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**EFFECTIVE DATE: September 17, 2004
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MARSHALL POLICY DIRECTIVE

DA01

MARSHALL MANAGEMENT MANUAL

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Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 2 of 38

DOCUMENT HISTORY LOG

Status (Baseline/ Revision/ Canceled)	Document Revision	Effective Date	Description
Baseline		5/14/99	Document converted from MSFC-MQM to a Directive. Previous history retained in system as part of canceled or superseded ISO Document files. Revised the description of the Quality System documentation in 7.2 and 7.5 to reflect the conversion to Directives. Cancelled MMI 8040.15 to address RCAR #108. Added clarification of "grandfathering" in 2. Added definitions for "data" and "data management" to 6.
Revision	A	8/16/99	Complete revision to expand the scope to include all products and services provided by MSFC. Also updated to reflect re-structuring of the Center. Para. 4, added NPD 8070.6; para. 6, added definition of contractor, deleted "subcontractor", and revised definition of "flight hardware"; revised para. 7.1.2.1 and 7.1.4.1; changed "subcontractor" to "contractor" throughout. Added text to address safety in para. 2 and 7.1. Para. 7.1.2.1.(a)(3) updated to change signature authority for MWI from "Directorate level or below" to "Directorate level or higher."
Revision	B	9/16/99	Extended date for cancellation of MM's and MMI's in para.7.1.2.1 (4) and 7.1.2.1 (5). Added a reference to MPD 1150.1 to para. 7.1.1.3 and section 4.
Revision	C	12/6/99	Added MPG 8823.1 and MPG 8060.2 to section 4 and para. 7.8.1.1, and revised para. 7.8.1.2 and 7.1.8.9 to address all design control activities. Also, changed MM 1107.1 to MPG 1100.1 and MMI 1420.1 to MPG 1420.1 throughout document. Updated title of MPG 8060.1. Added definition 6.f for GSE. Revised 7.1.2.1(a) (4) and 7.1.2.1(a) (5) to delete dates for cancellation of MMs and MMIs. Revised description of OIs in 7.1.2.1(b).
Revision	D	3/6/00	Revised to replace references to MPG 1441.1 with MPG 1440.2.
Revision	E	6/12/00	Revised 2.1 to delete plans for expanded scope of registration; Revised 7.1.1.2.a, 7.1.1.2.c, 7.1.1.3, 7.1.2.1, 7.1.8, and 10 to clarify applicability of the scope of ISO registration vs. the MMS; Changed "software" reference in para. 7.1.5; added references to MPG 8220.1, "Conduct of Research and Technology Activities," in 4.ff. and 7.8.1.1; Clarified use of "shall" and "will" in 7.1.4.1; changed "IHS" to "The Center's subscription service for standards," in 7.1.4.1; Revised 7.1.9 to exclude servicing from the scope of registration. Updated Figure 2, MSFC Organization Chart.
Revision	F	9/12/00	Corrected the title of MPG 1410.1 in 7.1.4.1; Changed reference for software process control in 7.1.5; added reference to NASA Preferred Technical Standards in 7.1.4.1.
Revision	G	7/25/01	Revised sections throughout to implement the ISO 9001:2000 revision. Deleted first paragraph of 2.1. Revised Figure 1 to reflect the new 2 nd Generation Reusable Launch Vehicle Program Office. Revised definition 6.b. to clarify that customers may be internal or external. Added definitions for "quality objective" and "organization" in section 6. Expanded term defined in 6.e. Revised definition of "supplier" in 6.k. Deleted MMs and MMIs from 7.1.2.1(a). Revised 7.1.4.1 to add the new Agencywide Full-Text Technical Standards System. Paragraph 7.5.1.2, added performance, cost and schedule to basis for selection and evaluation of contractors. Paragraph 7.8.1.2 and 7.8.1.4, changed task agreements to CWCs and added risk management. Added risk management planning to 7.7.1. Made editorial corrections.
Revision	H	11/2/01	Revised the statement of scope in paragraph 2 and the quality policy statement in 7.1.1.2 in response to observations raised during a registrar

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Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 3 of 38

			audit. Updated Figure 2 in 7.1.2.2 to show the interrelationship of the Center processes. Made other minor editorial changes.
Revision	I	1/24/02	Revised 7.1.1.3 quality system objectives to ensure metrics exist and are in alignment with the MSFC values. (Changes address a minor nonconformance identified by the MSFC ISO registrar.) Added a reference to the MSFC values in 7.1.1.2. Revised 7.1.1.3, 7.8.1.2, and 7.1.4.1.
Revision	J	1/27/03	Updated URL in footers, 4.a, and 7.1.2.1; updated mission descriptions in 1; corrected title of MPG 8823.1 in 4.a.(40) and 7.8.1.1; deleted reference to obsolete versions of ISO documents in 5; revised definition 6.e; corrected reference paragraph in 7.1.8; updated filing subject titles in all sections; deleted "within our defined scope" from 7.7.1; corrected number in OMB Circular A-119 in 7.8.1.2; minor editorial corrections in 7.1.1.4.a., 7.1.1.4.c, Figure 2, 7.1.2.1, 7.1.4.1, 7.1.4.2, 7.2.2, 7.4.1, 7.6.1.1, 7.6.1.2, 7.6.1.3, 7.6.1.6, and 7.8.1.1. Revised 7.8.1.5, 7.8.1.7 and 7.8.1.8 to clarify design verification and validation in response to an NQA NCR.
Revision	K	5/9/03	Revision to comply with AS9100 requirements and other minor updates. Changed "quality records" to "records" throughout text; added AS9100 references throughout; updated the scope in section 2; changed NPD 8730.3 to NPD 1280.1 throughout; added MWI 5330.1 and MWI 8050.1 to applicable documents; revised 6.e. definition; added definition for "key characteristics"; revised 7.1.1.4.c, 7.1.3.3, 7.1.4.3, 7.1.5.2.a, 7.1.5.4.a., 7.1.5.5, 7.1.6.2, 7.1.7, 7.4.1, 7.5.1.1, 7.5.1.3.b, 7.8.1.1, 7.8.1.5, 7.8.1.6, and 7.8.3 to add/clarify AS9100 requirements; added 7.1.5.2.g-j., 7.5.1.3.d-f., and new paragraphs under 7.5.1.4, 7.6.1.5, 7.8.3 to add/clarify AS9100 requirements; revised measurements in section 10; added acronyms to definitions.
Revision	L	11/21/2003	Added MWI 7120.6, "Program/Project Risk Management" to 7.1.6.3 and 4.a. and renumbered items in that section. Added Centerwide Plans to 7.1.2.1.a. Revised 7.8.3 to clarify procedures for inspections and tests. Revised 1. Purpose to delete the term, "Center of Excellence." Changed "reference" to "referenced" in section 9.
Revision	M	5/26/2004	Changed "NPG" to "NPR" throughout document; Updated the organization chart in Figure 1; Changed S&MA "Office" to "Directorate" in 7.8.6.2; Updated the Program Formulation series in 7.7 and the Financial Management series in 7.9.
Revision	N	9/17/2004	Revised to bring document in compliance with the HQ Rules Review Action (CAITS: 04-DA01-0387). Updated the MSFC mission areas in 1; Updated the MSFC Quality Policy in 7.1.1.2 to reflect the NASA Values; Updated 7.1.1.3 on quality objectives; updated the organization chart in figure 1 and moved from 7.1.1.5 to 7.1.1.4; added Marshall Guidance Manuals (MGMs) in 7.1.2.1(b).

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Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 4 of 38

TABLE OF CONTENTS

<u>PARAGRAPH</u>	<u>PAGE</u>
TABLE OF CONTENTS.....	4
1.0 PURPOSE.....	6
2.0 APPLICABILITY.....	6
3.0 AUTHORITY.....	6
4.0 APPLICABLE DOCUMENTS.....	6
5.0 REFERENCES.....	9
6.0 DEFINITIONS.....	10
7.0 POLICY.....	11
7.1. ORGANIZATION AND ADMINISTRATION (1000-1999).....	11
7.1.1 MANAGEMENT RESPONSIBILITY.....	11
7.1.1.1 MANAGEMENT COMMITMENT.....	12
7.1.1.2 QUALITY POLICY.....	12
7.1.1.3 QUALITY OBJECTIVES.....	12
7.1.1.4 ORGANIZATION.....	14
7.1.1.5 MANAGEMENT REVIEW.....	14
7.1.2 QUALITY SYSTEM.....	14
7.1.2.1 GENERAL.....	14
7.1.2.2 QUALITY SYSTEM PROCEDURES.....	16
7.1.2.3 ANALYSIS OF DATA.....	17
7.1.2.4 CONTINUAL IMPROVEMENT.....	17
7.1.3 CUSTOMER-RELATED PROCESSES.....	18
7.1.3.1 GENERAL.....	18
7.1.3.2 DETERMINATION OF REQUIREMENTS RELATED TO PRODUCTS.....	18
7.1.3.3 REVIEW OF REQUIREMENTS RELATED TO PRODUCTS.....	18
7.1.3.4 CUSTOMER COMMUNICATION.....	18
7.1.3.5 CUSTOMER SATISFACTION.....	18
7.1.4 DATA MANAGEMENT, INCLUDING DOCUMENT AND DATA CONTROL.....	19
7.1.4.1 GENERAL.....	19
7.1.4.2 DOCUMENT AND DATA APPROVAL AND ISSUE.....	19
7.1.4.3 DOCUMENT AND DATA CHANGES.....	20
7.1.5 PROCESS CONTROL.....	20
7.1.5.1 INFRASTRUCTURE.....	20
7.1.5.2 CONTROL OF PRODUCTION AND SERVICE PROVISION.....	21
7.1.5.3 WORK ENVIRONMENT.....	21
7.1.5.4 VALIDATION OF PROCESSES FOR PRODUCTION AND SERVICE PROVISION.....	21
7.1.5.5 MONITORING AND MEASUREMENT OF PROCESSES.....	22
7.1.6 CORRECTIVE AND PREVENTIVE ACTION.....	22
7.1.6.1 GENERAL.....	22
7.1.6.2 CORRECTIVE ACTION.....	22
7.1.6.3 PREVENTIVE ACTION.....	23
7.1.7 CONTROL OF RECORDS.....	23
7.1.8 INTERNAL AUDITS.....	23
7.2 LEGAL AND TECHNICAL (2000-2999).....	24
7.2.1 LEGAL.....	24
7.2.2 TECHNICAL.....	24
7.3 HUMAN RESOURCES/PERSONNEL (3000-3999).....	25
7.3.1 COMPETENCE, AWARENESS, AND TRAINING.....	25
7.4 PROPERTY AND SUPPLY (4000-4999).....	25
7.4.1 CONTROL OF CUSTOMER-SUPPLIED PRODUCT.....	26

