



# **PPM V2.0**

## **Frequently Asked Questions (FAQs)**

**U.S. Department of Housing and Urban Development**

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## 1. Getting Started with PPM Life Cycle

### 1.1 What is the Project Planning and Management (PPM) V2.0 Life Cycle?

The Department of Housing and Urban Development's (HUD's) Project Planning and Management (PPM) Life Cycle V2.0 provides practical approaches to optimize innovation, minimize schedule and budget risk, and better plan and execute projects. PPM V2.0 incorporates many principles from the Project Management Body of Knowledge (PMBOK®), a best practices project management methodology which presents a set of standard terminology and guidelines for managing projects.

The PPM V2.0 approach is scalable and flexible and can be used on all types of projects. It provides the context for the HUD IT governance process and describes the interdependencies among its project management, investment management, and enterprise architecture components. The intent of the guidance is to provide a general framework for project planning and project management that will most effectively serve HUD. PPM V2.0 offers more customized guidance by specific IT project types and allow users to tailor requirements to accommodate their specific project situations and system development methodologies.

### 1.2 What are the benefits of PPM V2.0?

The PPM V2.0 team studied best practices and solicited user feedback to develop PPM V2.0. Some of the benefits introduced in PPM V2.0 include:

#### ***Communications & Customer Service:***

- Improved PPM V2.0 training for the CRCs, IT PMs and program areas
- Training sessions tailored to varying skill-sets
- Addresses GAO HUD project management audit findings and gaps

#### ***Artifacts:***

- Eliminates duplicative artifact requests and artifacts, as well as revising artifacts to be more succinct
- Removes re-work by aligning PPM content with related reporting requirements (ex. OMB 300, Expenditure Plan)
- Reduces the number of project phases and aligns with PMBOK best practices
- Adds more acquisition guidance by introducing the Procurement Management Plan based on PMBOK best practices



- Improves guidance on candidates for initiative-level documents vs. project-level artifacts

***Website & Customer Experience:***

- Re-design of PPM website makes navigation more intuitive
- Introduces easy-to-read artifact table to determine required artifacts by project type
- Will provide best practice artifact examples for PPM practitioners to use as references

***Tailoring:***

- Customized project schedule templates and overall guidance for different types of projects (Software-as-a-Service, Commercial-off-the-Shelf (COTS), Custom Development, Modification & Enhancements, Decommission)
- Improved the tailoring process by providing starting-point tailoring agreements by project type reducing the TRC's workload

***Signatures:***

- Puts forth procedures for artifact electronic signatures which was not consistently occurring in PPM V1.0

***Governance & Associated Activities:***

- Provides more insight to secure OCIO IPT resource assignment process via the Project Initiation Form (PIF)
- Gives the Technical Review Sub-committee (TRC) flexibility within the Execution & Control Phase to tailor control gate reviews needed based on project type and approach (waterfall, agile, etc.)

***PPM Technology (Future):***

- Built with ability to integrate with MS Project Server OCIO initiative

***PPM & Funds Release (Future):***

- Will enhance controls surrounding the commitment of funding and compliance with the PPM process

### **1.3 How is compliance with PPM V2.0 going to be enforced?**

HUD information technology projects and infrastructure services are governed by the Technical Review Sub-Committee (TRC). PPM V2.0 requires projects to pass a control gate review conducted by the Technical Review Sub-committee (TRC) at the end of each PPM V2.0 phase. The TRC's mission is to ensure that necessary PPM artifacts are produced in alignment with project and segment goals, and that PPM policy is followed. The TRC reviews the required artifacts related to that phase and either:

- Approves the project moving to the next phase;
- Determines additional effort is required (“pass with conditions”); or
- Denies the request

Control gates at each stage of the PPM Life Cycle ensure that IT projects are planned, budgeted, and scheduled in alignment with HUD's strategic goals and enterprise wide approach to technology management.



Implementation of an additional PPM V2.0 control is currently in development. In this control, as part of the RCS package review process in HIAMS, one of the reviewers or approvers will reference TRC documentation to ensure that the project requesting a procurement action has been compliant with PPM V2.0. Further, a control may also be put in place as part of release management activities, but this is still under discussion.

