



**ARMSTRONG FLIGHT
POLICY
DIRECTIVE (AFPD)**

**Directive:
Effective Date:
Expiration Date:**

**AFPD-1000.0-002, Revision A
June 14, 2021
June 14, 2026**

Compliance is mandatory.

SUBJECT: Governance and Strategic Management

RESPONSIBLE OFFICE: Office of the Center Director

1. POLICY

This directive establishes policy to align Armstrong Flight Research Center's (AFRC, hereinafter referred to as Center), in Edwards, California, governance framework with that of the Agency; to set forth principles and structures through which the Center manages mission, roles, and responsibilities; and to describe the Center's management system processes by which the Center manages strategy and its implementation through planning, performance, and results.

Center governance and strategic management provide the discipline and rigor to enable success of the Center's Mission, *To Advance Technology and Science Through Flight*. This document presents:

- a. The governance structure by which the Office of the Center Director and the Center Council provide leadership across the Center;
- b. Governance principles by which the Center manages;
- c. The Center's organizational plan to conduct the Center's Mission, including roles and responsibilities;
- d. Guidance for the Center Organizations to implement programs and projects;
- e. Guidelines consistent with external requirements for strategic planning, and identification of the Center's key strategic planning roles,
- f. The process by which strategy is converted into implementation and outcomes; and
- g. The process for establishing performance measures and providing feedback on progress.

2. APPLICABILITY

- a. This Armstrong Flight Policy Directive (AFPD) is applicable to the Center and on-site support contractors, recipients of grants, cooperative agreements, or other agreements only to the extent specified or referenced in the applicable contracts, grants, or agreements.
- b. In this directive, all mandatory actions (i.e., requirements) are denoted by statements containing the term "shall." The terms "may" or "can" denote discretionary privilege or permission, "should" denotes a good practice and is recommended, but not required, "will" denotes expected outcome, and "are/is" denotes descriptive material.
- c. In this directive, all document citations are assumed to be the latest version unless otherwise noted.

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3. AUTHORITY

- a. National Aeronautics and Space Administration (NASA) Policy Directive (NPD) 1000.0, NASA Governance and Strategic Management Handbook
- b. NPD 1000.3, The NASA Organization

4. APPLICABLE DOCUMENTS AND FORMS

- a. Armstrong Flight Research Center Plant (AFPL)-1000.0-001, AFRC Strategic Plan
- b. Armstrong Flight Research Center Operational Procedure (AFOP)-1441.1-002, Records Management

5. RESPONSIBILITY

The Center's senior management responsibilities are summarized in this AFPD in Table 5.1 below, and Attachment D contains a detailed description of the Center's organization. Attachment C describes the conduct for the governance boards and councils used by the Center's line management for implementation of strategy, core values, and governance principles.

| Role | Responsibility |
|--|--|
| Center Director | The Center Director is responsible and accountable for all activities assigned by the Agency and outlined within the Center's Mission, Vision, and strategic priorities for the day-to-day business operations. This responsibility includes oversight of programs/projects execution and fulfillment of associated Institutional Authority, including delegated Engineering and Safety & Mission Assurance (SMA) Technical Authorities. |
| Deputy Center Director | The Deputy Center Director is responsible for advising the Center Director on overall leadership, planning, and policy direction for the Center. The Deputy Center Director performs the duties and exercises the powers delegated by the Center Director and acts for the Center Director when absent by performing all necessary functions to govern Center business operations. |
| Chief Engineer (CE) | The CE assures that sound engineering principles and technical approaches are used in the conduct of experimental flight research. The CE conducts independent engineering reviews to assure safe adherence to flight research engineering principles. The CE chairs airworthiness and flight safety review board to assure management risk acceptance. |
| Chief of Staff (CoS) | The CoS is responsible for the implementation and execution of the Center governance process. The CoS provides advice and recommendations on strategic and cross-organizational issues. The CoS serves as the liaison to the public and other government organizations. The CoS interfaces with Headquarters (HQ) Councils, other Centers, and Center leadership. |
| Associate Director for Strategy | The Associate Director for Strategy leads the creation and integration of strategic plans and is responsible for establishing actionable short-term and long-term plans, performance measures, business areas to pursue, workforce composition and balance, infrastructure requirements, and all aspects of strategic management. Ensures both horizontal and vertical coordination and alignment with the agency and across center organizations. Identifies systemic issues, problem resolutions, and need for change. |
| Associate Director for Mission Support | The Associate Director for Mission Support is responsible and accountable for the leadership of the Center's organizations that provide the institutional support functions, identification of institutional issues impacting execution and performance of the Center's programs/projects (i.e., the management system, |

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| Role | Responsibility |
|---|--|
| | business process improvements, and institutional risk reduction), and implementation of the most effective solutions, capabilities required for the proper planning and execution of the Center's programs/projects, and development of methods to improve the efficiency and effectiveness of services provided by the Center. The Associate Director is responsible for the maintenance and training/development of associated institutional workforce competencies and skills. |
| Director for California (CA) Human Resources | The Director of CA Human Resources performs talent acquisition and management (position, performance, and employee recognition), conducts training, and supports development (organizational and career). The Director represents the Center with HQ and other offices and with the Office of Personnel Management and other agencies in Human Resource and Human Capital matters. The Director performs analysis, controls and manages workforce analytic functions and systems, conducts strategic workforce planning, provides program policy direction, and ensures awareness of human capital challenges based on budget decisions. |
| Director for Programs & Projects | The Director for Programs & Projects is responsible for management and oversight of implementation of the Center's program/project portfolio objectives and Agency mission goals. The Director is responsible for ensuring the leadership of the program/project functions meet the outcomes for management oversight of budgets, schedules, cost constraints, and program/project requirements, communicating the Agency mission goals and objectives to establish and maintain the Center's strategy, and maintenance and training/development of program/project management workforce competencies and skills. |
| Director for Flight Operations | The Director for Flight Operations is responsible for providing leadership for the fabrication/modification of aircraft and flight test articles and maintenance of the physical assets ensuring the airworthiness and flight readiness of aircraft and flight test articles for safe execution of flight activities. The Director is responsible for the maintenance and training/development of associated flight operations workforce competencies and skills and infrastructure. |
| Director for Research & Engineering | The Director for Research & Engineering is responsible for providing leadership for the policy direction, functional oversight, and assessment of Center research and engineering efforts. The Director is responsible for ensuring Agency- and Center-level standards, policies, and requirements are applied to research and engineering as applicable to program/project implementation and execution. The Director is responsible for identifying Center representatives for Engineering Technical Authority assuring sound engineering principles and technical approaches are used in conducting of Center program/project mission execution, knowledge management, and research and technology interests. The Director is responsible for the maintenance and training/development of Center research and technology engineering workforce and knowledge management competencies and skills and infrastructure. |
| Director for Mission Operations & Chief Information Officer (CIO) | The Director for Mission Operations & CIO is responsible for providing leadership in the planning, policy development, maintenance, oversight of range utilization, control rooms, simulation, and Center information systems and infrastructure. The Director & CIO serves as the advisor to the Center Director and staff on matters pertaining to information (IT) governance, acquisition, management, and use of associated products and services while providing oversight to the implementation and execution of Center IT security, Center Enterprise Architecture, Center records management program, and privacy. The Director & CIO are responsible for the maintenance and training/development of associated IT workforce competencies and skills. |

