

State of Washington Administrative Office of the Courts



JIS Roadmap Project Assessment and Oversight

Initial Assessment and Findings Presentation to the JISC



30 June 2006
Engagement: 221311470



Purpose of this Report

- The purpose of this presentation is to present Gartner's Initial Independent Quality Assurance Assessment and Findings Report regarding the JIS Roadmap Project.

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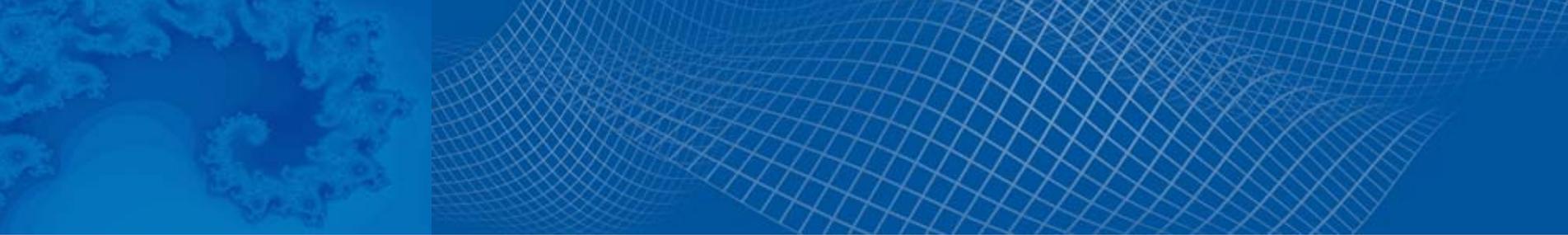
■ Executive Summary

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■ ■ ■ ■ **Executive Summary**

Assessment Approach and Methodology

JIS Roadmap Assessment Focus Areas

Planning and Management Assessment

- Project Integration
- Project Scope
- Project Time
- Project Cost
- Project Quality
- Project Human Resources
- Project Communication
- Project Risk
- Project Procurement

Deliverables Assessment

- In-Process Deliverables/Reports
- Completed Deliverables/Reports

Project Phase Areas

- Startup and Planning
- Sourcing/Acquisition Strategy
- Testing, Turnover to Production
- Post Implementation Assessment

Assessment Approach and Methodology

Rating and Recommendations Criteria

■ Rating Methodology

- In an effort to highlight potential risks to the project, Gartner uses a “red light/yellow light/green light/blue light” reporting strategy relative to the current phase of the project.
 - **“Blue Light”** (Best in Class, i.e., “No Risk”): The approach exceeds industry best practices. To receive this ranking, the approach must not present any risk to the project.
 - **“Green Light”** (Acceptable to Excellent, i.e., “Low Risk”): The approach meets or exceeds established project management standards. To receive this ranking, the approach must present no significant risks to the project.
 - **“Yellow Light”** (Caution, i.e., “Medium Risk”): The approach is not clearly defined, and/or presents a risk to the project. Recommendations for risk areas assigned this rating are important to ensure optimal project operation.
 - **“Red Light”** (Risk Alert , i.e., “High Risk”): The approach presents serious risks to the project and requires immediate attention. Recommendations for risk areas assigned this rating are essential for mitigating project risk.
 - Not Applicable: The risk area does not apply to the review period.

■ Recommendations

- Recommendations for improvement and risk mitigation are provided for areas assessed as “yellow” or “red” in the specific findings section of this presentation.

Assessment Approach and Methodology

Assessment Activities



- **Data gathering** consisting of:
 - Document reviews of key documents.
 - Interviews of key stakeholders and project participants.
- **Analysis** and assessment of project risks, including:
 - Identification of the most urgent risks to address.
 - Recommendation of mitigating activities to reduce the chance of the most likely risk events occurring.
- **Development of a report** summarizing the analysis.
- **Delivery of the report** which may include:
 - Presentation of the report to senior stakeholders.
 - Workshop of analysis results and development of specific roadmaps for implementing the report recommendations.

Reporting Period Activities

Interviews Conducted

- Janet McLane – Court Administrator
- Richard Duchaine – Director Information Services Division
- Dan Sawka – Project Manager
- Brian Backus – Strategic Planning Manager
- Randy McKown – Project Manager (e-Citation)
- Dirk Marler – Judicial Decision Making: Planning Project Lead
- Manny Najarro – Project Manager (Core CMS)
- Brian Lonardo – Integration Manager
- Celeste Maris – JIS Application Maintenance Manager