#### **1.4 Does the PPM V2.0 Life Cycle apply to all HUD information technology (IT) projects?**

HUD's PPM Life Cycle provides a flexible, customizable methodology that is required across all of HUD's IT projects. The PPM Life Cycle helps establish a project management and accountability standard across the Department. If you are an O&M project, you should have a Project Charter and an IPT, at a minimum. PPM V2.0 is policy for all HUD IT projects,

#### **1.5 If I am part of an O&M project, do I need any PPM artifacts?**

If you have a system that is in O&M, you must have a developed Project Charter and a list of your IPT members, at a minimum. This is guidance as of November 2015. If you did not previously create a Project Charter under PPM V2.0 when your system was developed, you should create one based on other documentation you do have, such as a project management plan. These Project Charters and the IPT list should be uploaded to the TRC repository.

#### **1.6 Is the PPM V2.0 Life Cycle driven by the Project Management Institute (PMI)?**

PPM V2.0 incorporates sound investment, project management principles, solution development methodologies and best practices for organizing and managing IT projects from a variety of expert sources, including PMI's Project Management Book of Knowledge (PMBOK), in addition to guidance developed by other Federal agencies and industry experts.

#### **1.7 When does my project cost, scope, and schedule get baselined?**

Per PMBOK guidance, the project cost, scope, and schedule are formally baselined by the TRC as part of the Project Management Plan development activities within the Planning Phase. After this formal baseline is completed, if a 10% or greater variance arises in cost or schedule, then the project team must meet with the Director of the OCRPM-Investment Management Division to determine next steps to re-baseline. Please refer to the Project Health Assessment Guide if there is a potential for re-baseline.

## **2. PPM Life Cycle Process**

### **2.1 How do I determine what artifacts need to be completed for my project?**

Each project, working in conjunction with the Office of the Chief Information Officer (OCIO), will capture decisions around PPM tailoring in the Project Tailoring Agreement (PTA), which documents the reasons for using, combining, or skipping specific artifacts applicable to the project.

PPM V2.0 introduces five new project types. Project Type user guides provide overview information and guidance to project teams on specific project types. Each guide provides information on how to tailor the PPM Life Cycle to that specific project type, eliminating the time and resources project teams spend



determining how to navigate PPM requirements. In line with this, PPM V2.0 includes [“pre-tailored” PTAs](#) by project type which give each project a head start in determining which artifacts need to be completed for a project. Also, the PPM V2.0 Artifacts page on the PPM V2.0 website provides a quick view feature ([matrix](#)) which depicts, by project type, if an artifact is required (R), not required (NR), or notes if it may be applicable (MBA).

## 2.2 How will artifact signoffs work in PPM V2.0?

Artifacts signoffs for PPM V2.0 are aligned with the subject matter experts (SMEs) that create or provide information used in creating the specific artifact. Submission of PPM V2.0 Artifacts to the Technical Review Sub-committee (TRC) occurs at multiple points during the PPM V2.0 phases. Prior to submission of the artifacts, the IT Project Manager obtains signatures for each submitted artifact. The signature represents concurrence with the content within and takes place prior to submission for the control gate review. Projects should utilize electronic signature for sign-offs on artifacts. Submission of artifacts occurs two weeks before the desired control gate review.

HUD e-Signature policy mandates the use of electronic signature for all official project artifacts under the project management life cycle methodology of HUD IT projects. This policy requires:

1. All applicable users of this policy understand the definition of a valid electronic signature:

*A digital signature is an electronic analogue of a written signature. The digital signature can be used to prove to a recipient or third-party that the originator did in fact sign the message (i.e., the message originators cannot repudiate the message). Signature generation makes use of a private key to generate a digital signature. Signature verification makes use of a public key that corresponds to, but is not the same as, the private key. The security of a digital signature system depends on maintaining the secrecy of users' private keys.*

2. Those stakeholders identified as needing to sign-off on a given artifact ensure compliance with this policy. Necessary signatories can be found in the [project phase guides](#).
3. All HUD projects that follow the HUD OCIO project management life cycle methodology approve and sign-off on their project artifacts with e-signature.
4. IT governance boards ensure that project artifacts include electronic signatures and utilize e-signature themselves if sign-off approval of artifacts is required.
5. Project artifacts with non-electronic signatures be reverted back to the artifact owner for e-signature inclusion.

The elements of this policy are based on guidance from the National Institute of Standards and Technology (NIST), specifically the [NIST 800-53 Rev. 4 publication, Security and Privacy Controls for Federal Information Systems and Organizations](#).

