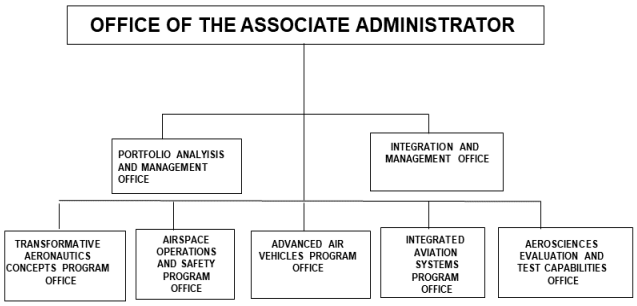
a. Collaborates with and provides research on advanced concepts and technologies to the Federal Aviation Administration (FAA) in support of regulation and certification of aircraft and airspace systems and processes.

b. Collaborates with and provides facilities, subject matter experts, and research to the Department of Defense (DOD) in support of the Nation's hypersonic programs and other aviation systems.

4.2.4 IMMEDIATE LINE OF SUCCESSION.

In the following order: ARMD Deputy Associate Administrator, ARMD Deputy Associate Administrator for Programs, and ARMD Deputy Associate Administrator for Policy.

AERONAUTICS RESEARCH MISSION DIRECTORATE



4.3 Human Exploration and Operations Mission Directorate

4.3.1 EMPHASIS. The Human Exploration and Operations Mission Directorate (HEOMD) is responsible for enabling human exploration of the solar system. HEOMD manages NASA crewed space operations in and beyond low-Earth orbit (LEO) and commercial launch services. HEOMD also manages the Artemis activities, focusing on Exploration Systems Development, the Human Landing System Program, Gateway Program, Enabling Capabilities, and HEO Systems Engineering and Integration. HEOMD develops, operates, and maintains exploration, communications, and space transportation systems and performs scientific research to enable sustained human exploration. In addition, HEOMD is responsible for managing the space transportation services for NASA or NASA-sponsored payloads that require orbital launch and for managing the Agency's space communications and navigation services supporting all NASA space systems.

4.3.2 HEOMD SPECIFIC RESPONSIBILITIES.

Specifically, the HEOMD Associate Administrator:

a. Implements responsibilities as stated in 4.1, Roles and Responsibilities Common to Mission Directorates.

b. Manages the formulation and development of human and related systems for LEO and deep space operations.

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c. Manages Systems Engineering and Integration for all of HEOMD, architecture planning, and pre-formulation.

d. Supports the development of coordinated HEOMD and Science Mission Directorate (SMD) robotic activity to enrich the body of scientific knowledge and serve as precursor information for future human missions.

e. Supports the development of coordinated HEOMD and Space Technology Mission Directorate (STMD) plans to develop technologies and capabilities that enrich the body of scientific knowledge and capabilities for future human missions.

f.Manages "to orbit" space transportation services for the Agency in coordination with other Mission Directorates.

g.Manages the Agency space communications and navigation services, in coordination with the Mission Support Directorate, other Mission Directorates, and Technical Authorities.

4.3.3 SPECIAL RELATIONSHIPS.

a. Manages and coordinates NASA space launch requirements, issues, and priorities for all NASA missions and NASA-sponsored payloads seeking launch to orbit via the Agency's Flight Planning Board.

b. Manages NASA's Rocket Propulsion Test (RPT) Program and champions the National Rocket Propulsion Test Alliance, through an agreement with the Department of Defense.

c. Oversees the International Space Station National Laboratory management organization as authorized in accordance with P.L. 111-267 Sec. 504(c)(2); as established through a Cooperative Agreement.

d. Serves as the Agency spectrum manager in accordance with NPD 2570.5, NASA Electromagnetic Spectrum Management.

4.3.4 IMMEDIATE LINE OF SUCCESSION.

In the following order: HEOMD Deputy Associate Administrator; HEOMD Deputy Associate Administrator for Management; and HEOMD Deputy Associate Administrator for Systems Engineering and Integration.

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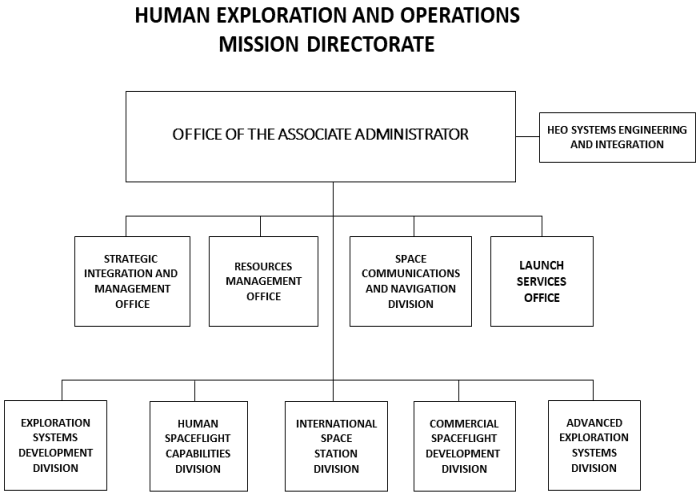

4.4. Science Mission Directorate

4.4.1 EMPHASIS. The Science Mission Directorate (SMD) carries out the scientific exploration of Earth and space to expand the frontiers of Earth Science, Heliophysics, Planetary Science, Astrophysics, and Biological and Physical Sciences. Through a robust fleet of orbiting and landed robotic spacecraft, a suborbital program of sounding rockets, scientific balloons, and research aircraft, as well as a broad and diverse grants-based research program, SMD provides virtual human access to the farthest reaches of our Solar System and beyond, as well as critical information about our home planet and sustained human exploration.

4.4.2 SMD SPECIFIC RESPONSIBILITIES.

Specifically, the SMD Associate Administrator:

a. Implements responsibilities as stated in 4.1, Roles and Responsibilities Common to Mission Directorates.

b. Oversees, in coordination with the Centers, the Mission Support Directorate, and the Technical Authorities, the formulation and development of robotic systems for suborbital, Earth orbital, and deep space operations.

c. Develops and/or leverages advanced technologies to meet science mission requirements and enable new scientific discoveries.

d. Extends the benefits of NASA science, technology, and information to the Nation through partnerships with other Federal agencies and other organizations relied upon by decision makers and citizens.

e. Ensures that data and information from NASA science missions are openly available and accessible in a timely and affordable manner.

f. Manages the conduct of life and physical science research and development of technologies targeted for human exploration and operations.

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g. Assesses individual mission statements for the offices listed below that report to SMD:

(1) Mars Sample Return Program Office.

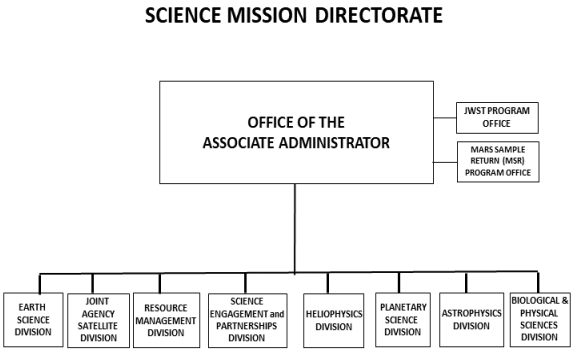
4.4.3 SPECIAL RELATIONSHIPS.

a. Manages the development and launch of weather satellites for the National Oceanic and Atmospheric Administration (NOAA) on a reimbursable basis via the Agency's Joint Agency Satellite Division (JASD).

b. Provides leadership and supports sponsorship to specialized, science-related institutes, e.g., NASA Goddard Institute for Space Studies (GISS), NASA Astrobiology Institute (NAI), and the Space Telescope Science Institute (STScI).

4.4.4 IMMEDIATE LINE OF SUCCESSION.

In the following order: SMD Deputy Associate Administrator; SMD Deputy Associate Administrator for Programs; and SMD Deputy Associate Administrator for Management.



4.5 Space Technology Mission Directorate

4.5.1 EMPHASIS: The Space Technology Mission Directorate (STMD) develops and demonstrates high-payoff technologies with the intent to infuse into current and future NASA missions. This organization employs a merit-based competition model with a portfolio approach spanning a range of discipline areas and technology readiness levels to advance technologies for the benefit of NASA, the aerospace industry, other Government agencies, as well as to address national needs.

4.5.2 STMD SPECIFIC RESPONSIBILITIES.

Specifically, the STMD Associate Administrator:

a. Implements responsibilities as stated in 4.1, Roles and Responsibilities Common to Mission Directorates.

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b. Manages the STMD portfolio at the theme level, setting priorities and strategies for achieving technology, innovation, and infusion objectives.

c. Develops and coordinates crosscutting and pioneering technologies and capabilities to ensure the needs of the Agency and associated technology partners, in coordination with the Centers, the Mission Support Directorate, other Mission Directorates, and the Technical Authorities.

d. Leads technology transfer and commercialization while tracking performance across the Agency.

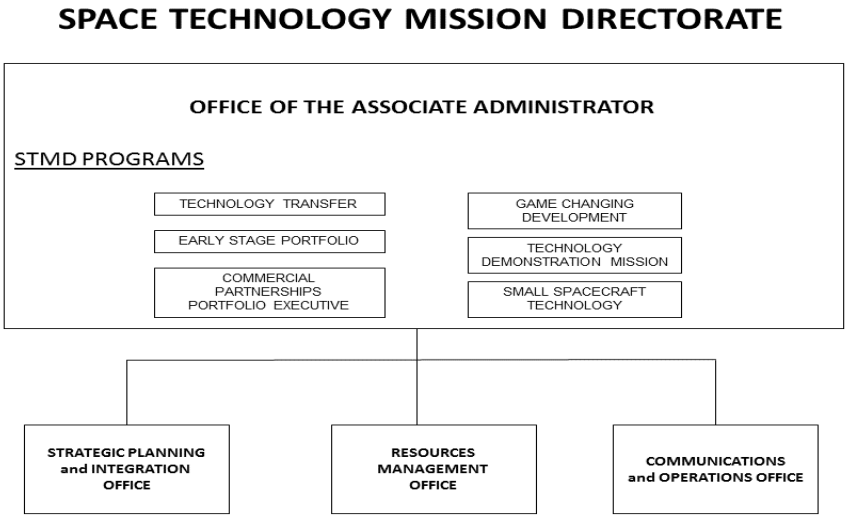
e. Provides management of the Agency's Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) program.

f. Provides leadership, policy direction, and Agency-level strategy for prize competitions and Agency challenges, piloting new approaches and tracking the performance record.

4.5.3 SPECIAL RELATIONSHIPS. None.

4.5.4 IMMEDIATE LINE OF SUCCESSION.

In the following order: STMD Deputy Associate Administrator; STMD Deputy Associate Administrator for Management; and STMD Deputy Associate Administrator for Programs



4.6 Mission Support Directorate

4.6.1 MISSION. The Mission Support Directorate (MSD) provides effective and efficient institutional support to enable the Agency to successfully accomplish its missions. It focuses on reducing institutional risk to NASA's current and future missions by improving processes, stimulating efficiency, and providing consistency and uniformity across institutional capabilities and services.

4.6.2 OVERALL RESPONSIBILITIES. The Associate Administrator (AA) for Mission Support reports to the NASA Deputy Associate Administrator.

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4.6.2.1 Specifically, the AA for Mission Support:

a. Oversees management of the functional areas of the Offices of the Chief Human Capital Officer, Strategic Infrastructure, Procurement, Protective Services, Headquarters Operations, and the NASA Shared Services Center.

b. Develops and implements plans that include the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.

c. In consultation with Center Directors, provides input as it relates to the assignment, promotion, discipline, and relief of the principal mission support official at each Center (i.e., the Associate Director).

d. Ensures integration and alignment of mission support activities in support of Agency strategic needs and interfaces with the NASA Deputy Administrator, the Associate Administrator, the Deputy Associate Administrator, the Chief of Staff, Mission Directorates, and Centers to support integration and alignment of these activities.

e. Achieves consistency of approach to improve functional performance across the Agency.

f. Monitors MSD functional programs' performance, as well as the effectiveness and efficiency of programs and processes.

g. Provides an integrated projection of functional activities with associated costs and workload implications across the Agency.

h. Oversees the preparation, presentation, and execution of the mission support budget, which includes all Safety, Security, and Mission Services (SSMS) accounts, including Agency and Center Management and Operations (AMO, CMO), and Construction of Facilities and Environmental Compliance and Restoration (CoF and ECR, or CECR.).

i. Oversees the management of SSMS funds at Headquarters and Centers, including establishing consistent practices and reporting across the Agency.

j. Ensures that personnel competencies and facility capabilities required to meet NASA's strategic needs are identified and provided.

k. Ensures that NASA Headquarters is provided the institutional services and products necessary to support effective operations.

l. Ensures that the procurement, security, counterterrorism/counterintelligence, internal control, and management activities are effectively provided in support of NASA's mission and strategic needs.

m. Manages the Headquarters Corporate Management and Operations budget processes.

n. Provides overall guidance, implementation, and integration of NASA's audit liaison program.

o. Establishes and maintains the requirements for documentation and promulgation of internal NASA policies, requirements, and external regulations codified in the Code of Federal Regulations.

p. Ensures statutory, regulatory, and fiduciary compliance.

q. Serves as a liaison to external organizations performing similar functions and to stakeholders who establish Government-wide policies and requirements.

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r. Through the Partnership Office, provides policy guidance, operational support, advocacy, and training for the Agency's domestic partnerships function and provides analytical decision support to the NASA Acquisition Strategy Council. Serves as the Agency decision authority for matters of domestic partnership approval process/procedure and is the primary arbiter of interpretation and application of current policy.

s. Oversees reporting as required by Congress, the Office of Management and Budget, and other external bodies.

t. Oversees utilization of all categories of innovative small business, including minority educational institutions that can deliver technical solutions in support of NASA, and ensures that the Agency is compliant with all Federal laws, regulations, and policies regarding small and disadvantaged business utilization.

u. Serves as the decision authority for matters of partnership approval process/procedure and is the primary arbiter of interpretation and application of current policy.

v. Serves as Agency Aircraft Capability leadership authority for oversight and management of NASA aircraft services and activities that include the acquisition, utilization, operations, modification, control, and disposition of all NASA aircraft, including Unmanned Aerial Systems (UAS).

w. Assesses individual mission statements for the offices listed below that report to MSD:

(1) Roles and Responsibilities Common within the Mission Support Directorate.

(2) Office of the Chief Human Capital Officer.

(3) Office of Strategic Infrastructure.

(4) NASA Shared Services Center.

(5) Office of Procurement.

(6) Office of Protective Services.

4.6.3 SPECIAL RELATIONSHIPS.

4.6.3.1 The AA for Mission Support serves as a member of NASA's Mission Support Council (core), the Acquisition Strategy Council (core), the Agency Program Management Council, and the Senior Management Council.

4.6.3.2 The AA for Mission Support serves as Chair of the NASA Shared Services Center Governing Body.

4.6.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy AA for Mission Support; Deputy AA Mission Support Transformation; and Chief Human Capital Officer.

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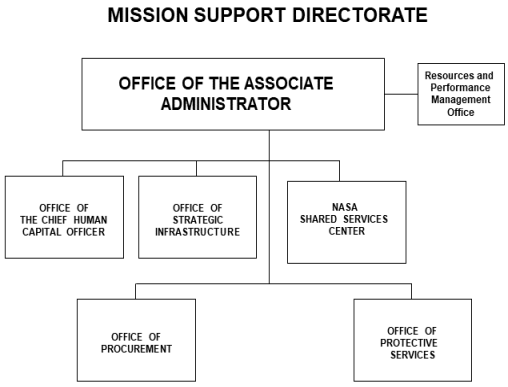

4.7 OFFICE OF THE CHIEF FINANCIAL OFFICER.

4.7.1 MISSION. The Office of the Chief Financial Officer, established in accordance with the Chief Financial Officers Act of 1990 (Public Law 101-576) (CFO Act), provides leadership for the planning, analysis, justification, control, and reporting of all Agency fiscal resources; oversees all financial management activities relating to the programs and operations of the Agency; serves as the Agency's appropriations liaison with the House and Senate Committees on Appropriations; leads the budgeting and execution phases of the planning, programming, budgeting, and execution process; and monitors and reports the financial execution of the Agency budget. The Office also provides executive leadership, policy direction, and functional management of financial assistance activities for the entire Agency.

4.7.2 OVERALL RESPONSIBILITIES. The Chief Financial Officer reports to the NASA Administrator.

4.7.2.1 Specifically, the Chief Financial Officer:

a. Oversees all financial management, budget, strategic planning, and performance activities relating to the programs and operations of the Agency.

b. Develops and implements plans that include the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.

c. Manages the office functions so as to reduce risk to NASA's mission.

d. Directs, manages, and provides policy guidance and oversight of the Agency's financial management personnel, activities, and operations, including, with the concurrence of Center Directors, approving the assignment, promotion, discipline, and relief of the principal financial official at each Center and assessing their performance. Center Directors shall provide a written evaluation of the principal financial official at their Center, which shall be attached to each individual's annual performance appraisal.