Reporting Period Activities

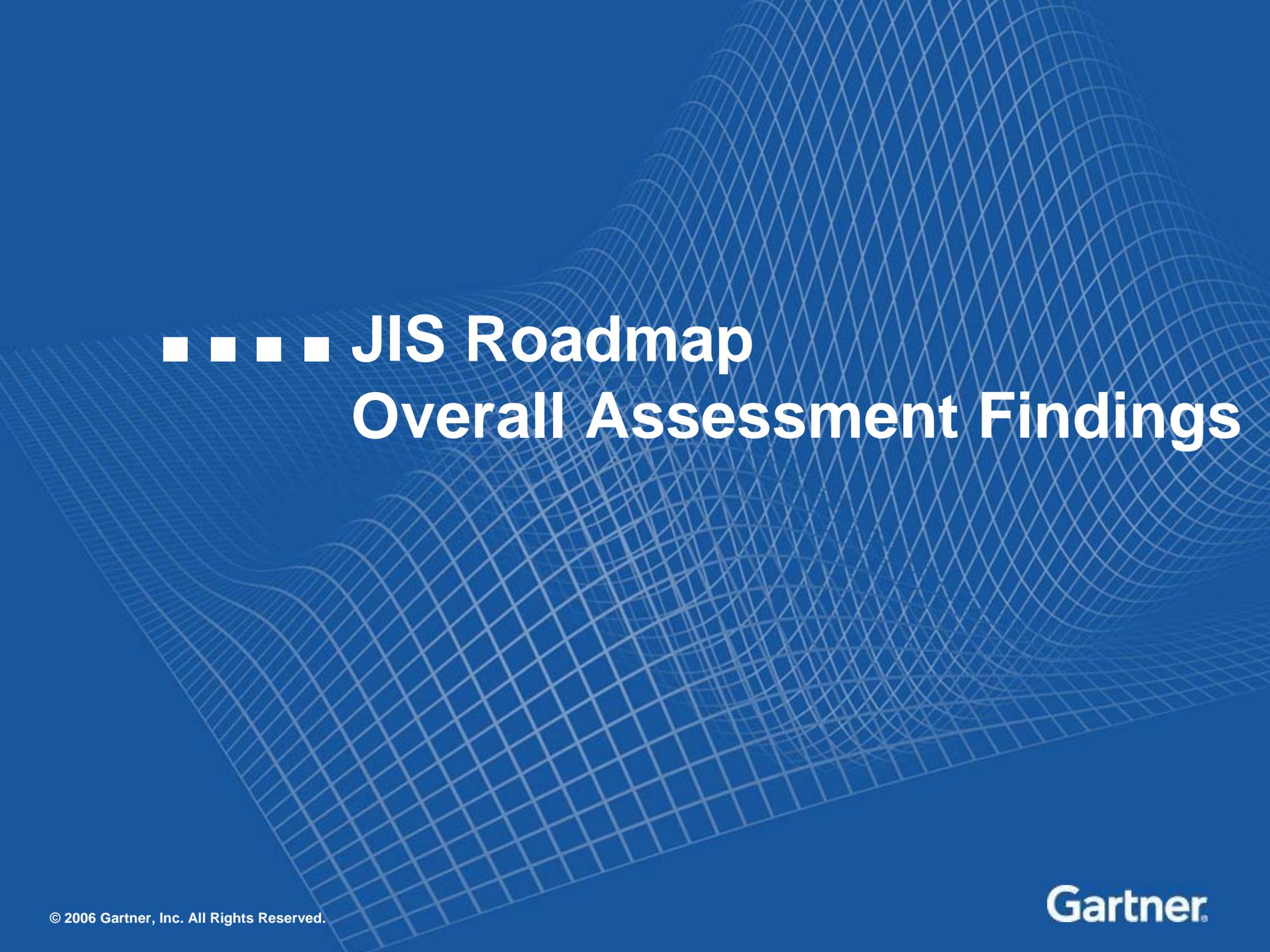
Documents and Deliverables Reviewed

- AOC Monthly Project Status Report, February 2006
- AOC Monthly Project Status Report, April 2006
- Data Exchange Steering Committee Draft Discussion Paper: Judicial Information System Data Quality, April 7, 2006
- JIS Roadmap Update Status Report, March 24, 2006
- JIS Roadmap Update Status Report, April 28, 2006
- Proposed JIS Governance Matrix, March 23, 2006
- Proposed JIS Governance Matrix, April 25, 2006
- JISC Meeting Minutes, February 3, 2006
- JISC Meeting Minutes, March 24, 2006
- JISC Meeting Minutes, April 28, 2006
- AOC Information Services Division Organizational Chart, Effective July 1, 2006
- Core CMS Project Plan and Schedule
- Data Exchange Project Plan and Schedule
- Judicial Decision Making Project, Draft Interim Report, June 2006

JIS Roadmap

Major Accomplishments

- Accomplishments since the kickoff of the JIS Roadmap activities include:
 - **Core CMS**
 - Issued Request for Information (RFI) and received input from 14 vendors.
 - Established Core CMS Steering Committee.
 - Began development of Core CMS functional and technical requirements.
 - **Data Exchange**
 - Issued Request for Proposals (RFP) for Enterprise Service Bus, with nine vendors responding.
 - Proof of concept demonstrations held with Oracle and Tibco - Oracle selected.
 - Established Data Exchange Steering Committee.
 - **Information Access**
 - Established organizational responsibility for Information Access.
 - Finalizing Plans for development/deployment of the Public Data Warehouse.
 - Established Information Access Steering Committee.
 - **Judicial Decision Making**
 - Judicial Decision Making Project, Draft Report issues in early June documenting findings and areas of interest that the Courts would like the AOC to focus on going forward.
 - **AOC Organizational and Process Improvements**
 - New AOC Organization issued - effective July 1.