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| Role | Responsibility |
|---|---|
| Director for SMA | The Director for SMA provides direction, oversight, and independent assessment for all Center safety, reliability, maintainability, and quality engineering and assurance activities. Serves as the principal advisor to the Center Director and staff on matters of SMA success and technical authority for SMA. The Director is responsible for the maintenance and training/development of associated SMA workforce competencies and skills. |
| Office of the Chief Financial Officer (CFO) | The CFO is responsible for leading the budgeting and execution phases of the planning, programming, budgeting, and execution process. Provides leadership for planning, analysis, justification, control, and reporting of all Center fiscal resources. Oversees all financial management activities relating to the programs and operations of the Center. Monitors and reports the financial execution of the Center budget. Responsible for creating and maintaining an interconnected, interoperable, and reliable financial services infrastructure that supports Center internal and external customers and programs. Maintains and develops financial management skills. |
| Center Chief Counsel | The Center Chief Counsel is responsible for providing legal services and Center-wide functional guidance ensuring appropriate legal actions and activities Center-wide, and providing binding formal legal opinions on Center matters. The Center Chief Counsel is responsible for the maintenance and training/development of associated legal workforce competencies and skills. |

Table 5.1

6. DELEGATION OF AUTHORITY

None.

7. MEASUREMENTS/VERIFICATION

- a. Compliance with this policy will be monitored by senior management’s quarterly and annual reviews and assessments.
- b. Compliance with this policy will be ensured by internal and external management control systems and reporting.

8. CANCELLATION

- a. AFPD-1000.0-002 Baseline-3, Governance and Strategic Management



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Date: 2021.06.14 13:13:23 -0700'

/s/ Center Director

ATTACHMENT A, Definitions

Accountability: Acceptance or willingness to accept responsibility for acts, behaviors, and decisions affecting Center employees and business operations.

Accountable: Requirement or expectation that actions or decisions are justified.

Assure: Say with confidence or positivity.

Business Process Improvements: Approaches designed to help the Center's organizations redesign their existing business operations to accomplish significant improvement in production.

Business Operations: Systems, equipment, employees, and processes needed to make the Center's organizations function.

Competencies: The capacity required to accomplish the set of specific Center business and strategic operations qualifications.

Compliance: State or fact of according with or meeting requirements and standards.

Core Values: Principles that guide the Center's internal conduct as well as the relationship with stakeholders.

Dissenting Opinion: A disagreement with a decision or action based on a sound rationale (not an unyielding opposition) that an individual judges is of sufficient importance to warrant a specific review and decision by higher-level management with the dissent be recorded and resolved by the process.

Ensure: To do or have what is necessary for success.

Enterprise Architecture: Blueprint defining the structure and operation of the Center.

Execution: Carrying out a plan.

Feedback: Modification or control of the process or system of performance measurement by its results or effects.

Goals: Statements of results or achievements towards which efforts are directed.

Governance: Decisions and actions the Center management uses to govern like sovereign state, instating culture, policies, and regulations to the employees from the highest to the lowest organizational level.

Governance Principles: Foundation of system of belief or behavior by which the process of decision making and implementation of decisions is controlled and directed at the Center.

Governance Structure: A logical distribution of roles, responsibilities, requirements for making business decisions for specific Center operations.

Implementation: To put in place the necessary resources and take action to execute approved plans for development and operation of the program/project and the use of control systems to ensure performance to approved plans and continued alignment with the Center goals.

Institutional Authority: Encompasses all the organizations and authorities not in the Programmatic Authority.

Integrated Center Management Council (ICMC): The forum used by programs/projects that is being implemented by more than one Center and includes representatives from all participating Centers.

Knowledge Management: A collection of policies, processes, and practices relating to the use of intellectual and knowledge-based assets in an organization.

Management Control System: Formal and informal structures put in place to compare the goals and strategy of the Center organizations against actual outcomes.

Management System: Framework of policies, processes, and requirements used by the Center to ensure it can fulfill all the operations required to achieve its objectives.

Mandatory: Authoritatively ordered or required by law, rule, or regulation; obligatory.

Mission: Statement of the Center's purpose, goal of its operations, and organizational values.

Organizational Plan: End result of setting medium- and long-term goals for the Center and developing a strategy to accomplish the objectives.

Oversight: To actively monitor the implementation of assigned actions, policy, and procedures.

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

Planning: Process of assessing the Center's goals and creating a feasible, detailed plan of action for meeting the goals.

Policy: A course or principle of action adopted or proposed.

Requirements: Quality or performance demanded in accordance with certain fixed regulations or judged necessary according to circumstances or conditions

Resources: Supply of money, materials, staff, and other assets which are drawn by the Center in order to function effectively.

Responsible: Trusted to manage the obligations of the Center operations as part of one's role.

Risk Reduction: Precautionary measures implemented to prevent actualizing risk or minimalizing occurrence.

