

Marshall Space Flight Center Organizational Work Instruction OPR FD01		
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George C. Marshall Space Flight Center  
Marshall Space Flight Center, Alabama 35812

**FPD-OI-FD01.1**  
October 2, 2003

# ORGANIZATIONAL INSTRUCTION

## Flight Projects Directorate FD01

# Management Process

## Revision N

### APPROVAL

<u>NAME</u>	<u>TITLE</u>	<u>ORG</u>	<u>DATE</u>
<i>Original Signed by</i>	Director, Flight Projects Directorate	FD01	October 2, 2003

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Axel Roth

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## DOCUMENT HISTORY LOG

<b>Status (Baseline/ Revision/ Canceled)</b>	<b>Document Revision</b>	<b>Effective Date</b>	<b>Description</b>
Baseline		9/2/97	Baseline version
Revision	Rev. A	10/14/97	Editorials, Change to Sec. 1 (Scope)
Revision	Rev. B	11/17/97	Change to Sections 2 & 5 nomenclature, and editorials
Revision	Rev. C	12/4/97	Change to 1.1 Scope
Revision	Rev. D	12/16/97	Change Section 5.8, MSFC-PO8.1 to MSFC-PO8.2.2.
Revision	Rev. E	1/9/98	Under 2., Applicable Documents, change MMI 1107.1 to MM 1107.1 and list only one time for all organization charters; rewrite 5.0, Procedure.
Revision	Rev. F	4/21/98	Under 6.0 Quality Records add disposition to third and fourth paragraphs.
Revision	Rev. G	1/7/99	Under 1.3 Applicability, eliminate "flight production of". Under 5.0 Procedure, correct FD ISO web address. On all pages, replace FD master list web address with "Check The Master List. Editorial revisions in 7.0, Personnel Qualification, Training and Certification, 4 <sup>th</sup> paragraph.
Revision	Rev. H	7/7/99	Changes due to reorganization and consolidation into MSFC Directives System.
Revision	Rev. I	10/5/99	Changes based on new ISO 9000 scope.
Revision	Rev. J	5/18/00	Document reformatted to new Flight Projects standard template.
Revision	Rev. K		Updated Applicable Documents, updated the URL for the MSFC Management Directives Master List, added the URL for the Supervisors Safety Web Page, and added the quality record and training requirements for credit card holders, approving officials, and COTRs.
Revision	Rev. L	11/6/01	Update Safety Meeting documentation requirements
Revision	Rev. M	10/1/02	Annual review and update
Revision	Rev. N		Update to include Appendices for new Directorate processes.

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## 1. GENERAL INFORMATION

### 1.1 Scope

This Organizational Instruction (OI) covers all functions in the Flight Projects Directorate (FPD) that affect the quality of in-scope products under the MSFC Quality System, per the MSFC Management Manual.

### 1.2 Purpose

The purpose of this instruction is to document the process by which the Flight Projects Directorate conducts business.

### 1.3 Applicability

This procedure applies to all project activities that are the responsibility of FPD, or under the auspices of FPD in-scope contractors.

## 2. APPLICABLE DOCUMENTS

Revision levels of documents are not shown. The latest revision will be used unless otherwise required by contractual requirements or other regulations. In this case the letter revision of the document will be given.

FPD-OI-FD01.2	Authorization and Control of OI
FPD-OI-FD01.3	Technical Task Agreement Process
FPD-OI-FD01.4	Management of Information Technology Systems and Services
LA-CWI-02	Agreements (ISS Internal Task Agreement Process)
MPD 1280.1	MSFC Management Manual
MPG 1100.1	Flight Projects Directorate Charter available at <a href="http://fdinternal.msfc.nasa.gov">http://fdinternal.msfc.nasa.gov</a> and then clicking on "FD Charter" on the left side
MPG 1230.1	Center Resources Management Process
MPG 1440.2	MSFC Records Management Program
MPG 8715.1	Marshall Safety, Health, and Environmental (SHE) Program
MWI 5100.1	Procurement Initiators Guide

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- MWI 5113.1 Government-wide Commercial purchase Card Operating Procedures
- NPG 1441.1 NASA Records Retention Schedules
- NPG 7120.5 Program and Project Management Processes and Requirements

### 3. ACRONYMS and DEFINITIONS

#### 3.1 Acronyms

- COTR Contracting Officer’s Technical Representative
- CWC Collaborative Work Commitment
- ESA Executive Support Assistant
- FPD/FD Flight Projects Directorate
- KSAOC Knowledge, Skills, Abilities, and Other Characteristics
- MSA Management Support Assistant

#### 3.2 Definitions

**Collaborative Work Commitment (CWC)** A Collaborative Work Commitment is a document that defines the tasks and resources required to accomplish work for the next fiscal year and signifies commitment of the Project Manager, Task Manager, and Supporting Organizations to provide the resources.

**Contracting Officer's Technical Representative (COTR)** A COTR is a qualified Government employee appointed by the Contracting officer to act as their technical representative in managing the technical aspects of a particular contract. The Technical organization is responsible for ensuring that the individual they recommend to the Contracting Officer possesses training, qualifications, and experience commensurate with the duties and responsibilities to be delegated and the nature of the contract.

