

**MPR 7120.4
REVISION G**

**EFFECTIVE DATE: November 30, 2017
EXPIRATION DATE: November 30, 2022**

MARSHALL PROCEDURAL REQUIREMENTS

DA01

MSFC CENTER MANAGEMENT COUNCIL (CMC) PROCESS

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DOCUMENT HISTORY LOG

Status (Baseline/ Revision/ Change/ Revalidation/ Canceled)	Document Revision/ Change	Effective Date	Description
Baseline		8/16/02	Defines the MSFC Program Management Council Process.
Revision	A	2/18/2004	Adds Appendixes for Content of Termination Reviews, Explanation of Red Health Status, and Monthly Health Status Reports. Deleted references to Lead Center Program Management Council (PMC). Updated presentation content requirements for formulation and implementation requests. Directs Program, Project, Activity (P/p/a) to coordinate its Work Breakdown Structure (WBS) and charge code assignments. Documents the requirement for Health Status reports being due by the 10 th of each month for each MSFC program and project. "Out-of-scope" phrase changed to "re-baselined." Organizational changes in Safety and Mission Assurance (S&MA), SMO, UP, XP and NP were incorporated. Separate appendixes for Out-of-Board process were deleted. Changed "NPG" to "NPR" throughout the document.
Revision	B	10/22/2004	Requirements clearly defined with "shall" statements. References to HQ enterprises were changed to HQ mission. The PMC acronym was changed to Program Management Committee. References to HQ Themes were deleted. Projects are required to ensure that archived data marked as proprietary is truly proprietary at project closeout.
Revision	C	10/26/2005	Deleted references to PAPAC, updated definitions for program, project activity, and Governing PMC to mirror NPR 7120.5C, pre-PMC review cycle was documented in Appendix I, clarified guidance for spotlight reporting, added emphasis for performing root cause analysis, updated organizational codes, requires that full cost budgets be presented to the PMC, added emphasis to briefing acquisition strategy to the PMC, risk management was added to the monthly status reporting requirements. The requirement for PMC approval of proposal development efforts was deleted. Changed MSFC PMC from "Committee" to "Council" to be in alignment with NASA Headquarters PMC. Added guidance for presenting annual detailed status reviews.
Revision	D	9/7/2007	New document title (formerly Program Management Council (PMC) Process). Implemented changes driven by NPR 7120.5D. Changed references from PMC to Center Management Council (CMC) so the CMC's role in Technical Authority is separate from the Program Authority. Updated Appendix A to depict the Agency's Program Authority and Technical Authority chains. Added CMC reviews at Key Decision Points. Updated definitions based on NPR 7120.5D, and added requirements for Standing Review Boards (SRB) reviews. Deleted requirement for annual status reviews. Updated requirements for monthly performance reviews of programs and projects. Deleted the requirement for proposals to be approved by the PMC prior to submitting. Added examples for reporting monthly status metrics. Added the requirement to complete the State of the Agency questions. Deleted Center G&A as a line item for full cost budgets. Updated organization codes.
Revision	E	10/16/2009	Added definitions for EMC and SMAC. Improved definitions for CMC and TA. Clarified CMC executive secretary review of content for KDPs if SRB was not required. Modified applicability statement to include MAF. Incorporated project manager requirements for CMC notification prior to Flight Readiness Reviews. Identified projects that are defined by NPR 7120.7 and 7120.8 as in-scope and subject to the

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			requirements identified within this document. Reflects rewording and renumbering of multiple requirements statements and editorial changes. [On 11/18/10, an administrative change made to Document Header to add effective date of October 16, 2009 at page 3 and forward.]
Revision	F	9/30/2014	Modified criteria for P/p/a's reporting to the CMC and adjusted the procedure accordingly. Clarified roles, responsibilities, and procedures for CMC participants. Added definition for the PPMAC. Revised Appendices to correspond to desired presentation formats and criteria. Removed the Technical Authority flowchart and replaced it with a reference to the official version. Re-formatted to comply with new required template per MPR 1410.2J & as instructed in MWI 1410.1F.
Change	I	2/11/2016	Updated the url to CMC Meeting Minutes in Appendix D, Records.
Revision	G	11/30/2017	Revised Applicable Documents and Forms. Removed requirement to provide monthly performance data to the CMC Manager, and OSAC compiling an integrated monthly summary report. Clarified requirement for semi-annual EMC and SMAC reports for the CMC meeting minutes. Numerous editorial corrections.

