State of Connecticut Criminal Justice Information System Governing Board

Connecticut Information Sharing System Quarterly Project Health Check Services Report

10/07/2017 – 12/15/2017

Prepared By:

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Executive Summary

Project fatigue was prevalent this quarter across most agencies, but especially for those agencies less involved. Agencies are frustrated with the Release 6 delays. Communications on project successes are slow to reach the stakeholders, if they had even been communicated at all. Though scores decreased significantly, there were many successes. The hiring of a new Executive Director, approval to fill State project positions, contracts for interfacing with Record Management System (RMS) vendors, and the posting of the Request for Proposals (RFP) for the operational support of CISS were all accomplishments of note.

The critical risk register now contains only two risks. What is not included in the list is the risk that comes from project fatigue. The project needs the stakeholders to be champions of the system and a high level of energy is needed to push the project over the finish line. The PMO should quickly take steps to re-engage and re-energize the stakeholders. There are some recommendations in this report that could be initial steps to improve project fatigue, but successful implementations will probably have the most impact.

The Critical Risk Register contains two risks:
- Risk #5 – The lack of operational support of the system
- Risk #11 – Impacts from limited agency resources and competing priorities will cause additional project delays.

There is still no operational support plan in place for Phase 1. It is increasing likely that Conduent will not be around for training of all operational support team members. This adds a new complication to this risk.

Although the direct impacts to the project from the State Budget cuts were minimal, agencies still have limited resources and competing internal priorities that will make staying on schedule difficult. The PMO needs to provide updated dates to key stakeholders as early as possible, even if the exact changes are not known. Almost all agencies made clear that lead time was more important than 100% accuracy. Stakeholders request a regular communication from the PMO, with realistic dates, project news, a list of what is included in each release and which agency they impact, and an updated organization chart indicating which staff is responsible for which tasks. This could be an opportunity for a regular, direct communication from the Executive Director; something agencies expressed a desire to see.

Group	Last Year	Last Quarter	Current Quarter
Agency	2.73	2.81	2.81
Conduent	2.75	2.73	2.68
PMO	2.81	2.89	2.73

How to Read the Graphs in the Quarterly Report
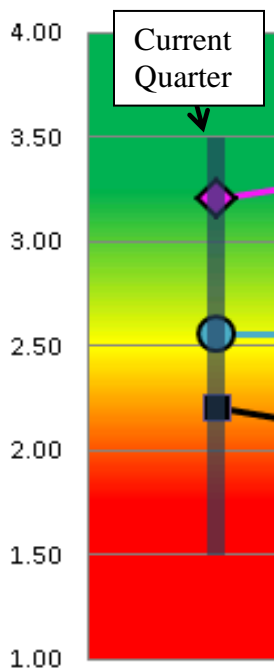
The graphs are color coded in a stoplight scheme to clearly illustrate project strengths and weaknesses. Each value is represented by a square, circle, or triangle. The black square ■ represents the values from this quarter last year, and the blue circle ⬤ represents the last quarter's values. The pink 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 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 October 07, 2017 to December 15th, 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 #5	The eighteen unfilled State full time employee positions for the project are not filled.	**An Operational Support Plan is not in place. Conduent will likely not be present to train an operational support team. This adds a component to the risk. There is the risk that a complete support team will not be fully in place at implementation and a risk that they will not be fully trained.**
Risk #11	State budget cuts will impact the project directly, or stakeholder agencies indirectly, impacting the resources available to successfully implement the project.	**Although impacts from State Budget cuts to the project had less direct impacts, agencies still have limited resources and competing priorities. The Governance Committee and PMO should work together to ensure the project is prioritized appropriately and the key Phase 1 dates are met.**

Overall Project Health (-.07)

Last Year Score	*2.74*
Last Quarter Score	*2.80*
Current Quarter Score	*2.73*

The Overall Project Health decreased from 2.80 to 2.73. This score is calculated by averaging agency responses across all categories.

Average Category Rating - All Agencies
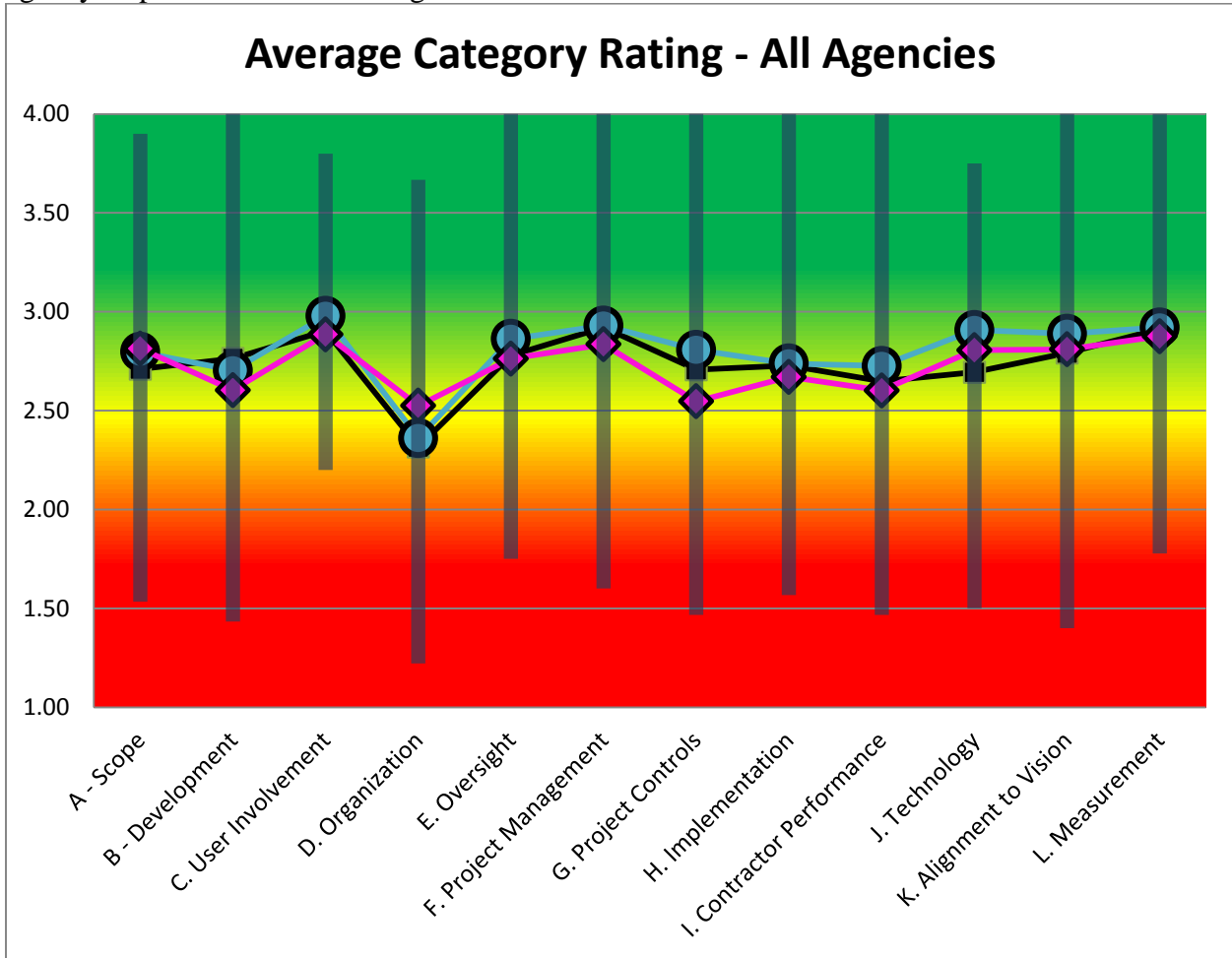
Scores decreased in almost every category this quarter. Release 6 delays and the lack of operational support members in place have severely impacted stakeholder perception of project progress. Along with project progress, steps need to be taken to re-engage and re-energize the stakeholders.

