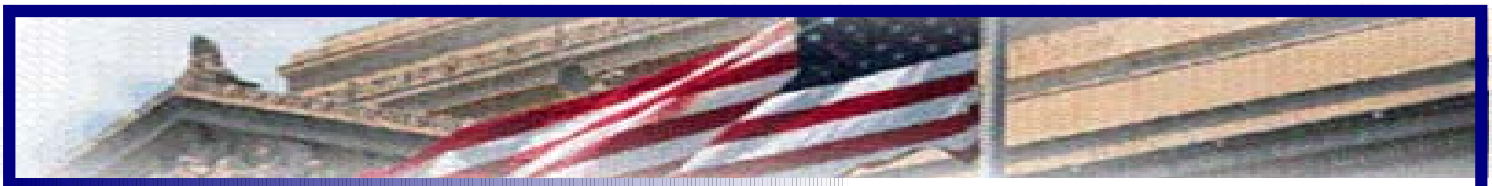

MANAGEMENT CONSULTING

FOR

STATE AND LOCAL GOVERNMENTS

QUALITY ASSURANCE (QA)

PROJECT OVERSIGHT

INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

PROJECT MANAGEMENT

RISK REDUCTION

TECHNOLOGY ALIGNMENT

Quality Assurance Assessment

for the

State of Washington

Administrative Office of the Courts (AOC)

SC-CMS Project

October 31, 2012

Prepared by

Bluecrane, Inc.

bluecrane ®

Corporate Headquarters
210 Avenue I, Suite E
Redondo Beach, CA 90277-5608
www.bluecranesolutions.com
310-792-6241

October 31, 2012

Honorable Mary Fairhurst, Justice
Washington Supreme Court

Ms. Callie Dietz
Acting Administrator, Administrative Office of the Courts

Dear Justice Fairhurst and Ms. Dietz:

bluecrane has completed its Quality Assurance Assessment of the SC-CMS Project for the month of October 2012.

This document is structured as follows:

1. An overview of our findings and recommendations, including:
    a. An Executive Summary narrative and a
    b. A Dashboard "Snapshot" of Observations/Risks/Issues.
2. An explanation of our approach for those readers that have not seen one of our assessments previously.
3. A detailed report of our SC-CMS assessment as of October month-end. Each assessed item in the detailed report begins with a summary table for the reader's quick reference that provides an impact statement, recommendations, and status. The summary table is followed by a more detailed assessment across project planning, project execution, and achievement of expected results.

Simultaneously with the delivery of this "regular" monthly QA assessment, we are also providing an update to the *bluecrane* "QA Spotlight Report" that we provided last month. The Spotlight Report is focused on identifying and assessing SC-CMS Project activities that should be performed ***prior to arrival of the SC-CMS vendor***. A few critical items from the Spotlight report have been incorporated into this monthly report as well.

Please contact me with any questions or comments.

Sincerely,

Allen Mills

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Part 1: Overview of the October 2012 *bluecrane* QA Assessment

Executive Summary

This report provides the October 2012 quality assurance (QA) assessment by Bluecrane, Inc. ("*bluecrane*") for the State of Washington Administrative Office of the Courts (AOC) Superior Court – Case Management System (SC-CMS) Project.

Our report is organized by assessments in the project areas of:

- Project Management and Sponsorship
- People
- Application
- Data
- Infrastructure

Simultaneously with the delivery of this "regular" monthly QA assessment, we are also providing an update to the *bluecrane* "QA Spotlight Report" that we provided last month. The purpose of this particular QA Spotlight Report is to identify and assess SC-CMS Project activities that should be performed ***prior to arrival of the SC-CMS vendor***. Vendor preparation activities ensure that:

- Processes are in place for successful management of the vendor.
- The vendor has the information necessary to begin work on various aspects of the project.
- The project team and subject matter experts (SMEs) are prepared to participate in the vendor requirements validation and design sessions.

A few critical items from the Spotlight report have been incorporated into this monthly report as well.

Project Management and Sponsorship

Various Project Management Plans

The project team continued to make significant progress in developing project management plans, greatly reducing the concerns we raised in previous QA assessments. The status of plans is as follows:

- **Schedule Management Plan** – The Schedule Management Plan is awaiting review and approval by the Project Sponsors.
- **Staffing Management Plan** – The Staffing Management Plan is awaiting review and approval by the Project Sponsors.
- **Quality Management Plan** – The Quality Management Plan is awaiting review and approval by the Project Sponsors.
- **Cost Management Plan** – The Cost Management Plan is awaiting review and approval by the Project Sponsors.