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P.1 PURPOSE

The purpose of this MPR is to define the process for accomplishing the responsibilities of the MSFC Center Management Council (CMC). The CMC normally convenes as a result of activities driven by MPR 7120.1. Responsibilities of the CMC are defined in MPD 1150.1, Charter MC-08.

P.2 APPLICABILITY

- a. This MPR applies to Center personnel, programs, projects, and activities, including contractors and resident agencies to the extent specified in their respective contracts or agreements. (“Contractors,” for purposes of this paragraph, include contractors, grantees, Cooperative Agreement recipients, Space Act Agreement partners, or other agreement parties.)
- b. This MPR applies to the Michoud Assembly Facility.
- c. This MPR applies the following: all mandatory actions (i.e., requirements) are denoted by statements containing the term “shall.” The terms: “may” or “can” denote discretionary privilege or permission, “should” denotes a good practice and is recommended, but not required, “will” denotes expected outcome, and “are/is” denotes descriptive material.
- d. This MPR applies the following: all document citations are assumed to be the latest version unless otherwise noted.
- e. Applicability extends to all proposed and established MSFC-managed Programs, projects, and activities (P/p/a’s) as defined by NPR 7120.5, 7120.7 or 7120.8 and this document. NASA Programs and Projects are classified into three investment areas or product lines: Research and Technology, Space Flight, and Information Technology (IT) and institutional infrastructure.
- f. As directed by the CMC Chairperson, applicability can be expanded to include any other Center initiatives, or review content may be delegated down to lower-level organizational forums for specific P/p/a’s.

P.3 AUTHORITY

MPD 1150.1, Charter MC-08, MSFC Center Management Council (CMC)

P.4 APPLICABLE DOCUMENTS AND FORMS

- a. NPR 7120.5, NASA Space Flight Program and Project Management Requirements
- b. NPR 7120.7, NASA Information Technology and Institutional Infrastructure Program and Project Management Requirements
- c. NPR 7120.8, NASA Research and Technology Program and Project Management Requirements

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- d. NRRS 1441.1, NASA Records Retention Schedules
- e. MPR 7120.1, MSFC Engineering and Program/Project Management Requirements
- f. MCP 8070.2, MSFC Technical Authority Implementation Plan
- g. MSFC-HDBK-3684, MSFC Project Planning and Control Handbook
- h. MSFC-HDBK-3173, MSFC Project Management and Systems Engineering Handbook

P.5 MEASUREMENT/VERIFICATION

All P/p/a's identified for assessment by the CMC are reviewed at least once per year.

P.6 CANCELLATION

MPR 7120.4F, MSFC Center Management Council (CMC) Process, dated September 30, 2014.

Original signed by

Todd A. May
Director

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CHAPTER 1. RESPONSIBILITIES

1.1 The CMC chairperson:

1.1.1 Convenes the Council, monthly or more often if required, to ensure the CMC Charter responsibilities identified in MPD 1150.1, MC-08 are accomplished.

1.1.2 Renders decisions, assigns and closes actions, and approves meeting minutes.

1.1.3 Assesses the performance of MSFC P/p/a's and, when necessary, raises technical authority issues to the NASA Chief Engineer and to the Agency Program Management Council (APMC).

1.1.4 Provides findings and recommendations to Program Managers and/or the Agency and Mission Directorate PMCs (D-PMCs) regarding the technical and management viability of the P/p/a.

1.2 The CMC Manager:

1.2.1 Develops and maintains a general schedule for CMC business and coordinates this with the CMC Chairperson.

1.2.2 Develops and maintains the list of Center P/p/a's for CMC presentations.

1.2.3 Coordinates requests for special CMCs with the CMC Chairperson.

1.2.4 Documents results of the Council's activities in meeting minutes.

1.2.5 Communicates the status of CMC actions.

1.2.6 Summarizes all out-of-board decisions at the next CMC.

1.2.7 Posts presentations and meeting documentation to the Executive Information System (EIS).

1.2.8 Provides guidance and assistance to presenters, as necessary.

1.2.9 Provides a pre-CMC meeting assessment to the CMC Chairperson.

1.3 The Organization Directors and Managers of P/p/a's:

1.3.1 Provide periodic status reviews, as nominally scheduled by the CMC Manager, or as requested by the CMC Chairperson (see Appendices E and I for details).

