

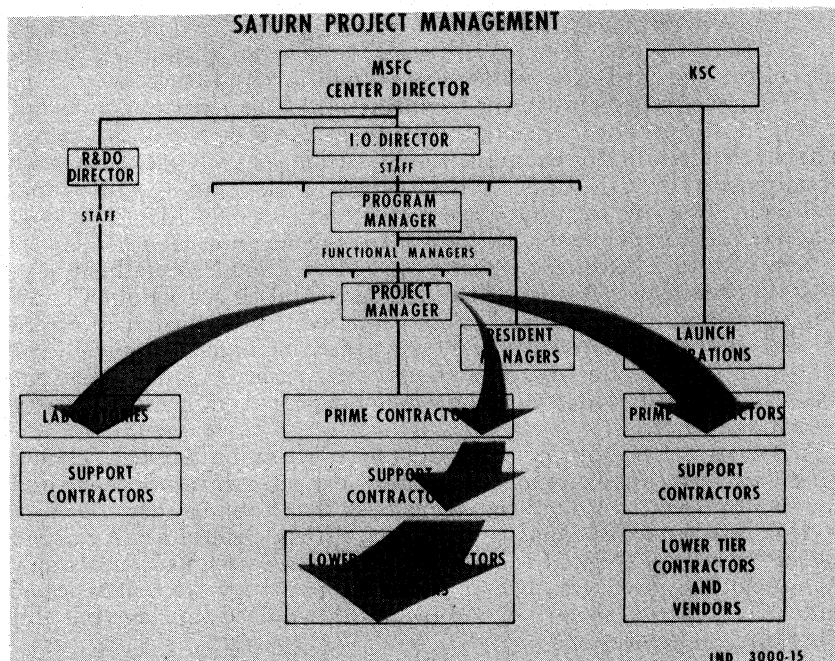


FIGURE 3

ture is followed by both the Program and Project Manager's office, but more so on a day-to-day basis by the Project Manager's office.

I might say right here that we have approximately 20 Project Managers. Were you to compare this to industry, which in one sense perhaps is not fair, it would give you an idea of the responsibility assigned to these people. The Program Manager might be considered as the president of an entire division within industry, whether that be within the aerospace industry or an organization like General Motors; I would consider the Project Manager as the vice president for a particular product. The intricacies and costs of our programs are large enough to require this kind of attention. I will briefly explain the role of a Project Manager.

For each of the three engines we have a Project Manager to oversee the entire engine project. For example, the F-1 Engine Project Manager has been charged with his staff of 27 people to manage all aspects and phases of the F-1 project from design to acceptance test and delivery.

As another example, Dr. Rudolph is the Program Manager for the entire Saturn V launch vehicle. He has Project Managers assigned to each stage or major system such as the Instrument Unit which you saw at IBM this morning. Any one of these projects, and my funding data will disclose this later, is running on an average of \$175 million per year which is the reason for my earlier comparison with industry.

Now, I will explain briefly our interface with other centers using our relationship with Kennedy Space Center as an example. We do not deliver our hardware to the dock at the Cape and back away from