PPM V2.0 Roles and Responsibilities

Role	Brief Description
Business Lead	• Represents the customers' and users' interests/needs on the project • Coordinates with the Project Sponsor when needed to resolve any issues/concerns that may arise • Thinks about changes to the business environment that are needed to support the solution as designed • Provides guidance for the IT project on business area strategy and intended outcome
Customer Relationship Coordinator (CRC)	• Acts as the single point of contact and entry to CIO for business areas and business user communities • Serves as a key member of the Segment team, providing mission and business owners guidance throughout the IT collaborative planning process • Anticipates the needs of OCIO's business customers, works with OCIO entities to identify relevant solutions, and initiates necessary activities to develop and deploy IT solutions • Informs project stakeholders of ongoing progress and risks associated with an assigned IT project • Coordinates for the IT aspects of ongoing IT-related projects
Enterprise Architecture Lead	• Owns the EA-related activities in the Architect Phase of the IT Management Framework and works closely with other stakeholders throughout other ITM phases • Oversees HUD enterprise processes and solutions to ensure alignment of IT solutions to the enterprise roadmap • Works closely with IT capital planning team to ensure that duplication of systems and applications are minimized and ultimately eliminated
Government Technical Representative (GTR) / Government Technical Monitor (GTM)	• Prepares the HUD *Request for Contract Services* package for contracted support, hardware, and/or software for an IT project • Provides support for and acts as a liaison between the contractors and OCIO staff • Participates in developing the *Project Schedule* (WBS)
Integrated Project Team (IPT)	• Individuals who have a stake in the success or failure of the project and who have been assigned as members by OCIO leadership, Project Sponsor and/or Business Lead. The IT Project Manager is in most cases the IPT chair Membership may change during the PPM Life Cycle • Assists in creating/updating all artifacts and activities required within the PPM Life Cycle
IT Operations Manager	• Assists with keeping the project running smoothly after it has been deployed and addresses any issues/concerns that may arise
IT Project Manager	• As leader of the project team, responsible for managing tasks, schedules, resource assignments, and for getting artifacts completed by subject matter experts • Oversees the day-to-day execution of the project, facilitates resolution of issues, and reports status at regular intervals • Develops and maintains effective methods of communication between the project's shareholders, creating and implementing the project's *Communications Plan* and *Risk Management Plan*

IT Security Specialist	• Ensures key security systems' requirements are properly created and implemented • Responsible for getting all security-related certifications for the solution
Lead Solution Architect	• Leads the creation and updating of the project's solution architecture • Leads the development of the technical design document that translates business requirements into software solutions • Works with the Enterprise Architecture Lead to ensure that project solution is aligned with EA
Office of the Chief Procurement Officer (OCPO)	• Primarily responsible for obtaining all contracted goods and services required by the Department efficiently and in the most cost-effective manner possible to enable the Department to meet its strategic objectives • Ensures requests for proposals and contracts incorporate and reference the Project Planning and Management (PPM) Life Cycle policy
Office of the Customer Relationship and Performance Management/Investment Management (OCRPM/IM)	• Manages IT investments financially by coordinating with the CFO • Ensures alignment of IT acquisitions with IT investments • Chairs the Investment Review Sub-Committee (IRC) • Participates in Technical Review Sub-Committee (TRC) as a non-voting member
Office of the Customer Relationship and Performance Management/Program Management Office (OCRPM/PMO)	• Manages customer relationship coordinators • Provides IT Project Managers to lead IT projects and serve on IPTs • Holds IT project status review meetings • Maintains policies, practices, standards, guidelines, tools, and training guidance for HUD's PPM Life Cycle
Privacy Lead	• Ensures that all requirements for the protection of personally identifiable information are met by HUD IT investments • Ensures that adequate safeguards against disclosure of information protected under the Privacy Act are incorporated into the system
Program Area Stakeholders	• Individuals in Program Areas who impact or are impacted by the project because of their work responsibilities, and would likely be identified by the Business Lead, Project Sponsor or Investment Owner
Project Change Control Board	• As a work group of the IPT, performs the project's change management responsibilities • Controls the changes that occur to the project and its associated documentation
Project Sponsor	• Provides oversight of customer resources, oversees the Business Lead's actions, and serves as the business approval authority for project funding and execution • Serves as the investment owner's primary representative for the investment
Release Manager	• Assists in the testing and deployment of solutions
Requirements Lead	• Gathers, organizes and manages the project's requirements and updates the Requirements Definition document, the Requirements Management Plan and the Requirements Traceability Matrix
Solution Development Lead	• Reviews design documentation to ensure it matches the actual architectural design • Works with IT PM to schedule and oversee development resources
Solution Developers	• Develop the technical components of project throughout the PPM Life Cycle
Technical Review Committee	• Conduct PPM control gate reviews based on the project cost and

