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**Space systems — Guidelines to define  
the management framework for a  
space project**

*Systèmes spatiaux — Lignes directrices pour définir le cadre de  
management pour un projet spatial*



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## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2. [www.iso.org/directives](http://www.iso.org/directives)

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received. [www.iso.org/patents](http://www.iso.org/patents)

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For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT) see the following URL: Foreword - Supplementary information

The committee responsible for this document is ISO/TC 20, *Aircraft and space vehicles*, Subcommittee SC 14, *Space systems and operations*.

This first edition of ISO 23462 cancels and replaces the first edition of ISO/TR 23462:2007, which has been technically revised.

## Introduction

Many documents exist which address programme/project management, and elements of these are also addressed in ISO 14300-1 and ISO 14300-2. This International Standard complements the aforementioned documents by providing an overall concise, single-source approach for establishing the basis for managing a specific programme/project.

The aim of this International Standard is to:

- help the programme/project manager to prepare the programme/project specific management framework, as an input to be used for developing detailed programme/project management plans;
- promote consistency and best practice in an organization;
- minimize planning omissions, thus reducing risks;
- be used as a top-level document, in conjunction with the application of standards in space programme/project management;
- facilitate a harmonized approach to decision-making in the field of space programme/project management.

This International Standard supports the application of ISO 14300-1 and ISO 14300-2.



# Space systems — Guidelines to define the management framework for a space project

## 1 Scope

This International Standard provides a framework within which an organization can establish the basis for the development of programme/project management specifications and plans when undertaking the execution of a specific programme/project. It enables the programme/project manager to establish the criteria for programme/project success and to secure the organization's commitment to the programme/project manager's management approach for the overall programme/project and its constituent elements. It includes requirements leading to the establishment of a programme/project management framework, and identification of practices to be applied. Following these requirements also results in traceability of the considerations and decisions on why and how the programme/project is conducted according to its specific characteristics.

This International Standard provides a holistic approach for programme/project managers to apply their organization's programme/project management practices when defining the management framework for programme/project planning. It is based on a systematic method of

- defining the programme/project objectives and success criteria,
- identifying and elaborating the specific characteristics of their programme/project,
- specifying the management elements needed,
- establishing and agreeing the management approaches to be implemented, and
- compiling these into a programme/project management framework document.

This International Standard is applicable to any organization undertaking the execution of space programmes/projects.

## 2 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

### 2.1

#### **management approach**

consideration developed for management elements

Note 1 to entry: Management approaches are used in establishing the programme/project management framework.

### 2.2

#### **programme management framework**

#### **project management framework**

collection of management approaches defined for programme/project management elements

Note 1 to entry: The programme/project management framework is used as a reference basis upon which to establish programme/project management plans.