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

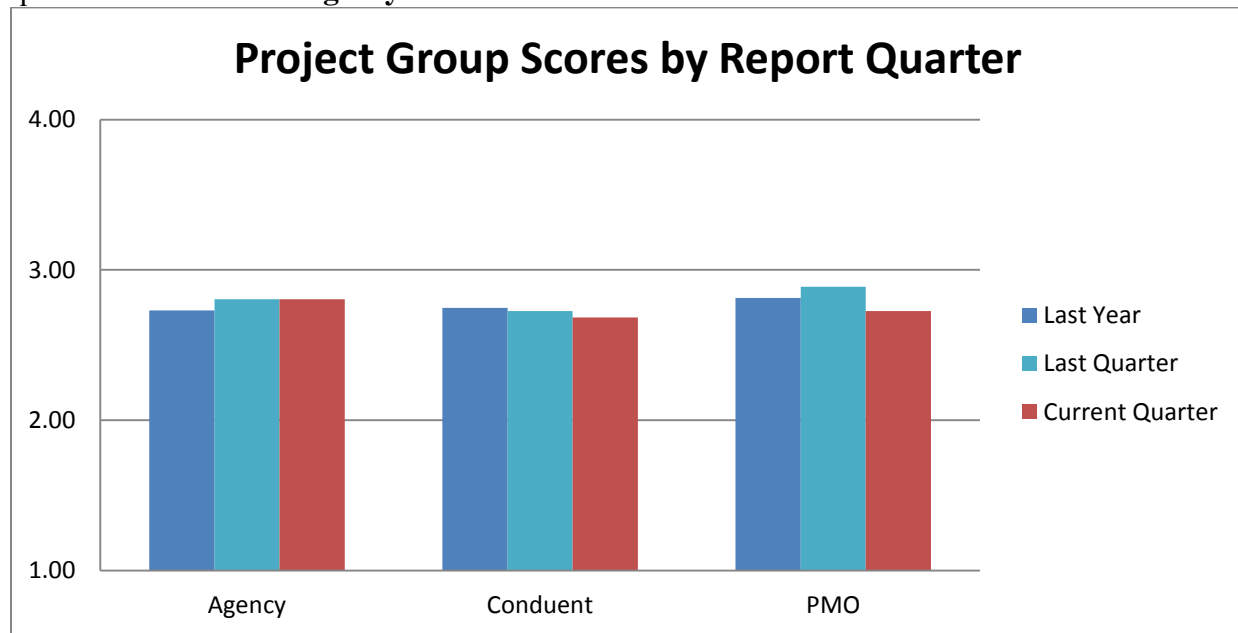| Category	Last Year	Last Quarter	Current Quarter	Difference
Scope	2.71	2.80	2.81	+.01
Development	2.76	**2.70**	**2.60**	**-.10**
User Involvement	2.90	**2.98**	**2.89**	**-.09**
Organization	2.32	2.36	2.52	+.16
Oversight	2.78	**2.86**	**2.76**	**-.10**
Project Management	2.92	**2.93**	**2.84**	**-.09**
Project Controls	2.71	**2.81**	**2.55**	**-.26**
Implementation	2.73	**2.74**	**2.67**	**-.07**
Contractor Performance	2.65	**2.73**	**2.60**	**-.13**
Technology	2.69	**2.91**	**2.81**	**-.10**
Alignment to Vision	2.79	**2.89**	**2.81**	**-.08**
Measurement	2.91	**2.92**	**2.88**	**-.04**

The following are highlights from this quarter's results:

- All but two categories decreased this quarter. Many had large decreases.

- Project Controls had the largest decrease this quarter. Mostly stakeholders know changes are coming to the release plan, but do not trust that the new dates will be kept. Consistent and regular communication on these changes is lacking.

- Due to the delays in Release 6 and the issues with MultiVue, Contractor Performance scores had the second biggest decrease.

- Organization was the only category to have a significant increase this quarter. Now that funding for phase 1 has been secured and the budget cuts are known, agencies feel better about the outlook for completing phase 1.

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**: 2.81 **Conduent**: 2.68 **PMO**: 2.73.

Project Group Scores by Report Quarter

Agency Overview (No Change)

Last Year Score	*2.73*
Last Quarter Score	*2.81*
Current Quarter Score	*2.81*

Project fatigue needs to be addressed. Stakeholders continue to want regular, accurate status reports that they can use to help plan their resources. Stakeholders are anxious for release implementations and to see how the workflow will function across agencies.

Agency Top Concerns

A cross-agency meeting is requested by most agencies to help re-energize the project and re-engage stakeholders.

PMO Recommendation: The PMO should use the model office demonstration to bring agencies together. This could lead to future meetings and collaborations.

Agencies want a regular communication on project status. Stakeholders want to know on what release and functionality each agency is working, what is the updated timeline, and which changes to scope have been approved. They also want an updated org chart, indicating which resource is assigned to which areas.

PMO Recommendation: The PMO should have a monthly communication to update stakeholders directly with these updates. This could be an opportunity for the Executive Director to communicate directly to stakeholders on a regular basis.

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

> **Agency and Governance Committee Recommendation (R11-2):** Update to last quarter's recommendation: 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 should work with agencies to align resources through Phase 1 Implementation. The PMO needs to clarify how certain they are in the dates they share. This will require significant and constant communication.

Conduent Overview (-.05)

Last Year Score   *2.75*

Last Quarter Score   *2.73*

Current Quarter Score   *2.68*

The Release 6 delays and issues with MultiVue have negatively impacted agency perception of Conduent. Given this, agencies still trust Conduent to be able to deliver the final product. However, **there is concern that Conduent will be gone prior to the training of the Operational Support Team and before the system is fully tested across agencies.**

Conduent Top Concerns

> Due to competing priorities and limited resources, agencies may not meet critical dates.

> **Agency and Governance Committee Recommendation (R11-2):** See updated recommendation in Agency Top Concerns for Risk #11 above.

CJIS PMO Overview (-.16)

Last Year Score   *2.81*

Last Quarter Score   *2.89*

Current Quarter Score   *2.73*

PMO perception took a big hit this past quarter. **Agencies have little trust that the release plan dates with which they are presented will be met. Stakeholders have not sensed the urgency required to mitigate large risks at the PMO or the Governance Committee. Issues such as the lack of an operational support plan and constantly changing schedule have led to project fatigue.**

PMO Top Concerns

> An Operational Support Plan is still not finalized. Conduent will likely not be involved in directly training parts or all of the support team.

PMO Recommendation: Operational support should be the number one concern for the PMO and the Governance Committee this next quarter. An RFP is posted, but the funding source for this approach has not yet been secured.

Agencies noted that enrollment of employees into CISS is cumbersome and slow.

PMO Recommendation: The PMO has indicated that enrollment automation is moving forward. This automation should be in place prior to a push to bring in significant number of users, else the project risks frustrating new users and having their first interaction with the system be a negative one.

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 – **A State Budget has allowed a clearer picture of available agency resource. The project needs to update release plans and ensure the timeline for the rest of Phase 1 is feasible for all essential stakeholders.**

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 securing of the funding for Phase 1 should help to keep staff stable and mitigate this 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 – **An RFP for itemized proposals has been publicly posted. This risk will remain critical until a plan is finalized and funded and positions are staffed.**

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 – Key RMS vendors have agreements to interface their data.

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 – The number of new CRs has decreased. This will be removed as a Critical Risk 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 – No update this quarter.

