

ISSUANCE TRANSMITTAL
SHEET

N A S A
National Aeronautics and
Space Administration

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

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Material Transmitted:

1. Management Manual, MM 1410.2, subject: "MSFC Management Directives System"
2. This manual has been issued to:
 - a. Incorporate the basic instructions from MMI 1410.1E, "MSFC Directives System";
 - b. Introduce new procedures for automating the directives system;
 - c. Improve the distribution procedures for directives to reduce cost and eliminate the generation of excess documentation;
 - d. Change the frequency for formal reviews of directives by responsible organizations from semiannually to annually;
 - e. Add a section that outlines the steps required in producing a directive;
 - f. Add a provision for all originators of directives to submit a list of keywords for the directives' alphabetical index;
 - g. Add the requirement for a new standard paragraph heading, (Forms and Reports), to be used in a directive when the directive prescribes a form or report;
 - h. Add the requirement to spell out acronyms or abbreviations when they first appear in the text of a directive;
 - i. Clarify the procedures for canceling directives; and
 - j. Add the requirement to reference a directive in a document by its number and subject, and not by its revision letter.

Filing Instructions:

Remove MMI 1410.1E, and Changes 1 & 2 thereto, and replace it with the attached MM 1410.2.

N A S A
National Aeronautics and
Space Administration

January 24, 1989

MM 1410.2

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

M S F C

M A N A G E M E N T

D I R E C T I V E S

S Y S T E M

M A N U A L

Originating Organization: Human Resources and Administrative Support Office

MSFC-Form 454 (Rev. October 1976)

January 24, 1989

PREFACE

This MSFC Management Directives System Manual serves as a guide for personnel at all organizational levels engaged in the formulation, review and distribution of management directives.

Within the Agency, the term "directives" applies to formal issuances that guide, inform and instruct employees in the performance of their jobs. MSFC directives, as written communications of policy and procedure, help employees to work effectively within the Center, within the Agency, with other agencies, and with the public.

The guidance contained in this manual should be regularly reviewed by MSFC personnel engaged in the management directives system functions. All users are especially encouraged to submit to the Management Directives Manager written recommendations and comments for changes that will improve the quality and effectiveness of this guidance.

This manual supersedes MMI 1410.1E, dated June 13, 1985.

(Original signed by)

James R. Thompson, Jr.
Director

Distribution:

SDL-2

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CHAPTER 1: INTRODUCTION

100 **DEFINITIONS**

1. Alphabetical Index: An in-depth alphabetical index to NASA and MSFC directives organized and oriented to familiar key words or key situations, that facilitate rapid identification and location of issued documentation which specifies actions or procedures to follow under certain circumstances. The index may be accessed through the Management Information System (MIS) in a public application titled, "MSFC Directives."
2. Gender-Neutral Language Terminology: Terminology that eliminates, in compliance with Presidential memorandum, sex discrimination in the language of regulations, guidelines, and policies.
3. Management Directive: A written communication that sets forth policy and responsibilities, establishes organizational structure and operating concepts, provides guidelines or procedures required for the management of programs or activities, or contains information that must be formally published. The three types of management directives are: Management Announcements, Management Manuals, and Management Instructions. Management Directives do not include:
 - a. Day-to-day correspondence.
 - b. Specific case or transaction documents and their supporting papers.
 - c. Specific task/project assignments, operational directives, or approval documents.
 - d. Technical documentation such as specifications, drawings, maps, parts lists, and scientific and technical reports or projects and experiments.
 - e. Brochures or pamphlets approved by management for informational release to the general public. However, documents which prescribe the standards, formats, and procedures for the above excluded communications do fall within the definition of management directives.
 - f. Periodic advisory or informational material of short-term value.

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4. Basic Organization: For the purpose of uniform application and understanding, use of the term "Basic Organization" in any management directive falling within the purview of this manual means those organization blocks on the official MSFC organization chart signed by the NASA Administrator.
5. NASA Directive: For purposes of this manual, the term "NASA Directive" is limited to those directives issued by NASA Headquarters as part of the NASA Directives System. These are defined in paragraph 103 of the "NASA Management Directives System Handbook," NHB 1410.12, and include NASA Management Instructions (NMI), NASA Notices (NN), NASA Handbooks (NHB) and Complementary Manuals. NASA directives having Agency-wide applicability will be referred to in this manual as Agency-wide directives.

101 POLICY

1. The MSFC Management Directives System will document policy, organizational responsibility and authority essential to the Center's operation.
2. Management directives will be clear, concise, and to the point on matters of Center-wide interest which:
 - a. Establish or define policy, guidelines or enunciate program and institutional management decisions.
 - b. Effect formal delegations of authority.
 - c. Assign functional or operational responsibility and establish organizational structure.
 - d. Provide information that Center management desires to disseminate widely.
3. Internal operating procedures of an organizational element of MSFC or operational agreements between MSFC elements will not be published as part of the MSFC Directives System unless such has Center-wide organizational impact. To ensure compliance with this policy, operational procedures, plans or agreements will not treat matters that are restricted to approval as one of the types of Center directives identified in paragraph 102. Those operational procedures, plans or agreements which do not require approval as a Center-level document will avoid the use of titles, language, and other identification which could otherwise cause misunderstanding as to the level of the document (i.e., Center-level versus program, project or functional level).

