



NATIONAL AERONAUTICS AND SPACE ADMINISTRATION  
JOHN F. KENNEDY SPACE CENTER  
KENNEDY SPACE CENTER, FLORIDA 32899

*File*

REPLY TO  
ATTN OF: AA-PCO

NOV 1972

MEMORANDUM

TO: Distribution

FROM: AA/Manager, Apollo-Skylab Programs

SUBJECT: SkyLab Program Directive No. 57A, "Functions and Responsibilities of the Headquarters SkyLab Program Office"

The attached SkyLab Program Directive No. 57A is provided for your information only as there is no impact upon the center. A copy of my Briefing Note to the Center Director concerning this Directive is also included.

A handwritten signature in cursive script, reading "Robert C. Hock", is positioned above the typed name.

Robert C. Hock

2 Enclosures

Distribution:

Apollo-Skylab Distribution M

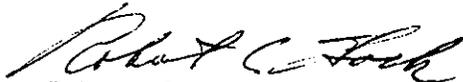
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BRIEFING NOTE TO: CD/Dr. Debus

SUBJECT: Skylab Program Directive No. 57, Revision A,  
"Functions and Responsibilities of the  
Headquarters Skylab Program Office"

This revised Directive is being provided to the Directorates for information only since it pertains solely to the functions and responsibilities of the Skylab Program Office at Headquarters.

There is no impact on this Center.

  
Robert C. Hock

SKYLAB  
PROGRAM DIRECTIVE NO. 57A

TO: DISTRIBUTION

FROM: *John H. Disher for*  
DIRECTOR, SKYLAB PROGRAM

SUBJECT: FUNCTIONS AND RESPONSIBILITIES OF THE HEADQUARTERS SKYLAB  
PROGRAM OFFICE

I. PURPOSE

This instruction defines the responsibilities and authorities assigned within the Skylab Program Office. Specifically, it delineates the responsibilities assigned to each of the Skylab Directorates and is an amplification of NMI 1138.16.

II. APPLICABILITY

This instruction applies to the Skylab Program Office, Office of Manned Space Flight, Washington, D. C.

III. POLICY

The Director, Skylab Program is responsible for directing, supervising, integrating and evaluating the Skylab Program through all its phases and aspects. These responsibilities include programmatic and administrative direction and integration of all aspects of the Skylab Program to insure the success of each flight mission and of the program as a whole. As in each case of program direction and control in NASA, these responsibilities are assigned as within the context of NASA's overall system of functions and authority wherein functional, programmatic and secretariat activities form complementary and self-policing aspects of the total management structure and operating practices.

The Skylab organization provides for the execution of responsibilities in the areas of Experiments; Program Budget and Control; Reliability, Quality and Safety; Engineering and Operations.

IV. RESPONSIBILITY OF THE SKYLAB DIRECTORATES

The Skylab Directorates of Experiments; Program Budget and Control; Reliability, Quality and Safety; Engineering, and Operations are responsible for the development and implementation of policy, guidelines and directives in these respective areas.

Each Directorate has a direct responsibility to assure overall compliance and compatibility in his management areas with the overall objectives and goals of Skylab, as well as with the ongoing activities in other Directorates throughout NASA Headquarters. Specifically, these Directorates are assigned responsibilities as described below.

A. Experiments Directorate

The Skylab Experiments Directorate is responsible for:

- a. Management of scientific, technological and space applications investigations to be performed in the Skylab Program.
- b. Assurance that all preflight activities needed to support the achievement of the investigations' objectives are achieved.
- c. Evaluation of experiments accomplishments, performance of analyses, coordination with experiment sponsoring offices and recommendation of program decisions during Skylab operations toward achievement of optimum balance between investigations and best overall program results.
- d. Assurance of prompt and thorough reporting of the results of scientific, technological and applications investigations.
- e. Assurance that program results are available for use in future space programs.
- f. Performance of studies and analyses toward producing the maximum benefits from the program, to include such areas as alternate use of available equipment and the coordinated consolidation of individual experiments to achieve increased scientific output.
- g. Management of the Skylab Student Project and the coordination of Skylab Educational activities.

