
**Space systems — Programme
management — Project organization**

*Systèmes spatiaux — Management de programme — Organisation de
projet*

**iTeh STANDARD PREVIEW
(standards.iteh.ai)**

[ISO 11893:2011](https://standards.iteh.ai/catalog/standards/sist/0ae7b3e2-6daa-4bf0-9d50-60d191dc8ad5/iso-11893-2011)

[https://standards.iteh.ai/catalog/standards/sist/0ae7b3e2-6daa-4bf0-9d50-
60d191dc8ad5/iso-11893-2011](https://standards.iteh.ai/catalog/standards/sist/0ae7b3e2-6daa-4bf0-9d50-60d191dc8ad5/iso-11893-2011)



iTeh STANDARD PREVIEW
(standards.iteh.ai)

ISO 11893:2011

<https://standards.iteh.ai/catalog/standards/sist/0ae7b3e2-6daa-4bf0-9d50-60d191dc8ad5/iso-11893-2011>



COPYRIGHT PROTECTED DOCUMENT

© ISO 2011

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying and microfilm, without permission in writing from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
Case postale 56 • CH-1211 Geneva 20
Tel. + 41 22 749 01 11
Fax + 41 22 749 09 47
E-mail copyright@iso.org
Web www.iso.org

Published in Switzerland

Contents

Page

Foreword	iv
Introduction.....	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Organization principles.....	2
4.1 Introduction.....	2
4.2 Basic principles	2
4.3 Organizational structure	2
4.4 Responsibilities and authority of the actors	2
4.5 Interrelations between actors	2
4.6 Information technologies.....	3
4.7 Communication and reporting	3
4.8 Project organization documentation	3
5 Requirements.....	3
5.1 Organizational requirements.....	3
5.2 Responsibilities and authority of the actors	3
5.3 Interrelations between the actors	5
5.4 Information technologies.....	7
5.5 Project organization documentation	7

<https://standards.iteh.ai/catalog/standards/sist/0ae7b3e2-6daa-4bf0-9d50-60d191dc8ad5/iso-11893-2011>

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.

International Standards are drafted in accordance with the rules given in the ISO/IEC Directives, Part 2.

The main task of technical committees is to prepare International Standards. Draft International Standards adopted by the technical committees are circulated to the member bodies for voting. Publication as an International Standard requires approval by at least 75 % of the member bodies casting a vote.

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.

ISO 11893 was prepared by Technical Committee ISO/TC 20, *Aircraft and space vehicles*, Subcommittee SC 14, *Space systems and operations*.

iTeh STANDARD PREVIEW (standards.iteh.ai)

ISO 11893:2011

<https://standards.iteh.ai/catalog/standards/sist/0ae7b3e2-6daa-4bf0-9d50-60d191dc8ad5/iso-11893-2011>

Introduction

A coherent organization is a prerequisite for the successful execution of a project. The activities of organizing a project consist of setting up the project's internal organization and the external interfaces. This is done by defining the responsibilities and authority of the participants, and their interrelations, taking into account information technologies and subsequently documenting the project organization.

This International Standard is intended to be applied for project organization in space programmes and applications.

The formulation of this International Standard takes into account the existing ISO 9000 family of documents and ISO 14300-1 and ISO 14300-2.

ISO 11893 defines specific requirements for the project organization for space projects.

iTeh STANDARD PREVIEW (standards.iteh.ai)

[ISO 11893:2011](https://standards.iteh.ai/catalog/standards/sist/0ae7b3e2-6daa-4bf0-9d50-60d191dc8ad5/iso-11893-2011)

<https://standards.iteh.ai/catalog/standards/sist/0ae7b3e2-6daa-4bf0-9d50-60d191dc8ad5/iso-11893-2011>

iTeh STANDARD PREVIEW
(standards.iteh.ai)

ISO 11893:2011

<https://standards.iteh.ai/catalog/standards/sist/0ae7b3e2-6daa-4bf0-9d50-60d191dc8ad5/iso-11893-2011>

Space systems — Programme management — Project organization

1 Scope

This International Standard defines the project organization principles and requirements needed to provide satisfactory and coherent management of space projects.

The general requirements for project organization are given in ISO 14300-1.

This International Standard addresses the following, in particular:

- a) responsibility and authority of the actors (all actors, customer, supplier),
- b) interrelations between the actors (meetings, action monitoring, reporting, assessments and audits),
- c) information technologies, and
- d) project organization documentation.

The requirements specified herein apply to and affect the supplier and customer at all levels.