1.3.2 Coordinate and resolve technical issues with the Engineering and Safety Mission Assurance (SMA) Directorates to the greatest extent possible prior to the CMC meeting.

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1.3.3 Present a status of P/p/a performance (technical, cost, schedule, risk).

1.3.4 Present explanations of any Red condition associated with a P/p/a health status.

1.3.5 Present closure results from assigned actions.

1.3.6 While conducting CMC reviews prior to Key Decision Points (KDPs) or Flight Readiness Reviews (FRRs), managers of P/p/a's:

1.3.6.1 Notify the CMC Manager that a CMC review is required prior to upcoming KDPs or FRRs.

1.3.6.2 Present readiness of a P/p/a prior to each KDP (see Appendices F - I for details).

1.4 The Chief Engineers and SMA leads:

1.4.1 Provide technical assessments of Engineering technical authority and SMA technical authority with regard to the P/P/a's presenting each month.

1.4.2 Remain cognizant of all technical issues on assigned P/p/a's.

1.4.3 Present technical issues that cannot be resolved within the technical appeal path outlined in the MSFC Technical Authority Implementation Plan, MCP 8070.2 to the CMC for adjudication.

1.5 Engineering Management Council (EMC) and Safety and Mission Assurance Council (SMAC) Chairpersons:

1.5.1 Twice a year, provide written summaries of the activities of the EMC and SMAC to be included with the minutes of the CMC.

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CHAPTER 2. PROCEDURES

2.1 General

2.1.1 A general schedule for CMC business shall be developed and maintained by the CMC Manager and coordinated with the CMC Chairperson.

2.1.2 The Council shall be convened (typically on a monthly basis) to ensure the CMC Charter responsibilities identified in MPD 1150.1, MC-08 are accomplished.

2.1.3 Requests for special CMCs shall be coordinated by the CMC Manager and approved by the CMC Chairperson.

2.1.4 Attendance at CMC meetings is limited to MSFC civil servants. Requests for exceptions shall be coordinated with the CMC Manager. The CMC membership is defined by the MSFC CMC Charter, MPD 1150.1, MC-08.

2.1.5 Results of the Council proceedings shall be documented in meeting minutes by the CMC Manager. Typically, meeting minutes are prepared and made available to the Council members before the next regularly scheduled meeting.

2.1.6 Actions assigned by the CMC Chairperson shall be recorded by the CMC Manager.

2.1.7 The status of CMC actions shall be regularly communicated by the CMC Manager.

2.1.8 The CMC shall be briefed with closure results from assigned actions by P/p/a managers.

2.1.9 Meeting minutes and action closures shall be approved by the CMC Chairperson.

2.1.10 Out-of-board decision-making by the CMC Chairperson is not the preferred process and will be used only on an exception basis. All out-of-board decisions shall be documented in writing and provided to the CMC Manager to be summarized at the next CMC meeting.

2.2 Conducting status reviews of P/p/a performance

2.2.1 Monthly performance data shall be presented during the CMC by the P/p/a managers. Reports currently being generated for MSFC Program/Project Office review or Program review may be utilized for this purpose.

2.2.2 Technical assessments for Engineering technical authority and SMA technical authority relative to the P/p/a's that are presented each month shall be provided by the Engineering and SMA Directorates (typically via the P/p/a Chief Engineer and Chief Safety Officer, but this support may be provided however the Engineering and SMA Directorates wish to do it).

2.2.3 Technical issues shall be coordinated and resolved by P/p/a managers with the Engineering

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and SMA Directorates to the greatest extent possible prior to the CMC meeting.

2.2.4 Presentation and meeting documentation shall be posted to the EIS by the CMC Manager.

2.2.5 Based on the CMC presentation schedule, or upon request, a status of performance shall be presented by P/p/a managers or designee at the monthly CMC. Content recommendations are identified in Appendix E.

2.2.6 An explanation of any Red condition associated with P/p/a health status shall be presented by P/p/a managers. Definitions and evaluation criteria are contained in Appendix I.