**Guaranteed Work** Guaranteed work corresponds to work or effort that has been either offered to Flight Projects Directorate (e.g., from the ISS Program Office) or delegated to Flight Projects from the Center or the agency. If it is offered work, then the Directorate can decide to accept or reject the work and, if necessary, identify to Center management potential impacts to its existing commitments and/or alternate suggestions for accomplishing the work. If it is delegated work, then the Directorate shall identify, if necessary, to Center management potential impacts to its existing commitments and/or alternate suggestions for accomplishing the work.

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## 4.0 INSTRUCTIONS

### 4.1 General Information

All FPD employees and supporting in-scope contractors utilize the process described in Paragraph 4.2 and graphically depicted in Figure 1.

Detailed implementation of Flight Projects Directorate processes is controlled by project plans, directives, or customer agreements (e.g., ISS Internal Task Agreement, Contract, etc.) that apply to the organizational element.

#### 4.1.1 CWC Development

When performance of tasks from MSFC organizations, including FPD, is needed, CWC's are developed between the Flight Projects Directorate and the performing organizations for products and services required. The CWC's are developed in accordance with MPG 1230.1, "Center Resources Planning Process". This document covers the CWC process in detail.

#### 4.1.2 Performance Metrics

The Directorate will continually monitor its performance to determine and evaluate overall health of the Directorate through the use of the metrics defined in Appendix A. This is in addition to specific program and project metrics that are reported and tracked at the Directorate monthly and ISS quarterly meetings. FD10 will maintain these databases.

#### 4.1.3 Weekly Note Process

The Deputy Administrator for Space Flight and the Center Director have asked FPD to supply weekly notes for the Nodes Project, Regenerative Environmental Control and Life Support Systems, Chandra, and Payload Operations and Integration. Therefore, each appropriate group or office must provide a note to the Directorate front office providing the latest information regarding the status of the project in the format defined in Appendix B. Suggested content can also be found in Appendix B, with the understanding that even if there is no significant change or progress related to one of the above efforts in the last week, a weekly note is suggested.

In addition to the specifically solicited weekly notes mentioned above, the Center requests bi-weekly notes on worthy topics. Therefore, the Directorate has defined a process of producing bi-weekly notes as defined by Appendix B.

### 4.2 Procedure

All Flight Projects Directorate activities shall be conducted in accordance with the MSFC Management Manual, MSFC Policy Guidelines and MSFC Work Instructions as defined by the MSFC Management Directives Master List accessible at the following Web address:

<http://msfcmr03.msfc.nasa.gov/directives/directives.htm>

In addition, the Flight Projects Directorate has established an ISO home page that contains Organizational Instructions at the Web address <http://fpinternal.msfc.nasa.gov/>

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The general top-level procedure for conducting business in the Flight Projects Directorate can be seen in Figure 1. The process begins with a review and documentation of customer requirements and an estimate of the associated resources to accomplish the requirements. **All new work requests will be subjected to the FPD evaluation and approval process defined in Appendix C. Following the Directorate review,** The MSFC Program Management Council (PMC) evaluates the proposed work package and approves/disapproves as appropriate. If the PMC does not approve, the process is stopped and the customer is notified. If the work is approved, customer agreements are established which include top-level requirements, task agreements, or specifications. If the new work is considered a project, a Project Plan is developed in accordance with NPG 7120.5, "NASA Program and Project Management Processes and Requirements" and formal budget and workforce requirements defined per Figure 2. If the new work is a task, the procedures of FPD-OI-FD01.3 are followed. In either case, the Project Plan or task agreement is executed. The budget execution process is shown in Figure 3. If there are any changes in customer requirements or reprogramming, the process is repeated.

#### **4.3 Safety Meetings**

Safety meetings will be in compliance with MPG 8715.1, Marshall Safety, Health, and Environmental (SHE) Program, Section 3.1.10.1. Monthly safety meetings are required of all groups and offices. They may be a part of regular office staff meetings and are expected to represent 15-20 minutes on the agenda. Records of these meetings will be entered in the Supervisor Safety Web Page by the group or office lead or her/his designee. Quarterly safety meetings will be held at the Directorate level to cover mandatory topics **and will be recorded on the supervisor safety web page by the Director or his /her designee as that monthly safety meeting.**

#### **4.4 Safety Visits**

**Monthly safety visits are required of all offices. Records of these visits will be entered in the Supervisor Safety Web Page.**

#### **4.5 Rotational Assignments at Other Centers**

**The process for rotation of FPD employees to other centers is defined in Appendix D.**

#### **4.6 Rotational Assignments Within FPD**

**The process for rotation of FPD employees within the Directorate is defined in Appendix E.**

### **5.0 NOTES**

Implementation of the elements included in Sections 4.0 and 8.0 is delegated to the Organizational/Project Manager. Implementation responsibilities include identification, maintenance, and storage of records; control of records; establishment and control of design reviews; definition of configuration management procedures and processes; and other elements as appropriate. The Project Manager is responsible for defining and establishing the requirements for certification and qualification of flight hardware.