Skills: Expertise

Strategy: Plan of action or policy designed to direct achievement of Center goals and objectives

Strategic Management: A series of integrated activities that enable the Center to establish and execute strategy, make decisions, allocate resources, formulate and implement programs/projects, and measure performance.

Technical Authority: The individual within the technical authority process who is funded independently of a program/project and who has formally delegated Technical Authority traceable to the Center Director.

Traceable: Follow or track a specific course to an origin.

Training/Development: Opportunities designed to improve individual and organizational performance, build and retain a skilled and effective workforce, and develop knowledge and skills critical to mission accomplishment of strategic business operations.

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Vision: Description of where the leadership desires the Center to go in the future. The Vision statement is set in the Center Strategic Plan.

Workforce: The Agency or Center human resource requirements assigned to programs/projects and mission support.

ATTACHMENT B, ACRONYMS

| | |
|-------|--|
| AFOP | Armstrong Flight Research Center Operational Procedure |
| AFPD | Armstrong Flight Policy Directive |
| AFPL | Armstrong Flight Research Center Plan |
| AFRC | Armstrong Flight Research Center |
| AFSRB | Airworthiness and Flight Safety Review Board |
| AFRL | Air Force Research Lab |
| AFTC | Air Force Test Center |
| AMS | Armstrong Management System |
| CA | California |
| CE | Chief Engineer |
| CFO | Chief Financial Officer |
| CIO | Chief Information Officer |
| CMB | Center Management Board |
| CoS | Chief of Staff |
| DATR | Dryden Aeronautical Test Range |
| EAP | Employee Assistance Program |
| GAO | Government Accountability Office |
| HQ | Headquarters |
| ICMC | Integrated Center Management Council |
| IT | information technology |
| MAP | Mission Support Future Architecture Program |
| MOA | Memoranda/Memorandum of Agreement |
| MOU | Memorandum of Understanding |
| OCSHA | OSMA Center SMA Health Assessment |
| OSMA | Office of Safety and Mission Assurance |
| OIG | Office of Inspector General |
| NAMIS | NASA Aircraft Maintenance Information System |
| NASA | National Aeronautics and Space Administration |
| NPD | NASA Policy Directive |
| SMA | Safety & Mission Assurance |

ATTACHMENT C, GOVERNANCE PRINCIPLES

C.1 GOVERNANCE

The Center senior leadership controls all strategic planning processes through its governance structure, which supports programmatic, institutional, financial, and workforce resources. The senior leadership provides oversight in managing and evaluating all current mission and institutional activities at the Center to achieve the goals set forth in the NASA Strategic Plan and AFPL-1000.0-001, Armstrong Strategic Plan through boards, councils, and review. The five main areas of strategic planning focus are identified below:

- a. Mission Portfolio Management
- b. Human Capital Management
- c. Capabilities Management
- d. Institutional Management
- e. Business Management

The basic structure of each board, council, and review is similar in that each has a chair who is the decision authority and members who serve as advisors. Weekly council meetings cycle through focus areas such that each focus area is covered at least quarterly. The content of the meetings includes the topics required by a management review such that a separate meeting for those topics is no longer needed. When a Center-hosted project requires an ICMC, those meetings will remain separate from the weekly council meetings.

The Center Council is a decision-making body which has the authority to organize and charter boards below it in order to accomplish the responsibilities in this document. One of these boards includes, but is not limited to, the Center Management Board (CMB).

To facilitate transparent, inclusive, and efficient decision-making, the Center has adopted a decision tool that is used to document and disseminate both Board and Council decisions.

C.1.1 COUNCILS

C.1.1.1 Center Council

The Center Council is the strategic planning body that has the authority to organize and charter the boards, councils, and review below it in order to accomplish the responsibilities in this document.

The Center Council develops the Center's Mission, Vision, and Strategic Plan, in alignment with Agency direction. The Center Council determines the strategic direction and assesses Center Progress toward achieving the Mission. The council operates in five focus areas and provides guidance, approval and validation to the boards. Meets weekly.

| | |
|---------|--|
| Purpose | <ul style="list-style-type: none"> • Sets overall strategy for the Center including short-term and long-term planning, performance measures, and business areas to pursue, workforce composition and balance, capacity utilization, competency development, infrastructure requirements, and all aspects of strategic management; • Decides whether to accept new work; • Approves fabrication and acquisition of Unmanned Air Systems; • Dispositions challenges that cannot be resolved at lower levels of the governance structure; • Assesses program, project, and institutional risk management; • Performance measures (metrics) and trends, including vendor performance and on-time delivery; • Evaluates performance of activities to identify trends and provide technical guidance; • Documents issues and concerns and identifies tactics for resolution; and • Reviews top concerns for organizations and projects. |
|---------|--|

Decision Making Process: The Center Council meeting is an opportunity to openly and freely express opinions and assess if there is support for a decision, and an opportunity to air dissenting opinions. The ultimate decision is made by the Council Chair based on this input.

Membership and Quorum:

The Chair and Members can delegate their representation. The Chair may also expand the quorum at their discretion.

| Members | Mission Portfolio Management | Business Management | Human Capital | Capabilities | Institutional |
|--|-------------------------------------|----------------------------|----------------------|---------------------|----------------------|
| Chair: Center Director | Quorum | Quorum | Quorum | Quorum | Quorum |
| Deputy Center Director | | | | | |
| Associate Director for Strategy | Quorum | Quorum | Quorum | Quorum | Quorum |
| Associate Director for Mission Support | Quorum | Quorum | Quorum | Quorum/Lead | Quorum/Lead |
| Director for Programs & Projects | Quorum/Lead | Quorum | Quorum | Quorum | Quorum |
| Director for Flight Operations | Quorum | Quorum | Quorum | Quorum | Quorum |
| Director for Research & Engineering | Quorum | Quorum | Quorum | Quorum | Quorum |
| Director for Mission Operations | Quorum | Quorum | Quorum | Quorum | Quorum |
| Director for SMA | Quorum | Quorum | Quorum | Quorum | Quorum |
| CFO | Quorum | Quorum/Lead | Quorum | Quorum | Quorum |
| Director for CA Human Resources | | | Quorum/Lead | | |
| CE | Quorum | Quorum | Quorum | Quorum | Quorum |

Records: Agendas, briefing materials, decisions, action items, and meeting summaries are documented and placed on the server for ready access.

