

# **State of Connecticut Criminal Justice Information System Governing Board**

## **Connecticut Information Sharing System Quarterly Project Health Check Services Report**

**05/20/2016 – 10/7/2016**

**Prepared By:**



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## Executive Summary

The CISS Project is in one of its most active periods. The project is dealing with the operational support of Release 1 and 2, user acceptance testing, development, and requirements gathering all at the same time. On top of CISS related work, agencies are feeling the pressure of having to do more with fewer resources. Many stakeholders expressed that they are at a low point for this project, but that they are still actively engaged and believe in the vision of the project.

The Critical Risk Register currently contains four risks:

- Risk #4 – The loss of CJIS PMO staff (Executive Director) will negatively impact the project.
- Risk #5 – The eighteen State positions needed to operationally support the system.
- Risk # 10 – The CJIS testing and defect resolution will continue to delay the project.
- Risk #11 – State budget cuts will impact the project directly, or stakeholder agencies indirectly, impacting the resources available to successfully implement the project.

The vacancy of the Executive Director position is impacting the project. A full-time director is needed to be able to work closely with the Governance Committee to quickly resolve outstanding issues and be immersed in the details enough to know when items need escalation and when issues can be resolved internally. Filling the Executive Director position should help resolve escalated items more quickly.

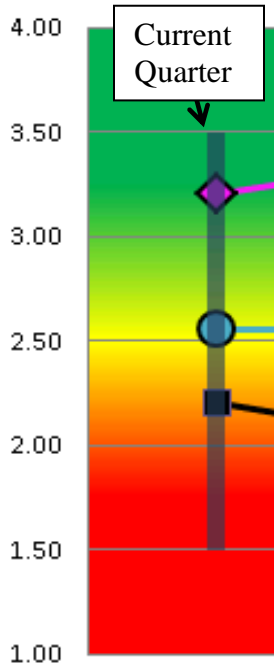
User acceptance testing again took longer than planned. Agencies are asking to be involved earlier so there is less un-anticipated testing scope and want to work directly with Xerox for identifying and resolving defects.

Agencies are worried that this project will not reach full implementation. Stakeholders are worried that without full implementation, partial data and workflows will force end users to revert to current day practices outside of the CISS system. The PMO is wisely looking at ways to combine aspects of releases so that complete workflows can be implemented at once. This will greatly increase the usefulness of each release for end users, is likely to improve perception of CISS, and can make testing more efficient while reducing touch points with stakeholders. Even with improvements to the release schedule, stakeholders believe that more time is needed to complete the project. Agencies noted that the current timeline with Xerox does not provide sufficient time for the testing needed.

Although scores increased slightly this quarter, most of that increase appears to have come from resolving the State budget cuts that were still looming last quarter. Agencies are anxiously awaiting decisions for the operational support, project timeline extension, FBI data and want to see improvements in the testing process. Changes in those areas will likely increase scores.

Group	Last Year	Last Quarter	Current Quarter
Agency	2.66	2.69	2.70
Xerox	2.66	2.70	2.75
PMO	2.69	2.82	2.83

**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 May 20, 2016 through October 07, 2016. 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.

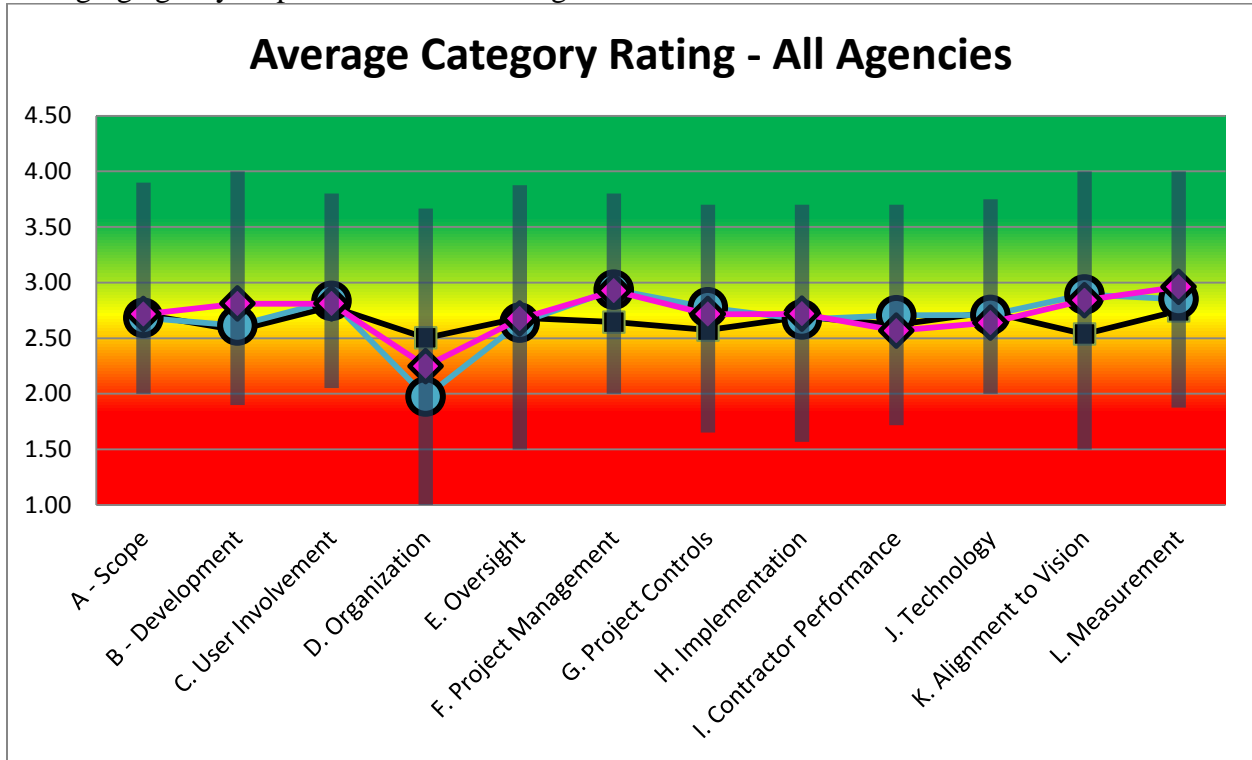
### Critical Risks and Issues

Risk #	Description	Why Critical
<b>Risk #4</b>	The loss of CJIS PMO staff will impact the project.	The project is really feeling the absence of an Executive Director.
<b>Risk #5</b>	The eighteen unfilled State full time employee positions for the project are not filled.	The vacancies cause operational support issues and require the project to hire consultants using resources meant to fund later phases of the project.
<b>Risk #10</b>	The CJIS QA testing and Xerox defect resolution will continue to impact the project schedule.	Release 3 testing took much longer than planned. Testing continues to be a drag on the schedule. Improvements to test case planning and defect resolution are requested by stakeholders.
<b>Risk #11</b>	State budget cuts will impact the project directly, or stakeholder agencies indirectly, impacting the resources available to successfully implement the project.	Due to budget cuts, agencies have fewer resources to complete the same workload. This will likely cause resource availability issues that could impact CISS related work such as testing and design work. Limited resources could impact the likelihood of on-time completion of new agency systems that are important to the CISS project.

**Overall Project Health (+.03)**

*Last Year Score*                      2.65  
*Last Quarter Score*                  2.69  
*Current Quarter Score*              2.72

The Overall Project Health increased slightly from 2.69 to 2.72. This score is calculated by averaging agency responses across all categories.



The slight increase in overall project score this quarter had less to do with any progress on the project and more to do with agencies coming to terms with planning with fewer resources. Most agencies are finding that the budget cut impacts, although very difficult, have been manageable. Agencies stress that the project needs full implementation of all data and workflows otherwise end users will not use the system. There is concern that the schedule and Xerox contract will not be extended and that scope will be cut.

