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Foreword

This document (EN 9200:2004) has been prepared by the European Association of Aerospace Manufacturers - Standardization (AECMA-STAN).

After enquiries and votes carried out in accordance with the rules of this Association, this Standard has received the approval of the National Associations and the Official Services of the member countries of AECMA, prior to its presentation to CEN.

This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by May 2005, and conflicting national standards shall be withdrawn at the latest by May 2005.

According to the CEN/CENELEC Internal Regulations, the national standards organizations of the following countries are bound to implement this European Standard: Austria, Belgium, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden, Switzerland and the United Kingdom.

Annex A is informative.

Introduction

Project management aims at planning, monitoring and control of all aspects of a project, and the motivation of all those involved in it, to achieve the project objectives, on time and to the specified cost, quality and performance.

It requires:

- the definition of the activities,
- the roles and the responsibilities for the various actors,
- consistency between their activities,
- capacity for communication between them,
- a stable and rigorous project organisation.

To achieve these objectives, the present document describes the key best practices for the management of an aerospace project, to be adapted specifically for each particular project to be managed.

In this standard, the customer is either an external identified customer, or an internal entity within the organisation, in charge of receiving or accepting the product. Additionally, this standard may also be used as a basis for the relationship between customers and suppliers at any level of the supply chain.

Prior to contract negotiations, the customer will issue a management specification, against which a supplier will submit a management plan. This document will assist in that process by indicating the major issues presented in both documents.

The customers in charge of the establishment of the project management specification should be aware that any management requirement has an impact on the costs and that, as in the case of the requirements for a product, the minimum acceptable requirements should be an objective.

The project management specification is to be established with the objective of achieving the highest effectiveness in this discipline. In particular, attention is drawn to the possibility for suppliers to use, to the maximum extent, their own internal methods and procedures, in order to obtain quality, reliability and limitation of costs, provided internal procedures meet this recommendation.

1 Scope

For a given aerospace project, the present document is intended to be used as a reference to current best practices. These can be used as a guideline for the creation and negotiation of the project management specification between a customer and a supplier, and hence lead to the creation of the project management plan.

It may be used for any project utilising several actors at different levels. In particular in the case of large projects it presents provisions recommended for the management of a project according to (see Figure 1):

- project organisation,
- work breakdown structure,
- phasing and scheduling,
- risk management,
- configuration management,
- documentation management,
- interfaces with other disciplines,
- project monitoring and control,
  - technical performance control,
  - cost control,
  - schedule control,
- resource management,
- quality assurance,
- project closure.