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

Update – **A State Budget was approved and the impacts to the project were limited.**

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 is now tracked at the Governance Committee level, but the risk remains active.**

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 of geographic areas is still needed.**
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 PMO needs to constantly provide agencies with updated dates, even if they are not finalized. Agencies need as much lead time as possible to ensure 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 has been posted, but funding may be an issue.**
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.	**Timelines for all RMS interfaces is still outstanding.**
R7-2 – RMS vendor negotiations	Work with State and Municipal Police to negotiate fair interface development timelines and prices	**Many RMS vendor contracts are signed.**
#R8-1 – PMO Change Request Tracking	The CJIS Change Control Board has been established to review agency changes	**CRs continue to remain low for the second straight quarter.**

Mitigation Recommendation	Overview	PMO Mitigation Progress
	that may impact the CISS Project.	
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 budget had minimal impacts to the project.**

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	**Status Unknown**
	#R7-2 – RMS Negotiations	Started
Risk #8 – Change Control	#R8-1 – PMO Change Request Tracking	**Status Unknown**
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	**Status Unknown**
	#R11-2 – Governance Committee members work to appropriately prioritize CISS work	**Status Unknown**
Risk #12 – State IT Infrastructure Support	#R12-1 – Re-establish Technology Sub-committee 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.
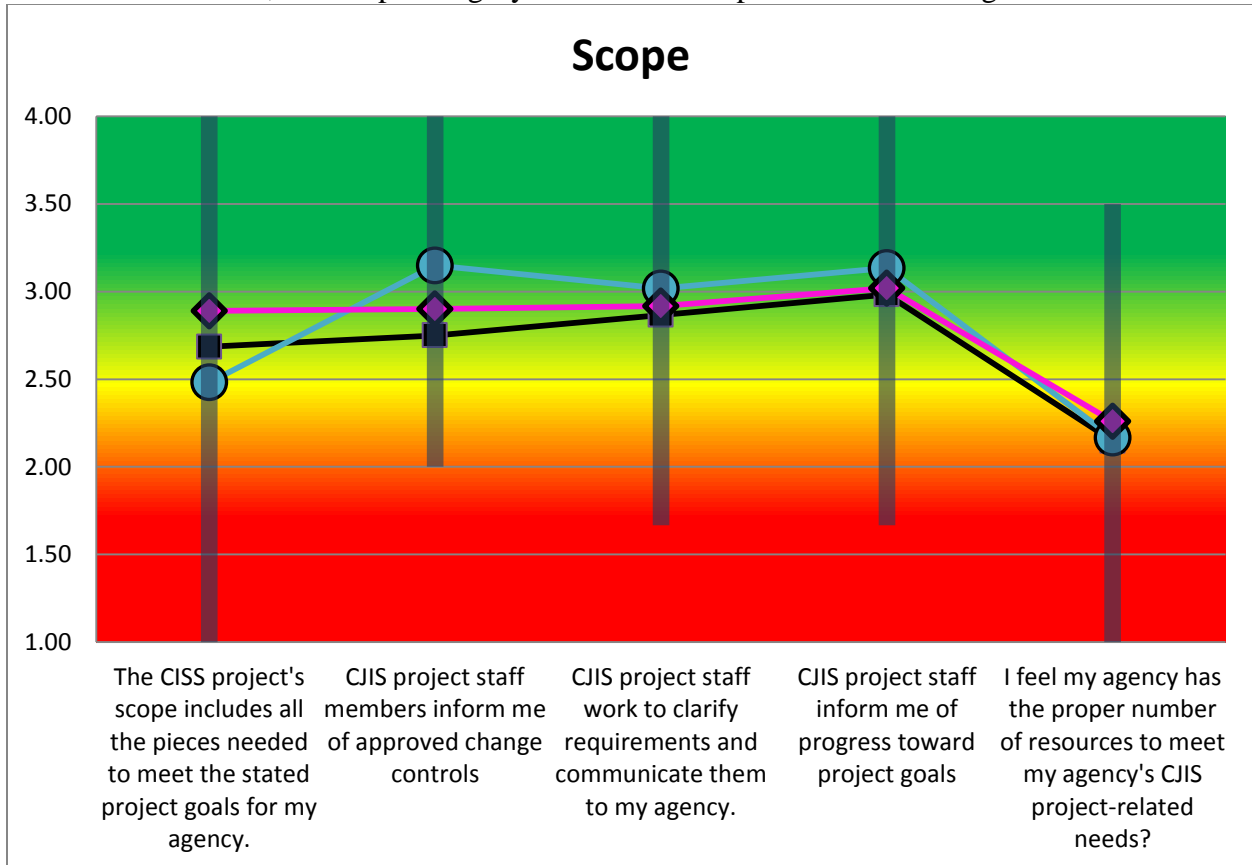
Category A: Scope (+.01)

Last Year Score	*2.71*
Last Quarter Score	*2.80*
Current Quarter Score	*2.81*

With a score of 2.81, the Scope category continues to be perceived as Average.

For those agencies not involved in the releases that are actively being worked, communication was noted as a project weakness this past quarter. Stakeholders want clear, consistent communication with accurate engagement dates. This communication should be sent directly to all of the primary stakeholders to ensure that it reaches those involved in the project. Agencies are requesting this communication to be delivered on a monthly basis. Agencies also see this as an opportunity to get an update directly from the Executive Director.
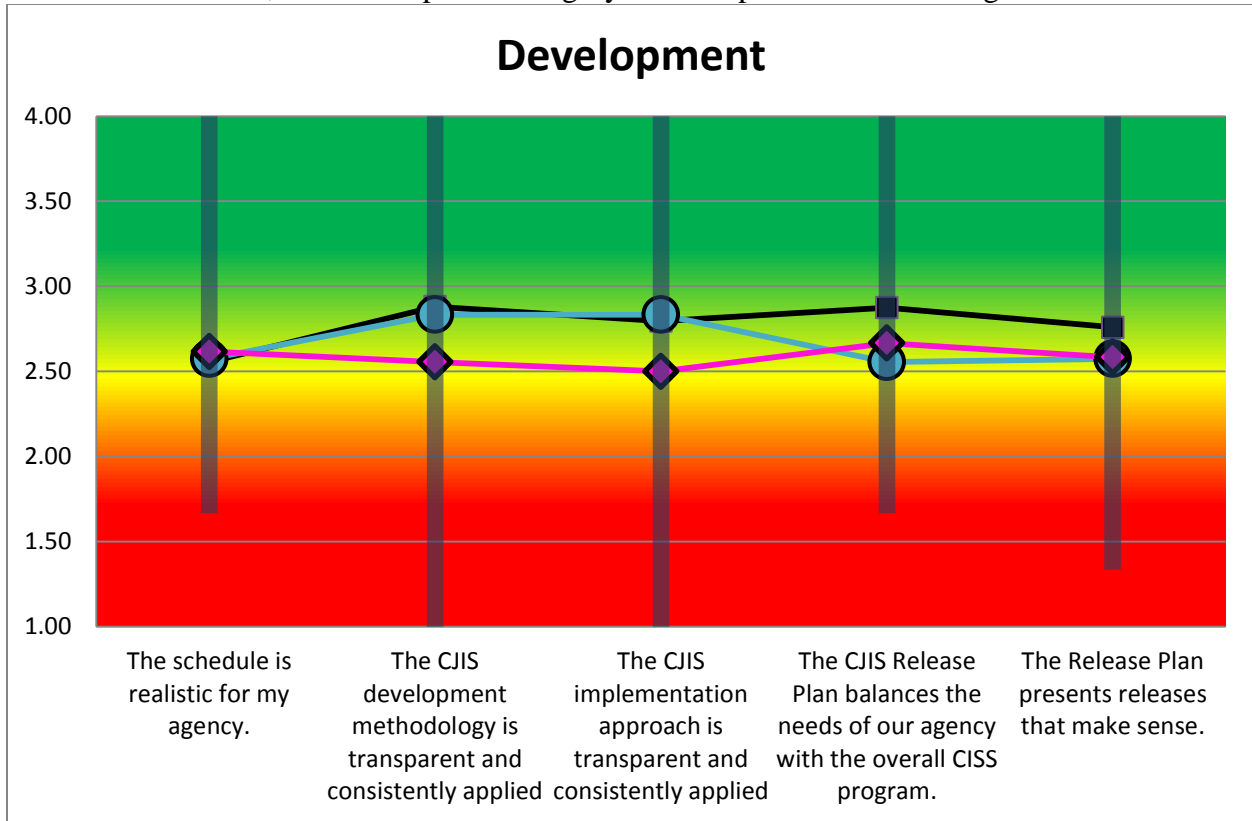
Category B: Development (-.10)

Last Year Score   *2.76*

Last Quarter Score   *2.70*

Current Quarter Score   *2.60*

With a score of 2.60, the Development category remains perceived as Average.

