



George C. Marshall Space Flight Center
Marshall Space Flight Center, Alabama 35812

FPD-OI-FD02.1
October 7, 2002

ORGANIZATIONAL INSTRUCTION

Flight Projects Directorate Advanced Projects Office FD02

Management Process

Revision D

APPROVAL

<u>NAME</u>	<u>TITLE</u>	<u>ORG</u>	<u>DATE</u>
<u>Original Signed by</u>	Manager, Advanced Projects Office	FD02	October 7, 2002

Joe T. Howell

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DOCUMENT HISTORY LOG

Status (Baseline/ Revision/ Canceled)	Document Revision	Effective Date	Description
Baseline		10/7/99	Baseline version
Revision	Rev A	7/21/00	Updated Applicable Documents list. Reformatted document to reflect standardized Flight Projects Directorate OI format. Added Acronyms list. Redrew Flow Diagram for clarity. Reworded several sections to improve readability. Included requirement for monthly safety meetings. Added Quality Records Table, and Appendices with Safety Meeting Form and Quality Record Log form.
Revision	Rev B	4/5/01	Updated Applicable Documents section, changed text to reflect changes from MWI 5113.1A to MWI 5113.1B, and further defined Quality Record Retention and Disposition.
Revision	Rev C	8/23/01	Updated Section 4.3 to include the web address for the Supervisors Safety Web Page, updated the web address in Note 1 of Section 5.0, and updated the Quality Records table to reflect changes from MWI 5113.1B to MWI 5113.1C.
Revision	Rev D	10/7/02	Updated Section 4 to include Section 4.4 on Customer Satisfaction and Section 4.5 on Continual Improvement. Also updated Section 2.0 Applicable Documents and Section 8.0 Quality Records to include the References and Quality Records associated with Customer Satisfaction and Continual Improvement. Updated Section 8.0 Quality Records to include the original of the OI, the annual OI review sheets, and to reflect the changes from MWI 5113.1C to MWI 5113.1D.

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1.0 GENERAL INFORMATION

1.1 Scope

This Organizational Instruction (OI) covers the general approach and functions that members of the Advanced Projects Office of the Flight Projects Directorate apply in planning, obtaining, and managing new and existing activities.

1.2 Purpose

This Organizational Instruction documents the process by which the Advanced Projects Office (FD02) of the Flight Projects Directorate (FPD) accomplishes official business functions and responsibilities.

1.3 Applicability

This instruction applies to all activities within the Advanced Projects Office, including interfaces with other organizations within the Marshall Space Flight Center, NASA Headquarters, other NASA centers, industry, academia, other government agencies, and international organizations. The Advanced Projects Office mission is to identify, advocate, nurture, and develop early feasibility system concepts relevant to future space activities and their supporting projects. This mission is envisioned to be a broad cross-cutting process with the ultimate objective to promote and develop future space infrastructures.

2.0 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.

FD01 Office Memo	Flight Projects Directorate Safety Meetings memo dated March 17, 2000
FPD-OI-FD01.1	Management Process
FPD-OI-FD01.2	Authorization and Control of OIs
FPD-OI-FD01.3	Technical Task Agreement Process
FPD-OI-FD01.4	Management of Information Technology Systems and Services
MPD 1280.1	MSFC Management Manual
MPG 1000.1	Center Strategic Planning Process
MPG 1100.1	Flight Projects Directorate Charter (available at http://hrd.msfc.nasa.gov/charts/fd01.html)
MPG 1130.1	MSFC Implementation Planning Process
MPG 1130.2	MSFC Annual Report Process

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MPG 1230.1	Center Resources Management Process
MPG 1280.8	Customer Satisfaction
MPG 1280.9	Continual Improvement
MPG 1410.2	Marshall Management Directives System
MPG 1440.2	MSFC Records Management Program
MPG 7120.1	Program/Project Planning
MPG 8715.1	Marshall Safety, Health, and Environmental (SHE) Program
MWI 1280.2	MSFC Customer Feedback System
MWI 5100.1B	Procurement Initiators Guide
MWI 5113.1D	Credit Card Operating Procedures
NPG 7120.5	Program and Project Management Processes and Requirements

3.0 ACRONYMS and DEFINITIONS

3.1 Acronyms

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

3.2 Definitions

Contracting Officer's Technical Representative 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.

