



## Goddard Procedures and Guidelines

**DIRECTIVE NO.** GPG 1060.2B                      **APPROVED BY Signature:** Original Signed by  
**EFFECTIVE DATE:** September 11, 2001                      **NAME:** A. V. Diaz  
**EXPIRATION DATE:** September 11, 2006                      **TITLE:** Director

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**Responsible Office:** 100/Office of the Director

**Title:** Management Review and Reporting for Programs and Projects

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### PREFACE

#### P.1 PURPOSE

This procedure defines the process whereby GSFC management reviews Goddard programs, projects, and other products for which GSFC is responsible.

#### P.2 APPLICABILITY

This procedure applies to all GSFC programs and projects.

#### P.3 AUTHORITY

NPD 8730.3, NASA Quality Management System Policy (ISO 9000)

#### P.4 REFERENCES

- a. NPG 7120.5, NASA Program and Project Management Processes and Requirements
- b. GPG 1060.1, Management Responsibility
- c. GPG 1710.1, Corrective and Preventive Action
- d. GPG 1440.7, Records Control
- e. GPG 8700.4, Integrated Independent Reviews

#### P.5 CANCELLATION

GPG 1060.2A, Management Review and Reporting for Programs and Projects

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## P.6 RECORDS

Record Title	Record Custodian	Retention
Copies of presentations and action item lists	Recording Secretary	<u>NRRS 1/14 B1(a)</u> (Permanent. Retire to FRC when 2 years old. Transfer to NARA when 20 years old, whichever is sooner.)
Action Item Log including disposition	Recording Secretary	<u>NRRS 1/14 B1(a)</u>
Goddard Management Action Tracking System	Executive Secretary	Active On-line Site: <a href="http://gmats.gsfc.nasa.gov">http://gmats.gsfc.nasa.gov</a>

## PROCEDURES

### 1. DEFINITIONS

- a. Acceptable Risk - The risk that is understood and agreed to by the GPMC and customer sufficient to achieve the defined success criteria within an approved level of resources.
- b. Executive Council (EC) - The GSFC Executive Council is chaired by the Center Director and includes the Deputy Director, Associate Director, Directors of, and the Office Chiefs within Code 100.
- c. Level I Requirements - The highest level of program/project requirements that are controlled by the Enterprise and which need to be met to achieve the mission success criteria. Level I Requirements are agreed to by the Field Center, the principle investigator as appropriate, and the Enterprise and are documented in the program/project plan.
- d. Level II Management - The management of the implementation of programs/projects for an Enterprise by a Lead Center as documented in the program/project plan. The implementation can be multi-center and/or multi-Enterprise in scope.
- e. Mission Assurance - Those independent activities performed outside of the program or project that are necessary to provide increased confidence in achieving mission success. The mission assurance activities will typically include independent assessments, non-advocate reviews, process verification, program or project reviews and audits, quality assurance, software verification, and other activities that validate approaches and/or highlight potential problem areas.
- f. Program Management Council (PMC) - The Goddard PMC is Chaired by the Deputy Center Director. The membership is outlined in Attachment 1.
- g. Program, Project, and Product Baselines - For each program, project, or product, a baseline is established. This baseline includes the Formulation Authorization Document, Program Commitment Agreement, Program Plan, and Project Plan (see NPG 7120.5) and the approved implementation

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schedule, the cost and obligation budget plans, including success criteria, schedule, and technical performance requirements.

h. Success Criteria - Success criteria include that portion of the Level I requirements that define what shall be achieved to successfully satisfy the Strategic Plan objectives addressed by the mission or technology demonstration. Success criteria are established early in the Formulation Sub-process to drive requirements, define allowable trade space, guide risk and incorporate safety decisions. Success criteria are under change control and documented in the Project Plan and must be stated in terms that can be quantified, measured, and relate directly to the mission goals. Examples would be the percentage of the sky surveyed, number of Gamma Ray sources found, number of hurricanes mapped to some accuracy over years, or similar criteria. Minimum success criteria establish the floor below which the mission will be deemed a failure.

i. Technology Federation – The Technology Federation is chaired by the Center’s Chief Technologist and is responsible for identifying future technology opportunities responsive to science needs and providing direction for an integrated technology program for the Center. The Center’s Chief Technologist is chairman of the Technology Federation and the membership is outlined in Attachment 2.

