

State of Connecticut Criminal Justice Information System Governing Board

Connecticut Information Sharing System Quarterly Project Health Check Services Report

12/15/2016 – 03/22/2017

Prepared By:



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Executive Summary

Again this quarter the overall project scores remained practically unchanged. However, interview responses often showed a shift in stakeholder mentality from scope and requirements to training and operational support. This is a significant shift and shows that stakeholders are envisioning a post-implementation environment and want to ensure their agency is ready. Stakeholders did note many positives this quarter:

- Interactions and testing with Conduent continue to go well
- Agencies are very pleased that there has been no turnover in the core PMO team
- Stakeholders are generally satisfied with the overall communication on the project
- TIGER Team resources have been a significant assistance to those agencies receiving them

No new risks were added this quarter. A final resolution on the FBI data (Risk #1) and the decision to postpone the SharePoint upgrade till after Phase 1 (Risk #13), allowed those risks to no longer be tracked as current risks.

The Critical Risk Register contains four risks:

- Risk #4 – The loss of Executive Director will negatively impact the project
- Risk #5 – The eighteen State positions needed to operationally support the system
- Risk #7 – Interfaces with the RMS vendors are needed for full implementation
- Risk #11 – Agencies will not be able to meet key project dates, delaying implementation

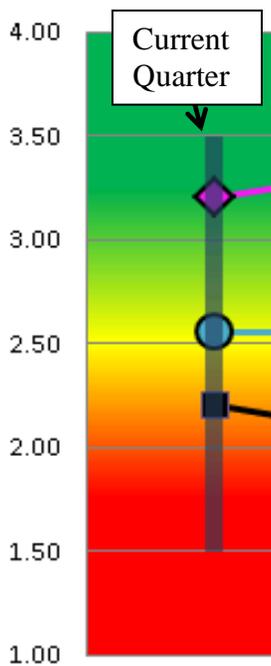
There is concern across the project that agencies will struggle to make the critical dates needed to keep the project on schedule. Delays would likely impact the newly updated end date, causing significant costs to the State. The Governance Committee should closely track the critical project dates and their related tasks to ensure their respective agencies will meet those dates.

Negotiations with the RMS vendors to build interfaces to the CISS project are underway. The State and Local Police can apply additional pressure to ensure all vendors participate in what will ultimately provide a significant benefit to the law enforcement community and community at large.

The project is increasingly feeling the absence of a full-time Executive Director. The project is about to move into a very active summer and this position will need to be very engaged to quickly remove obstacles and ensure the Governance Committee has all the details needed to support the project.

Group	Last Year	Last Quarter	Current Quarter
Agency	2.83	2.73	2.73
Conduent	2.81	2.75	2.69
PMO	2.89	2.81	2.82

How to Read the Graphs in the Quarterly Report



The graphs are color coded in a stoplight scheme to clearly illustrate project strengths and weaknesses. Each value is represented by a square, circle, or triangle. The black square represents the values from this quarter last year, and the blue circle represents the last quarter's values. The pink diamond represents this quarter's values. The range of values for the current quarter is represented by the vertical grey bar. In the example to the left, the average across all agencies increased from the last year's quarter to the current quarter. The range of values for the current quarter extends from 1.5 to 3.5.

The graph values fall into the levels below:

Above 3.0	Strong
2.5 to 3.0	Average
2.0 to 2.49	Weak
Below 2.0	Critical

Definitions for Graph Levels:

- Strong – Category is perceived as consistently high across agencies
- Average – Category is perceived with mixed perspectives
- Weak – Category is perceived to contain improvement opportunities
- Critical – Category is perceived as warranting immediate action

Project Health Overview

The project health overview for this quarter looks at the trend in values measured by Qualis Health. This section layouts any new findings, issues, risks, and recommendations since the last set of interviews and surveys. This quarter covers the period from December 15, 2016 through March 22, 2017. This section will also provide an update on issues, risks, and recommendations from last quarter, as well as present reported steps the PMO has taken to address the recommendations. Specific details on each question and average response are included in Appendix A.

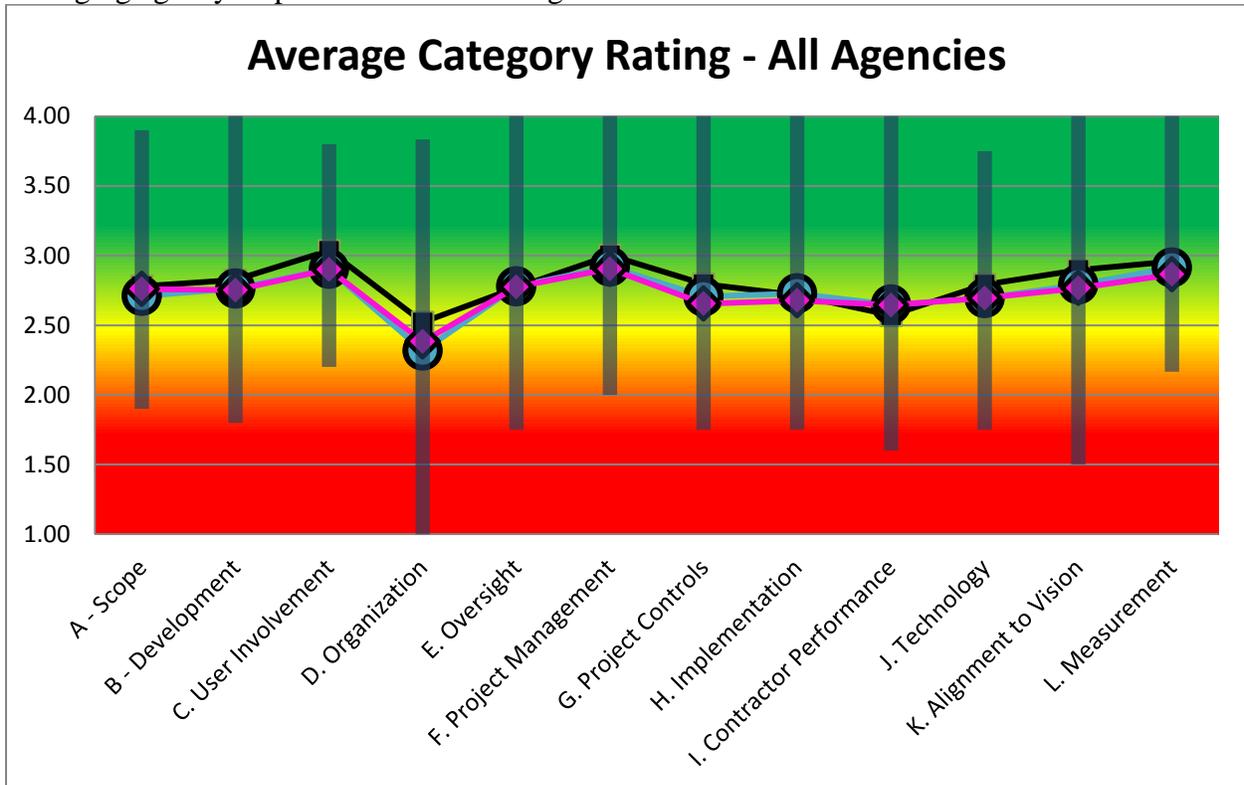
Critical Risks and Issues

Risk #	Description	Why Critical
Risk #4	The loss of CJIS PMO staff will impact the project.	The project is really feeling the absence of an Executive Director.
Risk #5	The eighteen unfilled State full time employee positions for the project are not filled.	Conduent's warranty support for Release 1 ended in February 2017. The vacancies cause operational support issues and require the project to hire consultants using resources meant to fund later phases of the project.
Risk #7	The system will not provide stakeholder agencies with the data they need in a timely manner and agencies revert to previous processes to retrieve the data, leaving the system under-utilized and less supported.	Assurances of support from all RMS vendors are needed to ensure the system can move forward with rollout of the geographic areas.
Risk #11	State budget cuts will impact the project directly, or stakeholder agencies indirectly, impacting the resources available to successfully implement the project.	It is essential to keep the project on schedule. Agencies need to make sure they have the resources in place to meet key project dates. If the key dates are not met, the project will have to extend further, causing the State to incur significant costs.

Overall Project Health (-.01)

Last Year Score 2.81
Last Quarter Score 2.74
Current Quarter Score 2.73

The Overall Project Health decreased slightly from 2.74 to 2.73. This score is calculated by averaging agency responses across all categories.



There was a very slight tick down in the overall project score this quarter. In most categories the scores changed very little, if at all. Resource availability, and its impact on the project timeline, continues to be the main concern. It is essential that agencies meeting the critical project dates.