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## 6.0 SAFETY PRECAUTIONS AND WARNING NOTES

None

## 7.0 APPENDICES, DATA, REPORTS, AND FORMS

Appendix A	FD Directorate Metrics
Appendix B	Bi-weekly Notes Guidelines
Appendix C	New Work Evaluation Process
Appendix D	Rotational Assignment at other NASA Centers
Appendix E	Rotational Assignments within FPD
Appendix F	Process for Receiving Existing Work From Outside the Directorate

## 8.0 RECORDS

All records will be maintained in accordance with NPG 1441.1, NASA Records Retention Schedules. Records Plans (MSFC form 2441) are maintained by the Directorate ESA/MSA per MPG 1440.2, MSFC Records Management Program. The Records Plans will identify all records by title, description, filing arrangement, disposition instructions, and disposition authority, for which the organization is responsible.

## 9.0 TOOLS, EQUIPMENT, AND MATERIALS

None

## 10.0 PERSONNEL QUALIFICATION, TRAINING, AND CERTIFICATION

All employees are considered fully qualified to perform their assigned functions and no specific additional training for job performance or skills certification has been identified as required for any personnel within the FPD with the following exceptions:

- (1) Some employees serve as COTR's and are required to complete COTR training before performing this role.
- (2) Some employees, usually at least one in each office at the lowest organizational level, must be trained in the use of small purchase credit cards.
- (3) Some serve in payload operations console positions requiring payload cadre certification.
- (4) FPD is in the process of mandating certification for Systems Engineers. While in this transitory, phase-in time, no certification is required until October of 2006. See Section 10.1 for further details.

An employee shall be considered qualified to fill his/her initial position when the individual is hired and successfully completes the three month probationary period.

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An employee's qualifications to fulfill increased responsibilities within the same organization shall be determined by the individual's supervisor based upon the employee's past performance and the supervisor's judgment of the employee's capabilities.

When an employee is reassigned, transferred, or promoted to another position, the job description for that position shall establish the employee's qualifications for that position.

### **10.1 Systems Engineering Certification**

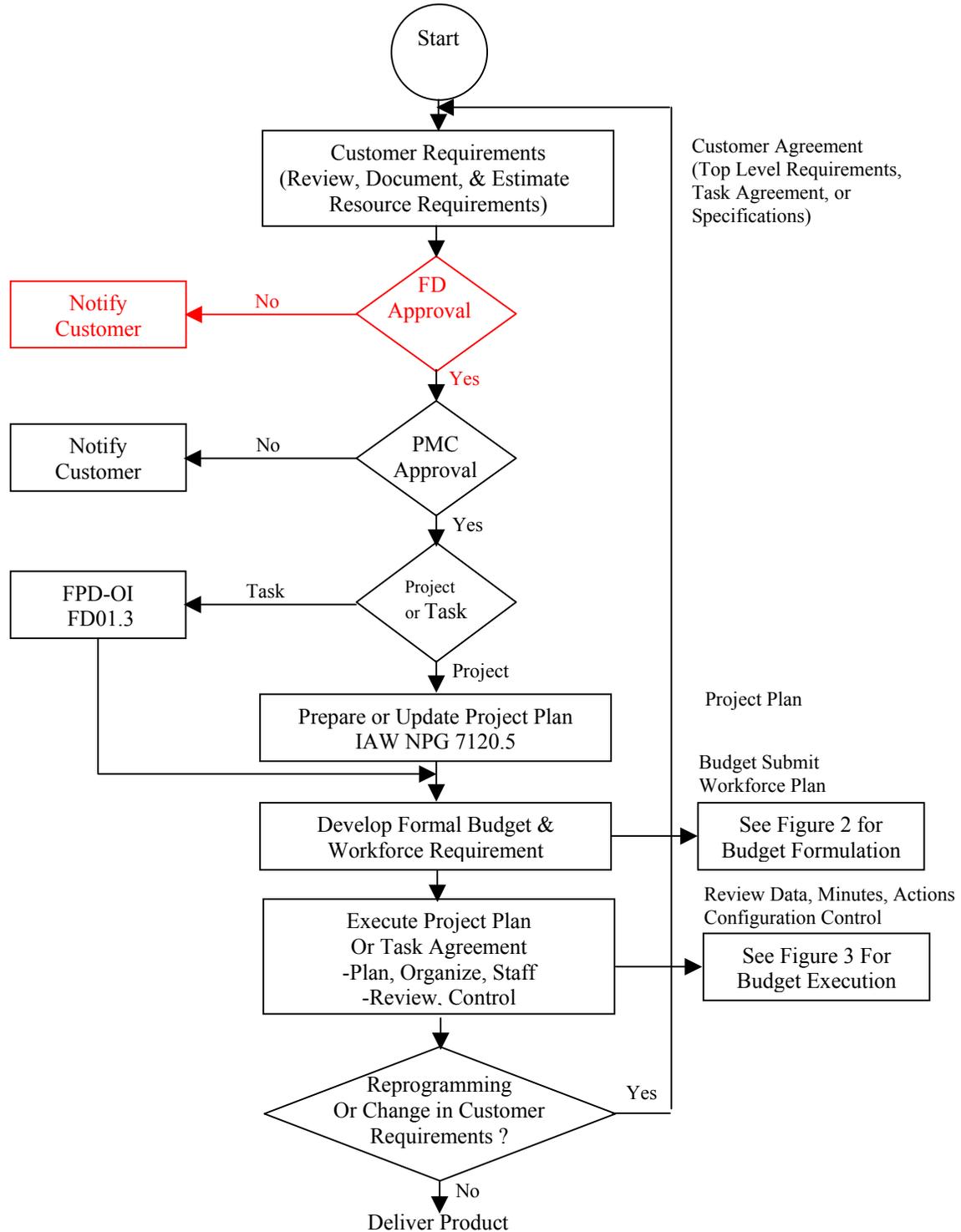
The FPD has established a process of formal certification for Systems Engineers documented at <http://fpinternal.msfc.nasa.gov/sedp.html> and governed and controlled by this document. This certification is mandatory after a phase-in period, which is defined as a three-year period starting in October 2003. Individuals within the FPD whose job title/description are required to participate and are given until October of 2006 to obtain certification for the level of the job that they now hold or are planning to hold. Individuals who do not obtain certification for their current position within this time may lose their position title, although they may continue to function in the position at the discretion of their management.

