

**Aerospace series - Programme  
management - Guidelines for project  
management specification**

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Guidelines for project management specification

## EESTI STANDARDI EESSÕNA

## NATIONAL FOREWORD

<p>Käesolev Eesti standard EVS-EN 9200:2005 sisaldab Euroopa standardi EN 9200:2004 ingliskeelset teksti.</p> <p>Käesolev dokument on jõustatud 25.01.2005 ja selle kohta on avaldatud teade Eesti standardiorganisatsiooni ametlikus väljaandes.</p> <p>Standard on kättesaadav Eesti standardiorganisatsioonist.</p>	<p>This Estonian standard EVS-EN 9200:2005 consists of the English text of the European standard EN 9200:2004.</p> <p>This document is endorsed on 25.01.2005 with the notification being published in the official publication of the Estonian national standardisation organisation.</p> <p>The standard is available from Estonian standardisation organisation.</p>
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<p><b>Käsitlusala:</b> For a given aerospace project, the present document is intended to be used as a reference to current best practices. These can be used as a guideline for the creation and negotiation of the project management specification between a customer and a supplier, and hence lead to the creation of the project management plan.</p>	<p><b>Scope:</b> For a given aerospace project, the present document is intended to be used as a reference to current best practices. These can be used as a guideline for the creation and negotiation of the project management specification between a customer and a supplier, and hence lead to the creation of the project management plan.</p>
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English version

## Aerospace series - Programme management - Guidelines for project management specification

Série aérospatiale - Management de programme -  
Recommandation pour une spécification de management  
de projet

Luft- und Raumfahrt - Programm-Management - Richtlinie  
für eine Projektmanagement-Spezifikation

This European Standard was approved by CEN on 4 June 2004.

CEN members are bound to comply with the CEN/CENELEC Internal Regulations which stipulate the conditions for giving this European Standard the status of a national standard without any alteration. Up-to-date lists and bibliographical references concerning such national standards may be obtained on application to the Central Secretariat or to any CEN member.

This European Standard exists in three official versions (English, French, German). A version in any other language made by translation under the responsibility of a CEN member into its own language and notified to the Central Secretariat has the same status as the official versions.

CEN members are the national standards bodies of Austria, Belgium, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden, Switzerland and United Kingdom.



EUROPEAN COMMITTEE FOR STANDARDIZATION  
COMITÉ EUROPÉEN DE NORMALISATION  
EUROPÄISCHES KOMITEE FÜR NORMUNG

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## Foreword

This document (EN 9200:2004) has been prepared by the European Association of Aerospace Manufacturers - Standardization (AECMA-STAN).

After enquiries and votes carried out in accordance with the rules of this Association, this Standard has received the approval of the National Associations and the Official Services of the member countries of AECMA, prior to its presentation to CEN.

This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by May 2005, and conflicting national standards shall be withdrawn at the latest by May 2005.

According to the CEN/CENELEC Internal Regulations, the national standards organizations of the following countries are bound to implement this European Standard: Austria, Belgium, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden, Switzerland and the United Kingdom.

Annex A is informative.

## Introduction

Project management aims at planning, monitoring and control of all aspects of a project, and the motivation of all those involved in it, to achieve the project objectives, on time and to the specified cost, quality and performance.

It requires:

- the definition of the activities,
- the roles and the responsibilities for the various actors,
- consistency between their activities,
- capacity for communication between them,
- a stable and rigorous project organisation.

To achieve these objectives, the present document describes the key best practices for the management of an aerospace project, to be adapted specifically for each particular project to be managed.

In this standard, the customer is either an external identified customer, or an internal entity within the organisation, in charge of receiving or accepting the product. Additionally, this standard may also be used as a basis for the relationship between customers and suppliers at any level of the supply chain.

Prior to contract negotiations, the customer will issue a management specification, against which a supplier will submit a management plan. This document will assist in that process by indicating the major issues presented in both documents.

The customers in charge of the establishment of the project management specification should be aware that any management requirement has an impact on the costs and that, as in the case of the requirements for a product, the minimum acceptable requirements should be an objective.