2.2.7 All technical issues on assigned P/p/a's are under the purview of the P/p/a Chief Engineers and SMA leads. Technical issues that cannot be resolved shall be presented to the CMC for adjudication.

2.2.8 The performance of MSFC P/p/a's, rendering of decisions, and assignment of actions shall be assessed by the CMC Chairperson as appropriate. When necessary, the CMC Chairperson raises technical authority issues to next appropriate level.

2.3 Conducting CMC reviews prior to KDPs.

2.3.1 NPR 7120.5 establishes the requirements for initiating CMC reviews prior to KDPs. The CMC shall convene to assess a MSFC-managed P/p/a to ensure its readiness to proceed with the next life-cycle phase.

2.3.2 The following procedures shall be followed for conducting CMC reviews prior to KDPs:

<u>Actionee</u>	<u>Step</u>	<u>Action</u>
P/p/a Manager	2.3.2.1	Notify the CMC Manager that a CMC review is required.
CMC Manager	2.3.2.2	Schedule the presentation on the appropriate CMC agenda and provide assistance to the presenter.
P/p/a Manager	2.3.2.3	Provide pre-assessment data (if applicable) to the CMC Manager 3 weeks prior to the CMC meeting.
CMC Manager	2.3.2.4	Post the pre-CMC assessment data (if applicable) on the EIS.
P/p/a Manager	2.3.2.5	Develop presentations in accordance with Appendix F and submit to the CMC Manager 1 week prior to the meeting.
CMC Manager	2.3.2.6	Review the presentation material to ensure content requirements are satisfied.

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- P/p/a Manager 2.3.2.7 Present readiness of the P/p/a prior to each KDP.
- CMC Manager 2.3.2.8 Record minutes and actions.
- CMC
Chairperson 2.3.2.9 Render a decision for the P/p/a to proceed or not proceed to the KDP or higher Agency authority (as appropriate).
- CMC
Chairperson 2.3.2.10 Provide findings and recommendations to Program Managers and to the Agency and Mission Directorate PMCs regarding the technical and management viability of the P/p/a prior to KDPs and for rebaseline plans.
- CMC Manager 2.3.2.11 Distribute the CMC minutes and actions for review and concurrence.
- P/p/a Manager 2.3.2.12 Submit action item closures to the CMC Manager.
- CMC Manager 2.3.2.13 Provide a status of actions at the next CMC meeting.

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Appendix A - Definitions

Activity. Efforts that support NPR 7120.5, 7120.7, or 7120.8-defined programs or projects defined by the CMC Chairperson to be of high value, high visibility, or high priority to the Agency or to the Center.

Approval. “Authorization by a required management official to proceed with a proposed course of action.” Approvals are documented as stated in NPR 7120.5, Appendix E, “Definitions.”

Agency Program Management Council (APMC). The senior management group, chaired by the NASA Associate Administrator or designee, responsible for reviewing formulation performance, recommending approval, and overseeing implementation of Programs and Category 1 projects according to Agency commitments, priorities, and policies.

Decision Authority. The Agency’s responsible individual who authorizes the transition of a Program/project to the next life-cycle phase.

Engineering Management Council (EMC). The Engineering management group, chaired by the MSFC Engineering Director or designee, responsible for addressing technical issues, strategic direction, resource management, risk assessment, and policy guidance for all MSFC engineering activities. The EMC also serves as an element of the MSFC Engineering Technical Authority (TA) adjudication process to resolve technical issues between Engineering, Programs/Projects, and SMA that cannot be resolved by Engineering line management or the Chief Engineer.

Key Decision Point (KDP). The event at which the Decision Authority determines the readiness of a Program/project to progress to the next phase of the life cycle (or to the next KDP).

Independent Evaluations. Reviews conducted by a primarily non-advocate team for the purpose of providing external assessment and recommendations within its established scope. Independent evaluations include reviews by a Standing Review Board (SRB).

Mission Directorate Program Management Council (D-PMC). The senior management group, chaired by a Mission Directorate Associate Administrator (MDAA) or designee, responsible for reviewing project formulation performance, recommending approval, and overseeing implementation of Category 2 and 3 projects according to Agency commitments, priorities, and policies.