The [Signature Authority Matrix](#) outlines which signatures are needed by artifact.

### 2.3 My project involves a modification or enhancement to an existing system that was originally completed prior to PPM. How do I address certain PPM artifacts since I may not have certain documents or information needed for the PPM V2.0 artifacts?

If a system that is within O&M has an enhancement or modification project initiated, the project team, in conjunction with the TRC, should collaborate on how the development of certain PPM V2.0 artifacts should be addressed since those artifacts would not exist because the original system project was done prior to PPM. Additionally, at a minimum, the system should already have a Project Charter and designated IPT. The project team and TRC should tailor the necessary artifacts needed or identify existing documents that meet the information needed within an artifact. This will be done in the creation and sign-off of the Project Tailoring Agreement during the Planning Phase.

### 2.4 I’m using an incremental development approach for my project – how does this work with PPM V2.0 and the control gate reviews?

Iterative and incremental development utilizes both an iterative design approach and other rapid methodologies for development. The approach has been widely suggested for large development efforts and is currently promoted as the optimal path to take when executing custom development projects in the Federal government. Iterative development combines both project management and software development practices and focuses on delivering key business value quickly through “sprint” cycles.

The most popular approaches project teams take when delivering a custom-developed solution include:

	Waterfall	Iterative	Agile
<b>Overview</b>	<ul style="list-style-type: none"> <li>Majority of software features delivered in one release at the end (often after 3-12 months)</li> <li>Sequential process where each stage is completed before proceeding to the next</li> </ul>	<ul style="list-style-type: none"> <li>Working solution is extended and refined through a set of incremental changes</li> <li>Multiple releases managed in parallel with each at different points of development lifecycle</li> </ul>	<ul style="list-style-type: none"> <li>Adheres to basic iterative principles (e.g., refinement of working solution)</li> <li>Places even greater emphasis on flexibility and co-development of product with product owner</li> </ul>
<b>Key differences</b>	<ul style="list-style-type: none"> <li>No scope changes due to sequential execution of development phases</li> <li>Testing occurs once development is completed</li> </ul>	<ul style="list-style-type: none"> <li>Scope is flexible but changes do not occur mid-sprint</li> <li>Testing occurs during defined phase at end of each iteration</li> </ul>	<ul style="list-style-type: none"> <li>Scope changes occur at any time based on business feedback</li> <li>Testing is performed continuously during development</li> </ul>
<b>When to use</b>	<ul style="list-style-type: none"> <li>Large, complex systems with high technical risk</li> <li>Rollout of new architecture/ replacement of core technologies</li> <li>Premium quality prioritized over predictable timelines</li> </ul>	<ul style="list-style-type: none"> <li>Complex development tasks (e.g., front-end applications with numerous user interactions)</li> <li>Known technology/architecture</li> <li>Volatile/changing requirements</li> <li>Fast time to market required</li> </ul>	<ul style="list-style-type: none"> <li>Numerous, small feature increments</li> <li>Known technology/architecture</li> <li>Volatile/changing requirements</li> <li>Fast time to market required</li> </ul>

Source: NGMS Iterative Operating Model and Playbook, July 2013

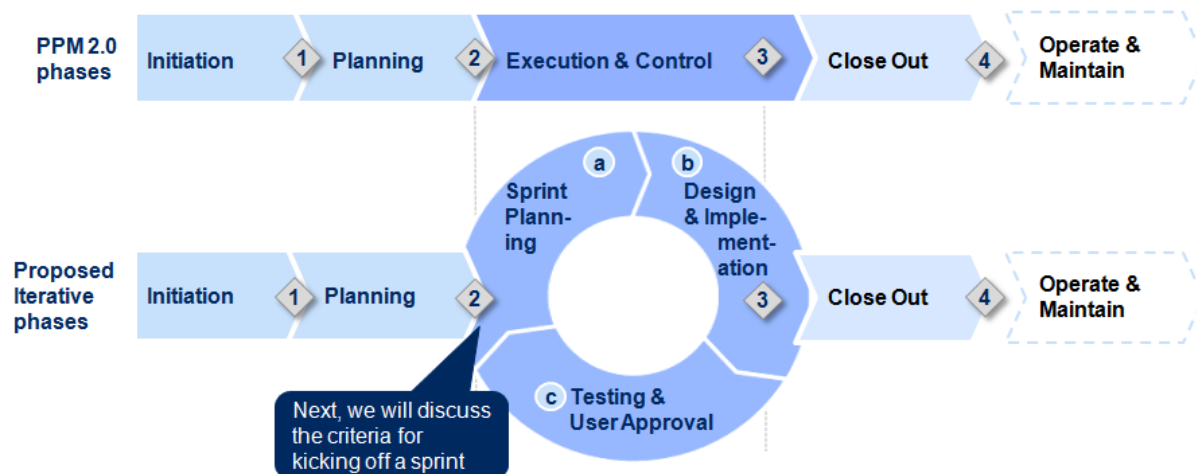
With the changes in the industry, PPM V2.0 has been constructed to account for all three types of development including the more popular iterative and agile approaches.