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 5 of 38

7.5	PROCUREMENT/SMALL BUSINESS/INDUSTRIAL RELATIONS (5000-5999).....	26
7.5.1	PURCHASING	27
	7.5.1.1 GENERAL.....	27
	7.5.1.2 ASSESSMENT OF CONTRACTORS.....	28
	7.5.1.3 PURCHASING DATA.....	28
	7.5.1.4 VERIFICATION OF PURCHASED PRODUCT	28
7.6	TRANSPORTATION (6000-6999).....	29
7.6.1	HANDLING, STORAGE, PACKAGING, PRESERVATION, AND DELIVERY	29
7.7	PROGRAM FORMULATION (7000-7999).....	30
7.7.1	PROGRAM/PROJECT AND QUALITY PLANNING	30
7.8	PROGRAM MANAGEMENT (8000-8999).....	31
7.8.1	DESIGN AND DEVELOPMENT	32
	7.8.1.1 GENERAL.....	32
	7.8.1.2 DESIGN AND DEVELOPMENT PLANNING	32
	7.8.1.3 ORGANIZATIONAL AND TECHNICAL INTERFACES	33
	7.8.1.4 DESIGN AND DEVELOPMENT INPUTS.....	33
	7.8.1.5 DESIGN AND DEVELOPMENT OUTPUTS.....	33
	7.8.1.6 DESIGN AND DEVELOPMENT REVIEW	33
	7.8.1.7 VERIFICATION	34
	7.8.1.8 VALIDATION.....	34
	7.8.1.9 CONTROL OF DESIGN AND DEVELOPMENT CHANGES	34
7.8.2	PRODUCT IDENTIFICATION AND TRACEABILITY	34
7.8.3	MONITORING AND MEASUREMENT OF PRODUCT	34
7.8.4	CONTROL OF MONITORING AND MEASURING DEVICES	35
7.8.5	INSPECTION AND TEST STATUS	36
7.8.6	CONTROL OF NONCONFORMING PRODUCT	36
	7.8.6.1 GENERAL.....	36
	7.8.6.2 REVIEW AND DISPOSITION OF NONCONFORMING PRODUCT.....	36
7.8.7	STATISTICAL TECHNIQUES	37
7.9	FINANCIAL MANAGEMENT (9000-9799)	37
8.0	RESPONSIBILITIES.....	37
9.0	RECORDS	38
10.0	MEASUREMENT	38
11.0	CANCELLATION.....	38

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 6 of 38

1. PURPOSE

Marshall Space Flight Center’s (MSFC) roles and missions are established and managed using the NASA Strategic Management Process as defined in NPR 1000.2, “NASA Strategic Management Handbook.” This process ensures alignment between the “NASA Strategic Plan” (NPD 1000.1), the Enterprise Strategic Plans, and the Center’s Implementation Plan. MSFC plays a major role in supporting the Agency's Space Propulsion requirements. In addition, MSFC contributes greatly to the following mission areas: Space transportation systems development, propulsion systems & components development, space optics manufacturing technology, and selected space systems development, including scientific spacecraft, human support systems, and payload development and operations.

This Marshall Policy Directive (MPD) is a basic manual providing information for the organizational structure, responsibilities, procedures, processes, and resources for implementing ANSI/ISO/ASQ Q9001, “American National Standard, Quality management systems – Requirements”; SAE AS9100, “Quality Systems – Aerospace – Model for Quality Assurance in Design, Development, Production, Installation and Servicing”; and NPD 1280.1, “NASA Management System Policy.” The MPD is intended to be a top-level requirements document referencing lower-tier documents with more detailed requirements and instructions.

2. APPLICABILITY

This MPD, “Marshall Management Manual (MMM),” establishes a Marshall Management System (MMS) to ensure consistent quality of NASA MSFC products and services and the safety of our customers, employees, and products. All activities within the MMS shall be conducted in compliance with ISO 9001 requirements. The scope of the MMS is as follows: All products and services provided by the Marshall Space Flight Center. MSFC supports the NASA Agency infrastructure and is a major contributor to all its scientific and technical enterprises.

Additionally, the design, development, production, installation and servicing of flight hardware, flight software, and associated ground support equipment interfacing with flight hardware and flight software shall be conducted in compliance with AS9100 requirements.

All in-scope flight hardware, flight software, and ground support equipment (GSE) previously grandfathered for ISO registration and surveillance audits, when readied for re-flight, shall be considered in scope to the ISO 9001 and AS9100 requirements and this MMM. Exceptions shall be addressed case-by-case utilizing the process as defined in MPR 1410.2.

3. AUTHORITY

NPD 1280.1, “NASA Management System Policy”

4. APPLICABLE DOCUMENTS

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VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 7 of 38

a. MSFC Directives: (All MSFC Directives are accessible through <https://repository.msfc.nasa.gov/directives/directives.htm>.)

- (1) MPR 1050.1, "Contract (Customer Agreement) Review"
- (2) MPR 1100.1, "Marshall Space Flight Center Organizational Manual"
- (3) MPR 1130.1, "MSFC Implementation Planning Process"
- (4) MPD 1150.1, "Establishment of Councils, Boards, and Committees"
- (5) MPR 1280.1, "Management Review"
- (6) MPR 1280.2, "Process Control"
- (7) MWI 1280.3, "Corrective/Preventive Action Notification System"
- (8) MPR 1280.4, "MSFC Corrective Action System"
- (9) MWI 1280.5, "MSFC ALERT Processing"
- (10) MPR 1280.6, "Internal Quality Audits"
- (11) MPR 1280.7, "Servicing"
- (12) MPR 1280.8, "Customer Satisfaction"
- (13) MPR 1280.9, "Continual Improvement"
- (14) MPR 1410.1, "Documentation and Data Control for Organizational Issuances"
- (15) MPR 1410.2, "Marshall Management Directives System"
- (16) MPR 1420.1, "MSFC Forms Management Program"
- (17) MPR 1440.2, "MSFC Records Management Program"
- (18) MPR 1600.1, "MSFC Security Procedural Requirements"
- (19) MPD 2210.1, "Documentation Input and Output of the MSFC Documentation Repository"
- (20) MPR 3410.1, "Training"
- (21) MPR 4000.1, "Control of Customer-Supplied Product"

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VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 8 of 38

- (22) MPR 5000.1, "Purchasing"
- (23) MWI 5330.1, "Evaluation of Contractors, Suppliers, and Vendors"
- (24) MPR 6410.1, "Handling, Storage, Packaging, Preservation, and Delivery (HSPPD)"
- (25) MPR 7100.1, "Proposal Development Process"
- (26) MPR 7120.1, "Program/Project Planning"
- (27) MPR 7120.2, "Multiprogram/Project Common-Use Documentation"
- (28) MPR 7120.3, "Data Management, Programs/Projects"
- (29) MWI 7120.4, "Documentation Preparation, Programs/Projects"
- (30) MWI 7120.6, "Program/Project Risk Management"
- (31) MPR 8040.1, "Configuration Management, MSFC Programs/Projects"
- (32) MPR 8040.2, "Product Identification"
- (33) MPR 8040.3, "Product Traceability"
- (34) MWI 8050.1, "Verification & Validation of Hardware, Software and Ground Support Equipment for MSFC Projects"
- (35) MPR 8060.1, "Flight Systems Design/Development Control"
- (36) MPR 8060.2, "Non-Flight and Non-Facility Design and Development"
- (37) MPR 8220.1, "Conduct of Research and Technology Activities"
- (38) MPR 8730.1, "Inspection and Testing"
- (39) MPR 8730.2, "Inspection and Test Status"
- (40) MPR 8730.3, "Control of Nonconforming Product"
- (41) MPR 8730.4, "Statistical Techniques"
- (42) MPR 8730.5, "Control of Inspection, Measuring, and Test Equipment"
- (43) MPR 8730.6, "Inspection of Hazardous Test Facility Configuration Changes"

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Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 9 of 38

(44) MPR 8823.1, “Design Control of Facilities”

b. NASA Directives: (All NASA Directives are accessible at http://nodis3.gsfc.nasa.gov/library/main_lib.html)

(1) NPD 1000.1, “NASA Strategic Plan”

(2) NPR 1000.2, “NASA Strategic Management Handbook”

(3) NPD 1280.1, “NASA Management System Policy”

(4) NPD 7120.4, “Program/Project Management”