The lack of an updated and accurate release plan is hurting project enthusiasm and engagement. Agencies are doing more work with fewer resources. Having to meet an unknown CISS timeline, makes planning impossible and allows stakeholders to disengage from the project and focus on their internal agency work to the detriment of the likelihood of possible future successes.
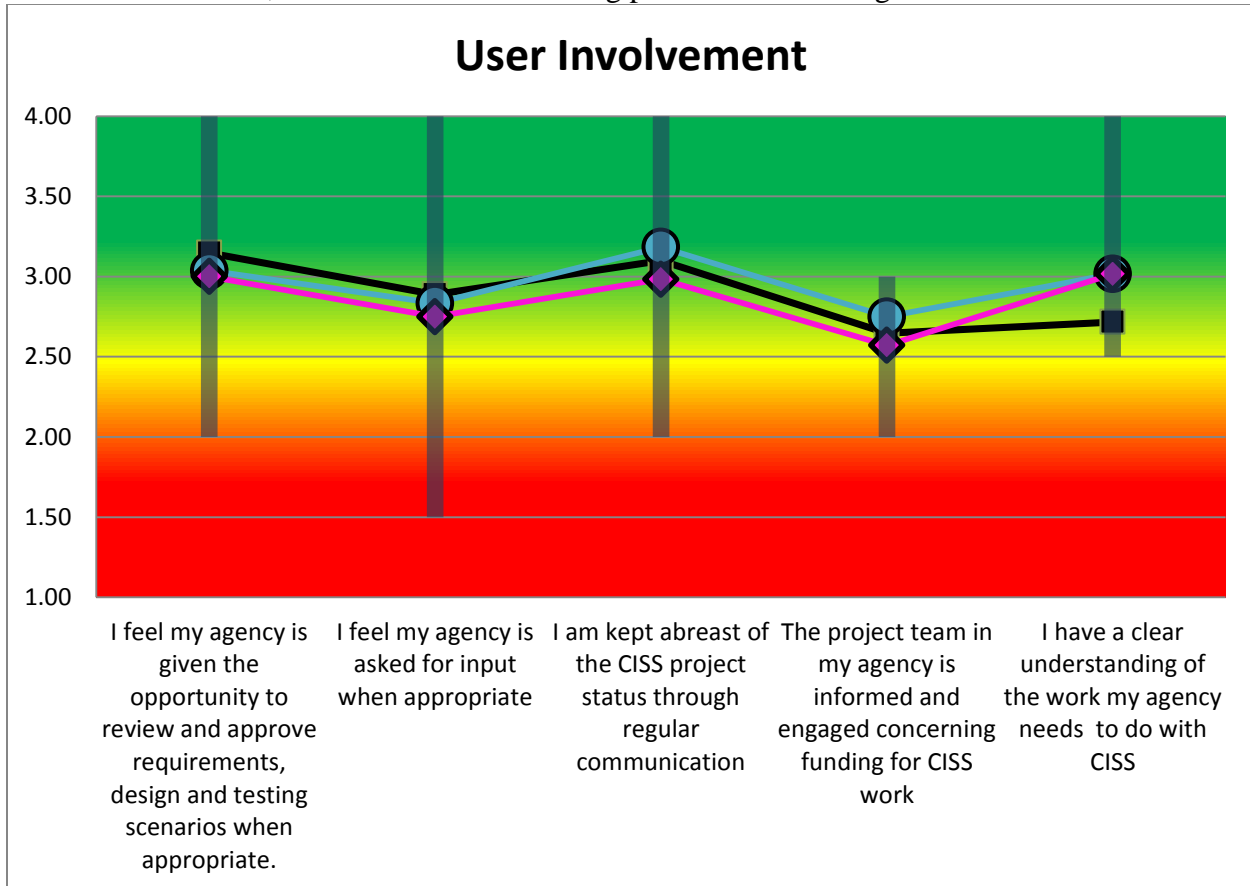
Category C: User Involvement (-.09)

Last Year Score	*2.90*
Last Quarter Score	*2.98*
Current Quarter Score	*2.89*

With a score of 2.89, User Involvement is being perceived as Average.

Stakeholders are hopeful that the Executive Director will help fill the communication gaps that started after Mark Morin and Jim Harris left. User involvement took across the board drops in scores this quarter. Project engagement and energy are very low this quarter. Steps should be taken by the PMO to re-engage and bring stakeholders and project staff together. A recommendation by one agency was to bring everyone together for a model office demo. Agencies were energized by earlier project meetings where cross-agency comradery and sharing took place. Those types of meetings were noted as being great for morale.
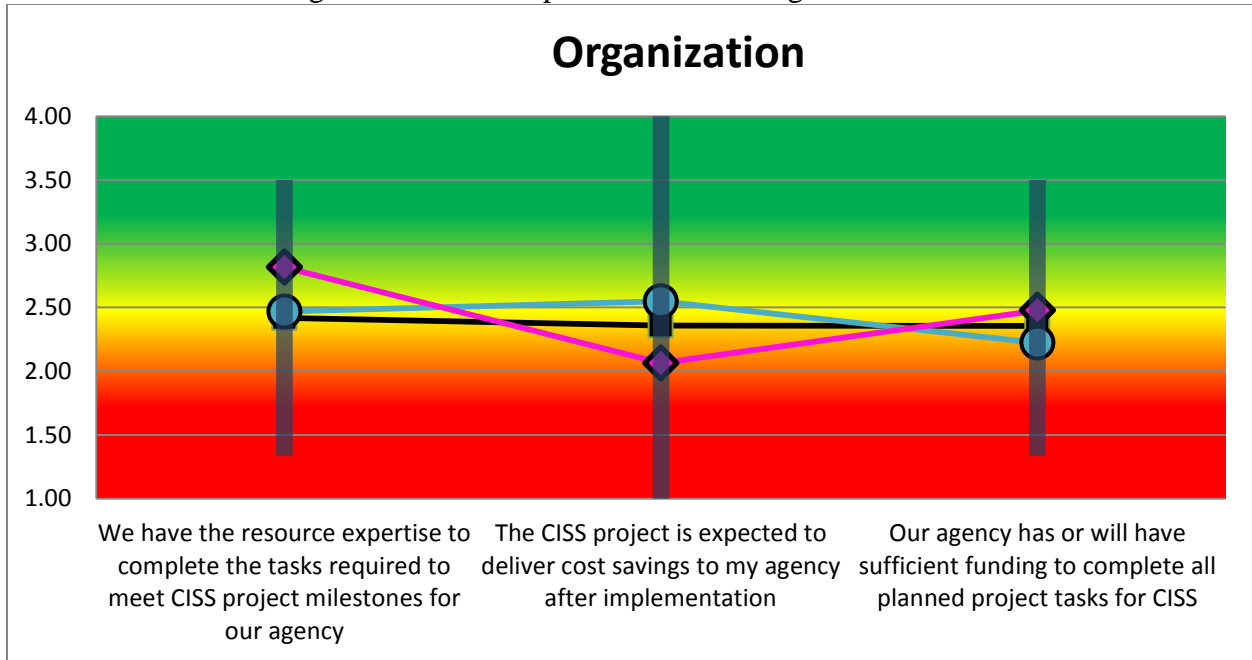
Category D: Organization (+.16)

Last Year Score   *2.32*

Last Quarter Score   *2.36*

Current Quarter Score   *2.52*

With a score of 2.52 Organization is now perceived as Average.