Collaborative Work Commitment A Collaborative Work Commitment is a document that defines the tasks and resources required to accomplish in-house work for the next fiscal year and represents proof of commitment by the Project Manager, Task Manager, and Supporting Organizations to provide the resources.

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Continual Improvement Recurring activity to increase the ability to fulfill requirements or to increase the effectiveness of the management system and its processes.

Customer Any recipient of an MSFC-supplied product or service. Customers include: Public/Taxpayers, NASA Headquarters, and other NASA centers, other Government agencies, contractors, academia, small business, community, private industry, news media, and internal MSFC Directorates/Offices.

Customer Feedback An MSFC customer's communication (e.g., complaint, observation, or compliment) regarding delivered MSFC products and services, as documented on MSFC Form 4306, "Marshall Space Flight Center Customer Feedback," or another tool that meets the intent of MPG 1280.8, "Customer Satisfaction."

Customer Satisfaction Customer's perception of the degree to which the customer's requirements have been fulfilled.

Knowledge, Skills, Abilities, and Other Characteristics KSAOC's are attributes the employee needs to possess to fulfill the requirements for a given position and are established by the applicable supervisor or manager who has a detailed subject matter knowledge of the duties to be performed.

Metric A standard of measurement.

Objective An aim or goal toward which effort is directed. A strategic position to be attained or a purpose to be achieved by an organization.

Product The result of activities or processes, which is delivered to the customer.

Quality Objective Something sought, or aimed for, related to quality. Quality objectives are generally based on the MSFC quality policy and should be measurable.

Service The results generated by activities at the interface between the supplier and the customer and by supplier internal activities to meet customer needs.

Technical Task Agreement A Technical Task Agreement is a document used by programs to acquire goods and/or services from other organizations and institutions within NASA (i.e., a Customer Agreement).

4.0 INSTRUCTIONS

4.1 General Information

All Advanced Project Office employees shall use the process depicted in the flow chart, Figure 1, and described in 4.2 below. Detailed implementation of the process is controlled by project plans, directives, or customer agreements (Technical Task Agreement, Contract, CWC, etc.) that apply to that organizational element.

When support is requested from or provided to another in-house organization, Collaborative Work Commitments (CWC's) are developed between the Managing Organization and the Performing Organization for the products and services required. CWC's only cover tasks within MSFC, but the

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cooperating organizations may be either internal or external to the Flight Projects Directorate. The CWC's are developed in accordance with MPG 1230.1, "Center Resources Planning Process" which covers the CWC process in detail.

4.2 Procedure

The purpose of the Advanced Projects Office is to visualize, plan, and advance potential projects that may occur several years in the future. The initial idea or opportunity enters the Advanced Planning activity phase that includes assessing customer requirements, acquiring advocacy and sponsorship for resources, and conducting preliminary research and analysis. If the idea is does not merit further consideration based upon those activities, the idea is either dismissed (for possible use later) or is recycled through the Advanced Planning activity phase for reconsideration and enhancement. An idea that is to be further considered may require a proposal, in which case the proposal including a project plan is prepared following MPG 7120.1, if applicable, or instructions provided with the solicitation, and submitted. The proposal may require rework in some cases, or may be rejected by the customer. If the proposal is accepted, or if only a plan is necessary, the updated project plan is developed in concert with the customer. The plan is then executed by organization and staffing, review and control, and product delivery. Project plans are updated as needed during execution. In some cases, follow-on activity is desired; in these cases, the process is repeated as necessary.

