



HUD Policy for Information Technology Governance

Handbook 3415.1

Version 1.0

July 2011



Version History

Version Number	Implemented By	Revision Date	Approved By	Approval Date	Description of Change
Draft 1.0	Chris Niedermayer	December 22, 2010			Initial Draft
Draft 1.1	Chris Niedermayer	April 22, 2011			OCIO Updates
Final	Jerry E. Williams	July 14, 2011	Jerry E. Williams	July 14, 2011	Finalized



Contents

1. Purpose	1
2. Background.....	1
3. Scope	2
4. Policy	3
5. Overview of the HUD IT Governance Structure.....	3
6. Responsibilities	4
7. Effective Date/Implementation	5



1. Purpose

This policy serves as the department-wide authority pertaining to the governance structure for Information Technology (IT) management investments and operations¹. The IT governance structure is a set of processes, standards, roles and responsibilities that facilitate decision-making around IT investments, stakeholder relationships, project life cycle management and other important IT operational areas.

This policy promotes effective, efficient, timely, and informed decision-making concerning the Department of Housing and Urban Development's (HUD) IT investments and operations. Specifically, this policy establishes the IT governance structure and its associated procedures, roles, and responsibilities, as a critical component of the overall IT Management (ITM) Framework, which guides the management, implementation, and monitoring of IT investments for HUD².

This is the first issuance of this policy. It overrides any conflicting policies that were published prior to its issuance.

2. Background

Under the direction of the Chief Information Officer (CIO), the Office of Chief Information Officer (OCIO) provides the information technology systems and services needed to ensure that HUD's employees have the data that they need so that they can make effective and informed decisions. HUD's ITM Framework integrates Federal IT mandates and directives into a seamless system of management, focused on providing transparency, accountability, and responsibility throughout the HUD IT management process. The ITM Framework is the overarching structure of policies, procedures, standards, and guidelines that regulate the management of these assets.

The IT governance structure of the ITM Framework enables HUD to manage IT investments with more transparency, accountability, and responsibility (Figure 1).

¹ Note that HUD distinguishes between the IT governance "structure" and the IT governance "framework." The governance structure is the set of processes, procedures, roles, and responsibilities that direct decision making concerning IT investments and operations. The framework is the integrated set of policies, procedures, standards, and guidelines that make up HUD's ITM Framework.

² The ITM Framework materials are posted on HUD's intranet at this URL:
<http://hudatwork.hud.gov/po/i/itm/index.cfm>.