Agencies noted that impacts to personnel from the State budget were minimal and thus feel they can meet project tasks as long as the lead time is sufficient. Agencies are anxious to see a model office to begin to evaluate how much, if any, cost savings each agency will see at full implementation.
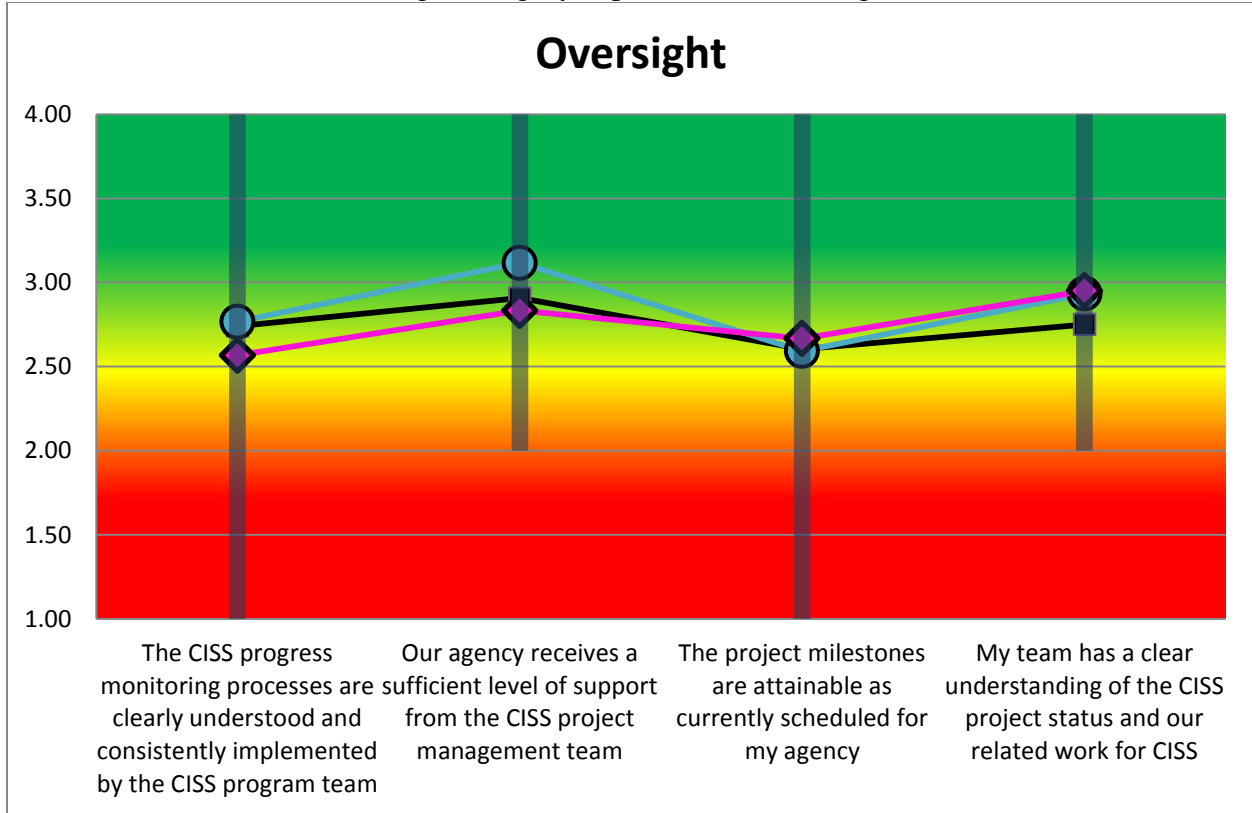
Category E: Oversight (-.10)

Last Year Score   *2.78*

Last Quarter Score   *2.86*

Current Quarter Score *2.76*

With a score of 2.76, the Oversight category is perceived as Average.

Agencies had just attended the quarterly project status meeting when completing the surveys and felt that at that moment in time they had a clear understanding of the project status, but concerns remain that status communication outside of these quarterly meetings is still lacking. An update engagement plan for each agency will help agencies feel more supported.
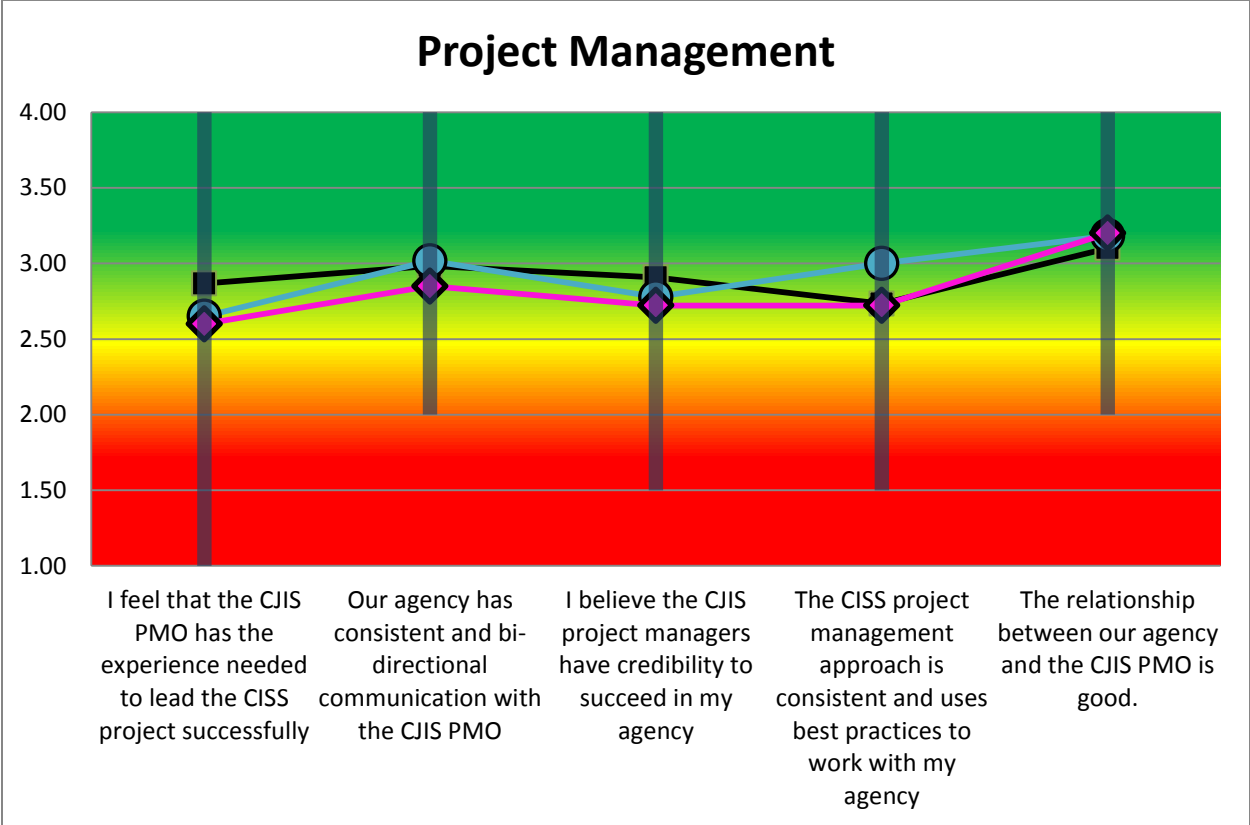
Category F: Project Management (-.09)

Last Year Score	*2.92*
Last Quarter Score	*2.93*
Current Quarter Score	*2.84*

With a score of 2.84 the Project Management category is perceived as Average.