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

Category	Last Year	Last Quarter	Current Quarter	Difference
Scope	2.72	2.68	2.72	+.04
Development	2.57	2.61	2.81	+.20
User Involvement	2.78	<b>2.84</b>	<b>2.81</b>	<b>-.03</b>
Organization	2.50	1.98	2.25	+.27
Oversight	2.68	2.64	2.68	+.04
Project Management	2.65	<b>2.94</b>	<b>2.93</b>	<b>-.01</b>
Project Controls	2.57	<b>2.78</b>	<b>2.72</b>	<b>-.06</b>
Implementation	2.69	2.67	2.72	+.05
Contractor Performance	2.62	<b>2.71</b>	<b>2.57</b>	<b>-.14</b>
Technology	2.74	<b>2.71</b>	<b>2.64</b>	<b>-.07</b>
Alignment to Vision	2.54	<b>2.89</b>	<b>2.84</b>	<b>-.05</b>
Measurement	2.75	2.85	2.96	+.11

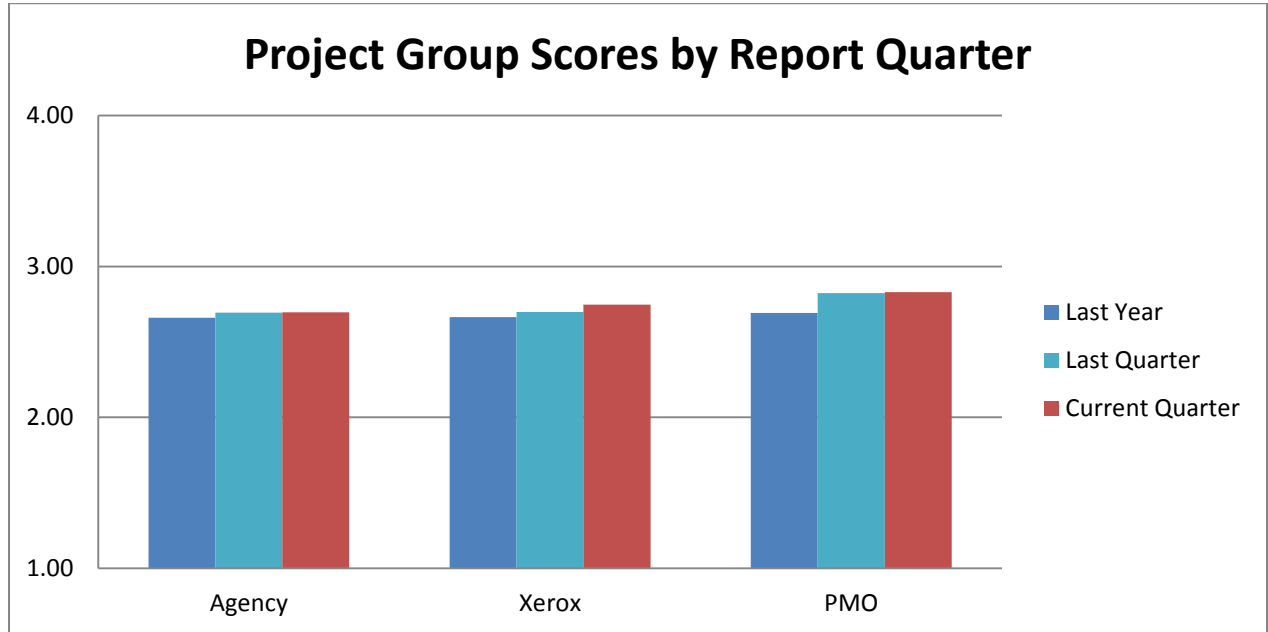
The following are highlights from this quarter's results:

- Organization increased from critical to weak this quarter. This has less to do with progress by the project and more to do with the dust settling from the State budget cuts. Agencies are now less flexible with resource availability for the CISS project.
- Project Management remains high but there is frustration with testing. If testing does not improve, agencies will become more frustrated with the CJIS PMO.
- User involvement decreased again this quarter. If there are not improvements in Release 4 testing, this will decrease further.
- Contractor Performance was the category that decreased the most this time. This had less to do with Xerox than with the realities of the amount of work left to do in the limited amount of time on the Xerox contract. Agencies worry that the full project scope cannot be implemented with the current schedule.

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: 2.70 Xerox: 2.75 PMO: 2.83.**



**Agency Overview (+.01)**

<i>Last Year Score</i>	<b>2.66</b>
<i>Last Quarter Score</i>	<b>2.69</b>
<i>Current Quarter Score</i>	<b>2.70</b>

Resource losses from State budget cuts were severe for some agencies. Agencies have had time to assess the balance of work left for those positions remaining. Stakeholders indicated that, although it will take more advanced planning and that they will not have as much flexibility, they would likely be able to continue to meet the demands of the CISS project. **Agencies biggest concern is the impact of delays in User Acceptance Testing (UAT) on the project timeline. Agencies worry that the full project scope will not be implemented on-time. Additionally stakeholders worry that the project will be implemented without complete workflows and search data, requiring end users to have to use more than one system for a task, or to have to search multiple places for data. An incomplete implementation will likely result in end-users not using the system.**

***Agency Top Concerns***

The CJIS QA testing and Xerox defect resolution will continue to impact the project schedule. (Risk #10)

**Update to Agency, PMO, and Xerox Recommendation (R10-1):** The CJIS team should involve agency subject matter experts in the testing planning process. This will help minimize the amount of unforeseen testing scope. Agencies should also



report testing issues to both the CJIS PMO and Xerox at the same time. This could speed up defect resolution and reduce confusion in defining the issue.

State budget cuts will impact the project directly or stakeholder agencies indirectly impacting the resources available to successfully implement the project. (Risk #11)

**Update to PMO Recommendation (R2-1):** This remains a concern for agencies, especially given that additional cuts are needed for the next fiscal year budget. The PMO needs to stay on top of agency resource availability by updating the Project Resource Plan often and well in advance of the work with agencies.

### **Xerox Overview (+.05)**

*Last Year Score*                      2.66

*Last Quarter Score*                2.70

*Current Quarter Score*            2.75

As stated in the Agency Overview above, Agencies and Xerox are also still worried about the testing process. Agencies want more access to test case planning and earlier testing. Agencies also want to open and close related defects directly with Xerox, to avoid the miscommunication that happens when the CJIS PMO acts as the middleman.

### ***Xerox Top Concerns***

The CJIS QA testing and Xerox defect resolution will continue to impact the project schedule. (Risk #10)

**Update to Agency, PMO, and Xerox Recommendation (R10-1):** See related recommendation from Agency Top Concerns

### **CJIS PMO Overview (+.01)**

*Last Year Score*                      2.69

*Last Quarter Score*                2.82

*Current Quarter Score*            2.83

**The Project Management category is now the second highest category rating, down from the highest.** Agencies continue to note that the CJIS PMO team is strong and an asset to the project. There were PMO concerns noted by stakeholder this quarter; see PMO Top Concerns below.

### ***PMO Top Concerns***

Agency related work, such as new source system completion and impacts from limited resource availability, add significant delays to the current schedule. (Risk 11)

**PMO and Governance Committee Recommendation – R11-1:** The PMO needs to work with Xerox and the agencies to compile a realistic and complete project

timeline. The schedule and associated work needs to be vetted with agency resource availability to ensure a viable timeline for all involved. The schedule needs to align with the Project Resource Plan that is being updated with each agency.

Project issues and roadblocks should be quickly escalated to the Governance Committee for fast resolution.

**PMO Recommendation:** As soon as an issue or roadblock emerges that cannot be quickly resolved by the PMO, the issue needs to be escalated to the Governance Committee. In order for the Governance Committee to resolve the issue quickly, provided information needs to be extremely clear and concise and detail exactly what decision/question needs to be made. A document should be presented to the Governance Committee that has both sides of the issue so that very little, if any, additional detail is needed and the decision turn-around can be rapid. A fulltime Executive Director could be invaluable in this process.

Agencies request clearer documentation on the source data for CISS and its related use.

**Update to PMO Recommendation - R7 -1 – Data Sharing Workflow Diagram with Timelines:** Agencies found the previous data sharing workflow diagram useful but request an update to that document. This update should detail which data will be available in CISS (source, with high-level description) and which agencies will use each data set and for what purpose. Stakeholders believe this documentation will refocus partner agencies on why this project is so important and demonstrate the usefulness across the entire criminal justice community.

PMO staffing and operational support continue to be major concerns.

**Governance Committee Recommendation:** There is movement on the Executive Directory position and operational support. These decisions should be high priorities.

