ROLES AND RESPONSIBILITIES

Table of Contents

Introduction

The Roles and Responsibilities document details various functions to be performed by team members. The document is organized by role and phase to present responsibilities chronologically.

This document contains a catalog of standard responsibilities as a baseline for each project and should be viewed as a guideline that should be modified to meet the specific needs of each project. Any project may include, but not be limited to, these roles and responsibilities.

The roles and responsibilities identified in this document should be considered in the development of other project artifacts, including the Project Schedule and Work Breakdown Structure.

Roles and Responsibilities Descriptions

Agency CIO

The Agency Chief Information Officer (CIO) is the principal advisor on the effective application of information technology (IT) to business needs and ensures that all IT initiatives are managed with sound life cycle management principles and practices consistent with the agency IT Master Plan. The Agency CIO works with the Project Manager to establish and administer a project management control system that provides visibility into the actual progress of each IT project.

The Agency CIO ensures that agency technical standards are met, that the design specifies a system maintainable by the agency, and that sound design principles are practiced.

Additionally, the Agency CIO's responsibilities include providing general project oversight, such as strategic guidance, information, recommendations, and decisions.

Initiation

- Appoints the Project Sponsor with the Business Owner and Executive Sponsor
- Approves the final Concept Proposal with the Project Sponsor
- Provides input to the Project Manager regarding the Project Charter
- Authorizes the Project Charter with the Project Sponsor
- Reviews and provides feedback regarding the draft Project Organization Chart
- Attends the Initiation Phase Status Review
- Signs off on phase deliverables

Concept Development

- Supports the Project Manager and Project Sponsor in the preparation of the Project Scope Statement
- Reviews contract type recommendations with the Planning Team, Project Sponsor, and Executive Sponsor
- Further defines the governance framework and establishes a Steering Committee with the Project Sponsor
- Prepares the Information Technology Project Request (ITPR) with the Agency Chief Financial Officer (CFO) and Project Manager
- Reviews and authorizes the ITPR before submission
- Approves the Project Scope Statement
- Reviews and approves the updated Project Organization Chart
- Reviews and approves the Responsibility Assignment Matrix
- Reviews and approves project staffing estimates
- Attends the Concept Development Phase status review

- Signs off on phase deliverables

Planning

- Attends the Planning Phase status review
- Signs off on Project Management Plan (PMP) and all subsidiary plans for accuracy and completeness with the Project Sponsor

Requirements Analysis

- Reviews and approves the Functional Requirements Document (or System Requirements Document for hardware/network projects) with the Project Sponsor, Business Owner, and Project Manager
- Reviews and approves the Requirements Traceability Matrix document with the Business Owner and the Project Manager
- Reviews and approves procurement documents associated with the project with the Agency CFO, Project Sponsor, and Business Owner (when procurements are issued during Requirements Analysis Phase)
- Develops required proposal evaluation criteria for project procurements with the Business Owner and Project Manager (when procurements are issued during the Requirements Analysis Phase)
- Designates agency personnel to the Agency Evaluation Committee for proposal evaluations with the Procurement Officer and Project Manager (when procurements are issued during the Requirements Analysis Phase)
- Reviews and approves the Test Master Plan with the Business Owner and Project Manager
- Conducts the Requirements Analysis Phase Status review with the Project Manager and Project Sponsor

Design

- Reviews and approves the System Design Document with the Project Sponsor and Project Manager
- Reviews and approves the System Security Consensus Document
- Reviews and approves the Security Plan
- Reviews and approves the Data Retention Plan
- Reviews and provides feedback regarding the Unit and Integration Test Plans with the Project Manager
- Reviews and provides feedback regarding the Conversion Plan document for data migration activities
- Reviews and approves the Implementation Plan with the Project Sponsor
- Reviews and provides feedback regarding the Operations or Systems Administration Manual and the Maintenance Manual
- Reviews and provides feedback regarding the draft User Manual

- Reviews and approves the updated Requirements Traceability Matrix
- Conducts the Design Phase status review with the Project Sponsor and Project Stakeholders