The Project Management category decreased in almost every question. Continued missed dates have hurt PMO credibility. As noted above, communication is an issue that agencies are hopeful can be fixed by the new Executive Director. Given all that, the relationship between the agencies and the PMO remains strong.
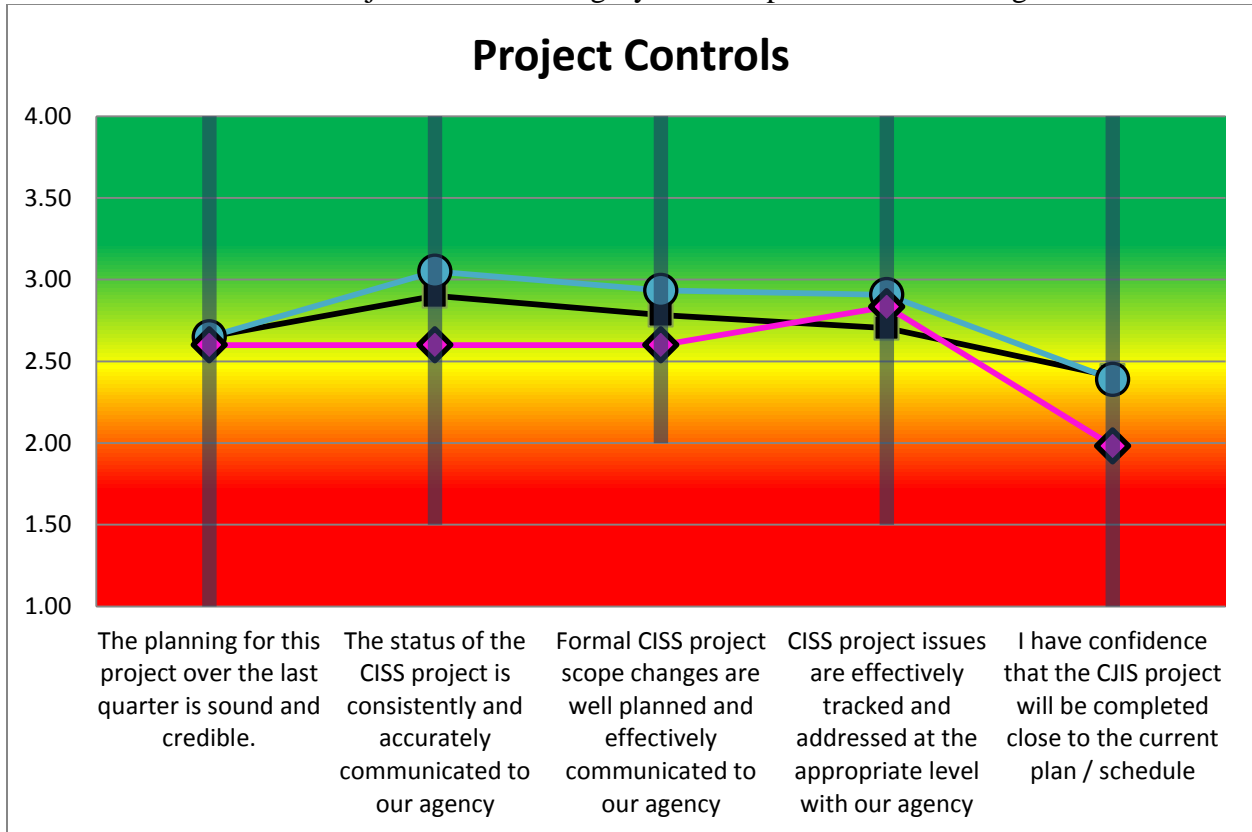
Category G: Project Controls (-.26)

Last Year Score   *2.71*

Last Quarter Score   *2.81*

Current Quarter Score   *2.55*

With a score of 2.55 the Project Controls category remains perceived as Average.

As noted under Project Management, confidence that the project will meet the implementation date with current scope is very low. Scores for project controls were lower across the board. This category had the largest decrease in score this quarter.
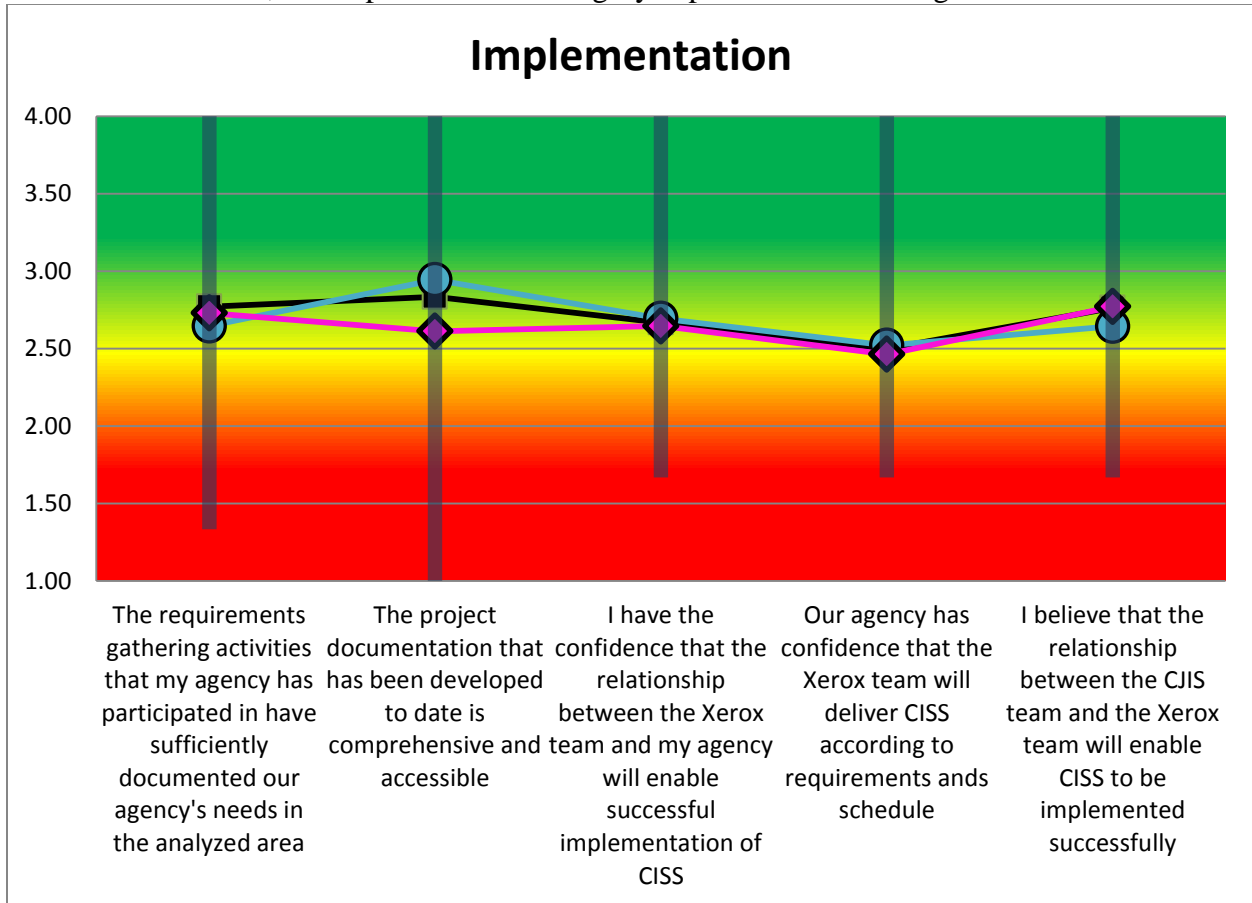
Category H: Implementation (-.07)

Last Year Score   *2.73*

Last Quarter Score   *2.74*

Current Quarter Score   *2.67*

With a score of 2.67, the Implementation category is perceived as Average.