(TRC)/ Customer Care Committee (CCC)	authorized thresholds • Prior to control gate reviews, review submitted artifacts for specific PPM phase • Prioritize HUD's Segment Architecture investments (CCC) • Review and support the Enterprise Roadmap (CCC) • With EA, manage HUD's architecture and technical standards (TRC) • Recommends architectural changes to the CCC and EIB (TRC) • Applies governance oversight criteria (TRC) • Coordinates with IRC, CCC, and EIB (TRC)
Testing Lead	• Uses the Requirements Definition document and Requirements Traceability Matrix to develop solution test cases • Works with the IT PM to schedule testing and testing resources • Oversees all solution testing and validates test results • Works with IV&V to coordinate review efforts

Responsible, Accountable, Consulted, Informed (RACI) Chart for Project Planning and Management Life Cycle V2.0

ROLES

Major Tasks and Deliverables	Business Lead	Customer Relationship Coordinator (CRC)	Enterprise Architecture Lead	Government Technical Representative (GTR) / Government Technical Monitor (GTM)	Integrated Project Team (IPT)	IT Operations Manager	IT Project Manager	IT Security Specialist	Lead Solution Architect	Office of the Chief Procurement Officer (OCPO)	Office of Customer Relationship and Performance Management and Investment Mgmt (OCRPM)	Office of Customer Relationship and Performance Management and PMO (OCRPM)	Privacy Lead	Program Area Stakeholders	Project Change Control Board	Project Sponsor	Release Manager	Requirements Lead	Solution Development Lead	Solution Developers	Technical Review Sub-committee (TRC)/ Customer Care Committee (CCC)	Testing Lead
Phase 1: Initiation																						
Complete Project Initiation Form (PIF)	C	C					A/R				I									I		
Submit Formal Project Start Notification (PIF)	C	C	I			I	A/R			I	I				I					I		
Assemble Integrated Project Team (IPT)	R	C					A/R				C				C					R		
Create Project Charter	R	I	C		C		A/R				I				C							
Create Work Breakdown Structure (WBS)/High-Level Project Schedule	R	C	C		C	C	A/R	C	C			I		C	I							
Update/ Validate Business Case and Life Cycle Cost Estimate (from budget formulation process)	R	I			I		A/R				C	I			I							
Develop Procurement Mgmt. Plan (if applicable)	R	C	C		C	C	A/R			I		I			I							
Conduct Project Validation Review Control Gate	R	I			I		R			I		I			I						A/R	
Phase 2: Planning																						
Procure Resources – For Requirements or Entire Project	C	I		A/R	C		R		C		I				I							
Create Project Tailoring Agreement (PTA)	R	I		R			A/R	C			I	C			I					C		
Update Project Schedule	C	I		C	C	C	A/R	C		C	I				I			C				C
Determine Project Management Approach	R	I			C		A/R		C		I				I			C				
Develop Concept of Operations (Initiative-Level)	R	I	R		C		A/R	I			I	I			C							
Determine Business and Functional Requirements	R	C	C		C		A/R	C			I	C	C		I			R				
Define the Solution Architecture	C		R		C		A/R	C	R			C							C			
Determine the Risk Management Approach for the Project	R	C	R		C		A/R	C	C		I	C										
Determine the Quality Assurance Approach for the Project	C				C		A/R															C
Develop a Communications Plan	R	C			C		A/R							C	C							
Determine the Project Approach for Independent Verification and Validation (IV&V)	R	I		C	C		A/R															C
Create/ Update Security and Privacy Required Documentation	C						A/R	R					R									
Plan the Decommissioning Approach (if applicable)	C	I		C	C		A/R	C			I	C			I							
Conduct Project Baseline Review Control Gate	R	I			I		R		C		I	I			I						A/R	
Phase 3: Execution & Control																						
Procure Resources per the Acquisition Strategy (for Design, Installation, Configuration, Development Activities and/or Solution if applicable)	C	I		A/R	C		R		C		I				I							
Monitor and Control QA Activities	R	I			R		A/R				C											
Develop Solution Technical Design and Define Interfaces	C		R		C		A/R	C	R			C						C	C			C
Execute Change Management Process	C	I	C		C		A/R	C				C		R				C				C
Plan the Implementation and Release Approach	C	I	I		C	C	A/R	C	C			C					R	C	C			C
Determine the Testing Strategy	R	I	R		C		A/R	C	C		I	C			I			C	C			R
Create the Data Conversion Strategy (if applicable)	C	I	R		C		A/R	I	R			I	C			C		C	C			C
Configure the Development, Testing, & Training Environments (if applicable)	I	I	C			R	A/R		C										C	R		C
Configure or Develop and Unit Test Software	C	I	C		I		A	C	C			I	C		R			C	R	R		R
Conduct User Acceptance Testing (UAT)	R	I			R		A	C	C			I	C	R	R	I		C	C	C		R
Create the Training Plan	A/R	I			C		R					I			I							
Develop End User Training Content	A/R	I			R		R		C			I			R			I				
Conduct Training for End Users	A/R	I			R		R					I			R			I				
Develop Operations & Maintenance (O&M) Documentation (if applicable)	R	I			R	C	A/R	C	C			C			I				R	R		
Create and/or Update Security Artifacts	C						A/R	R														
Obtain Authorization to Operate (ATO)	I	I			I	I	A/R	R				I						I	I			
Install the Solution/ Submit the Software Release Request (HARTS)	R	I	I		I	C	A/R		C						I		R		R	R		
Submit the Request for Decommissioning of Legacy System(s) (if applicable)	C	I	I		I	C	A/R								I							