(5) NPR 7120.5, “NASA Program and Project Management Processes and Requirements”

(6) NPD 8070.6, “Technical Standards”

c. Other:

(1) Enterprise Strategic Plans

(2) Federal Acquisition Regulation (FAR)

(3) MIL-STD-961, Defense Specifications

(4) MSFC Implementation Plan

(5) NASA Federal Acquisition Regulation Supplement (NFS)

(6) OMB Circular A-119, “Federal Participation in the Development and Use of Voluntary Standards”

5. REFERENCES

a. ANSI/ISO/ASQ Q9000-2000, “American National Standard, Quality management systems – Fundamentals and vocabulary”

b. ANSI/ISO/ASQ Q9001-2000, “American National Standard, Quality management systems – Requirements”

c. SAE AS9100, “Quality Systems – Aerospace – Model for Quality Assurance in Design, Development, Production, Installation and Servicing”

6. DEFINITIONS

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Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 10 of 38

In general, the definitions given in ANSI/ISO/ASQ Q9000-2000 apply. However, the following definitions are offered to assist the user in understanding the application of the ANSI/ISO/ASQ Q9001 and AS9100 standards and the quality policies in this MPD:

- a. Contractor. The organization that provides a product or service to MSFC in a contractual situation.
- b. Customer. The recipient of a product or service provided by MSFC. A customer may be internal to MSFC or external.
- c. Data. Any electronic or written information/statement which represents policies, procedures, instructions, instructional material, drawings, plans, specifications, requirements, handbooks, manuals, reports, standards, or other correspondence. These may be stored in a variety of media such as magnetic tapes, computer disks, data sheets, log books, strip charts, photographs, videocassettes, etc.
- d. Data Management. The timely and economical identification/definition, preparation, control, and disposition of documents and data required by a program, project, or activity.
- e. Flight Hardware, Flight Software, and Ground Support Equipment (GSE). Any hardware or software that is intended to fly in, or is part of, the Shuttle Transportation System (STS) or some other flight system. Hardware and software intended only to fly on a balloon flight, sounding rocket, or aircraft flight are excluded from this definition.
- f. Ground Support Equipment. Non-flight systems, equipment, or devices (with a physical or functional interface with flight hardware) necessary to routinely support the operations of transporting, receiving, handling, assembly, inspection, test, checkout, servicing and launch of space vehicles and payloads at launch, landing, or retrieval sites.
- g. Key characteristics. The features of a material, process, or part whose variation has a significant influence on product fit, performance, service life, or manufacturability.
- h. NPD. NASA Policy Directive.
- i. NPR. NASA Procedural Requirements.
- j. Organization. Group of people and facilities with an arrangement of responsibilities, authorities, and relationships.
- k. Process. Set of interrelated resources and activities which transform inputs into outputs. Resources may include personnel, finance, facilities, equipment, techniques, and methods.
- l. Product. The result of activities or processes which is delivered to the customer.

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VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 11 of 38

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

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

o. Supplier. The organization that provides a product/service to the customer. A supplier can be internal or external. In a contractual situation, a supplier is sometimes called a “contractor.”

7. POLICY

7.1 ORGANIZATION AND ADMINISTRATION (1000-1999)

MSFC shall establish and maintain documented procedures/instructions for safety, general, management, and administrative processes and continually improve its effectiveness.

The following processes are governed by the organization and administration series: (See paragraph 4.a.)

- a. General (10XX)
- b. Organizational Structure (11XX)
- c. Internal Management Controls (12XX)
- d. External Relationships (13XX)
- e. Administrative Management Programs (14XX)
- f. Administrative Services (15XX)
- g. Security (16XX)
- h. Safety (17XX)
- i. Occupational Health (18XX)
- j. Standards of Conduct (19XX)

7.1.1 MANAGEMENT RESPONSIBILITY

7.1.1.1 MANAGEMENT COMMITMENT

MSFC senior management shall provide evidence of its commitment to the development and implementation of the MMS and continually improving its effectiveness by:

- (a) communicating to the organization the importance of meeting customer as well as statutory and regulatory requirements,
- (b) establishing the quality policy,
- (c) ensuring that quality objectives are established,

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 12 of 38

(d) conducting management reviews, and

(e) ensuring the availability of resources.

MSFC senior management shall ensure that the integrity of the MMS is maintained when changes are planned and implemented.

MSFC senior management shall ensure that appropriate communication processes are established within MSFC and that communication takes place regarding the effectiveness of the MMS.

7.1.1.2 QUALITY POLICY

<p>Quality Policy</p> <p>MSFC policy is to provide quality products and services to our customers through the NASA values: safety, the NASA family, excellence, and integrity.</p>

The NASA values serve as the principles that guide our decisions and behaviors.

Each MSFC manager shall be responsible for ensuring the quality policy is understood, implemented, and maintained at all levels of the organization.

This quality policy shall be communicated throughout the organization via employee training and quality reviews with management.

7.1.1.3 QUALITY OBJECTIVES

The MSFC Center Director shall ensure that quality objectives, including those needed to meet requirements for product, are established at relevant functions and levels within the organization. The quality objectives shall be measurable and consistent with the quality policy.

Center level objectives, including quality objectives, shall be established for each fiscal year in the MSFC Implementation Plan. (Reference MPR 1130.1, “MSFC Implementation Planning Process.”) Directorates/Offices shall develop objectives and metrics appropriate at that level, in accordance with the MSFC Quality Policy and the NASA Vision, Mission, and Values. (Reference NPD 1000.1, “NASA Strategic Plan.”)

7.1.1.4 ORGANIZATION

a. RESPONSIBILITY AND AUTHORITY

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 13 of 38

The MSFC Center Director shall be responsible for implementation and control of the MMS. While the Center Director has the ultimate authority and responsibility for establishing and maintaining the MMS (reference NPD 1280.1), the Management Representative shall have the day-to-day authority and responsibility for the MMS implementation. All MSFC directors, program/project managers, and other personnel shall be responsible for understanding and complying with the MMS and MSFC's policy and objectives for quality. The directors and program/project managers may delegate authority for the quality program, but they shall maintain the responsibility. (Figure 1 shows the organizational relationships at MSFC.)

Responsibility and authority for employees shall be defined in the employee's performance plan and through process and/or procedural documentation. Individual performance plans and job descriptions shall document the responsibilities and authority of all personnel. Organizational charters shall be documented in MPR 1100.1, "Marshall Space Flight Center Organizational Manual."

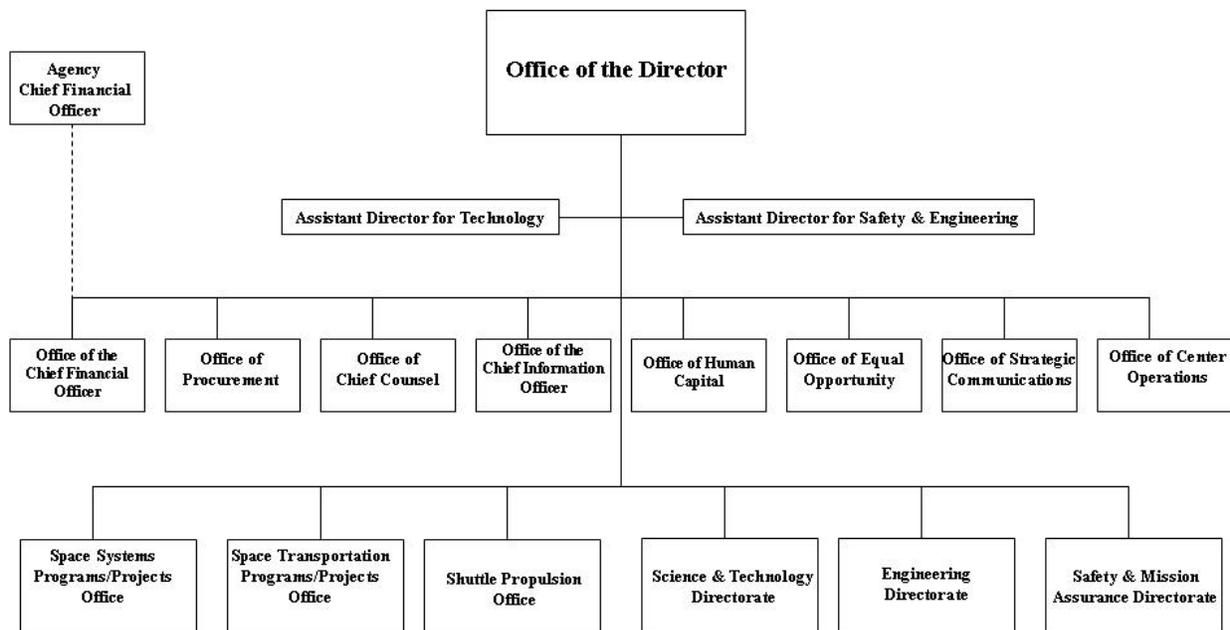


FIGURE 1.
George C. Marshall Space Flight Center Organizational Chart

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 14 of 38

b. RESOURCES

The MSFC Center Director shall be responsible for providing sufficient resources to implement and maintain the MMS and continually improve its effectiveness, and to enhance customer satisfaction by meeting customer requirements.

c. MANAGEMENT REPRESENTATIVE

The MSFC Center Director has appointed the Associate Director as the Management Representative. This position has the organizational freedom to resolve matters pertaining to quality. The Management Representative shall ensure that the MMS is established, implemented, and maintained in accordance with ANSI/ISO/ASQ Q9001 and SAE AS9100, and shall report on the performance of the MMS to Center management for review and improvement. The Management Representative shall ensure the promotion of awareness of customer requirements throughout the organization. The Management Representative shall also act as the primary communications point for liaison with external bodies affecting the scope of ISO 9001 and AS9100 registration.