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e. In concurrence with Center Directors, determines the appropriate staffing complement for Center financial organizations.

f. Provides for the oversight and financial management of Agency resources and activities relating to programs and operations, ensuring strategic alignment with Agency mission and national goals, including all resources aspects of the planning, programming, and budgeting process.

g. Reviews, assesses, and validates Agency resources, requirements, and requests on the basis of strategic alignment, priorities, quality, and performance, including recommendations to the Administrator for fiscal resources approvals and authorizations.

h. Develops, maintains, and provides policy guidance and oversight of the Agency's integrated planning, budgeting, performance reporting, financial assistance, accounting, and financial management system, including financial reporting and financial management internal controls.

i. Monitors the financial execution of the Agency budget in relation to actual expenditures, monitors quality and performance of ongoing financial activities, analyzes ongoing activities to proactively identify potential performance problems, and prepares and submits timely financial and performance reports to the Administrator.

j. Ensures that budget formulation and execution are consistent with the Agency's strategic investment decisions and serve as the authoritative source for Agency programmatic and institutional strategic requirements.

k. Prepares and transmits an annual financial statement, audit report, and budget information to the Administrator, the Director of the Office of Management and Budget, the congressional committees of jurisdiction, and other authorities who review NASA's financial matters.

l. Works with the Comptroller General and administrative officials to facilitate financial management improvements consistent with the CFO Act, Office of Management and Budget guidance, and other relevant legislation.

m. Leads the Agency's effort in financial reporting under the CFO Act and coordinates on the Annual Performance Plan and Performance Report in accordance with the Government Performance and Results Act (GPRA) of 1993 (Public Law 103-62), as amended, and other relevant legislation.

n. Provides direct financial advice and support to Center Directors, Mission Directors, and program managers across all NASA operational units.

o. Provides overall coordination, implementation and integration of NASA's risk-based Internal Control Program. Ensures that internal control policies and procedures are in place; documents and reports on key controls; evaluates the design of internal controls; tests and validates the operating effectiveness of internal controls; supports the correction of internal control deficiencies and recommends revisions to related policies and procedures to improve management performance. Manages and facilitates the preparation of the Administrator's annual Statement of Assurance.

p. Identifies the need for, develops, advocates, and manages, as appropriate, Internal Control Assessments and Quality Assurance Reviews designed to improve Agency management and reduce the risk of internal control deficiencies. Supports and tracks the correction of identified deficiencies through the Senior Assessment Team.

q. Prescribes Agency-wide policies, strategies, regulations, and procedures governing the conduct of all NASA financial assistance activities within the framework of national and Agency policies and

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applicable laws and regulations and plans, coordinates, reviews, and evaluates the overall strategy for major NASA financial assistance acquisitions and ensures the timeliness and effectiveness of the full spectrum of NASA financial assistance functions (grants and cooperative agreements). Reviews and concurs on, or approves, various financial assistance documents.

4.7.3 SPECIAL RELATIONSHIPS.

4.7.3.1 The Chief Financial Officer serves as a member of NASA's Executive Council, Mission Support Council (core), Program Management Council, and Senior Management Council.

4.7.3.2 As required by the CFO Act, the Chief Financial Officer is appointed by the President with the advice and consent of the Senate, and:

a. Makes recommendations to the Administrator on the selection and appointment of the Deputy Chief Financial Officer.

b. In coordination with the Office of Legislative and Intergovernmental Affairs, serves as interface with Congress on budget and financial matters.

c. Serves on the Office of Management and Budget's Chief Financial Officers Council.

d. Serves on the Office of Management and Budget's Performance Improvement Council.

e. Serves as the Agency Chief Acquisition Officer.

4.7.3.3 The Deputy Chief Financial Officer for Appropriations serves as the Agency's appropriations liaison with the House and Senate Committees on Appropriations, providing leadership/direction/coordination of Agency communications with Committees on Appropriations.

4.7.3.4 The Director, Strategic Investments Division, within the Office of the Chief Financial Officer, is invited to attend the Agency Program Management Council.

4.7.3.5 The Director, Budget Division, within the Office of the Chief Financial Officer, serves as the principal administrative official for Agency funds and resources and directs, monitors, and approves the structure of budget formulation and execution and, in coordination with the Director, Financial Management Division, apportionments and allotments.

4.7.3.6 The Director, Quality Assurance Division, within the Office of the Chief Financial Officer, leads the Agency management assurance relative to the accountability and effectiveness of Federal programs and operations by establishing, assessing, correcting, and reporting on internal control. Makes recommendations to the Agency management to ensure programs operate and resources are used consistent with Agency missions, in compliance with laws and regulations, and with minimal potential for waste, fraud, and mismanagement.

4.7.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Chief Financial Officer (Finance) and Deputy Chief Financial Officer (Center Operations). The process for designating an Acting Chief Financial Officer is set forth at 5 U.S.C. 3345 et. seq.

4.7.4.1 The Deputy Chief Financial Officer (Finance) shall serve as Acting Chief Financial Officer immediately and automatically upon occurrence of the vacancy up to the appointment of a new Chief Financial Officer, Presidential action under the Vacancies Reform Act, 5 U.S.C. 3345, or the expiration of authority under the Vacancies Reform Act. If both the Offices of the Chief Financial Officer and Deputy Chief Financial Officer (Finance) are vacant, the Deputy Chief Financial Officer

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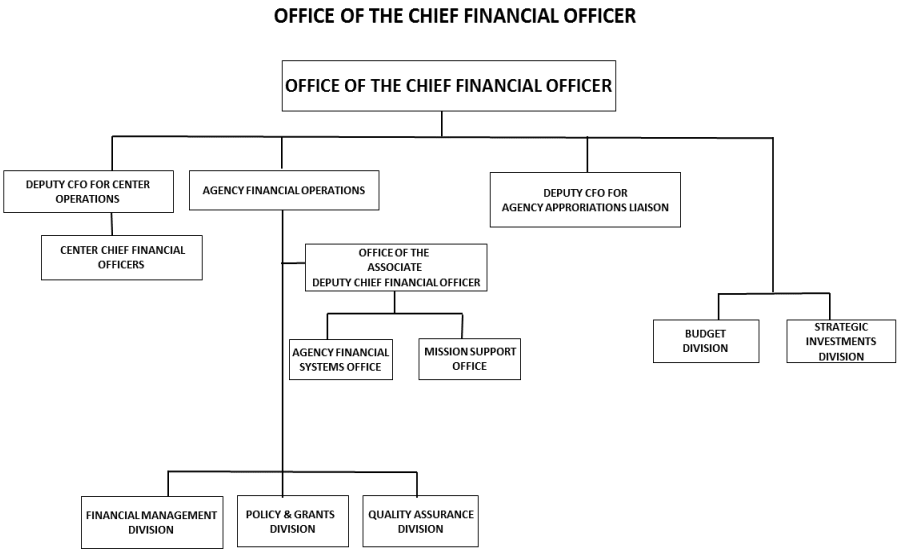
(Center Operations) shall serve as Acting Chief Financial Officer immediately and automatically upon occurrence of the vacancies up to the appointment of a new Chief Financial Officer, Presidential action under the Vacancies Reform Act, 5 U.S.C. 3345, or the expiration of authority under the Vacancies Reform Act. If the Office of the Chief Financial Officer is vacant and authority for both the Deputy Chief Financial Officer (Finance) and the Deputy Chief Financial Officer (Center Operations) to serve under the Vacancies Reform Act has expired, no individual can serve as the Acting Chief Financial Officer without Presidential action unless otherwise authorized by law. However, in that event, all authorities of the Chief Financial Officer that may be legally delegated are delegated to the incumbent official in the following order of precedence: Deputy Chief Financial Officer (Finance), Deputy Chief Financial Officer (Center Operations), Deputy Chief Financial Officer for Appropriations and Associate Deputy Chief Financial Officer (Finance). In consultation with the General Counsel, such official exercising authority under this delegation shall also request Administrator action to request Presidential action for the appointment of an Acting Chief Financial Officer.



4.8 Office of the Chief Information Officer

4.8.1 MISSION. The Office of the Chief Information Officer provides leadership, planning, policy direction, and oversight for the management of NASA information and NASA information technology (IT) in accordance with the responsibilities required by the Privacy Act of 1974, the Paperwork Reduction Act of 1995, the Clinger-Cohen Act of 1996, the E-Government Act of 2002, the Federal Information Security Management Act of 2002, and the Federal Information Technology Acquisition Reform Act of 2014. The Chief Information Officer (CIO) is the principal advisor to the Administrator and other senior officials on matters pertaining to IT, the NASA Enterprise Architecture (EA), cybersecurity, records management, and privacy.

4.8.2 OVERALL RESPONSIBILITIES. The CIO reports to the NASA Administrator.

4.8.2.1 Specifically, the CIO:

a. Develops and implements plans that include the organization's goals, objectives, metrics, and

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actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.

b. Manages the office functions by reducing enterprise risk to missions.

c. Directs, manages, and provides policy guidance and oversight of the Agency's Center CIOs' activities and operations, including, in concurrence with Center Directors, the approval of the assignment, promotion, discipline, and relief of the principal CIO at each Center, and assessment of their performance. Conducts formal performance planning and appraisal of the principal CIO at each Center in conjunction with the Center Director, who may provide a written evaluation that shall be attached to that individual's annual performance appraisal.

d. In consultation with Center Directors, determines the appropriate staffing complement for Center CIO offices.

e. Defines IT program objectives and top-level requirements and monitors program performance, as well as effectiveness and efficiency of IT programs and processes.

f. Develops and implements Agency-wide strategies, policies, programs, and processes for the management of IT investments and services.

g. Provides for effective governance of IT through chartered boards with appropriate stakeholder representation.

h. Ensures statutory, regulatory, and fiduciary compliance in the acquisition and implementation of IT.

i. Develops, maintains, and facilitates implementation of the NASA EA, which is the framework for ensuring that IT investments enable the mission and are integrated, efficient, and secure.

j. Maximizes the value and assesses and manages the risks of the IT plans and investments for NASA. Utilizes an IT investment management process that is integrated with Agency processes for making budgetary and financial decisions for NASA IT.

k. Manages NASA's IT systems as a joint responsibility with the NASA Centers, Mission Directorates, and Headquarters Offices. The Centers, Mission Directorates, and Headquarters Offices have responsibility for the applications, while the CIO has overarching responsibility for ensuring alignment of those applications with the NASA EA and for all aspects of the IT infrastructure in which those applications reside.

l. Manages an application portfolio management program in conjunction with the Centers, Mission Directorates, and Headquarters Offices to ensure a robust, yet efficient, set of applications to enable the NASA mission.

m. Leads and implements NASA's Cybersecurity program, ensuring appropriate confidentiality, integrity, and availability of all NASA's information assets throughout the system life cycle. The Office of Protective Services is responsible for the security of classified information and technologies.

n. Ensures that the NASA workforce possesses the requisite knowledge and skills in IT and information resources management.

o. Provides oversight for all Agency E-Government initiatives.

p. Oversees IT-related reporting as required by Congress, the Office of Management and Budget

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(OMB), and other external bodies.

q. Leads the Integrated Enterprise Management Program, which is responsible for developing, implementing, and operating Agency-wide business systems.

4.8.3 SPECIAL RELATIONSHIPS.

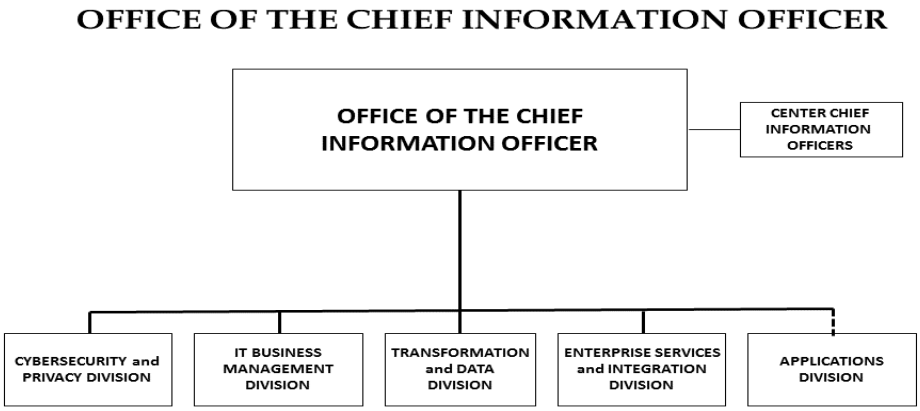
4.8.3.1 The CIO serves as a member of NASA's Mission Support Council the Partnership Council, the Program Management Council, and the Senior Management Council.

4.8.3.2 The CIO serves as a member of the Federal CIO Council coordinated by OMB.

4.8.3.3 The CIO works in cooperation with the Office of the Chief Financial Officer, the Office of Procurement, and the Mission Support Directorate to develop a full and accurate accounting of IT expenditures, related expenses, and results.

4.8.3.4 The CIO works in conjunction with the Office of Protective Services to provide for the protection of information systems.

4.8.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy CIO; Associate CIO for Cybersecurity and Privacy; and Associate CIO for Enterprise Services and Integration.



4.9 OFFICE OF THE CHIEF SCIENTIST

4.9.1 MISSION. The Office of the Chief Scientist (OCS) advises and advocates for the NASA Administrator on matters concerning Agency-wide science policy and programs. The OCS serves as a primary external interface regarding science issues and results on behalf of the Administrator. The OCS encourages and fosters science integration and cooperation across the Agency and provides oversight to assure that NASA funds only the most exemplary and meritorious science to enable NASA to achieve its mission.

4.9.2 OVERALL RESPONSIBILITIES. The Chief Scientist reports to the NASA Associate Administrator.

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4.9.2.1 Specifically, the NASA Chief Scientist:

a. Provides independent assessment and advice to the Administrator on matters related to NASA science.

b. Encourages and fosters science integration and cooperation across the Agency, including the Mission Directorates and the Centers.

c. Leads the development of Agency science strategy and ensures that NASA's overarching Strategic Plan properly incorporates science goals and objectives.

d. Performs scientific, technical, programmatic, and/or policy reviews to assure that NASA science programs are of the highest scientific and technologic merit and integrity.

e. Provides independent portfolio analysis of significant science activities, as appropriate.

f. Promotes, communicates, and advocates for NASA's science portfolio and strategy to the broad external community.

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

h. Represents the Administrator to the National Advisory Council (NAC) Science Committee, the National Academy of Sciences, and other science advisory bodies.

i. Serves as the Administrator's NASA science representative to the international community, as appropriate.

j. Provides support and guidance to NASA science organizations in their development and implementation of plans to address science policy, goals, objectives, metrics, and actions needed to execute the strategic goals and objectives in the NASA Strategic Plan.

k. Works with the Center Directors to promote scientific vitality and innovation at the Centers.

l. Directs and oversees a Science Innovation Fund to promote the conduct of highly innovative, exploratory, and high-risk/high return scientific research at NASA Centers in support of the strategic direction of the NASA Centers and the Agency.

m. Directs and oversees the Agency nomination process for Agency-wide external and internal scientific awards.

4.9.3 SPECIAL RELATIONSHIPS:

4.9.3.1 Serves as a member of NASA's Executive Council, Mission Support Council (extended), Program Management Council, and Senior Management Council.

4.9.3.2 Provides support and guidance to the Space Life and Physical Sciences Research and Applications Division in the Human Exploration and Operations (HEO) Mission Directorate to ensure its alignment with Agency science priorities and to increase the visibility of the HEO research portfolio at the Agency level.

4.9.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Chief Scientist and Associate Chief Scientist.

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OFFICE OF THE CHIEF SCIENTIST

4.10 Office of the Chief Technologist

4.10.1 MISSION. The Office of the Chief Technologist (OCT) serves as the NASA Administrator's principal advisor and advocate on matters concerning Agency-wide technology policy and programs. The office provides advocacy for NASA research and technology programs through communication and integration with technology efforts being conducted by other Agencies. The office conducts annual review and assessment of technology investments across the Agency, including the mission-focused investments made by the NASA Mission Directorates and facilitates strategic technology integration and alignment with NASA's Strategic Plan. The office also serves as an advocate for cultural change toward creativity and innovation at NASA Centers, particularly in regard to workforce development. The office identifies innovative technology partnerships and communicates societal impact of technology investments across and outside the Agency. The Office employs principles that encourage innovative partnerships, technology use for societal benefit, and commercialization; helping ensure NASA technologies energize the commercial space sector and provide the greatest benefit to the nation.

4.10.2 OVERALL RESPONSIBILITIES. The Chief Technologist reports to the NASA Associate Administrator.

4.10.2.1 Specifically, the Chief Technologist:

a. Serves as the NASA Administrator's principal advisor and advocate on matters concerning Agency-wide technology policy and programs.

b. Provides leadership, policy direction, Agency-level strategy and priorities, technology portfolio assessment, and coordination for NASA technology and innovation activities.

c. Develops and implements plans that address technology and innovation goals, objectives, technical challenges, and investment.

d. Engages the internal and external technology community including other Government agencies,

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industry, academia, and advisory groups to identify needs and recommend priorities that NASA should pursue consistent with National Space Policy, NASA's mission, and national needs.

e. Serves as the Administrator's NASA technology representative to the international community, as appropriate.

f. Advocates for NASA research and technology programs through coordination with other Government agencies, academia, and the commercial aerospace industry.

g. Conducts annual Agency-level technology portfolio analyses, including the mission-focused technology elements made within the Mission Directorates.

h. Maintains a streamlined technology roadmap process to maintain awareness of technology activities worldwide that have potential impact on NASA's mission.

i. Develops, in coordination with the Mission Directorates, the biennial Strategic Technology Investment Plan (STIP).

j. Coordinates an annual, independent, Agency-wide technology assessment process utilizing the NASA Advisory Council (NAC) Space Technology Committee to inform the annual Agency-level technology portfolio analysis and the biennial STIP.

k. Oversees NASA technology-related reporting as required by Congress, the Office of Management and Budget, and other external bodies.

l. Documents and communicates the benefits of NASA technology investments to the Nation through various mechanisms, including the media, publications, NASA portal, and partnerships with other Federal agencies, associations, industry, and academia.

m. Works with the Agency Officials-in-Charge of Headquarters Offices and Center Directors to implement NASA's innovation framework to enhance creativity and innovation, particularly in regard to workforce development.

n. Works with the Agency Officials-in-Charge of Headquarters Offices and Center Directors to enhance creativity and innovation, particularly in regard to workforce development.

o. Represents NASA in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning technology and innovation activities.

p. Conducts educational and public outreach programs to communicate the Nation's return on its investment with respect to technology and innovation activities at NASA.

q. Engages with the emerging space, or NewSpace, community for infusion of technologies into NASA's portfolio and to encourage the growth of a commercial and/or private space-technology enterprise nationwide.

4.10.3 SPECIAL RELATIONSHIPS:

4.10.3.1 The Chief Technologist serves as a member of NASA's Executive Council, Mission Support Council (extended), Program Management Council, and Senior Management Council.