The differences in quarter values are rounded to the nearest value:

Category	Last Year	Last Quarter	Current Quarter	Difference
Scope	2.78	2.71	2.76	+.05
Development	2.83	2.76	2.75	-.01
User Involvement	3.04	2.90	2.90	No Change
Organization	2.52	2.32	2.38	+.06
Oversight	2.77	2.78	2.78	No Change
Project Management	3.00	2.92	2.91	-.01
Project Controls	2.80	2.71	2.66	-.05
Implementation	2.71	2.73	2.68	-.05
Contractor Performance	2.57	2.65	2.64	-.01
Technology	2.79	2.69	2.69	No Change
Alignment to Vision	2.90	2.79	2.77	-.02
Measurement	2.96	2.91	2.87	-.04

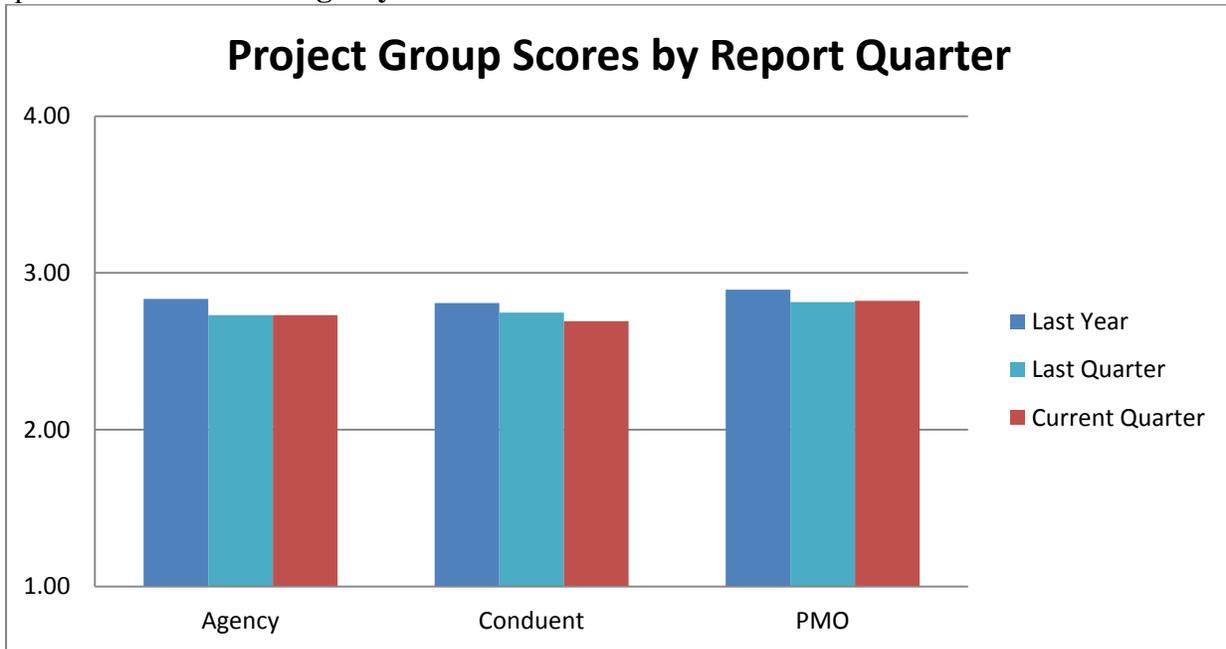
The following are highlights from this quarter's results:

- Organization continued to increase this quarter. Two quarters ago it was a Critical category. It is still perceived as Weak. All parties are very concerned about agency resources and if they will be able to meet the project timelines.
- Project Management is the highest rated category, but is down from its Strong perception from a year ago.
- The Scope category score increased this quarter. This increase appears related to the project being closer to completing requirements.
- Project Controls and Implementation decreased .05 this quarter. This appears to be driven by the inflexibility in the change control process for Process Control and concerns about training end users to understand the data limitations for Implementation.

Appendix A has more details about specific categories and this quarter's scores.

Overview by Project Group

Below are agency perceptions of areas that correspond with the three project groups. This quarter's scores were: **Agency: 2.73 Conduent: 2.69 PMO: 2.82.**



Agency Overview (No Change)

Last Year Score **2.83**

Last Quarter Score **2.73**

Current Quarter Score **2.73**

Most stakeholders are still very engaged in the project and most see a significant long-term benefit. Agencies continue to worry about the project timeline and the potential for additional slippage. It appears at this point in the project that agencies are having trouble meeting timelines. Missing key project dates at this point will likely extend the project and have significant costs to the State. There is also concern that not all RMS vendors are onboard with the project at this point.

Agency Top Concerns

Limited agency resources have impacted how quickly agencies have been able to meet project needs (Risk #11)

Agency and Governance Committee Recommendation (R11-2): The critical dates document compiled by the PMO should be reviewed by the Governance Committee. Agency leadership should ensure the project is sufficiently prioritized to meet those dates. The PMO needs to work with agencies to ensure any additional strains on resources caused by budget cuts do not impact the timelines. This will require significant and constant communication.

The maintenance and capacity for the underlying State IT infrastructure that houses CISS, along with many other systems may overwhelm the limited resources (BEST) available to support it.

Governance Committee Recommendation: This item should be tracked at the Governance Committee level to ensure there is a strategic direction to address the underlying infrastructure needs.

Cross-agency bi-weekly meetings are still being requested by agencies to provide a uniform update and a forum for cross-agency concerns/solutions.

PMO Recommendation: The PMO should organize this standing meeting.

Conduent Overview (-.06)

<i>Last Year Score</i>	<i>2.81</i>
<i>Last Quarter Score</i>	<i>2.75</i>
<i>Current Quarter Score</i>	<i>2.69</i>

The scores related to Conduent decreased slightly but this has more to do with timeline concerns than with Conduent. Agencies continued to have good perceptions of Conduent this past quarter. **There is a desire by stakeholders to have more flexibility in changes stemming from testing, so that not all changes have to become CRs.**

Conduent Top Concerns

Agencies completing testing have seen issues with format. They report issues with field size and wrapping. Stakeholders have noted less push back on changes, but would like to see the change request process improved further so fewer changes have to become formal CRs.

Conduent Recommendation: Conduent should ensure a level of quality control to catch formatting issues time is not wasted during testing to report them.

CJIS PMO Overview (+.01)

<i>Last Year Score</i>	<i>2.89</i>
<i>Last Quarter Score</i>	<i>2.81</i>
<i>Current Quarter Score</i>	<i>2.82</i>

The PMO scores remain high. Agencies are now focusing their attention on issues related to training, internal preparation for go-live, and the amount of work left to do to stay on schedule. The PMO needs to stay on top of communication for these topics so that agencies are aware of their plans in these areas so the agencies can plan accordingly.

PMO Top Concerns

Police RMS data is a significant piece of the project that is required for the long-term success of the project. (Risk #7)

PMO Recommendation (R7:2): The PMO should work with State and Local police to put pressure on the vendors to build the required interfaces at a reasonable cost and stress that it is a huge benefit to the police and to the public.

Many stakeholders are concerned that system end users will make assumptions based on returned data, even though that data may not be a complete representation of the situation.

PMO Recommendation: Training is very important to ensure that the end-users understand what the system provides them and just as importantly, what the system may not provide them. The PMO needs to work to make sure training stresses the system's capability as well as its limitations.

Agencies are unsure of the production end-to-end workflow process. The proposed "Model Office" process walk-through is requested for as soon as possible so agencies can make sure their policies and procedures are updated accordingly.

PMO Recommendation: The PMO is planning on completing the Model Office as soon as certain necessary work is completed. The PMO needs to communicate when Model Office workflow is planned and the reasons it cannot start earlier.

Project Risks and Issues

For the definition of this report, risk will be defined as something that **may** happen in the future that must be prepared for. An issue will be defined as something that has happened or is happening that can be fixed presently. Each previously identified risk and issue will have an update to show if the risk mitigation or issue is improving or get worse. We will use the following three symbols to note progress:



No change in issue/risk



Risk mitigation or issue is perceived as improving



Risk mitigation or issue is perceived as getting worse

Risks

No New Risks This Quarter

Previously Identified Risks

Risk #2 Project resources (staff and funding) are not identified for all agencies and those agencies cause project delays.



Update – The PMO will need to re-assess resources after this June's budget cuts.

Risk #4 A significant number of CJIS PMO staff continues to leave the project. This has the potential to cause a major loss in project knowledge, disruption to project momentum, and a loss of project/stakeholder relationships. This could impact current resource availability, potentially delaying the project.



Update – The Executive Director position should have significant progress to report by the time this report is released. Until it is filled, this is a critical risk.

Risk #5 The eighteen unfilled State full time employee positions for the project are not filled timely, causing operational support issues and requiring the project to hire consultants using resources meant to fund later phases of the project.



Update – Until the positions are filled, these vacancies are a critical risk.

Risk #7 When implemented, the system will not provide stakeholder agencies with the data they need in a timely manner and agencies revert to previous processes to retrieve the data, leaving the system under-utilized and less supported.



Update (same as last) – A solution is needed so all RMS data can be interfaced to the system.

Risk #8

Due to the nature of the contract, changes to requirements are not addressed quickly enough causing the system to be developed and implemented with a backlog of known issues that could deliver an unusable product.



Update – No update this quarter.

Risk #9

Agencies will not have the support systems or procedures in place at implementation, impacting the project's success.



Update – No update this quarter.

Risk #10

The CJIS QA testing and Conduent defect resolution will continue to impact the project schedule.



Update – Agencies continue to note improvement in testing and defect resolution.

Risk #11

State budget cuts will impact the project directly, or stakeholder agencies indirectly, impacting the resources available to successfully implement the project.



Update – Delays in agency-related work are impacting the project. Agency leadership should ensure that the CISS project work is prioritized sufficiently to keep the project on schedule. A new round of budget cuts may exacerbate the delays.

Risk #12

The maintenance and capacity for the underlying State IT infrastructure that houses CISS, along with many other systems, overwhelms the limited resources (BEST) available to support it.



Update – This item should be tracked at the Governance Committee level to ensure there is a strategic direction to address the underlying infrastructure needs.