Schedule Management

In October, the project team made additional progress in addressing the risks that we raised in our July month-end report regarding the project schedule. The project scheduler met with project team members to decompose project activities to a greater level of detail and to add a number of additional tasks to the schedule. The SC-CMS Project Schedule was updated to reflect the decomposed tasks. Because of the progress made we have changed the assessment of this area to “No Risk Identified”.

People

Staffing and Project Facilities

The concern related to the depth of court business process knowledge actively engaged in the project has been effectively mitigated with the addition of business analysts to the SC-CMS and COTS-Prep projects with extensive court business process and system experience and knowledge. Additionally, SC-CMS and CBO business analysts have been making site visits to courts to gain a more thorough understanding of court processes and the auxiliary systems being used in the courts to augment the existing systems.

Vendor Procurement

The procurement for the SC-CMS vendor continues to run smoothly. The vendor demos were conducted in October.

Contracts Management/Deliverables Management

The development of the Deliverables Management Plan is underway. A responsibility assignment matrix is being used to identify responsibilities of project team members in reviewing and approving vendor deliverables.

Application

Requirements Management

A decision was made in October by AOC management to direct the SC-CMS business analyst to configure the requirements management tool using the information gathered in a series of prior sessions that defined the enterprise design for managing requirements. This approach leverages the enterprise approach while moving forward with the implementation of the requirements management tool for SC-CMS. The tasks to configure the tool are being closely monitored by the project to ensure that the tool will be ready for use by the CBO in November to document refined requirements.

Tools

As noted under “Requirements Management.” above, the risk resulting from the lack of a requirements management tool has been resolved.

Data

Planning for data preparation activities has begun.

Infrastructure

The COTS Prep – Infrastructure project has activities underway to prepare the infrastructure at AOC and the court sites for the SC-CMS implementation.

bluecrane QA Dashboard "Snapshot"

Project Area	Summary *bluecrane* QA Assessment				
	Urgency	August 2012	September 2012	October 2012	Observations/Risks
		Project Management and Sponsorship			
Governance	N/A	Risk Being Addressed	No Risk Identified	No Risk Identified	**Observation:** The Governance Management Plan and Court User Work Group Charter have been approved by the project sponsors and JISC.
Scope	N/A	Risk Being Addressed	No Risk Identified	No Risk Identified	**Observation:** The Change Management Plan has been approved by the Project Sponsors.
Schedule	N/A	Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation/Risk 1:** The project team is in the process of addressing the risks raised in previous QA assessments regarding the lack of a documented, effective schedule management approach. **Observation/Risk 2:** The project team has updated the SC-CMS project schedule to address the risk raised in previous QA assessments regarding a number of long duration tasks.
Budget	Serious Consideration	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team is in the process of addressing the risks raised in previous QA assessments regarding the lack of a documented, effective approach to management of cost and budget.
Communication	N/A	No Risk Identified	No Risk Identified	No Risk Identified	**Observation:** The project has developed and published a Communications Management Plan.
Staffing and Project Facilities	Serious Consideration	Risk Being Addressed	Risk	Risk Being Addressed	**Observation/Risk 1:** The risk due to a lack of business analysts with deep court business process knowledge is being addressed. **Observation 2:** The project team has begun to address the risk raised in previous QA assessments related to the Staffing Management Plan.

Project Area	Summary *bluecrane* QA Assessment				
	Urgency	August 2012	September 2012	October 2012	Observations/Risks
		Project Management and Sponsorship			
Change Management	N/A	Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The Change Management Plan has been approved by the Project Sponsors and is being utilized by the project team to manage changes to scope, schedule, and budget.
Risk Management	N/A	Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The Risk Management Plan has been approved by the Project Sponsors and is being utilized by the project team to manage project risks.
Issue Management	N/A	Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The Issue Management Plan has been approved by the Project Sponsors and is being utilized by the project team to manage project issues.
Quality Management	Serious Consideration	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team is in the process of addressing the risks raised in previous QA assessments regarding the lack of a documented, effective approach to quality management.