## **2. IMPLEMENTATION**

The relationships between the various reviews and reports are shown in Figure 1 Program Review and Control Process and Figure 2 Gateway and Special Review Process.

2.1 A Recording Secretary will be appointed for the EC, the PMC, and the Technology Federation by the respective chair. The Recording Secretary shall be responsible for maintaining PMC meeting schedules as well as maintaining the records of meetings in accordance with GPG 1440.7, including copies of presentations and a list of action items. The Recording Secretary shall maintain an action item log that records the action item, responsible person or organization, relevant dates, and disposition.

2.2 Monthly Status Reviews (MSR) – The Deputy Director as the Chair of the Goddard Program Management Council (PMC) will schedule and conduct monthly status reviews to assess the status, significant progress, and issues associated with each of the programs assigned to the Center. Included in this review are the flight programs/projects/instruments in Formulation and Implementation as well as the operating satellites. Additionally, the chair may include relevant status reports from outside organizations such as the KSC launch status as well as other Goddard initiatives of interest. The Associate Director will use the Monthly Status Reviews to assure the integration of Enterprise activities and to consider the implications of various activities within the framework of the Integrated Business Plan. The Program/Project/Instrument Managers are responsible for preparing the MSR briefings, highlighting significant items of progress, accomplishments, issues, and trends. These briefings will include identification and closure of open issues and options for resolving variances in baseline cost, schedule, and technical metrics. The Systems Management Office (SMO) Director, as Executive Secretary of the PMC, will assist the PMC Chair in the establishment of uniform briefing content and format requirements, and assure that action items are correctly captured and that the proposed closure is responsive and timely.

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The SMO reviews MSR briefing material for significant trends, deviation from approved baselines, implications for and adherence to Center and Agency policy and knowledge management opportunities.

2.2.1 Actions identified during the Monthly Status Reviews (MSR) or other Goddard PMC meetings will be reviewed at the end of the meetings to verify the actions, who they are assigned to, and due dates. The Recording Secretary is responsible for issuing a list of actions from each meeting and maintaining the current status on all actions. The individual Directors of are responsible for the status and closure of all actions assigned to their Directorates. When evidence of action item closure is provided to the Recording Secretary, such person will distribute it to the PMC along with the action item list about one week before the MSR. Action items will not be closed until the PMC concurs at the MSR. Program or Project level actions will be addressed within their respective presentations at the MSR. For those actions associated with time critical events like launches where the event occurs before the next MSR, the responsible Director of must notify the Goddard PMC membership of the action closure and include a statement on how the action was closed immediately by e-mail.

2.3 Technology Federation – The Chief Technologist will schedule monthly meetings of the Technology Federation to review the Level II activities and the Technology Federation initiatives relative to the GSFC technology “product lines”. In addition, the Chief Technologist will schedule a bi-monthly laboratory tour for the Technology Federation with the objective of visiting a variety of laboratories across the Center each year.

2.4 Monthly Status Summary (MSS) – The Director of Flight Programs and Projects will schedule Monthly Status Summaries for the Executive Council from the following areas; Earth Science, Mission Services, and Space Science. The Director of Systems, Technology and Advanced Concepts (STAAC) will provide the Level II Technology summaries and New Business Activities briefing, and the Chief Technologist, will provide the Technology Development briefing. The briefings will highlight significant items of progress, accomplishments, issues, and trends in their respective areas. This will include addressing open issues and options for solutions and variances to baseline costs, schedules, and technical metrics. Each Directorate also presents their institutional status on a rotational basis. Copies of the Earth and Space Science programs and projects MSS presentation will be condensed to a common format and electronically sent to the respective Enterprise Offices after the Executive Council briefing.