4. MSFC Management Directives will not duplicate material adequately covered in the NASA Management Directives System.

102 MANAGEMENT DIRECTIVES -- TYPES AND APPLICATIONS

1. Marshall Management Instructions (MMI's): Management Instructions will be used to publish policy, delegations of authority, program or institutional management instructions, general guidelines, and other management information of a continuing nature. Formal agreements containing material within the above definition will also be included.
2. Management Delegations:
 - a. The MMI will be used for the delegation or redelegation of power and authority by MSFC officials pursuant to law, NASA directives, or administrative decision. A delegation is the conveyance to another official of a given right to act or refrain from acting, by the official in whom that right is vested.
 - b. The MMI will not be used for:
 - (1) Delegation of specific power and authority inherent in functional assignment. (Use Automated MSFC Form 3074, Organization Charter.)
 - (2) Designation of key personnel assignments. (Use automated MSFC Form 2913, Management Announcement.)
 - (3) Assignment of responsibilities that do not include authority (e.g., compiling reports; reviewing, coordinating and processing actions; providing advice; and similar day-to-day work).
3. Management Announcements (MA's): Management Announcements will be used to publish management information and procedures of a temporary or one-time nature, documents subject to frequent change such as board or committee appointments, and directives cancellation notices. MA's will not be used to revise permanent type issuances; however, announcement of provisions of new or revised instructions may be included pending formal publication in MMI's or MM's.
4. Management Manuals (MM's): Manuals will be used to issue a large amount of specialized subject matter, proceduralized information of a continuing nature which is best published in manual form, or to group for ease of reference a number of issuances in the same subject matter area. MSFC supplements to Agency-wide directives fall within the category of Management Manuals (MM's).

5. Organizational Issuances: Organizational issuances are not part of the official MSFC Directives System but may be used within Center organizations for internal procedures which implement Center-wide directives or govern internal operations. Organizational issuances shall not be used to cover matters involving working conditions of MSFC employees without the prior concurrence of the Director, Personnel Office. Signature authority will be determined by the head of the issuing organization. In all cases, such internal issuances will be consistent with MSFC and NASA issuances. For purposes of consistency, "Head of the issuing organization" means that MSFC official reporting directly to the MSFC Director; i.e., Center Staff Office Directors, Directors of MSFC Directorates and managers of MSFC program/project offices.

103 **STEPS IN PRODUCING DIRECTIVES**

1. Need for directive is established by office of primary interest.
2. Plan to issue directive is coordinated with Directives Manager.
3. Directive is written in office of primary interest:
 - a. Research - Research is an important part of developing a directive, whether it is new or revised. Inadequate research could result in issuing more than one directive on the same subject, issuing conflicting or wrong instructions, or publishing a nonessential or incomplete directive.
 - b. Outline - An outline should list all major topics, with their subtopics, in the order in which they will be covered in the directive. Checking the outline with a supervisor will help identify errors, gaps, and omissions at an early stage.
 - c. Drafting - Following the outline, a rough draft should be prepared. At this point, it is most important to get all the vital information on paper. Refinement of vocabulary, sentence structure, and grammar can be done later. Once an acceptable rough draft is achieved, attention can be given to a final draft. This is the one that will be circulated for clearance and coordination with all concerned offices and activities. It should be:

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- o Correct. The directive should contain all the facts.
 - o Complete. The directive should contain enough detail to minimize the need to refer readers to other sources.
 - o Clear. The directive should be written in clear, plain English so that the reader can readily understand the message it intends to convey.
 - o Concise. The directive should not contain more detail than is needed to get its point across.
4. Directive is edited by office of primary interest.
 5. Directive is circulated to each office that may have an interest in its content for clearance.
 6. Clearance comments are considered and differences are resolved.
 7. Final copy is produced and forwarded to the Technical Information and Services Branch, Management Operations Office, for review for adherence to format and good editorial standards.
 8. Final version of directive is mailed through Management Information System (MIS) compatible software to the Technical Information and Services Branch, Management Operations Office. The Management Information System mailing address is "MMI.MGT:EMS." This step coincides with step 7 above.
 9. Final copy is forwarded to Directives Manager for securing approval and signature.
 10. Reproducible copy is prepared.
 11. Directive is printed.
 12. Directive is distributed.

