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NASA Policy Directive

NPD 1000.3F

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COMPLIANCE IS MANDATORY FOR NASA EMPLOYEES

The NASA Organization

Responsible Office: Associate Administrator

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Change Log

Chg#	Date	Description/Comments
3	04/11/2025	Chapter 4, 4.15: Administrative updates made to change the "Office of Diversity and Equal Opportunity" to the "Office of Equal Opportunity" in the mission statement and to remove all language related to the DEIA program and activities at NASA to comply with executive actions.
2	03/05/2025	Table of Contents and Chapters 1, 4 and 7: Administrative changes made to change the "Office of Diversity and Equal Opportunity" to the "Office of Equal Opportunity."
1	01/24/2025	Chapter 3: Updated figure below paragraph 3.2 to remove reference to an in-development DEIA Board to comply with executive actions.

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 delegates organizational responsibilities. Full 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 1000.3E, NASA Organization, dated April 15, 2015.

/S/

Janet Petro

Acting Administrator

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 Technology, Policy and Strategy, the Office of the Chief Scientist and Senior Climate Advisor, 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" or "HQ," as used in NASA directives, references the Mary W. Jackson NASA Headquarters, which 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) Chief of Staff and Deputy Chief of Staff.
- (5) Deputy Associate Administrator.
- (6) Associate Administrator for Technology, Policy and Strategy.
- (7) Associate Administrator for Space Security Interests.
- (8) Chief Program Management Officer.

b. This term also includes the following offices and functions:

- (1) Office of Technology, Policy and Strategy.
- (2) Office of the Executive Secretariat.

c. Office of Inspector General.

d. 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 Engineer.
- (5) Office of the Chief Health and Medical Officer.
- (6) Office of Safety and Mission Assurance.
- (7) Office of Communications.
- (8) Office of Equal Opportunity.
- (9) Office of STEM Engagement.
- (10) Office of the General Counsel.
- (11) Office of International and Interagency Relations.
- (12) Office of Legislative and Intergovernmental Affairs.
- (13) Office of Small Business Programs.

e. Mission Directorates.

- (1) Aeronautics Research Mission Directorate.
- (2) Exploration Systems Development Mission Directorate.
- (3) Science Mission Directorate.
- (4) Space Operations Mission Directorate.
- (5) Space Technology Mission Directorate.

f. Mission Support Directorate.

- (1) Office of the Chief Human Capital Officer.
- (2) Office of Strategic Infrastructure.
- (3) Office of Headquarters Operations.
- (4) NASA Shared Services Center.
- (5) Office of Procurement.
- (6) Office of Protective Services.

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).

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

1.2.1.6 Technical and Service Support Centers. Technical and Service Support Centers provide specialized technical and administrative expertise and support.

- 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. OICs are defined as:

- a. Administrator.
- b. Deputy Administrator.
- c. Associate Administrator.
- d. Deputy Associate Administrator.
- e. Chief of Staff.
- f. Deputy Chief of Staff.
- g. Associate Administrator for Space Security Interests.
- 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 and Senior Climate Advisor.
- o. Associate Administrator for Technology, Policy and Strategy.
- p. General Counsel.
- q. Associate Administrator for Communications.
- r. Associate Administrator for Equal Opportunity.
- s. Associate Administrator for STEM Engagement.
- t. Associate Administrator for International and Interagency Relations.
- u. Associate Administrator for Legislative and Intergovernmental Affairs.
- v. Associate Administrator for Small Business Programs.
- w. Associate Administrator for Aeronautics Research Mission Directorate.
- x. Associate Administrator for Space Operations Mission Directorate.

- y. Associate Administrator for Exploration Systems Development Mission Directorate.
- z. Associate Administrator for Science Mission Directorate.
- 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, NASA Shared Services Center.
- gg. Director, NASA Office of JPL Management and Oversight.
- hh. Inspector General.

1.3 Lines of Succession.

1.3.1 For the Agency line of succession, see section 2.1.4.

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.

Chapter 2: Agency Leadership, Organizational Structure, and Advisory Committees

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. 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. The Deputy Administrator is also designated as the Chief Acquisition Officer, ensuring that the NASA mission is achieved through the management of the Agency's acquisition activities.

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 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 Executive Secretariat, and serves as a liaison to the White House staff.

2.1.2.5 The Deputy Associate Administrator is responsible for overseeing the strategy for mission support elements across the Agency. The Deputy Associate Administrator oversees the Agency's operational mission support functions through the Mission Support Directorate, Centers, and appropriate staff offices. Reporting to the Associate Administrator, the Deputy Associate Administrator performs and executes duties delegated by the Associate Administrator and acts for the Associate Administrator in his or her absence. In addition, this role builds and advances industry partnerships in support of the agency's long-range planning, development and partnering strategy.

2.1.2.6 The Associate Administrator for Technology, Policy and Strategy directs the Office of Technology, Policy and Strategy. This position is responsible for developing and shaping Agency policy in response to Administration direction, as well as coordinating strategy across the Agency, in support of the Administrator.

2.1.2.7 The Associate Administrator for Space Security Interests, in support of the Administrator, leads a

broad security focus on NASA's civil space efforts within the larger national and global environment; and supports enterprise protection and assessment efforts, representing NASA and working with our federal agency partners to advance our national posture.

2.1.2.8 The Chief Program Management Officer, reporting to the Associate Administrator, is responsible for stewardship of the Program Management (PM) functions across NASA; including programmatic policy and tailoring, PM community of practice, program reviews, and independent assessment practices. The Chief Program Management Officer is the steward of NASA program/project management requirements (NPR 7120.5 and NPR 7120.8). The Chief Program Management Officer also holds responsibility for Agency compliance with the PM Improvement Accountability Act.

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

a. Office of Technology, Policy and Strategy (OTPS). The OTPS provides data and evidence-driven advice to NASA leadership to assure an integrated enterprise approach to technology, policy, and strategy. The office supports and promotes the Administration's and NASA leadership's top policy agenda and priorities, providing special studies as needed. The OTPS maintains awareness of critical emerging issues, both internal and external to the Agency. The OTPS includes the position of the Chief Technologist, as a senior representative for NASA.

b. Office of Executive Secretariat (OES). The OES is responsible for ensuring that the Office of the Administrator decisions are timely, informed, fully documented, properly archived, and readily retrievable, and that commitments to certain key NASA external stakeholders are fulfilled. The OES implements the NASA governance system and documents and promulgates internal NASA policies and requirements, as well as external regulations codified in the Code of Federal Regulations. The OES manages Office of the Administrator clearance packages and correspondence, implements NASA's audit liaison program, and monitors compliance with Presidential Executive Orders.

2.1.2.10 The following Boards are chartered under the authority of the Administrator:

- a. Executive Resources Board.
- b. Inventions and Contributions Board (per 14 CFR Title 14 Chapter 5).
- c. Contract Adjustment Board (per 14 CFR Chapter 5).

2.1.3 SPECIAL RELATIONSHIPS.

2.1.3.1 The Administrator chairs the Executive Council.

2.1.3.2 The Administrator designates 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 specified by OMB Circular No. A-11 and OMB Circular No. A-123. The CAO is responsible for activities as specified 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, who reports functionally to the COO. The Administrator has currently designated the Deputy Administrator to serve as the CAO, the Associate Administrator to serve as the Agency COO and the Deputy Chief Financial Officer for Strategic Insights and Budget to serve as the PIO.

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

2.1.3.4 The Associate Administrator chairs the Agency Program Management Council and the Acquisition Strategy Council.

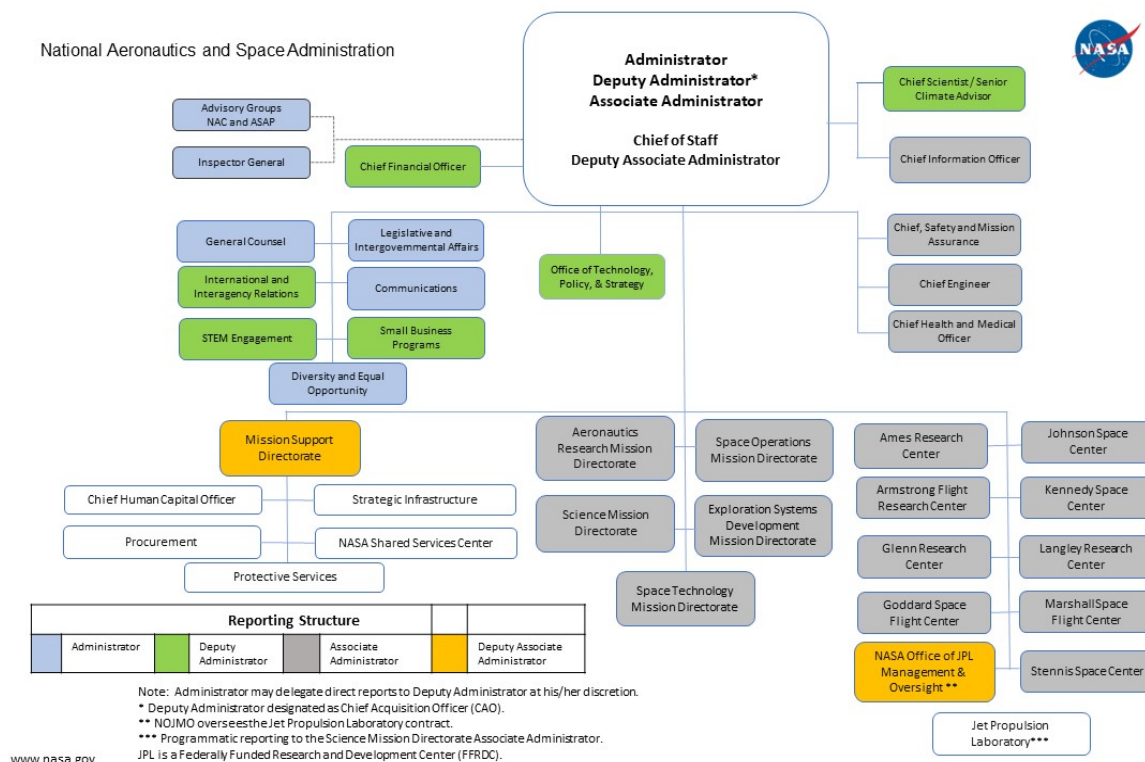
2.1.3.5 The Deputy Associate Administrator chairs the Mission Support Council.

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. and Presidential Memorandum dated January 16, 2009, "Designation of Officers of the National Aeronautics and Space Administration to Act as Administrator."

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, as defined in Chapters 4 and 5, and they may redelegate this authority as deemed appropriate.

2.2 The Official Agency-level Organizational Chart



2.3 NASA Federal Advisory Committee Act (FACA) Committees.

2.3.1 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.

2.3.2 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 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.

2.3.3 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 are maintained by the ACMO and automatically expire after a two-year period unless renewed by the sponsoring agency.

2.3.4 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.

2.3.5 The current eleven NASA-chartered FACA committees are shown below, along with their GSA committee numbers (charters can be found at <https://www.nasa.gov/oirr/advisory-committee>).

Table A. NASA-chartered FACA committees

Committee	GSA No.	Responsible Office
Aerospace Safety Advisory Panel (ASAP)	136	Office of International and Interagency Relations (OIIR)
Applied Sciences Advisory Committee (ASAC)	80519	Science Mission Directorate (SMD)
Astrophysics Advisory Committee (APAC)	2596	Science Mission Directorate (SMD)
Biological and Physical Sciences Advisory Committee (BPAC)	84642	Science Mission Directorate (SMD)
Earth Science Advisory Committee (ESAC)	2597	Science Mission Directorate (SMD)
Heliophysics Advisory Committee (HPAC)	2598	Science Mission Directorate (SMD)
International Space Station Advisory Committee (ISSAC)	27808	Office of International and Interagency Relations (OIIR)
International Space Station National Laboratory Advisory Committee (INLAC) (administratively inactive)	70424	Space Operations Mission Directorate (SOMD)

NASA Advisory Council (NAC) <ul style="list-style-type: none"> • Aeronautics Committee • Human Exploration and Operations Committee • Science Committee • STEM Engagement Committee • Technology, Innovation and Engineering Committee 	1071	Office of International and Interagency Relations (OIIR)
National Space-Based Positioning Navigation and Timing (PNT) Advisory Board	29124	Space Operations Mission Directorate (SOMD)
National Space Council Users' Advisory Group (UAG)	2630	Space Operations Mission Directorate (SOMD)
Planetary Science Advisory Committee (PAC)	2599	Science Mission Directorate (SMD)

Chapter 3: NASA Governance Councils

3.1 NASA Charters

3.1.1 Charters establish councils, boards, committees, and panels mandated by regulation, statute, the NASA Administrator, Officials-in-Charge of Headquarters Offices, or Center Directors. Requirements for charters are specified in NPD 1152.1, NASA Governance System.