2.5 Gateway Reviews – The Office of the Director will charter the PMC to conduct gateway reviews as delegated to the Center by the Enterprise Associate Administrator. Examples of such reviews are the initial Mission Confirmation Readiness Review (MCRR) (Attachment 3) and the Mission Readiness Review (MRR) (Attachment 4). The Executive Secretary of the PMC will be contacted as far in advance as possible to notify the projects and SMO of scheduled MCRRs and MRRs.

2.6 Systems Management office (SMO) Assessments - The SMO Director is responsible to the Center Director for systems management policy, guidelines, and independent assessment. The SMO charters the independent reviews for projects. The SMO provides the independent assessments (technical, programmatic, systems management processes) to the GPMC at Gateway Reviews. The SMO will provide a summary of independent assessment activities at the MSR and highlight areas of significant concern. The SMO also maintains the GSFC Program/Project Management and Integrated Independent Review Team Checklist as a guide to programs/projects, review teams and the PMC.

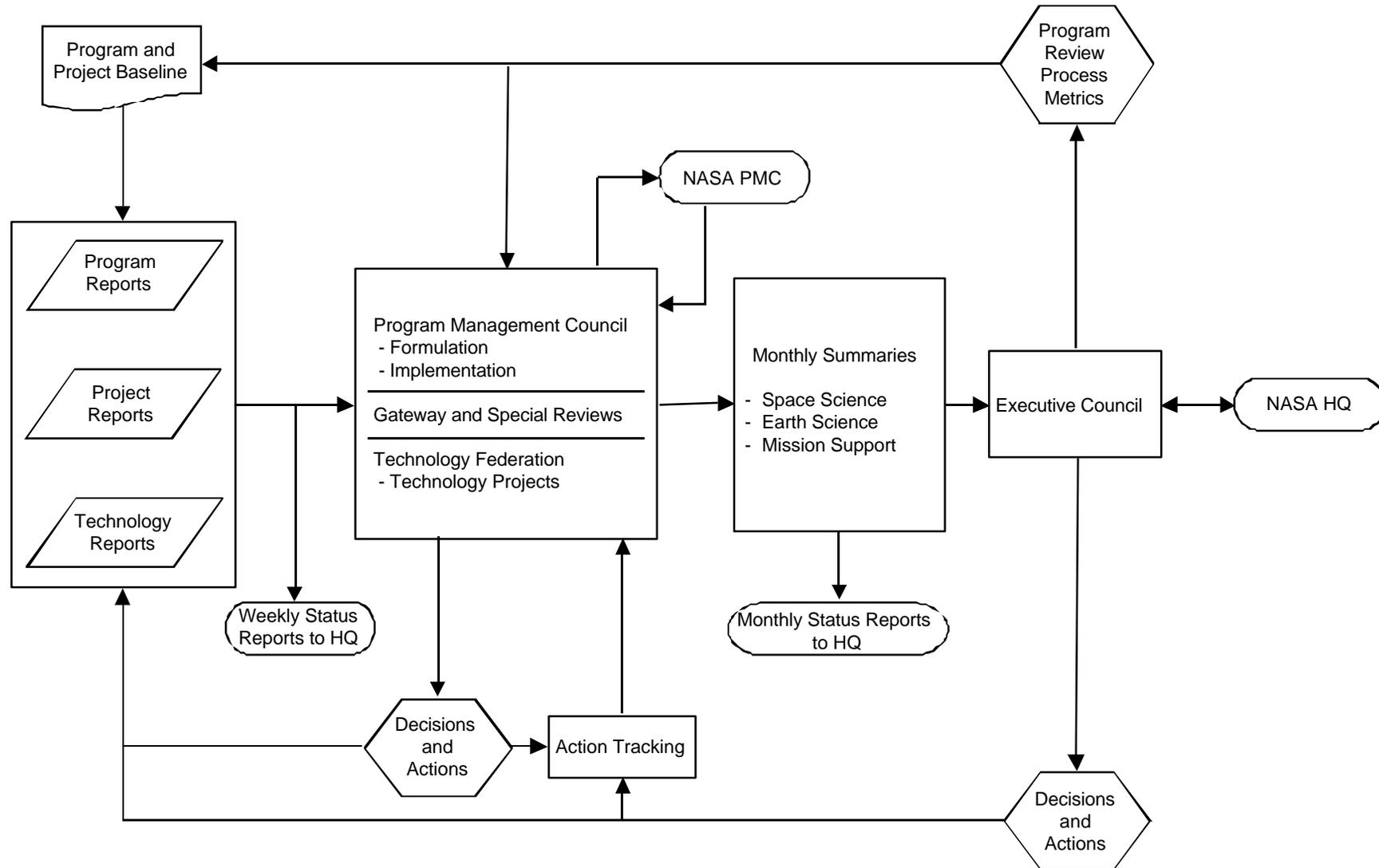
CHECK THE GSFC DIRECTIVES MANAGEMENT SYSTEM AT  
<http://gdms.gsfc.nasa.gov/gdms> TO VERIFY THAT THIS IS THE CORRECT VERSION PRIOR TO USE.

