



**NASA PM Challenge 2010**  
**Developing the International**  
**Program/Project Management**  
**Community**  
**9/10 February 2010**

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# PURPOSE OF ESA / ACTIVITIES



“To provide for and promote, for exclusively peaceful purposes, cooperation among European states in **space research** and **technology** and their **space applications**.”

[Article 2 of ESA Convention]

**ESA is one of the few space agencies in the world to combine responsibility in all areas of space activity.**

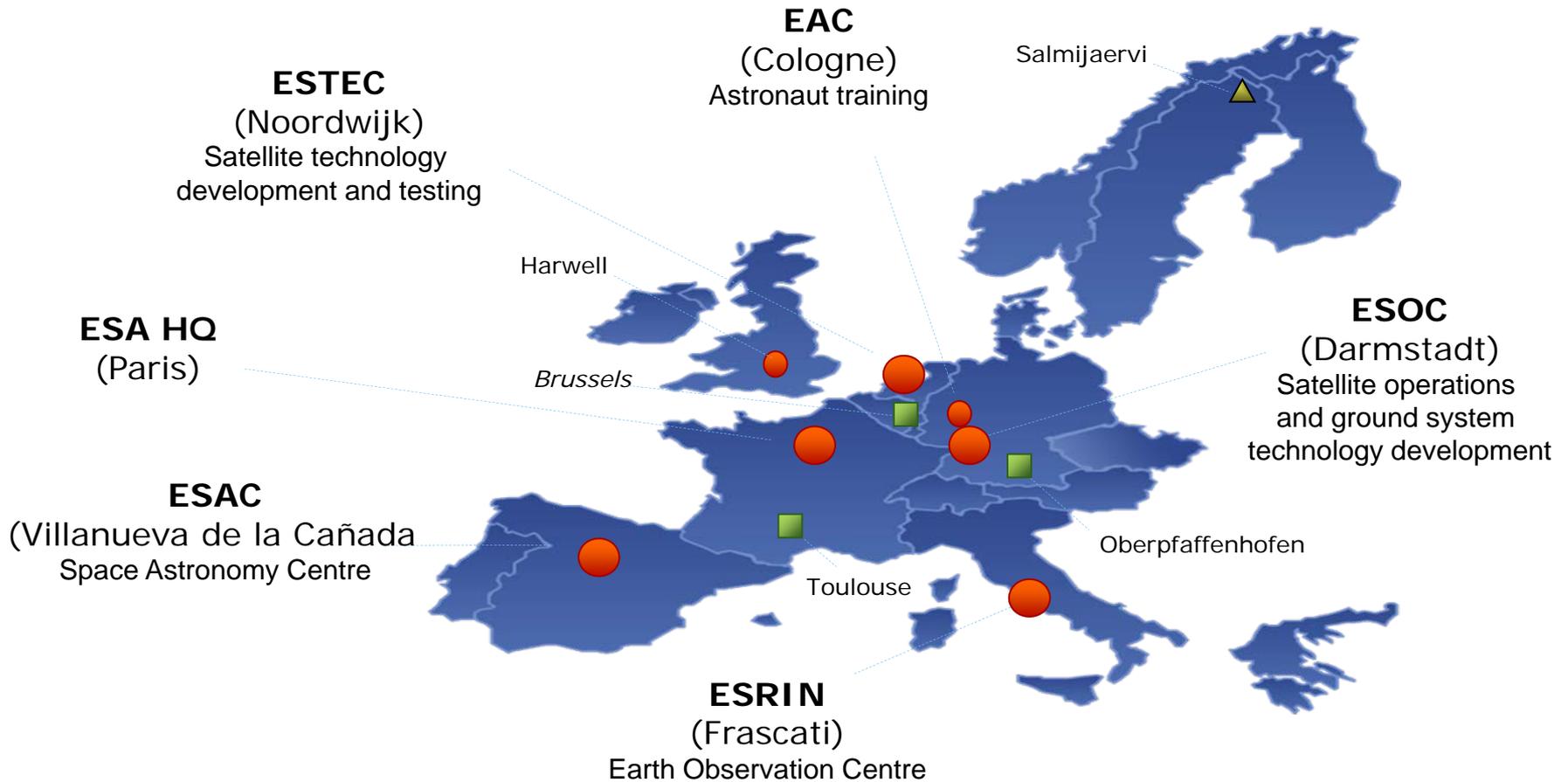
- Space science
- Human spaceflight
- Exploration
- Earth observation
- Launchers
- Navigation
- Telecommunications
- Technology
- Operations

