



# NASA Policy Directive

**NPD 3010.1**Effective Date: September 10, 2003  
Expiration Date: September 10, 2008**COMPLIANCE IS MANDATORY**[Printable Format \(PDF\)](#)

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## **Subject: Strategic Workforce Management**

**Responsible Office: Office of Human Capital Management**

### **1. Policy**

a. NASA shall plan for the optimal make-up and utilization of the Agency's human resources, including alignment with Agency strategic goals, workforce component balance, transitions between project assignments, workload balance, and maintenance of workforce competencies.

b. NASA shall plan for its future workforce requirements as part of its strategic planning and integrated budget development processes.

(1) NASA shall validate current core competencies, identify the workforce competencies required for future mission success, and provide projections of human resources competencies and quantities for programs and functions 5 years into the future. The Agency shall use these projections in budget formulation and to help plan for civil service recruitment, redeployment, training and development, succession, and other human capital management processes.

(2) NASA shall anticipate and document workforce requirements and scenarios extending 6 to 10 years into the future.

(3) In planning for future civil service workforce requirements, NASA shall also assess long-term trends and developments in education, technology, employment, and the economy.

c. NASA shall establish workforce transition practices that allow organizational flexibility in accommodating civil service workforce changes associated with significant project adjustments, such as terminated, newly started, and/or rescoped projects.

(1) NASA shall appropriately balance program and project milestone performance, mission capability, full cost management, Full-Time Equivalent (FTE) levels, workforce competencies, and employee needs.

(2) NASA shall acknowledge and attempt to ameliorate civil service workforce transitional issues when assigning work and shall maintain a balance between permanent and nonpermanent employment to provide appropriate flexibility in the civil service workforce.

d. NASA shall ensure that its civil service workforce is constantly infused with new talent, diversity, and learning opportunities.

(1) To maintain the skilled civil service workforce required to successfully meet current requirements and prepare for future requirements in a timely manner, the Agency goal is to hire at a rate that is approved in the budget, with entry-level hiring constituting at least one-third of the Agency's Full-Time Permanent (FTP) hires.

(2) For the existing civil service workforce, NASA shall tailor its training and development activities to support program and project needs and to build capabilities necessary to support strategic requirements.

e. NASA shall establish and implement workforce strategies that achieve optimal long-term workforce assignment flexibilities, including an appropriate mix of civil service workforce and other workforce.

(1) The civil service workforce shall include a mix of permanent employees, term employees, temporary employees, and other innovative employment arrangements.

(2) The contractor workforce and partnering arrangements shall also be appropriately integrated into the broader workforce strategy consistent with Federal and Agency policy.

## 2. Applicability

- a. This NPD is applicable to NASA Headquarters and NASA Centers, including Component Facilities.
- b. This directive does not apply to the Office of the Inspector General (IG), which has independent authority pertaining to the management of IG human resources under Public Law 95-452.

## 3. Authority

42 U.S.C. 2473 (c)(1), Section 203(c) of the National Aeronautics and Space Act of 1958, as amended.

## 4. References

- a. NPD 1392.1, Conduct of the NASA Education Program
- b. NPD 3000.1, Management of Human Resources
- c. NPG 3300.1, Appointment of Personnel To/From NASA
- d. NPD 3310.1, Distinguishing Between Contractor and Civil Service Functions
- e. NPG 3330.1, NASA Career Transition Assistance Program (CTAP)
- f. NPG 3335.1F, Internal Placement of NASA Employees
- g. NPG 3351.1, Reduction in Force for NASA Employees
- h. NPD 3410.2, Employee and Organizational Development
- i. NPD 3713.2G, Federal Equal Opportunity Programs of NASA
- j. NPD 1800.2A, NASA Occupational Health Program
- k. OMB Circular A-11, Preparation, Submission, and Execution of the Budget, Section 31.11, dated 2003
- l. OMB Circular A-76, Performance of Commercial Activities, dated 2003
- m. President's Management Agenda, dated 2002

## 5. Responsibility

- a. The Administrator establishes the overall Agency policy for strategic workforce management and the implementation of workforce changes associated with significant project adjustments.
- b. The Associate Deputy Administrator for Institutions and Asset Management provides leadership in resolving workforce issues across the Agency; ensures a cyclic process that is integrated with budget formulation and Agency strategic planning; and establishes controls on FTP civil service positions with the approval of the Executive Council.
- c. The Assistant Administrator for Human Resources/Chief Human Capital Officer integrates the strategic workforce management efforts across the Agency; provides leadership and policy direction for acquiring and sustaining the Agency's civil service workforce; provides Agency-level leadership in resolving deployment issues and issues related to employees available for new work; and monitors FTE use on a monthly basis.
- d. The Assistant Administrator for Equal Opportunity Programs provides leadership in ensuring that workforce diversity is a key element in the Agency's strategic workforce plans and in developing programs that assist Agency managers in improving representation of underrepresented groups, including people with disabilities.
- e. The Associate Administrator for Education considers future workforce competency requirements and provides leadership in ensuring that student programs augment the pipeline for the future workforce.
- f. The Assistant Administrator for Procurement provides leadership and policy direction for competitive sourcing as a tool for strategic workforce management.
- g. The Chief Financial Officer provides policy direction for full-cost management and the establishment of resources and financial management practices that facilitate strategic workforce management.
- h. Enterprise Associate Administrators and Officials-in-Charge of Functional Offices, consistent with NASA's Strategic Plan, develop annual plans that estimate the numbers and competencies of civil service staff required for programs and projects each year, for 5 years into the future, as well as a forecast of competencies that will be needed 10 years into the future. Additionally, they work with each other and with the Center Directors to resolve issues related to project workforce transition.

i. Institutional Program Offices (IPO), responsible for ensuring the viability of their respective Centers in keeping with NASA's Strategic Plan, shall perform an integrated assessment of the workforce necessary to ensure the continued conduct of efficient functional operations. The IPOs shall work with other Enterprises, Centers, and Headquarters Functional Offices to plan long-term institutional strategies that provide alignment between programs, capabilities, and long-term goals, including appropriate level and kind of in-house development efforts, where necessary, to assure the ability to accomplish the mission. The IPOs shall work with other Enterprises, Centers, and Headquarters Functional Offices to resolve issues related to project workforce transition.

j. The Chief Engineer, in coordination with the Chief Information Officer, continues to implement the Advanced Engineering Environment to allow engineers to work across geographic boundaries.

k. NASA Center Directors plan for their future workforce needs and base civil service intake and development efforts, as well as workforce component balance decisions, on strategic workforce requirements. Centers take positive action with regard to employees that are available for new work and inform their IPO and the Agency Office of Human Resources whenever local efforts prove to be insufficient to resolve project workforce transition issues.

l. All program and project managers plan for their future workforce needs for balance among workforce components and for potential workforce transition costs related to significant project scope changes.

## 6. Delegation of Authority

None.

## 7. Measurements

Compliance with this policy and the overall success of strategic workforce management shall be measured through the evaluation of the Agency's performance in the following areas:

- a. Degree of alignment between civil service competency strengths and mission goals.
- b. Magnitude of gaps between civil service competencies and requirements.
- c. Civil service workforce diversity trends.
- d. Proportion of entry-level hires among FTP civil service hires.
- e. Balance and trend in the workforce component mix.

## 8. Cancellation

None.

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**/s/ Sean O'Keefe**  
**Administrator**

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## Attachment A: (Text)

None.

## (URL for Graphic)

None.

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