Development

- Reviews and approves the Software Development Document or Hardware/Network Development Document detailing the provisions for developing each unit or module of the system
- Reviews and approves the System (Application) Software or hardware/network system
- Reviews and approves the Integration Document
- Reviews and approves the Test and Analysis Reports with the Project Sponsor
- Reviews and approves updates to the Conversion Plan, Implementation Plan, Operations or Systems Administration Manuals, Maintenance Manuals, Training Plan and User Manual (if applicable) with the Project Sponsor
- Reviews and approves Release Notes
- Conducts the Development Phase status review with the Project Sponsor and project stakeholders

Test

- Reviews and approves the Test Analysis Approval Determination
- Reviews and approves any changes or modifications to the Software Development Document or Hardware/Network Development Document, System (Application) Software or hardware/network system, and Integration Document
- Provides input to and receives communications regarding the information technology systems certification and accreditation
- Reviews and approves updates to the Conversion Plan, Implementation Plan, Operations or Systems Administration Manuals, Maintenance Manuals, Training Plan, and User Manual (if applicable) with the Project Sponsor
- Reviews Test Problem Reports
- Reviews and approves the Readiness Document
- Makes systems "Go-No Go" decision
- Conducts the Test Phase status review with the Project Sponsor and project stakeholders

Implementation

- Approves the project deliverables including the Completed System, System Documentation, Implementation Notice (along with the Project Sponsor), Readiness Document, and the Version Description Documentation
- Participates in the Post-Implementation Review
- Reviews and approves the Post-Implementation Review Report with the Project Sponsor, Project Manager, and Development Team

- Reviews and approves Standard Operating Procedures
- Receives results of unacceptable results and provides guidance for corrective actions and approval for those actions that require financial resources
- Conducts the Implementation Phase status review with the Project Sponsor and project stakeholders

Operations and Maintenance

- Reviews and approves updated Standard Operating Procedures
- Reviews and approves Implementation Notices
- Conducts a quarterly In-Process Review with the System Manager
- Reviews the results of User Satisfaction Reviews
- Reviews and approves the Disposition Plan
- Reviews and approves change requests
- Conducts the Operations and Maintenance Phase status review with the Project Sponsor and project stakeholders

Disposition

- Reviews and approves the updated Disposition Plan
- Conducts the Disposition Phase status review
- Reviews and signs the Post-Termination Review Report

Agency Evaluation Committee

The Agency Evaluation Committee is a select group of stakeholders and project representatives gathered to evaluate solicitation proposal responses and to rank and recommend an offeror for contract award based upon the technical and financial merits of its response. The Agency Evaluation Committee may be involved in any of the Systems Development Life Cycle (SDLC) phases, except the Disposition Phase, depending on the timing of solicitations. Agency Evaluation Committee responsibilities are included within the Requirements Analysis Phase below because standard practice dictates the issuing of implementation solicitations after the detailed definition of system requirements. This timing may vary depending on the timing of solicitations.

Initiation

- None

Concept Development

- None

Planning

- None

Requirements Analysis

- Establishes evaluation criteria to select contractor(s)
- Follows a formal evaluation process with the Procurement Officer to review and select the contractor(s) for award

Design

- None

Development

- None

Test

- None

Implementation

- None

Operations and Maintenance

- None

Disposition

- None

Agency CFO

The Agency CFO is responsible for financial oversight and reporting for the project. The Agency CFO is involved in the project from Initiation through Disposition by supporting financial planning efforts, acquiring funds, and staying abreast of and regularly reporting the financial status of the project.

Initiation

- Participates in the Initiation Phase status review

Concept Development

- Reviews and approves the Project Scope Statement
- Reviews and approves the Information Technology Project Request
- Participates in the Concept Development Phase status review

Planning

- Participates in the Planning Phase status review

Requirements Analysis

- Reviews and approves procurement documents
- Participates in the Requirements Analysis Phase status review

Design

- Participates in the Design Phase status review

Development

- Participates in the Development Phase status review

Test

- Participates in the Test Phase status review

Implementation

- Participates in the Implementation Phase status review

Operations and Maintenance

- None

Disposition

- None

Business Owner

The Business Owner leads the organization that requires or directly benefits from the products or services being provided by the project. The Business Owner is the ultimate champion and works with the Agency CIO to appoint a Project Sponsor to represent the interest of the organization. In some projects, the Business Owner is also the Project Sponsor.