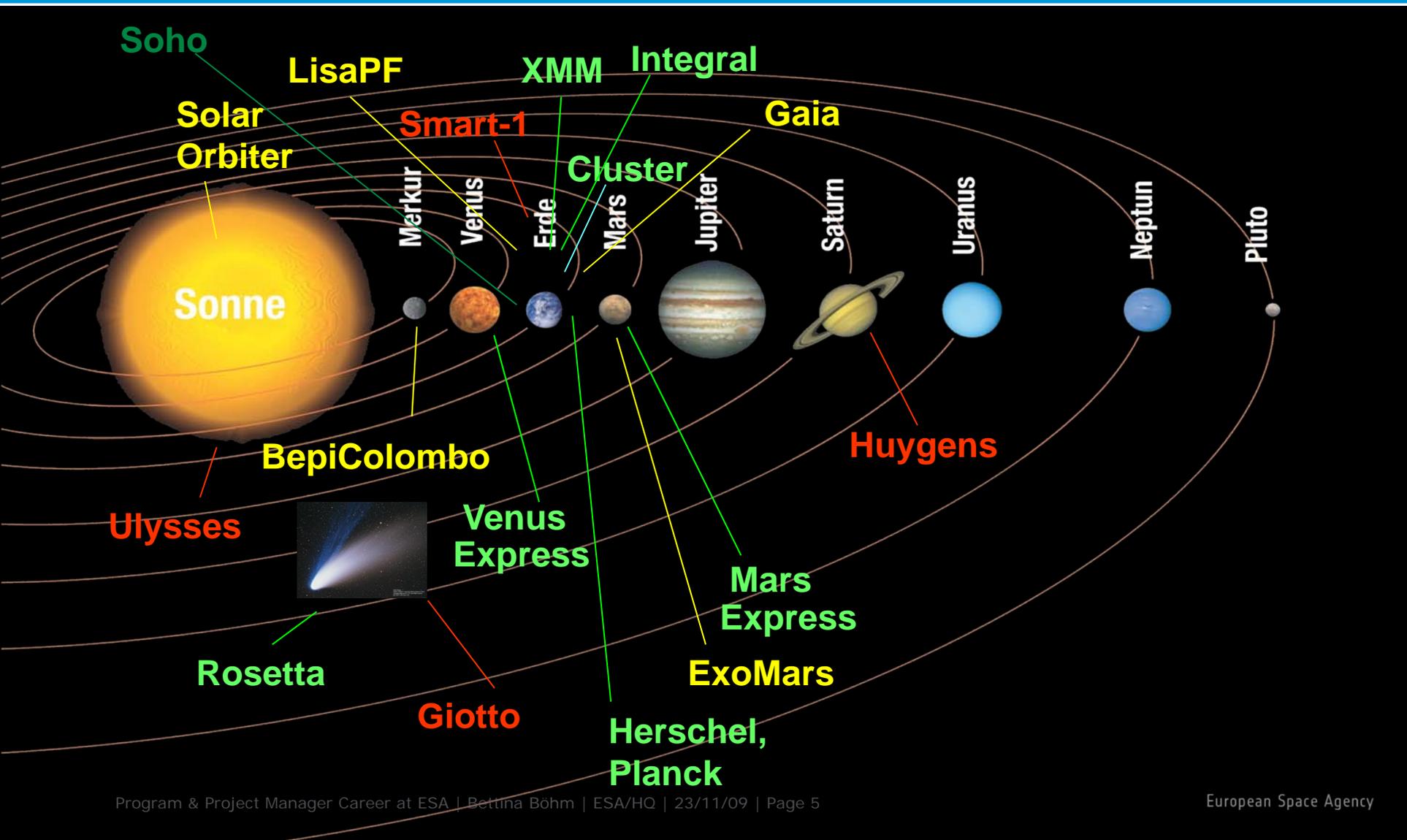


- Over 30 years of experience
- 18 Member States
- 2080 staff, thereof 880 in Program Directorates, 790 in Operations and Technical Support and 410 in other Support Directorates
- 3 500 million Euros budget
- Over 60 satellites designed and tested
- Over 60 satellites operated in-flight and 8 missions rescued
- 16 scientific satellites in operation
- Five types of launcher developed
- More than 180 launches made