Components of IT Management Framework

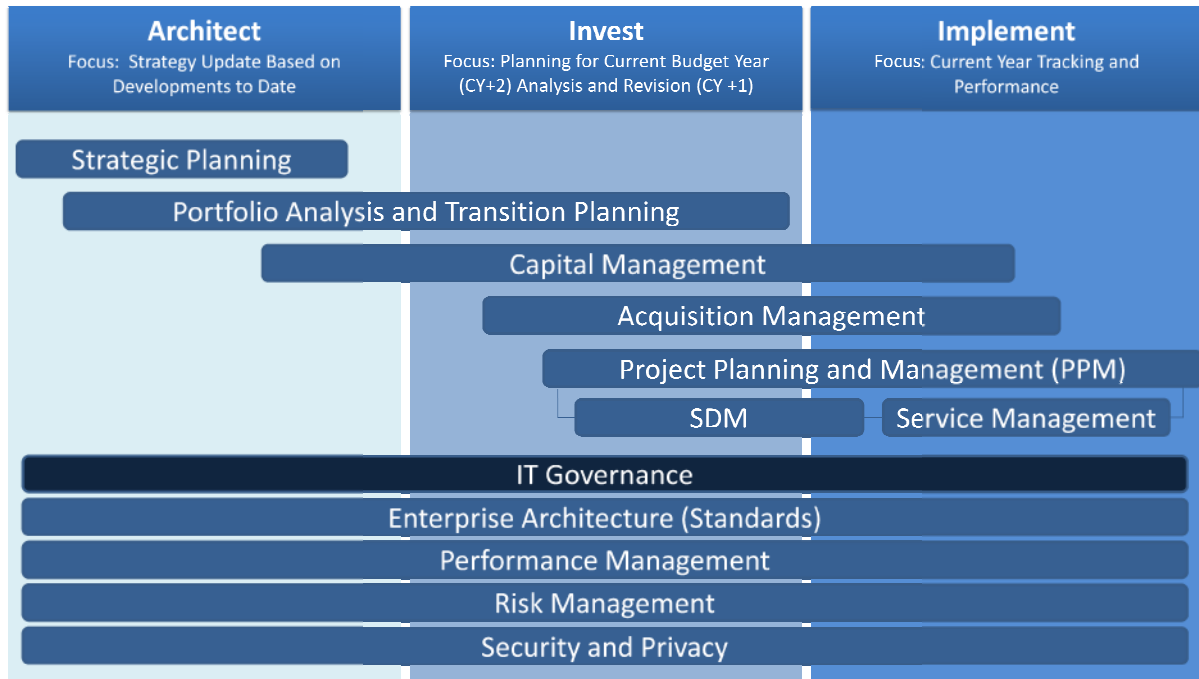


Figure 1 - IT Governance as a Component of the IT Management Framework

The IT governance structure at HUD consists of multiple groups, processes, schedules, roles, and responsibilities that, working together, produce the information, provide the forums, and define the responsibilities required for sound IT investment decision making. These structures and processes are based on OMB's Performance Improvement life cycle and address the flow of investments from strategic planning and architecture review through investment planning to investment and project implementation and measurement.

3. Scope

This policy applies department-wide, and includes organizations conducting business for and on behalf of the Department through contractual relationships. HUD officials shall apply this policy to all Federal employees, contractor personnel, interns, and other non-governmental employees. All organizations collecting or maintaining information or using or operating information systems on behalf of the Department are also subject to the stipulations of this policy.

This policy also applies to all HUD IT projects throughout their entire life cycles, regardless of funding source, whether owned or operated by HUD or operated on behalf of HUD, with the notable exception of those IT projects related to Ginnie Mae's secondary mortgage activities³.

This policy shall be applied in conjunction with the other HUD IT Framework policies.

³ Title III, Sec 309 of the National Housing Act exempts all systems that are leased, owned, or operated for or on behalf of Ginnie Mae.



4. Policy

All HUD activities that involve planning, acquisition, management, and use of IT capital assets must be governed in accordance with the HUD IT Governance Plan. This policy requires:

1. The HUD IT portfolio to be managed in accordance with established HUD governance structures, processes, and mandates.
2. Investments to establish quantitative and qualitative estimates of the business value that will be realized from the investment. Progress against these estimates will be measured regularly and reported through the IT governance structure.

This policy is part of a set of integrated policies defined by HUD’s ITM Framework and all IT investments will follow these policies. This policy provides specific requirements pertaining to governance bodies, roles and responsibilities, schedules, and processes and integrates with these other ITM Framework policies. Elements of this policy are based on the Office of Management and Budget (OMB) and Government Accountability Office (GAO) guidance and best practices⁴.

5. Overview of the HUD IT Governance Structure

This policy establishes the IT governance structure portrayed in Figure 2. The structure empowers business areas to influence IT strategic priorities and ensure that all portfolio activities align with mission area needs. This process requires significant business area participation in the activities of the IT governance bodies. Each of these governance bodies will have charters specifying their purpose, authority, membership, roles, responsibilities, and operating procedures.⁵