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2.7 Special Reviews – The Office of the Center Director will charter the PMC to conduct special reviews whenever a requirement for such a review is identified by Goddard or Agency management. The records of these reviews will include the charter.

2.8 Weekly Reporting to HQ – The Director will provide the NASA Administrator with a weekly summary of key items of Center status and issues. The Office of the Director will maintain records of the reports.

2.9 Office and Directorate Reporting - The Executive Assistant for Code 100 will establish and maintain a bimonthly schedule for offices and directorates to report to the Executive Council. In addition to subjects of interest to the Executive Council and those requested by the Center director, the presentation will include the following items related to the Quality Management System: NCR status, customer satisfaction measurements, quality objective metrics, and continual improvement efforts.



**Figure 1. Program Review and Control Process**

CHECK THE GSFC DIRECTIVES MANAGEMENT SYSTEM AT  
<http://gdms.gsfc.nasa.gov/gdms> TO VERIFY THAT THIS IS THE CORRECT VERSION PRIOR TO USE.

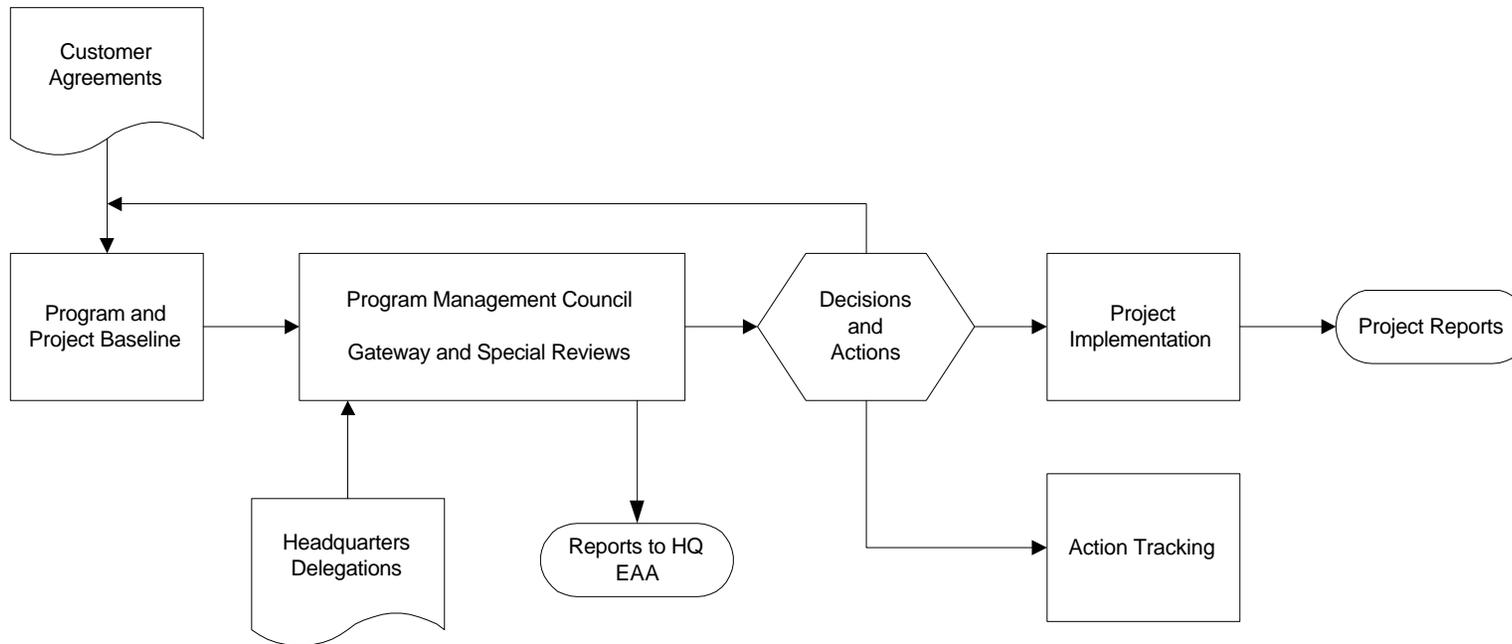


Figure 2. Gateway and Special Review Process

\* Customer agreements might include other NASA, other Agency, Academia, Industry, or international organizations.

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**Attachment 1. The following table summarizes the Chairpersons and membership of each council.**

<b>Organization</b>	<b>Executive Council</b>	<b>Program Management Council</b>
Center Director	C	
Deputy Center Director	*	C
Associate Center Director	*	*
Assistant Center Director for Safety, Health and Security	*	*
Director, Office of Human Resources	*	
Chief, Equal Opportunity Program Office	*	
Chief, Public Affairs Office	*	
Chief Counsel	*	
Chief Financial Officer	*	*
Director, University Affairs Office	*	
Director, Management Operations	*	4
Director, Flight Assurance	*	*
Director, Flight Programs and Projects	*	*
Director, Advanced Engineering and Technology (AETD)	*	*
Director, Space Sciences	*	1
Director, Systems Technology and Advanced Concepts	*	*
Director, Suborbital and Special Orbital Project Operations	*	*
Director, Earth Sciences	*	2
Chief Information Officer	*	*