The single Execution & Control Phase in PPM V2.0 gives projects the flexibility to tailor with the TRC the amount of times they need to come to a control gate as well as what deliverables are expected at each. In an agile environment, for example, the TRC may want to have control gate check-in meetings at various times throughout the deployment of sprints to check progression.

When a project follows an iterative or agile approach for custom development, the major impact to the Execution & Control Phase is that the project team will not be performing project activities in a sequential fashion and will leverage sets of sprints. As such, the control gate format needs to be flexible where, after learning the project approach and implementation plan; the TRC can inform a project team when the desired control gates should be held for the phase. In addition, many of the deliverables produced within this phase may not be fully complete. The sprint cycles, for example, will each have their own set of test planning and execution activities which will be run several times. The testing strategy should allow for the interim releases associated with sprints. This is in contrast to the more traditional waterfall approach where user acceptance testing is done at one point during the project life cycle.

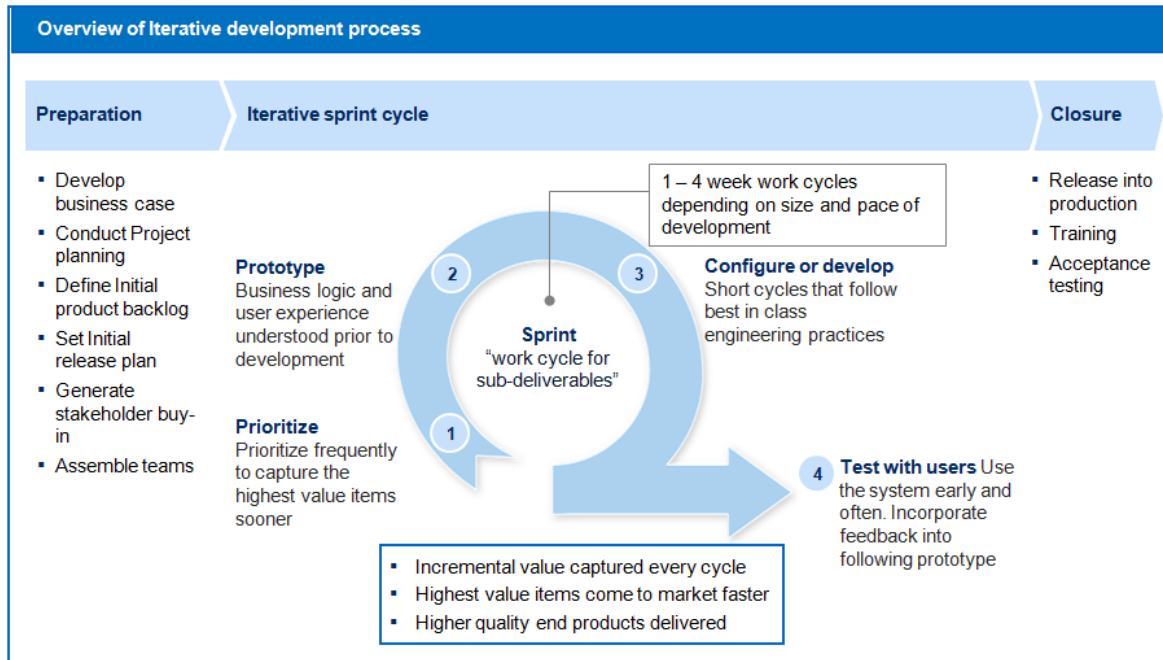
Also, the design of the solution may be changed during the sprint process and as a result, the solution technical design may not be completed fully at the beginning of the phase (as opposed to design activities for a waterfall approach where the major deliverable and work effort is the determination and finalization of the solution technical design). Again, as mentioned in the Planning Phase User Guide, to initiate a development sprint, projects are expected to have the business requirements mostly final and only initial functional requirements completed. The sprint cycles will help inform when the business requirements can be final as well as the functional and technical requirements. The TRC therefore cannot expect a final version of any requirements deliverable at the Project Baseline Review. The Requirements Definition document then would be submitted at an early point within the Execution & Control Phase.