7.1.1.5 MANAGEMENT REVIEW

The Management Representative shall report at least twice annually to the MSFC Quality Council (MQC) on the status of the MMS. These reviews shall be conducted and records shall be kept per MPR 1280.1, "Management Review," to ensure the continuing suitability, adequacy, and effectiveness of the MMS. The MQC shall assess opportunities for improvement and the need for changes to the MMS, including quality policy and quality objectives. Membership and operation of the MQC is defined under MPD 1150.1, "Establishment of Councils, Boards, and Committees," Charter Number MC-02.

The input to these management reviews shall include information on results of audits, customer feedback, process performance and product conformity, status of preventive and corrective actions, follow-up actions from previous management reviews, changes that could affect the MMS, and recommendations for improvement.

The output from these management reviews shall include any decisions and actions related to improvement of the effectiveness of the MMS and its processes, improvement of the products related to customer requirements, and resource needs.

7.1.2 QUALITY SYSTEM

7.1.2.1 GENERAL

MSFC shall establish, document, maintain, and continually improve an MMS as a means of ensuring that MSFC's products and services conform to specified requirements and to ensure conformance to the requirements of ANSI/ISO/ASQ Q9001 and SAE AS9100. MSFC has

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 15 of 38

prepared this MMM covering the requirements of ANSI/ISO/ASQ Q9001, SAE AS9100, and other NASA and MSFC requirements.

The Management Representative shall be responsible for maintenance of this MMM. The controlled version is available on the World Wide Web (WWW) via the MSFC Management Directives Master List at <https://repository.msfc.nasa.gov/directives/directives.htm>. By definition, any printed version of this MMM is uncontrolled. Any proposed revision to this manual shall be submitted to the Center Director. The Center Director authorizes approval of the revision after an internal review by the Directives Control Board, chaired by the Management Representative.

The MMM includes or makes reference to the MMS procedures and outlines the structure of the documentation used in the MMS. Authority, applicable, and reference documents form a part of the citing document to the extent specified. Unless otherwise specified, the documents referred to are the latest approved versions. The MSFC documentation hierarchy is defined as follows:

(a) Marshall Management Directives System (MMDS). The MMDS consists of Marshall Policy Directives (MPDs), Marshall Procedural Requirements (MPRs), Marshall Work Instructions (MWIs), and Marshall Centerwide Plans (MCPs) (refer to MPR 1410.2, “Marshall Management Directives System”):

(1) MPD. MPDs are issued to state policy and formal delegations of authority; identify responsibilities and principal policy relationships; and are approved/signed by the Center Director or designee.

(2) MPR. MPRs document procedural requirements for how Center-level activities are conducted to implement NASA and/or MSFC policy and are approved/signed by the Center Director or designee.

(3) MWI. MWIs provide detailed instructions on performing specific duties that apply to all or numerous MSFC organizations and are approved/signed by the Center Director or designee.

(4) MCP. MCPs document a proposed course of action and/or goals to be accomplished that are required by an MSFC, NASA or other Federal or State Government document. These plans have the potential to affect several or all MSFC organizations and are approved by MSFC senior management. Centerwide Plans do not include Program/Project management plans.

(b) Marshall Guidance Manuals (MGMs). MGMs supplement directives (NASA and/or MSFC) and provide more instruction about how to carry out the provisions of those directives at MSFC. They contain information helpful to implement or understand the process(es), but do not establish requirements. Contents may include: acceptable methods for implementing requirements, guidelines, best practices, process oriented lessons learned, and helpful hints. MGMs are approved/signed by the Center Director or designee.

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Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 16 of 38

(c) Organizational Issuances (OIs). OIs provide detailed instructions for internal use within an organization. OIs may apply to two or more organizations if issued jointly by heads of the organizations involved. OIs are not maintained in the MMDS. OIs include, but are not limited to, organizational work instructions (OWIs), processes, procedures, memoranda, and organizational forms. (Refer to MPR 1410.1, “Document and Data Control for Organizational Issuances.”)

(d) Program/Project Data. Program/Project data includes all data required for the definition of the product and the management of the Program/Project. (Refer to MPR 7120.3, “Data Management, Programs/Projects,” for the management of Program/Project data.)

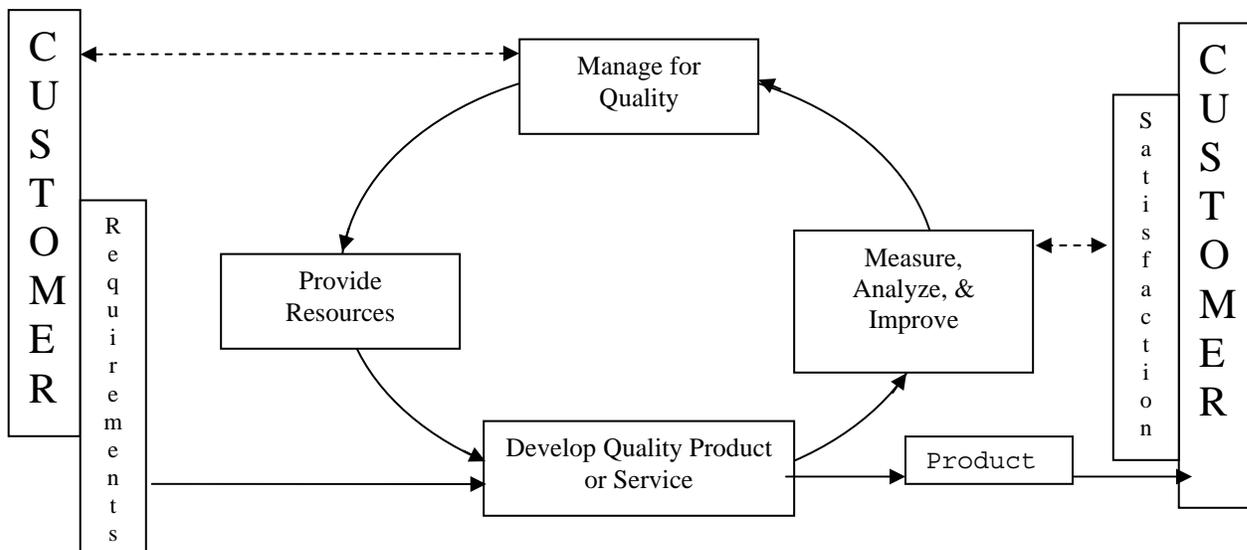
(e) Multiprogram/Project Common-Use Documentation. Technical descriptive standards, handbooks, or specifications prepared for common use by MSFC. (Refer to MPR 7120.2, “Multiprogram/Project Common-Use Documentation.”)

(f) Records. All records are documented and retained according to MPR 1440.2, “MSFC Records Management Program.”

7.1.2.2 QUALITY SYSTEM PROCEDURES

MSFC activities can be represented as a process or set of processes. Processes and their interactions are identified at all levels of the organization in order to manage and document the quality system effectively.

The following model illustrates the process approach:



Manage for Quality: See paragraph 7.1.

Provide Resources: See paragraphs 7.1, 7.2, 7.3, and 7.9.

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VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 17 of 38

Develop Quality Product or Service: See paragraphs 7.1, 7.4, 7.5, 7.6, 7.7, and 7.8.
Measure, Analyze, and Improve: See paragraphs 7.1 and 7.8.

FIGURE 2. PROCESS MODEL FOR MSFC MANAGEMENT SYSTEM

The MMS is a formally documented system of planned activities established to provide evidence of compliance to the requirements of applicable regulations, codes, standards, specifications, drawings, and the MSFC quality policy and quality objectives. All of these activities are governed by procedures and written instructions supported with records of objective evidence of satisfactory compliance. All organizations shall establish measures to implement the MMM requirements. This includes the preparation of procedures and documentation that assures compliance with the MMM, and continual improvement of these processes.

The range and detail of the procedures that form part of the MMS depend on the complexity of the work, the methods used, and the skills and training needed by personnel involved in carrying out the activity. Procedures may make reference to work instructions that define how an activity is performed.

7.1.2.3 ANALYSIS OF DATA

MSFC shall determine, collect, and analyze appropriate data to demonstrate the suitability and effectiveness of the MMS and to evaluate where continual improvement of the effectiveness of the MMS can be made. This shall include data generated as a result of monitoring and measurement and from other relevant sources.

The analysis of data shall provide information relating to:

- (a) customer satisfaction (see paragraph 7.1.3.5),
- (b) conformity to product requirements (see paragraph 7.8.3),
- (c) characteristics and trends of processes and products including opportunities for preventive action (see paragraph 7.1.5.5), and
- (d) suppliers (see paragraphs 7.5.1.2 and 7.5.1.4).

7.1.2.4 CONTINUAL IMPROVEMENT

MSFC shall continually improve the effectiveness of the MMS through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions, and management review. (See MPR 1280.9, “Continual Improvement.”)

7.1.3 CUSTOMER-RELATED PROCESSES

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
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Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 18 of 38

7.1.3.1 GENERAL

The directors and program/project managers shall ensure that customer requirements are determined and met with the aim of enhancing customer satisfaction. Procedures/instructions for customer-related processes, including contract (customer agreement) review and the coordination of these activities, are detailed in MPR 1050.1, “Contract (Customer Agreement) Review,” MPR 7120.1, “Program/Project Planning,” and MPR 7100.1, “Proposal Development Process.”