Initiation

- Designates the Project Sponsor with the Agency CIO
- Reviews and provide feedback regarding the Concept Proposal
- Provides input into Project Charter development
- Provides input into Project Organization Chart development
- Participates in the Initiation Phase status review

Concept Development

- None

Planning

- None

Requirements Analysis

- Reviews and approves the Functional Requirements Document and the Requirements Traceability Matrix
- Provides input for the development of the Test Master Plan
- Reviews and approves procurement documents
- Identifies proposal evaluation criteria
- Contributes to selection of contractor(s)
- Provides input into ongoing risk management
- Keeps informed of project performance
- Participates in the Requirements Analysis Phase status review

Design

- Approves updates to the Requirements Traceability Matrix
- Participates in Design Phase status review

Development

- None

Test

- None

Implementation

- None

Operations and Maintenance

- Reviews and approves the Disposition Plan with the Agency CIO
- Participates in the Operations and Maintenance status review

Disposition

- Reviews and approves updates to the Disposition Plan with the Agency CIO
- Participates in Disposition Phase status review
- Reviews and signs the Post-Termination Review Report

Department of Information Technology

DoIT is responsible for IT project management oversight over State agencies. This oversight includes, but is not limited to, guidance regarding adherence to the SDLC, review and feedback regarding ITPR requests and other project artifacts, provision of Peer Reviews, execution of Independent Verification and Validation reviews, independent project management oversight, and approval of project funding.

Initiation

- Reviews project documents, including the Concept Proposal, Project Charter, and Project Organization Chart, and provides feedback

Concept Development

- Reviews and approves the Information Technology Project Request
- Reviews project documents, including the Project Scope Statement, Project Organization Chart, Responsibility Assignment Matrix, and Project Staffing Estimates, and provides feedback
- Reviews monthly and quarterly project reporting

Planning

- Reviews project documents, including the Project Management Plan and subsidiary plans, and provides feedback
- Reviews monthly and quarterly project reporting

Requirements Analysis

- Reviews project documents, including the Functional Requirements Document (or System

Requirements Document), Requirements Traceability Matrix, procurement documents, and Test Master Plan, and provides feedback

- Reviews monthly and quarterly project reporting

Design

- Reviews project documents and provides feedback
- Reviews monthly and quarterly project reporting

Development

- Reviews project documents and provides feedback
- Reviews monthly and quarterly project reporting

Test

- Reviews project documents and provides feedback
- Reviews monthly and quarterly project reporting

Implementation

- Reviews project documents and provides feedback
- Reviews monthly and quarterly project reporting

Operations and Maintenance

- Reviews project documents and provides feedback
- Reviews monthly and quarterly project reporting

Disposition

- None

Procurement Officer

The Procurement Officer is the State Official responsible for planning and implementing procedures in the acquisition of goods and services, which includes the development and release of solicitations and contract awards. Furthermore, the Procurement Officer ensures that all solicitations follow Code of Maryland Regulations and State policies.

The Procurement Officer works closely with the Project Manager, the Planning Team, and the Agency Evaluation Committee to evaluate the solicitation responses and properly and fairly award contracts.

The Procurement Officer may be involved in any of the SDLC phases, except the Disposition Phase, depending on the timing of solicitations.

Initiation

- None

Concept Development

- None

Planning

- Provides input into the development of the Project Management Plan
- Works with the Project Manager to define procurement-related change control measures
- Creates a Cost Management Plan and a Cost Baseline for the project with the Project Manager
- Assists the Project Manager with creating the Quality Management Plan and Quality Baseline
- Assists the Project Manager in developing the Procurement Management Plan for products and services required from outside the project team
- Reviews the Procurement Management Plan for completeness and accuracy

Requirements Analysis

- Develops all procurement documents with assistance from the Project Manager
- Determines the type of contract and solicitation based on information documented in the Planning Phase
- Writes the Scope of Work with the Project Manager
- Assists the Planning Team with the development of the Request for Proposals
- Solicits input from the Agency CIO, the Business Owner, and the Project Manager to identify and select members of the Agency Evaluation Committee
- Assists the Agency Evaluation Committee with evaluation of proposals

Design

- None

Development

- None

Test

- None

Implementation

- None

Operations and Maintenance

- None

Disposition

- None

Project Manager

The Project Manager is responsible and accountable for the successful execution of the project. He or she receives authority to execute the project via the signed Project Charter.