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. The safety meetings are required monthly, may be a part of regular office staff meetings, and are expected to represent 15-20 minutes on the agenda. Safety meeting minutes will be maintained (as required by MPG 8715.1, paragraph 3.1.10.1 a. (2)) on the Supervisor Safety Web Page located at http://msfcsma3.msfc.nasa.gov/s&ma_01/index.htm. Safety meeting sign-in sheets will be kept on file as Quality Records by the FD02 MSA. Appendix A to this document is the Safety Meeting form and requires signatures of participants and attendees. Further instruction regarding these safety meetings is in a memorandum from the Flight Projects Directorate Director of March 17, 2000, with a subject of "Flight Projects Directorate Safety Meetings".

4.4 Customer Satisfaction

Customer Satisfaction will be in compliance with MPG 1280.9, Customer Satisfaction. The FD02 Customer Satisfaction Objectives and Metrics will be included in the MSFC Implementation Plan. The FD02 Customer List is maintained by the MSA as a quality record until it is updated or for three years. The Customer List will be checked each January and July to verify its accuracy and will be updated as needed. Customer Satisfaction surveys will sent to some of our customers in January of each year in support of the Flight Projects Directorate Customer Satisfaction process. Additional surveys may be done throughout the year as deemed necessary by the FD02 office. These surveys will generally be done in conjunction with a workshop or major Technical Interchange Meeting. The completed surveys and the analysis of their results will be maintained by the FD02 MSA as quality records for a period of three years from the date it was documented.

4.5 Continual Improvement

Continual Improvement activities will be done in compliance with MPG 1280.9, Continual Improvement. Any Continual Improvement efforts which are not documented under one of the procedures in Appendix A and formally conducted in accordance with the steps in Appendix B of MPG 1280.9 will be documented in a Continual Improvement Summary. Section 3.3 of MPG 1280.9

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specifies the information to be contained in a Continual Improvement Summary. The Summaries will be maintained by the FD02 MSA for a period of three years.

5.0 NOTES

1. All Advanced Project Office 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:

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

In addition, the Flight Projects Directorate has an ISO home page that includes Directorate and lower level Organizational Instructions at:

<http://flightprojects.msfc.nasa.gov/iso9000.html>

2. Implementation of the elements included in Sections 4.0 and 8.0 is the responsibility of the Advanced Projects Office Manager. Implementation responsibilities include identification, maintenance, and storage of quality records; control of quality records; development of advanced project plans; and other elements. The individual Project Manager is responsible for implementation of a specific advanced project plan.

6.0 SAFETY PRECAUTIONS AND WARNING NOTES

None

7.0 APPENDICES, DATA, REPORTS, AND FORMS

Appendix A: FD02 Safety Meeting Form

Appendix B: Sample Quality Records Log

8.0 QUALITY RECORDS

Quality Records are those documents, which are maintained to demonstrate both MSFC conformance to specific requirements and the effective operations of the MSFC system.

Quality Records will include applicable records listed in MPG 1440.2, Appendix A; and, as applicable, Project Plans; Project final deliverables; Contracting Officer Technical Representative (COTR) certification; and Credit Card Holder and Approving Official certification.

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Logging and Filing of Quality Records will enable easy access and will assure clear identification, and will be in accordance with the requirements of MPG 1440.2, MSFC Records Management Program. A copy of a sample Quality Records Log form is contained in Appendix B.

Credit card holders must maintain a cardholder files in accordance with Paragraphs 6.9, 6.10.4, and 6.13 of MWI 5113.1. The cardholder file is a Quality Record and must be maintained for three years following payment of the monthly statement. The contents of the cardholder file are given in the table below.

The table below identifies specific Quality Records for the Advanced Project Office. The Quality Records will be reviewed twice a year (in January and July) and old files will be removed and disposed of as defined in the Quality Record Table.

