



**Langley
Procedural
Requirements**

LAPD 1000.1G

Effective Date: 04/28/2023

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Subject: Langley Governance and Management System

Responsible Office: Office of the Director (OD)

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Preface

P.1 Purpose

This Langley Policy Directive (LAPD) has two primary objectives: (1) to set forth Langley's governance framework—principles and structures through which the Center manages mission, roles, and responsibilities; and (2) to describe Langley's Management System (LMS) — processes by which the Center manages operations and its implementation through planning, performance, and results.

P.2 Applicability

This LAPD applies to all direct and enabling functions performed by NASA Langley civil service personnel (including mission support functions/offices) to accomplish approved research/development programs and projects. Resident Agency functions or program offices are considered as tenant organizations that are established and managed at the Agency level; therefore, their operations (policies, procedures, and practices) are generally considered to be part of NASA Headquarters Management System. Contractor operations are not included in the scope of LAPD 1000.1. However, each procurement shall be assessed to determine the Langley and Agency policies, procedures, and requirements necessary for incorporation into the contract to ensure the effectiveness of the LMS.

P.3 Authority

- a. NPD 1000.0, "NASA Governance and Strategic Management Handbook"
- b. NPD 1000.3, "The NASA Organization"
- c. NPD 1280.1, "NASA Integrated Management System Policy"
- d. NPD 1200.1, "NASA Internal Control"
- e. NPD 8730.5, "NASA Quality Assurance Program Policy"
- f. NPR 1441.1, "NASA Records Management Program Requirements"

P.4 Applicable Documents and Forms

- a. LAPD 1150.2, "Councils, Boards, Panels, Committees, Teams, and Groups"
- b. LMS-CP-2305, "LMS Internal Assessment"
- c. AS9100, "Quality Management Systems - Requirements for Aviation, Space, and Defense Organizations"
- d. LPR 7510.1, "Project Initiation and Proposal Procedural Requirements"
- e. LMS-CP-7122.5, "Critical and Complex Work Designation"
- f. LMS-CP-1410.2, "Langley Management System (LMS) Document Control."
- g. LMS-CP-1410.1, "Agency Directives Management System Review and Comment Procedure for Langley Research Center"
- h. LMS-CP-1440.8, "Records Management"

P.5 Measurement and Verification

Langley Safety & Mission Assurance Office (SMAO) and Langley Office of the Chief Financial Officer (OCFO) shall provide to the Center Director and the Center Executive Council (CEC) an annual assessment of the Center's compliance to the requirements defined within NPD 1280.1 for an Integrated Management System, the policies of LAPD 1000.1, and compliance to the requirements of AS9100 for "critical and complex work."

P.6 Cancellation

LAPD 1000.1 rev F dated November 8, 2019.

/s/ Clayton P. Turner 4/28/2023
Center Director Date

Distribution:

Approved for public release via the Langley Management System; distribution is unlimited.

Chapter 1: Governance Principles and Framework

1.1 Policy Objectives

Langley Policy Directive (LAPD) 1000.1 establishes a framework for governance, strategic management, and management controls to address risks, evaluate performance, and promote ongoing improvements to accomplish the following policy objectives:

- a. achieve defined strategic and operational objectives that are aligned with NASA's Mission and Strategic goals through the implementation of a management system that ensures effective and efficient planning, management and execution of Center roles and responsibilities; and
- b. ensure effective and efficient compliance with all applicable higher-level laws, regulations, policies, and procedures through implementation of a formalized management system; and
- c. comply with internally and externally generated requirements that impact the planning, conduct, and review of work; and
- d. maintain a Langley Management System (LMS), which is a set of processes, procedures, policies, tools, and organizations that ensure compliance with requirements in the development of products and provision of services, enabling NASA Langley to achieve its mission; and
- e. seek and act on opportunities to improve the LMS.

1.2 Core Values

NASA's and Langley's core values are safety, integrity, teamwork, inclusion, and excellence. Langley's work aligns with Agency goals and objectives. NASA's vision is to discover and expand knowledge for the benefit of humanity. The Center's Mission Statement shall align with the NASA Strategic Plan and reflect its contributions to all of NASA's mission directorates.

1.3 Center Governance

Langley uses senior leadership councils to govern the Center. Councils provide high-level oversight, set requirements and strategic priorities, and guide key assessments of the Center. The council members evaluate issues and support decision authorities when issues involve or require high levels of difficulty, integration, visibility, and approval.