Table C.1.1, Center Council

C.1.1.2 Integrated Center Management Council (ICMC)

The ICMC is a group that evaluates programs/projects in which the Center is a partner with additional NASA Center(s). *Meets as required.*

| | | | |
|---|--|------------|--|
| Purpose | <ul style="list-style-type: none"> Assesses program, project, and institutional risk; Evaluates performance of activities to identify trends and provide technical guidance; and Documents issues and concerns and identifies tactics for resolution. | Membership | <ul style="list-style-type: none"> Armstrong Center Director - Chair Partner Center Director(s) Deputy Center Director - Alternate Chair Partner Center Management (as required) Associate Director for Mission Support Director for Programs & Projects Director for Flight Operations Director for Research & Engineering Director for Mission Operations Director for SMA CE |
| <p>Decision Making Process: The ICMC provides guidance and direction through action items.</p> <p>Quorum: The Chair or Alternate Chair is required as well as the Partner Center Director Associate Director for Mission Support, Director for Programs & Projects, Director for Research & Engineering, Director for Flight Operations, Director for SMA, Director for Mission Operations, and the CE. Representation can be delegated.</p> <p>Records: Agendas, briefing materials, decisions, action items, and meeting summaries are documented and maintained by the administrative support responsible for the program/project.</p> | | | |

Table C.1.2, ICMC

C.1.2 BOARDS

C.1.2.1 Center Management Board (CMB)

The CMB supports the achievement of the Center's mission objectives by coordinating mission resources across the portfolio, coordinating the Center's Investment List, and providing data on mission workforce, Center capabilities, and cross-Center institutional resources to the Center Council. *Meets weekly.*

| | | | |
|---------|--|------------|---|
| Purpose | <ul style="list-style-type: none"> • Establish the portfolio baseline • Assess the impact of changes to the portfolio baseline • Assess how to implement new work as directed by the Council • Resolve resource conflicts • Approve RDO/Weekend work within guidelines set by the Center Council • Coordinate development of the Center Investment List • Participate in capability planning and assessment as directed by the Council • Participate in the management of office, lab, and storage space as directed by the Council • Participate and coordinate other assessments as directed by the Council | Membership | <ul style="list-style-type: none"> • CA Human Resources Branch Chief or Designee • Facilities Engineering & Logistics Management Branch Chief or Designee • Protective Services Branch Chief or Designee • Internal Controls & Management Systems Branch Chief or Designee • Medical & Health Branch Chief or Designee • Office of Procurement Chief or Designee • Aeronautics Projects Branch Chief or Designee • Science Projects Branch Chief or Designee • Space Projects & Partners Branch Chief or Designee • Flight Crew Branch Chief or Designee • Avionics & Instrumentation Branch Chief or Designee • Engineering Support Branch Chief or Designee • Life Support Branch Chief or Designee • Aircraft Maintenance Branch Chief or Designee • Experimental Fabrication Branch Chief or Designee • Operations Engineer Branch Chief or Designee • Aircraft Records Branch Chief or Designee • Systems Engineering & Integration Branch Chief or Designee • Aero & Propulsion Branch Chief or Designee • Dynamics & Controls Branch Chief or Designee • Sensors & System Development Branch Chief or Designee • Flight Instrumentation & System Integration Branch Chief or Designee • Aerostructures Branch Chief or Designee • Research Engineering Operations Branch Chief or Designee • Range Engineering Branch Chief or Designee • Range Operations Branch Chief or Designee • Simulation Engineering Branch Chief or Designee |
|---------|--|------------|---|

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> • Information Technology Branch Chief or Designee • Quality Assurance Branch Chief or Designee • Safety & Environmental Branch Chief or Designee • Flight Research & Test Safety Branch Chief or Designee • Finance Management Branch Chief or Designee • Resource Management Branch Chief or Designee |
| <p>Decision Making Process: The CMB meeting is an opportunity to openly and freely express opinions and assess if there is support for a decision, and an opportunity to air dissenting opinions. All branch chiefs, office leads and project managers in Mission Support Directorate, Programs & Projects Directorate, Flight Operations Directorate, Research & Engineering Directorate, Mission Operations Directorate & CIO, SMA Directorate, and Office of CFO are encouraged to attend. The Board will strive for consensus; however, if consensus cannot be reached, the Chair may either make the decision or elevate the decision to the Center Council.</p> <p>Membership and Quorum: The Center Council appoints one representative from each of the Mission Support, Programs & Projects, Flight Operations, Research & Engineering, Mission Operations & CIO, SMA Directorates and Office of CFO to be a voting member of the CMB. The Board voting members are responsible for ensuring that all voices from their organizations are represented and heard. The Center Council appoints a Chair and a co-Chair from the voting members. The members, Chair, and co-Chair are appointed to two-year terms. The Board appointment memorandum documents the current board membership. The minimum quorum is the voting members. Voting members may delegate as necessary. The Chair may expand the quorum.</p> <p>Records: Agendas, briefing materials, decisions, action items, and meeting summaries are documented and placed on the server for ready access.</p> | | |

Table C.1.3, CMB

ATTACHMENT D: MISSION STATEMENTS AND OVERALL RESPONSIBILITIES FOR CENTER OFFICES**D.1 OFFICE OF THE CENTER DIRECTOR****D.1.1 MISSION STATEMENT**

The Office of the Center Director is responsible for providing Center leadership and management oversight for the conduct of our mission, *Advancing Technology and Science Through Flight*, and sustaining and developing its specialized workforce, unique facilities, and world-class research aircraft.

D.1.2 OVERALL RESPONSIBILITIES**D.1.2.1 Office of the Center Director**

- a. Interfaces with entities such as HQ, other Centers, other government agencies, industry, and academia.
- b. Maintains the facilities.
- c. Executes the mission elements assigned by the Agency Mission Directorates.
- d. Formulates policy that ensures compliance.
- e. Maintains and track strategic planning and implementation of the Center strategic plan.
- f. Ensures that all activities at the Center are conducted in a safe and efficient manner.
- g. Provides protocol support for the Center.

