

**MPD 1000.1
REVISION D**

**EFFECTIVE DATE: November 30, 2017
EXPIRATION DATE: November 30, 2022**

MARSHALL POLICY DIRECTIVE

DA01

MSFC GOVERNANCE

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DOCUMENT HISTORY LOG

Status (Baseline/ Revision/ Change/ Revalidation/ Canceled)	Document Revision Change	Effective Date	Description
Baseline		9/27/2005	
Revision	A	8/14/2007	Changed references from Program Management Council (PMC) to Center Management Council (CMC) including Figure 1. Updated the definition for governance. Defined the components of effective governance. Provided more definition for how decision-making is accomplished within the governance framework.
Revision	B	5/14/2009	Revised applicability statement and updated descriptions of councils. Reflects minor editorial changes. [On 3/23/10, at the request of the OPRD and with concurrence of OPR, an administrative change was made throughout to update IMSB to IMSC.]
Change	1	6/8/2012	On 6/8/12, at the request of the OPRD, administrative changes were made at 8. a. to add "Management" after Associate Director updating title and clarified how decisions and topics are handled.
Change	2	3/10/2014	On 3/10/14, at the request of the OPRD, an administrative change was made to 3. Authority to correct the title for NPD 1280.1. Added "Management" to paragraph 8a(2). Added "Deputy" to paragraph 8a(3).
Revision	C	7/14/2014	Re-formatted to comply with new required template per MPR 1410.2J & as instructed in MWI 1410.1F. At 2. Applicability, added required content per NPR 1400.1. At 5.a. and 5.a.2. removed "Management."
Change	1	1/7/2015	On 1/7/15, at the request of the OPRD, an administrative change was made to remove MPD 1150.1 and MPR 7120.4 as Applicable Documents.
Change	2	3/25/2015	On 3/25/15, at the request of the OPRD, an administrative change was made to the Effective Date of Change 1 in the Document History Log from 1/8/2015 to 1/7/2015 which was the date recorded on the cover.
Revision	D	11/30/2017	Replaced Figure 1 with a new graphic depicting the relationships between the SPC, CMC, and IMSC. Changed the order of SPC, CMC, and IMSC descriptions.

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1. POLICY

a. MSFC Center Director has defined a governance system by which the Center shall be managed in accordance with NPD 1000.0, NPD 1000.3, and NPD 1280.1. This system (hereafter referred to as “governance”) provides the framework to strategically manage the Center in an integrated, accountable, and disciplined fashion.

b. MSFC uses a governance system to strategically plan and execute its program/project work and mission enabling functions in a manner which meets the strategic goals of the Agency.

c. All components of the governance system operate together to ensure alignment to and focus on the Agency’s strategic goals. Effective governance includes the following components:

(1) Executives/Leadership who determine strategic direction and priorities and oversee the management system.

(2) Clear definitions of the level and scope of decision-making.

(3) A management system consisting of organizations and their charters, governing policies, procedures, standards, and tools supporting the analysis and management of resources.

(4) Mechanisms for monitoring and control (assessing the health and alignment of the management system and leadership vis-à-vis the strategic direction). Mechanisms include internal audits, external audits, internal control audits, organization performance objectives, plans and reviews, governing councils, external federal benchmarks of excellence, and special assessments and program evaluations.

d. Marshall governs with three bodies with distinct charters and responsibilities —the Strategic Planning Council (SPC), the Center Management Council (CMC), and the Integrated Management System Council (IMSC). These governing bodies provide a discussion forum for Center-level topics. The chairing executive has the ultimate decision-making authority. Governing bodies provide transparency of activities across organizations and establish and communicate direction and priorities so that appropriate action is taken.

e. Governing bodies are reserved for topics that require a high degree of visibility, integration, and approval to align organizations’ activities. Agendas are planned in order to focus executive attention on topics concerning technical excellence, risk, and institutional effectiveness, health, and efficiency.

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f. Figure 1 depicts the relationships among the SPC, IMSC, and CMC.