Project Area	Summary *bluecrane* QA Assessment				
	Urgency	August 2012	September 2012	October 2012	Observations/Risks
		People			
Stakeholder Engagement	N/A	No Risk Identified	No Risk Identified	No Risk Identified	
Business Processes / System Functionality	N/A	Not Assessed	Not Assessed	Not Assessed	
Vendor Procurement	N/A	Risk	No Risk Identified	No Risk Identified	**Observation:** Vendor procurement is underway. No risks have been identified.
Contract Management / Deliverables Management	Serious Consideration	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team is addressing the risk identified in previous QA assessments related to the lack of a documented approach to contract management.
Training and Training Facilities	N/A	Not Started	Not Started	Not Started	
Local Court Preparation	N/A	Not Started	Not Started	Not Started	
User Support	N/A	Not Started	Not Started	Not Started	

Project Area	Summary *bluecrane* QA Assessment				
	Urgency	August 2012	September 2012	October 2012	Observations/Risks
	Application				
Application Architecture	N/A	No Risk Identified	No Risk Identified	No Risk Identified	
Requirements Management	Serious Consideration	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** A delay in the utilization of the requirements management tool is being addressed by AOC management.
Application Interfaces	N/A	No Risk Identified	No Risk Identified	No Risk Identified	
Tools	Serious Consideration	Not Started	Risk	Risk Being Addressed	**Observation/Risk:** A delay in the utilization of the requirements management tool is being addressed by AOC management.
Application Infrastructure	N/A	Not Started	Not Started	Not Started	
Implementation	N/A	Not Started	Not Started	Not Started	
Reporting	N/A	Not Started	Not Started	Not Started	
Testing	N/A	Not Started	Not Started	Not Started	

Project Area	Summary *bluecrane* QA Assessment				
	Urgency	August 2012	September 2012	October 2012	Observations/Risks
		Data			
Data Preparation	N/A	Not Started	Not Started	No Risk Identified	
Data Conversion	N/A	Not Started	Not Started	Not Started	
Data Security	N/A	Not Started	Not Started	Not Started	
		Infrastructure			
Headquarters Infrastructure	N/A	Not Started	Not Started	No Risk Identified	
Regional Infrastructure	N/A	Not Started	Not Started	No Risk Identified	
Partner Infrastructure	N/A	Not Started	Not Started	Not Started	
Technical Help Desk	N/A	Not Started	Not Started	Not Started	

Part 2: Review of *bluecrane* Approach

We began our Quality Assurance engagement for the AOC SC-CMS Project by developing an understanding of the project at a macro level. We started by analyzing the following five "Project Areas":

- ***Project Management and Sponsorship***
- ***People***
- ***Application***
- ***Data***
- ***Infrastructure***

It is not our practice to duplicate Project Management activities by following and analyzing each task and each deliverable that our clients are tracking in their project management software (such as Microsoft Project). Rather, we identify those groups of tasks and deliverables that are key "signposts" in the project. While there are numerous tasks that may slip a few days or even weeks, get rescheduled, and not have a major impact on the project, there are always a number of significant "task groups" and deliverables which should be tracked over time because any risk to those items – in terms of schedule, scope, or cost – have a potentially significant impact on project success.

We de-compose the five Project Areas listed above into the next lower level of our assessment taxonomy. We refer to this next lower level as the "area of assessment" level. The list of areas of assessment grows over the life of the project. The following list is provided as an example of typical areas of assessment:

- ***Project Management and Sponsorship***
    - Governance
    - Scope
    - Schedule
    - Budget
    - Communication
    - Staffing and Project Facilities
    - Change Management
    - Risk Management
    - Issue Management
    - Quality Management
- ***People***
    - Stakeholder Engagement

  - Business Processes/System Functionality
  - Vendor Procurement
  - Contract Management/Deliverables Management
  - Training and Training Facilities
  - Local Court Preparation
  - User Support
- ***Application***
  - Application Architecture
  - Requirements Management
  - Implementation
  - Application Interfaces
  - Application Infrastructure
  - Reporting
  - Testing
  - Tools
- ***Data***
  - Data Preparation
  - Data Conversion
  - Data Security
- ***Infrastructure***
  - Headquarters Infrastructure
  - Regional Infrastructure
  - Partner Infrastructure
  - Technical Help Desk

For each area of assessment within a Project Area, we document in our QA Dashboard our observations, any issues and/or risks that we have assessed, and our recommendations. For each area we assess activities in the following three stages of delivery:

- **Planning** – is the project doing an acceptable level of planning?
- **Executing** – assuming adequate planning has been done, is the project performing tasks in alignment with the plans the project has established?
- **Results** – are the expected results being realized? (A project that does a good job of planning and executing those plans, but does not realize the results expected by stakeholders, is a less than successful project. Ultimately, r*esults are what the project is all about!*)

Assessed status is rated at a macro-level using the scale shown in the table below.