■ ■ ■ ■ **JIS Roadmap**
Overall Assessment Findings

JIS Roadmap

Overall Assessment Findings

- Gartner rates the overall JIS Roadmap at ***Medium Risk***.
- The rationale for this assessment period's rating is documented below:
 - Although some projects have moved forward according to plan since February (e.g., Data Exchange, e-Citation, and Governance) others have slipped or are at risk of delivery due to the following:
 - JISC/Steering Committees and the AOC have not completed the development of the (initial) Business Cases (and metrics) for the JIS Roadmap Projects putting budget authorization, RFP development and (later) system validation efforts at risk of achieving their full benefits.
 - The AOC's staffing of key technical positions has moved slower than expected putting at risk activities such as Core CMS, Data Exchange and other key initiatives. Critical positions still needing to be filled include:
 - Database Architect
 - Enterprise Application Architect
 - Project Management Office (PMO) Lead
 - JIS Roadmap Program Manager (this position is not viewed as critical as the above at this time)
 - Key functional areas within the AOC have not matured as needed to support JIS Roadmap activities. These include:
 - The lack of an established PMO for the development and execution of an enterprise wide process for requirements capture, tracking, validation and management including a supporting tool set.
 - Procurement support to assist in RFP development and vendor management.

JIS Roadmap

Overall Assessment Findings (continued)

- Although Gartner has rated the JIS Roadmap at Medium Risk for this reporting period, unless the findings and recommendations documented in this report are addressed within the next 45 to 60 days (please see the follow-on charts for specific recommended actions and dates) the JIS Roadmap could migrate to a higher risk rating.

Although this assessment has highlighted specific project risk areas that need to be addressed, Gartner fully believes that the AOC is on the correct course and is taking the required actions to be fully successful in its implementation of the JIS Roadmap.

JIS Roadmap – Project Assessment

High Level Ratings

Assessment Focus Areas	Focus Area Ratings									
	June 30	Aug	Oct	Dec	Feb	Apr	Jun	Aug	Oct	Dec
JIS Roadmap Projects										
Core CMS	Yellow									
Data Exchange	Yellow									
Reporting and Information Access	Green									
e-Citation	Green									
Legacy System Management	Green									
Judicial Decision Making	Yellow									
AOC Process Improvement Areas										
Governance	Green									
Organization and Staffing	Red									
System Acquisition Process and Tools	Yellow									
Stakeholder Communications	Green									

Blue Light = Best in Class, i.e., No Risk

Green Light = Acceptable to Excellent, i.e., Low Risk

Yellow Light = Caution, i.e., Medium Risk

Red Light = Risk Alert, i.e., High Risk

JIS Roadmap – Project Assessments

High Level Findings

High Level Findings and Recommendations	
Core CMS	<p>1) Initial business and technical metrics have not been developed, vetted and approved to measure the success of the overall project and the vendor's delivery process.</p> <p>2) The acquisition, development and implementation of a Core CMS package solution is a complex undertaking. To ensure the success of this initiative it is crucial that the JISC/Steering Committees segment this initiative into manageable elements and deployment phases. The JISC/Steering Committees need to define the specific Court(s) or Court Level(s) that will be the early focus of the new Core CMS system project both from the requirements development and definition aspect as well as from the definition of system pilot and deployment activities. This will be a critical near term activity.</p> <p>3) The Core CMS project team is developing a set of functional and technical requirements for the new system. These efforts could be further enhanced through the definition of a common AOC enterprise-wide process that all JIS Roadmap projects would use for requirements definition, capture and validation including a common tool set to support requirements capture and management.</p> <p>To address these three key findings JISC/Steering Committees need to ensure that Business Case metrics are defined, vetted and approved for all JIS Roadmap Projects within the next 60 days to support budgeting and RFP development activities. JISC/Steering Committees need to define the near term focus (both acquisition and deployment) of the Core CMS project within the next 60 days. In addition, AOC needs to appoint a senior person to lead the PMO and define the process and tool suite that will be used to capture and manage requirements. This activity needs to be completed within the next 60 days.</p>
Data Exchange	<p>Business and technical metrics have not been developed, vetted and approved to measure the success of the overall project and the vendor's delivery process. In addition, the Data Exchange Project will be impacted (as Core CMS has been) by no defined enterprise-wide process for requirements definition, capture and validation as well as no tool set to support requirements capture and management. As stated above, the AOC needs to appoint a senior person to lead the PMO and define the process and tool suite that will be used to capture and manage requirements. This activity needs to be completed within the next 60 days.</p>