Director, Systems Management Office		*
<b>Ex Officio Members:</b>		
PIM for Integrated Business Planning		*
PIM for Program Formulation		*
Enterprise AA or designee		*
SOMO Representative		3
Chief Engineer, AETD		*
Associate Director, AETD		*
Other Center Representatives		5

C = Chair                      \* = Member

- Notes: 1 - for Space Science programs  
2 - for Earth Science programs  
3 - for SOMO sponsored projects  
4 - Center Procurement Officer  
5 - for Technology projects

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**Attachment 2. Technology Federation Members**

<b>Organization</b>	<b>Goddard Technology Federation</b>
Associate Center Director	*
Deputy Director, Systems, Technology, and Advanced Concepts Directorate	*
Flight Programs and Projects Directorate	*
Applied Engineering and Technology Directorate	*
- Chief Technologist	C
- Mechanical Systems Center, Assistant for Technology	*
- Instrument Technology Center, Assistant for Technology	*
- Electrical Systems Center, Assistant for Technology	*
- G, N & C Center, Assistant for Technology	*
- Information Systems, Assistant for Technology	*
Space Science Directorate	*
Suborbital and Special Orbital Project Operations Directorate	*
Earth Science Directorate	*
Technology Commercialization Office	*
<b>Ex Officio Members</b>	
- Enterprise Representatives	*

C = Chair

\* = Member

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### **Attachment 3 - Confirmation Review (CR) Process:**

As background the Enterprise Associate Administrator (EAA) approves the transition from Formulation to Implementation for the projects governed by the GSFC PMC. The EAA conducts a Mission Confirmation Review (MCR) as part of the Approval sub-process associated with the transition from the Formulation to the Implementation sub-processes as defined within NPG 7120.5. The purpose of the Confirmation process is to establish that the mission team has rigorously formulated the mission including the establishment of success criteria and acceptable risk, has an acceptable project plan that includes a commitment to people, facilities, travel and other Center resources, adequate technical margins and resource reserves, and is prepared to implement the mission in a disciplined manner and within the resource and schedule constraints identified.