Langley governs with four Center-level councils, each with distinct charters and responsibilities (see Table A as well as LAPD 1150.2): the Center Executive Council (CEC), the Center Management Council (CMC), the Center Leadership Council (CLC), and the Executive Safety Council (ESC). The CEC focuses on Center strategy; the CMC focuses on program and mission decisions, with emphasis on managing performance; the CLC focuses on Center capability stewardship; and the ESC focuses on strategy and oversight for safety, health, and environmental programs. Regardless of organizational position, senior managers are

accountable to the appropriate council chair with respect to topics addressed by that council.

These councils, further described in Table A, are essential components of efficient and effective governance. All internal, Center-level decision-making bodies, such as sub-councils or boards, are authorized by the Chair of one of the four governance councils. The basic structure of each council is similar. Each council has a Chair, who is the sole decision authority for the council. The members of the council serve as advisors to the Chair; as such, the Chair has the discretion as to when to engage the council members' advice. The Center Director is the Chair for the CEC, CLC and ESC, and the Deputy Center Director is the Chair for CMC. The Chair can delegate meeting leadership to an alternate. The list of council members may be found in LAPD 1150.2, and the Chair may also invite others to attend meetings. Attendance at all council meetings is limited to members and invited guests. The functional relationships between the Councils are shown in Figure 1.

Table A: Councils, Roles, and Decision Authority

Langley Governance Councils

The **Center Executive Council (CEC)** serves as the Center's senior decision-making body and typically addresses decisions affecting the Center's high-level strategy, organization, governance, budget, and stakeholder management. Members of the CEC advise the Center Director in the Center Director's capacity as Council Chair and decision authority. For topics dealing with Center business strategy development and execution, the Center Director may extend the CEC to include additional Organizational Unit Managers and Center Chiefs as defined in LAPD 1150.2.

The **Center Management Council (CMC)** serves as the Center's senior decision-making body regarding Langley's program and project implementation and execution, and technical risk management. Chaired by the Deputy Center Director, the CMC baselines and assesses performance of Center projects, programs, and Langley's integrated mission portfolio to ensure achievement of Langley's strategic goals.

The **Center Leadership Council (CLC)** serves as the Center's senior advisory and information sharing body to the Center Director. The CLC advises on issues regarding the Center's capability stewardship (both near-term and long-term), institutional health, and institutional risk management. The CLC is an advisory and informational council rather than a decision-making council.

The **Executive Safety Council (ESC)** serves as the Center's senior decision-making body regarding the strategy and oversight for safety, workforce health, and environmental programs. The ESC is chaired by the Center Director.