JIS Roadmap – Project Assessments

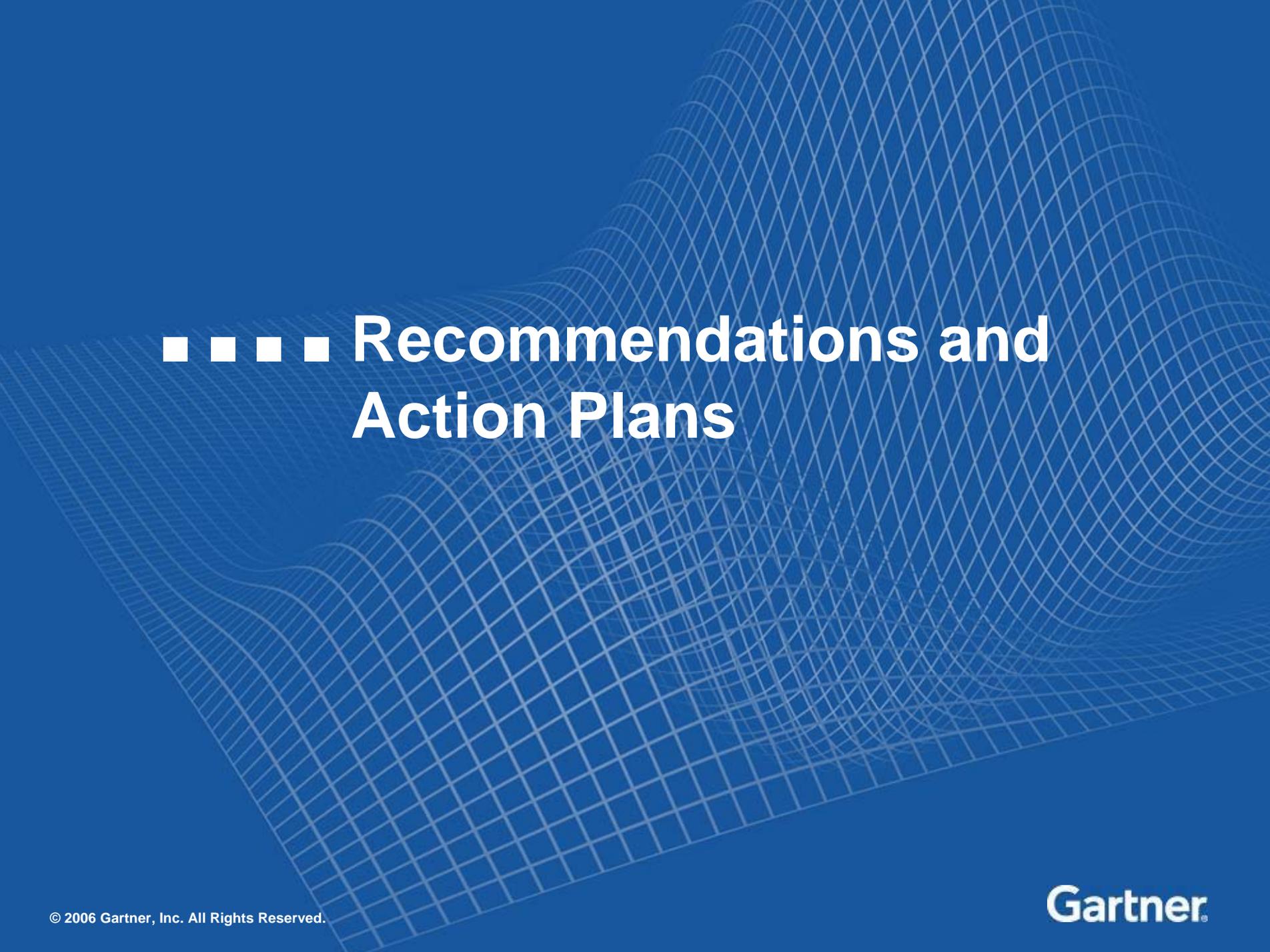
High Level Findings (continued)

High Level Findings and Recommendations	
Reporting and Information Access	Business Case metrics need to be defined, vetted and approved for all JIS Roadmap Projects within the next 60 days to support budgeting and RFP development activities.
e-Citation	Although the project has made good progress from a technical perspective, business and technical metrics have not been developed, vetted and approved to measure the success of the overall project and the vendor's delivery process. Business Case metrics need to be defined vetted and approved within the next 60 days.
Legacy Systems Management	None for this rating period. All legacy system containment and support activities are being addressed per the JIS Roadmap planning effort.
Governance	None for this rating period. The newly established steering/working committees appear to be working well.