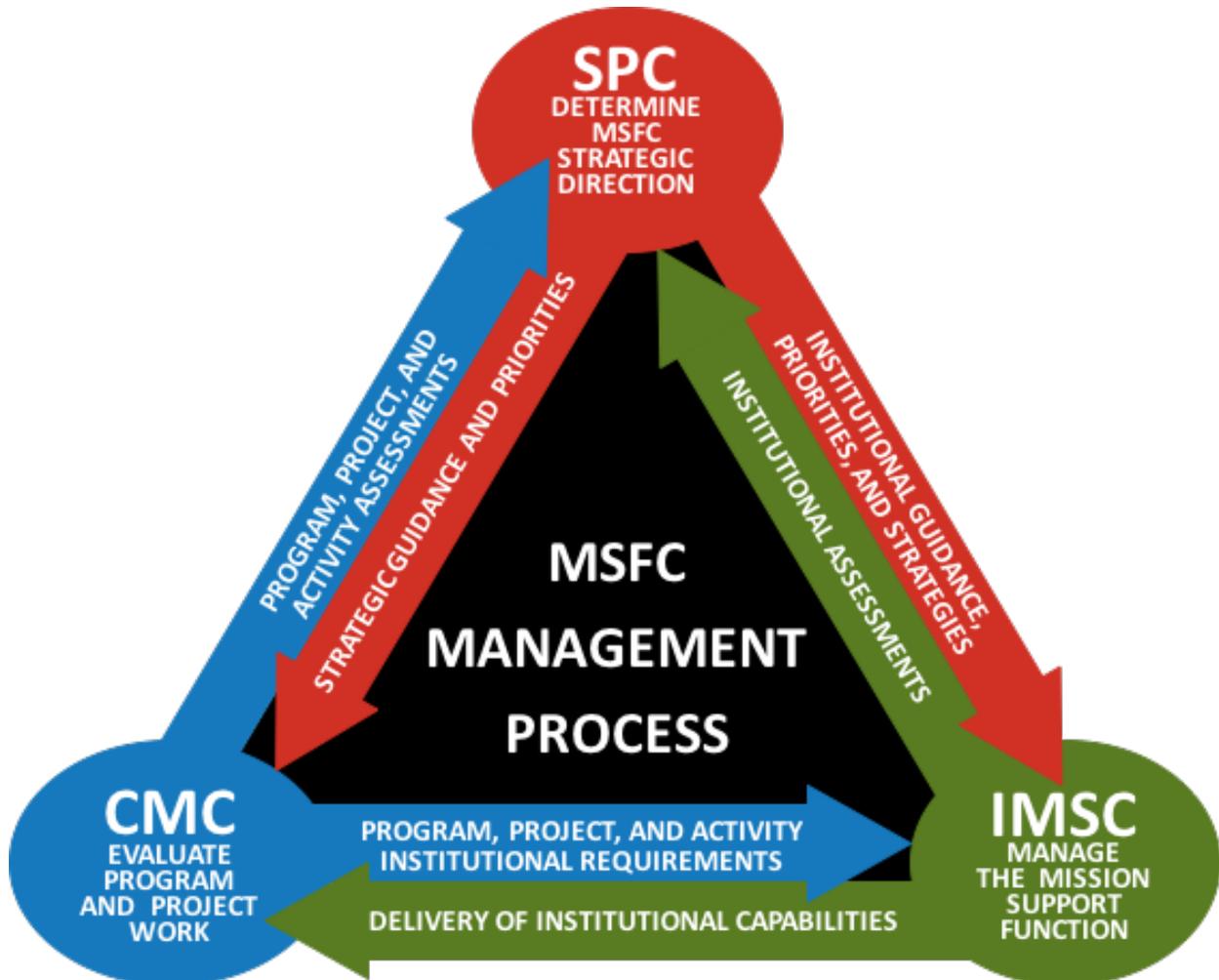


Figure 1

2. APPLICABILITY

- a. This MPD applies to Center personnel, programs, projects, and activities including contractors and resident agencies to the extent specified in their respective contracts or agreements. (“Contractors,” for purposes of this paragraph, include contractors, grantees, Cooperative Agreement recipients, Space Act Agreement partners, or other agreement parties.)
- b. This MPD applies to the Michoud Assembly Facility.