## 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

*New Risks*     *No New Risks this quarter*

#### *Previously Identified Risks*

**Risk #1**     Stakeholder agency(s) will not agree on an outstanding parking lot issues (like data sharing and security), stalling the project.



**Update** – **The Governance Committee, CJIS PMO, and DESPP are finalizing a document that will update the data request with the FBI.**

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



**Update** – Resource impacts from the current fiscal year budget cuts are known and appear manageable for the CISS Project, but **agency flexibility about when resources are available to work on CISS has been greatly reduced. The CJIS PMO needs to increasingly rely on greater advanced planning.**

**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 absence of an Executive Director is impacting the project. Although it appears that steps are being taken to fill this position, the longer it takes to fill the greater the impact on the project.**

**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 – The Governance Committee is working on an RFP for Managed Services for Operational Support.**

**Risk #6**

The move of the CJIS PMO to DESPP offers many possible benefits and risks. The Governing Board and PMO need to ensure any issues are addressed quickly as to not impact the project's progress.



**Update** – No update this quarter.

**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** – A solution is needed for RMS Vendors that will not interface all data with the CISS project.

**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** – The CJIS PMO is working with Agencies that will not have support systems in place at implementation. Design and development will continue on the CISS side and will be prepared for use once the support system is implemented.

**Risk #10**

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



**Update** – The CJIS team should involve agency subject matter experts in the testing planning process. This will help minimize the amount of unforeseen testing scope. Agencies should also report testing issues to both the CJIS PMO and Xerox at the same time. This could speed up defect resolution and reduce confusion in defining the issue.

**Risk #11**

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



**Update** – Agency related work, such as new source system completion and impacts from limited resource availability could add significant delays to the current schedule.

**Issues and Risks No Longer Identified as Current**

<b>Risk #3</b>	Xerox Contract Amendment
<b>Issue #1</b>	Trust
<b>Issue #2</b>	Sustainable Communication
<b>Issue #3</b>	Limited Access to Project Documentation
<b>Issue #4</b>	Stakeholder Project Engagement
<b>Issue #5</b>	Inconsistent Information

## 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
<b>R1-1 Special Issue Work Group</b>	Stakeholders need meetings focused on outstanding issues.	Focus Group meetings should continue to address project issues as they arise.
<b>R1-2 – Data Sharing Agreement</b>	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 still needed for municipal police data. There is a dependency on Geographic Area approval from Judicial. Jim Harris will work with the Superior Court Operations (SCO) to create a rollout plan.
<b>R2-1 + R11-1 – Project Resource Plan</b>	Agencies need a document that aligns the project schedule with the agency’s schedule and identify the resources needed for each task and gaps.	<b>The PMO is working with agencies to re-assess their resource availability for the remaining releases.</b>
<b>R4&amp;5 -1 Fill and Train the 18 State Positions</b>	The PMO and Governing Board should work to fill the 18 State positions by April.	<b>An RFP for managed services is in the works.</b>
<b>R7 -1 – Data Sharing Workflow Diagram with Timelines</b>	The PMO and Governance Committee should work with agencies to develop workflow diagrams of which data will be shared and expected timelines for release.	<b>Most data sharing issues have been resolved. A document is currently being finalized that will clarify access and use of FBI data.</b>
<b>#R8-1 – PMO Change Request Tracking</b>	The CJIS Change Control Board has been established to review agency changes that may impact the CISS Project.	It is still unknown how reactive and flexible the process is to changes that may impact the contract.
<b>R9-1– Escalate Difficult</b>	When requirement gathering	<b>When escalating items to the</b>

Mitigation Recommendation	Overview	PMO Mitigation Progress
Items to Resolve Cross-agency Workflow Issues	and design cannot quickly resolve cross-agency workflow issues the PMO should escalate them to the Governance Committee.	<b>Governance Committee for resolution, the CJIS PMO needs to be extremely clear and concise in what decision is needed. With clear direction, the Governance Committee should be able to more quickly resolve issues.</b>
<b>R10-1</b> – Streamlined Defect Categorization and Resolution	A more streamlined testing and defect resolution process is needed.	<b>The CJIS team should involve agency subject matter experts in the testing planning process. This will help minimize unforeseen testing scope. Agencies should also report testing issues to both the CJIS PMO and Xerox at the same time. This could speed up defect resolution and reduce confusion in defining the issue.</b>

**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	<b>Recommendation Updated</b>
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	<b>Recommendation Updated</b>
Risk #11 – State Budget Cuts	#R2-1 – Project Resource Plan	Started
	#R11-1 – Update Project Schedule and align with Project Resource Plan	<b>New</b>

## 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: Xerox, 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 Xerox 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 is 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.



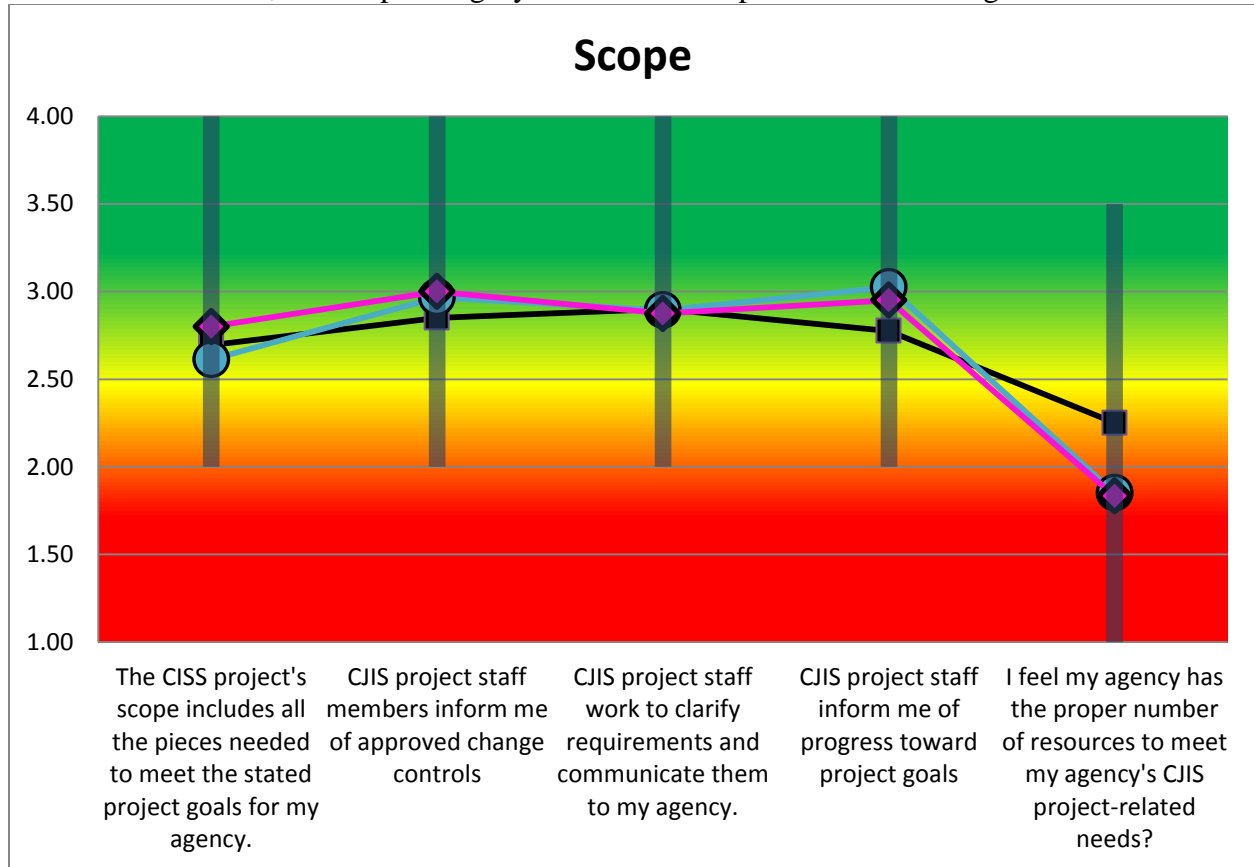
**Category A: Scope (+.04)**

*Last Year Score*                      2.72

*Last Quarter Score*                2.68

*Current Quarter Score*            2.72

With a score of 2.72, the Scope category continues to be perceived as Average.