The Project Manager is responsible for organizing and leading the team that is charged to deliver the project goals by accomplishing all of the project tasks. The Project Manager leads the project team through Initiating, Planning, Executing, Monitoring and Controlling, and Closing. The Project Manager guides project teams to successfully complete the project tasks of each phase, thereby meeting the goals of the organization.

The Project Manager must effectively balance and influence the competing project constraints of scope, quality, schedule, budget, resources, and risks.

The Project Manager is responsible for the success of the project through the Implementation Phase and hand-off to the System Manager for operations and maintenance support.

Initiation

- Designates members of the Planning Team with input from the Project Sponsor
- Writes Project Charter with input from the Agency CIO and Project Sponsor
- Obtains sign-off on phase deliverables from the Agency CIO and Project Sponsor
- Prepares with the Planning Team and presents an Initiation Phase status review for the Agency CIO, Project Sponsor, and other stakeholders

Concept Development

- Ensures that phase prerequisites are complete
- Prepares the Project Scope Statement with the Project Sponsor and supported by the Agency CIO and CFO
- Performs a high-level analysis of early project risks to complete the Project Scope Statement
- Develops a preliminary Work Breakdown Structure (WBS) and a WBS Dictionary
- Documents project staffing and resource estimates
- Further defines and documents project roles and reporting relationships in a Responsibility Assignment Matrix
- Begins definition of approval and authority levels of team members
- Prepares the ITPR with the Agency CIO and CFO
- Obtains sign-off from the Agency CIO and Project Sponsor for phase deliverables
- Prepares and present the Concept Development Phase status review for the Agency CIO, Project Sponsor, and other stakeholders

Planning

- Ensures that phase prerequisites are complete
- Establishes project timelines and metrics for success for each phase of the project
- Develops the Project Management Plan and all subsidiary project plans with support from Planning Team members
- Develops the schedule baseline
- Creates the cost baseline
- Reviews and incorporates any enterprise architecture (EA) requirements into work plans
- Reviews all applicable state IT standards for use and future compliance
- Obtains phase deliverable sign-off
- Performs phase closure activities
- Prepares and presents the Planning Phase status review for the Agency CIO, Project Sponsor, and other stakeholders

Requirements Analysis

- Ensures that phase prerequisites are complete
- Monitors project performance
- Organizes and oversees systematic quality assurance reviews of project work
- Updates and distributes the PMP and subsidiary plans routinely
- Conducts risk management activities
- Contributes to the development of the Functional Requirements Document (or System Requirements Document) and the Requirements Traceability Matrix
- Writes the Statement of Work with input from the Procurement Officer
- Develops any required procurement documents with help from the Procurement Officer
- Establishes evaluation criteria and Agency Evaluation Committee with help from the Agency CIO and Business Owner
- Develops the Test Master Plan with input from the Agency CIO and Business Owner
- Assigns personnel to be members of the Development Team
- Prepares and presents the Planning Phase status review for the Agency CIO, Project Sponsor, and other stakeholders

Design

- Ensures that phase prerequisites are complete
- Monitors project performance
- Organizes and oversees systematic quality assurance reviews of project work
- Updates the PMP and subsidiary plans routinely
- Conducts periodic risk management activities
- Ensures timely communications reach all team members
- Assembles all project documentation, including communications plans, PMPs, issue logs,