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c. This MPD applies the following: all mandatory actions (i.e., requirements) are denoted by statements containing the term “shall.” The terms: “may” or “can” denote discretionary privilege or permission, “should” denotes a good practice and is recommended, but not required, “will” denotes expected outcome, and “are/is” denotes descriptive material.

d. This MPD applies the following: all document citations are assumed to be the latest version unless otherwise noted.

3. AUTHORITY

- a. NPD 1000.0, NASA Governance and Strategic Management Handbook
- b. NPD 1000.3, The NASA Organization
- c. NPD 1280.1, NASA Integrated Management System Policy

4. APPLICABLE DOCUMENTS AND FORMS

- a. NRRS 1441.1, NASA Records Retention Schedules
- b. MPD 1150.1, MC-08, MSFC Center Management Council (CMC)
- c. MPD 1150.1, MC-21, MSFC Integrated Management System Council (IMSC)
- d. MPD 1150.1, MC-25, MSFC Strategic Planning Council (SPC)

5. RESPONSIBILITIES

a. In MSFC’s governance, decisions are made at the lowest possible level. Line organizations’ managers make and execute decisions concerning budget, schedule, human resources, and infrastructure in order to support their assignments. Decisions that concern a line organization’s internal alignment to accomplish its charter and assignments are made by its executive. Decisions that concern a line organization’s alignment relative to the overall strategic direction are made between the direct report and the Center Director, Deputy Director, and Associate Director by delegation. Most of these types of decisions and topics are handled between the top executives. Decisions are rendered by the chairing executive during a governing body meeting only as a last resort in the event that two organizations’ views conflict on topics.

(1) The MSFC SPC provides a forum to set strategic direction and priorities. SPC responsibilities shall be defined in MPD 1150.1, MC-25. The SPC considers topics such as the Center’s business base, organizational structure and management model(s), business development activities, product lines, investment priorities, and stakeholder and customer relationships. The Center Director chairs the SPC. Decisions are made by the SPC Chairperson on the basis of the data and discussions.

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(2) The MSFC CMC provides a forum to review the Center’s progress toward technical objectives, to ensure adequate technical and institutional resources are applied to satisfy Program requirements and schedules, and to address risk. CMC responsibilities shall be defined in MPD 1150.1, MC-08. The CMC’s evaluation focuses on whether MSFC engineering and Safety and Mission Assurance standards and management practices (i.e., resources, procurement, institutional) are being followed by the program/project under review and whether MSFC resources can support program/project requirements. The Deputy Center Director chairs the CMC and may appoint an alternate. Decisions are made by the CMC Chairperson on the basis of the data and discussions.

(3) The MSFC IMSC provides a forum to address institutional effectiveness, health, efficiency, and risk. IMSC responsibilities shall be defined in MPD 1150.1, MC-21. The IMSC discusses topics and reviews objectives which involve the Center’s capabilities (people, processes, infrastructure, and resources), which are used for delivering the Center’s products and services. The MSFC Associate Director chairs the IMSC. Decisions are made by the IMSC Chairperson on the basis of the data and discussions.

6. DELEGATION OF AUTHORITY

None

7. MEASUREMENT/VERIFICATION

None.

8. CANCELLATION

MPD 1000.1C, MSFC Governance dated July 14, 2014.

Original signed by

Todd A. May
Director

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ATTACHMENT A

DEFINITIONS

Governance. An integrated system of accountability to ensure that organizational work and resources are aligned with the strategic goals of the Agency and MSFC’s assignments and that mission success is achieved.

ATTACHMENT B

(Reserved for Acronyms)

ATTACHMENT C

RECORDS

Records created by the governance bodies are maintained per NRRS 1441.1 as specified in the directives or charters that document the processes of the individual governing body.