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GEORGE C. MARSHALL SPACE FLIGHT CENTER  
HUNTSVILLE, ALABAMA

*Memorandum*

Section III

TO Division Directors and Office Chiefs

DATE August 16, 1962

FROM *Office of the Director*

SUBJECT MSFC Management Policy Statement #1

My purpose in writing this policy statement is to discuss and clarify certain important management principles at MSFC. I believe it necessary to do this because our organization and project assignments continue to grow. If our expansion is to be orderly, our basic organizational philosophy must be clearly expressed.

In the past, such a paper was needless. Our organization was compact and unified in the accomplishment of a single major project, with management of the project carried out at the very top of the organization. This situation no longer prevails. Not only has the size of our organization grown, but we are now responsible for several major projects with a vast increase in dollar value and a considerable dispersion of activities. Accordingly, we have been forced to modify our organization to accommodate this change. The most important modification has been the creation of project offices.

It is important to spell out the responsibilities of the project offices in contrast to those of the technical divisions.

The responsibilities of the technical divisions are essentially unchanged from those they possessed in the past. They continue to have full cognizance and responsibility for all effort, including active projects, future project studies and supporting research work, that falls within the purview of their respective disciplines. Competence in depth in each discipline exists at no other point in the organization. The division director is responsible directly and solely to me for his performance in each of his assigned disciplines.

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As in the past, the division director is expected to participate automatically in all projects that involve his discipline and to carry his work through to conclusion.

An important responsibility of the division director is that of assuring the maintenance of a high level of technical competence within his organization. Although this may be done partially by theoretical studies and by following work being done by other agencies and industry, it cannot be done adequately unless the technical people of the division keep their hands dirty and actively perform work on projects selected specifically to update their knowledge and increase their competence. These "in-house" projects are to be carefully selected to serve this purpose.

The responsibility for management of projects involving more than one discipline is vested in project offices, which report directly to me. (Management of component projects which predominantly fall within one area of discipline, such as engines, is handled within the division concerned.)

Project management includes directing, coordinating, programming, and budgeting all effort that relates to individual projects. This total effort includes all that which is expended by the technical divisions, as well as that performed by contractors. But the task of the project office is not to do any part of the technical job in the various disciplines, but rather to assure that all effort required by the project has been planned for, budgeted for, and is actually being accomplished in a coordinated, effective, and efficient manner.

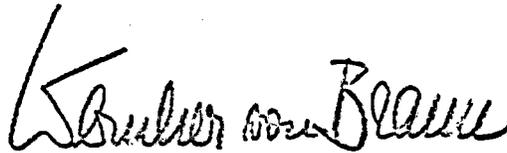
Because project management involves a multitude of complex technical considerations and decisions, technical support in depth is required by the project office. It gets this support, not by creating it within its own organization, but by calling upon the technical divisions. The technical divisions, through instruments such as working groups, technical committees or task assignments, directly assist the director of the project office to make the technical decisions required for effective project management.

Since the direction of the various projects assigned to our Center constitutes our primary mission, I would like to make certain that Division Directors fully understand and fulfill their responsibilities in support of the management of those projects.

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By keeping these principles in mind, and maintaining the spirit of teamwork which has been our tradition, we can adjust to our new conditions and retain our past performance standards.

A handwritten signature in cursive script, reading "Wernher von Braun". The signature is written in dark ink and is centered on the page.

Wernher von Braun  
Director