Project Oversight Plan Version 1.0

<Program/Project or Solution Name>

U.S. Department of Housing and Urban Development

Solution Information

	Information
Solution Name	*<Solution Name>*
Solution Acronym	*<Solution Acronym>*
Project Number / Task Number	*<From New Core Accounting System>*
Document Owner	*<Owner Name>*
Primary Segment Sponsor	*<Primary Segment Sponsor Name>*
Version/Release Number	*<Version/Release Number>*

Document History

<Provide information on how the development and distribution of the Project Management Plan is controlled and tracked. Use the table below to provide the version number, date, author, and a brief description of the reason for creating the revised version.>

Version No.	Date	Author	Revision Description

Contents

Exhibit List

1. Introduction

An agile program delivery approach allows the U.S. Department of Housing and Urban Development (HUD) to mitigate risk by committing funding incrementally. The basic unit of commitment is the Release cycle. Before development of each Release, the Technical Review Committee (TRC) reviews the program's progress to date, the plan for capabilities to be developed in the upcoming Release and the budget for the upcoming Release, and makes a decision to commit resources to developing the Release.

HUD's TRC is provided with documentation to support its decision to fund the Release and start development. These documents will include the Release Capabilities and Constraints (CAC) document and this Project Oversight Plan (POP). The Product Team is responsible for providing the TRC with the information needed to make this decision. At the end of the Release, the TRC approves the deployment of the Release.

The TRC is provided with documentation prior to the start of the development of the Release. These documents include the Release Backlog, the Capabilities and Constraints (CAC), the Team Process Agreement (TPA) including the Definition of Done (DoD), the Test and Evaluation Master Plan (TEMP), and the Section 508 Electronic and Information Technology Accessibility Plan for the Release.

During the Release cycle, stakeholders and governance bodies for the project will have transparent access to the Release process through a variety of mechanisms. The TRC and other stakeholders will have real-time insight into the progress of the Release through SharePoint sites which will include an Iteration Burn-Down Chart for each team (showing progress of the current iteration under development), a Release Burn-Up Chart for each team showing how much of the Release has been completed to date), and the current status of the Release Backlog for each team. User Stories will not be shown as completed until they have been fully tested (based on the Definition of Done), so the TRC and stakeholders will know the true progress of the Release as it approaches its completed state.

After each Iteration in a major Release, interested stakeholders and the TRC members will be able to attend a Release Review or Release demonstration of the functionality created in the Release. Participants will have the opportunity to offer feedback which may be incorporated into future Release cycles. There will be two formal gate reviews for each major Release: A Release Planning Review (RPR) to gauge readiness to begin development and a Release Readiness Review (RRR) to gauge readiness to launch the system into production. The TRC will participate in each review. The goal of these reviews is to offer the TRC and other stakeholders transparency into the Release as it is being developed and to reduce risk by allowing the TRC the flexibility to change course after each cycle in an effort to reduce or manage the overall risk of the investment.

1.1. Purpose

The purpose of the Project Oversight Plan (POP) is to provide transparency to the HUD IT governance bodies and other stakeholders. The POP identifies project stakeholders, summarizes the reports the program will provide to its oversight bodies, reports project meetings, the anticipated project reviews, the documents that will be developed, and what authorities are delegated. All programs employing the agile methodology are required to have an approved POP.

A Project Oversight Plan applies to the entire program or project and is not specific to a particular Release. A POP is only written once for a program or project, successive Releases may modify the POP if necessary or may add a Release Addendum for the Release.

1.2. Project Overview

<Describe the operational concept from a high-level, integrated perspective. Include the reasoning for choosing the approach in the description. The description is not a design, but a high-level, conceptual, operational description of the proposed solution. The use of graphics is encouraged.>

1.3. Business Need

<Provide a detailed explanation of the business need/issue/problem that the program/project will address. This section demonstrates why HUD invested resources in this program/project and should continue to do so. It identifies the program/project objectives and customers who will benefit from and receive the solution(s) to be provided. It identifies the need, the problem to be solved, and/or the opportunity to exploit. In this section list the project's objectives, the benefits the customers will receive as a result of this program/project, describe the observable and measurable outcomes that will result directly from the program/ project's implementation and describe the key accomplishments to be achieved during the project.>

1.4. Objectives

<Provide a list of project objectives, and which business need/issue/problem stated above each objective will address.>

For more detailed information, please refer to the Capabilities and Constraints (CAC) documents that are developed for each Release.