104 **FORMS AND REPORTS**

1. This Manual prescribes the use of the following MSFC forms:
 - a. MSFC Form 1376, "Issuance Transmittal Sheet"
 - b. MSFC Form 2911, "Management Instruction"
 - c. MSFC Form 2913, "Management Announcement"
 - d. MSFC Form 454, "Manual Cover Sheet"
 - e. MSFC Form 3074, "Charter"
 - f. MSFC Form 36-1, "Request for Publication Clearance"
 - g. MSFC Form 36, "Request for Publication"
 - h. MSFC Form 1407, "Concurrence Sheet"
 - i. MSFC Form 2915, "Organizational Issuance"
2. Two reports are required by this manual:
 - a. Report of results of annual review of MSFC directives (see paragraph 205.7 for details).
 - b. Report of organizational directives control representative (see paragraph 205.1 for details).

CHAPTER 2: RESPONSIBILITIES

- 200 Director, Executive Staff is responsible for the executive oversight of the MSFC Directives System keeping the Center Director fully and currently informed on significant actions or problems relating to system management and effectiveness.
- 201 Management Directives Manager is responsible for system integrity and currency of the MSFC Directives System to include review of and concurrence in all MSFC directives prior to publication and distribution, approval of the alphabetical index, and a continuous system audit to identify major omissions and avoid/eliminate directives duplication or overlap.
- 202 Director, Management Operations Office is responsible for the operational management of the MSFC Directives System to include: reviewing proposed management directives for adherence to format and good editorial standards; maintaining a master reference file of all directives and providing a central reference service; maintaining the approved NASA-MSFC directives alphabetical index; numbering; publishing; and distributing services.
- 203 Chief Counsel is responsible for the legal propriety of MSFC directives prior to signature by the approving MSFC official.
- 204 Director, Personnel Office is responsible for coordination of MSFC directives with local offices of Federal labor organizations if appropriate.
- 205 Directors/Managers of Basic Organizational Elements are responsible for:
1. Designating by March 1 of each year a directives control representative within their organization to provide assistance and coordination of the directives-related activities of the office. The name of the designee will be reported to the Technical Information and Services Branch, Management Operations Office. Changes in the designee will be reported as they occur.
 2. Initiating and maintaining in current form MSFC Management Directives within their respective areas.
 3. Ensuring that such directives are necessary, properly prepared and coordinated, of a high editorial quality with appropriate emphasis on brevity and clarity, are accurate, appropriate and in accordance with Center policy and practice.
 4. Ensuring that directives are coordinated in the formative stages with the MSFC Management Directives Manager, in order to avoid extensive revisions which would have been prevented by appropriate coordination early in the preparation process.

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5. Consulting with the MSFC Management Directives Manager on Agency management communications which may impinge upon the Management Directives System.
6. Maintaining all directives for which they are responsible on Management Information System (MIS)-compatible hardware. Applicable automated forms will be used with all directives. The MSFC forms are available on the MIS in a public drawer titled, "Forms."
7. Ensuring the conduct of an annual review of the directives for which their organization is responsible with the results submitted to the MSFC Management Directives Manager by May 1. The review will identify each directive in need of updating or canceling. The results of the review will include the following as applicable: (a) list of up-to-date directives; (b) list of directives scheduled for revision/change; (c) list of directives scheduled for canceling; (d) list of proposed new directives; and (e) proposed schedule for submitting proposed revisions/changes.
8. Providing the Technical Information and Services Branch, Management Operations Office with keywords that are associated with the directives that are formulated for approval. A special block is set aside on MSFC Form 36, "Request for Publication" for originators to provide keywords.

CHAPTER 3: NUMBERING AND FORMAT

- 300 **Subject-Classification Numbers:** The number assigned to a management directive is based on its subject. The Subject- Classification Table provided in NHB 1410.12, "NASA Management Directives Systems Handbook" is the list of subjects on which directives are written. The subjects are arranged in logical groupings and a numbering scheme applied. The numbers then become subject-classification numbers. Accordingly, when directives are filed in numerical sequence; directives with similar subjects are found in the same part of the file.
- 301 **Consecutive Numbers:** Management directives numbers consist of letters identifying the type of directive (MMI, MA or MM) followed by a subject-classification number, a decimal point, a consecutive number, and in those cases where a revision has been made, a letter. For example, in the case of MMI 1410.1A, "1410" identifies the subject, ".1" indicates that this MMI is the first irective to be issued on that subject and "A" indicates that one revision has been made to the directive since publication.
- 302 **Guidelines for Numbering:** Directives should be assigned the subject number that corresponds most nearly to the main subject of the directive. As a guiding principle, the primary purpose in assigning numbers is to make it possible to locate the document when needed. No two directives will have the same identifying number.

303 **FORMAT FOR MANAGEMENT INSTRUCTIONS:**

1. **General**
 - a. The addition of standards for the formatting of directives is essential to ensure uniformity, ease of recognition, and economy. All directives should be organized and arranged in a logical manner to enable the user to locate desired information quickly. Further guidelines for formatting directives are presented in the following paragraphs. For editorial issues that are not addressed in this manual, the Government Printing Office Style Manual will serve as the standard.
 - b. Page size will be 8 x 11 inches with the first page on automated MSFC Form 2911; second and succeeding pages will be on plain paper, headed to show the directive number and effective date; with page numbers at the bottom center of second and succeeding pages. MMI's will be limited to a maximum of three pages. Definitions, detailed responsibilities, procedures and other special headings will be included as separate attachments if more than four pages are needed in the basic document.