and other relevant artifacts and submits this information to DoIT quarterly

- Reviews and approves the System Design Document and Unit and Integration Test Document with the Agency CIO and Project Sponsor
- Reviews and approves the System Security Consensus Document
- Reviews and approves the Security Plan
- Reviews and approves the Data Retention Plan
- Consults with the Maryland Enterprise Architecture Repository for possible components to integrate into the new system
- Oversees periodic system design reviews of the system functions, performance requirements, security requirements, and platform characteristics
- Schedules a review of the system requirements with the stakeholders and the Development Team to ensure the scope has not changed since the end of the Requirements Analysis Phase
- Coordinates a comprehensive security risk assessment
- Works with the Development Team to create a Disaster Recovery Plan
- Prepares and presents a project status review to the Agency CIO, Project Sponsor, and other stakeholders
- Drafts an Operations or Systems Administration Manual and a Maintenance Manual
- Reviews and provides feedback regarding draft Unit and Integration Test Plans
- Reviews and provides feedback regarding draft Conversion Plan
- Reviews and provides feedback regarding the Implementation Plan
- Reviews and provides feedback regarding the draft Operations or Systems Administration Manual
- Reviews and provides feedback regarding the draft Maintenance Manual
- Reviews and approves the Training Plan
- Reviews and provides feedback regarding the draft User Manual
- Reviews and approves the updated Requirements Traceability Matrix
- Conducts the Design Phase review with the Agency CIO and Project Sponsor
- Obtains signatures from the Agency CIO and Project Sponsor on phase deliverables before proceeding to the Development Phase
- Compares actual project performance to the baseline and the projected cost to detect and understand any variances from the cost baseline during the phase-end review
- Updates the Maryland EA Repository with any new or updated components before beginning the Development Phase

Development

- Ensures that phase prerequisites are complete
- Ensures that project documents are complete and up-to-date, including: System Design Document, Test Plans for Unit and Integration Testing, Conversion Plan, Implementation

Plan, Operations or Systems Administration Manual, Maintenance Manual, Training Plan, and User Manual (if applicable)

- Monitors project performance including monitoring all changes to baseline data, change management, activity progress with status details, the list of complete and incomplete deliverables, activities initiated and finished, estimated time to completion, resource utilization data, and changes to project scope
- Maintains project information repository
- Oversees development of test data
- Oversees systematic quality assurance reviews
- Conducts risk management activities
- Reviews and provides feedback regarding the Integration Plan
- Updates and distributes the PMP and subsidiary plans routinely
- Reviews Development Phase deliverables
- Conducts the Development Phase review
- Compares actual progress performance to the PMP and the projected project cost to detect and understand variances
- Obtains deliverable approval signatures

Test

- Ensures that phase prerequisites are complete
- Confirms and reviews any testing tools and defect tracking mechanisms and the change management tool used in the software development
- Monitors project performance, including all changes to baseline data, change management, activity progress with status details, the list of complete and incomplete deliverables, activities initiated and finished, estimated time to completion, resource utilization data, changes to project scope
- Oversees systematic quality assurance reviews
- Updates and distributes the PMP and subsidiary plans routinely
- Oversees execution of Conversion Plan
- Ensures that project documents are kept up-to-date
- Maintains project information repository
- Reviews and approves implementation procedures for accuracy
- Conducts the Test Phase review
- Compares actual progress performance to the PMP and the projected project cost to detect and understand variances
- Obtains deliverable approval signatures

Implementation

- Ensures that phase prerequisites are complete

- Ensures that project documents are complete and up-to-date
- Monitors project performance, including monitoring all changes to baseline data, change management, activity progress with status details, the list of complete and incomplete deliverables, activities initiated and finished, quality assurance acceptance, estimated time to completion, resource utilization data, changes to project scope
- Oversees systematic quality assurance reviews
- Updates and distributes the PMP and subsidiary plans routinely
- Conducts risk management
- Maintains project information repository
- Sends Change Implementation Notice to all end-user organizations
- Reviews the Security Plan for required security policies and procedures
- Executes the Training Plan
- Executes the Conversion Plan (migrating the data and information)
- Conducts the Post-Implementation Review
- Develops and reviews the Post-Implementation review report
- Corrects deficiencies identified through lessons learned determination
- Compares actual progress performance to the PMP and the projected project cost to detect and understand variances
- Obtains deliverable approval signatures

Operations and Maintenance

- None

Disposition

- None

Project Sponsor

The Project Sponsor is the business manager responsible for providing the overall business direction for the project; he or she acts as the senior spokesperson for the project. The Project Sponsor ensures that the needs and accomplishments within the business area are widely known and understood. With review and approval of project documents and careful stage gate reviews, the Project Sponsor ensures that the design of the system meets functional and non-functional business goals.

The Project Sponsor is also responsible for ensuring that adequate financial and business process resources to address business area needs are made available in a timely manner. The Project Sponsor is expected to actively assist project teams to address risks and resolve project issues throughout the project life cycle.