This process will govern certification until the Center develops a Center level certification process. At that time, this FPD process will be superseded by the Center level process and deactivated. However, Systems Engineering certification by FPD will be honored at the center level and by the Center level process.

### 11.0 FLOW DIAGRAM

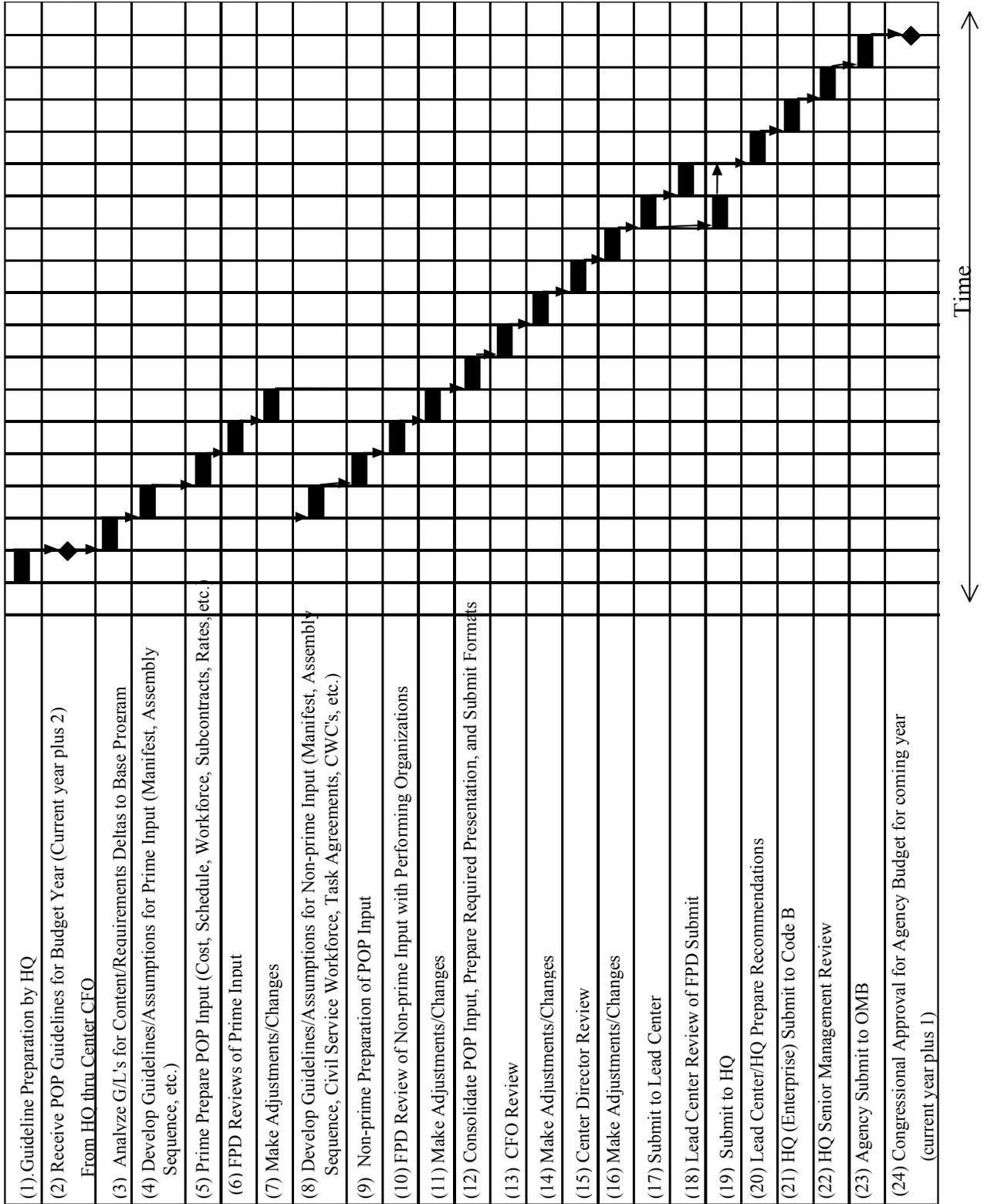
The following diagram graphically depicts the process for conducting business within the Flight Projects Directorate, and applies to all organizational elements within the Office.