2. Contents

Management Instructions should be organized in a systematic manner. Applicable paragraph headings will be selected from and arranged in the order listed below. Additional titles may be included to fit the needs of a particular instruction.

- a. Purpose - the primary reason for the instruction.
- b. Applicability - organizations, people, or items affected.
- c. Reference(s) - Reference(s) to other directives will be used only when they improve understanding. When this heading is used in an issuance, the following sentence will appear immediately adjacent: "(Only applicable parts of the most recent edition apply.)" Also, only the base number and title will be used to identify the reference cited.
- d. Authority - Authority will be used only in citing higher directives or documents that require or govern the instruction. When this heading is used in an issuance, the following sentence will appear immediately adjacent: "(Only applicable parts of the most recent edition apply.)" Also, only the base number and title of directives will be used to identify the authority cited.
- e. Policy - general policy statements, when required.
- f. Definitions - used to give specific meaning to a word, term, or phrase as used in the instruction.
- . Background - if needed for understanding.
- h. General Provisions - includes information required for clarity but which will not fit under other headings.
- i. Responsibilities and Procedures - specifies who does what, when, how, and where. Separation of these headings may be necessary for clarity.
- j. Forms and Reports - A directive prescribing a form or a report will have a separate paragraph entitled "Forms" or "Reports" which sets forth those prescribed.
- k. Cancellation - previous issuance(s) being superseded.
- l. Signature - typed name and title of signing official to the right of center of last page, five lines below last paragraph.
- m. Attachments - enclosures, annexes. Make reference to all attachments in the basic management instruction.

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- n. Distribution - will be shown in the lower-left corner, two lines below attachment notation or signature block. Normally, this will consist of the distribution code, "MIS" which denotes electronic distribution through the Management Information System.

3. Paragraphing:

Major paragraphs will use arabic numbers, upper-case letters, and will be underlined. Headings for subparagraphs will be capitalized and underlined, and will follow the numbering and lettering pattern below:

1. MAJOR PARAGRAPH

a. First Subparagraph

(1) Second subparagraph

(a) Third subparagraph

1. Fourth subparagraph

a. Fifth subparagraph

4. Margins:

A minimum left margin of 3/4 inch and a right margin of 1/2 inch should be provided.

5. Numbering:

Management Instruction numbers will consist of the identifying prefix, MMI, a 4-digit subject classification number, a decimal point, and a consecutive number, assigned immediately prior to printing to distinguish between directives on the same subject. The number will appear in the upper-right-corner of odd-numbered pages and the upper-left-corner of even-numbered pages.

6. Transmittal:

Automated MSFC Form 1376 (Issuance Transmittal Sheet) will be used in distribution of management instructions and will include:

- a. Identification of directive transmitted.
- b. A summary of new or revised materials and their effect on existing practices.
- c. Instructions and background information helpful in effecting a change.
- d. Instructions for filing and/or pen-and-ink changes to be made on other pages of a changed instruction.

- e. Signature of the appropriate directorate/program/staff office director/manager when transmitting changes to directives for which his/her directorate, program office or staff office has responsibility as the originating organization and which are within the intent of paragraph 503 of this manual. Endorsement of the Management Directives Manager on such changes is required.

7. Special Format Provisions:

Special format and wording as detailed in paragraph 306 is required for publication of MMI's containing delegations of authority.

8. Gender-Neutral Language:

When preparing draft directives or updating existing directives, the originating office will use gender-neutral language in accordance with Presidential Executive Order 12336.

9. Acronyms or abbreviations:

The first time acronyms or abbreviations appear in the text they should be spelled out with the acronyms following in parentheses. The acronym may then be used throughout the remaining document.

304 **FORMAT FOR MANAGEMENT ANNOUNCEMENTS**

1. General:

- a. Arrangement of paragraphs, headings, margins, placement of signature, enclosure notation, and distribution codes will generally follow the format established for MMI's; however, brief MA's of four paragraphs or less may be prepared without paragraph headings.
- b. Page size will be 8 x 11 inches; first page will be on automated MSFC Form 2913, with second and succeeding pages on plain paper, headed to show number and date.

2. Numbering:

- a. Normally, MA numbers will consist of the prefix MA and a 4-digit subject-classification number.
- b. Management Announcements which relate to charters contained in the MSFC Organization Manual (MM 1107.1) or the MSFC Committee Manual (1150.1) will be numbered to reflect the base MM number and, in parenthesis, the applicable charter identifier. For example, MA 1107.1 (Charter BC01); MA 1150.1 (Charter 3-7). Once published, these MA's become an integral part of the basic Management Manual.