Issues and Risks No Longer Identified as Current

- Issue #1** Trust
- Issue #2** Sustainable Communication
- Issue #3** Limited Access to Project Documentation
- Issue #4** Stakeholder Project Engagement
- Issue #5** Inconsistent Information
- Risk #1** Parking Lot Issue Resolution
- Risk #3** Conduent Contract Amendment
- Risk #6** Move of Project to DESPP

Risk #13 SharePoint Upgrade

Mitigation Recommendations

Given the risks and issues identified above, Qualis Health has compiled the mitigation recommendations below.

Project Management Mitigation Progress

Each quarter we will provide an update on the PMO’s status to implement the recommendations made in previous Project Health Check Reports. **Updates are in bold.** The status is gathered from the interviews with the PMO as well as interviews with agency stakeholders.

Mitigation Recommendation	Overview	PMO Mitigation Progress
R1-1 Special Issue Work Group	Stakeholders need meetings focused on outstanding issues.	Focus Group meetings should continue to address project issues as they arise.
R1-2 – Data Sharing Agreement	The PMO establishes high-level agreement with each agency from which the project will receive data to ensure the breadth and timeline to receive that data.	A rollout plan is contingent on RMS interface work.
R2-1 + R11-1 – Project Resource Plan	Agencies need a document that aligns the project schedule with the agency’s schedule and identify the resources needed for each task and gaps.	The new Release Plan has been distributed and the PMO has and will continue to work with agencies on their resource availability.
R4&5 -1 Fill and Train the 18 State Positions	The PMO and Governing Board should work to fill the 18 State positions by April.	An RFP for managed services is in the works.
R7 -1 – Data Sharing Workflow Diagram with Timelines	The PMO and Governance Committee should work with agencies to develop workflow diagrams of which data will be shared and expected timelines for release.	The remaining data sharing piece is the RMS vendor data interface. See R7-2.
R7-2 – RMS vendor negotiations	Work with State and Municipal Police to negotiate fair interface development timelines and prices	New

Mitigation Recommendation	Overview	PMO Mitigation Progress
#R8-1 – PMO Change Request Tracking	The CJIS Change Control Board has been established to review agency changes that may impact the CISS Project.	The CR process has improved but there is still not much flexibility in the budget for dealing with CRs.
R9-1– Escalate Difficult Items to Resolve Cross-agency Workflow Issues	When requirement gathering and design cannot quickly resolve cross-agency workflow issues the PMO should escalate them to the Governance Committee.	Agency issues in meeting the timeline should be addressed by the Governance Committee.
R10-1 – Streamlined Defect Categorization and Resolution	A more streamlined testing and defect resolution process is needed.	The process put in place appears to be working for all parties.
R11-1 – State Budget Cuts	Update project schedule and align with Project Resource Plan	The PMO needs to be on top resource planning during this summer's budget cuts.

Current Risk/Issue Mitigation Summary Table

The table below gives a quick view of the current risks and issues and the associated mitigation recommendations as well as status.

Risk/Issue	Mitigation	Status
Risk #1 – Unresolved Issues	#R1-1 – Special Issue Work Groups	Started
	#R1-2 – Data Sharing Agreement	Started
Risk #2 – Resource Issues	#R2-1 – Project Resource Plan	Started
Risk #4 – Consultant Turnover	#R4&5-1 – Fill and Train the 18 State Positions	Started
Risk #5 – State FTE Positions		
Risk #7 – Efficient Movement of Data to Agencies	#R7-1 – Workflow Diagrams with Timelines	Not Yet Started
	#R7-2 – RMS Negotiations	New
Risk #8 – Change Control	#R8-1 – PMO Change Request Tracking	Started
Risk # 9 – Agency Support Systems and Procedure in place at Implementation	#R9-1 – Escalate Cross-Agency Workflow Issues to Governance Committee	Started
Risk #10 – QA Testing and Defect Resolution	#R10-1 – Streamlined Defect Categorization and Resolution	Started
Risk #11 – State Budget Cuts	#R2-1 – Project Resource Plan	Started
	#R11-1 – Update Project Schedule and align with Project Resource Plan	Recommendation Updated
	#R11-2 – Governance Committee members work to appropriately prioritize CISS work	Status Unknown
Risk #12 – State IT Infrastructure Support	#R12-1 – Re-establish Technology Subcommittee to Analyze State Infrastructure.	Not Yet Started

Appendix A: Findings Details

The following are the details for each category. It contains the overall category score from a year ago, last quarter and the current quarter score, which corresponds to the values for that category in the Project Health Overview section. The first historical quarters' scores are presented to show the trend in scoring for the category. Below the score is an overview of the section, followed by a graph, and any recommendations.

The graphs in this section are scores by project activity category versus who is actually responsible (i.e. Project Groupings: Conduent, PMO, and Agency). This is to give a view toward the overall project health within a specific set of project activities and their dependencies with one another. This could reveal a situation where Conduent and the Agency are perceived by agencies as doing great with their contributions, but the project activity overall is slipping. This detailed breakdown allows for quick analysis and problem resolution. To see which survey questions are assigned to which category, please see Appendix B.

A note on question values versus overall values: The values in the graph below are average answer across all 10 stakeholder agencies. The overall score for each of the categories below is the average score of all questions in the category, averaged again by all agencies. Because of how the overall scores are calculated and how the data below are presented, the overall score may be slightly higher or lower than averaging the values on the graph. The same is true for the calculations used in the Project Balance Ranking graph.

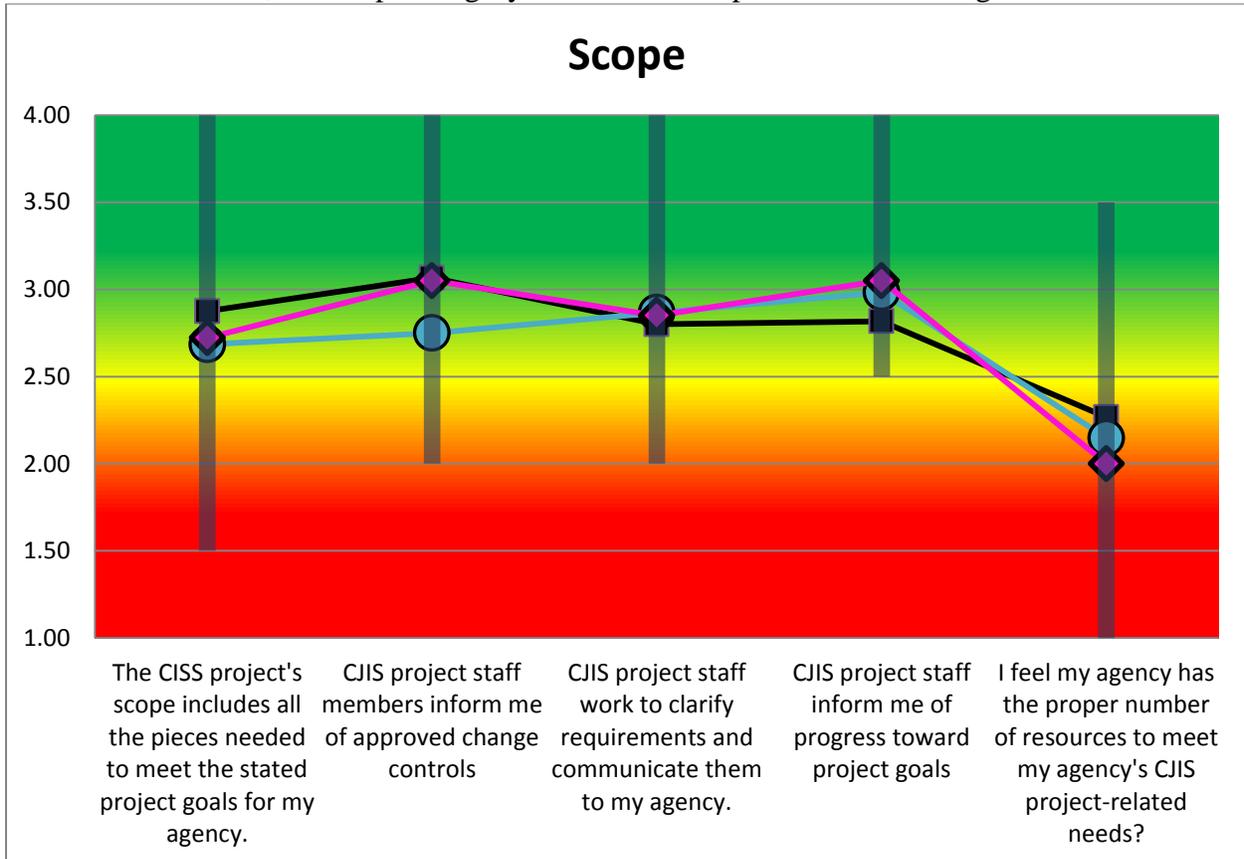
Category A: Scope (+.05)

Last Year Score 2.78

Last Quarter Score 2.71

Current Quarter Score 2.76

With a score of 2.76, the Scope category continues to be perceived as Average.



As the project moves towards completing requirements, agencies are less focused on scope issues and are more focused on testing, training, implementation, and operational support. Stakeholders are aware of the amount of work left to complete and the short amount of time left on the phase one schedule. Both agencies and the CJIS PMO are concerned that there may be issues getting every agency's resources in place when the CISS project needs them.