1.5. Contract and Budget Information

Release Type: (Major or Minor)
FIPS 199 Security Classification: (Low, Medium, or High)
Section 508 National Security Exemption: (Yes or No)
Contract Type: (T&M, Cost-Plus, Fixed Price, etc.)
Contract Vehicle:
Budget Hours:
Release Cost Estimate:
      Contractor FTE
      Federal FTE
Full Life Cycle Cost Estimate:

1.6. Project Stakeholders

A full list of stakeholders for the Release can be found in the Team Process Agreement.

1.7. Delegated Authorities

<Update as appropriate to reflect Delegations of Authority for this Project>
The TRC fulfills a governance role as an oversight body. The TRC is established under the authority of the Clinger-Cohen Act (PL 104-106 at 40 USC, Chapter 25), and functions under the provisions of the Office of Management and Budget (OMB) Circular A-130, revised. Functional oversight of the TRC is

provided by the CIO, and the chair of the TRC is the Chief Technology Officer. The TRC has the authority to establish additional working groups to support its roles and responsibilities.

The Product Management Team converts the business case and high-level commitments of the program to specific requirements which can be delivered using the resources and time available. The Product Team also advises the Product Owner, CIO, and TRC.

The Agile Project Team may proceed with all planned activities between the Release Planning Review (RPR) and the Release Readiness Review (RRR) unless otherwise indicated by the TRC Chair.

2. Transparency

Transparency is a key value in agile management as it can improve project performance and productivity. Transparency implies openness, communication and accountability. Describe transparency from the Technical Review Committee and Product team's perspectives. This section should have bullets that document activities which will support transparency. Below is an example. Change the bulleted content as appropriate.

The vehicles below are used to ensure project transparency:
- Daily iteration burn-down charts
- Periodic Release and program burn-up charts
- Backlogs and user stories available to everyone
- Iteration reviews and demos
- Open attendance at certain team meetings (to observe only)
- Task boards, SharePoint sites, and other information radiators

2.1. Information Radiators

An information radiator is an effective way to communicate project status, issues, or metrics. Use this section to describe the information radiators that will be used for the project. Below is an example of the expected content for this section. Modify as appropriate
The team will use information radiators to communicate project status, issues, and metrics. Information radiators include:
- Product, Sprint, and Release Backlogs (maintained in <insert product name>)
- Release Completion will be tracked in <insert product name>) which will, at a minimum, be able to display:
    - Release Burn-down Chart
    - Release Burn-up Chart

The primary repository for other project artifacts will be the project SharePoint site with appropriate folders for each team. Any information radiators maintained in <insert product name> will also have copies maintained in SharePoint for team members that do not have access to <insert product name>.

2.2. Artifacts

<Identify the core artifacts for the Release and additional artifacts required for the project. Delete or add artifacts to the tables as appropriate.>

The following core artifacts will be maintained throughout the Release:

Name	Description	URL for Artifact
Project Initiation Form	The PIF is required for all projects. This document references original funding approval and alerts OCIO that the business is ready to begin the approved project. Revise to include team roles (Sponsor, Project Manager, Product Owner, Scrum Master, Team Members)	
Privacy/Security Assessment		
Project Oversight Plan	A Project Oversight Plan (POP) applies to the entire program or project and is not specific to a particular release. A POP is only written once for a program or project. The purpose of a POP is to provide transparency to the governing body and other stakeholders, and to specify the management structures that will exist to govern the work to be done. (Addresses Requirements, Communications, and Risk Management, Quality Assurance, Procurement Management, IV&V, etc.)	
Capabilities and Constraints	**Capabilities:** High level features of the solution, sized to fit program increment. **Constraints:** are facts that cannot be changed that affect the work to be done. Constraints are not features of the system, but are the realities that the project must adhere to.	
Critical Task Schedule		
Risk Log	Project level risks tracked throughout project. For projects that are associated with major investments, the risk log will provide input to the OMB Business Case.	
Team Process Agreement & Definition of Done	Roles, responsibilities, and accepted practices as well as Definition of Done. Updated during Release Planning based upon Sprint Retrospectives and any new team agreements that have been established since the previous Release.	
Release Backlog	The initial, prioritized Release Backlog for the Release. This will be continuously managed during the Release and resubmitted to the TRC at the end of the Release, prior to the Release Readiness Review (RRR).	
Security /Privacy Plan/Report	Overview of Security and Privacy requirements, controls, and how they are addressed. Approach should incorporate Enterprise Technical (Security) Architecture – Specific requirements depend on categorization and type of information in the system.	
Test Plans and Reports	Begin in Release Planning and refine during Release Readiness. This document describes the scope, approach, resources, and schedule of the testing activities for the release.	
Release Planning Review Briefing Deck	Prepared for the Release Planning Review/Decision, presents release backlog, capabilities to be developed, constraints, sprint schedule, team structure, etc.	
Architecture and System Design	Includes Descriptions for each Version/Release, - Logical Data Model (ERWin) - Physical Data Model (ERWin) - Business Process Models (BPMN) - Interface Control Diagrams as Appendices	
Data Conversion Plan	Describes the strategy, preparation, and specification for converting and/or migrating data from the source system(s) to the new system.	
Operations and Maintenance Manual	Guidance for stakeholders maintaining the system. Includes actions and responses to events, control requirements, scheduling information, and operating procedures.	
Test Plan / Report	Begin in Release Planning and refine during Release Readiness.	
Release Readiness Briefing Deck	Prepared for the Release Readiness Review/Decision, presents release backlog, system design, test results, version description, etc.	