Record Title	Description of Record	Authority	Retention	Notes
Special Training	Memorandum for record with COTR, Credit Card Holder, and Credit Card Approving Official Training listing employee and training dates.	COTR Training Requirement: MWI 5100.1, paragraph 3.3.2.1 Credit Card Holder and Approving Official Training: MWI 5113.1, paragraph 6.2.2	Latest version in file. Updated as personnel changes or twice a year (January and July). Recycle or throw away old versions	Memorandum is kept and maintained by the FD02 MSA Official COTR, Credit Card Holder and Approving Official Training Records are kept by PS01, Procurement Office.
Safety Meeting File	Contains completed forms (Appendix A of this document) that documents Safety Meetings. It includes the topic, safety-related meeting minutes, and signatures of participants.	MPG 8715.1, Section 3.1.10.1. (requirement for safety meetings, and retention of records with attendees and meeting content)	At least two years. Files will be checked twice a year (January and July) and old records will be recycled.	File is kept and maintained by the FD02 MSA
Customer Satisfaction File	Contains the list of FD02 Customers, the completed Customer Satisfaction surveys, and any associated analysis of the survey results.	MPG 1280.8, Section 3.	Latest version of the Customer List in the file. Checked each January and July and old records will be recycled. Customer Satisfaction Surveys, and the associated analysis will be kept for three years and old records may be recycled.	File is kept and maintained by the FD02 MSA
Continual Improvement File	Contains Continual Summary Information.	MPG 1280.9, Section 3.3.	Kept for 3 years and then recycled.	File is kept and maintained by the FD02 MSA

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Record Title	Description of Record	Authority	Retention	Notes
Cardholder File	The cardholder file consists of the following documentation: Name of users/requestors of items purchased, original MSFC Form 4235, documentation required by Sections 6.6.1, 6.6.2, 6.6.3, 6.6.4, and 6.8 of MWI 5113.1D, quotes or correspondence relative to the transaction, copies of the approved monthly bank statements, original vendor receipts/invoices (if a receipt is not received, the cardholder shall document the file that a receipt was requested but not provided (see paragraph 6.7.5.1) of MWI 5113.1), and copies of disputes information.	MWI 5113.1, Section 6.12 identifies the required Cardholder File contents and Section 9 defines the Quality Records.	The cardholder file shall be retained by the card holder for 3 years following payment of the monthly statement, at which time the files may be destroyed. Files will be maintained at the cardholders discretion but removal of old records will be done at least once a year.	File is kept and maintained by the individual credit card holder(s).
FD02 OI	The original signed copy of the Organizational Issuance (OI)	Document Issuance Portion of Section 4.1 of FPD-OI-FD01.2	Until updated. Old versions may be recycled or retained for historical purposes.	File is kept and maintained by the FD02 MSA
ISO Document Review Sheets	A typed or handwritten record of the results of the annual review of the FD02 OI(s). The sheet includes both a checklist of areas to verify are still accurate and an area to add comments of corrections/updates needed within the OI.	Document Issuance Portion of Section 4.1 of FPD-OI-FD01.2	One year and then recycle.	File is kept and maintained by the FD02 MSA

9.0 TOOLS, EQUIPMENT, AND MATERIALS

None

10.0 PERSONNEL QUALIFICATION, TRAINING, AND CERTIFICATION

Employees are considered fully qualified to perform their assigned functions based upon the hiring criteria of educational background and experience. All employees who serve as COTR's are required to complete the COTR training course to become certified. At least one employee from the office is required to be trained and certified in small purchase credit card usage and his/her supervisor must be trained and certified as the Approving Official.