7.1.3.2 DETERMINATION OF REQUIREMENTS RELATED TO PRODUCTS

MSFC shall determine requirements specified by the customer, including the requirements for delivery and post-delivery activities; requirements not stated by the customer but necessary for specified or intended use, where known; statutory and regulatory requirements related to products; and any additional requirements determined by MSFC.

7.1.3.3 REVIEW OF REQUIREMENTS RELATED TO PRODUCTS

MSFC shall review the requirements related to products. This review shall be conducted prior to MSFC’s commitment to supply a product to a customer (e.g. submission of tenders, acceptance of contracts or orders, acceptance of changes to contracts or orders) and shall ensure that product requirements are defined, contract or order requirements differing from those previously expressed are resolved, MSFC has the ability to meet the defined requirements, and risks (e.g., new technology, short delivery time scale) have been evaluated. Records of the results of these reviews and actions arising from these reviews shall be maintained (see paragraph 7.1.7).

Where the customer provides no documented statement of requirement, the customer requirements shall be confirmed by MSFC before acceptance. Where product requirements are changed, MSFC shall ensure that relevant documents are amended and that relevant personnel are made aware of the changed requirements.

7.1.3.4 CUSTOMER COMMUNICATION

MSFC shall determine and implement effective arrangements for communicating with customers in relation to product information; inquiries, contracts, or order handling, including amendments; and customer feedback, including customer complaints.

7.1.3.5 CUSTOMER SATISFACTION

As one of the measurements of the performance of the MMS, MSFC shall monitor information relating to customer perception as to whether MSFC has met customer requirements. The methods for obtaining and using this information are defined in MPR 1280.8, “Customer Satisfaction.”

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 19 of 38

7.1.4 DATA MANAGEMENT, INCLUDING DOCUMENT AND DATA CONTROL

7.1.4.1 GENERAL

MSFC shall establish and maintain documented procedures to identify/define, prepare, control, and disposition all documents and data that are within the scope of MSFC's MMS including, to the extent applicable, documents of external origin such as standards and customer drawings. Procedural controls include requirements to periodically review and update as necessary and re-approve documents. (Refer to MPR 1410.2, "Marshall Management Directives System;" MPR 1410.1, "Document and Data Control for Organizational Issuances;" MPR 7120.3, "Data Management, Programs/Projects;" MPR 7120.2, "Multiprogram/Project Common-Use Documentation;" and MPR 1420.1, "MSFC Forms Management Program.") All records shall be documented, retained, and dispositioned in accordance with MPR 1440.2, "MSFC Records Management Program." The MSFC Documentation Repository is the official receipt, storage, and distribution point for MSFC engineering drawings, specifications, standards, procedures, and handbooks.

The use of the word "shall" indicates mandatory requirements in the documentation of the MMS.

The NASA Technical Standards Program's Agencywide Full-Text Technical Standards System serves as the master list for searching for information about various Technical Standards Products, including NASA Preferred Technical Standards. The Agencywide Full-Text Technical Standards System is accessible from the NASA Technical Standards Program's website at <http://standards.nasa.gov> and the MSFC Integrated Document Library (MIDL) through the Technical Standards link.

Changes to technical standards can have major impacts on the safety and performance of MSFC Programs and Projects. The Standards Update Notification System (SUNS) is a Web-based system developed to notify NASA's Programs/Projects/Organizations and contractors within the <nasa.gov> domain of changes to standards products being used. The SUNS is also accessible from the NASA Technical Standards Program website at <http://standards.nasa.gov>.

MSFC and NASA master document lists shall be used to verify the correct version status of MSFC and NASA standards documentation and previous/obsolete versions authorized for use at MSFC.

7.1.4.2 DOCUMENT AND DATA APPROVAL AND ISSUE

The documents and data shall be reviewed and approved for adequacy and accuracy prior to issue to perform work by authorized management, or designee, after having received concurrence by technical authorities and employee representatives performing the tasks. Each organization shall maintain the documents and data or identify the repository location of the documents and data such that each employee who is performing the task can easily retrieve the applicable documents/data for use. These documents can be in the form of any type of media; electronic media is recommended when available. Master lists identifying the current revision

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 20 of 38

status of documents, as well as previous versions authorized for use, shall be established and readily accessible from a central location to preclude the use of invalid and/or obsolete documents. This control shall ensure that:

- (a) Pertinent issues of appropriate documents are available at all locations essential to the effective functioning of the MMS.
- (b) Invalid and/or obsolete documents are promptly removed from all points of issue or use, destroyed, or otherwise ensured against unintended use.
- (c) Any previous/obsolete version of any documents within the MSFC Master List system retained by the user (e.g., for limited applicability, for historical purposes, for reference) shall be marked or otherwise suitably identified.

7.1.4.3 DOCUMENT AND DATA CHANGES

Changes, revisions, and cancellations to documents and data shall be reviewed and approved by the same MSFC organizations that performed the original review and approval, unless designated otherwise. Document changes shall be coordinated with customers and/or regulatory authorities in accordance with any customer agreement or regulatory requirements. The designated MSFC organizations performing review and approval shall have access to pertinent background information upon which to base their review and approval. Where practicable, a description of the change shall be identified in the document or in the appropriate attachments.

7.1.5 PROCESS CONTROL

7.1.5.1 INFRASTRUCTURE

MSFC shall determine, provide, and maintain the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, as applicable:

- (a) buildings, workspace, and associated utilities,
- (b) process equipment (both hardware and software), and
- (c) supporting services (such as transport or communication).

7.1.5.2 CONTROL OF PRODUCTION AND SERVICE PROVISION

Procedures and instructions shall be developed on an ongoing basis by responsible organizations to ensure functional activities are performed under controlled conditions. The methods for process controls for specific processes can be obtained through the MIDL. Process controls for hardware and software products shall be carried out in accordance with MPR 1280.2, "Process Control." Process controls for post-delivery servicing activities shall be carried out in accordance with MPR 1280.7, "Servicing."

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 21 of 38

Controlled conditions shall include, as applicable:

- (a) the availability of information that describes the characteristics of the product, including criteria for workmanship, which shall be stated in the clearest practical manner (e.g., written standards, representative samples or illustrations),
- (b) the availability of work instructions, as necessary,
- (c) the use of suitable equipment,
- (d) the availability and use of monitoring and measuring devices,
- (e) the implementation of monitoring and measurement,
- (f) the implementation of release, delivery, and post-delivery activities,
- (g) accountability for all product during manufacture,
- (h) evidence that all manufacturing and inspection operations have been completed as planned, or as otherwise documented and authorized,
- (i) provision for the prevention, detection, and removal of foreign objects, and
- (j) monitoring and control of utilities and supplies such as water, compressed air, electricity and chemical products to the extent they affect product quality.

7.1.5.3 WORK ENVIRONMENT

MSFC shall determine and manage the work environment needed to achieve conformity to product requirements.

7.1.5.4 VALIDATION OF PROCESSES FOR PRODUCTION AND SERVICE PROVISION

MSFC shall validate any processes for production and service provision where the resulting output cannot be verified by subsequent monitoring or measurement. This includes any processes where deficiencies become apparent only after the product is in use or the service has been delivered.

Validation shall demonstrate the ability of these processes to achieve planned results. MSFC shall establish arrangements for these processes including, as applicable:

- (a) defined criteria for review and approval of the processes prior to use,
- (b) approval of equipment and qualification of personnel,

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 22 of 38

- (c) use of specific methods and procedures,
- (d) requirements for records (see paragraph 7.1.7), and
- (e) revalidation.

7.1.5.5 MONITORING AND MEASUREMENT OF PROCESSES

MSFC shall apply suitable methods for monitoring and, where applicable, measurement of the MMS processes. These methods shall demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action shall be taken, as appropriate, to ensure conformity of product. Any resulting nonconforming product shall be identified and controlled. (See paragraphs 7.1.6, 7.8.3, and 7.8.6.)

7.1.6 CORRECTIVE AND PREVENTIVE ACTION

7.1.6.1 GENERAL

MSFC shall establish and maintain documented procedures to ensure consistent and effective methods for correction and prevention of recurrence of nonconformances. A consistent procedure to ensure that nonconformances are corrected is necessary for the delivery of quality product to the customer. Any corrective or preventive action taken to eliminate the causes of actual or potential nonconformities shall be to a degree appropriate to the magnitude of problems and commensurate with the risks encountered. Any changes to the documented procedures as a result of corrective or preventive actions shall be recorded and implemented.

7.1.6.2 CORRECTIVE ACTION

MSFC shall establish procedures for the effective handling of customer concerns or complaints and reports of product nonconformances. (Refer to MPR 1280.4, “MSFC Corrective Action System.”) Disciplined problem-solving methods shall be used during investigation of cause of nonconformance to specification or requirement relating to product, process, and Management System. Results of the investigation and analysis shall be recorded (see paragraph 7.1.7). Procedures shall be established for determination of corrective action needed to eliminate the cause of nonconformances, and shall define corrective action follow-up activity to ensure documented corrective action is taken and that it is effective. Corrective actions shall be flowed down to a supplier when it is determined that the supplier is responsible for the root cause. (See MPR 5000.1, “Purchasing.”)

7.1.6.3 PREVENTIVE ACTION

MSFC shall determine action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions shall be appropriate to the effects of potential problems. Documented procedures define requirements for determining potential

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 23 of 38

nonconformities and their causes, evaluating the need for action to prevent occurrence of nonconformities, determining and implementing action needed, records of results of actions taken, and reviewing preventive action taken. (Refer to MPR 1280.4, “MSFC Corrective Action System;” MWI 1280.5, “MSFC ALERT Processing;” MWI 1280.3, “Corrective/Preventive Action Notification System;” and, MWI 7120.6, “Program/Project Risk Management.”)