JIS Roadmap – Project Assessments

High Level Findings (continued)

High Level Findings and Recommendations	
Judicial Decision Making	Business and technical metrics have not been developed, vetted and approved to measure the success of the overall project. In addition, no specific plans or process have been developed to ensure that the areas documented in the Interim Report will indeed be addressed, and in what priority and during what timeframe. As a result, the AOC could be establishing a set of expectations within the Courts that they will not be able to address in the manner or time frame expected. This activity needs to be completed within the next 60 days. For any project(s) that go forward, Business Case metrics need to be defined, vetted and approved to ensure the items identified in the report achieve the expected business and technical objectives desired.
Organization and Staffing	Critical positions including an enterprise architect, database architect and PMO lead have not been filled. As previously noted this is already impacting key JIS Roadmap projects. In addition, staffing impacts in the procurement area need to be mitigated as soon as possible to ensure needed support is provided to all JIS Roadmap projects. It is recommended that AOC assign a senior resource to manage the PMO activities with the near term focus on the development and institutionalization of a mature requirements capture and management process with a supporting tool set. These staffing issues need to be resolved within the next 60 days. Overall AOC staffing activities continue to move slower than expected impacting all areas of the organization.
Systems Acquisition Process and Tools	AOC has traditionally focused on applications development vs. applications acquisition. As such, the organization needs to re-focus both its system development processes as well as procurement processes to be inline with system acquisition requirements and vendor management activities associated with major system acquisition and vendor delivery management. To date there has been limited movement toward this objective. Therefore this area needs to be addressed within the next 60 days.
Stakeholder Communications	None for this rating period.



■ ■ ■ ■ Recommendations and Action Plans

Recommendations

Action Plans

- Recommended near term actions:
 - **AOC:** Fill critical vacancies in the technical staff.
 - **Database Architect:** JIS Roadmap projects (Core CMS and Data Exchange) will become significantly impacted unless a Database Architect is brought on board to design the new JIS database structure. If a full time candidate cannot be identified the AOC should pursue its current planned approach of obtaining needed support from its current vendor (i.e., IBM). This action needs to be completed in the next 45 days.
 - **Project Management Office Lead:** The AOC needs to assign a senior person to lead the PMO function and to institutionalize core system/application acquisition processes such as requirements capture, validation, tracking and management. This must include standardized and mature processes around Quality Assurance, Configuration Management and Testing. Finally, a common set of tools needs to be employed to support AOC staff in the accomplishment of the above activities. The AOC should institutionalize the use of its current Rational Tool suite and train users in its use. These actions need to be completed in the next 60 days.
 - **JISC/Steering Committees/AOC:** Finalize (initial) Business Cases for all JIS Roadmap Projects.
 - **Quantify Project Business and Technical Performance Metrics:** This activity needs to focus on the development of the specific metrics that quantify the business process enhancements to be realized through implementation of each of the specific projects as well as the expected technical improvement metrics. This activity needs to be accomplished within the next 60 days to support both budget request activities as well as to provide needed input into project RFP development activities.

Recommendations

Action Plans (continued)

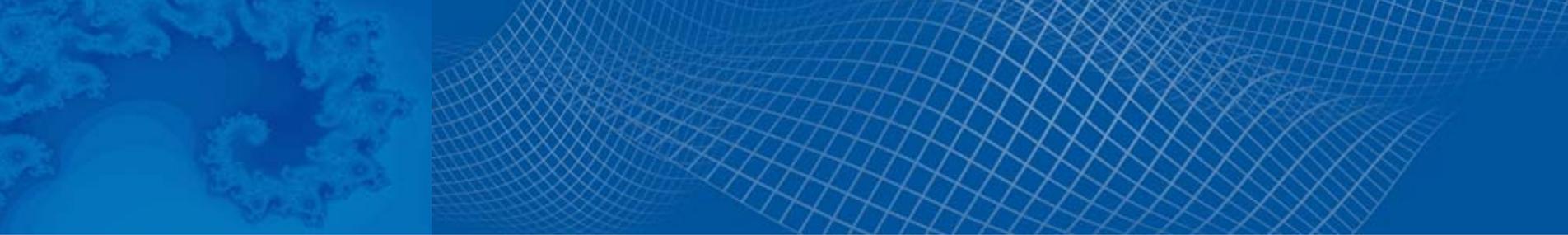
- **JISC/Steering Committees/AOC:** Define and Document the Core CMS Acquisition/Implementation Strategy and Approach (*Note: this activity was not viewed at risk for this assessment but is highlighted here to ensure it receives the near term focus it warrants*).
 - **Development and Documentation of a Phased Acquisition/Implementation Strategy for the Core CMS:** The acquisition, development and implementation of a Core CMS package solution is a complex undertaking. To ensure the success of this initiative it is crucial that the JISC/Steering Committees segment this initiative into manageable elements and deployment phases. To that end, JISC/Steering Committees needs to define the specific Court(s) or Court Level(s) that will be the early focus of the new Core CMS system project, both from the requirements development and definition aspect as well as from the definition of system pilot and deployment activities. As such, the JISC/Steering Committees and AOC need to define the near term focus of the Core CMS Project and vet their recommendations with the JISC and impacted Courts. This activity needs to be completed within the next 60 days to support near term procurement and requirements definition activities.
- **AOC:** Focus on Judicial Decision Making Delivery Planning.
 - **Develop a Detailed Project Plan for Benefits Delivery:** This is a key project that has the potential to significantly impact, improve and streamline the delivery of judicial actions and rulings within the Washington Courts. However, no specific plan or process has been developed, documented, vetted and approved that will ensure that the areas documented in the Interim Report will indeed be addressed, in what priority and during what timeframe. This will be critical in order to ensure that the expectations raised during the initial project activities are realized. This activity needs to be completed within the next 60 days.