MSFC Center Management Council (CMC). The MSFC CMC provides a Center-level forum to evaluate technical performance of program and project work and to ensure adequate technical and institutional resources are applied to satisfy program requirements and schedules.

Program/Project Management Advisory Committee (PPMAC). The MSFC PPMAC provides a forum to address the integration of disciplines necessary to effectively execute programs and projects.

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Project. A specific investment identified in a *Program Plan* having defined requirements, a life-cycle cost, a beginning, and an end. A project yields new or revised products that directly address NASA's strategic needs.

Program. A strategic investment by a Mission Directorate or Mission Support Office that has a defined architecture and/or technical approach, requirements, funding level, and a management structure that initiates and directs one or more projects. A Program defines a strategic direction that the Agency has identified as critical.

Safety and Mission Assurance Council (SMAC). The SMA management group, chaired by the SMA Director or designee, responsible for reviewing and discussing critical technical issues, risk assessments, key SMA products/deliverables to Engineering and the Programs/Projects, resource issues as they affect ability to execute SMA TA, and major process changes related to significant SMA activities.

Standing Review Board (SRB). The entity responsible for conducting independent reviews of the program/project per the life-cycle requirements. The SRB is advisory and is chartered to objectively assess the material presented by the program/project at a specific review.

Technical Authority (TA). The individual who is responsible and accountable for application of technical requirements, waivers and exceptions to those applied requirements, and the technical integration of engineering and SMA discipline products.

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Appendix B - Acronyms

AFS	Agency Filing Scheme
APMC	Agency Program Management Council
BAC	Budget at Complete
CDR	Critical Design Review
CMC	Center Management Council
D-PMC	Mission Directorate Program Management Council
EAC	Estimate at Complete
EIS	Executive Information System
EMC	Engineering Management Council
FRC	Federal Records Center
FRR	Flight Readiness Review
FTE	Full Time Equivalent
FY	Fiscal Year
HDBK	Handbook
IT	Information Technology
KDP	Key Decision Point
MCR	Mission Concept Review
MDAA	Mission Directorate Associate Administrator
MMS	MSFC Management System
NARA	National Archives and Records Administration
NRRS	NASA Records Retention Schedule
OSAC	Office of Strategic Analysis and Communications
PDR	Preliminary Design Review
P/p/a	Program, project, and/or activity
PPMAC	Program/Project Management Advisory Committee
SMA	Safety Mission Assurance
SMAC	Safety and Mission Assurance Council
SRB	Standing Review Board
SRR	System Requirements Review
TA	Technical Authority
TE	Technical Excellence
WBS	Work Breakdown Structure
WYE	Work Year Equivalent
YTD	Year-to-Date

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Appendix C - (Reserved for Verification Matrix)

None

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Appendix D - Records

Record	Location	Retention Time	Disposition	Remarks
CMC Meeting Minutes - include presentation material, minutes and assigned actions.	https://sharepoint.msfc.nasa.gov/sites/osac/CS10/EIS/cmc/SharePages/SiteHome.aspx	NRRS 1/14/B/1/(a), AFS No 1150, Permanent.	PERMANENT Retire to FRC when 2 years old. Transfer to NARA when 20 years old. Reference copy retained in EIS to cover the 3 years required in accordance with MPR 1280.1.	The CMC Manager is responsible for CMC records

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APPENDIX E - Routine Program/Projects/Activity (P/p/a) Status Reports

E.1 Routine status reports for each MSFC P/p/a are presented to the CMC by the respective P/p/a Manager.

E.2 The following information is provided for routine P/p/a Status Briefings:

E.2.1 Description of the P/p/a and identification of the customer base

E.2.2 Recent events of interest including accomplishment of major milestones

E.2.3 P/p/a health assessment in spotlight format evaluated in four areas: Schedule, Costs, Technical, and Management

E.2.3.1 Schedule

E.2.3.1.1 Baseline, including the critical path

E.2.3.1.2 Near-term events

E.2.3.1.3 Upcoming major milestones

E.2.3.1.4 Current issues and anticipated impacts

E.2.3.2 Costs

E.2.3.2.1 Funding (Obligations/Costs) and workforce (FTE/WYE) baselines

E.2.3.2.2 YTD plans vs. actuals, with variance explanations

E.2.3.2.3 Estimate at complete (EAC) vs. baseline

E.2.3.2.4 Issues – Program and Institutional

E.2.3.3 Technical

E.2.3.3.1 Performance against P/p/a requirements and key parameters

E.2.3.3.2 Issues for management cognizance or areas needing CMC assistance in resolution