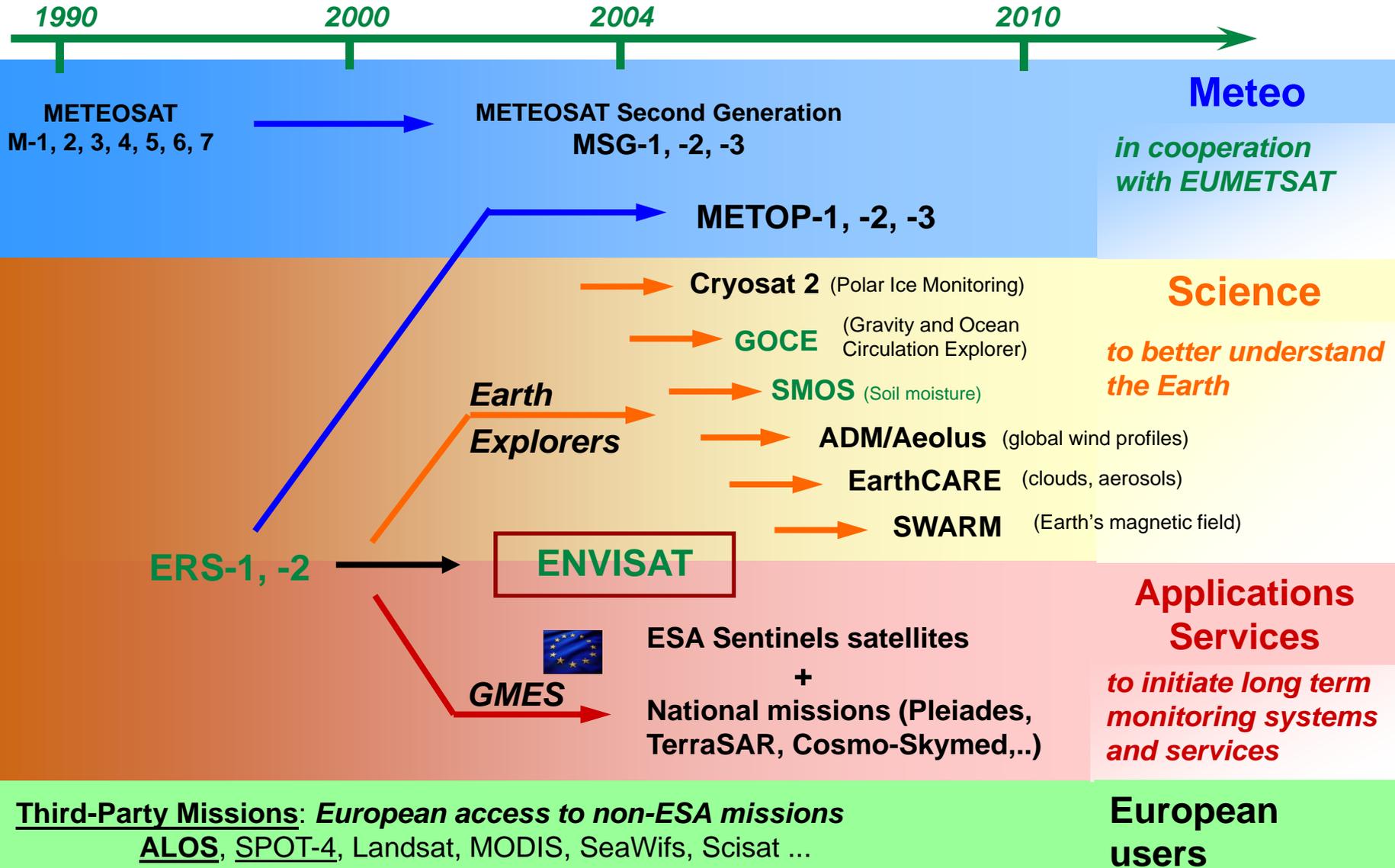


# ESA Locations





# Europe's increasing Role in Earth Observation



# Program/Project Management in ESA



**Number of ESA staff: 2080**, thereof **880** in Program Directorates, **790** in Operations and Technical Support and 410 in other Support Directorates