7.1.7 CONTROL OF RECORDS

Records activities shall be performed in accordance with MPR 1440.2, “MSFC Records Management Program.” To ensure control of records:

- (a) MSFC shall establish and maintain documented procedures for the identification, collection, indexing, filing, storage, accessing, maintenance, and disposition of records.
- (b) Records, including pertinent records from MSFC customers and suppliers, shall be maintained to demonstrate conformance to specified requirements and the effective operation of the MMS.
- (c) MSFC shall ensure records are legible and shall be stored and retained in such a way that they are readily retrievable and not subject to damage, deterioration, or loss. Retention times shall be established and recorded.

Records shall be available for review by customers and regulatory authorities in accordance with customer agreements or regulatory requirements.

7.1.8 INTERNAL AUDITS

Safety and Mission Assurance (S&MA) shall establish and maintain documented procedures for planning and implementing internal quality audits. (Refer to MPR 1280.6, “Internal Quality Audits.”) Internal audits shall be used to ensure conformity of the MMS, and to continually improve the effectiveness of the MMS through corrective actions taken by the audited organizations.

MSFC shall plan and perform internal audits on a scheduled basis, taking into consideration the status and importance of the processes and areas to be audited, as well as results of previous audits. The results shall be documented and maintained as records (see paragraph 7.1.7) and distributed to affected organizations. Nonconformances identified shall be tracked to ensure that timely corrective action is taken by the management of the affected area.

MSFC activities shall be audited by personnel independent of the activity under review to determine compliance with ISO 9001, AS9100, documented procedures, plans, instructions, regulatory requirements, and accepted customer agreements, and to determine the effectiveness of the MMS.

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 24 of 38

Follow-up audits shall be performed by MSFC to verify and record the implementation and effectiveness of the corrective action taken and shall be maintained as records (see paragraph 7.1.7). Corrective action commitments made in response to audit findings shall be assessed to ensure implementation and effectiveness of the action.

The results of audits shall be an integral part of the input to the management review activities (see paragraph 7.1.1.5).

7.2 LEGAL AND TECHNICAL (2000-2999)

7.2.1 LEGAL

The MSFC Chief Counsel's Office has established and shall maintain appropriate procedures, office issuances, and records for the implementation, generation, and control of legal and patent functions/processes.

The Chief Counsel's Office activities are governed by the Legal and Technical series: (See para. 4.a.)

General (Laws and Legal Matters) (20XX)

7.2.2 TECHNICAL

MSFC shall establish and maintain documented procedures/instructions for the management and operation of MSFC's scientific and technical information programs, including the technology utilization office. Records shall be maintained.

The following activities are governed by the Legal and Technical series: (See paragraph 4.a.)

- a. Technology Utilization (including Small Business Innovative Research(SBIR)) (21XX)
- b. Scientific and Technical Information (22XX)
- c. Management Information Systems (23XX)
- d. Automatic Data Processing (ADP) Management (24XX)
- e. Communications (25XX)
- f. Photographic Services Management (26XX)
- g. Information Technology (IT) Management (28XX)

7.3 HUMAN RESOURCES/PERSONNEL (3000-3999)

MSFC shall establish and maintain documented procedures/instructions for the management and operation of NASA personnel functions.

The following activities are governed by the Human Resources/Personnel series: (See paragraph 4.a.)

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 25 of 38

- a. Human Resources/Personnel (General) (30XX)
- b. Executive Human Resources Management (Senior Executive Service (SES)) (31XX)
- c. Personnel Provisions (General) (32XX)
- d. Employment (General) (33XX)
- e. Employee Performance and Utilization (34XX)
- f. Position Classification, Pay, and Allowances (35XX)
- g. Time and Attendance (36XX)
- h. Personnel Relations and Services (37XX)
- i. Insurance and Annuities (38XX)
- j. General and Miscellaneous (39XX)

7.3.1 COMPETENCE, AWARENESS, AND TRAINING

MSFC shall establish and maintain documented procedures that identify the competency and training needs and provide appropriate training of personnel. (Refer to MPR 3410.1, "Training.") Appropriate records of education, training, skills, and experience shall be maintained as records (see paragraph 7.1.7).

Personnel performing work affecting product quality shall be competent on the basis of appropriate education, training, skills, and experience.

MSFC shall determine the necessary competence for personnel. MSFC shall provide training or take other actions to satisfy these needs and evaluate the effectiveness of the actions taken. MSFC shall ensure that personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the objectives, including quality objectives.

7.4 PROPERTY AND SUPPLY (4000-4999)

MSFC shall establish and maintain documented procedures/instructions for the management and operation of NASA property and supply management functions.

The following activities are governed by the Property and Supply series: (See paragraph 4.a.)

- a. Property and Supply (General) (40XX)
- b. Inventory Management (General) (41XX)
- c. Equipment Management (General) (42XX)
- d. Utilization and Disposal (43XX)
- e. Supply Cataloging (44XX)
- f. Storage and Distribution (45XX)
- g. Expanded Supply Control (46XX)

7.4.1 CONTROL OF CUSTOMER-SUPPLIED PRODUCT

MSFC shall exercise care with property belonging to an external customer while it is under MSFC's control or being used by MSFC. MSFC shall establish and maintain documented

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Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 26 of 38

procedures to control the verification, storage, and maintenance of customer-supplied products provided for use or incorporation into MSFC products. (Refer to MPR 4000.1, “Control of Customer-Supplied Product.”) Unless specified otherwise by the customer, all customer-supplied products, from time of receipt until the time they are transferred out of the MSFC MMS, shall be verified, stored, and maintained in accordance with the requirements and procedures applicable to MSFC hardware of the same classification.

External customer-supplied products which are lost, damaged, or are found to be otherwise unsuitable for use, shall be recorded and reported to the customer.

Customer property can include intellectual property, including customer-furnished data used for design, production and/or inspection. Proprietary/confidential documentation received by MSFC shall be controlled in accordance with MPR 7120.3, “Data Management, Programs/Projects,” MWI 7120.4, “Documentation Preparation, Programs/Projects,” MPR 1600.1, “MSFC Security Procedural Requirements,” and MPD 2210.1, “Documentation Input/Output of the MSFC Documentation Repository.”

7.5 PROCUREMENT/SMALL BUSINESS/INDUSTRIAL RELATIONS (5000-5999)

MSFC shall establish and maintain documented procedures/instructions for the management and operation of NASA procurement and contracting functions.

The following activities are governed by the Procurement/Small Business/Industrial Relations series: (See paragraph 4.a.)

- a. Procurement/Small Business/Industrial Relations (General) (50XX)
- b. Procurement (Contracts) – General (51XX)
- c. Contractor Labor Relations (52XX)
- d. Reliability and Quality Assurance (53XX)
- e. Contractor-Held Government Property (54XX)
- f. Patent Waiver (55XX)
- g. Statement of Work (56XX)
- h. Awards, Inventions, and Contributions (57XX)
- i. Grants and Cooperative Agreements (58XX)
- j. Contractor Financial Management and Reporting (59XX)

7.5.1 PURCHASING

7.5.1.1 GENERAL

MSFC shall establish and maintain documented procedures to ensure that purchased product and services conform to specified requirements. (Refer to MPR 5000.1, “Purchasing” and MWI 5330.1, “Evaluation of Contractors, Suppliers, and Vendors.”) Procedures shall ensure that materials received conform to the applicable drawings, specifications, and quality standards. Verification methods employed shall include: Quality System Surveys and Audits, Source

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 27 of 38

Inspections, Supplier Performance Evaluations, and inspection and test of materials upon receipt. Outsourced processes that can affect product conformity shall also be controlled by procedures.

MSFC personnel shall adhere to the following for all MSFC procurements:

- (a) NASA procurements shall be conducted in accordance with the Federal Acquisition Regulation (FAR) and the NASA FAR Supplement.
- (b) Contractor procurements shall be conducted in accordance with the contractor's company purchasing procedures and standard commercial practices and contain any FAR flow-down clauses.
- (c) Where appropriate and beneficial to NASA, contractors shall be contractually required to have quality systems that comply with or are registered to the ISO 9001 or AS9100 standard.

7.5.1.2 ASSESSMENT OF CONTRACTORS

MSFC shall evaluate and select contractors on the basis of their ability to meet all specified requirements including performance, cost, and schedule, as well as the quality system and any specific quality assurance requirements. Criteria for selection, evaluation, and re-evaluation shall be established. Records of the results of evaluations and any necessary actions arising from the evaluation shall be maintained (see paragraph 7.1.7). The various methods used in this assessment are:

- (a) Quality System Evaluations and/or Surveys
- (b) Past Performance Evaluations and Customer Questionnaires
- (c) Capability or Mission Suitability Evaluations

The type and extent of control exercised over contractors shall be defined. The type and extent of control shall be dependent upon the type of product, the effect of the purchased product or services on subsequent product realization, and the impact on the quality of the final product.

7.5.1.3 PURCHASING DATA

Purchasing documents shall clearly describe the product ordered, including, where applicable:

- (a) The type, class, grade, or other precise identification;
- (b) The title or other positive identification, and applicable issues of specifications, drawings, process requirements, inspection instructions, and other relevant technical data, including requirements for approval or qualification of product, procedures, process equipment, and personnel, and any changes thereto;
- (c) The title, number, and issue of the Quality System standard to be applied;

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 28 of 38

(d) Requirements for test specimens (e.g., production method, number, storage conditions) for design approval, inspection, investigation or auditing;

(e) Requirements relative to notifying MSFC of nonconforming product and arranging for MSFC approval of supplier nonconforming material;

(f) Requirements to flow down to sub-tier suppliers the applicable requirements in the purchasing documents, including key characteristics where required.