The graphic below depicts the incorporation of the sprint cycle activities into the Execution & Control Phase of PPM V2.0. The second graphic details key activities within the life cycle of a sprint:



Source: NGMS Iterative Operating Model and Playbook, July 2013





Source: NGMS Iterative Operating Model and Playbook, July 2013

## 2.5 I have a PMO contract for my program or project – how does this work with PPM V2.0?

Remember, contracts do not go through the PPM Life Cycle – a project follows the PPM Life Cycle. The IT PM must evaluate the landscape of contract support that has been retained for the program or project. He/she knows what role each contract/contractor is playing in the overall delivery of the final project outcome. A PMO manages the project management process for a program or project so it would be expected that the resources on the PMO contract support the IT PM and other IPT members in performing the PPM V2.0 Life Cycle activities that are related to project management, such as the Project Management Plan, Risk Management Plan, and Communications Management Plan, among others. Please ensure that proper language is inserted into the PMO contract that communicates this requirement clearly.

## 2.6 What if a vendor wants to use a vendor-developed template in lieu of a PPM V2.0 artifact template? Can I substitute?

Many times, a vendor may want to use its own version of an artifact template consistent with the vendor’s project life cycle methodology. OCIO’s position is that PPM V2.0 Life Cycle artifact templates must be used in all cases. If a vendor wants to supplement OCIO’s template with additional information from its own template, the vendor is free to do so. OCIO maintains the position that PPM V2.0 templates shall be used since the deliverables will be used as reference and OCIO resources (mainly in Operations) need the consistency of the HUD template to minimize searching.

However, OCIO does realize that project teams may be using automated tools, for example to track and document testing activities, so it is acceptable to substitute tool-specific reports if they meet the information requirements of the PPM template. OCIO does not want to make any project have to re-





create information for the purposes of completing an artifact template. Substitution allowances such as this are noted with in the artifact template themselves.

## **2.7 How does the role of procurement and timelines for procurement map to PPM V2.0?**

PPM V2.0 introduces the Procurement Management Plan during the Initiation Phase. The Procurement Management Plan addresses the project's strategy for managing acquisitions. The content serves as the roadmap for effectively planning and managing acquisitions and should document the types of contracts to be used, address contract risks, determine dates for deliverables, and coordinate with other processes, such as scheduling and performance reporting. Additionally, early identification of metrics to be used in managing and evaluating contractors helps to ensure that business needs are addressed through contract support.

The Procurement Management Plan documents the project team's planned approach prior to engagement with HUD's Office of the Chief Procurement Officer (OCPO). OCPO will assist the project with developing an Acquisition Plan for the actual acquisition itself (if needed). The investment-level Acquisition Strategy, part of the annual OMB 300 business case process, should be in alignment with the Procurement Management Plan and acquisition-specific Acquisition Plan(s). Note that projects consisting of more than one contract will complete multiple Acquisition Plans over the duration of the project as part of HUD's acquisition process.

The IT PM and other key IPT members should consult with their OPCO designee on the IPT to review the Procurement Management Plan assumptions and adjust as needed based on procurement lead times and other constraints.

A Procurement Management Plan is required for projects that consist of more than one contract. If only one contract is being used for a project, the project team can complete the Procurement Management component of the Project Management Plan in lieu of a standalone Procurement Management Plan. An Acquisition Plan will also be created as part of HUD's acquisition process.

## **2.8 What type of contract language should I use when referencing PPM V2.0 in my contract(s)?**

The PPM V2.0 team is currently in the process of determining what standard language should be included in contracts to reference PPM V2.0. HUD Procurement has existing language that must be included in any contracts. Note that it is important to not just cut and paste the PPM V2.0 Life Cycle list of artifacts into a contract as project tailoring may not have taken place. You must be sure that the vendor will adhere to following the PPM V2.0 life cycle.