Assessed Status	Meaning
Extreme Risk	**Extreme Risk:** a risk that project management must address or the entire project is at risk of failure; these risks are "show-stoppers"
Risk	**Risk:** a risk that is significant enough to merit management attention but not one that is deemed a "show-stopper"
Risk Being Addressed	**Risk Being Addressed:** a risk item in this category is one that was formerly red or yellow, but in our opinion, is now being addressed adequately and should be reviewed at the next assessment with an expectation that this item becomes green at that time
No Identified Risk	**No Risk:** "All Systems Go" for this item
Not Started	**Not Started:** this particular item has not started yet or is not yet assessed
Completed or Not Applicable	**Completed/Not Applicable:** this particular item has been completed or has been deemed "not applicable" but remains a part of the assessment for traceability purposes

We recognize that simultaneously addressing all risk areas identified at any given time is a daunting task – and not advisable. Therefore, we prioritize risk items in our monthly reports as:

1. Very Urgent Consideration
2. Urgent Consideration
3. Serious Consideration

Given the current phase of the SC-CMS Project, these priorities translate to:

1. Very Urgent Consideration – Potential Impact to the SC-CMS Vendor Procurement
2. Urgent Consideration – Potential Impact to Project's Readiness for Implementation
3. Serious Consideration – Potential Impact to the Successful Management of the Project

Rating risks at the macro-level using the assessed status and urgency scales described above provides a method for creating a snapshot that project personnel and executive management can review quickly, getting an immediate sense of project risks. The macro-level ratings are further refined by describing in detail what the risk/issue is and what remedial actions are being taken/should be taken to address the risk/issue. The result is a framework for AOC SC-CMS management to evaluate project risks – in terms of business objectives and traditional project management tasks.

We summarize the *bluecrane* QA Dashboard in Part 1 of our monthly report for review with client executives and project management. Part 3 of our monthly report provides the detailed QA Dashboard with all of the elements described above.

Part 3: *bluecrane* Detailed Assessment Report for October 2012

bluecrane Quality Assurance Dashboard for the Washington AOC SC-CMS Project	
Project Area Summary	
Project Area	**Highest Level of Assessed Risk**
Project Management and Sponsorship	**Risk Being Addressed**
People	**Risk Being Addressed**
Application	**Risk Being Addressed**
Data	**No Risk Identified**
Infrastructure	**No Risk Identified**

Project Management and Sponsorship	Governance	Urgency - Not Applicable

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk Being Addressed	No Risk Identified	No Risk Identified	**Observation:** The Governance Management Plan and Court User Work Group Charter have been approved by the project sponsors and JISC.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Risk Being Addressed	No Risk Identified	No Risk Identified	**Observation:** The Governance Management Plan and Court User Work Group Charter have been approved by the Project Sponsors and JISC.	Not Assessed	Not Assessed	Not Assessed		No Risk Identified	No Risk Identified	No Risk Identified	
							QA will perform an assessment of the execution of the Governance Management plan as it is put into execution.				The SC-CMS Project Steering Committee has provided the project team with guidance during the COTS vendor procurement phase of the project.

Project Management and Sponsorship	Scope	Urgency - Not Applicable

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk Being Addressed	No Risk Identified	No Risk Identified	**Observation:** The Change Management Plan has been approved by the Project Sponsors.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Risk Being Addressed	No Risk Identified	No Risk Identified	**Observation:** The Change Management Plan has been approved by the Project Sponsors.	Not Assessed	Not Assessed	Not Assessed		No Risk Identified	No Risk Identified	No Risk Identified	
							QA will perform an assessment of the execution of the Change Management plan as it is put into execution.				The project scope is currently defined by the business and technical requirements identified in the RFP. The system requirements and the associated scope will be further refined by the SC-CMS vendor when during validation of the RFP requirements.

Project Management and Sponsorship	Schedule	Urgency - Not Applicable

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation/Risk 1:** The project team is in the process of addressing the risks raised in previous QA assessments regarding the lack of a documented, effective schedule management approach. **Observation/Risk 2:** The project team has updated the SC-CMS project schedule to address the risk raised in previous QA assessments regarding a number of long duration tasks.
			Status of Activities Related to Observation/Risk 1: The Schedule Management Plan has been presented to the project sponsors for approval. **Status of Activities Related to Observation/Risk 2:** The project team has an assigned scheduler with the necessary skillset to create and maintain a comprehensive schedule. The project scheduler met with project team members to decompose project activities to a greater level of detail and to add a number of additional tasks to the schedule. The SC-CMS Project Schedule has been updated to reflect the decomposed tasks.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation/Risk:** The project team is addressing the risks raised in previous QA assessments regarding the lack of a documented, effective schedule management approach.	Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation/Risk:** The project team has updated the SC-CMS project schedule to address the risk raised in previous QA assessments regarding a number of long duration tasks.	No Risk Identified	No Risk Identified	No Risk Identified	
			Status: The Schedule Management Plan has been presented to the Project Sponsors for review and approval.				**Status of Activities Related to Observation/Risk:** The project team has an assigned scheduler with the necessary skillset to create and maintain a comprehensive schedule. The project scheduler met with project team members to decompose project activities to a greater level of detail and to add a number of additional tasks to the schedule. The SC-CMS Project Schedule has been updated to reflect the decomposed tasks.				The project is utilizing a schedule to organize, assign, and track project work. Currently there are no significant tasks behind schedule.