Recommendations

Action Plans (continued)

- AOC: Enhance the AOC System Acquisition Processes
 - **Sourcing, Procurement and Contracting Expertise:** The AOC has traditionally been focused on applications development vs. applications acquisition. As such, the organization needs to re-focus both its system “development” processes as well as procurement processes to be in line with system acquisition requirements and vendor management activities associated with major system acquisition oversight and management. To date there has been limited movement toward this objective. Specific near term actions need to focus on providing an additional resource in the procurement/contracting area to support JIS Roadmap project activities in terms of RFP development and contract negotiations so the project managers are not over-burdened and can focus on managing the delivery of the business and technical benefits associated with the rollout of their respective projects. These actions need to be completed within the next 45 days.

■ ■ ■ ■ **Questions or Comments?**



■ ■ ■ ■ **Appendix - JIS Roadmap
Specific Findings and
Recommendations**

■ ■ ■ ■ JIS Roadmap Project Areas Specific Findings

JIS Roadmap

Project Assessment and Ratings – Area Findings

JIS Roadmap Projects	Focus Area Ratings									
	Jun	Aug	Oct	Dec	Feb	Apr	Jun	Aug	Oct	Dec
CMS										
Business Case/Benefits Metrics										
Scope Management										
Project Planning and Management										
Budget and Financial Management										
Requirements Definition and Management										
Staffing and Resource Management										
Acquisition/Sourcing Strategy										
Implementation	N/A									

Specific Findings and Recommendations

No defined business or technical metrics have been developed, vetted and approved to measure project success and vendor delivery. These Business Case metrics need to be defined, vetted and approved within the next 60 days to ensure budgetary justification for the system and to establish metrics to assess vendor/system performance during the implementation phase of the project.

The Core CMS Project will become crippled if the key positions of Database and Enterprise Architect are not filled shortly. These positions are not only critical to the support of the Core CMS implementation effort (once a vendor is selected) but are also critical in terms of the new Core CMS system and its integration within the legacy system environment. In addition, the timely design and development of the new enterprise database architecture has impact on not only Core CMS but the Data Exchange Project as well. These staffing issues need to be resolved within the next 45 days or the Core CMS project is at risk of moving to a higher risk rating.

The Core CMS project has already been impacted by the lack of a defined enterprise-wide process for requirements definition, capture and validation as well as no toolset has been identified to support requirements management. The AOC needs to select a senior individual to lead the PMO activities and define the methodology, process and toolset(s) that will be used to manage all of the JIS Roadmap project activities. Specific near term focus needs to address the requirements capture, assessment, validation and management effort. CMS, Data Exchange and other projects are linked by common requirements. Without a mature process in place and support tools to manage the requirements effort, the overall JIS Roadmap Project could be at risk. This area needs to be addressed within the next 60 days.

Finally, the JISC/Steering Committees and AOC must define (in the near term) what the implementation strategy will be for the project. This is critical since it will impact both the acquisition strategy (RFP focus) as well as pilot planning and stakeholder expectations for the new Core CMS. This area needs to be addressed within the next 60 days.

JIS Roadmap

Project Assessment and Ratings – Area Findings (cont)

JIS Roadmap Projects	Focus Area Ratings									
	Jun	Aug	Oct	Dec	Feb	Apr	Jun	Aug	Oct	Dec
Data Exchange										
Business Case/Benefits Metrics										
Scope Management										
Project Planning and Management										
Budget and Financial Management										
Requirements Definition and Management										
Staffing and Resource Management										
Acquisition/Sourcing Strategy										
Implementation										

Specific Recommendations

No defined business or technical metrics have been developed, vetted and approved to measure project success and vendor delivery. These Business Case metrics need to be defined, vetted and approved within the next 60 days to ensure budgetary justification for the system and to establish metrics to assess vendor/system performance during the implementation phase of the project.