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- c. Management Announcements will also carry a control number obtained from the Technical Information and Services Branch, consisting of consecutive numbers beginning the first of each year with number 1 (1-88, 2-88, etc.).
3. Expiration Date:
 - a. Expiration date will be shown in the appropriate block. Normally, except as specified below, expiration dates will be within six months to one year from date of issue; however, this date can be later, depending upon the purpose of the announcement. Whenever practicable an announcement should include an expiration date. When an announcement has an undetermined expiration date, the term, "Effective Until Rescinded" will be used.
 - b. Management Announcements identifying key personnel assignments are published for information only. This type of Management Announcement will not have an expiration date indicated when issued but will expire after circulation through designated distribution. The term "Information Only" will be used in lieu of an expiration date.
 - c. Management Announcements identifying the establishment of organizational elements will not expire until formally incorporated into the MSFC Organization Manual (MM 1107.1).

305 FORMAT FOR MANUALS

1. General:
 - a. Each manual will contain a preface signed by the approving official and will show purpose, applicability, and distribution.
 - b. Manuals will be on 8 x 11 inch plain bond; written in a clear and concise manner; paragraph headings, when used, should follow the format for Management Instructions (Paragraph 303); and the internal format may vary according to subject content.
2. Numbering:

Manual numbers will consist of the identifying prefix MM, a 4-digit subject-classification number, a decimal point, and a consecutive number, assigned immediately prior to printing. The number will appear, as a minimum, in the upper right corner of the cover and preface page and may be included on each page, if appropriate.

3. Cover:

Automated MSFC Form 454 (MSFC Administrative Report Cover) will be used when a cover is required and will carry the manual number in the upper-right corner, the title of the manual, and the name of the originating organization.

306 **FORMAT FOR DELEGATIONS OF AUTHORITY**

1. General:

The format and numbering of management delegations will follow that prescribed for Management Instructions with specific paragraphing and captions as provided below.

- a. Subject: The subject will start with the words "POWER AND AUTHORITY--..." The remainder of the subject will briefly describe the substance of the specific delegation. If it is necessary to use the same subject for two or more management delegations, the title of the official or class of officials receiving the delegation should be included in parentheses after the subject.
- b. Delegation: The first paragraph will consist of the delegation. (When this is a redelegation from higher authority, the paragraph should be entitled Redelegation.) It will include all applicable substantive conditions and limitations. Delegations should be to officials by title rather than individual name where possible. If certain conditions must be met prior to making a redelegation, the redelegation must reveal clearly that such conditions have been met. When delegation is to one official, state that official's title first and underscore it. When authority is delegated to more than one official, use an enumerated listing of titles after the statement making the delegation.
- c. Power to Redelegate: The second paragraph entitled Redelegation will state whether all or part of the authority may be redelegated. (When the first paragraph is a redelegation, this paragraph should be entitled Further Redelegation.) If redelegation is not permitted, this paragraph will state, "Redelegation (or further redelegation) is not authorized." If redelegation is permitted, this paragraph will specify:
 - (1) Requirements for approval of higher officials.
 - (2) To whom it may be redelegated in terms of the number of types of officials.
 - (3) Whether it is with or without power of further redelegation.

- (4) Whether it is subject to the same conditions and limitations as the basic delegation or different conditions and limitations.
- d. Reporting: Since the recipient of authority shares responsibility and does not become an independent agent, that person has the duty to keep the official from whom authority is received informed of significant actions and consequences--normal and abnormal or adverse. The following language will be used in this paragraph: "The (insert title of official receiving delegation, but if more than one are involved, insert 'officials') to whom authority is delegated (or redelegated) shall ensure, through official channels, that the Center Director is kept fully and currently informed of significant actions, problems, or other matters of substance related to the exercise of the authority delegated (or redelegated)."
- e. Basic Authority: The fourth paragraph will provide a reference to the source of basic power and authority being delegated or redelegated.
- f. Cancellation:
 - (1) When possible, the specific reference containing prior delegation or redelegation should be canceled.
 - (2) If the existence of prior delegation is unknown or undocumented; the statement, "Prior delegations (or redelegations) on the same subject are canceled," may be used.

307 **FORMAT FOR ORGANIZATIONAL ISSUANCES**

1. General:

The format will generally follow that prescribed for Management Instructions (Paragraph 303); page size will be 8 x 11 inches; first page printed on MSFC Form 2915; second and succeeding pages will be on plain bond, headed to show issuance number and date; and page numbers will be at the bottom center of second and succeeding pages.

2. Numbering:

Normally, issuance numbers will consist of the organizational office symbol as an identifying prefix and a 4-digit subject-classification number, then a decimal point, and then the consecutive number. (If applicable, a revision letter will be included: A, B, etc.) The number will appear in the upper-right corner of odd-numbered pages and the upper-left corner of even-numbered pages.

CHAPTER 4: COORDINATION

400 **GENERAL**

The clearance and coordination process is vital to the directives system because it enables affected offices to review and comment on a proposed directive. It also prevents originators from exceeding their authority and assures users that the directives they receive are final and authoritative.