E.2.3.3.3 Issue recovery/mitigation plans

E.2.3.3.4 Alternate opinions (TA/Technical Excellence (TE)) where they exist

E.2.3.4 Management

E.2.3.4.1 Risks – preferably in 5x5 format, but other Program or Mission Directorate approved formats can be used

E.2.3.4.2 Risk mitigation plans, and identification where CMC help is needed

E.2.3.4.3 Management metrics, threats, and issues

E.2.3.4.4 Earned Value Metrics (if applicable)

E.2.3.4.5 Institutional support or other areas needing cross-Center coordination

E.2.4 Upcoming events or milestones expected before the next planned presentation at the CMC

E.2.5 Top issues or concerns for management cognizance

E.3 Examples of various best practice management status charts and displays are available in MSFC-HDBK-3684 and MSFC-HDBK-3173.

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**APPENDIX F -
Program/Project/Activity (P/p/a) Presentations Prior to Key Decision Points (KDPs)**

F.1 Prior to each KDP, MSFC P/p/a are presented to the CMC by the respective P/p/a Manager to determine if the P/p/a is ready to proceed to the KDP.

F.2 The following information is provided for P/p/a KDP Briefings:

F.2.1 Identification of the P/p/a

F.2.1.1 Name of P/p/a and official acronym

F.2.1.2 Description of the P/p/a

F.2.1.3 Identification of the parent Program or Mission Directorate

F.2.1.4 Identification of the customer base

F.2.1.5 Alignment with MSFC and Agency strategic roles and missions

F.2.2 Scientific and Technical Objectives

F.2.2.1 P/p/a objectives and performance goals and how they support Program and Mission Directorate goals and objectives

F.2.2.2 Goals and threshold values for technical performance metrics

F.2.3 Management Structure

F.2.3.1 Organization chart

F.2.3.2 Technical Work Breakdown Structure (WBS) per NPR 7120.5

F.2.3.3 Partnering arrangements with contractors, other NASA Centers, or International Partners

F.2.3.4 Internal and/or external agreements

F.2.3.5 Roles and responsibilities

F.2.4 Schedule

F.2.4.1 Integrated master schedule, including the critical path

F.2.4.2 Planned dates for all applicable P/p/a milestones, including:

F.2.4.2.1 Mission Concept Review (MCR)

F.2.4.2.2 System Requirements Review (SRR)

F.2.4.2.3 Preliminary Design Review (PDR)

F.2.4.2.4 Critical Design Review (CDR)

F.2.4.2.5 Acceptance Review

F.2.4.2.6 Launch date

F.2.5 Resources

F.2.5.1 Budget

F.2.5.1.1 Spending plan per fiscal year (procurements, labor, travel, service pools)

F.2.5.1.2 Total P/p/a Life Cycle Cost

F.2.5.1.3 Reserves posture per year, and where the reserves are held

F.2.5.1.4 Relevant budget assumptions, and implications or risks thereof

F.2.5.2 Workforce

F.2.5.2.1 FTE requirements per fiscal year

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- F.2.5.2.2 WYE requirements per fiscal year
- F.2.5.2.3 Critical assumptions or partnering arrangements
- F.2.5.2.4 Other Center workforce requirements or support
- F.2.5.2.5 Commitments from Mission Directorates on Center workforce requirements or support

F.2.6 Technical Implementation

- F.2.6.1 Program or Project Plan
- F.2.6.2 Configuration Management/Data Management Plans
- F.2.6.3 Safety and Quality Plans
- F.2.6.4 Risk Management Plan
- F.2.6.5 Certification of Flight Readiness Process
- F.2.6.6 Export Control Plan
- F.2.6.7 Systems Engineering Management Plan
- F.2.6.8 Descope Plan

