To: Adrian A Segura <Adrian.A.Segura@jpl.nasa.gov>
Subject: Re: Approval for "Project Management Workshop" by Ken Atkins Needed

Adrian,

The abstract looks fine.

Ron

At 12:49 PM 8/23/2002 -0700, you wrote:

Mr. Ploszaj,

Document Review Services (DRS) received a request to clear for external distribution the abstract "Project Management Workshop" (included below) by Ken Atkins for presentation at the Big Sky Conference, in Montana in March.

DRS requires management confirmation of the technical accuracy of the content and approval of the end use before a clearance for external release can be issued. To satisfy these requirements, please let me know by return email if you concur with the content and purpose of the paper as stated above.

Thank you for your time.

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The authors have developed and implemented a week-long Project Management Workshop designed specifically around development phases of the Jet Propulsion Laboratory (JPL) Project Life Cycle, e.g. development phases. The workshop emphasizes the specific activities and deliverables pertaining to managers of robotic NASA space exploration and complex instrument development projects. The structure is responsive to NASA's program and project management guide, NMG NPG 7120.5A, with a focus on the planning and risk management necessary for strict budget and schedule demands unique to planetary exploration. Most deadlines for such projects are driven by planetary flight mechanics. The slipping of launch periods is generally not acceptable. This is decidedly different than management in industries where slipping milestones will result in overruns in costs but the project remains viable. Additionally, costs are "capped" in NASA's competitive selection of these projects so designing-to-cost and managing-to-budget must be more than goal-oriented rhetoric. The workshop addresses the unique risks and opportunities inherent in unmanned, robotic flight projects, and focuses on specific practices and processes developed by JPL in over 40 years of experience in managing such projects. These processes have been revised and updated for relevance to NASA's new "faster, better, cheaper" development paradigm and include integration of corrective actions taken after in-flight failures of recent missions. The paper will present the curriculum and the characteristics of each educational module in the context of the Project Life Cycle, the learning objectives, actions and practices by the project manager, transitional gates and reviews, planning, risk management, control, testing and flight operations, staffing, and transition/archiving. Readers may then gain value in considering the workshop as a benchmark against existing, more-generic management education paradigms.