Overall agencies continue to support the scope of the project. There is great concern that it will not be possible to implement the remaining scope in the time left. Many agencies are of the opinion that the project may need to focus on core functionality in order to meet the tight timeline. This may involve tightening security at go-live and then slowly opening the system up once the security is proven and additional functionality is added. Other agencies worry that if the system is not implemented with full access and functionality, that part of processes will be completed in the system and part outside of the system. These agencies worry that if the entire workflow is not in CISS that end users will not use the system.

The PMO is well aware of the tight timeline and is working to better align outstanding work so that entire workflows are implemented at a time. This will allow implementations to offer functionality that is more efficient to the end-user at the time of release and minimize the amount of double work.

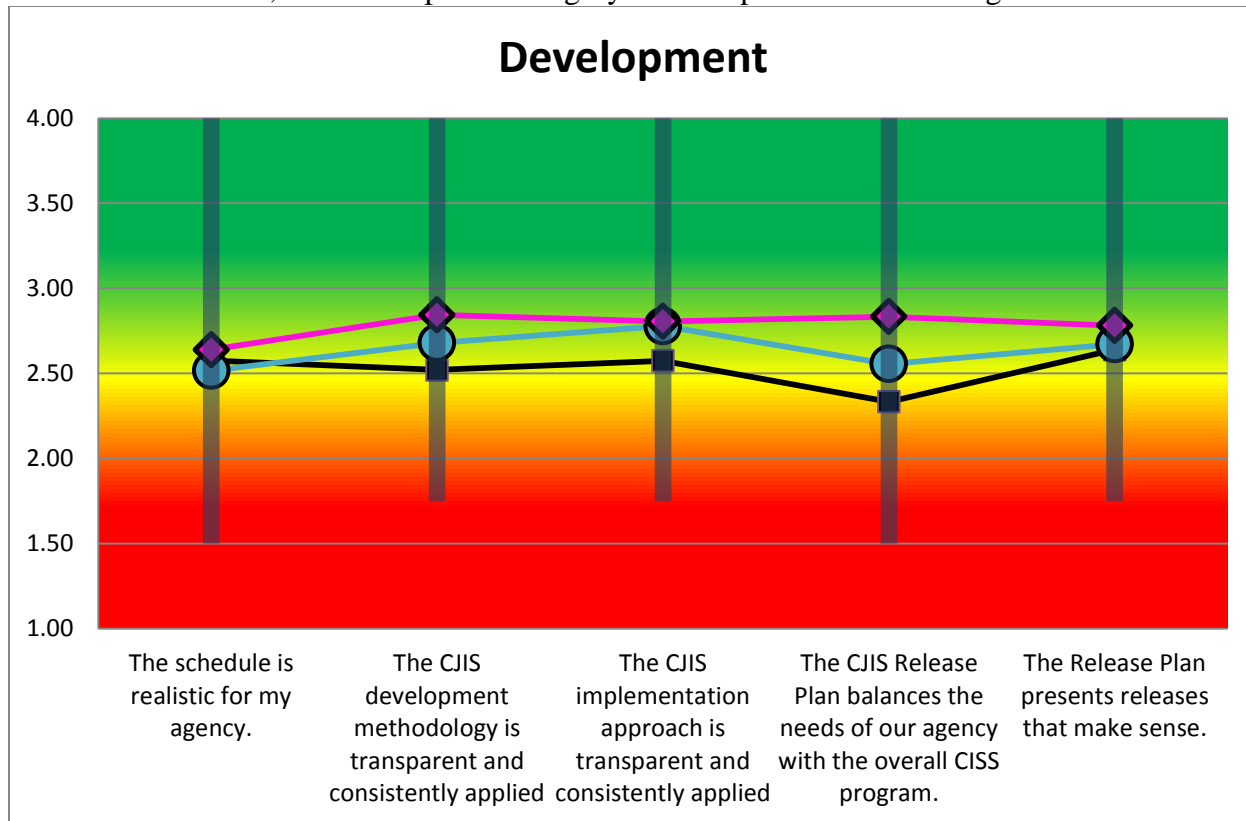
**Category B: Development (+.20)**

*Last Year Score*                    **2.57**

*Last Quarter Score*                **2.61**

*Current Quarter Score*            **2.81**

With a score of 2.81, the Development category remains perceived as Average.



Agencies are still extremely worried about the project schedule. Agencies have a better understanding of the resources that remain after budget cuts, but stakeholders now focus their concern on the amount of outstanding work that remains on the project and the time left to complete the work. Agencies still believe in the project, but are aware that more time is needed to complete the project and need assurances from the project and Governing Board that this project will be supported.

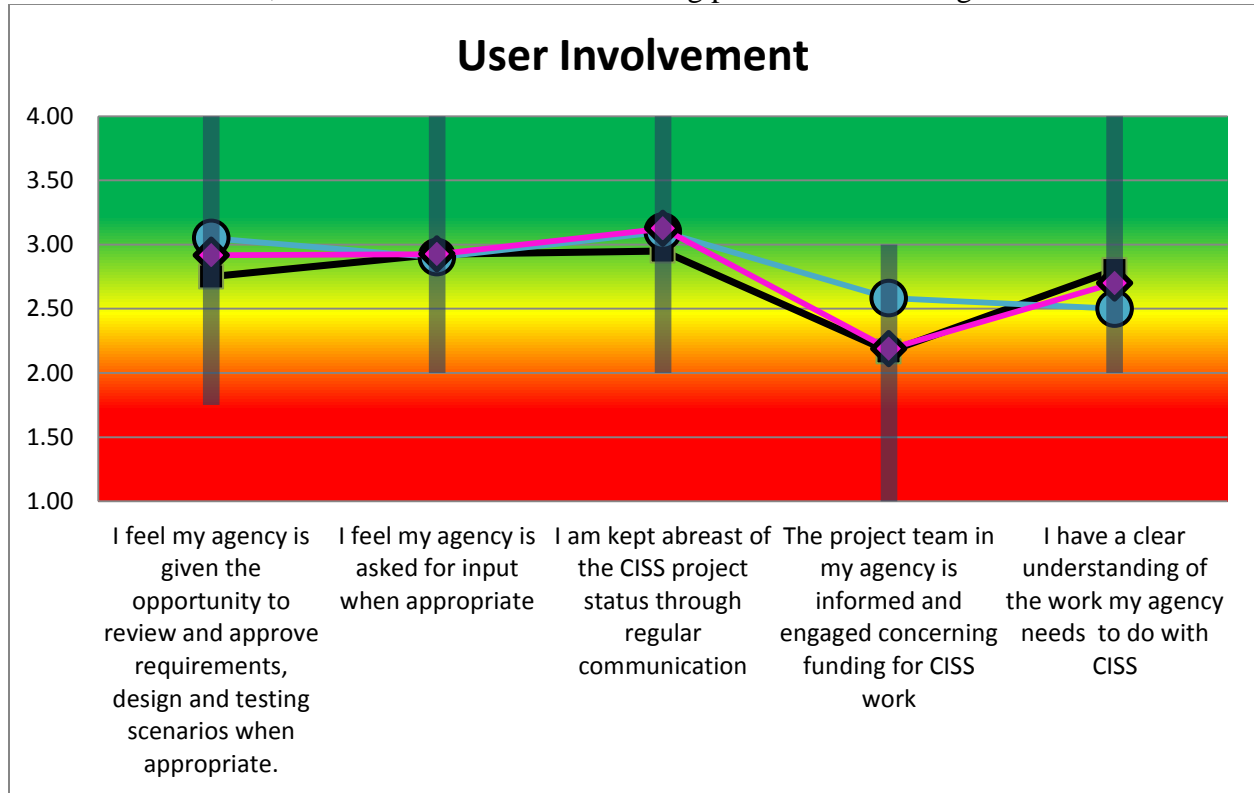
**Category C: User Involvement (-.03)**

*Last Year Score*                      2.78

*Last Quarter Score*                2.84

*Current Quarter Score*            2.81

With a score of 2.81, User Involvement remains being perceived as Average.



The project is extremely active right now. Operational support, user acceptance testing, development, and requirements gathering are currently ongoing. Surprisingly User Involvement has stayed relatively high. As is clear in the data above, stakeholders are very concerned about funding CISS for the life of the project. It is clear to agencies that additional time is needed, which will take additional funding. Agencies need to know that both the funding and Governing Board support is there to see this project through.