D.1.2.2 Chief Engineer

- a. Ensures sound engineering principles are used in the conduct of experimental flight research.
- b. Conducts independent engineering reviews to ensure safe adherence to flight research engineering principles.
- c. Chairs the Airworthiness and Flight Safety Review Board (AFSRB) to ensure management risk acceptance.
- d. Provides the primary Center interface with the NASA Engineering and Safety Center Lead.

D.1.2.3 Chief of Staff

- a. Provides advice and recommendations on strategic and cross organizational issues.
- b. Serves as the liaison to the public and other government organizations.
- c. Interfaces with HQ councils, other Centers, and Center leadership.

D.1.2.4 Office of Strategic Analysis

- a. Pursues mutually beneficial, long-term strategic partnerships and collaborative agreements for the Center.
- b. Develops partnerships, collaborations, and plans in alignment with Center and Agency strategy.

- c. Develops and implement partnerships that advance Center strategic goals, objectives, and plans consistent with Agency goals and external environments.
- d. Communicates the vision, strategy, and standards for partnership and collaboration activities, working with all organizational entities to identify techniques and processes that are currently best practices, and identify the areas or gaps for improvement opportunities.
- e. Leads the efforts to develop business mechanisms (e.g., partnership intermediaries, innovation center, and acceleration center) that facilitate business relationships with other agencies, industry, academia, etc.

D.1.2.5 Strategic Communications

- a. Interfaces with HQ and Mission Directorate offices to implement communications activities and policy.
- b. Provides leadership for the Center in all public affairs and media relations activities.
- c. Coordinates public outreach efforts for the Center including Speakers Bureau, exhibits, museum interactions, web and social media efforts.
- d. Develops communication products supporting center initiatives.
- e. Serves as Center historians, overseeing all historical archives and publications.

NOTE: Due to the Agency Mission Support Future Architecture Program (MAP), management responsibility was transferred to HQ.

D.1.2.6 Education

Advance the Nation's Science, Technology, Engineering, and Mathematics education and workforce pipeline by working collaboratively with other agencies to engage students, teachers, and faculty in NASA's missions and unique assets.

NOTE: Due to the Agency MAP, management responsibility was transferred to HQ.

D.1.2.7 Office of the Chief Counsel

- a. Provides functional legal support to all aspects of Center activities.
- b. Represents the Agency in litigation and administrative hearings.
- c. Coordinates legal matters with federal, state, and private entities.
- d. Provides overall direction of the Center's legislative affairs activities.
- e. Interfaces with national, state, and local legislators, HQ, field centers, other government organizations, industry, air and trade shows, aerospace publications, aerospace societies, and museums.
- f. Serves as the Center's point-of-contact for congressional correspondence and inquiries.

NOTE: Due to the Agency MAP, management responsibility was transferred to HQ.

D.1.2.8 Office of Diversity & Equal Opportunity

- a. Assists management in implementing the Affirmative Employment Program and facilitates the provision of reasonable accommodations for employees and applicants
- b. Resolves Equal Employment Opportunity complaint allegations and oversees the Center's Anti-Harassment Program.
- c. Oversees the diversity and inclusion program and facilitates the Diversity and Equal Opportunity Council.

NOTE: Due to the Agency MAP, management responsibility was transferred to HQ.

D.1.3 EXTERNAL AGREEMENTS

- a. Office of the Center Director: Air Force Test Center (AFTC)/Air Force Research Lab (AFRL)/Center Alliance Memorandum of Understanding (MOU).

D.2 MISSION SUPPORT DIRECTORATE

D.2.1 MISSION STATEMENT

The Directorate leads, manages, and oversees the Center's institutional support functions enabling the Center's mission.

D.2.2 Overall Responsibilities

D.2.2.1 Export Control

Administers Center compliance with export control regulations.

D.2.2.2 Exchange Operations

Implements NASA's Exchange and Morale Support Activity policy for the purpose of promoting the morale and welfare of NASA employees.

D.2.2.3 Office of Procurement

- a. Manages all Center related procurement activities.
- b. Accomplishes the planning, solicitation, negotiation, award, and administration of all contracts, grants, cooperative agreements, and intergovernmental transactions conducted by the Center and not required to be processed by the NASA Shared Services Center.
- c. Responds to reviews by outside oversight groups (e.g., Office of Inspector General (OIG), Government Accountability Office (GAO), etc.).
- d. Conducts cost variance and trend analysis on procurement activities.

NOTE: Due to the Agency MAP, management responsibility was transferred to HQ.

D.2.2.4 Facilities Engineering & Logistics Management Branch

The Facilities Engineering and Logistics Management Branch plans, advocates, designs, and executes construction projects; operates and maintains buildings, building systems, interconnecting utilities, roads, and structures; performs energy and water management; provides logistical support and aircraft parts sustainment services to the Center.

NOTE: Due to the Agency MAP, management responsibility was transferred to HQ.

D.2.2.5 Human Capital Management

- a. Performs talent acquisition and management (position, performance, and employee recognition), conduct education, and supports development (organizational and career).
- b. Represents the Center with HQ and other offices and with the Office of Personnel Management and other agencies in Human Resource Management and Human Capital matters.
- c. Supports the executive leadership programs by partnering with the Executive Position Manager and the Executive Resources Team at HQ.
- d. Performs analysis, control and manage workforce analytic functions and systems, conduct strategic workforce planning, provides program policy direction, and ensure awareness of human capital challenges based on budget decisions.

NOTE: Due to the Agency MAP, management responsibility was transferred to HQ.

D.2.2.6 Protective Services Branch

- a. Manages the Center's physical, personnel, information, industrial, special access, sensitive compartmented information, and law enforcement programs.
- b. Manages the Center's communications security program.
- c. Manages the Center's emergency management and continuity of operations programs.
- d. Assists the CIO in the management of the Center's identity, credentialing, and access management program.

NOTE: Due to the Agency MAP, management responsibility was transferred to HQ.