A Mission Confirmation Readiness Review (MCRR) is held by the GSFC PMC as part of a three-step process for all applicable Space and Earth Science projects and other missions. The applicable projects include all programs and projects delegated to the GSFC PMC as the Governing PMC, and major instruments or subsystems intended for non-GSFC missions. The Enterprise Associate Administrator or designee is invited to participate in the MCRR. Strategic missions that report to the Agency PMC usually have a Non-Advocacy Review (NAR) and the results of this review are reported directly to the Agency PMC. The transition decision is made by the Administrator.

**Step One, Confirmation Readiness Assessment** - An Integrated Independent Review Team (IIRT) is chartered by the System Management Office and PMC to assess the adequacy of the formulation effort and the readiness of the mission to proceed into implementation. This confirmation readiness assessment will typically be conducted as an integral part of the Preliminary Design Review (PDR) or other critical milestone review. Findings, recommendations and project responses from this review are presented to the GSFC PMC at the MCRR.

**Step Two, Mission Confirmation Readiness Review (MCRR)** - The Project Manager/Project Scientist/ Principal Investigator, the Systems Management Office, and the Program Manager brief the Goddard PMC on the following topics:

Project Manager/Project Scientist/ Principal Investigator:

- Mission Description
  - Mission science objectives and the investigation strategy
  - Full and minimum success criteria
  - Acceptable risk level
  - Mission system design overview (describe instruments and spacecraft and ground system)
  - Operations and data distribution concept
- Management Plan and Baselines for Implementation
  - Roles and responsibilities of all participating organizations
  - Project organizational structure and staffing
  - Acquisition strategy

- Life cycle schedule
- SOMO Project Service Level Agreement (PSLA) and/or equivalent for non-SOMO resources
- Radio frequency selections and status of frequency authorization applications
- NASA technology thrusts to be applied/what technologies shall mature during the project's cycle
- Life cycle staffing (civil servants, contractors and team members)
- Life cycle cost commitments and Program Year phasing by major WBS element by NOA and cost
- Mission Assurance and Risk Management
  - Overview of project mission assurance and continuous risk management processes
  - Identification of significant lessons learned from previous projects that the project team has applied during formulation and intends to apply in implementation
  - Lessons that the project team has captured for use by future projects as a result of the project's formulation effort
  - Risk tracking table that provides a summary description and specific action plan for each technical and programmatic risk assessed by the project team as having a "moderate" or higher risk exposure based on an integrated evaluation of severity of impact, likelihood of occurrence and timeframe required for mitigation action
  - Technical resource margins (power, mass, propellant, etc.)
  - Funded schedule reserves
  - Unliened budget reserve
  - Descope plan detailing associated savings or impact avoidance and the date that descope decisions must be made to achieve the identified savings or avoidance of unacceptable schedule and cost impacts
  - Review plan that describes the continuum of peer reviews, system-level critical milestone reviews and other independent reviews, if any, required by the EAA or GPMC.
- SMO Independent Assessment Results and Recommendations
  - The Systems Review Office or external co-chair of the Integrated Independent Review Team (IIRT) presents the significant findings and recommendations from the Confirmation Readiness Assessment. The IIRT co-chair includes the project responses to all recommendations that the IIRT acknowledges as formally closed. The following topics are addressed in accordance with the IIRT Charter.
    - Technical feasibility of the approach (spacecraft, instrument, and ground system)
    - Validity of the life cycle cost and schedule commitments and adequacy of reserves
    - Assessment of system management processes including project management, system engineering, requirements management, verification and validation, risk management and knowledge management
    - Identification of development and operations risks associated with the spacecraft, instrument and ground system and adequacy of risk mitigation plans. Assessment of technology readiness should be included
    - Assessment of the development team experience and readiness for implementation