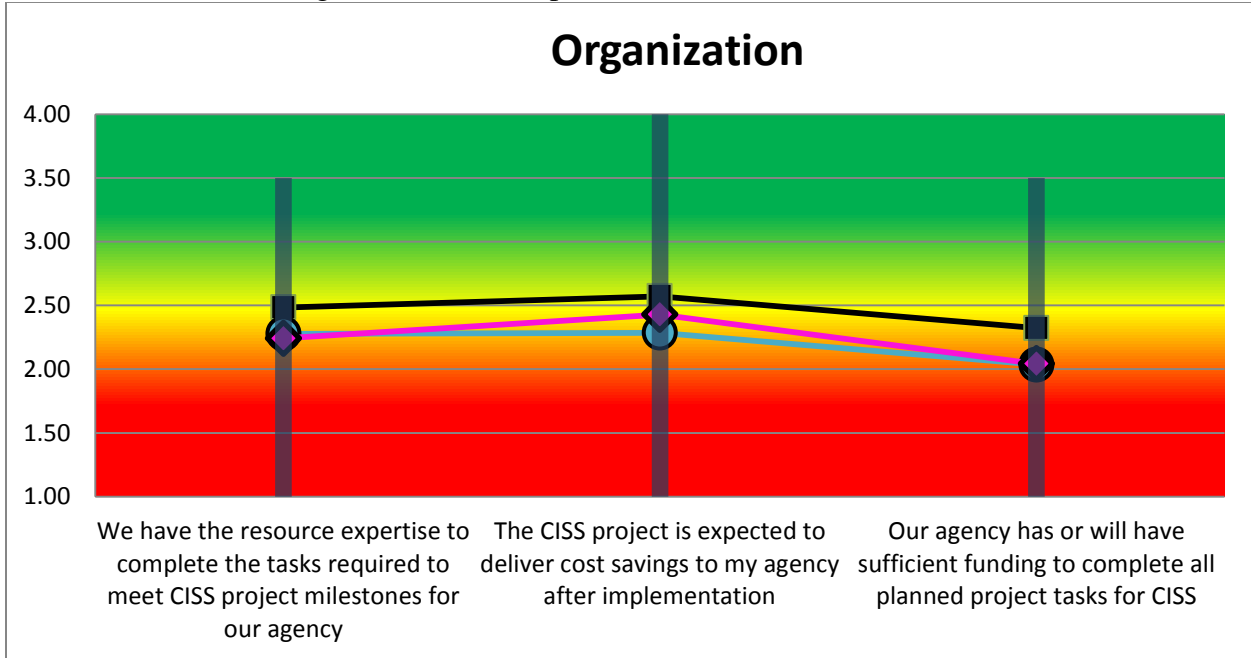
**Category D: Organization (+.27)**

*Last Year Score*                      2.50

*Last Quarter Score*                1.98

*Current Quarter Score*            2.25

With a score of 2.25, Organization is now perceived as Weak.



Organization increased from last quarter's low, but is still a project weakness. Agencies continue to worry about aligning their limited resources to the project timeline and milestones. Extending the timeline seems necessary to complete the full scope of this project. Stakeholders worry that the political environment may make extending and continuing to fund this project difficult.

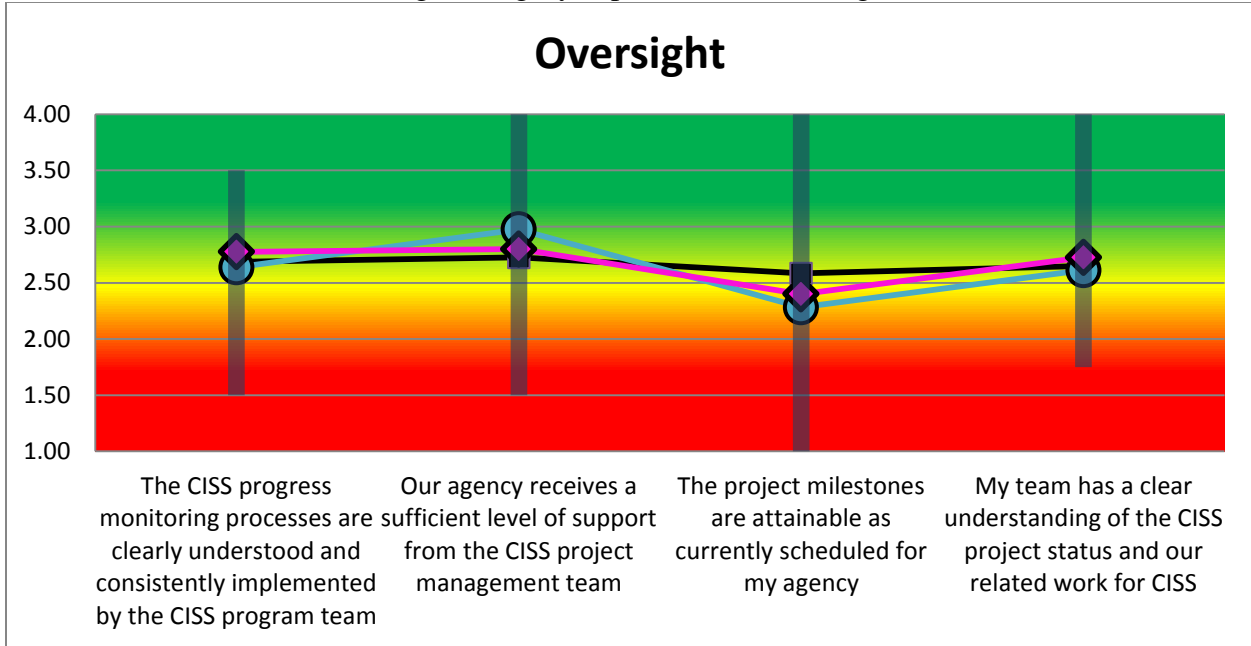
**Category E: Oversight (+.04)**

*Last Year Score*                    2.68

*Last Quarter Score*                2.64

*Current Quarter Score*            2.68

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



Overall agencies feel supported by the CJIS PMO. Worries about the project schedule continue to drag down the Oversight category. Testing delays have impacted the schedule and have caused involved agencies to doubt if the currently scheduled dates for the project milestones can be met.

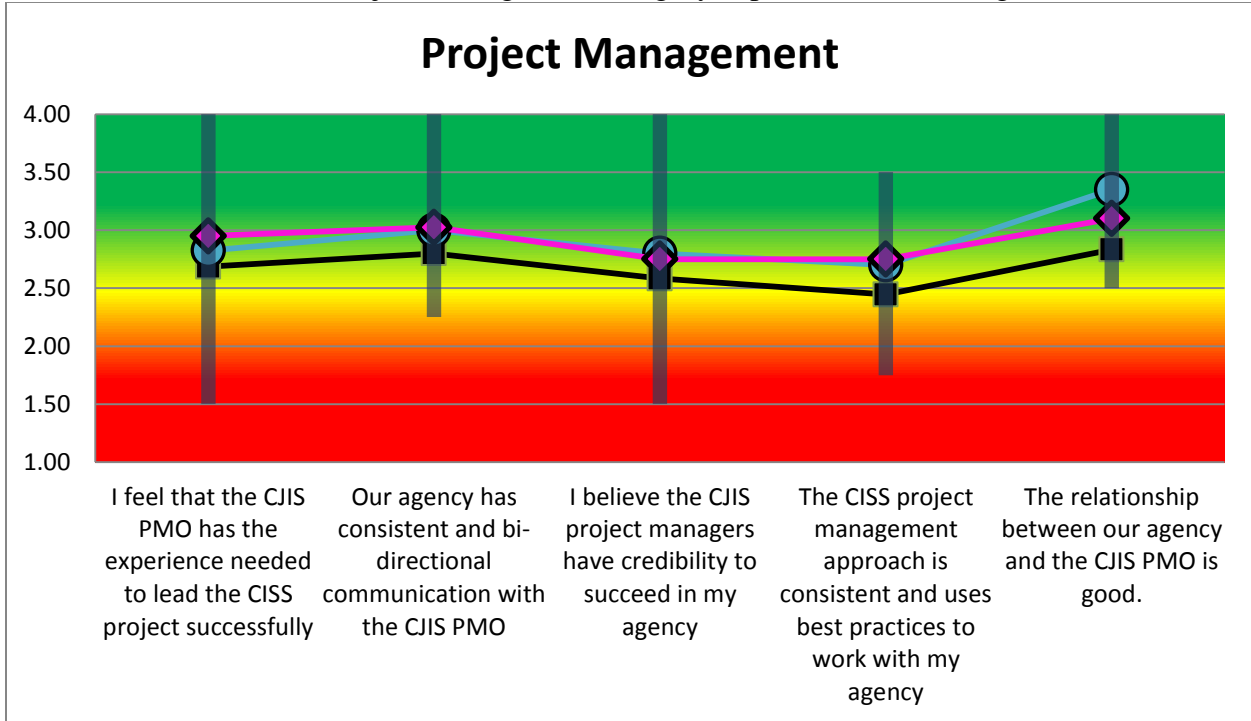
**Category F: Project Management (-.01)**

*Last Year Score*                      2.65

*Last Quarter Score*                2.94

*Current Quarter Score*            2.93

With a score of 2.93, the Project Management category is perceived as Average.