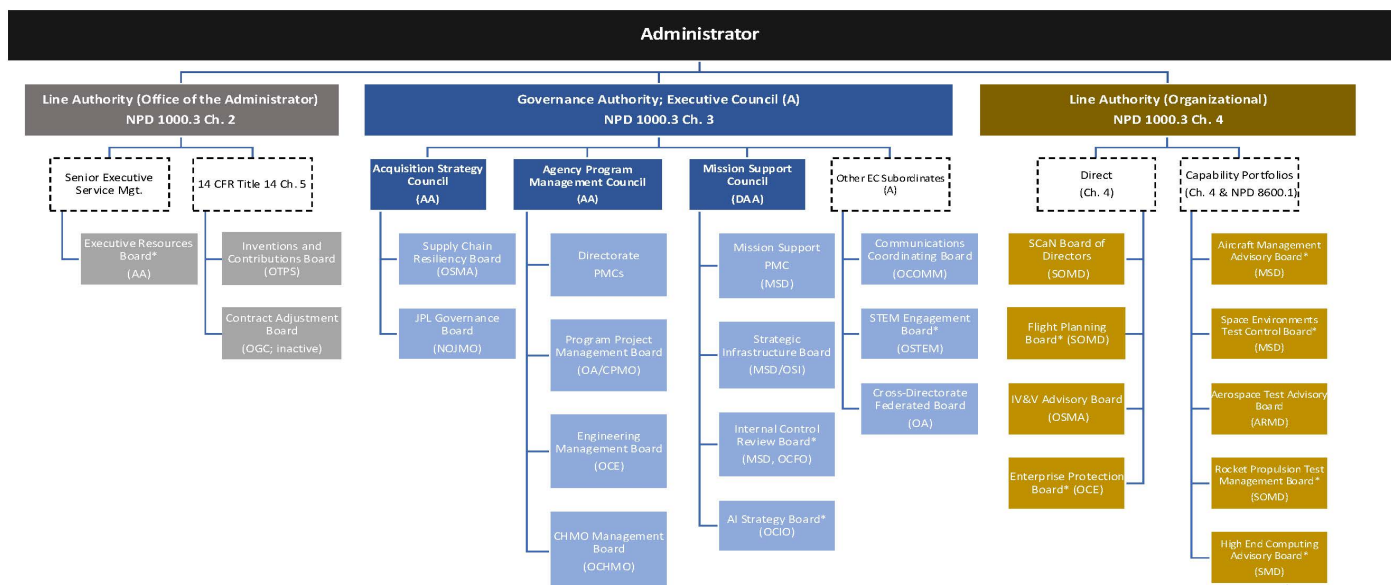
3.1.2 NASA favors the use of line authority (Chapters 4 and 5) over governance authority (this Chapter) for decision-making whenever possible. Agency Governance Council charters reserve specific authorities from line authorities, reflecting principles of lean governance as specified in NPD 1152.1 and NPR 1152.1, NASA Charters and Agency Governance Council Procedural Requirements.

3.1.3 The charters for NASA's governing councils (termed "Agency Governance Councils") will be the only charters maintained in this directive. References to governance bodies in this directive which are subordinate to Agency Governance Councils will be limited to Boards.

3.2 Approved Agency Governance Councils and Agency Level Boards

Per NPD 1152.1, decisional Boards are chartered under the governance authority of an Agency Governance Council (below) or the line authority of a NASA Official in Charge (Chapter 2, 4). The currently recognized chartering authority structure is as follows, and supercedes any previously published charters which have not yet been updated.

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* Charter or charter update pending

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 CHARTERING GOVERNANCE BODY

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. Acquisition Strategy Council (ASC).
- b. Agency Program Management Council (APMC).
- c. Mission Support Council (MSC).

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

- a. Communications Coordinating Board.
- b. STEM Engagement Board (charter pending).

The following subordinate governance body is advisory (per NRW 1000.176) and reports to the EC:

- a. Cross-Directorate Federated Board.

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 roles or 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.
- (3) Decides annual budget issues and overguide requests only above a certain threshold.
- (4) May approve 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](#).

(2) Decides additional issues as requested by the Administrator, as recommended by other Agency Governance Councils or subordinate governance bodies directly aligned to the EC or as escalated through the appeals process documented in each Agency Governance Council charter.

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 Legislative and Intergovernmental Affairs.

g. Associate Administrator for Communications.

h. Chief Financial Officer.

i. General Counsel.

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 Officials-in-Charge and Center Directors is termed a "fully Extended Executive Council" and replaces the Senior Management Council (SMC).

3.3.7 MEETINGS.

3.3.7.1 Management of Meetings.

The NASA Administrator chairs the EC. The NASA Chief of Staff selects a Director, Office of the Executive Secretariat (OES), who is designated as the EC Executive or designates an EC Executive from OES. The EC Executive 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.

3.3.7.2 Conduct of Meetings. The EC meets as needed, with the agenda coordinated by the EC Executive, in consultation with the EC Chair and Chief of Staff. Meeting agendas and materials shall be made available to members in advance of the meeting with sufficient lead time to allow members to review and prepare.

3.3.7.3 Invitees External to NASA. The Chair may invite representatives from industry, academia, international partners, Federally Funded Research and Development Centers (FFRDCs) or University Affiliated Research Centers (UARC)s, national laboratories, or other external entities to present or contribute relevant topical information, subject to any limitations or protocols that apply to such involvement by those entities. Such invitees are not members and may not participate in decision-making or executive sessions. When the Jet Propulsion Laboratory (JPL) is invited, the

Chair will comply with NPI 1000.99 as implemented in 3.7 below.

3.3.8 DECISION-MAKING

3.3.8.1 Decisions, Minutes and Actions.

The EC Chair is the sole decision authority; all other members and invitees are advisory. Decisions shall be documented through formal minutes and decision memoranda signed by the Chair. Dissenting opinions shall be recorded. Actions shall be tracked to closure.

3.3.8.2 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 must come from an Official-in-Charge or Center Director and will be directed to the Director, OES with a concise description of the circumstances. The Director, OES and EC Executive 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 raise related issues of significance warranting review by the EC. The Chief of Staff will confer with the EC Chair and determine whether the related issue warrants EC consideration.

3.3.9 DURATION.

The EC will remain in existence indefinitely.

3.3.10 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.

3.3.11 RECORDS.

OES is responsible for appropriate maintenance of EC records, to include decontrol and archival of final EC minutes and decision memoranda with the National Archives and Records Administration.

3.4 Acquisition Strategy Council Charter.

3.4.1 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.

3.4.2 APPLICABILITY/SCOPE.

3.4.2.1 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](#).

3.4.2.2 The ASC scope does not include: decision authority 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 does not include or replace Procurement Strategy Meetings.

3.4.2.3 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 implementing process and procedure are not intended to be included in its scope.

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

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.
- c. NPD 1000.5, Policy for NASA Acquisition.

3.4.4 CHARTERING GOVERNANCE BODY.

3.4.4.1 The ASC reports to the EC.

3.4.4.2 The following boards are subordinate to the ASC:

- a. JPL Governance Board.
- b. Supply Chain Resiliency Board.

3.4.5 FUNCTIONS.

3.4.5.1 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. Based on evaluations, may recommend high-level guidance to the EC to inform formulation of the budget Strategic Programming Guidance (SPG).

(2) May decide [Center Roles](#), as documented in Section 6.2 in cases where Mission Directorates and Center Directors cannot achieve agreement.

b. Specific Acquisition Strategy Approval

(1) Evaluates and provides guidance for future decisions, per NPD 1000.5 and NAII 1000.1.

(2) Decides Agency-level Acquisition Strategy Meetings, following thresholds and requirements specified in NPD 1000.5 and NAII 1000.2.

(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, Partnerships Office or Associate Administrator for International and Interagency Relations.

(3) Should monitor the capability and capacity of external suppliers and partners to contribute to the achievement of NASA's missions, including both domestic and international, and both industry and non-industry partners.

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

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

3.4.6 MEMBERSHIP.

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

- a. Associate Administrator (Chair).
- b. Chief Acquisition Officer (Alternate Chair; currently, the Deputy Administrator).
- c. Deputy Chief Acquisition Officer and Senior Procurement Executive (currently, Assistant Administrator for Procurement).
- d. Chair, Agency Program Management Council (currently, the Associate Administrator).
- e. Chief Program Management Officer.
- f. General Counsel.
- g. Chief Financial Officer.
- h. Mission Directorate Associate Administrators.
- i. Chief Engineer.
- j. Chair, Mission Support Council (currently, the Deputy Associate Administrator)
- k. Associate Administrator for Mission Support
- l. Chief Information Officer.
- 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 will be proactively considered for inclusion in specific ASC meetings based on the nature of topics.

- a. Center Directors with Primary Center Roles in the meeting topic area, as assigned per Section 6.2.
- b. Center Directors with Supporting Center Roles in the meeting topic area, as assigned per Section 6.2.
- c. Associate Administrator for International and Interagency Relations.
- d. Associate Administrator for Communications.
- e. Associate Administrator for STEM Engagement.
- f. Associate Administrator for Small Business Programs.
- g. Chief, Safety and Mission Assurance.
- h. Chief Health and Medical Officer.
- i. Associate Administrator for Technology, Policy and Strategy.

- j. Chief Scientist and Senior Climate Advisor.
- k. Chief Human Capital Officer.
- l. Assistant Administrator for Strategic Infrastructure.
- m. Director, NASA Office of JPL Management and Oversight.
- n. Principal Advisor for Enterprise Protection.
- o. Director, Partnerships Office, Mission Support Directorate.

3.4.7 MEETINGS.

3.4.7.1 Management of Meetings. The NASA Chief of Staff selects a Director, Office of the Executive Secretariat (OES), who serves as or designates an ASC Executive from OES. The Executive facilitates the planning, assessment, analysis, preparation, and follow-through for all matters considered by the ASC in consultation with the ASC Chair.

3.4.7.2 Conduct of 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. Meeting agendas and meeting materials will 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. Meeting materials will be labelled and controlled 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 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.

3.4.7.3 Invitees External to NASA. The Chair may invite representatives from industry, academia, international partners, Federally Funded Research and Development Centers (FFRDCs) or University Affiliated Research Centers (UARC)s, national laboratories, or other external entities to present or contribute relevant topical information, subject to any limitations or protocols that apply to such involvement by those entities. Such invitees are not members and may not participate in decision-making or executive sessions. When the Jet Propulsion Laboratory (JPL) is invited, the Chair will comply with NPI 1000.99 as implemented in 3.7 below. External parties are not, however, invited to meetings addressing specific acquisition strategies.

3.4.8 DECISION MAKING

3.4.8.1 Decisions and Minutes. The ASC Chair is the sole decision authority; all other members and invitees are advisory. Decisions will be documented through formal minutes and decision memoranda signed by the Chair. Dissenting opinions will be recorded. In general, ASC minutes and decision memoranda are not intended for distribution beyond the meeting participants except as decided by the Chair. The Chair should determine and communicate any redistribution restrictions at the time of each decision. Actions will be tracked to closure.

3.4.8.2 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 must come from an Official-in-Charge or Center Director and will be directed to the ASC Executive with a concise description of the circumstances. The ASC 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 request review by the EC. The Chief of Staff will confer with the ASC Chair, ASC Executive and EC Executive and determine whether the issue warrants EC consideration of appeal.

3.4.9 DURATION.

The ASC will remain in existence indefinitely.

3.4.10 ASSESSMENT.

3.4.10.1 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 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.

3.4.11 RECORDS. OES is responsible for appropriate maintenance of ASC records, including this Charter, to include decontrol and archival of final ASC minutes and decision memoranda with the National Archives and Records Administration.

3.5 Agency Program Management Council Charter.

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

3.5.2 APPLICABILITY/SCOPE.

3.5.2.1 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.

3.5.2.2 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](#).

3.5.3 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.

3.5.4 CHARTERING GOVERNANCE BODY.

3.5.4.1 The APMC reports to the Executive Council (EC).

3.5.4.2 The following subordinate governance bodies exercise decision authority delegated from the APMC:

- a. Mission Directorate Program Management Councils (DPMCs).
- b. Program/Project Management Board.

- c. Engineering Management Board.
- d. Chief Health and Medical Officer Management Board.

3.5.5 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) Decides Key Decision Point (KDP) completion for all programs under its Decision Authority, including Program Implementation Reviews (PIR). Decides KDP completion for all projects under its Decision Authority.
- (2) May review special and out-of-cycle assessments for Agency portfolios, programs, and projects at the discretion of the Chair.
- (3) Ensures the Agency maintains and implements a framework for independent review of programs and projects and includes both programmatic authority and technical authority in independent review. Annually approves the independent review manifest and schedule, and tracks and approves any requested schedule changes from the approved manifest.
- (4) Through the Program/Project Management Board, approves proposed NPR 7120.5 or 7120.8 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) Recommends human safety risk thresholds to the EC.
- (2) Recommends approval for launch of nuclear systems to the Administrator.
- (3) 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.

3.5.6 MEMBERSHIP.

3.5.6.1 The membership of the APMC includes the following positions whose attendance is required:

- a. Associate Administrator (Chair).
- b. Chief Acquisition Officer (currently, the Deputy Administrator).

- c. Chief Program Management Officer.
- d. Chief Financial Officer.
- e. Performance Improvement Officer.
- f. Assistant Administrator for Procurement.
- g. Associate Administrator for Aeronautics Research Mission Directorate.
- h. Associate Administrator for Space Operations Mission Directorate.
- i. Associate Administrator for Explorations Systems Development Mission Directorate.
- j. Associate Administrator for Science Mission Directorate.
- k. Associate Administrator for Space Technology Mission Directorate.
- l. Chief Engineer.
- m. Chief, Safety and Mission Assurance.
- n. Chief Health and Medical Officer.
- o. Center Directors.
- p. Chair, Mission Support Council (currently, the Deputy Associate Administrator).
- q. Associate Administrator for Mission Support Directorate.
- r. Chief Information Officer.
- s. General Counsel

3.5.6.2 The chair may invite non-members to the APMC. 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 Space Security Interests.
- e. Chief Human Capital Officer.
- f. Principal Advisor for Enterprise Protection.
- g. Associate Administrator for Communications.
- h. Associate Administrator for Legislative and Intergovernmental Affairs.
- i. Associate Administrator for International and Interagency Affairs.
- j. Associate Administrator for Small Business Programs.

k. Assistant Administrator for Strategic Infrastructure.

