



Setting up the Independent Review Team (IRT) at Kennedy Space Center (KSC)

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- ◆ **IRT Objective**
- ◆ **CD Roles/Responsibilities**
- ◆ **Independent Review (IR) Implementation**
- ◆ **Reporting**
- ◆ **Backup**



- ◆ **Act on behalf of the Center Director (CD) in performing independent technical, cost, and schedule assessments of all Program/project work at the Center. Provide Program Manager (PM) and CD objective expert assessment of Program posture to assist in program success.**

- ◆ **CD direction: Perform independent assessments without burdening the Programs.**



◆ NPR 7120.5, section 3.1.1

- Center Directors are **responsible and accountable** for both **Institutional Authority responsibilities and the proper planning and execution of programs and projects assigned to the Center**. This includes:
 - Performing their delegated Technical Authority duties in accordance with Section 3.3;
 - Ensuring the Center is capable of accomplishing the programs, projects, and other activities assigned to it in accordance with Agency policy and the Center's best practices and institutional policies by establishing, developing, and maintaining institutional capabilities (processes and procedures, human capital—including trained/certified program/project personnel, facilities, and infrastructure) required for the execution of programs and projects.
 - Establishing and maintaining ongoing processes and forums, including the CMC, to monitor the status and progress of programs and projects at their Center.
 - **Performing periodic program and project reviews to assess technical and programmatic progress to ensure performance** in accordance with their Center's and the Agency's requirements, procedures, processes, etc.;
 - **Reporting the executability of all aspects of their programs** and projects (programmatic, technical, and all others) along with major risks, mitigation strategies, and significant concerns to the Decision Authority and other appropriate forums.
 - Working with the Mission Directorate and the programs and project managers, once assigned, to assemble the program/project team(s) and to provide needed Center resources.
 - Providing support and guidance to programs and projects in resolving technical and programmatic issues and risks.
 - Concurring on the adequacy of cost/schedule estimates and the consistency of these estimates with Agency requirements, workforce, and other resources stipulated in proposed Program and Project Plans.
 - Working proactively with the Mission Directorates, programs, projects, and other Institutional Authorities to find constructive solutions to problems to benefit both the programs and projects and the overall Agency long-term health; and Certifying that programs and/or projects have been accomplished properly as part of the launch approval process.



- ◆ **Developed IRT Charter, review process, review agreements with programs at KSC.**
- ◆ **Leverage existing Technical Authority personnel engaged with Program for IRT membership**
 - Provides context and historical perspective.
 - Independent from P/p.
 - Relationship with P/p.
- ◆ **Programmatic capability - cost, schedule, and earned value expertise permanently assigned to office**
 - Provide support, assist, train Program personnel.
 - In-line monitoring – frequent interaction with Program SMEs.
 - Assess performance.
- ◆ **Communicate assessment to PM before reporting to CD.**

IR Implementation



- ◆ **Assist CD, Program by coordinating Center reviews of Program products that require CD approval**
 - P/p documents.
 - Terms of Reference.
 - Provide recommendation to CD for signature.
- ◆ **Pre-brief CD prior to Program quarterly's to CMC.**
- ◆ **Assist in data collection for BPR.**
- ◆ **Coordinate with Programs and Center Integration Office to align CMC schedule with Mission Directorate and Agency PMCs.**
- ◆ **Support Programs preparation for SRB reviews as needed.**
- ◆ **Center interface to IPAQ.**



- ◆ **Provide concerns and recommendations to the Program Manager and the Center Director**
 - Monthly, others as necessary.
 - Additional activities as requested by PM or as directed by CD.



◆ Programmatic

- Cost analysis– John Biddix
- Cost analyst (for Commercial Crew) – Fred Kuo (JSC)
- Schedule analysis – Dawn Martin
- Earned Value Management – Kristen Kehrer
- Lead – Sandeep Wilkhu

◆ Technical Authorities

- Engineering (Chief Engineer)
- S&MA (Chief SMA Officer)
- Chief of Health & Medical (JSC for Commercial Crew)

Backup



Benefit to Center



- ◆ **Satisfies CD responsibilities in NPR 7210.5. Also, meets independent review and monitoring responsibilities in NPD 1000.0, NPD 1200.1.**
- ◆ **Provides CD frequent status and recommendations from an independent source.**
- ◆ **Synergy with IPAO**
 - Does not duplicate SRB reviews.
 - Center review team members can become part of SRB.
- ◆ **Opportunity for Center to develop EVM, JCL, Scheduling expertise.**