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**B. Program Budget and Control**

- a. Establish and maintain an overall Skylab management communications, information and control system including planning and supporting various management reviews and operating the Skylab Management Center.
- b. Establish methods and procedures which permit assessment of status and progress in the program.
- c. Prepare, coordinate and negotiate approval of all work authorizations from higher authority to Skylab and from Skylab to lower echelons of management.
- d. Prepare and coordinate all resources requirements related to Skylab. Establish and evaluate the obligation of program authority and the rate at which costs are incurred, determine impact of any changes in resources availability, and recommend necessary actions to maintain the integrity of the resources plans and budgets, as well as the overall Skylab objectives.
- e. Within the limitations established by Program/Project Approval Documents and other general management limitations, implements the Program Director's allocation and reprogramming of R&D funds between program elements. Concur in the allocation and reprogramming of resources other than R&D funds when scope or requirements of the program are affected.
- f. Prepare and maintain an overall Skylab Procurement Plan including requirements, contract structure and pattern, and all activities from prenegotiation planning through contract administration. Provide Skylab coordination for the administration of Skylab procurement-related documents through Headquarters. Recommend appropriate Skylab action.
- g. Prepare for Skylab Director's approval and publish the necessary top level plans and schedules. Assure preparation by the Centers of the adequate lower level work schedules. Assure compatibility of program plans, schedules and resources. Both independently and through direct support to the Skylab Director, Project Managers and others:
  - (1) Assess status
  - (2) Prepare recommendations to higher levels of management
  - (3) Advise Centers of actions taken

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- h. Establish Skylab reports control policy and requirements. Assure implementation of a system for the administration and control of Skylab documents in Headquarters and at the Centers.
- i. Establish policy and requirements for a Skylab logistics program. Assure implementation of a comprehensive logistics program that supports all phases of hardware assembly, checkout, test, operations, refurbishment, transportation and related activities within the program.
- j. Perform the Skylab Congressional Relations activity.

C. Engineering Directorate

- a. Establish program policy and requirements for engineering, development, qualification, acceptance and prelaunch checkout testing of launch vehicles, spacecraft and experiments.
- b. Prepare and administer development program directives, i.e., Skylab Test Requirements, Summary Test Plans, Checkout and Mission Evaluation Requirements Directives and others as required.
- c. Maintain the Skylab Program Specification in accordance with up-to-date functional, performance and environmental requirements of Skylab systems and subsystems.
- d. Evaluate Centers' engineering, development and checkout plans, associated hardware and facilities support requirements and specifications for conformance with overall program/mission objectives and requirements.
- e. Monitor and evaluate progress of engineering and development, qualification and checkout activities and related GSE and facilities and prepare ground test program validation analyses.
- f. Assign Integration Managers for each Skylab launch configuration who are to exercise general engineering and related programmatic surveillance over modules, experiments, systems and GSE to assure ability to meet launch schedules and mission objectives by identifying, assessing and taking action relative to issues which can impact hardware deliveries, launch delay, or loss of mission objectives and recommend suitable actions.

- g. Provide status and assessment of mission evaluation activities including engineering closeout of anomalies for use in subsequent FRR's and management presentations.
  - h. Maintain and assess weight control status for all vehicle stages and spacecraft modules.
  - i. Establish Skylab configuration management policy and requirements. Assure implementation of a system applicable to all effort within Skylab by monitoring and evaluating change and ICD progress.
  - j. Organize engineering portions, Skylab Flight Readiness and Design Certification Reviews.
  - k. Provide engineering support to the Skylab key inspection, review and certification checkpoints.
  - l. Conduct engineering analyses and technical assessments as required to support Program Office technical decisions.
- D. Reliability, Quality, and Safety Support Office
- a. Establish program policy and requirements for reliability, quality, and safety.
  - b. Prepare and administer Skylab reliability, quality, and safety directives and procedures.
  - c. Monitor and evaluate progress in achieving Skylab reliability, quality, and safety objectives.
  - d. Coordinate with Headquarters segments, Centers and other agencies on all reliability, quality, and safety matters related to Skylab.
  - e. Provide support to the reliability, quality, and safety portions of the Skylab key inspection, review and certification checkpoints.
  - f. Develop and support the training and motivation program in reliability, quality, and safety.
  - g. Provide an independent Reliability and Safety assessment to the Program Director on impending design and operational changes.
  - h. Provide status of significant hardware failures and corrective actions to the Program Director.