# **3. PPM V2.0 and Project Types**

## **3.1 What are project types?**

The PPM Life Cycle was developed as HUD's standard for IT program and project governance. Part of the value of this process includes the ability to tailor it when needed to accommodate the various ways of deploying technology solutions. PPM V2.0 introduces five new project types that are found to be the most common in delivering an IT solution:



- Software-as-as-Service (SaaS)
- Modifications/Enhancements to a Current System
- Commercial-off-the-Shelf (COTS)/Government-off-the-Shelf (GOTS)
- Custom Development
- Decommission

Each project type has an accompanying project type guide which provides information on how to tailor the PPM life cycle to that specific project type, eliminating the time and resources project teams spend determining how to navigate PPM requirements. Certain artifacts may become more important or less important based on the project type being followed, which is where tailoring opportunities exist. The guides also summarize the project type and describe “things to keep in mind” specific to the project type. Related tools such as the Project Tailoring Agreement, Work Breakdown Structure example, and Project Schedule template are also tailored to the project type.

### **3.2 Guidance for the project type I am using allows me to consolidate content from one artifact into another artifact – how do I do that?**

In many cases, projects are allowed to consolidate content from one artifact into another. For example, for a small project falling within the Modifications/Enhancements Project Type, the Project Management Plan content can be incorporated into the Project Charter. Since the effort is low cost, a project does not have to spend time assembling a detailed Project Management Plan, but should document some sort of project approach and can do so in the Project Charter. Similarly, in the SaaS Project Type, relevant content from the Concept of Operations can be incorporated as a preliminary section of the Requirements Definition document.

Each of the phase-specific user guides contain a section where tailoring and consolidation opportunities exist by project type. To do so, first review the intent of the deliverable you are consolidating from. Determine, based on the specifics of your project, what items of significance should be thought about and documented. Remember, artifacts document the project activities and serve as the deliverable that communicates the work performed and thought processes and approaches. Perhaps in the SaaS example above, the project determines that only the concept diagram depicted in a Concept of Operations is all that it needed to be incorporated into the Requirements Definition document. The overall concept of the SaaS solution should be laid out and agreed upon and a diagram with an explanation may be sufficient for this purpose.

All assumptions such as this should be validated with the TRC Chair when the IT PM reviews the Project Tailoring Agreement (PTA) with him/her for approval on the project approach.

### **3.3 If I am decommissioning multiple systems at the same time, do I need multiple decommission projects?**

No. The Decommission Project Type is very streamlined in comparison to the other project types. If you are decommissioning multiple systems in parallel, you can proceed as one project as long as you have information on each system included in the artifacts required for the project type.



## 4. Integrated Project Teams (IPTs)

### 4.1 What are integrated project teams (IPTs) and what do they do?#

An IPT is a group of stakeholders brought together from across the Department to support the successful planning and management of a project from inception through deployment.

A typical IPT consists of a core group of members, including:

- IT Project Manager\*
- Business Lead\*
- Project Sponsor\*
- Government Technical Representative (GTR)/Government Technical Monitor (GTM)
- Enterprise Architecture Representative
- Investment Management Representative
- Requirements Lead
- Testing Lead
- Lead Solution Architect/ Solution Architects
- Solution Development Lead/ Solution Developers
- Security and Privacy Representatives
- Infrastructure Representative (IT Operations)
- Chief Procurement Officer Representative
- Chief Financial Officer Representative

*\*These roles are required members of the IPT.*

### 4.2 How is an IT project manager (PM) assigned to my project?#

The Office of Customer Relationship and Performance Management (OCRPM) – Enterprise Program Management Division (EPMD) assigns IT PMs to a project based on a variety of factors including skill set and resource availability. After a program area customer signals to his/her Customer Relationship Coordinator (CRC) that an approved, funded project is about to start, the CRC informs EPMD management that an IT PM assignment needs to be made. The assigned IT PM then initiates the project by completing the Project Initiation Form (PIF) and submitting it to the designated parties for signature.

### 4.3 How do OCIO resources get assigned to my Integrated Project Team?

The TRC Chair, upon receipt of the PIF, will facilitate OCIO resource identification and assignment in collaboration with the members of the TRC. To assist the TRC Chair in identifying the appropriate roles, the IT PM provides information in the PIF about the projected need for specific OCIO resources and an estimate of the percentage of time each of the individuals are expected to participate.