Implementation

Most agencies are fairly confident Conduent will be able to implement a functioning system in the allotted contract time, but many stakeholders have concerns that the workflow scope will continue to languish. For many agencies, the workflow pieces are essential to efficiency gains and therefore essential for success in the eyes of these agencies.
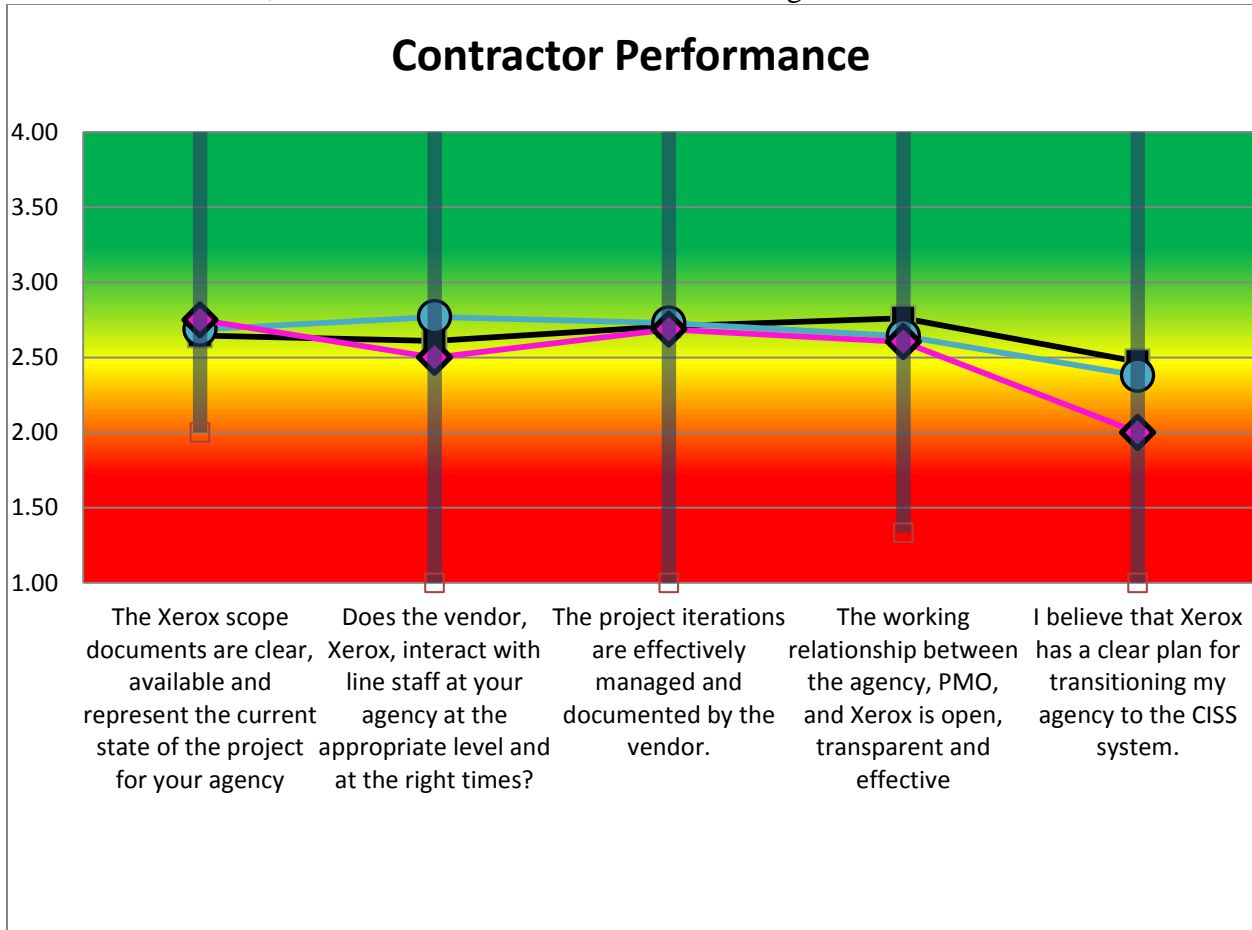
Category I: Contractor Performance (-.13)

Last Year Score   *2.53*

Last Quarter Score   *2.73*

Current Quarter Score   *2.60*

With a score of 2.60, Contractor Performance remains Average.

As stated in the Contractor Performance category, stakeholders largely believe that Conduent will deliver a system on-time. Outside of the concern that workflow functionality will not be implemented timely, the biggest concern is that the operational support team will not be in place and trained by Conduent prior to the end of their contract. Because of this, agencies are concerned that the system will be implemented without the proper level of support, causing implementation issues that will damage perception and acceptance of the new system.
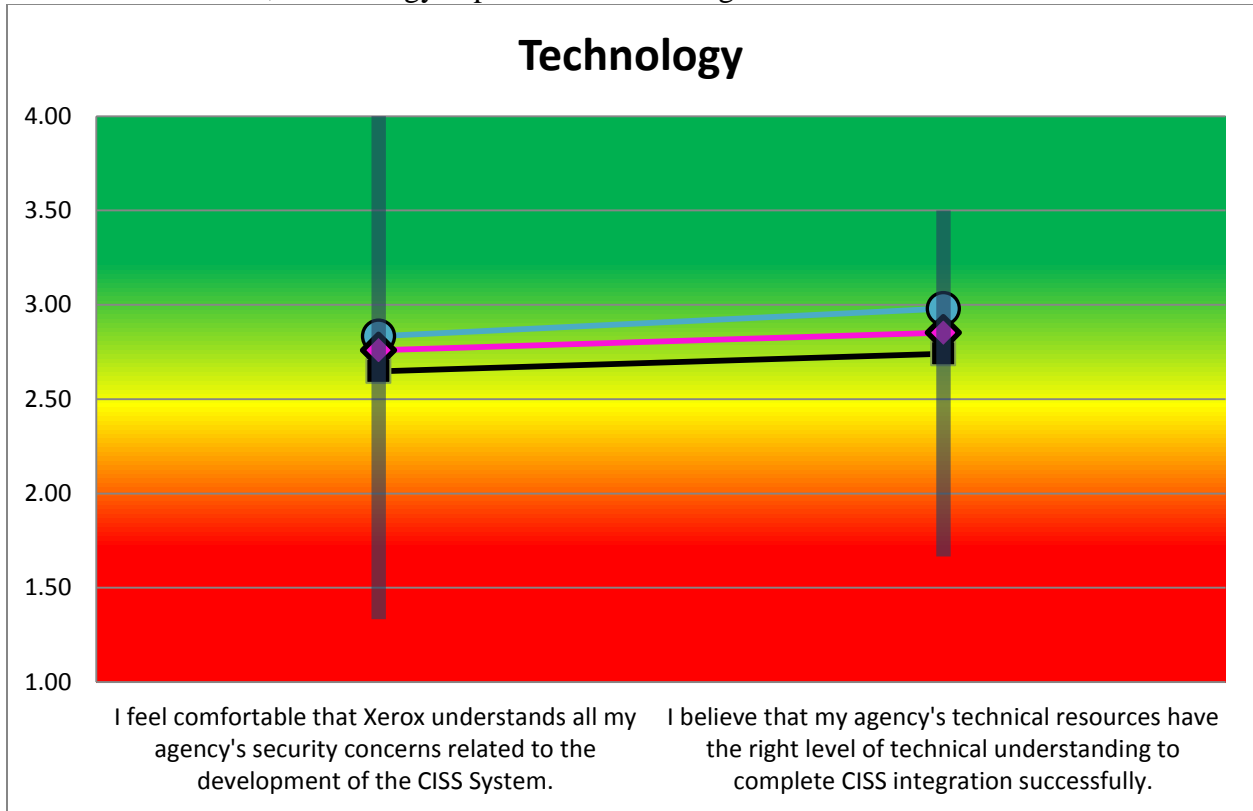
Category J: Technology (-.10)

Last Year Score   *2.69*

Last Quarter Score   *2.91*

Current Quarter Score   *2.81*

With a score of 2.81, Technology is perceived as Average.