Initiation

- Develops the Concept Proposal with input from the Business Owner
- Identifies the Project Manager
- Assists the Project Manager to identify members of the Planning Team
- Reviews and approves the draft Project Organization Chart
- Provides input to the Project Manager regarding the Project Charter
- Authorizes the Project Charter with the Agency CIO
- Attends Initiation Phase review
- Signs off on phase deliverables
- Understands the project scope and is accountable for the project's execution

Concept Development

- Provides input into the Project Scope Statement
- Provides input into and approves the ITPR
- Reviews acquisition strategy
- Further defines the governance framework, establishes the Steering Committee, and develops the Project Organizational Chart and Responsibility Assignment Matrix
- Chairs the Steering Committee
- Develops the Project Staffing Estimate with the Agency CIO
- Reviews contract type recommendations with the Planning Team and Agency CIO
- Attends the Concept Development Phase review
- Signs off on phase deliverables

Planning

- Participates in risk identification and mitigation
- Signs off with the Agency CIO on the PMP and all subsidiary plans for accuracy and

completeness

- Documents and sign-off on the reasons for the early termination (if applicable)
- Participates in the Planning Phase review

Requirements Analysis

- Reviews and approves the Functional Requirements Document (or System Requirements Document for hardware/network projects)
- Reviews and approves procurement documents associated with the project
- Participates in the Requirements Analysis Phase review

Design

- Reviews and approves the System Design Document
- Reviews and approves the Training Plan
- Reviews and approves the Implementation Plan
- Participates in the Design Phase review

Development

- Reviews the Test and Analysis reports
- Reviews and approves updates to the Conversion Plan, Implementation Plan, Training Plan and User Manual (if applicable)
- Participates in the Development Phase review

Test

- Reviews the Test Problem Reports
- Reviews the Test Analysis Approval Determination
- Participates in and reviews the results of the IT Systems Certification and Accreditation process
- Reviews the Defect Log and the Readiness Document
- Makes system "Go-No Go" decision
- Participates in the Test Phase review

Implementation

- Approves the Implementation Notice providing approval for the changes made as a result of the project
- Participates in the Post-Implementation Review
- Participates in the Implementation Phase review

Operations and Maintenance

- None

Disposition

- None

Project Stakeholders

Stakeholders are individuals who may be positively or negatively impacted by the execution or completion of a project or may exude influence on the project and its deliverables.

Initiation

- Review and gain common understanding of SDLC documents
- Commit support to the project and Project Manager
- Participate in the Initiation Phase review

Concept Development

- Review and gain common understanding of SDLC documents
- Provide input into scope definition
- Participates in the Concept Development Phase review

Planning

- Review and gain common understanding of SDLC documents
- Provide input to the Project Manager for development of the project scope and Scope Management Plan
- Provide input to the Project Manager for development of the project schedule and Schedule Management Plan
- Provide input to the Project Manager for development of the Quality Management Plan
- Provide input to the Project Manager for development of the Staffing Management Plan
- Provide input to the Project Manager for development of the Communication Management Plan
- Provide input to the Project Manager for development of the Risk Management Plan
- Provide input to the Project Manager for development of the Procurement Management Plan
- Participate in the Planning Phase status review

Requirements Analysis

- Review and gain common understanding of SDLC documents
- Review communications in accordance with the Communication Management Plan
- Work with the project team to identify and document all functional requirements
- Review and approve draft process models
- Attend the Requirements Analysis Phase status review

Design

- Review and gain common understanding of SDLC documents
- Review communications in accordance with the Communication Management Plan
- Revalidate functional and non-functional scope
- Provide input into the Disaster Recovery Plan
- Review Data Retention Plan
- Participate in design reviews
- Attend the Design Phase status review

Development

- Review and gain common understanding of SDLC documents
- Review communications in accordance with the Communication Management Plan
- Attend the Development Phase status review

Test

- Review and gain common understanding of SDLC documents
- Review communications from the Project Manager as issued in accordance with the Communication Management Plan
- Participate in User Acceptance Testing
- Attend the Test Phase status review