The Data Exchange Project will become crippled if the key positions of Database and Enterprise Architect are not filled shortly. These positions are not only critical to the support of the Data Exchange and Core CMS implementation efforts (once vendors are selected) but also in terms of the Data Exchange's integration within the legacy system environment. In addition, the Database Architect will need to be on board to support the development of the new enterprise database architecture which has an impact on not only Data Exchange but Core CMS as well. These staffing issues need to be resolved within the next 45 days or the Core CMS and Data Exchange Projects are at risk of moving to a higher risk rating.

The Core CMS project has already been impacted by the lack of a defined enterprise-wide process for requirements definition, capture and validation as well as the fact that there is no toolset identified to support requirements capture and management. The Data Exchange Project will soon be impacted as well. The AOC needs to select a senior individual to lead the PMO activities and define the methodology, process and toolset(s) that will be used to manage JIS Roadmap project activities. CMS, Data Exchange, and other projects are linked by common requirements. Specific near term focus needs to address the requirements capture, assessment, validation and management effort. Without a mature requirements process in place and supporting tools to manage the requirements effort, the overall JIS Roadmap Project could be at risk. This area needs to be addressed within the next 60 days.

JIS Roadmap

Project Assessment and Ratings – Area Findings (cont)

JIS Roadmap Projects	Focus Area Ratings									
	Jun	Aug	Oct	Dec	Feb	Apr	Jun	Aug	Oct	Dec
Reporting and Information Access	Jun	Aug	Oct	Dec	Feb	Apr	Jun	Aug	Oct	Dec
Business Case/Benefits Metrics										
Scope Management										
Project Planning and Management										
Budget and Financial Management										
Requirements Definition and Management										
Staffing and Resource Management										
Acquisition/Sourcing Strategy										
Implementation	N/A									

Specific Recommendations

No defined business or technical metrics have been developed, vetted and approved to measure project success and vendor delivery. These Business Case metrics need to be defined, vetted and approved within the next 60 days to ensure budgetary justification for the system and to establish metrics to assess vendor/system performance during the implementation phase of the project.

The Core CMS project has already been impacted by the lack of a defined enterprise-wide process for requirements definition, capture and validation as well as no toolset has been identified to support requirements capture and management. The Reporting and Information Access Project will be as well. The AOC needs to select a senior individual to lead the PMO activities and define the methodology, process and toolset(s) that will be used to manage all of the JIS Roadmap Project activities. Specific near term focus needs to address the requirements capture, assessment, validation, and management effort. The majority of JIS Roadmap Projects are linked by common requirements. Without a mature process in place with the supporting tools to manage the requirements effort, the overall JIS Roadmap Project could be at risk. This area needs to be addressed within the next 60 days.

JIS Roadmap

Project Assessment and Ratings – Area Findings (cont)

JIS Roadmap Projects	Focus Area Ratings									
	Jun	Aug	Oct	Dec	Feb	Apr	Jun	Aug	Oct	Dec
e-Citation										
Business Case/Benefits Measures										
Scope Management										
Project Planning and Management										
Budget and Financial Management										
Requirements Definition and Management										
Staffing and Resource Management										
Acquisition/Sourcing Strategy										
Implementation										

Specific Recommendations

No defined business or technical metrics have been developed, vetted and approved to measure project success and vendor delivery. These Business Case metrics need to be defined, vetted and approved within the next 60 days to ensure budgetary justification for the system and to establish metrics to assess vendor/system performance during the implementation phase of the project. These business and technical metrics will form the foundation for Service Level Agreements (SLAs) with the Courts as well as performance standards the AOC development team will have to achieve to validate their success.

JIS Roadmap

Project Assessment and Ratings – Area Findings (cont)

JIS Roadmap Projects			Focus Area Ratings							
Judicial Decision Making	Jun	Aug	Oct	Dec	Feb	Apr	Jun	Aug	Oct	Dec
Business Case/Benefits Metrics										
Scope Management										
Project Planning and Management										
Budget and Financial Management										
Requirements Definition and Management										
Staffing and Resource Management										
Acquisition/Sourcing Strategy	N/A									
Implementation	N/A									

Specific Recommendations

No defined business or technical metrics have been developed, vetted and approved to measure project success and vendor delivery. These Business Case metrics need to be defined, vetted and approved within the next 60 days to ensure budgetary justification for the system and to establish metrics to assess vendor/system performance during the implementation phase of the project.

