

National Aeronautics and  
Space Administration

**Headquarters**

Washington, DC 20546-0001



November 5, 2003

Reply to Attn of:

CIC

**TO:** Headquarters Quality Control Liaisons Network

**FROM:** CIC/Chief, Headquarters Communications and Mail Management Office

**SUBJECT:** Major Changes in the Preparation of Communications and  
Communications for the Signature of the Office of the Administrator

I met with Retha Whewell, Executive Assistant to the Administrator, and John Schumacher, Chief of Staff to the Administrator, on October 17, 2003, to report on the ongoing quality communications initiatives and to share the barriers that you provided. As a result of our discussions, Code CIC, as the Agency authority, is committed to augmenting or eliminating barriers. To support this commitment, several goals were identified for producing quality communications.

We identified the following goals, and we need your help to ensure success:

- 1. Progressive Communications:** Move NASA communications in a more progressive direction.
- 2. Partnership:** Defer to the Originating Office/Action Officer – empowering them and holding them accountable.
- 3. Review/Turnaround Time:** Improve the review process and decrease turnaround time by Code CIC and Code A.
- 4. Directives:** Improve the quality, timeliness, and format of NPDs and NPGs.
- 5. Electronic Review:** Implement an Electronic Review Process.

Please review the following points for each goal. Applicable changes are effective immediately. If you have any questions, kindly contact your respective Analyst.

- 1. Progressive Communications:** Continue to work toward bringing NASA's communications in line with those of corporate and industry sectors.
  - a. The Gregg Reference Manual (Ninth Edition) shall be used as the first reference for writing quality communications.
  - b. Code CIC shall update NPG 1450.10C (NASA Correspondence Management and Communications Standards and Style) to reflect the Gregg Reference Manual, where applicable.

c. The Government Printing Office (GPO) Style Manual shall no longer be used. (The GPO is a tool used by the printing and typesetting industries).

## 2. Partnership:

- a. Code CIC shall continue to engender and foster partnerships and relationships with all staff in the Codes.
- b. Code CIC shall solicit input from the cognizant subject-matter expert and defer to the originating office (author) to stay abreast of scientific and technical terminology, hyphenations, and acronyms and coined words and phrases, incorporating them as the standard.
- c. Code CIC shall continue to disseminate updates and changes as the subject matter continues to evolve.

## 3. Review/Turnaround Time by Codes CIC and A:

Code CIC has augmented its internal review process to increase turnaround time, and Code A is reviewing its internal business process to increase turnaround time.

- a. Use of the Incoming Communication as a Tool. Proposed responses for the Administrator shall be benchmarked against the incoming correspondence; e.g., use of names, titles, formal/informal style, and tone.
- b. Use of Plain Language, Administrator's Preferences, and NASA standards in crafting the response. Proposed communications shall be benchmarked against the intended audience.
- c. Editorial changes shall be kept to a minimum; e.g., punctuation, acronyms and coined words and phrases (capitalization).

1. Initial cap only the first letter of each word when it clearly refers to a name of something; e.g., titles, programs, missions, payloads, tools, and instruments.

2. No longer initial cap the first letter of each word when used in the general sense.

Please study the following examples:

### **Yes (Initial Cap)**

President's Management Agenda (PMA)

Integrated Financial Management Program (IFMP)

Program Commitment Agreement (PCA)

Memorandum of Understanding (MOU)

### **No (Do Not Initial Cap)**

full-time permanent (FTP) employees

probability of sufficiency (POS)

original equipment manufacturer (OEM)

cardiopulmonary resuscitation (CPR)

- d. Only egregious errors including misstatements of fact (content) shall be marked for change.
- e. Editorial changes shall be limited and focused on the content. This includes Directives (NPDs and NPGs). The printed versions (approval and signature packages) of NPDs and NPGs shall not be edited and returned for nonconsequential editorial items, including Page Breaks, Headers, and Footers, as these are electronic documents that are created using a preset template, Web-based application. The electronic version of an NPD or NPG is the official record.
- f. Communications and documents shall not be returned for a minor edit. When there is a gray area, the reviewer shall defer to the originator or author of the document.