401 **RESPONSIBILITY OF ORIGINATING ORGANIZATION**

Directors/Managers will:

1. Contact the MSFC Management Directives Manager prior to providing proposed new or revised directive to reviewing organizations. The purpose of this interface is to determine potential overlap or duplication of existing directives in the system and to receive other guidance as appropriate.
2. Coordinate proposed directive by providing parallel copies to reviewing organizations together with automated MSFC Form 36-1 (Request for Publications Clearance). All proposed changes to current directives will be marked for easy reference by the reviewing officials. Delegated authority and responsibility of affected MSFC organizations must be recognized and either concurrence or approval of higher authority must be obtained. The concurrences of the Chief Counsel; Director, Personnel Office; and the MSFC Management Directives Manager are required on all directives.
3. Establish a realistic suspense date for return of concurrence or comments. Unless otherwise specified, a maximum of three weeks from date of receipt by the reviewing organization will be allowed for return of concurrence or comments.
4. Review comments received, redraft and recirculate as necessary. When major differences exist, these will be resolved prior to publication of draft and documentation of these differences will be included in the record case file.
5. Submit final draft and complete case file of prior drafts and related comments together with automated MSFC Form 36 (Request for Publication of MSFC Issuance) to the Technical Information and Services Branch, Management Operations Office.
6. Mail the final version of the proposed directive through MIS compatible software to the Technical Information and Services Branch, Management Operations Office. The MIS mailing address is "MMI.MGT:EMS." This action will coincide with the action called for in paragraph 401.5 above.

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7. Prepare MMI's, MA's, and MM's for the signature of the Center Director, except as authorized in paragraph 303.6.e. Program directives dealing exclusively with programmatic matters may be signed by the responsible program/project manager, subject to coordination with the MSFC Management Directives Manager prior to issuance.

402 **RESPONSIBILITY OF REVIEWING OFFICIALS**

Directors/Managers of Reviewing Organizations will review draft and submit comments and/or concurrences within the established time limit.

403 **RESPONSIBILITY OF DIRECTOR, MANAGEMENT OPERATIONS OFFICE**

Director, Management Operations Office, will:

1. Edit for format, completeness, and clarity.
2. Process issuance package for signature by final approval authority. This package will include final copy with automated MSFC Form 36 (Request for Publication) with names of reviewers, and automated MSFC Form 1376 (Transmittal Sheet). Individual automated MSFC Form 36-1, completed and signed by the reviewing official, will also be included in the package as backup. MSFC Form 1407 (Concurrence Sheet) will be included with the names of those in the final review before the Center Director's signature.
3. Provide an identifying number prior to release for official publication.
4. Arrange for reproduction and distribution of all directives except manuals and key personnel announcements (see paragraph 600) and maintain extra copy stock.

404 **RESPONSIBILITY OF MANAGEMENT DIRECTIVES MANAGER**

MSFC Management Directives Manager will:

1. Review new or revised issuances for potential overlap or duplication of other existing management issuances and provide other guidance, as appropriate.
2. Secure signature of final approval authority.

CHAPTER 5: AMENDING DIRECTIVES

500 INTRODUCTION

MSFC Management Instructions and Manuals are amended through revisions and changes in accordance with paragraphs 501-503. Management Announcements are not normally amended, but are superseded by new management announcements because of their limited coverage and the brief time in which they are in force.

501 REVISIONS

1. Extensive amendment of a directive will be issued as a revision and will be assigned the same subject and number as the basic instruction or manual with a letter of the alphabet following the consecutive number (first revision A, the second B, etc.). The new date of issue will be used and revisions will be processed in the same manner as the original directive.
2. With any proposed revision submitted for final approval by the Center Director, a redlined copy of the current directive will be attached for the reviewing officials. The redlined copy is the current directive with proposed changes written in red.

502 PEN AND INK CHANGES

Pen and ink changes for minor editorial or procedural amendment to portions of a directive will be used in lieu of issuing page changes to the extent appropriate. Instructions for pen and ink changes will be identified on the automated MSFC Form 1376 (Issuance Transmittal Sheet) and filed with the pertaining directive.

503 PAGE CHANGES

1. Changes issued to amend portions of a directive (either editorial or procedural in nature, which do not impact basic policy) or to add supplementary material for purposes of clarification will be issued as page changes and will be identified by the letters Ch and a sequential number after the basic number on the pages changed. Date of issue will be used on pages changed; however, if a reissued page is printed on both sides and only one side is being changed, the side that is not changed will retain its original date and identification even though it is reprinted. Changes will be processed for publication in the same manner as the original instruction, for appropriate signature.

2. With any proposed change submitted for final approval by the Center Director, a redlined copy of the current directive will be attached for the reviewing officials.
3. Where practicable, an asterisk should be placed before the paragraph or subparagraph being changed. Beginning at the left margin at the bottom of the page, the following footnote should be inserted: "*Changed (Added) by this revision." By doing this, directive recipients can identify readily those portions of the directive which have been changed. However, if changes are so extensive that the use of asterisks would not materially aid the reader, asterisks should not be used.