F.2.7 Management Implementation

- F.2.7.1 Acquisition Strategy
 - F.2.7.1.1 Options available to accomplish P/p/a goals and objectives
 - F.2.7.1.2 Considerations on how make/buy decisions will be made
 - F.2.7.1.3 Considerations of benefits to Center capabilities gained from in-house work
 - F.2.7.1.4 Procurement strategies for acquiring non-civil servant workforce
- F.2.7.2 Risks
 - F.2.7.2.1 5x5 Risk Matrix
 - F.2.7.2.2 Top risks and mitigation strategies
 - F.2.7.2.3 Risks requiring technology advancements or technology readiness level increases

F.2.8 Independent Evaluation Reviews (presented by Review Manager, if applicable)

- F.2.8.1 Reviews required, conducted, or planned
- F.2.8.2 Overall P/p/a health assessment
- F.2.8.3 Findings (major and minor)
- F.2.8.4 Recommended corrective actions or open issues
- F.2.8.5 P/p/a response to the findings

F.2.9 Center Institutional Services

- F.2.9.1 MSFC facilities to be used (high bays, clean rooms, test stands, information technology services, communications services, security, new facilities require, etc.)
- F.2.9.2 Capital acquisition requirements
- F.2.9.3 Schedule and timeframe of facilities and services used
- F.2.9.4 Potential future uses of new facilities and capital assets after the P/p/a is finished

F.3 Examples of various best practice P/p/a status charts and displays are available in MSFC-HDBK-3684 and MSFC-HDBK-3173.

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APPENDIX G - Presentation Content to Rebaseline a Program/Project/Activity (P/p/a)

G.1 MSFC P/p/a seeking to rebaseline are presented to the CMC for approval by the respective P/p/a Manager.

G.2 The following information is provided for P/p/a Rebaselining:

G.2.1 Identification of the P/p/a

G.2.1.1 Name of P/p/a and official acronym

G.2.1.2 Description of the P/p/a

G.2.1.3 Identification of the parent Program or Mission Directorate

G.2.1.4 Identification of the customer base

G.2.1.5 Alignment with MSFC and Agency strategic roles and missions

G.2.2 Description of the root cause(s) that contributed to the breach of the original P/p/a baseline

G.2.3 Detailed descriptions of the portions of the P/p/a that are being rebaselined by comparing the original baseline with the rebaseline. For example:

G.2.3.1 If Mission Directorate or Program Authority are to be modified, provide a side-by-side comparison of the previously approved Authority vs. proposed re-baseline Authority.

G.2.3.2 If Budget or cost margins are to be changed, provide a side-by-side comparison of the previously approved budget or cost margins vs. proposed re-baseline budget or cost margins.

G.2.3.3 If the P/p/a end date is to be extended, provide a side-by-side comparison of the previously approved master schedule vs. proposed re-baseline master schedule.

G.2.3.4 If mission success criteria, technical scope, or technical objectives are to be modified (e.g., descope), provide a detailed side-by-side comparison of the previously approved criteria, scope, or objectives vs. proposed re-baseline criteria, scope, or objectives.

G.2.3.5 If additional Center workforce is required, provide a side-by-side comparison of the previously approved workforce vs. proposed re-baseline workforce.

G.2.3.6 If the acquisition strategy is to be modified, provide a side-by-side comparison of the previously approved strategy vs. proposed re-baseline strategy.

G.3 Examples of various best practice P/p/a status charts and displays are available in MSFC-HDBK-3684 and MSFC-HDBK-3173.

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APPENDIX H - Presentation Content to Closeout a Program/Project/Activity (P/p/a)

H.1 Closeout of a MSFC P/p/a is presented to the CMC for approval by the respective P/p/a Manager.

H.2 The following information is provided for P/p/a Closeout Briefings:

H.2.1 Identification of the P/p/a

H.2.1.1 Name of P/p/a and official acronym

H.2.1.2 Description of the P/p/a

H.2.1.3 Identification of the parent Program or Mission Directorate

H.2.1.4 Identification of the customer base

H.2.1.5 Alignment with MSFC and Agency strategic roles and missions

H.2.2 Details of Closeout

H.2.2.1 Rationale (e.g. completion of P/p/a, termination due to budget over-run, etc.)