Exhibit 1 Core Artifacts

2.3. Additional Artifacts

<List any additional artifacts developed by the project team. Below is a suggested list of additional artifacts. Add or delete additional artifacts as appropriate.>

Name	Description	URL for Artifact
Section 508 EIT Accessibility Plan		
Security ATO		

2.4. Backlogs

Identify each type of backlog; the role responsible for creating and maintaining the backlog, and the location of the backlog repository.

Backlog	Maintainer/Owner	URL for Artifact
Product Backlog (PBK)	Product Owner	
Release Backlog (RBK)	Product Owner	
Sprint Backlog (SBK)	Scrum Master	

Exhibit 2 Backlog Owners and Repository Locations

2.5. Process Meetings

<List the process meetings, and expected attendees, which will be held during the project life cycle. Below is an example of process meetings for a typical agile project. Change the example content as appropriate.>

- **Sprint Planning Sessions, Sprint Review Meetings, and Sprint Retrospectives:** These meetings are attended by the Scrum Master, agile team, Security Representative, and Product Owner. The CIO or his designee may also attend. The sprint review will also include a demonstration of completed functionality. Attendees at the sprint review are welcome to offer feedback, which will be incorporated into the Release Backlog as appropriate.
- **Daily Stand-Ups:** These meetings are attended by the Scrum Master, agile team and product owner. The Scrum Master will address issues raised as impediments by the team.
- **Weekly Internal Project Team Meetings:** The purpose of project team meetings is to discuss the development of the documentation, code, and other aspects of the project that could result from the Daily Scrum.
- **Weekly Build Meetings:** These meetings are attended by the Scrum Master, Team, Product Owner, Customers, Quality Control, Section 508 Testers, Change Management, Release Management, and Security. The purpose of the Weekly Build Meetings is to provide a demonstration of the work completed in a week and obtain acceptance for completed user stories.

3. Reviews and Gates

This section documents the required reviews and gates that the project must satisfy. This section also identifies the entry criteria and states when the review is held.

Identify the reviews and gates the project team must meet. Within each review, identify when the review will be held and the entry criteria. An example of the information expected for this section is offered below. Modify the example as appropriate.

The following reviews will be held as part of the Release:

Review	Date	Entry Criteria
Program Validation Review (PVR)		• Project Initiation Form • Initial Privacy / Security Assessments • Process Tailoring Agreement • Service Layered Architecture Profile • Program Oversight Plan
Release Planning Review (RPR)		• The initial, prioritized Release Backlog for the Release. This will be continuously managed during the Release and resubmitted to the TRC at the end of the Release, prior to the Release Readiness Review (RRR). • Team Process Agreement (TPA) with roles, responsibilities, and accepted practices as well as Definition of Done. Updated during Release Planning based upon Sprint Retrospectives and any new team agreements that have been established since the previous Release. • Capabilities and Constraints (CAC) document, updated during Release Planning. • Program Oversight Plan (POP), updated during Release Planning. • Test Plans • Security / Privacy Plans, updated as required. • Section 508 Electronic and Information Technology Accessibility Plan • Risk Log • Critical Task Schedule
Release Readiness Review (RRR)		• The final Release Backlog for the Release. • Architecture and System Design Document – including reference to Logical Data Model • Systems Operations and Maintenance Manual • Data Conversion Plan • Test Reports • Training Plan • Security ATO • Release Readiness Review Briefing

Exhibit 3 Project Reviews and Entry Criteria

4. Mission Benefits and Target Success Criteria

<Mission benefits that accrue from a proposed solution should be specific and measurable, and should be linked to specific capabilities. These benefits should also be linked to HUD's mission and strategic direction. This section describes measurable mission benefits (success measures) and related success criteria for the program/project. Below, quantify benefits in terms of key performance areas such as: operational efficiency, quality, cost savings, employee retention, customer satisfaction, etc. Additionally, for each business benefit, define what is required for final program/ project acceptance (success criteria) and when you will be able to judge success. >