4.10.3.2 The Chief Technologist chairs the NASA Technology Executive Council and the Center Technology Council.

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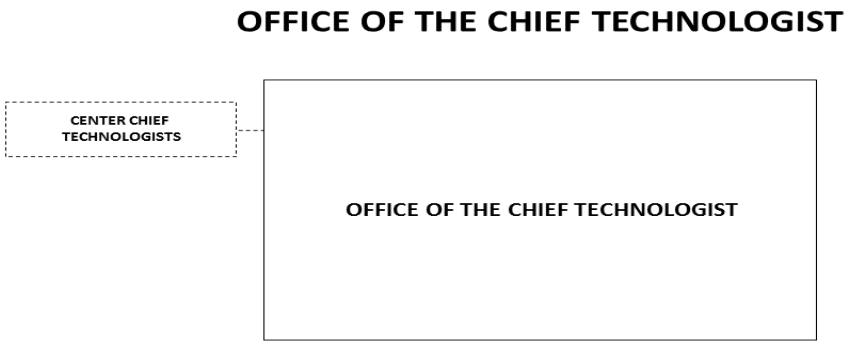
4.10.3.3 The Chief Technologist serves as the Agency's senior management point of contact for the NASA Advisory Council Space Technology Committee.

4.10.3.4 The Chief Technologist co-chairs, with the Chief Scientist, the International Space Station (ISS) Utilization Advocacy Board.

4.10.3.5 The Chief Technologist is NASA's representative on the inter-Agency Space Partnership Science and Technology Forum.

4.10.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Chief Technologist.



4.11 Office of the Chief Engineer

4.11.1 MISSION. The Office of the Chief Engineer provides policy direction, oversight, and assessment for NASA engineering and program/project management. It serves as the principal advisor to the Administrator and other senior officials on matters pertaining to technical readiness in execution of NASA programs and projects. Also, it is responsible for Agency-level standards and policies as applied to engineering and program management.

4.11.2 OVERALL RESPONSIBILITIES. The Chief Engineer reports to the NASA Associate Administrator.

4.11.2.1 Specifically, the Chief Engineer:

a. Develops and implements plans that include the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.

b. Manages the office functions by reducing risk to NASA's mission.

c. Serves as the lead Technical Authority for engineering.

d. Provides leadership, policy direction, functional oversight, assessment, and coordination for two major, closely related areas:

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(1) Engineering and related technical disciplines, including systems engineering and technical integration.

(2) Program and project management, including earned value management and program integration.

e. Serves as the principal advisor to the Administrator on matters pertaining to the technical readiness of NASA programs and projects.

f. Assesses the adequacy, quality, and effectiveness of engineering work and program/project management Agency wide and recommends or directs improvements in these areas, where appropriate.

g. Coordinates the application of technical resources to support engineering work, including knowledge services and lessons learned, technical standards, trend evaluation, access to technical information, technical support for specific disciplines and problems, and coordination among engineering work groups.

h. Provides leadership to define the tools, processes, facilities, and engineering resources needed to improve the Agency's technical capabilities.

i. Oversees the NASA Engineering and Safety Center (NESC).

j. Establishes and maintains Agency-wide processes, technical standards, requirements, and policies for the conduct of discipline-area engineering and systems engineering. This shall include evaluating the implementation by the Centers and program/project management.

k. Establishes and maintains the Agency-wide process and requirements for engineering and program/project management. This includes maintenance and update of NPR 7123.1, NASA Systems Engineering Processes and Requirements; NPR 7120.5, NASA Space Flight Program and Project Management Requirements; and NPR 7120.8, NASA Research and Technology Program and Project Management Requirements.

l. Provides leadership of and policy for the Agency's engineering and program/project management training conducted through NASA's Academy of Program, Project, and Engineering Leadership.

m. Implements and manages Agency-wide mandatory curriculum for program/project managers. This shall include providing and managing mandatory curriculum at NASA Centers. The Office of the Chief Engineer shall work with the Associate Administrator to ensure proper alignment of curriculum, with needed competencies for the future of NASA.

n. Coordinates with the Office of Human Capital Management to ensure that new hiring policies and core competencies are in line with the future technical and program/project management needs for the Agency.

o. Conducts and integrates periodic and ad hoc programmatic and technical assessments of programs and projects.

p. Ensures statutory, regulatory, and fiduciary compliance.

q. Serves as a liaison to external organizations performing similar functions and stakeholders who establish Government-wide policies and requirements.

4.11.3 SPECIAL RELATIONSHIPS.

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4.11.3.1 The Chief Engineer serves as alternate Chair for NASA's Program Management Council.

4.11.3.2 The Chief Engineer serves as a member of NASA's Mission Support Council (extended), Program Management Council, and Senior Management Council.

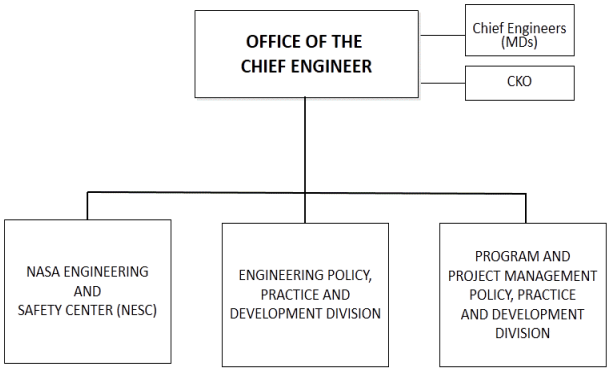
4.11.3.3 The Chief Engineer leads Engineers, Engineering Directors, and associated engineering organizations within Mission Directorates and Centers and, through them, within programs and projects.

4.11.3.4 The Chief Engineer chairs the Engineering Management Board for engineering infrastructure and practices.

4.11.3.5 The Chief Engineer chairs the Program/Project Management Board for program/project management infrastructure and practices.

4.11.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Chief Engineer; Deputy for Management; and Director, NASA Engineering and Safety Center.

OFFICE OF THE CHIEF ENGINEER



4.12 Office of The Chief Health and Medical Officer

4.12.1 MISSION. The Office of the Chief Health and Medical Officer (OCHMO) serves as the focal point for policy formulation, oversight, coordination, and management of all NASA health and medical matters in all environments and medical emergency preparedness and contingency operations and response.

4.12.2 OVERALL RESPONSIBILITIES. The Chief Health and Medical Officer (CHMO) reports to the NASA Associate Administrator.

4.12.2.1 Specifically, the Chief Health and Medical Officer:

a. Provides review and oversight of health care delivery, assurance of professional competency, and quality and consistency of health care services Agency wide.

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b. Formulates health care and medical policies for, and provides oversight of, activities related to crew health and medical operations for exploration in and beyond low-Earth orbit.

c. Establishes and maintains medical and human health-related standards and appropriate levels of medical care for all NASA activities and develops and implements processes for approving these standards.

d. Serves as the Agency Technical Authority for all health and medical requirements and matters.

e. Works with Mission Directorate Associate Administrators to review all human health-related program plans and requirements for compliance with established medical and health-related standards and practices.

f. Reviews and approves medical requirements and research products as ready for operational implementation through the established Transition to Medical Practice process.

g. Ensures Agency compliance with all statutory and regulatory requirements regarding the safe and ethical execution of research involving human and animal subjects.

h. Ensures Agency compliance with all statutory and regulatory requirements regarding the safe and ethical execution of medical practice.

i. Supports the Mission Directorates, as appropriate, regarding selection of research and development projects relative to research subjects, human health, and medical matters.

j. Supports the Human Exploration and Operations Mission Directorate in all activities pertinent to human space flight mission execution.

k. Manages the office functions by reducing institutional risks to missions.

l. Ensures coordination with the Office of International and Interagency Relations when health and medical and research subject matters have implications for international partners or NASA's international activities.

m. Coordinates NASA health and medical issues, policies, and programs with other NASA organizations, other Government agencies, industry, international participants, and academia.

n. Ensures that all employees are provided healthful workplaces free from exposures to harmful substances or conditions.

o. Serves as the Designated Agency Safety and Health Officer (DASHO) liaison to the Department of Labor.

p. Serves as the To Research, Evaluate, Assess, and Treat (TREAT) Astronaut's Act authority to determine which medical and psychological claims and conditions are associated with or potentially associated with spaceflight.

q. Provides medical monitoring and diagnosis for conditions considered potentially associated with spaceflight and treatment for conditions determined to be spaceflight-associated to former U.S. Government astronauts and payload specialists.

4.12.3 SPECIAL RELATIONSHIPS.

4.12.3.1 The CHMO serves as a member of NASA's Mission Support Council (extended), Program

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Management Council, and Senior Management Council.

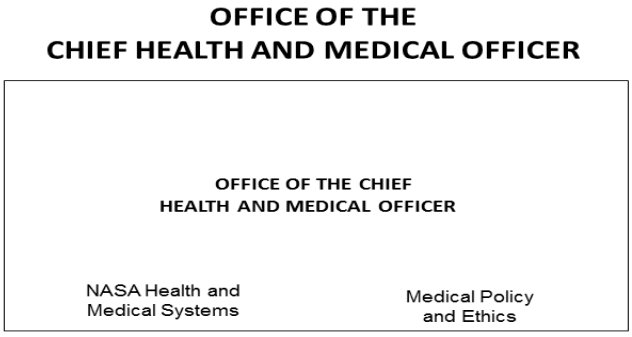
4.12.3.2 The CHMO is the principal advisor to both the Administrator and the Deputy Administrator on health and medical requirements, matters of astronaut health, research subject protection, and matters to ensure the mental and physical health and well-being of the NASA workforce in all environments.

4.12.3.3 The CHMO serves as the NASA liaison to the Occupational Safety and Health Administration, along with representatives from the Office of Safety and Mission Assurance.

4.12.3.4 The OCHMO serves as the primary NASA liaison to the Department of Health and Human Services, the Department of Defense, the Department of Homeland Security, the Department of Transportation, and other Federal departments concerning health and medical matters and research subject protection as appropriate.

4.12.3.5 The OCHMO maintains a standing committee of the Institute of Medicine to advise NASA on Aerospace Medicine and Medicine of Extreme Environments.

4.12.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Chief Health and Medical Officer.



4.13 Office of Safety and Mission Assurance (SMA)

4.13.1 MISSION. The Office of Safety and Mission Assurance (SMA) provides policy direction, functional oversight, and assessment for all Agency safety, reliability, maintainability, quality engineering and assurance, software assurance, risk management, orbital debris mitigation, nuclear flight safety, aviation safety, and planetary protection activities and serves as a principal advisory resource for the Administrator and other senior officials on matters pertaining to safety and mission success.

4.13.2 OVERALL RESPONSIBILITIES. The Chief, Safety and Mission Assurance reports to the NASA Associate Administrator and advises senior leadership, including the Administrator, on

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matters related to risk, safety, and mission success. Serves as the lead Technical Authority for safety and mission assurance, providing independent oversight of programs and projects in support of safety and mission success. Serves as the designated Agency-level "official voice" for institutional safety and the associated requirements established by NASA policy, law, and other external mandate aimed at protecting the public, NASA workforce, and high-value assets from potential harm as a result of activities and operations created or controlled by NASA and to protect NASA civil servants from hazards, regardless of location.

4.13.2.1 Specifically, the Chief, Safety and Mission Assurance:

a. Develops and implements plans that include the organization's goals, objectives, metrics, and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.

b. Develops SMA strategies, policies, requirements, procedures, standards, and guidelines for NASA programs, projects, and institutions (hereinafter abbreviated as SMA policy direction).

c. Ensures the incorporation and fulfillment of SMA policy direction through the structured implementation of SMA technical authority, institutional safety authority, and independent reviews and assessments.

d. Assesses and advances the effectiveness of SMA policy direction, activities, processes, and safety culture to address institutional and programmatic risk to safety and mission success.

e. Advises NASA leadership on significant SMA issues, including guidance for corrective action.

f. Assesses the need for and advances SMA tools, knowledge, techniques, and practices and workforce capabilities.

g. Assures that adequate levels of both programmatic and institutional resources are applied to SMA functions.

h. Oversees the prompt investigation and development of findings and recommendations for safety concerns and NASA mishaps and ensures appropriate closure of corrective actions.

i. Concurs with the assignment, promotion, performance appraisal, discipline, and relief of the principal SMA official at each Center.

j. Provides to each Center Director a written evaluation of the performance of the principal Center SMA official, which will be attached to that individual's annual performance appraisal.

k. Advocates and represents the NASA SMA programs and community to other U.S. Government organizations, industry, academia, and international participants.

4.13.2.2 The Chief, Safety and Mission Assurance is authorized to suspend any operation or project activity that presents an unacceptable risk to the public, workforce, property, environment, or mission success and provide guidance for corrective action.

4.13.3 SPECIAL RELATIONSHIPS.

4.13.3.1 The Chief, Safety and Mission Assurance serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD..

4.13.3.2 The Chief, Safety and Mission Assurance establishes program direction and budget, as well as supervises the performance of the NASA Safety Center.

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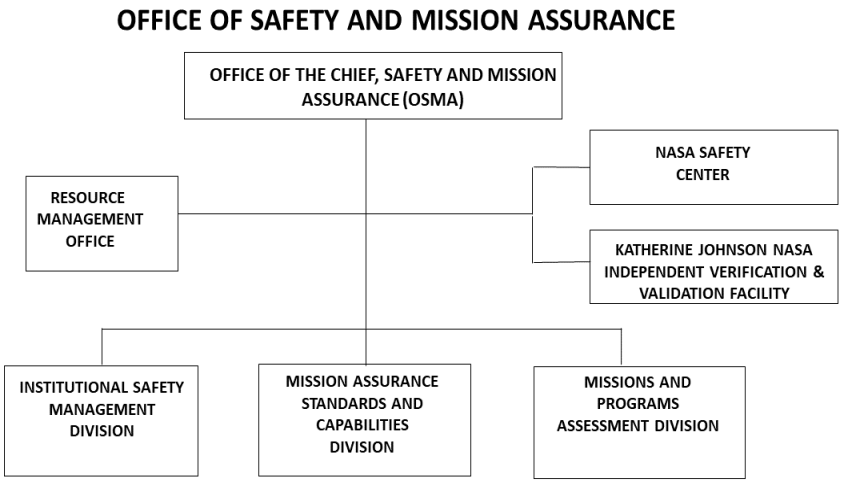
4.13.3.3 The Chief, Safety and Mission Assurance, based on guidance from the IV&V Advisory Board, establishes program direction for, and supervises the performance of, the NASA IV&V Program.

4.13.3.4 The Chief, Safety and Mission Assurance, in coordination with the Chief Engineer, provides safety direction for the NASA Engineering and Safety Center.

4.13.3.5 The Chief, Safety and Mission Assurance supports the Chief Health and Medical Officer, who is the Designated Agency Safety and Health Official, by establishing and overseeing implementation of the safety portion of NASA's safety and health management policy required by 29 CFR Ã?Â§ 1960.1.

4.13.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Chief, Safety and Mission Assurance; Director, Mission Assurance and Capabilities Division; Director, Missions and Programs Assessment Division



4.14 RESERVED

4.15 Office of Communications

4.15.1 MISSION. The Office of Communications serves as the corporate, Agency-wide communications function for NASA, accountable for managing the planning, development, and implementation of communications events, activities, and products for stakeholders, including the general public. The office provides for the widest practicable and appropriate dissemination of information to news media and the general public concerning the objectives, methods, and results of NASA programs.

The office is responsible for planning, organizing, directing, and coordinating Agency-wide communications activities for all facets of NASA's mission, programs, activities, and functions to

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the Agency's workforce, media, and the general public. The scope of the Agency's communications entails a broad, diverse, and integrated set of efforts including news and media engagement, digital services and products (including Web, multimedia, and social media), non-technical publications, exhibits, as well as speaking and public engagement activities and events. The office works to promotes effective NASA communications by ensuring synergy and strategic focus and working collaboratively with the Offices of Legislative and Intergovernmental Affairs and STEM Engagement and other Agency organizations, as appropriate.

4.15.2 OVERALL RESPONSIBILITIES. The Associate Administrator (AA) for Communications reports to the NASA Administrator.

4.15.2.1 Specifically, the AA for Communications:

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. Develops and implements a strategic communications approach and operational model for guiding and executing all Agency communications activities including:

(1) Designs and implements internal and external communications strategies and tactics that support NASA's mission.

(2) Advises the Administrator, Deputy Administrator, Associate Administrator, and Chief of Staff on long-range and day-to-day activities involving Agency policy and communications activities.

(3) Provides Agency-wide standards and policies for communications activities and products, and is accountable for Agency-wide planning, development, and implementation of all NASA communications activities and products, including those required to communicate the work of the NASA the Mission Directorates, Centers, and Headquarters functional organizations.

(4) Develops Agency-wide internal and external communications policies and instruments, including NASA's presence in the media, Web, social media, and other platforms.

(5) Builds and maintains the NASA brand.

(6) Develops and implements, in coordination with the Office of the Administrator, communications activities and products for matters of policy, budgets, and missions.

c. Monitors Agency-wide communications performance and metrics, as well as effectiveness and efficiency of programs and processes.

d. Researches and develops effective, data-driven strategic messages that can be employed Agency-wide and targeted to specific audiences (internal and external) to increase public awareness and understanding of NASA and its missions.

e. Ensures the quality of communications activities and achieves consistency of approach, where appropriate, across the Agency through the integration and coordination of strategic communications functions and business processes.

f. Leads an Agency-wide program to establish and maintain open and credible communications channels within the entire NASA Communication, and to external institutions and outlets, including the news media, Web, and social media platforms, to reach and engage the general public. Coordinates with all NASA programs and Centers. Develops associated products and content,

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includes videos, applications, and other multimedia products.

g. Develops and adopts emerging technologies required for the dissemination of information to foster communications and facilitate public engagement.

h. Drafts speeches, op-eds, and articles for senior NASA officials and provides messaging support to other senior U.S. Government officials communicating about NASA's activities.

i. Identifies and coordinates NASA's participation in events, conferences, and public engagement activities, reaching new audiences and educating a broader segment of the American people on NASA and its mission. In conjunction with event planning and execution, manages the Agency-wide guest operations function for a variety of public engagement events.

j. Manages the Agency-wide exhibits and artifacts programs. Develops and deploys exhibits and related products for events, conferences, and public engagement activities.

k. Identifies and manages, as appropriate, opportunities for strategic partnerships with industry and media aimed at increasing public awareness of NASA's mission, leveraging existing resources to broaden NASA's presence with more diverse audiences, and ensuring efficient and appropriate use of NASA's communications materials.

l. Manages and operates the Agency's Speaker's Bureau, speaking engagements, and astronaut appearances. Coordinates public appearances by NASA officials.

m. Manages the NASA History program.

n. Manages the Agency-wide public inquiries and Freedom of Information Act functions.

o. In consultation with Center Directors, approves the assignment, promotion, discipline, and relief of the principal Communications official at each Center and assesses their performance. Provides a written evaluation of the principal Communications official at each Center, which shall be attached to that individual's annual performance appraisal.