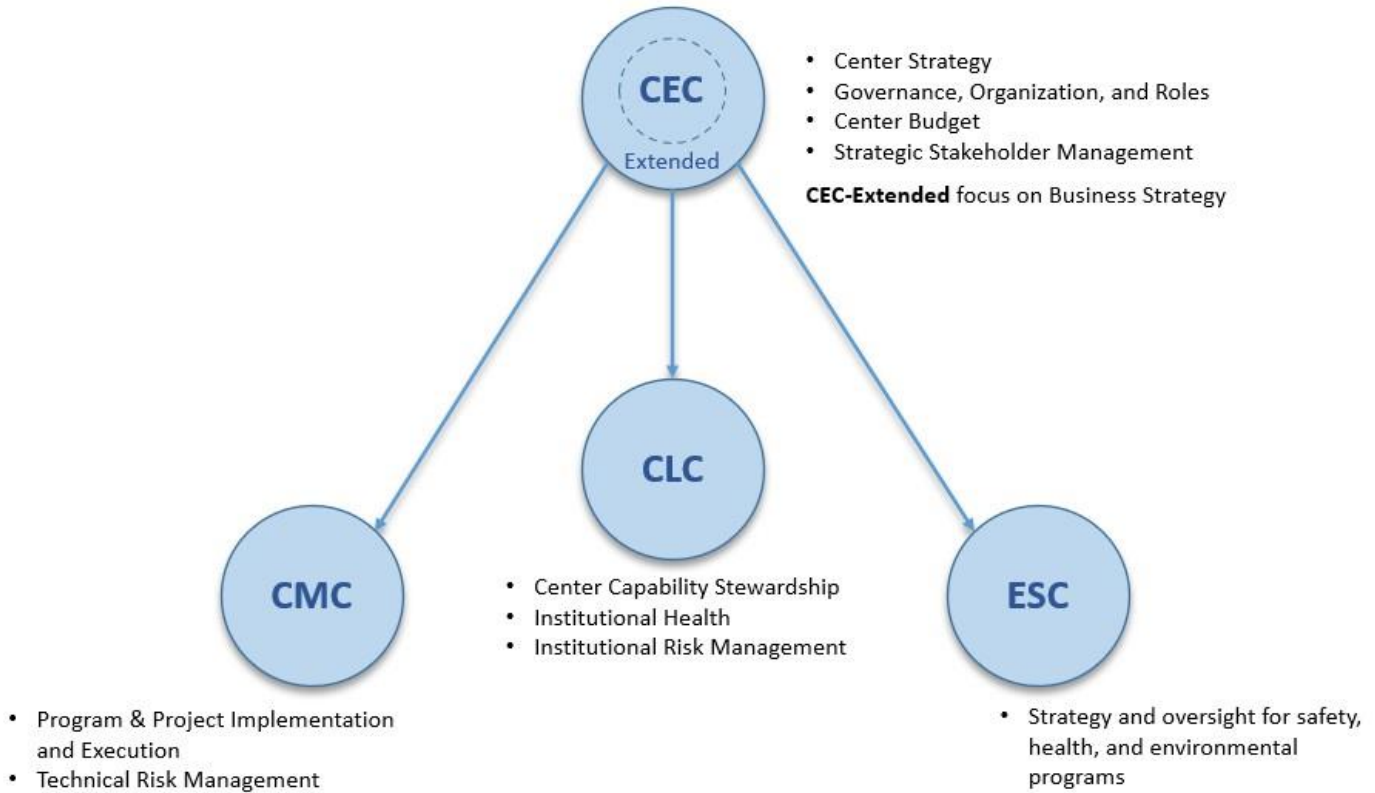


Figure 1: Functional Relationships between Langley's Governing Councils

The full charters and membership for Langley's Governance Councils are defined in LAPD 1150.2. Chairs of the governance councils may create or authorize specific subordinate councils, boards, committees, or panels that directly align to the Council as necessary. Major sub-councils and boards shall be identified in LAPD 1150.2, while narrowly defined or ad hoc boards, committees, and panels can be chartered separately. All formal sub-councils, boards, committees, and panels shall report through one of the Center's Governance Councils or to one of the four Center Directors (i.e., Center Director, Deputy Center Director, Associate Center Director, or Associate Center Director – Technical).

1.4 Center Organization

Langley accomplishes work through a matrixed structure of Mission and Mission Support Organizations (Attachment A).

Each Langley organization is led by a Director responsible for leadership, management, and operations. Each Director has the responsibility to ensure that their organization has the capability to manage and perform work.

Mission-facing organizations focus on meeting Center Program/Project objectives now and in the future. Langley's mission-facing organizations commit the Center to new work in accordance with LPR 7510.1, "Project Initiation and Proposal Procedural Requirements" with Center Executive

Council approval for more significant commitments.

These organizations can also (with written delegation from the Center Director) commit the Center to new work in accordance with LAPD 1050.1, Authority to Enter into Space Act Agreements, via Space Act or Economy Agreements, as appropriate, with outside commercial organizations and other local, state and Federal Agencies.

Mission-facing organization Directors shall develop external and internal agreements required to meet customer and stakeholder requirements. When Project Plans necessitate agreements and when work will be for outside organizations, these organization Directors shall coordinate with technical capability cross-cutting organizations and Mission Support organizations to develop appropriate contractual, grant, cooperative, Space Act or other agreements to clearly identify customer and stakeholder requirements. Each Director shall ensure agreements are in place prior to commencing work, that employees executing the work understand those requirements, and that Langley is meeting its commitments. Mission-facing organizations, in conjunction with technical capability cross-cutting organizations and appropriate Mission Support organizations, shall develop project cost estimates and determine the procurement strategy, if applicable.

Technical capability cross-cutting organizations provide the technical workforce needed to execute the Center's commitments. Directors of these organizations have lead responsibility for determining how work is to be completed, how much workforce is required, what workforce competencies are required, whether the required people and facility resources are available, and assigning employees to perform the work. They shall work closely with the mission-facing organization Directors and Project Managers in developing appropriate project/task plans and specify the funding resources required.

Mission-facing and technical capability cross-cutting organization Directors have the responsibility to ensure technical performance is consistent with the milestones of program and project plans.

Mission Support Organizations provide a broad spectrum of specialized functional support essential to enabling achievement of mission objectives (e.g., procurement of goods and services). They also play an important role in facilitating Center compliance to a diverse landscape of both functionally focused and cross-cutting external laws and regulations and internal Agency policies. Therefore, all Directors shall collaborate via the Center Leadership Council (CLC) to promote awareness of developing priorities, activities, and requirements that will foster timely coordination between Mission Support and Technical workforce to meet mission requirements and ensure compliance with laws and regulations.

1.5 Strategic Framework

A Center-level strategic framework shall be developed to be an enduring, overarching structure for design, communication, execution, and management of the Center Strategy to achieve defined mission objectives (current and future).