Project Management and Sponsorship	Budget	Serious Consideration

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team is in the process of addressing the risks raised in previous QA assessments regarding the lack of a documented, effective approach to management of cost and budget.
			Status: The Cost Management Plan has been presented to the project sponsors for approval.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team is in the process of addressing the risks raised in previous QA assessments regarding the lack of a documented, effective approach to management of cost and budget.	Not Assessed	Not Assessed	Not Assessed		No Risk Identified	No Risk Identified	No Risk Identified	
			Status: The Cost Management Plan has been presented to the Project Sponsors for review and approval.				QA will perform an assessment of the execution of the Cost Management plan after it has been put into execution.				The SC-CMS project budget has been developed and is being maintained.

Project Management and Sponsorship	Communication	Urgency - Not Applicable

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
No Risk Identified	No Risk Identified	No Risk Identified	**Observation:** The project has developed and published a Communications Management Plan.
			Status: The Communications Management Plan contains an approach for both internal and external communications activities. Internal communication activities include project status reports, performance reports, and project team meetings. External communications are used to inform stakeholders and end-users in particular, of project activities that will affect them. Project status is communicated primarily orally in various project meetings. A project status report is developed bi-weekly but published only to the project library.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
No Risk Identified	No Risk Identified	No Risk Identified	**Observation:** The project has developed and published a Communications Management Plan.	Not Assessed	Not Assessed	No Risk Identified		Not Assessed	Not Assessed	No Risk Identified	
			Status: The project has developed and published a Communications Management Plan. The Communications Management Plan contains an approach for both internal and external communications activities. Internal communication activities include project status reports, performance reports, and project team meetings. External communications are used to inform stakeholders and end-users in particular, of project activities that will affect them.				Project status is communicated primarily orally in several project meetings including the Project Steering Committee Meeting, the AOC Management Advisory Team Meeting, and the Project Team Meeting. A project status report is developed bi-weekly but published only to the project library.				Communication between project team members, between the SC-CMS project and other areas of AOC, and between the SC-CMS project and external stakeholders provides adequate exchange of information to coordinate and compete project activities on schedule. Communication issues are typically resolved through additional ad-hoc meetings and by documenting additional information.

Project Management and Sponsorship	Staffing and Project Facilities	Serious Consideration

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk Being Addressed	Risk	Risk Being Addressed	**Observation/Risk 1:** The risk due to a lack of business analysts with deep court business process knowledge is being addressed. **Observation 2:** The project team has begun to address the risk raised in previous QA assessments related to the Staffing Management Plan.
			Impact of Observation/Risk 1: Business analysts are skilled at understanding, documenting, and making improvements to business processes as well as developing and documenting business requirements and ensuring that system designs meet requirements and effectively support the business. Although business analysts have good analysis skills, the lack of deep court business process knowledge may result in requirements or design documents that do not adequately capture the needs of the business. Additionally, analysis and design activities may take longer that expected because of the need for business analysts to obtain additional information from other resources. **Recommendation for Observation/Risk 1:** The project's court business process knowledge can be increased in several ways. One method is by providing training for the business analysts and other project team members by court personnel who walk through the business processes in sessions at AOC. Another method is to assign business analysts to shadow workers at a court for several weeks to gain first-hand knowledge of the work. A third method is to augment the project team with court personnel on temporary assignment to function as subject matter experts. Involving business analysts with court personnel in one of these three ways has the added benefit of establishing relationships between the project team and the courts. **Status of Observation 1:** The SC-CMS and COTS-Prep projects have recently added business analysts with extensive court business process and system experience and knowledge to their projects. Additionally, the SC-CMS and CBO business analysts have been making site visits to courts to gain a more thorough understanding of court processes and the auxiliary systems being used in the courts to augment the existing systems. **Status of Observation 2:** The Staffing Management Plan has been presented to the project sponsors for approval.