Again this quarter, Project Management is perceived as a strength. Project manager credibility and the relationship between the PMO and Agencies did decrease this quarter. This appears to be related to troubles with Release 3 testing. Agencies want to be involved with testing earlier so that they can inform test case development and planning. Agencies felt that with earlier touch points, much of the delay could have been avoided or at least planned for, because all parties would have had a better understanding of the required scope of testing. Hopefully an outcome from the upcoming formal "lessons learned" meeting is an improvement to this process.

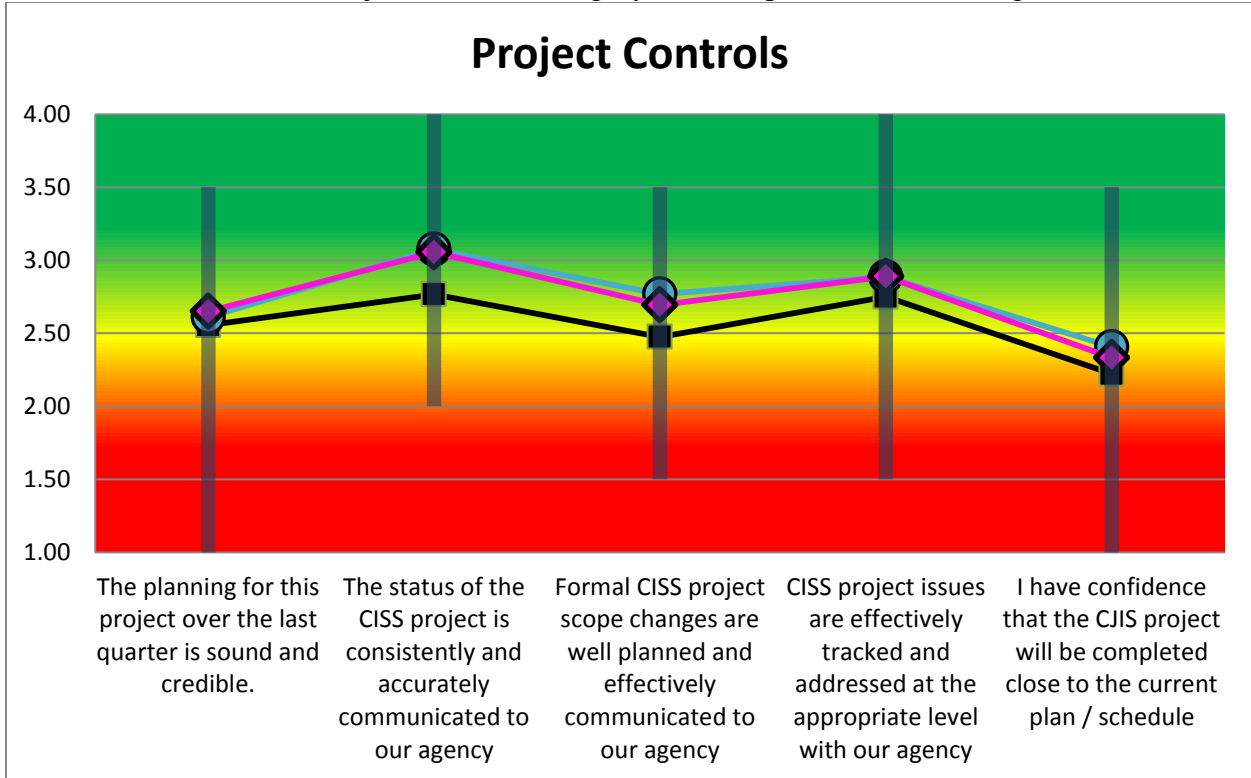
**Category G: Project Controls (-.06)**

*Last Year Score*                      2.57

*Last Quarter Score*                2.78

*Current Quarter Score*            2.72

With a score of 2.72 the Project Controls category remains perceived as Average.



The results this quarter were almost identical to last quarter. The biggest area of concern continues to be the level of confidence in the project completion date. Better test planning and a more realistic end date are improvements which stakeholders noted could impact this category.

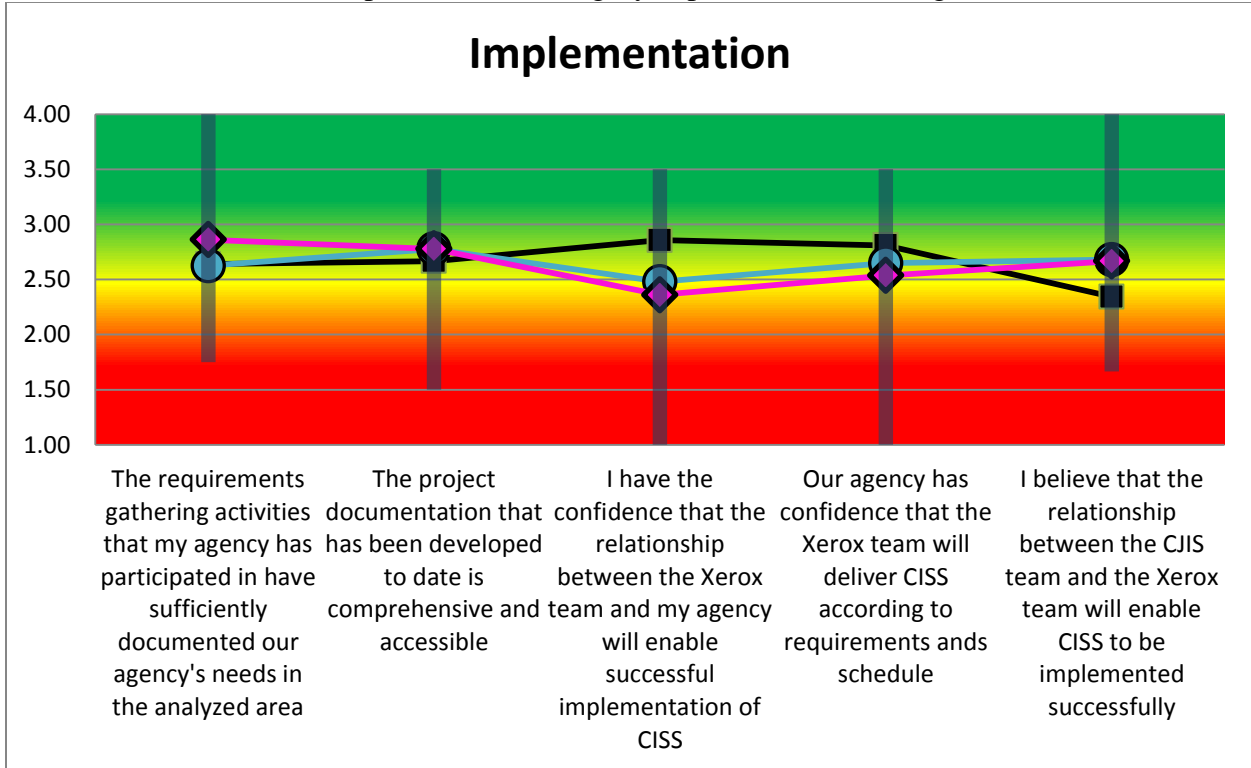
**Category H: Implementation (+.05)**

*Last Year Score*                      2.69

*Last Quarter Score*                2.67

*Current Quarter Score*            2.72

With a score of 2.72, the Implementation category is perceived as Average.