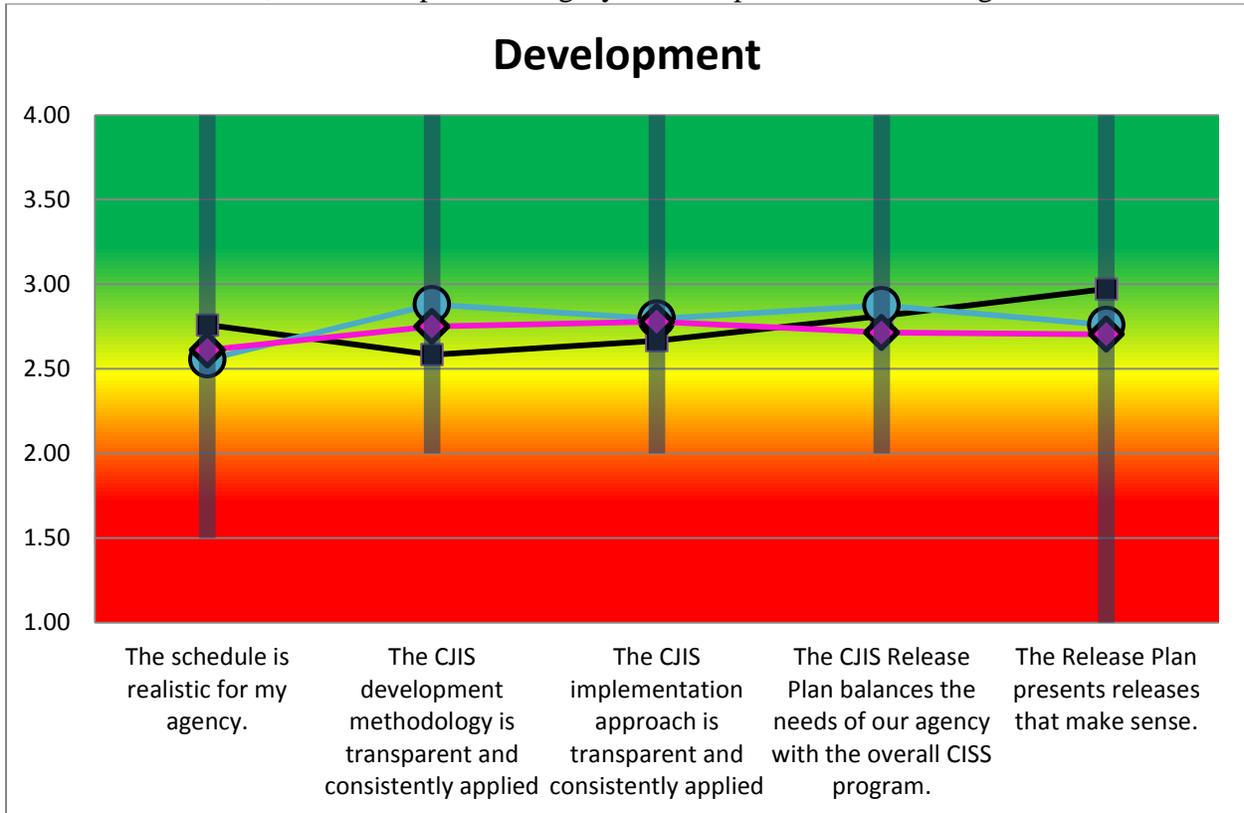
Category B: Development (-.01)

Last Year Score 2.83

Last Quarter Score 2.76

Current Quarter Score 2.75

With a score of 2.75, the Development category remains perceived as Average.



Most agencies see the need for the release plan changes, but are concerned that the changes were made this late in the project. Some agencies fear that additional end date changes will be needed and that the project may find that further extensions are not granted. Agencies want clear communication, with as much lead time as possible, as to when their agency's resources are needed and for what work.

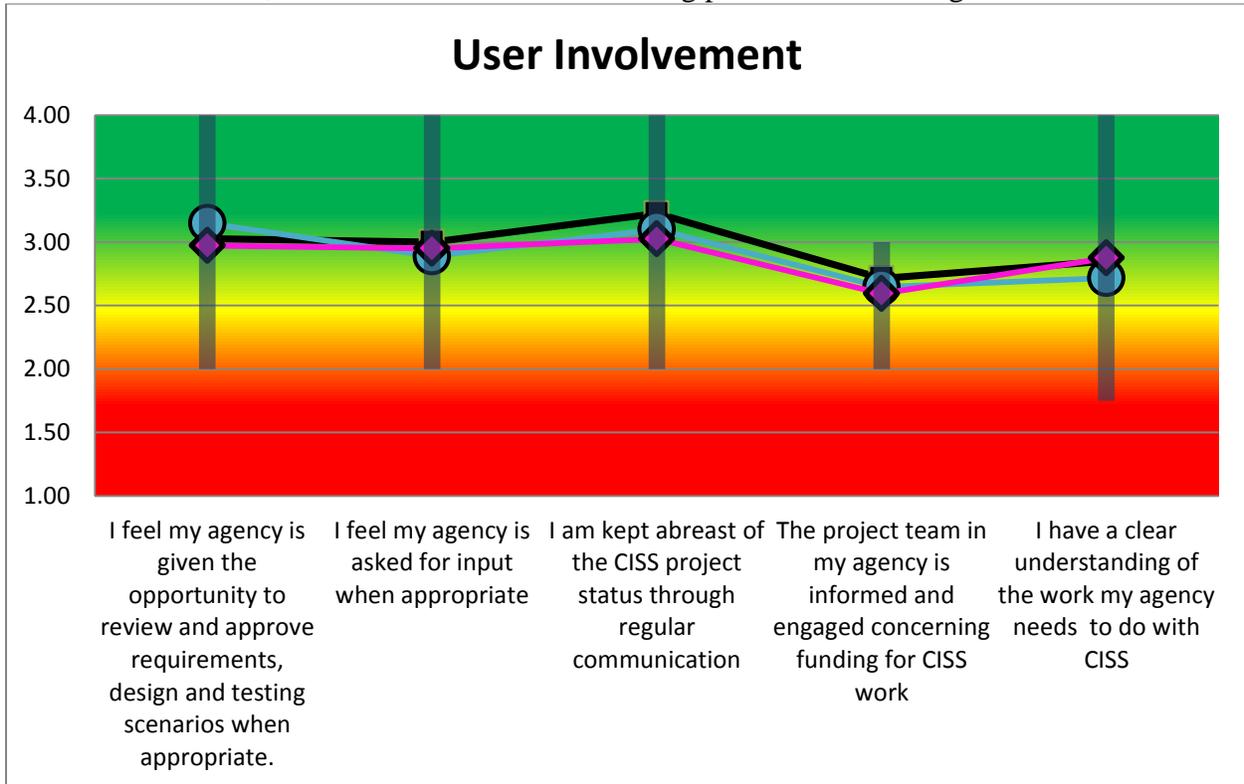
Category C: User Involvement (No Change)

Last Year Score *3.04*

Last Quarter Score *2.90*

Current Quarter Score *2.90*

With a score of 2.90, User Involvement remains being perceived as Average.



Agencies continue to request a standing cross-agency meeting that stakeholders can attend if they want an update or if they have something to discuss. Some agencies that are less involved at various times have noted that communication drops off too much and they would like consistent updates. The cross-agency meeting could fill this need. Otherwise, most agencies continue to feel project communication has been strong.

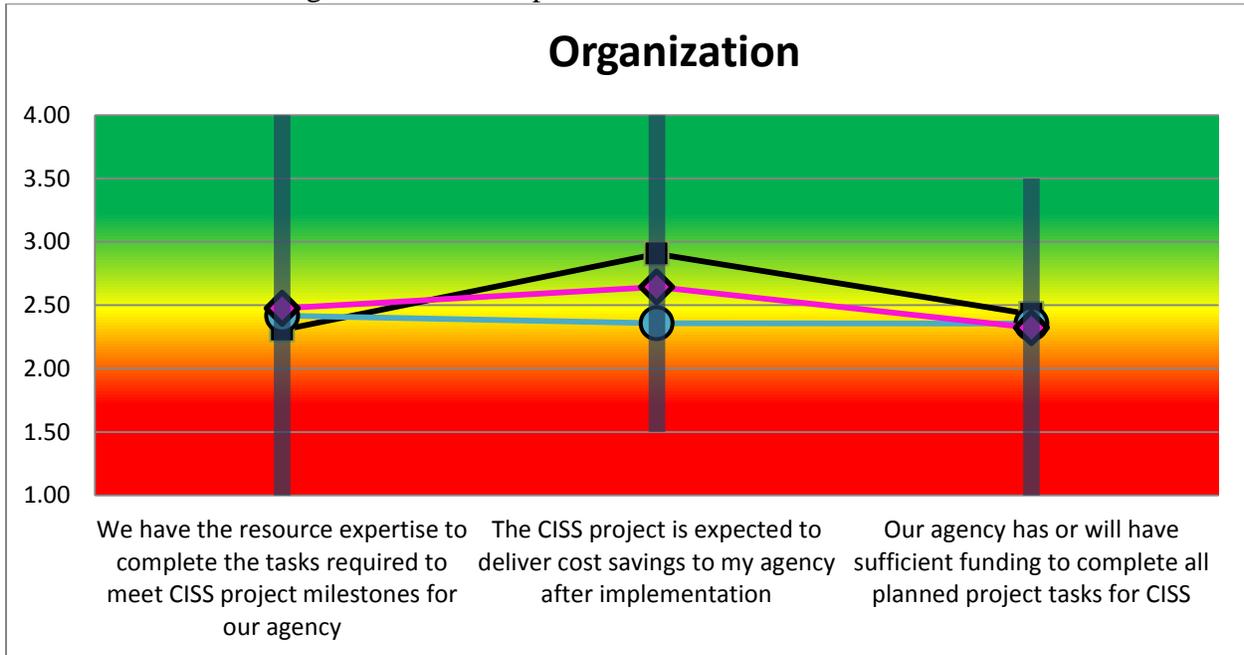
Category D: Organization (+.06)

Last Year Score 2.52

Last Quarter Score 2.32

Current Quarter Score 2.38

With a score of 2.38 Organization is still perceived as Weak.



