

APOLLO MANAGEMENT

Baseline management concept

On previous occasions we have emphasized the importance of defining an integrated and balanced schedule-cost-performance baseline for the Apollo program, and having sufficient visibility through all elements of the program to measure progress against the baseline (fig. 54, MC65-6041). It is equally important to the Apollo Applications program and is being carried forward into that effort.

Problems cause the various elements of the program to get out of balance. It is the responsibility of management to evaluate existing conditions and prepare to make whatever material and programmatic changes necessary, while concurrently moving all other elements of the effort along at an appropriate pace. I believe that the total Apollo management team is proving itself effective in this respect.

The prevailing challenge to management is to minimize the impact of management and engineering difficulties on the overall program. The passage of time will validate our success in this endeavor.

Reviews

Reviews and assessments continue to play an important part in the management process. The Management Council, on which both my Center Directors and I serve, reviews on a monthly basis the Apollo program progress and problems as they are presented by the Apollo Program Director, his staff, and the Center Program Managers. These presentations are followed by an Executive Session in which major problem areas are discussed.

Additionally, a series of reviews has been developed and undertaken to assure the technical adequacy of the system and equipment (fig. 55, MA66-9614A).

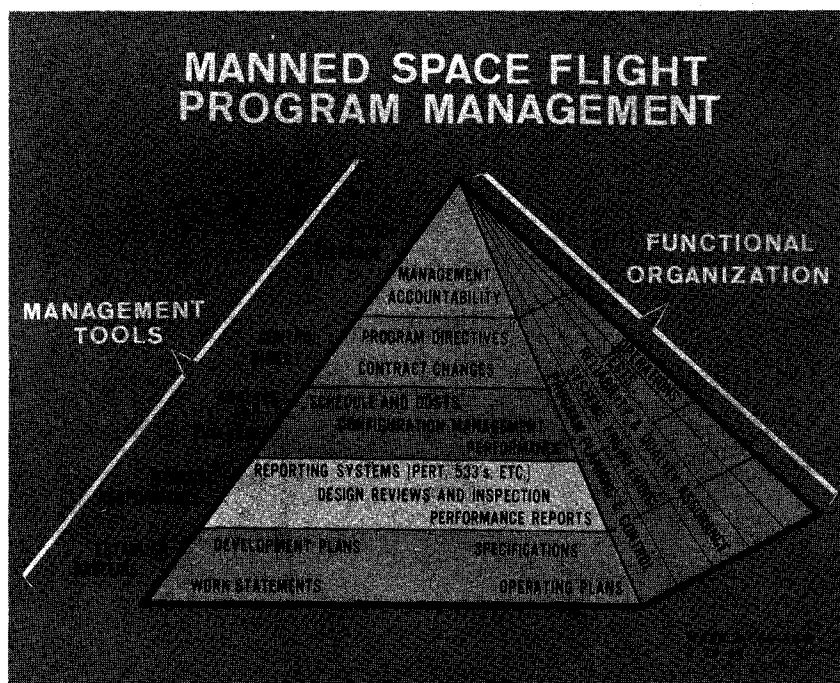


FIGURE 54