4.15.3 SPECIAL RELATIONSHIPS.

4.15.3.1 The AA for Communications serves as a member of NASA's Mission Support Council (extended) and the Senior Management Council, and is invited to attend the Program Management Council.

4.15.3.2 The AA for Communications assigns communications specialists to selected organizations to serve as dedicated Communications Officers. These Communications Officers will work with the assigned AAs and their staffs, providing professional communications expertise and support. The AA for Communications shall also manage direct reports at NASA Centers, who are the most senior communications leaders within their organizations. These communications leaders will work with their Center Directors and management, fostering Agency coordination and providing communications expertise and support. The AA for Communications shall also manage the Communications Coordinating Council (CCC), accountable for strategic direction and guidance of all NASA communications activities.

4.15.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy AA; Director, Public Engagement and Multimedia; Director Strategy Planning and Integration.

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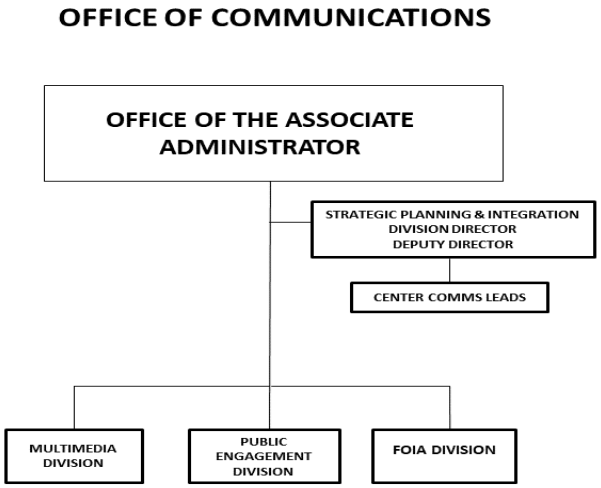

4.16 Office of Diversity and Equal Opportunity

4.16.1 MISSION. The office is responsible for developing and aligning NASA equal opportunity (EO), civil rights compliance, and diversity strategies, programs, policies, and processes consistent with the Agency's mission, strategic goals, and performance outcomes. The Office of Diversity and Equal Opportunity (ODEO) establishes Agency-wide policies on diversity and equal opportunity and defines strategies, program objectives, and top-level requirements; ensures statutory, regulatory, and fiduciary compliance with internal and external equal opportunity laws ; provides technical assistance, training, and advocacy to promote an open and inclusive workplace; ensures consistency of approach to improve functional performance across the Agency; and monitors diversity and equal opportunity program performance.

4.16.2 OVERALL RESPONSIBILITIES. The Associate Administrator (AA) for Diversity and Equal Opportunity reports to the NASA Deputy Associate Administrator on all matters pertaining to diversity, civil rights compliance, and EO requirements under Federal law and NASA rules and policy pursuant to EO laws and regulations (e.g., 29 C.F.R. Sections 1614.102 (b) (4) and (c) (1) and 1614.607).

4.16.2.1 Specifically, the AA for Diversity and Equal Opportunity:

a. The Center Diversity and Equal Opportunity officials will report directly to one of the two Division Directors.

b. Serves as the principal advisor to the Administrator and Deputy Administrator on diversity and equal opportunity for NASA (including civil service and contractor employees).

c. 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.

d. Manages the office functions in order to reduce institutional risk to missions.

e. Sets the Agency's equal opportunity policy and strategy. Guides the Agency's management

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strategies, objectives and actions required to develop a diverse workforce to support the missions. Develops the strategy in alignment with, and in support of, the overall Agency mission and United States Space Exploration Policy.

f. Administers effective and efficient Agency-wide EEO complaint and Alternative Dispute Resolution (ADR) processes.

g. Develops and oversees Agency-wide policies, programs, and processes to achieve consistency of approach to eliminate barriers to the recruitment, retention, and promotion of a high-caliber and diverse workforce, particularly in mission-critical occupations and leadership ranks.

h. In consultation with Center Directors, approves the assignment, promotion, discipline, and relief of the principal Diversity and Equal Opportunity official at each Center and assesses their performance. Provides a written evaluation of the principal Diversity and Equal Opportunity official at each Center, which shall be attached to that individual's annual performance appraisal.

i. In concurrence with Center Directors, determines the appropriate staffing complement for Center Diversity and Equal Opportunity offices.

j. Defines diversity objectives and top-level requirements. Establishes and manages long-term Agency diversity planning and implementation.

k. Serves as the focal point for the Agency's internal (federally conducted) and external (governing the activities of NASA grantees) civil rights compliance activities, policies, and procedures. Develops policies, procedures, and programs to ensure that NASA's grant recipients provide access to activities in a non-discriminatory manner and administers NASA's civil rights complaint process.

l. Achieves consistency of approach to improve functional performance across the Agency.

m. Provides technical assistance, training, and advocacy to promote an open and inclusive workplace, ensuring fair and equitable decision making in all aspects of workforce activity, voluntary compliance, and effective and open communication.

n. Monitors diversity and equal opportunity program performance, as well as effectiveness and efficiency of programs and processes.

o. Provides liaison to external organizations performing similar functions and to stakeholders who establish Government-wide policies and requirements.

p. Oversees reporting as required by Congress, the Office of Management and Budget, the Equal Employment Opportunity Commission, and other external bodies.

4.16.3 SPECIAL RELATIONSHIPS.

4.16.3.1 The AA for Diversity and Equal Opportunity serves as a member of NASA's Mission Support Council (extended) and Senior Management Council.

4.16.3.2 The AA for Diversity and Equal Opportunity provides guidance, technical assistance, and evaluation on all matters pertaining to diversity and EO to the NASA Center Diversity and EO Directors.

4.16.3.3 The AA for Diversity and Equal Opportunity maintains special relationships with the Mission Support Directorate (regarding institutional integration of EO and diversity); the Office of Human Capital Management (e.g., recruitment, retention, professional development, succession

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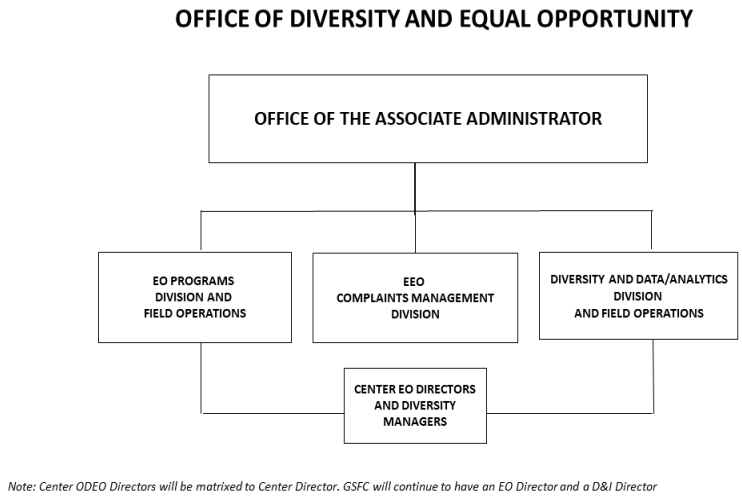
planning), the Office of General Counsel (EO and civil rights legal requirements and complaint processing), the Office of STEM Engagement (diversity and EO in NASA-assisted and NASA-conducted educational programs), the Office of Procurement (NASA grants to private sector institutions), the Office of Legislative and Intergovernmental Affairs (Congressional matters pertaining to diversity and EO), the Office of Communications (diversity/EO communications); and the Office of Small Business Programs ("supplier" diversity).

4.16.4 IMMEDIATE LINE OF SUCCESSION. When necessary, succession decisions will be made by the Office of the Administrator.



4.17 OFFICE OF STEM ENGAGEMENT

4.17.1 MISSION. The Office of Science, Technology, Engineering, and Mathematics (STEM) Engagement provides policy direction and leads strategy, planning, operational integration, and oversight, as well as assessment of the Agency's comprehensive set of functions, programs, projects, activities, and products dedicated to serve students, educators, and educational institutions. The scope of the Agency's STEM engagement function entails a broad set of efforts that enable unique opportunities for students to contribute to NASA's work and mission and engage students in learning experiences toward developing a diverse future STEM workforce. The Associate Administrator (AA) for STEM Engagement is the principal advisor to the Administrator and other senior officials on matters pertaining to STEM engagement and educational endeavors aimed to ultimately benefit students and educational institutions.

4.17.2 OVERALL RESPONSIBILITIES. The AA for STEM Engagement reports to the NASA Administrator.

4.17.2.1 Specifically, the AA for STEM Engagement:

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. Provides policy direction and leads the strategy, planning, operational integration, and assessment

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of the Agency's STEM engagement programs, projects, activities, and products.

c. Leads an effective Agency governance model with processes to ensure that the STEM engagement strategy, investments, implementation, and operational decisions are integrated with organizational planning, budget, financial management, human capital management, and programmatic decisions and processes.

d. Manages the comprehensive set of appropriated STEM engagement and education programs, projects, activities, and products, fully integrated across NASA Headquarters organizations and Centers, including component facilities and contractors in consonance with the contract terms.

e. Maintains an integrated Agency STEM engagement portfolio, including contributions from NASA Headquarters Offices, Mission Directorates, and Centers, to effectively engage and serve intended beneficiaries and audiences.

f. Guides strategic direction for the Agency's STEM engagement function toward achieving successful execution of measurable strategic objectives, focus area strategies, associated implementation plan, and related policies.

g. Ensures statutory, regulatory, and fiduciary compliance in the implementation of STEM engagement programs, projects, activities, and products.

h. Leads the process for development and execution of appropriated STEM engagement budget requirements, including managing budget approval and corporate resource implementation and monitoring financial performance.

i. Establishes and uses qualitative and quantitative metrics and assessment approaches and techniques to measure and evaluate the effectiveness of NASA STEM engagement activities. Maintains appropriate systems to track and report performance for STEM engagement activities, thereby enabling the appropriate monitoring of progress toward the Agency's strategic objectives.

j. Oversees STEM engagement reporting as required by Congress, the Office of Management and Budget, and other external bodies.

k. Ensures appropriate competency of the NASA STEM engagement workforce through training, mentoring, and professional development. Ensures that required skills are identified, developed, recruited, retained, and available to support Agency activities.

l. Engages and communicates with external stakeholders, and represents the Agency externally regarding matters in STEM engagement, in coordination with other NASA organizations, especially in interacting with Congress, the Office of Management and Budget, and other Federal agencies.

m. Serves as the liaison to external Federal institutions and other external organizations performing similar functions and entities that establish Federal Government-wide policies and requirements.

n. In consultation with Center Directors, approves the assignment, promotion, discipline, and relief of the principal STEM Engagement official at each Center and assesses their performance. Provides a written evaluation of the principal Center STEM Engagement official at each Center, which shall be attached to that individual's annual performance appraisal.

o. In consultation with Center Directors, determines the appropriate staffing complement for Center STEM Engagement offices.

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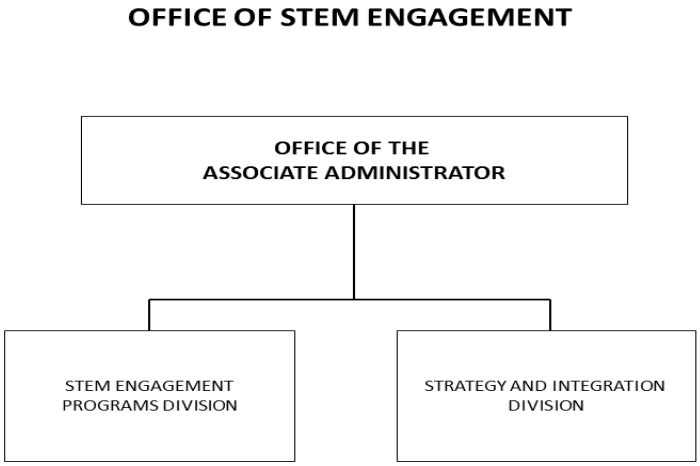
4.17.3 SPECIAL RELATIONSHIPS.

4.17.3.1 The AA for STEM Engagement serves as a member of NASA's Senior Management Council and Mission Support Council (extended).

4.17.3.2 The AA for STEM Engagement chairs the STEM Engagement Council.

4.17.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Associate Administrator for Strategy and Integration; and Deputy Associate Administrator for Programs.



4.18 Office of The General Counsel

4.18.1 MISSION. The General Counsel establishes Agency-wide legal policy, provides legal advice, assistance, and Agency-wide functional guidance, ensures the appropriateness of all legal actions and activities Agency wide, and provides binding formal legal opinions on Agency matters. With respect to legal matters and issues, the General Counsel further ensures consistency of approach and eliminates duplication of functional support activities through collaboration, centralization, and/or consolidation of functions between and within Headquarters, the Centers, and separate NASA entities.

4.18.2 OVERALL RESPONSIBILITIES. The General Counsel reports to the NASA Administrator.

4.18.2.1. Specifically, the General Counsel:

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. Manages the office functions by reducing institutional risk to missions.

c. Selects, assigns, supervises, promotes, evaluates, rates, disciplines, and removes the principal legal offical at each Center in consultation with the Center Director or facility manager.

d. Determines the appropriate staffing complement for legal offices and is responsible for

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establishing and maintaining the staffing levels of these offices to satisfy enterprise strategies and support Agency program requirements and schedules, in consultation with the Center Director or facility manager.

e. Provides legal services related to all aspects of NASA activities; rendering final, binding Agency decisions on the legal sufficiency of actions proposed by, arising within, or referred to NASA, including the definitive legal interpretation and consistent application of NASA policies, applicable statutes, regulations, and/or other authorities, while maintaining functional cognizance over all legal services rendered Agency wide.

f. Administers the NASA Intellectual Property Law Program, including retention of the authority to exercise all powers relating to the right of proprietorship or other legal rights.

g. Administers the NASA Commercial Practice Law Program, including the obligation to provide advice and counsel and ensure appropriate coordination of all legal issues relating to enterprises or initiatives of interest to the Agency of a commercial nature (including, but not limited to, partnership activities, such as the Innovative Partnerships Program, as well as commercialization of space exploration and space transportation matters) and continuation of process improvements and dialogue with NASA commercial providers to ensure the most efficient and effective procurement processes are in place and that mutual resolution of organizational conflicts of interest, and other impediments to commercial interaction, are reduced to the maximum extent possible.

h. Administers policy and guidance relating to the use of "other transactions" authority.

i. Administers the NASA Ethics Program, including serving as the Designated Agency Ethics Official, and exercises administrative control over the Agency-wide Ethics Team.

j. Reviews the NASA legislative program and NASA-proposed Executive orders to ensure legal compliance, sufficiency, and policy consistency.

k. Serves as the NASA liaison with the Department of Justice (except contacts premised on the Inspector General Act that fall under the cognizance of the Inspector General and those within the specified purview of NASA's Office of Protective Services).

l. Serves as the NASA liaison with the Executive Office of the President concerning Executive Orders.

m. Provides direct supervisory oversight to the Agency Acquisition Integrity Program, a multidisciplinary group in the Office of the General Counsel, conbining the expertise of the Inspector General, Office of Procurement, and other NASA entities involved with contracts, procurement, and assurance of procurement integrity issues. This program ultimately reports to the Chief Financial Officer (or other designated non-career senior official) as the Agency's Chief Acquisition Officer and Suspension and Debarment Authority and coordinates educational efforts for procurement personnel, Agency actions to identify and coordinate activity involving procurement integrity issues, and ensures appropriate remedies in the interests of the Agency.

n. Assigns legal counsel to represent NASA's interests in all judicial or administrative proceedings.

o. Provides legal representation for NASA in all Agency negotiations, including those involving foreign governmental or nongovernmental participation and formal regulatory processes.

p. Investigates, analyzes, determines, settles, or adjudicates administratively all claims or demands against NASA for personal injury or death and/or damage to or loss of property.

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q. Executes appropriate releases from liability for any demands asserted administratively by or against NASA.

r. Accepts service of process of all papers in official legal proceedings served upon NASA and executes Certificates of Full Faith and Credit on behalf of NASA.

s. Reviews and determines the legal sufficiency of all NASA regulations, directives, and internal instructions and policies prior to their enactment or the enactment of any revision.

t. Develops a consistent approach to recruitment, training, and retention of legal professional and support staff to accomplish current and projected future missions. Maintains an Agency training and development planning process designed to foster and mentor candidates for succession to positions of leadership in the legal community, including oversight and administration of NPR 3400.1, Training and Development for the NASA Legal Staff.

u. Ensures the quality and sufficiency of legal advice provided to NASA, Agency wide.

v. Ensures consistency of approach, including appropriate collaboration, centralization, and/or elimination of duplicative functions in order to ensure the most efficient and effective provision of legal services to the Agency.

w. Develops and maintains an effective and efficient system of information sharing to enable Agency-wide access to legal research, opinions, and issue resolutions.

x. Ensures concurrence from the affected Mission Directorates and Headquarters Offices prior to the imposition of any requirements or policy upon the Agency that will have a significant monetary or time impact on the resources of Mission Directorates, Centers, or Headquarters Offices.

y. Oversees reporting as required by Congress, the Office of Management and Budget, and other external bodies.

4.18.3 SPECIAL RELATIONSHIPS.

4.18.3.1 The General Counsel serves as a member of NASA's Management Support Council (extended), Program Management Council, and Senior Management Council.

4.18.3.2 Directorate Lead Counsel. The General Counsel assigns Directorate Lead Counsel (DLC) -- experienced senior attorneys from both NASA Headquarters and participating Center Chief Counsel Offices -- to career development positions as "embedded" assets, for periods of 12-18 months, to Mission Directorates, Headquarters Offices, or other NASA entities by specific agreement between the entity and the General Counsel. DLCs are tasked to provide full-time, on-scene legal support at the Associate Administrator level to ensure legal situational awareness on the part of the Associate Administrator and his or her senior staff and to coordinate matters of importance to the Directorate with both Center Chief Counsel Offices and the Office of the General Counsel.