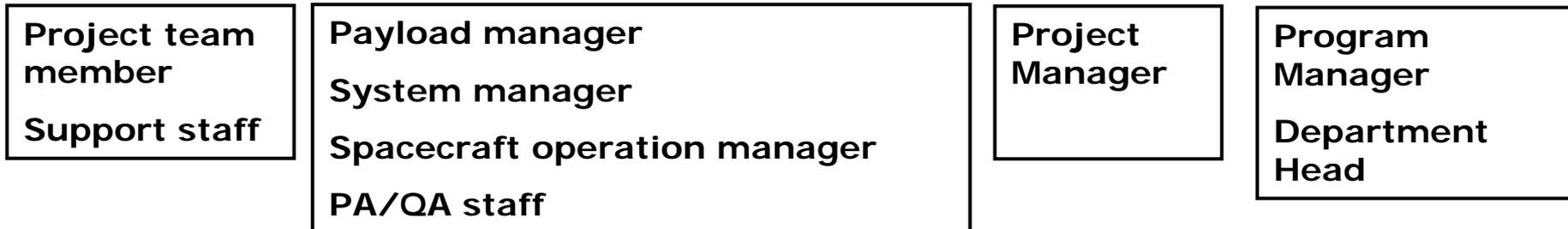
**Number of ESA Program Managers end 2009: 14**

**Number of ESA Project Managers end 2009: 43**

**VNs for Program/Project Managers in 2008/2009: 24**

**Thereof filled internally: 23**

ESA program and project managers are usually recruited internally.  
They grow into their roles:



Identify the potential to become project/program manager

Close the gap between current competencies and competencies needed

Exchange lessons learned

**Program Manager**

Selection

Training

Lessons learned

**Project Manager**

Selection

Training

**Payload manager  
System manager  
Spacecraft operation manager  
PA/QA staff**

Selection

Training

**Project team members**

**Support staff**

**Ensure sufficiently large “pool of potential”**

## Project Management Courses

**Basic knowledge on project management for technical officers, study managers, (new) managers of small projects. Courses based on those certified by the Association for Project Management (UK) and customised for ESA.**

### **Project Management Principles: Level 1 (4 days)**

Tools and techniques

### **Project Management Principles: Level 2 (4 days)**

Communication and people management in projects

## Management Development Program

### Module 1: Understanding Self (2 days)

the role of ESA people manager, objective and priority setting, MBTI, coaching, peer support networks

### Module 2: Understanding Others (2 days)

360 degree feedback, stakeholder analysis, Thomas Kilmann tool on assertiveness, coaching

### Module 3: Managing Performance (2 days)

Beck performance analysis tool, situational leadership, setting smart objectives, understand reactions to stress, giving effective feedback, managing workload, managing expectations

### Module 4: Managing Diversity (1 day)

Understanding cultural values, cultural intelligence, mental programming, Schwartz Personal Value Survey, dealing with conflicts in diverse teams, communication

## “Pool of potential”

- Recruitment Marketing
- Young Graduate Program

- Quality of applications
- Nationality constraints

## Training

- on the job
- role models / mentoring
- Management Development Program / Leadership Program

- training on negotiation skills
- how to train for acting in a “political environment”

## Selection

- good knowledge of internal candidates
- Training for interview boards

- opportunities to move between programs / projects?
- sufficient evaluation of soft skills?

## Lessons learned

- Lessons learned system in technical support Directorate / Operations

- Extension of lessons learned system across the Agency



**For more information:**  
[www.esa.int](http://www.esa.int)

European Space Agency