**FIGURE 1: Flight Projects Directorate Management Process**



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**FIGURE 2: Budget Formulation Process**



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## Appendix A FD Directorate Metrics

### 1.0 Customer Satisfaction

Frequency: Every six (6) months.

Description: This metric will consist of a numerical rating (5 – outstanding, 4 – Very Good, 3 – Good, 2 – Fair, 1 – Poor) from the key Customers of FD. These are listed below for the given elements:

FD02: Advanced Concepts:	Management Directive (HQ)
FD03: Chandra:	Astronomy & Physics (HQ)
FD21: ECLSS:	OB (JSC)
FD22: Nodes:	OB (JSC)
FD24: MPLM:	OB (JSC)
FD30: PO&I:	Space Station Program Office/OZ (JSC)
FD26 BRP:	SSBRP Project Manager (ARC)
ExPRESS Systems:	Space Station Program Office/OZ (JSC)
FD36: Microgravity:	Microgravity Science/Applications (MSFC )
FD40: HOSC:	OB (JSC) – Program Shuttle Integration (MSFC) Payload Operations/Integration (MSFC)
FD04 OSP:	Second Generation RLV (MSFC)
NGLT:	Space Transportation (MSFC)
X-37:	Second Generation RLV (MSFC)
GP-B:	GP-B Program Office (MSFC)

The request is defined in **Figure 4.**

Use of Feedback: For each project, a rating of 4.0 or greater would be considered a healthy indicator; success is worthy of celebration. A rating between 3.0 and 4.0 would be considered yellow, and would normally suggest corrective action to improve performance. The Director would normally meet with the Project Lead to discuss an appropriate response. A rating below 3.0 results in a red rating. The Director would meet with the Project Lead to discuss the appropriate responses.

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### Figure 4: Customer Satisfaction Form

<p><b><u>Background:</u></b> This is intended as a metric, which allows us to periodically assess our performance for the functions and tasks over which we have control, and will be used to make changes where necessary to improve our rating. While it is suggested that you provide comments concerning any Categories listed below that need or could use improvement, <u>written comments are not required</u>. Positive comments are also not required, but always welcome. We ask that you be as honest as possible in order for us to derive the most benefit from this important metric. Thank you for your response.</p>
<p><b><u>Instructions:</u></b> It is requested that you rate the quality of the service provided by project _____ in the Flight Projects Directorate over the past 3 months. This single numerical rating (5 - Outstanding, 4 – Very Good, 3 – Good, 2 – Fair, 1 – Poor) includes all of the following categories: Cost Performance, Schedule Performance, Quality of the Product or Service, Responsiveness, and General Communication relating to support to you and your employees. Decimal ratings (i.e., 4.3, 3.5) are welcome.</p>
<p><b><u>Rating:</u></b> _____</p>
<p><b><u>Comments (Optional):</u></b></p> <p>Cost Performance:</p>  <p>Schedule Performance:</p>  <p>Quality of Product or Service:</p>  <p>Responsiveness:</p>  <p>General Communication:</p>  <p style="text-align: center;"><b>CHECK THE MASTER LIST VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE</b></p>

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## **2. Directorate Commitments Versus Workforce**

Frequency: Every six (6) months

Description: This metric will show:

- a. The FD manpower allocation Civil Service for the current fiscal year and any approved changes to the allocation.
- b. The last planned total Civil Service Workforce commitment for the current year determined in the previous year (this does not include overhead or indirect).
- c. The past year's overhead and indirect FTE and the current numbers.
- d. The current and next two year projections of expected Civil Service Workforce commitment.
- e. Any changes due to new Civil Service Workforce commitments that FD has made in the existing year.
- f. The current headcount, and the headcount at the beginning and ending of the last fiscal year.
- g. The number of employees leaving the Directorate (retiring, detail, transfer, etc) for the current year and the last year.
- h. The number of employees arriving into the Directorate this year and the previous year.

Use of Feedback: For the Directorate, understrength or overstrength more than 5% from the Directorate commitments is an unhealthy sign and needs correction. A value between 5% and 10% would be considered yellow, with a value above 10% considered red. The actions to be taken are a function of the specific conditions related to the condition and differ depending upon an understrength or overstrength. Also, FD personnel net losses greater than 5% (yellow) or 10% (red) in one year coupled with an understrength condition are unhealthy indicators. Similarly, net gains greater than 5% (yellow) or 10% (red) in one year coupled with an overstrength condition is unhealthy.

## **3. Employee Satisfaction**

Frequency: Every six months, synchronized with the above two metrics

Description: This numerical rating (5 – Very Satisfied, 4 – Reasonably Satisfied, 3 – Neutral, 2 – Somewhat Unsatisfied, 1 – Not Satisfied At All) will be solicited from the existing CS employees as an indication of job satisfaction, including:

- a. The quality and amount of work,
- b. The perception of the future,
- c. The stress level,
- d. The management leadership and support,
- e. The level of management communication up and down, and  
Other factors that result in employee satisfaction.