4.18.3.3 Counsel for NASA Activities Other Than Centers. The General Counsel is responsible for legal support to all non-Center NASA activities Agency wide, including, but not limited to, the NASA Shared Services Center (NSSC) and NASA Management Offices currently existing or to be developed in the future. The General Counsel will directly assist the directors of such offices and Centers in staffing and will retain cognizance over professional and support staff personnel assignments to these activities.

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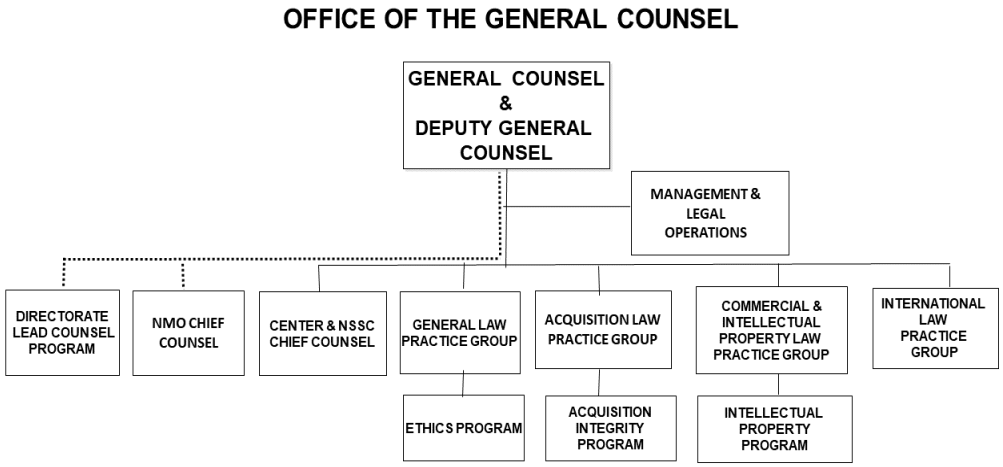
4.18.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy General Counsel; Associate General Counsel (Contracts and Acquisition Integrity Practice Group); and Associate General Counsel (General Law Practice Group).



4. 19 Office of International and Interagency Relations

4.19.1 MISSION. The Office of International and Interagency Relations (OIIR) provides executive leadership and coordination for all NASA international activities and partnerships and for policy interactions between NASA and other U.S. Executive Branch offices and agencies. OIIR serves as the principal Agency liaison with the National Security Council, the Office of Science and Technology Policy, the Department of State, and the Department of Defense. OIIR also directs NASA's international relations; negotiates cooperative and reimbursable agreements with foreign space partners; provides management oversight and staff support to NASA's advisory committees, commissions, and panels; and manages the NASA Export Control Program and policy regarding foreign travel by NASA employees.

4.19.2 OVERALL RESPONSIBILITIES. The Associate Administrator (AA) for International and Interagency Relations reports to the NASA Deputy Administrator.

4.19.2.1 Specifically, the AA for International and Interagency Relations:

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. Manages the office functions in order to reduce institutional risk to missions.

c. Directs NASA's international relations through the development, coordination, and implementation of Agency international policies and the development, coordination, and negotiations of NASA international agreements.

d. Serves as the principal advisor to the Office of the Administrator and provides consultation to NASA officials on matters involving international and interagency relations.

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e. Disseminates information on foreign aerospace-related developments of programmatic interest to other NASA offices.

f. Serves as the coordinator of Agency-level interaction with U.S. Executive Branch offices and agencies, ensuring that the implementation of Agency programs is consistent with the U.S. Government's domestic and foreign policies, and facilitates NASA participation in selected interagency forums.

g. Serves as the focal point for Agency-wide Export Control Program and J-1 Visitor program and oversees NASA's foreign travel policy.

h. Serves as the Agency focal point for Federal advisory committees and Federal Government-wide commissions and advisory activities, ensuring compliance and managing operations.

i. Ensures statutory, regulatory, and fiduciary compliance.

j. Monitors program performance, as well as effectiveness and efficiency of programs and processes.

k. Provides liaison to external organizations that perform similar functions and establish Government-wide policies and requirements.

l. Oversees reporting as required by Congress, OMB, and other external bodies.

4.19.3 SPECIAL RELATIONSHIPS.

4.19.3.1 The AA for International and Interagency Relations serves as a member of NASA's Mission Support Council (extended) and Senior Management Council.

4.19.3.2 The AA for International and Interagency Relations assigns international program specialists to selected Mission Directorates that are aligned to focus on specific countries. These International Program Specialists work with the assigned Associate Administrators and their staffs, providing international relations support. The International Program Specialists report to the relevant International and Interagency Relations Division Director and have access to the AA and Deputy AA for International and Interagency Relations.

4.19.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Associate Administrator; Director, Export Control and Interagency Liaison Division; and Director, Science Division.

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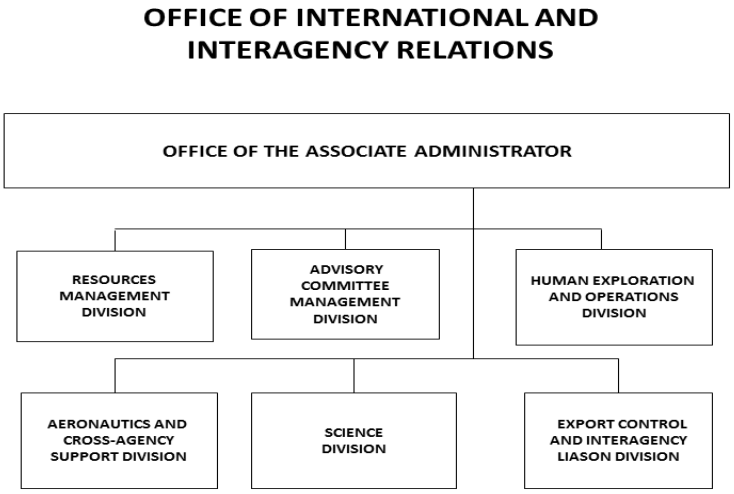

4.20 OFFICE OF LEGISLATIVE AND INTERGOVERNMENTAL AFFAIRS

4.20.1 MISSION. The office provides executive leadership, direction, and coordination of all communications and relationships related to legislative issues between NASA and the U.S. Congress, state and local elected officials and governments, and space-related associations and citizen's groups.

4.20.2 OVERALL RESPONSIBILITIES. The Associate Administrator (AA) for Legislative and Intergovernmental Affairs reports to the NASA Administrator.

4.20.2.1 Specifically, the AA for Legislative and Intergovernmental Affairs:

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. Serves as the principal advisor to the Office of the Administrator and provides consultation to NASA officials Agency wide concerning all matters involving relations with the U.S. Congress and state and local elected officials and governments.

c. Defines program objectives and top-level requirements. Develops and oversees Agency-wide policies, strategies, programs, and processes.

d. Establishes and maintains liaison with Members of Congress, their staff, and support organizations; the Executive Office of the President and other departments and agencies; and state and local elected officials and government offices on legislative matters.

e. Arranges for representation by NASA at Congressional hearings, investigations, and other legislative meetings affecting NASA; briefs officials representing NASA on the legislative aspects of their appearances; and reviews statements and other materials to be presented to ensure that they reflect the Administration's and NASA's management policies and objectives.

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f. Assists Members of Congress and their staffs in securing appropriate information or assistance. Receives, acknowledges, and replies to Congressional inquiries and requests, coordinating such replies within NASA and with other agencies, as appropriate.

g. Serves as the primary point of contact for state and local elected officials and governments, their staff, and support organizations in their need for NASA representation at state and local government hearings, investigations, and other legislative meetings affecting NASA; briefs officials representing NASA at state and local government events on the legislative aspects of their appearances, and reviews statements and other materials to be presented at state and local government hearings and events to ensure that they reflect the Administration's and NASA's management policies.

h. OLIA, in consultation with the Center Director, will ensure each NASA Center has at least one Center Legislative Officer. The Legislative Officer will serve as the primary point of contract for Federal, state, and local government elected officials and their staff and support organizations for all activity at that Center. These activities include but are not limited to government hearings, investigations, inquiries, tours, and requests for information. The Center Legislative Officers will review statements and other materials to be presented at local, state, and Federal events to ensure they reflect the Administration and NASA's management policies and objectives. No communication with elected officials at any level of government shall be conducted without coordination with the Center Legislative Officer.

i. Establishes and maintains a legislative reference service to meet the needs of all Agency officials.

j. Ensures compliance by NASA with Congressional reporting requirements and coordinates the clearance of legislative matters, proposed outside NASA, with other elements of the Executive Branch.

k. Establishes and maintains liaison with representatives of space-related industry, trade associations, think tanks, and nonprofits/NGOs regarding legislative matters.

4.20.3 SPECIAL RELATIONSHIPS.

4.20.3.1 The AA for Legislative and Intergovernmental Affairs serves as a member of NASA's Mission Support Council (extended), Senior Management Council, and is invited to attend the Program Management Council.

4.20.3.2 The AA for Legislative and Intergovernmental Affairs assigns Legislative Affairs Specialists to selected Mission Directorate offices. These Legislative Affairs Specialists work with the assigned Associate Administrators and their staffs, providing professional legislative affairs support. The Legislative Affairs Specialists report to the relevant Legislative and Intergovernmental Affairs Division Director who reports to the Deputy AA and AA for Legislative and Intergovernmental Affairs.

4.20.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy AA for Legislative and Intergovernmental Affairs; Director, Legislative Liaison Division; and Principal Legislative Affairs official, Kennedy Space Center Director.

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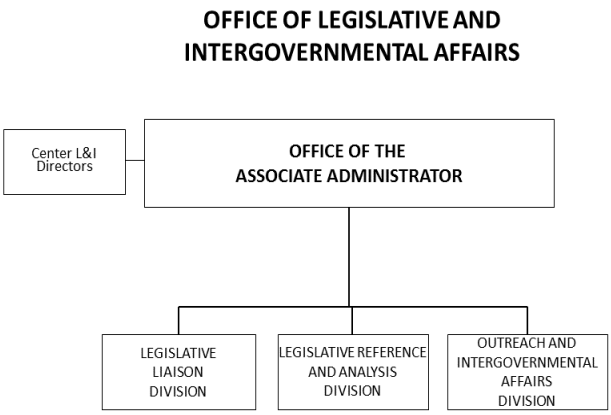

4.21 Office of Small Business Programs

4.21.1 MISSION. The office provides expertise on the utilization of all categories of innovative small business, including minority educational institutions that can deliver technical solutions in support of NASA, and ensures that the Agency is compliant with all Federal laws, regulations, and policies regarding small and disadvantaged business utilization.

4.21.2 OVERALL RESPONSIBILITIES. The Associate Administrator (AA) for Small Business Programs reports to the NASA Deputy Associate Administrator.

a. Serves as the senior NASA advocate responsible for ensuring that the Agency provides the maximum opportunities possible for small businesses, veteran-owned small businesses, service-disabled veteran-owned small businesses, woman-owned small businesses, HUBZone small businesses, small disadvantaged businesses, and minority serving institutions to participate as prime contractors or as subcontractors under NASA contracts.

b. Defines program objectives and top-level requirements.

c. Develops and advises management on policies and procedures for the Agency wide implementation of applicable laws and regulations pertaining to small and disadvantaged business utilization.

d. Negotiates the Agency's annual socioeconomic goals with the NASA Centers and the Small Business Administration (SBA).

e. Appoints, pursuant to Federal law, a technical advisor at each NASA Center to advise SBA Procurement Center Representatives on complex procurements.

f. Conducts nationwide outreach to businesses, both small and large, by hosting and supporting conferences, conducting and overseeing training programs, and giving presentations and speeches to corporate industry groups, other Government agencies, and small business associations.

g. Provides policy guidance to the Agency's small business personnel, activities, and operations.

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Conducts periodic telecons and meetings to achieve consistency of approach to improve functional performance across the Agency.

h. Assists small businesses in payment issues with the Agency and, where mandated by law, payment issues with major prime contractors.

i. Acts as first-line mediator in small business/Agency disputes.

j. Monitors program performance, as well as effectiveness and efficiency of programs and processes.

k. Manages the preparation, presentation, execution of the Agency's Small Business Programs budget, in alignment with the Agency's near-term and long-term strategies, in collaboration with Agency stakeholders.

4.21.3 SPECIAL RELATIONSHIPS.

4.21.3.1 Serves as a member of NASA's Senior Management Council, extended member of the Acquisition Strategy Council and Mission Support Council, and is invited to attend the Agency Program Management Council.

4.21.3.2 Serves as a subject-matter expert on all major NASA contracts.

4.21.3.3 Serves on Government-wide boards and task forces that set and revise Federal policy on small and disadvantaged business utilization.

4.21.4 IMMEDIATE LINE OF SUCCESSION. An Acting Associate Administrator for the Office of Small Business Programs will be named by the Deputy Administrator, if and when necessary.

OFFICE OF SMALL BUSINESS PROGRAMS

4.22 Office of the Inspector General

4.22.1 OFFICE MISSION. The Office of the Inspector General (OIG) is an independent and objective unit created by Public Law 95-452, the Inspector General Act. The OIG conducts independent and objective audits and investigations and other evaluations of Agency programs and

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operations; promotes economy, effectiveness, and efficiency within the Agency; prevents and detects crimes, fraud, waste, and abuse; reviews and makes recommendations regarding existing and proposed legislation and regulations; and keeps the NASA Administrator and Congress fully and currently informed of problems in Agency programs and operations.

4.22.2 OVERALL RESPONSIBILITIES. The Inspector General (IG):

a. Conducts and supervises audits and investigations relating to NASA's programs and operations.

b. Provides leadership and coordination and recommends policies for activities designed (1) to promote economy, efficiency, and effectiveness in the administration of, and (2) to prevent and detect fraud and abuse in, NASA's programs and operations.

c. Provides a means for keeping the Administrator and the Congress fully and currently informed about problems and deficiencies relating to the administration of NASA's programs and operations and the necessity for and progress of corrective action.

d. Reviews existing and proposed legislation and regulations relating to NASA's programs and operations.

e. Audits, or selects an independent external auditor to audit, the Agency's financial statements in accordance with generally accepted Government auditing standards.

f. Reports expeditiously to the Attorney General whenever the IG has reasonable grounds to believe that there has been a violation of Federal criminal law.

g. Prepares semiannual reports summarizing the activities of the office.

h. Reports immediately to the Administrator whenever the IG becomes aware of particularly serious and flagrant problems, abuses, or deficiencies relating to the administration of NASA's programs and operations.

i. Develops and executes the IG budget and controls and expends funds in a separate appropriation account for the OIG.

j. Issues subpoenas for production of all information and documentary and other evidence necessary.

k. Administers or takes from any person an oath, affirmation, or affidavit, whenever necessary.

l. Directly and promptly accesses the NASA Administrator.

m. Selects, appoints, and employs such officers and employees as may be necessary for carrying out the functions, powers, and duties of the office.

4.22.3. SPECIAL RELATIONSHIPS.

4.22.3.1 The IG is appointed by the President, by and with the advice and consent of the U.S. Senate.

4.22.3.2 The IG reports to and is under the general supervision of the Administrator or, to the extent such authority is delegated, the officer next in rank below the Administrator, but shall not report to, or be subject to supervision by, any other officer of NASA. Neither the Administrator nor the officer next in rank below shall prevent or prohibit the IG from initiating, carrying out, or completing any audit, investigation, or review, or from issuing any subpoena during the course of any audit or

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investigation.

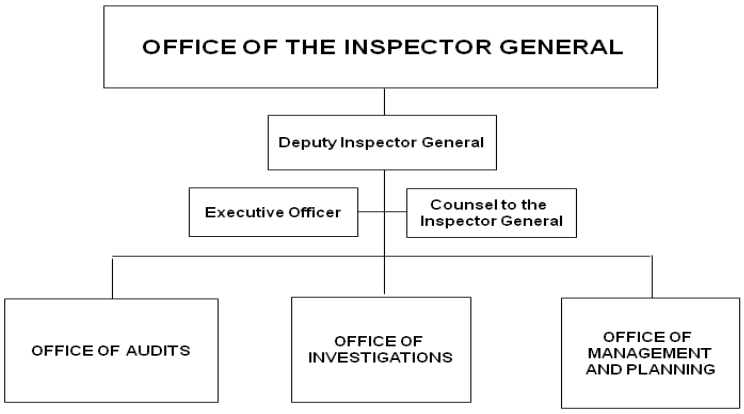
4.22.3.3 The IG may be removed from office by the President. If the IG is removed from office or is transferred to another position or location within NASA, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer.

4.22.3.4 The IG serves as a member of the President's Council on Integrity and Efficiency, established under Section 1 of Executive Order 12805, dated May 1, 1992.

4.22.3.5 The IG serves as a member of a Data Integrity Board established to oversee agency matching programs in accordance with the Privacy Act, 5 U.S.C. Ã?Â§ 552a.

4.22.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Inspector General; Assistant Inspector General for Investigations; and Assistant Inspector General for Auditing. The process for designating an Acting Inspector General is set forth at 5 U.S.C. Ã?Â§ 3345 et. seq.

OFFICE OF THE INSPECTOR GENERAL



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Chapter 5: Mission Statements and Organizational Charts for Centers, NASA's Federally Funded Research and Development Center, Technical and Service Support Centers.

5.1 Roles and Responsibilities Common to Center Directors

5.1.1 EMPHASIS AND SCOPE. This section identifies overall responsibilities and special relationships applicable to Center Directors at NASA Centers.

5.1.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for providing and/or obtaining 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. The Center Director ensures proper integration, planning, and execution of the programmatic, technical authority, and operational needs of the program and projects assigned to their Center. For resources located at a Center that are managed by the Center, Headquarters, or others, the Center Director is responsible for maintaining, supporting, and/or identifying the workforce and facilities required to meet the planned needs of NASA. The Center Director ensures alignment with the Agency's shared core values of safety, excellence, teamwork, and integrity and provides advocacy for NASA goals and objectives as needed.