As with Project Controls, lack of confidence in the implementation date is dragging down the category. Improvements in the testing process have not been seen. If agencies do not see improvements by Release 4, all questions related to schedule and implementation will likely decrease further.



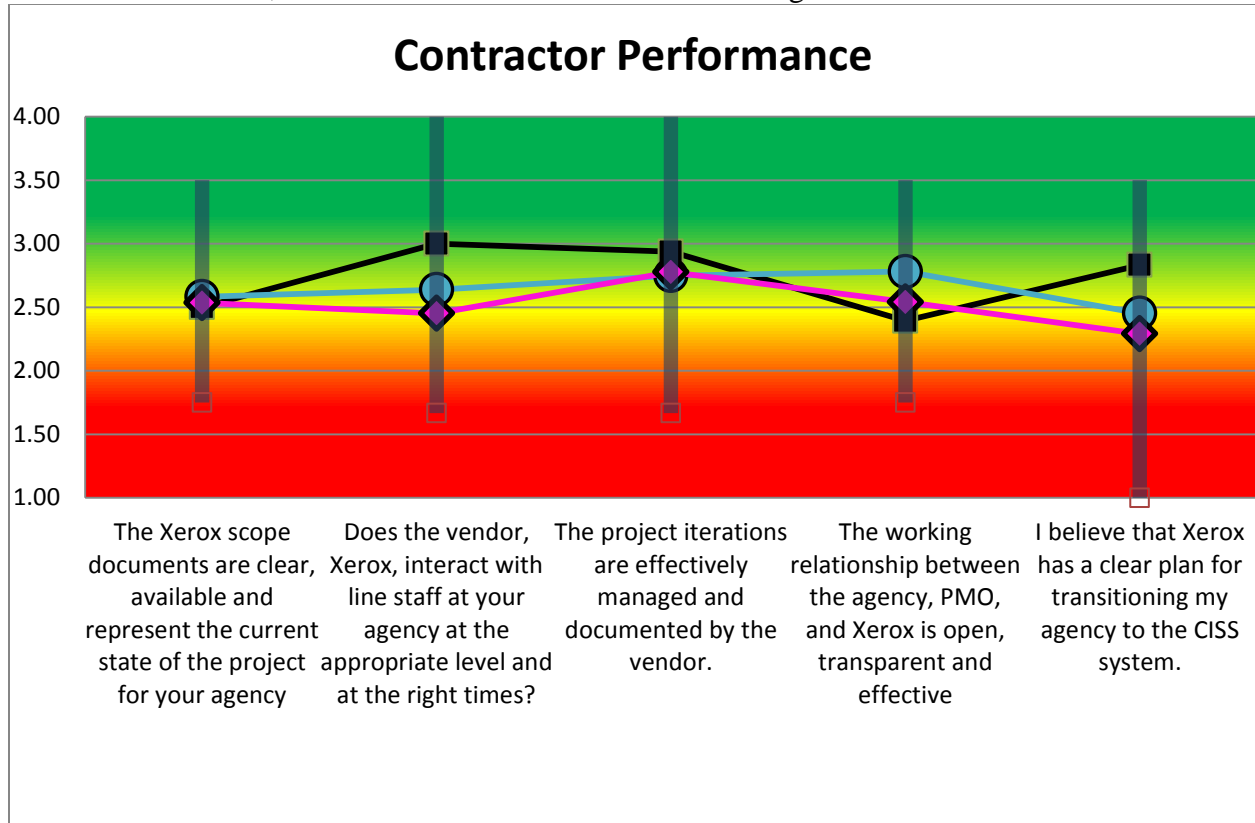
**Category I: Contractor Performance (-.14)**

*Last Year Score*                      **2.62**

*Last Quarter Score*                **2.71**

*Current Quarter Score*            **2.57**

With a score of 2.57, Contractor Performance remains Average.



Agencies indicated that better communication with Xerox is necessary in testing. Stakeholders noted that issues are communicated to the CJIS PMO, who then communicate the issues to Xerox for fixing. Often these issues are not related 100% correctly, thus causing further delays. Minimizing the PMO's role as middleman in test defect reporting and resolution should improve this process.

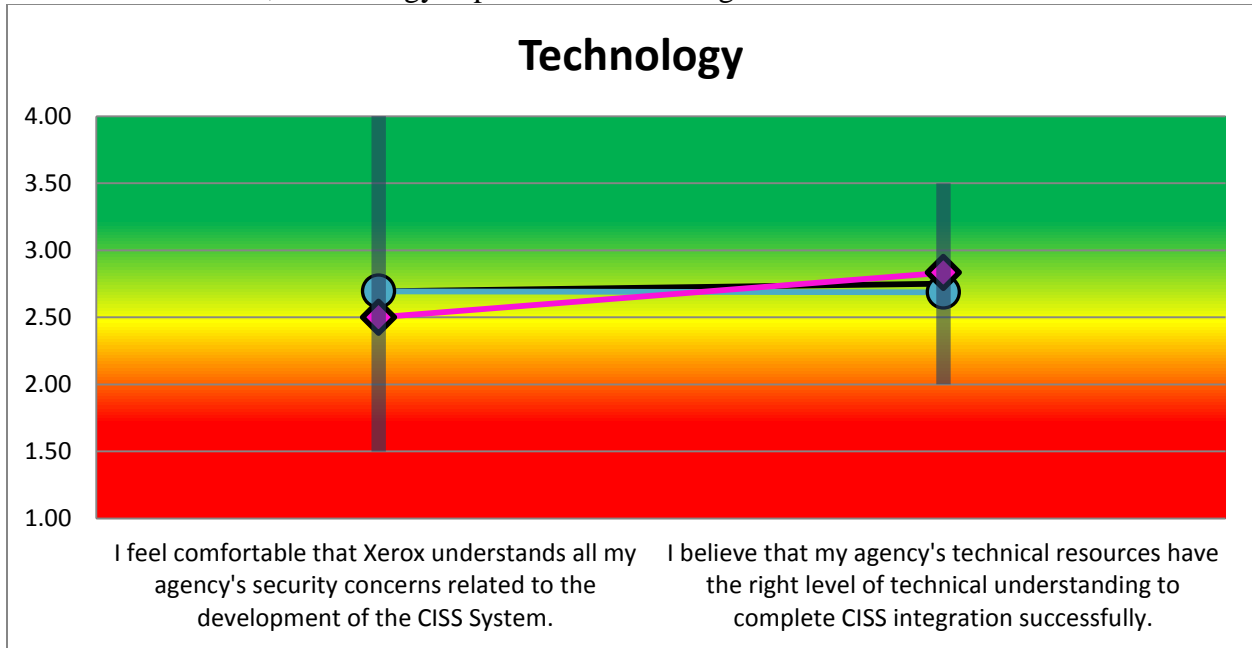
**Category J: Technology (-.07)**

*Last Year Score*                    2.74

*Last Quarter Score*                2.71

*Current Quarter Score*            2.64

With a score of 2.64, Technology is perceived as Average.



Much of the delays in Release 3 testing were related to security testing. The CJIS PMO needs to better understand the agencies security needs and work with each agency to identify relevant test cases required prior to completing internal testing. This will allow a much more efficient UAT process.