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

m. Chief Scientist and Senior Climate Advisor.

n. Associate Administrator for Technology, Policy and Strategy.

3.5.6.3 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.

3.5.6.4 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 3.5.5a(2) above).

3.5.7 MEETINGS.

3.5.7.1 Management of Meetings. The NASA Chief of Staff selects a Director, Office of the Executive Secretariat (OES), who designates an APMC Executive from OES. The Executive facilitates the planning, assessment, analysis, preparation, and follow-through for all matters considered by the APMC in consultation with the APMC Chair.

3.5.7.2 Conduct of Meetings. The NASA Associate Administrator Chairs the APMC. The APMC generally meets monthly for regular sessions and as necessary for emergent, time-critical matters. Meeting agendas and materials will be made available to members in advance of the meeting with sufficient lead time to allow members to review and prepare.

3.5.7.3 Invitees External to NASA. The Chair may invite representatives from industry, academia, international partners, Federally Funded Research and Development Centers (FFRDCs) or University Affiliated Research Centers (UARC)s, national laboratories, or other external entities to present or contribute relevant topical information, subject to any limitations or protocols that apply to such involvement by those entities. Such invitees are not members and may not participate in decision-making or executive sessions. When the Jet Propulsion Laboratory (JPL) is invited, the Chair will comply with NPI 1000.99 as implemented in 3.7 below.

3.5.8 DECISION MAKING.

3.5.8.1 Decisions, Minutes and Actions. The APMC Chair holds sole decision-making authority; all other members and participants are advisory. Council minutes will be maintained and published. Decisions will be documented through formal minutes and decision memoranda signed by the Chair. Dissenting opinions will be recorded. Actions shall be tracked to closure.

3.5.8.2 Appeal of Decisions. APMC 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 APMC decision process. Appeals must come from Officials in Charge or Center Directors and will be directed to the APMC Executive with a concise description of the circumstances. The APMC Executive will confer with the APMC Chair to determine whether the circumstances warrant APMC reconsideration. If an appealed decision is not reconsidered, the individual may raise issues of significance warranting review by the EC. The Chief of Staff will confer with the APMC Chair, EC Chair, APMC Executive and EC Executive and determine whether the issue warrants EC consideration.

3.5.9 DURATION.

The APMC will remain in existence indefinitely.

3.5.10 ASSESSMENT.

3.5.10.1 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.

3.5.11 RECORDS. OES is responsible for appropriate maintenance of APMC records, including this Charter, to include decontrol and archival of final APMC minutes and decision memoranda with the National Archives and Records Administration.

3.6 Mission Support Council Charter.

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

3.6.2 APPLICABILITY/SCOPE.

3.6.2.1 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 (NPD/NPR 8600.1), 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.

3.6.2.2 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](#).

3.6.3 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 CHARTERING GOVERNANCE BODY.

3.6.4.1 The MSC reports to the Executive Council (EC).

3.6.4.2 The following subordinate governance bodies exercise decision authority delegated from the MSC:

- a. Mission Support Program Management Council.
- b. Strategic Infrastructure Board.
- c. Internal Controls Review Board (charter pending).
- d. Artificial Intelligence Strategy Board (charter pending).

3.6.5 FUNCTIONS.

3.6.5.1 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.

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 may decide whether to act on initial business cases for institutional services improvement initiatives. MSC recommends to EC any business case decisions which have high stakeholder visibility or impact or which alter the roles and responsibilities of Senior Leadership or other Agency Governance Councils.
- (3) May approve implementation plans for institutional services improvement initiatives.
- (4) Reviews and assesses outcomes and lessons learned from institutional services improvement initiatives.
- (5) Provides high-level direction or decisions as needed on strategic sourcing and shared services.

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 Master Plan.
- (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) Monitors or decides institutional issues which have high legal or partnership liability or exposure.

3.6.6 MEMBERSHIP

3.6.6.1 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 Directorate.
- d. Deputy Chief Financial Officer.
- e. Chief Information Officer.
- f. Chief, Safety and Mission Assurance.

3.6.6.2 Extended MSC membership and joint meetings.

- a. MSC membership may be extended for any topic up to and including all HQ Officials in Charge and Center Directors.
- 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.

3.6.7 MEETINGS

3.6.7.1 Management of Meetings. The NASA Deputy Associate Administrator Chairs the MSC. The NASA Chief of Staff selects a Director, Office of the Executive Secretariat (OES), who designates an MSC Executive from OES. The Executive facilitates the planning, assessment, analysis, preparation, and follow-through for all matters considered by the MSC in consultation with the MSC Chair.

3.6.7.2 Conduct of Meetings. The MSC meets as needed, typically once a month and no less than annually. Meeting agendas and materials shall be made available to members in advance of the meeting with sufficient lead time to allow members to review and prepare.

3.6.7.3 Invitees External to NASA. The Chair may invite representatives from industry, academia, international partners, Federally Funded Research and Development Centers (FFRDCs) or University Affiliated Research Centers (UARC)s, national laboratories, or other external entities to present or contribute relevant topical information, subject to any limitations or protocols that apply to such involvement by those entities. Such invitees are not members and may not participate in decision-making or executive sessions. When the Jet Propulsion Laboratory (JPL) is invited, the Chair will comply with NPI 1000.99 as implemented in 3.7 below.

3.6.8 DECISION-MAKING

3.6.8.1 Decisions, Minutes and Actions. The MSC Chair holds sole decision-making authority; all other members and participants are advisory. Decisions shall be documented through formal decision memoranda signed by the Chair. Dissenting opinions shall be recorded. Actions shall be tracked to closure.

3.6.8.2 Appeal of Decisions. MSC 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 MSC decision process. Appeals must come from Officials in Charge or Center Directors and shall be directed to the MSC Executive with a concise description of the circumstances. The MSC Executive will confer with the MSC Chair to determine whether the circumstances warrant MSC reconsideration. If an appealed decision is not reconsidered, the individual may raise issues of related significance warranting review by the EC. The Chief of Staff will confer with the MSC Executive, EC Executive, MSC Chair and EC Chair and determine whether the issue warrants EC consideration.

3.6.9 DURATION

The MSC will remain in existence indefinitely.

3.6.10 ASSESSMENT.

3.6.10.1 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 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.

3.6.11 RECORDS.

OES is responsible for appropriate maintenance of MSC records, including this Charter, to include decontrol and archival of final MSC minutes and decision memoranda with the National Archives and Records Administration.

3.7 Participation of JPL in NASA Governance

Per NPI 1000.99, "Role of Jet Propulsion Laboratory in NASA Decision-Making Processes," JPL leadership or employees may attend NASA governance meetings at NASA's discretion, under defined conditions.

The [attachment](#) documents the consideration for inclusion for Agency Governance Councils based on their specific chartered Functions above. Per NPI 1000.99, all other governance bodies chartered under authorities in Chapter 2,3, or 4 also follow NPI 1000.99 and may use the attachment for reference and example.

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.

4.1.2.2 MDAA's 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 Pre-Formulation Approval Letters, 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.
- j. Charter governance bodies within their Directorates when their scope is encompassed wholly by Specific Responsibilities in 4.2-4.6 below, and when their scope is not otherwise reserved by Agency Governance Council charters or thresholds.

4.1.2.3 MDAA's 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.

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.

4.1.3.1 The MDAAs serve as members of Agency governance Councils as defined in Chapter 3 of this NPD.

4.1.3.2 The MDAAs participate in other subordinate governance bodies as defined in their charters.

4.1.3.3 The MDAAs support Agency performance and risk 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.

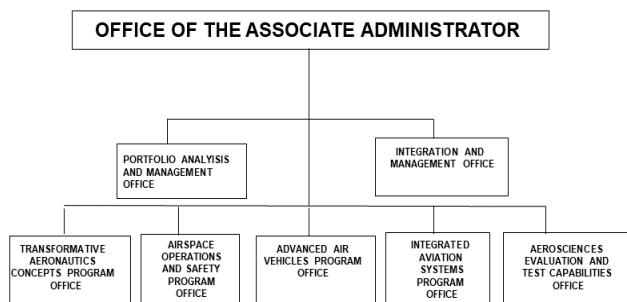
4.2.3 SPECIAL RELATIONSHIPS.

- 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 Space Operations Mission Directorate

4.3.1 EMPHASIS: The Space Operations Mission Directorate (SOMD) is responsible for enabling human and robotic exploration of the solar system. SOMD manages NASA crewed space operations in low-Earth orbit (LEO), commercial launch services, and planning for future exploration missions when appropriate. In addition, SOMD is responsible for managing the space transportation services for NASA or NASA-sponsored payloads that require orbital launch, the Agency's space communications and navigation services supporting all NASA space systems, and space sustainability and operational risk management in order to pursue and maintain the safety of NASA assets in space, provide technology leadership in the domain, and ensure consistent messaging and advocacy on critical space environment issues.

4.3.2 SOMD SPECIFIC RESPONSIBILITIES. Specifically, the SOMD 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 Low Earth Orbit.
- c. Manages launch services for the Agency in coordination with other Mission Directorates.
- d. Manages the Agency space communications and navigation services, in coordination with other Mission Directorates.
- e. Serves as the Agency spectrum manager in accordance with NPD 2570.5.
- f. Manages infrastructure related to crew operations including crew training and medical support, rocket testing capabilities, and other infrastructure management.
- g. Manages the Rocket Propulsion Test capability portfolio.
- h. Manages the Agency's Space Sustainability functions including conjunction avoidance risk assessment, orbital debris risk management, flight dynamics trajectory operations and activities such as policy coordination and advocacy and intergovernmental and international coordination and collaboration.

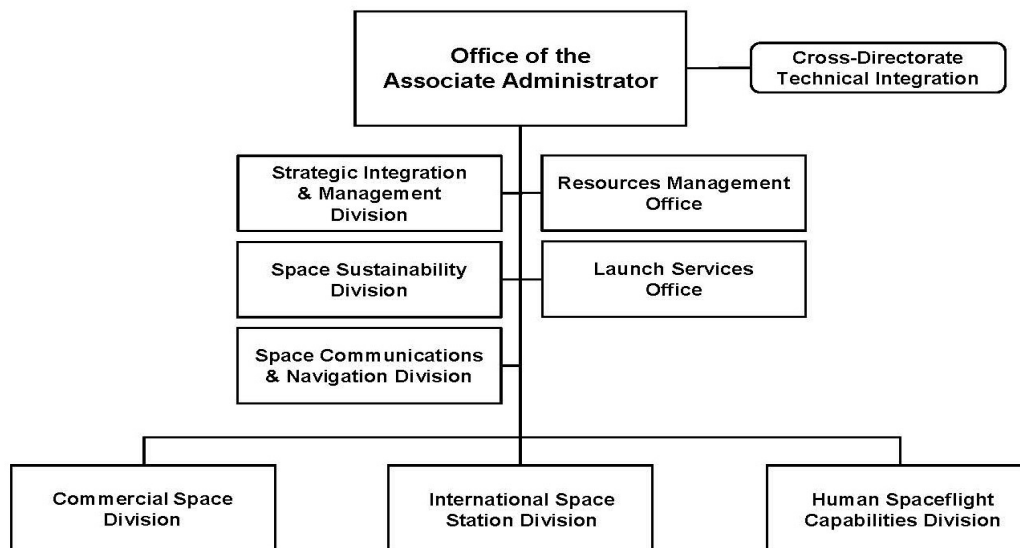
4.3.3 SPECIAL RELATIONSHIPS.

- a. The Launch Services Flight Planning Board provides a forum for addressing NASA orbital space launch requirements, issues, and priorities for all NASA missions and NASA-sponsored payloads seeking launch on Commercial Launch Vehicles. The Board is chaired by the Director, Launch Services and is comprised of membership from SOMD, Science Mission Directorate (SMD), Space Technology Mission Directorate (STMD), the NASA Chief Engineer, and the Chief, Safety and Mission Assurance.
- b. The Space Communications and Navigation (SCaN) Board of Directors is a forum to share information and seek advice for the Program Manager to better meet the Agency's space communications and navigation requirements. The Board is chaired by the AAs for SOMD and SMD and comprised of senior management from SCaN's key NASA customers and relevant technical offices (Office of the Chief Engineer, Office of the Chief Information Officer, and the Office of the Chief Technologist).
- c. The ISS National Laboratory management organization is authorized in accordance with P.L. 111-267 Sec. 504(c)(2). The scope of work and relationship of the ISS National Laboratory management organization with NASA will be established through a Cooperative Agreement.
- d. The Rocket Propulsion Test (RPT) Program provides the program management structure necessary for ensuring core capability for rocket propulsion testing and is NASA's authority for rocket propulsion assignments. The program is executed by the program manager who resides at SSC with support from MSFC, GRC/Plum Brook Station, and JSC/White Sands Test Facility. The National Rocket Propulsion Test (RPT) Alliance, formed by an agreement between NASA and the Department of Defense, works to shape the government's RPT capability to efficiently meet national test needs through intra and interagency cooperation.