There is still concern that MultiVue will not meet the security needs of each agency. These concerns may linger until agencies have completed UAT of the MultiVue releases.
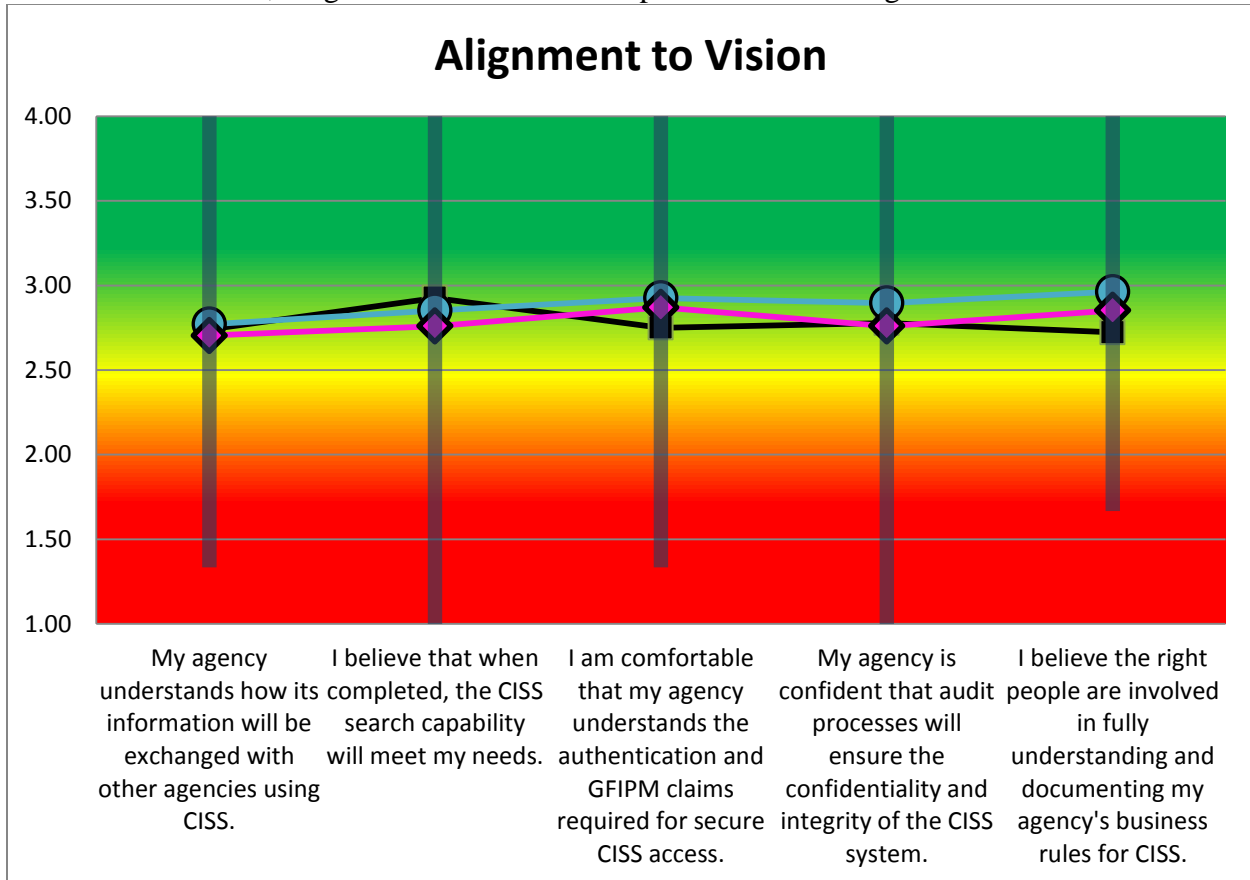
Category K: Alignment to Vision (-.08)

Last Year Score	*2.79*
Last Quarter Score	*2.89*
Current Quarter Score	*2.81*

With a score of 2.81, Alignment to Vision is still perceived as Average.

As with last quarter, agencies continue to stress that they would like a visual diagram or a model office so they can really understand how CISS will integrate processes and technology across agencies. In conversations with the PMO, it appears the Model Office demo is ready to share with the agencies. The Model Office demo could be an opportunity to bring agencies together to re-engage, and re-motivate stakeholders at a time when energy and engagement is low.
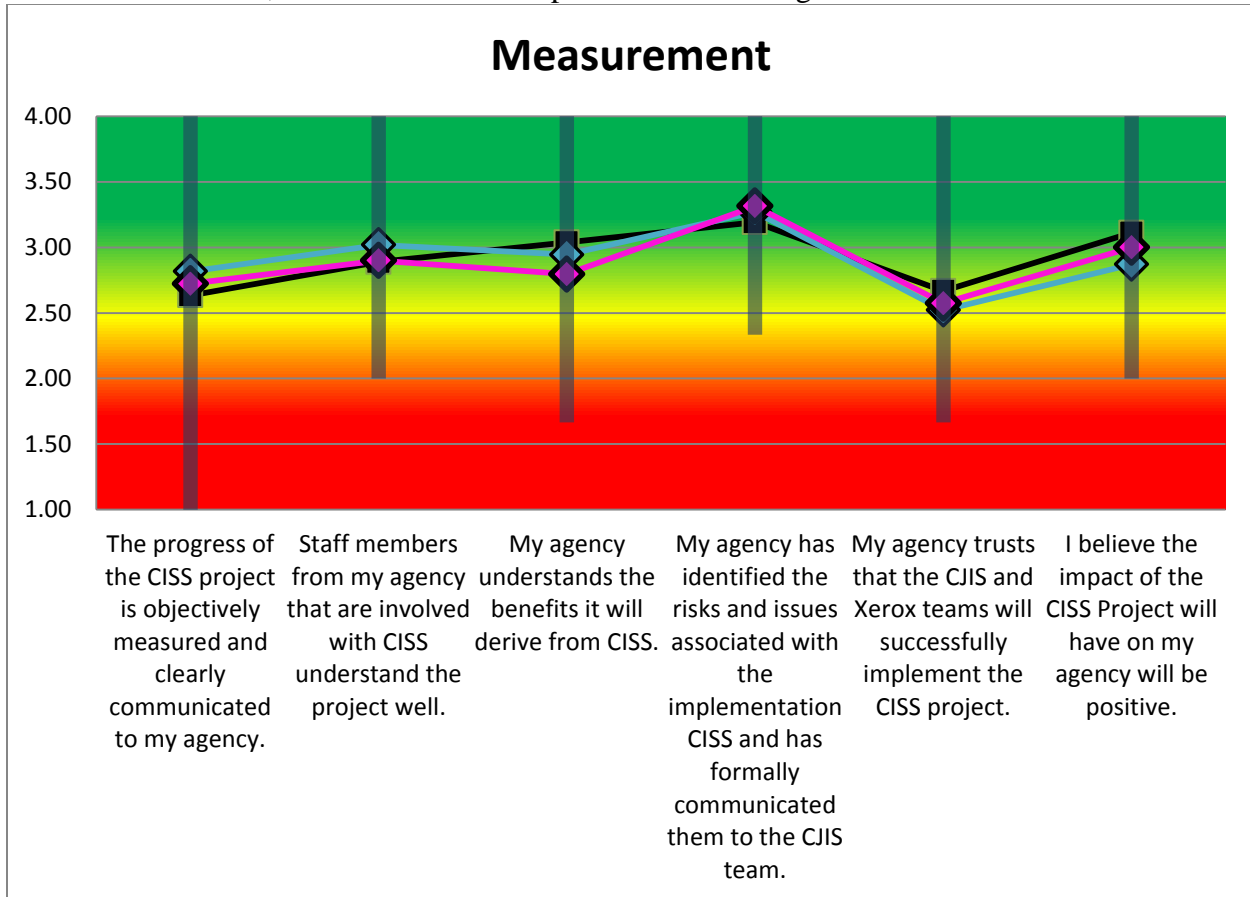
Category L: Measurement (-.04)

Last Year Score	*2.91*
Last Quarter Score	*2.92*
Current Quarter Score	*2.88*

With a score of 2.88, Measurement is still perceived as Average.

The comments and scores for Measurement closely align with those of last quarter. There is still considerable confusion about how the workflow pieces will work across agencies. The Model Office should help begin to shine light on this.

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 ands 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