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***Program Project Management Board  
(PPMB)***

***7120.5E Implementation Support***

***NAC Human Exploration and Operations Committee  
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## Program & Project Challenges Implementing 7120.5E

- Feedback from 3 large Human Spaceflight Program Managers and Science Mission Directorate Deputy Associate Administrator identified common challenges implementing 7120.5E
  - Oversight and Independent Assessment over-emphasized rather than support to Programs and Projects
  - Great difficulty tailoring 7120.5E, scaling not always practical or inconsistent with political reality
  - Challenge to coordinate with multiple 7120.5E requirement owners
  - Non-value added bureaucracy in the process, compliance surveillance versus collaborative assistance to support mission success
  - Tools like Earned Value Management (EVM) and Joint Confidence Level (JCL) are difficult to apply universally across all size programs
- Revised the Program & Project Management Board (PPMB) Charter to address these challenges and better support the Agency's Programs and Projects



# Program/ Project Management Board (PPMB) Original Chartered Functions

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- Provides guidance on program and project management (PPM) planning, policy formulation, implementation and issue resolution within the Agency.
- Recommends, reviews, and promotes PPM best practices, including project management processes and procedures across the Agency and throughout the project lifecycle.
- Serves as an advisory group to the NASA Office of the Chief Engineer and the Program Management Council.
- Serves as the Agency proponent and liaison to the practitioner community to address PPM topics and issues, including recommendations and solution implementation.
- Provides an information resource pool for PPM expertise including mentoring and sharing of ideas, methods, technologies, processes, tools, and lessons learned to improve communications on PPM common issues.



## Program/ Project Management Board (PPMB) Added Chartered Functions

- Specifically the PPMB will serve as a one-stop forum to adjudicate all 7120.5E issues, waivers, deviations and tailoring.
- Reconstituted membership to align with this new role.
- Requirement owners retain authority to approve tailoring, waivers, and deviations, and support issue resolution through this forum as needed.
- PPMB forms tiger teams, as needed, to proactively support programs and projects and assist with tailoring, EVM, JCL or any other issues with 7120.5E



# Program/ Project Management Board (PPMB) Membership

- Members represent their respective organization with authority to make decisions on program/project implementation of PPM policy
  - NASA Chief Engineer, Chair
  - Office of Chief Financial Officer
  - Chief Safety and Mission Assurance Officer
  - NASA Mission Directorates' Senior Program Management Official, as defined by each MDAA
  - One representative from each Center and the Jet Propulsion Laboratory, selected by the Center Director. This representative should be the Principal Program or Project Management Official at the Center
  - Other invited members as needed, including representatives from the Program and Project Management Policy requirement owner organizations