#### **4. Directives:**

- a. Directives are Code A signature packages. To ensure that a high quality document is written, the Directives Manager, Quality Control Liaison, and author of the directive need to partnership in crafting and preparing the draft directive.
- b. The content of the draft directive shall reflect the highest written quality prior to submission to Code JM for appearance on the Summary of Actions in NODIS.
- c. Per NPG 1450.10C, the Quality Control Liaison is responsible for ensuring that the final signature package is correctly assembled, contains the required background, and for thoroughly and completely performing an editorial review of the document to ensure quality.

#### **5. Implementation of an Electronic Review Process:**

- a. The electronic review/edit of Code A packages is currently being worked by Code CIC.
- b. Bridget Fenner is the team lead for this project.

Please share this new and important information with your Code. Linda Parish will be sending you a copy of the Communications/Correspondence Standards and Preferences that she presented at the last Quality Communications Network Meeting. For your convenience and future reference, this memo and the presentational material will be posted on our Communications and Mail Management Web site on the HQ Home Page at <http://www.hq.nasa.gov/office/codec/codeci/mailcor/cormgt.html> under Correspondence Greatest Hits.

Please be prepared to discuss these items at our next monthly meeting scheduled for Wednesday, November 19, at 10:30 a.m., MIC 6A.

  
Teresa K. Grimes

## Quality Control Liaisons:

B/Ms. Ebron  
C/Ms. Peterson  
E/Ms. Jones  
F/Ms. Gross  
G/Ms. McCall  
H/Ms. Bond  
I/Ms. Spears  
J/Ms. Lancaster  
K/Ms. Vinson  
L/Ms. Graham  
M/Ms. Haywood  
N/Ms. Allen  
P/Ms. Williams  
Q/Ms. Wijdoogen  
R/Ms. Ball  
S/Ms. Murray  
U/Ms. Reid Carmon  
W/Ms. Bates  
X/Ms. Ellis  
Y/Ms. Sweeney

## cc:

A/Ms. Whewell  
AD/Mr. Gregory  
AD/Ms. Fenn  
AD-1/Ms. Hilding  
AD-1/Ms. Hoover  
AA/Mr. Schumacher  
AA/Ms. Stewart  
ADI/Mr. Jennings  
ADI/Ms. Randolph  
ADT/Dr. Greenfield  
ADT/Ms. Brookover  
AE/Mr. Bradley  
AE/Ms. Moore  
AG/Mr. Ciganer  
AL/Mr. Jezierski  
AL/Ms. Saldana  
AM/Dr. Williams  
AM/Ms. Barnes  
AO/Ms. Dunnington  
AO/Ms. Maxwell

AS/Dr. Grunsfeld  
AS/Ms. Simms  
B/Ms. Brown (CFO-Designate)  
C/Mr. Frelk  
CI/Ms. Daniels-Gibson  
CIC/Ms. Ayres  
CIC/Ms. Coates  
CIC/Ms. Doyle  
CIC/Ms. Fenner  
CIC/Ms. Maynor  
CIC/Ms. Parish  
CIC/Mr. Soloway  
E/Dr. Hayden-Watkins  
F/Ms. Novak  
G/Mr. Pastorek  
H/Mr. Luedtke  
I/Mr. O'Brien  
J/Mr. Sutton  
K/Mr. Thomas  
L/Mr. Horner  
M/Mr. Raddy  
N/Dr. Loston  
P/Mr. Mahone  
Q/Mr. O'Connor  
R/Dr. Lebacqz (Acting)  
S/Dr. Weiler  
U/Ms. Kicza  
W/Mr. Cobb  
X/Mr. Saleeba  
Y/Dr. Asrar