

By the beginning of 1966 it became apparent that certain organizational problems required solution. KSC was in transition from a small Civil Service team to a large industrial complex that was Civil Service managed and contractor operated. New interfaces between expanding Government and contractor functions, integration of launch responsibility for manned and unmanned launch operations, and increased activity within the Apollo/Saturn and Apollo Applications programs demanded a review of Center management and structure.

To meet this need, the Center initiated two separate but parallel studies: one conducted by a management consultant firm and the other conducted by KSC management personnel under the direction of the KSC Deputy Director. The result of this process was a major realignment of the internal management structure and the addition of needed functional elements. Operational and organizational concepts were developed for dealing with major problem areas. Key managerial processes were identified and developed, or strengthened. The organization was approved by the Administrator, April 27, 1966. The first of the implementing steps began immediately thereafter. The current organization, properly staffed with technical, scientific, and managerial capability, meets current KSC management requirements.

To assist the Center Director in his responsibility for managing and controlling the total KSC activity, his immediate resources were strengthened by the addition of a second Deputy Director and a small executive staff.

Mr. A. F. Siefert, Center Deputy Director, will remain in this role until the position of Deputy Director, Center Operations, can be filled. He will then become Deputy Director, Center Management.

The Director of the Executive Staff was established to provide for executive communication processes and management status and review functions. Mr. Walter P. Murphy was appointed to this position.

Other key management changes included transferring Mr. Rocco Petrone from Apollo Program Manager to the position of Director of Launch Operations. Management of launch operations includes Dr. Hans Gruene, Director Launch Vehicle Operations, Mr. John Williams, Director Spacecraft Operations, and Mr. R. H. Gray, Director Unmanned Launch Operations.

Mr. John Shinkle moved up from the deputy position to become the Apollo Program Manager. The Apollo Program Office has been relieved of any Center staff or resource functions which are not directly a part of Apollo Program management. The majority of these functions have been transferred to the Director of Administration.

Mr. George Van Staden has been reassigned from the Assistant Center Director for Administration to Director of Administration. He was relieved of base support and associated contractor operations to permit more concentration on development and execution of key managerial systems required to manage the Center within the approved organizational framework. The Director of Administration was given responsibility for Center resources management, including funds, manpower and allocation of physical space. Concurrently, the management of resources was strengthened by establishing specifically identified, small functional offices co-located with each of the Directors, and a central office. These resources elements work directly with requirements personnel to relate requirements to resources and provide visibility and tracking of the resources applied. The wisdom of this concept has already been demonstrated in the few months it has been in operation.

The Director of Administration is assisted in this effort by Mr. Frederic H. Miller, who has been assigned as Deputy Director of Administration and Chief, Resources Management. Those administrative and base support functions no longer assigned to the Director of Administration are now the responsibility of the Director of Installation Support.

The new Director of Installation Support is Mr. Keith O'Keefe. He is assisted by his Deputy, Mr. C. C. Parker. The Directorate is responsible for the general operation and maintenance of the total installation. This includes such functions as photographic support, documentation, quality control, safety, maintenance of equipment, buildings and grounds, and other Center-wide services. Many of the functions relate directly to the support of research and development and are essential to the mission of the Center.

The newly created Directorate of Technical Support consolidated all functions necessary to provide technical support for launch operations and the KSC information and data systems. This centralization of supporting functions also provides an effective interface for negotiating and scheduling NASA/ETR support requirements. Mr. Ray Clark, formerly Assistant Center Director for Support Operations, is Director of Technical Support. He is assisted by Mr.