### 4.4 Who assigns roles for each project?

For OCIO resources, the identification and assignment process maps to a specific role. For example, the TRC Chair will ask the Chief Information Security Officer (CISO) for a dedicated project security resource who will serve as the IT Security Specialist. From the business side, the Project Sponsor may select the Business Lead and both may collaborate to determine the best program area resources to take part in the IPT.



## 4.5 Can a person support more than one role?

Yes. One person can support more than one role within an IPT. For example, the Enterprise Architecture representative may also be the Lead Solution Architect.

## 5. IT Project Classification

### 5.1 What is a Segment? How are Investment, Program, and Project defined?#

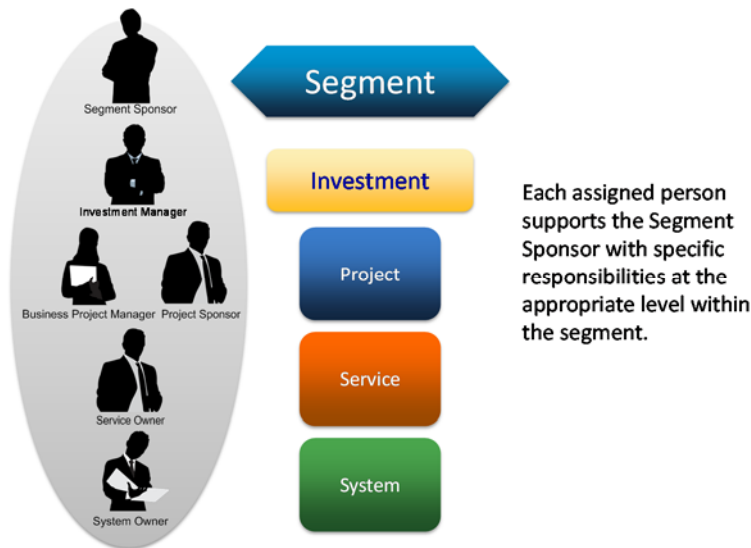
#### Segment

One of the most important elements of OCIO transformation at HUD occurred in 2011 – 2012. During that time HUD's IT portfolio was restructured along business function lines.

The lowest level of IT activity at which all IT dollars are spent is the level of an IT system, service, or project. All costs are tracked at this level. However, many projects, services, or systems were stand-alone efforts, unassociated with any major IT investment, and nearly invisible from a cost accounting point of view. In the restructuring of the IT portfolio, all systems, services, and projects were assigned as part of a specific IT investment. All IT investments were assigned as part of a specific segment of the enterprise architecture. Each segment focused on a single business function. With restructuring complete, the new arrangement allows HUD program and IT managers to look across an entire business function segment and to quickly assess the IT investments and systems, services, projects that are included in it.

One benefit of the restructured IT portfolio is the ability to assess the alignment of all elements of the HUD IT portfolio with the HUD mission. Also, by accounting for all IT expenditures within one overarching structure, OCIO increased visibility into where HUD's IT dollars were being spent.

Within each business function segment are at least one and often several IT investments. These investments are made up of some combination of projects, services, and/or systems. Each segment component has its own business/program leaders assigned to it to provide oversight and to participate in component-related decisions. The Segment Sponsor is responsible for ensuring that the right level of governance and decision-making is provided for the various levels of portfolio decisions that must be made throughout the year.



**The Segment Sponsor Ensures the Right Level of Governance and Decision Making for the Segment**

The change to Segment Sponsor leadership of HUD’s IT portfolio was accomplished in 2012. Senior executive segment sponsors were appointed for each of the initial eighteen business function segments. During the development of the FY 2014 IT budget, these newly-minted segment sponsors presented the proposed budget for their segment to the Deputy Secretary.

**Investment**

Per OMB in the OMB 300 guidance: “An IT investment refers to the expenditure of IT resources to address mission delivery and management support. An IT investment may include a project or projects for the development, modernization, enhancement, or maintenance of a single IT asset or group of IT assets with related functionality and the subsequent operation of those assets in a production environment. All IT investments should have a defined life cycle with start and end dates, with the end date representing the end of the currently estimated useful life of the investment...”

At HUD, the term investment is usually synonymous with portfolio. Per the PMBOK Guide, Fifth Edition: “...a portfolio refers to a collection of projects, programs, sub-portfolios, and operations managed as a group to achieve strategic objectives.”