The specific scope of this effort is not well defined. To date, the AOC has focused on conducting brainstorming sessions to assess the needs of the Courts. In addition, no specific plans or processes have been developed to ensure that the areas documented in the Interim Report will indeed be addressed, in what priority and during what time frame. The result could be the setting of a set of expectations with the Courts that the AOC will not be able to address in the manner or time frame expected.

JIS Roadmap

Project Assessment and Ratings – Area Findings (cont)

JIS Roadmap Projects	Focus Area Ratings									
<i>Legacy Systems Management</i>	Jun	Aug	Oct	Dec	Feb	Apr	Jun	Aug	Oct	Dec
Scope										
Project Planning and Management										
Budget and Financial Management										
Staffing and Resource Management										
Specific Recommendations										
None for this rating period. All legacy system containment and support activities are being addressed per the JIS Roadmap planning effort.										

■ ■ ■ ■ AOC Organizational and Process Improvements Specific Findings

AOC Process Improvement

Focus Area Assessment and Ratings

AOC Process Improvement				Focus Area Ratings							
Governance	June 30	Aug	Oct	Dec	Feb	Apr	Jun	Aug	Oct	Dec	
Project Management											
AOC Executive Oversight											
JISC											
Third Party Oversight											
Specific Recommendations											
None for this rating period. All governance activities are being addressed per the JIS Roadmap planning effort.											

AOC Process Improvement

Focus Area Assessment and Ratings (continued)

AOC Process Improvement				Focus Area Ratings							
Organization and Staffing	June 30	Aug	Oct	Dec	Feb	Apr	Jun	Aug	Oct	Dec	
Relationship Management											
Project Manager											
Enterprise Architect											
Database Architect											

Specific Recommendations

The Core CMS and Data Exchange Projects will become crippled if the key positions of Database and Enterprise Architect are not filled shortly. These positions are not only critical to the support of the Core CMS implementation effort (once a vendor has been selected) but also in terms of the CMS integration within the legacy systems environment. In addition, these positions are needed for the development of the new enterprise database architecture which impacts not only Core CMS, but Data Exchange as well. These staffing issues need to be resolved within the next 45 days or the Core CMS and Data Exchange Projects are at risk of moving into a greater risk area.

The Core CMS project has already been impacted by the lack of a defined enterprise-wide process for requirements definition, capture and validation and the fact that no toolset to support requirements capture and management has been defined. AOC needs to select a senior individual to lead the PMO activities and define the methodology, process and toolset(s) that will be used to manage all of the JIS Roadmap project activities. Specific near term focus needs to address the requirements capture, assessment, validation, and management effort. CMS, Data Exchange, and other projects are linked by common requirements. Without a mature process in place and support tools to manage the requirements effort, the overall JIS Roadmap Project could be at risk. This area needs to be addressed within the next 60 days.

AOC Process Improvement

Focus Area Assessment and Ratings (continued)

AOC Process Improvement				Focus Area Ratings							
System Acquisition Process and Tools	June 30	Aug	Oct	Dec	Feb	Apr	Jun	Aug	Oct	Dec	
Requirements Definition and Management											
Configuration Management											
Quality Assurance											
COTS Software Acquisition Management											
Vendor Management											
Sourcing and Procurement											
Financial Management and Tracking											

Specific Recommendations

The Core CMS project has already been impacted by the lack of a defined enterprise-wide process for requirements definition, capture and validation as well as no toolset to support requirements management. Additional Projects will be impacted as well. The AOC needs to immediately select a senior individual to lead the PMO activities and define the methodology, process and toolset(s) that will be used to manage all of the JIS Roadmap project activities. This must include Requirements Definition and Management, Configuration Management, and a set of standard Quality Assurance processes and procedures (special attention should be given to Interface, User Acceptance, Performance and Security Testing. Specific near term focus needs to address the requirements capture, assessment, validation, and management effort. Core CMS, Data Exchange, and other projects are linked by a common set of requirements. Without a mature process in place, supported by the needed toolset, the requirements effort for the overall JIS Roadmap Project could be at risk. This area needs to be addressed within the next 60 days.

The AOC has traditionally been focused on applications development vs. applications acquisition. As such, the organization needs to re-focus both its system development processes as well as procurement processes to be in line with system acquisition requirements and vendor management activities associated with major system acquisition, oversight and management. To date, there has been limited movement toward that objective.

Finally, recent staff losses in the procurement area need to be addressed as soon as possible to mitigate the impact to the JIS Roadmap activities.

AOC Process Improvement

Focus Area Assessment and Ratings (continued)

AOC Process Improvement				Focus Area Ratings						
<i>Stakeholder Communications</i>	June 30	Aug	Oct	Dec	Feb	Apr	Jun	Aug	Oct	Dec
Internal Stakeholders										
External (Courts) Stakeholders										
External (Legislative) Stakeholders										
Citizens (other)										
Specific Recommendations										
None for this rating period.										



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