504 **CANCELLATIONS**

Obsolete instructions will be canceled through issuance of a Management Announcement (MA). (1) The draft MA will be prepared by the organization with primary responsibility for the directive; (2) Justification for the cancellation will accompany the MA package; (3) All such MA's will be numbered "1410" to correspond with the subject-classification number of this manual; (4) Generally, the steps for processing a cancellation will be as in paragraph 401. A review suspense date of one week is usually sufficient. (5) A directive may also be canceled by citation in the "Cancellation" paragraph of superseding directives.

505 **WAIVERS**

1. When operational or other compelling circumstances warrant noncompliance with an approved MSFC directive, a waiver may be authorized to an MSFC organization and/or specific MSFC employees by the Center official who signed the applicable directive.
2. Waivers are authorized on a case-by-case basis only. When the circumstances under which a waiver is requested are determined to have a Center-wide applicability, a change or complete revision to the directive will be made.
3. A waiver request will be submitted to the Center official who signed the directive, only by those MSFC officials who report directly to the Center Director. The request will include a written justification for the waiver and a draft Management Announcement citing the conditions and applicability of the waiver. Concurrence of the Chief Counsel, the Director, Personnel Office, the MSFC Management Directives Manager, and the MSFC official originating the directive is required.
4. The basic format of the Management Announcement will be followed, except that the body of the Announcement will incorporate the following as standard terminology:

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"The (insert the name of the MSFC organizational element or the name and title of the individual) is expressly authorized to waive compliance with (specific conditions) without regard to contrary requirements expressed in (cite directive number, chapter and/or paragraph).

"Those requirements were established by virtue of my authority and, by this action, I hereby relieve the above named of the necessity to comply therewith."

506 **REFERENCING NASA AND/OR MSFC MANAGEMENT DIRECTIVES**

When making reference to a NASA and/or MSFC directive in another document, it is sufficient to refer to the document by its number and subject, and not by its revision letter. For example, NMI 1410.12A should be referred to as NMI 1410.12. References to NASA and/or MSFC directives are sufficient; it is not necessary to attach a copy of the cited directives to the document.

CHAPTER 6: DISTRIBUTION

600 GENERAL

MSFC Management Directives will be electronically distributed within the Center through the Management Information System (MIS) to that level of organization where practical, effective utilization will result. Announcement of the publication of each new or revised directive will be made on the MIS. The policy is to achieve an optimal balance between a need to know by management, supervisors, and employees and a need to reduce the costs and the generation of excess documentation that must be read, maintained, and filed.

601 RESPONSIBILITIES

1. The Director, Executive Staff is responsible for the approval of the level of distribution of all MSFC directives within the purview of this Instruction.
2. The MSFC Management Directives Manager is responsible for the review of all MSFC directives for conformance to the distribution policy established by this Instruction and to concur in the distribution recommended by the MSFC organization originating or revising a directive.
3. Originating organizations are responsible for recommending the level within the MSFC organization to which a directive should be distributed. The criteria established in paragraph 602 of this manual will be used in making that recommendation.

102 DISTRIBUTION CRITERIA

1. Distribution will be reflected on the signature page by the presence of the code "MIS" which denotes electronic distribution through the Management Information System.
2. Access to directives will be provided to all employees through MIS terminals and the central Documentation Repository.
3. In special cases hardcopy distribution of directives may be recommended by the originating organization using a distribution code from the Standard Distribution Lists (SDL) found in MMI 1551.2. The goal to be sought is the minimal practical distribution level required for effective utilization.
4. The automation of all MSFC management instructions and announcements eliminates the need for individual offices to maintain a file of hard copies. When hard copies of the directives are needed for meetings or enclosures in correspondence, copies may be obtained from the central Documentation Repository.

CHAPTER 7: MASTER LIST AND INDEX

700 **MASTER LIST**

An up-to-date Master List of MSFC management directives, describing each directive by type, number, date, title, responsible organization, and distribution code is available on the Management Information System (MIS) as a part of the public application titled, "MSFC Directives."

701 **ALPHABETICAL INDEX**

An in-depth alphabetical index to NASA and MSFC management directives is maintained on the Management Information System as part of the public application titled, "MSFC Directives."

Users of the index may suggest keyword entries for inclusion in the index whenever need is perceived. Such submissions for new entries may be submitted to the Technical Information and Services Branch of the Management Operations Office.

CHAPTER 8: AGENCY-WIDE MANAGEMENT DIRECTIVES

800 GENERAL

NASA Management Directives fall into two general categories--those which are informational in nature and require no action by MSFC and those which require action by the Center.

1. Informational:

- a. Those which are of no concern to this Center, such as a directive pertaining only to NASA Headquarters.
- b. Those which pertain to another NASA installation, such as that Center's charter and organizational chart.

