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## Project Management Sub-Policy

### 5-1 Purpose

The purpose of the Project Management sub-policy is to manage the software acquisition project activities and the supporting organizations to ensure a timely, efficient, and effective software acquisition.

The project plan provides the basis for performing and managing the HUD software acquisition project's activities, and addresses the commitments to the project's customer according to resources, constraints, and capabilities.

HUD Project Management begins when the project is officially chartered and terminates when the acquisition is completed.

HUD Project Management includes planning, organizing, staffing, directing, communicating, and controlling project activities, such as determining project tasks, estimating software effort and cost, scheduling activities and tasks, training, leading the assigned personnel, and accepting software products and services.

### 5-2 HUD Sub-Policy

HUD software acquisition projects will follow this written sub-policy for Project Management. This sub-policy specifies that the Project Manager will adopt and follow an industry-accepted model for Project Management activities (i.e., estimation, risk analysis, etc.) and document these activities as part of each project plan.

In addition, HUD will have a written policy for management of the software acquisition project in the acquisition organization.

### 5-3 Responsibilities

The HUD GTR will oversee the HUD Project Leader and will be responsible for the implementation of this sub-policy throughout the project life cycle and, either directly or by delegation, coordination of all activities described herein. Typically a GTM, whether appointed as such directly by the GTR or the CO, will be the designated Project Leader.

### 5-4 Requirements

HUD software acquisition projects will comply with requirements for Project Management as follows:

- A. The HUD Project Leader will place software-related contractual requirements under change control early in the project, but not later than release of the solicitation package, and will define, measure, and control all change activity for their impact on performance, architecture, supportability, system resource utilization, contract schedule and cost objectives, and any software being acquired, throughout the software acquisition.
- B. The roles, responsibilities, commitments, and authority for the project functions will be documented, maintained, and communicated to affected groups throughout the life cycle of the project.

- C. The project team will track the risks associated with cost, schedule, resources, and the technical aspects of the project.
- D. When project tradeoffs are necessary, the GTR is permitted to alter the performance, cost, or schedule software acquisition baseline.
- E. The project team tracks project issues, status, execution, funding, and expenditures against project plans and takes action.
- F. The project team implements a corrective action system for the identification, recording, tracking, and correction of problems discovered during the software acquisition. These problems are managed and controlled.
- G. The project team keeps its plans current during the life of the project as replanning occurs, issues are resolved, requirements are changed, and new risks are discovered.
- H. HUD will provide adequate resources for the project's acquisition management activities including training to perform those activities.
- I. HUD will ensure that the activities being formed are in accordance with documented software acquisition management plans.

## **5.5 Measurement and Verification**

- A. HUD will measure the progress and analyze the measurements of project management activities and resultant products. The project management team will define the measurements and conduct the analyses to determine the status and the effectiveness of the activities performed.
- B. The acquisition organization and the project manager will perform periodic reviews of project management activities.