As with last quarter, Organization increased this quarter, but remains perceived as Weak. The main concern continues to be will the agencies have enough funding and resources to be able to meet the CISS timeline.

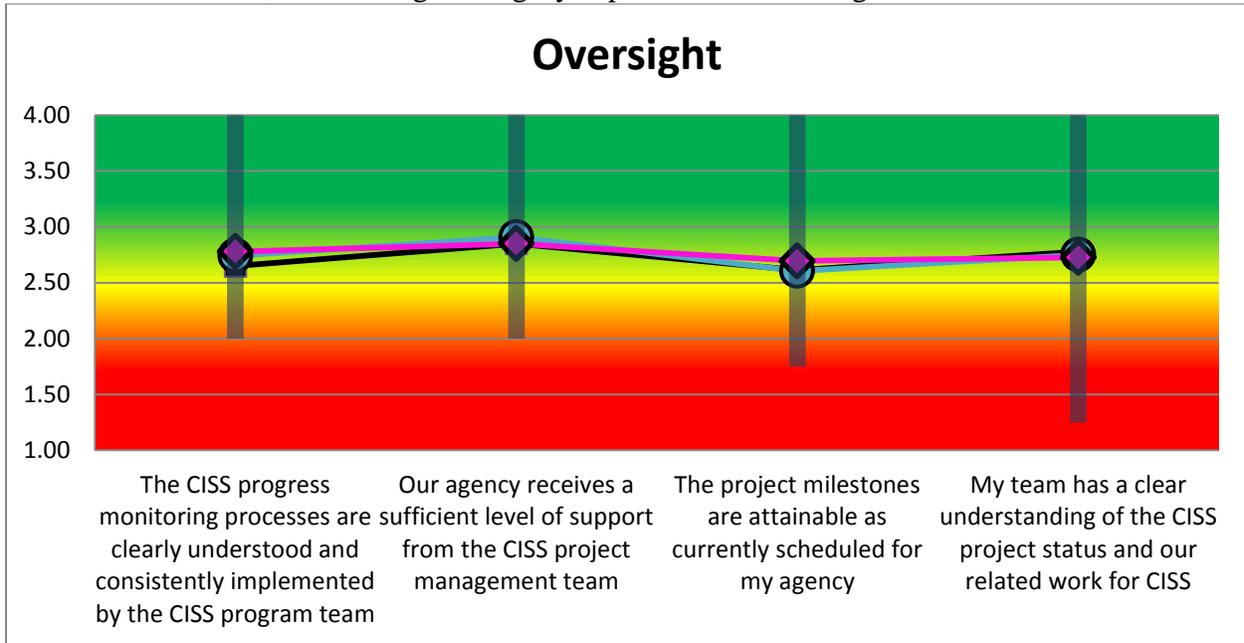
Category E: Oversight (No Change)

Last Year Score 2.77

Last Quarter Score 2.78

Current Quarter Score 2.78

With a score of 2.78, the Oversight category is perceived as Average.



There are very few changes in the Oversight scores this quarter. Stakeholders generally feel supported by the CJIS PMO. Three agencies have now received TIGER Team resources and all agencies were very pleased that the resources were knowledgeable and had the skills they needed.

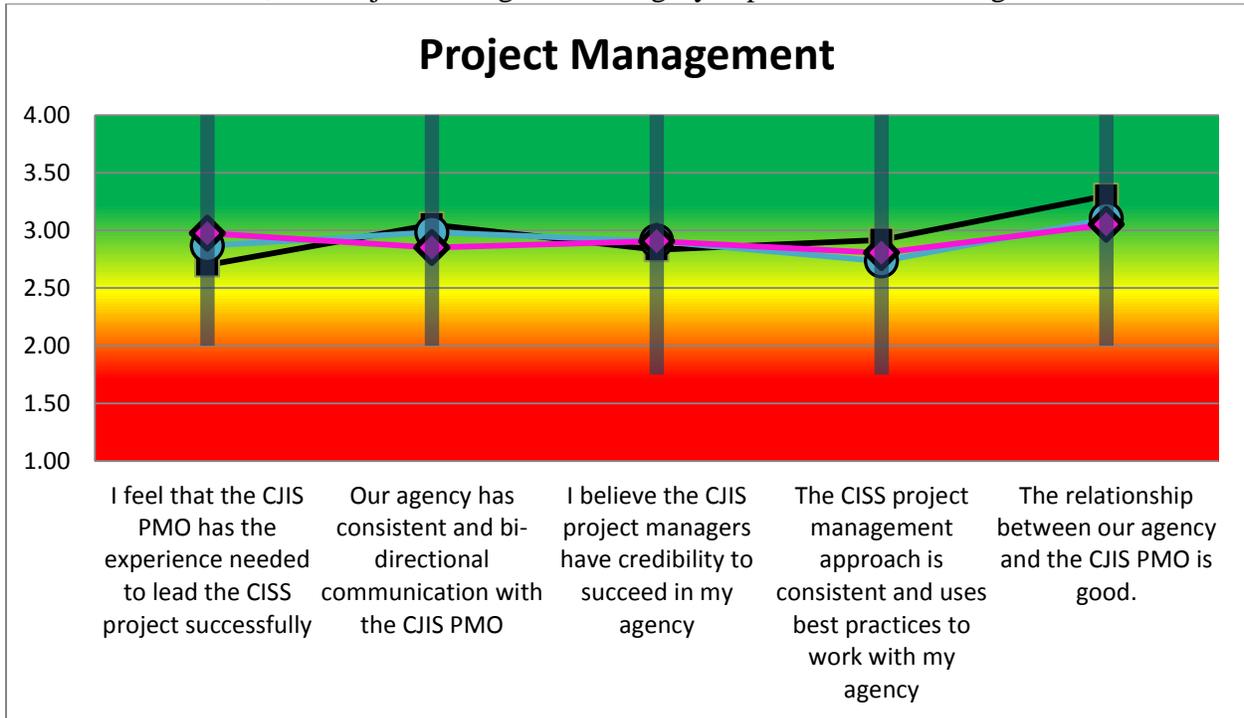
Category F: Project Management (-.01)

Last Year Score *3.00*

Last Quarter Score *2.92*

Current Quarter Score *2.91*

With a score of 2.91, the Project Management category is perceived as Average.



There was not much change in the Project Management category this quarter, as it continues to be perceived as one of the highest rated categories. The project is moving towards a very busy summer. The PMO should set workload expectations with each agency and ensure as much notice is given so that agencies can ensure the proper resources are in place to keep the project on schedule.

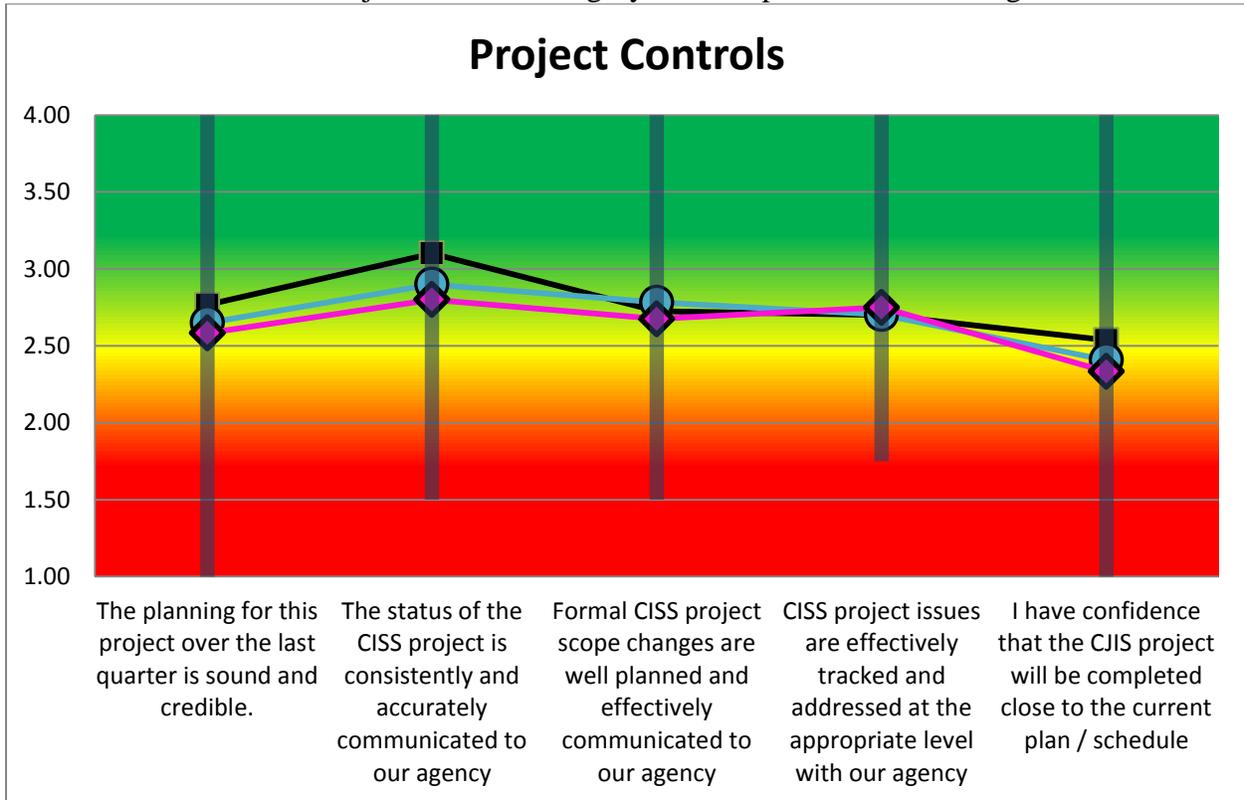
Category G: Project Controls (-.05)

Last Year Score 2.80

Last Quarter Score 2.71

Current Quarter Score 2.66

With a score of 2.66 the Project Controls category remains perceived as Average.