5.1.2.1 The key programmatic role of the Center Director is determining how best to execute the various programs and projects at their Center, while balancing resources across Mission Directorate needs in accordance with Agency priorities. The Center Director is the implementing agent of the Agency through partnering with the Mission Directorate Associate Administrators (MDAAs) for successful execution of programs. The Center Director is responsible for communicating any issues to MDAAs and other senior leaders, and participating in strategy discussions as appropriate. Specifically, each Center Director:

a. Allocates resources to support program and project requirements and schedules, to include project management, engineering, and safety and mission assurance. Ensures that human, financial, physical, and other supporting resources are properly applied to programs under their authority, adjudicating priority conflicts where necessary.

b. Facilitates resolution of technical and programmatic issues and risks and ensures regular review and reporting of performance for assigned programs and projects as well as special reviews as appropriate.

c. Provides input for the Agency's and Mission Directorate Program Management Councils reviews on assigned programs and projects.

d. Provides stakeholder input to the MDAAs toward the formulation of future program and project strategy that addresses Mission Directorate goals and objectives.

5.1.2.2 Center Directors are accountable for implementing Technical Authority at their Centers, including the reclama process. Center Directors facilitate the activities of the Technical Authorities and are responsible for ensuring that activities at their Centers are implemented in accordance with accepted standards and applicable NASA policies.

Specifically, each Center Director:

a. Exercises Technical Authority through appropriate institutional delegation.

b. Exercises definitive decision authority as needed to resolve issues on such matters as technical requirements tailoring, waivers, and deviations to requirements.

c. Convenes independent review at major milestones to ascertain technical readiness on assigned programs and projects.

d. Assesses the flight readiness of projects for which he/she is the Technical Authority.

e. Provides for organizational independence of the Technical Authorities and implements the Dissenting Opinion Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in

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NPR 7120.5.

5.1.2.3 Center Directors serve a critical role in the operational activities of the Center. Center Directors are responsible for providing and/or identifying requirements for assets, staffing, and facilities required by current programs and projects based on Agency priorities in particular coordination with the Agency functional leaders and the Mission Support Directorate.

Specifically, each Center Director:

a. Executes the Center's implementation of the strategic goals and outcomes in the NASA Strategic Plan, Agency performance goals, and related governance decisions.

b. Provides input for the Agency's Mission Support Council decisions and reviews.

c. Collaborates with other Centers per Section 6.2, Center Roles assignments to accomplish the Agency's objectives.

d. Exercises active, responsive, decision-making authority to address local execution issues.

e. Maintains a safe and healthy workplace environment for the workforce and provides safety, reliability, and quality assurance for all Center activities. Per NPD 8700.1, NASA Policy for Safety and Mission Success, the Center Director also has full authority to stop any unsafe activity; programmatic or otherwise, if it involves Center personnel or Center-owned facilities or assets.

5.1.2.4 Center Directors serve an important role in the stewardship of capabilities located at their Centers for future Agency mission and program needs, in alignment with Agency direction per Section 6.2, Center Roles.

Specifically, each Center Director:

a. Works with Mission Directorates, the Mission Support Directorate, Agency Capability Leadership Teams, and overall Agency leadership to determine Center workforce and facility capabilities required for future NASA missions and programs, including identifying gaps, duplication, and areas to de-emphasize or discontinue.

b. Develops plans for appropriate workforce training, development, allocation, and funding, to include plans to address future gaps in capabilities.

c. Implements approved strategic workforce plans and facilities refurbishment, construction, and demolition necessary to steward the capabilities aligned with Center assignments.

d. Develops integrated capability strategy for the overall Center, such as facility master plans and strategic workforce plans.

e. Considers, develops, coordinates, and implements acquisition strategies, including public-private partnerships, to best utilize capabilities.

5.1.2.5 Center Directors serve a key role in both internal and external communications regarding the Agency's current missions, initiatives, and future plans and their Center's roles in those. Specifically, each Center Director:

a. Coordinates and personally participates in the Center's outreach activities, stakeholder management, and partnerships and communicates with NASA Headquarters, on a regular basis.

b. Represents NASA in promoting and maintaining strong community and legislative relations and providing for the widest practical and appropriate dissemination of information concerning all NASA activities.

c. Communicates internally on the Center's and the Agency's initiatives and priorities.

d. Provides executive support and presence at Center workforce, facility, and mission events and milestones.

5.1.3 SPECIAL RELATIONSHIPS.

5.1.3.1 The Center Directors serve as members of NASA's Senior Management Council, Agency and Mission Directorate Program Management Councils, and Mission Support Council (extended).

5.1.3.2 The Center Directors participate in other subordinate governance bodies as convened.

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5.1.3.3 The Center Directors advise on Agency strategy decisions when the Senior Management Council is convened as an extended Executive Council.

5.1.3.4 The Center Directors support Agency performance management by participating in the Baseline Performance Review.

5.2 Ames Research Center

5.2.1 EMPHASIS. The Ames Research Center (ARC) enables exploration through selected developments, innovative technologies, and interdisciplinary scientific discovery. ARC provides leadership in astrobiology; small-satellites; technologies for crew exploration vehicles; high-end computing; 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.

5.2.2 ARC SPECIFIC RESPONSIBILITIES.

Specifically, the Center Director:

a. Implements responsibilities as stated in 5.1, Roles and Responsibilities Common to Center Directors.

b. Executes technical and programmatic Center Roles as designated in Section 6.2.

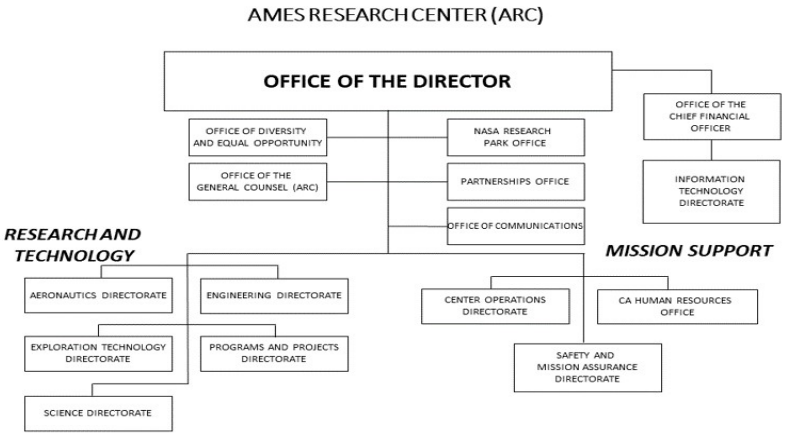
5.2.3 SPECIAL RELATIONSHIPS.

a. Oversees NASA's Astrobiology Institute (NAI), the Solar System Exploration Research Virtual Institute (SSERVI), the NASA Aeronautics Research Institute (NARI), and the Mars Climate Modeling Center (MCMC).

b. Hosts the NASA Research Park, a shared-use research, development, and education campus comprising more than 100 on-site partners working on innovation and entrepreneurship.

c. Serves as host to other Federal, military, and civilian organizations, such as the California Air National Guard.

5.2.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Director; Associate Director, and Associate Director for Research and Technology.



As of August 2021: Center positions that report to their perspective Agency function
AA/Chief: Office of the Chief Informational Officer and Office of Strategic Infrastructure.

5.3 Armstrong Flight Research Center

5.3.1 EMPHASIS. The Armstrong Flight Research Center (AFRC) performs flight research and technology integration to advance aviation and aerospace technologies and validates space technology concepts. Using its fleet of aircraft and flight facilities, AFRC conducts airborne science missions with a focus on remote sensing and astrophysics

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observations.

5.3.2 AFRC SPECIFIC RESPONSIBILITIES.

Specifically, the Center Director:

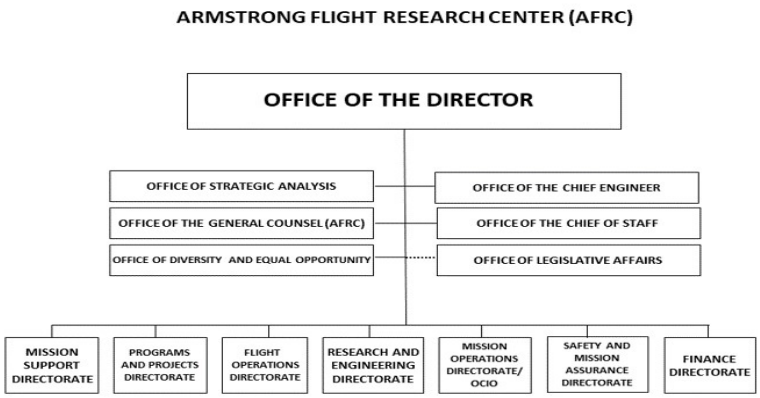
a. Implements responsibilities as stated in 5.1, Roles and Responsibilities Common to Center Directors.

b. Executes technical and programmatic Center Roles as designated in Section 6.2.

5.3.3 SPECIAL RELATIONSHIPS.

a. Shares an alliance with the U.S. Air Force Production Flight Test Installation (Plant 42) and its two 12,000-foot runways.

5.3.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Director; Director for Research & Engineering; and Director for Flight Operations.



As of August 2021: Center positions that report to their perspective Agency function
AA/Chief: Office of the Chief Informational Officer and Office of Strategic Infrastructure.

5.4 John H. Glenn Research Center

5.4.1 EMPHASIS. The Glenn Research Center (GRC) 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 air-breathing propulsion, in-space propulsion and cryogenic fluids management, communications technology, and power systems. GRC technology research includes energy storage and power conversion, advanced materials for extreme environments, and physical sciences.

5.4.2 GRC SPECIFIC RESPONSIBILITIES.

Specifically, the Center Director:

a. Implements responsibilities as stated in 5.1, Roles and Responsibilities Common to Center Directors.

b. Executes technical and programmatic Center Roles as designated in Section 6.2.

5.4.3 SPECIAL RELATIONSHIPS.

Manages the following component facility: Neil A. Armstrong Test Facility.

a. The Neil A. Armstrong Test Facility is an off-site complex of test facilities used to perform complex ground tests for the international space community.

b. Hosts the NASA Safety Center (NSC) in close proximity to GRC. As an Agency technical and service support

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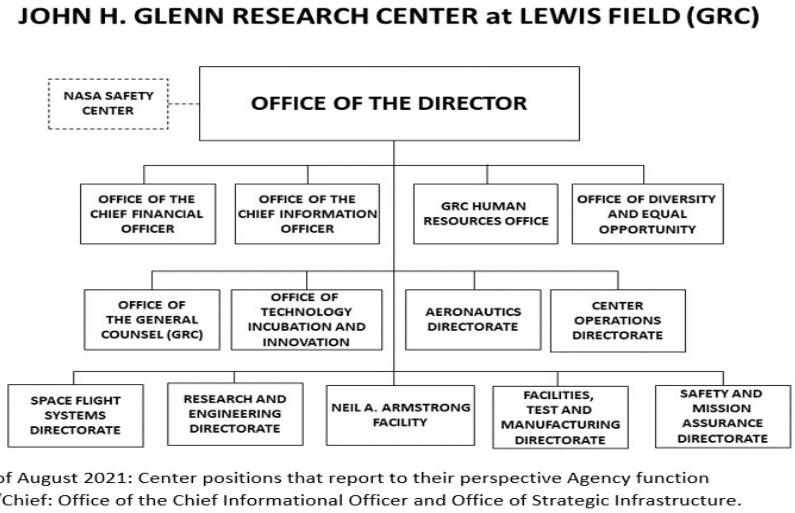
center, the NSC supports the Safety and Mission Assurance requirements of NASA's portfolio of programs and projects.

5.4.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Director; Associate Director; and Director of Research and Engineering.



5.5 Goddard Space Flight Center

5.5.1 EMPHASIS. The Goddard Space Flight Center (GSFC), as a science Center, seeks to understand the Earth and to explore the universe through a robust program of scientific research in Earth science, astrophysics, heliophysics, and planetary science. As a spaceflight Center, GSFC utilizes its core technical and programmatic expertise and facility capabilities to execute a broad range of flight missions and field campaigns. GSFC is committed to enabling innovation and developing new technologies that expand the Agency's technical capabilities in support of its overarching mission.

5.5.2 GSFC SPECIFIC RESPONSIBILITIES.

Specifically, the Center Director:

a. Implements responsibilities as stated in 5.1, Roles and Responsibilities Common to Center Directors.

b. Executes technical and programmatic Center Roles as designated in Section 6.2.

5.5.3 SPECIAL RELATIONSHIPS.

Manages the following component facilities and/or Technical and Support Service Centers: Wallops Flight Facility (WFF/Wallops); Katherine Johnson Independent Verification and Validation Facility (IV&V); Goddard Institute for Space Studies (GISS; and NASA Space Network at White Sands).

a. WFF/Wallops is NASA's principal facility for management and implementation of suborbital research programs and serves as a test site for new launch technologies.

b. The IV&V facility hosts and manages the Agency-level IV&V function which applies system and software engineering best practices to evaluate the correctness and quality of critical and complex software systems throughout the Systems Development Life Cycle.

c. The GISS is a component laboratory of GSFC's Earth Sciences Division. GISS specializes in space-based observations, provides a critical perspective for monitoring global climate and developing an understanding of Earth systems.

d. The Space Network at the White Sands complex hosts antenna dishes that are part of NASA's ground-based communication systems to orbiting spacecraft.

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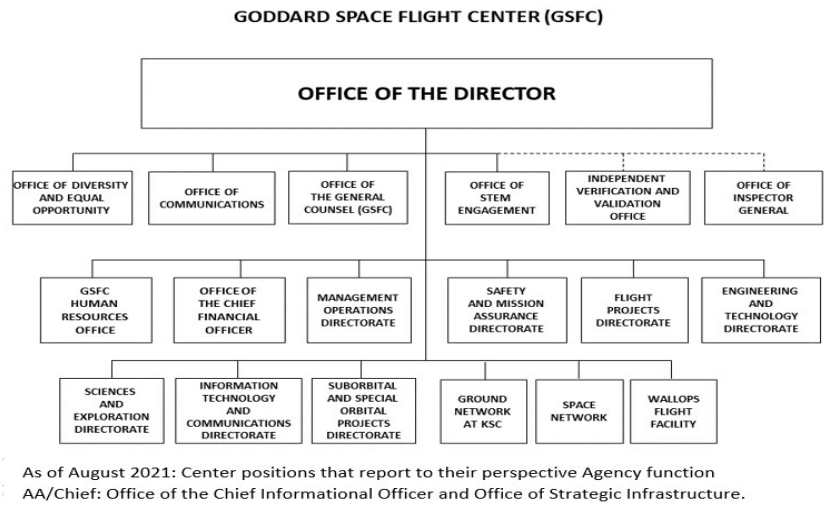
5.5.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Director; Associate Director; and Director, Management Operations.



5.6 Lyndon B. Johnson Space Center

5.6.1 EMPHASIS. The Johnson Space Center (JSC) leads NASA's human space exploration, with an emphasis on operating low-Earth orbit platforms, enabling command access to space crew support, and developing deep space missions. The JSC core functions include design, development, test, and evaluation of human spacecraft; plan, train for, and fly human space missions; maintain human health and performance in space; and manage large, complex programs, all of which require a comprehensive understanding of space and planetary environments. JSC most notably hosts the astronaut corps, as well as enables international and commercial partnerships related to human spaceflight.

5.6.2 JSC SPECIFIC RESPONSIBILITIES.

Specifically, the Center Director:

a. Implements responsibilities as stated in 5.1, Roles and Responsibilities Common to Center Directors.

b. Executes technical and programmatic Center Roles as designated in Section 6.2.

5.6.3 SPECIAL RELATIONSHIPS.

Manages the following component facility: White Sands Test Facility (WSTF).

The WSTF is a unique resource for testing and evaluating hazardous materials, space flight components, and in-space rocket propulsion systems. Located near Las Cruces, New Mexico, WSTF was established in 1963 on the White Sands Missile Range.

5.6.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Director; Associate Director; Director of Flight Operations; and Director of Engineering.

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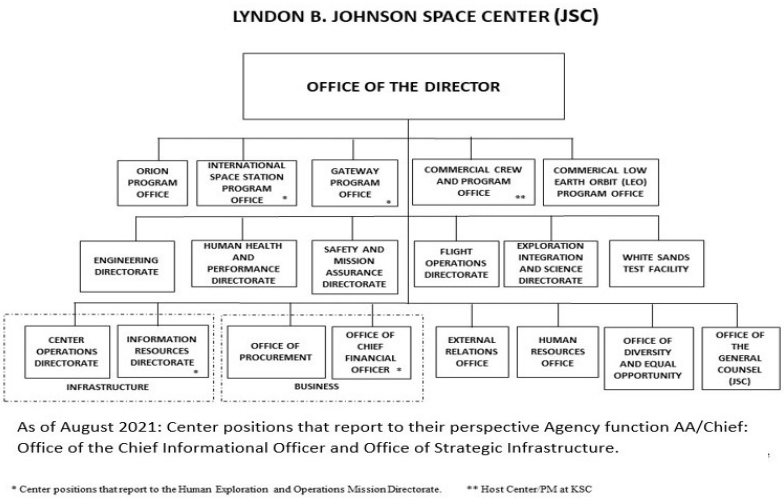

5.7 John F. Kennedy Space Center

5.7.1 EMPHASIS. 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. KSC leads the development of ground systems supporting human-rated spacecraft and launch vehicles.
5.7.2 KSC SPECIFIC RESPONSIBILITIES.

Specifically, the Center Director:

a. Implements responsibilities as stated in 5.1, Roles and Responsibilities Common to Center Directors.

b. Executes technical and programmatic Center Roles as designated in Section 6.2.

5.7.3 SPECIAL RELATIONSHIPS.

a. Shares a boundary with the Merritt Island National Wildlife Refuge that includes 140,000 acres of land, water, and marshes.

b. Maintains a Government-owned launch site as a multiuser spaceport supporting Government and commercial providers. KSC facilities that are available for use by commercial and other Government space-related organizations include: Pad-A (former Shuttle Launch Pad 39A), the Shuttle Landing Facility (SLF), the three Orbiter Processing Facility (OPF) high bays, a high bay in the Vehicle Assembly Building (VAB), and several other smaller facilities and labs.

5.7.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Director; Associate Director; and Director of Spaceport Integration and Services.