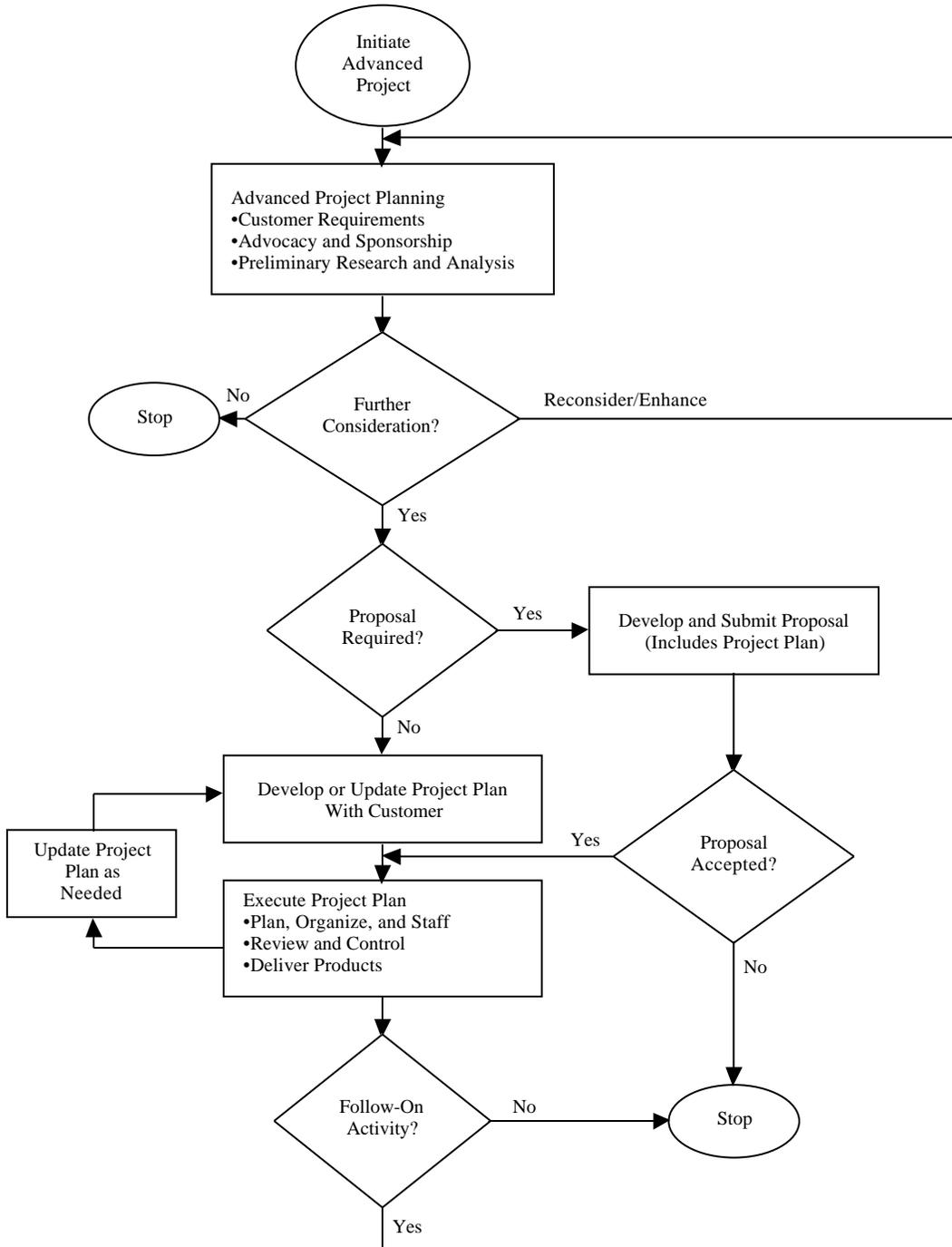
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An employee shall be considered qualified to fill his/her initial position when the individual is hired and successfully completes the three month probationary period. An employee's qualifications to fulfill increased responsibilities within the same 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 competitively promoted to another position, the KSAOC job description for that position shall establish the employee's qualifications for that position.

11.0 FLOW DIAGRAM

The following diagram depicts the process for conducting business within the Advanced Projects Office as outlined in Section 4.2.

FIGURE 1: Advanced Projects Office Management Process



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APPENDIX B

SAMPLE QUALITY RECORD LOG

Quality Record Title	Date	Document Type	Disposition Date	Disposition Method	Notes

Note: This is just an example; the actual log pages have the same format but are printed landscape to allow wider columns.