MSFC shall review and approve purchasing documents for adequacy of the specified purchase requirements prior to their communication to the supplier.

7.5.1.4 VERIFICATION OF PURCHASED PRODUCT

MSFC shall establish and implement the inspection or other activities necessary for ensuring that purchased product meets specified purchase requirements. (Reference MPR 8730.1, "Inspection and Testing.")

Where MSFC or its customer proposes to verify purchased product at the supplier's premises, MSFC shall specify verification arrangements and the method of product release in the purchasing documents.

Verification by the MSFC customer shall not absolve MSFC of the responsibility to provide an acceptable product, nor shall it preclude subsequent rejection by the MSFC customer.

7.6 TRANSPORTATION (6000-6999)

MSFC shall establish and maintain documented procedures/instructions for the management and operation of NASA transportation functions.

The following activities are governed by the Transportation series: (See paragraph 4.a.)

- a. Transportation (General) (60XX)
- b. Commercial Freight Services (61XX)
- c. Traffic Management Programs (62XX)
- d. Transportation of Unusual or Hazardous Cargo (63XX)
- e. Preparation and Handling of Cargo (64XX)
- f. Special Airlift Services (65XX)
- g. Transportation and Transport Engineering (66XX)
- h. Motor Vehicle Operation and Management (67XX)
- i. Passenger Transportation (68XX)

7.6.1 HANDLING, STORAGE, PACKAGING, PRESERVATION, AND DELIVERY

7.6.1.1 GENERAL

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 29 of 38

MSFC shall maintain documented procedures for handling, storage, packaging, preservation, and delivery of products. [Refer to MPR 6410.1, “Handling, Storage, Packaging, Preservation, and Delivery (HSPPD)”]

7.6.1.2 HANDLING

Handling methods to prevent damage and deterioration, including electrostatic discharge (ESD) sensitive handling and precautions, shall be implemented and updated routinely.

7.6.1.3 STORAGE

Controlled storage and stock areas shall be utilized to prevent damage, loss, or deterioration of materials and products. Procedures shall be documented for authorizing the receipt and dispatch to and from these areas. Access to storage areas shall be limited to authorized personnel. Special provisions shall be established and implemented for ESD sensitive, age-sensitive materials, and items stored requiring environmental controls. Periodic assessment of the condition of product in stock to detect deterioration shall be conducted.

7.6.1.4 PACKAGING

Documented procedures and/or packaging plans shall be initiated to define the controls and verification applied to the preservation, packaging, and marking processes (including materials used) to ensure compliance with specified requirements.

7.6.1.5 PRESERVATION

MSFC shall apply appropriate methods for preservation and segregation of products when the product is under MSFC control.

Preservation of product shall include, where applicable in accordance with product specifications and/or applicable regulations, provisions for:

- (a) cleaning and prevention, detection and removal of foreign objects;
- (b) special handling for sensitive products and hazardous materials;
- (c) marking and labeling including safety warnings; and
- (d) shelf life control and stock rotation.

7.6.1.6 DELIVERY

MSFC shall protect the quality of product after inspection and test is completed. This protection shall be extended to include delivery to destination.

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
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Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 30 of 38

7.7 PROGRAM FORMULATION (7000-7999)

MSFC shall establish and maintain documented procedures/instructions for the management, planning, and administration of Research and Development programs and groups of projects and laboratory type organizations.

The following activities are governed by the Program Formulation series: (See paragraph 4.a.)

- a. Program Formulation (General) (70XX)
- b. Research and Development Planning and Approval (71XX)
- c. Institutional Planning and Approval (72XX)
- d. Facility Planning and Approval (73XX)
- e. Approval and Management of Financial Reports for Contracts and Grants, Allotments, and Resources/Apportionment Files (74XX)
- f. Commercialization (of NASA Technology and Systems) (75XX)
- g. Program Operating Plans (76XX)
- h. Human Resources Utilization (77XX)
- i. Resources Authority Allocation System (78XX)
- j. Aircraft Operations and Management (79XX)

7.7.1 PROGRAM/PROJECT AND QUALITY PLANNING

MSFC defines and documents how requirements shall be met for each project, program, or activity. Program/Project and Quality planning shall be consistent with all other requirements of MSFC's MMS and shall be documented in a format to suit MSFC's method of operation. Program/Project and Quality planning shall be performed per MPR 7120.1, "Program/Project Planning."

In planning product realization, MSFC shall determine the following, as appropriate:

- (a) objectives, including quality objectives, and requirements for product;
- (b) the need to establish processes, documents, and provide resources specific to the product;
- (c) required verification, validation, monitoring, inspection, and test activities specific to the product and the criteria for product acceptance;
- (d) records needed to provide evidence that the realization processes and resulting product meet requirements.

Configuration management and data management shall be applied, with the optimum degree of uniformity, to all programs and projects procured through contracts or acquired through in-house activities. The configuration management and data management activities that fulfill the requirements of NPD 7120.4, "Program/Project Management," and NPR 7120.5, "NASA

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 31 of 38

Program and Project Management Processes and Requirements,” shall be documented and implemented in accordance with MPR 8040.1, “Configuration Management, MSFC Programs/Projects,” and MPR 7120.3, “Data Management, Programs/Projects.”

All programs/projects shall prepare a risk management plan during the program/project formulation phase. This plan may be a supplement of the program/project plan. Each program/project shall follow a continuous risk management process; this process shall be iterated throughout the program/project life cycle. (Reference NPR 7120.5, “Program and Project Management Processes and Requirements.”)

7.8 PROGRAM MANAGEMENT (8000-8999)

MSFC shall establish and maintain documented procedures/instructions for the management, operation, and performance of Research and Development Projects, including basic and applied research and engineering development projects. MSFC shall also establish and maintain documented procedures and instructions for the management and operation of NASA construction of facilities, architectural, and engineering design functions.

The following activities are governed by the Program Management series: (See paragraph 4.a.)

- a. Program Management - General (80XX)
- b. Advanced Studies (81XX)
- c. Supporting Research and Technology (SRT) (82XX)
- d. Grants and Research Contracts (83XX)
- e. Tracking and Data Acquisition - General (84XX)
- f. Environmental Management (General) (85XX)
- g. Operations (86XX)
- h. Safety and Mission Assurance (87XX)
- i. Real Property and Facilities (88XX)
- j. Program Medical Support (89XX)

7.8.1 DESIGN AND DEVELOPMENT

7.8.1.1 GENERAL

MSFC departments and offices shall establish and maintain documented procedures to control and verify the design of all products (hardware and software) and facilities, as well as control research, technology and development activities (RT&D), in order to ensure that specified requirements are met.

Procedures pertaining to design of flight hardware, flight software, and flight-associated GSE are defined in MPR 8060.1, “Flight Systems Design/Development Control,” MPR 8040.1, “Configuration Management, MSFC Programs/Projects,” and MWI 8050.1, “Verification & Validation of Hardware, Software, and Ground Support Equipment for MSFC Projects.” Design of facilities is addressed in MPR 8823.1, “Design Control of Facilities.” Procedures for design

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 32 of 38

of non-flight and non-facility products are defined in MPR 8060.2, “Non-Flight and Non-Facility Design and Development.” Procedures for research, technology, and development activities are defined in MPR 8220.1, “Conduct of Research and Technology Activities.”

7.8.1.2 DESIGN AND DEVELOPMENT PLANNING

Design and development activities shall be assigned to qualified personnel equipped with adequate resources. MSFC shall prepare plans commensurate with contracts or Collaborative Work Commitments (CWCs) for each design and development activity. The plans shall describe or reference these activities and define responsibility for their implementation. The design and development stages and the appropriate reviews, verification, and validation shall be determined during planning. Each flight project shall develop preliminary system requirements, a risk management plan, and a configuration management plan during project formulation. The plans for flight projects shall be in accordance with MPR 8060.1, “Flight Systems Design/Development Control,” and the guidelines established by OMB Circular A-119, “Federal Participation in the Development and Use of Voluntary Standards,” for selection of design specifications and standards.

In the formulation phase, MSFC Programs/Projects shall evaluate use of non-Government voluntary consensus standards in lieu of Government-unique standards in their procurements and regulatory activities, except where inconsistent with law or otherwise impractical, per OMB Circular A-119 and NPD 8070.6, “Technical Standards.” Use of non-Government voluntary consensus standards is not required where they would demonstrably fail to serve NASA’s Program/Project needs.

Non-flight hardware and facility design planning shall be in accordance with MPR 8060.2 and MPR 8823.1, respectively. The plans shall be updated as the design evolves.

7.8.1.3 ORGANIZATIONAL AND TECHNICAL INTERFACES

Organizational and technical interfaces between groups which input into the design process shall be defined and the necessary information shall be documented, transmitted, and regularly reviewed.

7.8.1.4 DESIGN AND DEVELOPMENT INPUTS

Design and development inputs shall be identified, documented, and reviewed by each appropriate department or office for adequacy and accuracy. These inputs shall include functional and performance requirements, applicable statutory and regulatory requirements, information derived from previous similar designs (where applicable), and other requirements essential for design and development. Ambiguous, incomplete, or conflicting requirements shall be resolved with those responsible for imposing the requirements. The results of the contract or CWC review shall be considered during design input. Any changes agreed to shall be documented and approved.