H.2.2.2 Completion of P/p/a mission success goals

H.2.2.3 Impact of Closeout on the Center or the Agency

H.2.2.3.1 Leftover technology gaps

H.2.2.3.2 Unmitigated risks to Center or Agency mission objectives

H.2.2.3.3 Termination costs associate with P/p/a contracts

H.2.2.4 Hardware disposition

H.2.2.4.1 Disposition plan for P/p/a hardware

H.2.2.4.2 Long-term storage requirements (if applicable, and justify why storing hardware is in the best interests of the Center)

H.2.2.4.3 Funding sources for hardware dispositioning

H.2.2.5 Records disposition

H.2.2.5.1 Method of dispositioning P/p/a records

H.2.2.5.2 Provisions to disposition proprietary records

H.2.2.5.3 Resources (budget, workforce) available to disposition records

H.2.3 Summary of Lessons Learned from the P/p/a

H.3 Examples of various best practice P/p/a status charts and displays are available in MSFC-HDBK-3684 and MSFC-HDBK-3173.

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APPENDIX I - Stoplight Criteria Definitions for Program/Project/Activity (P/p/a) Evaluations

I.1 The Agency Stoplight criteria are defined as:

I.1.1 Green - Progressing according to Plan.

I.1.1.1 Meeting management plans or commitments.

I.1.1.2 No action required.

I.1.2 Yellow - An area of concern.

I.1.2.1 Deviating from plans or commitments, but approved contingency/margins exists to recover and successfully complete the program/project as approved.

I.1.2.2 Needs attention. Problem can be resolved within the reporting organization.

I.1.2.3 CMC guidance: If margins are held at a higher level, yellow is still valid as long as a reserve lien has been identified to the higher level authority and the higher authority agrees in writing to absorb the deviation.

I.1.3 Red - A significant problem.

I.1.3.1 Deviating from plans or commitments, with insufficient approved contingency/margins to recover and successfully complete the program/project as approved.

I.1.3.2 Needs action. Help required beyond the reporting organization to address the problem.

I.2 Element Evaluation Definitions & Expanded Criteria

I.2.1 Management - Evaluate all P/p/a management planning and processes for completeness, accuracy, and compliance to Agency and MSFC Management System (MMS) instructions.

a. Green - Plans, processes and risk management evaluations adequately satisfy Agency and Center P/p/a Requirements.

b. Yellow - Plans, processes and risk management evaluations do not adequately satisfy Agency and MSFC P/p/a requirements, however, the issues are being addressed and can be accomplished internal to the initiative.

c. Red - Plans, processes and risk management evaluations do not adequately satisfy Agency and MSFC P/p/a requirements and the issues cannot be resolved without help external to the initiative.

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I.2.2 Cost - Evaluate how the P/p/a budget is performing (EAC) against the approved P/p/a Plan budget (BAC-Budget at Complete), and FY Actual versus Planned performance.

- a. Green - Specified tasks are within approved budget plans, without utilizing reserves.
- b. Yellow - Year end estimates of costs or obligations for the planned work in the current year exceed planned expenditures, but variances can be accommodated by allocation of existing margin. If margins are held at a higher level, yellow is still valid as long as a margin lien has been identified to the higher-level authority and the higher-level authority agrees in writing to absorb the deviation.
- c. Red - Year-end estimates exceed FY budget, including margin (at the project level or higher if margins are held at a higher level), or EAC exceeds approved BAC.

I.2.3 Schedule - Evaluate the P/p/a critical path schedule and ensure major milestones and delivery date(s) approved in the Program/Project Plan are met.

- a. Green - P/p/a is on schedule and major milestones are not delayed.
- b. Yellow - Major milestones may be delayed but adequate schedule margin is available in the baseline schedule to meet the planned delivery and/or launch date(s). The approved schedule margin burn-down plan is used to determine when adequate margin is available between PDR and delivery.
- c. Red - Margins for the critical path schedule are depleted and the baselined delivery date and/or milestones are expected to slip.

I.2.4 Technical Performance - Evaluate how the P/p/a is meeting the requirements that are documented in the approved Program/Project Plan.

- a. Green - Technical objectives are being met with no threat to mission success criteria.
- b. Yellow - Technical objectives are not being met and threaten mission success criteria, but an acceptable contingency plan exists to meet approved requirements.
- c. Red - Unable to meet technical objectives and mission success criteria without help external to the initiative.

I.3 Examples of various best practice P/p/a status charts and displays are available in MSFC-HDBK-3684 and MSFC-HDBK-3173.

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APPENDIX J - References

J.1 MPR 1280.1, Management Review