4.3.4 IMMEDIATE LINE OF SUCCESSION.

In the following order: Deputy Associate Administrator (DAA) and DAA, Management SOMD.

SPACE OPERATIONS MISSION DIRECTORATE



4.4 Exploration Systems Development Mission Directorate

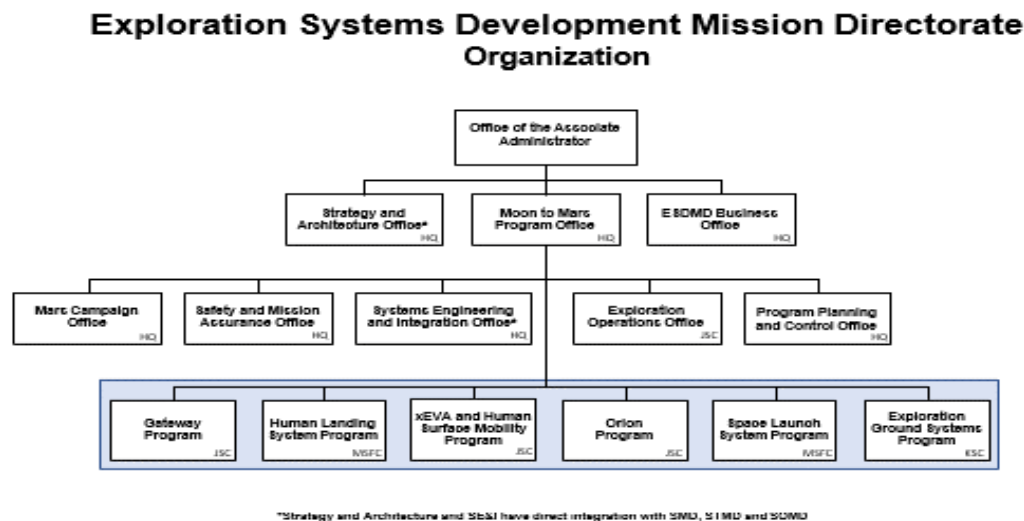
4.4.1 EMPHASIS: The Exploration Systems Development Mission Directorate (ESDMD) is responsible for planning, development and execution of the Artemis campaigns and for the Mars Campaign. ESDMD manages the human exploration system development and operations for deep space transportation, Lunar orbital, Lunar surface, and Mars exploration. ESDMD leads the human aspects of the Artemis activities as well as the integration of science into the human system elements. ESDMD is responsible for development of the Lunar and Mars architectures and participating on the Federated Board. The Mission Directorate implements the development and operations of Artemis elements through the Moon to Mars Program Office. Programs under the purview of the Moon to Mars Program Office include Orion, Space Launch System (SLS), Exploration Ground Systems (EGS), Gateway, Human Landing System (HLS), and xEVA and Human Surface Mobility (EHP). Additionally, the ESDMD leads the human aspects of the Artemis activities as well as the integration of science into the human system elements.

4.4.2 ESDMD SPECIFIC RESPONSIBILITIES.

- a. Implements responsibilities as stated in 4.4.1, Roles and Responsibilities Common to Mission Directorates.
- b. Manages the formulation, development, and operation of human and related systems for deep-space operations.
- c. Manages the development of a Moon to Mars architecture.

- d. Manages planning of all Artemis missions.
- e. Develops required hardware for mission execution for the Artemis Missions.
- f. Operates Artemis Missions.
- g. Manages the development of exploration capabilities to be advanced for Moon and Mars missions.
- h. Manages the conceptual design, mission planning and hardware development for Mars missions.

4.4.3 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Associate Administrator (DAA); DAA, Moon to Mars Program.



4.5 Science Mission Directorate

4.5.1 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.

4.5.2 SMD SPECIFIC RESPONSIBILITIES.

Specifically, the SMD Associate Administrator:

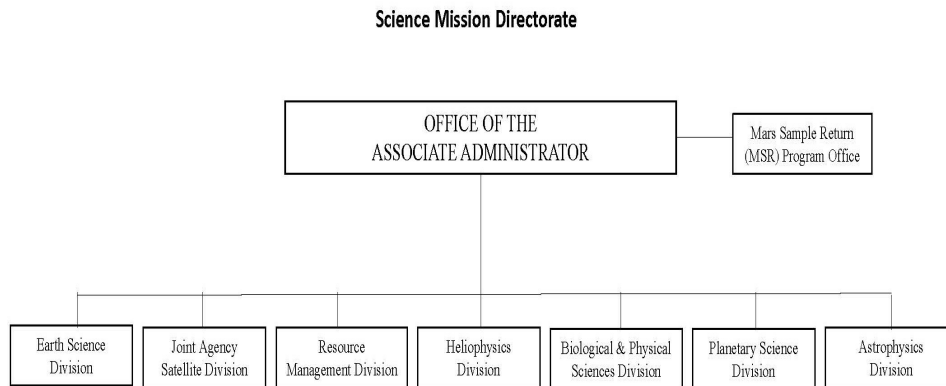
- a. Implements responsibilities as stated in 4.1, Roles and Responsibilities Common to Mission Directorates.
- b. Oversees, in coordination with the Centers, the Mission Support Directorate, and the Technical Authorities, the formulation and development of robotic systems for suborbital, Earth orbital, 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.
- g. Assesses individual mission statements for the offices listed below that report to SMD:
 - (1) Mars Sample Return Program Office.
- h. Manages establishment of the High End Computing capability portfolio.

4.5.3 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).

4.5.4 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.



4.6 Space Technology Mission Directorate

4.6.1 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.

4.6.2 STMD SPECIFIC RESPONSIBILITIES.

Specifically, the STMD Associate Administrator:

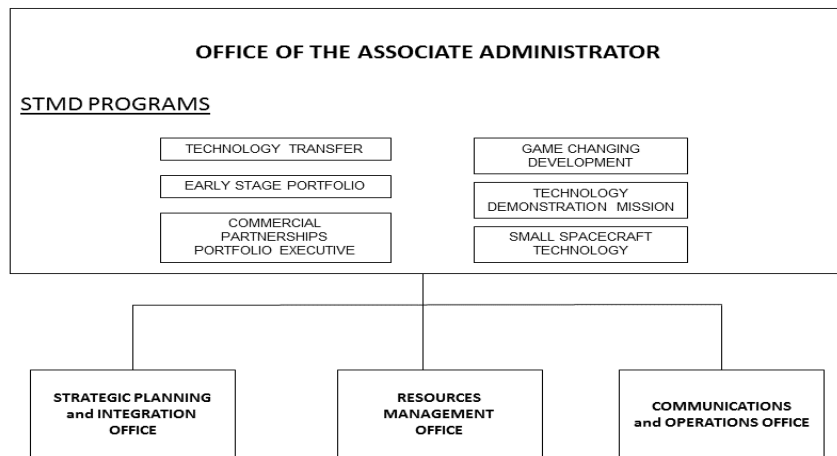
- a. Implements responsibilities as stated in 4.1, Roles and Responsibilities Common to Mission Directorates.
- b. Manages the STMD portfolio at the theme level, setting priorities and strategies for achieving technology, innovation, and infusion objectives.
- c. Develops and coordinates crosscutting 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.

4.6.3 SPECIAL RELATIONSHIPS. None.

4.6.4 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.

SPACE TECHNOLOGY MISSION DIRECTORATE



4.7 Mission Support Directorate

4.7.1 MISSION. The Mission Support Directorate (MSD) plans, integrates, and delivers all institutional support provided by mission support functions in an effective and efficient manner to enable the Agency to successfully accomplish its missions. It oversees and ensures mission support efficacy by focusing on reducing institutional risk to NASA's current and future missions through integration of cross-functional requirements, by improving processes, stimulating efficiency, and providing consistency and uniformity across all institutional capabilities, activities and services. It collaborates with other Mission Directorates and Centers to capture mission related institutional requirements and with the mission support functional area senior officials to consolidate and prioritize mission support. It collaborates with the Chief Engineer, Chief, Safety and Mission Assurance, and Chief Health and Medical Officer to manage the health and performance of their organizations.

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

In planning and execution of Agency-wide mission support, the AA for Mission Support:

- a. Establishes direction, develops and implements plans for mission support enterprise-wide goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Integrates and aligns mission support activities (per 4.7.2.2, 4.8-4.9, 4.11-4.20) in support of agency strategic needs, and to provide consistent service. Interfaces with the Office of the Administrator and all organizations to provide integration.
- c. Through the MSPMC, within the scope of its charter, and in coordination with other Boards

established by the MSC, establishes mission support governance.

d. Identifies and manages mission support enterprise risk. Identifies, integrates and monitors the management of mission support risk. In coordination with the Office of the Chief Financial Officer, monitors and assures that effective internal controls are in place.

e. Monitors performance of all mission support functions against established baselines.

f. Manages the development of the Safety, Security and Mission Services (SSMS), Construction of Facilities (CoF) and Environmental Compliance and Restoration (CECR) budgets. Allocates resources in support of mission support functions. Establishes consistent practices for management and reporting of SSMS funds at Headquarters and Centers.

g. In consultation with Center Directors, provides input on the assignment, promotion, discipline and relief of the principal mission support interface at each Center (i.e., the Associate Center Director).

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

4.7.2.2 As an executing mission support line organization, the AA for Mission Support:

a. Oversees the Offices of the Chief Human Capital Officer, Office of Strategic Infrastructure, Office of Procurement, Office of Protective Services, Mission Support and HQ Operations Office, and NASA Shared Services Center. Approves these offices' individual mission statements, as well as Roles and Responsibilities Common within the Mission Support Directorate.

b. 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.](#)

c. Ensures that MSD functional programs meet NASA's strategic needs. Monitors MSD functional programs' performance and issues corrective actions as needed.

d. Ensures statutory, regulatory and fiduciary compliance of MSD functions and programs. Ensures reporting as required by Congress, the Office of Management and Budget, and other external bodies for MSD functions and programs.

e. Manages establishment of the Agency's Aircraft Capability Portfolio for NASA aircraft services and activities. Manages the Agency's Space Environments Test Capability Portfolio. Charters governance bodies as needed to assist in management of these portfolios.

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

g. Manages the NASA Ombuds Program.

h. Ensures alignment of facilities, workforce and partnerships to Section 6.2, Center Roles.

4.7.2.3 In support of NASA HQ, the AA for Mission Support:

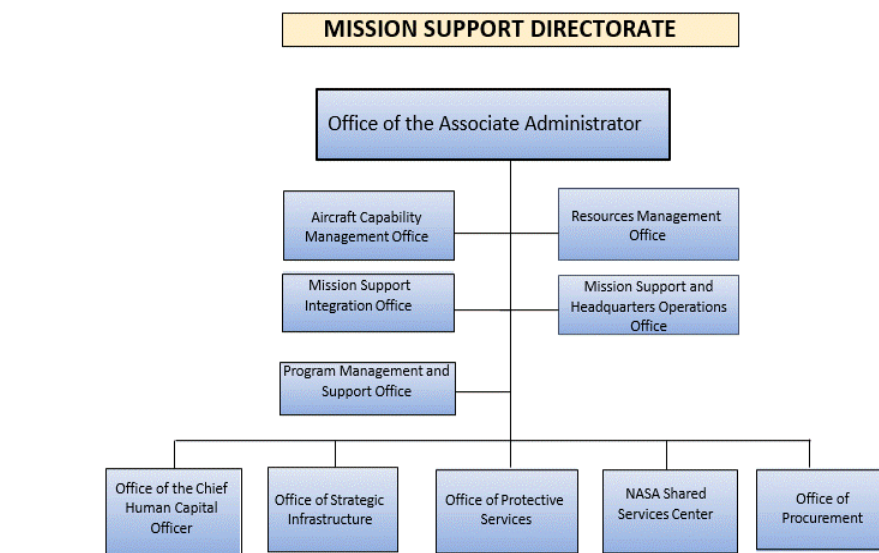
a. Provides the following institutional services and products to NASA Headquarters: facilities management and logistics services, safety and occupational health services, designated emergency management official, liaison for anti-harassment matters, ombudsman, NASA HQ Exchange, engagement and communication support for HQ-related activities.

b. Ensures the provision of NASA Headquarters mission support services including human capital, information technology, diversity and equal opportunity, communications, procurement, protective services and emergency management. Ensures integration across all mission support services delivered to Headquarters organizations.

4.7.3 SPECIAL RELATIONSHIPS.

4.7.3.1 The AA for Mission Support serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD.

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



Note: The Aircraft Management Office is reflected for Programmatic purposes only.

4.8 OFFICE OF THE CHIEF FINANCIAL OFFICER.

4.8.1 MISSION. As stewards of NASA's financial resources, the Office of the Chief Financial Officer provides expert financial and budgetary advice, analysis, operations, internal controls, strategic planning, and policies to ensure effective decision making, trustworthy advice and reliable outcomes.

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

4.8.2.1 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. Directs, manages, and provides policy guidance and oversight of the Agency's financial management personnel, activities, and operations.
- d. 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.
- e. 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.
- f. 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.
- g. 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.
- h. 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.
- i. 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.
- j. 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.
- k. 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) Modernization Act of 2010 (Public Law 111-352), as well as the Foundations For Evidence-Based Policymaking Act of 2018 (Public Law 115-435), and other relevant legislation.
- l. Provides direct financial advice and support to Center leadership, Mission Directorate leadership, and other leaders across all NASA operational units.
- m. 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.

n. 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.