**Program**

Also, per the PMBOK Guide, Fifth Edition: “Programs are grouped within a portfolio and are comprised of subprograms, projects, or other work that are managed in a coordinated fashion in support of the portfolio.”

**Project**

Per the PMBOK Guide, Fifth Edition: “A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end. The end is reached when the project’s objectives or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists. A project may also be terminated if the client (customer, sponsor, or champion) wishes to terminate the project.”



## 5.2 Can artifacts be done at the initiative- or program-level vs. the project level?

It is important to recognize that some of the outputs of activities performed during a project can be leveraged and implemented at a higher-level than the project level. At HUD, this can mean a “program-level” or “initiative-level.” Many times teams spend unnecessary efforts producing documentation at too low a level, when in fact, the information can be leveraged at a higher level. The phase-specific user guides all contain tables which outline, for the specific phase, artifacts that are appropriate for leveraging across a program or initiative, or even an investment depending on the scale. **However, you must ensure that the initiative- or program-level document has information that is current and up-to-date.** If information is not current, the initiative or program should provide an addendum to that document with updated information. Be sure to note in the Project Tailoring Agreement when the project intends to leverage an artifact in this fashion. For example, a Risk Management Plan is an artifact that is completed in the Planning Phase for a project. However, the deliverable is where the project team defines the risk management approach and process for the project. This approach and process is typically standard and repeatable and can be leveraged by each project that is mapped to a larger program or initiative. As a result, it is appropriate to create this approach at that level and require each associated project to follow the process.

## 5.3 What is the definition of IT at HUD?#

HUD follows the Clinger Cohen Act of 1996’s definition of IT, as outlined below:

*“Any equipment or interconnected system or subsystem of equipment used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency directly or is used by a contractor under a contract with the executive agency that requires the use*

- I. Of that equipment; or
- II. Of that equipment to a significant extent in the performance of a service or the furnishing of a product;

IT includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources; but does not include any equipment acquired by a Federal contractor incidental to a Federal contract.” Cloud computing is defined as a service within this definition.

*\* Clinger-Cohen Act of 1996, Title 111.1101*

## 5.4 What is an IT project milestone?

Milestones are significant events within the Project Schedule. They are not work activities and have no duration. A summary of milestones is typically included as part of the Project Charter. Example of milestones include: completion of business, functional, and/or technical requirements, completion of the solution technical design, due dates for contracted deliverables, and PPM control gate reviews.

## 5.5 Is there a way to define the size of project and the PPM Life Cycle artifacts that need to be completed?#

Because there is wide variance in the methods, techniques, and tools needed to support an IT project, the PPM Life Cycle is flexible and can be tailored to address the needs and requirements of each



individual project regardless of its size. It aims to capture the minimum level of detail necessary to ensure project success. Each project, working in conjunction with the OCIO, will capture decisions around PPM tailoring in the Project Tailoring Agreement (PTA), which documents the reasons for using, combing, or skipping specific artifacts applicable to the project. In addition, the Modifications/Enhancements Project Type Guide demonstrates PPM requirements based on project cost, complexity, risk, and mission criticality.

## 6. IT Project Funding/Budget

### 6.1 How does the PPM V2.0 Life Cycle process apply to mixed life-cycle investments?#

A mixed life-cycle investment has both DME projects and steady state (SS) operation and maintenance components. **The parts of the investment that use DME funding are required to follow the PPM processes.**

### 6.2 Should IT projects always use DME funds?#

Yes. A project is defined as a temporary planned endeavor that achieves specific objectives, creates a unique product, service, or result, and has defined start and end points. IT projects can develop new capabilities, modernize and modify the way services and results are delivered, or enhance existing capabilities.

In contrast, operations and maintenance activities are not considered projects. These are on-going investment-level efforts using steady state funds from the working capital fund.

Also, business areas should not be spending program budget funding on IT projects.

### 6.3 How do I submit my project to receive funding?#

The Integrated IT Management Framework defines an annual cycle that reviews past project performance, and identifies new budgeting or business drivers in order to update investment guidance. That guidance is intended to ensure that IT investments are consistent with HUD's enterprise architecture and address a weakness or gap in program performance. Proposed projects are scored against these criteria to determine which projects will receive resources. Any new projects initiated outside of the annual planning cycle will have to follow the same investment selection criteria and compete for any reserve funds, or for resources that have already been allocated to other project.