Project Management and Sponsorship

Staffing and Project Facilities (continued)

Serious Consideration

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team has begun to address the risk raised in previous QA assessments regarding the project's Staffing Management Plan.	Not Assessed	Not Assessed	Not Assessed		No Risk Identified	Risk	Risk Being Addressed	**Observation/Risk:** Lack of business analysts with deep court business process knowledge may impact the quality and/or duration of analysis activities.
			Status: The Staffing Management Plan has been presented to the Project Sponsors for review and approval.				**Status:** The Staffing Management Plan has been presented to the Project Sponsors for review and approval.				**Impact of Observation/Risk 1:** Business analysts are skilled at understanding, documenting, and making improvements to business processes as well as developing and documenting business requirements and ensuring that system designs meet requirements and effectively support the business. Although business analysts have good analysis skills, the lack of deep court business process knowledge may result in requirements or design documents that do not adequately capture the needs of the business. Additionally, analysis and design activities may take longer that expected because of the need for business analysts to obtain additional information from other resources. **Recommendation for Observation/Risk 1:** The project's court business process knowledge can be increased in several ways. One method is by providing training for the business analysts and other project team members by court personnel who walk through the business processes in sessions at AOC. Another method is to assign business analysts to shadow workers at a court for several weeks to gain first-hand knowledge of the work. A third method is to augment the project team with court personnel on temporary assignment to function as subject matter experts. Involving business analysts with court personnel in one of these three ways has the added benefit of establishing relationships between the project team and the courts. **Status of Observation 1:** The SC-CMS and COTS-Prep projects have recently added business analysts with extensive court business process and system knowledge to their projects. Additionally, the SC-CMS and CBO business analysts have been making site visits to courts to gain a more

Project Management and Sponsorship	Change Management	Urgency – Not Applicable

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The Change Management Plan has been approved by the Project Sponsors and is being utilized by the project team to manage changes to scope, schedule, and budget.
			Status: The Change Management Plan was approved by the Project Sponsors in September.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The Change Management Plan has been approved by the Project Sponsors.	Not Assessed	Not Assessed	Not Assessed		No Risk Identified	No Risk Identified	No Risk Identified	
			Status: The Change Management Plan was approved by the Project Sponsors in September.				QA will perform an assessment of the execution of the Change Management Plan as it is put into execution.				

Project Management and Sponsorship	Risk Management	Urgency – Not Applicable

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The Risk Management Plan has been approved by the Project Sponsors and is being utilized by the project team to manage project risks.
			Status: The project conducted a risk identification session in September.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The Risk Management Plan has been approved by the Project Sponsors and is being utilized by the project team to manage project risks.	Risk Being Addressed	Risk Being Addressed	No Risk Identified		No Risk Identified	No Risk Identified	No Risk Identified	
			Status: The Risk Management Plan was approved by the Project Sponsors in September.				**Status:** The project team conducted a risk identification session in September.				Several risks are currently being tracked but expectations for risk outcomes have not been set with stakeholders through the regular review of risks in status update meetings and project reports.

Project Management and Sponsorship	Issue Management	Urgency – Not Applicable

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The Issue Management Plan has been approved by the Project Sponsors and is being utilized by the project team to manage project issues.
			Status: The project team is identifying and tracking issues consistent with the Issue Management Plan.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Risk Being Addressed	Risk Being Addressed	No Risk Identified		Risk Being Addressed	Risk Being Addressed	No Risk Identified		Not Assessed	Not Assessed	No Risk Identified	
			Status: The Issue Management Plan was approved by the Project Sponsors in September.				Status: The project team is identifying and tracking issues consistent with the Issue Management Plan.				

Project Management and Sponsorship	Quality Management	Serious Consideration

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team is in the process of addressing the risks raised in previous QA assessments regarding the lack of a documented, effective approach to quality management.
			Status: The Quality Management Plan has been presented to the Project Sponsors for review and approval.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team is in the process of addressing the risks raised in previous QA assessments regarding the lack of a documented, effective approach to quality management.	Not Assessed	Not Assessed	Not Assessed		Not Assessed	Not Assessed	Not Assessed	
			Status: The Quality Management Plan has been presented to the Project Sponsors for review and approval.				QA will perform an assessment of the execution of the Quality Management Plan after execution of the Plan begins.				Quality metrics are not being tracked by the project at this time. Therefore, there is insufficient information to perform an assessment of project quality.