2. Action:

- a. Those which have Agency-wide applicability and require general MSFC compliance by a specific MSFC organization having primary interest in or responsibility for the subject, such as preparation of a report, use of certain contract clauses, etc.
- b. Those which require issuance or revision of a local directive to provide appropriate implementation.
- c. Drafts of proposed Agency-wide directives sent to the field installations for comment prior to approval and incorporation in the NASA Directives System.

801 HANDLING OF PROPOSED AGENCY-WIDE DIRECTIVES

1. MSFC Management Directives Manager will review all proposed Agency-wide directives received at MSFC for comments and will coordinate the development of a response for the signature of the Center Director or designee in conjunction with appropriate Center elements. Where a particular Agency directive deals with a subject aligned with the interest/responsibility of one particular basic Center organization, that organization will aid in preparing a Center response.
2. MSFC reviewing officials will review the proposed Agency-wide directive and forward comments within the suspense date established by the MSFC Management Directives Manager.

NOTE: Center organizations receiving this type directive for comment direct from the originating NASA Headquarters office will, immediately upon receipt, advise the MSFC Management Directives Manager prior to taking any action.

802 **HANDLING OF APPROVED AGENCY-WIDE DIRECTIVES**

1. Director, Management Operations Office will:
 - a. Act as the central control point for the receipt and distribution of approved Agency-wide directives. (This includes receipt and determination of distribution of program-related directives when the MSFC office of primary responsibility is unknown to the Headquarters issuing program office.)
 - b. Where specific action is assigned, prepare an MSFC Form Letter 7 signed by the MSFC Management Directives Manager and forward it, along with the directive, to the appropriate organization.
 - c. Maintain a suspense file on directives requiring MSFC action and follow up in 30 days if no reply is received.
 - d. Maintain a file indicating the implementing action taken.
- e. Maintain an adequate stock of NASA directives.
2. Directors/Managers of MSFC organizations will:
 - a. When applicable, implement Agency-wide directives at the earliest practicable date. This implementation may be compliance with or internal implementation of the directive or it may necessitate the publication of a new MSFC directive or revision of an existing one.
 - b. Advise Management Operations Office through the MSFC Management Directives Manager within 30 days of the action taken.
 - c. Should publication of an MSFC directive (or revision of one) be necessary, process it in accordance with the appropriate guidance offered in this manual.
 - d. Obtain additionally required copies of directives from the central Documentation Repository.

CHAPTER 9: FILING

900 FILING OF MSFC MANAGEMENT DIRECTIVES

The complete text of all current MSFC Management Instructions and Announcements may be accessed through the Management Information System (MIS) in a public application titled, "MSFC Directives." The automation of the MSFC Directives System eliminates the need for individual offices to maintain a file of hard copies. When hard copies of the directives are needed for meetings or as enclosures in correspondence, a copy may be obtained from the central Documentation Repository. Because of MIS software and hardware limitations, not all MSFC manuals and documents containing graphics are accessible on the MIS. As a minimum, the table of contents for all manuals has been provided on the MIS and attachments with graphics may be obtained from the central Documentation Repository.

901 FILING OF NASA MANAGEMENT DIRECTIVES

NASA Agency-wide directives are published with holes for filing in three-ring binders in numerical order.

902 CENTRAL FILES

The Technical Information and Services Branch, Management Operations Office, will maintain the central files of MSFC and NASA Agency-wide management directives. Central files consist of:

1. Case Files of MSFC instructions and announcements containing all original comments and concurrences of reviewing officials and a copy showing the signature. Case files of manuals will be maintained by the originating organization.
2. Master Copy Files containing all current and superseded management NASA and MSFC directives, including all revisions and changes.

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CHAPTER 10: REPORTS

1000 BIENNIAL REVIEW BY NASA HEADQUARTERS

At the request of NASA Headquarters the Center Director will have the directives manager conduct a biennial review of the directives at the Center. These reviews will identify each directive in need of updating, canceling or consolidating with other directives. The results of the review will be reported to NASA Headquarters.

1001 REPORTING REQUIREMENTS FOR MSFC ANNUAL REVIEWS

Each organization responsible for MSFC management directives will conduct an annual review of the directives for which their organization is responsible with the results submitted to the MSFC Management Directives Manager by May 1. The review will identify each directive in need of updating or canceling. The results of the review will include the following:

- a. List of up-to-date directives.
- b. List of directives scheduled for revision/change.
- c. List of directives scheduled for cancellation.
- d. List of proposed new directives.
- e. A proposed schedule for submitting proposed revisions/changes.

1002 DESIGNATION OF DIRECTIVES CONTROL REPRESENTATIVES

Each basic organization will designate by March 1 of each year a directives control representative within their organization to provide assistance and coordination of the directives-related activities of the office. The name of the designee will be reported to the Technical Information and Services Branch, Management Operations Office. Changes in the designee will be reported as they occur.