- The Resource Analysis Office (RAO) presents the independent parametric resource estimate and provides findings and recommendations on the validity of the life cycle schedules, staffing and cost including reserves.
- The Director of the Systems Management Office provides an integrated assessment and recommendations for GPMC action relative to the confirmation of the project.
- Program Response and Recommendation
  - Corrective actions including timetable planned by the program/project to address the findings and recommendations from the Confirmation Readiness Assessment that have not been formally closed by the IIRT
  - An assessment of the risk associated with proceeding into development
  - Program Manager recommendation to the PMC

Prior to the MCRR, the PMC Executive Secretary (SMO Director) shall confirm that all of the above topics will be adequately addressed by the program/project, IIRT and RAO. The Executive Secretary shall also ensure that the findings and recommendations from the independent assessments and the project team's proposed closure have been sufficiently discussed and issues resolved prior to the PMC meeting.

Prior to participating in a Mission Confirmation Review at Headquarters, the Deputy Center Director will brief the Center Director in regard to the findings of the MCRR. Additionally, a letter will be prepared for Center Director signature to the appropriate Enterprise Associate Administrator certifying that this mission is ready for a Mission Confirmation Review (MCR). The Program Integration Manager in the Associate Director's Office will prepare the MCRR letter in cooperation with the relevant Project Manager and Project Scientist. The MCRR letter should include information about the MCRR, the conclusions reached by the GPMC, any unique issues, risk considerations, and recommendations related to cost and schedule constraints. The MCR should be scheduled several weeks ahead of time.

**Step Three, Mission Confirmation Review (MCR)** – The MCR itself begins with the PI, or Project Scientist, and Project Manager summarizing the mission and implementation plans. The external co-chair of the IIRT shall then brief the findings and recommendations from the Confirmation Readiness Assessment. The IIRT co-chair includes the project responses to all recommendations that the IIRT acknowledges as formally closed. The Program Manager provides the program/project closure plan for any remaining IIRT recommendations and a confirmation recommendation from the program perspective. In conclusion, the Deputy Center Director, or designee, presents the findings and recommendations of the Goddard PMC on the confirmation readiness of the mission.

If the Enterprise Associate Administrator concurs with the recommendation to confirm, a letter is sent by the EAA to the Center Director confirming the transition of the mission to Implementation and authorizing the continued expenditure of funds. If the mission is not confirmed, the next step will be at the discretion of the Associate Administrator.

For Code S missions, and prior to the MCR, an initial MCRR with the GSFC PMC is used to prepare for the HQ initial MCR. This initial review provides confirmation to proceed from mission requirements definition (phase A) to preliminary design (phase B).

#### **Attachment 4 - Mission Readiness Review (MRR) Process**

The responsibility for conducting Mission Readiness Reviews (MRR) was delegated to the Center Directors as part of the larger action delegating Program Management responsibilities to the NASA Field Centers.

The purpose of the MRR is to provide Center Management with an opportunity to assess the readiness of each GSFC managed mission for launch and on-orbit operations and to provide the documented basis for certifying to NASA Headquarters that each mission is, in fact, ready for launch. These reviews are conducted 4 to 6 weeks before launch by the GSFC PMC. The Enterprise Associate Administrator or designee is invited to participate in the MRR. This MRR procedure is applicable to all GSFC satellite missions and major instruments developed to fly on non-GSFC missions. The MRR for GSFC developed instruments that will fly on non-GSFC missions will normally be held immediately prior to the delivery of the instrument to the spacecraft for integration.

Each MRR is documented by a letter from the Center Director to the appropriate Enterprise Associate Administrator certifying that the mission is ready for launch. These letters are required to the Associate Administrators 2 – 4 weeks before launch. The MRR letter is prepared by Code 400 in conjunction with the appropriate Program Office. The MRR letter is approved by the Deputy Center Director as the Chairman of the Goddard PMC and must include the following:

- when the review was held and the scope of the review;
- conclusions reached by the Goddard PMC relative to mission readiness;
- any unique issues associated with the mission that might impact mission safety and/or success;
- identification of residual risk, unresolved liens, important verification actions to be completed prior to launch, and constraints to the launch; and
- launch time, date, and windows.