There are concerns across agencies that there is still not enough flexibility in the Change Request (CR) process. Agencies wish that Conduent was more flexible with some CRs, especially those that appear to be an oversight from requirements gathering. Many stakeholders also hope that more quality control is done by Conduent on screens so that testing issues that involve field size and field wrapping issues are cleaned up prior to testing. Many involved wish the budget was flexible enough to deal with required changes so that the process was not so cumbersome.

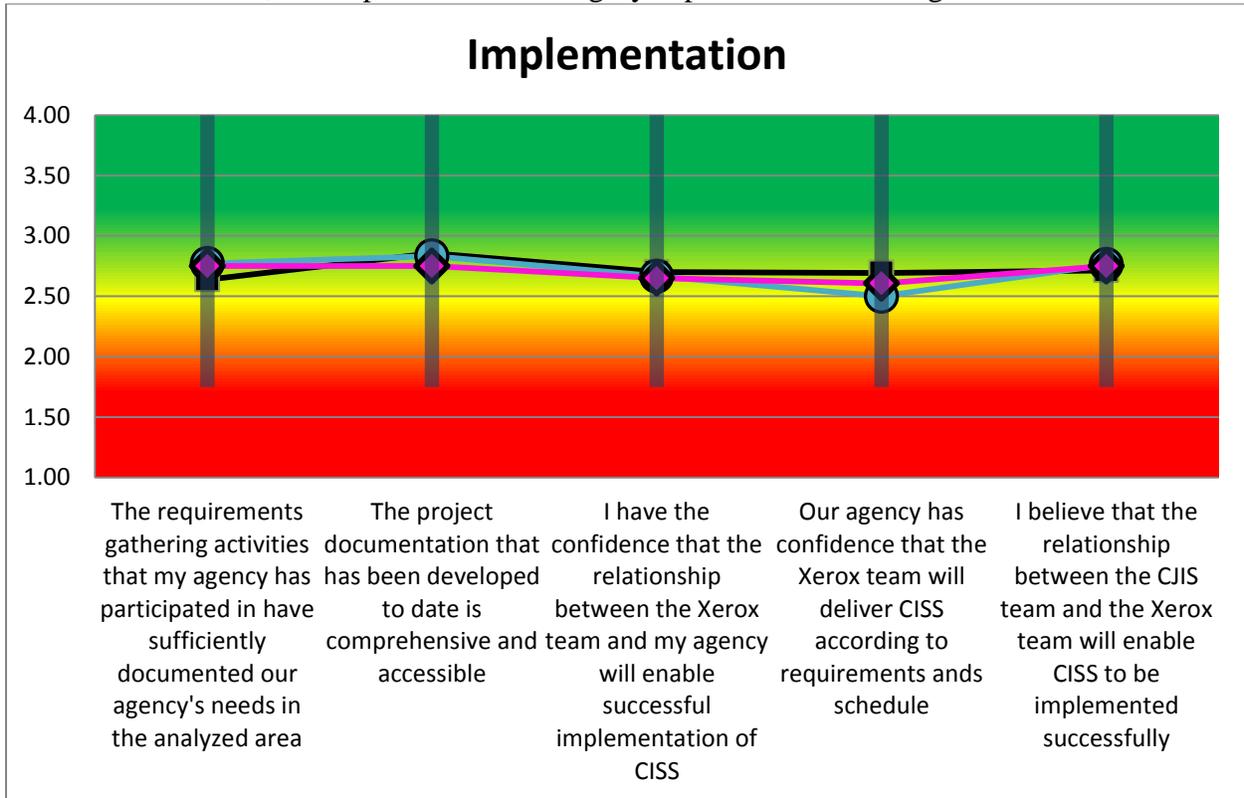
Category H: Implementation (-.05)

Last Year Score 2.71

Last Quarter Score 2.73

Current Quarter Score 2.68

With a score of 2.68, the Implementation category is perceived as Average.



Most agencies continue to note positive interactions with Conduent and welcome working closely together. Agencies were more focused on preparing for implementation this quarter. Interview responses often showed a shift in stakeholder mentality from scope and requirements to training and operational support. Stakeholders want to ensure that system end users are fully trained to understand what data the system will contain and what data it may not contain. There is concern that decisions will be made using the system when all pertinent data may not be at hand.

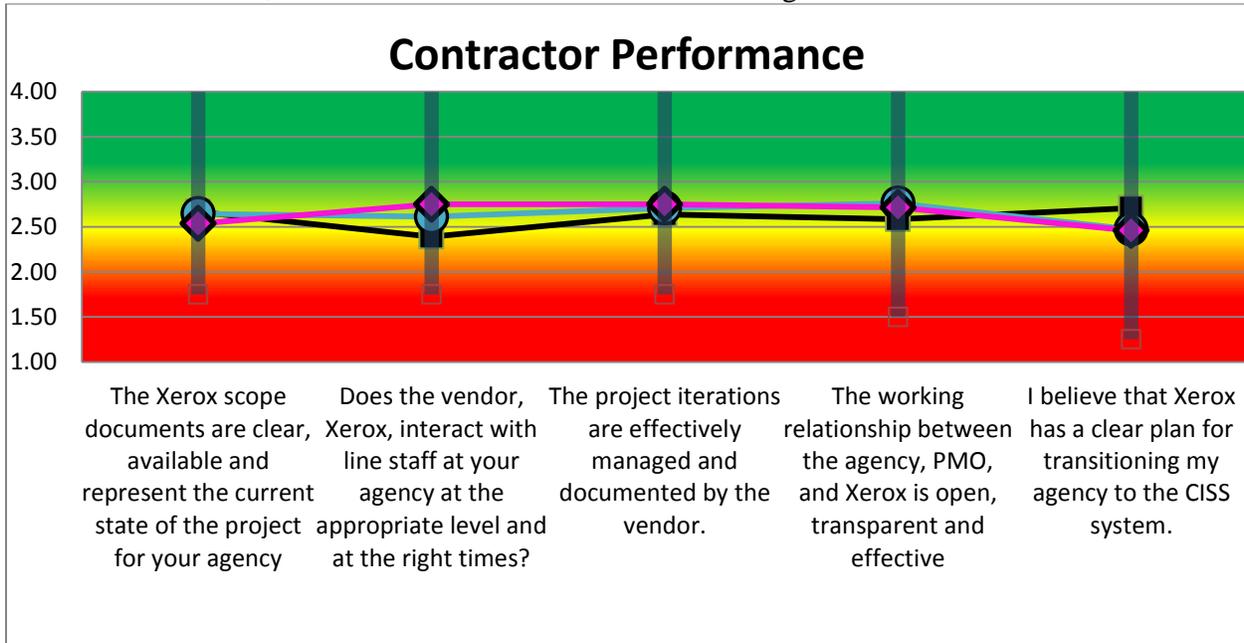
Category I: Contractor Performance (-.01)

Last Year Score 2.57

Last Quarter Score 2.65

Current Quarter Score 2.64

With a score of 2.64, Contractor Performance remains Average.



As stated in the Project Controls category, agencies are working more closely with Conduent and those interactions have been very positive. There is some concern about a plan for transitioning agencies to the CISS system. Agencies are anxiously awaiting to see how the end to end workflow will function and what changes may be needed to their internal processes. The PMO is working towards a model office workflow simulation, but more work must be completed before that can begin.