5. Quality Assurance

<Define the project's quality policies, procedures, areas of application, and associated criteria. Document the quality management approach including the quality objectives and standards, methods and tools, and roles and responsibilities. Describe operational techniques and activities that the team will use to provide quality assurance, including identification of assessments, reviews, and audits, the process for quality analysis, how quality will be determined and measured, and the steps for corrective actions.>

<Describe the primary roles and responsibilities of the project staff as it relates to the practice of quality assurance for the project. Indicate responsibilities for activities such as mentoring or coaching, auditing work products, auditing processes, participating in project reviews, etc.>

Name	Role	Quality Responsibility
<Insert Name>	*IT Project Manager*	*Quality mentoring & coaching*
<Insert Name>	*Business Project Manager*	*Quality audits*
<Insert Name>	*<Role>*	*<Responsibility>*

Exhibit 4 Quality Roles and Responsibilities

6. Procurement Approach

<Effective IT project management involves creating plans or strategies for managing acquisitions. These plans or strategies are based on the needs of each individual project and can be informal or formal based on project characteristics. The Procurement Management Plan describes how a project team will acquire goods and services from outside of HUD. Information within this document can be used as an input when completing the specific Acquisition Plan for each contract. Describe the overall design of the procurements that will be conducted throughout the project. Be specific and depict where contracts will be put in place as it pertains to the project scope and high-level requirements at this point. Describe how procurement processes will be managed from developing procurement documents through contract closure.

> *Note: The IT Project Manager is responsible for engaging the EA Team to determine project-specific architectural constraints including:*
> * *Reusable capabilities and software assets*
> * *Reference Implementation Architecture*
> * *Interoperability standards and guidelines*
> * *Non-functional requirements*
>
> *Architectural constraints for this project will be documented in the Service Layered Architecture Profile (SLAP). The project-specific SLAP document is a PPM artifact and must be included as part of the acquisition package.*

In the event the project team is planning to acquire technological products/services that are not aligned to HUD's Enterprise Technical Architecture, a waiver is required. This section should describe the reasons behind the acquisition of the non-standard technological products/services and include a reference to the wavier obtained from the Chief Architect. For information, contact the Enterprise Architecture Team (EnterpriseArchitecture@Hud.Gov).>

6.1. Types of Contracts

<Describe the types of contracts that will be used over the course of the project. Examples include firm fixed price, indefinite-delivery indefinite-quantity, blanket purchase agreement, and time and materials contracts.>

6.2. Project Deliverable and Milestone Dates

<To the extent possible, detail the project deliverables and key milestones for each contract the project will be putting in place. Since high-level deliverable and milestone reporting data has most likely been

provided to OMB at this point, make sure the dates provided here match and correlate with the submitted information. Also, refer to any other project management or HUD-specific dates (e.g. dates determined for the completion of PPM V2.0 life cycle phases) and check that milestone dates correlate.>

7. Risk Management

<Managing project risks includes the identification, analysis, response, and controlling risk on a project. Describe at a high-level the how the team will escalate major risks and issues, prioritize risks for action, assess the impact of identified risks on project objectives, and mitigate project risks.

The IT Project Manager (IT PM) working with the project team and project sponsors will ensure that risks are actively identified, analyzed, and managed throughout the life of the project. Risks will be identified as early as possible in the project so as to minimize their impact. The IT project manager or other designee will serve as the risk manager for this project.

Risks are maintained in the project Risk Log and reviewed weekly at the Project Review meeting.

8. Requirements Management

Project-level requirements are maintained and prioritized in the Product / Release Backlog through the use of User Stories.

9. IV&V

<The IV&V Plan describes the approach for having an independent third party check that the solution/service meets specifications and that it fulfills its intended purpose. Use the table below to provide a brief description of the tasks to be accomplished in preparing for and responding to IV&V assessment activities and reviews for the project. Identify the stakeholders/roles responsible for each step of the process, the estimated timeframe for completing the steps, and the planned approach.>

IV&V Process Task	Responsibility	Estimated Timeframe	Approach
Obtain approval for the IV&V approach			
Prepare IV&V solicitation			
Select IV&V provider			
Orient project team and IV&V provider			
Provide materials and system access to IV&V provider			
Manage IV&V provider			
Review IV&V reports			
Develop plans for improvement based on IV&V findings			
Communicate IV&V findings and the project's response			