Implementation

- Review and gain common understanding of SDLC documents
- Review communications from the Project Manager as issued in accordance with the Communication Management Plan
- Participate in the Post-Implementation review
- Attend the Implementation Phase status review

Operations and Maintenance

- Review and gain common understanding of SDLC documents
- Participate in periodic disaster recovery tests
- Review system performance
- Attend the Operations and Maintenance Phase status review

Disposition

- Review and gain common understanding of SDLC documents
- With the Systems Team, periodically review the Data Retention Plan
- Attend the Disposition Phase status review

Security Officer

The Security Officer is responsible for the overall security of the system. The Security Officer is responsible for the overall security of the system and the security of the resources associated with processing functions. He or she ensures system adherence to the agency's IT security program, implements IT security certification and accreditation processes, and assures the confidentiality, integrity, availability, and accountability for all agency information in the system while it is processed, stored, and/or transmitted electronically.

Initiation

- None

Concept Development

- None

Planning

- None

Requirements Analysis

- Participates in security requirements definition

Design

- Supports the development of the System Security Consensus Document
- Supports the development of the Security Plan

Development

- None

Test

- None

Implementation

- None

Operations and Maintenance

- Monitors the security of the information system according to the System Security Plan
- Confirms the System Security Plan is current
- Performs a risk assessment and analysis
- Oversees routine testing of the Contingency Plan
- Reviews system security reports
- Coordinates with project stakeholders on regular disaster recovery tests

Disposition

- None

Steering Committee

The Steering Committee is a group of stakeholders assembled to provide governance over the project and to assist in mitigating risk. The Steering Committee, chaired by the Project Sponsor, establishes project goals, guidelines, and expectations through the entire life cycle.

Steering committee members must understand project goals, be aware of project risks and issues, and provide appropriate and timely decisions and guidance to the Project Manager to keep the project on track in terms of scope, schedule, budget, and quality. In order to accomplish these tasks, Steering Committee members must be current with status reports, complete action items, and be active participants throughout the project life cycle.

The Steering Committee is expected to work with the Project Manager to make strategic and tactical decisions regarding the project requirements, scope, schedule, budget, quality, resources, and risk management. Ideal members of the Steering Committee will represent the business users, customers, and management and have an understanding of the organization's strategic goals. The Steering Committee will have project decision making authority from a strategic perspective.

Initiation

- None

Concept Development

- Provides continuous oversight
- Participates in Concept Development Phase status review

Panning

- Provides continuous oversight
- Participates in Planning Phase status review

Requirements Analysis

- Provides continuous oversight
- Participates in Requirements Analysis Phase status review

Design

- Provides continuous oversight
- Participates in Design Phase status review

Development

- Provides continuous oversight

- Participates in Development Phase status review

Test

- Provides continuous oversight
- Participates in Test Phase status review

Implementation

- Provides continuous oversight
- Participates in Implementation Phase status review

Operations and Maintenance

- None

Disposition

- None

System Manager

The System Manager has overall responsibility for the System Team and the operations and maintenance of the project deliverables post-implementation.

Initiation

- None

Concept Development

- None

Planning

- None

Requirements Analysis

- None

Design

- None

Development

- None

Test

- None

Implementation

- None

Operations and Maintenance

- Ensures phase prerequisites are complete
- Monitors project phase performance
- Organizes and oversees systematic quality assurance reviews
- Routinely updates and distributes the PMP and subsidiary plans
- Monitors system performance
- Reviews Program Trouble Reports
- Reviews incident reports
- Routinely reviews DoIT's security policies, standards on DoIT's website, and guidelines endorsed by National Institute of Standards and Technology and the National Security Agency
- Coordinates with project stakeholders on regular disaster recovery tests for the system
- Reviews and updates all system documentation
- Conducts In-Process Reviews
- Evaluates system performance against baseline performance, user satisfaction with the system, adaptability to changing business needs, and new technologies that might improve the system
- Approves system enhancements
- Reviews security reports
- Reviews and prioritizes end-user enhancement requests
- Performs phase closure activities
- Participates in the Operations and Maintenance Phase review

Disposition

- Ensures Systems Team completes the Disposition Plan
- Ensures the Data Retention plan is drafted
- Monitors phase performance
- Update the Maryland EA repository with any archived components
- Conducts the Post-Termination Review