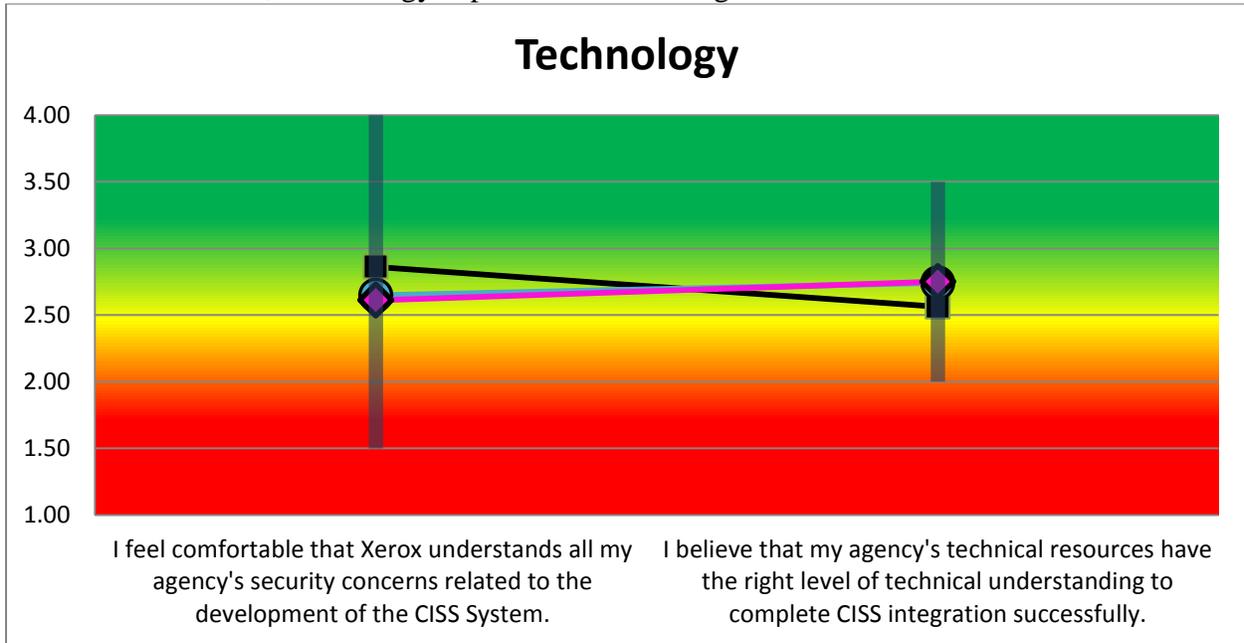
Category J: Technology (No Change)

Last Year Score **2.79**

Last Quarter Score **2.69**

Current Quarter Score **2.69**

With a score of 2.69, Technology is perceived as Average.



There continue to be concerns among some agencies that security issues have not been completely resolved and that they may not be resolved until they are slowly uncovered once CISS is in production. As noted in earlier categories, the TIGER Team resources are extremely successful in the agencies currently using them. Agencies are mostly making due with the limited resources, but additional budget cuts this summer will likely have additional impacts on the project, straining an already strained workforce and schedule.

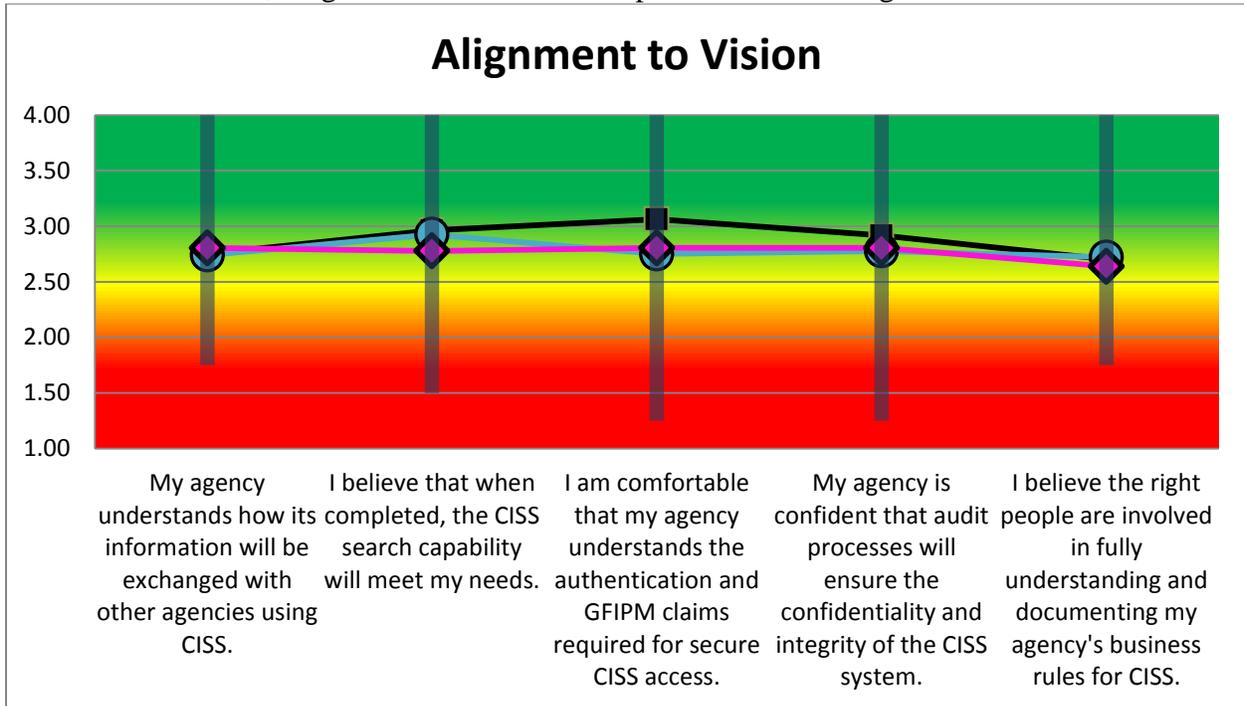
Category K: Alignment to Vision (-.02)

Last Year Score **2.90**

Last Quarter Score **2.79**

Current Quarter Score **2.77**

With a score of 2.77, Alignment to Vision is still perceived as Average.



There was very little change in Alignment to Vision this quarter. As noted earlier, agencies do believe that training is very important to ensure end users are aware of the limits of the search capability.

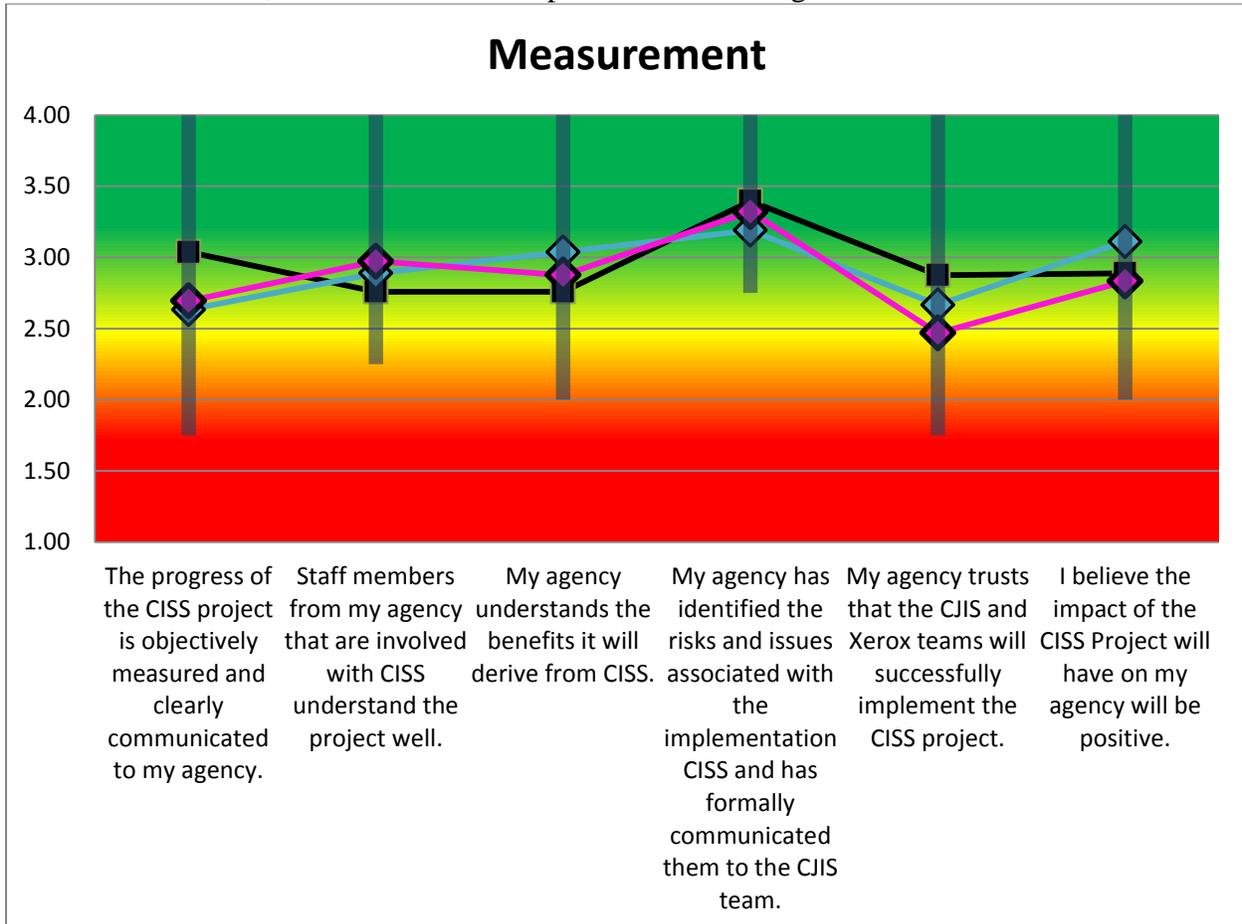
Category L: Measurement (-.04)

Last Year Score **2.96**

Last Quarter Score **2.91**

Current Quarter Score **2.87**

With a score of 2.87, Measurement is still perceived as Average.