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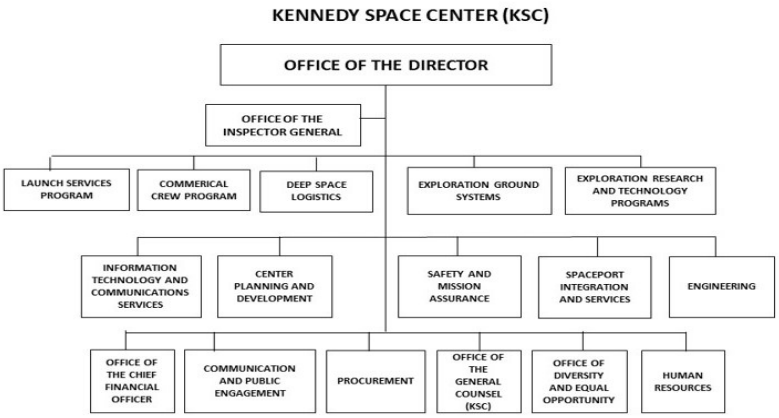


As of August 2021: Center positions that report to their perspective Agency function AA/Chief: Office of the Chief Informational Officer and Office of Strategic Infrastructure.

5.8 Langley Research Center

5.8.1 EMPHASIS. The Langley Research Center (LaRC) is recognized as a leader in systems innovation for expanding air mobility, exploring space, and characterizing the Earth's changing climate. LaRC's work spans fundamental research to mission development and operations with a focus on the next generation of cutting-edge capabilities and improvements in performance and cost. LaRC's on-site facilities enable space exploration, aeronautics, and science to conduct experimentation, testing, and validation from concept to flight needed to advance aerospace technologies.

5.8.2 LaRC SPECIFIC RESPONSIBILITIES.

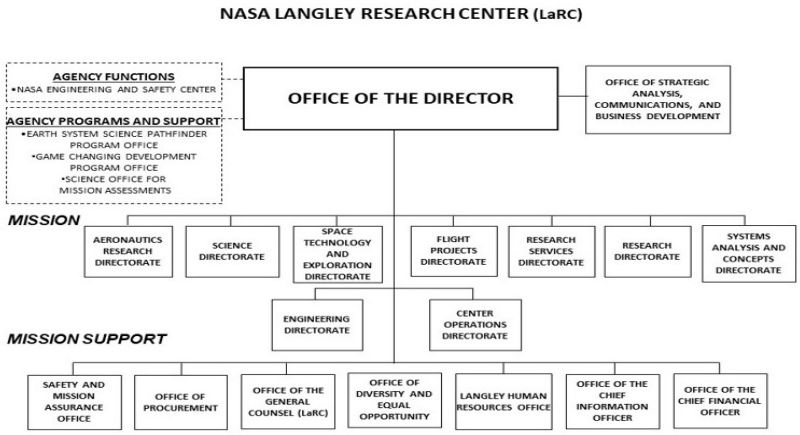
Specifically, the Center Director:

a. Implements responsibilities as stated in 5.1, Roles and Responsibilities Common to Center Directors. b. Executes technical and programmatic Center Roles as designated in Section 6.2.

5.8.3 SPECIAL RELATIONSHIPS.

Hosts the NASA Engineering and Safety Center (NESC) which performs independent testing, analysis, and assessments of NASA's high-risk projects to ensure safety and mission success.

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



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5.9 George C. Marshall Space Flight Center

5.9.1 EMPHASIS. The Marshall Space Flight Center (MSFC) provides leadership in the complex engineering of space transportation and propulsion systems, large space structures and systems, and scientific research for human space exploration. MSFC is responsible for NASA's launch vehicle development. MSFC also enables scientific discovery through development and testing of hardware and instruments for a variety of projects in high-energy astrophysics, heliophysics, and applied Earth science.

5.9.2 MSFC SPECIFIC RESPONSIBILITIES.

Specifically, the Center Director:

a. Implements responsibilities as stated in 5.1, Roles and Responsibilities Common to Center Directors.

b. Executes technical and programmatic Center Roles as designated in Section 6.2.

5.9.3 SPECIAL RELATIONSHIPS.

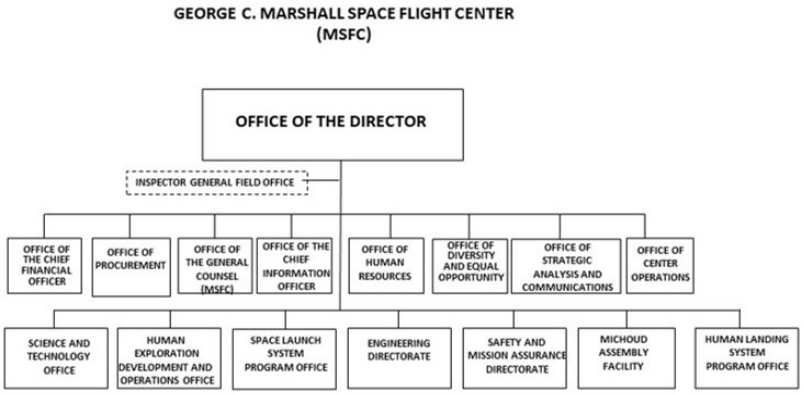
a. Supports the following external relationships: Co-located with several Department of Defense agencies on Redstone Arsenal, adjacent to Cummings Research Park, the second largest research park in the Nation.

b. Manages the following component facility: Michoud Assembly Facility (MAF).

The MAF is a unique manufacturing and assembly facility that meets the needs of NASA's human space exploration programs.

c. Manages the contractual interface with the Applied Physics Lab (APL) for all NASA procured work at APL.

5.9.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Director; Associate Director; and Director, Office of Center Operations.



As of August 2021: Center positions that report to their perspective Agency function AA/Chief: Office of the Chief Informational Officer and Office of Strategic Infrastructure.

5.10 John C. Stennis Space Center

5.10.1 EMPHASIS. The Stennis Space Center (SSC) manages and operates rocket propulsion test facilities and provides propulsion test services for NASA, the Department of Defense, and commercial customers.

5.10.2 SSC SPECIFIC RESPONSIBILITIES.

Specifically, the Center Director:

a. Implements responsibilities as stated in 5.1, Roles and Responsibilities Common to Center Directors.

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b. Executes technical and programmatic Center Roles as designated in Section 6.2.

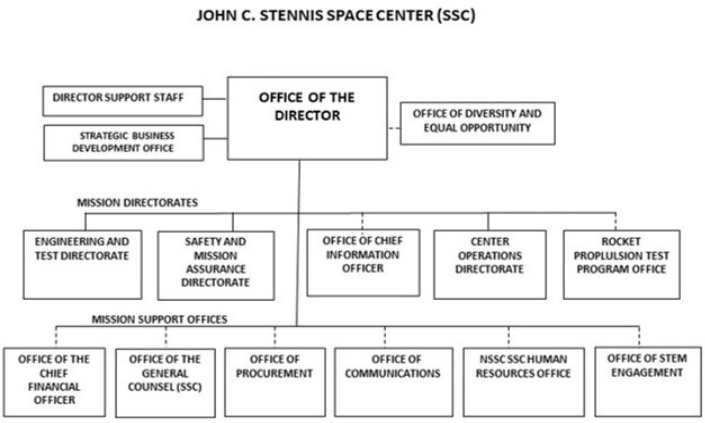
5.10.3 SPECIAL RELATIONSHIPS.

a. Hosts the NASA Shared Services Center (NSSC) which performs integrated administrative functions and transactional activities for NASA in the areas of human resources, information technology, finance, and procurement.

b. As a "Federal City," hosts over 60 Federal, state, academic, and commercial interests, many of them engaged in technology-based initiatives. The resultant marine science technology cluster is an economic driver for the region, supporting Federal, state, and commercial interests. Institutional operational costs are shared among resident agencies.

c. Hosts to several universities such as Mississippi State University and the University of Southern Mississippi which offer a range of doctoral programs in engineering and marine science disciplines, respectively.

5.10.3 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Director; Associate Director; and Director, Engineering and Test Directorate.



As of August 2021: Center positions that report to their perspective Agency function AA/Chief: Office of the Chief Informational Officer and Office of Strategic Infrastructure.

5.11 NASA Office of JPL Management and Oversight.

5.11.1 EMPHASIS. The National Aeronautics and Space Administration (NASA) is the sponsor of the Federally Funded Research and Development Center (FFRDC) located in Pasadena, California. TASA Office of JPL Management and Oversight(NOJMO) is the NASA Headquarters (HQ) on-site Government organization serving the functions of contract management, on-site Agency oversight, and ensures regulatory compliance of contractor operations in accordance with 48 CFR 35.017 as an FFRDC.

JPL is 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, NASA requires 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 the JPL contractor is the sponsoring agreement for the FFRDC.

5.11.2 NOJMO DIRECTOR OVERALL RESPONSIBILITIES.

The NASA Office of JPL Management and Oversight (NOJMO) Director reports to the NASA Associate Administrator and serves as the Official-in-Charge managing the sponsoring agreement with the contractor operating the FFRDC at Pasadena, referred to as JPL. The roles and responsibilities of the contractor are described in the sponsoring agreement (The Prime Contract) for Laboratory operation and management and the NOJMO Director provides on-site oversight of their implementation while ensuring that the statutory, regulatory, and fiduciary compliance requirements are met.

The NOJMO Director also performs key activities in support of NASA missions, including acquisition strategy

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development and implementation, execution, and management of the JPL sponsoring agreement, requirements definition and planning, contract negotiation and award, post-award contract administration, and contract oversight. As the Head of Contracting Activity (HCA), the NMO Director has ultimate responsibility for ensuring that contract management systems, awards, and administration of the prime contract with the FFRDC contractor are in accordance with laws, regulations, and NASA policies.

As the primary interface to the NASA Associate Administrator, the NOJMO Director implements strategic and tactical directives from NASA HQ. The NOJMO Director is responsible for coordinating and communicating any issues to Mission Directorate Associate Administrators and other senior leaders, as appropriate.

NASA assigns certain authorities and programmatic roles to the JPL contractor, via the sponsoring agreement, to support the NASA Mission Directorates. The NOJMO Director is responsible for ensuring that the JPL contractor implements Technical Authority in compliance with applicable NASA policies and contractual requirements of the sponsoring agreement.

The NOJMO Director serves an important role in the operational activities of JPL.

Specifically, the NOJMO Director:

1. Serves as the focal point for communication with the JPL contractor's upper management and the leadership at the contractor parent organization.

2. Serves as the direct interface for policy between the JPL contractor's management and the Associate Administrator and the management of the Mission Directorates and their organization's sponsoring activities at JPL.

3. Establishes interfaces between the Directorates and the JPL contractor to ensure the successful execution of operational functions associated with the management of JPL, including operations at the overseas Deep Space Network facilities in Australia and Spain.

4. Ensures compliance of NASA assets at JPL with applicable safety and health policies and regulations.

5. Serves as management coordinator and point of contact between JPL, HQ, and other NASA entities with respect to environmental, health, safety, mission assurance, emergency preparedness, continuity of operations, and facilities maintenance and provides advocacy and concurrence on Construction of Facilities (CoF) related activities.

6. Actively represents NASA in outreach and educational events.

7. Provides technical and institutional resources as authorized to satisfy Agency requirements and schedules.

8. Maintains a safe and healthy workplace environment for the NOJMO workforce and ensures safety for all NOJMO activities.

9. Per NPD 8700.1, NASA Policy for Safety and Mission Success, the NOJMO Director also has full authority to stop any unsafe activity occurring at JPL.

10. Assures that risks to the public and environment associated with the operation of JPL are acceptable to NASA.

11. Provides asset management oversight function consisting of Logistics, Transportation, Real Property Industrial Property, and Property Disposal functions at JPL, as appropriate.

12. Provides Agency implementation oversight functions for Freedom of Information Act (FOIA), Records Management, and Privacy Act at JPL.

13. Provides Agency implementation oversight functions for the Innovative Research, Technology Transfer, Small Business, and Export Control compliance at JPL.

14. Oversees the NASA environmental restoration CERCLA project which interacts programmatically with the NASA HQ Environmental Management Division.

15. Supervises a Chief Counsel's Office in its delivery of legal advice and services to the NOJMO, including those related to: all legal aspects of the administration of NASA's contract with the JPL contractor, proper implementation of fiscal law, environmental law, employment law, ethics, real and industrial property, occupational safety, export control, litigation, FOIA, and related policies. The NOJMO Chief Counsel's Office also provides specialized legal advice on the

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JPL's new technology and invention reporting, Space Act Agreements, Economy Act Transactions, and innovative partnerships. The NOJMO Patent Counsel is the point of contact for legal issues pertaining to protecting NASA's intellectual property as it relates to JPL.

16. Oversees the FFRDC's Security Program to ensure the implementation of NASA policies and procedures to protect employees, property, and information. In concurrence with the Associate Administrator and the AA for Mission Support, determines the appropriate staffing complement for NOJMO.

17. The NOJMO Director serves as a member of NASA's Strategic Management Council (SMC) and Mission Support Council (extended) and is invited to attend the Agency Program Management Council. The NMO Director supports Agency performance management by participating in the Baseline Performance Review (BPR).

5.11.3 SPECIAL RELATIONSHIPS.

The NOJMO manages the contract associated with the operation of the NASA component facility, Deep Space Network Communication Complexes, with the governments of Spain and Australia and other contracts as assigned by the Associate Administrator.

5.11.4 IMMEDIATE LINE OF SUCCESSION. In the following order: NOJMO Deputy Director, Procurement Officer, and Division Chief, Program Oversight and Institutional Management.

NASA OFFICE OF JPL MANAGEMENT
AND OVERSIGHT

NASA OFFICE OF JPL MANAGEMENT
AND OVERSIGHT

5.12 Jet Propulsion Laboratory.

5.12.1 EMPHASIS: The Jet Propulsion Laboratory (JPL) is a lead organization for robotic science missions conducted in space and performs the core competency areas assigned to JPL. As a Federally Funded Research and Development Center (FFRDC), JPL meets the special, long-term research and development needs of NASA missions that cannot be met as effectively by existing in-house Federal or contractor resources. JPL successfully accomplishes directed or competed missions through program planning, concept engineering, trades, and analysis; development of enabling technologies; mission, system, and instrument design, analysis, development, fabrication, assembly, test and operations; and science data analysis.

5.12.2 NASA'S FFRDC LABORATORY DIRECTOR RESPONSIBILITIES.

NASA's FFRDC Laboratory Director, hereby referred to as the Lab Director, is a senior executive officer of the contractor organization and is neither a civil servant nor an agent of the Government. The Lab Director is the contractor's authorized representative responsible for day-to-day operations and management of JPL and contract compliance; therefore, responsible for identifying, allocating, and dispersing resources, including overseeing the assignment of the contractor workforce and facilities, and managing the JPL's assigned operations to facilitate program and project execution. Specific NASA mission activities are assigned to and performed by the JPL contractor in accordance with the contract and various discrete task orders administered by the NOJMO.

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Consistent with Federal Acquisition Regulation 35.017, the JPL contractor 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.

The Lab Director provides technical and institutional resources to satisfy program requirements and schedules to include engineering, safety, and mission assurance and ensures that human, financial, information technology, physical, and other supporting resources are properly applied to programs. Maintains a safe and healthy, environmentally friendly work environment for the contractor workforce and ensures safety, security, reliability, and quality assurance for all JPL activities.

5.12.2.1 The key programmatic role of the Lab Director is that of service across Mission Directorate needs, determining how best to balance and execute the various programs and projects hosted at JPL in accordance with Agency priorities and communicates any program- or project-related issues to Mission Directorate Associate Administrators and other NASA senior leaders, including the NOJMO.

pecifically, the Lab Director:

1. Ensures regular review and reporting of performance for assigned programs and projects.

2. Provides input for the Agency's Program Management Council reviews on programs and projects assigned to the FFRDC.

3. Provides resources to satisfy program requirements and schedules, to include project management, engineering, and safety and mission assurance. Ensures that human, financial, physical, and other supporting resources are properly applied to programs under their authority.

4. Responsible for implementing missions contractually assigned to JPL, including achieving mission success and ensuring the safety and security of personnel and institutional assets.

5. 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, in accordance with accepted standards and applicable NASA requirements.

6. The Lab Director may be engaged in NASA's governance councils and boards at NASA's discretion. The Lab Director and JPL contractor employees may participate at senior councils and boards that are primarily focused on presenting technical and programmatic information and advice responsive to the core competencies listed in the sponsoring agreement.

5.12.2.2 The Lab Director is accountable for exercising Technical Authority at JPL, including the reclama process, upon delegation by NASA through the prime contract. The Lab Director facilitates the activities of the Technical Authorities and is responsible for ensuring that activities at JPL are implemented in accordance with accepted standards and applicable NASA policies.

Specifically, as delegated by NASA and within constraints specified in the prime contract, the role requires that the Lab Director:

1. Exercise Technical Authority through appropriate institutional delegation.

2. Exercise definitive decision authority as delegated to resolve issues on such matters as technical requirements tailoring, waivers, and deviations to requirements.

3. Convene an independent review at major milestones to ascertain technical readiness on assigned programs and projects.

4. Certify to NASA the readiness of projects, systems, and services for which authority has been delegated.

5. Approve the flight readiness of projects for which Technical Authority has been delegated.

6. Coordinate with the NASA functional offices and NOJMO to ensure organizational and financial independence of the Technical Authorities 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.

5.12.2.3 The Lab Director serves an important role in the day-to-day operations management of the Lab and is

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responsible for providing assets, staffing, and facilities required by current and future programs and projects.

Specifically, the Lab Director:

1. Implements plans that address the strategic goals and outcomes in the NASA Strategic Plan, Agency performance goals, and related governance decisions.

2. Provides input for the Agency Program Management Council reviews as requested by NASA.

3. Collaborates with NASA Centers per Center Role assignments to accomplish the Agency's objectives.

4. Exercises responsive local decision-making authority to address urgent local execution issues.

5. Per NPD 8700.1, NASA Policy for Safety and Mission Success, the Lab Director also has full authority to stop any unsafe activity; programmatic or otherwise, if it involves JPL contractor personnel or NASA facilities or assets.

6. Operates JPL in the public interest with objectivity and independence, free from organizational conflict of interest, and with full disclosure of its affairs to NASA.

7. Coordinates and communicates with NASA Headquarters, JPL's implementation and outreach activities, stakeholder management, and partnerships on a regular basis.

8. 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 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.

9. Supports the Agency CFO regarding JPL contractors' financial performance.

10. Develop overall and integrated capability strategy for the lab including facility master planning and strategic workforce plans for consideration by NASA leadership.