The opportunity will exist for the employee to indicate what Category or Categories need or could use improvement, although written comments are not required. Positive comments are also not required, but always welcome.

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Use of Feedback: For the Directorate, a rating of 4.0 or greater would be considered a healthy indicator, with some positive form of feedback passed onto the personnel. A rating between 3.0 and 4.0 would be considered yellow, and would normally suggest corrective action to improve performance. Since there would normally be a lot of feedback along with the rating because of sample size, it is expected that there would be significant additional comment information provided with which to review. A review of this data would be part of the response.

A rating below 3.0 would result in a red rating. In this case, the Director would convene the Directorate Senior Management to determine the best corrective actions for the response.

Finally, one additional parameter to be considered is response percentage. This will also factor into the Director's possible responses. A survey response of greater than roughly 35% is considered healthy. Anything above 50% is outstanding participation.

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## **Appendix B**

### **Bi-Weekly Note Guidelines/Procedures**

**Purpose:** To inform Department/Office, Directorate, and Center management of an activity or change in status of work or effort performed by the Directorate and its impact on the project or future effort within the Directorate. Management may elect to pass any and/or all bi-weekly notes forward to the Center in fulfilling its obligation to keep Center management informed depending on the information content of the note.

**NOTE:** Bi-weekly notes should not be the sole means of communication upward and should not take the place of direct verbal communication where necessary or required.

**Audience:** The primary audience for the bi-weekly note is the Directorate management. The bi-weekly notes are also written for the Department/Office management, who need to know more detail than Directorate management. Therefore, Department/Office managers may choose not to forward all of the bi-weekly notes to the Directorate management.

However, since any note can be passed forward to the Center for Center management review, bi-weekly note authors should write the note in such a way as to set the big picture first. Then the author should provide further explanation in a detail that someone not familiar with the project can easily understand how the note fits within the project scheme. If the information is very technical, a summary should be provided in an opening paragraph or in the top portion of the note with the technical details or other salient features provided in a second paragraph or the bottom of the note. If the note is forwarded, there is a greater potential for the technical content or details to be filtered at the Directorate level prior to passing forward.

**Format:** Each note should have a title, with the name of the project or the effort in the title, and all in CAPS. The author and mail code should be listed next to the title. Complete sentences in the third person should be used. Acronyms should be spelled out the first time, unless they are common to personnel center-wide (ex: MSFC, IFMP, FTE). Since some judgment is involved in acronym determination, supervisors have the prerogative to adjust accordingly at all levels. However, lesser-known acronyms must be spelled out the first time. To save the Directorate MSA or ESA time in reformatting should the note go forward, the suggested font is Times New Roman – 12, with no tabs, dashes, bullets, graphs, bold, italics, or color within the notes.

**Content:** Because there are a wide variety of topics that can be addressed by a bi-weekly note, it is difficult to define what constitutes information worthy of providing on a note. A few thoughts below are generally worthy of a weekly note.

- Major milestone met
- Major test or review completed
- New problem or anomaly (not every Problem Report from a test, only significant problems)
- Agreements reached with persons or teams outside the Center
- Public Relations event

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- Meetings, events, or decisions that may lead to changes to the project or Directorate commitments
- Items related to the agency and center hot topics at the time (ex: IT security, Education Initiative, ISO, IFMP, etc)
- Effort involving foreign travel
- Any inter-agency meeting attended

Requirement – Each office/department is required to submit bi-weekly notes. If there are no items of significance that require reporting, a negative reply in writing is required. Bi-weekly notes are due to the Directorate office by noon on Thursday, every other week. Due dates to the individual Departments/Offices will vary based upon their internal needs.

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## **Appendix C**

### **Process for Evaluating and Approving New Business/Scope**

All new business and new work activity either above 2 FTE per year or exceeding \$3 Million per year, (even if the “new work” is to develop a proposal for new business) shall be reviewed by the Directorate Senior Management to determine if it is worth the Directorate’s commitment to pursue. Senior Management consists of all of the Directorate Head’s Direct Reports. For new scope to an existing effort, the specific organization should be given more cost flexibility to negotiate. The threshold for this scenario is 2 FTE or \$10 Million/year. This Directorate review is executed by having the group responsible for proposing the new business effort or new scope (either FD02, the New Business Development Team, or the Directorate Departments of Offices) present to the Directorate Senior Management the proposed effort.

**Non-Guaranteed Work:** For work that someone in the Directorate would like to compete or develop an unsolicited proposal, two approval points in the process of developing and securing the work are required. For the first approval point, the Directorate Senior Management shall be briefed on the new business or new work from a top level perspective and they shall review the effort required for the proposal development. In this case, the new business or work itself might not be fully defined or scoped at the time that FPD proposers decide to propose the solicitation. For this activity, the briefing might include:

- a. A top-level explanation of the new business or work
- b. The overall gameplan (manpower and schedule) to arrive at a firm proposal
- c. An estimated FPD, Center Civil Service, and contractor profile to develop the proposal, including skills required
- d. Current Directorate manpower usage and skill availability to support the proposal effort (provided by Resources Office if appropriate)
- e. A cost estimate to develop the proposal
- f. An explanation of how the new business fits into the Directorate mission and goals