Responses in three questions decreased in Measurement this quarter. Two have to do with the benefit/impact of the project and the other with implementing on schedule. Until the model office process is run, stakeholders are unsure of the exact end-to-end workflow. This uncertainty is causing agencies to wonder how much benefit versus how much additional effort each agency will realize. Additionally there is a lot of concern that agencies will be able to meet the key project dates. If these dates cannot be met, then the project will likely have to extend which comes with significant costs to the State.

Appendix B: Project Group Category Details

The following are the survey questions with their related Project Activity Category, as well as the Project Group Category of PMO, Conduent, and Agency.

Project Activity Category	Project Group Category	Question
A - Scope	PMO	The CISS project's scope includes all the pieces needed to meet the stated project goals for my agency.
A - Scope	PMO	CJIS project staff members inform me of approved change controls.
A - Scope	PMO	CJIS project staff work to clarify requirements and communicate them to my agency.
A - Scope	PMO	CJIS project staff informs me of progress toward project goals.
A - Scope	Agency	I feel my agency has the proper number of resources to meet my agency's CJIS project-related needs?
B - Development	Agency	The schedule is realistic for my agency.
B - Development	Conduent	The CISS development methodology is transparent and consistently applied.
B - Development	Conduent	The CISS implementation approach is transparent and consistently applied.
B - Development	Conduent	The CISS Release Plan balances the needs of our agency with the overall CISS program.
B - Development	Conduent	The Release Plan presents releases that make sense.
C. User Involvement	Conduent	I feel my agency is given the opportunity to review and approve requirements, design and testing scenarios when appropriate.
C. User Involvement	PMO	I feel my agency is asked for input when appropriate.
C. User Involvement	PMO	I am kept abreast of the CISS project status through regular communication.
C. User Involvement	Agency	The project team in my agency is informed and engaged concerning funding for CISS work.
C. User Involvement	Agency	I have a clear understanding of the work my agency needs to do with CISS.
D. Organization	Agency	We have the resource expertise to complete the tasks required to meet CISS project milestones for our agency.
D. Organization	Agency	The CISS project is expected to deliver cost savings to my agency after implementation.
D. Organization	Agency	Our agency has or will have sufficient funding to complete all planned project tasks for CISS.

Project Activity Category	Project Group Category	Question
E. Oversight	PMO	The CISS progress monitoring processes are clearly understood and consistently implemented by the CISS program team
E. Oversight	PMO	Our agency receives a sufficient level of support from the CISS project management team.
E. Oversight	PMO	The project milestones are attainable as currently scheduled for my agency.
E. Oversight	Agency	My team has a clear understanding of the CISS project status and our related work for CISS.
F. Project Management	PMO	I feel that the CJIS PMO has the experience needed to lead the CISS project successfully.
F. Project Management	PMO	Our agency has consistent and bi-directional communication with the CJIS PMO.
F. Project Management	PMO	I believe the CJIS project managers have credibility to succeed in my agency.
F. Project Management	PMO	The CISS project management approach is consistent and uses best practices to work with my agency.
F. Project Management	Agency	The relationship between our agency and the CJIS PMO is good.
G. Project Controls	Conduent	The planning for this project over the last quarter is sound and credible.
G. Project Controls	PMO	The status of the CISS project is consistently and accurately communicated to our agency.
G. Project Controls	PMO	Formal CISS project scope changes are well planned and effectively communicated to our agency.
G. Project Controls	Agency	CISS project issues are effectively tracked and addressed at the appropriate level with our agency.
G. Project Controls	PMO	I have confidence that the CJIS project will be completed close to the current plan/schedule.
H. Implementation	Conduent	The requirements gathering activities that my agency has participated in have sufficiently documented our agency's needs in the analyzed area.
H. Implementation	PMO	The project documentation that has been developed to date is comprehensive and accessible.
H. Implementation	Conduent	I have the confidence that the relationship between the Conduent team and my agency will enable successful implementation of CISS.

Project Activity Category	Project Group Category	Question
H. Implementation	Conduent	Our agency has confidence that the Conduent team will deliver CISS according to requirements and schedule.
H. Implementation	Conduent	I believe that the relationship between the CJIS team and the Conduent team will enable CISS to be implemented successfully.
I. Contractor Performance	Conduent	The Conduent scope documents are clear, available and represent the current state of the project for your agency.
I. Contractor Performance	Conduent	Does the vendor, Conduent, interact with line staff at your agency at the appropriate level and at the right times?
I. Contractor Performance	Conduent	The project iterations are effectively managed and documented by the vendor.
I. Contractor Performance	PMO	The working relationship between the agency, PMO, and Conduent is open, transparent and effective.
I. Contractor Performance	Conduent	I believe that Conduent has a clear plan for transitioning my agency to the CISS system.
J. Technology	Conduent	I feel comfortable that Conduent understands all my agency's security concerns related to the development of the CISS System.
J. Technology	Agency	I believe that my agency's technical resources have the right level of technical understanding to complete CISS integration successfully.
K. Alignment to Vision	Agency	My agency understands how its information will be exchanged with other agencies using CISS.
K. Alignment to Vision	Agency	I believe that when completed, the CISS search capability will meet my needs.
K. Alignment to Vision	Agency	I am comfortable that my agency understands the authentication and GFIPM claims required for secure CISS access.
K. Alignment to Vision	Agency	My agency is confident that audit processes will ensure the confidentiality and integrity of the CISS system.
K. Alignment to Vision	Conduent	I believe the right people are involved in fully understanding and documenting my agency's business rules for CISS.
L. Measurement	PMO	The progress of the CISS project is objectively measured and clearly communicated to my agency.
L. Measurement	Agency	Staff members from my agency that are involved with CISS understand the project well.
L. Measurement	Agency	My agency understands the benefits it will derive from

Project Activity Category	Project Group Category	Question
		CISS.
L. Measurement	Agency	My agency has identified the risks and issues associated with the implementation CISS and have formally communicated them to the CJIS team.
L. Measurement	Conduent	My agency trusts that the CJIS and Conduent teams will successfully implement the CISS project.
L. Measurement	Agency	I believe the impact of the CISS Project will have on my agency will be positive.

Appendix C: Purpose

Qualis Health was contracted to provide a Quarterly Project Health Check Report to the CJIS Board. Qualis Health views its role as a partner with the goal of establishing a sustainably healthy project.

This report is the culmination of surveys and on-site interviews with agencies, the PMO, and Conduent. Qualis Health's methodology, detailed in the report, provides a data driven approach to measuring the project's health. Important to note, the data is perception driven, based on how the agency participants feel with regards to the questions asked. In each report, Qualis Health will identify project issues and risks as well as strengths that should be continued. The recommendations will help guide the PMO in addressing risks and issues with the intent of improvement to overall project health.

Appendix D: Methodology

Qualis Health will be conducting four Project Health Check Reports over the next year. For each report, SMEs from each agency, the PMO, and Conduent are sent a 55 question survey (Appendix B). The survey was comprised of questions covering the following 12 categories:

- Scope
- Development
- User Involvement
- Organization
- Oversight
- Project Management
- Project Controls
- Implementation
- Contractor Performance
- Technology
- Alignment to Vision
- Measurement

Survey respondents were asked to evaluate each question on a 1 to 4 scale:

- 4 – Strongly Agree
- 3 – Agree
- 2 – Disagree
- 1 – Strongly Disagree
- N/A – could be used for both “Not Applicable” or “Not Sure”

The approach is to have survey responses received, prior to stakeholder interviews, to allow for a more focused dialog. SMEs from each agency were interviewed, as well as two Project Managers from the PMO and two Project Managers from the contractor, Conduent. The interviews allowed Qualis Health to ask follow-up questions, receive clarifications, and note recommendations. The information gathered from the interviews, together with the survey results, informed the risks, issues, and recommendations presented in this report.

The data from survey responses were synthesized into Excel for analysis. The compiled data provided an across-agency view of the Project’s Health from the key stakeholder’s perspective.

Each quarter the survey, with the same questions, will be sent to the same SMEs. This allows project progress to be marked by the stakeholders, removing the subjectivity of the interviewer. This is a change to the methodology compared to reports that were produced previously for the CJIS Governing Board. The first quarter’s results establish a project baseline with which future quarters will be compared to show areas of project health gains, as well as new opportunities for project improvements.

The graphs in this document all utilized the same 1 to 4 scale, which corresponds to the scale from the survey responses. All the questions were asked in such a way so that the value of 4 corresponded to the highest level of project health and 1 corresponded to the lowest. Any

response of “N/A” was removed from consideration. Qualis Health received at least one survey result from each agency. Some agencies met internally to respond to the survey as a team, while other agencies had multiple SMEs respond to the survey. Responses were averaged by agency (for those agencies choosing multiple respondents) and then were averaged across all agencies. This ensured equal weight for all agencies. All the graphs in this document only contain data from the 10 Stakeholder Agencies, which are:

- Bureau of Enterprise Systems and Technology (BEST)
- Department of Emergency Services and Public Protection (DESPP)
- Office of the Victim Advocate (OVA)
- Division of Public Defender Services (DPDS)
- Connecticut Police Chiefs Association (CPCA)
- Division of Criminal Justice (DCJ)
- Board of Pardons and Paroles (BOPP)
- Department of Motor Vehicles (DMV)
- Department of Corrections (DOC)
- Judicial Branch