This International Standard is applicable to the customer-supplier relationship for space products to the extent agreed by both parties. It is intended to be used as a basis when establishing and negotiating customer program/project management requirements and to guide the supplier's responses. When viewed in a specific project context, the requirements defined in this International Standard should be tailored to match the specific requirements of a particular profile and circumstances of a project.

2 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.

ISO 9000:2005, *Quality management systems — Fundamentals and vocabulary*

ISO 14300-1, *Space systems — Programme management — Part 1: Structuring of a programme*

ISO 14300-2, *Space systems — Programme management — Part 2: Product assurance*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2005 apply.

4 Organization principles

4.1 Introduction

The establishment of a well structured and coherent organizational structure for implementing a project at all levels in the customer/supplier chain is a key factor for ensuring an effective and efficient management approach. At each level in the customer/supplier chain, a project organization can be built as an independent project team containing all necessary disciplines within the team structure or, more often, can be built around a core project team containing key project functions with other necessary functions being provided from outside the project team as external support. Irrespective of the organizational approach followed for a project, the elements summarized below are relevant at all levels in the customer/supplier chain.

4.2 Basic principles

A coherent organization is a prerequisite for the successful execution of a space project.

ISO 14300-1 defines the organizational principles (organization at customer and industrial levels for programme/project management) and specifies the organizational requirements concerning information circuits, internal and external to the programme/project and its environment.

The activities of organizing a project consist of setting up the project internal organization and the external interfaces. This is done by defining the responsibilities and authority of the participants, and their interrelations, taking into account information technologies and subsequently documenting the project organization.

4.3 Organizational structure

It is essential that the project's organizational structure include all disciplines essential to implement the project with well-defined functions as well as clear reporting lines, interrelationships and interfaces. All project actors below the top level customer and above the lowest level supplier(s) have the roles of suppliers and customers, and their organizational structures are constructed to accommodate both roles.

The organizational structure provides a clear and unambiguous definition and allocation of individual roles and responsibility together with the necessary authority to implement these within the internal project set-up as well as towards project external interfaces.

4.4 Responsibilities and authority of the actors

For the successful execution of a space project, a clear and unambiguous definition and allocation of individual roles, with their associated responsibilities and authority, is essential.

The project organization defines these roles with respect to the internal project set-up as well as to interfaces to the project's external environment (both internal and external to the organization).

Certain roles are relevant to all actors, some to customers (at all levels) only and some to suppliers (at all levels) only.

4.5 Interrelations between actors

The complex nature of space projects leads to the vital need for effective communication between actors. This communication takes the form of direct contact (meetings) and other means. Communications have varying levels of formalism associated with them, ranging from informal information exchanges to contractually binding commitments.

Communication serves initially to provide clarity about the project's goals and objectives. Subsequently, communication supports the work towards achieving these objectives.

The use of formalized action monitoring systems has become established as good practice.

Regular reporting is a uniform means of exchanging information concerning the progress of the project.

Monitoring and control activities give the customer the ability to verify the supplied information (e.g. reports). This can be done by subsequent assessments and audits.

4.6 Information technologies

Information technology is the primary means for the exchange of information. It is therefore important that data compatibility is ensured.

4.7 Communication and reporting

Effective means of communication are essential tools for ensuring clear and efficient interaction between all project actors, as well as between the project team and its external interfaces. Information technology is the primary means for the exchange of information. Communication serves initially to provide clarity about the project's goals and objectives and subsequently, to support the day-to-day work of the project team. Regular reporting is an important tool for exchanging information concerning the progress of the project.

4.8 Project organization documentation

The organization is clearly defined in an implementation document to ensure that all project actors are aware of the project organization.

The documentation serves also to ensure that coherence is maintained throughout all disciplines and functions.

iTeh STANDARD PREVIEW
(standards.iteh.ai)

5 Requirements

<https://standards.iteh.ai/catalog/standards/sist/0ae7b3e2-6daa-4bf0-9d50-60d191dc8ad5/iso-11893-2011>

5.1 Organizational requirements

For the general requirements and principles, ISO 14300-1 defines the organizational requirements.

5.2 Responsibilities and authority of the actors

5.2.1 All actors

Requirements for all actors are the following:

- a) Each participant shall identify the individual responsible for the definition and set-up of the project organization.
- b) Each participant shall establish and maintain a project organization relative to its level.
- c) Each participant shall define the authority for project management and business agreement signing.
- d) If the project has links with other projects, each participant shall define the responsibilities relating to the definition and the management of interfaces.
- e) If a participant is responsible for more than one business agreement within a project, and the business agreements have different customers, then each business agreement shall be clearly identified and accomplished according to the appropriate relationships.
- f) Where a participant employs consultants or other specialists to assist him in performing his duties, then the roles, responsibilities and authority of these consultants and specialists shall be clearly defined.