4.8.3 SPECIAL RELATIONSHIPS.

4.8.3.1 The Chief Financial Officer serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD.

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

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

c. Is designated as NASA's Senior Accountable Official for Domestic Sourcing.

4.8.3.3 The Deputy Chief Financial Officer oversees the day-to-day operations of the OCFO Enterprise and Center OCFO Operations and long-term strategies of the offices by providing leadership for the planning, analysis, management, and operations of NASA's field Centers and NASA HQ operational resources functions. Provides continuity of leadership in the absence of the Chief Financial Officer.

4.8.3.4 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.

4.8.3.5 The Deputy Chief Financial Officer for Strategic Insights and Budget is designated as the Performance Improvement Officer. The DCFO for Strategic Insights and Budget also serves on the Office of Management and Budget's Performance Improvement Council.

4.8.3.6 The Associate Chief Financial Officer for Agency Budget 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.

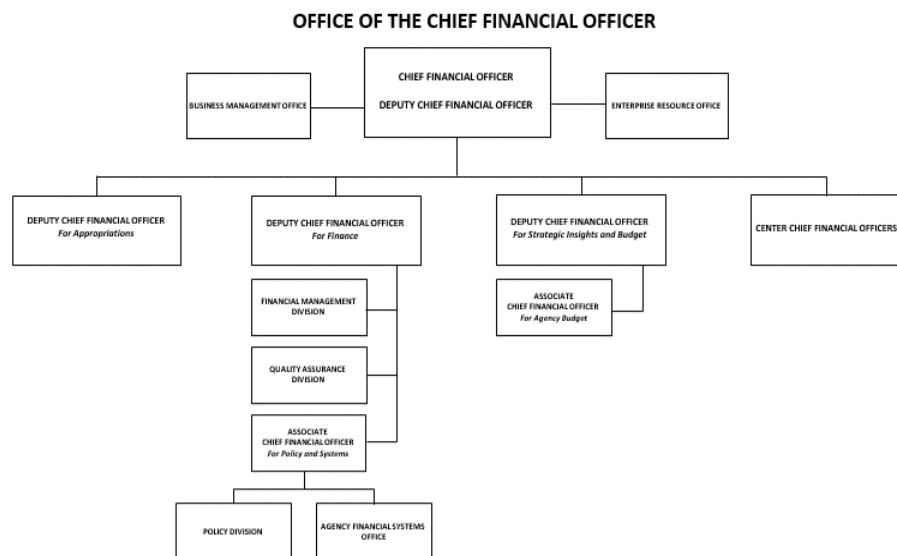
4.8.3.7 The Director, Quality Assurance Division, within the Office of the Chief Financial Officer, leads the Agency management assurance relative to the accountability and effectiveness of Federal programs and operations by establishing, assessing, correcting, and reporting on internal control. Makes 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.

4.8.3.8 The Director, Financial Management Division, within the Office of the Chief Financial Officer, oversees the Agency's compliance with financial regulations and reporting requirements.

The Division oversees the implementation of the Agency's Continuous Monitoring Program for financial operations, ensuring funds are made available in a timely manner and monitoring funding alignment and balances, and that accounting practices are consistent with Federal accounting guidelines. The Division ensures adequate controls over NASA assets; compliance with the Federal Accounting Standards Advisory Board standards and principles; and implementation of environmental liability standards.

4.8.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy Chief Financial Officer and Deputy Chief Financial Officer for Strategic Insights and Budget. The process for designating an Acting Chief Financial Officer is set forth at 5 U.S.C. 3345 et. seq.

4.8.4.1 The Deputy Chief Financial Officer 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 are vacant, the Deputy Chief Financial Officer for Strategic Insights and Budget shall perform the duties of the 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 and the Deputy Chief Financial Officer for Strategic Insights and Budget to serve under the Vacancies Reform Act has expired, no individual can perform the duties of the 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, Deputy Chief Financial Officer for Strategic Insights and Budget, Deputy Chief Financial Officer for Finance, and Deputy Chief Financial Officer for Appropriations. 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.



4.9 Office of the Chief Information Officer

4.9.1 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.

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

4.9.2.1 Specifically, the CIO:

- 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 enterprise risk to missions.
- c. Directs, manages, and provides policy guidance and oversight of the Agency's Center CIOs' activities and operations, including, in partnership 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 with feedback from the Center Director, who may provide a written evaluation that shall be attached to that individual's annual performance appraisal.
- d. In consultation with the Center CIOs, determines the appropriate staffing complement for Center CIO offices.
- e. Defines IT service objectives and top-level requirements and monitors service performance, as well as effectiveness and efficiency of IT services 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 (OMB), and other external bodies.

4.9.3 SPECIAL RELATIONSHIPS.

4.9.3.1 The CIO serves as a member of NASA's governance bodies defined in Chapter 3 of this NPD.

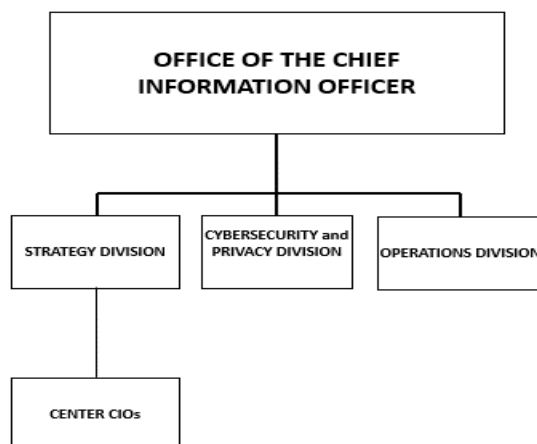
4.9.3.2 The CIO serves as a member of the Federal CIO Council coordinated by OMB.

4.9.3.3 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.

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

4.9.4 IMMEDIATE LINE OF SUCCESSION. In the following order: Deputy CIO Deputy CIO for Strategy; Deputy CIO for Operations; and Senior Agency Information Security Officer.

OFFICE OF THE CHIEF INFORMATION OFFICER



4.10 OFFICE OF THE CHIEF SCIENTIST

4.10.1 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.

4.10.2 OVERALL RESPONSIBILITIES. The Chief Scientist and Senior Climate Advisor reports to the NASA Deputy Administrator.

4.10.2.1 Specifically, the NASA Chief Scientist and Senior Climate Advisor:

- 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.

4.10.3 SPECIAL RELATIONSHIPS:

4.10.3.1 Serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD.

4.10.3.2 Integrates across science and engineering communities to provide technical expertise and recommendations to the Office of Communications in its management of the NASA Library Services Program.

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

Office of the Chief Scientist and Senior Climate Advisor



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 ensures the continuity and application of critical knowledge throughout NASA's engineering and program/project management workforce. 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:

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

(2) Enterprise protection activities to ensure NASA's missions are adequately protected.

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. This includes maintenance and update of NPR 7123.1, NASA Systems Engineering Processes and 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 and the Chief Program Management Officer to ensure proper alignment of curriculum, with needed competencies for the future of NASA.

n. Coordinates with the Office of the Chief Human Capital Officer 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.

4.11.3.1 Serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD.

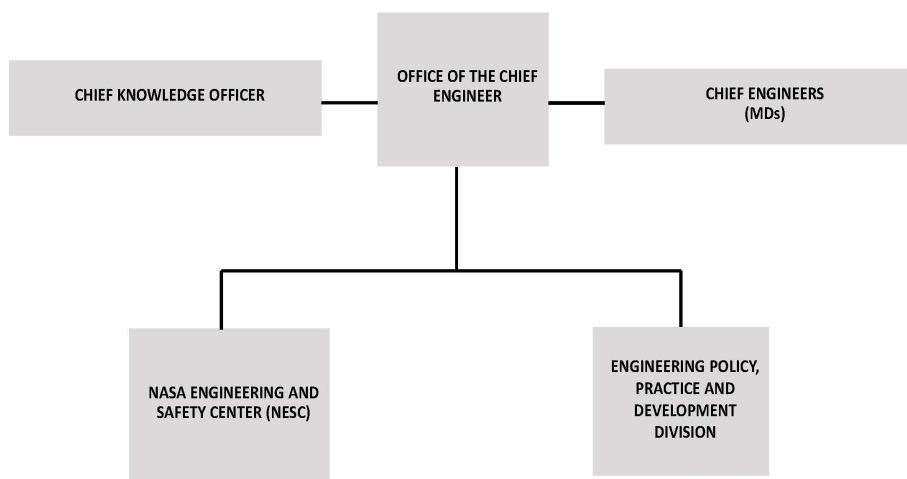
4.11.3.2 The Chief Engineer leads Engineers, Engineering Directors, and associated engineering organizations within Mission Directorates and Centers and, through them, within programs and projects.

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

4.11.3.4 Coordinates with OCIO and OSMA in the leadership of enterprise protection.

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.
- 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 Space Operations Mission Directorate and Exploration Systems Development 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. Is designated 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 governance bodies as defined in Chapter 3 of this NPD.

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.

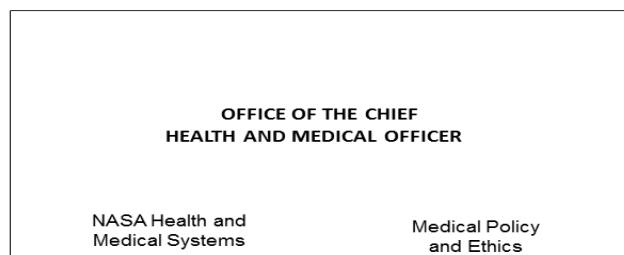
4.12.3.3 The CHMO serves as the NASA liaison to the Occupational Safety and Health Administration, along with representatives from the Office of Safety and Mission Assurance.

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.

**OFFICE OF THE
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 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.

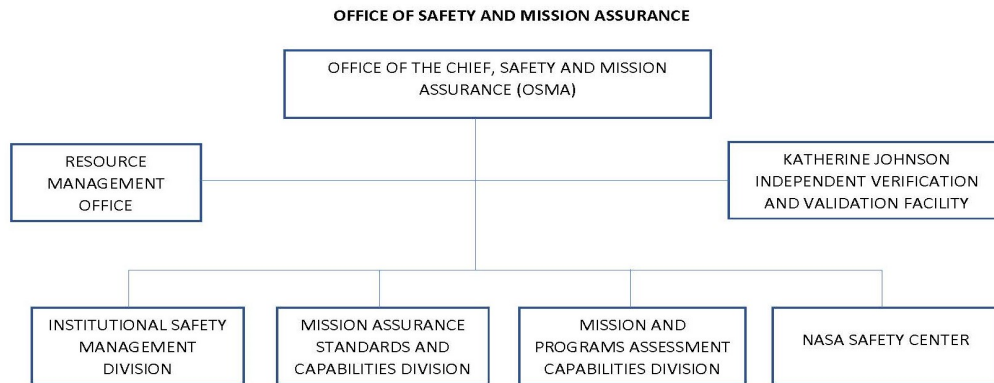
4.13.3.1 The Chief, Safety and Mission Assurance serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD.

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

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

4.13.3.4 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 § 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 Office of Communications

4.14.1 MISSION. The Office of Communications serves as NASA's authority and responsible office for developing and executing an Agency-wide communications plan that provides for the widest practicable and appropriate dissemination of information concerning the Agency's activities and results thereof, consistent with the Space Act. To that end, the office is responsible for developing a strategic communications plan that recognizes a diverse range of audiences and stakeholders (both internal and external), embraces an evolving set of communication tools and methods, and analyzes its efforts to ensure that the methods are being effective, and the Agency is demonstrating good stewardship.

Under its authority, 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. The scope of Agency 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), engagement activities, development of communications collateral and non-technical publications, exhibits development, as well as other ancillary activities to share the results of NASA's efforts. It manages the NASA brand, engages in strategic alliances and partnerships to support communications, and ensures books written about NASA and movies referencing NASA are factual. The office is also responsible for Agency library services, the history function, including maintaining archival records, and FOIA.

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

4.14.2.1 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 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, 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.

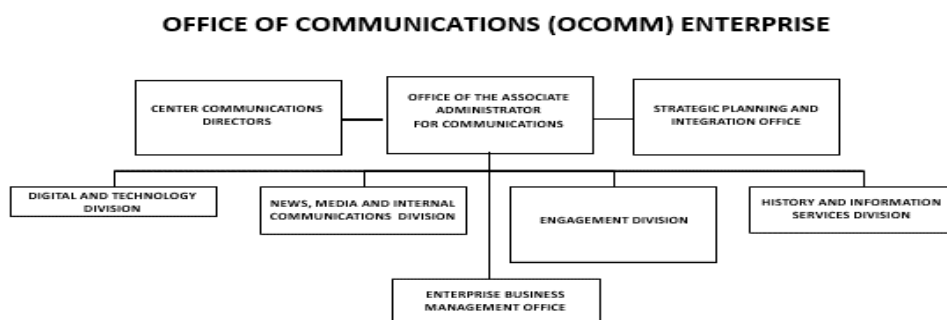
- i. Identifies and coordinates NASA's participation in events, conferences, and public engagement activities, reaching new audiences and educating a broader segment of the American people on NASA and its mission. In conjunction with event planning and execution, manages the Agency-wide guest operations 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 and Archival program.
- n. Manages the NASA Library Services program.
- o. Manages Agency Art Program.
- p. 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.