The Center's strategic framework shall flow down from the Agency strategy as defined in the NASA Strategic Plan and be aligned with the Center's Mission Statement.

The Langley Strategic Framework is developed by the Center Executive Council and is available via the internal Center website: <https://nasa.sharepoint.com/sites/larcstrategy>.

The Office of Director shall identify Center-level strategic goals that focus on what we seek to deliver for our primary customers, and strategic priorities to highlight those areas of emphasis for the near-to-mid-term work portfolio that are in alignment with the Center's Vision. These strategic goals and priorities shall guide investment decisions that enable the Center to successfully "Deliver on Today's Commitments and Create Tomorrow's Opportunities." Where needed, strategic initiatives will be established to ensure that the Center has the right capabilities available at the right time to deliver outcomes essential to moving its Vision forward.

Priorities (both for program execution and business development) and Initiatives shall be evaluated and updated on a periodic basis to ensure a "living strategy" that is adaptive and reflective of changes in the Center's strategic environment.

1.6 Strategic Assessments

Center-level metrics shall be developed to assess Langley's overarching mission, technical, and institutional health in terms of performance and readiness to support future programs and projects. The Office of Director shall conduct periodic assessments/analyses against these metrics and update the metrics as necessary.

Chapter 2: Center Management

2.1 Langley Management System (LMS)

The Langley Management System (LMS) is a set of processes, procedures, policies, tools, and organizations that support compliance with requirements in the development of products and provision of services, enabling Langley to achieve its mission.

2.2 Internal Control Framework

Senior leadership shall establish and maintain an internal control framework designed to enable effective and efficient operations and compliance with applicable laws and regulations. Where required by Agency level policies, or when management deems appropriate, procedures and instructions shall be developed to ensure that work activities are performed according to specified controls. The types of LMS procedures and instructions are defined within LMS-CP-1410.2, “Langley Management System (LMS) Document Control.”

All LMS policies, procedural requirements, and forms used to perform, verify, and manage work at Langley are controlled through the LMS website. Employees may access the LMS website through Inside Langley or directly at: <https://lms.larc.nasa.gov/index.cfm>.

All Langley employees are responsible for preventing use of obsolete documents for the performance of work. Where previous versions of external documents are required to be used, the circumstances necessitating their use shall be identified by the customer as part of defining/documenting overall requirements.

Methods have been established to ensure periodic review of LMS documentation for ongoing relevance and accuracy as well as to determine whether improvement opportunities exist. Where appropriate, the period and method of the required review are documented in the relevant procedure. These regular reviews are not intended to eliminate the need for continued updating of documents to reflect changes to requirements or to establish needed management controls. The internal process to define appropriate review periodicity and to ensure effective flow down of Agency level policies and procedures is embedded in LMS-CP-1410.1, “Agency Directives Management System Review and Comment Procedure for Langley Research Center.”

2.3 Assessments, Audits, and Reviews

Langley shall use a combination of internal assessments/audits/reviews, agency-driven programmatic and mission support functional assessments, and external evaluations (e.g., Government Accounting Office audits) to verify the effectiveness of the Center’s management controls. Langley will minimize multiple assessments/audits of the same functional area to ensure an efficient compliance program while minimizing operational disruptions.

LPR 7130, “Project and Task Review Procedural Requirements,” defines requirements for performing periodic and event-driven reviews for all technical programs, projects, or tasks

performed or managed by Langley. This document is used in conjunction with LPR 7120.5, "Space Flight Project Practices Handbook", LPR 7123.1, "LaRC Systems Engineering Processes and Requirements", and LPR 7120.7, "Space Flight Independent Life Cycle Reviews Procedural Requirements." These reviews provide management with essential information necessary to mitigate potential issues at multiple levels within the organization that could impact the accomplishment Langley's mission and the overall quality of products and services

The SMAO shall implement the Center's internal Auditing Standard (AS) 9100 compliance assessment program in accordance with LMS-CP-2305, "AS9100 Internal Assessments" to ensure activities that have been characterized as "critical and complex" per NPD 8730.5, are in compliance with the requirements of AS9100.

As part of the Annual Statement of Assurance process the Office of Chief Financial Officer (OCFO) shall ensure the assessments and reviews defined in this section are sufficiently accomplished to support Langley's internal control certification. In addition, the Annual Statement of Assurance process shall serve as verification that the LMS meets requirements defined within NPD 1280.1 for Integrated Management Systems. OCFO will request input from Directors, as required, to ensure that as part of the Statement of Assurance process, the Center meets the objectives of effective and efficient operations, reliable financial reporting, and compliance with applicable laws and regulations.