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 33 of 38

7.8.1.5 DESIGN AND DEVELOPMENT OUTPUTS

Design and development outputs shall be documented and expressed in terms that can be assessed against the design and development input requirements. The design outputs shall meet the design and development input requirements, contain or reference acceptance criteria, and identify critical design characteristics crucial for the safe and proper functioning of the product. This includes appropriate information for identification, purchasing, production, inspection, and for service provision, as well as, operating, storage, handling, maintenance, and disposal requirements. All design output documentation shall be reviewed and approved prior to release. Records of the review and any necessary actions shall be maintained. (See paragraph 7.1.7.)

7.8.1.6 DESIGN AND DEVELOPMENT REVIEW

At suitable stages, systematic reviews of design and development shall be performed in accordance with planned arrangements to evaluate the ability of the results of design and development to meet requirements, to identify any problems and propose necessary actions, and to authorize progression to the next stage.

Participants in such reviews shall include representatives of functions involved with the design and development stages being reviewed. Records of the results of the reviews and any necessary actions shall be maintained (see paragraph 7.1.7).

7.8.1.7 VERIFICATION

Verification shall be performed in accordance with planned arrangements (see paragraph 7.8.1.2) to ensure that the product meets the design and development input requirements. Records of the results of the verification and any necessary actions shall be maintained (see paragraph 7.1.7).

7.8.1.8 VALIDATION

Design and development validation shall be performed in accordance with planned arrangements (see paragraph 7.8.1.2) to ensure that the resulting product is capable of meeting the requirements for the specified application or intended use, where known. Wherever practicable, validation shall be completed prior to the delivery or implementation of the product. Records of the results of validation and any necessary actions shall be maintained (see paragraph 7.1.7).

7.8.1.9 CONTROL OF DESIGN AND DEVELOPMENT CHANGES

Design and development changes shall be identified and records maintained. The changes shall be reviewed, verified, and validated, as appropriate, and approved before implementation. The review of design and development changes shall include evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary actions shall be maintained (see paragraph 7.1.7).

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 34 of 38

Changes and modifications to flight designs and specifications shall be in accordance with MPR 8040.1. Non-flight hardware and facility design changes shall be in accordance with MPR 8060.2 and MPR 8823.1, respectively.

7.8.2 PRODUCT IDENTIFICATION AND TRACEABILITY

Where appropriate, MSFC shall establish and maintain documented procedures for identifying the product throughout product realization. (Refer to MPR 8040.2, "Product Identification.") MSFC shall establish and maintain documented procedures for unique identification of individual products or batches requiring traceability. (Refer to MPR 8040.3, "Product Traceability.") Records of such identification shall be maintained. (See paragraph 7.1.7.)

7.8.3 MONITORING AND MEASUREMENT OF PRODUCT

MSFC shall monitor and measure the characteristics of products to verify that product requirements have been met. This shall be carried out at appropriate stages of the product realization process in accordance with the planned arrangements (see paragraph 7.7.1).

Evidence of conformity with the acceptance criteria shall be maintained. Records shall indicate the person(s) authorizing release of product (see paragraph 7.1.7).

Product release and service delivery shall not proceed until all the planned arrangements (see paragraph 7.7.1) have been satisfactorily completed, unless otherwise approved by a relevant authority, and where applicable by the customer.

a. Inspection and testing of flight products, associated flight support equipment and other quality-sensitive products shall be conducted in accordance with MPR 8730.1, "Inspection and Testing."

(1) The required inspection and testing, including monitoring and control of any key characteristics identified, and the records to be established, shall be detailed in the quality plan or documented procedures.

(2) MSFC does not process products in volume "production runs," and therefore does not perform first article inspections for these. Verification and validation of flight products shall be performed in accordance with MWI 8050.1, "Verification & Validation of Hardware, Software, and Ground Support Equipment for MSFC Projects."

b. The Test Area shall conduct inspections of hazardous test facility configuration changes in accordance with MPR 8730.6, "Inspection of Hazardous Test Facility Configuration Changes." Additional inspection instructions shall be documented in organizational issuances.

c. Purchasing and acceptance of facilities construction shall be accomplished through procedures in MPR 5000.1, "Purchasing," and MPR 8823.1, "Design Control of Facilities." Additional inspection instructions shall be documented in organizational issuances.

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Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 35 of 38

d. Inspections and tests of other products shall be conducted in accordance with procedures, work instructions, plans, and/or specifications developed by the responsible MSFC organizations. These activities may be described in the overall process documentation, and do not have to be documented separately; however, all requirements in this section shall be addressed.

7.8.4 CONTROL OF MONITORING AND MEASURING DEVICES

MSFC shall determine the monitoring and measurement activities to be undertaken and the monitoring and measuring devices needed to provide evidence of conformity of product to determined requirements. MSFC shall establish and maintain documented procedures (refer to MPR 8730.5) to ensure that monitoring and measurement can be accomplished and is accomplished in a manner that is consistent with the monitoring and measurement requirements.

Where necessary to ensure valid results, measuring equipment shall:

- (a) be calibrated or verified at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification shall be recorded;
- (b) be adjusted or re-adjusted as necessary;
- (c) be identified to enable the calibration status to be determined;
- (d) be safeguarded from adjustments that would invalidate the measurement result;
- (e) be protected from damage and deterioration during handling, maintenance and storage.

In addition, MSFC shall assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements. MSFC shall take appropriate action on the equipment and any product affected. Records of the results of calibration and verification shall be maintained. (See paragraph 7.1.7.)

When used in the monitoring and measurement of specified requirements, the ability of computer software to satisfy the intended application shall be confirmed. This shall be undertaken prior to initial use and reconfirmed as necessary.

7.8.5 INSPECTION AND TEST STATUS

The inspection and test status of the products shall be identified by suitable means, which indicate the conformance or nonconformance of products with regard to inspection and tests performed. The identification of inspection and test status shall be maintained, as defined in the quality plan and/or documented procedures, throughout production, installation, and servicing of the product to ensure that only products that have passed the required inspections and tests or

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 36 of 38

released under an authorized concession (see paragraph 7.8.6.2) are dispatched, used, or installed. Activities relating to inspection and test status shall be performed in accordance with MPR 8730.2, "Inspection and Test Status."

7.8.6 CONTROL OF NONCONFORMING PRODUCT

7.8.6.1 GENERAL

S&MA shall establish and maintain documented procedures to ensure that product that does not conform to specified requirements is prevented from unintended use, delivery, or installation. (Refer to MPR 8730.3, "Control of Nonconforming Product.") Controls shall provide for identification, documentation, evaluation, segregation, and disposition of nonconforming product and for notification to the directorate concerned.

7.8.6.2 REVIEW AND DISPOSITION OF NONCONFORMING PRODUCT

Responsibility for review and authority for the disposition of nonconforming product shall be defined. Nonconforming product shall be reviewed in accordance with documented procedures for rework to meet requirements, accept with or without repair, re-graded for alternative applications, or reject/scrap. The proposed use or repair of product that does not conform to specified requirements shall be reported to the customer or customer's representative for approval. A description of the nonconformity that has been accepted and all repairs shall be recorded. Any repaired or reworked product shall be re-inspected by the S&MA Directorate in accordance with the quality plan and/or documented procedures. Actions appropriate to the effects, or potential effects, of the nonconformity shall be taken when nonconforming product is detected after delivery or use has started. Records for the identification, documentation, evaluation, segregation, and disposition of nonconforming product/services shall be maintained.

7.8.7 STATISTICAL TECHNIQUES

MSFC shall identify where statistical techniques are required for establishing, controlling, and verifying process capabilities and product characteristics.

MSFC shall establish and maintain documented procedures to implement and control the application of the statistical techniques as needed. (Refer to MPR 8730.4, "Statistical Techniques.")

7.9 FINANCIAL MANAGEMENT (9000-9799)

MSFC shall establish and maintain documented procedures/instructions for the management and operation of NASA Accountable Officer's accounts.

The following activities are governed by the Financial Management series: (See paragraph 4.a.)

- a. Principles and General Policies (90XX)

**CHECK THE MASTER LIST at <https://repository.msfc.nasa.gov/directives/directives.htm>
VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE**

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 37 of 38

- b. Agencywide Coding Structure (AWCS) (91XX)
- c. Accounting (92XX)
- d. Financial Reports (93XX)
- e. Budget Formulation and Execution (94XX)
- f. Contractor Financial Management Reporting (95XX)
- g. Fiscal Operations (96XX)
- h. NASA Travel Regulations (97XX)

8. RESPONSIBILITIES

See section 7.1.1.4.a., Responsibility and Authority.

- a. The MSFC Center Director shall be responsible for implementation and control of the MMS, including providing sufficient resources for MMS activities.
- b. All MSFC employees shall be responsible for understanding and complying with the MMS and MSFC's policy for quality.
- c. The Management Representative shall be responsible for maintenance of this MMM.

9. RECORDS

Records requirements shall be defined in the appropriate referenced documents.

10. MEASUREMENT

- a. Third-party certification of the MMS to the ISO 9001 standard in accordance with NPD 1280.1, "NASA Management System Policy."
- b. Third-party certification to the AS9100 standard for the design, development, production, installation and servicing of flight hardware, flight software, and associated ground support equipment interfacing with flight hardware and flight software.
- c. Ongoing maintenance as measured by subsequent successful re-certifications.
- d. MSFC internal quality audits of the MMS in accordance with paragraph 7.1.8.

11. CANCELLATION

MPD 1280.1M dated May 26, 2004

Marshall Policy Directive DA01		
Marshall Management Manual	MPD 1280.1	Revision: N
	Date: September 17, 2004	Page 38 of 38

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Director