4.14.3 SPECIAL RELATIONSHIPS.

4.14.3.1 The AA for Communications serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD.

4.14.3.2 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 Board, accountable for strategic direction and guidance of all NASA communications activities.

LINE OF SUCCESSION. In the following order: Deputy AA; Director of History and Information Services; Director of News, Media, and Internal Communications.



4.15 Office of Equal Opportunity

4.15.1 MISSION. The Office of Equal Opportunity (OEO) is responsible for developing, overseeing, and aligning NASA's strategies, policies, and processes consistent with law, Federal regulations, presidential direction, the Agency's mission, strategic goals, and performance outcomes. OEO initiates Agency-wide policies on equal opportunity. The Office 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 ensure accountability and promote equal opportunity for all; ensures consistency of approach to improve functional performance across the Agency; and monitors equal opportunity program performance.

4.15.2 OVERALL RESPONSIBILITIES. The Associate Administrator (AA) for Equal Opportunity reports to the NASA Administrator on all matters pertaining to equal opportunity policies, programs and compliance under Federal law and NASA rules and policy pursuant to laws, rules, regulations, and presidential direction.

4.15.2.1 Specifically, the AA for Equal Opportunity:

- a. Serves as the principal advisor to Principals of the Office of the Administrator, all Officials in Charge, and Center Directors on equal opportunity and compliance for NASA.
- b. Develops and implements plans for OEO that address 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 to reduce institutional risk to missions.
- d. Is designated as the Agency's Director of Equal Employment Opportunity to perform the functions and responsibilities of that position under 29 CFR pt. 1614.
- e. Oversees, establishes, and administers policy and procedural requirements of the Agency's equal opportunity complaint processes, compliance reviews, enforcement action(s), and harassment

reporting pursuant to NASA Procedural requirement (NPR) 2081.1B, 14 CFR Part 1250-1253.

- f. Develops the Agency's anti-harassment policy, strategy, and program. Guides the Agency's management strategies, objectives, and actions required to maintain an Agency-wide anti-harassment program in compliance with Federal laws and regulations. Implementation of the Agency's anti-harassment program resides at the Center level.
- g. Administers effective and efficient Agency-wide Alternative Dispute Resolution (ADR) program.
- h. Develops policies and procedures and manages the Agency's reasonable accommodation program. Guides the Agency's management strategies, objectives, and actions required to maintain an Agency-wide reasonable accommodation program in compliance with Federal laws and regulations
- i. Develops and oversees Agency-wide policies, programs, and processes to achieve consistency of approach to eliminate barriers to employment for everyone to include recruitment, retention, and promotion of a high-caliber workforce, particularly in mission-critical occupations and leadership ranks.
- j. In consultation with Center Directors, selects and approves the assignment, reassignment, promotion, discipline, and relief of the principal equal opportunity official at each Center.
- k. In consultation with Center Directors, determines the appropriate staffing complement for Center equal opportunity offices.
- l. Manages NASA's external compliance activities for conducted and assisted programs under applicable laws, rules, regulations, and presidential direction. Oversees and maintains NASA's process.
- m. Provides technical assistance for areas of general responsibility identified in this NPD for addressing unlawful discrimination of NASA's conducted and assisted programs and activities.
- n. Develops and implements any equal opportunity mandatory training requirements. Develops and delivers subject matter content and liaisons with NASA's training and development functional areas to include applicable equal opportunity competencies.
- o. Provides liaison to external organizations performing similar functions and to stakeholders who establish Government-wide policies and requirements. This includes the Equal Employment Opportunity Commission, Department of Justice, Office of Personnel Management, etc.
- p. With respect to the areas of general responsibility identified in this NPD, oversees reporting as required by Congress, the Office of Management and Budget, the Equal Employment Opportunity Commission, Department of Health and Human Services, and other external bodies.

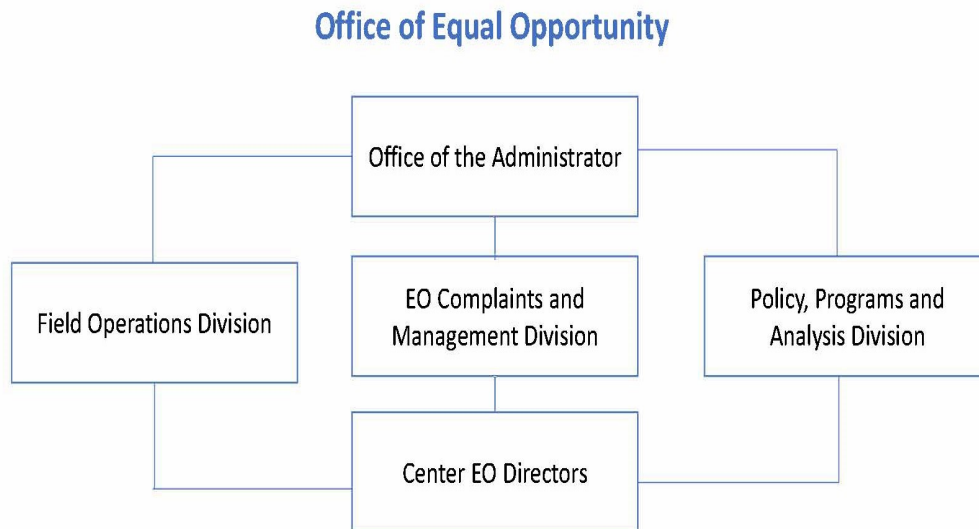
4.15.3 SPECIAL RELATIONSHIPS.

4.15.3.1 The AA for Equal Opportunity serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD.

4.15.3.2 The AA for Equal Opportunity maintains special relationships and participates as a component of the Mission Support Directorate (MSD) (regarding institutional integration of equal opportunity); the Office of Human Capital Officer (e.g., recruitment, retention, professional development, mandatory training, succession planning); the Office of General Counsel (equal opportunity legal requirements and complaint processing); the Office of STEM Engagement (equal

opportunity 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 equal opportunity); the Office of Communications (equal opportunity communications); and the Office of Small Business Programs ("suppliers").

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



4.16 OFFICE OF STEM ENGAGEMENT

4.16.1 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.

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

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

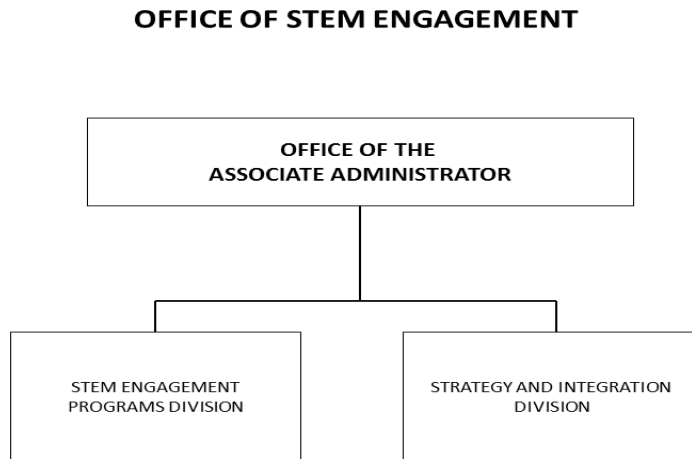
- c. Leads an effective Agency governance model with processes to ensure that the STEM engagement strategy, investments, implementation, and operational decisions are integrated with organizational planning, budget, financial management, human capital management, and programmatic decisions and processes.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

4.16.3 SPECIAL RELATIONSHIPS.

4.16.3.1 The AA for STEM Engagement serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD.

4.16.3.2 The AA for STEM Engagement chairs the STEM Engagement Board.

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



4.17 Office of The General Counsel

4.17.1 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.

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

4.17.2.1. 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 official 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 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. Administers the NASA OGC Acquisition Integrity Program, a comprehensive coordination of remedies legal program for fraud and corruption as set forth in NPD 2086.1 (Coordination of Remedies for Fraud and Corruption Related to NASA Acquisition Activities).

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

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

o. 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.

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

q. 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.

r. Reviews and determines the legal sufficiency of NASA regulations, NASA Policy Directives, NASA Procedural Requirements and NASA Interim Directives prior to their enactment or revision, with the exception of directives maintained by the Office of the Administrator. Reviews internal

instructions and policies for legal sufficiency when requested.

s. 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.

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

u. 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.

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

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

4.17.3 SPECIAL RELATIONSHIPS.

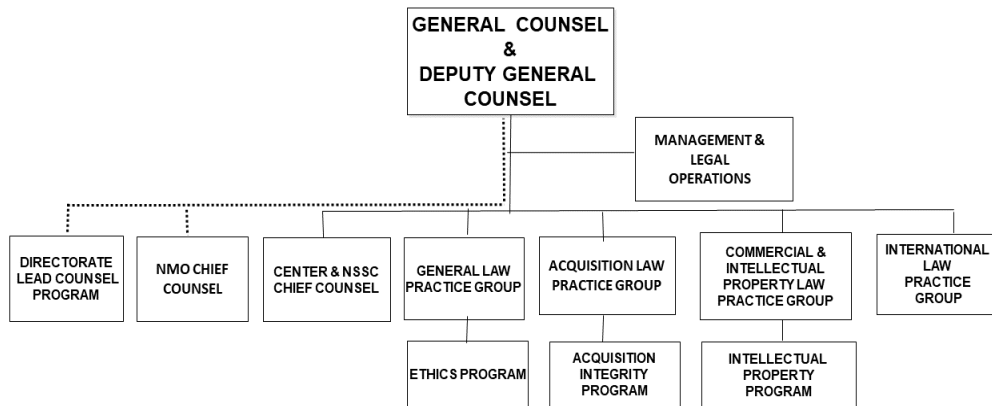
4.17.3.1 The General Counsel serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD.

4.17.3.2 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.

4.17.3.3 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.

4.17.4 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).

OFFICE OF THE GENERAL COUNSEL



4.18 Office of International and Interagency Relations

4.18.1 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.

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

4.18.2.1 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.
- 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.

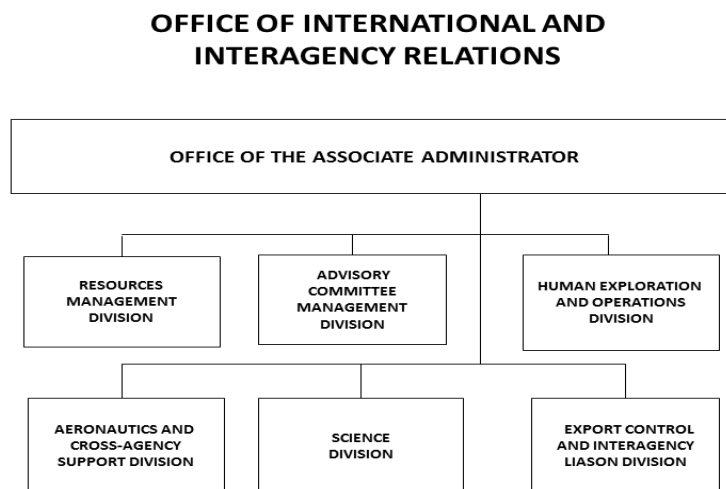
- g. Serves as the focal point for Agency-wide Export Control Program and J-1 Visitor program and oversees NASA's foreign travel policy.
- h. Serves as the Agency focal point for Federal advisory committees and Federal Government-wide commissions and advisory activities, ensuring compliance and managing 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.

4.18.3 SPECIAL RELATIONSHIPS.

4.18.3.1 The AA for International and Interagency Relations serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD.

4.18.3.2 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.

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



4.19 OFFICE OF LEGISLATIVE AND INTERGOVERNMENTAL AFFAIRS

4.19.1 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.

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

4.19.2.1 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.
- 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.

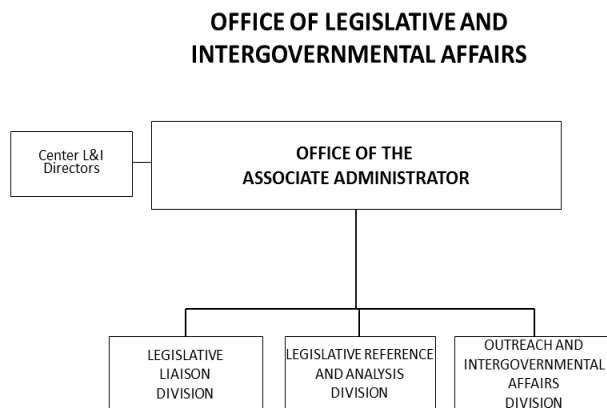
- i. Establishes and maintains a legislative reference service to meet the needs of all Agency officials.
- j. Ensures compliance by NASA with Congressional reporting requirements and coordinates the clearance of legislative matters, proposed outside NASA, with other elements of the Executive Branch.
- k. Establishes and maintains liaison with representatives of aeronautics and space-related industry, trade associations, think tanks, nonprofits and NGO government affairs liaisons regarding legislative matters, legislative policy, and legislative activities. Serves as the primary point of contact for the Office of the Administrator for scheduling and orchestrating visits, round-table engagements, and panel discussions involving industry or these entities and the Administrator, Deputy Administrator, and Associate Administrator.

4.19.3 SPECIAL RELATIONSHIPS.

4.19.3.1 The AA for Legislative and Intergovernmental Affairs serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD.

4.19.3.2 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.

4.19.4 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.



4.20 Office of Small Business Programs

4.20.1 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.

4.20.2 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. 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.