D.2.2.7 Internal Controls & Management Systems Branch

- a. Manages and maintain the Armstrong Management System (AMS).
- b. Liaise with the OIG/GAO.
- c. Manages the enterprise approach for core processes, reporting, and compliance functions for the Center, including coordinating and integrating Agency audits into the Center audit program.

D.2.2.8 Medical & Health Branch

D.2.2.8.1 Health Unit

- a. Plans, implements, and oversees all Center medical programs, including emergency medical response, occupational health, aerospace medicine, travel medicine, preventive health, and health education.
- b. Plans, implements, and oversees industrial hygiene and health physics (ionizing and non-ionizing radiation).

D.2.2.8.2 Employee Assistance Program (EAP)

- a. Provides services for employees and their dependents experiencing mental health, substance abuse, or job-related problems affecting job performance.
- b. Provides consultation and advisement to management on use of, and referral to, EAP for employees.

D.2.3 EXTERNAL AGREEMENTS

- a. Mission Support Directorate: AFTC/AFRL/AFRC Alliance MOU and its subordinate agreements
- b. California Human Resources Office: Intergovernmental Personnel Act

D.3 PROGRAMS & PROJECTS DIRECTORATE

D.3.1 MISSION STATEMENT

The Directorate leads and manages Center project and subproject activity in order to advance technology and science through flight. The primary function of the Mission Directorate is to achieve Agency and other customer objectives (technical, resources, and schedule) in a safe and effective manner.

D.3.2 OVERALL RESPONSIBILITIES

The directorate supports the Center's mission through its flight programs and projects in the areas of aeronautics, science, and space. Through the management of these projects, the directorate supports the development of pioneer aerospace technology, validation of space exploration concepts, and the collection of airborne science data.

D.3.2.1 Directorate Support Office

- a. Executes the Center's policies, processes, and guidelines for program, project, and subproject activities consistent with Agency policy.
- b. Manages Center project planning and control systems and tools to support programs, projects, and subproject activities.
- c. Maintains customer interface feedback process.

D.3.2.2 Aeronautics Projects Branch

Manages projects within the NASA Aeronautics Research Mission Directorate.

D.3.2.3 Science Projects Branch

Manages projects within the NASA Science Mission Directorate, including a primary focus on Airborne Science missions.

D.3.2.4 Space Technology and Advanced Planning Branch

- a. Manages projects within the NASA Human Exploration and Operations Mission and Space Technology Mission Directorate.
- b. Formulates Center partnerships and agreements to define appropriate Center roles and responsibilities for project and subproject activities.

D.3.3 EXTERNAL AGREEMENTS

Various Space Act Agreements to execute project and subproject activities in support of Center and Agency partners and customers.

D.4 FLIGHT OPERATIONS DIRECTORATE

D.4.1 MISSION STATEMENT

The Directorate fabricates, maintains, modifies, and instruments aircraft and flight test articles, ensures their airworthiness/flight readiness, and safely flies them in a precise manner to required test points in order to deliver the highest quality flight research, flight test, or science data to the customer in the most efficient manner possible.

D.4.2 OVERALL RESPONSIBILITIES

D.4.2.1 Directorate Management

- a. Oversees all flight operations at the Center and manage all directorate personnel, aircraft, real property, and financial resources.
- b. Implements the Aviation Safety Program for the Directorate.

D.4.2.2 Flight Crew Branch

- a. Plans, schedules, and coordinates research and flight activities in coordination with projects, research facilities, and external organizations.
- b. Conducts flight operations.
- c. Advocates new projects and aircraft in conjunction with Center management.

D.4.2.3 Aircraft Maintenance Division

- a. Leads and manages the planning, scheduling, and coordination of aircraft repair, support, maintenance, and modifications.
- b. Manages all Center aircraft hangars, ramps, and taxiways.

D.4.2.3.1 Avionics and Instrumentation Branch

- a. Develops, fabricates, tests, modifies, and integrates electronic flight hardware into research and science aircraft and payload systems.
- b. Provides non-pilot aircrew members to act in the capacity of safety technicians, experiment or data system operators, and system monitors in unmanned aerial system ground control stations.

D.4.2.3.2 Engineering Support Branch

- a. Accomplishes calibration and specification validation of research aircraft instrumentation equipment and components.
- b. Performs environmental acceptance testing of electronic and electromechanical equipment.
- c. Implements the Center's Electro-Static Discharge Program.

D.4.2.3.3 Life Support Branch

- a. Maintains life support and egress systems, to include escape and descent systems, aircraft normal/emergency oxygen systems, full pressure suits, design fabricate and repair, or modified aircraft and aircrew flight equipment.
- b. Provides life support and egress training for flight crew.

D.4.2.3.4 Aircraft Maintenance Branch

Maintains airworthiness of research, Science, and support aircraft.

D.4.2.3.5 Experimental Fabrication Branch

- a. Fabricates and installs flight and non-flight hardware.
- b. Provides oversight of tool and chemical issuance and control.

D.4.2.3.6 Aircraft Records Office

- a. Oversees proper implementation of NASA Aircraft Maintenance Information System (NAMIS) for aircraft maintenance and modification records.
- b. Stores and maintains aircraft-related documentation and records.

D.4.2.4 Operations Engineering Branch

- a. Serves as the lead technical authority for airworthiness decisions.
- b. Works with aircraft maintenance personnel to manage aircraft scheduled maintenance, life-limited components, etc.
- c. Acts as the aircraft coordinator and liaison between flight operational requirements and project requirements for all aircraft planning and scheduling activities.
- d. Designs aero-mechanical aircraft and ground support modifications.

D.4.3 EXTERNAL AGREEMENTS

Alliance MOAs with AFTC.

D.5 RESEARCH & ENGINEERING DIRECTORATE

D.5.1 MISSION STATEMENT

Performs the research and engineering tasks necessary to safely and successfully accomplish the Center's flight research and test missions.

D.5.2 FUNCTIONAL RESPONSIBILITIES

- a. Performs concept development, experiment formulation, system modeling and validation, systems analysis, experimental system development and test, test conduct and support, data collection, analysis and reporting, and project-level systems integration.