In the case of PI managed missions, the PI certifies that the mission is ready for launch and the Center provides its concurrence.

The topics and content of the MRR should include:

- Project Manager/Project Scientist/ Principal Investigator:
  - Mission Description
    - Mission science objectives and investigation strategy
    - Science team preparations and readiness
    - Full and minimum success criteria (Approved by PMC and EAA)
    - Acceptable risk level (Approved by PMC and EAA)
    - Mission system design overview (describe instruments, spacecraft and ground system)
    - Mission operations and data distribution overview.

- Flight System Readiness
  - Science payload hardware/software status
  - Spacecraft hardware/software status
  - Flight system and integration and test status
  - Verification and validation results including software Independent Verification and Validation (IV&V)
  - Orbital debris analysis and disposal plan
  - Anomalies and resolution
  - Documentation status and open paperwork
  - Open actions
  
- Mission Operations Readiness
  - Status of all spacecraft and science operations centers and ground systems including hardware, software and procedures verification and validation
  - Development team support for operations
  - Operator training and certification
  - Information Technology security including National Agency Checks
  - Ground data handling verification
  - Mission simulations and launch rehearsals
  - GSFC Code 200 institutional support to the mission (facilities, services, communications, etc. support readiness)
  - Consolidated Space Operations Contract (CSOC) support to the mission (communications, tracking and operational support readiness)\*
  - Anomalies and resolutions
  - Fault Tree Analysis and contingency plans
  - Documentation status and open paperwork
  - Open actions
  
- Launch Vehicle Readiness\*
  - Launch vehicle status (assembly and checkout)
  - First flight items
  - Launch constraints (windows, etc.)
  - Range readiness and launch opportunities
  - Anomalies from previous flights or vehicle processing and resolutions
  - Open actions
  
- System Review Office or external co-chair of IIRT:
  - Summary of critical milestone and peer review program
  - Significant finding and recommendations from IIRT reviews
  - Detailed discussion of all IIRT recommendations that are still open
  - Residual risk assessment

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- Program Manager:
  - Readiness statement for all elements of the mission
    - Summary open items on any and all elements
    - Education and Public Outreach Plan \*\*
    - Public Affairs Plan

\* When these services are provided and to the degree these services are used on individual missions

\*\* When required by the Enterprise sponsor

Prior to the MRR, the PMC Executive Secretary (SMO Director) shall confirm that all of the above topics will be adequately addressed by the program/project and IIRT. The Executive Secretary shall also ensure that the findings and recommendations from the IIRT reviews and the project team's proposed closure have been sufficiently discussed and issues resolved prior to the PMC meeting.

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CHANGE HISTORY LOG

Revision	Effective Date	Description of Changes
Baseline	12/16/98	
Baseline	03/29/99	Moved paragraph 3. Records to P6 in order to comply with GPG 1410.1.
A	08/18/99	Under Paragraph P6. Quality Records: Combined disposition of action item with Action Item Log. Removed weekly reports to HQ (this involves a telephone call only). Removed Quarterly reports to the NASA PMC (this is a HQ quality record, GSFC contributes information only). Added disposition of Monthly Status Summaries to paragraph 2.5. Combined paragraphs 2.6 with 2.2. Renumbered paragraphs 2.7, 2.8, 2.9 and 2.10 accordingly.
B	09/11/01	<ul style="list-style-type: none"> <li>• Added paragraph 2.2.1 explaining assignment and resolution of action items identified during Goddard PMC meetings.</li> <li>• Added paragraph 2.9 to include ISO related metrics reporting. Added Chief Information Officer and Assistant Center Director for Safety, Health and Security to Attachment 1 under Executive Council and Program Management Council. Included process descriptions for Confirmation Review (CR) Process (Attachment 3) and Mission Readiness Review (MRR) Process (Attachment 4).</li> <li>• Added role of Systems Management Office throughout the document.</li> <li>• Clarified roles of Executive Secretary, Recording Secretary, Program Integration Managers.</li> <li>• Deleted references to a Technology Management Council.</li> </ul>