4.20.3 SPECIAL RELATIONSHIPS.

4.20.3.1 Serves as a member of NASA's governance bodies as defined in Chapter 3 of this NPD.

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

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

4.20.4 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



4.21 Office of the Inspector General

4.21.1 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 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.

4.21.2 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.

4.21.3. SPECIAL RELATIONSHIPS.

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

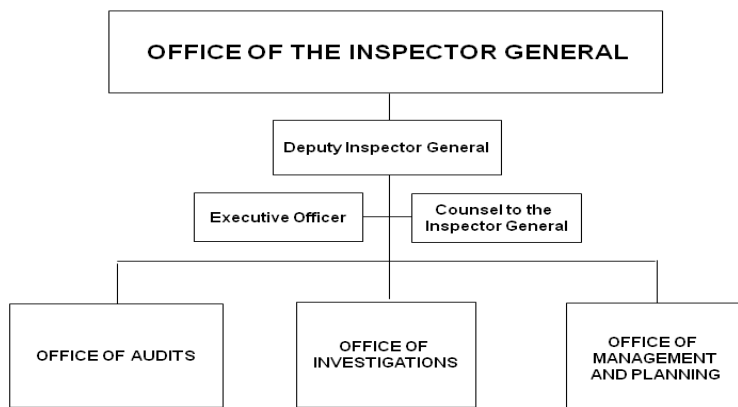
4.21.3.2 The IG reports to and is under the general supervision of the Administrator or, to the extent such authority is delegated, the officer next in rank below the Administrator, but shall not report to, or be subject to supervision by, any other officer of NASA. Neither the Administrator nor the 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 investigation.

4.21.3.3 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.

4.21.3.4 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.

4.21.3.5 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. § 552a.

4.21.4 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. § 3345 et. seq.

OFFICE OF THE INSPECTOR GENERAL

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. Exercises full and complete decision-making authority to address local execution issues (e.g., weather incidents, active shooter threats, etc.), or other situations involving and ensuring the safety, security and accountability of all NASA personnel working on- or near-site. For this authority, communicates with all personnel working on- or near-site. Informs Agency leadership (including all Officials-in-Charge) of decisions to ensure all impacted personnel are adequately covered.
- d. Convenes independent review at major milestones to ascertain technical readiness on assigned programs and

projects.

- e. Assesses the flight readiness of projects for which they are the Technical Authority.
- f. Provides for organizational independence of the Technical Authorities and implements the Formal Dissent Process as required in NPD 1000.0, NASA Governance and Strategic Management Handbook, and described further in 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 full and complete decision-making authority to address local execution issues (e.g., weather incidents, active shooter threats, etc.), or other situations involving and ensuring the safety, security and accountability of all NASA personnel working on- or near-site. For this authority, communicates with all personnel working on- or near-site. Informs Agency leadership (including all Officials-in-Charge) of decisions to ensure all impacted personnel are adequately covered.
- 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 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 Agency Governance Councils as defined in Chapter 3 of this NPD.

5.1.3.2 The Center Directors participate in other subordinate governance bodies as defined in their charters.

5.1.3.3 The Center Directors support Agency performance and risk 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.

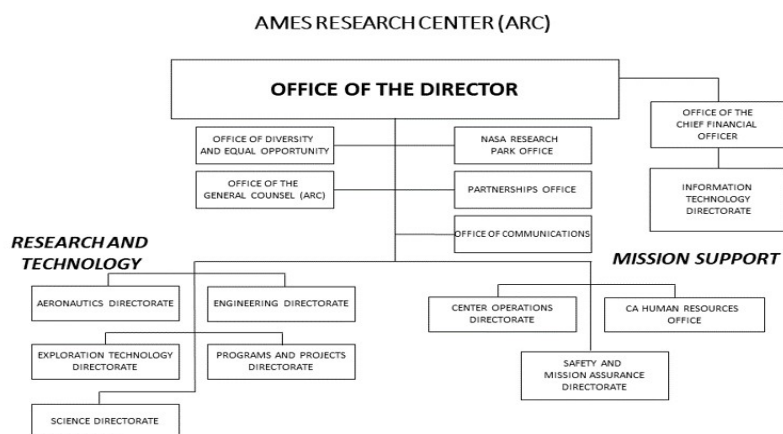
5.2.3 SPECIAL RELATIONSHIPS.

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.

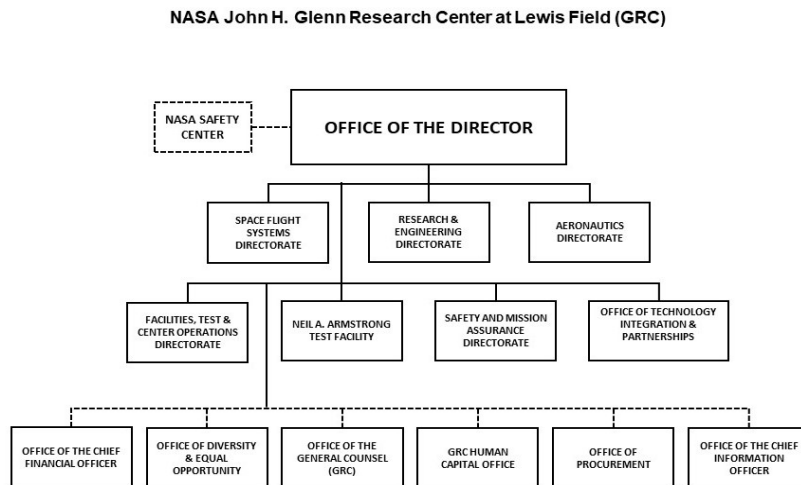


As of August 2021: Center positions that report to their perspective Agency function
AA/Chief: Office of the Chief Informational Officer and Office of Strategic Infrastructure.

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 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.

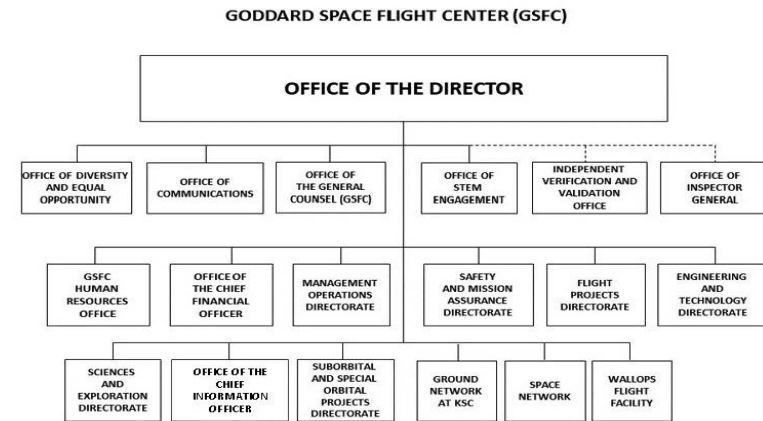
Manages the following component facilities and/or Technical and Support Service Centers: Wallops Flight Facility (WFF/Wallops); Katherine Johnson Independent Verification and Validation Facility (IV&V); Goddard Institute for Space Studies (GISS; and NASA Space Network at White Sands).

- 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.

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

5.6 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:

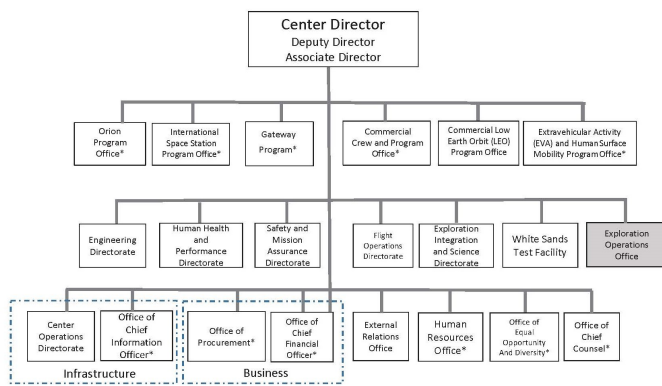
- a. Implements responsibilities as stated in 5.1, Roles and Responsibilities Common to Center Directors.
- b. Executes technical and programmatic [Center Roles](#) as designated in Section 6.2.

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.



Center functions that report to respective Agency functional AA/Chief: Office of the Chief Financial Officer, Office of the Chief Human Capital Officer, Chief Information Officer, Office of Legislative and Intergovernmental Affairs, Office of Communication, Office of Procurement, Office of Small Business Programs, Office of Diversity and Equal Opportunity, and Office of Science, Technology, Engineering, and Mathematics (STEM) Engagement

*Program/Director reports to HQ

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.

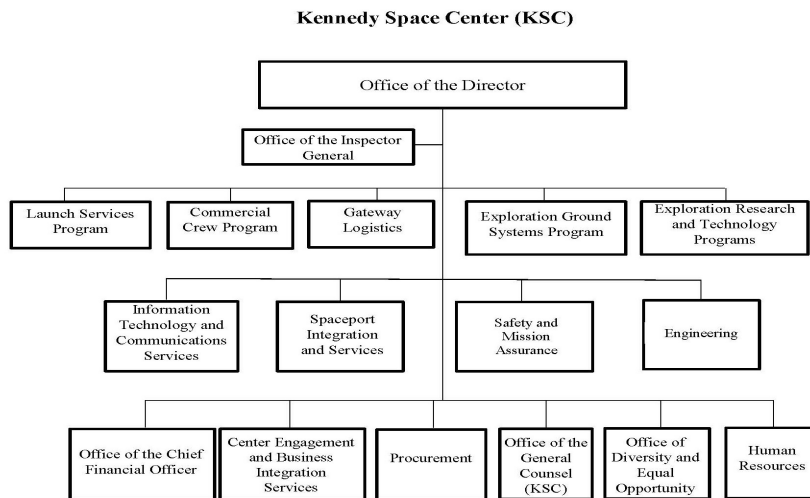
Specifically, the Center Director:

- 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.



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:

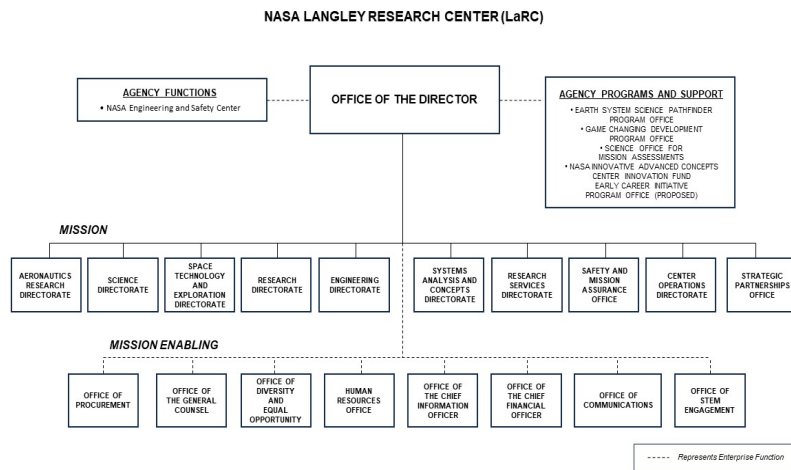
- a. Implements responsibilities as stated in 5.1, Roles and Responsibilities Common to Center Directors.
- b. Executes technical and programmatic

[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.



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.

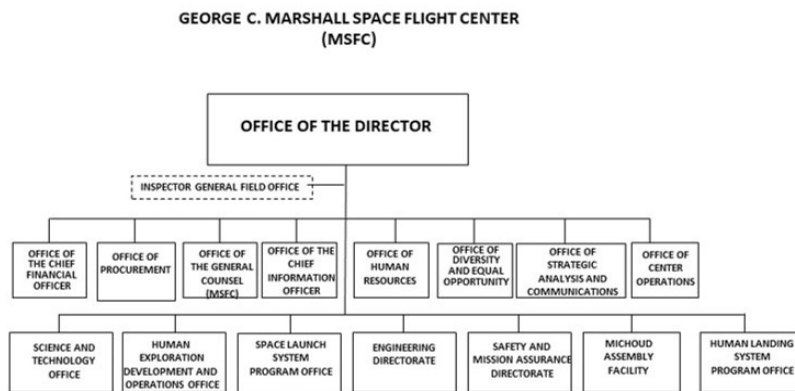
5.9.3 SPECIAL RELATIONSHIPS.

- 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 Associate Director, Technical.



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:

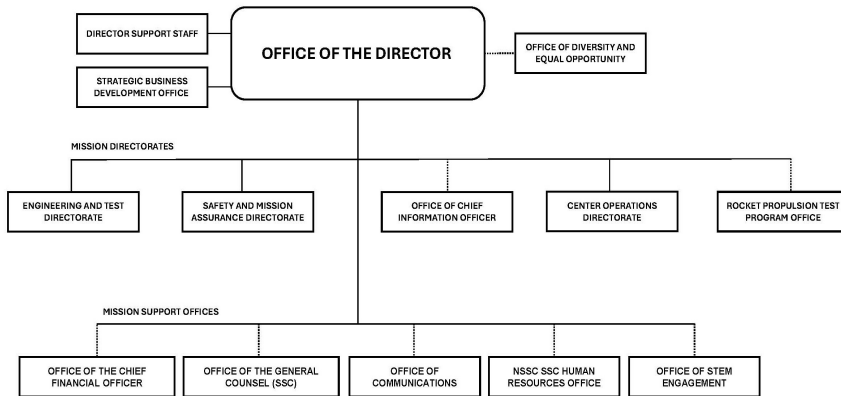
- a. Implements responsibilities as stated in 5.1, Roles and Responsibilities Common to Center Directors.
- b. Executes technical and programmatic [Center Roles](#) as designated in Section 6.2.