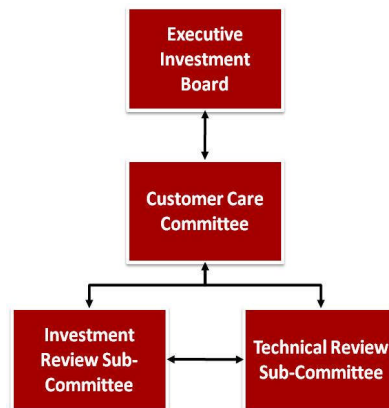


Figure 2 - HUD’s IT Governance Structure

The **Executive Investment Board** (EIB) is comprised of the Department’s senior leaders. Its responsibilities include defining and implementing HUD’s strategic direction, managing the Department’s investment portfolio, and directly funding, overseeing, and reviewing complicated, costly, and highly visible projects.

⁴ See the *Authorities and Guidelines for the HUD Information Technology Management Framework* for the list of authorities and guidelines upon which this policy is based.

⁵ For a complete list of governance body members and responsibilities reference the governance charters available on HUD’s intranet at this URL: <http://hudatwork.hud.gov/po/i/itm/itgovernance.cfm>.



The **Customer Care Committee (CCC)** is comprised of HUD executives from all relevant HUD offices that manage HUD's IT investments and perform oversight of all projects. The CCC's responsibilities include ensuring that investments and projects align with the Department's strategic plan, reviewing and submitting investment recommendations to the EIB, and coordinating with the Investment Review Sub-Committee and Technical Review Sub-Committee on investments and project management.

The **Investment Review Sub-Committee (IRC)** is composed of HUD personnel from relevant program areas who focus on investment management oversight. Its responsibilities include reviewing business cases to ensure their alignment with the Department's strategic goals, and participating in the annual IT budget formulation process as representatives of their *respective* investment executives and business units.

The **Technical Review Sub-Committee (TRC)** is comprised of key personnel from within the Office of the Chief Information Officer (OCIO) with responsibilities for various aspects of ITM Framework implementation. It focuses on project oversight and technical architecture, and its responsibilities include ensuring that each segment architecture remains in alignment with the Department's strategic goals, monitoring all of HUD's IT projects, and providing analysis to the IRC, CCC, and EIB as needed. The TRC acts as a control gate in the Project Planning and Management (PPM) Life Cycle to ensure that necessary artifacts are produced and projects are healthy enough to proceed.

The IT governance bodies described above are guided by the ITM Framework and its "Architect, Invest, Implement" approach to investment management as described in the IT Governance Plan.

6. Responsibilities

HUD Senior Executives:

- Approve and monitor HUD's IT portfolio through the Department's budgeting process
- Ensure HUD's IT portfolio aligns with its mission and business area needs and with the Department's strategic goals
- Approve target architecture and enterprise transition plans

The Office of the Chief Information Officer:

- Maintains and evolves the HUD IT Governance Plan — the policies, procedures, standards, and guidelines required for effective IT management — based on HUD and other Federal experience and the best practices of the IT industry
- Approves the IT governance charters for the EIB, CCC, IRC, and the TRC

Executive IT Investment Owners:

- Align IT Investments with HUD strategic and annual performance plans
- Structure IT investments to advance the target state of the HUD IT architecture to the maximum extent possible
- Structure IT projects and related contracted support requests into segments with narrow scope and brief duration (six–nine months)
- Provide risk management plans that anticipate risks to the program and lay out potential mitigation responses



- Establish quantitative and qualitative estimates of the business value that will be realized from the investment and all supporting projects
- Measure and report progress against the quantitative and qualitative estimates of the business value at defined intervals for investments and projects

7. Effective Date/Implementation

This policy is effective immediately upon date of approval.

This policy will not be implemented in any recognized bargaining unit until the union has been provided notice of the proposed changes and given an opportunity to fully exercise its representational rights.

8. Approved

A handwritten signature in black ink, appearing to read "Jerry Williams", written over a horizontal line.

Jerry Williams, Chief Information Officer

A handwritten date "7/14/11" in black ink, written over a horizontal line.

Date