Once approved, the FPD proposers shall brief the MSFC PMC to obtain permission to expend Center resources on building the proposal. Once that is done, the FPD proposers will develop the proposal. When the proposal is finished, the FPD proposers will provide a second briefing to the FD Senior Management prior to release of the proposal to the PMC. For this second approval point, the proposal or briefing package should be complete and the work fully defined and bounded. For this effort, suggested content of the presentation to the FPD Senior Management might include:

- g. An estimated FPD and Center Civil Service and support contractor manpower profile to perform the entire task, project, or service, including skills required
- h. A cost estimate for the entire effort
- i. An explanation of how the new business fits into the Directorate mission and goals
- j. Current Directorate manpower usage and skill availability to support the proposed effort (provided by Resources Office as appropriate)

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- k. Current Directorate proposal for new work liens (if everything were to occur favorably for any competitive actions, how much manpower would be needed to support these and the available labor margin)
- l. Center manpower and skills required for the effort, and its availability
- m. Teaming arrangements (other Centers, other agencies, foreign, universities, industry, etc)
- n. Funding source and expected management control authority (project reserves, COTR, contract type and control location, etc)

If the new effort is small, the 2 approval points can be combined into a single meeting as long as the new effort is completely defined and bounded and the Directorate Senior Management is given enough information to fully understand the Directorate commitment.

After both approval points have been passed, the proposing team will present to the PMC according to the PMC rules and charter and then present to the prospective customer. Even if there is only a small increase of 2 FTE's worth of work that is proposed to be added to an existing effort, the Directorate package to the customer will require approval from the Directorate Head through the Senior Management presentation process. Note that time-critical approval from the Director can be given at any time, but the normal expected process is to have the new business presented to Senior Management.

**Guaranteed New Work:** For those new work or new activity items that are either responses to solicited requests for Guaranteed Work, suggested content of the presentation to the FD Senior Management might include:

- o. An estimated FD and Center Civil Service and support contractor manpower profile to perform the entire task, project, or service, including skills required
- p. A cost estimate for the entire effort
- q. An explanation of how the new business fits into the Directorate mission and goals
- r. Current Directorate manpower usage and skill availability to support the proposed effort (provided by Resources Office as appropriate)
- s. Current Directorate proposal for new work liens (if everything were to occur favorably for any competitive actions, how much manpower would be needed to support these and the available labor margin)
- t. Center manpower and skills required for the effort, and its availability
- u. Teaming arrangements (other Centers, other agencies, foreign, universities, industry, etc)
- v. Funding source and expected management control authority (project reserves, COTR, contract type and control location, etc)

After Directorate approval, the appropriate proposing team will present to the PMC according to the PMC rules and charter and then present to the prospective customer. Even if there is only a small increase of 2 FTE's worth of work that is proposed to be added to an existing effort, the Directorate package to the customer will require approval

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from the Directorate Head through the Senior Management presentation process. Note that time-critical approval from the Director can be given at any time, but the normal expected process is to have the new business presented to Senior Management.

**Receipt of existing work at the Center as new work to FD.** If the new work to be received is work or effort that has already begun at the Center, then the Directorate will need to evaluate the status of the new work to ensure that a complete understanding of the state of the Project or effort is obtained. This review may result in the Directorate refusing the work if it is revealed that the state of the effort is deficient in some way. The specific details of the review are defined in Appendix F.

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## **Appendix D**

### Rotational Assignment at Headquarters/Other NASA Centers

#### **Objective:**

1. Provide MSFC and Flight Project liaison and advocacy for agency level activity at HQ
2. Provide Flight Projects liaison and advocacy to major NASA programs at other NASA Centers
3. Provide rounded experience to interested individuals.

#### **Process:**

1. FD01 and Direct Reports work to encourage volunteer candidates. Recognize the present NASA desire to rotate personnel to HQ if they have SES aspirations.
2. Annually solicit in October volunteers for rotation. Solicit as bulletin board announcement and FD web page. Nominal rotation period is from the next summer to the following summer.
3. FD01 annually negotiates available volunteer openings with prospective receiving organizations at HQ and other program Centers. Annually update prospective list of interested receiving organizations.
4. Direct Reports screen and rank candidate volunteers for each position. Recommend/ensure match with receiving organization.
5. FD01, with volunteer, negotiate with receiving organization a plan for the volunteer to start and finish rotation.
6. Award/bonus allocation for the volunteer while on rotation will be discussed informally between home and receiving organization prior to rotation.
7. FD01 will ensure the usefulness of rotation by teleconferencing with the volunteer during monthly staff meetings and discussing assignment with receiving organization if the volunteer is not being fully engaged.
8. For one-year detail assignments to HQ, HQ pays per diem and travel; at all other centers, the home organization pays.
9. The volunteer is expected to communicate with the FD supervisor on at least a monthly basis to review and exchange information.
10. FD01, Direct Reports, and appropriate Group Leads develop specific assignment for the volunteer back into FD.
11. Volunteer completes assignment and returns to FD assignment.

#### **Output:**

1. Individual will produce written output after completion of assignment and experience.
2. Individual will also present to staff meeting on experience gained.