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.

JOHN C. STENNIS SPACE CENTER (SSC)



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. NASA 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 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:

- a. Serves as the focal point for communication with the JPL contractor's upper management and the leadership at the contractor parent organization.
- b. 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.
- c. 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.
- d. Ensures compliance of NASA assets at JPL with applicable safety and health policies and regulations.
- e. 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.
- f. Actively represents NASA in outreach and educational events.
- g. Provides technical and institutional resources as authorized to satisfy Agency requirements and schedules.
- h. Maintains a safe and healthy workplace environment for the NOJMO workforce and ensures safety for all NOJMO activities.
- i. 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.
- j. Assures that risks to the public and environment associated with the operation of JPL are acceptable to NASA.
- k. Provides asset management oversight function consisting of Logistics, Transportation, Real Property Industrial Property, and Property Disposal functions at JPL, as appropriate.
- l. Provides Agency implementation oversight functions for Freedom of Information Act (FOIA), Records Management, and Privacy Act at JPL.
- m. Provides Agency implementation oversight functions for the Innovative Research, Technology Transfer, Small Business, and Export Control compliance at JPL.
- n. Oversees the NASA environmental restoration CERCLA project which interacts programmatically with the NASA HQ Environmental Management Division.
- o. 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 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.
- p. 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.
- q. The NOJMO Director serves as a member of Agency Governance Councils as defined in Chapter 3 of this NPD.

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.

- a. 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.
- b. 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. Additional details may be found in NPI 1000.99.
- c. 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. Specifically, the Lab Director:

- a. Ensures regular review and reporting of performance for assigned programs and projects.
- b. Provides input for the Agency's Program Management Council reviews and Baseline Performance Reviews on programs and projects assigned to the FFRDC.

- c. 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.
- d. Responsible for implementing missions contractually assigned to JPL, including achieving mission success and ensuring the safety and security of personnel and institutional assets.
- e. 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.
- f. The Lab Director may be invited to NASA's governance councils and boards, subject to NPI 1000.99 and Chapter 3, paragraphs 3.7 of this NPD.

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:

- a. Exercise Technical Authority through appropriate institutional delegation.
- b. Exercise definitive decision authority as delegated to resolve issues on such matters as technical requirements tailoring, waivers, and deviations to requirements.
- c. Convene an independent review at major milestones to ascertain technical readiness on assigned programs and projects.
- d. Certify to NASA the readiness of projects, systems, and services for which authority has been delegated.
- e. Approve the flight readiness of projects for which Technical Authority has been delegated.
- f. Coordinate with the NASA functional offices and NOJMO to ensure organizational and financial independence of the Technical Authorities and implement the Formal Dissent 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 responsible for providing assets, staffing, and facilities required by current and future programs and projects. Specifically, the Lab Director:

- a. Implements plans that address the strategic goals and outcomes in the NASA Strategic Plan, Agency performance goals, and related governance decisions.
- b. Provides input for Agency Program Management Council reviews and Baseline Performance Reviews as requested by NASA.
- c. Collaborates with NASA Centers per Center Role assignments to accomplish the Agency's objectives.
- d. Exercises responsive local decision-making authority to address urgent local execution issues.
- e. 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.
- f. 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.
- g. Coordinates and communicates with NASA Headquarters, JPL's implementation and outreach activities, stakeholder management, and partnerships on a regular basis.
- h. 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.

i. Supports the Agency CFO regarding JPL contractors' financial performance.

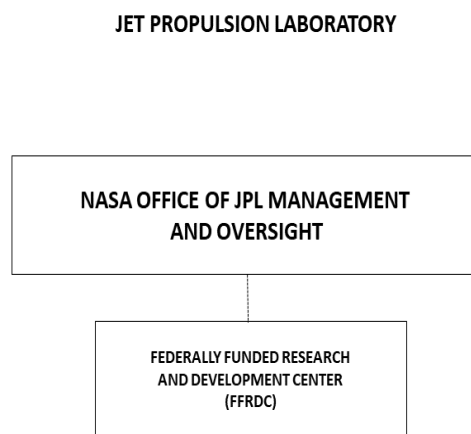
j. Develop overall and integrated capability strategy for the lab including facility master planning and strategic workforce plans for consideration by NASA leadership.

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.



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.

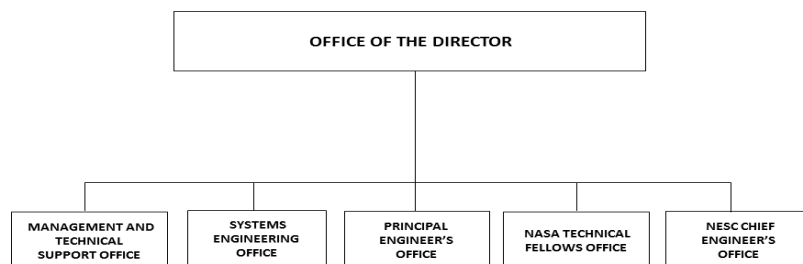
5.13.2.5 Provides independent systems engineering and analysis.

5.13.2.6 Leads and supports selected mishap investigations, as requested by the NASA Safety Center (NSC) and other organizations.

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.

NASA ENGINEERING AND SAFETY CENTER (NESC)



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:

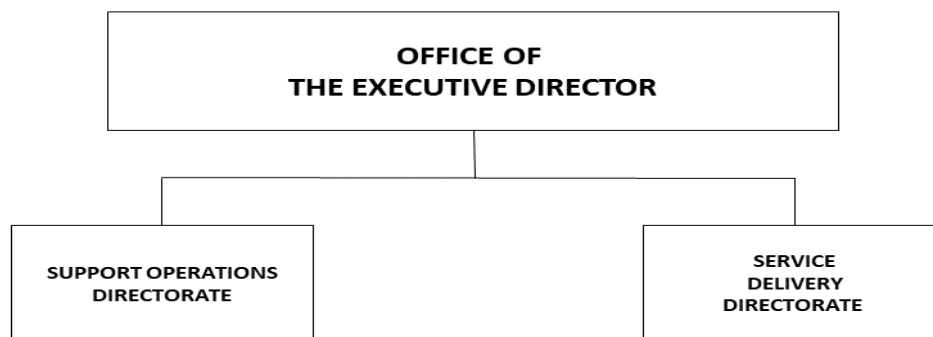
- a. Provides timely, accurate, high-quality, cost-effective, and customer-focused support for selected NASA businesses and technical services.
- b. Provides a variety of transactional, administrative, and technical activities in lines of business to include: Financial Management, Human Resources, Procurement, 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.
- 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 Agency Governance Councils as defined in Chapter 3 of this NPD.
- 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) Chief Human Capital Officer 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.

NASA SHARED SERVICES CENTER (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 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.

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.

5.15.2.2 Manages the audit, review, and assessment process for evaluating and ensuring conformance and the health of the SMA functions and safety culture across NASA.

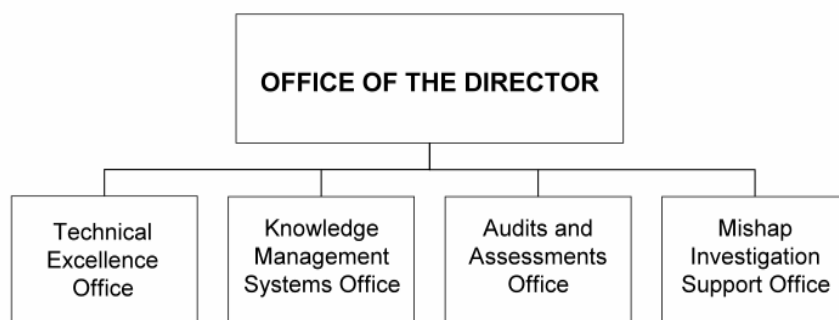
5.15.2.3 Facilitates the mishap investigation process and supports mishap investigation boards. Performs in-depth analysis, risk assessment, quality assurance, and trending of NASA's mishaps and provides timely and relevant information to the NASA community to ensure understanding and prevent recurrence as part of NASA's mishap prevention efforts. Manages mishap data and provides a centralized mishap information collection system for the Agency.

5.15.2.4 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.

NASA Safety Center (NSC)



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.

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.

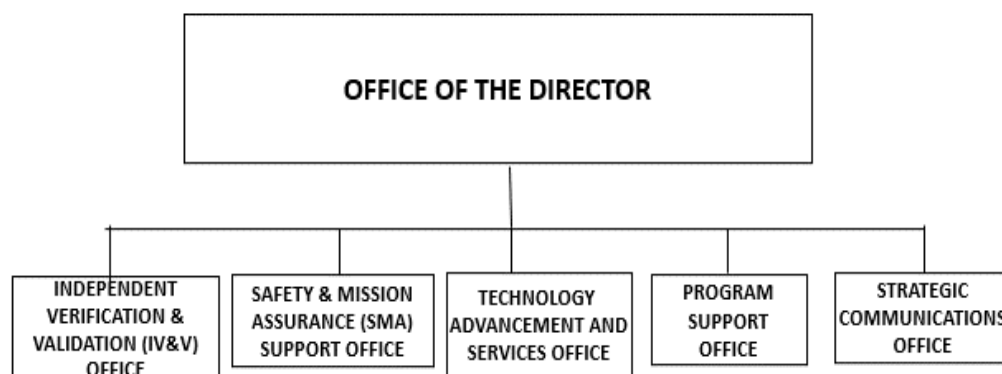
5.16.2.5 Manages the Agency's Software Assurance Research Program for, and as directed by, the Office of Safety and Mission Assurance.

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



Chapter 6: Governance Attachments

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.

Chapter 7: The Change Process for NPD 1000.3

7.1 Document Versioning

Following NPD 1000.3E change 104 (February 2024), major versions of NPD 1000.3 will be closed at the end of the fourth calendar year of each administration term. The intent is for each version's final content to reflect all changes made within a corresponding term.

7.2 Responsibilities

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

7.2.2 The Associate Administrator:

a. 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 organizations.

b. Has discretion on whether to conduct internal stakeholder consultation/review prior to publication of changes.

7.2.2 The Deputy Chief Financial Officer for Appropriations:

a. Coordinates Congressional notification and clearance of reorganizations.

7.2.3 The Office of the Executive Secretariat within the Office of the Administrator:

a. Administers all changes associated with this directive, in compliance with processing requirements as outlined below. Ensures integration and accuracy across chapters and sections of this directive, to include technical consistency and the identification of potential conflicts in roles and responsibilities.

b. Confirms that change request packages are ready for Associate Administrator approval, relative to quality, policy review, and the completeness of justification materials.

c. Coordinates with the Associate Administrator or their designee to determine when stakeholder review of changes prior to publication may be needed.

d. Manages updates to Chapters 1, 2, 3 and 6 in coordination with the Associate Administrator. Notifies the Office of the Chief Human Capital Officer (OCHCO) of revisions.

e. Manages updates to Chapter 7 in coordination with the Office of the Chief Human Capital Officer.

f. Ensures that authorities granted in chapters 2, 3, 4 and 5 to governance or line authorities do not overlap, to include authorities granted to Boards further chartered under these authorities.

7.2.4 Officials in Charge of Headquarters Offices and Center Directors:

g. Are responsible for ensuring that submitted organizational change packages include language

which is accurate, clear, concise and grammatically correct.

h. Are responsible for ensuring requested responsibility changes are clear and unambiguous, reconciled with existing responsibility language, and reconciled with responsibilities in other sections and chapters (if needed).

i. Are authorized to approve minor changes to their mission statements and organizational structures to include: (1) Line of succession changes and office names changes (when the office's functions remain the same). (2) Mission statements and organizational structures below the level shown on the organization charts identified in Chapters 4 and 5.

7.2.5 The Chief Human Capital Officer or their delegate:

a. Manages updates to Chapters 4 and 5, to include review, preparation and submission of packages for Office of the Administrator approval.

b. Recommends, in consultation with the Office of the Executive Secretariat, whether a change package be limited to the scope of a reorganization or may include other changes.

c. Reviews organizational change requests for compliance with procedures below, for internal consistency, and for compliance with OCHCO rules and regulations regarding reorganization.

d. Identifies changes across sections or chapters necessitated by changes to Chapters 4 and 5.

e. Notifies the Office of the Executive Secretariat when changes are needed to address typographical errors, position name changes, and other administrative changes to ensure the directive is in line with announced Agency changes.

7.2.6 Servicing HR Offices within the Office of the Chief Human Capital Officer:

a. Serve as the primary interface with requesting organizations for changes to Chapters 4 and 5, per procedures in the sections below.

b. Forward required Chapter 4 and 5 change packages to the Chief Human Capital Officer's designee for management of changes.

c. Maintain records for mission statements and organizational structures below the level shown in Chapters 4 and 5.

d. Partner with Center or HQ leadership on implementation of the organizational change.

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)

(d) Associate Administrator for Equal Opportunity/(insert name)

(e) General Counsel/(insert name)

(f) Chief Human Capital Officer/(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. If the reorganization requires updates to linked or other subordinate documents within NPD 1000.3, all such documents must be included within the reorganization package.

e. 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 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 to the Office of the Executive Secretariat 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 Realignment/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.