2.4 LMS Management Representative

The Center Director (CD) shall appoint a LMS Management Representative to provide guidance to the CD and Center senior leadership on LMS design, implementation, and assessment.

The Management Representative shall coordinate reviews and recommend approval of Directives, and Center and Organizational Procedures to ensure effective and efficient operations, and continual improvement of the LMS.

The Management Representative shall ensure that the integrity of the LMS is maintained as new initiatives or other changes are planned and executed at the Center level.

2.5 Communication

Senior leadership shall ensure that methods are in place to support internal communications relating to functions and activities impacting day-to-day operations of the Center and strategic priorities.

Regular senior leadership meetings are held to ensure top-level communication. Directors are responsible for relaying pertinent information to their line management, who in turn communicate to employees.

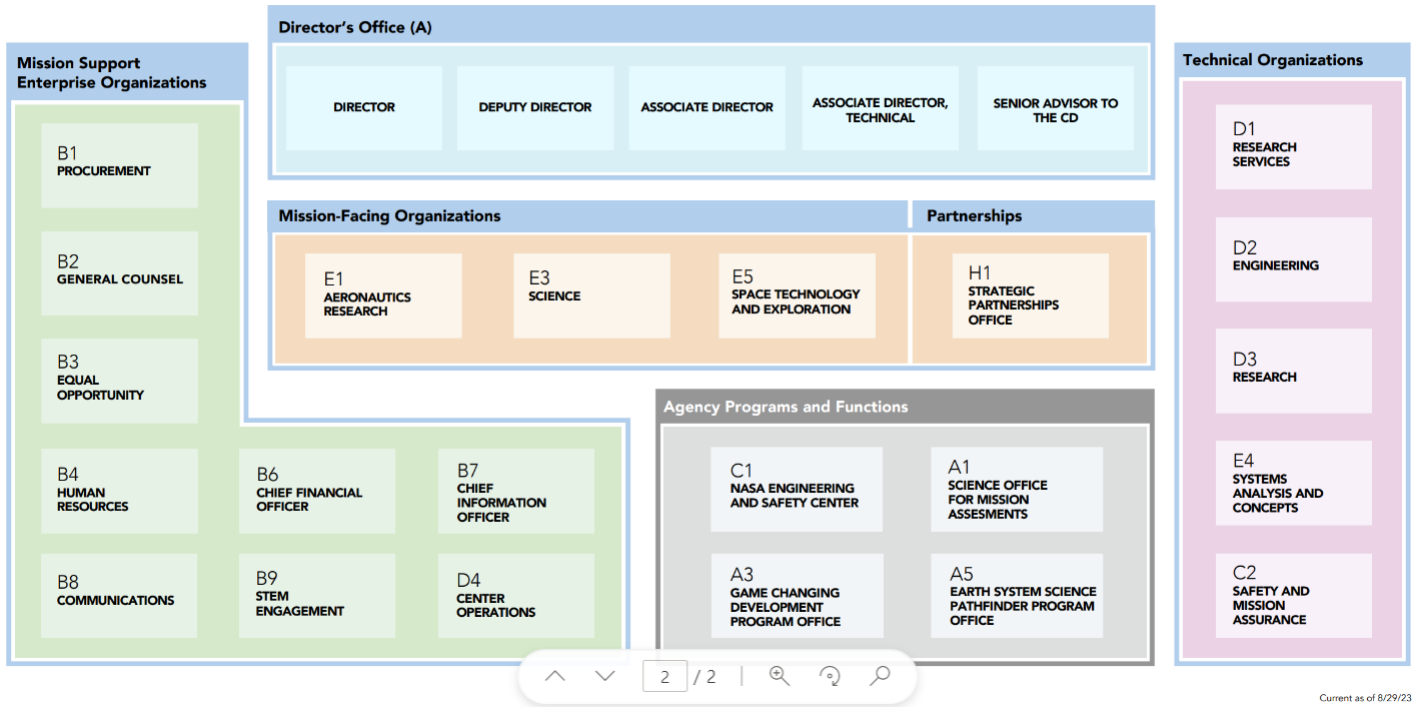
Periodic Line and Project Leadership meetings are held to communicate and discuss topics that enable support and execution of Center goals by this first line level of Center management.

Periodic Town Hall Meetings are conducted to provide employees with information and management perspective relating to those activities that impact current and future Center decisions. Additional communications occur through Center-wide emails and periodic "Open Door" sessions where employees have direct access to the CD.

Attachment A – Langley Functional Management Chart

NASA LANGLEY RESEARCH CENTER

ORGANIZATION CHART



Current as of 8/29/23