**E. Operations Directorate**

The Skylab Operations Directorate is responsible for overall coordination and development of operationally related program/mission planning activities. The responsibility of this Directorate includes the following:

- a. Insure that the nominal, alternate and backup mission definition, mission planning, and associated preflight preparation activities are properly coordinated throughout the Skylab Program elements; and are in support of the mission objectives; are compatible with the spacecraft systems capabilities; and are accomplished on a schedule that will support the planned flight schedule.
- b. Coordinate, develop, assess and recommend operational requirements necessary for implementation in the airborne and ground hardware.
- c. Review, evaluate, and concur on requirements for mission support facilities needed for the Skylab Program.
- d. Prepare and administer plans and documentation required to implement the programmatic program/mission priorities and guidelines associated with the detailed development and conduct of the Skylab missions. This includes the Flight Mission Assignments Document, the Operations Directive and other operational documents are required.
- e. Insure the proper planning for and implementation of mission support. (Mission support will begin with the Flight Readiness Review). Coordinate and review mission support plans, and establish the appropriate level of mission support activities within OMSF.
- f. Responsible for tracking and reporting mission accomplishments and coordinating mission status and operational decisions with the appropriate organizations.
- g. Coordinate operational planning to provide for the proper conduct and support to the Skylab experiment program. Insure incorporation into flight planning, training, and simulation and coordinate the support to be provided by and to the investigators.

V. RESPONSIBILITY OF OTHER SKYLAB OFFICIALS1. Deputy Director

- a. Shares with the Director the supervision, integration and evaluation of all phases of the Skylab Program.
- b. Authorized to act for the Director on all matters as contained in the policy statement of this document (Section III).

2. Executive Assistant

- a. Assists the Director and Deputy Director to assure the timely flow of information, communications and direction in support of Skylab management activities.
- b. Recommend and establishes policy for the administrative management of Skylab.
- c. Review, evaluates and concurs in Centers' plans and requirements for Skylab facilities.
- d. Implements necessary actions to assure Skylab Program Office compliance with all administrative policies and procedures prescribed by authority from OMSF, agency and federal government levels.
- e. Reviews Director's incoming correspondence, assigns actions, maintains follow-up system and assures that the Skylab Program Office response to external actions is prompt and properly coordinated.
- f. Assists the Director and Deputy Director to implement program management activities such as monthly Skylab Reviews and Headquarters/Center Management Meetings; supports Skylab participation in such activities as the reviews with the Administrator's staff, the OMSF Management Council, Program Coordinating Group, etc.
- g. Serves as Secretary to the Skylab Program Office Personnel Review Board and is the focal point for all personnel matters in the Skylab Program Office.
- h. Maintains full awareness of all Skylab Program Office activities and provides advisory and informative assistance to the Skylab Program Office staff.

- i. Provides direct personal assistance to the Director and Deputy Director on special management matters.

VI. IMPLEMENTATION

Authority - This instruction becomes effective immediately. Changes, additions, or deletions must be approved by the Director, Skylab Program.

Cancellation - ML-32.145 is cancelled.

Attachment:  
Skylab Program Organization Chart

DISTRIBUTION:

Headquarters

M/Myers  
MA/Petrone  
MB/Johnson  
MDM/Gorman  
MDR/Donlan  
ME/Lord  
MH/Donlan  
ML-1/Ashley  
MLA/Hanes (2)  
MLB/Field (2)  
MLD/Disher  
MLE/Savage (2)  
MLO/Aller (2)  
MLQ/Cohen (2)  
M-W/O'Donnell  
M2/Cohen  
MR/Wible  
MT/Culbertson  
R/Jackson  
T/Truszynski  
E/Mathews

KSC

AA/Hock (5)

MSFC

SL-MGR/Bolew (5)  
SAT-MGR/Smith (5)

MSC

KA/Kleinknecht  
BT/Haulbrock  
JM36/Erazil (5)