Track action items			

Exhibit 5 Summary of IV&V Approach, Responsibilities, and Schedule

9.1. Scope and Activities

<Describe and outline the scope of the IV&V effort. List and define the IV&V activities that are appropriate to the project given the size and risk factors. IV&V activities are tasks that the IV&V provider completes when verifying and validating the various areas of the project. Refer to sample activities posted on the PPM V2.0 website.>

9.2. Reporting Requirements

<List and define the IV&V assessment reviews that are appropriate to the project given the size and risk factors. The PPM Life Cycle control gate reviews provide a framework for consideration. Use this section to outline the deliverables to be completed by the IV&V effort.>

9.3. IV&V Deliverables

<Describe planned deliverables that the project team will expect the selected IV&V provider to produce. This may include an IV&V management plan, assessment reports, and a final IV&V report.>

10. User Classes and Operational Scenarios

10.1. Classes/Categories of Users

<Identify and describe the major classes/categories of users that will interact with the new solution or capability.>

10.2. User Classes Mapped to Functional Features

<Provide an explanation of how the solution will look to each class of users who will interact with the solution. Define high-level variations (if any) in the user work processes that correspond to the use of the solution by the different classes of users.>

10.3. Sample Operational Scenarios

<Provide scenarios that show how the solution will perform the objectives and meet the users' requirements. A scenario describes a sequence of events, activities carried out by the user and the solution. Develop sample usage scenarios (as realistic as possible) for each major user class that show what inputs will initiate or trigger the solution's functions, how the user will interact with the solution (who or what performs each step), and what outputs are expected to be generated by the solution. Consider covering not only normal conditions, but also stress conditions, failure events, maintenance, anomalies and exceptions.>

Appendix A: Release Addendums

<For each Release that is moved into production, a Release Addendum is required. This document is a summary of the features and controls for the software build. It identifies and describes the version of the software being delivered, including the major changes since the last Release Addendum was issued. Provide a reference to the Release Addendum in Exhibit 6 >

Release Addendum	Location
<Document Name and Version Number>	*<URL to where document is located>*

Exhibit 6 – Appendix A Release Addendums

Appendix B: OMB 300 Classifications

<Provide the following information to facilitate annual OMB 300 reporting. In Exhibit 7 acknowledge all that apply to the program/project for which this Project Charter has been completed. In Exhibit 8, insert any URLs related to program/project if applicable: (i.e. publicly accessible datasets and/or API; links to social media; links for general information).>

Exhibit 7 and **Exhibit 8** below summarize OMB 300 data requirements at the investment level. By providing this information at the program/project level within the PPM life cycle, it will facilitate annual data collection at the investment level and reduce the overall level of effort.

Attribute	Yes/No
Does the program/project include a shared service (intra- or inter-agency – current and/or planned)?	*<Enter yes/no>*
Does the program/project include a data center (current and/or planned)?	*<Enter yes/no>*
Does the program/project include PIV-enabled systems (per HSPD-12) (all systems currently PIV-enabled) (see OMB memo M-11-11)	*<Enter yes/no>*
Does the program/project include cloud computing (current and/or planned)?	*<Enter yes/no>*
Does the program/project include APIs (application programming interfaces) consistent with the Digital Government Strategy?	*<Enter yes/no>*

Exhibit 7 Appendix B Program/Project Attributes

URL	Provides publicly accessible datasets produced by this program/ project	Provides a publicly accessible API to provide access to data from this program/ project	Links to social media about this program/ project	Provides general information about this investment	Provides general information about the business process or program served by this program/ project but not the program/ project itself
<URL>	*<Enter X if applies>*	*<Enter X if applies>*	*<Enter X if applies>*	*<Enter X if applies>*	*<Enter X if applies>*
<URL>	*<Enter X if applies>*	*<Enter X if applies>*	*<Enter X if applies>*	*<Enter X if applies>*	*<Enter X if applies>*
<URL>	*<Enter X if applies>*	*<Enter X if applies>*	*<Enter X if applies>*	*<Enter X if applies>*	*<Enter X if applies>*

Exhibit 8 Appendix B Program/Project URL Information

Appendix C: References

<Insert the name, version number, description, and physical location of any documents referenced in this document. Add rows to the table as necessary.>

Exhibit 9 below summarizes the documents referenced in this document.

Document Name	Description	Location
<Document Name and Version Number>	*<Document description>*	*<URL to where document is located>*

Exhibit 9 Appendix C: References

Appendix D: Key Terms

Exhibit 10 below provides definitions and explanations for terms and acronyms relevant to the content presented within this document.

Term	Definition
[Insert Term]	*<Provide definition of term and acronyms used in this document.>*

Exhibit 10 Appendix D: Key Terms