- b. Serves as the Center's primary interface between the Center and the NASA Office of the Chief Technologist and engages in Center-level and lead Directorate-level strategic planning.
- c. Represents the Center on the Agency Engineering Management Board, the NASA Science Council, and the Directorate on the AFSRB and in technical briefings.
- d. Coordinates and integrate technology development planning, policies, and programs with other NASA Centers, government agencies, industry, and academia.
- e. Serve as Center advocate for Agency-sponsored programs and activities, such as the Center Innovation Fund, Space Technology Research Fellowships, Small Business Innovation Research/Small Business Technology Transfer, and technology transfer and commercialization activities.

D.5.2.1 Systems Engineering & Integration Branch

- a. Performs system engineering and integration and project CE functions on the Center's programs and projects as required.
- b. Proposes and develops systems engineering and integration processes as appropriate for application to Center projects and in alignment with agency requirements.
- c. Evaluates and develops systems engineering tools for application to Center projects.
- d. Develops and evaluates systems engineering training to ensure a ready pipeline of project chief engineers and systems engineers at the Center.
- e. Provides Center representation on the NASA Systems Engineering Technical Discipline Team.

D.5.2.2 Aerodynamics & Propulsion Branch

- a. Conducts atmospheric flight research and project support in the areas of aerodynamics, propulsion, vehicle performance, and aerospace meteorology.
- b. Performs analytical studies and analyses using a range of analysis methods, from empirical estimations to Navier Stokes computational fluid dynamics codes.
- c. Develops aerodynamic, propulsion, and vehicle performance models for use in engineering simulations by performing simulations, ground tests, and flight experiments.
- d. Provides technical expertise in air data measurement systems and calibration; system identification methods; and flow visualization.
- e. Conducts atmospheric physics research, gather space weather data, and provides meteorological analysis, forecasting, and data interpretation for flight projects.

D.5.2.3 Dynamics & Controls Branch

- a. Develops and applies modern control methodologies and conducts research and planning associated with flight controls experiments.
- b. Designs, develops, integrates, tests, and analyzes flight control systems.
- c. Develops and validates simulation models including hardware in the loop simulations.
- d. Obtains and analyzes flight data for safe envelope expansion and research reporting.

- e. Tests and evaluates flight vehicles for handling qualities.

D.5.2.4 Advanced Systems Development Branch

- a. Proposes and conducts research on new technologies and/or capabilities.
- b. Designs and develops sensing techniques, avionic systems, and data acquisition and processing embedded systems for flight and ground research.
- c. Designs and develops research avionics systems for flight and ground research.
- d. Designs and develops real-time and non-real-time data acquisition and processing embedded systems for flight and ground research.
- e. Develops innovative processing algorithms, and designs and develops high performance embedded systems for hosting complex algorithms.

D.5.2.5 Flight Instrumentation & Systems Integration Branch

- a. Provides engineering expertise for state-of-the-art data acquisition systems, sensors, optics, airborne video, telemetry, and the Flight Instrumentation Calibration Laboratory.
- b. Provides engineering support for the installation, integration, testing, and calibration of instrumentation systems.
- c. Provides engineering expertise for development, integration, and test of flight hardware and software systems.
- d. Tests and evaluates advanced test tools and techniques.
- e. Obtains and analyzes flight data for safe envelope expansion and research reporting.

D.5.2.6 Aerostructures Branch

- a. Supports the Center's AFSRB process by providing aerostructures airworthiness evidence via analysis and ground and flight test.
- b. Conducts analytical and experimental investigations in the areas of structural and aerodynamic loads, aeroelasticity, aeroservoelasticity, vehicle thermal management, aerodynamic heating, and cryogenic cooling.
- c. Identifies and applies new structural and thermal protection materials and systems to air vehicles.
- d. Operates and maintains the Flight Loads Laboratory, the Structural Dynamics Laboratory, and the Instrumentation Laboratory.

D.5.2.7 Research Engineering Operations Branch

- a. Supports the identification and reporting of innovative technologies through the Agency's New Technology Representative process and assesses technologies for patent consideration. Market and license Center-invented technologies to commercial companies.
- b. Supports the official release of developed software outside the Center.
- c. Provides information resources that support research in science and technology development.

- d. Supports the Center's Small Business Innovation Research/Small Business Technology Transfer Program.
- e. Supports the approval, dissemination, and retention of NASA Scientific and Technical Information by providing specialized publishing services.

D.5.3 EXTERNAL AGREEMENTS

Alliance MOA with AFTC.

D.6 MISSION OPERATIONS DIRECTORATE & CIO

D.6.1 MISSION STATEMENTS

The Directorate leverages our expertise to provide effective and efficient simulation, range, and IT solutions for our mission partners.

D.6.2 FUNCTIONAL RESPONSIBILITIES

D.6.2.1 Directorate Management

- a. Leads and manages the Dryden Aeronautical Test Range (DATR) and simulation engineering activities.
- b. Leads and manages the Mission Operations Directorate and the CIO.

D.6.2.2 Mission Integration Office

- a. Manages directorate governance processes and procedures.
- b. Monitors projects designated by the Director for Mission Operations Directorate.
- c. Develops, advocates, and manages DATR and other directorate projects' budget.
- d. Negotiates customer service agreements. Market DATR and Mission Operations Directorate capabilities.
- e. Contracts technical representatives for contracts managed by Mission Operations Directorate.

D.6.2.3 Range Engineering Branch

- a. Plans, designs, develops, and implements range systems to acquire, process, display, and deliver data in support of flight and ground test operations.
- b. Assesses future requirements and investigates new technologies to ensure DATR systems remain a viable capability to support future flight test and research activities.

D.6.2.4 Range Operations Branch

- a. Ensures Center projects have sufficient frequency assignments.
- b. Develops and upgrades frequency management systems.
- c. Protects frequency-dependent systems from interference.

- d. Operates, maintains, and builds the DATR systems required to support safe flight test and research activities.
- e. Setup and controls all DATR assets during all flight and ground test operations.

D.6.2.5 Simulation Engineering Branch

- a. Plans, designs, develops, and implements simulation systems in support of flight and ground test operations.
- b. Manages and maintains the supporting simulation asset specialized IT infrastructure.
- c. Assesses future requirements and investigates new technologies to enhance support for flight test and research activities.