Responsible, Accountable, Consulted, Informed (RACI) Chart for Project Planning and Management Life Cycle V2.0

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Initiate the Deletion of the SORN (System of Record Notice) (if applicable)	C	I			C	A/R							R									
Procure Resources for O&M Activities	C	I		A/R	C	C	R		C		I				I							
Schedule and Hold Phase Control Gates	R	I			I		R			I	I				I						A/R	
Phase 4: Close Out																						
Perform Handoff of Solution to Operations & Maintenance Support	C	I	I	I	C	R	A/R	I			I	I				I			C	C		
Conduct High-Level Post-Deployment Review	R	C			R	C	A/R		C		I			C	C	C						
Close Out Project	R	I		C	R		A/R		I		C				I							
Prepare Project Completion Report	R	I		I	R		A/R		I		I				I							
Complete Post-Decommission Report (if applicable)	C	I			C	R	A/R								I							
Provide System Documentation to HUD IT Operations	I	I			I	R	A/R				I											
Conduct Project Close Out Review Control Gate	R	I			I		R			I	I				I						A/R	

Note 1: Some roles are performed by members within the IPTs but are called out specifically to demonstrate expectations around detailed tasks.

Note 2: IPT members may serve in multiple roles. For example, the Business Lead may also be the Requirements Lead.

Note 3: RACI assignments do not always denote artifact signature requirements; refer to the Signature Authority Matrix for artifact signoff requirements.

LEGEND

Responsible	Accountable	Consulted	Informed	

DEFINITIONS

Responsible (R): The role that "does the work."
Accountable (A): The role that is answerable to the TRC/approving authority.
 • Ensures documents are ready for review
 • Ensures documents are accurate
 • Ensures all tasks have been completed
 • For control gate tasks, the TRC is Accountable
Consulted (C): The role that provides input or expertise.
Informed (I): The role that is kept updated and "in the know."