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## Appendix E Rotational Assignments within FD

### Objective:

1. Provide training and expanded experience base opportunities to interested individuals within FD.
2. Increase pollination of ideas and experience across FD.
3. Increase exposure to other activities within FD.

### Process:

1. Bi-annually solicit (as CAITS) every March and October from the Departments and Offices up to six rotational assignment positions within the Directorate, to include a listing of duration and prospective duties of assignments. **NOTE:** If there is not sufficient response, the Director has the option of allocating slots for rotations.
2. Bi-annually solicit (via Web Page) every March and October individuals that are interested in internal FD rotations for up to one year, based upon listing of positions and corresponding duties. Interested parties should list primary and secondary choices.
  - a. **NOTE:** Mentors and supervisors should encourage review of Individual Development Plans and development of rotational assignments as a means of learning new information and ideas and expanding experience base.
  - b. **NOTE:** The nominal rotational plan would be for the volunteer to rotate and then return to existing organization (group or office).
3. FD01 and Direct Reports screen and rank candidate volunteers for each position and ensure a match with receiving organization. FD01 makes final selections and notifies candidates and receiving organizations.
4. Receiving organization will negotiate with volunteer's home organization a plan for the volunteer to start and finish rotation. General guideline to allow some orderly and simplistic cycling frequency and effort will be to rotate on July and January boundaries.
5. Award/bonus allocation for the volunteer while on rotation will be discussed informally between home and receiving organization prior to rotation.
6. Receiving organization, while volunteer is performing in the receiving organization, will pay travel.
7. Home organization, while volunteer is performing in the receiving organization, will pay any training.
8. The volunteer is expected to communicate with the FPD home organization supervisor on at least a monthly basis to review and exchange information.
9. Prior to completion of rotational assignment, the Department head or Office chief, in conjunction with Group Lead, will work with the volunteer to identify the assignment to which the volunteer will return.
10. Volunteer completes rotational assignment and returns to home organization.

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**Output:**

1. Individual will produce written output after completion about the rotation.
2. Individual will also present to staff meeting on experience gained.

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## Appendix F Process For Receiving Existing Work From Outside The Directorate

### 1.0 Purpose

The purpose of this procedure is to document the process used by the Flight Projects Directorate (FPD) for receiving and assessing new existing work and projects from outside the directorate.

### 2.0 Scope and Applicability

#### 2.1 Scope

This is the process used by FPD to accept and assess new existing work and projects brought into FPD from outside the directorate. This category of new work includes services/projects that are in any phase from implementation to flight operations.

#### 2.2 Applicability

This instruction applies to FPD

### 3.0 Definitions

Existing Work – Existing work in this context includes existing programs/projects/ services/products that are delegated to FPD from any outside source for FPD to complete the work execution.

### 4.0 References

NPG 7120.5, “Program and Project Management Processes and Requirements”

### 5.0 Procedures

All existing work being delegated to FPD shall be reviewed by the Directorate leadership to assess the development level of the product and the remaining work to be accomplished. The Directorate leadership consists of all the Directorate Head’s Direct Reports. A spokesperson for the proposed transferred task(s) shall prepare a report to FPD delineating the status of the proposed transferred work including:

#### 1.0 Purpose/product of transferred task

- a. Classification of transferred task – program office, project office, task/ service execution, or flight operations.

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## 2.0 Schedules

- a. Overall schedule
- b. Critical Path Schedule
- c. Monthly schedule

## 3.0 Requirements/Specifications

- a. Technical
- b. Performance
- c. Success criteria

## 4.0 Documentation

- a. Program/Project Plans
- b. Configurations Management Plan
- c. Safety Plan
- d. Risk Management Plan
- e. Quality Plan
- f. Drawings/Analyses
- g. Project Stoplight Status and Checklist
- h. Program/Project Operating Plan
- i. Program Commitment Agreement (with Cost Commitment)

## 5.0 Models

- a. Math Models
- b. Structural Models
- c. Thermal Models

## 6.0 Work Breakdown Structure (WBS)

## 7.0 Risk Assessment

## 8.0 Resources

- a. Manpower/Skills
  1. Staffing retention
- b. Cost Data
  1. POP history
  2. Budget/budget threats
  3. 533 monthly financial reports
  4. Cost to completion estimation
  5. Available reserves
  6. Earned Value Management System (EVMS) performance
- c. Contract Status
  1. Contract files
  2. Contract change history
  3. Performance Evaluation Board (PEB) history

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9.0 Facilities Required

10.0 Review History (i.e. IAR, SRR, PDR, CDR, etc)

11.0 Hardware Verification/Validation Status

12.0 Team Arrangements

13.0 Sustaining Engineering Concept

14.0 Operational Concept

15.0 Science Data Process Planning

16.0 Flight and Ground Software

- a. Verification/validation status
- b. Maintenance concept

17.0 Safety

- a. Flight and ground safety reports
- b. Hazard reports
- c. Phased safety review status

The results of the meeting and actions will be documented in minutes of the meeting.

6.0 Quality Records

The Quality Records will consist of hard copy minutes of the meeting and will be retained in the Directorate files for a period of three years after the completion of the project.