D.6.2.6 Information Technology Branch

- a. Provides management oversight for Center IT programs to include acquisition, management, and use of IT products and services.
- b. Manages the Center IT security program.
- c. Implements and maintains information systems, networks and communications infrastructure, and IT services which support business and flight test operations.
- d. Provides consolidated system administration and storage services to support business operations, research, and collaboration.
- e. Formulates, establishes, and enforces IT policy ensuring compliance with all federal law, federal policy, and Agency policy.

NOTE: Due to the Agency MAP, management responsibility was transferred to HQ

D.6.3 EXTERNAL AGREEMENTS

- a. MOU Air Force Alliance
- b. MOA Goddard (Communications, Tracking, and Data Acquisition Support to the Human Space Flight Program)
- c. MOA 412th Test Wing Alliance Operations and Implementation for Range, Mission Control and Range Safety
- d. MOA Alliance Operation for Radio Frequency Spectrum Management

D.7 SAFETY & MISSION ASSURANCE (SMA) DIRECTORATE

D.7.1 MISSION STATEMENT

The mission of the Directorate is to ensure:

- A safe and healthy workplace for employees and visitors.
- Processes are in place to assure operational SMA of Center aircraft.
- Risks to the public, property, and mission are understood and mitigated for all Center operations.

- Stewardship of the environment.

D.7.2 OVERALL RESPONSIBILITIES

- a. Provides SMA Technical Authority for all Center projects and activities and supports the AFSRB as a voting member.
- b. Enables and manages the Center's Mishap Program and support emergency response for mishaps and incidents.
- c. Ensures that the Center complies with all federal, state, and local environmental and occupational safety guidelines and policies.
- d. Serves as key liaison to HQ Office of SMA, including the development and implementation of the Center's Office of Safety and Mission Assurance (OSMA) Center SMA Health Assessment (OCSHA) with the Center Director.

D.7.2.1 Quality Assurance Branch

- a. Provides quality assurance surveillance on documentation, reviews, aircraft inspections, and maintenance tasks of both contractor and government personnel.
- b. Performs flight hardware deficiency reporting to supplier.
- c. Conducts mishap and incident corrective action completion verification.
- d. Conducts project and support contractor audits and contractor performance evaluations to include being a member of the Performance Evaluation Board.
- e. Performs required Government Mandatory Inspection Points.
- f. Provides oversight and quality control for work performed within Center labs and shops, on aircraft, flight hardware, equipment, and mission hardware.
- g. Performs aircraft inspections, quality witnessing, in-process surveillance, and final inspection of flight hardware.

D.7.2.2 Safety & Environmental Branch

- a. Serves as Center program focal point and provide management support, oversight, and compliance services for occupational, institutional, and operational safety, as well as environmental management.
- b. Serves as Center sole point of contact for external regulatory agencies for safety and environmental issues.
- c. Provides oversight of Center emergency preparedness and response activities and provide on-scene incident command and control, in cooperation with Protective Services.

D.7.2.3 Flight Research & Test Safety Branch

- a. Supports the Airworthiness and Flight Safety Review processes by ensuring that range safety, software safety and assurance, and systems safety is addressed for each project/program.
- b. Acts as a liaison to the AFTC Range Safety Office.

D.8 OFFICE OF THE CHIEF FINANCIAL OFFICER (CFO)

D.8.1 MISSION STATEMENT

Provide timely and reliable customer service with excellent financial information and advice, through integrity and superior teamwork.

D.8.2 FUNCTIONAL RESPONSIBILITIES

D.8.2.1 Office of the CFO

- a. Provides financial and resources advice to the Center Director and other Center management in strategy development, planning, and policy making.
- b. Supports the implementation of Agency-wide financial systems, and coordinate with the Agency CFO on financial and resources planning, analysis, and implementation.
- c. Coordinates planning, programming, and budget execution.
- d. Creates and maintains an interconnected, interoperable, and reliable financial services infrastructure that supports Agency internal and external customers and programs ensuring resource and financial information is accessible to those customers.
- e. Serves as the Center financial and resources management representative for special teams such as the HQ CFO task forces.

NOTE: Due to the Agency MAP, management responsibility was transferred to HQ.

D.8.2.2 Financial Management Branch

- a. Interprets and implements regulations, directives, and guidance of HQ, regulatory agencies, and external control organizations.
- b. Provides Agency-wide policy and oversight of operating accounting and financial reporting matters to ensure accuracy and timeliness of reports.
- c. Serves as a technical expert on a variety of financial audits and investigations.
- d. Prepares and coordinates fiscal year-end activities and annual Center financial statements.

D.8.2.3 Resource Management Branch

- a. Oversees and manages budget operations, including formulation and execution, and reviews and formulates budget policy and guidance related to Center and Agency mission and responsibilities.
- b. Assesses program effectiveness that affects critical aspects of major programs of the Center. Plans, directs, coordinates, and supervises the formulation and administration of the total Center budget and serves as principal technical authority.
- c. Monitors, analyzes, and reports on budget performance and expenditures of funds and recommends approval or disapproval of funding requests.
- d. Performs analysis, controls, and manages resources functions for specific budget area responsibilities.

- e. Advises Center managers as to the best use of resources with regard to fulfilling objectives of the approved operating plans.

Document History Log

This page is for informational purposes and does not have to be retained with the document.

Baseline, 11-19-18

- Cancels AFPL-1000.0-002, Governance and Strategic Management and all chapter documents AFOC-100 through AFOC-800

Baseline-1, 03-26-19

- Admin change to update canceled document reference AFPL-1441.1-001, Records Management, to AFOP-1441.1-002, Records Management
- Removed Final Draft from Header of pages 2-9

Baseline-2, Admin Changes, 12-10-19

- Updated section 5. RESPONSIBILITY to add Chief of Staff and Director for California Human Resources

Baseline-3, Admin Changes, 1-19-21

- Updated Table C.1.3., CMB

Revision A, 06-14-21

- Added Associate Director for Strategy to Table 5.1.
- Minor admin changes throughout.

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