

for the Real-Time Computer Complex at Houston. In this contract, IBM provides computers and computer programs that are used in the Houston Mission Control Center to assist flight controllers during a manned space flight.

5.4.2 Management Tools

An extensive set of management tools has been developed by OMSF and its centers to aid in contract monitoring. The following are typical examples:

Work statements, task orders.- Each contract contains a work statement which serves as the basis for contractor support and for evaluation of such support. For mission contracts, the work statement defines the end products to be produced, management requirements, required contractor tasks, and schedules. The exact content and detail of the work statements vary in OMSF according to application, particularly for software contracts. For support contracts, work statements define the general task and management requirements. Detailed descriptions of required end items and delivery dates are incorporated into individual task orders during the period of the support contract. These task orders serve as "little work statements," so to speak, to monitor the contractor's performance.

Incentive contracts.- It is MSF policy to lend incentive to contracts to the greatest degree practical. This policy has also been applied to contracts that utilize computer resources. Typically, these contracts encourage improved contractor performance by paying fees according to the quality of the product, performance, total cost, and delivery date. Both support and mission contracts either have been or are being made into incentive contracts in MSF wherever possible.

At MSC, for example, the support contract for the computational facility has been made into an incentive contract (Contract NAS 9-5384), as has the mission contract for the RTCC (Contract NAS 9-995). Computer resource contracts have also been made into incentive contracts at MSFC and KSC. The RTCC contract is an interesting and particularly significant one in that it contains incentives for the production of large-scale computer programs, the first time this has been done in NASA and, quite possibly, in government.

Management guidelines.- The Office of Manned Space Flight and its Centers have issued an extensive set of guidelines to be used in the management of contracts. A typical example is the MSFC Support Contract Management Manual which provides guidance for the management of all support contracts at the MSFC. This manual covers such items as