People	Stakeholder Engagement	Urgency - Not Applicable

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
No Risk Identified	No Risk Identified	No Risk Identified	
			Status: Stakeholder engagement and organizational change management activities are underway.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
No Risk Identified	No Risk Identified	No Risk Identified		Risk Being Addressed	No Risk Identified	No Risk Identified		Not Assessed	Not Assessed	Not Assessed	
			Status: Stakeholder engagement and organizational change management activities are underway.				Status: Stakeholder engagement and organizational change management activities are underway.				The project has been engaging stakeholders through the RFP Steering Committee and information exchanges at meetings of the Clerks, Judges, and Administrators Associations.

People	Business Processes / System Functionality	Urgency - Not Applicable

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Not Assessed	Not Assessed	Not Assessed	
			Status: The Court Business Office (CBO) is performing analysis and validation of the business processes. The business processes will be presented to the Court User Work Group (CUWG) for approval in parallel with the analysis and validation activities. This work is underway and is planned to be completed in January 2013

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Not Assessed	Not Assessed	Not Assessed		Not Assessed	Not Assessed	Not Assessed		Not Assessed	Not Assessed	Not Assessed	
			The CBO is planning to perform analysis and validation of the business processes. The business processes will be presented to the Court User Work Group for approval in parallel with the analysis and validation activities. This work is planned to begin at the end of August and is planned to be completed in January 2013.				There has been insufficient activity to assess progress with respect to the execution of business process and system functionality activities.				There has been insufficient activity to assess progress with respect to the execution of business process and system functionality activities.

People	Vendor Procurement	Urgency - Not Applicable

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk	No Risk Identified	No Risk Identified	**Observation:** Vendor procurement is underway. No risks have been identified.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Risk	No Risk Identified	No Risk Identified	**Observation:** Vendor procurement is underway. No risks have been identified.	Risk	Risk	No Risk Identified	**Observation:** Vendor procurement is underway. No risks have been identified.	No Risk Identified	No Risk Identified	No Risk Identified	
											The evaluators have completed scoring of the SC-CMS proposals. Vendor demos were conducted for two vendors in October on schedule.

People	Contract Management / Deliverables Management	Serious Consideration

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team is addressing the risk identified in previous QA assessments related to the lack of a documented approach to contract management.
			Status: The development of the Deliverables Management Plan is underway. A responsibility assignment matrix is being used to identify responsibilities of project team members in reviewing and approving vendor deliverables.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team is addressing the risk identified in previous QA assessments related to the lack of a documented approach to contract management.	Not Assessed	Not Assessed	Not Assessed		Not Assessed	Not Assessed	Not Assessed	
			Status: The development of the Deliverables Management Plan is underway. A responsibility assignment matrix is being used to identify responsibilities of project team members in reviewing and approving vendor deliverables.				QA will perform an assessment of the execution of the Deliverables Management Plan after execution of the Plan begins.				

Application	Application Architecture	Urgency - Not Applicable

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
No Risk Identified	No Risk Identified	No Risk Identified	
			The SC-CMS Architecture Plan is being updated to identify information known at this point. The remaining areas will be updated after the vendor has begun execution of the contract.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
No Risk Identified	No Risk Identified	No Risk Identified		Not Started	Not Started	Not Started		Not Started	Not Started	Not Started	
			The SC-CMS Architecture Plan is being updated to identify information known at this point. The remaining areas will be updated after the vendor has begun execution of the contract.				Technical requirements have been developed and are specified in the SC-CMS vendor RFP. The SC-CMS Architecture Plan is being updated to identify information known at this point. The remaining areas will be updated after the vendor has begun execution of the contract.				Technical requirements have been developed and are specified in the SC-CMS vendor RFP.

Application	Requirements Management	Serious Consideration

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** A delay in the utilization of the requirements management tool is being addressed by AOC management.
			Impact: Significant delays to project milestones may ensue if the use of the requirements management tool, Rational Requirements Composer (RRC), is delayed. **Background:** (1) RRC has been selected as the tool for managing requirements, and AOC has purchased licenses for the tool. (2) There is a desire that the SC-CMS project use the AOC enterprise requirements management processes, which were not yet fully defined. **Status:** A decision was made in October to have the SC-CMS business analyst configure the requirements management tool using the information gathered in a series of prior sessions that defined the enterprise design for managing requirements. This approach leverages the enterprise approach while moving forward with the implementation of the requirements management tool for SC-CMS. The tasks to configure the tool are being closely monitored by the project to ensure that the tool will be ready for use by the CBO in November to document refined requirements.