5.12.2.4 The Lab Director performs specific responsibilities assigned to the FFRDC.

Specifically, the Lab Director executes delegated technical and programmatic Center Roles as designated.

5.12.3 SPECIAL RELATIONSHIPS.

JPL manages the operation of the component facility, Deep Space Communications Network, for NASA providing uplink and downlink communication for NASA's deep space missions.

5.12.4 IMMEDIATE LINE OF SUCCESSION. The line of succession for the JPL contractor is not discussed here as the contractor staff members are not Government employees and hence not part of NASA's institutional governance process.

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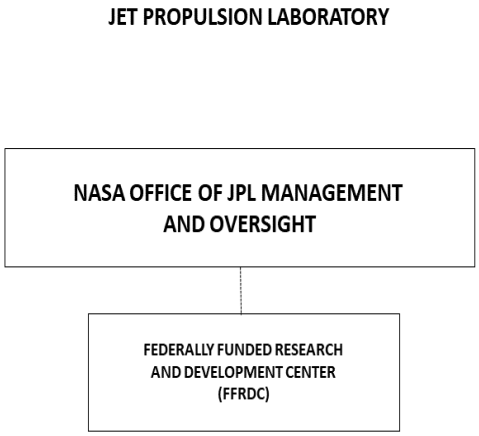

5.13 NASA Engineering and Safety Center

5.13.1 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's missions. NESC provides independent engineering and technical expertise to evaluate technical problems and supplement Center-based engineering and safety activities for NASA's programs. NESC shall perform independent engineering assessments, analysis, and testing to ensure technical adequacy and, thus, the safety of NASA's activities. In relation to the Center's mission, the term "safety" encompasses those aspects of NASA's 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. NESC serves the engineering, safety and mission assurance, and program/project communities as a value-added, independent resource.

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

5.13.2.1 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.

5.13.2.2 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.

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

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

5.13.2.5 Provides independent systems engineering and analysis.

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

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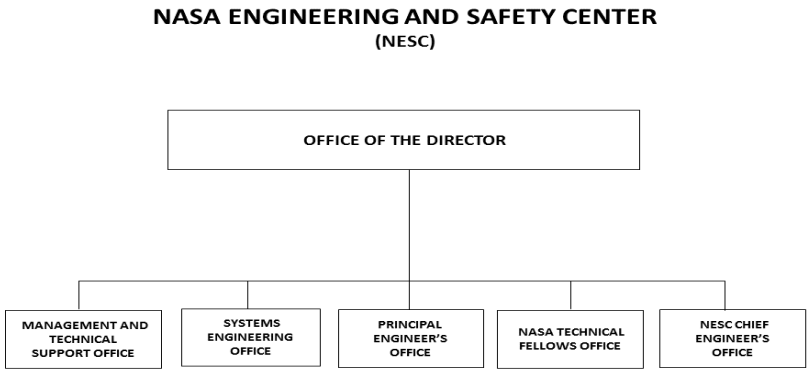
5.13.3 SPECIAL RELATIONSHIPS. The core NESC organization is comprised of senior engineering experts from across the Agency, whose capabilities are complemented through partnerships with additional experts within NASA, other Government organizations, national laboratories, universities, and industry.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

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



5.14 NASA Shared Services Center

5.14.1 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.

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

5.14.2.1 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.

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f. Promotes the Agency's strategic goals with the common purpose of achieving NASA's vision and mission by providing support Agency wide.

5.14.3 SPECIAL RELATIONSHIPS. The NSSC Executive Director:

a. Serves as a member of NASA's Mission Support Council (extended) and Senior Management Council.

b. Shares an infrastructure alliance with the Stennis Space Center.

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

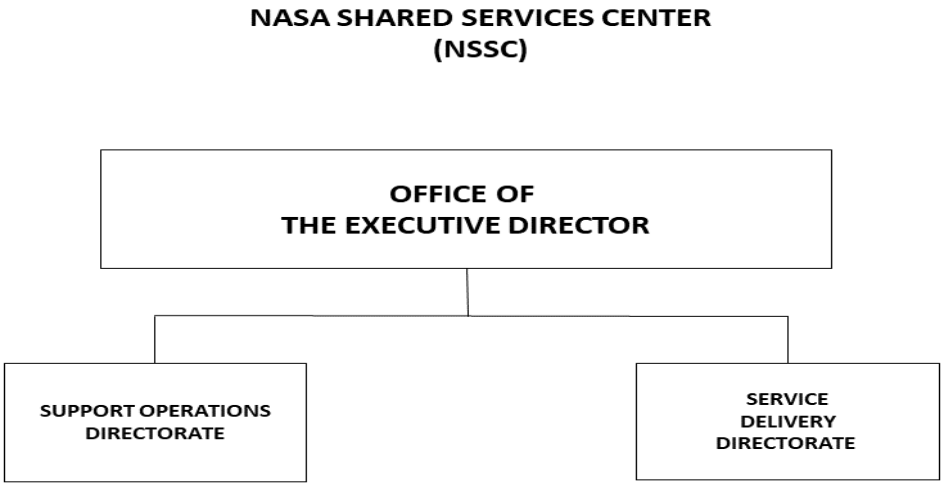
(1) Chief Financial Officer to provide management of financial management services.

(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.

5.14.4 LINE OF SUCCESSION. In the following order: Director, Service Delivery Directorate, NSSC; and Director, Support Operations Directorate, NSSC.



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

5.15 NASA Safety Center

5.15.1 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 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.

5.15.2 OVERALL RESPONSIBILITIES. The Director, NSC, reports to the Chief, Safety and Mission Assurance at NASA Headquarters and manages the NSC in the following activities:

5.15.2.1 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.

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5.15.2.2 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.

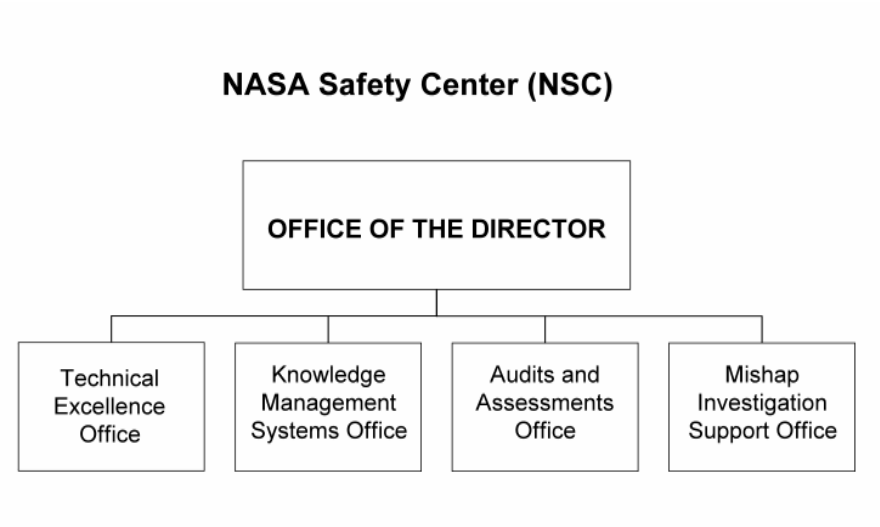
5.15.2.3 Manages the audit, review, and assessment process for evaluating and ensuring conformance with Agency SMA requirements.

5.15.2.4 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.

5.15.2.5 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.

5.15.3 SPECIAL RELATIONSHIPS. NASA Centers provide technical personnel, resources, and facilities to support the NSC mission.

5.15.4 LINE OF SUCCESSION. Deputy Director, NASA Safety Center; Director, Technical Excellence, NASA Safety Center; and Director, Audits and Assessments, NASA Safety Center.



5.16 NASA Independent Verification and Validation Program

5.16.1 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.

5.16.2 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:

5.16.2.1 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.

5.16.2.2 Provides the early detection and identification of risk elements on safety critical and mission-critical software throughout the System Development Life Cycle.

5.16.2.3 Improves safety, reliability, and quality of NASA projects' and missions' software through effective application of systems and software IV&V methods, practices, and techniques.

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5.16.2.4 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.

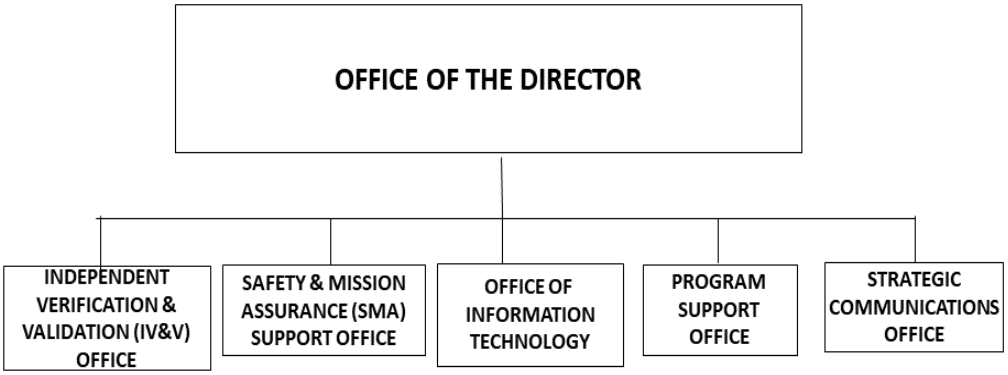
5.16.2.5 Manages the Agency's Software Assurance Research Program for, and as directed by, the Office of Safety and Mission Assurance.

5.16.2.6 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.

5.16.3 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.

5.16.4 LINE OF SUCCESSION. Deputy Director, NASA IV&V Program; and Associate Director, NASA IV&V Program.

NASA INDEPENDENT VERIFICATION AND VALIDATION (IV&V) PROGRAM



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Chapter 6: Decision Thresholds and Center Roles

6.1 Decision Thresholds of the Agency Governance Councils

Thresholds have been established to determine which Agency issues are presented to the different Agency-level governing councils.

6.2 Center Roles

a. Center roles provide policy guidance for Mission Directorates to assign work. Mission Directorates utilize Center roles in mission and project planning, as well as future acquisition strategy planning.

b. Center roles provide Center leadership with the policy direction to shape their workforce and supporting infrastructure. Centers use these roles as foundational in developing required planning products and internal guidance, such as Strategic Workforce Plans and Facility Master Plans.

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Chapter 7: The Change Process for NPD 1000.3

7.1 Responsibilities

7.1.1 Within the Mission Support Directorate, the Office of the Chief Human Capital Officer (OCHCO) is responsible for the administration of all changes associated with this directive and will coordinate and process changes made at all approval levels as outlined below.

7.1.2 Revisions to Table of Contents, Chapter 1, Chapter 7 OCHCO is responsible for updates to these sections of the directive. OCHCO will consult/collaborate with the Office of the Administrator, Office of Agency Council Staff, and/or Servicing Human Resources (HR) Office as needed prior to finalizing.

7.1.3 Revisions to Chapters 2, 3, and 6 The Office of the Administrator and/or the Office of Agency Council Staff are responsible for updates to these chapters of the directive and shall forward final revisions to OCHCO.

7.1.4 Revisions to Chapters 4 and 5 OCHCO is responsible for updates to these chapters of the directive. Servicing HR Offices are responsible to forward proposed updates as outlined in 7.3 below and OCHCO will obtain final approval from the Office of the Administrator. The Office of the Administrator or Office of Agency Council Staff may also submit changes to OCHCO.

7.1.5 Administrative Revisions OCHCO is responsible to review Agency-wide Announcements made by the Office of the Administrator and initiate action to update this directive to be in line with announced changes. OCHCO will also be responsible to make administrative changes which may be needed as a result of approved changes to ensure the change (e.g., position/office name changes, organizational structure changes, etc.) is reflected throughout the directive as appropriate.

7.2 Approval Authorities

7.2.1 The Administrator decides the overall mission, organizational structure, and governance of the Agency.

7.2.2 The Associate Administrator has overall authority to approve changes to all sections/chapters of this directive. Organizationally, the Associate Administrator approves substantive changes to mission statements and organizational charts for all NASA organizations.

7.2.3 Officials-in-Charge of Headquarters Offices and Center Directors are authorized to approve minor changes to their mission statements and organizational structures to include: line of succession changes and office names changes (when the office's functions remain the same). The Servicing HR Office will forward final changes to OCHCO.

7.2.4 The Officials-in-Charge of Headquarters Offices (OIC) and Center Directors are authorized to approve their mission statements and organizational structures below the level shown on the organization charts identified in Chapters 4 and 5. The corresponding organizational charts will be maintained by the Servicing HR Office.

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7.2.5 The Chief Human Capital Officer will approve administrative changes to include typographical errors, position name changes, and other administrative changes to ensure the directive is in line with announced Agency changes. OCHCO will coordinate proposed changes with the Servicing HR Office.

Consultation/Collaboration with the Office of the Administrator, Office of Agency Council Staff, and/or Servicing HR Offices will be made as needed prior to finalizing changes.

7.3 Preparations for Submission of Reorg Packages

7.3.1 Organizational statements and organizational charts will be revised when any of the following actions are necessary:

a. Revision to the responsibilities of a Headquarters office or a Center.

b. Revision to top level boxes of the organizational charts, appearing in this NPD (to include office name changes) of a Headquarters office or a Center.

c. Establishment of or changes to existing internal or external relationships with organizations, especially those organizations that rely on NASA for service or support to accomplish their programs.

7.3.2. Initial conversations shall begin with the Servicing HR Office. The Servicing HR Office will assist the organization with Center-specific reorganization processes and the creation of a reorganization package to include the following:

7.3.3. Servicing HR Offices are responsible for ensuring appropriate union involvement is conducted at the appropriate time.

7.3.4. Appropriate information regarding Senior Executive Service (SES), Scientific or Professional (ST), or Senior Level (SL) positions affected by a reorganization (new positions, reassignments, backfill requests, etc.) must be submitted according to the Executive Resources Board (ERB) for review and approval.

7.3.5. Prepare a memorandum from the Headquarters OIC or Center Director to the Associate Administrator.

a. Memo shall provide detailed explanation/rationale for the proposed organizational changes.

b. The following statement shall be included as part of the memo: With your concurrence, I will move forward to implement the organizational changes by working through the standard processes with my Servicing Human Resources Office. I understand it is your expectation for the reorganization and placement of employees to occur in accordance with Federal laws, rules, regulations, and Agency policy and be executed in a timely manner.

c. The following Agency-level organizational leaders shall be included as a cc on the memo:

(a) Associate Administrator for Mission Support/(insert name)

(b) Chief Financial Officer/(insert name)

(c) Deputy Chief Financial Officer (Appropriations)/(insert name)

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(d) Associate Administrator for Diversity and Equal Opportunity/(insert name)

(e) General Counsel/(insert name)

(f) Assistant Administrator for Human Capital Management/(insert name)

(g) Deputy Associate Administrator for Mission Support/(insert name)

(h) Inspector General/(insert name)

(i) Associate Administrator for Legislative and Intergovernmental Affairs/(insert name)

(j) Chief of Staff/(insert name).

(k) The Center should add additional Agency-level leaders to the cc list depending on the nature of the changes being made, (e.g., Associate Administrators of Mission Directorates, Chief Engineer, etc.).

d. The signed memorandum, current and proposed organizational charts, narrative redline copy showing the changes made, and final narrative should be forwarded electronically to OCHCO as the official reorganization package.

7.4. Packages Approved by the Headquarters OIC or Center Director

7.4.1. Initial conversations should begin with the Servicing HR Office. The Servicing HR Office will assist the organization with Center-specific reorganization processes and the creation of a reorganization package to include conducting/preparing the following:

a. Prepare a memorandum for the record from the Headquarters OIC or Center Director. An email which includes information or authorization that the Headquarters OIC or Center Director approved the change is also acceptable.

b. Memo or email shall provide detailed explanation/rationale for the approved changes.

7.4.2. The memorandum for record or email, current and approved organizational charts, narrative redline copy showing the changes made, and final narrative as appropriate should be forwarded electronically to OCHCO as the official approval package.

7.5. Change Package Review and Approval Process

7.5.1 When changes are approved by the Headquarters OIC or Center Director, proceed to 7.5.3.g below.

7.5.2 When changes are approved by the Office of the Administrator whether individually or through an Agency-level forum (e.g., Executive Council, Mission Support Council, etc.), proceed to 7.5.3.d below.

7.5.3 Actions necessary to process a reorganization package includes the following:

a. Memorandum or email and supporting documents are forwarded from the Servicing HR Office to

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the OCHCO for review and preparation of signature package.

b. Signature package is forwarded to the Executive Secretariat for routing through the Office of the Administrator in order to obtain concurrence from the Associate Administrator.

c. Upon receipt of signature, Executive Secretariat will return the package to OCHCO.

d. The OCHCO will scan the signed package and forward a copy to the Servicing HR Office.

e. The Servicing HR Office will ensure electronic copies of the approved package are forwarded to all cc'd organizations for action/information.

f. Upon receipt of the cc'd copy, the Agency Office of the Chief Financial Officer (OCFO) will prepare and submit documentation for Congressional notification as needed. OCFO will notify the Headquarters OIC or Center Director and OCHCO upon receipt of Congressional clearance.

g. Upon receipt of the cc'd copy, OCHCO will forward necessary documentation within the Mission Support Directorate to ensure the appropriate changes are reflected within this directive.

h. Servicing HR Office may begin standard reorganization preparations; however, **no personnel actions can be made effective** until after Congressional clearance has been obtained.

i. Standard reorganization preparations may include (list not all inclusive):

(1) Center-wide communications of reorganization plans (All Hands, town hall meetings, e-mail notification, etc.)

(2) Contact with the Agency Applications Office (AAO) (or other offices as appropriate) to establish organizational codes and financial codes.

(3) Completion of NSSC Data Sheet for Realignments/Reorganizations (from/to list showing actions needed for affected employees).

(4) Work with the NSSC on the development/classification of needed position descriptions (PDs).

(5) Prepare and coordinate with appropriate organizations regarding system changes needed (e.g., FPPS routing paths, NAAS, SATERN, SPACE, WebTADS, etc.)

7.5.4 The Servicing HR Director following each approved reorganization, will partner with the Center and/or HQ leadership regarding organizational design, people impact, and workforce communication as it relates to the reorganization, to include but not limited to Performance Management, Position Management and Classification, Labor Relations, GS positions, and SES positions.

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