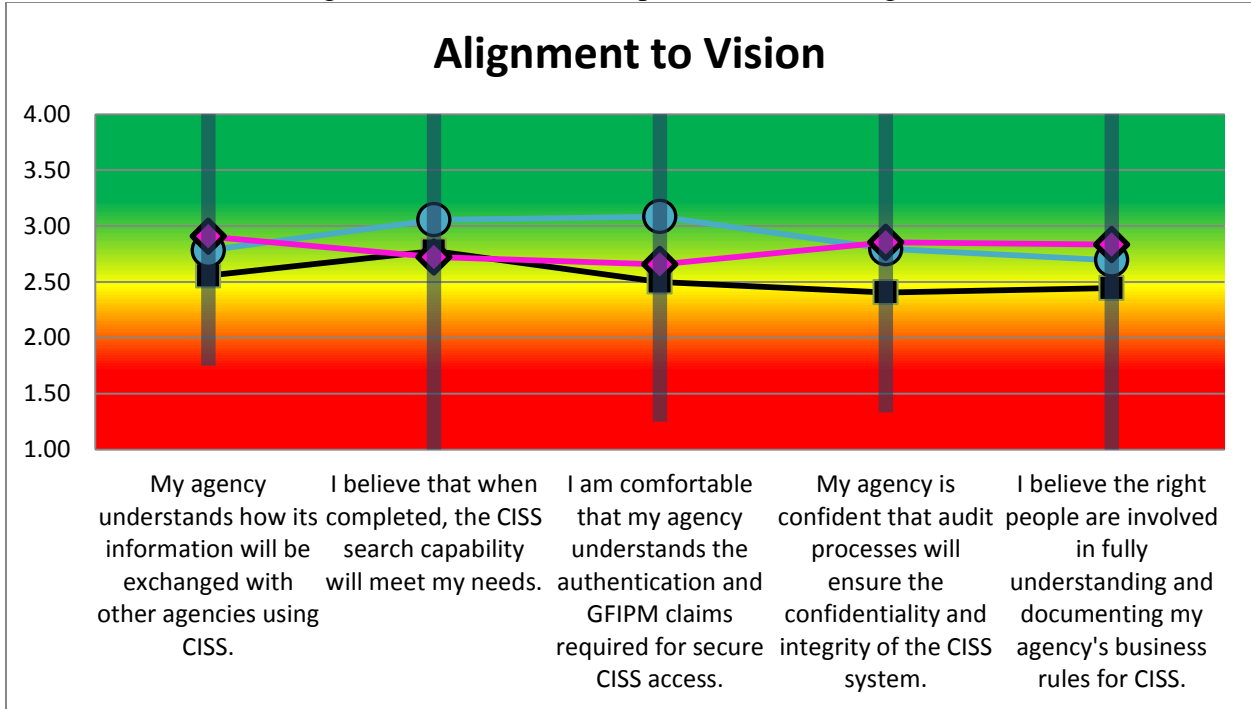
**Category K: Alignment to Vision (-.05)**

*Last Year Score*                      **2.54**

*Last Quarter Score*                **2.89**

*Current Quarter Score*            **2.84**

With a score of 2.84, Alignment to Vision is still perceived as Average.

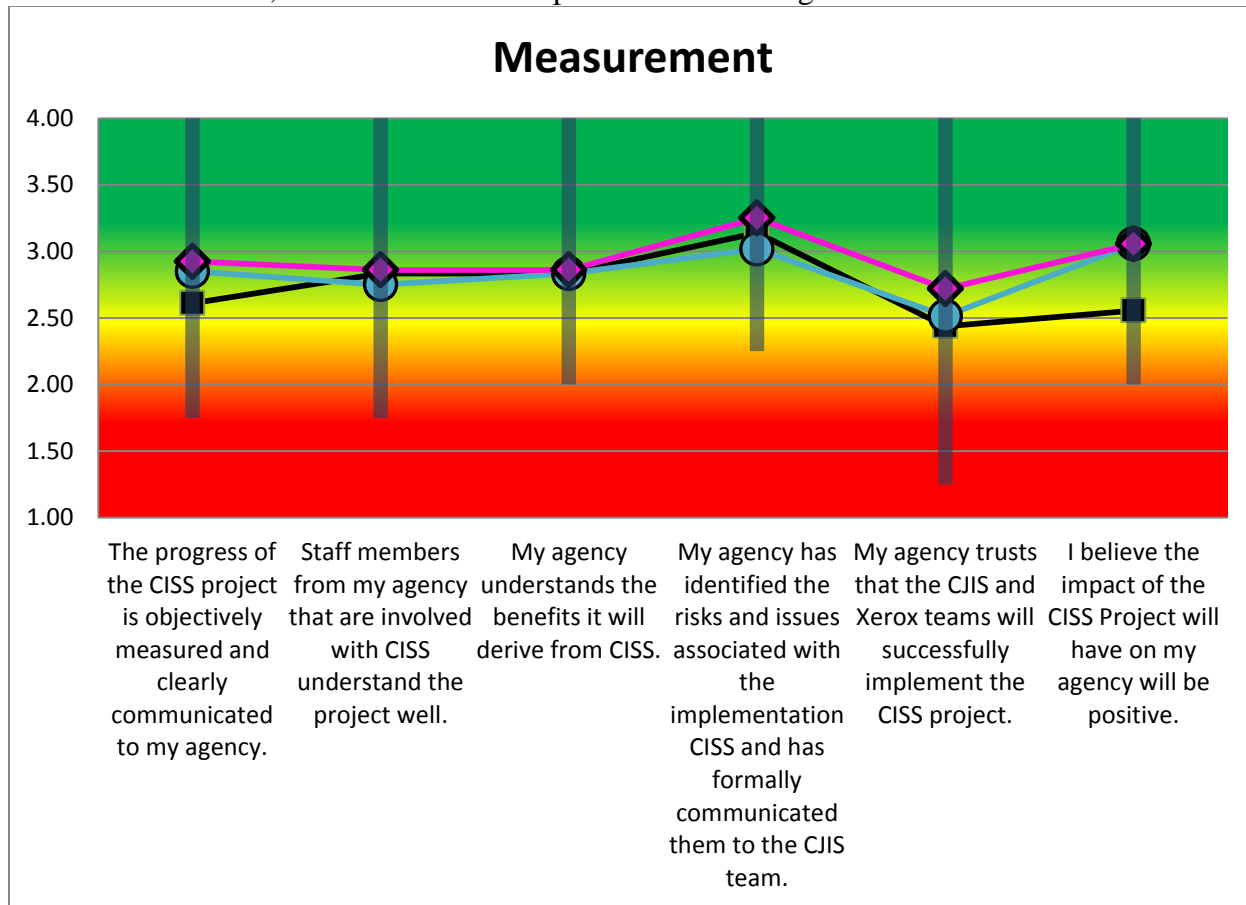


Due to issues with Release 3 security testing, agencies were less comfortable that the CJIS team understood their security needs. Stakeholders are also worried that the current scope cannot be completed in the current timeline. If the full scope is not met, the search capability will not meet the agencies' needs.

**Category L: Measurement (+.11)**

*Last Year Score*                    2.75  
*Last Quarter Score*                2.85  
*Current Quarter Score*            2.96

With a score of 2.96, Measurement is still perceived as Average.



There were across the board gains in Measurement this quarter. Agencies almost unanimously agree that the CISS Project will be extremely positive once fully implemented. Most agencies feel like project progress is well tracked and communicated. Stakeholders see progress, but the light at the end of the tunnel remains elusive and they worry if the full scope can be implemented.

## 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, Xerox, 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	Xerox	The CISS development methodology is transparent and consistently applied.
B - Development	Xerox	The CISS implementation approach is transparent and consistently applied.
B - Development	Xerox	The CISS Release Plan balances the needs of our agency with the overall CISS program.
B - Development	Xerox	The Release Plan presents releases that make sense.
C. User Involvement	Xerox	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	Xerox	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	Xerox	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	Xerox	I have the confidence that the relationship between the Xerox team and my agency will enable successful implementation of CISS.

Project Activity Category	Project Group Category	Question
H. Implementation	Xerox	Our agency has confidence that the Xerox team will deliver CISS according to requirements and schedule.
H. Implementation	Xerox	I believe that the relationship between the CJIS team and the Xerox team will enable CISS to be implemented successfully.
I. Contractor Performance	Xerox	The Xerox scope documents are clear, available and represent the current state of the project for your agency.
I. Contractor Performance	Xerox	Does the vendor, Xerox, interact with line staff at your agency at the appropriate level and at the right times?
I. Contractor Performance	Xerox	The project iterations are effectively managed and documented by the vendor.
I. Contractor Performance	PMO	The working relationship between the agency, PMO, and Xerox is open, transparent and effective.
I. Contractor Performance	Xerox	I believe that Xerox has a clear plan for transitioning my agency to the CISS system.
J. Technology	Xerox	I feel comfortable that Xerox 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	Xerox	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 CISS.

Project Activity Category	Project Group Category	Question
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	Xerox	My agency trusts that the CJIS and Xerox 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 Xerox. 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 Xerox 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, Xerox.. 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