Application	Requirements Management (continued)	Serious Consideration

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Risk Being Addressed	Risk	Risk Being Addressed	**Observation/Risk:** A delay in the utilization of the requirements management tool is being addressed by AOC management.	Not Started	Not Started	No Risk Identified		Not Started	Not Started	Not Started	
			Impact: Significant delays to project milestones may ensue if the use of the requirements management tool, Rational Requirements Composer (RRC), is delayed. **Background:** (1) RRC has been selected as the tool for managing requirements, and AOC has purchased licenses for the tool. (2) There is a desire that the SC-CMS project use the AOC enterprise requirements management processes, which were not yet fully defined. **Status:** A decision was made in October to have the SC-CMS business analyst configure the requirements management tool using the information gathered in a series of prior sessions that defined the enterprise design for managing requirements. This approach leverages the enterprise approach while moving forward with the implementation of the requirements management tool for SC-CMS. The tasks to configure the tool are being closely monitored by the project to ensure that the tool will be ready for use by the CBO in November to document refined requirements.				Business requirements have been developed and are specified in the COTS vendor RFP. The CBO and Court User Work Group will review business requirements and business processes beginning in December.				

Application	Application Interfaces	Urgency - Not Applicable

Summary *bluecrane* QA Assessment

August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
No Risk Identified	No Risk Identified	No Risk Identified	
			Status: The INH and COT- Prep Application are defining and preparing interfaces using the information currently available. Additional activities will be planned and executed when the SC-CMS vendor contract has been awarded and further definition of SC-CMS interface requirements are made available.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
No Risk Identified	No Risk Identified	No Risk Identified		Not Started	Not Started	Not Started		No Risk Identified	No Risk Identified	No Risk Identified	
			Status: The INH and COT- Prep Application are defining and preparing interfaces using the information currently available. Additional activities will be planned and executed when the SC-CMS vendor contract has been awarded and further definition of SC-CMS interface requirements are made available.				**Status:** The INH and COT- Prep Application are defining and preparing interfaces using the information currently available. Additional activities will be planned and executed when the SC-CMS vendor contract has been awarded and further definition of SC-CMS interface requirements are made available.				Progress is continuing on the development of the Superior Court Data Exchange (SCDX) and INH modules that will provide the interface between SC CMS and the other AOC systems.

Application			Tools	Serious Consideration
August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status	
Not Started	Risk	Risk Being Addressed	**Observation/Risk:** A delay in the utilization of the requirements management tool is being addressed by AOC management.	
			Impact: Significant delays to project milestones may ensue if the use of the requirements management tool, Rational Requirements Composer (RRC), is delayed. **Background:** (1) RRC has been selected as the tool for managing requirements, and AOC has purchased licenses for the tool. (2) There is a desire that the SC-CMS project use the AOC enterprise requirements management processes, which were not yet fully defined. **Status:** The SC-CMS business analyst is configuring RCC using the information gathered in a series of sessions that defined the requirements for managing requirements. This approach leverages what is available from the enterprise approach while moving forward with RCC as a requirements management tool for SC-CMS. The configuration tasks are being closely monitored by the project to ensure that the tool will be ready for use by the CBO in November to document the refined requirements.	

Application	Tools (continued)	Urgency - Not Applicable

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment	August 2012	September 2012	October 2012	Assessment
Not Started	Risk	Risk Being Addressed	**Observation/Risk:** A delay in the utilization of the requirements management tool is being addressed by AOC management.	Not Started	Not Started	Not Started		Not Started	Not Started	Not Started	
			Impact: Significant delays to project milestones may ensue if the use of the requirements management tool, Rational Requirements Composer (RRC), is delayed. **Background:** (1) RRC has been selected as the tool for managing requirements, and AOC has purchased licenses for the tool. (2) There is a desire that the SC-CMS project use the AOC enterprise requirements management processes, which were not yet fully defined. **Status:** The SC-CMS business analyst is configuring RCC using the information gathered in a series of sessions that defined the requirements for managing requirements. This approach leverages what is available from the enterprise approach while moving forward with RCC as a requirements management tool for SC-CMS. The configuration tasks are being closely monitored by the project to ensure that the tool will be ready for use by the CBO in November to document the refined requirements.								

Summary *bluecrane* QA Assessment			
August 2012	September 2012	October 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Data			
Not Started	Not Started	No Risk Identified	**Observation:** The Data Quality Coordinator will coordinate preparation of data in AOC and local court applications. One of the activities is the development of a data profiling report which will identify anomalies in data stored in JIS.
Not Started	Not Started	Not Started	
Not Started	Not Started	Not Started	
Infrastructure			
Not Started	Not Started	No Risk Identified	
Not Started	Not Started	No Risk Identified	
Not Started	Not Started	Not Started	