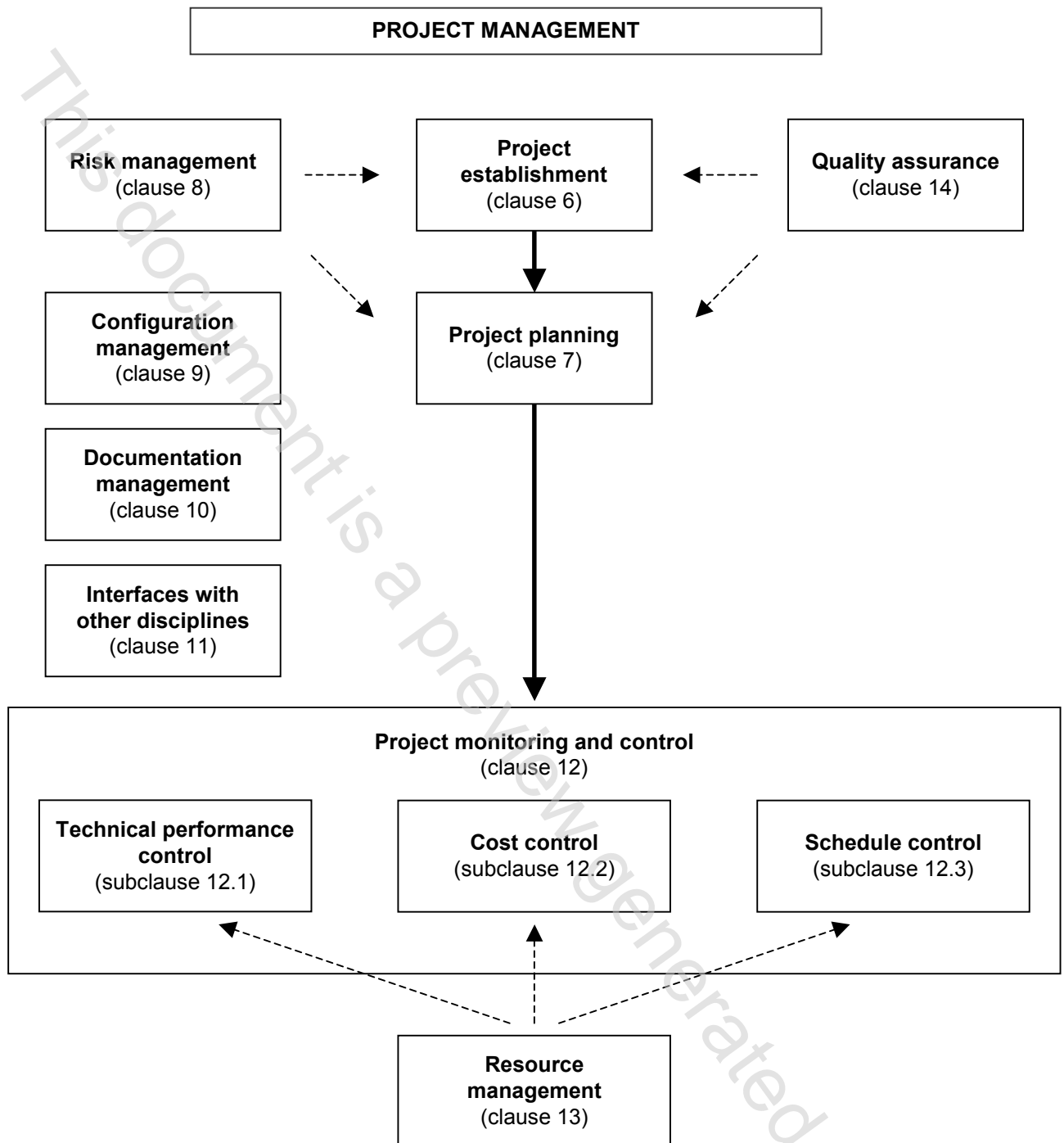
The project management specification is to be established with the objective of achieving the highest effectiveness in this discipline. In particular, attention is drawn to the possibility for suppliers to use, to the maximum extent, their own internal methods and procedures, in order to obtain quality, reliability and limitation of costs, provided internal procedures meet this recommendation.

## 1 Scope

For a given aerospace project, the present document is intended to be used as a reference to current best practices. These can be used as a guideline for the creation and negotiation of the project management specification between a customer and a supplier, and hence lead to the creation of the project management plan.

It may be used for any project utilising several actors at different levels. In particular in the case of large projects it presents provisions recommended for the management of a project according to (see Figure 1):

- project organisation,
- work breakdown structure,
- phasing and scheduling,
- risk management,
- configuration management,
- documentation management,
- interfaces with other disciplines,
- project monitoring and control,
  - technical performance control,
  - cost control,
  - schedule control,
- resource management,
- quality assurance,
- project closure.



**Figure 1 – Document organisation**

The terminology employed is explained in clause 4. It is limited to specifying the context in which potentially ambiguous terms are employed. As far as possible, this terminology includes definitions already appearing in various normative documents, preferably international standards.

## 2 Programme Management

Referring to the definitions of project and project management as given in clause "0 Foreword", programme management may be considered as the directing of a portfolio of projects which benefit from a consolidated approach or towards one specific objective.

The common element of the projects in a portfolio is that they run simultaneously, or at least overlap with one another, they share a number of common resources and are supposed to generate some income.

Under this definition, Programme Management is typically concerned with activities at a much higher level within the organisation.

This standard will only focus on project management.

## 3 Normative references

The following referenced documents are indispensable for the application of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

This document is consistent with the quality management requirements as considered in normative references:

EN ISO 9000:2000, *Quality management systems – Fundamentals and vocabulary (ISO 9000:2000)*

EN ISO 9001:2000, *Quality management systems – Requirements (ISO 9001:2000)*

ISO 10006:2003, *Quality management systems – Guidelines for quality management in project*

ISO 10007:2003, *Quality management systems – Guidelines for configuration management*

EN 9100:2003, *Aerospace series – Quality management systems – Requirements (based on ISO 9001:2000) and Quality systems – Model for quality assurance in design, development, production, installation and servicing (based on ISO 9001:1994)*

EN 9130: 2001, *Aerospace series – Quality management systems – Record retention*

IEEE 1220:1998, *Standard for Application and Management of the Systems Engineering Process IEEE Computer Society Document <sup>1)</sup>*

## 4 Terms and Definitions

For the purposes of this European Standard, the terms and definitions given in EN ISO 9000:2000 and the following apply.

### 4.1

**acceptance** (of a product or a document)

decision pronounced by the customer, acknowledging that the product or the document is in conformity with the contractual commitments

NOTE The acceptance of a document does not involve the responsibility from the authority which accepts it, on the use of the document.

### 4.2

**acquisition strategy**

set of principles defined by a customer as regards technologies, performances, costs, schedules, co-operations to lead the project, ...

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